



UNAIDS PROGRAMME COORDINATING BOARD

UNAIDS/PCB (34)/14.13
Issue date: 2 June 2014

THIRTY-FOURTH MEETING

Date: 1-3 July 2014

Venue: Executive Board room, WHO, Geneva

Agenda item 6

Update on strategic human resources management issues

Additional documents for this item: *none*

Action required at this meeting - the Programme Coordinating Board is invited to: *Take note* of the update on strategic human resources management issues.

Cost implications for decisions: none

INTRODUCTION

1. As requested by the PCB at its 30th meeting in June 2012, the purpose of this note is to provide an update on strategic human resources management issues in the UNAIDS Secretariat. The first such update was submitted to the PCB at its 32nd meeting in June 2013. This second update builds on the strategic issues presented in the 2013 paper and covers the period from 1 April 2013 to 1 April 2014.
2. The work of the UNAIDS Secretariat continues to be driven by the *Getting to Zero* vision, the *UNAIDS Strategy 2011-2015* and the targets and commitments of the *2011 Political Declaration on HIV/AIDS*. The management of human resources contributes to the global AIDS targets by equipping the organization with the personnel required to drive programmatic and management efforts.
3. The UNAIDS Secretariat serves as a unifying force in the Joint Programme, and contributes to the global AIDS response through its central role in providing leadership and direction, advocacy and coordination to achieve UNAIDS vision of *Getting to Zero*. Policy, programmatic and operational coherence of the Joint Programme is ensured through an explicit Division of Labour that assures accountabilities among the Cosponsors and the Secretariat at the global, regional and national levels. As a knowledge-based and largely field-oriented organization, the Secretariat's most valuable resource is the expertise, skills, experience and motivation of its staff.

ORGANIZATIONAL REALIGNMENT

4. In the past year, the Secretariat has continued to pursue a strategic and proactive approach to staffing and alignment of its workforce to better support countries to accelerate progress towards the Millennium Development Goals (MDGs) and the global AIDS targets. Continued priority was given to the implementation of the organizational realignment, with the three overarching objectives of (i) aligning resources – human and financial – with the UNAIDS vision and the global AIDS targets, (ii) strengthening staff deployment and skills for an increased country focus; and (iii) achieving cost effectiveness and demonstrating value for money.
5. The organizational realignment has now entered a phase of consolidation, taking into account experience to date. Over the reporting period, the Secretariat has continued to systematically strengthen its management and administrative systems and workforce planning strategies, and has increased its emphasis on people development and gender balance. Innovations of the past year have been the implementation of the Gender Action Plan, launched on International Women's Day in March 2013, and the design and launch of the new Performance Management and Learning system on 1 April 2014.
 - a. The Secretariat has achieved its staffing target of 820 staff and a 30:70 headquarters to field ratio; two objectives that were set at the start of the realignment in July 2011. As of April 2014, the Secretariat has 817 staff, 236 staff in Headquarters and 581 staff in the Regional Support Teams (RST), Country Offices (UCO) and Liaison Offices.
 - b. Headquarters has been significantly streamlined, while retaining its capacity for normative work in all key areas.
 - c. A strengthened field presence and structure is in place, in particular in high-impact countries, through additional personnel and re-profiling of functions.
 - d. Support to staff in volatile security environments has continued to be ensured.
 - e. Accountability for staff performance has been strengthened with the development of a new performance management policy and an integrated, online platform for

- performance and learning management, as well additional opportunities for staff learning at all levels, including leadership development programmes.
- f. The representation of women at the more senior levels of the organization increased, and opportunities were created for career development for younger professional staff and staff in the General Service category.
 - g. Building on the move to the single administrative system, under which all UNAIDS staff now have a UNAIDS contract and are governed by a single set of staff regulations and rules, ensuring equitable, fair and consistent treatment across the organization, the human resources management business model has been improved. This has resulted in faster work processes, improved communication, increased use of updated self-service modules of the single enterprise resource planning (ERP) software and further delegation of administrative work to the WHO Global Service Centre.
 - h. Several key components of a comprehensive Information Technology (IT) Strategy were implemented. This included the establishment of an IT governance structure to ensure that IT-related decisions are aligned with business needs, the offshoring of the Field and Remote Support Division in Nairobi, and the implementation of innovative, quicker and more cost effective business processes.

