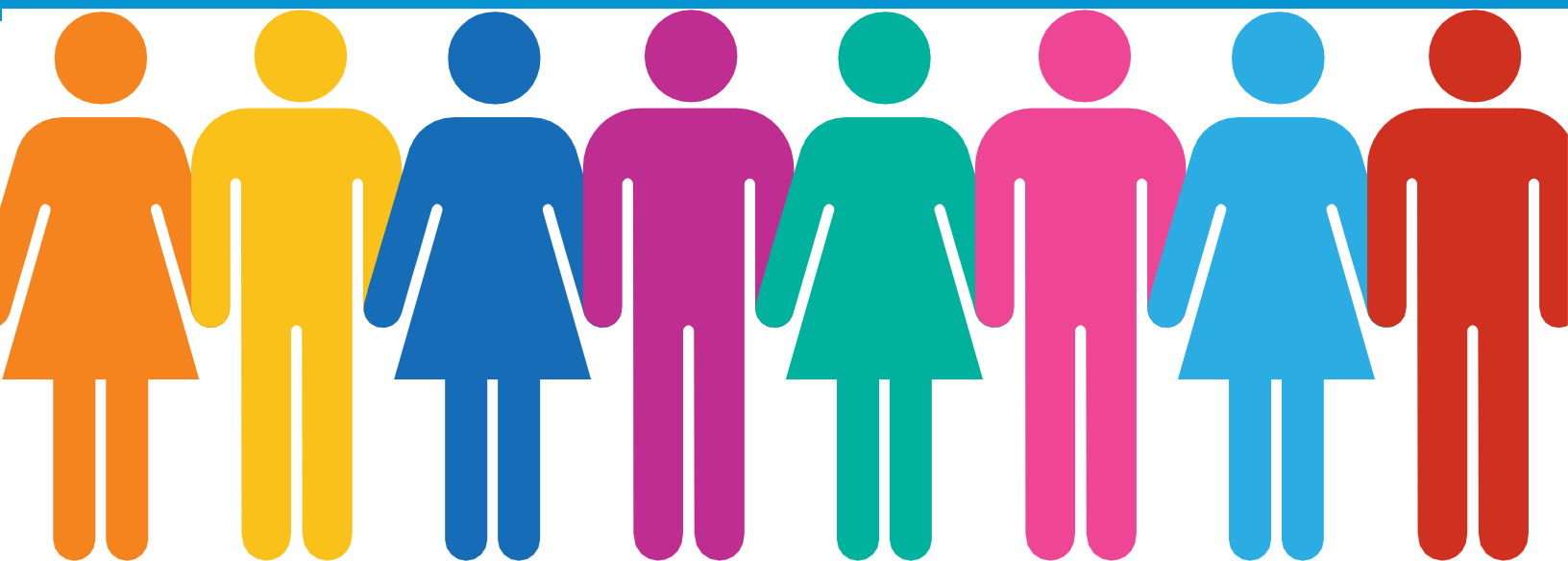


# Joint United Nations Programme on HIV/AIDS

## UNAIDS

### 2019 UN-SWAP 2.0

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



# TABLE OF CONTENTS

<b>I. BACKGROUND</b>	<b>3</b>
<b>II. UN-SWAP 2.0 ACCOUNTABILITY FRAMEWORK REPORT COMPONENTS</b>	<b>3</b>
<b>III. QUALITY ASSURANCE AND UN-SWAP 2.0 RESULTS REPORTING</b>	<b>4</b>
<b>IV. UNAIDS REPORTING INTERNAL REVIEW PROCESS</b>	<b>4</b>
<b>V. THE UN-SWAP 2.0 PERFORMANCE INDICATOR FRAMEWORK</b>	<b>5</b>
<b>VI. UNAIDS 2019 UN-SWAP 2.0 REPORTING RESULTS SNAPSHOT</b>	<b>6</b>
<b>VII. UNAIDS 2019 UN-SWAP 2.0 RESULTS BY PERFORMANCE INDICATOR</b>	<b>7</b>
<b><i>I. GENDER-RELATED SDG RESULTS / RESULTS-BASED MANAGEMENT</i></b>	<b>7</b>
P11 Strategic Planning Gender-Related SDG Results	7
P12 Reporting on Gender-Related SDG Results	7
P13 Programmatic Gender-Related SDG Results not Directly Captured in the Strategic Plan	7
<b><i>II. GENDER-RELATED SDG RESULTS / OVERSIGHT</i></b>	<b>7</b>
P14 Evaluation	7
P15 Audit	7
<b><i>III. INSTITUTIONAL STRENGTHENING TO SUPPORT ACHIEVEMENT OF RESULTS / ACCOUNTABILITY</i></b>	<b>8</b>
P16 Policy	8
P17 Leadership	8
P18 Gender-responsive performance management	8
<b><i>IV. INSTITUTIONAL STRENGTHENING TO SUPPORT ACHIEVEMENT OF RESULTS / HUMAN &amp; FINANCIAL RESOURCES</i></b>	<b>8</b>
P19 Financial Resource Tracking	8
P10 Financial Resource Allocation	8
P111 Gender Architecture	9
P112 Equal representation of women	9
P113 Organizational culture	9
<b><i>V. INSTITUTIONAL STRENGTHENING TO SUPPORT ACHIEVEMENT OF RESULTS / CAPACITY</i></b>	<b>9</b>
P114 Capacity Assessment	9
P115 Capacity Development	9
<b><i>VI. INSTITUTIONAL STRENGTHENING TO SUPPORT ACHIEVEMENT OF RESULTS / KNOWLEDGE, COMMUNICATION AND COHERENCE</i></b>	<b>10</b>
P116 Knowledge and Communication	10
P117 Coherence	10
<b>VIII. Joint United Nations Programme on HIV/AIDS ACTION PLAN 2019</b>	<b>10</b>
<b>IX. SUPPORTING DOCUMENTATION</b>	<b>14</b>

## 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

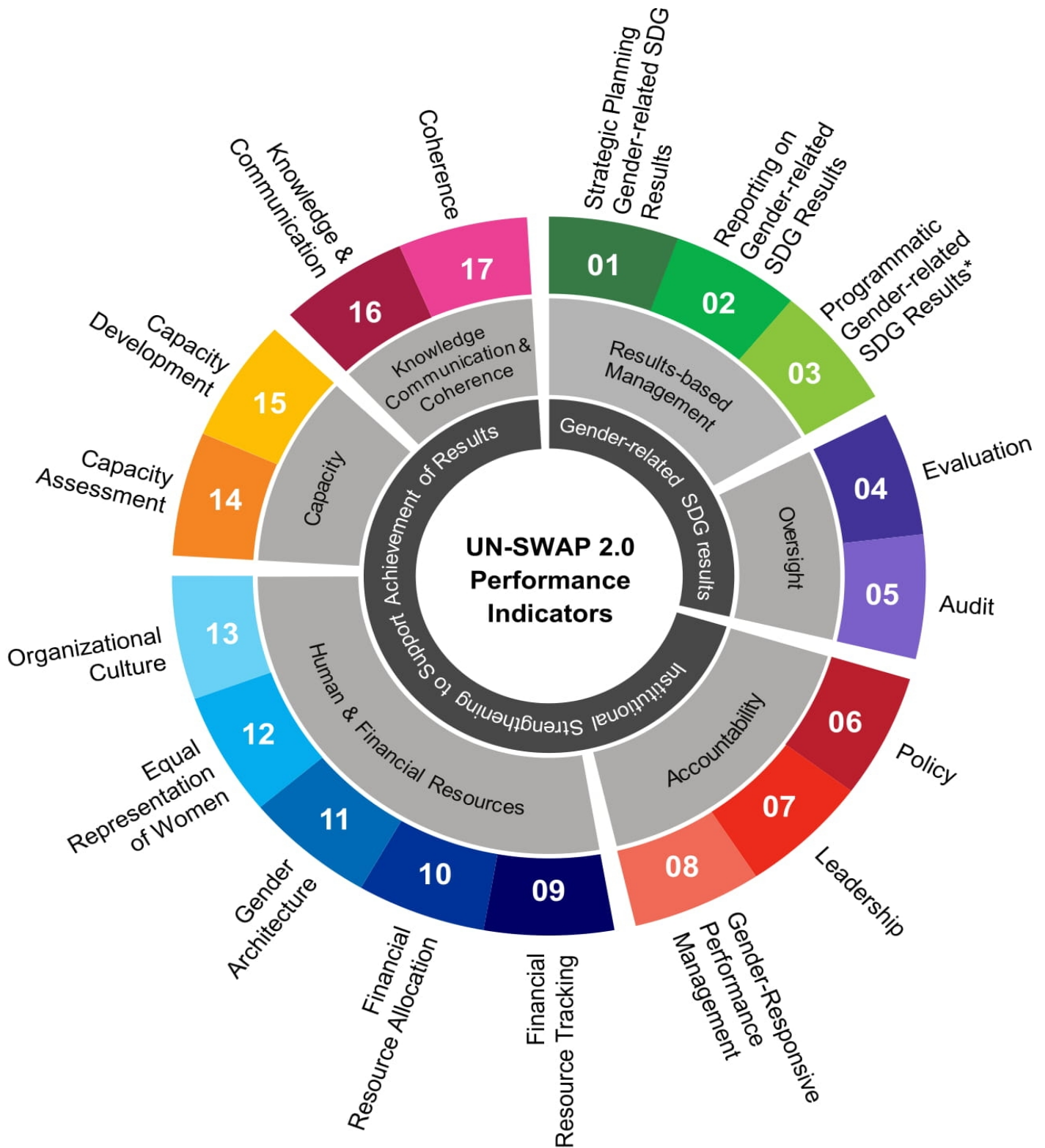
Entities are encouraged to share these supporting documents and best practices within the UN-SWAP 2.0 Knowledge Hub – the first system-wide library of gender mainstreaming documents, available to all UN-SWAP reporting platform users.

