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# United Nations System-wide Action Plan on Gender Equality and the Empowerment of Women (UN-SWAP)

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System-wide reporting results between 2012 and 2017.

Reporting results specific to UNAIDS, including a comparison with Funds and Programmes and with the United Nations system as a whole.

Detailed information on UNAIDS' progress towards gender parity.



Planet 50-50 by 2030  
Step It Up for Gender Equality

10 September 2018

Dear Mr. Sidibé

I write to thank you and the Gender Unit of the Joint United Nations Programme on HIV/AIDS (UNAIDS) for your continued support and commitment in the implementation of the United Nations System-wide Action Plan on Gender Equality and the Empowerment of Women (UN-SWAP).

As you know, 2017 constituted the final year of reporting under the first phase of implementation of the Action Plan. Since its introduction in 2012, the UN-SWAP has facilitated substantial and sustained improvement in the United Nations' performance on mainstreaming gender equality. During this time, the UN system witnessed a 34-percentage point increase in meeting the requirements of the Action Plan. Significant gains notwithstanding, persistent system-wide areas of weakness remain, particularly related to gender architecture and parity, resource allocation, and capacity assessment.

An overview of accomplishments and challenges related to UN-SWAP implementation is found in the attached report of the Secretary-General on Gender Mainstreaming in the UN System (E/2018/53). In addition, three documents accompany this letter to provide you with an overview of 1) system-wide reporting results between 2012 and 2017; 2) reporting results specific to UNAIDS, including a comparison with Funds and Programmes and with the United Nations system as a whole; and 3) detailed information on UNAIDS' progress towards gender parity.

I would like to thank UNAIDS most sincerely for offering to host the next UN-SWAP Global Workshop which will take place at its headquarters the week of October 8<sup>th</sup>, 2018. This offer constitutes strong support not only for UN Women as the co-host of this workshop, but also to the entire UN system. It is not unusual for participation to range from 35-45 UN system entities and up to 100 participants.

Mr. Michel Sidibé  
Executive Director  
Joint United Nations Programme on HIV/AIDS  
Geneva,  
Switzerland

With specific reference to the 2017 UN-SWAP reporting results of UNAIDS, UN Women commends UNAIDS for the following achievements:

- **UNAIDS is the first organization within the UN system to ‘meet’ or ‘exceed’ the requirements for 100 per cent of the UN-SWAP performance indicators.** UN Women sincerely congratulates UNAIDS for this achievement.
- **Achieving gender parity at P4 and above levels,** particularly for UNAIDS Country Directors (UCDs). UNAIDS’ sincere efforts to achieve gender parity are particularly noteworthy given that this remains an area of weakness across the UN system. In addition, UNAIDS’ achievements align with the pledge of the Secretary-General, who has committed the United Nations system to reach gender parity at the most senior levels (USG/ASG) by the end of 2021, and across the system well before 2030.
- **Enhanced gender-responsive performance management.** We are pleased to acknowledge UNAIDS’ leadership in mainstreaming gender equality work objectives and learning objectives into performance management tools for all staff.
- **Strengthening accountability measures for the advancement of gender equality and the empowerment of women.** UN commends UNAIDS’ initiative to develop and launch an innovative, ambitious new generation Gender Action Plan, with concrete targets and accountability measures. The first round of implementation of the UN-SWAP (2012-2017) has demonstrated that the development and implementation of gender policies and plans constitutes a key lever for positive change for successful gender mainstreaming.

Importantly, *UN Women takes this opportunity to recognize the continued dedication and leadership of Claudia Ahumada, Jonathan Ball, Abigail David, Kreena Govender, Rekha Gupta, Marie-Claude Julsaint and Hege Wagan.* We congratulate this team for its commitment to improving gender mainstreaming, as demonstrated by its positive UN-SWAP performance over the past five years and we look forward to their continued partnership as we move into the next generation of accountability for gender equality and the empowerment of women: SWAP 2.0. *I would also like to thank UNAIDS for the excellent support it provided in piloting the next UN-SWAP 2.0, particularly recognizing the contributions of Ms. David to the Inter-agency Working Group for Methodology and Tracking Results for GEWE, in support of the development of the new UN-SWAP indicators and technical notes.*

To build on the momentum of UNAIDS’ recent achievements in the area of gender equality, and to ensure increased performance in areas of weakness, UN Women would like to take this opportunity to encourage UNAIDS to:

- **Continue to strengthen its work on gender parity.** While UNAIDS has achieved significant progress towards gender parity, we encourage UNAIDS to maintain

parity where it has been achieved, while taking additional steps where it is still lacking, including at the levels of Department Directors and Regional Support Team Directors. To propel progress even further, we urge UNAIDS to include targets for parity in its new Gender Action Plan.

