

UPDATE ON STRATEGIC HUMAN RESOURCES MANAGEMENT ISSUES

Additional documents for this item: UNAIDS Secretariat People Strategy 2023-2026 (UNAIDS/PCB (52)/CRP3); People of UNAIDS 2022 (UNAIDS/PCB (52)/CRP4); Administrative Review Statistical Overview for 2022 (UNAIDS/PCB (52)/CRP5), Corrective administrative actions, including disciplinary measures imposed in 2022 (UNAIDS/PCB (52)/CRP6)

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

Cost implications for the implementation of the decisions: *none*

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Executive summary

1. To optimize its support to countries and communities, match its internal operations and capacity with the requirements of the Global AIDS Strategy, and ensure UNAIDS is fit for purpose in a rapidly evolving environment, the UNAIDS Secretariat has undertaken a significant organizational realignment and it continues its culture transformation. This transformation, undertaken with extensive and multiple layers of staff input, aims to place the UNAIDS Secretariat on a path that is financially sustainable and more cost-effective; strengthen core areas of its work; elevate emerging issues and country priorities (e.g. sustainable financing); prioritize being a knowledge-driven organization; and strengthen staffing at country and regional levels, closest to the people it serves.
2. With new structures and the full senior leadership team in place, the UNAIDS Secretariat is entering a phase of operationalizing the alignment and is realizing the benefits from its change processes as it unites the Joint Programme in support of countries achieving their 2025 HIV targets, as set out in the 2021 *Political Declaration on HIV and AIDS*.
3. The Secretariat is strengthening its ways of working, to be more networked across issues and locations, and with Cosponsors, to ensure the Joint Programme achieves its highest impact in support of the Global AIDS Strategy. Substantive investments are being made in learning and skills building, alongside further work to build a safer and inclusive working environment.
4. Progress is continuously monitored and evaluated, and attention paid to sustaining gains made towards the vision of a safe and inclusive UNAIDS work environment. While many efforts have gone into strengthening systems, processes and policies, gaps still exist and are addressed swiftly when they become known.
5. An organization-wide People Strategy, grounded in feminist principles, is available to the Programme Coordinating Board. It outlines the key priorities for the UNAIDS Secretariat over the four-year period 2023 to 2026 to enhance people practices, organizational culture, and organizational design to fully support UNAIDS's overall mission, vision, and goals.

Introduction

6. This report provides an update on human resource management activities undertaken by the UNAIDS Secretariat during the reporting period, April 2022 to March 2023. It is an annual report, first requested by the Programme Coordinating Board (PCB) at its 30th meeting in June 2012. As requested by the PCB at its 50th meeting in June 2022, human resources statistics are included in this update.

Background and context

7. Over the course of the reporting period, the UNAIDS Secretariat has completed its senior leadership team and implemented significant changes to its structures and ways of working. This will ensure that UNAIDS is fit for purpose and strongly positioned to support countries get back on track to achieving their 2025 HIV targets and ending the AIDS epidemic by 2030. An important element is the organizational alignment process of the UNAIDS Secretariat, initiated in early 2021 and expected to conclude by the end of 2023. The alignment process was necessary to strengthen the organization's

effectiveness and sustainability, yet also resulted in a phase of uncertainty for UNAIDS Secretariat staff which, despite best efforts, could not be mitigated entirely.