### 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.

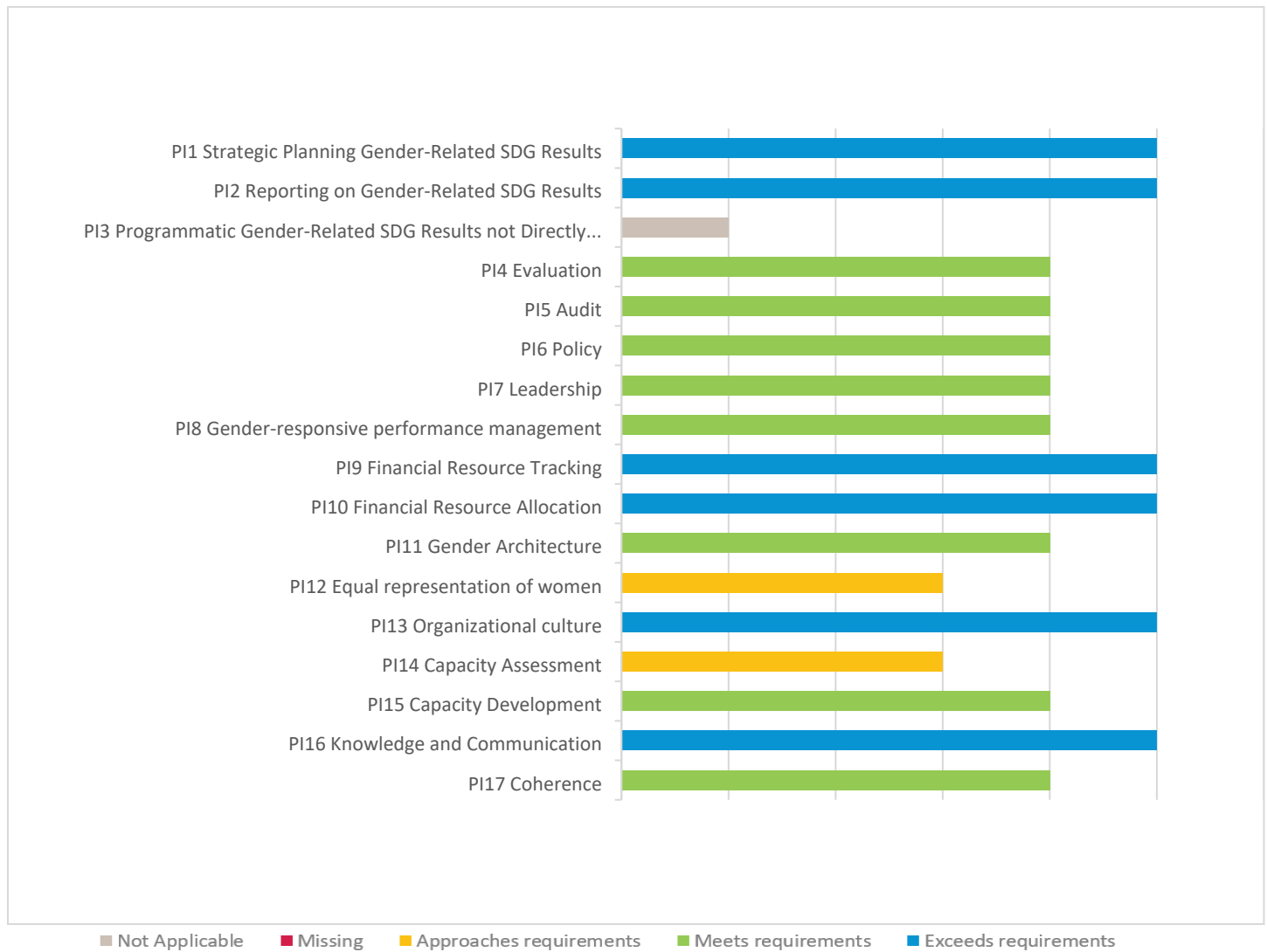
### IV. UNAIDS REPORTING INTERNAL REVIEW PROCESS

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



\*not directly captured in the Strategic Plan

## VI. UNAIDS 2019 UN-SWAP 2.0 REPORTING RESULTS SNAPSHOT



## VII. UNAIDS 2019 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

EXCEEDS

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

The UNAIDS 2016–2021 Strategy was one of the first in the United Nations system to be aligned with the SDGs. The five SDGs that are most relevant to the AIDS response are: SDG3: Good health and well-being; SDG 5: Gender equality; SDG 10: Reduced inequality; SDG 16: Peace, justice and strong institutions and SDG 17: Partnerships for the Goals.

UNAIDS Strategy emphasizes gender equality being mainstreamed across all the ten targets, in addition to a specific target on gender equality, and emphasises the imperative of “empowering young people, particularly young women, as utmost important to prevent HIV, including by ending gender-based violence and promoting healthy gender norms.” Specifically, Target 7, (“90% of women and girls live free from gender inequality and gender-based violence to mitigate the risk and impact of HIV”) reflect UNAIDS commitments to gender equality and sexual and reproductive health and rights.

UNAIDS Strategy emphasizes gender equality being mainstreamed across all the ten targets, in addition to a specific target on gender equality, and emphasises the imperative of “empowering young people, particularly young women, as utmost important to prevent HIV, including by ending gender-based violence and promoting healthy gender norms.” Specifically, Target 7, (“90% of women and girls live free from gender inequality and gender-based violence to mitigate the risk and impact of HIV”) reflect UNAIDS commitments to gender equality and sexual and reproductive health and rights.

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

UNAIDS continues to support the engagement of women (young women) living with HIV in the aforementioned spaces and platforms in order to foster accountability as the global community reviews its commitments including for SRHR, CSE, women’s empowerment, removal of parental consent laws and the elimination of GBV in the AIDS response.; enabling the women’s rights, SRHR and HIV communities to jointly. The Secretariat supported the participation of 5 young women living with HIV at ICPD@25 Nairobi Summit, in order to support efforts to engage and help position a gender- rights-based and adolescent-friendly approach in the HIV response in the context of the ICPD and the Beijing commitments.

According to the World Health Organization, about one third of women worldwide have experienced violence. In some regions, women who have experienced physical or sexual intimate partner violence are 1.5 times more likely to acquire HIV than women who have not experienced such violence. Among marginalized populations, such as sex workers or transgender women, a high prevalence of violence is linked with higher rates of HIV infection. In the Middle East and North Africa (MENA) region, UNAIDS estimates that around 220 000 people are living with HIV. New infections were up by 12% between 2010 and 2017 and AIDS-related deaths increased by 11% over the same period. The stigma and discrimination associated with HIV as well as high levels of gender-based violence are preventing several countries from making progress against the epidemic. Gender-based violence in the region is strongly associated with harmful gender norms and stereotypes. The LEARN MENA initiative provides a good example of UNAIDS result on GEEW. Learn MENA is the first project to explore and address the linkages between violence against women and HIV in the Middle East and North Africa (MENA) region that was led by, with, and for women living with and affected by HIV. Through participatory community dialogues, designed and led by women in all their diversity, participants were able to understand the root causes of violence and the links with HIV. LEARN provided unprecedented opportunity for national stakeholder dialogues to amplify the voices of marginalised women living with and affected by HIV, and for decision-makers to hear their concerns and realities. At the heart of the project is the Actions Linking Initiatives on Violence Against Women and HIV Everywhere (ALIV[H]E) framework. In line with this the Secretariat supported needs assessments in 5 MENA countries to better understand specifically what support was needed for a second phase of the LEARN project; to build capacity and expand the network of engagement with women living with and affected by HIV in order to widen the coverage for future work and conduct a stakeholders meeting convene key sectoral ministries and UN agencies with women living with HIV and GBV and a wider range of civil society partners both from women’s rights/gender equality movements, to better inform policy proposals and programming priorities at the national level.

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

UNAIDS Strategy 2016-2021 on the Fast-Track to end AIDS:

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

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

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

Strategy Result Area 5 output 5.2: Actions to address and prevent all forms of gender-based violence implemented.

High Level Political Declaration by the UN General Assembly translated the ambitious goals set out in the UNAIDS Strategy 2016-2021 with a target on eliminating gender inequalities and end all forms of violence and discrimination against women and girls and ensuring access to sexual and reproductive health and rights services by 2020.

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

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

2019 milestone: 60%, 2021 target: 70%

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

In 2018, 56% of 97 countries with Joint Programme presence (of which 33 are Fast-Track countries) have national HIV policies and strategies that promote gender equality and transform unequal gender norms

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

2019 milestone: 60%, 2021 target: 70%

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

In 2018, 61% of 97 countries with Joint Programme presence (of which 33 are Fast-Track countries) have laws and/or policies and services to prevent and address gender-based violence.

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

Unified Budget, Results and Accountability Framework Performance Monitoring Report - SRA and Indicator Report -

UNAIDS/PCB (44)/19.13 June 2019 – Page numbers 39-45

Unified Budget, Results and Accountability Framework Performance Monitoring Report (Organizational report) - UNAIDS/PCB (44)/19.14 June 2019 - Page numbers: 72-81

The National Commitments and Policy Instrument (NCPI), a component of Global AIDS Monitoring, collects data on the policy and legal environment related to the AIDS response. Through 2019 NCPI reporting, 94% (97 of 103) of reporting countries indicated they either had a stand-alone AIDS strategy or policy (71 countries) or a health strategy or policy that integrates the AIDS response (26 countries). Of these 97 countries, 59% (57 countries) indicated that the national strategy or policy guiding the AIDS response includes gender-transformative interventions, including interventions to address the intersections of gender-based violence and HIV. Of these 57 countries, 65% (37 countries) indicated that a budget was included in the strategy or policy for implementing gender-transformative interventions.

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

On track

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

- Goal 3 Ensure healthy lives and promote well-being for all at all ages
- Goal 5 Achieve gender equality and empower all women and girls
- Goal 10 Reduce inequality within and among countries
- 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 17 Strengthen the means of implementation and revitalize the Global Partnership for Sustainable Development



## 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

1. The Joint Programme generated evidence of the impact of harmful gender norms on women's ability to prevent HIV and mitigate its impact. UNAIDS supported countries in integrating GEWE and SRHR into national HIV strategies, monitoring and evaluating frameworks and budgets, and enhancing leadership and participation of women living with HIV in decision-making. Promoting the leadership of women living with HIV is a major focus for the Joint Programme. UNAIDS sponsored young women and other youth leaders from HIV networks from across regions to participate in CSW63 and the ICPD@25 Nairobi Summit, including as profiled experts and speakers at the UNAIDS event Stepping it Up for Adolescent Girls and Young Women. The event held at the UN HQ brought together 30 Member States, UN and civil society partners, and presented as a background paper a factsheet focussing on accountability to young women in the context of commitments made to GE and SRHR in the HIV response. At the regional level, SADC was supported in developing its follow-up programme for implementation, with inputs from the UNAIDS Secretariat, UN Women, UNDP, UNESCO, WHO and UNFPA. Importantly, SADC and the East African Community, with support from the regional Joint United Nations Team on AIDS in ESA, institutionalized accountability frameworks on HIV prevention, SRH, HIV and SGBV, and took steps towards more effective programming towards AGYW. The Joint UN Team on AIDS also assisted the SADC Parliamentary Forum to develop and endorse in December 2018 minimum standards for protection of key populations in the SADC region, and to develop a gender-responsive oversight model. At Women Deliver 2019, UNAIDS and the Global HIV Prevention Coalition convened with UNFPA a high-profile dialogue on young women, HIV and SRHR. A commitment specific to tackling parental consent laws restricting adolescents' access to HIV and other SRH services was issued.

By the end 2019, 13 countries had been validated for eMTCT of HIV and/or syphilis and all regions had established validation structures. UNAIDS Secretariat continued to play a pivotal advocacy role to maintain momentum towards achieving eMTCT goals by 2020, raising the visibility of the eMTCT agenda through high-profile initiatives.

2. Lack of knowledge of key issues related to HIV, SRHR and the socio-economic determinants (incl. gender inequalities and GBV) of health and well-being and the lack of engagement of key affected communities in strategy and programme development pose strong barriers to developing and implementing effective and sustainable programmes, which meet the specific needs and rights of women and girls in all their diversity. In response, the UNAIDS Secretariat supported the participation of civil society in 3 WHO Regional Consultations to develop the Global Strategy to eliminate cervical cancer as a public health problem. In addition, UNAIDS and WHO hosted a 1-day workshop with 15 civil society partners on cervical cancer prevention and control in May 2019, in order to advance cervical cancer prevention and control literacy and ensure that the Global Strategy incorporated health, gender and social justice issues. This is in line with a guiding principle of UNAIDS to ensure the meaningful participation of diverse communities of women living with HIV, including women from key populations, at all levels of decision-making strategy development, implementation of programmes and monitoring. The UNAIDS Secretariat supported the development and application of evidence-based tools that support the empowerment of women living with HIV and other excluded groups to demand effective responses and accountability for their rights: a checklist on SRHR and the ALIVHE Framework to address GBV.

