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

System-wide reporting results for 2018.

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.

3 September 2019

Dear Ms. Carlsson,

I write to thank you for your leadership, as well as that of the Gender Focal Points, and all the UN-SWAP Business Owners of the Joint United Nations Programme on HIV and AIDS (UNAIDS) for their 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, 2018 constituted the initial year of reporting of UN-SWAP 2.0 (2018-2022) which revised several indicators, making them more rigorous, and added four new ones including a stand-alone one on leadership and three indicators on normative and development results in the context of the Sustainable Development Goals (SDGs). As such, all entities and especially those with a programme/technical assistance component to their work, are encouraged to strengthen their gender equality-related programme results, both by enhanced resource allocation and by ensuring that their UN-SWAP team includes a focal point specifically for the coordination and reporting of the gender equality-related SDG results of the entity's work.

An overview of accomplishments and challenges related to the first year of UN-SWAP 2.0 implementation is found in the attached report of the Secretary-General on Gender Mainstreaming in the UN System ([E/2019/54](#)). In addition, three infographics, which will also be available on the UN Women website, accompany this letter. They provide you a summary of (1) system-wide reporting results; (2) reporting results specific to UNAIDS, including a comparison with other Funds and Programmes and with the United Nations system as a whole; and (3) detailed information on UNAIDS's progress towards gender parity.

We are also pleased to share the [recent JIU review of the UN-SWAP](#). Overall, the review acknowledges **the UN-SWAP as a useful framework for tracking system-wide progress as well as a benchmark and catalyst for advancement towards gender mainstreaming in most participating entities**. More importantly, **the UN-SWAP is seen as a system-wide achievement**. A harmonized implementation of the review recommendations is expected to be discussed at the upcoming Annual Conference of UN-SWAP Focal Points to be hosted by UN Women in New York, on 10-12 September 2019.

Ms. Gunilla Carlsson
Executive Director, a.i.
Joint United Nations Programme on HIV and AIDS
Geneva

With specific reference to UNAIDS' UN-SWAP 2.0 reported results for 2018, UN Women commends UNAIDS for the following achievements:

- **Strengthening accountability mechanisms for gender equality and the empowerment of women.** UN Women notes UNAIDS' continued commitment to the achievement of its gender-related mandates, as demonstrated by the development of its new Gender Action Plan 2018-2023 – A Framework for Accountability –. We applaud UNAIDS for the impressive targets the Plan sets out, including 100% compliance with UN-SWAP 2.0. We also note that the UNAIDS Secretariat carries out regular reporting to all staff on the progress and challenges of implementation of the Plan, while also reporting to its Programme Coordinating Board.
- **Actively promoting a culture of inclusion.** Noteworthy examples in 2018 include UNAIDS' introducing 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.

Importantly, may I particularly thank yourself for your welcome remarks, and *Claudia Ahumada* for her excellent support, to the group of over 100 participants during the annual UN-SWAP Conference which UNAIDS very generously hosted in 2018. The UN-SWAP global meetings strengthen important system-wide capacities and facilitate information sharing and lesson learning between entities and individuals. UNAIDS, its leadership and its gender focal points, distinguished itself last year and indeed during the entire course of the UN-SWAP through their consistent, invariably well thought out and substantive contributions which significantly propelled progress for the entire collective of the UN-SWAP network.

In this context, UN Women also takes this opportunity to further recognize the continued dedication and leadership of all members of the UNAIDS UN-SWAP Business Owners, including *Maria Jose Alcala Donegani, Victoria Bendaud, Abigail David, Juliane Drews, Kreena Govender, Anne-Claire Guichard, Rekha Gupta, Tom Humphreys, Elisabetta Pegurri, Dipa Sinha and Johanna Vesterinen Slotte*. UN Women extends them all individually and as a team its highest appreciation.

