

Joint United Nations Programme on HIV/AIDS

UNAIDS

2022 UN-SWAP 2.0

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

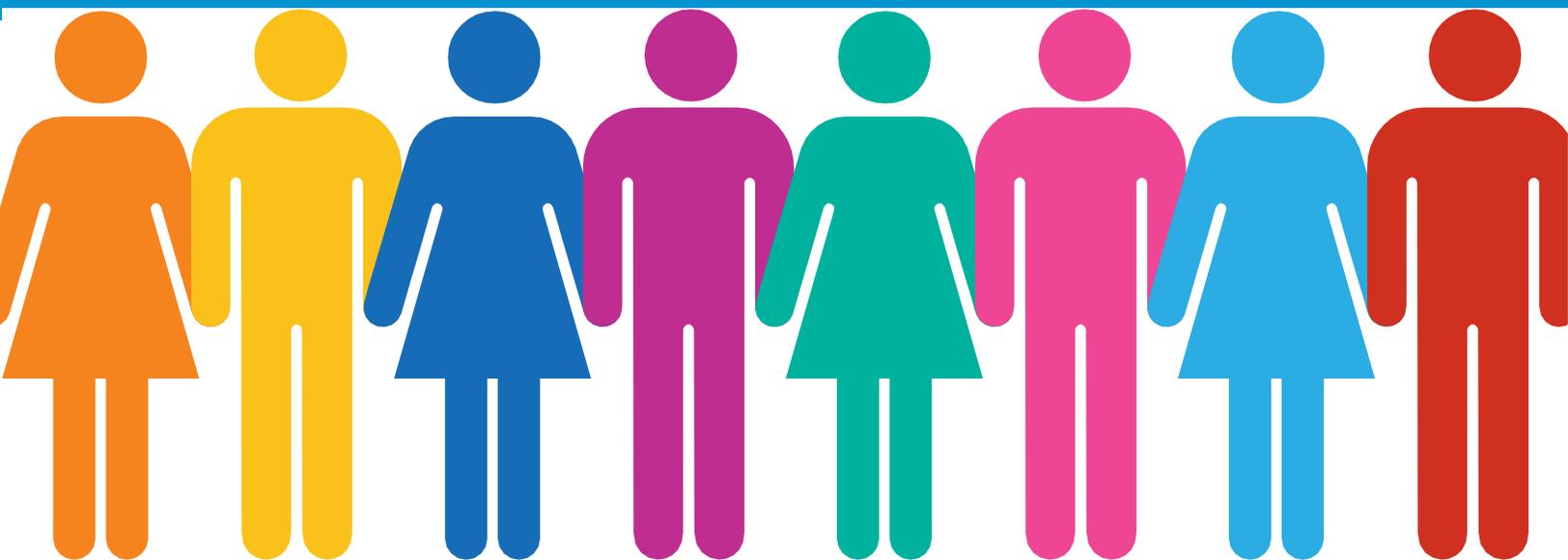


TABLE OF CONTENTS

I.	BACKGROUND	3
II.	UN-SWAP 2.0 ACCOUNTABILITY FRAMEWORK REPORT COMPONENTS	3
III.	QUALITY ASSURANCE AND UN-SWAP 2.0 RESULTS REPORTING	4
IV.	UNAIDS REPORTING INTERNAL REVIEW PROCESS	4
V.	THE UN-SWAP 2.0 PERFORMANCE INDICATOR FRAMEWORK	5
VI.	UNAIDS 2022 UN-SWAP 2.0 REPORTING RESULTS SNAPSHOT	6
VII.	UNAIDS 2022 UN-SWAP 2.0 RESULTS BY PERFORMANCE INDICATOR	7
	<i>I. GENDER-RELATED SDG RESULTS / RESULTS-BASED MANAGEMENT</i>	7
	P11 Strategic Planning Gender-Related SDG Results	7
	P12 Reporting on Gender-Related SDG Results	7
	P13 Programmatic Gender-Related SDG Results not Directly Captured in the Strategic Plan	7
	<i>II. GENDER-RELATED SDG RESULTS / OVERSIGHT</i>	7
	P14 Evaluation	7
	P15 Audit	7
	<i>III. INSTITUTIONAL STRENGTHENING TO SUPPORT ACHIEVEMENT OF RESULTS / ACCOUNTABILITY</i>	8
	P16 Policy	8
	P17 Leadership	8
	P18 Gender-responsive performance management	8
	<i>IV. INSTITUTIONAL STRENGTHENING TO SUPPORT ACHIEVEMENT OF RESULTS / HUMAN & FINANCIAL RESOURCES</i>	8
	P19 Financial Resource Tracking	8
	P110 Financial Resource Allocation	8
	P111 Gender Architecture	9
	P112 Equal representation of women	9
	P113 Organizational culture	9
	<i>V. INSTITUTIONAL STRENGTHENING TO SUPPORT ACHIEVEMENT OF RESULTS / CAPACITY</i>	9
	P114 Capacity Assessment	9
	P115 Capacity Development	9
	<i>VI. INSTITUTIONAL STRENGTHENING TO SUPPORT ACHIEVEMENT OF RESULTS / KNOWLEDGE, COMMUNICATION AND COHERENCE</i>	10
	P116 Knowledge and Communication	10
	P117 Coherence	10
VIII.	Joint United Nations Programme on HIV/AIDS ACTION PLAN 2022	10
IX.	SUPPORTING DOCUMENTATION	14

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.

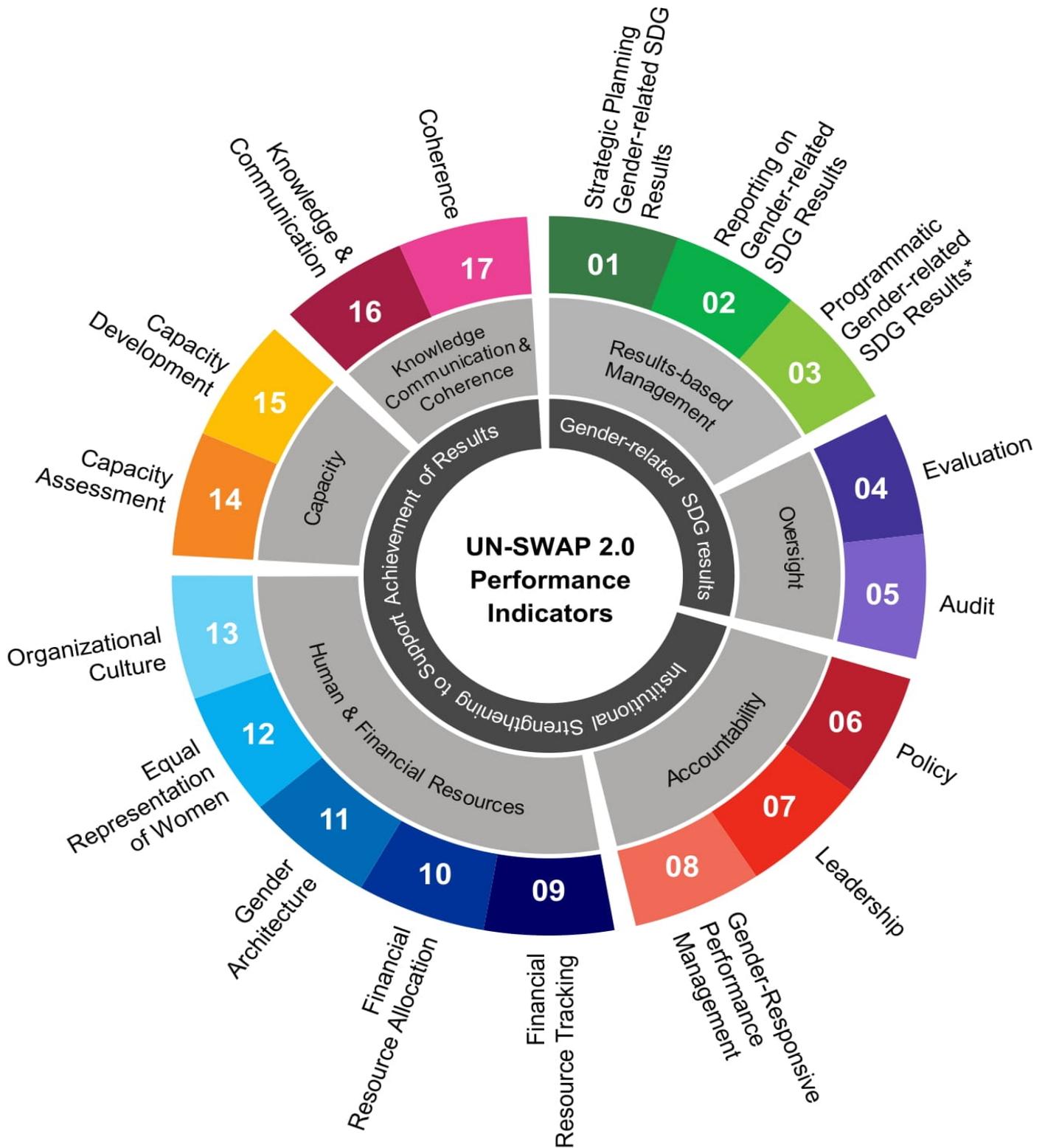
III. QUALITY ASSURANCE AND UN-SWAP 2.0 RESULTS REPORTING

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 and are since regularly updated. 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 Directors 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. For 2022 the report was exceptionally managed by a staff member in the Programme planning and field support team.