The UNAIDS Secretariat, UN Women, UNFPA, UNDP and civil society organisations conceptualised #BeTeamWomen in response to a global call from civil society, including the networks of women living with HIV, concerning growing conservatism and the shrinking spaces and budgets for civil society, in particular the women's rights movement. Launched in July 2018, #BeTeamWomen mobilises SRHR, gender and HIV activists across movements, regions and generation to unite and amplify the call for accountability to the commitments made to GEWE in the HIV response. #BeTeamWomen has hosted 27 Facebook Live moderated panel discussions and one-to-one interviews reaching a global audience of over 140,000 people.

In response to the insufficient data and analyses on SRHR, GBV and gender inequality in the context of HIV, UNAIDS developed the Gender Assessment Tool (GAT), which allows countries to assess the HIV epidemic and response, from a gender, human rights and SRHR perspective. The Secretariat revised the GAT and conducted a training- of-trainers jointly with UN Women in April 2019. In addition, the UNAIDS Secretariat together with WHO jointly developed and published an advocacy brief during SRHR integration event ICASA 2019 engaging panellists from civil society, WHO, OAFIAD, the African Union and the First Ladies of Botswana and Rwanda. The publication highlights the need to integrate quality SRHR and HIV services and programmes for better health outcomes for women and girls.

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

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



Performance Indicator:

PI2 Reporting on Gender-Related SDG Results

EXCEEDS

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

UNAIDS reports annually to its Programme Coordinating Board (PCB) on progress against the current UNAIDS Strategy and its operational plan, the UBRAF. This includes reporting annually against SDG 5 linked UNAIDS Strategy Result Area five: Women and men practice and promote healthy gender norms and work together to end gender-based, sexual and IPV to mitigate risk and impact of HIV, and on Strategy Target (7): 90% of women and girls live free from gender inequality and Gender based violence (GBV) to mitigate risk and impact of HIV. Reporting also covers the two output result areas directly related to gender equality: Output 5.1: Strategic actions for gender equality and women and girls included and resourced in AIDS responses and output 5.2: Actions to address and prevent all forms of GBV. Reports cover progress and challenges at country, regional and global level - through narratives and aggregated indicators data.

The web-based, Joint Programme Monitoring System (JPMS) introduced in 2012, is used to facilitate collecting, collating and analysing performance information from countries, regions and global levels from the Cosponsors as well as the Secretariat. It enables collection of indicator data as well as qualitative information on progress and challenges. The JPMS is reviewed for necessary refinements each year to tailor the collection of report data to the PCB requirements.

UNAIDS also supports countries to collect information on their national HIV epidemic and responses through the Global AIDS Monitoring (GAM) framework—an annual collection of around 70 indicators and a policy questionnaire on the response to HIV in a country. Countries are supported to generate national and sub-national HIV estimates, which also feed into GAM reporting. GAM reports and final HIV estimates are submitted by countries annually at the end of March. The analysis of the global results are published in UNAIDS' mid-year report and data are made available on the AIDSinfo website ([www.aidsinfo.unaids.org](http://www.aidsinfo.unaids.org)). These are ultimately reported to the United Nations General Assembly.

Since 2017 the GAM framework includes an indicator on cervical cancer screening among women living with HIV and revised questions on policies related to domestic violence, parental and spousal consent to access services, as well as on women's organisations participation in the national AIDS response, the existence of training programmes on preventing violence for 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.**

Monitoring the global HIV epidemic and the response is a core function of UNAIDS. The Secretariat supports countries in their annual reporting of programme, behavioural, financial and epidemiological data through the GAM system. The response rate has remained roughly stable since 2012, with 166 Member States (86%) reporting in 2019. Experts from Cosponsors and global partners are consulted to maintain high-quality and up-to-date reporting and analysis methodologies. The Monitoring Technical Advisory Group provides guidance to UNAIDS on the GAM indicator set and guidelines which countries use to report on progress in their HIV responses.

UBRAF and GAM indicators are disaggregated by age and sex, where possible.

With regard to data about children, there is currently no evidence to suggest there is a difference in the risk of HIV infection between boys and girls, or in health outcomes between girls and boys living with HIV. There is currently also no evidence of a difference in treatment coverage between boys and girls living with HIV from countries that have these disaggregated data available. There is therefore no recommendation for countries to report these data for children through age 14 disaggregated by sex.

Since 2017, an analytical output has been included in the GAM online reporting tool through which countries submit GAM data, which calculates the percentage of indicators with a recommended gender disaggregation as per the GAM guidelines for which countries report gender-disaggregated data.

Analysis of progress towards commitment 4 of the 2016 Political Declaration to “eliminate gender inequalities and end all forms of violence and discrimination against women and girls, people living with HIV and key populations by 2020,” based on

data reported by countries through GAM, is reflected in global UNAIDS reports. In 2019 this included the reports, “Communities at the centre” and “Power to the people”. Gender-disaggregated analyses of progress towards other commitments is also reflected in these global reports.

Furthermore, UNAIDS supports the development of modelled HIV estimates every year by country teams using a UNAIDS-supported software (Spectrum). 2019 HIV estimates are available for 170 countries. Age and sex-specific estimates of new HIV infections, HIV prevalence and AIDS-related deaths are available on [www.aidsinfo.unaids.org](http://www.aidsinfo.unaids.org). GAM and estimates data are used in national planning processes, as well as resource mobilization efforts, including applications to the Global Fund.

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

There is annual reporting to the governing body, PCB, on the implementation of UNAIDS work in the area of gender equality and empowerment of women. Reporting is at two levels.

Firstly, through the annual Global AIDS Monitoring reporting (against the UNAIDS GAM Framework), such as the most recent Global AIDS Update 2019: “Communities at the centre” report that the gender inequality and the disempowerment of women remain formidable barriers to progress against the epidemic. There are also barriers to the maternal and child health services that are instrumental in the prevention of mother-to-child transmission of HIV and early diagnosis and treatment initiation of infants who acquire HIV. Despite these barriers, women are more likely than men to take an HIV test and to initiate and adhere to HIV treatment. This translates to lower AIDS-related mortality in women compared to men, while also limiting the preventative benefits of treatment for women. This information is shared with the PCB through the Executive Director’s Report and also through special PCB sessions on gender related issues. UNAIDS supports Member States to generate, analyse and use strategic information on the status of the HIV epidemic and its response, including through the submission of reports on progress towards the commitments in the 2016 Political Declaration on HIV/AIDS. Countries have submitted reports every two years since 2004 and every year since 2013. Data from these reports represent the most comprehensive data available on the status and response to the epidemic. Analyses of country epidemic and response data are provided to the UN Secretary-General for his annual reporting to the General Assembly. Country data are also made available through AIDSinfo. Secondly, at the level of the organisational annual performance monitoring report which is the primary tool used to report to the PCB on results against the UBRAF. The report captures progress against outputs, core indicators as well as expenditures; shows the link to outcomes, goals and targets; distinguishes Cosponsor, Secretariat and joint results; and, showcases country performance. The report extensively covers progress made by the Joint Programme on women and gender-related issues including specific initiatives of the Secretariat in mainstreaming gender equality and the empowerment of women in its core results framework. Achievements have been presented with contributions to outcomes and goals. The last report of the 2016-2021 UBRAF cycle was presented to the 44th PCB meeting in June 2019.

The Performance Monitoring Report is complemented by an annual financial report and is distinct from the UNAIDS GAM Framework as well as the progress report of the Secretary-General on AIDS, which present progress against global AIDS targets and commitments, beyond the contributions of the Joint Programme. To complement the document-based reporting to the PCB and observers, the web portal ‘Investing for Results’ is available at <https://results.unaids.org>

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

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

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

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



Performance Indicator:

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

NOT APPLICABLE

### Explanation of why this rating has been given

The UNAIDS Strategy includes a gender-related SDG result and hence reporting of all results under PI 1 and PI2.

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

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

COVID-19 crisis, response and recovery.

## II. GENDER-RELATED SDG RESULTS / OVERSIGHT



Performance Indicator:  
PI4 Evaluation

MEETS

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

The 44th meeting of the UNAIDS Programme Coordinating Board (PCB) approved an Evaluation Policy which formalizes the establishment of an independent evaluation function reporting directly to the PCB. This is an important milestone in efforts to strengthen accountability, evidence-based decision making and learning in UNAIDS.

The UNAIDS Evaluation Policy sets out the concepts, purpose and intended use of evaluation; outlines guiding principles, norms and standards for evaluation in UNAIDS; and clarifies roles and responsibilities. The policy sets that Evaluation is guided by the people-centred approach of UNAIDS, which enhances capabilities, choices and rights for all people with full respect for diversity. The policy states that UNAIDS evaluations will assess how far equity and gender equality have been addressed in policies, advocacy and programmes. With an increased emphasis on coherence as part of UN reform, the policy promotes system-wide and joint evaluations. The Evaluation Policy and its implementation are guided by internationally accepted norms and standards, notably those of the United Nations Evaluation Group (UNEG, 2016) and UNEG guidance on the conduct of human rights and gender-responsive evaluations. The Evaluation Policy is supported by biennial prioritised and funded Evaluation Plans which are presented to and approved by the PCB.

An independent Expert Evaluation Advisory Committee was established in 2019 to provide guidance and advice on the evaluation function in UNAIDS. The committee is composed of members nominated by PCB Member States, the PCB NGO delegation and the Cosponsor Evaluation Group. Constituencies were requested to nominate technical experts with strong experience in the field of evaluation, with a requirement for a geographically and gender-balanced committee.

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

UNAIDS has specific guidance on conducting gender and human right responsive evaluations. The guidance aims to support evaluators to account for gender and human rights aspects and issues in all phases of conducting an evaluation: drafting of TOR, engagement of stakeholders, data collection, analysis and reporting.

UNAIDS is increasingly demonstrating effective use of the UNEG and UNAIDS specific guidance on evaluating from a human rights and gender equality perspective, with some recent examples provided below:

The evaluation of the Joint Programme's contribution to achievement of the goals and targets in the UNAIDS 2016–2021 Strategy is a comprehensive and forward-looking evaluation of the UN system response to AIDS in 2016–2019 which includes an assessment of how the UN Joint Programme actions are both rights- and needs-based for key stakeholders (including vulnerable populations) and gender-sensitive. This includes assessing to what extent joint planning at all levels has been informed by a comprehensive gender analysis; greater and meaningful involvement of vulnerable populations; and achievement of gender related results. The evaluation investigates gender mainstreaming and contribution to gender equality and women's empowerment, and the degree to which drivers of gender-equitable inclusiveness, participation and power relations are clearly unpacked across multiple levels in terms of the doing the right things, in the right way, with the right results. The team of consultants includes a gender expert, to ensure full account of gender issues from the design phase, and the reference group of the evaluation includes experienced staff working on gender issues at UNAIDS and UN Women. A final report will be available before the 46th PCB meeting in June 2020.