To build on the momentum of UNAIDS' achievements, and to ensure increased performance in areas of weakness, UN Women encourages UNAIDS to:

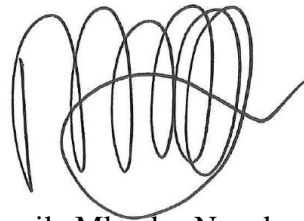
- **Sustain and strengthen efforts to achieve the equal representation of women at all levels.** While UNAIDS had previously achieved gender parity at some grades, these gains appear to be reversing. This decline demonstrates that continuous consideration and attention is required to ensure sustained gender parity. To regain its previous achievements in this area, diligent monitoring of progress towards achieving gender parity at each grade across all categories is necessary.

- **Continue to improve organizational culture.** Although UNAIDS continues to exceed requirements under Performance Indicator 13 ‘Organizational Culture’, there is always more that can be done to ensure that all staff experience an inclusive work culture. UN Women is pleased to learn that a Management Action Plan has been adopted. Action plans based on evidence and gender analysis are known to better drive positive organizational culture including expressions of desired behaviours and enhanced accountability on the part of managers and staff alike.

Finally, we invite you to respond to this letter with plans for further implementing the UN-SWAP 2.0, particularly addressing the areas of concern we highlight above. As in prior years, Ms. Aparna Mehrotra, Director, Division for UN System Coordination, and her team, who lead the UN-SWAP at UN Women, remain available to strengthen and support this common endeavour for gender equality and the empowerment of women. Aparna may be reached at Aparna.Mehrotra@unwomen.org.

We very much look forward to our continued partnership as we work to ensure the full implementation of UN-SWAP 2.0.

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

2018 marked the first year of reporting against the updated UN-SWAP 2.0 accountability framework on gender mainstreaming in the UN System. 66 entities or 93% of United Nations entities reported against this framework.