V. THE UN-SWAP 2.0 PERFORMANCE INDICATOR FRAMEWORK



*not directly captured in the Strategic Plan

VI. UNAIDS 2022 UN-SWAP 2.0 REPORTING RESULTS SNAPSHOT



VII. UNAIDS 2022 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 2021 – 2026 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 2021-2026 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 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 2021-2026 GAS 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 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.

The 2021-2026 GAS outlines 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.

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 support to the conveners of the Women's Networking Zone at the IAS 2022, a space hosted and convened by Women's organizations at the global and AIDS Conferences and other global policy spaces in the Global HIV response.

In 2022, UNAIDS supported the Athena network to position adolescent girls and young women as key thought leaders and actors in the consultation and mobilisation towards the IAS 2022. 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.

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;

- In Armenia, UNAIDS supported interventions addressing GBV against women living with HIV and using drugs. Aimed at strengthening the capacity of support and crisis centers working on GBV, training capacity was organized for 109 staff members on HIV and drug addiction.

- In the Latin American region, UNAIDS supported FemiTransLac Network, to conduct an online rapid assessment focusing on the characterization of identity and GBV against female transgender population was elaborated and later implemented in five Latin American countries. In total, 125 transgender women in all their diversity participated in the study (25 per country). Based on the results, training modules were developed on gender identity, prevention of identity and gender-based violence and protection of sexual and reproductive rights, followed by training workshops in each of the 5 countries.

- In Guatemala, UNAIDS supported the strengthening of the national response in the health districts of Solodá and Quetzaltenango, where indigenous women's networks had their capacity built in delivering HIV-related services (HIV testing). The support covered the development of an HIV testing manual with a cultural approach for indigenous communities, followed by HIV testing training sessions for indigenous midwives.

- In Tanzania, the Gender Assessment revealed the lack of linkages between the National Gender Plans and the HIV response. As a result of UNAIDS' support the Ministry of Gender, Ministry of health and the National AIDS Council came together to integrate Gender and SRHR in the HIV response and other national plans like the National Plan of Action to End Violence against Women and Children.

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

Baseline:

19 countries supported by the Joint Programme, strengthened gender expertise and capacity to integrate gender equality into the national HIV response, and meaningfully engage women in all their diversity together with men in 2021 (based on 37 responses received from Joint UN Teams on HIV and AIDS; source: 2022 UBRAF Indicator Data Collection Survey).

Target 2026 : 54 countries supported by the Joint Programme to strengthen gender expertise and capacity to integrate gender equality into the national HIV response, and meaningfully engage women in all their diversity together with men by 2026.

Strategy Result Area 6 output 6.1:

Strengthen gender expertise and capacity in countries supported by the Joint Programme to design, resource, implement, and monitor gender-transformative national and local HIV plans, policies, and programmes, that address unequal gender norms, and to meaningfully engage women and girls, in all their diversity together with men.

Achievement in year/s (No longer mandatory)

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

Unified Budget, Results and Accountability Framework Performance Monitoring Report (Organizational report) - UNAIDS/PCB (50)/22.14 June 2022 - Page numbers: 36

Please include an Internal assessment of progress using entity assessment methodology for reporting on its main strategic planning document (No longer mandatory as of 2021)

On Track

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

- Goal 3/Target 3.3 By 2030, end the epidemics of AIDS, tuberculosis, malaria and neglected tropical diseases and combat hepatitis, water-borne diseases and other communicable diseases
- Goal 3/Target 3.7 By 2030, ensure universal access to sexual and reproductive health-care services, including for family planning, information and education, and the integration of reproductive health into national strategies and programmes
- 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 5/Target 5.1 End all forms of discrimination against all women and girls everywhere
- 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 5/Target 5.2 Eliminate all forms of violence against all women and girls in the public and private spheres, including trafficking and sexual and other types of exploitation
- 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 5/Target 5.6 Ensure universal access to sexual and reproductive health and reproductive rights as agreed in accordance with the Programme of Action of the International Conference on Population and Development and the Beijing Platform for Action and the outcome documents of their review conferences
- 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 10/Target 10.3 Ensure equal opportunity and reduce inequalities of outcome, including by eliminating discriminatory laws, policies and practices and promoting appropriate legislation, policies and action in this regard
- 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 16/Target 16.1 Significantly reduce all forms of violence and related death rates everywhere
- 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
- Goal 16/Target 16.2 End abuse, exploitation, trafficking and all forms of violence against and torture of children
- 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 17/Target 17.16 Enhance the Global Partnership for Sustainable Development, complemented by multi-stakeholder partnerships that mobilize and share knowledge, expertise, technology and financial resources, to support the achievement of the Sustainable Development Goals in all countries, in particular developing countries
- 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 17/Target 17.17/Indicator 17.17.1 Amount of United States dollars committed to (a) public-private partnerships and (b) civil society partnerships

Typology of 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
- Eliminate All Forms Of Violence Against All Women and Girls

- Norms and Standards

Narrative on results to be completed by all entities

- What was achieved? The narrative should focus specifically on how programming has supported achievement of GEEW results, rather than on activities such as the number of trainings held.

UNAIDS continued its support to countries in integrating GEWE and SRHR into national HIV strategies, the 2021 – 2026 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 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 discussed at the PCB 49 in December 2021.

Furthermore noting additional activities around UNAIDS work on Women’s Engagement and Participation and Eliminate All Forms Of Violence Against All Women and Girls

- During 2022, UNAIDS developed the internal guidance on the interlinkages of GBV and HIV that will be finalized and approved in the Q1 of 2023. In the development of the guidance, there were consultations held with regional and country offices and with representatives from Networks of Women living with HIV.
- UNAIDS is also investing in the knowledge sharing and capacity building of its staff, and conducted a e-discussion on the Community of Practice of Equality and Rights for All, on the linkages between GBV/VAW and HIV/AIDS, with contributions on country-examples across various regions and participation of approximately 400 staff.
- Through its operational framework, the 2022-2026 UBRAF, UNAIDS also monitors its systematic contribution towards meaningful engagement of women and girls, as well as the elimination of all forms of violence against all women and girls. For example, this is done through Specific output S1.2 monitoring the meaningful engagement and leadership of people living with HIV, key populations, women and young people at risk of or affected by HIV, strengthened at all levels of decision-making and implementation, through its outcome indicator on number of countries that have a national strategy or policy guiding the AIDS response that include a dedicated budget for implementing gender-transformative interventions, or specifically linked to humanitarian settings (Output indicator 10.1.1) that monitors inclusion of key populations in gender-based violence (GBV) referral pathways. Data on 2022 will be available in June 2023.

- 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.

UNAIDS continued providing support to Women’s Networks throughout the year, and during the preparation and participation of the International AIDS Conference, including the conveners of the Women’s Networking Zone.

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 2022, 14 countries have finalized the assessment and 9 more are currently undertaking it.

Emerging crises and global challenges, including COVID-19 crisis, response and recovery.

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

In alignment with the previous selection, describe the specific focus of existing gender-related strategic work, as well as new activities and deliverables in response to emerging crises and global challenges (no longer mandatory)

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 UBRAF Result Area 6: Women and girls, men and boys, in all their diversity, practice and promote gender-equitable social norms and gender equality, and work together to end gender-based violence and to mitigate the risk and impact of HIV, and on Strategy Target: 90% of people living with HIV and people at risk are linked to people-centred and context-specific integrated services for other communicable diseases, noncommunicable diseases, sexual and gender-based violence, mental health and other services they need for their overall health and well-being

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 (see Result Area 6 and GAM). 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 AIDSinfo website (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 2022: In danger" report. Available at: <https://www.unaids.org/en/resources/documents/2022/in-danger-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 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 50th PCB meeting in June 2022, and 2020-21 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>

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

- Other
- Externally (e.g. website, donors) Please provide hyperlink if publicly available
- Internally (e.g. email, Intranet)
- Reporting to Governing body or equivalent

Please provide any further details and include hyperlinks if publicly available:

Reporting to Governing body or equivalent UNAIDS reports on key indicators and core elements of the UNSWAP through various PCB reports and decisions. b. Internally (e.g. email, Intranet) Yes, UNAIDS Secretariat reports on UNSWAP results internally, an intranet story shared 2021 UNSWAP results with all staff (see supporting docs), by email to all staff through weekly updates the scorecard was shared (see supporting docs), and selected staff contributing to UNSWAP additionally the letter from UN Women was shared that helped inform certain discussions and other reporting. c. Externally (e.g. website, donors) – please provide hyperlink if publicly available: Yes, UNAIDS Secretariat shares UNSWAP results externally, more specifically through the Results and Transparency Portal where the agency-specific report is being publicly available. (Click Resources | Portal (unaids.org) then click on UN-wide reports) d. 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. - As part of the 2022-2026 UBRAF and its reporting processes, UNAIDS also reports to the board on UNSWAP progress.

Has the entity's work in this field been impacted by the COVID-19 crisis or other emerging crises during the reporting period?