IMPLEMENTATION OF THE UNAIDS SECRETARIAT STRATEGY ON HUMAN RESOURCES: STRENGTHENING HUMAN RESOURCES MANAGEMENT FOR OPTIMAL PROGRAMME DELIVERY

6. A key pillar supporting the Secretariat's human resources management and overall organizational strengthening is the *UNAIDS Secretariat Strategy on Human Resources 2011-2015*. The Strategy outlines the vision and principles for the development of a workforce that is multi-skilled, diverse, mobile and able to work across disciplines to deliver the UNAIDS mandate and provide leadership in the global AIDS response.
7. The *Strategy on Human Resources*, underpinned by a competency framework, continues to guide the work of the Secretariat, through its vision and principles for effective human resource management and development, including standards for commitment to the AIDS response, ethical behaviour, transparency and accountability, continuous learning, high performance, managerial excellence, and respect for diversity, in full compliance with the Standards of Conduct for the International Civil Service.
8. The *Strategy on Human Resources* is comprehensive and integrated, incorporating seven components of human resources management: workforce planning; recruitment and staffing; staff administration; staff development and mobility; performance management; staff well-being; and human resources information.

Workforce Planning

9. Throughout the period, staffing numbers have been monitored and adjusted through proactive workforce planning to align the workforce with the needs and priorities of the organization, and to enable evidence-based workforce development strategies. As a result, Secretariat staffing levels are in line with the target of 820, and a 70:30 field/headquarters ratio. As of 1 April 2014, the Secretariat has 817 staff with a 71% / 29% split between field and Headquarters, i.e. 236 staff in Headquarters and 581 staff in the RST, Country and Liaison Offices.
10. Headquarters has been significantly streamlined and the field presence strengthened through additional personnel and re-profiling of functions. The number of staff at

Headquarters was reduced from 321 in July 2011 at the start of the realignment to 236 staff as of 1 April 2014. At Headquarters, the realignment refocused programmatic support around the achievement of the global AIDS targets and the Secretariat's core functions. Structurally, Headquarters is streamlined and operates in a more flexible and agile configuration, responsive to emerging needs.

11. Some 60 positions have been reprofiled, primarily in the field, in areas such as strategic information, strategic intervention, outreach, advocacy, investment and efficiency, human rights and gender equality, to better respond to programme priorities and provide the most effective technical and operational support. Implementing the *UNAIDS 2011-2015 Strategy* and the *2011 Political Declaration on HIV/AIDS* required the role of the UNAIDS head of office at country level to have a stronger focus on leadership, advocacy, coordination and results, and this was reflected in a revised job profile for the UNAIDS Country Director. Additionally, a number of General Service positions in the field were re-profiled to better align them with the strategic functions and programme priorities of the offices, and to provide the most effective support. Approaches to deliver results more cost-effectively at country level included consolidating some offices, creating additional multi-country offices, locating UNAIDS focal points in the offices of UN Resident Coordinators, and placing greater reliance on National Officers.
12. Efforts to remain within staffing targets included careful monitoring of vacant positions, filling of vacancies through internal redeployment where possible, and timely filling of key positions to ensure smooth succession planning. For the recruitment of General Service staff and National Professional Officers, vacancies continued to be advertised externally given the small size of UNAIDS offices. In 2014 and 2015 some 30 retirements are anticipated, providing opportunities for succession planning and possibilities for the further development of a new generation of professionals for future leadership positions.

Recruitment and Mobility

13. Staff selection and recruitment in the Secretariat is based on principles and procedures to ensure a fair, transparent and effective selection process, including: classification of positions in accordance with International Civil Service Commission (ICSC) Standards and applicable staff regulations, rules and policies; selection based on pre-approved minimum qualifications and requirements and defined evaluation criteria; inclusion of UNAIDS competencies in job profiles and assessment during the selection process; assessments carried out through written tests, interviews, and reference checks; and the engagement of the Mobility and Reassignment Committee (MRC), a representative body including UNAIDS senior management and Staff Association representatives, which verifies and ensures that selection decisions for international professional positions and reassignment processes for all staff are transparent and free of bias or discrimination and that all applicable rules and procedures have been followed. All recruitment processes are documented, with applications processed by an online e-recruitment system that manages vacancy announcements, applications, pre-screening of applicants based on approved evaluation criteria and generates status reports.
14. The Secretariat's mobility policy continued to be a key workforce planning and development tool. In the last two mobility exercises, a total of 153 staff took on new positions. Some 38 staff moved from Headquarters to the field, and 11 from the field to Headquarters. In the context of the realignment, mobility exercises were exceptionally opened to National Officers and General Service staff, and enabled 16 national staff to move to international professional positions and the appointment of some qualified General Service staff to junior international professional positions. In addition, mobility exercises led to an increase in the number of qualified women in management positions,

particularly at the level of UCD positions - the percentage of women UCDs increased from 27% in February 2013 to 35% in April 2014.

