

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

I. INTRODUCTION

1. This update reports on the approach of the Secretariat of the Joint United Nations Programme on HIV/AIDS (UNAIDS) to strategic human resources management issues, responding to the request of the Programme Coordinating Board (PCB) at its 30th meeting in June 2012. Since 2013, the update has demonstrated the results achieved through the implementation of initiatives across the pillars of the UNAIDS Secretariat Human Resources Strategy. Closely aligned to the UNAIDS Strategy 2016–2021, the Human Resources Strategy supports the delivery of results across the Secretariat's core functions. This report covers the period 1 April 2017 to 1 April 2018.
2. To support a high-performing and engaged workforce, Secretariat management maintained its strong working relationship with the UNAIDS Secretariat Staff Association. The partnership with staff remains of fundamental importance as the organization seeks to rebuild trust in its culture and to strengthen an environment of integrity and dignity in the workplace.

II. HUMAN RESOURCES IN THE UNAIDS SECRETARIAT—INVESTING IN PEOPLE: KEY RESULTS

Completion of the 2016/17 Secretariat repositioning exercise

3. The 2017 *Strategic human resources update* provided key information on the organizational realignment. That process was completed by late 2017, with some 120 staff reassignments. As a result of this major organizational change, headcount decreased by 13% from 2016 to 2017 and it decreased further by almost 5% in first three months of 2018. The field-to-headquarters ratio is currently 71:29. UNAIDS' presence in the regions most affected by HIV has been strengthened through the creation of 41 new posts and the reprofiling of existing positions: 39% of international professionals in the field are now located in eastern and southern Africa, and 25% are located in western and central Africa.
4. To facilitate integrated working mechanisms, cross-secretariat support and knowledge-sharing, and to support staff as they transition to their new functions, a number of virtual teams have been established on areas such as United Nations (UN) reform, H6 Partnership, UNAIDS engagement on the upcoming UN High-Level Meeting on Tuberculosis and gender champions.

Workforce and succession planning

5. Workforce and succession planning is grounded in the ongoing maintenance and monitoring of staffing data in real-time. To increase transparency quarterly financial and staffing updates, which were previously only shared with senior managers, are now shared with all staff.
6. As a largely field-based organization, staff mobility is a key tool for succession planning in UNAIDS. This process ensures that vacant positions are regularly reviewed, included in the mobility exercise and carefully considered by the Mobility and Reassignment Committee. As staff progress through positions on their career path, they develop additional experience, skills and exposure, all of which are considered for each move. This ongoing process, and the involvement of senior management and the Mobility and Reassignment Committee in each placement decision, ensures that the organization can proactively ensure a continuous flow of talent to fill vacancies as they become available.

7. Thirty-nine staff members participated in the 2018 mobility round: 29 staff were due for mobility; 1 staff members was in need of placement; and 9 volunteered. The Executive Director approved 12 waivers (5 managerial and 7 personal) out of a total of 19 requests. Fifty-one positions were available in the compendium. In considering the 8 UNAIDS Country Director (UCD) positions in the compendium attention was given to reaching the goal of gender parity, while taking account of staff skills and competencies. Currently, 48% of UCDs in UNAIDS are women.

Gender Action Plan and Leadership for Women

8. The new UNAIDS Secretariat Gender Action Plan 2018–2023 was schedule to be launched in early June 2018. It builds on the progress made under the Secretariat's first Action Plan (2013–2018) and sets new, further-reaching targets. It was developed with extensive consultation with staff, including through an all-staff survey, focus group discussions, interviews with key informants and innovators. A desk review was also conducted.
9. The Gender Action Plan 2018–2023 plays a core role in contributing to the achievement of the organizational culture called for in the 5-Point Plan, particularly to prevent and address all forms of harassment for greater accountability and transparency within UNAIDS. The Gender Action Plan envisions a workplace with equal and active participation of women and men at all levels. This workplace will not only mitigate gender bias but also maximize the positive power of equality and diversity, where women and men are empowered to pursue a fulfilling career with the flexibility to meet their diverse responsibilities outside of the workplace, free of discrimination and harassment.
10. To accelerate progress towards this vision, the Gender Action Plan sets four targets, which focus on achieving gender parity and enhancing organizational culture across all levels of the organization:
 - 50:50 gender parity across all staff levels and categories;
 - 100% of staff at all levels set a work and learning objective on gender;
 - 100% of UNAIDS female staff are eligible to participate in UNAIDS Women's Leadership Programme and 100% of UNAIDS staff are eligible to participate in Mentoring Programme; and
 - 100% compliance with the United Nations System-wide Action Plan on Gender Equality and the Empowerment of Women (UN-SWAP) 2.0 framework.
11. To reach these targets, the Gender Action Plan identifies four action areas that address the complexity of gender-responsive change. The action areas cover a wide range of interventions to provoke a shift in policies, mindsets, attitudes and behaviours. Concerted effort in these areas will guide the Secretariat to truly transform organizational culture and ways of working. In setting and accelerating progress towards these ambitious targets, the UNAIDS Secretariat will not only fully comply with the targets set in the UN Secretary-General's System-Wide Gender Parity Strategy, but also exceed them. It will continue to act as a champion for gender equality and the empowerment of women across the UN System.