- Yes

(If yes): Please briefly explain how the work has been impacted (no longer mandatory)

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

NA for UNAIDS Secretariat as UNAIDS Strategy includes gender-related SDG result and hence reporting under PI 1 and PI2

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 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 (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 Evaluation 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). The Human Rights and GEEW assessments of the most recent global evaluations independently made by C4ED are provided below:

- Joint Evaluation of the UN Joint Programme on AIDS on preventing and responding to violence against women and girls (assessment: fully integrated). Gender equality and participation of women in their diversity was a focus of the evaluation, and these aspects are well covered throughout the report. The evaluation specifically sets out a framework to assess the extent to which interventions are gender transformative. The methodology was gender-responsive, with the evaluation utilizing participatory approaches to involve representatives of various groups in the evaluation design and implementation (e.g., as informants and facilitators). A specific GESI tool is included. The findings, conclusions, and recommendations focus on the needs of women in their diversity, including key populations of the various gender groups. More disaggregation and discussion of the specific perspectives of different stakeholder would have been desirable. The rights of women and girls living with and/or affected by HIV are a focus of the evaluation scope and analytical framework. One evaluation question specifically incorporated human rights standards. Human rights are incorporated into the findings and conclusions through a gender equality lens. The evaluation assesses how and to what extent HIV and VAWG programming are actively challenging gender norms, promoting positions of influence for women and addressing power inequities (gender transformative). It also analyses how and to what extent the interventions address multiple and intersecting forms of discrimination of women. The recommendations include strategies to improve programming to address human rights.

- Joint evaluation of the UN Joint Programme on AIDS's work with key populations (2018-2021) (assessment: fully integrated). Human rights, well-being, and gender equality of and access to services for crucial key populations of various gender groups was the core focus of the programme and the evaluation, and these aspects are well covered throughout the report.

Vulnerable key populations were the core target of the programme, and the evaluation used participatory approaches to involve representatives of these groups in the evaluation design and implementation. Yet, more transparency about the processes of this involvement would have been desirable. While the findings, conclusions, and recommendations focus on the needs of vulnerable key populations of the various gender groups (in line with the intervention), a disaggregation and discussion of the specific perspectives of various stakeholder groups, including from the various gender groups, would have been desirable. Human rights were integrated in the analytical framework, constituted two of the main evaluation questions, and are represented throughout the report. Human rights of vulnerable key populations were a major subject of the analysis and are reflected in the methodology, evaluation questions, findings and conclusions. The recommendations do not comprise specific reference to "human rights" but focus on strategies to improve the performance of the programme that aims at enhancing human rights, wellbeing, and access to services for vulnerable population groups.

☐ Joint evaluation of the UN Joint Programme on AIDS's work on efficient and sustainable financing (assessment: satisfactorily integrated). The report notes that the evaluation was "conducted in accordance with [...] a consideration of the UNAIDS Guidance on Integrating Human Rights and Gender Equality into UNAIDS Evaluations" (p. 13). Yet, it does not contain any information on how this was ensured. A focus on GEEW in the analytical framework, the evaluation criteria, the interview tools, and the analysis might not have been required in the context of the specific issues covered in this evaluation. This could have been noted and briefly explained in the report. The report notes that the evaluation was "conducted in accordance with [...] a consideration of the UNAIDS Guidance on Integrating Human Rights and Gender Equality into UNAIDS Evaluations" (p.

13). Yet, it does not contain any information on how this was ensured. A focus on human rights issues in the analytical framework, the evaluation criteria, the interview tools, and the analysis might not have been required in the context of the specific issues covered in this evaluation. This could have been noted and briefly explained in the report.

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.

All evaluation reports refer to some extent to the integration of gender equality and human rights into the evaluation approach, where this appears relevant. However, there are differences in the extent to which this is streamlined into their frameworks. The aspects of gender equality and empowerment of women and other groups were a core focus in many of the evaluations and are represented in their approaches or in the inclusion of relevant dimensions and/or questions in their evaluation frameworks. The human rights dimension is present in the analytical frameworks (e.g., in evaluation questions) and represented in the reports, as relevant. Please refer to 4ci for a detailed and independent assessment of the global evaluation reports. Independent assessments of two additional country evaluations are provided in this section:

☒ Evaluation of the Joint UN Programme on AIDS in the Democratic Republic of Congo (2018-2021) (assessment: partially integrated). Gender is briefly mentioned in the ToC and in the short method section that notes that the evaluation respects the UNEG Norms and Standards, but more information about how this was effectively implemented in the methodological tools and integrated in the analytical framework would be helpful. Moreover, as the Programme targets specific populations, including women and girls, there could have been questions addressing this topic in detail. Gender is only reflected in the design of the focus groups (gendered groups). However, it is difficult to assess the methods used, as tools are not provided, and the data analysis techniques are not described either. There is little attention given to gender, aside from stating the percentage of participants of each gender in the tools. Gender is briefly mentioned as an issue in Conclusion C1, but the report does not give more than an excerpt of an interview stating the weaknesses of the programme regarding gender. There is no analysis or robust findings about gender. The recommendations do include integrating gender as a more systematic approach. The evaluation questions are quite broad, and because of this they do address human rights issues. However, it would have been suitable to have questions directly addressing the topic, especially as human rights are explicitly part of the ToC as one of the objectives. It is difficult to provide an assessment on methods, as neither the tools nor sufficient information on data analysis techniques are provided in the report. There is only one reference to risks and vulnerabilities and negative, unintended consequences of the evaluation for the participants (p. 23), with no mitigation strategy foreseen. However, this would be needed, as HIV status is a taboo in the DRC, and exposure of individuals' infection might lead to social isolation or physical violence. The conclusions and recommendations reflect a human rights analysis, particularly in integrating an agents and networks analysis (C3).

☒ Evaluation of the UN Joint Programme on HIV Brazil (2017-2021) (assessment: satisfactorily integrated). A dimension of equity, human rights, and gender was included in the evaluation matrix and specific questions developed under it. This dimension is represented throughout the report. The evaluation looked specifically at interventions and results directed at key populations, including women with HIV. The interview tools incorporated questions about key populations, pregnant women with HIV, etc. The findings, conclusions, and recommendations analyse the needs of and impact on key populations. However, a disaggregation and discussion of the specific perspectives of various stakeholder groups would have been desirable. A dimension of equity, human rights, and gender was included in the evaluation matrix and specific questions developed under it. This dimension was represented throughout the report. Human rights of vulnerable key populations were a major subject of the analysis and are reflected in the methodology and evaluation questions. The findings, conclusions, and recommendations analyse the needs of and impact on key populations. However, a disaggregation and discussion of the specific perspectives of various stakeholder groups would have been desirable.

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, Key Informant 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.

As all the evaluations, the final GAP evaluation report was assessed externally by C4ED for integration of Human Rights and GEEW (assessment: fully integrated). The assessors found that gender equality and empowerment of women and other groups was the core focus of the GAP and the evaluation, and these aspects are well covered throughout the report. Gender equality and empowerment of women and other groups was the core focus of the GAP and the evaluation. The report does not contain any notion, however, whether and which particular methods and tools were necessary and/or used. Given that gender and staff grade groups were by far not equally represented in the samples of respondents, the evaluation should possibly have chosen a stratification approach to equally involve representatives of these different groups in the evaluation. Gender questions are the core of the GAP and the evaluation and well-covered in the findings, conclusions, and recommendations. Human rights were not a specific feature of the evaluation, but the evaluation design allowed for the collection of related information, if brought up by respondents, and human rights were taken up, where relevant (e.g., Conclusion 1).

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. The management response, as well as the full tracking following one year implementation is available online: https://www.unaids.org/sites/default/files/media/documents/management-response_GAP-evaluation_en.pdf

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 or other emerging crises during the reporting period?

- Yes

(If yes): Please briefly explain how the work has been impacted (no longer mandatory)

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. Some activities were conducted remotely, using national consultants and virtual communication technologies. In-person meetings and interviews were transposed to virtual interactions where needed and relevant. Site visits were conducted virtually and/or with the support of national consultants where appropriate to the COVID-19 situation in countries. As needed, 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, as well as how the lessons and experience from the AIDS was able to influence and improve the COVID-19 response, in particular with reference to community participation. Systematically, all evaluations included at least one COVID-19 relevant evaluation question to make sure that the interlinkages between AIDS and COVID-19 were assessed.

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 or other emerging crises during the reporting period?

- Yes

(If yes): Please briefly explain how the work has been impacted (no longer mandatory)

While in 2021 audits were undertaken remotely, 2022 has seen a change back to country visits where possible. However continuous monitoring of the situation in country offices to be audited is still being done remotely.

III. INSTITUTIONAL STRENGTHENING TO SUPPORT ACHIEVEMENT OF RESULTS / ACCOUNTABILITY



Performance Indicator:
PI6 Policy

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 which will be undertaken in 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 over the course of 2023 to succeed the 2018–2023 Gender Action Plan for the period for 2024 and beyond.

Has the entity's work in this field been impacted by the COVID-19 crisis or other emerging crises during the reporting period?

- No

(If yes): Please briefly explain how the work has been impacted (no longer mandatory)

III. INSTITUTIONAL STRENGTHENING TO SUPPORT ACHIEVEMENT OF RESULTS / ACCOUNTABILITY



Performance Indicator:
PI7 Leadership

MEETS

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

The Global AIDS Strategy features a series of priority actions to reach the Strategy's ambitious and granular targets and commitments specific to gender equality and the empowerment of women. The Strategy also features 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 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 adopted a policy to prevent and address abusive conduct that covers sexual and other forms of harassment and abuse of authority. A comprehensive socialization campaign (#Respect) was launched that aims at full familiarization of the new Policy and its provisions with all UNAIDS staff.

The UNAIDS Cabinet, which is UNAIDS' most senior internal decision-making body, discussed the concept note for a new Gender, Diversity, Equity, Inclusion and Accessibility Framework, following up the recommendations and management response to the evaluation of the Gender Action Plan on 15 November, 2022, and indicated its support for the development of the full framework on the basis of what was outlined in the concept note.