15. Career transition support continued to be provided to staff across the Secretariat, including through a series of skills building workshops and individual career coaching sessions for staff members undergoing career change.

Staff Development and learning

16. Focus was placed on the implementation of the People Development Policy issued in 2013, through the strengthening of skillsets of staff at all levels. Programmes for Management and leadership development are especially important at a time of organizational change. A major innovation in 2014 was a new Induction Programme for UCDs, which targets the developmental needs of field managers with regard to strategic leadership, political acumen and delivery of results at country level.
17. The induction programme is mandatory for all newly-appointed heads of UNAIDS Country Offices and is being implemented in three phases. The programme starts with a series of virtual learning sessions through webinars, followed by a week-long face-to-face workshop with executive management and Headquarters resource persons. Further webinars follow the face-to-face workshop, along with discussions through an online forum to support participants on a continuous basis and with the aim of nurturing a community of practice for UCDs.
18. In addition, two management and leadership development courses delivered by the UN System Staff College (UNSSC) are being offered to senior staff: the UN Leaders Programme and the UNCT Leadership Skills Workshop. The UN Leaders Programme promotes a "One UN" leadership culture by looking at strategic leadership issues through sessions with a diverse set of globally-recognized resource persons. For UNAIDS, the programme will help senior leaders at the D1 and D2 levels clearly communicate their vision and engage their teams for higher performance. The UNCT Leadership Skills Workshop targets senior UN officials of UN Country Teams, and offers a range of topics including leadership styles, negotiation skills, political acumen, media and communications skills. For UNAIDS, the programme is particularly suited for heads of Country Offices.
19. Additional learning opportunities are being made available so that staff in all functions and locations can benefit. Distance courses on issues such as *Writing Effectively* and *Skills for Administrative Assistants*, delivered by the UNSSC, involve a mix of self-study and webinar sessions with instructors, and are being provided to staff in the General Service, National Officer and Professional categories.
20. To support staff in developing the UNAIDS core competencies, new virtual learning programmes have been made available. One such programme, *Delivering results*, covers the principles of results-based management, as well as a range of tools and techniques to deliver high-quality work and manage time effectively. Another such programme, *Driving change and innovation*, helps staff to adapt and thrive in changing environments, and to draw upon creative and new ideas in their day-to-day work. To support the full set of competencies, staff have access to just-in-time learning with the UNAIDS Competency Quick Tips on topics such as strategic thinking and decision making.
21. In the context of the new performance and management policy, all staff have been asked to set at least one learning objective to be met through on-the-job learning. Supervisors are required to facilitate staff learning as part of the *Developing and empowering others*

managerial competency, and will be evaluated on this competency in their annual performance evaluation.

Performance Management

22. In accordance with the *Human Resources Strategy and Competency Framework*, during the past year, a new Secretariat performance management policy was developed, based on a review of best practices in the public and private sectors, and through a consultative in-house process. A robust and transparent online system has been developed to support the policy, which provides an innovative business solution to the integrated management of performance and learning. The revised policy and online system represent a major innovation for the Secretariat and were launched on 1 April 2014, preceded by an extensive training process across the organization.
23. The new Performance Management Policy guides staff in aligning their work with the expected results of their office and the targets and strategic functions of the organization. It highlights the continuous aspect of performance management, detailing the responsibilities of both staff and supervisors in improving UNAIDS' performance culture. The policy clarifies the levels of performance and how to use ratings consistently, and also introduces new management tools such as a performance improvement plan to support staff who require guidance in meeting performance expectations.
24. The novel integrated Performance and Learning Management system (PALM) was developed customized to UNAIDS needs. The system is an online tool that staff can access from any location to enter and evaluate work and learning objectives. It also centralizes all UNAIDS learning resources in one place for delivery and tracking of staff learning. While the system takes advantage of cloud technology and automatic integration of staff data and office workplans, it encourages regular dialogue between staff and supervisors, in addition to the formal evaluation of results.
25. The launch of the policy and system involved an organization-wide training plan with mandatory training for all staff, including face to face workshops for all HQ Departments and all RSTs and the delivery of 20 online webinars for Country and Liaison Office staff, in English, French and Spanish.