8. The past year has been one of frontloading investments to reset the Secretariat. Now, in 2023, organizational alignment will be fully operationalized and concluded. Management recognizes that maintaining strong delivery through such significant change is demanding on staff and commends everyone for their strong commitment and engagement. Reaching a stable, fully-staffed “steady state” is important for the well-being and effective delivery of the Secretariat workforce—ensuring that staff can dedicate their full energy and focus on ending AIDS.
9. Persistent shortfalls in UBRAF core funding, and notably the significant recent fluctuations in currency valuations that have contributed to those shortfalls, pose a clear threat to the Joint Programme’s ability to deliver its full support to efforts to end AIDS as a public health threat by 2030. Consistent, sufficient core funding is needed by UNAIDS to carry out the workplan the PCB has endorsed, and maintain the workforce that is at the centre of that delivery, for both the Secretariat and Cosponsors. In light of constrained financial resources, the Secretariat has frozen a number of vacant positions in its new organigramme, and it has made additional cuts. These further decisions are in addition to the difficult, but necessary, changes brought on by the current funding situation of the Secretariat.
10. As the UNAIDS Secretariat is entering a new phase, the People Management Department has a key role to play in enabling staff across the organization to fully adopt new ways of working and develop the necessary framework of policies and support structures. This includes embedding flexible working arrangements and developing a work environment that enables people to connect, communicate and collaborate—and maintain well-being and harmony between the personal and professional commitments.
11. The Department of People Management, working with practice area leads and the change management team, among others, has reinforced its offer of staff learning and development programmes and resources. This is an important strategic investment in the workforce so that it has the right profile into the future and staff have the skills they need to collaborate effectively and deliver on the organization’s mandate. This also supports staff at the UNAIDS Secretariat to adopt new ways of working and proactively engage in Communities of Practice. These programmes in addition to tailored leadership development programmes are contributing to establishing an inclusive leadership mindset and culture at the Secretariat.
12. UNAIDS senior management is committed to advancing gender equality, diversity and inclusion as it carries out its transformation agenda. The history of the HIV response, notably the leadership and activism of people living with and affected by HIV, together with the inequalities framing of the Global AIDS Strategy, compels an equally ambitious internal agenda, and this has been reflected in the objectives of the alignment and culture change processes. An intersectional feminist, antiracist lens will be used to shape the revision of existing people policies and processes, and the establishment of new ones.
13. It is in this evolving context that this update on strategic human resource management issues, along with its accompanying conference room papers, are presented to the PCB. A workforce data report for 2022, annual reports on administration of justice and disciplinary and corrective measures are presented as papers to the Board, together with the draft UNAIDS People Strategy.

UNAIDS Secretariat People Strategy 2023–2026

14. In support of the Global AIDS Strategy and as foreshadowed in the Update on Strategic Human Resources Issues to the PCB in June 2022, a new and comprehensive People Strategy is available to the PCB (UNAIDS/PCB (52)/CRP3). Covering the period until 2026, the Strategy outlines how the Secretariat will fulfil UNAIDS vision by supporting its people. It is built on the vision “Enabling UNAIDS people to give their best each day to end AIDS by 2030”.
15. Grounded in feminist principles, people are at the centre of UNAIDS Secretariat People Strategy. Such a people-centred approach is an essential building block towards a value-driven culture, collaborative working relationships and ultimately successful delivery of the UNAIDS mandate.
16. The People Strategy outlines the priorities for the UNAIDS Secretariat over the four-year period 2023 to 2026 to align people practices, organizational culture, and organizational design with UNAIDS’ overall mission, vision, and goals. The key priorities put into focus some important areas for the UNAIDS Secretariat while ongoing improvement is pursued across all people-related aspects of its work.
17. While the People Management Department plays an important role in implementing the Strategy, it goes beyond and addresses practices and processes on how work is managed, collaboration facilitated, knowledge shared, and continuous development encouraged across the entire UNAIDS Secretariat. Comprehensive updates on strategic human resources issues will continue to be provided annually to the PCB along with progress updates on the implementation of the People Strategy.
18. The People Strategy focusses on three building blocks that are critical for fulfilling its vision. These are people practices, organizational culture, and organizational design and structure. The three building blocks are interrelated and require attention and prioritization to effectively manage the workforce and create a conducive work environment. These are used to structure this and future updates on strategic human resources issues to the PCB.
19. Within these, the UNAIDS Secretariat has set out five key priorities for the four-year period 2023 to 2026. Within each key priority, specific activities and initiatives are outlined and key performance indicators identified for tracking of progress. The principles are:
 - (i) Investing in learning, development and growth;
 - (ii) Enhancing gender equality, diversity, equity, inclusion and antiracism;
 - (iii) Leveraging new ways of working;
 - (iv) Enforcing respectful conduct and zero tolerance; and
 - (v) Supporting staff well-being and engagement.
20. The People Strategy’s key priorities fully support the four ways of working in which all staff need to excel, identified for the UNAIDS Secretariat to deliver on the core tenets of the Global AIDS Strategy 2021–2026: knowledge-sharing, influencing for change, building and maintaining effective partnerships, and mainstreaming equality and inclusion in line with its feminist principles.

