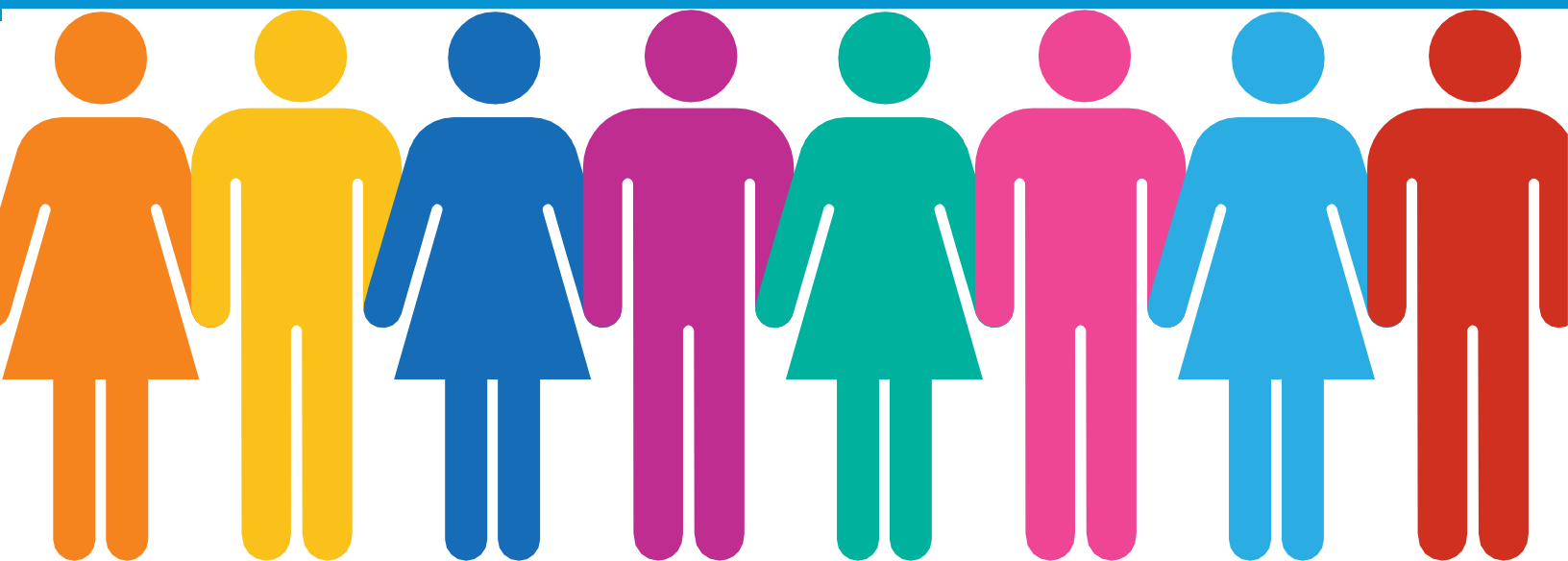


# Joint United Nations Programme on HIV/AIDS

## UNAIDS

### 2023 UN-SWAP 2.0

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



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## I. BACKGROUND

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

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

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

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

### Indicator Rating and explanation

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

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

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

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

### Action Plans

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

### Supporting evidence and knowledge hub

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

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

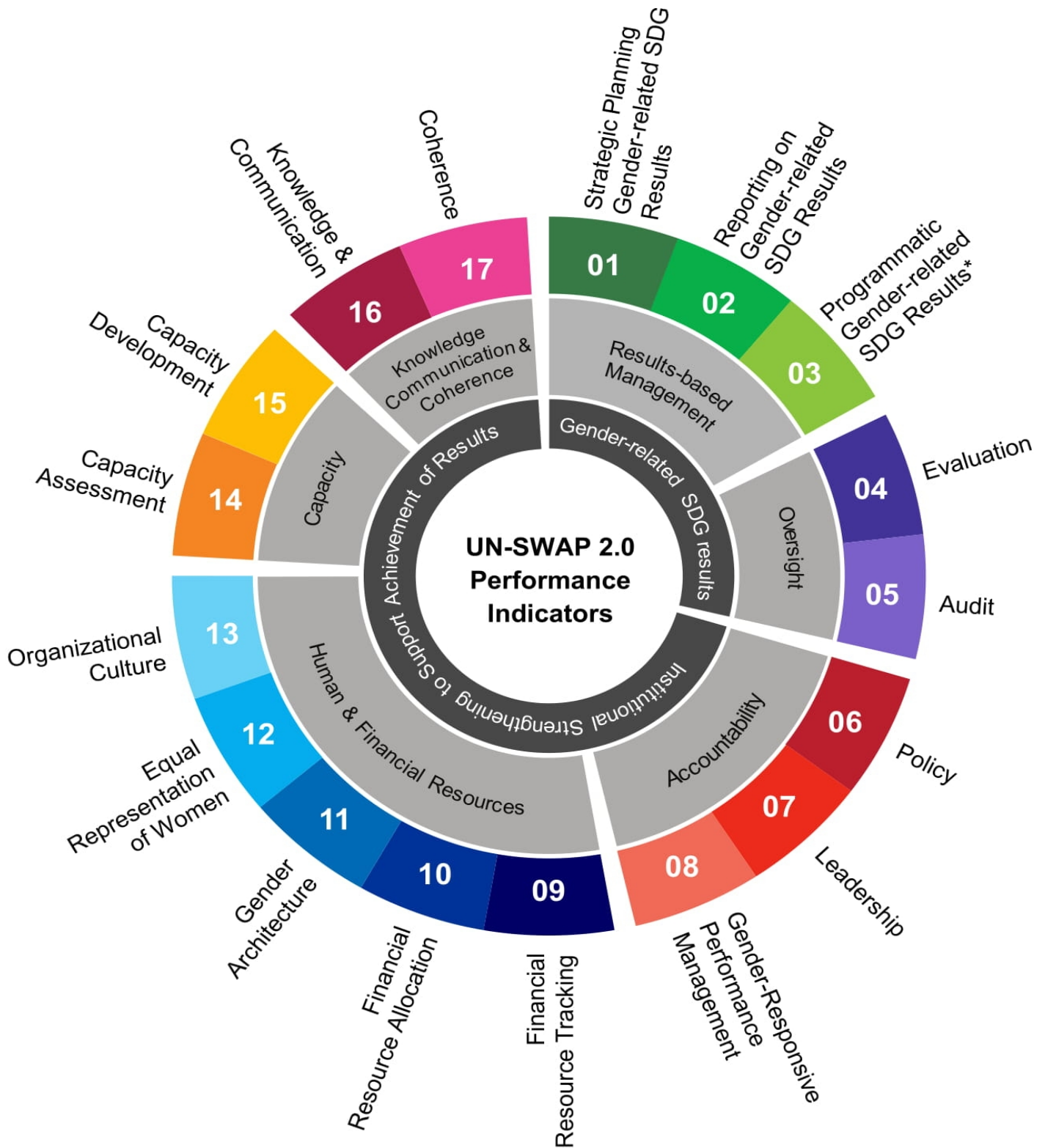
### III. QUALITY ASSURANCE AND UN-SWAP 2.0 RESULTS REPORTING

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

### IV. UNAIDS REPORTING INTERNAL REVIEW PROCESS

The Performance Indicators are assigned to work units in UNAIDS and the respective Director nominated a focal point for the reporting. Terms of Reference were developed and shared in 2019 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. The final and overall clearance is done by the Director, Management. The reporting is led by a staff member in the Programme Planning and Field Support team who prepares, coordinates, supports and backstops.

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



\*not directly captured in the Strategic Plan

## VI. UNAIDS 2023 UN-SWAP 2.0 REPORTING RESULTS SNAPSHOT



## VII. UNAIDS 2023 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 UNAIDS Global AIDS Strategy 2021-2026: End Inequalities, End AIDS (GAS) seeks to reduce the inequalities that drive the AIDS epidemic and places the SDGs at the heart of its approach. Guided by human rights principles, standards, and norms, as well as commitments to achieve gender equality, the Strategy is one of the first in the United Nations system to be aligned with the SDGs, linking its outlined strategic priorities and result areas with the 10 SDGs related to the reduction of inequalities.

Using an inequalities lens that is rooted in human rights, gender equality and community-led responses, the Strategy includes targets and commitments with a focus on reducing gender-based inequalities, discrimination, and criminalisation with an increased focus on the intersecting inequalities experienced by women, girls, and key populations in all their diversities (societal enablers). For that, the Strategy outlines one ambitious strategic result area dedicated to gender equality in the context of HIV (Result Area 6) for its Strategic Priority on breaking down barriers to achieving HIV outcomes. In addition, gender equality is also mainstreamed across the other result areas.

The GAS contributes to meeting SDG 5, by prioritizing resources for the empowerment of women and girls, guaranteeing their rights in order to protect themselves from acquiring HIV, overcome stigma and discrimination, as well as 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 – such as the Education Plus Initiative – is a sound HIV prevention strategy linked with SDG 5 that specifically addresses the vulnerability and enhanced risks that adolescent girls face that deprives them of the opportunity to live a full, violence-free, and productive life. The Strategy's contribution to SDG 5 is also reflected in its goal of tackling gender-based inequalities driving the HIV epidemic, in the context of addressing harmful gender and social norms, gender-based violence, building resilience, restoring more equal and recovering from the COVID pandemic and confronting its gendered impacts, and emphasizing gender equality being mainstreamed across the Strategy's targets, commitments, strategic priorities, and result areas.

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 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. It also states the commitment from governments to support the efforts of the Joint Programme to contribute to the follow-up and review of the 2030 Agenda in order to ensure that the HIV response and its interlinkages with other SDGs, including SDG 5, are fully reflected. For the first time, the 2021 Political Declaration introduced and adopted an additional concrete and measurable target on gender equality: reducing to no more than 10% the number of women and girls living with, at risk of and affected by HIV who experience gender-based inequalities and sexual and gender-based violence.

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. 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 build strong partnership with other stakeholders. The 2022 – 2026 UBRAF approved by the UNAIDS Programme Coordinating Board in October 2021 elevates gender even further in the work of the Joint Programme, by comprising a stronger focus on gender equality. For

instance, one of the areas of intensified focus and investment under the new Framework is strengthening societal enablers through more robust social, institutional, and structural capacities of countries and communities, including for reaching gender equality in the HIV response. The UBRAF also integrates gender-transformative actions, indicators (including the UN Gender Equality Marker), and resources across the Framework 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.**

The UBRAF Performance Monitoring Report (PMR) outlines UNAIDS collective achievements that shows consistent, compelling results and high performance against its Result Area 6 and related indicators. The 2022 PMR Report dated from June 2023 shows that the Joint Programme is on track to achieve concrete results on gender equality and empowerment of women, based on the indicator progress on gender equality for the Result Area 6; 41 countries strengthened their gender expertise and capacity to further integrate gender equality into the national HIV response, and meaningfully engaged women in all their diversity together with men; the Joint Programme provided policy and advocacy support and contributed to mobilizing partnerships to implement gender-responsive HIV prevention, treatment, care and support services free of gender-based discrimination and violence in 33 countries.

In 2023, UNAIDS' efforts to measurably contribute to GAS Result Area 6 on gender equality, the targets on societal enablers, and, by extrapolation, to SDG 5 were also significant. Technical and financial support to gender-transformative activities were provided by UNAIDS Secretariat in more than 30 countries, working with national, regional and global partners and women's networks under four thematic areas: Gender-based violence/HIV, Sexual and Reproductive Health and Rights/HIV, social norms change, and women's leadership in the HIV response. The results demonstrated key contributions to 8 main areas related to UBRAF's output indicators on gender equality.