Gender Action Plan

26. The Secretariat Gender Action Plan was launched on International Women's Day 2013 (8 March 2013) with the overall goal to achieve gender balance and promote the empowerment of women staff. The plan defined objectives to be implemented in several strategic focus areas: leadership and accountability; organizational culture; recruitment and selection; staff development; work-life balance; communication and advocacy; and monitoring and reporting. The plan provides concrete measures to close the gender gap in the Secretariat, as well as to nurture a supportive culture for all staff.
27. As part of the Gender Action Plan, a number of concrete targets were established. To date, progress has been made across all targets:
 - a. the percentage of women staff across all Secretariat staff (target of 50%) has slightly increased from the baseline of 52% in February 2013 to 53% in April 2014;
 - b. the percentage of women staff in the UCD role (target of 50%) remains to be achieved, but progress was made by increasing the percentage of women UCDs from 27% in February 2013 to 35% in April 2014;

- c. progress has also been made towards the percentage of women at P5 level (target of 50%) with an increase from 36% to 42%;
 - d. the proportion of women at P4 and above (target of 50%) increased from 44% to 45%;
 - e. equal representation of women staff at NOC and NOD levels was maintained; and
 - f. the percentage of women staff in the General Service category (target of 50%) was maintained at 58%.
28. One of the major objectives of the Gender Action Plan is staff development. A pilot mentoring programme for women was launched in April 2014 to contribute to career development of women staff. The pilot involves 15 mentees and 15 mentors, representing a variety of grade levels, functions and office locations. A series of workshops to prepare mentees and mentors for the mentoring cycle has been developed to support the implementation of the pilot programme. The programme is one of only a few similar women-focused mentoring programmes in the UN system. In addition to the mentoring programme, work has begun on a Leadership Programme for Women that will be delivered in cooperation with the UN System Staff College in October 2014.
29. On International Women's Day 2014, the Secretariat marked one year of implementing the Gender Action Plan. An annual progress update, as well as an infographic illustrating the progress made in reaching the plan's gender balance targets, were shared with all staff. At Headquarters an event was organized highlighting the Gender Action Plan's successes and future priorities, and UNAIDS' contributions to gender equality. A new initiative entitled 'Spotlight on UNAIDS Women' was also launched to celebrate the diversity and achievements of women staff in the Secretariat.
30. UNAIDS received a positive review for the development of the Action Plan in the first round of reporting on the UN System-wide Action Plan on Gender Equality and the Empowerment of Women (UN-SWAP). UNAIDS' overall performance was rated better than the performance of Funds and Programmes as a whole, with UNAIDS having met or exceeded in 73% of the performance indicator ratings. At the beginning of 2014, the Secretariat submitted its 2013 report in relation to UN-SWAP, highlighting UNAIDS' progress against the 15 UN-SWAP Performance Indicators. The initial scoring from UN Women indicated that the Secretariat has advanced in two areas, gender responsive auditing, and organizational culture.

Staff Well-Being

31. Across all areas of the Human Resources Strategy, a close partnership between UNAIDS management and the Staff Association (USSA) has remained essential. Collaboration with representatives of the USSA has ensured that human resources policies and management initiatives are informed by, and take into account, the interests of both the organization, and the staff. The USSA is a formal part of UNAIDS advisory bodies, including the Human Resources Advisory Committee, and the Mobility and Reassignment Committee. Senior management regularly consults with the USSA, including through regular monthly meetings between the Deputy Executive Director, Management and Governance, and the USSA Executive Committee. Joint staff-management initiatives are also undertaken as needed, such as the joint Staff Health Insurance Task Force.
32. Staff safety and security remain a top priority for the Secretariat, with a focus on reinforcing the capacity of field offices to assess, plan, manage and implement security requirements. UNAIDS is fully engaged in the Inter-Agency Security Management Network (IASMN). Throughout the reporting period, special assistance was provided to

UNAIDS staff in several offices, including the Central African Republic, Côte d'Ivoire, Egypt, Kenya, Nigeria, Somalia, Ukraine and Uzbekistan. Security awareness has been promoted both at Headquarters and in the field through e-learning courses and by incorporating gender-related needs through the launch in early 2014 of a Security Awareness Training programme for women to provide women staff with a range of practical tips and important guidance on personal safety and security.