A baseline profile of workforce diversity was conducted in June 2022, and the report was shared with Cabinet on 14 October and all staff the following week. A new recruitment dashboard is under development to enable better understanding of diversity (including vis-à-vis gender) in our applicant pool, through to our long-listed, short-listed and selected candidates. Real-time workforce gender data continues to be available to all staff via a dashboard on the UNAIDS intranet: Gender Action Plan - Sisense

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. In July, 2022, the Executive Director launched the Global AIDS Update Report "In Danger", leading up to the International AIDS Conference in Montreal. She sounded the alarm in her speech, and as reflected in the report, about the lack of progress in preventing new HIV infections, particularly among adolescent girls and young women. On World AIDS Day, December 1, the Executive Director launched the report Dangerous Inequalities where the first action she called for was to "equalize for women and girls to reduce their HIV risks." b) Advocate with other UN entities concerning the importance of promoting gender equality and the empowerment of women. The Executive Director has spearheaded efforts to advance the rights of adolescent girls and young women, engaging the UNAIDS Cosponsoring agencies to adopt, collectively, a Global Strategic Initiative dedicated to enabling girls to stay in school until they complete secondary education which reduces their vulnerability to HIV infection by up to 50%. The Initiative also leverages secondary school as a critical entry point for a multisectoral rights-based response. In the first year of implementing

this Education+ Global Strategic Initiative, transformational changes are already taking place under the leadership of the 13 African Heads of State in their respective countries. Globally, Education Plus and its objectives was identified as a good practice to showcase at the Transforming Education Summit (TES) convened by the UN Secretary-General António Guterres as part of Our Common Agenda in September 2022 at the United Nations Headquarters in New York. The ED gave a speech during the Summit about Education Plus during the opening ceremony of the Leaders Day on 19th September in the General Assembly Hall and during the Spotlight session on Gender and education that afternoon. The objectives of Education Plus were included in significant result documents such as the TES Youth Declaration and the Call to Action on Gender Equality. <https://www.unaids.org/en/topics/education-plus>

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 underwent an evaluation and was presented to the senior leadership team (SLT) in September 2021. The presentation of the results of the evaluation allowed for a Senior Leadership Team discussion about how to ensure requisite capacity, including financial and human resources, to strengthen compliance with UN-SWAP Performance Indicators. (See responses to Q.12, 12a) Women are in the majority of UNAIDS Secretariat staff, with an overall gender distribution of 54% women (334) and 46% men (288). The share of women in positions at P4 and above levels is within the margins of parity at 52% in 2022. In the General Service category, women are also within the margins of parity (53%). To support the leadership role of the Executive Director, two female Deputy Executive Directors of UNAIDS have been appointed as announced by the UN Secretary-General in October, 2022, (Angeli Achrekar as Deputy Executive Director Programme branch and Christine Stegling as Deputy Executive Director, Policy, Advocacy and Knowledge branch). (See responses to Q.12, 12a) Women’s representation at the P5 level is lightly below the margins of parity (45% women, 55% men). Men are heavily overrepresented at four grades (D2, GS4, GS3 and GS2) while women are clearly overrepresented at seven grades (P4, P3, , NO-B, NO-A, GS7, GS6 and GS5). Parity is reached or closeness to the margins of parity was reached at grades D1, P5, , P2, NO-D, and NO-C). Furthermore, the UNAIDS Secretariat has maintained an almost complete parity of 52% among Country Directors in 2022.

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

The 2022 – 2026 UBRAF elevates gender in the work of the Joint Programme with an ambitious result area dedicated to gender equality in the context of HIV. In addition, gender equality is 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.

Has the entity’s work in this field been impacted by the COVID-19 crisis or other emerging crises during the reporting period?

- Yes

(If yes): Please briefly explain how the work has been impacted (no longer mandatory)

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 broader duty of care committee is being established in 2023 that will continue to address COVID and other staff wellbeing concerns. • 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 within the UNAIDS Competency Framework in 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”

Alignment of performance management to GEWE principles and requirements has been gradually incorporated over the years to strengthen managerial and staff accountability. Integration, with the three elements that are assessed during performance reviews at UNAIDS, namely work objectives, competencies and learning objectives has been an iterative process and strengthened following the findings of the UNAIDS Global Staff Survey findings.

All staff members with supervisory responsibilities are assessed against mandatory competencies during each performance cycle. Since 2018, the competency of Managing Performance and Resources, held managers accountable to act in a just, equitable and non-discriminatory manner, incorporating GEWE principles.

Following the implementation of the UNAIDS Global Staff Survey (GSS) in late 2020, key priority areas for leaders were defined. Leaders and managers were requested to formulate at least one work objective that linked to GSS priorities 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 and for stronger integration with work objectives the following two elements have been incorporated and were reported in earlier UN SWAP reports.

1. All staff individual work objectives are aligned to workplan Top Tasks of their office/team. Each Top Task links to a UNAIDS Secretariat Gender Equality Marker (GEM). Please refer to PI9 for a more detailed explanation on organisational workplanning and GEM. In essence, when the staff member selects a Top Task in the system, to enter their individual work objective during the Planning phase, the objective is weighted by a pre-defined gender marker that can be potentially reported on.
2. At the start of every performance 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. Since 2021/22, a specific declaration was included in Planning task, whereby staff were asked to declare whether “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 GEWE had been considered when formulating their work objectives. For 2022/23 this report is being generated.

For the 2022/23 cycle, to further strengthen managerial accountability to create and sustain an ethical, principled, inclusive and gender sensitive workplace, two management accountability work objectives were pre-assigned for assessment. The first focuses on financial management and the second on Empowering and Accountable People Management of the team. The overall purpose is to ensure that managers supervise their staff to the best of their ability, and includes multiple indicators that they need to consider on a continuous basis throughout the review period. GEWE is a common theme across all indicators but of particular importance are the activities that managers undertake linked to the following two indicators-

1. Tangible steps taken to promote gender equality, diversity, equity and inclusion, ensure fair and just treatment, paying specific attention to work arrangements, team dynamics and the needs of those with intersecting marginalized identities.
2. Demonstrates duty of care towards personnel by providing and facilitating a flexible, safe work environment that enables staff to balance work and personal life taking into account care responsibilities.

Clear guidelines are provided to help managers integrate and deliver on these indicators and to support their supervisors to evaluate performance.

To supplement work objective and mandatory competency assessment, all staff are expected 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.

During 2021, UNAIDS introduced a performance management coaching programme for managers, to enhance their performance management skills in managing their teams. There are plans to continue with the coaching programme based on the 2022 GSS results.

A recognition programme linked to performance is planned for launch in 2023. One of the key criteria would be linked to GEWE principles.

Has the entity's work in this field been impacted by the COVID-19 crisis or other emerging crises during the reporting period?

- No

(If yes): Please briefly explain how the work has been impacted (no longer mandatory)

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.

Gender equality is a key strategic result area for UNAIDS investments and work. The Unified Budget, Results and Accountability Framework 2022-2026 (UBRAF) is the overall main framework for results-based planning and budgeting and includes a clear section on resources allocation. It is accompanied by biennial Joint Programme Workplan and Budget (currently 2022-2023 WB) which links budgets to planned results, provides the budget allocation by results areas and functions, regions, and organizations which then also serve for resource reporting and tracking to quantify funds disbursed as

well as linkages to the performance indicators.

The 2022–2026 UBRAF articulates the Joint Programme’s (JP) contribution to the 2021-2026 Global AIDS Strategy (GAS) and was adopted by the PCB in October 2021. Gender equality and women empowerment (GEWE) have been further elevated in this GAS. The 2022-2026 UBRAF includes multifaceted commitments towards GEWE, all of them with clear budget allocation that will be tracked through the JP reporting mechanisms (specifically JPMS and ERP).

- Stand-alone gender result area: Gender is part of the JP outcome 2 and is identified explicitly in one JP output at result area, namely output 6, while being integrated throughout all 10 JP outputs. Budget estimates for core and non-core funds for each output are stated in the WB for the JP (11 Cosponsors and Secretariat). The JP quantifies disbursements of funds through its planned estimated budgets and financial data and narrative report against those results. This data is published through the yearly PMR to the Board, financial report as well as through the publicly available Results and Transparency Portal which includes 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: The 2022-2026 UBRAF has 2JP outcome indicators, 2 JP specific output indicators and 3 Secretariat Functions indicators to monitor JP actions) contributing to GEWE .. Several other indicators allow to monitor some elements of the JP work on gender equality even if not specifically spelled out as such.

- SDG expenditure reporting: The UBRAF 2022-2026 and WB 2022-2023 include clear linkages to the SDG and the related planned budget allocation by SDG. In line with the e QCPR and the Funding Compact for UNDS entities, the financial expenditure tracking against the SDG started in 2022 and will feature in the 2022 reporting to be submitted to UNAIDS PCB in June 2023. This allows tracking JP expenditure against for example SDG 5. Narrative reporting against the SDG has been part of the JP reporting to the PCB since several years already.).

- UNAIDS Secretariat Gender Equality Marker (GEM): The GEM was adopted by UNAIDS in 2015 and since applied to all consecutive workplanning exercises. 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 including a 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 included gender equality perspective and are part of the resource tracking mechanism of the JP. The recommendations from evaluations and their corresponding management responses help to ensure optimal use of resources earmarked for promoting GEWE. Contribution to advancing gender equality is also usually included in evaluation of country Joint UN Plans on AIDS (with the GEM as one element of information complemented by much other qualitative information). For more information on evaluations conducted in 2022, see PI4

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 agreed upon among the Secretariat and its 11 Cosponsors, which plan for their HIV-related work in line with UNAIDS Division of Labour, based on and aligned with the UBRAF and WB, but with authority for the more detailed allocation decisions for core and non-core resources owned and managed by the respective Cosponsors and Secretariat . 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 the Evaluation Office and external evaluation teams 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.
- GEM analysis was shared during the 2022-2023 Secretariat workplan implementation review to reinforce the importance of GEWE for the 2023 prioritization.