- Gender-transformative, community-led innovations
- Women-led responses and leadership in the HIV response
- Effectiveness of UNAIDS planning and delivery on gender in n2024-2025;
- Eliminating gender-based violence in all its forms;
- Gender assessments for a gender-transformative national HIV response;
- Stigma and discrimination, including repealing discriminatory laws and policies;
- Addressing the multiple needs of adolescent girls and young women;
- The Education Plus Initiative in empowering adolescent girls and young women.

A multiplier Initiative of the joint UN Programme is the Education Plus Initiative (Ed+), co-led by the Executive Directors of UNAIDS, UNESCO, UNFPA, UNICEF and UN Women. Together with the African Union, as well as the 15 African Heads of State that are already championing this initiative, donors, civil society, girl's movements and the UN, these African governments are putting in place the right policies and working to step up investments to keep girls in secondary school, empower them, provide life skills, access to youth-friendly health services, violence-free environments, economic opportunities after school, and reduce their risk of new HIV infection by up to 50%.

Under the leadership of the UN Resident Coordinators, the Education Plus co-lead agencies in the Gambia, Kenya, Senegal, and Zambia have collaborated in integrating the objectives of the initiative into the new and upcoming UN Sustainable Development Cooperation Frameworks to support countries in implementation of the 2030 Agenda for Sustainable Development, leveraging the initiative for key accelerations for the SDG transition. While in Uganda, Education Plus policy and programmatic interventions have been integrated into the UN Joint Youth Program of the UNCT.

Additionally, networks of young people in all their diversity were at the forefront of intergenerational dialogues with Ministers and other senior government officials. This resulted in the Ministers of Education and Health of West and Central Africa (WCA) from 25 countries referencing Education Plus in the WCA Ministerial Commitment for educated, healthy and thriving adolescents and young people.

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

Extract the results statement directly from main strategic planning document and include here. If there is no results statement in the main strategic planning document included here the rating should be "missing".



- Less than 10% of women and girls experience physical or sexual violence from an intimate partner by 2025;
- Less than 10% of people support inequitable gender norms by 2025;
- Greater than 90% of HIV services are gender-responsive by 2025.

Complementary targets

- 80% of services for women, including prevention services, reduction and elimination of violence against women and stigma and discrimination against women, legal literacy and legal services specific for women-related issues, to be delivered by community-led organisations that are women-led.

UBRAF Results Framework Output Indicators - Joint Programme Result Area 6 at output level:

Gender equality: Strengthened capacities of governments, communities, and other stakeholders to ensure that 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.

Specific outputs (for 5 years):

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.

6.2 Mobilize strategic partnerships to prioritize gender-responsive HIV prevention, treatment, care and support services free of gender-based discrimination and violence.

Milestone (2023)

6.1; 30 countries supported by the Joint Programme 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 2030.

6.2; 27 countries supported by the Joint Programme receive policy and advocacy support and for mobilizing partnerships, to implement gender-responsive HIV prevention, treatment, care and support services that are free of gender-based discrimination and violence by 2026.

Target (2026):

6.1- 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.

6.2 - 53 countries supported by the Joint Programme receive policy and advocacy support and for mobilizing partnerships, to implement gender-responsive HIV prevention, treatment, care and support services that are free of gender-based discrimination and violence by 2026.

**Achievement in year/s (No longer mandatory)**

NA

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

Unified Budget, Results and Accountability Framework Performance Monitoring Report (Organizational report) - UNAIDS/PCB (52)/23.8 June 2023 - Page number: 31

UNAIDS Secretariat: 2022 Organizational Report (UNAIDS, 2023)

Result Area 6: Gender Inequality – 2022 Results report (UNAIDS, 2023)

Global AIDS Update 2023: The path that ends AIDS – Page 166.

**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(s), target(s) and indicators to which result contributes**

- Goal 1 End poverty in all its forms everywhere
- Goal 2 End hunger, achieve food security and improved nutrition and promote sustainable agriculture
- Goal 3 Ensure healthy lives and promote well-being for all at all ages
- Goal 3/Target 3.3/Indicator 3.3.1 Number of new HIV infections per 1,000 uninfected population, by sex, age and key populations

- Goal 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 4 Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all
- Goal 4/Target 4.1 By 2030, ensure that all girls and boys complete free, equitable and quality primary and secondary education leading to relevant and effective learning outcomes
- Goal 4/Target 4.4 By 2030, substantially increase the number of youth and adults who have relevant skills, including technical and vocational skills, for employment, decent jobs and entrepreneurship
- Goal 4/Target 4.5 By 2030, eliminate gender disparities in education and ensure equal access to all levels of education and vocational training for the vulnerable, including persons with disabilities, indigenous peoples and children in vulnerable situations
- Goal 5 Achieve gender equality and empower all women and girls
- 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/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 5.5 Ensure women’s full and effective participation and equal opportunities for leadership at all levels of decision- making in political, economic and public life
- 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 5/Target 5.6/Indicator 5.6.2 Number of countries with laws and regulations that guarantee full and equal access to women and men aged 15 years and older to sexual and reproductive health care, information and education
- Goal 5/Target 5.c Adopt and strengthen sound policies and enforceable legislation for the promotion of gender equality and the empowerment of all women and girls at all levels
- Goal 8 Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all
- Goal 10 Reduce inequality within and among countries
- 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 11 Make cities and human settlements inclusive, safe, resilient and sustainable
- Goal 16 Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels
- 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 16/Target 16.3 Promote the rule of law at the national and international levels and ensure equal access to justice for all
- Goal 16/Target 16.3/Indicator 16.3.1 Proportion of victims of violence in the previous 12 months who reported their victimization to competent authorities or other officially recognized conflict resolution mechanisms
- Goal 16/Target 16.7 Ensure responsive, inclusive, participatory and representative decision-making at all levels
- Goal 16/Target 16.b Promote and enforce non-discriminatory laws and policies for sustainable development
- Goal 17 Strengthen the means of implementation and revitalize the Global Partnership for Sustainable Development

## 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

In terms of norms and standards, UNAIDS supported countries in adopting and implementing norms and standards on gender equality and women's empowerment in the context of HIV. Through the Education Plus Initiative, South Africa, Cameroon, Uganda, and Lesotho have made great strides in enacting policies of inclusive education, as well as aimed at preventing and managing pregnancies in learners. These policy reforms will directly impact over 17 million girls aged 10-19 years across these 4 countries.

At the global level, UNAIDS has developed and supported the operationalization of a robust and pragmatic inequalities framework and toolkit focused on reducing and eliminating inequalities – including gender-based inequalities - in the HIV response. The Toolkit was piloted and refined in 2022-2023, and it is now expected to be used by countries to help operationalize the Global AIDS Strategy 2021-2026, and consequently support the Joint Programme to use its comparative advantage and capacity to mobilise, engage and support countries and communities in developing action-oriented plans to end inequalities, aligned with the 2021 Political Declaration, Global AIDS Strategy and the 2030 Agenda.

Between 2022-2023, Gender Assessments of the National HIV response were conducted in 13 countries to support assess their national HIV epidemic, context and response from a gender perspective, in order to make national HIV responses gender transformative, equitable and rights based and, thus, more effective. In Armenia, based on the recommendations from the report, GBV training for social workers resulted in the development of a guideline on how to work with people living with HIV and people who use drugs and led to greater engagement of adolescents and women living with HIV in decision-making. In the Dominican Republic, the gender assessment resulted in a demand for a 2-year operational plan to implement recommendations from the report.

Finally, the gender team reviewed 10 country funding requests to the Global Fund, and produced a report summarising the key findings of these reviews, highlighting positive examples where Global Fund funding requests include aspects that would contribute to achievement of SDG5 and would progress gender equality and gender-transformative HIV responses.

UNAIDS continued its leadership in promoting women's engagement, participation and leadership in the HIV response. This includes participation in high-level meetings on HIV/AIDS and gender equality and women's empowerment, and in the development, review, and implementation of national HIV strategies. The high-level results from these interventions briefly highlighted below contributes to the achievement of SDGs targets 5.5, 5.c, 17.17.

UNAIDS Secretariat enabled global and regional women's networks to ensure adolescent girls and young women (AGWY) presence at key global HIV events. For instance, the Pan African Positive Women's Coalition Zimbabwe was supported to organise the WNZ at ICASA 2023. Dialogues and panels discussions were formed to raise the visibility of HIV, champion the leadership of women living with HIV in all their diversity, and promoted the global exchange of experiences, abilities, and knowledge among the participating organisations. Support from UNAIDS Secretariat to Athena Network in preparations for the 68th session of the Commission on the Status of Women resulted in the development of a Young Feminist Manifesto for HIV and SRHR in collaboration with 250 AGYW from Namibia, Zambia, Zimbabwe, Kenya and Tanzania. The adopted manifesto will be the guiding north star for influencing and shaping the Resolution 60/2 negotiations. An advocacy roadmap was also developed to identify key strategic advocacy opportunities leading up to CSW68 2024.

At the regional level, the International Community of Women Asia-Pacific expanded its flagship Feminist Leadership School to 6 countries, addressing the funding gap for women-led community efforts in response to the needs of women in all their diversity in the region. After the training, WLHIV have now become strong feminist leaders to safeguard the sustainability of the network and, to more broadly, ensure that the issues of women living with HIV are articulated and strongly represented in the national and regional policy and programmatic spaces, in particular regarding the Global Fund funding processes in the region.

There were continued strong barriers to developing and implementing effective and sustainable programmes, which would meet the specific needs and rights of women and girls in all their diversity; such as 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 and lack of funding. Moreover, despite the global commitments on gender equality, fierce inequalities persist and political backlash seeks to roll back hard-won gains in gender equity, reproductive rights, and LGBTQ+ rights, including space, visibility and support for women's organizations.

UNAIDS continued to provide support to tackle these barriers, including through resource mobilization efforts, funding to women-led organisations, advocacy and political support, engagement with governments and other stakeholders and partnerships with global and regional networks.

#### **Emerging crises and global challenges, including COVID-19 crisis, response and recovery (no longer mandatory).**

- 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)**

NA

### 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.**

Reporting on high-level result on gender equality and the empowerment of women which will contribute to meeting SDG targets, including SDGs are well captured in UNAIDS reports annual to its Programme Coordinating Board (PCB) on progress against the current Global AIDS Strategy (which also inform a UN SG report to the UN General Assembly) and its Joint Programme strategic plan and budget, the UBRAF. Those reports are also publicly available. 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 the Strategy's targets dedicated to gender equality in the context of HIV, as stated in the Performance Indicator 1.

Those reports are informed by various data collection. The Joint Programme Planning, Monitoring and Reporting System (JPMS) is a web-based tool where the Joint Programme plans and reports against UBRAF's implementation and results achieved in a structured manner, including linkages with relevant SDGs and the UNAIDS Gender Equality Marker. The JPMS is used to share planning and reporting data from countries, regions and global level to prepare consolidated reports for 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>

In addition, UNAIDS supports countries to collect information on their national HIV epidemic and AIDS responses and measure progress towards achieving national HIV targets 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. In this way, countries will contribute to improving understanding of the global response to the HIV epidemic, including progress that has been made towards achieving the commitments and global targets and the linked SDGs. Analysis of the global results are published in UNAIDS' mid-year report and data are made available on the AIDInfo website ([www.aidsinfo.unaids.org](http://www.aidsinfo.unaids.org)), which are ultimately reported to the General Assembly.

