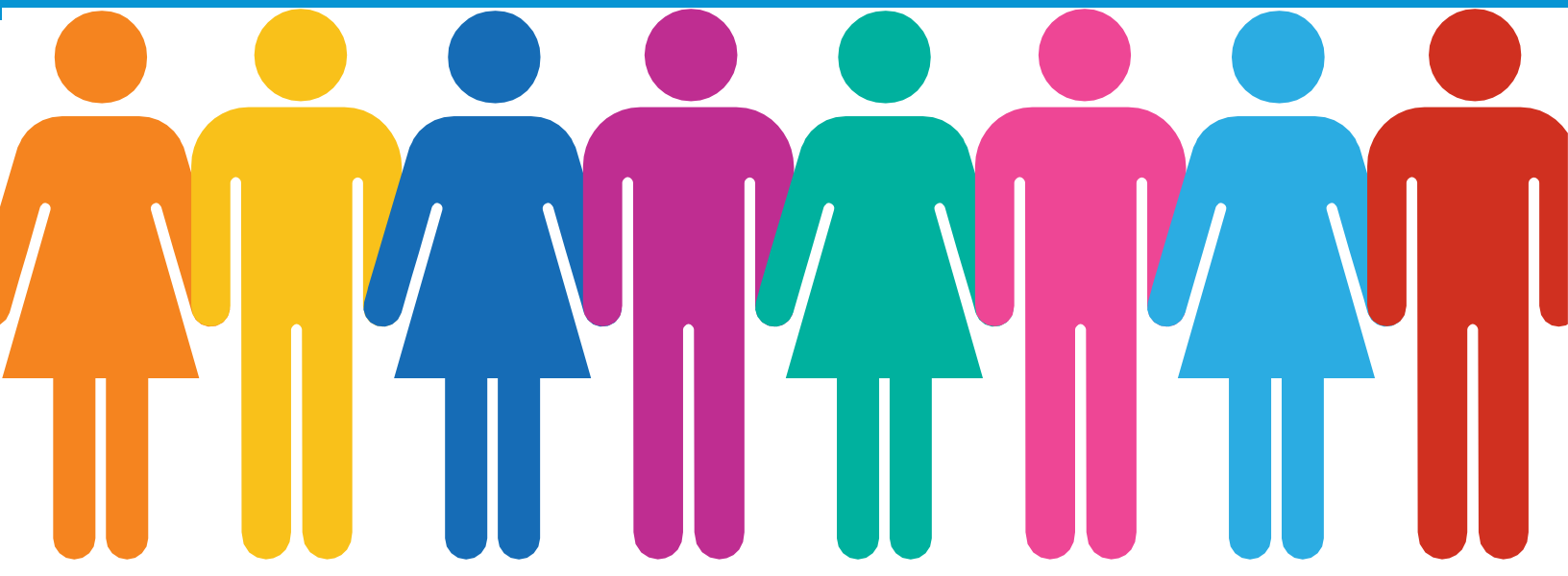
Joint United Nations Programme on HIV/AIDS

UNAIDS

2020 UN-SWAP 2.0

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



UN WOMEN

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I. BACKGROUND

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

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

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

II. UN-SWAP 2.0 ACCOUNTABILITY FRAMEWORK REPORT COMPONENTS

Indicator Rating and explanation

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

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

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

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

Action Plans

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

Supporting evidence and knowledge hub

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

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

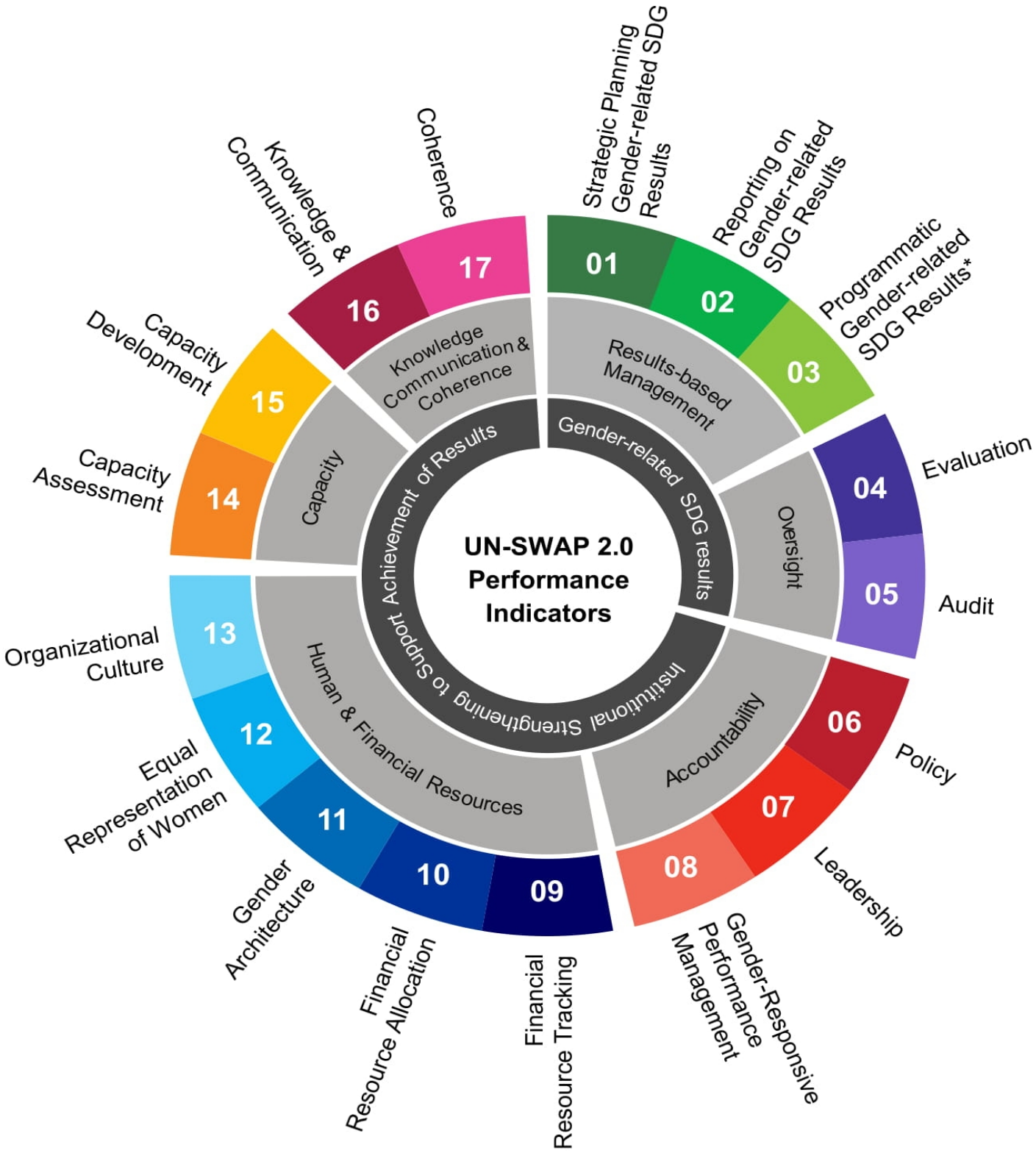
III. QUALITY ASSURANCE AND UN-SWAP 2.0 RESULTS REPORTING

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

IV. UNAIDS REPORTING INTERNAL REVIEW PROCESS

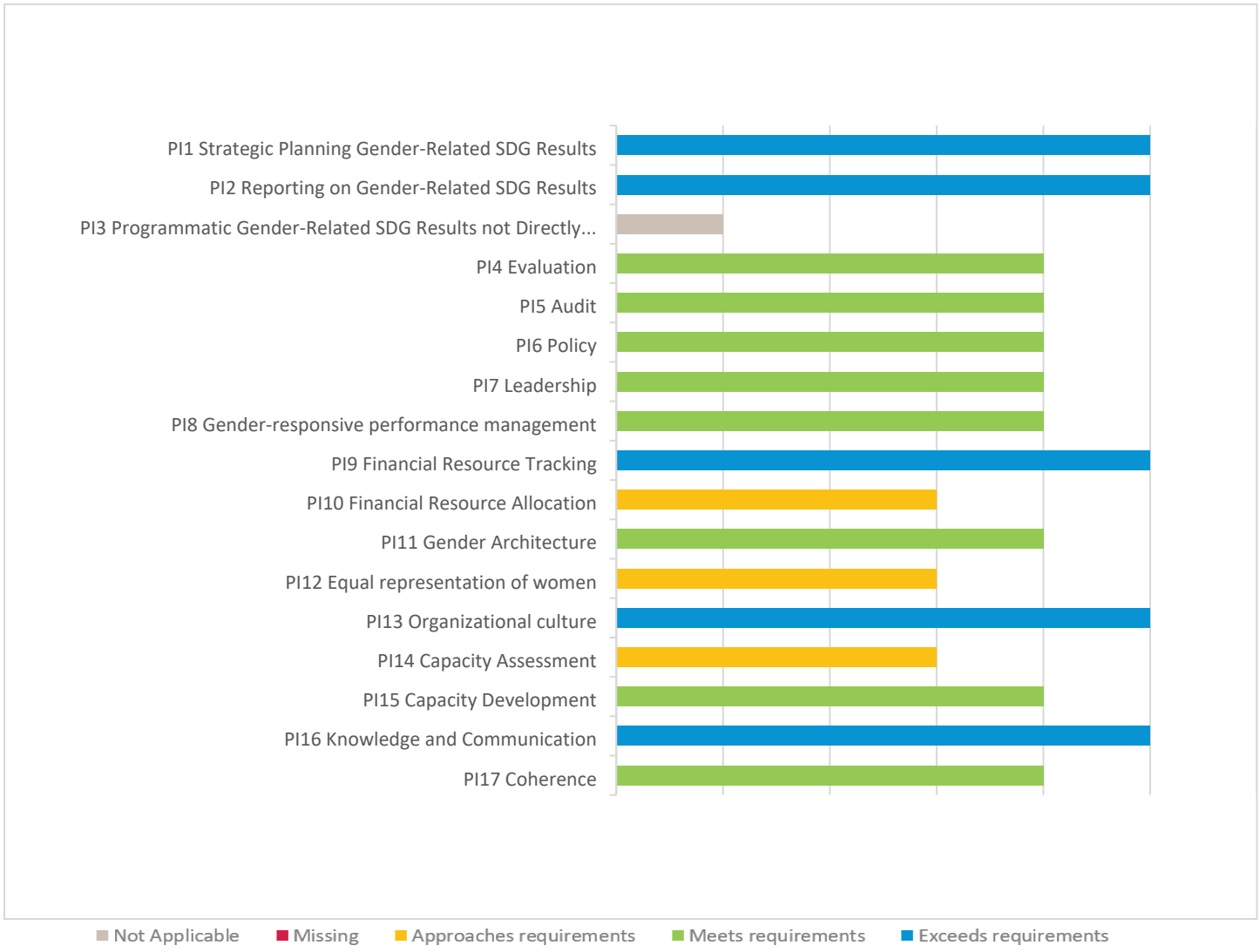
The Performance Indicators are assigned to work units in UNAIDS and the respective Director nominated a focal points for the reporting in 2019. These colleagues take the lead and update the report submitted during the previous year. As required, Focal Points collaborate with Technical Experts for data and inputs. The report is then cleared by the respective Director and subsequently the Deputy Executive Director Programme, Deputy Executive Director Management and Governance or Chief of Staff respectively.

V. THE UN-SWAP 2.0 PERFORMANCE INDICATOR FRAMEWORK



*not directly captured in the Strategic Plan

VI. UNAIDS 2020 UN-SWAP 2.0 REPORTING RESULTS SNAPSHOT



VII. UNAIDS 2020 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.

The UNAIDS Strategy emphasises gender equality being mainstreamed across all the ten targets, in addition to a specific target on gender equality. It highlights 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.