- **Strengthen partnerships to sustain a focus on gender equality and the empowerment of women.** Given the significant reduction in technical staff in the Human Rights and Gender Equality department reported in the UN-SWAP, may we suggest that UNAIDS strategically determine how to best sustain and accelerate its programmatic efforts on gender equality and the empowerment of women, strengthening linkages across both the Secretariat, cosponsors and with partners.

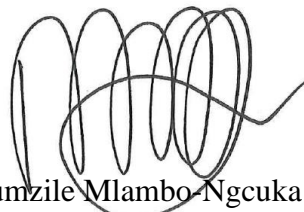
With the first phase of implementation complete, UN Women now turns its attention to supporting the UN system in its efforts to build on its successes and address continuous gaps that prevent it from fully achieving its gender-related mandates. To this effect, after an extensive, system-wide consultation, involving discussions with over 50 UN entities and two rounds of piloting by eight entities between May and September 2017, and 10 entities between January and March 2018, UN Women has finalized and widely circulated an updated UN-SWAP 2.0 framework.

UN-SWAP 2.0 further refines existing indicators and anchors the framework within the 2030 Agenda. It introduces three new indicators focused on results and one on Leadership and expands the accountability framework to encompass system-wide reporting on results linked to gender-related targets of the Sustainable Development Goals, including Sustainable Development Goal 5. First reporting on UN-SWAP 2.0 will take place in January 2019.

The UNCT-SWAP Gender Scorecard is the equivalent accountability framework on gender equality and the empowerment of women at the UN country team level. It supports UNCTs in self-assessing and reporting on their standing with respect to a set of 15 performance indicators based on the review and analysis of UNCT processes. The implementation of the UNCT-SWAP Scorecard begins this year and aligns with the rollout of the UNCT UNDAF cycles.

As in the past, Aparna Mehrotra and her team, who lead the UN-SWAP, remain available to strengthen and support this common endeavor for gender equality and the empowerment of women. Aparna may be reached at [Aparna.Mehrotra@unwomen.org](mailto:Aparna.Mehrotra@unwomen.org).

Yours sincerely,

A handwritten signature in black ink, consisting of several overlapping loops and a long horizontal stroke extending to the right.

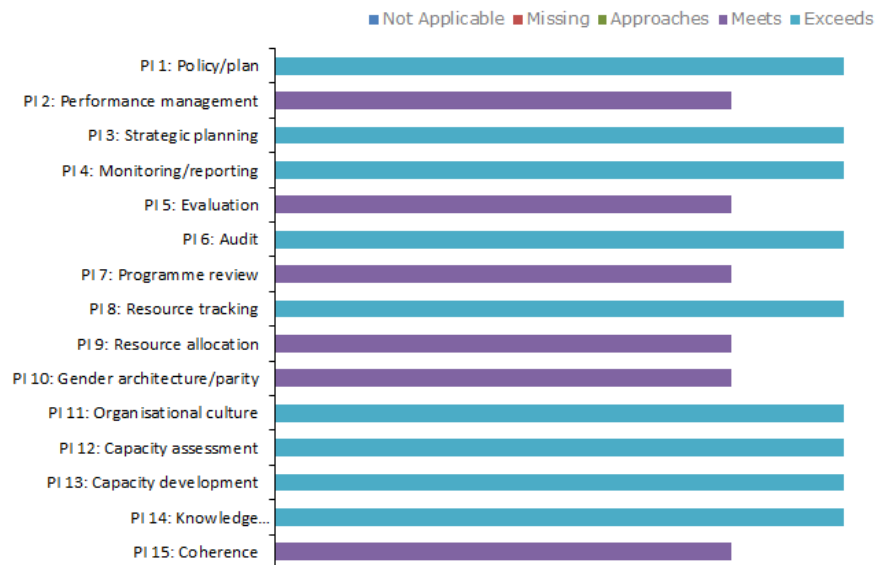
Phumzile Mlambo-Ngcuka  
Under-Secretary-General and Executive Director

## Positive developments

- Impressively, UNAIDS ended the first phase of UN-SWAP implementation **'meeting' or 'exceeding' requirements for 100% of all indicators.**
- UNAIDS increased the number of indicators 'exceeding' requirements from 8 indicators in 2016 to 9 in 2017.
- Between 2016 and 2017, UNAIDS positively increased its performance for the **Audit (PI6) indicator**, moving upwards from 'meeting' to 'exceeding' in 2017.