Policy updates

12. In line with the UN Secretary-General's commitment to strengthening UN system organizations' efforts to better prevent, detect and address the sexual exploitation and abuse of vulnerable populations by UN system staff members and collaborators. UNAIDS launched its policy on Sexual Exploitation and Abuse Prevention and Response: Policy and Procedures on 16 March 2018. The Policy is aimed at addressing the behaviour of UNAIDS staff members and collaborators towards third parties and

protecting vulnerable populations from sexual exploitation and abuse at the hands of UNAIDS staff members and collaborators in the countries served by UNAIDS, and to ensure the integrity of UNAIDS' activities. The policy provides:

- definitions of sexual abuse and exploitation;
- describes the responsibilities of staff members and the organization in preventing and addressing sexual abuse and exploitation;
- defines the principles and the procedures for preventing and addressing sexual abuse and exploitation; and
- outlines the consequences for violating the policy.

13. The Secretariat is also an active member of the UN Secretary-General's Task Force on Sexual Harassment. As a result of the work of the Task Force, the Chief Executive's Board published a note to correspondents on 4 May reiterating the firm commitment of all leaders of UN system organizations "to uphold a zero-tolerance approach to sexual harassment; to strengthen victim-centred prevention and response efforts; and to foster a safe and inclusive working environment". For the first time, the Chief Executive's Board also agreed to a UN system-wide definition of sexual harassment. This definition will now be included in an updated sexual harassment policy that is nearing finalization following negotiations between WHO and UNAIDS, and their respective staff associations.
14. The developmental opportunities offered to staff are varied and address the wide and diverse profiles of staff members. The learning offerings range from "effective writing skills" and "advanced skills for administrative assistants" to the "UN leaders programme" and "UN Country Team leadership skills course".
15. The performance and learning management (PALM) platform is the conduit for all online learning opportunities and allows for tracking and monitoring compliance. PALM allows staff to learn languages online at their own pace and time, via the provider Rosetta Stone. Online language courses maintained a 100% enrolment level in the past year, with 85 staff members registering 8 045 hours of learning in 5 languages. The partnership with Rosetta Stone is being enhanced further by providing customized and individualized learning, progress reporting and online instructor-led training.
16. Three online courses were deemed mandatory for all staff and closely monitored for compliance: "ethics and integrity at the United Nations", "United Nations course on prevention of harassment, sexual harassment and abuse of authority" and the "UN Human Rights" course, with 82% compliance.
17. Support was provided for the induction and development of young talent in the Secretariat, including Junior Professional Officers (JPOs), fellows and interns. Following a person's selection as JPO for a position at the Secretariat, a tailored two-day induction briefing is organized to familiarize the person with the work of UNAIDS. The UNAIDS internship programme is compact and focuses on project work that will provide interns with hands-on learning. From 2018, UNAIDS will be paying a stipend to its interns.

Strengthening performance management

18. Staff performance management continues to be an essential accountability and developmental tool for UNAIDS. The PALM was launched in 2014 and compliance with the performance management cycle has been at 99% annually since then. In the 2017–2018 review, more than 125 staff members received an "exceptional achievement" rating.
19. All staff are held accountable for setting results-based work objectives and all supervisors are encouraged to provide a fair and constructive assessment of staff

performance. To enable regional and departmental directors to take appropriate decisions regarding career support and development opportunities for staff members, performance-rating reports and analyses across regions/departments, functions, gender and grade are provided at the end of each review period.

20. In the 2018/2019 cycle, performance management processes will be enhanced with new functionalities. They include a library of SMART objectives that are aligned to various functions and the introduction of a mandatory supervisee assessment of managers on two competencies: "Delivering results" and "Managing performance and resources". Integrity and effective management of staff performance and financial resources will be a key priority for all managers in the performance management cycle. All managers are expected to establish and maintain clear ethical standards while managing their teams' human and financial resources. Several information sessions will be held with managers and their first-level supervisees to clarify expected behaviours.
21. In accordance with the UNDG Management and Accountability System, all UNAIDS Heads of Office solicit formal performance feedback from the Resident Coordinator in the country in which they serve. The feedback pertains to: UN system effectiveness, coordination of the joint UN System response to HIV, leadership and advocacy, and investment optimization and resource mobilization. In the 2017/2018 performance cycle, 80% of UNAIDS Country Directors and Country Managers received feedback from their respective Resident Coordinators. The feedback was reviewed by Regional Directors as first-level supervisors and it influenced their performance assessments.

Staff health insurance

22. Close collaboration with WHO Staff Health Insurance continued to provide staff with health insurance according to five minimum standards: recognition of Staff Health Insurance in health facilities; 24/7 multilingual support; claims processing not exceeding 15 days; online submission of claims; and regular communication. Local recognition of Staff Health Insurance continues to be an issue of concern, however, with staff reporting several cases where treatment was delayed. The new online platform for claims submission has been largely welcomed by staff. The Secretariat has continued to play an active role in Staff Health Insurance governance through the Global Oversight Committee and the Global Standing Committee, which review amendments to the rules and specific individual claims on a monthly basis.

Staff safety and security

23. Safety and security of Secretariat staff and offices remain top priorities. Throughout the reporting period, security assistance was provided to staff in several offices through in-country visits as well as via remote support to Regional Support Teams and Country Offices. The Secretariat continues to be fully engaged in the Interagency Security Management Network and is involved in interagency security working groups.
24. At the end of 2017, the Secretariat reassessed compliance with the UN Minimum Operating Security Standards and took stock of the occupational health and safety situation in UNAIDS offices worldwide. In 2018, the Secretariat began following up on a country-by-country basis to ensure that offices have the required levels of compliance. As part of Occupational Health and Safety, the Secretariat has established a Fitness Committee, which fosters a culture of workplace wellbeing. A wellbeing project has been implemented at Headquarters and an expansion of the services to field locations is underway.