The new Strategy aims to garner renewed attention to Gender Equality and Gender-Based Violence, given its impact across the HIV prevention, testing, treatment, care and support spectrum.

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 spaces and platforms, like BeTeamWomen, 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.

Gender-based violence impacts across the HIV prevention, testing, treatment, care and support spectrum. It is estimated that globally 243 million women and girls aged 15–49 years have been subjected to sexual and/or physical violence perpetrated by an intimate partner in the past 12 months.

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 Nigeria and Côte d'Ivoire UNAIDS is partnering with the International Community of Women Living with HIV to facilitate women living with HIV to work as community pharmacists, who help with the collection and home delivery of antiretroviral therapy and other medicines for people who were unable to access their treatment owing to COVID-19 restrictions.

In Latin America, the United Nations Population Fund and UNAIDS are offering contraceptives and HIV testing, as well as hygiene kits and information on gender-based violence and HIV, to women who are in compulsory quarantine after fleeing the Bolivarian Republic of Venezuela because of COVID-19.

In Morocco, UNAIDS, in partnership with the Ministry of Health, the Global Fund to Fight AIDS, Tuberculosis and Malaria and civil society, is mobilizing self-help groups, medical and psychosocial support and family mediation services for populations at higher risk of HIV. Collaborations between the government and civil society have helped to ensure continued access to antiretroviral therapy, opioid substitution therapy and food aid during the pandemic.

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 2019, 68% of 88 countries with Joint Programme presence (including 24 of the Fast-Track countries) have national HIV policies and strategies that promote gender equality and transform unequal gender norms
2. Indicator: Percentage of countries with laws and/ or policies and services to prevent and address gender-based violence.
2019 milestone: 60%, 2021 target:70%
The Joint Programme supports coordinated, integrated action across sectors to build broader coalitions addressing barriers to preventing and addressing violence in the context of HIV, and developing actionable recommendations on how to achieve progress, with particular attention to justice, law enforcement, health, education, labour and social welfare. Measurement questions for this indicator identify elements that are more directly linked to Joint Programme support such as availability of relevant data for evidence-based services; existence of laws and policies addressing gender-based violence; mechanisms to report and address cases of gender-based violence and stronger integration.
In 2019, 59% of 88 countries with Joint Programme presence (including 18 out of the 33 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 (46)/20.10 June 2020 – Page numbers 24-28
Unified Budget, Results and Accountability Framework Performance Monitoring Report (Organizational report) - UNAIDS/PCB (45)/20.11 June 2020 - Page numbers: 57-65

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 5/Target 5.1 End all forms of discrimination against all women and girls everywhere
- Goal 3/Target 3.7/Indicator 3.7.1 Proportion of women of reproductive age (aged 15–49 years) who have their need for family planning satisfied with modern methods
- Goal 3/Target 3.3 By 2030, end the epidemics of AIDS, tuberculosis, malaria and neglected tropical diseases and combat hepatitis, water-borne diseases and other communicable diseases
- Goal 3/Target 3.7 By 2030, ensure universal access to sexual and reproductive health-care services, including for family planning, information and education, and the integration of reproductive health into national strategies and programmes
- Goal 10/Target 10.3/Indicator 10.3.1 Proportion of population reporting having personally felt discriminated against or harassed in the previous 12 months on the basis of a ground of discrimination prohibited under international human rights law
- Goal 16/Target 16.2 End abuse, exploitation, trafficking and all forms of violence against and torture of children

- Goal 5/Target 5.6/Indicator 5.6.1 Proportion of women aged 15–49 years who make their own informed decisions regarding sexual relations, contraceptive use and reproductive health care
- Goal 10/Target 10.3 Ensure equal opportunity and reduce inequalities of outcome, including by eliminating discriminatory laws, policies and practices and promoting appropriate legislation, policies and action in this regard
- Goal 17/Target 17.16 Enhance the Global Partnership for Sustainable Development, complemented by multi-stakeholder partnerships that mobilize and share knowledge, expertise, technology and financial resources, to support the achievement of the Sustainable Development Goals in all countries, in particular developing countries
- Goal 17/Target 17.16/Indicator 17.16.1 Number of countries reporting progress in multi- stakeholder development effectiveness monitoring frameworks that support the achievement of the Sustainable Development Goals
- Goal 17/Target 17.17/Indicator 17.17.1 Amount of United States dollars committed to (a) public-private partnerships and (b) civil society partnerships
- Goal 5/Target 5.6 Ensure universal access to sexual and reproductive health and reproductive rights as agreed in accordance with the Programme of Action of the International Conference on Population and Development and the Beijing Platform for Action and the outcome documents of their review conferences
- Goal 16/Target 16.2/Indicator 16.2.3 Proportion of young women and men aged 18–29 years who experienced sexual violence by age 18
- Goal 17/Target 17.17 Encourage and promote effective public, public- private and civil society partnerships, building on the experience and resourcing strategies of partnerships
- Goal 5/Target 5.1/Indicator 5.1.1 Whether or not legal frameworks are in place to promote, enforce and monitor equality and non-discrimination on the basis of sex
- Goal 16/Target 16.1/Indicator 16.1.3 Proportion of population subjected to (a) physical violence, (b) psychological violence and (c) sexual violence in the previous 12 months
- Goal 16/Target 16.1 Significantly reduce all forms of violence and related death rates everywhere
- Goal 3/Target 3.3/Indicator 3.3.1 Number of new HIV infections per 1,000 uninfected population, by sex, age and key populations
- Goal 5/Target 5.2/Indicator 5.2.1 Proportion of ever-partnered women and girls aged 15 years and older subjected to physical, sexual or psychological violence by a current or former intimate partner in the previous 12 months, by form of violence and by age
- Goal 5/Target 5.2 Eliminate all forms of violence against all women and girls in the public and private spheres, including trafficking and sexual and other types of exploitation

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

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

Narrative on results to be completed by all entities

1. What was achieved?

The Joint Programme Secretariat completed its internal forward-looking assessment on its work in the area of gender-based violence and addressing the interlinkages with HIV, in the framework of Beijing+25 and accountability for these commitments.

UNAIDS continued its support to 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 supported the preparation of the high profile event on women, girls and HIV planned for the 2020 CSW and Beijing+25 commemorations involving over 25 UN and NGO partners from across the Americas, Europe, Asia-Pacific and Africa, converging as co-organizers of a side event, with a high-level line up of dignitaries, including Madame Neo Jane Masisi, First Lady of the Republic of Botswana, Her Excellency Taina Bofferding, Minister of Home Affairs Luxembourg, as well as young women representing diverse constituencies. Due to COVID emergency measures in March, all travel and events for CSW were officially cancelled. UNAIDS also supported the publication, launched by the Executive Director of We've Got the Power-Women, Adolescent Girls and the HIV Response, focused on stocktaking on Beijing commitments to women and girls living with or affected by HIV—with recommendations from a feminist-grounded, gender-transformative perspective to take the HIV response to the next level in what remains of the SDGs roadmap.

In 2020, the technical support to the International Community of Women Living with HIV ICW (ICW) and the HR, GE, and CE

Working group resulted in six countries of Malaysia, Belarus, Armenia, and Moldova Dominica and Maldives being validated for ETCT of HIV and/or syphilis. UNAIDS Secretariat continued to play a pivotal advocacy role in human rights in the validation processes by the WHO GVAC and maintained a momentum towards achieving eMTCT goals by 2021 by strengthening the validation structures the regional level, the capacity of Women Living With HIV networks and Countries in the pipeline for validation.

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

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 continue to pose strong barriers to developing and implementing effective and sustainable programmes, which meet the specific needs and rights of women and girls in all their diversity.

UNAIDS has been helping people living with and affected by HIV to withstand the impacts of COVID-19. The AIDS response has taught the world the importance of protecting human rights and promoting gender equality when fighting a disease. UNAIDS developed the report "Six measures to support women and girls in all their diversity in the context of the COVID-19 pandemic" to highlight the critical actions to put gender equality at the centre of COVID-19 responses and show how governments can confront the gendered and discriminatory impacts of COVID-19. The neglected epidemic of gender-based violence, the misuse of criminal and punitive laws, the importance of education, health and well-being and the value of women's work and making unpaid care work everybody's work are also showcased.

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 35 Facebook Live moderated panel discussions and one-to-one interviews reaching a global audience of over 216,500 people and the recordings have been viewed over 51,000 times, including a special session about COVID-19 response.

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. By the end of 2020, 12 countries are conducting the Gender Assessment of the HIV response supported by UNAIDS.

COVID-19 crisis, response and recovery.

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

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

In response to the COVID-19 and based on its previous experience dealing with the HIV pandemic, UNAIDS has reached out to Governments, international organizations, NGOs, and private sectors to make sure that COVID-19 is not treated only as a health issue. It impacts on a wide range of human rights, and although it affects all people, it does so unequally. Women and girls in all their diversity are experiencing the greatest impact of the crisis. COVID-19 has highlighted the stark inequalities across societies, with a lack of pandemic preparedness and fragile or non-functioning institutions posing graver impacts. Since the beginning of the pandemic UNAIDS has advocated for a paradigm shift that ensures all people can live with dignity; have access to basic health care, protection and a safety net in times of crisis; and do not experience violence, discrimination or oppression because of who they are, where they were born, the colour of their skin, or their sex or gender. UNAIDS reinforced the activities already ongoing given its comparative advantage dealing with the HIV pandemic which has provided the background to reinforce the work already ongoing. To that end UNAIDS has developed guidelines to address the impact of COVID-19 on women and girls "Six concrete measures to support women and girls in all their diversity in the context of the covid-19 pandemic".

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). 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.

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 https://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 2020: "Seizing the moment: Tackling entrenched inequalities to end epidemics" report. A rights-based and gender responsive approach is needed to overcome the many barriers faced by women and girls, and action is required on multiple fronts. All women require access to a comprehensive package of quality sexual and reproductive health and rights services.
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 46th PCB meeting in June 2020.
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://open.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.

Performance Indicator:

PI4 Evaluation

MEETS

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

In 2019, 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, costed 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. Members are technical experts with strong experience in the field of evaluation. The committee is geographically representative, and gender balanced.

In 2020, the UNAIDS Evaluation Office developed a checklist to review the quality of UNAIDS evaluation reports. The purpose is to perform an independent and objective assessment of the quality of evaluations that have been completed and to improve the quality of future evaluations. The check list includes the UN-SWAP indicator. Quality assessments are performed independently and objectively by an external institution recruited for this purpose (The Center for Evaluation and Development/C4ED, Germany). The two reviews provided below were independently made by C4ED:

- The evaluation of the UNAIDS and US CDC collaboration on strategic information contains a subsection on “gender, equity, and human rights”. The inception report speaks to these elements in more detail, mentioning efforts to address “equity in general (underserved locations and key populations) but not gender equality” as well as efforts to (where appropriate) “achieve gender balance among key informants”. The intention to address gender equity through ensuring gender balance among key informants was met. Although the inception report had suggested gender equality would not be specifically addressed, questions regarding gender equity were integrated into the online survey instrument. Nonetheless, for this report a systematic gender analysis was not applicable. As a measure towards ensuring that human rights are integrated into the analytical framework and evaluation criteria, the online survey instrument used within this study includes questions explicitly concerning human rights. Moreover, the evaluation questions employed in the study were conceptualised within the OECD/DAC criteria, which include equity (both concerning gender and human rights). The report’s analysis reflects attention to human rights through explicit integration of human rights into the strategic action items noted within the recommendations section. Source: Independent Assessment by C4ED
- For the evaluation of the UNAIDS Technical Support mechanism (TSM), the evaluators did not explicitly integrate gender equality and empowerment of women in the methodology. In the evaluation report, empowerment is mentioned in relation to ensuring adequate consultation with stakeholders, which the evaluators suggest “will empower various groups to be more proactive and feel that they are part of the TSM”. In terms of the equity dimension of value for money the report suggests that the value for money “equity metric should be measured every six months using the indicator “% of technical support assignments completed that include focus on reaching vulnerable and underserved populations”. The limited attention to incorporating women-responsive methodology, tools and data analysis techniques is partly because the evaluation was intended as a process evaluation to assess the performance of the TSM in delivering rapid, high-quality technical support, identify any operational streamlining and improvement options to increase technical support without compromising quality or results, and not the assessment of a specific programme or programme component. Source: Independent Assessment by C4ED

The independent assessments of three other 2020 evaluations (1) the Evaluation of the Health Situation Room, 2) the Evaluation of the Joint Programme’s work in Viet Nam, 3) the Evaluation of the Joint Programme’s work in Mozambique) are ongoing at the time of this UN-SWAP report. Therefore, for consistency, the scores of these evaluations will be presented in the next reporting cycle.