A strategic evaluation of the Champions for an AIDS-Free Generation was carried out in the first half of 2019. The Champions

for an AIDS-Free Generation is an initiative primarily funded by the United States government, with technical and administrative support from UNAIDS. The evaluation assessed the level of cooperation of staff working on the initiative with cross-cutting teams (e.g. gender) and contribution to gender-related results in the African continent.

The UNAIDS Evaluation Office supports the development and follow-up of management responses to evaluations. Using a standardized template, it follows up on implementation of recommendations with relevant managers which includes recommendations developed with a human rights and gender lens.

Although gender equality and human rights are addressed across all evaluations, the UNAIDS Evaluation Plan for 2020-2021, that was developed in a highly participatory way, includes (1) a joint evaluation of the Joint Programme's work to prevent and respond to gender-based violence (ongoing in 2020) and a (2) specific Secretariat evaluation (for 2021) of the UNAIDS Secretariat Gender Action Plan 2018–2023, for an unbiased assessment on whether the gender-related investment delivered on the targets. This latter evaluation may bring the UNAIDS Secretariat to exceed requirements of this UN-SWAP Performance Indicator in the near future.

### What modality was used for the assessment?

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

## 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.

Progress towards meeting the Gender Action Plan's targets is continuously monitored and reported annually to the PCB through the Update on strategic human resources management issues as well as quarterly updates to staff which are also publicly available at <https://open.unaids.org/documents>. A dedicated intranet page serves as one-stop location for staff to access information and materials related to the Plan. A Gender Action Plan Challenge Group has been elected to monitor progress towards the full achievement of the Gender Action Plan targets and the related action areas, and for raising critical voices and challenges to senior management, so as to urge the Secretariat to further accelerate progress.

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

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

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

### 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 has 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 UNAIDS Gender Action Plan is sponsored by the Deputy Executive Director for Management and Governance.

To reach targets and achieve an organizational culture that fully upholds gender equality and diversity, progress and challenges are shared with staff on a quarterly basis by the Deputy Executive Director for Management and Governance. In addition to sex-disaggregated data on staffing at each level, the progress update details the status for each of the 30 commitments (successful, in progress, pending, unsuccessful).

There is a slight improvement in implementation with eleven of the 30 commitments successfully implemented, nine in progress and 10 pending, compared to December 2018, when seven commitments were successfully implemented, six in progress and 17 pending.

A Gender Action Plan Challenge Group has been set up and is responsible for monitoring progress towards the full achievement of the Gender Action Plan targets and the related action areas, and for raising critical voices and challenges to senior management, so as to urge the Secretariat to further accelerate progress. The group works under the leadership of the Deputy Executive Director for Management and Governance. An inaugural meeting between the group and the Deputy Executive Director took place in November 2018.

The UNAIDS Secretariat reports annually to its Programme Coordinating Board on progress in implementing the Plan and

reaching the targets through the Update on Strategic Human Resources Management Issues. 2019 presented a year of leadership transition at the UNAIDS Secretariat with the previous Executive leaving before the end of his mandate in May and the new Executive Director taking office in November. Ad interim, the Deputy Executive Director Management and Governance led UNAIDS. The new EXD, Winnie Byanyima, has outlined to staff and the PCB her vision of establishing a feminist organizational culture at the UNAIDS Secretariat which, when implemented, would allow UNAIDS to again exceed the requirements of this Performance Indicator.

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

## 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.

2019 was a year of leadership transition at the UNAIDS Secretariat. The PCB exercised oversight in the selection process for the new EXD and agreed that the competencies and experience of the candidates for this position include “expertise and experience in promoting and commitment to...gender equality” as well as “gender sensitivity and respect.”

Winnie Byanyima was appointed and assumed her role as new Executive Director on 1 November 2019. A strong and long-standing champion for gender equality, Ms. Byanyima, outlined her vision to the PCB in December 2019, pledging to step up work in four areas including Women and girls in Africa and promoting and protection of human rights of everyone.

On World AIDS Day (WAD), Ms. Byanyima launched a report Power to the People which set out the imperative of advancing women’s rights to end AIDS. Her WAD speech called for greater progress on the rights of women and girls and gender equality in Africa as a priority action in order to end the AIDS epidemic.

Ms. Byanyima joined the International Gender Champions (IGC) Network at the end of the year, committing to the IGC panel parity pledge and submitted the following two additional objectives:

- 1) Galvanize political will and step up support to countries to ensure access by adolescent girls and young women to integrated sexual and reproductive health information, education and services as well as the removal of barriers and harmful social norms which result in 6,200 adolescent girls and young women acquiring HIV every week.
- 2) Generate a feminist culture at the UNAIDS Secretariat. Dedicated gender and feminist leadership expertise will be deployed, and concerted action taken to fully implement the Gender Action Plan 2018-2023.

UNAIDS was rated as one of the best performing agencies in the United Nations system in 2018, meeting or exceeding all 17 of the performance indicators of the UN-SWAP 2.0. During 2019, UNAIDS continued to implement its Gender Action Plan that contains a target on the compliance with the UN-SWAP.

Gender parity was maintained for the positions of Country Directors (up to 48% from 27% women in 2013). Moreover, with the appointment of the new EXD, the Cabinet was comprised by three women in November and December 2019. In alignment to the UN-SWAP 2.0, the UNAIDS Secretariat Gender Action Plan commits to the ‘Identification of at least one UN-SWAP performance indicator per annum on which UNAIDS will make progress’ (commitment 4.3). However, over the course of 2019, the self-assessment of four UN-SWAP Performance Indicators was lowered.

The UNAIDS Leadership for Women Programme continues to serve as a good practice for entities across the UN system. Since its inception in 2014, the Programme empowered some 150 women within the UNAIDS Secretariat. In November 2018, the Deputy Executive Director, Management and Governance, called for an impact evaluation of Programme, given the evolution in the leadership arena and the changing needs of the UNAIDS Secretariat. The evaluation sought the inputs of staff and had 56 respondents providing information on their views on how the Programme can be improved.

In 2019, the 5th Cohort of women (n=34) took part in a week-long development and training programme delivered by the UN System Staff College. As patron of the Programme, the Deputy Executive Director was involved in informing the agenda and speakers at the training. She opened the session by her vision of demonstrating and catalyzing inclusive leadership within the UNAIDS Secretariat. The Leadership Programme builds in a series of booster webinars to maintain momentum among Alumnae (across all Cohorts). In November 2019, a facilitated participant-led webinar was held to expand insights into collaborative/inclusive leadership.

The Deputy Executive Director also continued fostering transparency and accountability through the quarterly updates on progress and challenges to staff on the implementation of the Gender Action Plan.

During 2019, the UNAIDS Secretariat focused extensive efforts on implementing the UNAIDS Management Action Plan (MAP) for a healthy, equitable and enabling workplace for all UNAIDS staff. Moreover, PCB oversight of UNAIDS Secretariat was strengthened including in relation to its monitoring and evaluation role on zero tolerance against harassment, including sexual harassment, bullying and abuse of power at the UNAIDS Secretariat. As UNAIDS moves forward, Ms. Byanyima's commitment to reform and to generate a feminist culture at the UNAIDS Secretariat provides a fresh and exciting opportunity for a deeper organizational transformation.

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

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

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



Performance Indicator:  
PI8 Gender-responsive performance management

MEETS

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

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

"Upholding RESPECT FOR DIVERSITY means:

We demonstrate inclusive behaviour and willingness to work without bias with all individuals and groups, regardless of gender, nationality, sexual orientation, HIV status or any other characteristic

We examine our own biases and behaviour and take steps to become more sensitive and inclusive

We promote and abide by organizational policies that strengthen diversity and inclusion

We do not tolerate stereotypes, prejudice or discrimination in the workplace or with external partners

Our communication and interaction with others shows consideration and respect for our diverse and multicultural workforce"

All values and relevant competencies are included in vacancy announcements and job profiles at the UNAIDS Secretariat, with specific reference to the encouragement of applications from women for all posts. Regarding performance management, all staff members are assessed against mandatory and if applicable elective competencies during each performance cycle.

From 2018, the mandatory managerial competencies were reinforced. The competency of Managing Performance and Resources, strengthening the requirement for managers to act in a just, equitable and non-discriminatory manner for all team members, particularly relating to human and financial resources.

2019 saw the review and update of the UNAIDS performance management policy, with the aim of integrating new process such as a 180-degree review pilot for some managers, where supervisors received feedback on the mandatory managerial competencies from their supervisees, with the aim of increasing transparency and accountability, as well as empowerment of supervisees in providing feedback.

The policy continues to clarify processes, timelines and responsibilities for staff and managers, with the aim of encouraging objective, evidence-based performance assessment free from any bias including that of gender bias.

Capacity assessment regarding gender equality and women's empowerment forms part of the performance review and is aligned to the performance management cycle. At the start of every UNAIDS performance management cycle, all staff are requested to set gender-sensitive individual work objectives to reflect on how gender considerations are addressed in all aspects of the staff member's work and how those can be further strengthened (guidance documentation is provided which are attached to the current report). To enhance their capacity on gender equality concepts, gender mainstreaming or gender issues in a specific technical field, each staff member must identify one formal or on-the-job learning objective to be completed during the performance management cycle.

For the 2019 performance review cycle, the percentage explicitly gender-sensitive individual work objectives fell to 9% from



15% during the 2018/19 cycle. This analysis was done looking for work objectives which fulfilled the following conditions: align to SRA 5, or a combination of SRAs/functions that includes SRA 5, link to a Top task/Expected result that includes gender/women/girls in its text body and/or women/gender/girls, as well bodies such as the dignity at work group, is in the individual work objective text. It may be that larger numbers SRA 5 linked / gender focused objectives are seen if analysis is drilled down to the activity level, however the objective level analysis highlights a need to reinforce the need for staff to better consider gender equality and women's empowerment within their work objectives.

Conversely, the proportion of staff members identifying a gender focused learning objective for the cycle rose from 88% in 2018/19 to 94% during 2019/20.

During 2019, UNAIDS ran a series of performance management webinars in parallel with the final evaluation task, with a strong focus on awareness and avoidance of both cultural and cognitive bias in the evaluation of performance, including gender bias. The series of performance management webinars saw 345 staff members attend, with overall ratings of 4.3 out of 5 for the bias focused sessions. Staff feedback highlighted the sessions had provided them with practical examples of how to remove bias from the performance management process.

As part of UNAIDS annual tracking and monitoring of performance ratings of all staff, disaggregated data by gender is collected and continues to show there is no significant difference in performance rating distributions between female and male staff at UNAIDS.

Equal representation of women at all levels and across categories with a particular emphasis on P4 and above levels as well as among UNAIDS Country Directors is a key organizational priority, as demonstrated with the clear targets of the UNAIDS Gender Action Plan. Progress is continuously monitored and regularly shared with the UNAIDS Programme Coordinating Board, managers, as well as all staff via the live GAP tool on the UNAIDS intranet.