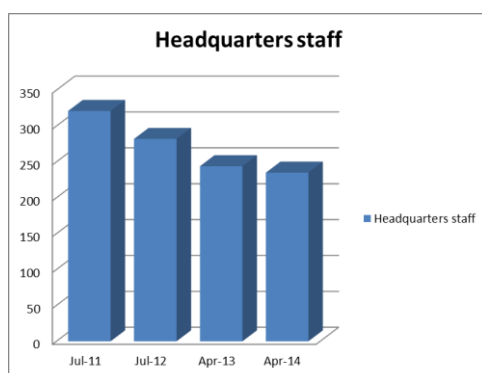
33. At the end of 2013, the Secretariat assessed compliance with the UN Minimum Operating Security Standards (MOSS) and took stock of the occupational health and safety situation in UNAIDS offices worldwide. This review is being followed up on a country by country basis. Work is underway on a framework and set of minimum standards to address occupational health and safety issues.
34. The Secretariat continues to lead two innovative system-wide initiatives to support staff members and families, UN Plus and UN Cares. UN Plus, the UN System HIV Positive Staff Group, advocates for issues that are of concern to UN staff members living with HIV, such as stigma and discrimination and access to care and support. In June 2013, UN Plus met with the UN Secretary-General to address issues affecting staff living with HIV and people living with HIV in general, including access to treatment and travel/residence restrictions, and sought his continued support to the group's advocacy efforts.
35. The Secretariat also provides leadership and support for UN Cares, the UN system-wide workplace programme on HIV. This interagency global initiative has been recognized as a best practice in the UN System as it embodies the Delivering as One vision. In 2014 UN Cares decided to expand its reach and is currently developing a learning module on "stigma beyond HIV" for the UN system. UN Cares is also currently promoting a new e-course with the latest information about HIV and UN policies; a training session on confidential management of personal information for human resources, medical staff and others; and it continues to deliver wellness events and training sessions, with special offerings for children and adolescents of staff. In March 2013, the Secretariat was ranked as the top performing UN organization with regard to most minimum standards as part of the 2013 UN Cares Monitoring Survey, which was conducted in October 2013 and polled more than 10,000 UN personnel from 45 UN entities and 170 countries. Programmes delivered through UN Cares go well beyond HIV to foster communication and respectful and productive workplaces.
36. During the reporting period, the human resources policy base has been strengthened and the development and implementation of new policies envisaged in the Human Resources Strategy continued to rely on close collaboration with the Human Resources Advisory Committee, composed of a cross-section of Secretariat staff and with representation from the UNAIDS Secretariat Staff Association. As part of the efforts on staff well-being, a new Flexible Working Arrangements policy was launched in November 2013. The policy sets out the parameters whereby staff and supervisors can agree on the most efficient and effective ways of optimizing productivity, while enabling staff to successfully balance professional and private commitments. The policy provides for the three types of arrangements available within the Secretariat: flexible working hours, compressed working schedule, and flexible place of work/teleworking. The policy complements the Secretariat's overall message of results-based management, while acknowledging the evolving nature of the workplace due to advances in technology.

37. UNAIDS continues to play an active role in UN system reform initiatives in the area of management. As vice-chair of the CEB High-Level Committee on Management (HLCM), and convenor of the HLCM Working Group on Harmonization of Business Practices and the UNDG Working Group on Resident Coordinator System Issues, the Secretariat contributes to common system policy development and implementation. The Secretariat also participates in the HLCM Human Resources Network and its working groups, the Inter-agency Advisory Panel on Resident Coordinator selection, and the Task Team on UN Country Team Performance Appraisal.

SECRETARIAT WORKFORCE PROFILE

38. At the start of the functional review in July 2011, the Secretariat had 904 staff. As of 1 April 2014, the Secretariat had a total of 817 staff members holding fixed-term or temporary appointments – 236 were located at Headquarters, continuing the trend of reducing the overall headcount in Geneva (Figure 1) and 581 staff in the RSTs, Liaison Offices and Country Offices. Staffing capacity in the field has been strengthened through re-profiling of positions and strategic allocation of human resources, including to the high impact countries. This has resulted in a Headquarters-to-field staffing ratio of 29%:71% for HQ and field.