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 TORs, engagement of stakeholders, data collection, analysis and reporting.

UNAIDS is increasingly demonstrating effective use of the UNEG and UNAIDS specific guidance on integrating human rights and gender equality in evaluations, with some recent examples provided below:

- The independent evaluation of the UN system response to AIDS in 2016-2019 includes an assessment of how the UN Joint Programme actions are both rights- and needs-based for key stakeholders/vulnerable populations and gender-sensitive. The evaluation assesses to what extent joint planning has been informed by a comprehensive gender equality 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 unpacked across multiple levels in terms of doing the right things, in the right way, with the right results. The team of consultants included a gender expert, to ensure full account of gender issues from the design phase, and the reference group of the evaluation included experienced staff working on gender issues in UNAIDS and UN Women. The evaluation report and the management response were presented to the 47th PCB meeting in December 2020. Although finalised in 2020, this evaluation is not included in the scorecard for 2020 since it was already covered by the 2019 scorecard.
- The rapid review of the Fast-Track cities project has a specific section assessing gender equality with dedicated recommendations, even if gender equality was not one of the explicit objectives of the project. Particular attention was given to include specific evaluation questions in order to raise the importance of the issue across stakeholders. Questions included whether the project created an environment that fosters gender equality and how; if data collected are gender-disaggregated and how these are used and how activities contributed to eliminate gender discrimination in their response to HIV/AIDS. The review also looked into the extent to which the project had taken a gender equality approach or a gender-neutral approach. Respondents in the review noted both the compelling need to better engage men in all aspects of HIV service delivery, as well the necessity to address sexual and gender-based violence and the needs of female sex workers. Respondents suggested exploring available supportive mechanisms and/or collaborating with other agencies to address the multi-faceted issues related to gender, HIV, and sexual and gender-based violence.

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 which includes recommendations developed with a human rights and gender lens.

Gender equality and human rights are addressed across all evaluations. In addition, the UNAIDS Evaluation Plan for 2020-2021, which was developed in a highly participatory way, includes (i) a joint evaluation of the Joint Programme's work to prevent and respond to gender-based violence (to be finalised in 2021) and (ii) a specific evaluation of the UNAIDS Secretariat Gender Action Plan 2018–2023 (in 2021), to provide 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?

- Yes

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

UNAIDS work on evaluation has been partially impacted by COVID-19. The UNAIDS Evaluation Office adjusted evaluation approaches and methods so it could perform the evaluations included in the Evaluation Plan. Particular attention was paid to minimize the potential impact of evaluations on national health systems, health workers and staff of Ministries of Health, national AIDS councils, and national programmes. Taking COVID-19 into account also required adapting to response measures, restrictions on travel and physical contact to ensure the health and wellbeing of staff and external contractual partners. The most direct impact of the COVID-19 pandemic was on evaluations of UNAIDS country, intercountry and regional work, which could not be initiated. Activities to strengthen the evaluation function, culture and capacity were also hampered. This is most clearly illustrated through the limited opportunities the Expert Advisory Committee had to take forward its agenda. The planned face-to-face retreat was held online and was shortened due to the fact some members were already fully engaged in the COVID-19 responses in their respective countries at the time. Engagement in the work of the UN

Evaluation Group, however, was largely unaffected. For all evaluations that were initiated since the COVID-19 outbreak, an iterative approach was adopted to regularly identify and confirm the feasibility and risks of each subsequent stage of an evaluation. In practice, most activities were conducted remotely, using national consultants and virtual communication technologies. In-person meetings and interviews were transposed to virtual interactions. Site visits were conducted virtually and/or with the support of national consultants. Feedback presentations, analysis workshops and reporting were converted to online sessions, with additional materials prepared and shared in advance. The evaluations also explored how the UNAIDS Secretariat and Joint Programme were supporting countries' COVID-19 responses and their attempts to mitigate the pandemic's impact on the HIV response.

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?

- No

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

III. INSTITUTIONAL STRENGTHENING TO SUPPORT ACHIEVEMENT OF RESULTS / ACCOUNTABILITY

Performance Indicator:
PI6 Policy

MEETS

6b. Up to date policies and plans implemented on gender equality and women's empowerment, including gender mainstreaming and the equal representation of women.
In June 2018, UNAIDS launched its Gender Action Plan for 2018–2023. The plan builds on the progress achieved under the 2013–2018 plan, which provided a framework to advance gender equality and empower women across the UNAIDS Secretariat. The Gender Action Plan sets far-reaching targets that address not only issues of gender parity but also performance, learning, empowerment and accountability. The Gender Action Plan 2018–2023 puts particular emphasis on empowering all staff to play their part in organizational change and strengthening key aspects of managerial accountability. The Gender Action Plan 2018–2023 was developed through a rigorous, evidence-informed and consultative process to ensure an effective, tailor-made plan for the UNAIDS Secretariat, while increasing ownership and commitment among all staff members. An all-staff survey, focus group discussions and interviews with key stakeholders helped obtain valuable feedback and insights to inform the Plan.
Four targets are established to be met as early as possible but not later than 2023:
Target 1: 50:50 gender parity across all staff levels and categories.
Target 2: 100% of staff at all levels set a work and learning objective on gender.
Target 3: 100% of eligible UNAIDS female staff to participate in the UNAIDS Women's Leadership Programme and 100% of eligible UNAIDS staff to participate in the Mentoring Programme for Women.
Target 4: 100% compliance with the United Nations System-Wide Action Plan on Gender Equality and the Empowerment of Women 2.0 framework.
Underpinning the four targets, action areas seek to address the complexity of gender-responsive change through a range of interventions to shift policies, attitudes, mindsets and behaviours. The action areas outline 30 concrete commitments.
Action area 1: achieving gender parity
Action area 2: embedding gender across UNAIDS performance and learning
Action area 3: empowering staff
Action area 4: standard-setting
The UNAIDS Gender Action Plan in sponsored by the Deputy Executive Director for Management and Governance.
The UNAIDS Secretariat presents an Update on Strategic Human Resources Management Issues annually to its Programme Coordinating Board which makes reference to the Gender Action Plan.
Under the guidance of the Executive Director, the UNAIDS Secretariat has embarked in 2020 on a three-pronged programme of transformation which is driven and governed by equality and diversity principles. The Executive Director appointed women from the Global South to lead these three workstreams.
1. development of a powerful new strategy which will be ambitious, visionary and evidenced-informed, and will set out the mandate, vision and goals of the Organization for the next decade – is underway, with phase one, a high-level outline of the strategy, expected to be finalized by the end of 2020.
2. culture transformation based on feminist leadership principles – is also underway. Staff members have been inducted, a governance structure has been established and discovery conversations held across the Organization. The culture transformation processes aims to ensure that UNAIDS is reflecting its values and principles in the way business is conducted and the way staff interact and work together in UNAIDS so as to build internal cultures of equality and transforming norms that support achieving gender equality and social justice.
3. organizational alignment. The UNAIDS Secretariat envisages to review and reposition its structure and footprint in the context of a comprehensive alignment exercise to ensure that the Organization is fit for purpose and that resources are optimally deployed to deliver on the new Strategy and the vision of ending AIDS as a public health threat by 2030. The alignment process further aims to increase diversity and gender equality so that UNAIDS is credible and legitimate.

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

- No

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

NA

III. INSTITUTIONAL STRENGTHENING TO SUPPORT ACHIEVEMENT OF RESULTS / ACCOUNTABILITY

Performance Indicator:

PI7 Leadership

MEETS

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

The work of the UNAIDS Secretariat continues to be guided by the 2016-2021 UNAIDS Strategy which included ambitious targets relating to various aspects of gender equality and women's empowerment. Internally, moreover, a culture transformation is underway in the UNAIDS Secretariat based on feminist leadership principles with the Senior Leadership Team (SLT) explicitly adopting a feminist approach, which it has set out in its meeting report, as a "holistic framework to explain gender subordination and male privilege." Senior women from the global South have been appointed to lead key change with UNAIDS work on culture transformation further supported by a consultancy group called Gender at Work. Under the guidance of Winnie Byanyima, the Executive Director, a three-pronged programme of transformation driven and governed by equality and diversity principles is underway as follows:

1. development of a powerful new strategy which will be ambitious, visionary and evidenced-informed, and will set out the mandate, vision and goals of the Organization for the next decade – is underway, with phase one, a high-level outline of the strategy, expected to be finalized by the end of 2020.
2. culture transformation based on feminist leadership principles – is also underway. Staff members have been inducted, a governance structure has been established and discovery conversations held across the Organization. The culture transformation processes aims to ensure that UNAIDS is reflecting its values and principles in the way business is conducted and the way staff interact and work together in UNAIDS so as to build internal cultures of equality and transforming norms that support achieving gender equality and social justice.
3. organizational alignment. The UNAIDS Secretariat envisages to review and reposition its structure and footprint in the context of a comprehensive alignment exercise to ensure that the Organization is fit for purpose and that resources are optimally deployed to deliver on the new Strategy and the vision of ending AIDS as a public health threat by 2030. The alignment process further aims to increase diversity and gender equality so that UNAIDS is credible and legitimate.

Turning commitments into deeper change within the organization, Ms. Winnie Byanyima, who took over as UNAIDS Executive Director at the end of 2019, has committed to generate a feminist culture at the UNAIDS Secretariat. This has provided a fresh and exciting opportunity for a deeper organizational transformation. Several initiatives are underway, building on efforts during 2019, to implement the UNAIDS Management Action Plan (MAP) for a healthy, equitable and enabling workplace for all UNAIDS staff. Importantly, the UNAIDS Secretariat has worked towards a new policy to prevent and address abusive conduct that covers sexual and other forms of harassment and abuse of authority which is planned for early adoption in 2021. Action has been taken on cases of misconduct and staff have been informed in order to signal an end to impunity. Moreover, the PCB strengthened its oversight in relation to its monitoring and evaluation role of the UNAIDS Secretariat.

In 2020, the Senior Leadership Team (SLT) and the Cabinet were institutionalized, strengthening accountabilities and collective decision-making.

The SLT, at its fourth meeting held 9 December, marked the 16 days of activism to end gender-based violence, and International Human Rights Day by reviewing the institutional framework for UNAIDS' work on GBV, and the data and drivers that reflect how violence against women and girls and other forms of GBV continue to undermine the HIV response. Earlier, in its October meeting, the SLT agreed four collective commitments on creating safe spaces for courageous conversations; modelling "right behaviours"; setting ground rules for ways of working and relating; and calling out and hold people accountable for inappropriate behaviour. In follow-up, SLT members identified personal commitments in support of the above-mentioned Culture Transformation process.

Ms. Byanyima is a member of the International Gender Champions (IGC) which, inter alia, involves making individual commitments to foster gender equality and women's empowerment. In 2020, she committed to leveraging a transformative agenda for the HIV response, working in partnership with dedicated gender and feminist leadership experts to foster a feminist culture within the UNAIDS Secretariat aimed at ensuring that everyone experiences UNAIDS as equal, safe and empowering. In addition, she pledged to galvanize leadership and support to countries to enhance access of adolescent girls and young women to integrated sexual and reproductive health information, education and services as well as to ensure the removal of barriers and harmful social norms which then resulted in 6,200 adolescent girls and young women acquiring HIV every week.