III. ZERO TOLERANCE TO SEXUAL HARRASMENT AND ABUSE OF AUTHORITY

25. A number of policies and official guidance exist that directly affects the Secretariat work environment and the obligations and behaviour of staff. Organizational culture is defined on the basis of a range of policies on ways of working, including:
- Standards of conduct for international civil service (International Civil Service Commission),
 - Policy on the Prevention of Harassment (WHO, September 2010),
 - People Development and Performance: Policy and Guidelines for the UNAIDS, Secretariat (UNAIDS, February 2012),
 - Mobility Policy and Procedures (UNAIDS, December 2014),
 - UNAIDS Secretariat Ethics Guide (UNAIDS; April 2015),
 - Recruitment Policy and Guidelines (UNAIDS, May 2015),
 - UNAIDS Performance Management Policy (UNAIDS, March 2017),
 - WHO Staff Regulations and Staff Rules (WHO, February 2018),
 - Human Resources Strategy 2016–2021 (UNAIDS),
 - Management Accountability Framework (UNAIDS, February 2018),
 - Gender Action Plan (UNAIDS, June 2018).
26. The regulatory framework is implemented with the support of a range of organizational tools, mechanisms and functions, including: PALM, ombudsman, ethics officer, UNAIDS Secretariat Staff Association, Integrity Hotline, staff counsellor and psychologist, and the Global Board of Appeal.

Independent Expert Panel on prevention of, and response to harassment

27. In February 2018, the Executive Director called for measures to strengthen the culture of zero tolerance for harassment, abuse and unethical behaviour at UNAIDS. This included creating an Independent Expert Panel and developing a 5-Point Plan. Together these steps are intended to ensure that inappropriate behaviour and abuse of authority is identified early, that the measures taken are properly documented, and that actions taken follow due process and occur swiftly and effectively. The 5-Point Plan also calls for enhanced protections for plaintiffs and whistle-blowers.
28. The scope and nature of the work of the Independent Expert Panel on prevention of and response to harassment, including sexual harassment, bullying and abuse of power at the UNAIDS Secretariat has been decided upon by the UNAIDS Programme Coordinating Board (PCB) through a consultative process led by the PCB Bureau (United Kingdom, China, Algeria, PCB nongovernmental organization representatives and the UN High Commissioner on Refugees, UNHCR).
29. Under the agreed terms of reference, the Independent Expert Panel shall:
- review the current situation in the UNAIDS Secretariat with regard to harassment, including sexual harassment, bullying and abuse of power and retaliation (including by reviewing the past seven years) to assess the organizational culture at headquarters and at the regional and country offices;
 - evaluate the effectiveness of existing policies and procedures to prevent and address harassment, including sexual harassment, bullying, retaliation and abuse of power in the UNAIDS Secretariat workplace; and
 - recommend a comprehensive set of prioritized measures on organizational culture, policies and fair and due process procedures with respect to harassment, including sexual harassment, and bullying, retaliation and abuse of power in the workplace.

30. The Panel's scope will include UNAIDS' leadership and culture, policies and strategies to prevent harassment and the reasons for low levels of formal reporting of harassment. In addition, the Panel shall:
- review the investigation processes applied by the UNAIDS Secretariat and will make recommendations on how to ensure that these are fit for purpose and fair;
 - make recommendations to ensure that the UNAIDS Secretariat has sufficiently strong internal systems to identify unacceptable behaviour and take swift action in response to it; and
 - make recommendations to ensure that accountability is visible and is ensured at all levels of UNAIDS.
31. Findings of the Panel will inform the ongoing work related to the 5-Point Plan.

The 5- Point Plan

32. The Executive Director communicated the 5-Point Plan to staff in writing immediately after announcing at an all-staff meeting in late February 2018. The Plan is to be implemented under the leadership of the Deputy Executive Director for Management and External Relations and includes the following five elements:
- Focal points. This was an important first step in identifying staff who would be responsible for raising awareness on issues related to harassment. The across the Secretariat was quick and constructive. Work is now underway to establish a longer-term mechanism to foster a stronger culture of dignity at work. We are also keen to learn from sister UN agencies that have a history of successfully managing such issues. One model being considered involves the "respectful workplace advisors" who have been in place at UNHCR for about a decade. The programme is aimed at establishing a collaborative network of staff, coordinated and supported through headquarters, to prevent or reduce conflicts. This is done by putting in place confidential, neutral contact points and sources of information and experience in workplace conflicts. It is expected that the framework for such a scheme, adapted for UNAIDS, will be in place by the end of 2018.
 - Open platform. A request for proposal is being finalized for the purchase of a commercial application that will complement the Integrity Hotline by providing an early-warning and simple reporting system that is both web- and phone-based. Such "apps" also allow for "push notifications" whereby information can be sent to users, including contacts for staff resources and transparent reporting on the numbers and types of incidents being reported.
 - Training. A cross-Secretariat training plan is being finalized to provide training in three languages on topics such as:
 - i.* information sessions on relevant policies, grievance procedures and familiarization with reporting tools and systems;
 - ii.* awareness building and sensitivity to situations that may be deemed as harassment;
 - iii.* soft skills to manage difficult relationships, managing upwards, sensitivity to diversity, unconscious bias, etc; and
 - iv.* managerial responsibilities to prevent harassment and tips to build a positive and healthy work environment.