The 2022-2026 GAM framework is based on the structure of the 2021 Political Declaration on AIDS. Gender equality and empowerment of women and girls are one of the eight core focus areas monitored, which are linked to the three global AIDS

strategic priorities, with a total of 3 indicators fully matching the target and one related data from other sources:

- Physical and/or sexual violence experienced by key populations (sex workers, gay men and other men who have sex with men, people who inject drugs, transgender people)
- Attitudes towards violence against women
- Gender-responsiveness of HIV services
- Prevalence of recent intimate partner violence (reported through SDG)

The GAM framework also 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 2023: The path that ends AIDS" report.

UNAIDS also supports Member States' reports submission on progress towards the commitments in the 2021 Political Declaration on HIV/AIDS. 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.

In addition, UNAIDS annual Performance Monitoring Report 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 first report of the 2022-2026 UBRAF cycle was presented to the 52th PCB meeting in June 2023, in which the high level results and investments from 2022 were presented with contributions to outcomes and goals.

UNAIDS Performance Monitoring Report is complemented by an Annual Financial Report. To complement the document-based reporting to the PCB and observers, the web portal 'Investing for Results' which provides additional information is available at: <https://open.unaids.org>.

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

- 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:**

a. 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, through stories on the internal communicator or by email to all staff through weekly updates the scorecard was shared 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 UN-SWAP progress.

**Has the entity’s work in this field been impacted by the COVID-19 crisis or other emerging crises during the reporting period? (no longer mandatory)**

**(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 UNAIDS Evaluation Policy which is based on the fundamental principle that evaluations are guided by UNAIDS people-centred approach, with full respect for diversity. In line with the Evaluation Policy, UNAIDS evaluations assess how far equity and gender equality have been addressed in policies, advocacy and programmes. The Policy and its implementation are guided by the internationally accepted UNEG norms and standards and a geographically representative and gender balanced Expert Advisory Committee.

An assessment of the quality of evaluations is performed by an external institution – The Center for Evaluation and Development/C4ED, Germany. The assessment tool is based on UN Evaluation Group guidance and includes a Human Rights and Gender Equality and Empowerment of Women component with assessment criteria drawn from the UN-SWAP Scoring Tool (see UNEG Guidance on Evaluating Institutional Gender Mainstreaming). The evaluations conducted in 2023 are currently being assessed and a summary of the assessments of the most recent global evaluations is provided below: - Joint evaluation of the UN Joint Programme on AIDS’s work with key populations (2018-2021) (Human Rights and GEEW assessment: fully integrated). Human rights, well-being, and gender equality of and access to services for 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.

Joint evaluation of the UN Joint Programme on AIDS's work on efficient and sustainable financing (Human Rights and GEEW 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.

#### **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 aimed at supporting evaluators assess gender and human rights in all phases of an evaluation. All evaluations consider gender equality and human rights in the design of the evaluation. In some cases, gender equality and empowerment of women is reflected as a separate section in the evaluation framework and evaluation report, in other cases GEEW questions are interspersed in the evaluation matrix, analysis and report. The same applies to human rights. Disaggregation of key informants by gender is standard practice and shown in the evaluation reports. Please refer to 4ci for the latest independent assessments of the evaluation reports.

In three recent evaluations, gender diversity and human rights were addressed as cross cutting issues. In the HIV sensitive social protection evaluation, data from nine countries in different regions showcased promising practises on how social protection programmes included sexual and gender minority populations and how UNAIDS supported their implementation at country level. Working closely with the Ministry of Gender, UNAIDS supported the implementation of HIV sensitive social protection for sexual and gender minority populations. Specific recommendations were proposed on how to further improve accessibility of social protection programmes for sexual and gender minority populations at country level. Many countries highlighted the importance of the advocacy by UNAIDS on human rights to address discrimination and criminalisation of sexual and gender minority populations.

In the evaluation of HIV and Primary Health Care integration, one of the key questions was on the extent to which UNAIDS ensures equity, gender and human rights, including the needs of key populations, are sufficiently addressed when leveraging HIV and PHC interlinkages and integration? All countries reported on this and based on the analysis, one of the recommendations of the evaluation is to ensure human rights, gender and equity considerations are prioritised in all HIV integration efforts.

An evaluation of UNAIDS Country Envelopes included a question on the extent that country envelopes have contributed to addressing gender equality and human rights. The evaluation concluded that there is scope to improve the strategic focus on gender equality and human rights in the plans of Joint UN Teams on AIDS. This will enable Joint UN Team on AIDS in countries identify and support catalytic activities to address gender inequalities and human rights with Country Envelope funding.

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

In 2021, an evaluation of the UNAIDS Secretariat Gender Action Plan 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 Gender Action Plan has achieved its objectives and explored options for institutional arrangements to achieve the commitments and targets in the remainder of the implementation period. 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, the evaluators interviewed staff selected at random (ensuring good representation of gender, grades and locations) and they organised an open discussion – using the Miro board – that was open to all staff.

The report of the evaluation of the Gender Action Plan was assessed externally by C4ED, which concluded that Human Rights and GEEW were 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. 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, as and where relevant, e.g., in the conclusions.

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 was developed by a cross-departmental group of women and approved by the UNAIDS Cabinet, for implementation 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](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? (no longer mandatory)

- Yes

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

UNAIDS work on evaluation was challenged by COVID-19 but measures were put in place to produce good evaluation results. 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 UNAIDS was 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 2023, to reinforce the organizations feminist principles and to enhance gender, equity and inclusion aspects, UNAIDS has committed itself to conduct a targeted audit “Diversity, Equity and Inclusion” in 2024. The gender audit will be carried out in 2024 as part of a benchmarking exercise for development of a comprehensive intersectional Gender Equality, Diversity, Equity, Inclusion, Anti-Racism and Accessibility (GDEIAA) framework. The Framework will be informed by and grounded in a Theory of Change that takes a gender-transformative lens as entry point to succeed the 2018–2023 Gender Action Plan for the period for 2024 and beyond.

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? (no longer mandatory)**

- 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**

MEETS

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

In June 2018, UNAIDS launched its Gender Action Plan for 2018–2023. The plan builds on the progress achieved under the 2013–2018 plan, which provided a framework to advance gender equality and empower women across the UNAIDS Secretariat. The Gender Action Plan sets far-reaching targets that address not only issues of gender parity but also performance, learning, empowerment and accountability. The Gender Action Plan 2018–2023 puts particular emphasis on empowering all staff to play their part in organizational change and strengthening key aspects of managerial accountability.

The Gender Action Plan 2018–2023 was developed through a rigorous, evidence-informed and consultative process to ensure an effective, tailor-made plan for the UNAIDS Secretariat, while increasing ownership and commitment among all staff members. An all-staff survey, focus group discussions and interviews with key stakeholders helped obtain valuable feedback and insights to inform the Plan.

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

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

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

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

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

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

Action area 1: achieving gender parity

Action area 2: embedding gender across UNAIDS performance and learning

Action area 3: empowering staff

Action area 4: standard-setting

The independent, external mid-term evaluation of the Gender Action Plan for 2018–2023 has delivered pointers for its further development which will be undertaken in 2024. A comprehensive intersectional Gender Equality, Diversity, Equity, Inclusion, Anti-Racism and Accessibility (GDEIAA) framework will be developed, informed by a benchmarking exercise and grounded in a Theory of Change that takes a gender-transformative lens as entry point 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 longer mandatory)**

**(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 UNAIDS Senior Leadership Team retreat (14-16 February 2023) reviewed UNAIDS’ support to countries in achieving their 2025 HIV targets and goals, and in particular how the Joint Programme is addressing human rights and gender equality to support access to HIV-related services and overcome barriers. The UNAIDS Cabinet (which is UNAIDS’ most senior internal decision-making body), at its retreat in August 2023, addressed structural barriers to achieving gender equality as central to the evolution of the HIV pandemic, and considered what countries and communities will need into the future to be successful in their responses, with special attention to the programmatic needs and staffing priorities related to gender equality and women’s empowerment in the ongoing process of the UNAIDS Alignment (in particular vis-à-vis building up a world-wide practice area on Equality and Rights for All – one of UNAIDS’ four practice areas).

The internal UNAIDS Secretariat organizational alignment had a specific objective focused on increasing 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. Management has closely monitored the diversity of applicant pools, shortlists and hiring as it staffs the new organigramme.

The UNAIDS Cabinet has provided strategic direction and feedback on the development of a comprehensive intersectional Gender Equality, Diversity, Equity, Inclusion, Anti-Racism and Accessibility (GDEIAA) framework. The framework is being developed for 2024 and beyond. Cabinet has reviewed and endorsed the 2023-2026 UNAIDS Secretariat People Strategy, which is grounded on feminist principles and prioritizes organisational culture as one of the three building blocks critical for achieving UNAIDS' vision. The Strategy includes 'Enhancing gender equality, diversity, equity, inclusion and anti-racism' as one of its five key priorities. Finally as part of the culture transformation process, the cabinet also actively supports the internal team learning journey and training on over 25 staff to be co-facilitators on feminist principles (including gender equality and diversity) and brave spaces (more information in P13).

At the request of the Executive Director, the Director of the Equality and Rights For All Practice (Suki Beavers) represented UNAIDS on the inter-agency gender task team convened by the Secretary-General in 2023. Ms. Beavers was deeply engaged along with other UN agency representatives in the formulation of the CLARA plan to adopt and implement a new internal UN Gender Equality Directive, including a UN-wide norm-based strong policy stance to defend and advance gender equality and human rights of women and girls in all their diversity. The UNAIDS Cabinet convened a dedicated, ad hoc meeting on 20 October 2023 to discuss the proposed actions outlined in the draft CLARA plan.

In 2023, UNAIDS has started developing an internal strategy to counter the anti-gender/ anti-SRHR pushback and to work towards mobilizing support to agree an up to date, progressive HIV resolution at the CSW in March 2024, a joint UN positive communications strategy on issues that are core to our work including SRHR, CSE, gender diversity and rights, and better synergies with Cosponsors on shared concerns that affect our work and the people we work for. UNAIDS continues to support the voices, engagement and leadership of adolescent girls and young women in the HIV response. UNAIDS Cabinet is actively engaged in shaping and supporting this work, and has included this issue in its regular meetings and retreats (e.g. June 2023, "Galvanizing the 'pushback to the pushback' to protect the HIV response and people most affected by the epidemic"; November 2023, preparations for the CSW).

**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
- Promote equal representation of women in delegations to Governing Bodies, assemblies and/or intergovernmental fora
- Promote mentoring programmes on gender equality and the empowerment of women for in particular for the senior management team or equivalent.
- Ensure that substantive attention to gender equality and the empowerment of women is included in all relevant engagements of senior managers.