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

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

Please elaborate your selection below.

a) Articulate in a public speech or equivalent, other than a speech on International Women's Day, a clear vision of how the entity gender equality and empowerment of women mandate will be achieved. In demonstration of her commitment to gender equality and women's empowerment, in 2020, Ms. Byanyima participated in the Annual discussion on the integration of a gender perspective throughout the work of the Human Rights Council and that of its mechanisms. She delivered a statement (https://www.unaids.org/sites/default/files/media_asset/20200928_EXD_SP_45th-Session-Human-Rights-Council_en.pdf) which articulated how UNAIDS, a Joint Programme cosponsored by 11 UN agencies, is working to garner political leadership to get us back on track, with human rights and gender equality, and communities at the front in all their rich diversity. Specifically, she set out the imperative of protecting and fulfilling the rights of adolescent girls and young women as a critical and urgent task. She explained how, in Sub-Saharan Africa, adolescent girls and young women represent a quarter of all new HIV infections and how the COVID-19 crisis is also a crisis particularly for young women and girls in Africa. Finally, she invited Council members to be part of a new initiative that UNAIDS is co-leading with UNESCO, UNICEF, UNFPA and UN Women called "Education plus". b) Advocate with other UN entities concerning the importance of promoting gender equality and the empowerment of women. The Education plus initiative, which is being led by UNAIDS, focuses on universal roll out of free quality secondary education, as well as leveraging education systems as the strategic entry point to deliver a core package for adolescent girls' and young women's empowerment, especially urgent in the context of COVID-19 (comprehensive sexuality education, sexual and reproductive health and rights, ending gender-based violence and securing economic autonomy and empowerment). First announced by the UNAIDS Executive Director at the Nairobi Summit, it is co-led with the heads of UN Women, UNESCO, UNICEF and UNFPA, co-sponsors of the UNAIDS Joint Programme. Another example is how, in conjunction with the 25th anniversary of the Beijing Declaration and Platform for Action, UNAIDS set out its commitment to a decade of acceleration aimed at the empowerment of women and girls and the fulfilment of their human rights towards reaching the 2030 Agenda for Sustainable Development, including ending the HIV epidemic. The publication Generation Equality! Together, we've got the power! (https://www.unaids.org/sites/default/files/media_asset/2020_women-adolescent-girls-and-hiv_en.pdf), called for bold feminist-led action to end gender inequities, confront taboos around women's sexuality and an end to stop denying women their basic freedoms and autonomy regarding their own bodies and life choices. UNAIDS is ready to work with governments, civil society, communities and other partners to step up the pace of delivery and meet the promises that were made to women and girls 25 years ago.

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

The UNAIDS secretariat continued to implement its Gender Action Plan 2018–2023 which is a powerful tool through which UNAIDS has strengthened accountability mechanisms for gender equality and the empowerment of women. The Plan includes several targets on the compliance with the UN-SWAP and has helped spur progress forward. Women are in the majority of UNAIDS Secretariat staff, with an overall gender distribution of 54% women and 46% men. The share of women in positions at P4 and above levels was 53% in 2020 (i.e. an increase of 1% over the previous year). As outlined in PI 12, various actions are being implemented to meet the numeric targets of the Gender Action Plan 2018-2023. An important achievement in 2020 was complete parity among Country Directors. Monitoring and reporting of gender equality and women's empowerment are institutionalized processes and reports will be made available to staff through a new online live dashboard. As indicated in PI 8 and, as an example, at the start of every UNAIDS performance management cycle, all staff are requested to set gender-sensitive individual work objectives to reflect on how gender considerations are addressed in all

aspects of the staff member's work. For the 2020/21 performance review cycle, 82% of UNAIDS staff members declared that gender equality and women's empowerment had been considered when formulating their objectives for the year.

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

As outlined below (PI9), in 2020, UNAIDS Secretariat strengthened its data collection to allow for a more accurate and granular depiction and analysis of how much (and where) of UNAIDS core resources are going towards the advancement of gender equality and women's empowerment with a view to presenting the analysis in 2021. This effort builds upon the Gender Equality Marker (GEM), which has been applied since the approval of the 2016-2021 UNAIDS Strategy. Importantly, the UNAIDS Secretariat has applied a financial benchmark of 15% of core resources deemed to have a principal objective to contribute to gender equality and women's empowerment. As outlined below in PI10, analysis of the UNAIDS Secretariat GEM application for the year 2020 of the 2020-2021 workplans demonstrates a large majority of UNAIDS Secretariat planned deliverables do have a significant contribution or principal objective to advance gender equality and women's empowerment. Moreover, financial allocation to the UNAIDS Secretariat gender unit (excluding the cost of 5 staff members) was $550,000.

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

- Yes

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

The pandemic's long-term impact on the HIV response shows that approx. 123,000-293,000 additional HIV infections and 69,000-148,000 additional AIDS-related deaths will occur. Concerted efforts have, therefore, been made building on the experience of the AIDS response and mitigating the socioeconomic impact, while maintaining focus on supporting communities and countries to end AIDS and ensure a strong recovery from both pandemics. Examples: • 70 country offices are participating in the national emergency planning and response, providing know-how and ensuring that people living with and at risk of HIV are included in national responses. • Reprogramming 50% of funds helped to meet emergency needs of populations and communities at the beginning of the epidemic and to catalyse larger contributions from major donors. • UNAIDS has monitored service disruptions and has supported networks of people living with HIV to understand and respond to community needs. • UNAIDS has brought lessons on human rights from the AIDS response to the COVID-19 response, with a particular focus on key populations. • UNAIDS is collaborating with the Africa Centres for Disease Control and Prevention, national authorities and development partners in six countries to support the roll-out of the Partnership to Accelerate COVID-19 Testing initiative. • UNAIDS has been a leading advocate for a People's Vaccine against COVID-19. • UNAIDS has actively monitored the impact of COVID-19 on GEWE and has developed guidelines to address it "Six concrete measures to support women and girls in all their diversity in the context of the covid-19 pandemic". Internally, the COVID-19 duty of care response towards the staff has been a top priority. Actions include: • A crisis committee that has met weekly, increased all-staff communications, and all mangers encouraged to meet teams frequently and to review workloads. • A Well-being Officer was hired.

III. INSTITUTIONAL STRENGTHENING TO SUPPORT ACHIEVEMENT OF RESULTS / ACCOUNTABILITY

Performance Indicator:

PI8 Gender-responsive performance management

MEETS

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

For the past decade, gender equality and the empowerment of women have been integrated into the values and competencies of the organisation. UNAIDS Competency Framework includes three values that lay out the shared principles for all staff, with the value 'Respect for Diversity' setting out specific behaviours to support gender equality:
"Upholding RESPECT FOR DIVERSITY means:
We demonstrate inclusive behaviour and willingness to work without bias with all individuals and groups, regardless of gender, nationality, sexual orientation, HIV status or any other characteristic

We examine our own biases and behaviour and take steps to become more sensitive and inclusive
We promote and abide by organizational policies that strengthen diversity and inclusion
We do not tolerate stereotypes, prejudice or discrimination in the workplace or with external partners
Our communication and interaction with others shows consideration and respect for our diverse and multicultural workforce"
All 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. The UNAIDS Performance Management Policy was revised in 2020 and the 4-point rating scale was replaced by a binary scale. This has strengthened focus on meaningful conversations between staff and first level supervisor. Supervisors are strongly encouraged to include in their discussions, feedback and reflection on behaviours that demonstrate gender awareness and sensitivity in the workplace.
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). For the 2020/21 performance management cycle, a specific declaration was included in Planning task of the performance evaluation, whereby staff members were asked to declare whether or not "Gender Equality and Women's Empowerment has been considered and incorporated into my work objectives" (as was marked as an action point for improvement in last year's UN SWAP submission).
For the 2020/21 performance review cycle, 82% of UNAIDS staff members declared that gender equality and women's empowerment had been considered when formulating their work objectives for the year.
To enhance their capacity on gender equality concepts, gender mainstreaming or gender issues in a specific technical field, each staff member must identify at least one formal or on-the-job GEWE learning objective to be completed during the performance management cycle.
For the 2020/21 performance cycle, 95% of UNAIDS staff members attested to having identified a learning objective (either formal or on-the-job) which contributed to enhancing their capacity on gender equally concepts (comparable to the 94% figure for the 2019/20 cycle).
During 2020, UNAIDS continued to run performance management training webinars, and again a strong emphasis was placed on awareness and avoidance of bias in performance evaluation. This area will continue to be focused on during 2021, with an emphasis on areas such as gender imbalance and potential for bias in peer / supervisor review processes.
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.
To supplement the performance management process at UNAIDS, research has begun on implementing a rewards and recognition programme, at regional and/or organizational levels. Whilst this is at an early stage, the champion of gender equality and women's empowerment is marked as a key area to be incorporated into such a programme

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

- Yes

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

Launch and completion of performance management task was delayed by several months during 2020 to allow UNAIDS staff members to focus on key and competing priorities, given COVID-19 working conditions. This should not have had material effect on UN-SWAP related indicators.

Performance Indicator:

PI9 Financial Resource Tracking

EXCEEDS

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

The 2016-2021 UNAIDS Strategy and the Joint Programme's Unified Budget, Results and Accountability framework (UBRAF) 2016-2020 was adopted in October 2015 and continued to identify gender equality as a key strategic result area for UNAIDS investments and work. The UBRAF not only serves as a planning and tracking system to quantify funds disbursed (e.g., for the promotion of gender equality and addressing gender-based violence) but also links resource tracking with results-based budgeting processes. The UBRAF is structured around 8 strategy results areas with one fully dedicated to gender equality (e.g., 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), while other gender equality aspects are featured in other strategy areas. The budgets are detailed for all strategy results areas and 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 result areas. Following the approval of the 2016-2021 UNAIDS Strategy, the UNAIDS Secretariat Gender Equality Marker (GEM) was applied (in line with the UN-SWAP requirements) since 2016 to all biennium and detailed workplans and budget allocations across the Secretariat, reflecting expected contributions of planned budgets to gender equality and/or women's empowerment. The GEM rating code of 2 (significant contribution to GEWE) was the goal for the majority of UNAIDS workplans.

In the context of the roll out of the refined UNAIDS Joint Programme's operating model in 2018, the GEM was extended to all Joint Programme activities funded by core resources and has continued for all 2020-2021 Joint UN Plans on AIDS. Joint Teams and UNAIDS Secretariat teams were provided with the Gender Equality Marker Guidance to guide appropriate GEM rating application to Joint UN Plans on AIDS and Secretariat workplans, while also receiving further support through the Checklist for UNAIDS planning and reporting on Human Rights, Gender Equality and Women's Empowerment (GEWE). The guidance and checklist were prepared to ensure that GEWE is incorporated into all Secretariat workplans and country level Joint UN Plans on AIDS, and to support better planning and reporting on human rights, gender equality and women's empowerment. The documents also played a role in ensuring human rights and gender perspectives are integrated into both UNAIDS planning and reporting processes. The GEM is incorporated into all country level Joint UN Plans on AIDS and applied at the deliverable level. Improvements to data collection were made in 2020 to allow GEM application at the activity level to provide a more granular understanding of fund allocation going towards each GEM rating. GEM analysis at the activity level will be provided in the UNAIDS 2021 GEM Report. This information and its analysis will provide a basis for further substantive discussion on how the Joint Programme approaches GEWE and on how to improve the promotion of GEWE in country level programming.