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...

- estimating financial allocations
- planning

(If other) Please describe gender marker system uses below

Additionally, 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:

Programme Planning and Field Support Team, which is part of the Programme branch and works closely with the Gender and Budget teams when developing the guidance or when reviewing collected data on the gender marker.

Funding allocated by the entity to gender-targeted project and interventions (GEM 3/2b) in the most recent period.

6500000

What percentage does the funding allocated to GEM 3/2b represent of the total budget?

15

Please explain how the funding allocated to GEM 3/2b has been calculated.

2022 GEM analysis and calculation led to the findings of 6.5 million USD of 44 million USD, or 15%, of analyzed UBRAF core funds having as principal objective to advance gender equality and women’s empowerment (GEM 3). The calculation includes all planned budgets of UNAIDS core funds towards Secretariat activity workplans (19 million USD), and UNAIDS core funds towards UNAIDS Cosponsors at country level through Country Envelopes (25 million USD). The calculation thus focus on activity funding (programmatic funding) and does not include the entirety of UNAIDS core and non-core funds.

Has the entity’s work in this field been impacted by the COVID-19 crisis or other emerging crises during the reporting period?

- Yes

(If yes): Please briefly explain how the work has been impacted (no longer mandatory)

The 2022-2026 UBRAF and 2022-2023 Workplan and budget draw 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. They specifically include a Joint Programme Outcome on humanitarian settings and pandemics and identified specific gender-related deliverables. However, it is not possible to track related allocation of financial resources as this widely varies across countries and is mostly done through staff engagement.

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



Performance Indicator:
PI10 Financial Resource Allocation

MEETS

10b. Financial benchmark for resource allocation for gender equality and women’s empowerment mandate is met.

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 of strengthening 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. 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 2022 reporting cycle: For the 2022-2023 biennium the following assessment is recommended; 'meets requirements' (10c. Financial benchmark for resource allocation for gender equality and women's empowerment mandate is met.) The detailed analysis substantiating this assessment is following:

Overall, 15% of UBRAF core contributions score GEM 3, thereby meeting the above-mentioned benchmark. This share is slightly higher for the Joint UN Plans on AIDS which are in fact exceeding requirements with 18% scoring GEM 3.

GEM Scoring for country envelopes has now been applied for 5 consecutive years and one can see a steady increase of the GEM 3 score since 2020, when remedial action was taken to address the decrease from previous years.

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.

Building on last year's reporting, the GEM scores for 123 Secretariat workplans were now also analysed, with 560 top-tasks and 1977 sub-tasks (activities), for a planned budget of 19 million USD. 10% of activities are at GEM 3. This is a further reduction from previous years but it is important to stress that this happens in a context of a significant budget shortfall compared to the PCB approved UBRAF and 2022-2023 Workplan and Budget which has had an important impact of the level of staff and activities. Most of the planned work continues to remain at GEM 2. Analysing these data further, it shows that overall those linked to governance and mutual accountability (SF 5) score lowest. This could be explained by the nature of some of the workplans falling under this critical function for the Joint Programme (e.g., IT, finance, governance) and the challenges of linking some managerial activities to GEWE.

However, it should also be noted that all of the functions score 40% and above of their activities at GEM 2 and higher.

Total entity revenue in USD in the most recent reporting year:

244885732

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

185000

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 GEWE.

0

Financial benchmark established for GEWE.

15

How was the benchmark established?

In keeping with the UN-SWAP requirement, UNAIDS Secretariat adopted the GEM in 2015, including a financial benchmark of 15% of resources deemed to have a principal objective to contribute to gender equality and women's empowerment (GEM 3). Despite a flatline and even reduce approved budget and significant shortfall against the approved budget in recent years, the benchmark has not been changed demonstrating a strong commitment.

Percentage of financial resources spent on GEWE in the most recent reporting year

15

How is the percentage calculated?

- In 2022, UNAIDS reached its set benchmark: 15% or 6.5 million USD of the analyzed UBRAF core contributions (including Secretariat activity workplans and Joint Plans on AIDS Country Envelopes) have as principal objective to advance gender equality and women's empowerment (GEM 3)

- UNAIDS expenditures (core, country envelopes and non-core, 2020/21) on SRA 5: Gender Equality as a share of total expenditure:

USD 71,134,360 / 1,092,979,535 à 6.5%

Noting also that the lead UNAIDS Cosponsoring agency for SRA5 (with thus more of UNAIDS core resources for this result area) is UN WOMEN.

Has the entity's work in this field been impacted by the COVID-19 crisis or other emerging crises during the reporting period?

- Yes

(If yes): Please briefly explain how the work has been impacted (no longer mandatory)

The 2022-2026 UBRAF and 2022-2023 workplan and budget draw 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. They specifically 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: PI11 Gender Architecture

MEETS

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. A broader diversity framework including gender will be developed in 2023 with a steering group and working group (see Concept Note Gender Diversity Equity Inclusion and Accessibility Framework).

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 Equality and Rights for All Department in UNAIDS Headquarters had five dedicated positions working full time on gender equality in 2022, three at P5 grade - 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 in Johannesburg) - one at P4 and one at P3 level (being relocated to Johannesburg as per the UNAIDS alignment). In addition, the gender equality team is led by a D1 level Head currently under recruitment.

At the regional level, Senior Community Support Advisers are responsible for Gender Equality, SRHR and GBV, and at country level Community Support Advisers lead on gender equality and human rights. UNAIDS Secretariat structure and staffing have changed considerably further to organizational alignment decisions currently being implemented.

The Senior Adviser (Gender) position established at the P5 level in the East South Africa Regional Support Team in Johannesburg was joined in 2021 by a JPO focusing on regional gender equality work.

Total number of entity staff

622

Total cost of all entity staff:

108000000

Does the entity have a Gender Unit?

- Yes

Total number of staff in the gender unit:

5

Total staff cost of gender unit

2036000

Has the remit of the gender unit recently expanded to address other cross-cutting issues than GEWE?

- Yes

If the gender unit addresses cross-cutting issues in addition to GEWE, please select all that apply:

- Partnership and resources
- Education
- Peace and Security
- LGBTQI+
- Racism

(If other) Please describe what other cross-cutting issues:

Please explain the extent to which the additional cross-cutting issues have been accompanied by an increase of financial and human resources allocated to the Gender Unit

The gender unit works in close collaboration and is structurally linked to teams working on Human Rights and community and youth engagement, as well as advises addressing key populations. In addition, the diversity equity and inclusion framework to be developed in 2023 will look to bring together competence to address racism, the rights of LGBTQI+ and disability.

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

Gender Equality Team, within the Equality and Rights for All Department

Where is the gender parity function located?

Management Department

Total number of gender focal points

2

Number of gender advisor and women's protection advisor posts that have been vacant for six months or more.

1

Does the entity have gender advisors/specialists (not part of the gender unit)?

- Yes

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

29

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

357604

Has the entity's work in this field been impacted by the COVID-19 crisis or other emerging crises during the reporting period?

- No

(If yes): Please briefly explain how the work has been impacted (no longer mandatory)

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 (334) and 46% men (288). The share of women in positions at P4 and above levels is within the margins of parity at 52% in 2022. In the General Service category, women are also within the margins of parity (53%).

In 2022, the Executive Director was a woman, while the vacant position of Deputy Executive Director for Programme was filled ad interim by a male staff member and the new Deputy Executive Director for Policy, Advocacy and Knowledge remained vacant. Further to selection process and SG's decisions, two women were appointed to the Deputy Executive Director positions, with a view to start in January 2023. Women's representation at the P5 level is slightly below the margins of parity (45% women, 55% men). Men are heavily overrepresented at four grades (D2, GS4, GS3 and GS2) while women are clearly overrepresented at seven grades (P4, P3, , NO-B, NO-A, GS7, GS6 and GS5). Parity is reached or closeness to the margins of parity was reached at grades D1, P5, , P2, NO-D, and NO-C). Furthermore, the UNAIDS Secretariat has maintained an almost complete parity of 52% among Country Directors in 2022.

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 (a new HR strategy was developed and is awaiting approval). 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.

The online live dashboards have been further expanded to include recruitments to allow for monitoring, tracking and internal reporting 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 or other emerging crises during the reporting period?

- No

(If yes): Please briefly explain how the work has been impacted (no longer mandatory)

Gender parity data by level

	Female	Male
P1	0	0
P2	7	6
P3	30	21
P4	50	27
P5	51	62
D1	19	20
D2	3	6
ASG	0	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.

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 over the course of 2023. Through the Culture Transformation process launched in May 2020, UNAIDS is building an equal, safe and empowering workplace culture grounded in intersectional feminist principles.

Gender equality alongside with diversity, equity and inclusion has been identified as a cross-cutting pillar for the forthcoming UNAIDS Secretariat People Strategy and such considerations inform organizational policies and people decisions. One of the objectives of the recent Alignment process was to ensure that UNAIDS is diverse and inclusive, and therefore legitimate and credible. In order to be able to measure the impact of Alignment the UNAIDS workforce diversity profile, a baseline was conducted in June 2022. The anonymized data captured diversity variables including: gender identity; race/ethnicity; sexual orientation; disability; HIV status and key population and was analyzed by grade/level, duty station type (country, regional or global centre) and contract type.