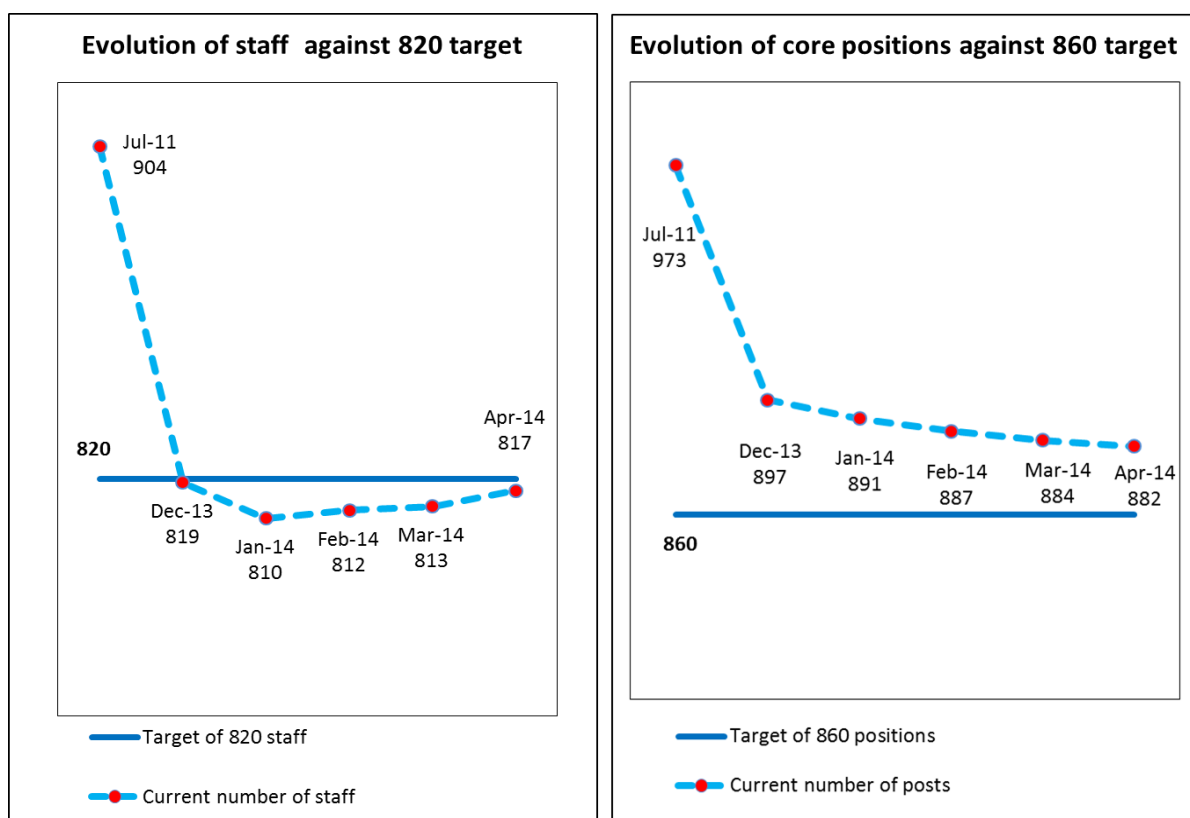
Figure 1



39. In terms of overall trends, numbers of staff and positions were steadily reduced by approximately 10% from July 2011 to April 2014, keeping the Secretariat slightly below its target of 820 staff and slightly above its target of 860 core positions (Figures 2 and 3). The Secretariat continues to take a systematic approach to monitoring staffing and position numbers throughout the organization.

Figure 2

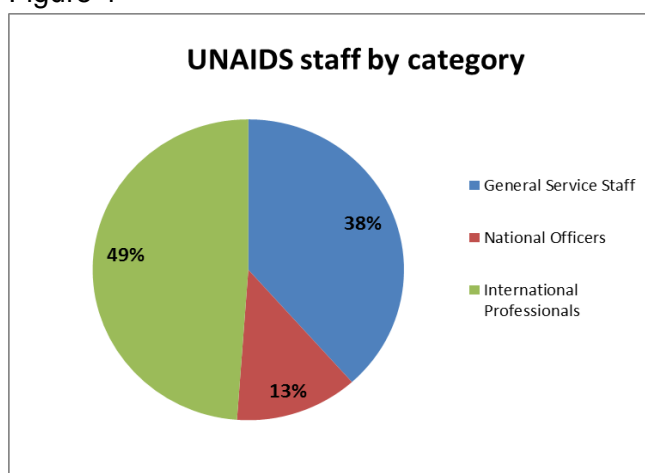
Figure 3



40. With regard to contract type, as of 1 April 2014, 765 staff were on fixed-term appointments, while 52 were on temporary appointments. An important objective of the organizational realignment is the employment of temporary staff for genuinely time-limited functions, such as to carry out projects of limited duration. Consistent with its operational needs to adapt to a changing epidemic and dynamic environment, the Secretariat does not offer indefinite or “continuous” appointments.