**Please elaborate your selection below.**

• At the HIV Prevention Choice Manifesto for Women and Girls in Africa launched September, the Executive Director set out how to make HIV prevention work for women. She signed the Manifesto and committed to support and amplify the voices of African women and confirmed that UNAIDS will continue to convene partners and government to find solutions. • At the 52nd and 53rd Programme Coordinating Board meetings, the Executive Director set out that tackling inequalities, achieving gender equality and the full protection of human right underpin the 2023-24 workplan priorities. • At the UNGA SDG Summit in September, the Executive Director spoke about the lack of progress in preventing new HIV infections, particularly among adolescent girls and young women, and urged UN Member States to do more to achieve gender equality. • The Executive Director appointed the first ladies of Sierra Leone and Botswana as champions for adolescent girls and young women. • On World AIDS Day, the Executive Director launched the report "Let Communities Lead" which features guest essays from women community leaders sharing their experiences on achievements, barriers and their visions of what the world needs to end AIDS as a public health threat. The report is underpinned by a campaign that gives public and global recognition to several women led organisations. • UNAIDS Statement on the International Day to End Violence Against Women and the Launch of 16 Days of Activism to End Gender-Based Violence: Unite! Invest to Prevent Violence Against Women and Girls sets out what it will take for the world to end gender-based violence. • EXD was awarded the 2023 IWFS Award by the International Women's Forum South Africa in the presence of President Ramaphosa. • EXD travelled to Colombia to commemorate Afro-Descendant Women Day and promoted the establishment of an International Day of Afro-Descendant Women with the Vice President of Colombia and other senior African and Afro-Descendant Women. • At the International Conference on AIDS and STIs in Africa (ICASA), the Executive Director in her plenary address set out how to protect women

and girls from HIV, including by adopting gender equal norms and rolling out free universal secondary education. The Executive Director continues to spearhead efforts to advance the rights of adolescent girls and young women. Together with relevant Cosponsors (UNESCO, UNFPA, UNICEF, UN Women), UNAIDS adopted 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%. In July, the United Nations Economic and Social Council (ECOSOC) adopted its 2023 resolution on the Joint United Nations Programme on HIV/AIDS which maintained its call for reinvigorated efforts to protect human rights and promote gender equality in the context of HIV. UNAIDS has been monitoring the gender representation at its Programme Coordinating Board meetings for the past decade. UNAIDS uses the UN common indico registration platform that allows the indicate whether female, male or other. The representation of women has consistently outnumbered the “male” and “other”. In 2023, for the two Board meetings the participants were respectively, 181 females, 158 males and 10 others for the June session, and 191 females, 148 males and 6 others for the December session. As HIV incidence amongst transgender people is significantly higher than in the general population, there are always numerous transgender participants in the UNAIDS Board meetings. In 2023, there was a full thematic day focused on HIV responses for transgender people, and some member states in this context also included transgender staff in their delegations. Transgender people constituted 20 percent of the Board NGO Delegation membership. In October 2023, the UNAIDS Gender Team and the Western and Central Africa regional office brought together UNAIDS thematic and operational focal points charged with gender equality work in UNAIDS regional offices, selected multi-country/country offices and the global centre. The objectives of the meeting, among others, were to look back at UNAIDS work on gender and HIV across priority areas and share lessons, challenges and achievements. As a result, more than 30 in person participants and 20 online UNAIDS colleagues had the opportunity to learn and share gender-related work and issues, revisit the GAS and key functions of the Secretariat, and leverage available resources to amplify gender-related transformative investments in the next biennium.

**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.**

As outlined in UNSWAP P12, a comprehensive intersectional Gender Equality, Diversity, Equity, Inclusion, Anti-Racism and Accessibility (GDEIAA) framework is being developed, informed by a benchmarking exercise and grounded in a Theory of Change that takes a gender-transformative lens.

**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? (no longer mandatory)**

- Yes

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

The COVID-19 pandemic has had a substantial and long-term impact on the HIV response. 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. 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. Recent actions include the establishment of a duty of care committee in 2023, with a broadened mandate beyond COVID to address overall staff safety, security and wellbeing concerns. Its membership includes the counsellor for staff wellbeing, hired in 2020 in connection with the Management Action Plan for a healthy, equitable and enabling workplace for all UNAIDS staff. Information resources provided on the staff counselling

section of the UNAIDS Intranet include a section on domestic violence, and UN materials on supporting colleagues dealing with domestic abuse.

### 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 (GSS) 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.

The 2022/23 GSS key priority areas were defined for Regions and Departments. 17 objectives were formulated that aligned to diversity and inclusion, respectful workplace and UNAIDS values-related priorities. The actions formulated ranged from collective development of Values Charters anchored in the UNAIDS feminist principles to the completion of gender bias training and feminist principles sessions by UNAIDS staff.

Capacity assessment and for stronger integration with work objectives the following two elements were incorporated and 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 2022/23 performance review cycle, 82% of UNAIDS staff members declared that gender equality and GEWE had been considered when formulating their work objectives. For 2023/4 this report will be generated in 2024.

Since 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 for all P5 and above staff members. 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.

Furthermore 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.

In 2021, UNAIDS introduced a performance management coaching programme for managers, to enhance their performance management skills in managing their teams. The coaching programme based on the 2022 GSS results and management of performance was continued in 2023.

A rewards and recognition programme linked to team achievements is planned for launch in 2024. One of the key criteria is 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 longer mandatory)**

**(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 QCPR and the Funding Compact for UNDS entities, the financial expenditure tracking against the SDG covers the 2022-2023 biennium and will feature in the 2023 reporting to be submitted to UNAIDS PCB in June 2024. 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, and assign a Gender Equality Marker.

- 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 2022-23, 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 as well as during the 2024-25 Secretariat and Joint Programme workplanning exercise to influence priority setting for the next biennium.

**Which type of scale is (or will be) 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, they are also applied to non-core project proposals.

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

- Other
- financial tracking of budgets
- estimating financial allocations
- planning

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

a. planning (to ensure Gender Equality and the Empowerment of Women (GEWE) is enhanced/considered during the planning phase of a project/programme, thus improving the quality of interventions)

b. estimate financial allocations (to ensure adequate budgetary allocations to support the achievement of GEWE results)

f. Other / please describe:

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.



**Which ERP is used in your entity?**

- 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.**

5000000

**Please provide the percentage that the funding allocated to GEM 3/2b represents of the total Budget (please indicate what budget is taken as reference, for example, entity's budget, programmatic budget, etc.)**

15

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

2023 GEM analysis and calculation led to the findings of 5 million USD of 32.7 million USD, or 15%, of analysed UBRAF core programmatic 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 (15.2 million USD), and UNAIDS core funds towards UNAIDS Cosponsors at country level through Country Envelopes (17.5 million USD). The calculation thus focused 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? (no longer mandatory)**

**(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:  
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 2023 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 20% scoring GEM 3, a continued increase from 2022 (18%).

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 activity workplans were now also analysed, with 560 top-tasks and 1977 sub-tasks (activities), for a planned budget of 15.2 million USD. 10% of activities are at GEM 3. This is in line with the previous year's level of 10%, and appreciating that a further reduction from previous years could be avoided, despite the increasing and 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 and implied much stronger prioritization on some programmatic areas directly contributing to advance the global AIDS targets.. Most of the planned work continues to remain at GEM 2. Analysing these data further, it shows that overall those linked to work on cost-effectiveness, governance, UN reform and strengthening skills 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 between 39 (SF 5) and 64% (SF 1) of all activities for the five Secretariat functions are rated at GEM 2.

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

229256107

**If you have a gender unit or department, please indicate its financial allocation (excluding staff cost).**

140000

**If you have gender advisors or specialists, please indicate their financial allocation (excluding staff cost).**

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 2023, UNAIDS reached its set benchmark: 15% or 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).

#### Has the entity's work in this field been impacted by the COVID-19 crisis or other emerging crises during the reporting period? (no longer mandatory)

(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: PI11 Gender Architecture

EXCEEDS

**11ci. Gender focal points or equivalent at HQ, regional and country levels are: a. designated from staff level P5 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 d. specific funds are allocated to support gender focal point networking.**

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

The Equality and Rights for All Department in UNAIDS Headquarters had 4 dedicated positions at global center working full time on gender equality in 2023, including a D1 and two P5 positions. As reported under this Performance Indicator, UNAIDS Secretariat has various gender focal points that are matrixed to the gender team. The gender team works on key areas for the HIV response in regards to gender equality and empowerment of women, therewith including mainstreaming and representation of women in order to end AIDS as a public health threat by 2030.

In terms of coordination of the UNSWAP as well as internally looking 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. Moving forward and informed by a benchmarking exercise, an intersectional Gender equality, Diversity, Equity, Inclusion, Accessibility and Anti-racism framework will be developed to establish a baseline and define the ambition for progress by 2026. The framework will succeed UNAIDS Secretariat Gender Action Plan and integrate with the UN-SWAP on Gender Equality and Women's Empowerment, the UN Disability Inclusion Strategy, and the recommendations of the Joint Inspection Unit's review on addressing racism and racial discrimination (see Concept Note Gender Diversity Equity Inclusion and Accessibility Framework).

b. have written terms of reference

The Gender Team staff, as well as the senior gender adviser in ESA have clear terms of reference that detail their contribution to gender equality. The gender focal points are matrixed to the gender team and work closely together, also in terms of the knowledge-driven organogram.

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

While the gender team (4 people at global center, 2 staff at regional level) are focusing 100% of their time to work towards their roles in terms of gender and the HIV response, other gender focal points across the organization have varying time allocated towards gender. Given that gender is part of the strategic and operational plans and frameworks of UNAIDS (Result Area 6 on Gender Equality), staff without gender in their position title or not matrixed to the gender team may spend considerable amount of time towards gender equality and women's empowerment at their country, regional or global level work.

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.

d. specific funds are allocated to support gender focal point networking

As part of the communities of practices that were established through the realignment of UNAIDS and focus on a knowledge-driven organization, majority of gender focal points in UNAIDS were brought together in 2023. In October 2023, the UNAIDS Gender Team and the Western and Central Africa regional office gathered UNAIDS thematic and operational focal points charged with gender equality work in UNAIDS regional offices, selected multi-country/country offices and the global centre. The objectives of the meeting, among others, were to look back at UNAIDS work on gender and HIV across priority areas and share lessons, challenges and achievements. As a result, more than 30 in person participants and 20 online UNAIDS colleagues had the opportunity to learn and share gender-related work and issues, revisit the GAS and key functions of the Secretariat, and leverage available resources to amplify gender-related transformative investments in the next biennium.

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

The Equality and Rights for All Department in UNAIDS Headquarters had 4 dedicated positions at global center working full time on gender equality in 2023: Team Lead , D1 level based in Geneva, two P5 grade staff based in Geneva and Johannesburg (Senior Gender Advisor , Senior Gender Advisor for Education Plus) one P3 level staff under a temporary position (permanent position relocated to Johannesburg as per the UNAIDS alignment and currently vacant).

In addition, the gender equality team has a P5 position based in Johannesburg currently under recruitment. At the regional level, Senior Equality and Rights for All Advisers are responsible for gender equality and gender-transformative programmes and interventions, and, at country level, Equality and Rights for All officers lead on gender equality, human rights, youth and communities' engagement. The P5 Senior Gender Adviser in the East South Africa Regional Support Team in Johannesburg was joined in 2021 by a JPO focusing on regional gender equality work. While this staff works mainly on gender equality, many other positions have gender as part of their responsibilities (see below question on focal points for example).

#### **Total number of entity staff**

621

#### **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:**

Social norms change, harmful masculinities, CSE, SRHR, adolescents girls and young women, lead on the Education Plus Initiative, intersecting inequalities, women from KPs including gender-diverse communities, GBV - all issues the unit considers integral to advancing GEWE agenda—in addition to engagement from gender perspective on UHC, social protection/cash transfers, gender-related national assessments and studies such as the gender assessments for the national HIV response, stigma index study, data for impact, support to women networks and women-led community-based organizations, including their participation in the HLM and Political Declaration processes.

**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 new People Strategy, emphasizes gender equality throughout and details its approach in terms of gender equality as a feminist principle and as a key priority (see feminist principles and key priority 2 on p. 4 and p.10 respectively). In addition, The Framework detailed in the People Strategy and Concept Note, will look to bring together competence to address racism, the rights of LGBTQI+ and disability.

As reported in other sections, in 2023 UNAIDS thematic and operational focal points charged with gender equality work in UNAIDS regional offices, selected multi-country/country offices and the global centre were brought together. The objectives of the meeting, among others, were to look back at UNAIDS work on gender and HIV across priority areas and share lessons, challenges and achievements. As a result, more than 30 in person participants and 20 online UNAIDS colleagues joined which meant a considerable financial and human resources investment for future impactful joint work.