UNAIDS Secretariat Organization

21. The UNAIDS Secretariat's ability to effectively and efficiently achieve its goals is highly dependent on its organizational design and structure. As such, the Secretariat

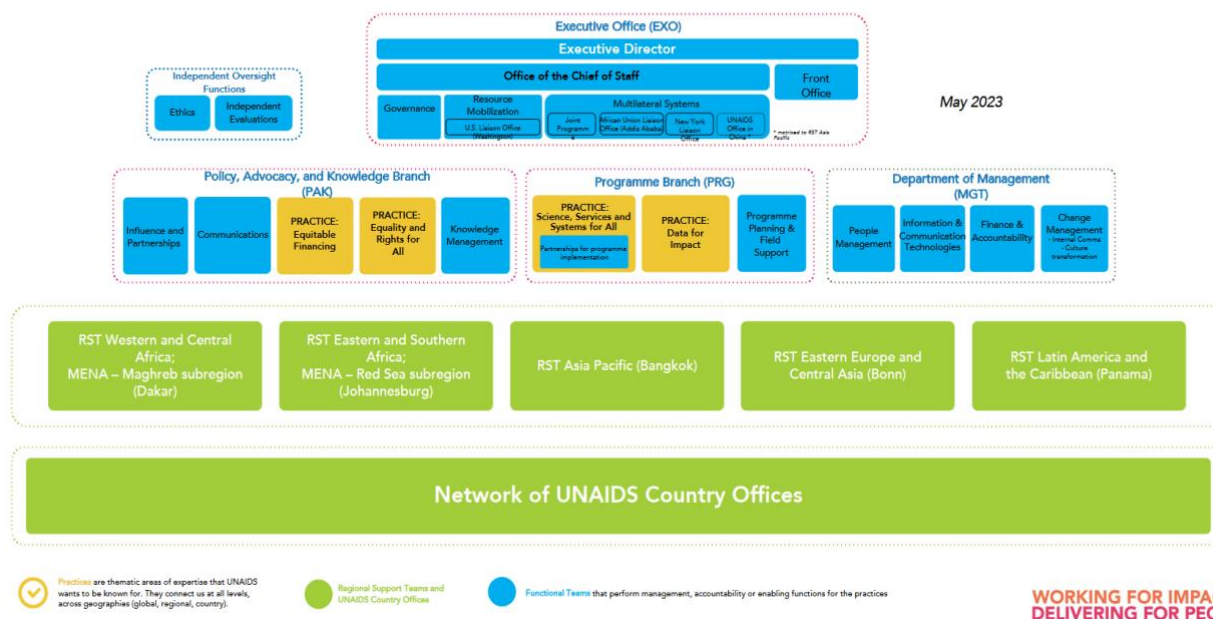
embarked on an ambitious, internal change process to strengthen the organization and ensure its ability to meet the evolving challenges of the HIV epidemic, while responding to the needs of countries and communities. Organizational change processes are led by a dedicated Change Management team to ensure an integrated and holistic approach across all transformation processes. Change and People Management teams will intensify their already strong collaboration to ensure their respective initiatives are coherent, strategically sequenced and mutually reinforcing, using the feminist principles as a lens.