A range of delivery methods are also being considered to ensure that the training reaches as many staff as possible, including webinars and face-to-face gatherings (taking advantage of staff meetings, conferences, etc). Compliance in undergoing the

training will continue to be monitored through the PALM system. In addition, campaigns, such as the UNHCR Active Bystander initiative are also being considered for roll-out across the Secretariat.

- Staff surveys. The UNAIDS Secretariat Staff Association has completed its annual staff survey for 2018 and will report the findings in their report to the PCB. In future, the “app” under procurement (see above) will support the survey process. It will make it possible to send individual questions and questionnaires to users and will be used for flash surveys on issues of key interest and importance. The “app” will also provide management with data on incident trends, classified by incident type and location.
- Performance management. For the 2018–2019 performance cycle, revisions have been implemented to enable managers to be assessed on the competency of managing performances and resources. This competency covers managerial accountability, adherence to financial guidelines and demonstration of the highest standards of integrity and ethical behaviour. The original list of 10 behavioural indicators has been expanded with an additional six that relate to effective financial management and eight on managing human resources. Individuals’ ratings on this competency will contribute to their overall ratings at the end of the appraisal period.

In addition, 360-degree reporting will be implemented by the end of 2018, starting with senior management (director level).

33. The 5-Point Plan is also an important entry point and opportunity for wider cultural and systemic change across the Secretariat in a manner that supports and empowers staff. To that end it is now being reframed as “5+”. It will also incorporate issues of staff mobility and the implementation of prevention measures, such as developing a facility for a rolling programme of office and department inspections. Such inspections could examine all aspects of an office including, though not limited to staffing profiles, programmatic and staff performance, compliance with security and safety standards, financial stewardship, asset inventory and ICT setup.
34. This expanded Plan would provide a dynamic and holistic approach to forward-looking management, potentially negating the need for annual mobility or extensive repositioning exercises. Staff could also be given more of a responsibility for their own career development through a mobility approach that allows them to bid for positions on a regular basis, once having served a minimum set time in their current job. Such thinking is very much in the conceptual stage and work is underway to solicit information from other UN agencies on their experiences in this regard.
35. Recent months have clearly been distressing for UNAIDS staff. Measures to strengthen accountability and transparency are welcomed and seen as fundamental to successful change and rebuilding trust. Implementation of the 5+ Point Plan is occurring in full partnership with staff and on a timeline that allows for meaningful staff engagement in and ownership of the changes.

Ethics

36. In mid-November 2017, an Integrity Hotline was introduced as an integral part of the policy on Whistleblowing and Protection Against Retaliation. The Hotline is a confidential, free, 24-hours-a-day, 365-days-a-year service, available in all six official UN languages. Anyone, including non-staff and members of the public, can call, send an email, or log on to the Hotline to raise a concern or report a potential ethical and/or standard of conduct violation by a UNAIDS staff member. The Hotline does not replace or alter other existing

UNAIDS reporting methodologies or policies, which remain in force. It is intended to complement existing mechanisms to make it easier for people to express concerns in a confidential manner.

37. Implemented in conjunction with WHO, the Hotline is administered by a professional third-party organization to maintain confidentiality and, when requested, anonymity. UNAIDS data is only transmitted to the UNAIDS Ethics Officer, excluding the names and identifiers for people who wish to remain anonymous.
38. Subject to the consent of the person raising concerns, the Ethics Officer will apply, to the extent possible, the following framework:
 - priority is given to informal solutions, including referring relevant matters to the Ombudsman;
 - issues may be referred to the most immediate management level, as appropriate, provided that the information shared does not raise concerns about that management level;
 - staff members raising concerns who wish to trigger a formal investigation will be guided to file the requisite written formal report to the Internal Oversight Services; and
 - the provisions for protection against retaliation included in the Whistleblower Policy are applied, where warranted.
39. Since its implementation, eight calls have been made to the Hotline concerning UNAIDS staff, seven of which were anonymous.
40. In November 2017, all field and headquarters directors were tasked with holding a discussion on preventing and acting on sexual harassment at UNAIDS as a first step towards a wider effort to create an environment in which all UNAIDS staff can thrive. The meetings highlighted the need to build a system of accountability to foster greater confidence and trust among staff.
41. The Senior Management Team meeting held in January 2018 discussed the feedback from these discussions with staff and decided on key actions, including:
 - regularly sharing with staff an update on the number of reports of harassment and other misconduct received and actions taken;
 - developing a 360-degree performance appraisal approach that includes indicators for measuring dignity and integrity of managers;
 - strengthening the informal mechanisms for conflict resolution, including mediation; and
 - launching a series of team discussion on various issues regarding ethics and integrity in UNAIDS.
42. In response to the decision of the Senior Management Team to launch further team discussions, all field and headquarters directors were tasked in March 2018 with holding the first in a series of discussions with staff on what it means to work ethically in UNAIDS and to identify steps for preventing unethical behaviour. A meeting guide was shared, which reminded managers of UNAIDS three core values:¹
 - commitment to the AIDS response—demonstrating a personal commitment to the AIDS response through our day-to-day work;
 - integrity—defining, committing to and maintaining clear ethical standards. This value pertains to all aspects of a staff member's behaviour, including qualities such as honesty, transparency, truthfulness, impartiality and incorruptibility, and taking a stand against behaviour that is unethical and incongruent with our values; and

¹ UNAIDS Secretariat Competency Framework

- respect for diversity—treating all people with dignity and respect and leveraging the diverse perspectives of our colleagues and partners.