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

Gender Equality Team, within the Equality and Rights for All Department, within the Policy Advocacy and Knowledge Branch

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

Management Department

**Total number of gender focal points**

29

**Number of gender advisor and women’s protection advisor posts that have been vacant for six months or more in the previous reporting year .**

1

**Does the entity have gender advisors/specialists that are not part of the gender unit?**

- Yes

**Total number of gender advisors/specialists not part of the gender unit in the most recent reporting year:**

2

**Total cost of dedicated gender advisors not part of the gender unit in the most recent available reporting year. (No longer mandatory as of 2023)**

0

**Has the entity’s work in this field been impacted by the COVID-19 crisis or other emerging crises during the reporting period? (no longer mandatory)**

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



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.**

In 2023, the Executive Director was a woman, as well as the newly appointed Deputy Executive Director for Programme and Deputy Executive Director for Policy, Advocacy and Knowledge.

As of December 2022, 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%) (Data reported in 2023 to the Programme Coordinating Board, based on Dec 2022 information. 2023 data to be reported in next UNSWAP as per report to the PCB in June 2024 on 2023 data).

Overall, as of December 2022, 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 included in the new People Strategy in the principles and key priority (Key priority 2 on Enhancing gender equality, diversity, equity, inclusion and antiracism). Gender parity will be a key performance indicator in the People Strategy. 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.

The UNAIDS Country Director Assessment Center held in 2023 had specific goal of ensuring at least 50% shortlisted candidates are female.

**Has the entity’s work in this field been impacted by the COVID-19 crisis or other emerging crises during the reporting period? (no longer mandatory)**

**(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	2	0
USG	1	0



Performance Indicator:  
PI13 Organizational culture

MEETS

### 13b. Organizational culture fully supports promotion of gender equality and the empowerment of women.

Since 2013, UNAIDS has been 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, Anti-Racism and Accessibility framework will be developed applying an overarching intersectional gender-transformative lens as entry point over the course of 2024. Through the Culture Transformation process launched in May 2020, UNAIDS is building an equal, safe and empowering workplace culture grounded in intersectional anti-racist feminist principles.

The Team Learning Journey – a participatory learning and team cohesion programme was completed in 2023 and will be rolled out in 2024. The first module focuses on how teams across UNAIDS can embody our feminist principles to co-create an inclusive, collaborative and empowering workplace. In 2013, 23 UNAIDS staff members were selected and took part of a 4 day residential capacity building session as Internal Facilitators who will take forward the Learning Journey in 2024.

The 2023-2026 UNAIDS Secretariat People Strategy is grounded on the feminist principles and prioritizes empowering organisational culture as one of the three building blocks critical for achieving the UNAIDS vision. Stemming from these, the Strategy includes ‘Enhancing gender equality, diversity, equity, inclusion and anti-racism’ as one of its five key priorities. Furthermore, also noting that as per P5 on Audit, a gender audit will be carried out in 2024 as part of a benchmarking exercise for development of a comprehensive intersectional Gender Equality, Diversity, Equity, Inclusion, Anti-Racism and Accessibility (GDEIAA) framework. The Framework will be informed by and grounded in a Theory of Change that takes a gender-transformative lens as entry point to succeed the 2018–2023 Gender Action Plan for the period for 2024 and beyond.

A new Policy on Preventing and Addressing Sexual Misconduct (PASM) was launched in 2023. This policy addresses all forms of prohibited sexual behaviour, sexual exploitation, sexual abuse and sexual harassment, incorporating a victim/survivor-centred and human rights-based approach in preventing and addressing sexual misconduct. The issuance of the PASM meant that the 2021 Policy on Prevention and Addressing Abusive Conduct (PAAC) had to be revised. The PASM Policy incorporated from the PAAC the “preventions and addressing sexual harassment” component. In addition, on 1 July 2023, the Policy on Preventing and Addressing Retaliation (PPAR) was issued, re-emphasizing zero tolerance for retaliation and the commitment of the Organization to providing a workplace where everyone feels safe and confident to speak-up against wrongdoing, against them or the Organization, without fear of negative consequences. Staff members and UNAIDS collaborators have a duty to report potential misconduct and to cooperate with a duly authorized investigation or audit. Those who do so in good faith have a right to be protected from retaliation.

A core team of Culture Transformation and Internal Communications works with People Management, Ethics, Ombuds, Staff Health and Wellbeing Services, Staff Counsellor and Staff Association, to produce guidance on support services, infographics and factsheets in different languages and engages with colleagues through webinars, virtual roundtables and facilitated team discussions to further unpack and discuss prevention and addressing abusive conduct and sexual misconduct. Using close-to-reality scenarios helped start conversations and deepened understanding among UNAIDS’ workforce on these issues. A range of facilitative policies (see below) are available to support UNAIDS staff in their integration of professional and personal commitments.

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

Effective 1 January 2023, UNAIDS applies the WHO unified parental leave policy given that UNAIDS is governed by the WHO Staff Regulations and Rules adapted for special needs of UNAIDS. The policy applies to all staff members whose child/ren

arrive on or after 1 January 2023. The new policy introduced unified parental leave for all parents of equal length -16 weeks, extended for 2 additional weeks in case of birth or arrival of more than one child. When both parents are UNAIDS staff members, they remain entitled to exercise in full their respective parental leave entitlements. The birthing parent will have an additional leave of 10 weeks for pre-natal protection resulting in a total of 26 weeks of leave for a single birth. In case of multiple births (e.g. twins), the additional leave will be 14 weeks, resulting in a total of 30 weeks of leave. Any parent of a child under 12 months of age will be allowed additional time off for breastfeeding, feeding, nurturing and bonding. For example, up to the child's 1st birthday, time off for feeding, including breastfeeding, nurturing and bonding will be granted based on 2 hours per day where a staff member works 8 hours per day/40 hours per working week. Parents continue to benefit from the use of uncertified sick leave days including in cases of family emergencies up to 7 days per year.

#### **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.

#### **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. The latter still remains the case also taking into consideration exigencies of service and different COVID-19 situation in various duty stations, possibility to return to full or partial office presence depending on the regulatory framework of the host country

#### **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. UNAIDS has been also proactively addressing workload concerns of the staff members through introduction of support resources, prioritizing certain areas of work and through group discussions and stock taking dedicated days.

#### **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 stand-alone Policy on Preventing and Addressing Sexual Misconduct (PASM) was released in 2023. 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 as well as establishes minimum operating standards and strengthens reporting obligations of the staff members and collaborators, is aligned with the UN System Model Policy on Sexual Harassment to ensure greater consistency within the UN Common System. Since 1 June 2023, the term "sexual harassment" was moved from the PAAC policy (please see above under "13ci") and was incorporated into the PASM policy in order to also streamline investigation(s) and disciplinary/follow-up measures, where and as warranted.

UNAIDS' Integrity Hotline provides a confidential and anonymous medium for reporting any concerns relating to misconduct, including abuse of power, bullying, harassment, sexual harassment, sexual exploitation and abuse. Policy, procedural and resource information are provided in a confidential manner by the Head of Ethics to staff members who report incidents of



harassment or sexual harassment. All allegations of harassment, sexual harassment, sexual exploitation and abuse are directly reported (or referred) to the WHO Internal Oversight Services (IOS) for preliminary review and investigation. For recruitments and in the context of disciplinary and corrective action, UNAIDS uses the ClearCheck database on sexual harassment.

A new Policy on Preventing and Addressing Retaliation (PPAR) was also launched in 2023. The new Policy integrates a victim and survivor-centered approach with a view to encourage staff members and collaborators to report, in good faith, misconduct and/or cooperate with a duly authorized audit or investigation, without fear of retaliation. It also reinforces the basis by which UNAIDS can effectively address allegations of retaliation, manage risks, and protect staff members and collaborators who make good faith reports of retaliation. In addition, the Policy sets out the safeguards and assurances that UNAIDS provides and by describing the actions that will be taken when allegations of retaliation are made.

### 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 Policy on Preventing and Addressing Retaliation and provides advice on clarifying standards, policies and principles. The Head of the Ethics Office, in collaboration with and with participation and contribution of People Management is also responsible for administering the Policy on Preventing and Addressing Sexual Misconduct. 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 Head 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 trainings for all UNAIDS staff. The Ethics Office recently launched an online training “ethics@unaid” to provide staff with a better understanding of ethics and the key policies and procedures at UNAIDS.

### Has the entity’s work in this field been impacted by the COVID-19 crisis or other emerging crises during the reporting period? (no longer mandatory)

- 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 and the 2022 Global Staff Survey (GSS), staff perception around gender equality, diversity and inclusion were reported on. 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.

The GSS 2022 results in the area of diversity and inclusion showed some positive tendencies in relation to the GSS 2020 results in the same areas: 73% of survey respondents said that they feel they are treated with fairness and respect at UNAIDS. 79% feel they are encouraged to be sensitive to gender equality, diversity and inclusion in their actions, behaviours and language. A similar proportion of respondents (73%) furthermore assessed that their managers actively support and take responsibility for promoting gender equality, diversity and inclusion in the workplace. As a result, 59% felt that they are treated equally irrespective of gender or gender identity.

**Has the entity's work in this field been impacted by the COVID-19 crisis or other emerging crises during the reporting period? (no longer mandatory)**

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

## 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 was officially launched in 2023. 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 is being further deepened with a range of self-paced off the shelf courses that responds to UNAIDS unique requirements and will trigger follow-up team-based discussions to ensure that key concepts are being internalized and reflected in everyday work.

UNAIDS participated again in 2022 in the ITC Mentoring Programme for Women, with five mentees and five mentors from UNAIDS participating. UNAIDS also sponsored three participants from the regions in the Programme for Emerging Women Leaders, UN EMERGE, whose latest cycle initiated in 2023.

150 leaders and managers across the organisation participated in a 360 programme and will be receiving their individual reports in January 2024. This will provide a framework for the coaching sessions to follow based on findings linked to the strengthened DEI indicators in the 360. The 360 focuses on the values, management skills and behaviours outlined in the Inspiring Leaders Model, many of which have a direct impact on participants' ability to lead with inclusivity and to foster staff's wellbeing.

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

**Does your entity provide tailored trainings to gender focal points (GFP)?**

- No

**If yes, please briefly describe the outline of the GFP training:**

**Does your entity provide trainings to technical staff or programmatic staff, e.g., on gender-responsive implementation/programming?**

- Yes

**If yes, please briefly describe the outline of the training provided to technical or programmatic staff:**

Through the SkillAdvance programme, UNAIDS introduces staff to the Equality and Rights for All (ERA) practice area within its microlearning onboarding path. This includes a video featuring ERA director Suki Beavers, outlining the practice's current work, its crucial connection to HIV and AIDS, and key priorities for the next five years. Complementing this introduction are three self-paced "Deep Dive" courses accessible to all secretariat staff. These specialized courses are titled "Introduction to Gender Equality @ UNAIDS," "Human Rights and Law in the ERA Practice Area," and "Partnering with Communities to End AIDS." Each course, curated by UNAIDS experts, provides a deeper understanding of past and future challenges and opportunities within the ERA practice area. Staff learn how to contribute to achieving Equality and Rights for All on a daily basis. The introductory Gender Equality course, for instance, delves into basic concepts and their connection to gender-based violence and HIV and AIDS. Topics covered include gender equality concepts, the link between gender inequality and the AIDS epidemic, barriers to accessing HIV services, and UNAIDS' role. Participants gain a comprehensive understanding of the interplay between gender equality, gender-based violence, and HIV and AIDS. The course also explores UNAIDS' strategy for disseminating knowledge and tools to integrate a gender-transformative approach into HIV response efforts. The Human Rights course navigates learners through UNAIDS' approach to human rights law, highlighting opportunities and challenges in the fight against AIDS. Finally, "Partnering with Communities" explores community and youth engagement, covering the GIPA principle and UNAIDS' commitments to letting communities lead. All courses include knowledge checks and quiz questions for an engaging and memorable learning experience.