22. By modernizing its organizational design, the Secretariat becomes more networked and agile. Through optimizing its operational efficiency, the Secretariat improves its responsiveness to emerging challenges, and enhances its ability to deliver results for people. The UNAIDS Secretariat's organizational change agenda requires a long-term approach to facilitate a lasting transformation. Changing ways of working and processes requires frontloading resources, yet this investment will pay off in the near future through efficiency gains.

Organizational alignment process

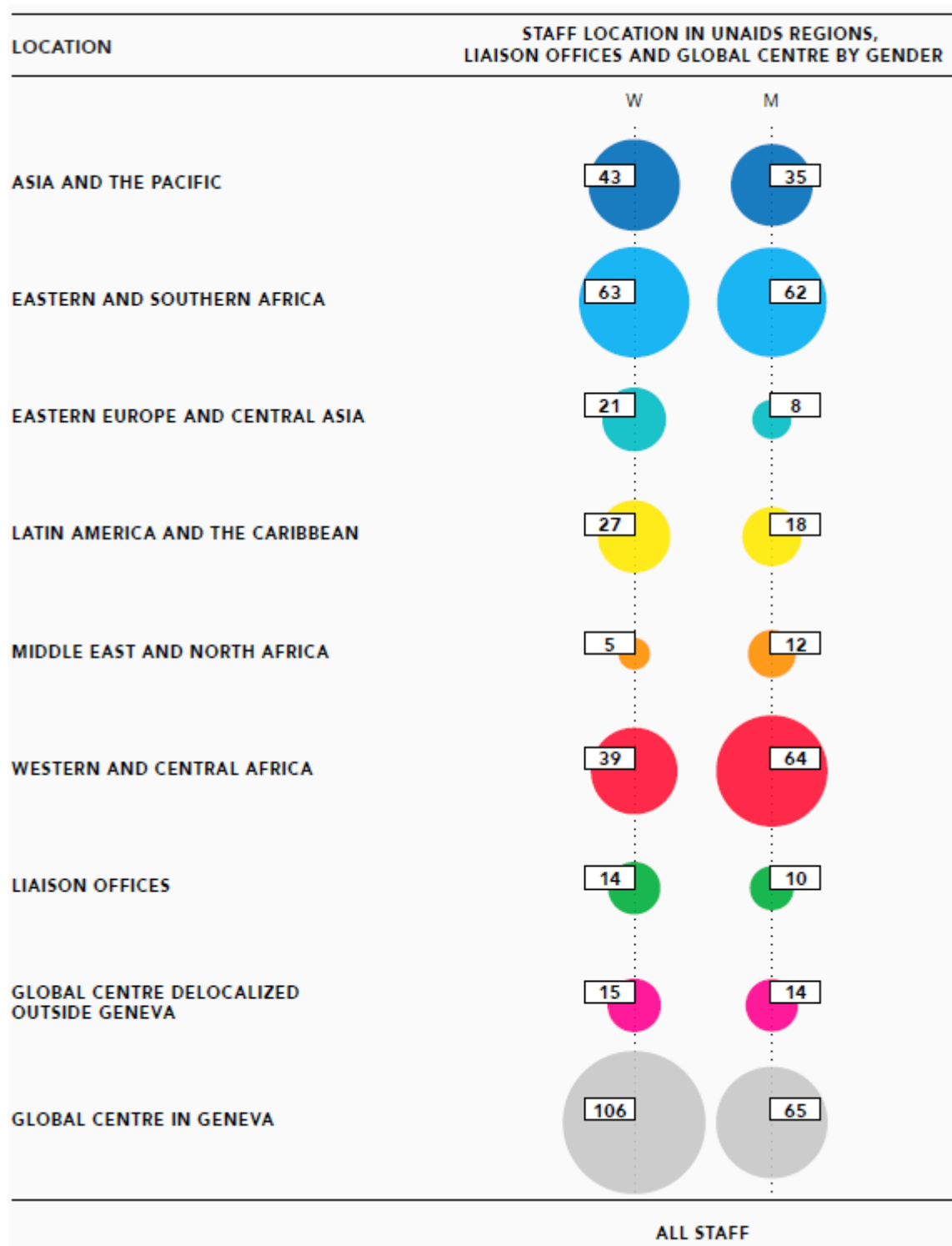
23. Work on the organizational alignment process commenced in early 2021 and the implementation is anticipated to be concluded by the end of 2023. Transforming the culture of the UNAIDS Secretariat and the ways of working will require ongoing efforts, and therefore continue to be pursued. Underpinning the structural alignment process is the need to ensure the sustainability of UNAIDS by future-proofing the organization.
24. The changes being implemented will ensure that UNAIDS is fit for purpose and strongly positioned to support countries get back on track to achieving their 2025 HIV targets and ending the AIDS epidemic by 2030. The work on realignment of the Secretariat has been driven by five objectives, to ensure that UNAIDS is:
 - Aligned with the new AIDS strategy and achieving its highest impact;
 - Financially sustainable and more cost effective;
 - Diverse and inclusive and therefore legitimate and credible;
 - Knowledge-driven and optimizing its world-wide expertise and staff; and
 - Aligned with the UN Reform, principally within its work on pandemic preparedness.