43. These values are fundamental to the Standards of Conduct for all UNAIDS staff members. Those Standards have been derived from the ICSC Standards of Conduct for International Civil Servants and are upheld by WHO/UNAIDS Staff Regulations and Staff Rules.
44. The discussions were intended to sensitize staff and build a shared understanding of ethics is and the ethical framework of UNAIDS. They also provided an opportunity for frank dialogue around ethical challenges that staff may perceive or experience, while identifying ways for addressing the issues more effectively. In acknowledging that there were wide-ranging ethical issues that could be discussed, the discussions focused on identifying practical steps to improve the office working environment and safeguard UNAIDS resources. Staff were encouraged to not only identify challenges, but also to share potential solutions. Feedback from the discussions was provided using a template and will be used to develop the 5+ Point Plan, among others.

IV. SECRETARIAT WORKFORCE PROFILE

45. Staff numbers have been reduced from 904 staff at the start of 2011, as reported in the first update to the PCB, to 674 as of 1 April 2018 (Figure 1). Of the 674 staff members, 479 are located in the Regional Support Teams, Liaison Offices and Country Offices, and 195 are at Headquarters. A continued focus on maintaining capacity in the field is ensured by a field-to-Headquarters ratio of 71:29 (Figure 2).

Figure 1. UNAIDS Secretariat staffing evolution, 2011–2018

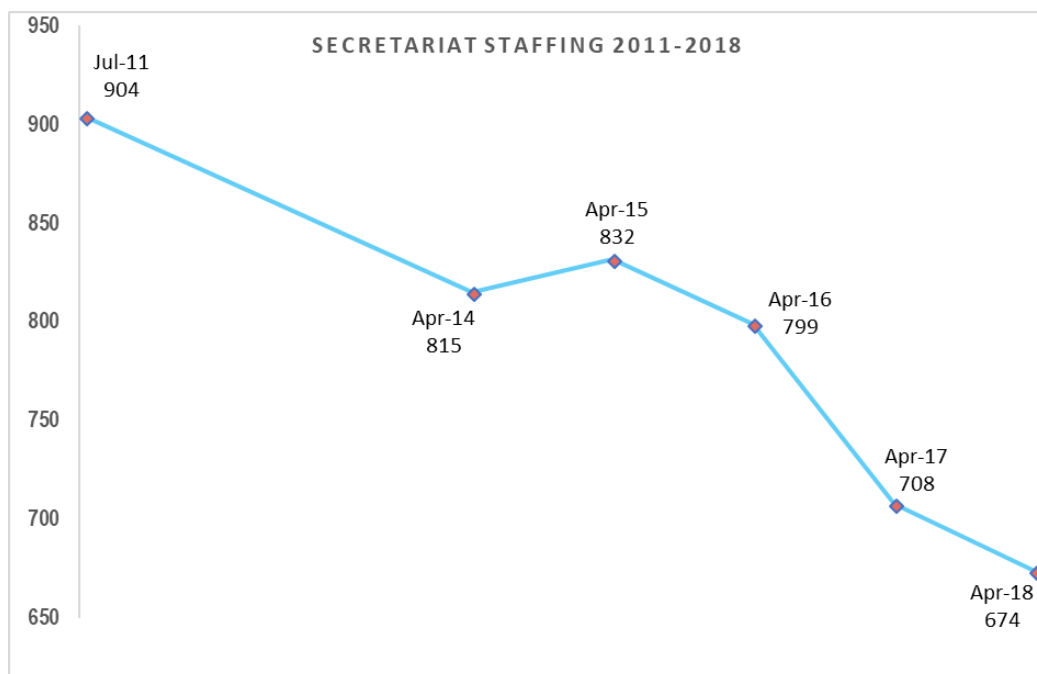
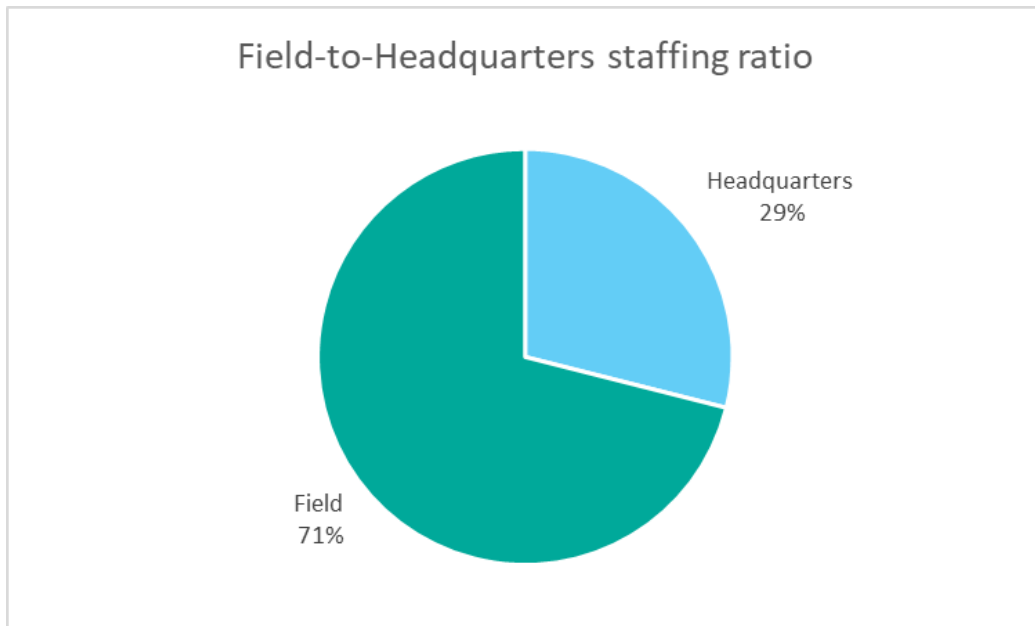
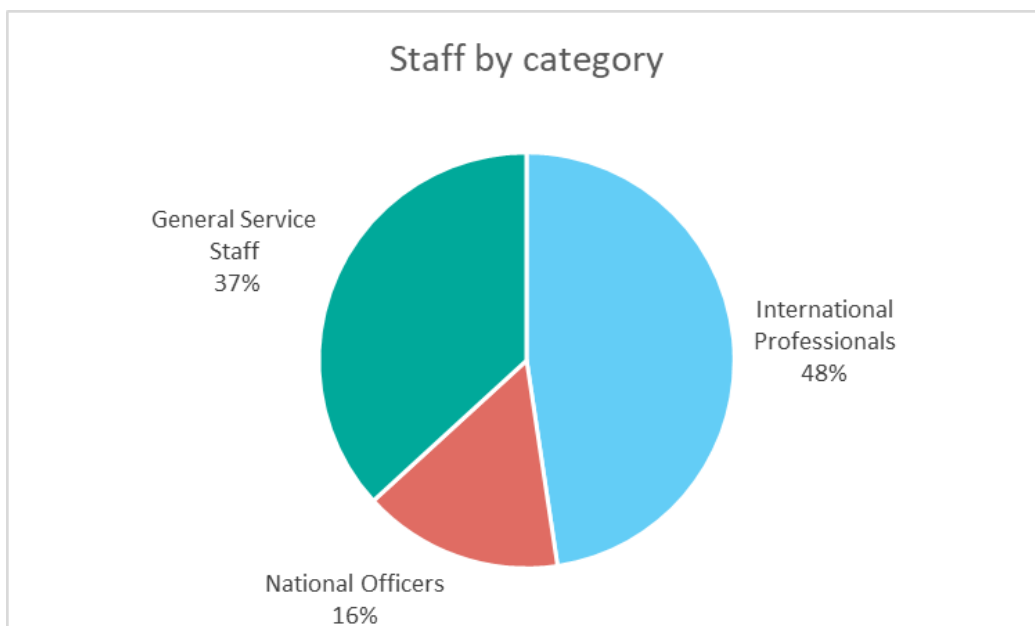