**Has the entity's work in this field been impacted by the COVID-19 crisis or other emerging crises during the reporting period? (no longer mandatory)**

- 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. UNAIDS has moved to more virtual and self-paced learning solutions.

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.**

Three quarters of all the people living with HIV in the world are on treatment. But 9.2 million still lack access. And there are still over a million new infections every year with 4000 every week among adolescent girls and young women. UNAIDS is actively pushing to counter this trend and prevent as well as treat the children, the young women and girls, urban poor, key populations, and others not yet reached so that the goal of stopping the pandemic does not escape our grasp.

- In 2023, UNAIDS focused its Global AIDS report and World AIDS campaign and report on the ways to end inequalities driving the AIDS epidemic from harmful laws to gender inequalities to unequal access to education or health services.
- UNAIDS and its partners know what works to end AIDS a public health threat by 2030: community outreach, political will and health services for all as well as empowering women and girls. Both month-long campaigns and reports highlighted success stories and case studies of women leaders and community services for women, led by women.
- This past year, UNAIDS has also done a lot of advocacy work around protecting everyone’s health meaning protecting everyone’s rights. The harmful pushes, against women and girls’ rights, and against LGBTQI people’s rights, are inseparable threats, that are well organized and deeply dangerous to the HIV response. UNAIDS and other UN entities are tracking these trends and trying to pre-empt harmful bills, laws and campaigns in various countries.
- In addition, UNAIDS Communications designed a data driven interactive website called, “Save Lives” to show punitive legal and policy environments affecting the HIV response. The Global AIDS Strategy set targets that less than 10% of countries would criminalize sex work, possession of small amounts of drugs, same-sexual activity and HIV exposure, non-disclosure and transmission. Sadly, the world is way off target and women are suffering as a result: UNAIDS - Decriminalization

Please note that UNAIDS has also published a number of Op-Eds to raise awareness about inequalities always showcasing women and girls, such as:

- The Guardian: Countries that criminalise gay sex are impeding fight against Aids, UN warns
- OpEd by EXD in the Daily Maverick: For the Aids response to succeed, governments need to let communities lead

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. Advocacy and media outreach have introduced different audiences to the initiative’s key objectives, including through the Initiative’s website. Various communications forms and produced materials were also used to introduce the initiative and its key components. This includes videos, infographics, fact sheets, e-posters, press releases, Op-Eds, blogs, illustrations, billboards, street posters, brochures, booklets, songs and poetry. Some examples:

- In Tanzania, Cameroon, Lesotho, Malawi and Sierra Leone Education Plus and the issues were raised and publicly shared through newspaper and social media, at minister level, in sports, through young people and through the RC system.
- UN co-sponsors’ global, regional, and national social media accounts have promoted the initiative and its collaborations. Since the launch of Education Plus social media pages in May 2022, using Facebook, Twitter, Instagram and Youtube, promoting content from the initiative, which has been seen over half a million (553,200) times on social media.
- The initiative is championed by African leaders, some of whom have been actively engaged on social media (examples captured in submitted documents/excerpts)

**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 both Deputy Executive Directors 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 remains 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](http://www.unaids.org/en/whoweare/gender_diversity)). The page includes public information on UNAIDS targets, as well as an annual progress report on the Gender Action Plan.

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

UNAIDS is an active participant of the IANGWE (Interagency group on gender and women’s empowerment convened by UN Women with all UN partners) and ERA Director Suki Beavers represented the Executive Director on the inter-agency gender task team convened by the Secretary General in 2023. Ms. Beavers was deeply engaged along with other UN agency representatives, in the formulation of the CLARA plan to adopt and implement a new internal UN Gender Equality Directive including a UN-wide norm-based strong policy stance to defend and advance gender equality and human rights of women and girls in all their diversity, strengthening all UN system engagements with Member States and non-state actors, grounded in the values of the Charter and in UN human rights instruments, including CEDAW, as well as in the Beijing Platform for Action.

In addition, concerned by the stalling of progress for children, and the widening gap between children and adults, UNAIDS, UNICEF, WHO and partners brought together a global alliance in February 2023 to ensure that no child living with HIV is denied treatment by the end of the decade and to prevent new infant HIV infections. Among the many goals in the signed declaration following the summit is: “Ensuring access to treatment and care for all pregnant and breastfeeding women and support them to stay in care.”

**Has the entity’s work in this field been impacted by the COVID-19 crisis or other emerging crises during the reporting period? (no longer mandatory)**

- 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 had to adapt to conflicting issues besetting the world from the war in Ukraine, the Middle East conflict and climate changes well as preparing for future pandemics. The Executive Director has continued to highlight the disproportionate burden on women and UNAIDS has been working with organizations of women living with HIV to support them and empower 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. The UNAIDS UN-SWAP focal point provided inputs and suggestions on the UN-SWAP 3.0.

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 longer mandatory)**

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


## VIII. Joint United Nations Programme on HIV/AIDS ACTION PLAN 2023


 <p><b>P11</b> Strategic Planning Gender-Related SDG Results</p> <p><b>MEETS</b></p>	<p><b>Action Plan</b></p>	<p>The GAS has strengthened the focus on gender equality in the HIV response and has brought this to efforts to implement the Agenda 2030 for Sustainable Development. Unequal gender norms, structural gender inequalities, human rights violations and stigma and discrimination continue to affect the ability of women and girls, particularly those from most affected groups (sex workers, migrants and refugee women, women from rural, remote and poor contexts, women who use drugs, and women from gender diverse groups) to access essential HIV prevention and treatment services, as well as SRHR services. 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 address the linkages between gender-based violence and HIV, and strengthen the integration of GBV in HIV programming. Moreover, despite the global</p>
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		<p>commitments, fierce inequalities persist and political backlash on gender equality and women’s rights seeks to roll back hard-won gains in gender equity, reproductive rights, and LGBTQ+ rights, including shrinking financial resources, space, visibility and support for women’s organizations. In light of that, for 2024-2025, the UNAIDS Secretariat will prioritize the following actions:</p> <ul style="list-style-type: none"> <li>• Support to countries to prioritize, scale up and implement gender-transformative policies and programmes for social norms change, including activities for gender-based violence prevention, programmes for adolescent girls and boys and women and men in partnership with cosponsors and women’s networks.</li> <li>• The implementation of the recommendations of gender-related studies and assessments at the national level to assist countries in applying a gender lens to the analysis of their national HIV epidemic, context, and response.</li> <li>• Strengthen UNAIDS’ work on sensitive topics for gender equality and the HIV response, including strategies to counter the anti-gender movement;</li> <li>• Strengthen gender expertise and capacity in countries to design, resource, monitor and evaluate 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.</li> <li>• Provide support at country level to ensure that gender equality is embedded in Global Fund funding requests, and at regional and global levels to continue to strengthen UNAIDS’s role in supporting the Global Fund’s gender equality strategy and actions. As part of the Education Plus Initiative, In recognition of the multiple crises that African governments are facing, and the shrinking financial resources being allocated to HIV, and development overall, the UN joint teams co-leading the Education Plus Initiative will continue piloting an investment approach with government decision makers in the ministries of finance, economic planning and treasury, to develop well-articulated technically sound and politically feasible Investment Cases for Education Plus in 8 countries (Benin, Cameroon, Eswatini, Gambia, Senegal, Sierra Leone, Uganda and Zambia). By showing the cost of inaction, and also bringing to the table the evidence-based on the socio-economic return on investments in the objectives - to drive policy and action in the champion countries, these Education Plus investment Cases will be leveraged, by UN joint teams, as a policy and advocacy-oriented analytical product to increase smart investments.</li> </ul>
	<b>Responsible For follow up</b>	The UNAIDS Secretariat, in close collaboration with co-sponsors, will coordinate the follow-up of the Action Plan's implementation at the global level.
	<b>Resources Required</b>	250000
	<b>Use of Funds</b>	The UNAIDS Secretariat will use CORE funds to implement the action plan. The activities described above are part of the workplan of the Secretariat for 2024-2025 biennium.
	<b>Timeline</b>	2 years

 <b>PI2</b> Reporting on Gender-Related SDG Results	<b>Action Plan</b>	UNAIDS will reinforce women’s engagement and meaningful participation, advocacy, monitoring and accountability to improve reporting of gender-related SDG results at the national level.
	<b>Responsible For follow up</b>	UNAIDS Gender Team, part of the Equality & Rights for All Practice Area
	<b>Resources Required</b>	100000


<div style="background-color: #0070C0; color: white; padding: 5px; text-align: center; font-weight: bold;">EXCEEDS</div>	<b>Use of Funds</b>	The funds will be used to support women's networks to strengthen their capacities for meaningful engagement, women-led advocacy, monitoring, reporting and accountability efforts.
	<b>Timeline</b>	2 years


<div style="background-color: #70AD47; color: white; padding: 10px;">  <p style="text-align: center; font-weight: bold; font-size: 1.2em;">PI3</p> <p style="text-align: center; font-size: 0.8em;">Programmatic Gender-Related SDG Results not Directly Captured in the Strategic Plan</p> <div style="background-color: #D9D9D9; padding: 5px; text-align: center; font-weight: bold; margin-top: 10px;">NOT APPLICABLE</div> </div>	<b>Action Plan</b>	N/A
	<b>Responsible For follow up</b>	N/A
	<b>Resources Required</b>	N/A
	<b>Use of Funds</b>	N/A
	<b>Timeline</b>	N/A


<div style="background-color: #333399; color: white; padding: 10px;">  <p style="text-align: center; font-weight: bold; font-size: 1.2em;">PI4</p> <p style="text-align: center; font-size: 0.8em;">Evaluation</p> <div style="background-color: #0070C0; color: white; padding: 5px; text-align: center; font-weight: bold; margin-top: 10px;">EXCEEDS</div> </div>	<b>Action Plan</b>	Gender equality and human rights are addressed across all evaluations, and this remains a priority for UNAIDS for the evaluations in the 2022-2023 evaluation plan. The tracking of the management response to the recommendations of the evaluation of the 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.
	<b>Responsible For follow up</b>	UNAIDS evaluation office monitors and tracks the implementation of evaluation recommendations.
	<b>Resources Required</b>	1318000
	<b>Use of Funds</b>	Please refer to the independent evaluation office plan for 2023 available publicly: <a href="#">UNAIDS Evaluation office   UNAIDS</a>
	<b>Timeline</b>	2 years


<div style="background-color: #663399; color: white; padding: 10px;">  <p style="text-align: center; font-weight: bold; font-size: 1.2em;">PI5</p> <p style="text-align: center; font-size: 0.8em;">Audit</p> <div style="background-color: #70AD47; color: white; padding: 5px; text-align: center; font-weight: bold; margin-top: 10px;">MEETS</div> </div>	<b>Action Plan</b>	UNAIDS does not have an internal audit function and WHO's IOS conducts a risk assessment and develops audit plans based on this. For 2024 UNAIDS and IOS have programmed and will undertake a targeted audit "Diversity, Equity and Inclusion" in UNAIDS. 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.
	<b>Responsible For follow up</b>	WHO OIS, UNAIDS Planning, Finance and Accountability
	<b>Resources Required</b>	50000
	<b>Use of Funds</b>	Carry out targeted audit
<b>Timeline</b>	3 years	