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

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



Performance Indicator:  
PI9 Financial Resource Tracking

EXCEEDS

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

The 2016-2021 UNAIDS Strategy and its UBRAF adopted in October 2015 continue to identify gender equality as a key strategic result area of the global AIDS response. The UBRAF not only serves as a tracking system to quantify funds disbursed e.g., for the promotion of gender equality and addressing gender-based violence, but also links resource tracking with the results-based budgeting processes. The budgets are detailed, with all strategy results disaggregated by Cosponsor and region. UNAIDS' core funds are further disaggregated at the level of output and non-core funds at the level of strategy results area. Following the approval of the 2016-2021 UNAIDS Strategy in October 2015, the UNAIDS Secretariat Gender Equality Marker (GEM) was applied in line with the UN-SWAP requirements since 2016 to all workplans and budget allocations across the Secretariat which reflected expected contributions of planned budgets to gender equality and/or women's empowerment. In the context of the roll out of the refined UNAIDS operating model in 2018, the GEM was extended to all Joint Programme activities funded by core resources. This has continued for all 2020-2021 Joint UN Plans on AIDS. A checklist for planning and reporting on human rights, gender equality and women's empowerment was prepared to ensure that GEWE is incorporate into all Joint UN Plans on AIDS being implemented at country level and the Gender Equality Marker was applied to each deliverable. This information and its analysis will provide a basis for further substantive discussion on how the Joint Programme approaches and how it can improve approaches to GEWE in its country level programming.

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

The results for UNAIDS Secretariat 2018-2019 workplans at the planning stage were as follows:

The financial benchmark of 15% was achieved in 2016-2017, with 17% proposed as the financial benchmark for 2018-2019 biennium. In the 2018-2019 workplans and budgets, the planning figures for 2019 show 14% of planned budget contributing as a principle objective toward advancing GEWE, (in comparison to 15% of planned budget in 2018). For 2019, 2% of planned

budget showed no contribution to GEWE (in comparison to 3% planned budget in 2018), 12% of planned budget showed marginal/limited contribution to GEWE (same as planned budget in 2018) and 72% of planned budget showed significant contribution to GEWE (in comparison to 70% planned budget in 2018).

The GEM rating code of 2 (significant contribution to GEWE) is the goal for the majority of UNAIDS Secretariat biennial workplans.

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

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

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

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

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

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

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

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



Performance Indicator:  
PI10 Financial Resource Allocation

EXCEEDS

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

At the end of 2015, further to the approval of the 2016-2021 UNAIDS Strategy, its UBRAF and the development of the UNAIDS Secretariat Gender Equality Marker (in line with the UN-SWAP requirements), a financial benchmark with a target of 15% of the expenditures of the UNAIDS Secretariat was established for 2016-2017 based on the 2016-2017 biennium budget. The target was to have allocated 15% of UNAIDS Secretariat funds in support of actions that 'address women's specific needs, advance gender equality and empower women' as a principal objective'. This corresponds to the rating of 3 in the UNAIDS Secretariat Gender Equality Marker (GEM) but the rating code of 2 was the goal for the UNAIDS Secretariat workplans. 19% of 2016-2017 Secretariat expenditure was against activities where advancing gender equality and women's empowerment was a principal objective, well above the benchmark of 15% and the planned figure of 14%. In addition, 9% of expenditure against 12% planned budget showed no contribution to GEWE, 11% of expenditure against 26% planned budget showed marginal/limited contribution to GEWE and 61% of expenditure against 48% planned budget showed significant contribution to GEWE.

The GEM was applied to the 2018-2019 biennium UBRAF workplans and allocated budgets (activities, staff and operations) across the UNAIDS Secretariat. It was applied at the planning stage in 2017 and reflects expected contributions of allocated budgets to gender equality and/or women's empowerment. After the pilot phase, the GEM rating is assigned by workplan owners from across the UNAIDS Secretariat in line with guidance and a checklist reviewed by gender specialists.

The GEM coding entails the percentage of Secretariat's 2018-19 planned budget committed towards gender equality and women empowerment. The planning figures for 2019 show 14% of planned budget contributing as a principle objective toward advancing GEWE, (in comparison to 15% of planned budget in 2018). For 2019, 2% of planned budget showed no contribution to GEWE (in comparison to 3% planned budget in 2018), 12% of planned budget showed marginal/limited contribution to GEWE (same as planned budget in 2018) and 72% of planned budget showed significant contribution to GEWE (in comparison to 70% planned budget in 2018).

The median of the GEM codes per workplan was automated in the ERP system based on the GEM code marking of top tasks. The business intelligence report generated from the ERP provided data with the planned budget and median GEM score for

each workplan of the Secretariat.

The 2018-2019 GEM Expenditure Analysis Report and the 2020-2021 GEM Planning Report will be developed in 2020 and will inform the next UNAIDS UN-SWAP report about the achievement of GEWE through the GEM at UNAIDS.

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

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



#### Performance Indicator: PI11 Gender Architecture

MEETS

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

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

The overall efforts to achieve gender equality and the empowerment of women staff in the UNAIDS Secretariat are sponsored by the Deputy Executive Director, Management and Governance. A Human Resources Management staff member at the P4 level is coordinating the implementation of the Gender Action Plan 2018-2023 including the Challenge Group which is comprised of 10 colleagues from various parts of the Secretariat. One member is at the D1 level, one at P5, two at P4, two at P2, two at NO-D and two at GS-6.

Given the importance of gender equality and women's empowerment in the overall UNAIDS Strategy 2016-2021 and the Secretariat's Gender Action Plan, sensitization of all staff on these subjects was strengthened in 2017 by requiring each staff member to formulate gender-sensitive work objectives and to set a learning objective on gender issues since the 2017/2018 performance management cycle. The 2018-2023 Gender Action Plan formulates that '100% of staff at all levels set gender-sensitive work and learning objectives' as one of its four targets.

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. One working group member is at the D1 level, five at P5, three at P4, two at P3, and one at P2 level.

b. have written terms of reference

In 2019, Terms of Reference for the UN-SWAP WG were issued. Terms of Reference for members of the Gender Action Plan Challenge Group had been developed previously.

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

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

Members of the interdisciplinary UN-SWAP WG and the Gender Action Plan Challenge Group 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 UNAIDS Strategy 2016-2021. Some members allocate most of their time to these tasks.

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

The Community Support, Social Justice and Inclusion Department in UNAIDS Headquarters has two dedicated positions to work full time on gender equality, at P5 and P3 level respectively. A JPO at the P2 level joins the team for two years starting in January 2020.

At the regional level, Senior Community Support Advisers are responsible for Gender Equality, SRHR and GBV, and at country level Fast Track Advisers and Community Support Advisers lead on gender equality and human rights. Recognizing links between gender inequalities of the HIV response and health in general, and progress towards SDG3 and SDG5, a new Senior Adviser (Gender) position was established at the P5 level in the East South Africa Regional Support Team and is currently under recruitment.

Does the gender unit address GEWE issues only?

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

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



Performance Indicator:  
PI12 Equal representation of women

APPROACHING

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

Women are in the majority of UNAIDS Secretariat staff, with an overall gender distribution of 55% women and 45% men. The share of women in positions at P4 and above levels was 52% in 2019 (i.e. an increase of 3% over the previous year). In the General Service category, women remain overrepresented (56%, meaning decrease of 1% since 2018).

As of 30 November 2019, the Executive Director and both Deputy Executive Directors are women – a first for the UNAIDS Secretariat. Parity is reached at the P5 level (48% women, 52% men). Men are overrepresented at five grades (D2, D1, GS4, GS3 and GS2) while women are overrepresented at nine grades (P4, P3, P2, NO-D, NO-C, NO-B, GS7, GS6 and GS5).

Furthermore, the UNAIDS Secretariat maintains parity among Country Directors (29 women, 32 men).

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

The Department for Human Resources Management monitors progress towards and promotes gender parity in the context of organizational change, under the guidance of Senior Management. Systematic reporting of parity trends in all categories continues through the quarterly updates on the implementation of the Gender Action Plan. Additionally, quarterly staffing updates continue to be shared with managers, including sex-disaggregation of data which regularly highlight the remaining gap towards achieving gender parity in their department or geographical region. In 2019 a gender score card by department or region, as applicable, was introduced as a means to sensitize hiring managers in staff selection processes.

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

##### Gender parity data by level

	Female	Male
P1	0	0
P2	13	6
P3	25	18
P4	58	35
P5	61	67
D1	15	21
D2	2	6
ASG	2	0
USG	1	0



Performance Indicator:  
PI13 Organizational culture

EXCEEDS

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

While UNAIDS has rated this performance indicator as ‘exceeds requirements’, the UNAIDS Secretariat acknowledges that more needs to be done to ensure that all staff experience the inclusive work culture to which UNAIDS aspires. At the request of UNAIDS Executive Director in 2018, an Independent Expert Panel (IEP) assessed the organizational culture, evaluated the effectiveness of existing policies and procedures, and recommended a comprehensive set of prioritised measures. The Panel’s report and a management response to the findings and recommendations were discussed at the 43rd meeting of the UNAIDS Programme Coordinating Board. A Management Action Plan for a healthy, equitable and enabling work environment for all UNAIDS staff has since been adopted by the PCB and is being implemented. The new UNAIDS Executive Director has furthermore committed to reform and to generate a feminist culture at the UNAIDS Secretariat that provides a fresh opportunity for a deeper organizational transformation.

The Management Action Plan for a healthy, equitable and enabling workplace for all UNAIDS staff was endorsed by the Programme Coordinating Board at its June 2019 meeting. Through the Management Action Plan (MAP) and other measures, the Secretariat is working to build a new workplace culture that ensures the safety and dignity of all. The interim progress update on the implementation of the MAP (submitted for the December 2019 PCB meeting) shows progress in the implementation. To promote staff is at the centre - ensuring dignity at work, upholding the duty of care, and investing in staff well-being the Dignity at Work Advisers group was established in 2018. The group promotes building knowledge of rights at work, promoting mental health and well-being, addressing bullying and harassment, and fostering an inclusive workplace culture. In 2019, the group led interactive sessions on Dignity at Work at all six Regional Management Meetings as well as some branch and department meetings at headquarters. The selection process for a Staff Wellness Officer was completed in 2019 and the appointee is expected to start in February 2020. A comprehensive report on implementation of the MAP is scheduled to be provided to the June 2020 session of the PCB.

The report of the Joint Inspection Unit on the Management and Administrative Review of UNAIDS includes the informal recommendation that “Inspectors further encourage the Executive Director to review and strengthen the secretariat’s ethics function and establish one that is fully independent by following JIU recommended best practices, as well as consider how to best support the office with appropriate staffing and/or backup. Additionally, the Ethics Office should submit an annual report, or a summary thereof, unchanged by the management, directly to PCB.” In addressing this informal recommendation, the UNAIDS Secretariat would further strengthen its UN Ethics-related Legal Arrangements that form part of this Performance Indicator.

In addition to the policies described in detail below, UNAIDS updated the following facilitating policies:

A new internship policy was implemented that includes stipend, medical coverage and a revamped selection and management framework that aligns with the dignity at work principle and a more equitable and just representation of nationality from underdeveloped/developing countries.

The UNAIDS Performance Management Policy was revised to include 180 assessment of managers.