UNAIDS Organigramme



25. The new structure emphasizes the priority areas of the new Global AIDS Strategy, where UNAIDS offers the greatest added value in support of countries achieving their HIV targets and goals. The Secretariat has introduced two branches—Policy, Advocacy and Knowledge (PAK), and Programme Support (PRG)—each of which is led by a Deputy Executive Director.
26. The PAK Branch has the goal of enabling policy, law and fiscal environments to support the objective of ending AIDS at global, regional and country levels. PAK focuses on partnerships, communications and influencing, gender, human rights, community, law and policy reform, and sustainable financing. The world-wide practice areas in the PAK Branch are "Equality and rights for all", and "Equitable financing".
 - "Equality and rights for all" (PAK branch): offers knowledge, strategy and solidarity, and it mobilizes partnerships and resources to advance gender equality, human rights, community engagement and youth leadership as central to the HIV response at the country, regional and global levels.
 - "Equitable financing" (PAK branch): contributes to expanding the financing for HIV and health by addressing the funding gaps, particularly for programmes, key populations and community responses, advocating for increased domestic resources, and promoting access to health technologies.
27. The PRG Branch has the goal of ensuring programmes and health services are at sufficient scale and quality to end AIDS at global, regional and country level. PRG focuses on services for all including HIV treatment, prevention, strategic information and HIV science. The world-wide practice areas in the PRG Branch are "Data for impact" and "Science, systems and services for all".
 - "Data for impact" (PRG branch): supports surveillance and monitoring of the HIV epidemic and provides strategic information to support the HIV response around the world.
 - "Science, systems and services for all" (PRG branch): promotes, supports and accelerates the implementation of sustainable, transformative programmes and policies to meet national and global targets in the HIV response.

28. In addition to reflecting the areas of UNAIDS' greatest strengths and contribution to the HIV response, the four world-wide practice areas ensure that UNAIDS makes important, broader contributions to achievement of the Sustainable Development Goals (SDGs) and priority areas within the Secretary-General's *Our Common Agenda* by:
- driving support for universal social protection, including health, anchored in human rights and putting people at the centre;
 - using data to drive action and strategic foresight;
 - reinforcing strong partnerships with civil society;
 - increasing focus on financial sustainability and stronger engagement of international financial institutions; and
 - overcoming the destabilizing inequalities that threaten progress towards Agenda 2030 goals.
29. In addition to the branches and practice areas, the global centre comprises the Executive Office, the Department of Management and independent oversight functions. Over the course of the reporting period, the Department of External Relations was consolidated with the Executive Office, under the management of the Chief of Staff.
30. Through the alignment, the Secretariat has established a more geographically distributed "global centre". UNAIDS will maintain a strong, but smaller Geneva global centre presence, encompassing the key leadership, policy and strategic management functions of the Secretariat. Global programmatic units have been moved to or set up in Bangkok, Johannesburg and Nairobi, while some management functions have been moved from Geneva to Bonn. Staff in those hubs are carrying out certain functions previously undertaken in Geneva. Delocalizing the global centre brings services closer to the people the organization serves. The updates below reflect the status of alignment decisions as of 31 March 2023.
- Bangkok: two of four of the Knowledge Management and Science, Systems and Services for All positions have been filled.
 - Bonn: 12 of some 50 positions have been filled. These are delocalized functions in the areas of Information Technology, Finance and Accountability, People Management, Programme Planning and Field Support, Independent Evaluation Office, and some functions from the Regional Support Team for eastern Europe and central Asia.
 - Johannesburg: nine of 27 positions have been filled. Some of the Equality and Rights for all, Equitable Financing, Communications, Science, Systems and Services for All, Programme Planning and Field Support and the Office of the Deputy Executive Director, Programme's functions are located in this office.
 - Nairobi: five of the nine Equitable Financing and Data for Impact functions have been filled.