 <p><b>PI6</b> Policy</p> <p>MEETS</p>	<b>Action Plan</b>	In line with the to be accepted recommendations of the independent, external mid-term evaluation of the Gender Action Plan for 2018–2023, a comprehensive intersectional Gender Equality, Diversity, Equity, Inclusion, Anti-Racism and Accessibility (GDEIAA) framework will be developed.
	<b>Responsible For follow up</b>	Change Management and People Management teams
	<b>Resources Required</b>	50000
	<b>Use of Funds</b>	Consultant to lead benchmarking exercise and support framework development
	<b>Timeline</b>	1 year


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


 <p><b>PI8</b> Gender-responsive performance management</p> <p>MEETS</p>	<b>Action Plan</b>	Implement a recognition programme to supplement the formal performance management process, to acknowledge excellent work promoting gender equality and women’s empowerment, scheduled for launch in 2024.
	<b>Responsible For follow up</b>	Management Department
	<b>Resources Required</b>	0
	<b>Use of Funds</b>	NA
	<b>Timeline</b>	1 year


 <p><b>PI9</b></p>	<b>Action Plan</b>	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
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<p>Financial Resource Tracking</p> <p><b>EXCEEDS</b></p>		<p>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. In 2024, the review of the use of GEM across UNAIDS will build on consultations and research done in 2023, with the following actions:-</p> <ul style="list-style-type: none"> <li>- Develop clearer definitions of gender equality and concrete guidance on assigning GEM scores with examples that relate to the work of UNAIDS, to facilitate understanding of gender transformative approaches to HIV.</li> <li>- Develop and hold UNAIDS training webinars on using the GEM and gender transformative approaches. Make these to staff beyond the Equality and Rights for All team and gender focal points, to embed it in ways of working across functions and teams.</li> <li>- Continue to work with other functions and teams to ensure gender transformative work is embedded at all levels.</li> </ul>
	<b>Responsible For follow up</b>	Programme Planning and Field Support and Gender Equality Teams
	<b>Resources Required</b>	20000
	<b>Use of Funds</b>	GEM consultancy
	<b>Timeline</b>	3 years


<p></p> <p><b>PI10</b></p> <p>Financial Resource Allocation</p> <p><b>MEETS</b></p>	<b>Action Plan</b>	<p>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:</p> <ul style="list-style-type: none"> <li>• Learn from first reporting on the new Global AIDS Monitoring Indicators measuring progress on the implementation of the new 2021 Political Declaration on HIV and Global AIDS Strategy 2021-2026 and its connected 2022-2026 UBRAF, focusing on how the stand-alone gender result area, its connected indicators and milestones, as well as the cross-cutting issue of gender are impacting the advancement of gender equality and women’s empowerment in UNAIDS work and providing quality reporting on this area in the Performance Monitoring Report (PMR) and other reporting (e.g. feature in country Joint Plan reporting available on UNAIDS results &amp; Transparency portal at: Countries   Portal (unaids.org).</li> <li>• Continue gender-related analysis of resource tracking and spending analysis that builds on the 2022-2023 GEM report and learn from its gaps and areas for improvement.</li> <li>• See also action points related to GEM in P9</li> </ul>
	<b>Responsible For follow up</b>	Programme Planning and Field Support Team
	<b>Resources Required</b>	0
	<b>Use of Funds</b>	NA
	<b>Timeline</b>	3 years


 <p><b>PI11</b> Gender Architecture</p> <p>EXCEEDS</p>	<b>Action Plan</b>	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.
	<b>Responsible For follow up</b>	People Management Department & Change Management
	<b>Resources Required</b>	0
	<b>Use of Funds</b>	NA
	<b>Timeline</b>	1 year


 <p><b>PI12</b> Equal representation of women</p> <p>APPROACHING</p>	<b>Action Plan</b>	UNAIDS will continue to pay attention to gender equality in all phases of the selection and hiring processes and work on the mentioned human resource strategy. Staff time will be used for: Review of the Human Resource Strategy Development of the Gender, Diversity, Equity, Inclusion, Anti-Racism & Accessibility Framework
	<b>Responsible For follow up</b>	Executive Cabinet; People Management Department
	<b>Resources Required</b>	0
	<b>Use of Funds</b>	NA
	<b>Timeline</b>	2 years

 <p><b>PI13</b> Organizational culture</p> <p>NOT APPLICABLE</p>	<b>Action Plan</b>	<p>a. Continuation of the #Respect campaign that aims at full familiarization of the Policies on Preventing and Addressing Abusive Conduct, Preventing and Addressing Sexual Misconduct and Prevention and Addressing Retaliation</p> <p>b. 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, Anti-Racism and Accessibility (GDEIAA) framework will be developed applying an overarching intersectional gender-transformative lens as entry point over the course of 2024.</p> <p>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 will implement a targeted audit engagement related to gender equality and the empowerment of women in the course of 2024. 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.</p>
	<b>Responsible For follow up</b>	Change Management, Ethics, Legal teams within Management Department
	<b>Resources Required</b>	40000


	<b>Use of Funds</b>	Conduct and debrief the Global Staff Survey
	<b>Timeline</b>	1 year

 <p><b>PI14</b> Capacity Assessment</p> <p>APPROACHING</p>	<b>Action Plan</b>	A Pulse survey to follow up on progress made on the 2022/23 GSS action plan is scheduled for launch in 2024. The results will inform how well the Regions and Departments have done on diversity and culture change initiatives.
	<b>Responsible For follow up</b>	Management Department
	<b>Resources Required</b>	0
	<b>Use of Funds</b>	Resources for remedies will be assigned following the results of the Pulse Survey and may require funds to be mobilized.
	<b>Timeline</b>	1 year

 <p><b>PI15</b> Capacity Development</p> <p>MEETS</p>	<b>Action Plan</b>	Improving the targeting, selection, and completion of GEWE training continued to remain a priority for 2023. This includes a programme being led by Culture Transformation team called the “Team Learning Journey” which was launched in 2023 and will see the targeted rollout of team-based discussions and activities to ensure that key concepts are internalized and reflected in everyday actions and work. Customised playlists of recommended online courses available to all staff focusing on inclusive leadership and diversity and inclusion will launch in the first quarter of 2024. The SkillAdvance course library will continue to expand in 2024, with more focused courses focusing primarily on GEWE and Equality and Rights for All. A Leadership Coaching programme is scheduled for launch in 2024 to help managers strengthen their inclusive leadership style based on the 360 report. The data from the 2022 GSS and the 2024 Pulse survey will be triangulated with the 360 global report to identify additional areas of capacity building around gender and inclusive leadership.
	<b>Responsible For follow up</b>	People Management Department
	<b>Resources Required</b>	0
	<b>Use of Funds</b>	Workplan funds allocated to development and launch of learning pathways / LinkedIn learning licensing.
	<b>Timeline</b>	1 year

 <p><b>PI16</b> Knowledge and Communication</p>	<b>Action Plan</b>	UNAIDS will continue advocating to generate support for increased commitment on gender equality as a key success in the HIV response. In 2024, a key priority will be working to secure progress in the realization of the rights of women and girls and of LGBTQI people, and of other affected communities, as vital to enabling the end of AIDS. UNAIDS also plans to reinvigorate its HIV prevention focus next year to reduce new infections, particularly amongst adolescent girls and young women and key populations.
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<div style="background-color: #0070C0; color: white; padding: 5px; text-align: center;">EXCEEDS</div>	<b>Responsible For follow up</b>	Communication Team and Equality and Rights Team
	<b>Resources Required</b>	0
	<b>Use of Funds</b>	NA
	<b>Timeline</b>	Continuous


 <div style="background-color: #E91E63; color: white; padding: 5px; text-align: center; margin: 5px;"> <b>PI17</b> Coherence         </div> <div style="background-color: #8BC34A; color: white; padding: 5px; text-align: center; margin: 5px;"> <b>MEETS</b> </div>	<b>Action Plan</b>	UNAIDS stands ready to support another entity with implementation of at least one UN-SWAP Performance Indicator.
	<b>Responsible For follow up</b>	People Management
	<b>Resources Required</b>	0
	<b>Use of Funds</b>	NA
	<b>Timeline</b>	2 years


## IX. SUPPORTING DOCUMENTATION

 <b>PI1 Strategic Planning Gender-Related SDG Results</b> GENDER-RELATED SDG RESULTS /RESULTS-BASED MANAGEMENT <div style="background-color: #8BC34A; color: white; padding: 5px; text-align: center; margin-top: 5px;"> <b>MEETS</b> </div>	
Category	Documents
Strategic Plan/Strategic Framework or equivalent	<a href="#">2021 political-declaration-on-hiv-and-aids_en</a>
Strategic Plan/Strategic Framework or equivalent	<a href="#">global-AIDS-strategy-2021-2026_en</a>
Strategic Plan/Strategic Framework or equivalent	<a href="#">PCB_SS_2022_2026_UBRAF_Framework_EN</a>
Other	<a href="#">unaids-gender-assessment-tool_en</a>
Donor reports	<a href="#">2020_women-adolescent-girls-and-hiv_en</a>


<b>Strategic Plan/Strategic Framework or equivalent</b>	<a href="#">PCB50 Indicator Matrix 2022-2026UBRAF EN REV1 (Dec 2022 update)</a>

 <b>PI2 Reporting on Gender-Related SDG Results</b> GENDER-RELATED SDG RESULTS /RESULTS-BASED MANAGEMENT	
<b>EXCEEDS</b>	
Category	Documents
Annual report	<a href="#">global-aids-monitoring_en</a>
Annual report	<a href="#">2022 UNAIDS Performance Monitoring Report Executive Summary</a>
Annual report	<a href="#">2022 UNAIDS Performance Monitoring Report Leaflet</a>
Annual report	<a href="#">2022 UNAIDS Performance Monitoring Report Results Report</a>
Annual report	<a href="#">UNAIDS Evaluation of the UNAIDS Secretariat Gender Action Plan 2021</a>
Annual report	<a href="#">UNAIDS Global AIDS Monitoring 2024</a>
Annual report	<a href="#">UNAIDS Global AIDS Monitoring Framework 2022–2026</a>
Annual report	<a href="#">UNGA Addressing inequality and preparing the next phase of the AIDS response 2020</a>
Annual report	<a href="#">PCB48 UBRAF 2016-2021 PMR SRA Report EN</a>
Annual report	<a href="#">PCB50 Indicator Matrix 2022-2026UBRAF EN REV1 (Dec 2022 update)</a>

 <b>PI3 Programmatic Gender-Related SDG Results not Directly Captured in the Strategic Plan</b> GENDER-RELATED SDG RESULTS /RESULTS-BASED MANAGEMENT	
<b>NOT APPLICABLE</b>	
Category	Documents
	No documents uploaded

 <b>PI4 Evaluation</b> GENDER-RELATED SDG RESULTS / OVERSIGHT	
<b>EXCEEDS</b>	
Category	Documents
<b>Evaluation Terms of Reference</b>	<a href="#">UNAIDS PCB44 UNAIDS-Evaluation-Policy EN</a>

Report of corporate gender mainstreaming evaluation	<a href="#">Evaluation of the UNAIDS Secretariat Gender Action Plan 2018-2023 2021</a>
Report of corporate gender mainstreaming evaluation	<a href="#">Integrating Human Rights and Gender Equality into UNAIDS evaluations</a>
Other	<a href="#">UNAIDS Quality Assessment Tool</a>
Other	<a href="#">PCB51 Annual Evaluation Report EN FS 11292022</a>
Other	<a href="#">PCB53 Evaluation Annual Report EN v2</a>
Other	<a href="#">PCB53 Evaluations Management Response EN</a>