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

UNAIDS Secretariat Gender Action Plan 2018-2023 – A Framework for Accountability was informed by a gender audit. An external gender auditor conducted a desk review, aligned to the ILO’s gender audit methodology, which examined the Secretariat’s processes from a gender perspective, assessed the relative progress and identifies areas for further development in promoting gender equality. The desk review included reviewing key organizational policy documents, performance monitoring reports as well as other documents such as generic job descriptions, TORs, reports, publications and other studies from a gender perspective to establish a baseline for the new Gender Action Plan and identify areas where more action is needed. A consultative process was carried out to engage all staff through broad consultations and to solicit their inputs to inform the Gender Action Plan 2018-2023. 196 staff members, 28% of the UNAIDS workforce, responded to a comprehensive all-staff survey in September 2017. A deeper inquiry through focus group discussions and individual interviews with some 40 colleagues representing a cross-section of the UNAIDS Secretariat staff allowed for probing of survey findings and concrete suggestions for bridging the gap as well as contribute to stronger ownership among key stakeholders. The data from survey, focus group discussions and interviews was analysed by the external gender auditor and recommendations for areas of focus for a new Gender Action Plan made in conjunction with findings from the desk review.

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

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

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

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

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

Implementation of the Flexible Working Arrangements policy is centrally monitored by HRM. In 2019, nine staff members worked part-time, 48 staff members used teleworking arrangements and two staff members used compressed working hours. A data log cannot be shared as it contains confidential personal information.

### 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.

As an organizational practice, meetings are scheduled with staff working schedules in mind; technologies in use to facilitate meetings at a distance. Cloud-based solutions enable staff to work from anywhere at any time. Hence staff enabled to agree on working arrangements accommodating individual needs.

### Regular global staff surveys

The UNAIDS Staff Association annually surveys staff on issues related to organizational culture, including ethics, conduct and healthy working environment. The survey results are shared with all staff and inform staff-management dialogue. In the survey the top three priority areas are identified and flagged to senior management. As needed, such areas are surveyed in more detail in the following year. Experience with discrimination and sexual harassment over the past period is also included. Through the Management Action Plan, the UNAIDS Secretariat has committed to introduce regular complementary staff surveys to assess staff engagement. An external provider is being contracted to implement annual surveys and UNAIDS hopes to implement last quarter 2020. The questionnaire and areas of assessment will be finalised after internal consultations and review of best practices in other UN organizations. Gender sensitivity and perceptions of gender empowerment is a key area that will be included. The reporting will be anonymous and funding is available to follow through on interventions that will focus on areas of concern.

The Human Resources Management Department presents annual reports to staff and the PCB outlining policy developments and highlighting progress on gender equality and gender diversity by grade. The report also includes anonymous summaries of disciplinary measures implemented over the previous year.

An online exit interview form is shared with staff leaving UNAIDS and is a mandatory step during separation. Some interviews are conducted for qualitative data to support survey findings. This initiative was re-launched in 2019 and some data has been collected and reported on.

### Sexual harassment

The Policy on preventing and addressing harassment, including sexual harassment, bullying and abuse of authority is being updated in collaboration with WHO.

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

For recruitments, UNAIDS uses the ClearCheck database on sexual harassment.

## UN Ethics-related Legal Arrangements

The Senior Ethics Officer administers the Declaration of Interests Programme, provides ethics advice and guidance to staff, including through the UNAIDS Secretariat Ethics Guide, and administers the Whistleblowing and Protection against Retaliation Policy and Procedures. In 2017, a confidential integrity hotline was introduced. 'Prevention of Harassment, Sexual Harassment and Abuse of Authority', and 'Ethics and Integrity at the UN' are mandatory training for all UNAIDS staff (100% compliance).

The WHO internal justice system also applies to UNAIDS, with certain adaptations.

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

### 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.

Capacity assessment of all staff and in particular linked to the GEWE is addressed primarily through the performance management process at UNAIDS. All staff are required to set gender-sensitive individual work objectives and either a formal or an informal learning objective. End of the cycle performance assessment reports inform areas of improvement. Individual learning needs are addressed through career management workshops/counselling and organization-wide learning needs are responded to by corporate training programmes.

Performance review reports identify work objectives areas where individual development plans are required to strengthen expected results and engagement with GEWE. UNAIDS continues to encourage all staff to register for on the job and formal learning activities that strengthen capacity.

UNAIDS continues to update the Women Leadership Programme (WLP) based on programme evaluation and feedback from participants. The 2019 cohort was revised based on an impact analysis to measure return on expectations of the last 4 cohorts. Findings led to integrating recommendations to align with alumnae recommendations and to meet future needs of women staff members to meet diverse grade and functional requirements. See link below for the impact analysis report.

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

### 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 2019 while mandatory trainings linked to GEWE continue to be offered and closely tracked, the focus has been to revamp and strengthen the WLP and training on gender bias in performance management.

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

As stated earlier, 2019 has seen a special focus on unconscious bias that covered inclusive leadership, gender and cultural bias. Training sessions on bias are included in effective supervisory skills for new UCDs, women leadership programme and a

key area that has been addressed through coaching and mentoring sessions.

Leadership competency and capacity building has received special attention with the introduction of the leadership coaching programme that was launched in 2019. A target group of senior leaders were strongly encouraged to self-select a coach from UNAIDS 'SelectYourCoach' site in consultation with HRM. Selection from a pool of 40 coaches was based on learning and developmental requirements of participants and the key areas of expertise of coach profiles. The programme is ongoing, and most participants are nearing the end of the four coaching sessions assigned to them. While first feedback informally received is extremely positive, an evaluation of the coaching programme will be conducted end of first quarter 2020 that will influence the structure of the coaching programme in 2020.

Coaching is also being offered to participants of the 2018 and 2019 women leadership programme to support facilitation of their action plans and support key areas of development. A career management workshop was offered to GS staff at HQ and a plan is in place to offer to country offices where the primary focus will be National and GS staff. Counselling services are ongoing to support staff members address their workplace and work-related challenges.

The Mentoring programme continues to be a popular programme in 2019. The programme was strengthened, and multiple learning initiatives were introduced throughout the cycle to strengthen mentor and mentee skills and competencies. For the mentoring programme training content such as effective communication in giving and receiving feedback, having developmental coaching conversations through webinars and action learning/peer coaching interventions were implemented.

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 but undergoing and availing of one learning opportunity that directly relates to gender is mandatory. Close tracking of compliance on planning for and completing a gender related training is implemented in every performance management cycle at UNAIDS, for staff at all levels (including senior managers).

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

## 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.**

In the 2016 Political Declaration, Member States committed to "Pursuing transformative AIDS responses to contribute to Gender Equality and the Empowerment of All Women and Girls". Accordingly, UNAIDS Strategy 2016-2021 prioritises gender equality, the elimination of gender-based violence, the advancement of sexual and reproductive health and rights, and the empowerment of women and girls, as key to ending AIDS as a public health threat by 2030 (Target 7). The Strategy sets a result area that 'Women and men practice and promote healthy gender norms and work together to end gender-based, sexual and intimate partner violence to mitigate risk and impact of HIV'. A progress report is prepared and shared annually with the PCB which includes a narrative highlighting the Joint Programme's contributions, expenditures, case studies, and key evaluation findings. Gender-sensitive indicators are measured annually through the UBRAF reporting where indicators are disaggregated by age and sex, where possible.

Updated data on HIV and progress towards gender equality and SRHR integrations, including an indicator on cervical cancer screening, in countries is collected and analysed annually through the Global AIDS Monitoring reporting. Intimate partner violence is monitored as an outcome and as a proxy for gender equality. Progress on the development and implementation of national HIV policies, strategies and laws, including in relation to women and girls and empowerment, are collected every two years. Data are available on the UNAIDS webpage through an online database ([www.aidsinfo.unaids.org](http://www.aidsinfo.unaids.org)). The HIV Gender Assessment Tool (GAT) which had been implemented in over 70 countries has been revised, in line with the, SDGs, HLM PD and the UNAIDS Strategy 2016-2021, and translated into Arabic, French, Spanish and Russian. 23 countries are set to conduct gender assessments by 2020.



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

UNAIDS Executive Director has publicly committed to transforming UNAIDS into a feminist organisation. The Executive Director and Deputy Executive Director regularly report on progress towards achieving the Gender Action Plan’s targets and UN-SWAP performance, provide visibility to female staff at all levels and drive the Leadership Programme for Women. GEWE are on the agenda of senior management retreats, staff meetings, and gender is part of the regular communication to all staff. On International Women’s Day a report on progress and gaps in meeting the UNAIDS Gender Action Plan targets is published. In November 2019, to commemorate the annual 16 Days of Activism against VAW campaign, UNAIDS together with the Missions of Angola, Mexico and the Netherlands co-hosted an event to screen the film Brave Girl-Rising, highlighting the realities as well as the intersecting and multiple challenges, faced by young women migrants in refugee camps. The screening was followed by a panel discussion, which included the Ambassadors from the aforementioned countries, the activist Mary Maker, and a WHO representative. UNAIDS Executive Director joined the International Gender Champions. UNAIDS promotes UN-SWAP and gender equality issues at the interagency level, including in the CEB, HLCM and HLCP. To improve transparency a dedicated public webpage was developed on gender and diversity at UNAIDS ([www.unaids.org/en/whoweare/gender\\_diversity](http://www.unaids.org/en/whoweare/gender_diversity)). The page includes public information on UNAIDS targets as well as an annual progress report on the Gender Action Plan at UNAIDS. It features profiles of UNAIDS female and male staff working to promote gender equality speaking about how “I am the Gender Action Plan”. A dedicated intranet page serves as one-stop location for information and materials related to the Plan.

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

UNAIDS, is one of six agencies supporting the development and implementation of ‘The International technical guidance on sexuality education’ to assist countries in the development and implementation of school-based and out-of-school comprehensive sexuality education programmes and materials. UNAIDS also supported the development of the Consolidated guideline on sexual and reproductive health and rights of women living with HIV, with WHO, HRP, UNFPA and the OHCHR. The UNAIDS Secretariat supports country implementation (e.g. Kenya) of the 2017 WHO Consolidated Guideline on SRHR of Women living with HIV with its accompanying Checklist for Community Engagement, developed by Salamander Trust with WHO support and the endorsement of five heads of UN entities. This is in line with a guiding principle of UNAIDS operations to ensure meaningful participation of diverse communities of women living with HIV at all levels of decision-making, including from key populations.

UNAIDS, UN Women, UNFPA, UNDP and civil society organisations conceptualised #BeTeamWomen, a platform launched in July 2018, which mobilize SRHR, gender and HIV activists across movements, regions and generation to unite and amplify the call for accountability to the commitments made to gender equality and women’s empowerment in the HIV response. BeTeamWomen has hosted 24 Facebook Live moderated panel discussions covering topics from cervical cancer to women and migration, gender-based violence, menstrual hygiene, female genital schistosomiasis, UHC and SRHR, reaching a global audience of over 140,000 people.

Responding to the limited practical guidance on how to address the interlinkages between HIV and violence against women in all their diversity, UNAIDS with HEARD, Salamander Trust, Athena Network and others developed a practical framework (ALIVHE) which was rolled-out in Malawi, Kenya and South Sudan. Designed and led by women, these dialogues enabled women to share their experiences and explore the underlying causes of violence and HIV in their communities.

UNAIDS co-chairs the advocacy, communications and community mobilisation working group for the WHO-led Elimination of Cervical Cancer as a Public Health Problem initiative, ensuring that communities are actively engaged in the Strategy development and its implementation.

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

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



Performance Indicator:  
PI17 Coherence

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

UNAIDS 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.