## Ratings by Performance Indicator (2017)

UNAIDS (2017): Distribution of Entity's Rating by Performance Indicator



**UNAIDS is the first organization within the UN system to reach 100% of its indicators 'meeting' or 'exceeding' requirements.**

## Historically strong performance

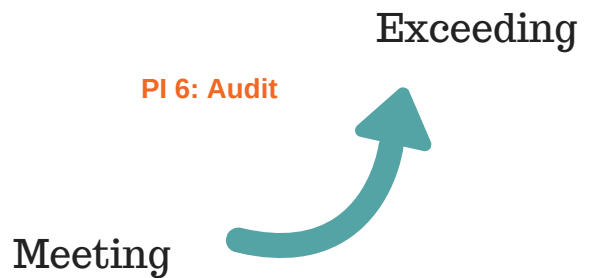


Since the inception of the UN-SWAP, UNAIDS has **consistently demonstrated commendable results and progress.** The organization already “met” or “exceeded” 73% (11 out of 15 indicators) of the UN-SWAP requirements during its first reporting year in 2012.

## Gains in performance

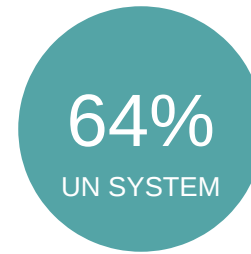
2016

2017

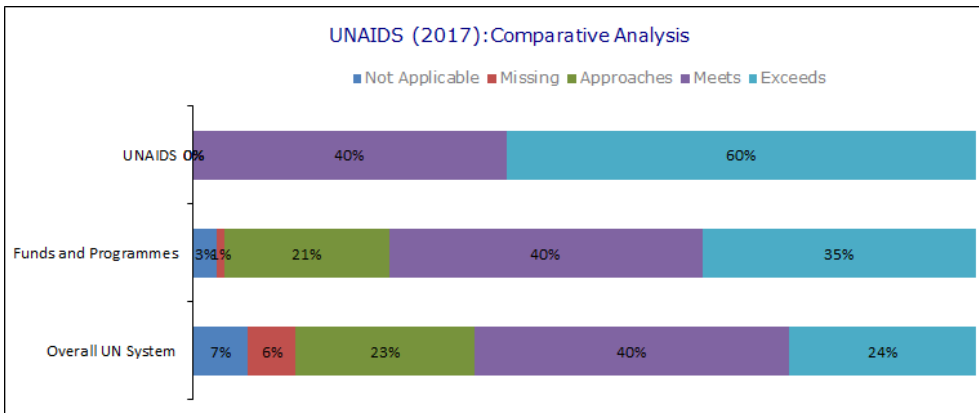


# Comparative Analysis (by entity type and year)

## Aggregate performance in 'meets/exceeds' ratings (2017)



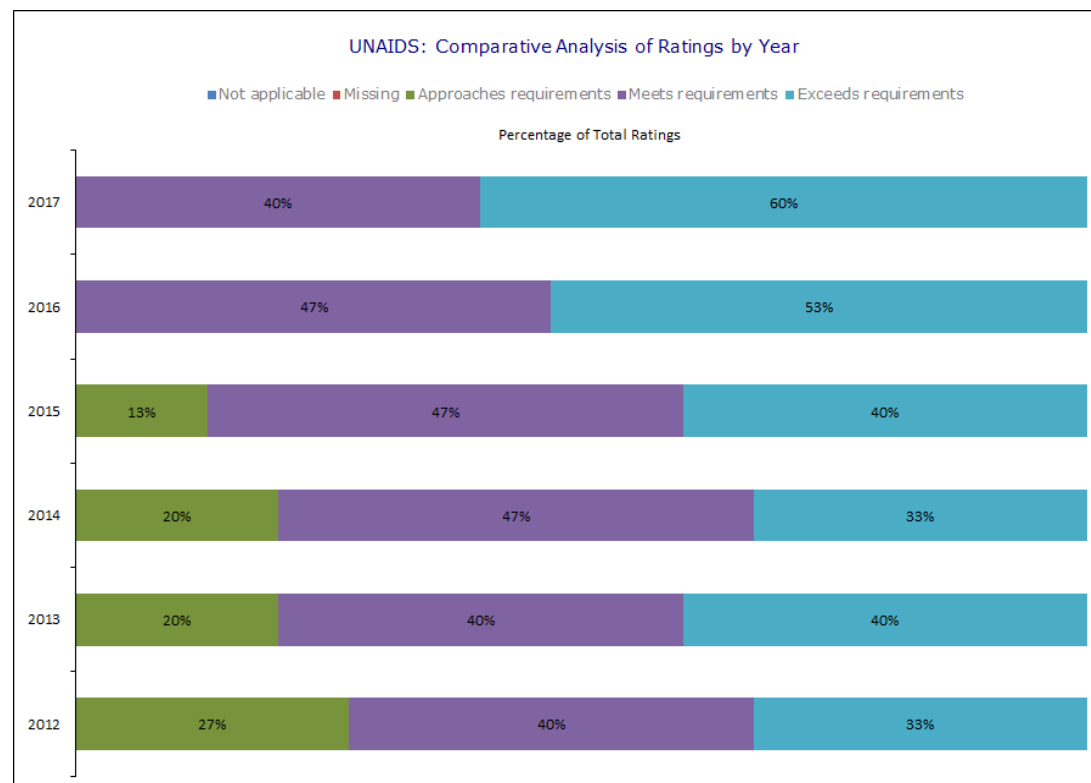
Relative to the aggregate performance of the Funds and Programmes, and to the overall UN system, **UNAIDS' UN-SWAP performance is well above average**: UNAIDS "meets" or "exceeds" requirements for 100% of performance indicators; whereas Funds and Programmes entities on average "meet" or "exceed" them for 75%, and the aggregate overall UN system "meets" or "exceeds" requirements for only 64% of indicators.