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

UNAIDS has built the capacity of the Secretariat and Joint Programme on how to incorporate human rights and gender equality perspectives into all workplans and Joint Plans, and on how to apply the GEM (with GEM codes now applicable at the activity level for Joint Plans for 2021 planning). This was done through the provision of guidance, a checklist, webinars and improvements to the data collection tool which now provide users with refreshers on the GEM for easy reference when at the point of applying GEM codes to deliverables and activities. An in-depth analysis of UNAIDS GEM application to Secretariat workplans and Joint UN Plans on AIDS was conducted, culminating with the completion of the UNAIDS 2020 GEM Report. The report demonstrates the results of GEM progress providing insights to GEM application at the global and regional levels. Additionally, the report highlights GEM application in relation to strategy result areas (SRAs of the UBRAF) and to UNAIDS Cosponsoring agencies, enabling analysis on how well gender equality is aligned to the UNAIDS results framework and Cosponsor implementation. The report takes stock of progress, informs UNAIDS programmatic and strategic planning, and is used to meet other reporting needs. The report highlights lessons learned that contain future actions to improve GEM application monitoring such as by improving reporting mechanisms to follow up on programmatic implementation of gender equality that ultimately presents a more valuable representation of how gender equality is promoted and supported at the country level. The report was also discussed with the UNAIDS Secretariat Gender unit to gather insights on improvement and ways GEM application and analysis can best further inform strategic planning. The findings from the UNAIDS 2020 GEM Report will be incorporated into the annual Performance Monitoring Package presented to the UNAIDS Programme Coordinating Board (PCB) in June 2021. The data collection, analysis and reporting of the GEM are done annually, with the

2020 report to be shared with UNAIDS stakeholders to demonstrate how well UNAIDS Secretariat and Joint Programme are meeting gender equality goals. The GEM report also feeds into UNAIDS reporting of SRA 5 (strategic result area for gender equality of UNAIDS results framework).

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?

- Yes

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

UNAIDS has closely monitored the impact of COVID-19 on gender equality and women's empowerment, especially related to the HIV response, and put in place emergency and recovery action, leveraging lessons from HIV to improve the COVID-19 response, while ensuring resilience of HIV programmes during the pandemic. In April 2020, the UNAIDS Executive Director exceptionally approved the use of up to 50% of Secretariat's 2020 core activity budget and UNAIDS joint country envelops funding for countries for COVID-19 related activities. Guidance for reprogramming options focused on achieving the greatest impact for people, prioritizing activities leading to immediate improvement in people's lives through: • community support, inclusion and engagement • human rights, gender and equity; in particular for gender equality, prioritizing: support to governments, civil society and communities to monitor and ensure that responses to COVID-19 are human rights based, gender sensitive and responsive, and equitable; action to address stigma and discrimination in the COVID-19 response; action to address increasing levels of violence and harassment; support to provision of services on violence against women as essential services accessible to survivors at a safe space; support to women-led organizations, particularly the networks of women living with HIV and organizations of adolescent girls and young women, to advance women's voice, decision-making and participation in all aspects of COVID-19 preparedness and response • Macro-economics, health financing, and public provision of UHC Feedback suggests that this reprogramming with unprecedented flexibility for action at country level was very useful in rapidly addressing urgent COVID-19 response needs, protecting communities and the gains of the HIV response with recognizable difference in sustaining, maintaining and improving the lives of the most vulnerable during the pandemic. An interim implementation review of all 2020-2021 Secretariat workplans and Joint UN Plans on AIDS also included opportunities to adjust gender equality markers.

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

Performance Indicator:

PI10 Financial Resource Allocation

APPROACHING

10a. Financial benchmark is set for implementation of the gender equality and women's empowerment mandate.

In keeping with the UN-SWAP requirement, UNAIDS Secretariat adopted a Gender Equality Marker (GEM) in 2015, including a financial benchmark of 15% of core resources deemed to have a principal objective to contribute to gender equality and women's empowerment (GEM 3). The first implementation of the GEM was applied to 2016-2017 UNAIDS Secretariat activity workplans and budget. The rating code of 2 (significant contribution to gender equality and/or women's empowerment) was

the goal for the UNAIDS Secretariat workplans.
In September 2017, the GEM was extended to the work of the Joint Programme when it was integrated into the Joint UN Plans on AIDS at country level. This was an outcome of the UNAIDS' 40th Programme Coordinating Board (June 2017) affirming the UNAIDS 2018-2019 budget and the UNAIDS Joint Programme Action Plan as a way to strengthen the coherence and effectiveness of UNAIDS' support to countries. Analysis of the GEM is only conducted on activities funded by UNAIDS core resources.
Analysis of the UNAIDS Secretariat GEM application for the year 2020 of the 2020-2021 workplans demonstrates a large majority of UNAIDS Secretariat planned deliverables (89% for GEM 2 and GEM 3) do have a significant contribution or principal objective to advance gender equality and women's empowerment. Please refer below to find a breakdown of 2020 UNAIDS Secretariat GEM ratings:
– planned budget for GEM 3 is at 14%, which is very close to meeting the financial benchmark of 15%
– 75% of planned budget at GEM 2
– 9% of planned budget at GEM 1
– 2% of planned budget at GEM 0
Analysis of UNAIDS Joint Programme GEM application for the year 2020 of the 2020-2021 on the deliverables of 84 country level Joint UN Plans on AIDS, funded by UNAIDS joint country envelops and business unusual core funding allocations, demonstrates that a large majority of Joint Plans planned deliverables (80% for GEM 2 and GEM 3) do have a significant contribution or principal objective to advance gender equality and women's empowerment. Other findings include:
– the Joint Programme is close to but not fully meeting the financial benchmark of 15% at GEM 3 (currently 13%).
– 67% of planned budget at GEM 2 (in comparison to 72% planned budget in 2019)
– 18% of planned budget at GEM 1 (in comparison to 12% in 2019)
– 1% of planned budget at GEM 0 (in comparison to 2% planned budget in 2019)
GEM findings for the Secretariat workplans were derived from the median of the GEM ratings of workplan top tasks. The business intelligence report generated from the ERP provided this data, along with approved Secretariat activity budgets. For Joint UN Plans, GEM ratings were applied to each Joint Plan's deliverable by the lead cosponsoring agency responsible for that deliverable in line with the Division of Labour. This allowed each deliverable along with its planned budget to be classified into one of four categories with a code. The scores for the coded deliverables of all Joint Plans that received UNAIDS core resources for 2020 were analysed and presented in the UNAIDS 2020 GEM Report. The report analyses GEM application by global overview, region, Strategy Result Area and by Cosponsor agencies.

Please provide the following data on the financial allocations for gender mainstreaming in the entity for the most recent reporting period. Total entity revenue in USD in the most recent reporting year:
230512082

Financial allocation to the gender unit (excluding staff cost) for entities that have a gender unit or department.
550000

Financial allocation for GEWE to gender advisors/specialists (not part of the gender unit) (excluding staff cost) for entities that have dedicated gender advisors or specialists with a budget line for their gender mainstreaming function
0

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

- Yes

(If yes): Please briefly explain how the work has been impacted by the COVID-19 crisis, response and recovery
UNAIDS has closely monitored the impact of COVID-19 on gender equality and women's empowerment, especially related to the HIV response, and put in place emergency and recovery action, leveraging lessons from HIV to improve the COVID-19 response, while ensuring resilience of HIV programmes during the pandemic. In April 2020, the UNAIDS Executive Director exceptionally approved the use of up to 50% of Secretariat's 2020 core activity budget and UNAIDS joint country envelops funding for countries for COVID-19 related activities. Guidance for reprogramming options focused on achieving the greatest impact for people, prioritizing activities leading to immediate improvement in people's lives through: • community support, inclusion and engagement • human rights, gender and equity; in particular for gender equality, prioritizing: support to governments, civil society and communities to monitor and ensure that responses to COVID-19 are human rights based, gender sensitive and responsive, and equitable; action to address stigma and discrimination in the COVID-19 response; action to address increasing levels of violence and harassment; support to provision of services on violence against women as

essential services accessible to survivors at a safe space; support to women-led organizations, particularly the networks of women living with HIV and organizations of adolescent girls and young women, to advance women's voice, decision-making and participation in all aspects of COVID-19 preparedness and response • Macro-economics, health financing, and public provision of UHC Feedback suggests that this reprogramming with unprecedented flexibility for action at country level was very useful in rapidly addressing urgent COVID-19 response needs, protecting communities and the gains of the HIV response with recognizable difference in sustaining, maintaining and improving the lives of the most vulnerable during the pandemic. An interim implementation review of all 2020-2021 Secretariat workplans and Joint UN Plans on AIDS also included opportunities to adjust gender equality markers.

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.i. 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.

An interdisciplinary working group supports the organization's work on the UN-SWAP, including the annual reporting, participation in technical working groups as well as identification of opportunities to make progress on gender equality and women's empowerment and their operationalization. Six working group members are at the P5 level, three at P4, one at P3, and one at P2 level.

b. have written terms of reference

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 four dedicated positions working full time on gender equality in 2020, two at P5 and one at P3 level. A JPO at the P2 level joined the team in January 2020 on a two-year assignment. Together with the Human Rights team, the gender equality team is led by a Director at the D1 level.

At the regional level, Senior Community Support Advisers are responsible for Gender Equality, SRHR and GBV, and at country level Fast Track Advisers and Community Support Advisers lead on gender equality and human rights. 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 the selected candidate took office in December 2020.

Explanation on numbers below:
- Number of total entity staff: 725 as at 31 Dec 2020
- Total cost of all entity staff: USD108,770,457 (Tentative total pending completion of year-end adjustments)
- Total number of gender unit staff: 5 (incl. Director leading both Human Rights and Gender Equality teams)
- Total cost of gender unit staff: USD756,515
- Total number of dedicated gender advisors/specialists (not part of the gender unit): 1
- Total cost of dedicated gender advisors (not part of the gender unit): USD17,288 (for Dec 2020 only)
- Total number of gender focal points: 21 (11 UN-SWAP focal points and 10 members in Gender Action Plan Challenge Group)

Total number of entity staff
725

Total cost of all entity staff:
108770457

Total number of staff in the gender unit:
5

Total staff cost of gender unit
756515

Does the gender unit address GEWE issues only?

Total number of gender advisors/specialists (not part of the gender unit)
1

Total cost of dedicated gender advisors (not part of the gender unit)
17288

Total number of gender focal points
21

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

- Yes

(If yes): Please briefly explain how the work has been impacted by the COVID-19 crisis, response and recovery
Last year, our remedial plan of action included organization of a face-to-face meeting of the Gender Action Plan Challenge Group within the context of the implementation of the UNAIDS Management Action Plan for a healthy, equitable and enabling workplace for all UNAIDS staff. Budget had been allocated to the event. The Covid-19 crisis made travel impossible in most of the reporting year, and for the foreseeable future.

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

Performance Indicator:
PI12 Equal representation of women

APPROACHING

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

Women are in the majority of UNAIDS Secretariat staff, with an overall gender distribution of 54% women and 46% men. The share of women in positions at P4 and above levels is within the margins of parity at 53% in 2020. In the General Service category, women remain slightly overrepresented (55%).
The Executive Director and the Deputy Executive Director for Programme are women, while the vacant position of Deputy Executive Director for Management and Governance is filled ad interim by a male staff member. Women's representation at the P5 level continues to be within the margins of parity (47% women, 53% men). Men are heavily overrepresented at four grades (D2, GS4, GS3 and GS2) while women are clearly overrepresented at seven grades (P4, P2, NO-C, NO-B, GS7, GS6 and GS5). Parity is reached or close to reached in four grades (D1, P5, P3 and NO-D).
Furthermore, the UNAIDS Secretariat has maintained an almost complete parity among Country Directors in 2020 (48% women, 52% men). Considerable efforts went into the organization of a fully-fledged Assessment Center to create a pool of candidates eligible to apply to Country Director positions. Guidelines required, among other diversity dimensions, that at least half the candidates shortlisted for participation in the Assessment Center had to be female.
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.
Another relevant progress on data monitoring was the development of a new online live dashboard, which facilitates easier tracking of the number of men / women required to reach parity at all levels.