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.
- While UNAIDS could not attend the 2019 global meeting due to scheduling conflicts, UNAIDS actively participates in meetings of Geneva-based focal points.

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

Building on the first reporting against the UN-SWAP 2.0 Performance Indicator Framework UNAIDS conducted a peer review with UNHCR in 2019. The UNAIDS/UNHCR UN-SWAP peer review was initiated with a kick-off meeting in April 2019, which was attended by performance indicator focal points from across both agencies. The meeting was used to outline and refine the peer review methodology and process. Following the kick-off meeting focal points from the two agencies responsible for the same indicator met to review each other’s reporting with a focus on answering the following questions:

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

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


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


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


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


## VIII. Joint United Nations Programme on HIV/AIDS ACTION PLAN 2019

	Action Plan	NA
--	-------------	----


 <p><b>PI1</b> Strategic Planning Gender-Related SDG Results</p> <p><b>EXCEEDS</b></p>	<b>Responsible For follow up</b>	NA
	<b>Resources Required</b>	0
	<b>Use of Funds</b>	NA
	<b>Timeline</b>	NA


 <p><b>PI2</b> Reporting on Gender- Related SDG Results</p> <p><b>EXCEEDS</b></p>	<b>Action Plan</b>	NA
	<b>Responsible For follow up</b>	NA
	<b>Resources Required</b>	0
	<b>Use of Funds</b>	NA
	<b>Timeline</b>	NA


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


 <p><b>PI4</b> Evaluation</p> <p><b>MEETS</b></p>	<b>Action Plan</b>	Although gender equality and human rights are addressed across all evaluations, the UNAIDS Evaluation Plan for 2020-2021, that was developed in a highly participatory way, includes (1) a joint evaluation of the Joint Programme’s work to prevent and respond to gender-based violence (ongoing in 2020) and a (2) specific Secretariat evaluation (for 2021) of the UNAIDS Secretariat Gender Action Plan 2018–2023, for an unbiased assessment on whether the gender-related investment delivered on the targets. This latter evaluation may bring the UNAIDS Secretariat to exceed requirements of this UN-SWAP Performance Indicator in the near future.
	<b>Responsible For follow up</b>	Evaluation Department
	<b>Resources Required</b>	26000
	<b>Use of Funds</b>	Conduct specific Secretariat evaluation (for 2021) of the UNAIDS Secretariat Gender Action Plan 2018–2023

	<b>Timeline</b>	2 years
--	-----------------	---------


 <p><b>PI5</b> Audit</p> <p>MEETS</p>	<b>Action Plan</b>	UNAIDS does not have an internal audit function and WHO's IOS conducts a risk assessment and develops audit plans based on this. However, UNAIDS would fully support a decision by IOS to undertake a targeted audit engagement related to gender equality and the empowerment of women
	<b>Responsible For follow up</b>	WHO OIS, Planning, Finance and Accountability
	<b>Resources Required</b>	60000
	<b>Use of Funds</b>	Carry out targeted audit
	<b>Timeline</b>	3 years


 <p><b>PI6</b> Policy</p> <p>MEETS</p>	<b>Action Plan</b>	Strengthen governance for gender equality and women's empowerment work, outline vision for and start implementing work on establishing a feminist organizational culture.
	<b>Responsible For follow up</b>	Executive Director
	<b>Resources Required</b>	500000
	<b>Use of Funds</b>	Conduct Gender Action Learning in support of establishing a feminist organizational culture.
	<b>Timeline</b>	3 years


 <p><b>PI7</b> Leadership</p> <p>MEETS</p>	<b>Action Plan</b>	Strengthen governance for gender equality and women's empowerment work, outline vision for and start implementing work on establishing a feminist organizational culture.
	<b>Responsible For follow up</b>	Executive Director
	<b>Resources Required</b>	500000
	<b>Use of Funds</b>	Conduct Gender Action Learning in support of establishing a feminist organizational culture. (Funds also reported under PI6)
	<b>Timeline</b>	3 years

 <p><b>PI8</b></p>	<b>Action Plan</b>	Increase proportion of gender-sensitized staff member objectives. Configuration of the Planning (setting objectives) task for the 2019/20 performance cycle will begin in Q1 2020, and the work objectives section will be reinforced to ensure staff better consider gender-sensitivity when setting their work objectives. This reinforcement will take the form of either more
---	--------------------	---


<p>Gender-responsive performance management</p> <p>MEETS</p>		explicit instruction or through a check box style confirmation for the staff member.
	<b>Responsible For follow up</b>	Human Resources Management, Learning and Development
	<b>Resources Required</b>	0
	<b>Use of Funds</b>	NA
	<b>Timeline</b>	1 year


 <p>PI9</p> <p>Financial Resource Tracking</p> <p>EXCEEDS</p>	<b>Action Plan</b>	NA
	<b>Responsible For follow up</b>	NA
	<b>Resources Required</b>	0
	<b>Use of Funds</b>	NA
	<b>Timeline</b>	NA


 <p>PI10</p> <p>Financial Resource Allocation</p> <p>EXCEEDS</p>	<b>Action Plan</b>	NA
	<b>Responsible For follow up</b>	NA
	<b>Resources Required</b>	0
	<b>Use of Funds</b>	NA
	<b>Timeline</b>	NA


 <p>PI11</p> <p>Gender Architecture</p> <p>MEETS</p>	<b>Action Plan</b>	With the implementation of the Management Action Plan for a healthy, equitable and enabling workplace for all UNAIDS staff, a specific budget is allocated for a face-to-face meeting of the Gender Action Plan Challenge Group. Other funds needed to make progress against the UNAIDS Secretariat Gender Action Plan 2018-2023, including the commitment to full compliance with the UN-SWAP 2.0 will need to be covered by the respective work units' budgets.
	<b>Responsible For follow up</b>	Human Resources Management, Human Resources Operations
	<b>Resources Required</b>	50000
	<b>Use of Funds</b>	Implement a face-to-face meeting of the Gender Action Plan Challenge Group.


	<b>Timeline</b>	1 year
--	-----------------	--------


 <p><b>PI12</b> Equal representation of women</p> <p>APPROACHING</p>	<b>Action Plan</b>	Achieving gender parity at the D level: In the present leadership transition phase, a number of D1 and D2 positions are currently vacant. Advertisement and selection are expected in 2020 and early 2021. Specific emphasis will be put on gender in all phases of the hiring process. Achieving gender parity in Country Director positions: Most of Country Directors positions are at the P5 level; few are at the D1 and D2 levels. In 2019 UNAIDS reintroduced Assessment Centers for Country Director positions. The applicable process was published, including guidelines to ensure gender parity of shortlisted candidates. In appointing 13 new Country Directors in early 2020 drawing upon Assessment Center results, specific focus was set on gender. Details will be provided in the 2020 SWAP report. The effort will be sustained. The UNAIDS mobility policy is under review. A new policy is planned to be launched by mid-2020. Mobility is the tool by which serving staff are matched to most of positions at the P4 and P5 levels. It has already been instrumental in achieving a steep increase of women in P4 and Country Director positions since 2013. It is anticipated that the new policy will strengthen consideration for a variety of diversity dimensions. Please also see plans to transform organizational culture through a feminist approach described under indicators #6, 7, 13, 16 and 17. The initiative is anticipated to last 18 to 24 months.
	<b>Responsible For follow up</b>	Executive Cabinet; Human Resources Management
	<b>Resources Required</b>	500000
	<b>Use of Funds</b>	500,000 US\$ were provided through the Management Action Plan to fund Assessment Centers. This is not exclusively in relation to gender, but is instrumental in the subject matter as well. Additional funding will be needed for organizational culture transformation initiative, which is being designed.
	<b>Timeline</b>	3 years


 <p><b>PI13</b> Organizational culture</p> <p>NOT APPLICABLE</p>	<b>Action Plan</b>	An all-staff survey carried out by the administration will be launched in 2020. In 2019, foundational work to introduce mandatory exit interviews was finalized and the systematic roll out is planned for Q1 2020.
	<b>Responsible For follow up</b>	Office of the Deputy Executive Director and Human Resources Management
	<b>Resources Required</b>	150000
	<b>Use of Funds</b>	Some USD 20,000 will be used to conduct the survey and the remainder to implement activities in response to the findings.
	<b>Timeline</b>	1 year

	<b>Action Plan</b>	A remedial plan of action is under development and will be driven by findings after an assessment tool is implemented. In 2020 HRM will be implementing a global staff survey to assess among other processes, the perception of
---	--------------------	--

 <p><b>PI14</b> Capacity Assessment</p> <p>APPROACHING</p>		gender equality and empowerment at UNAIDS. Data from the survey will be used to support and direct capacity enhancement mechanisms.
	<b>Responsible For follow up</b>	Human Resources Management, Learning and Development
	<b>Resources Required</b>	0
	<b>Use of Funds</b>	NA
	<b>Timeline</b>	1 year


 <p><b>PI15</b> Capacity Development</p> <p>MEETS</p>	<b>Action Plan</b>	In 2020 GEWE related on-line modules will be re-launched on the learning management platform, with additional resources packaged as curriculums and regional/departmental compliance reported on to senior management. A broader intervention encompassing diversity and inclusion will include mandatory on-line courses that address bias, impact of stereotypical behaviour and micro- behaviours/inequities, importance of inclusive languages and tackling gender bias at the workplace, will be launched in 2020. LMS revamp project envisaged to be undertaken during first half of 2020, with focus then moving to population of dedicated curriculums for key learning needs, which will include gender equality and women's empowerment.
	<b>Responsible For follow up</b>	Human Resources Management, Learning and Development
	<b>Resources Required</b>	0
	<b>Use of Funds</b>	Existing workplan funds allocated to LMS update and relaunch / LinkedIn learning licensing.
	<b>Timeline</b>	1 year

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

	<b>Action Plan</b>	Unfortunately, UNAIDS could not be represented at the 2019 global meeting due to scheduling conflicts but intends to facilitate the UN-SWAP coordinator's participation for the 2020 global meeting. UNAIDS actively participates in meetings of Geneva-based focal points and is co-hosting the
---	--------------------	--

<p>PI17</p> <p>Coherence</p> <p>MEETS</p>		February network with the ITC.UNAIDS stands ready to support another entity with implementation of at least one UN-SWAP Performance Indicator e.g. in conducting a UN-SWAP peer review, sharing lessons learned with development and implementation of a gender action plan and/or leadership programme for women. In 2020, UNAIDS will focus resources on driving feminist organizational culture change and progress where UN-SWAP Performance Indicators are not met. Once these workstreams are well underway, UNAIDS should be in a stronger position to support other entities.
	<b>Responsible For follow up</b>	Human Resources Management Department, Human Resources Operations
	<b>Resources Required</b>	2500
	<b>Use of Funds</b>	Travel and DSA for attending the 2020 global meeting of UN-SWAP Focal Points.
	<b>Timeline</b>	2 years