In March 2021, UNAIDS launched its updated Policy on preventing and addressing abusive conduct. It clearly describes unacceptable behaviours and gives concrete examples to illustrate what constitutes abusive conduct. The Policy also outlines steps colleagues can take when experiencing abusive conduct and how to prevent it. In September 2021, UNAIDS Executive Director launched the multiyear #RESPECT campaign. This internal campaign aims to raise awareness of the policy and its provisions and ensure that staff know what is considered to be abusive conduct and their responsibility in preventing and addressing it.

A core team of Culture Transformation and Internal Communications works with People Management, Ethics, Ombuds and Staff Association, to produce guidance on support services and factsheets in different languages and engages with colleagues through webinars and virtual roundtables to further unpack and discuss abusive conduct. Using close-to-reality scenarios, this helped start conversations and gauge levels of understanding among UNAIDS' workforce.

A range of facilitative policies (see below) are available to support UNAIDS staff in their integration of professional and personal commitments.

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 conducted in 2017. 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 since 2013, 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. A revision of the Flexible Working Arrangements policy is ongoing.

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. 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 Executive Director 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 and mandatory exit interviews

Following the first management-led Global Staff Survey conducted in over a decade, the second such survey was run in November 2022. The survey was anonymous yet some demographic data including gender as included in human resources systems was pre-filled. In addition, respondents were invited to identify their gender identity beyond a binary scale. Pending the results, debriefing sessions will be held with all staff and follow-up action plans be developed to address any areas of concern. An online exit interview form is shared with staff leaving UNAIDS and is a mandatory step during separation.

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 Head of the Ethics Office provides confidential advice on ethics related matters. Specifically, the Head 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. The Head of the Ethics Office is also responsible for administering the Policy on Prevention of sexual exploitation and abuse.

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 Ethics Office recently launched an online training "ethics@unaids" to provide staff with a better understanding of ethics and the key policies and procedures at UNAIDS. 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 or other emerging crises during the reporting period?

- Yes

(If yes): Please briefly explain how the work has been impacted (no longer mandatory)

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. Following the 2020 Global Staff Survey (GSS), a 2nd edition of the GSS was launched in November 2022. This second GSS will 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 to achieve the vision of a healthy, equitable and enabling workplace for all UNAIDS staff. Importantly, it will also enable us to assess what changes there have been since the first GSS in 2020. Analysis and reporting on the data will happen in early 2023, with briefings at the regional and department levels.

Has the entity's work in this field been impacted by the COVID-19 crisis or other emerging crises during the reporting period?

- Yes

(If yes): Please briefly explain how the work has been impacted (no longer mandatory)

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 2022, mandatory training linked to GEWE continued to be offered and closely tracked. The new UNDP Disability Inclusion e-learning course has also been added to the mandatory training list. Other relevant external courses linked to GEWE addressing staff members job or career related objectives may be supported by UNAIDS on an individual basis.

A new upskilling and reskilling professional development micro-learning programme for all UNAIDS staff called SkillAdvance is being developed, and soft-launched in late 2022. In addition to new courses such as "Ethics@UNAIDS", there are a range of lessons focusing on Gender, Inclusivity and Rights, as well as diversity, equity and inclusion, which are available to all staff and will become mandatory in 2023.

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 which will be rolling out in early 2023.

UNAIDS participated again in 2022 in the ITC Mentoring Programme for Women, with five mentees and five mentors from UNAIDS participating. UNAIDS also sponsored four participants from the regions in the Programme for Emerging Women Leaders, UN EMERGE, whose latest cycle completed in 2022.

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).

Please indicate if the "I Know Gender" course is the mandatory training on GEWE.

- Yes

Has the entity's work in this field been impacted by the COVID-19 crisis or other emerging crises during the reporting period?

- Yes

(If yes): Please briefly explain how the work has been impacted (no longer mandatory)

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 pending review and funds.

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



Performance Indicator:
PI16 Knowledge and Communication

EXCEEDS

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

The 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. In 2022, UNAIDS focused its Global AIDS report and World AIDS campaign on inequalities driving the AIDS epidemic (gender equality, harmful cultural norms, lack of education for girls being among the issues we zero'ed in on.) The title of the report "In Danger" and the later campaign, "Dangerous Inequalities" as well as the call to action to Equalize all highlighted the importance of gender equality. In addition, for the 16 days of Activism against gender violence, UNAIDS published a press release as well as tweets – this is one of many communication priorities we pursued making UNAIDS advocacy regarding gender equality heard via all our social media platforms (see Trello below for example.)

Finally in the last two years we have raised awareness regarding gender identity and discrimination. UNAIDS partnered with an Indian advertising company on a film called The Mirror (highlighting acceptance of children and their gender) and subsequently we followed up with mini-clips of transgender people revealing some of their childhood possessions that reflected their true selves. The films garnered 5 Cannes Lions awards. For more information: (Wo)man in the Mirror: seeing your true self | UNAIDS and UNAIDS launches Unbox Me to advocate for the rights of transgender children | UNAIDS

MAIN LINKS (not exhaustive)

UNAIDS Global AIDS Update 2022

<https://youtu.be/J6VpIOiQmCA>

Inequalities are blocking the end of the AIDS pandemic, say UN | UNAIDS

World AIDS Day 2022 | Trello

Please note that UNAIDS has also published a number of Op-Eds to raise awareness about inequalities especially for women and girls. Here are a few:

Op-ed: Why we're uniting in support of African girl leaders to beat AIDS and shift power | UN Women – Headquarters
Africa Will Flourish – When All Of Africa's Girls Do. | The Reporter | Latest Ethiopian News Today (thereporterethiopia.com)
Overcoming COVID-19: World Leaders Must Finance a More Equal World to Beat Pandemics | Inter Press Service (ipsnews.net)

In addition, UNAIDS and other UN partners have expanded the Education Plus initiative to include more countries and get member states to support education as an entry point to lowering new HIV infections among girls and encouraging empowerment of young women in sub-Saharan Africa. Here is a useful Fact sheet recapping Education Plus:

At the Transforming Education Summit during UNGA in New York it was announced that 12 African countries* had committed to Education Plus, a bold initiative to prevent HIV infections through free universal, quality secondary education for all girls and boys in Africa, reinforced through comprehensive empowerment programmes.

Speaking on the Leaders Day of the Summit on behalf of the Education Plus movement, the Executive Director of UNAIDS, Winnie Byanyima said, "School saves lives. We are coming together to champion the right for a girl to be in a classroom and in a safe classroom. Keeping girls in school helps ensure their rights and prevents HIV. We know that if a girl completes secondary education, the risk of infection reduces by 50%. That's why we've teamed up with UNESCO, UNFPA, UNICEF and UN Women, with governments and with civil society, to champion the education and empowerment of adolescent girls in Africa to stop new HIV infections." Link: School saves lives: World leaders back a courageous goal, "Education Plus", to prevent new HIV infections through education and empowerment | UNAIDS

One of the initiative's main areas of focus is raising awareness and advocating for greater resources for women and girls. More information: <https://www.unaids.org/en/topics/education-plus>

Priorities going forward include:

- Ongoing focus on gender issues in key campaigns including upcoming Zero Discrimination day and World AIDS Day 2023;
- Communication internally and externally around the evaluation of the Gender Action Plan and the evaluation of the work of the Joint Programme on violence against women and girls (VAWG);
- Launch of Ending AIDS in children (and reducing vertical transmission (mother passing on HIV to her baby)

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

UNAIDS Communication plans always include women and girls in most aspects of our strategy, efforts and priorities. Given the impact HIV has particularly on marginalised women, data is systematically provided around the impact and action needed to improve gender equality.

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 is devoted to gender and diversity at UNAIDS: (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 2018-2023. It ainkk.

A campaign to prevent and address harassment and abusive conduct in the workplace was launched in 2021 and is regularly used to remind staff of a respectful and equal workforce. The #RESPECT campaign was rolled out over several months among staff, highlighting specifically issues relating to sexual harassment. More information here: Preventing and addressing abusive conduct at UNAIDS .

16ciii. Entity is actively involved in an inter-agency community of practice on gender equality and the empowerment of women.

First of all, UNAIDS, UN Women, the United Nations Development Programme, the Global Network of People Living with HIV, the PCB NGO Delegation and the Global Fund to Fight AIDS, Tuberculosis and Malaria co-convened The Global Partnership for Action to Eliminate all Forms of HIV-Related Stigma and Discrimination.

The Global Partnership was established in 2018 following a call to action by the nongovernmental organization delegation to the UNAIDS Programme Coordinating Board (PCB NGO Delegation). It is supported by a technical working group comprised of 10 United Nations agencies and 24 civil society organizations with the goal to eliminate HIV-related stigma and discrimination focus on the populations being left behind, including, but not limited to, people living with HIV, key populations (gay men and other men who have sex with men, sex workers, transgender people, people who use drugs and people in prisons and other closed settings), indigenous populations, migrants and women and girls, particularly adolescent girls and young women.

More recently, UNAIDS along with UNESCO, UNFPA, UNICEF and UN Women, with governments and with civil society, have partnered together to champion the education and empowerment of adolescent girls in Africa to stop new HIV infections.” The initiative is called Education Plus and it has been gaining momentum throughout Africa.

Link: School saves lives: World leaders back a courageous goal, “Education Plus”, to prevent new HIV infections through education and empowerment | UNAIDS

Has the entity’s work in this field been impacted by the COVID-19 crisis or other emerging crises during the reporting period?