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

- Yes

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

The second Country Director Assessment Center was organized in a fully virtual modality. The event has just closed and UNAIDS will evaluate whether the remote assessment had an impact on the relative number of women and man who successfully passed this exercise.

Gender parity data by level

	Female	Male
P1	0	0
P2	12	6
P3	22	25
P4	62	31
P5	63	71
D1	17	20
D2	2	8
ASG	1	0
USG	1	0

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. 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. Regular progress update on the implementation of the MAP to the PCB show 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. A Staff Wellness Officer started in February 2020.

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 and has been upgraded in 2020 to be simpler and easier to administer by including a binary scale.

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 of 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 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. In 2020, given the exceptional circumstances related to the COVID-19 pandemic and its ramifications, UNAIDS has greatly extended its flexibility by:

- staff to telework to the maximum extent possible.
- training;
- System survey

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.

UNAIDS doesn't have core working hours. Managers have their authority to schedule meetings based on the team's availability, which also takes into consideration the schedules of staff on part-time.

During the COVID-19 pandemic, managers have been requested by the EXD to manage staff with empathy and flexibility which takes into account staff members' competing priorities while working from home. Microsoft Teams is available to all personnel working in UNAIDS. Also, laptops were purchased and made available to all staff through the year including those in hardship duty station. National staff were provided with reimbursement for data packages.

Regular global staff surveys

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 and it is expected to be released in early 2021.

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. In Spring 2020, the Executive Director made several important decisions to strengthen the independence of the UNAIDS Ethics function, consistent with the standards established by the Joint Inspection Unit of the UN. Among other decisions, the Executive Director formally recognized a distinct UNAIDS Ethics Office to be staffed by a Director of the Ethics Office. 'Prevention of Harassment, Sexual Harassment and Abuse of Authority', 'Ethics and Integrity at the UN', 'Prevention of Sexual Exploitation and Abuse by United Nations Personnel', and 'I Know Gender: An Introduction to Gender Equality for United Nations Staff' are mandatory training for all UNAIDS staff.

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

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

- Yes

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

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

V. INSTITUTIONAL STRENGTHENING TO SUPPORT ACHIEVEMENT OF RESULTS / CAPACITY

Performance Indicator:

PI14 Capacity Assessment

APPROACHING

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

UNAIDS is continuing to enhance its capacity assessment initiatives, in particular linked to the GEWE, implementing an All-Staff Survey and a 360-degree assessment for UNAIDS leaders in 2020.

UNAIDS All Staff Survey was launched in November 2020 to assess, among other processes, staff perception around gender equality, diversity and inclusion. This survey will be important to understand, across the entire organization, what issues or opportunities exist around GEWE and diversity, and what areas need to be strengthened to ensure, amongst other areas, staff priority issues and concerns achieve the vision of a healthy, equitable and enabling workplace for all UNAIDS staff. The survey had a high compliance rate of over 63% and analysis /reporting on data will be released in January 2021.

A 360-degree assessment was developed and will be finalized for launch in December 2020. The assessment will be assigned to staff registered for the UNAIDS Executive Coaching programme, allowing senior managers to understand their own capacity in GEWE and take appropriate action to grow their skills and competencies around GEWE. While registrations for the coaching programme was launched in December 2020, the assessment will be implemented in early 2021 and covers a range of competencies, including indicators to assess behaviours around Integrity, Professionalism and Inclusivity under 3 principal domains- Personal effectiveness, Leading teams and Transforming Cultures.

A third intervention implemented and finalized in 2020 is a learning needs analysis for National and GS staff across UNAIDS to define a learning framework to drive all developmental interventions and provide focused career support in 2021/22. The needs analysis is being carried out for around 25 functional roles, covering over 350 staff members in NOP and GS category, addressing unique learning requirements of women staff members who constitute around 60% of this target group.

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

- No

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

NA

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 2020, mandatory training linked to GEWE continued to be offered and closely tracked. 2020 has also seen an additional focus on expanding leadership competency and capacity, as well as better understanding of staff developmental requirements to ensure that training is appropriately targeted and made available.

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

Following staff consultations, a training package on Inclusive Diversity, covering key areas including unconscious bias, gender bias, inclusive leadership, inclusive language and community, and diversity, among other topics, is currently being developed to launch in early 2021. Ensuring that all staff have a common understanding of the issues is a critical first step to allow empowered conversations and actions to take place. The training package will trigger follow-up team-based discussions to ensure that key concepts are being internalized and reflected in everyday work.

Leadership competencies and capacity building continues to receive special attention. A new cycle of the Leadership Executive Coaching Programme was launched in December 2020, targeting senior managers. Based upon feedback from the 2019 cycle, a 360-degree assessment for development, with a particular focus on inclusivity and gender-based bias, was developed finalized in 2020. Findings from the 360 will define developmental plans of senior leaders and will be addressed by closely aligning to coaching session design/content and expected outcomes. This will ensure that staff development is appropriately targeted and supported, with a specific focus on inclusivity and diversity. The coaching pool has been expanded to 55 external coaches, with 70% female coaches, from 24 countries, to support the learning and development requirements of senior leaders.

Key findings from the UNAIDS All Staff Survey, will be released in early 2021 and inform the development of a targeted Management Leadership programme for senior leaders, ensuring that management in all UNAIDS country offices and HQ are equipped to support and take appropriate action towards GEWE. Aggregate data from the 360 assessment will further build and strengthen design of the leadership development programme to strengthen the elements around GEWE.

The UNAIDS performance management policy stipulates that all staff must set at least one gender-focused learning objective for each performance cycle. While any one course is not deemed as mandatory, undergoing and availing of one learning opportunity that directly relates to gender is mandatory. Close tracking of compliance on planning for and completing a gender related training is implemented in every performance management cycle at UNAIDS, for staff at all levels (including senior managers).

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

- Yes

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

The COVID- 19 crisis has required a rethinking of design and mode of implementation for several development initiatives ready for launch by second quarter 2020. This resulted either in delays or cancellation of programmes. This includes the UNAIDS Women Leadership Programme led by the UNSSC. This programme is now on hold for review.

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

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). 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.

In 2020, UNAIDS has started a programme for culture transformation with the support of an organization called Gender at Work. This initiative which involves all staff members seeks to ensure that by the end of 2021 UNAIDS is a feminist organization and our awareness and understanding of gender issues is greatly increased.

In 2020, UNAIDS ran it's Zero Discrimination Day campaign on 1st March to dovetail with Women's Day on 8th March and highlighted how gender-related discrimination impacts the AIDS response and the broader SDGs. The campaign highlighted the main areas on which progress is needed, on the basis of work done for Beijing +25 and was developed in close collaboration with UN Women. On this occasion it launched a report "We've got the power" on Women and HIV.

Stories highlighting work of women living with HIV are regularly featured on UNAIDS website (www.unaids/org).

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 campaign for women and girls was launched in advance of Beijing + 25 – highlighting the pillars of UN Women's campaign as relates to HIV. An event among staff was organised to "pass the baton" between female staff across the organization and highlight women's leadership.

To improve transparency a dedicated public webpage was developed on gender and diversity at UNAIDS (www.unaids.org/en/whoweare/gender_diversity). The page includes public information on UNAIDS targets as well as an annual progress report on the Gender Action Plan 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.
The Education plus initiative, which is being led by UNAIDS, focuses on universal roll out of free quality secondary education, as well as leveraging education systems as the strategic entry point to deliver a core package for adolescent girls' and young women's empowerment, especially urgent in the context of COVID-19 (comprehensive sexuality education, sexual and reproductive health and rights, ending gender-based violence and securing economic autonomy and empowerment). First announced by the UNAIDS Executive Director at the Nairobi Summit, it is co-led with the heads of UN Women, UNESCO, UNICEF and UNFPA, co-sponsors of the UNAIDS Joint Programme.

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

- Yes

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

While the work to advocate for gender equality and women's rights continues the messaging has changed in light of Covid-19. Originally UNAIDS would have focused the year on mobilising commitment around Beijing +25. This year, the Executive Director has consistently highlighted the disproportionate burden of care on women in the Covid-19 Pandemic. UNAIDS has been working with organizations of women living with HIV to support the response to Covid-19.

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

Performance Indicator:
PI17 Coherence

MEETS

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

UNAIDS actively participates in meetings of Geneva-based focal points as well as global meetings and working groups and continues to share lessons learned on prioritizing progress to meet or exceed all UN-SWAP Performance Indicators with other focal points and entities within and beyond the UN system.
Through its 2018-2023 Gender Action Plan, UNAIDS commits to 100% compliance with the UN-SWAP 2.0 framework as one of the four targets: "Meet or exceed all performance indicators of the UN-SWAP 2.0 Framework, demonstrating progress over time. The UN-SWAP performance indicators pertain to a range of issues, including human resources and management, budgets and finances, communications, programmes and policies, organizational culture and leadership."
This target is underpinned by action area 4 on standard-setting which sets the following commitments in support of the UN-SWAP.
• Shaping the way forward: active participation in UN-SWAP technical working groups in order to contribute to further

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

17bii. Participates in a UN-SWAP peer review process.
UNAIDS conducted a peer review with UNHCR in 2019. The UNAIDS/UNHCR UN-SWAP peer review was initiated with a kick-off meeting in April 2019, which was attended by performance indicator focal points from across both agencies. The meeting was used to outline and refine the peer review methodology and process. Following the kick-off meeting focal points from the two agencies responsible for the same indicator met to review each other's reporting with a focus on answering the following questions:
• Is the entity's reporting on the UN-SWAP performance indicator accurate and complete?
• Which actions could be implemented to make progress against the performance indicator?
• How can your entity inform and support such progress in the reviewed entity?
• Will the reviewed entity likely meet or exceed this UN-SWAP PI by December 2023?
The outcomes of the individual peer review meetings have been consolidated in a final peer-review report.
General findings from the UNAIDS/UNHCR UN-SWAP peer review
• The peer review was a useful mutual learning opportunity through which a number of good practices have been shared and opportunities for collaboration and peer support identified.
• The peer review meetings provided a good opportunity to discuss and share experiences around the 17 indicators more generally and to elaborate on the reporting, e.g. how to address gaps between policy and practice in the two agencies.
• During the review meetings it also became clear that the two agencies in some cases had interpreted the SWAP indicators in slightly different ways, which highlighted the complexity of different agencies with unique structures and processes reporting on a uniform set of indicators.
• The peer review meetings also allowed for a deeper discussion and understanding of both progress towards the indicators and persisting challenges. Although the 17 indicators capture many aspects of the two agencies' work to advance gender equality and women's empowerment, the face to face meetings allowed for a broader discussion of areas where there is still room for improvement.

Has the entity's work in this field been impacted by the COVID-19 crisis, response and recovery?
- No

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

VIII. Joint United Nations Programme on HIV/AIDS ACTION PLAN 2020

PI1 Strategic Planning Gender-Related SDG Results EXCEEDS	**Action Plan**	The new Global AIDS strategy is under development. This is an opportunity to reinforce the gender equality issues in the HIV response and across efforts to implement the Agenda for Sustainable Development. Women's ability to access essential HIV prevention and treatment services, continues to be undermined by unequal gender norms, structural gender inequalities, human rights violations and stigma and discrimination. Violence against women -- at home and in educational institutions, workplaces, public spaces, online and the media -- continues to be a global pandemic. Traditional gender roles also have harmful effects on men and boys, including adoption of risky and poor health-seeking behaviours.In 2021, UNAIDS secretariat will prioritize:• the development of the GBV and HIV strategy and the finalization of the joint programme evaluation on the links between GBV and HIV.• Gender

		assessments at the national level to assist countries in applying a gender lens to their analysis of their HIV epidemic, context, and response.
	Responsible For follow up	The Secretariat, in close collaboration with the co-sponsors, will coordinate the follow-up the implementation of the action plan at the global level.
	Resources Required	245000
	Use of Funds	UNAIDS Secretariat will utilized these funds to support the GBV and HIV strategy (105,000), the gender assessments at the country level (140,000 USD).
	Timeline	1 year, The activities described above fall under the UNAIDS strategy 2016-2021 and are part of the workplan of the Secretariat for 2021.