 <b>PI5 Audit</b> GENDER-RELATED SDG RESULTS / OVERSIGHT	
MEETS	
Category	Documents
Tools_auditing GEWE	<a href="#">2019 UNAIDS Internal Control Framework - overview</a>
Tools_auditing GEWE	<a href="#">PT.08.02 Adjudication Report</a>
Tools_auditing GEWE	<a href="#">UNAIDS Management Accountability Framework</a>
Tools_auditing GEWE	<a href="#">PT.17.19 Direct Financial Cooperation (DFC) Justification Memo</a>
Tools_auditing GEWE	<a href="#">PT.17.20 GLOA Justification Memo</a>
Participatory gender audit report	<a href="#">Gender audit report for UNAIDS 2017</a>
Annual audit report	<a href="#">PCB52 Org Oversight External Auditors Report EN</a>
Annual audit report	<a href="#">PCB52 Org Oversight Internal Auditors Report EN</a>
Participatory gender audit report	<a href="#">PI16, PI12, PI11, PI7, PI6, PI5 UNAIDS Gender Action Plan 2018-2023</a>
Participatory gender audit report	<a href="#">UNAIDS Concept Note - Gender, Diversity, Equity, Inclusion and Accessibility Framework 2023</a>



## PI6 Policy

INSTITUTIONAL STRENGTHENING TO SUPPORT ACHIEVEMENT OF RESULTS / ACCOUNTABILITY

### MEETS

Category	Documents
Gender Policy/Strategy	<a href="#">PI16, PI12, PI11, PI7, PI6, PI5 UNAIDS Gender Action Plan 2018-2023</a>
Other	<a href="#">UNAIDS Concept Note - Gender, Diversity, Equity, Inclusion and Accessibility Framework 2023</a>



## PI7 Leadership

INSTITUTIONAL STRENGTHENING TO SUPPORT ACHIEVEMENT OF RESULTS / ACCOUNTABILITY

### MEETS

Category	Documents
Governing body minutes	<a href="#">UNAIDS Executive Director Report to the PCB December 2023</a>
Speeches	<a href="#">2023 ICASA-UNAIDS Executive Director Opening remarks</a>
Other	<a href="#">2023.02.11-UN-Systems-Review-on-Gender-Equality-vFinalSG-1</a>
Other	<a href="#">Education Plus Initiative UNAIDS Website January 2024</a>
Other	<a href="#">Press Release Ahead of World AIDS Day UNAIDS is calling for urgent support to let communities lead Nov 2023</a>
Other	<a href="#">Press release Invest in women and girls Let communities lead-November 2023</a>
Other	<a href="#">Six Concrete Measures to Support Women and Girls in all their Diversity in the Context of the COVID-19 UNAIDS 2020</a>
Other	<a href="#">Winnie Byanyima International Gender Champions Website print January 2024</a>



## PI8 Gender-responsive performance management


INSTITUTIONAL STRENGTHENING TO SUPPORT ACHIEVEMENT OF RESULTS / ACCOUNTABILITY


### MEETS

Category	Documents
Performance management document	<a href="#">GEWE-TakeAction 637950424312787875</a>
Performance management document	<a href="#">Management Accountability Goals - Guidance Document for people management objectives (2) 637949730420045817</a>




Performance management document	<a href="#">PI 08 - Guidelines - GSS-based Objectives - 2021-22</a>
Performance management document	<a href="#">PI 08 - HRM_IN_2020_02.Rev.1 Performance Management Policy</a>
Core values and competencies	<a href="#">Unaids competency framework</a>
Systems of recognition	<a href="#">UNAIDS Intranet story-Launch of the reward and recognition programme-2023</a>

 <b>PI9 Financial Resource Tracking</b>	
INSTITUTIONAL STRENGTHENING TO SUPPORT ACHIEVEMENT OF RESULTS / HUMAN & FINANCIAL RESOURCES	
EXCEEDS	
Category	Documents
Financial resource tracking information	<a href="#">PCB_SS_2022_2026_UBRAF_Framework_EN</a>
Gender Marker Guidelines	<a href="#">Integrated guidance UNAIDS policy markers Oct2023</a>
Financial resource tracking information	<a href="#">2022-2023 GEM Analysis Preliminary draft for 2023 UNSWAP Internal only</a>

 <b>PI10 Financial Resource Allocation</b>	
INSTITUTIONAL STRENGTHENING TO SUPPORT ACHIEVEMENT OF RESULTS / HUMAN & FINANCIAL RESOURCES	
MEETS	
Category	Documents
Information on specific budget allocations	<a href="#">2022-2023 GEM Analysis Preliminary draft for 2023 UNSWAP Internal only</a>
Other	<a href="#">Integrated guidance UNAIDS policy markers Oct2023</a>
Other	<a href="#">PCB_SS_2022_2026_UBRAF_Framework_EN</a>
Financial Tracking/ monitoring data	<a href="#">PCB50 UNAIDS 2022-2023 Workplan and Budget</a>

Financial Tracking/ monitoring data	<a href="#">PCB52 Financial Report EN</a>
Financial Tracking/ monitoring data	<a href="#">PCB52 UNAIDS 2024-2025 Workplan and Budget</a>

 <b>PI11 Gender Architecture</b>	
INSTITUTIONAL STRENGTHENING TO SUPPORT ACHIEVEMENT OF RESULTS / HUMAN & FINANCIAL RESOURCES	
EXCEEDS	
Category	Documents
Gender Policy/Plan/Strategy	<a href="#">PI16, PI12, PI11, PI7, PI6, PI5 UNAIDS Gender Action Plan 2018-2023</a>
Focal Point Terms of Reference	<a href="#">2022-11-04 UNAIDS Secretariat UN-SWAP WG ToRs</a>
Other	<a href="#">PCB_52 Update Strategic Human Resources Management Report EN</a>
Other	<a href="#">PCB52 CRP3 UNAIDS Secretariat People Strategy 2023-2026 EN</a>
Gender Policy/Plan/Strategy	<a href="#">FINAL REPORT-Dakar Gender and HIV Meeting October 2023</a>
Other	<a href="#">UNAIDS Concept Note - Gender, Diversity, Equity, Inclusion and Accessibility Framework 2023</a>

 <b>PI12 Equal representation of women</b>	
INSTITUTIONAL STRENGTHENING TO SUPPORT ACHIEVEMENT OF RESULTS / HUMAN & FINANCIAL RESOURCES	
APPROACHING	
Category	Documents
Parity Strategy/ Implementation Plan	<a href="#">PI16, PI12, PI11, PI7, PI6, PI5 UNAIDS Gender Action Plan 2018-2023</a>
Gender Parity Statistics	<a href="#">PCB_52 Update Strategic Human Resources Management Report EN</a>
Gender Parity Statistics	<a href="#">PCB52 CRP3 UNAIDS Secretariat People Strategy 2023-2026 EN</a>
Gender Parity Statistics	<a href="#">UNAIDS HR Strategy 2016-2021</a>
Gender Parity Statistics	<a href="#">UNAIDS Concept Note - Gender, Diversity, Equity, Inclusion and Accessibility Framework 2023</a>

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PI13 Organizational culture

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

MEETS

Category	Documents
Leave Policy	<a href="#">16 2023 EN Revised parental leave policy</a>
Other	<a href="#">20190404 UNAIDS Travel Policy</a>
Other	<a href="#">2022-11-10 Concept Note - Gender Diversity Equity Inclusion and Accessibility_</a>
Other	<a href="#">ENG 2023 Staff Regulations and Staff Rules 1 January2023 Eng (1)</a>
Gender audit report	<a href="#">Gender audit report for UNAIDS 2017</a>
Training/ learning materials	<a href="#">Gender Equality and Women Empowerment Guidance for updating PALM</a>
Demonstrated tracking of FWA implementation and accessibility by gender and grade	<a href="#">Dispute Resolution Process in UNAIDS_2</a>
Flexible Work Arrangement Policy	<a href="#">HRM-IN 2013-7 Flexible Working Arrangements Policy and Guidelines</a>
Prevention of discrimination and harassment policy	<a href="#">Policy on Preventing and Addressing Abusive Conduct en_20062023</a>
Other	<a href="#">HRM IN 2019 7 Internal Justice System</a>
Other	<a href="#">Introduction to Staff Rules 1 July 2019 English</a>
Leave Policy	<a href="#">Section III.6.15 of the WHO eManual on Parental leave</a>
Prevention of discrimination and harassment policy	<a href="#">Policy on Preventing and Addressing Sexual Misconduct</a>
Prevention of discrimination and harassment policy	<a href="#">Policy on Preventing and Addressing Retaliation EN 1 July 2023</a>
Training/ learning materials	<a href="#">UNAIDS Secretariat Ethics Guide 2015</a>



## PI14 Capacity Assessment

INSTITUTIONAL STRENGTHENING TO SUPPORT ACHIEVEMENT OF RESULTS / CAPACITY

APPROACHING

Category	Documents
Capacity assessment survey/questionnaire	<a href="#">Unaid competency framework</a>
Other	<a href="#">HRMIN 2017-UNAIDS Performance Management Policy</a>
Other	<a href="#">UNAIDS Take Action for GEWE – job aid for mainstreaming gender equality in performance management</a>
Capacity assessment survey outcome	<a href="#">UNAIDS 2022 Global Staff Survey Narrative Report</a>



## PI15 Capacity Development

INSTITUTIONAL STRENGTHENING TO SUPPORT ACHIEVEMENT OF RESULTS / CAPACITY

MEETS

Category	Documents
Senior management training outline	<a href="#">15-2023-UNAIDS 360 Overview v3 - incl new leadership model</a>
Other	<a href="#">Unaid competency framework</a>
Other	<a href="#">HRMIN 2017-1 Performance Management Policy</a>




## PI16 Knowledge and Communication

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

EXCEEDS

Category	Documents
Communication plan	<a href="#">2023 UNAIDS World AIDS Day Communicaiton Plan</a>
Communication plan	<a href="#">2023 UNAIDS World AIDS Day Launch Plan</a>

Communication plan	<a href="#">2023 UNAIDS Global Report Launch Checklist</a>
Knowledge product	<a href="#">OpEd by EXD in the Daily Maverick- For the Aids response to succeed, governments need to let communities lead</a>
Knowledge product	<a href="#">The Guardian Countries that criminalise gay sex are impeding fight against Aids UN warns</a>
Communication plan	<a href="#">2023 World AIDS Day Report</a>
Knowledge product	<a href="#">UNAIDS 2023 FactSheet_en</a>
Screenshots of intranet or website with URL references	<a href="#">UNAIDS appoints First Lady of Serra Leone as Chamption girls and young women September 2023</a>
Screenshots of intranet or website with URL references	<a href="#">2023 UNAIDS Press Statement Invest in women and girls Let communities lead</a>
Screenshots of intranet or website with URL references	<a href="#">2023 Trello - UNAIDS Global AIDS Update - Screenshot</a>
Knowledge product	<a href="#">2023 UNAIDS a-triple-dividend_en</a>
Knowledge product	<a href="#">2023 UNAIDS community-led-monitoring-in-action_en</a>
Knowledge product	<a href="#">2023 UNAIDS Amplifying successes towards ending AIDS — Case studies from eastern and southern Africa</a>

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

UN-SWAP 2.0

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

FOR MORE INFORMATION ON THE UN-SWAP

PLEASE VISIT

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

UNITED NATIONS SYSTEM COORDINATION DIVISION, UN WOMEN

UNSWAP.Helpdesk@unwomen.org