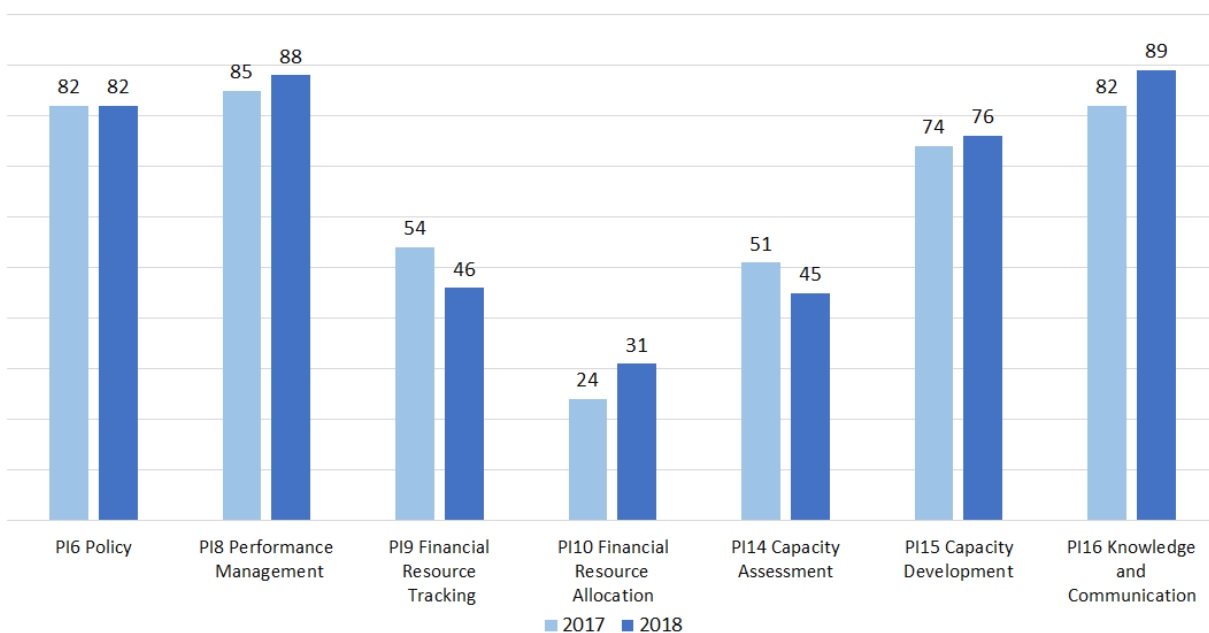
UN-SWAP 2.0 Performance Indicators

- Gender-Related SDG Results**
 - 01 Strategic Planning SDG Results
 - 02 Reporting on SDG Results
 - 03 Programmatic SDG Results
 - 04 Evaluation
 - 05 Audit
- Institutional Strengthening to Support Achievement of Results**
 - 06 Policy
 - 07 Leadership
 - 08 Performance Management
 - 09 Financial Resource Tracking
 - 10 Financial Resource Allocation
 - 11 Gender Architecture
 - 12 Equal Representation of Women
 - 13 Organizational Culture
 - 14 Capacity Assessment
 - 15 Capacity Development
 - 16 Knowledge & Communication
 - 17 Coherence

UN-SWAP 2.0 enhances UN-SWAP 1.0 by:

- ✓ Anchoring the Framework in the 2030 Agenda for Sustainable Development
- ✓ Introducing three new Performance Indicators (PI) on Results (PI1, PI2, PI3) and one new indicator on Leadership (PI7)
- ✓ Strengthening four Performance Indicators (PI4 Evaluation, PI5 Audit, PI13 Organizational Culture, PI17 Coherence)
- ✓ Splitting one indicator into two (PI11 Gender Architecture and PI12 Equal Representation of Women)
- ✓ Recognizing persistent structural areas of weakness and the continued relevance of several core requirements, seven indicators were carried over from UN-SWAP 1.0

Percentage* of entities "meeting" and "exceeding" ratings in UN-SWAP 2.0 indicators carried over from UN-SWAP 1.0 (2017-2018)