PI2 Reporting on Gender-Related SDG Results EXCEEDS	**Action Plan**	UNAIDS will reinforce women engagement and meaningful participation, advocacy, monitoring and accountability to improve reporting of gender related SDG results at the national level.
	Responsible For follow up	UNAIDS HRG Team
	Resources Required	100000
	Use of Funds	The funds will be used to support women networks to strengthen their capacities for meaningful engagement, women-led advocacy, monitoring, reporting and accountability efforts.
	Timeline	1 year, The activities described above fall under the UNAIDS strategy 2016-2021 and are part of the workplan of the Secretariat for 2021.

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

PI4 Evaluation MEETS	**Action Plan**	Gender equality and human rights are addressed across all evaluations. In addition, the UNAIDS Evaluation Plan for 2020-2021, which was developed in a highly participatory way, includes (i) a joint evaluation of the Joint Programme's work to prevent and respond to gender-based violence (to be finalised in 2021) and (ii) a specific evaluation of the UNAIDS Secretariat Gender Action Plan 2018–2023 (in 2021), to provide 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.
	Responsible For follow up	UNAIDS Evaluation Office

	Resources Required	26000
	Use of Funds	Conduct a specific evaluation of the UNAIDS Secretariat Gender Action Plan 2018–2023 (in 2021).
	Timeline	1 year

PI5 Audit MEETS	**Action Plan**	UNAIDS does not have an internal audit function and WHO's IOS conducts a risk assessment and develops audit plans based on this. However, UNAIDS would fully support a decision by IOS to undertake a targeted audit engagement related to gender equality and the empowerment of women Related to this, please refer to PI 4 on Evaluation and the review on Violence against Women as well as the evaluation of the Gender Action Plan 2018-2023 scheduled for 2021. Therefore, a gender-specific audit should be scheduled for a later point in time (tentatively in 2022) to avoid duplication of efforts.
	Responsible For follow up	WHO OIS, UNAIDS Planning, Finance and Accountability
	Resources Required	60000
	Use of Funds	Carry out targeted audit
	Timeline	3 years

PI6 Policy MEETS	**Action Plan**	Strengthen governance for gender equality and women's empowerment work and embed in broader diversity and inclusion efforts. Conduct a Learning Journey during which concepts such as equity, equality, feminism, intersectionality and gender are being unpacked for staff to understand their meaning for day-to-day work. A joint learning journey over 2021 could focus on one concept every other month and follow the same sequence: identifies and prioritizes relevant resources, centres around conversations in teams/groups to clarify and explore implications for day-to-day work as well as HIV response more broadly and empowers staff members' to experiment application and reflection thereafter.
	Responsible For follow up	Chief of Staff as Cabinet sponsor for the Culture Transformation
	Resources Required	30000
	Use of Funds	Contract for expert on unpacking concepts related to equality and diversity, develop reflection guides and application suggestions (also included in PI7)
	Timeline	1 year

	Action Plan	Strengthen governance for gender equality and women's empowerment work, including transparent mechanisms to allow senior managers to proactively promote improvements in UN-SWAP Performance Indicators where

PI7 Leadership MEETS		requirements are not met/exceeded. This could be done by including commitments related to gender equality and women's empowerment in the personal commitments made be members of the senior leadership team (as mentioned above) when these are reviewed and refined in 2021.
	Responsible For follow up	Executive Director
	Resources Required	350000
	Use of Funds	Further implement Gender Action Learning in support of establishing a feminist organizational culture. (Funds also reported under PI6)
	Timeline	2 years

 PI8 Gender-responsive performance management MEETS	**Action Plan**	Research and development of a rewards and recognition programme to supplement the formal performance management process, incorporating recognition in place for excellent work promoting gender equality and women's empowerment.
	Responsible For follow up	Human Resources Management, Learning and Development
	Resources Required	0
	Use of Funds	NA
	Timeline	1 year

 PI9 Financial Resource Tracking EXCEEDS	**Action Plan**	UNAIDS is in the process of developing a new Global AIDS Strategy 2021-2026 that will serve as a road map for the world to end AIDS as a public health threat by 2030. The new strategy maintains the promotion of gender equality and the elimination of gender-based violence as a priority and includes ambitious results. Correspondingly, in alignment with the development of the new strategy, a new UNAIDS Unified Budget, Results and Accountability Framework (UBRAF) will also maintain gender equality as a priority, integrating gender responsive actions, indicators and resources to deliver for women and girls and for all key and vulnerable populations most at risk of HIV and AIDS. The UBRAF will also contain a built-in monitoring framework that includes gender equality focused indicators (in development). GEM data collection and analysis will also continue to provide evidence and feedback regarding programmatic and strategic planning within the UNAIDS Secretariat and the Joint Programme.
	Responsible For follow up	PFA Department
	Resources Required	0
	Use of Funds	NA
	Timeline	1 year for finalization and approval of Global AIDS Strategy 2021-2026 and development and approval of the new UBRAF

PI10 Financial Resource Allocation APPROACHING	**Action Plan**	In 2020, UNAIDS Secretariat sought opportunities to improve GEM collection and analysis. A gap analysis was conducted to highlight areas for improvement, which led to the refinement of the Joint Programme Planning, Monitoring and Reporting System (JPMS) to allow GEM application (and subsequent data collection) at the activity level for Joint UN Plans on AIDS. This change in data collection will allow for a more accurate and granular depiction and analysis of how much (and where) of UNAIDS core resources are going towards the advancement of GEWE. The results of GEM analysis from the activity level will be presented in the upcoming 2021 UNAIDS GEM Report.Further actions for improvement are dependent on the finalization and adoption of the new Global AIDS Strategy 2021-2026 and the corresponding new Joint Programme's Unified Budget, Results and Accountability Framework (UBRAF). Both the strategy and the framework are currently in development. The new Global AIDS Strategy will serve as a road map for the world to end AIDS as a public health threat by 2030. The new strategy maintains the promotion of gender equality and the elimination of gender-based violence as a priority. Correspondingly, in alignment with the development of the new strategy, a new UBRAF will also maintain gender equality as a priority supported by a built-in monitoring framework that includes gender equality focused indicators. GEM data collection and analysis will also continue to provide evidence and feedback regarding programmatic and strategic planning within the UNAIDS Secretariat and the Joint Programme.
	Responsible For follow up	PFA department
	Resources Required	0
	Use of Funds	NA
	Timeline	- 6 months for development of 2021 UNAIDS GEM Report - 6 months for finalization and adoption of the new Global AIDS Strategy. - 12 months for the development and approval of the new UBRAF and its related monitoring framework including gender equality related indicators. - 12 months for the new detailed biennium workplanning and budget to be developed and approved.

PI11 Gender Architecture MEETS	**Action Plan**	As mentioned above, it is unclear whether a face-to-face meeting of the Gender Action Plan Challenge Group may be possible in the next few months. Alternative arrangements may be considered.
	Responsible For follow up	Human Resources Management, Human Resources Operations
	Resources Required	50000
	Use of Funds	Implement a face-to-face meeting of the Gender Action Plan Challenge Group.
	Timeline	1 year

 PI12 Equal representation of women APPROACHING	**Action Plan**	Achieving gender parity at the D level: In the present leadership transition phase, a number of D1 and D2 positions are currently vacant. Recently two women were selected for the crucial positions of D2 Director of Gender Equality, Human Rights and Community Mobilization, and Middle East and North Africa Regional Director. Specific emphasis will continue to be put on gender in all phases of the hiring process.The UNAIDS mobility policy is under review. A new policy was proposed to senior management by mid-2020 and decisions are awaited. 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.
	Responsible For follow up	Executive Cabinet; Human Resources Management
	Resources Required	500000
	Use of Funds	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.
	Timeline	3 years

 PI13 Organizational culture NOT APPLICABLE	**Action Plan**	Full familiarization of staff with the new Anti-Harassment Policy. Analysis of findings from all-staff survey into measures
	Responsible For follow up	Human Resources Management
	Resources Required	20000
	Use of Funds	Some USD 20,000 will be used to develop materials required for capacity and knowledge building for staff around the comprehensive new anti-harassment policy and to implement activities in response to the findings of the survey.
	Timeline	1 year

 PI14 Capacity Assessment APPROACHING	**Action Plan**	The results of the All-Staff Survey will be released in early 2021, and appropriate action will be taken to address the findings to ensure staff have the requisite support and access to capacity enhancement mechanisms for GEWE. These findings will inform performance management, learning development and training opportunities within the organization for 2021.Specifically, both the All-Staff Survey and 360-degree Assessment will be used to inform the design of the leadership development programme focusing on feminist leadership principles of inclusivity, respect for diversity, and GEWE.
	Responsible For follow up	Human Resources Management
	Resources Required	0

	Use of Funds	Resources for remedies will be assigned based on reporting in January/February 2021
	Timeline	1 year

PI15 Capacity Development MEETS	**Action Plan**	Improving the targeting, selection, and completion of GEWE training will remain a priority for 2021. The initial LMS revamp project will complete in early 2021, allowing for learning pathways to target relevant populations based on learning needs. Additional mandatory online courses covering gender and racial bias will be released in early 2021 and will be supported by team-based conversations to ensure that key concepts are internalized and reflected in everyday actions and work. This will complement other training initiatives that are planned to take place in 2021 around inclusion, diversity and GEWE based on findings from the 360 assessment and the all-staff survey.
	Responsible For follow up	Human Resources Management, Learning and Development
	Resources Required	0
	Use of Funds	Existing workplan funds allocated to LMS update and relaunch / LinkedIn learning licensing.
	Timeline	1 year

PI16 Knowledge and Communication EXCEEDS	**Action Plan**	The 40 years of the AIDS response in 2021 will be an opportunity for UNAIDS to share it's experience in responding to pandemics and mainstreaming gender and women's equality. UNAIDS will share lessons from HIV to support the broader AIDS response and other partners to learn from the experience of HIV in supporting women and girls and gender equality.UNAIDS new Strategy being adopted in 2021 includes a significant component to address inequalities, including gender inequalities. UNAIDS will roll out a significant campaign to generate support and advocate for increased commitment to gender equality as a key to success in HIV response.
	Responsible For follow up	UNAIDS
	Resources Required	0
	Use of Funds	NA
	Timeline	NA

PI17	**Action Plan**	UNAIDS stands ready to support another entity with implementation of at least one UN-SWAP Performance Indicator.
	Responsible For follow up	Human Resources Management Department

Coherence		
MEETS	**Resources Required**	0
	Use of Funds	NA
	Timeline	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	PI11, PI1 UNAIDS 2016-2021 Strategy- On the Fast-Track to end AIDS
Other	PI1 2020_women-adolescent-girls-and-hiv_en
Other	PI1 PCB46_PMR_Org_Report
Other	PI1 PCB46_PMR_SRA_Indicator_Report-EN
Other	PI1 Political declaration on HIV and AIDS (2016)
Other	PI1 women-girls-covid19_en
Other	PI1 unaids-gender-assessment-tool_en

PI2 Reporting on Gender-Related SDG Results

GENDER-RELATED SDG RESULTS /RESULTS-BASED MANAGEMENT

EXCEEDS

Category	Documents
Annual report	PI2 2020_global-aids-report_en
Annual report	PI2 A-74-778_en
Annual report	PI2 global-aids-monitoring_en
Annual report	PI2, PI1 PCB46_PMR_Org_Report
Annual report	PI2, PI1 PCB46_PMR_SRA_Indicator_Report-EN