- Yes

(If yes): Please briefly explain how the work has been impacted (no longer mandatory)

While the work of advocating for gender equality and women’s rights continues, the messaging and advocacy efforts have adapted to the new realities of dual pandemics (HIV and Covid-19) and preparing for future pandemics as well. The Executive Director has continued to highlight the disproportionate burden of care on women and UNAIDS has been working with organizations of women living with HIV to support them and bring attention to their cause

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 2022, UNAIDS proactively engaged in the Quality Assurance Working Group and presented at the annual meeting on gender-sensitive performance management. 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 or other emerging crises during the reporting period?

- No

(If yes): Please briefly explain how the work has been impacted (no longer mandatory)

VIII. Joint United Nations Programme on HIV/AIDS ACTION PLAN 2022

 <p>PI1 Strategic Planning Gender-Related SDG Results</p> <p>MEETS</p>	Action Plan	The 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 2023, the UNAIDS Secretariat will prioritize: <ul style="list-style-type: none"> • The finalization of an evidence-based, knowledge management resources toolkit on top-recommended sources, tools, and guidance documents on addressing the interlinkages of GBV and HIV; • The implementation of the recommendations 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.
	Responsible For follow up	The UNAIDS Secretariat, in close collaboration with co-sponsors, will coordinate the follow-up of the Action Plan’s implementation at the global level.
	Resources Required	300000

	Use of Funds	The UNAIDS Secretariat will use the allocated funds to support the development of the afore mentioned GBV and HIV Toolkit (30,000 USD), and the gender assessments at the country level (150,000 USD).
	Timeline	The activities described above are part of the workplan of the Secretariat for 2023.

 <p>PI2 Reporting on Gender-Related SDG Results</p> <p>EXCEEDS</p>	Action Plan	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.
	Responsible For follow up	UNAIDS Gender and Human Rights team, part of the Equality & Rights for All Practice Area
	Resources Required	100000
	Use of Funds	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.
	Timeline	The activities described above fall under the Global Aids Strategy 2021-2026 and are part of the workplan of the Secretariat for 2023

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

 <p>PI4 Evaluation</p> <p>EXCEEDS</p>	Action Plan	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. The tracking of the management response to the recommendations of the Evaluation of the UNAIDS Secretariat Gender Action Plan provides some additional elements on the organisation’s commitments for 2023, as well as evidence on the role played by the evaluation.
	Responsible For follow up	UNAIDS Evaluation Office monitors and tracks the implementation of evaluation recommendations.
	Resources Required	0
	Use of Funds	Please refer to the independent evaluation office plan for 2023 available publicly: UNAIDS Evaluation office UNAIDS
	Timeline	Please refer to the independent evaluation office plan for 2023 available publicly: UNAIDS Evaluation office UNAIDS

 <p>PI5 Audit</p> <p>MEETS</p>	Action Plan	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 2024) to avoid duplication of efforts.
	Responsible For follow up	WHO OIS, UNAIDS Planning, Finance and Accountability
	Resources Required	60000
	Use of Funds	Carry out targeted audit
	Timeline	3 year(s) and 0 month(s)

 <p>PI6 Policy</p> <p>MEETS</p>	Action Plan	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.
	Responsible For follow up	Change Management and People Management teams
	Resources Required	50000
	Use of Funds	Consultant to lead benchmarking exercise and support framework development.
	Timeline	1 year(s) and 0 month(s)

 <p>PI7 Leadership</p> <p>MEETS</p>	Action Plan	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 2022.
	Responsible For follow up	Executive Director
	Resources Required	0
	Use of Funds	NA
	Timeline	2 year(s) and 0 month(s)

 <p>PI8 Gender-responsive performance management</p> <p>MEETS</p>	Action Plan	Implement a recognition programme to supplement the formal performance management process, to acknowledge excellent work promoting gender equality and women's empowerment.
	Responsible For follow up	People Management Department
	Resources Required	0
	Use of Funds	needs to be mobilized
	Timeline	1 year(s) and 0 month(s)

 <p>PI9 Financial Resource Tracking</p> <p>EXCEEDS</p>	Action Plan	The 2021-2026 GAS and 2022-2026 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 for the GEM analysis to take forward lessons learned and recommendations that will emanate from it to inform the next biennium country envelope allocation and programmatic planning for 2024-2025.
	Responsible For follow up	Programme Planning and Field Support Team
	Resources Required	0
	Use of Funds	NA
	Timeline	3 years - By end 2025 (end of next biennium)

 <p>PI10 Financial Resource Allocation</p> <p>MEETS</p>	Action Plan	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. 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
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		Report (PMR) and other reporting (e.g. feature in country Joint Plan reporting available on UNAIDS results & Transparency portal at: Countries Portal (unaids.org).2. Continue gender-related analysis of resource tracking and spending analysis that builds on the 2021 GEM report and learn from its gaps and areas for improvement. 3. The decrease in GEM 3 for the Secretariat has been noted and highlighted in the planning process along with accompanying guidance. However, the budget shortfall faced by UNAIDS significantly reduces the space for additional action on gender equality.
	Responsible For follow up	Programme Planning and Field Support Team
	Resources Required	0
	Use of Funds	NA
	Timeline	3 years (By 2025 (end of the next biennium))

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

 <p>PI12 Equal representation of women</p> <p>APPROACHING</p>	Action Plan	Achieving gender parity at the D level: In 2022, appointments of strongly qualified female applicants were made, including the two Assistant-Secretary-General positions, D1 Regional Director for West Central Africa, and D1 Head Human Rights (to start in early 2023). UNAIDS will continue to pay attention to gender equality in all phases of the selection and hiring processes.
	Responsible For follow up	Executive Cabinet; People Management Department
	Resources Required	300000
	Use of Funds	Implementation in 2023 of the postponed 2022 UNAIDS Country Director Assessment Center Review of the Human Resource Strategy Development of the Gender, Diversity, Equity, Inclusion & Accessibility Framework
	Timeline	2 years

 <p>PI13 Organizational culture</p> <p>NOT APPLICABLE</p>	Action Plan	<p>a. Continuation of the #Respect campaign that aims at full familiarization of the new Policy on Preventing and Addressing Abusive Conduct. Pending the results of the second Global Staff Survey conducted in November 2022, debriefing sessions will be held with all staff and follow-up action plans be developed to address any areas of concern in early 2023.b.</p> <p>In line with 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. This Diversity, Equity and Inclusion Framework has Gender at its centre and as its overarching lens. As the initial step towards development of the Framework – in 2023 UNAIDS plans to conduct an intersectional benchmarking exercise to inform the GDEIA framework. c. (Also see action plan under indicator 5 on Audit, where budget thereof is attached). 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 2024) to avoid duplication of efforts.</p>
	Responsible For follow up	Change Management
	Resources Required	40000
	Use of Funds	Conduct and debrief the Global Staff Survey
	Timeline	1 year(s) and 0 month(s)

 <p>PI14 Capacity Assessment</p> <p>APPROACHING</p>	Action Plan	A 2nd edition of the Global Staff Survey was launched in November 2022, following the major realignment of the organization. The results will be received in January 2023, and inform an organization-wide action plan to address the results.
	Responsible For follow up	People Management Department
	Resources Required	0
	Use of Funds	Resources for remedies will be assigned following the results of the Global Staff Survey and may require funds to be mobilized.
	Timeline	1 year(s) and 0 month(s)

	Action Plan	Improving the targeting, selection, and completion of GEWE training will remain a priority for 2023. This includes a programme being led by Culture Transformation team called the “Team Learning Journey” which will see the targeted rollout of the unconscious bias, inclusive language and micro-
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 <p>PI15 Capacity Development</p> <p>MEETS</p>		<p>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. A UNAIDS Country Director leadership programme will be launched in 2023, which focuses on inequalities, gender and human rights, vis-à-vis the UCD role. Customised playlists of recommended online courses available to all staff focusing on inclusive leadership and diversity and inclusion will launch in January 2023. The SkillAdvance course library will continue to expand in 2023, with courses focusing all the practice areas, including Equality and Rights for All. A new orientation programme is also being developed for release in 2023, including one element which will focus on senior leaders training.</p>
	Responsible For follow up	People Management Department
	Resources Required	0
	Use of Funds	Workplan funds allocated to development and launch of learning pathways / LinkedIn learning licensing.
	Timeline	1 year(s) and 0 month(s)

 <p>PI16 Knowledge and Communication</p> <p>EXCEEDS</p>	Action Plan	<p>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.</p>
	Responsible For follow up	UNAIDS
	Resources Required	0
	Use of Funds	NA
	Timeline	Continuous

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

IX. SUPPORTING DOCUMENTATION

 PI1 Strategic Planning Gender-Related SDG Results GENDER-RELATED SDG RESULTS /RESULTS-BASED MANAGEMENT MEETS	
Category	Documents
Strategic Plan/Strategic Framework or equivalent	global-AIDS-strategy-2021-2026_en
Progress report	2020_women-adolescent-girls-and-hiv_en
Strategic Plan/Strategic Framework or equivalent	2021_political-declaration-on-hiv-and-aids_en
Progress report	COVID-19_HIV_EN
Strategic Plan/Strategic Framework or equivalent	PCB_SS_2022_2026_UBRAF_Framework_EN
Progress report	PCB48_UBRAF_2016-2021_PMR_SRA_Report_EN
Strategic Plan/Strategic Framework or equivalent	PCB50_Indicator_Matrix_2022-2026UBRAF_EN_REV1_(Dec_2022_update)
Other	unaids-gender-assessment-tool_en
Progress report	women-girls-covid19_en
Strategic Plan/Strategic Framework or equivalent	2021_joint-evaluation-preventing-responding-violence-women-girls-report_en