Figure 2. UNAIDS field-to-headquarters staffing ratio, 2018



46. As of 1 April 2018, 48% of staff were in the International Professional category, 16% were National Professional Officers and 37% were General Service staff (Figure 3). As to appointment type, 649 staff held fixed-term appointments and 25 temporary appointments. Temporary appointments in the UNAIDS Secretariat are reserved for staff carrying out time-limited functions, including projects of limited duration. Consistent with its operational needs to adapt to a rapidly changing operational and programmatic environment, the Secretariat does not offer indefinite or continuous appointments.

Figure 3. UNAIDS staff by category, 2018



47. The Secretariat continues to strengthen its field presence with capacity across six regions. More than half (57%) of all field staff are working in the most affected regions of the epidemic, with 31% in eastern and southern Africa and 26% in western and central Africa, followed by 18% in Asia and the Pacific (Figure 4). Country Office presence is focused on delivering the Fast-Track agenda identified in the UNAIDS Strategy: 64% of Country Office staff are now serving in the Fast-Track countries (Figure 5).

Figure 4. UNAIDS field staff (all categories), location by region, 2018

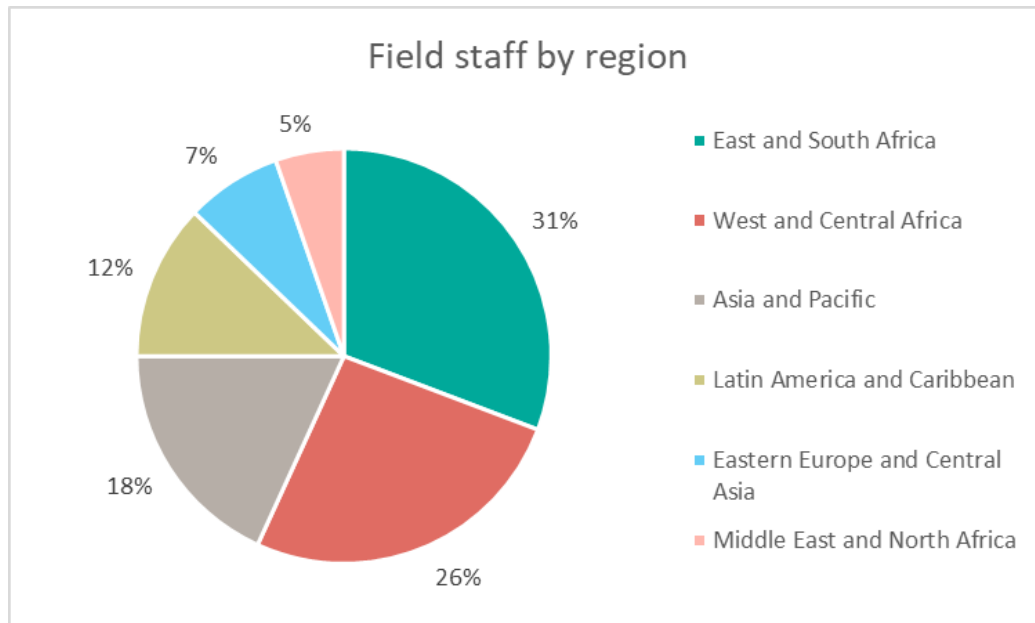
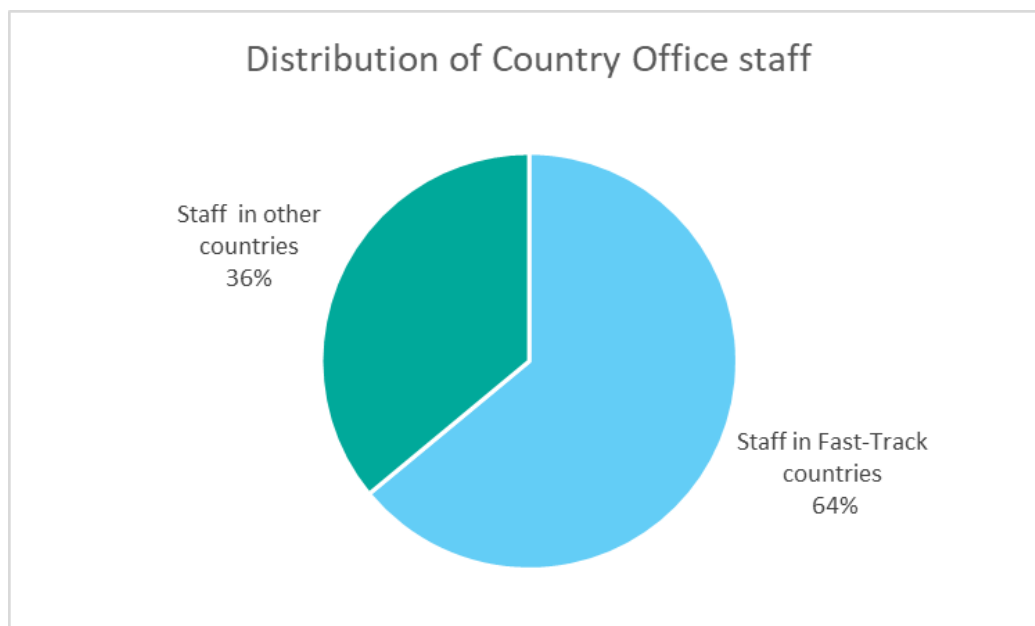
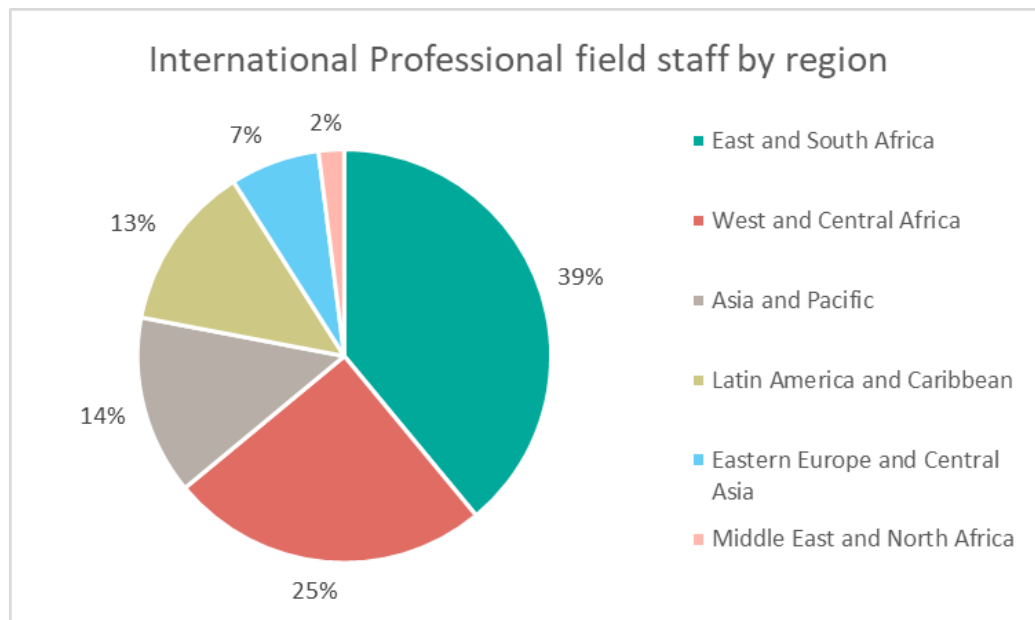


Figure 5. Distribution of UNAIDS Country Office staff and staff in Fast-Track countries, 2018



48. Sixty-four percent of International Professionals serving in the field are working in sub-Saharan Africa, with 39% in eastern and southern Africa, and 25% in western and central Africa, while 14% are in Asia-Pacific (Figure 6).

Figure 6. UNAIDS International Professional field staff, location by region, 2018



49. In terms of national origin, Secretariat International professional staff originate from 101 different countries across all geographic regions (Figure 7).