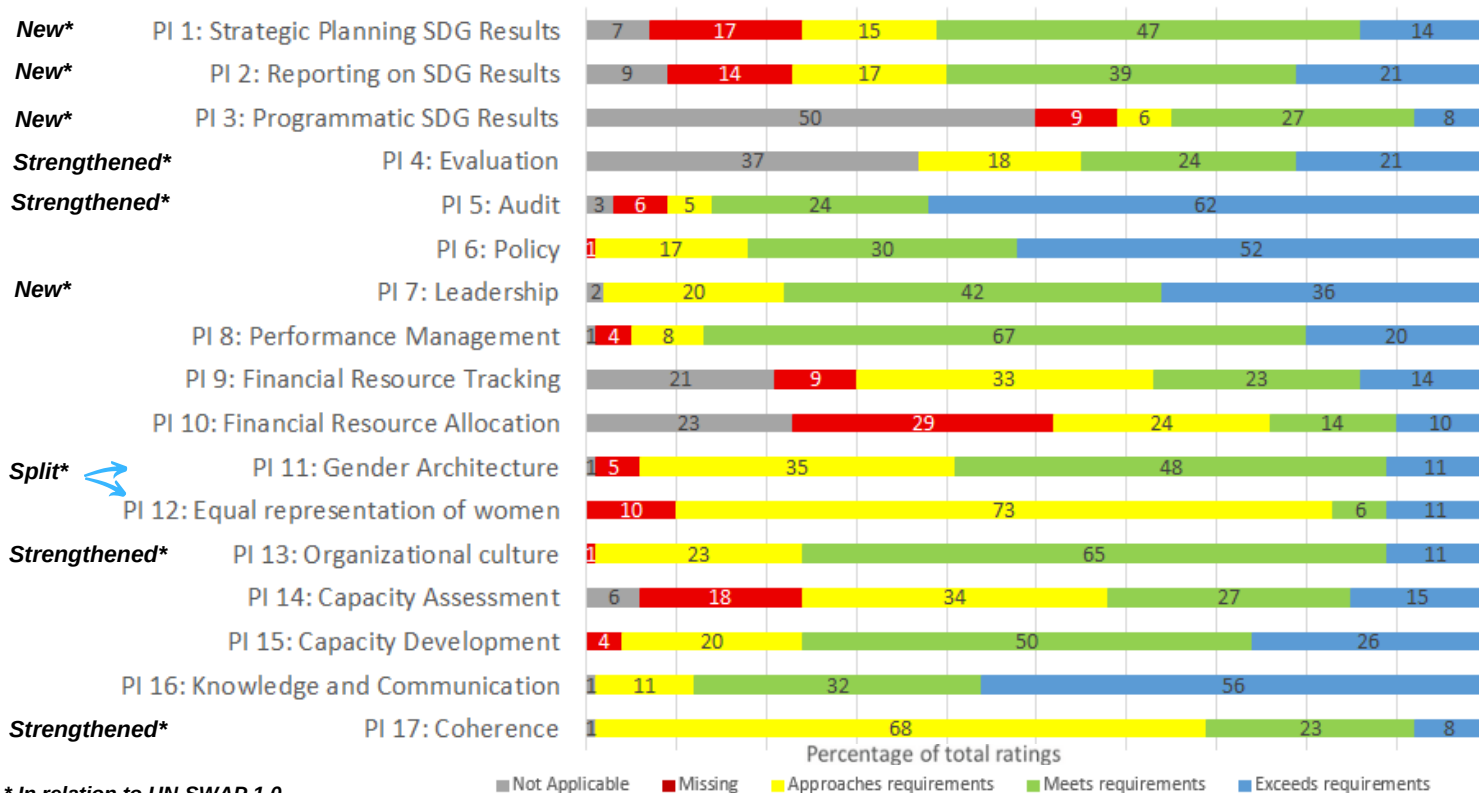


Between 2017 and 2018, UN system-wide performance increased for 4 out of the 7 indicators that were carried over from UN-SWAP 1.0, including **PI10 on Financial Resource Allocation** and **PI16 on Knowledge and Communication**.

UN system-wide performance slightly declined for **PI9 on Resource Tracking** and **PI14 on Capacity Assessment**.

*Percentages were calculated omitting "not applicable" ratings

UN SWAP 2.0 ratings for the United Nations System by Performance Indicator (2018)



* In relation to UN-SWAP 1.0

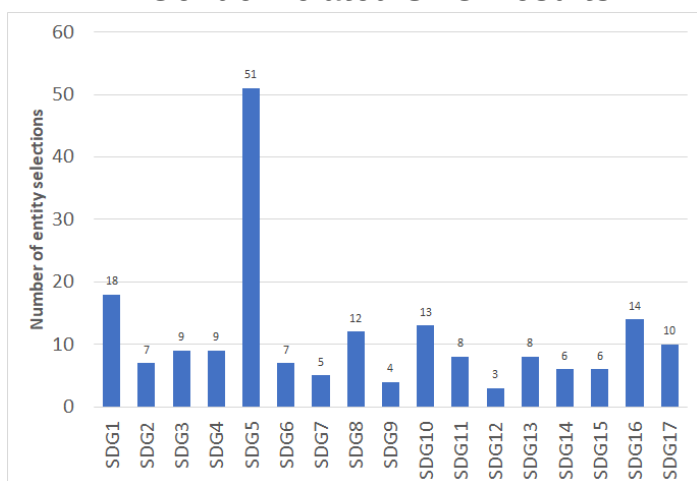
■ Not Applicable ■ Missing ■ Approaches requirements ■ Meets requirements ■ Exceeds requirements