 PI2 Reporting on Gender-Related SDG Results GENDER-RELATED SDG RESULTS /RESULTS-BASED MANAGEMENT EXCEEDS	
Category	Documents
Annual report	2020_global-aids-report_en
Annual report	PCB48_PMR_QCPR_CRP1

Annual report	PCB50 PMR Organizational Report EN FINAL
Annual report	PCB50 UBRAF PMR Executive Summary FINAL
Annual report	PCB50 UBRAF PMR SRA Report EN FINAL
Other	evaluation-UNAIDS-Secretariat-Gender-Action-Plan_en
Other	global-aids-monitoring_en
Governing Body report	A-74-778_en

 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
Other	UNAIDS PCB44 UNAIDS-Evaluation-Policy EN
Report of corporate gender mainstreaming evaluation	evaluation-UNAIDS-Secretariat-Gender-Action-Plan_en
Other	11112019 UNAIDS PCB45 Evaluation Plan EN
Other	Integrating Human Rights and Gender Equality into UNAIDS evaluations
Other	PCB49 Annual Evaluation Report EN rev2
Other	PCB51 Annual Evaluation Report EN FS 11292022
Other	UNAIDS Quality Assessment Tool

 PI5 Audit	
GENDER-RELATED SDG RESULTS / OVERSIGHT	
MEETS	
Category	Documents

Participatory gender audit report	Gender audit report for UNAIDS 2017
Annual audit report	PCB50 Report External Auditor EN
Annual audit report	PCB50 Report Internal Auditor EN
Other	2019 UNAIDS Internal Control Framework - overview
Other	UNAIDS Management Accountability Framework
Tools_ auditing GEWE	PI16, PI12, PI11, PI7, PI6, PI5 UNAIDS Gender Action Plan 2018-2023
Tools_ auditing GEWE	PT.08.02 Adjudication Report
Tools_ auditing GEWE	PT.17.19 Direct Financial Cooperation (DFC) Justification Memo
Tools_ auditing GEWE	PT.17.20 GLOA Justification Memo


PI6 Policy

INSTITUTIONAL STRENGTHENING TO SUPPORT ACHIEVEMENT OF RESULTS / ACCOUNTABILITY

MEETS

Category	Documents
Action/ Implementation Plan	PI16, PI12, PI11, PI7, PI6, PI5 UNAIDS Gender Action Plan 2018-2023


PI7 Leadership

INSTITUTIONAL STRENGTHENING TO SUPPORT ACHIEVEMENT OF RESULTS / ACCOUNTABILITY

MEETS

Category	Documents
Speeches	20221129_exd-remarks-wad-report-launch_en
Speeches	2022AIDS_EXD_opening-remarks_en
Other	2020_global-aids-report_en
Other	PI16, PI12, PI11, PI7, PI6, PI5 UNAIDS Gender Action Plan 2018-2023
Other	PI7 Personal commitments Culture Transformation at UNAIDS

All staff emails from senior management	Communiqué—Cabinet retreat August 2022 ENFR

 PI8 Gender-responsive performance management	
INSTITUTIONAL STRENGTHENING TO SUPPORT ACHIEVEMENT OF RESULTS / ACCOUNTABILITY	
MEETS	
Category	Documents
Performance management document	PI 08 - Guidelines - GSS-based Objectives - 2021-22
Performance management document	PI 08 - HRM IN 2020 02.Rev.1 Performance Management Policy
Performance management document	GEWE-TakeAction 637950424312787875
Performance management document	Management Accountability Goals - Guidance Document for people management objectives (2) 637949730420045817
Core values and competencies	Unaids competency framework

 PI9 Financial Resource Tracking	
INSTITUTIONAL STRENGTHENING TO SUPPORT ACHIEVEMENT OF RESULTS / HUMAN & FINANCIAL RESOURCES	
EXCEEDS	
Category	Documents
Gender Marker Guidelines	Gender Equality Marker Guidance Joint Plan Process
Other	2020 global-aids-report_en
Financial resource tracking information	PCB SS 2022 2026 UBRAF Framework EN
Financial resource tracking information	UNAIDS 2020 GEM Report
Financial resource tracking information	UNAIDS 2022-2023 GEM Report

Gender Marker Guidelines	Checklist for reporting on HR & GEWE Joint Programme

 PI10 Financial Resource Allocation INSTITUTIONAL STRENGTHENING TO SUPPORT ACHIEVEMENT OF RESULTS / HUMAN & FINANCIAL RESOURCES	
MEETS	
Category	Documents
Other	Checklist for reporting on HR & GEWE Joint Programme
Other	Gender Equality Marker Guidance Joint Plan Process
Other	PCB SS 2022 2026 UBRAF Framework EN
Financial Tracking/ monitoring data	PCB50 Financial Report 2021 EN
Financial Tracking/ monitoring data	UNAIDS 2020 GEM Report
Financial Tracking/ monitoring data	UNAIDS 2022-2023 GEM Report
Information on specific budget allocations	PCB 49 UBRAF 2022 2023 Workplan EN

 PI11 Gender Architecture INSTITUTIONAL STRENGTHENING TO SUPPORT ACHIEVEMENT OF RESULTS / HUMAN & FINANCIAL RESOURCES	
MEETS	
Category	Documents
Gender Policy/Plan/Strategy	PI16, PI12, PI11, PI7, PI6, PI5 UNAIDS Gender Action Plan 2018-2023
Focal Point Terms of Reference	2022-11-04 UNAIDS Secretariat UN-SWAP WG ToRs
Other	2022-11-10 Concept Note - Gender Diversity Equity Inclusion and Accessibility
Other	PCB50 Update Strategic Human Resources Management Issues EN
Other	UNAIDS HR Strategy 2016-2021



PI12 Equal representation of women

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

APPROACHING

Category	Documents
Gender Parity Statistics	PCB50 Update Strategic Human Resources Management Issues EN
Parity Strategy/ Implementation Plan	PI16, PI12, PI11, PI7, PI6, PI5 UNAIDS Gender Action Plan 2018-2023
Parity Strategy/ Implementation Plan	UNAIDS HR Strategy 2016-2021
Other	2022-11-04 UNAIDS Secretariat UN-SWAP WG ToRs



PI13 Organizational culture

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

EXCEEDS

Category	Documents
Flexible Work Arrangement Policy	HRM-IN 2013-7 Flexible Working Arrangements Policy and Guidelines
Prevention of discrimination and harassment policy	IN-Whistleblowing and Protection Against Retaliation Policy and Procedures (EN)
Prevention of discrimination and harassment policy	Policy on preventing abusive conduct
Other	20190404 UNAIDS Travel Policy
Other	Dispute Resolution Process in UNAIDS_2
Other	HRM_IN 2019_7 Internal Justice System
Other	HRM-IN 2018-10 UNAIDS Paternity Adoption Surrogacy Leaves Policy_111018
Other	Staff Regulations and Staff Rules (English) 1 January 2021
Other	UNAIDS Secretariat Ethics Guide_2015
Gender audit report	Gender audit report for UNAIDS 2017

Training/ learning materials	Gender Equality and Women Empowerment Guidance for updating PALM
Other	2022-11-10 Concept Note - Gender Diversity Equity Inclusion and Accessibility_

 PI14 Capacity Assessment INSTITUTIONAL STRENGTHENING TO SUPPORT ACHIEVEMENT OF RESULTS / CAPACITY APPROACHING	
Category	Documents
Other	GEWE-TakeAction_637950424312787875
Other	HRMIN 2017-1 Performance Management Policy
Other	Unaids competency framework

 PI15 Capacity Development INSTITUTIONAL STRENGTHENING TO SUPPORT ACHIEVEMENT OF RESULTS / CAPACITY MEETS	
Category	Documents
Other	Unaids competency framework
Senior management training outline	UNAIDS-Coaching-Framework-2021-Final
Document indicating Mandatory GE training	HRMIN 2017-1 Performance Management Policy

 PI16 Knowledge and Communication INSTITUTIONAL STRENGTHENING TO SUPPORT ACHIEVEMENT OF RESULTS / KNOWLEDGE, COMMUNICATION AND COHERENCE EXCEEDS	
Category	Documents
Knowledge product	‘Unbox Me’ campaign gives visibility to lives - extract of page

Knowledge product	2022_ZeroDiscrimination_Brochure_en
Knowledge product	dangerous-inequalities_en
Screenshots of intranet or website with URL references	Feature story - cervical cancer story - Nov 2022
Knowledge product	PCB 51_Global_Partnership_Report_final
Screenshots of intranet or website with URL references	Realizing Rights UNAIDS 2022 report - Website extract
Screenshots of intranet or website with URL references	Trello Board Extract on Equalize Campaign
Screenshots of intranet or website with URL references	unaids-and-fcb-launch-unbox-me-project
Screenshots of intranet or website with URL references	Women and girls still vulnerable to HIV due to gender inequality_UNAIDS_UN News
Communication plan	2022 UNGA Communication Plan
Communication plan	2022 World AIDS Day Annex on Activities Matrix Communicaiton Plan
Communication plan	2022 World AIDS Day Communication Plan

 PI17 Coherence INSTITUTIONAL STRENGTHENING TO SUPPORT ACHIEVEMENT OF RESULTS / KNOWLEDGE, COMMUNICATION AND COHERENCE	
MEETS	
Category	Documents
Peer Review report	PI17 Consolidated report on UNAIDS reporting
Peer Review report	PI17 Consolidated report on UNHCR reporting
Other	PI17 SWAP peer review - one pager

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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>

UNITED NATIONS SYSTEM COORDINATION DIVISION, UN WOMEN

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