## IX. SUPPORTING DOCUMENTATION

 PI1 Strategic Planning Gender-Related SDG Results GENDER-RELATED SDG RESULTS /RESULTS-BASED MANAGEMENT EXCEEDS	
Category	Documents
Strategic Plan/Strategic Framework or equivalent	<a href="#">PI1 Political declaration on HIV and AIDS (2016)</a>
Strategic Plan/Strategic Framework or equivalent	<a href="#">PI1 UNAIDS 2016-2021 Strategy- On the Fast-Track to end AIDS</a>
Other	<a href="#">PI1 AL[H]IVE Framework</a>
Other	<a href="#">PI1 No more neglect — Female genital schistosomiasis and HIV</a>
Other	<a href="#">PI1 UBRAF Performance Monitoring Report 2018 Organizational Report</a>
Other	<a href="#">PI1 UBRAF Performance Monitoring Report 2018 SRA and Indicator Report</a>
Other	<a href="#">PI1 UNAIDS Gender Assessment Tool</a>
Other	<a href="#">PI1 Women and HIV A Spotlight On Adolescent Girls And Young Women</a>





## PI2 Reporting on Gender-Related SDG Results

GENDER-RELATED SDG RESULTS /RESULTS-BASED MANAGEMENT

EXCEEDS

Category	Documents
Annual report	<a href="#">PI1, PI2 UBRAF Performance Monitoring Report 2018 Organizational Report</a>
Annual report	<a href="#">PI1, PI2 UBRAF Performance Monitoring Report 2018 SRA and Indicator Report</a>
Annual report	<a href="#">PI2 Global AIDS update 2019 - Communities at the centre</a>
Annual report	<a href="#">PI2 UNAIDS WAD Report 2019 Power to the people</a>
Annual report	<a href="#">PI2 UNSG Report on HIV and AIDS</a>
Other	<a href="#">PI2 Global AIDS Monitoring 2020</a>



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

GENDER-RELATED SDG RESULTS /RESULTS-BASED MANAGEMENT

NOT APPLICABLE

Category	Documents
	No documents uploaded



## PI4 Evaluation

GENDER-RELATED SDG RESULTS / OVERSIGHT

MEETS

Category	Documents
Evaluation Terms of Reference	<a href="#">PI4 Integrating HR and GE into UNAIDS Evaluations - guidance</a>
Evaluation Terms of Reference	<a href="#">PI4 UNAIDS Evaluation Plan 2020-2021</a>
Evaluation Terms of Reference	<a href="#">PI4 UNAIDS Evaluation Policy</a>
Other	<a href="#">PI4 tool for strengthening gender-sensitive national HIV and SRH monitoring and evaluation systems</a>



## PI5 Audit


GENDER-RELATED SDG RESULTS / OVERSIGHT

MEETS	
Category	Documents
Participatory gender audit report	<a href="#">PI5 Gender audit report for UNAIDS 2017</a>
Other	<a href="#">PI5 1st annual progress update Gender Action Plan 2018-2023</a>
Other	<a href="#">PI5 December 2019 quarterly update Gender Action Plan 2018-2023</a>
Other	<a href="#">PI5 Gender Action Plan Challenge Group ToRs</a>
Other	<a href="#">PI5 UNAIDS 2020 adjudication report</a>
Other	<a href="#">PI5 UNAIDS 2020 DFC justification memo</a>
Other	<a href="#">PI5 UNAIDS 2020 PFA justification memo</a>
Other	<a href="#">PI5 UNAIDS Gender Action Plan 2018-2023</a>
Other	<a href="#">PI5 UNAIDS Internal Control Framework - overview</a>
Other	<a href="#">PI5 UNAIDS Management Accountability Framework</a>
Other	<a href="#">PI5 Update on strategic human resources management issues 44th PCB meeting</a>

MEETS	
Category	Documents
Gender Policy/Strategy	<a href="#">PI6, PI5 UNAIDS Gender Action Plan 2018-2023</a>
Senior level accountability mechanism	<a href="#">PI6, PI5 Update on strategic human resources management issues 44th PCB meeting</a>
Other	<a href="#">PI6 December 2018 quarterly update Gender Action Plan 2018-2023</a>
Other	<a href="#">PI6 UNAIDS HR Strategy 2016-2021</a>
Other	<a href="#">PI6, PI5 1st annual progress update Gender Action Plan 2018-2023</a>
Other	<a href="#">PI6, PI5 December 2019 quarterly update Gender Action Plan 2018-2023</a>
Other	<a href="#">PI6, PI5 Gender Action Plan Challenge Group ToRs</a>

MEETS	

Category	Documents
Speeches	<a href="#">PI7 ExD Speech 45th PCB</a>
Speeches	<a href="#">PI7 WAD report launch - UNAIDS ExD speech</a>
Speeches	<a href="#">PI7 World AIDS Day 2019 - Speech by UNAIDS ExD</a>
Other	<a href="#">PI7 2017 UN-SWAP Feature story</a>
Other	<a href="#">PI7 2018 UN-SWAP Feature story</a>
Other	<a href="#">PI7 2019 UN-SWAP Feature story</a>
Other	<a href="#">PI7 40th PCB Decisions - parity in delegations</a>
Other	<a href="#">PI7 UNAIDS Executive Director Job Description</a>
Other	<a href="#">PI7 UNAIDS UN-SWAP2.0 Report 2018 - public</a>
Other	<a href="#">PI7 Winnie Byanyima International Gender Champions</a>
Other	<a href="#">PI7, PI6, PI5 UNAIDS Gender Action Plan 2018-2023</a>

 <b>PI8 Gender-responsive performance management</b> INSTITUTIONAL STRENGTHENING TO SUPPORT ACHIEVEMENT OF RESULTS / ACCOUNTABILITY	
MEETS	
Category	Documents
Performance management document	<a href="#">PI8 Performance Management Policy</a>
Performance management document	<a href="#">PI8 UNAIDS Secretariat Competency Framework</a>
Performance management document	<a href="#">PI14, PI8 Gender Equality and Womens Empowerment through performance management - Ideas to take action</a>
Performance management document	<a href="#">PI8 Cultural and Cognitive Biases and performance management - staff member webinar</a>
Performance management document	<a href="#">PI8 Principles of Constructive Feedback - Guidance</a>

 <b>PI9 Financial Resource Tracking</b> INSTITUTIONAL STRENGTHENING TO SUPPORT ACHIEVEMENT OF RESULTS / HUMAN & FINANCIAL RESOURCES	
EXCEEDS	

Category	Documents
Gender Marker Guidelines	<a href="#">PI9 UBRAF 2018-2019 Guidance - Implementation Review and Envelope Allocation</a>
Other	<a href="#">PI9 GEM 2016-2017 expenditure report Final March 2018</a>
Other	<a href="#">PI9 GEM 2018 Country Envelope Planning report</a>
Other	<a href="#">PI9 GEM 2019 Country Envelope Planning Report</a>

Category	Documents
Annual report	<a href="#">PI10, PI9 GEM 2016-2017 expenditure report Final March 2018</a>
Annual report	<a href="#">PI10, PI9 GEM 2018 Country Envelope Planning report</a>
Annual report	<a href="#">PI10, PI9 GEM 2019 Country Envelope Planning Report</a>

Category	Documents
Gender Policy/Plan/Strategy	<a href="#">PI11, PI7, PI6, PI5 UNAIDS Gender Action Plan 2018-2023</a>
Focal Point Terms of Reference	<a href="#">PI11 UNAIDS Secretariat UN-SWAP WG ToRs</a>
Focal Point Terms of Reference	<a href="#">PI11, PI6, PI5 Gender Action Plan Challenge Group ToRs</a>
Other	<a href="#">PI11, PI1 UNAIDS 2016-2021 Strategy- On the Fast-Track to end AIDS</a>
Other	<a href="#">PI11, PI6 UNAIDS HR Strategy 2016-2021</a>
Other	<a href="#">PI11, PI6, PI5 1st annual progress update Gender Action Plan 2018-2023</a>
Other	<a href="#">PI11, PI6, PI5 Update on strategic human resources management issues 44th PCB meeting</a>

Category	Documents

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

APPROACHING

Category	Documents
Gender Parity Statistics	<a href="#">PI12, PI6 December 2018 quarterly update Gender Action Plan 2018-2023</a>
Gender Parity Statistics	<a href="#">PI12, PI6, PI5 December 2019 quarterly update Gender Action Plan 2018-2023</a>
Parity Strategy/ Implementation Plan	<a href="#">PI12, PI11, PI7, PI6, PI5 UNAIDS Gender Action Plan 2018-2023</a>
Other	<a href="#">PI12 UNAIDS gender scorecard - blank</a>
Other	<a href="#">PI12, PI11, PI6 UNAIDS HR Strategy 2016-2021</a>
Other	<a href="#">PI12, PI11, PI6, PI5 Update on strategic human resources management issues 44th PCB meeting</a>



PI13 Organizational culture

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

EXCEEDS

Category	Documents
Leave Policy	<a href="#">PI13 UNAIDS Paternity Adoption Surrogacy Leaves Policy</a>
Leave Policy	<a href="#">PI13 WHO Staff Regulations and Staff Rules 1 July 2019</a>
Flexible Work Arrangement Policy	<a href="#">PI13 Flexible Working Arrangements Policy</a>
Prevention of discrimination and harassment policy	<a href="#">PI13 Prevention of Harassment and Global Advisory Committee</a>
Organizational survey	<a href="#">PI13, PI5 Gender audit report for UNAIDS 2017</a>
Other	<a href="#">PI13 Dispute Resolution Process in UNAIDS</a>
Other	<a href="#">PI13 Internal Justice System</a>
Other	<a href="#">PI13 Introduction to WHO Staff Rules for UNAIDS Staff 1 July 2019</a>
Other	<a href="#">PI13 Policy on Prevention of Sexual Exploitation and Abuse</a>
Other	<a href="#">PI13 UNAIDS Secretariat Ethics Guide 2015</a>
Other	<a href="#">PI13 UNAIDS Travel Policy</a>
Other	<a href="#">PI13 Whistleblowing and Protection from Retaliation Information Note</a>



## PI14 Capacity Assessment

INSTITUTIONAL STRENGTHENING TO SUPPORT ACHIEVEMENT OF RESULTS / CAPACITY

APPROACHING

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



## PI15 Capacity Development

INSTITUTIONAL STRENGTHENING TO SUPPORT ACHIEVEMENT OF RESULTS / CAPACITY

MEETS

Category	Documents
Other	<a href="#">PI15 - Concept Note UCDs</a>
Other	<a href="#">PI15, PI14, PI8 Performance Management Policy</a>
Other	<a href="#">PI15, PI14, PI8 UNAIDS Secretariat Competency Framework</a>



## PI16 Knowledge and Communication

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

EXCEEDS

Category	Documents
Knowledge product	<a href="#">PI16 Consolidated guideline on SRHR of Women living with HIV</a>
Knowledge product	<a href="#">PI16 International technical guidance on sexuality education</a>
Knowledge product	<a href="#">PI16 WhatWomenWant</a>
Knowledge product	<a href="#">PI16, PI2 Global AIDS Monitoring 2020</a>
Other	<a href="#">PI16, PI12, PI11, PI7, PI6, PI5 UNAIDS Gender Action Plan 2018-2023</a>
Other	<a href="#">PI16, PI7 Winnie Byanyima International Gender Champions</a>

--	--



PI17 Coherence

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

MEETS

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

UN-SWAP 2.0

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

FOR MORE INFORMATION ON THE UN-SWAP

PLEASE VISIT

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

UNITED NATIONS SYSTEM COORDINATION DIVISION, UN WOMEN

UNSWAP.Helpdesk@unwomen.org