Key findings

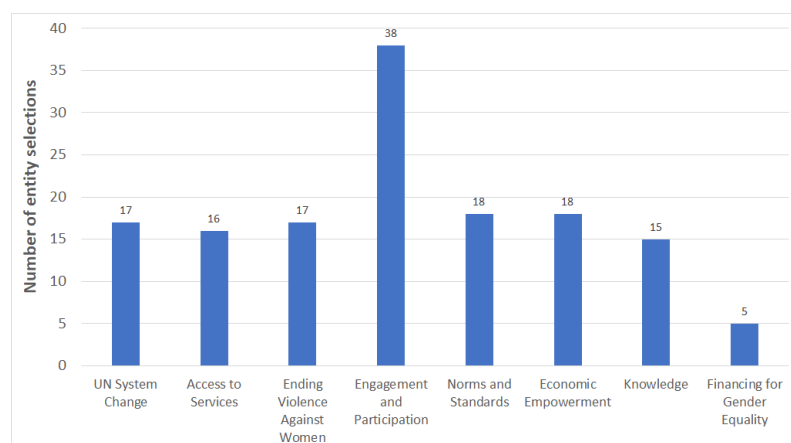
- The new indicator on **Leadership (PI7)** is among the top performing indicators in 2018.
- Knowledge and **Communication (PI16)** and **Audit (PI5)** are the highest performing indicators in 2018.
- Only 17% of ratings fell in the "meets" or "exceeds" requirements categories for the newly independent indicator on **Equal Representation of Women (PI12)** in 2018.

Focus on the UN-System's high-level results on gender equality

Gender-related SDG Results



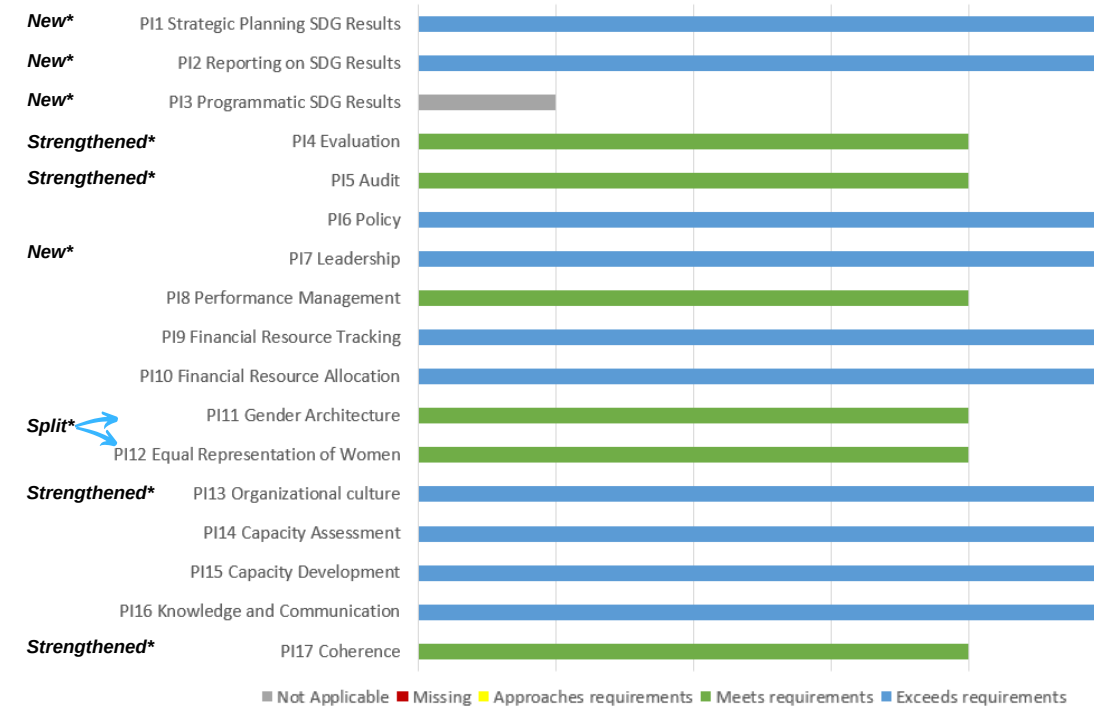
Gender-related Thematic Area Results



The new indicator on **Strategic Planning SDG Results (PI1)** shows that more SDGs with a socio-economic focus (SDGs 1, 5, 8, 10, 13, 16, 17) than SDGs with a technical focus (SDGs 7, 9, 12, 14, 15) are covered by entities' high level results on gender equality.