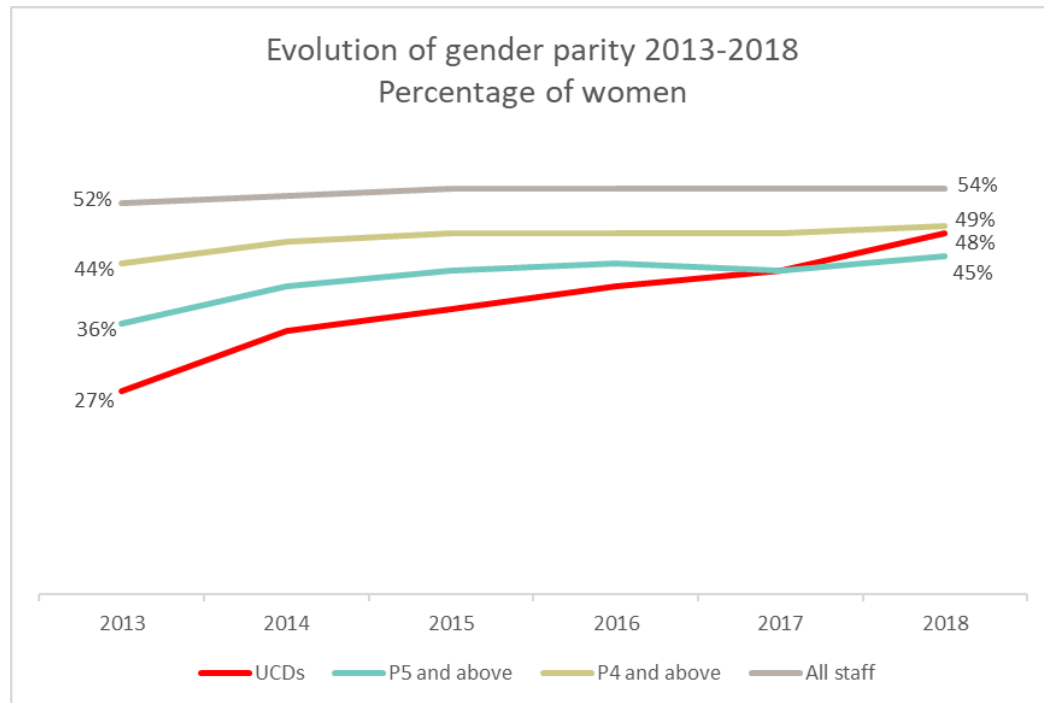
Figure 7. UNAIDS International Professional staff by nationality (region), 2018



50. As of 1 April 2018, 51% of Regional Support Teams' staff were women, 50% of Country Offices' staff were women, as were 60% of Liaison Offices' staff. Women represent 64% of staff at headquarters. The number of women in the International Professional category has remained constant at 52%. During implementation of the 2013–2018 Gender Action Plan, the percentage of women holding senior positions increased. Compared to 2013, the percentage of UNAIDS UCDs who are women rose from 27% to 48%. Women at

grades P5 and above rose from 36% to 45% and the percentage of women at grades P4 and above also saw an increase, from 44% to 49%. All grades included, women comprise a stable 54% of the Secretariat workforce (Figure 8).

Figure 8. Gender parity in UNAIDS, evolution in 2013–2018



51. The average age of the Secretariat workforce is 49 years. As a knowledge-based organization, the Secretariat continues to rely on experienced, high-level professionals who can independently convene and lead partners to deliver programmatic and management results. To ensure the inflow of new skills and approaches, the Secretariat continues to empower young people in its workforce. Staff aged between 20 and 39 constitute 15% of the overall workforce.
52. During the past year, UNAIDS provided through the JPO programme 14 young professionals with hands-on experience in international health and development. The JPOs included 7 women and 7 men, sponsored by 8 countries. As regards interns, 90 students from 34 countries participated in the internship programme. Interns benefit from exposure to the international working environment of the UN and make a valuable contribution to the organization. Country Offices or Regional Support Teams hosted 50% of interns, and Headquarters 50%. In terms of national origin of interns, 31% were of European nationality, 21% came from Asia and Pacific, 11% from sub-Saharan Africa, 13% from Latin America and the Caribbean, 17% from North America, and 7% from the Middle East and North Africa. As to gender representation, 66% of the interns were women.

V. MOVING FORWARD: CHALLENGES AND OPPORTUNITIES

53. On 26 January 2018, the WHO Executive Board approved the revised compensation package of staff in the Professional and higher categories as recommended by the International Civil Service Commission (ICSC) and approved by the UN General Assembly. The implementation of the decreased post adjustment for Geneva staff was implemented by WHO as of 1 February 2018 and was also applied to UNAIDS staff. The key change was an impact on total staff remuneration as a result of decrease

in post adjustment. Starting February 2018, this has led to a decrease in net remuneration of about 3.6% compared to remuneration levels of Professional and higher-grade staff since January 2018. An additional decrease of net remuneration in Geneva of approximately 1.57% is anticipated, in June 2018, that relates to other personal transitional measures relating to the ICSC 2016 survey. Staff members were fully informed of the extensive changes to the compensation package, including an all-staff communication. A significant number of staff in Geneva requested for administrative review on the post adjustment and/or worsening conditions of service concerning the new compensation package. This is now being processed in coordination with relevant offices.

54. Issues around harassment and abuse of authority within the Secretariat have created an opportunity for change that reaches far beyond individual cases. While this creates pressure on management to deliver, staff are motivated to be heard and want to be part of a regenerated UNAIDS. The Secretariat is also keenly aware that what develops at UNAIDS may well have larger repercussions within the UN system. We remain convinced that we can rise to this challenge with the support of all the staff of UNAIDS.

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