### Ratings for all Performance Indicators: 2012-2017

73% → 100%  
2012 → 2017

UNAIDS went from 'meeting' or 'exceeding' 73% of all indicators in 2012 to 100 percent in 2017, a commendable increase of 27 percentage points.



# Gender Parity at UNAIDS

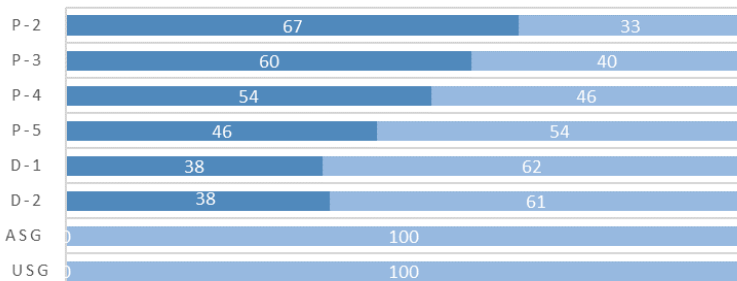
## 31 December 2005 - 31 December 2017

Attaining and sustaining progress in the equal representation of women requires a shift in culture and a strengthening of staff capacities to integrate gender equality throughout the organization and its work. Gender equality and the empowerment of women, for the United Nations, is a mandate on par with any other such as poverty alleviation or environmental protection.

### % WOMEN AND MEN, BY LEVEL

AS OF 31 DECEMBER 2017

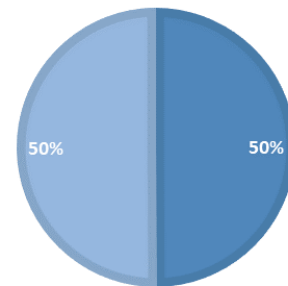
■ Women ■ Men



### INTERNATIONAL STAFF, OVERALL BALANCE

AS OF 31 DECEMBER 2017

■ Women ■ Men

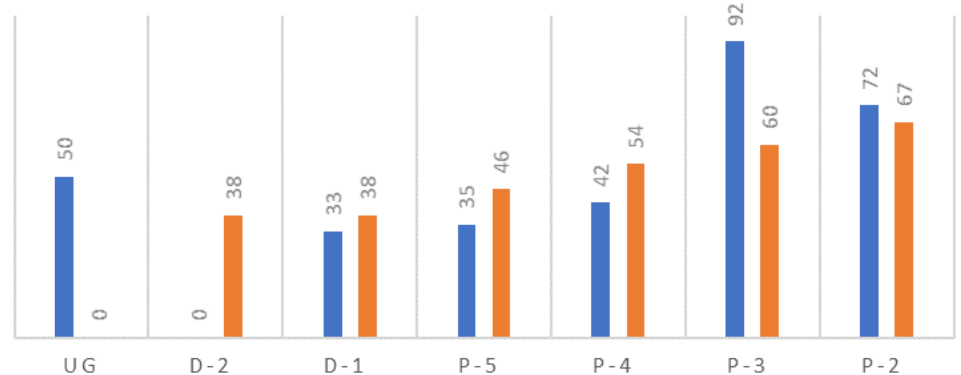


## Overview

- Between 2005 and 2017, gains have been made in the representation of women at a majority of levels and women occupy half of all posts at the professional level and above.
- However, looking at individual post levels, as of 2017, the equal representation of women has not been achieved at the senior levels (UG, D-2 and D-1).
- Encouragingly, women represent 54 percent of posts at the P-4 level, creating a robust pool to feed the pipeline for future senior positions.

### COMPARISON BETWEEN 2005 AND 2017, % WOMEN BY LEVEL

■ 2005 ■ 2017



## Way forward

- In 2017, the Secretary-General issued the [System-wide Strategy on Gender Parity](#) to operationalize system-wide efforts to advance this priority.
- The Strategy balances accountability with incentives, recognizes different starting points and challenges, and provides positive tools to empower and encourage staff and managers alike.
- It provides recommended actions across a range of areas including leadership, accountability recruitment, retention, talent management, senior appointments, mission settings and creating an enabling environment.
- To accelerate performance in this area, entities are encouraged to develop and implement unique implementation plans for the Strategy.