While 38 entities' high-level results on gender equality are related to Women's Engagement and Participation, only 5 entities' high-level results on gender equality are related to Financing for Gender Equality, bringing to light a concerning gap.

2018 UN-SWAP Performance by Indicator: UNAIDS



2018 constitutes the first year of reporting against UN-SWAP 2.0, an expanded and enhanced framework with 4 new indicators and 4 strengthened indicators.

As such, the 2018 performance establishes a new benchmark for the years to follow.

In 2018, UNAIDS "met" or "exceeded" requirements for all 16 of 16 relevant UN-SWAP 2.0 indicators.

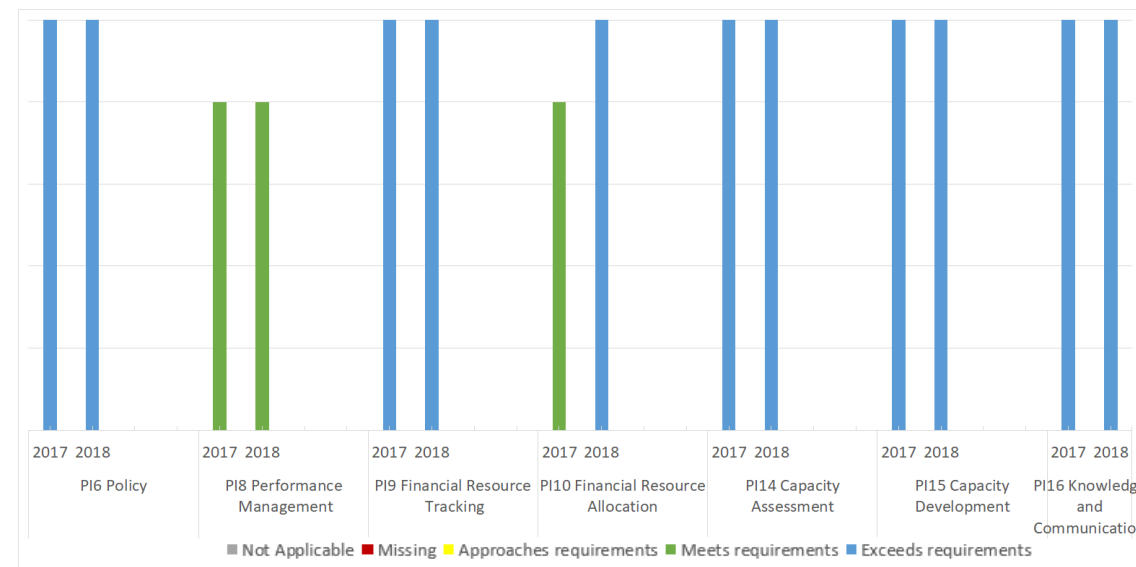
*Relative to UN-SWAP 1.0

Impressively, in 2018 UNAIDS "exceeded" requirements for 10 indicators, including:

Most significant gains

- The new **PI1 on Strategic Planning Gender-related SDG Results**;
- The new **PI2 on Reporting on Gender-related SDG Results**; and
- The new **PI7 on Leadership**.