41. The ratio of internationally- and locally-recruited staff remains at 49% and 51% respectively. As of 1 April 2014, 49% of staff were in the International Professional category, 13% were National Officers and 38% were General Service (Figure 4).

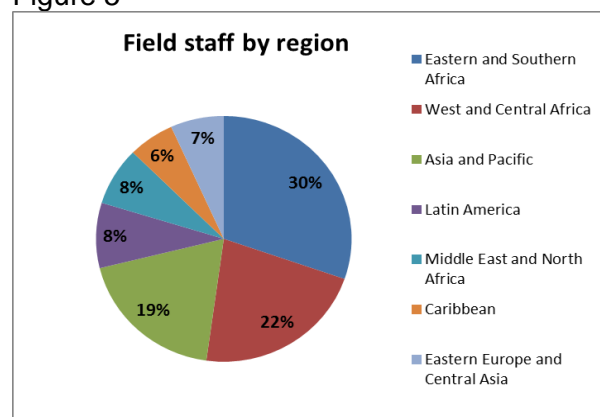
Figure 4



42. While the Secretariat workforce has a presence across seven regions, almost 50% of field staff - both international and national - work at the epicentre of the epidemic in

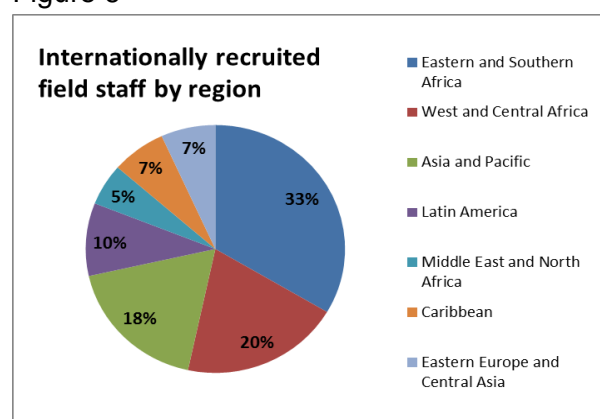
Eastern and Southern Africa (ESA) (30%) and West and Central Africa (WCA) (22%), followed by 19% in Asia-Pacific (Figure 5).

Figure 5



43. The ESA and WCA regions have the largest proportion of staff in the International Professional category: 33% of International Professionals in the field are located in ESA and 20% in WCA (Figure 6).

Figure 6



44. In terms of national origin, UNAIDS International Professional staff come from a total of 99 countries across all geographic regions (Figure 7).

Figure 7



45. The number of women in all office locations increased, with as of 1 April 2014, 61% at Headquarters (60% as of 1 April 2013), 61% in RSTs (59% as of 1 April 2013), and 45% in Country Offices (44% as of 1 April 2013), (Figure 8). The number of women in the International Professional category also increased by 3% compared to 2013, with 48% of professional positions being held by women. The number of women at positions P5 and above also increased by 2% in comparison to 2013, with 83 women and 119 men at P5 level and above (Figure 9).