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

GENDER-RELATED SDG RESULTS /RESULTS-BASED MANAGEMENT

NOT APPLICABLE

Category	Documents
	No documents uploaded

PI4 Evaluation

GENDER-RELATED SDG RESULTS / OVERSIGHT

MEETS

Category	Documents
Evaluation Terms of Reference	PI4_Integrating Human Rights and Gender Equality into UNAIDS evaluations
Report of corporate gender mainstreaming evaluation	PI4_Annual_Report_on_Evaluation_EN
Report of corporate gender mainstreaming evaluation	PI4_evaluation-of-the-UN-system-response-to-AIDS-2016-2019_en
Report of corporate gender mainstreaming evaluation	PI4_UNAIDS-CDC-collaboration-evaluation_en
Report of corporate gender mainstreaming evaluation	PI4_UNAIDS-TSM-evaluation_en
Completed UN-SWAP Evaluation Scorecard	PI4_UNAIDS-SWAP Eval Performance Indicator Scorecard 2020
Other	PI4_11112019_UNAIDS_PCB45_Evaluation_Plan_EN
Other	PI4_UNAIDS_PCB44_UNAIDS-Evaluation-Policy_EN

PI5 Audit

GENDER-RELATED SDG RESULTS / OVERSIGHT

MEETS

Category	Documents
Participatory gender audit report	PI13, PI5 Gender audit report for UNAIDS 2017
Other	PI16, PI12, PI11, PI7, PI6, PI5 UNAIDS Gender Action Plan 2018-2023
Other	PI5 PCB46_Update_HRM_EN
Other	PI5 UNAIDS 2020 adjudication report
Other	PI5 UNAIDS 2020 DFC justification memo
Other	PI5 UNAIDS 2020 PFA justification memo
Other	PI5 UNAIDS Internal Control Framework - overview
Other	PI5 UNAIDS Management Accountability Framework

PI6 Policy

INSTITUTIONAL STRENGTHENING TO SUPPORT ACHIEVEMENT OF RESULTS / ACCOUNTABILITY

MEETS

Category	Documents
Other	PI12, PI11, PI6 UNAIDS HR Strategy 2016-2021
Other	PI6, PI5 PCB46_Update_HRM_EN
Gender Policy/Strategy	PI16, PI12, PI11, PI7, PI6, PI5 UNAIDS Gender Action Plan 2018-2023

PI7 Leadership

INSTITUTIONAL STRENGTHENING TO SUPPORT ACHIEVEMENT OF RESULTS / ACCOUNTABILITY

MEETS

Category	Documents
Speeches	PI7 47th-PCB_Speech_December_2020_En
Other	PI11, PI1 UNAIDS 2016-2021 Strategy- On the Fast-Track to end AIDS
Other	PI12, PI11, PI7, PI6 UNAIDS HR Strategy 2016-2021
Other	PI16, PI12, PI11, PI7, PI6, PI5 UNAIDS Gender Action Plan 2018-2023
Other	PI7 Personal commitments_Culture Transformation at UNAIDS
Other	PI7 Winnie Byanyima _ International Gender Champions
Other	PI7, PI6, PI5 PCB46_Update_HRM_EN

PI8 Gender-responsive performance management

INSTITUTIONAL STRENGTHENING TO SUPPORT ACHIEVEMENT OF RESULTS / ACCOUNTABILITY

MEETS

Category	Documents
Performance management document	PI15, PI14, PI8 Performance Management Policy
Performance management document	PI15, PI14, PI8 UNAIDS Secretariat Competency Framework
Performance management document	PI8 Cultural and Cognitive Biases and performance management - staff member webinar
Performance management document	PI8 Principles of Constructive Feedback - Guidance
Performance management document	PI8 Gender Equality and Women Empowerment Guidance

PI9 Financial Resource Tracking

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

EXCEEDS

Category	Documents
Gender Marker Guidelines	PI9 Checklist for reporting on HR & GEWE_Joint Programme
Gender Marker Guidelines	PI9 Gender Equality Marker_Guidance_Joint Plan Process
Gender Marker Guidelines	PI9 UBRAF 2018-2019 Guidance - Implementation Review and Envelope Allocation
Gender Marker Scorecard	PI10, PI9 GEM 2016-2017 expenditure report_Final March 2018
Other	PI10, PI9 GEM 2018 Country Envelope Planning report
Other	PI10, PI9 GEM 2019 Country Envelope Planning Report
Other	PI9 SRA5_Gender_SRA report_2018-2019
Gender Marker Scorecard	PI10, PI9 UNAIDS 2020 GEM Report (planned budget)

PI10 Financial Resource Allocation

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

APPROACHING

Category	Documents
Annual report	PI10, PI9 GEM 2016-2017 expenditure report_Final March 2018
Annual report	PI10, PI9 GEM 2018 Country Envelope Planning report
Annual report	PI10, PI9 GEM 2019 Country Envelope Planning Report
Annual report	PI10, PI9 UNAIDS 2020 GEM Report (planned budget)

PI11 Gender Architecture

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

MEETS

Category	Documents
Gender Policy/Plan/Strategy	PI16, PI12, PI11, PI7, PI6, PI5 UNAIDS Gender Action Plan 2018-2023
Focal Point Terms of Reference	PI11 Gender Action Plan Challenge Group ToRs
Focal Point Terms of Reference	PI11 UNAIDS Secretariat UN-SWAP WG ToRs
Other	PI11, PI1 UNAIDS 2016-2021 Strategy- On the Fast-Track to end AIDS
Other	PI11, PI7, PI6, PI5 PCB46_Update_HRM_EN
Other	PI12, PI11, PI7, PI6 UNAIDS HR Strategy 2016-2021

PI12 Equal representation of women

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

APPROACHING

Category	Documents
Gender Parity Statistics	PI12 UNAIDS_PCB46_A-Fit-for-Purpose-Workforce
Gender Parity Statistics	PI12, PI11, PI7, PI6, PI5 PCB46_Update_HRM_EN
Gender Parity Statistics	PI16, PI12, PI11, PI7, PI6, PI5 UNAIDS Gender Action Plan 2018-2023

Other	PI12 UNAIDS gender scorecard - blank
Other	PI12, PI11, PI7, PI6 UNAIDS HR Strategy 2016-2021

PI13 Organizational culture

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

EXCEEDS

Category	Documents
Leave Policy	PI13 UNAIDS Paternity_Adoption_Surrogacy Leaves Policy
Flexible Work Arrangement Policy	PI13 Flexible Working Arrangements Policy
Prevention of discrimination and harassment policy	PI13 Prevention of Harassment and Global Advisory Committee
Other	PI13 Dispute Resolution Process in UNAIDS
Other	PI13 Internal Justice System
Other	PI13 Introduction to WHO Staff Rules for UNAIDS Staff 1 July 2019
Other	PI13 Policy on Prevention of Sexual Exploitation and Abuse
Other	PI13 Staff Regulations and Staff Rules (English)- 1 Janvier 2020
Other	PI13 UNAIDS Secretariat Ethics Guide_2015
Other	PI13 UNAIDS Travel Policy
Other	PI13 Whistleblowing and Protection from Retaliation Information Note
Other	PI13, PI5 Gender audit report for UNAIDS 2017

PI14 Capacity Assessment

INSTITUTIONAL STRENGTHENING TO SUPPORT ACHIEVEMENT OF RESULTS / CAPACITY

APPROACHING

Category	Documents
Other	PI14 Mainstreaming gender through performance management - Ideas to take action
Other	PI14 UNAIDS Take Action for GEWE - jobaid
Other	PI15, PI14, PI8 Performance Management Policy
Other	PI15, PI14, PI8 UNAIDS Secretariat Competency Framework

PI15 Capacity Development

INSTITUTIONAL STRENGTHENING TO SUPPORT ACHIEVEMENT OF RESULTS / CAPACITY

MEETS

Category	Documents
Other	PI15 UNAIDS-Coaching-Framework-2021-Final
Other	PI15, PI14, PI8 Performance Management Policy
Other	PI15, PI14, PI8 UNAIDS Secretariat Competency Framework

PI16 Knowledge and Communication

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

EXCEEDS

Category	Documents
Knowledge product	PI16 Consolidated guidance on SRHR of women living with HIV
Knowledge product	PI16 International technical guidance on sexuality education
Knowledge product	PI16 WhatWomenWant
Knowledge product	PI16, PI1 2020_women-adolescent-girls-and-hiv_en
Knowledge product	PI16, PI1 women-girls-covid19_en
Knowledge product	PI16, PI2 global-aids-monitoring_en
Other	PI16, PI12, PI11, PI7, PI6, PI5 UNAIDS Gender Action Plan 2018-2023
Other	PI16, PI7 Winnie Byanyima__International Gender Champions

PI17 Coherence

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

MEETS

Category	Documents

Peer Review report	PI17 Consolidated report on UNAIDS reporting
Peer Review report	PI17 Consolidated report on UNHCR reporting
Other	PI17 SWAP peer review - one pager

UN-SWAP 2.0

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

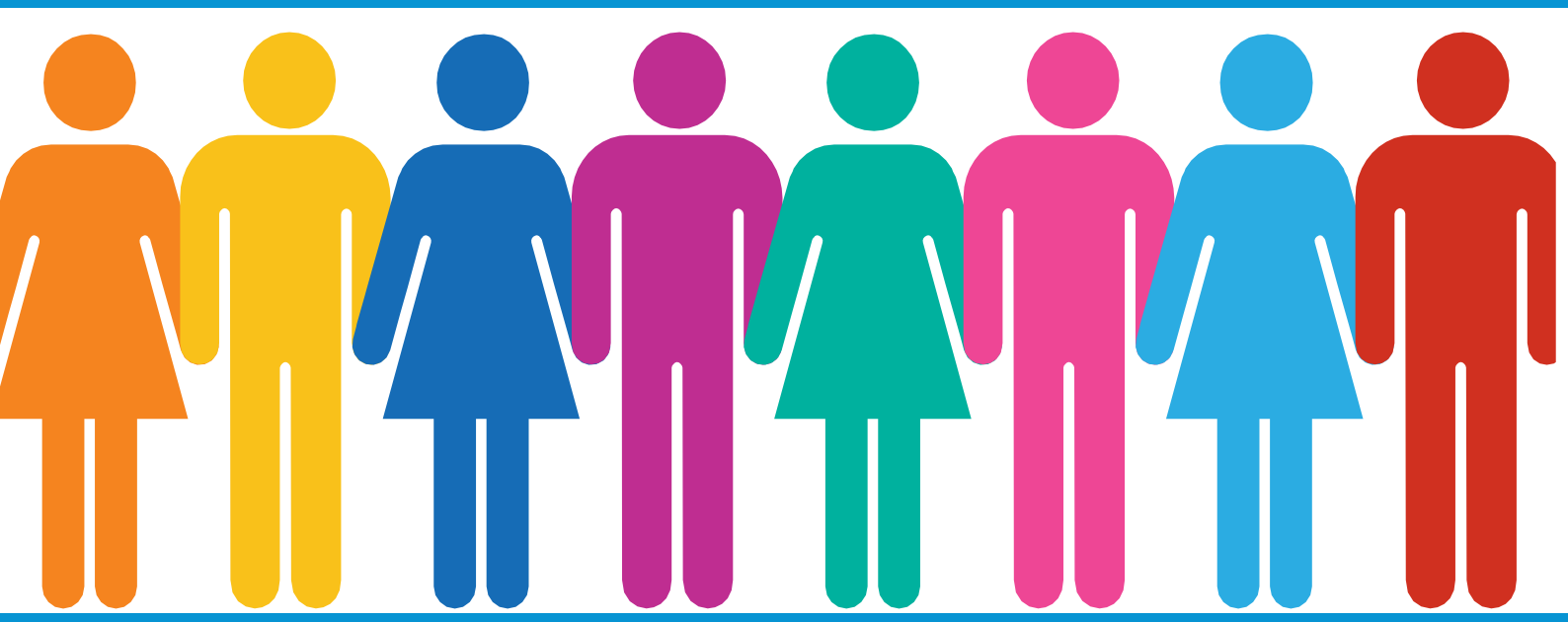
FOR MORE INFORMATION ON THE UN-SWAP

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



UN WOMEN