Comparative Performance 2017-2018, indicators carried over from UN-SWAP 1.0: UNAIDS



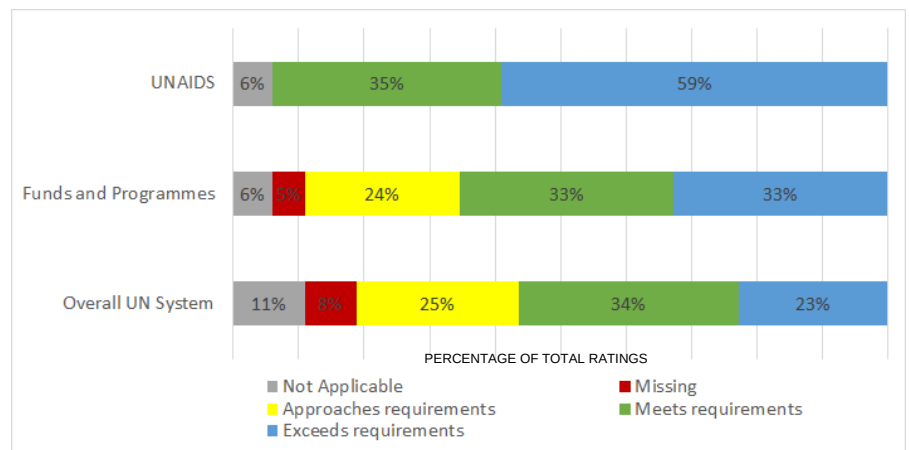
Between 2017 and 2018, UNAIDS increased its performance for 1 of the 7 indicators that were carried over from UN-SWAP 1.0: **PI10 on Financial Resource Allocation**, from "meets" to "exceeds" requirements.

2018 Comparative Performance by Entity Type: UNAIDS

Aggregate performance in 'meets/exceeds' requirements ratings



- UNAIDS "met" or "exceeded" requirements for 100% of relevant indicators (16 out of 16 relevant indicators), **outperforming** both the Funds and Programmes and the overall UN system.
- In addition, UNAIDS **did not "miss" or "approach" requirements for any indicators.** In comparison, the Funds and Programmes and overall UN system "missed" and "approached" requirements for 29% and 33% of the indicators, respectively.



Highlights from new UN-SWAP 2.0 Indicators

Strategic Planning Gender-related SDG Results (PI1)

This new indicator captures high-level results on gender equality and the empowerment of women, as reflected in the main strategic planning documents, which contribute to meeting SDG targets.



UNAIDS "exceeded" the requirements for this indicator. To maintain this rating, UNAIDS' main strategic planning document must continue to include a high-level transformative result on gender equality, and demonstrate that this result has been achieved.

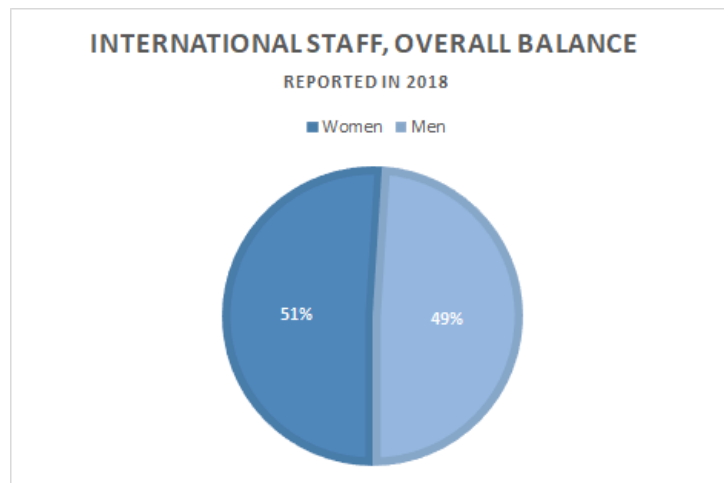
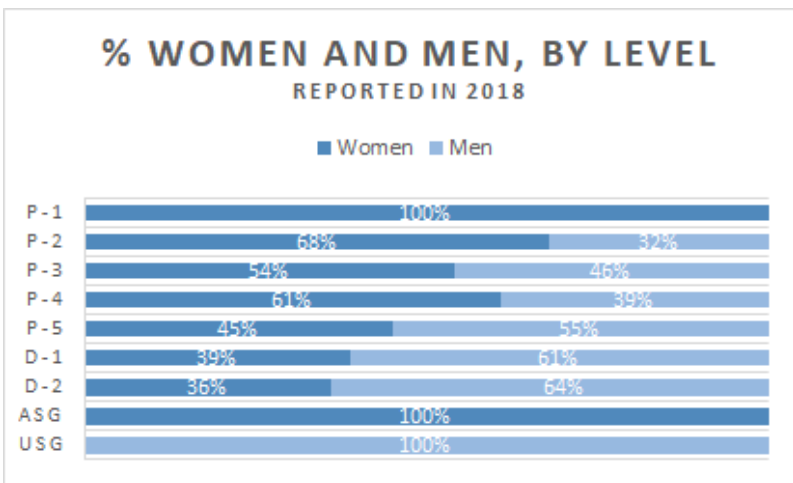
Leadership (PI7)