Figure 8

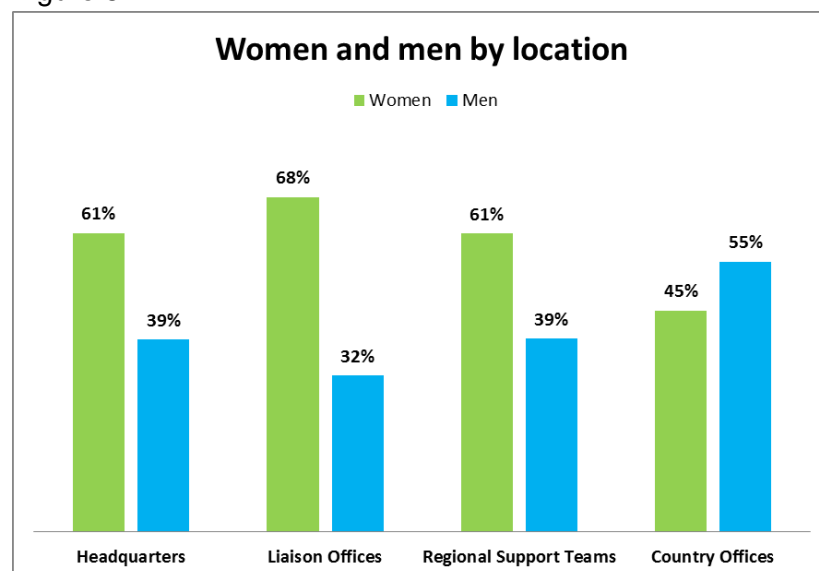
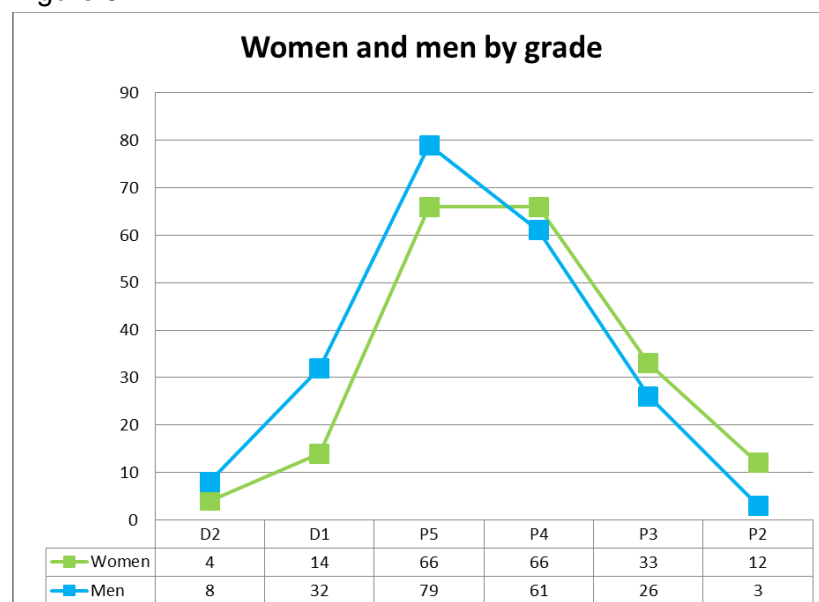


Figure 9



46. With regard to the age distribution of the UNAIDS workforce, the average age is 46. As a knowledge organization, the Secretariat requires experienced, high-level professionals who can independently deliver technical and management results and draw upon well-developed professional networks. At the same time, the Secretariat is aiming to increase the representation of younger people in the workforce. Currently, staff aged between 20 and 39 constitute 27% of the overall workforce.

47. In 2013, the UNAIDS Junior Professional Officer (JPO) Programme provided 15 young professionals with hands-on experience in international health and development. The JPOs included 11 women and 4 men from 7 different nationalities, sponsored by 6 countries.
48. Over the past year, 116 students from 52 countries participated in the internship programme, representing almost double the number of interns from the previous year. Interns benefit from exposure to an international organization and the AIDS response, while providing valuable input to the work of the Secretariat. Slightly over 50% of all interns were hosted in UNAIDS Country Offices or RSTs. A customized learning and career development programme is offered to interns at Headquarters.

PRIORITIES FOR 2014 AND BEYOND

49. Significant progress has been achieved in implementing the Secretariat Human Resources Strategy 2011-2015 during the past year. In the coming year, the Strategy will be reviewed and updated with a view to aligning human resources management with the most effective positioning of the Secretariat to implement the post-2015 development agenda.
50. Moving forward in 2014 and looking ahead to 2015, the focus will be on a number of key strategic issues, taking into account experience to date:
- a. Workforce planning and optimal deployment of staff to meet evolving organizational priorities.
 - b. Support to reconfigured offices and re-profiled positions.
 - c. Staff performance - a results-based approach to the setting of objectives and evaluation of staff performance will be nurtured through the implementation of the integrated Performance and Learning Management system (PALM).
 - d. Staff learning - staff competencies will be strengthened, capitalizing on the PALM, and with an emphasis on management and leadership development, including through fostering virtual communities of practice.
 - e. Gender Action Plan - the targets of the Gender Action Plan will remain closely monitored, paired with the implementation of the mentoring programme for women and, women in leadership programme.
 - f. New generation workforce - efforts will continue to increase the representation of younger people in the Secretariat.
 - g. Staff safety and security - in close collaboration with UN system organizations, the necessary measures will continue to be taken to ensure the protection and safety of UNAIDS staff and their families.
 - h. Staff/management relations - Secretariat staff will be supported through on-going attention to staff well-being and a constructive relationship with the UNAIDS Secretariat Staff Association.
51. The Secretariat will continue to ensure that its workforce is fit for purpose for the successful delivery of results at global, regional and country levels.

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