This new indicator focuses on ways in which senior managers can directly promote gender equality and the empowerment of women.



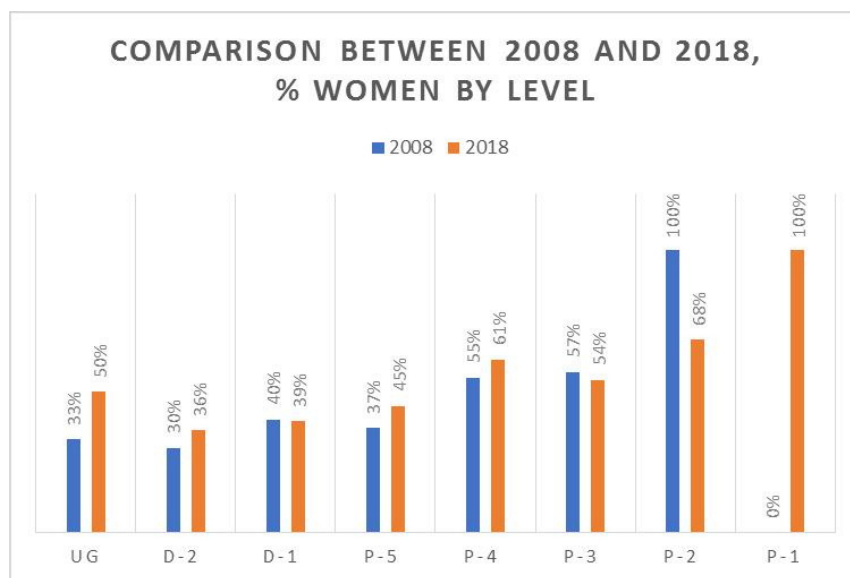
UNAIDS "exceeded" the requirements for this indicator. To maintain this rating, senior managers must continue to proactively promote improvements in UN-SWAP 2.0 Performance Indicators.

Attaining and sustaining the equal representation of women at all levels in an institution constitutes an essential component of achieving gender equality and the empowerment of women.



Trends: 2008-2018

- Commendably, UNAIDS increased the representation of women across a majority of levels in 2018.
- Most notably, equal representation has been reached at the P4 and P5 levels in 2018. Female staff now represents 61% of P4 staff and 45% of P5 staff, respectively.



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 recognizes different starting points and challenges, and provides positive tools to empower and encourage staff and managers alike.
- It recommends 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 customized implementation plans for the Strategy.
- The [Enabling Environment Guidelines](#) offer a set of recommendations that entities can use to create a more diverse and inclusive work force.

*The analysis is based on data provided by UNAIDS as of 31 December 2018 and CEB data from 31 December 2008. UG level data signifies ungraded posts above D-2 level, including ASG and USG. UG percentages reflect the average of entity specific ungraded posts as reported, by gender.