Staff members by location and category as at 31 December 2022

31. The political situation and the epidemic in the Eastern Europe and Central Asia region continue to evolve. The political, social, and economic impacts of the war in Ukraine have had and will have an ongoing impact on the Secretariat's work towards supporting countries and communities in the region, and on its resources. Therefore, further changes were made to strengthen the organization's capacity in this region. The

Regional Support Team will continue to be located for the near future in Bonn, Germany.

32. A reduced presence in Moscow, drawing on existing capacity, is hoped to be retained as a Liaison Office to support relations with the government and facilitate technical support as required. One Regional Director has been appointed to cover the Asia and Pacific and the Eastern Europe and Central Asia regions. This new structure maintains the identity of the eastern Europe and central Asia region and preserves existing partnerships and engagements with stakeholders. This minimizes disruption of ongoing collaboration and work on the ground, while ensuring increased capacity for programmatic impact, cross-regional support, and savings.
33. In the current financial context, the UNAIDS Secretariat must continue to be very strategic, and its presence needs to be guided by data and resources to be as effective and efficient as possible. In light of inadequate funding, and after careful consideration, the Secretariat concluded the need to also restructure support in the Middle East and North Africa region. The Country Offices of the region, staff and ongoing programmatic efforts remain in place. However, the Regional Support Team (RST) office in Cairo will be closed in June 2023 and reporting lines are shifting to the RST Eastern and Southern Africa for the UNAIDS Country Offices (UCOs) in Egypt and Sudan, and to the RST Western and Central Africa for the UCOs in Algeria, Morocco and Tunisia.
34. A transition plan has been put in place to ensure that the transition is smooth and that staff have the necessary means and resources to support them and their important work. As with all alignment decisions, the Secretariat is committed to limiting the negative impacts on staff and ensuring a responsible transition.
35. The Secretariat has increased the multicountry model to nine countries, which are providing support for an additional 20 countries, as well as to the Organization of Eastern Caribbean States (OECS). The multicountry offices are:
 - Argentina, providing support to Chile, Paraguay and Uruguay;
 - Cambodia, providing support to Laos and Malaysia;
 - Guatemala, providing support to Honduras and Nicaragua;
 - Jamaica, providing support to Belize, Guyana, Suriname, Trinidad & Tobago and OECS;
 - Madagascar, providing support to Comoros, Mauritius and Seychelles;
 - Pakistan, providing support to Afghanistan;
 - Peru, providing support to Colombia, Bolivia and Ecuador;
 - Sierra Leone, providing support to Liberia; and
 - Togo, providing support to Benin.
36. In five countries (Colombia, Congo, Fiji, Gabon and Guyana), HIV Adviser positions are being established in Resident Coordinator Offices. This new approach strengthens collaboration with the Resident Coordinator system and the partnership with the Development Cooperation Office. The experiences and impact on a coherent and integrated HIV response are being closely monitored to draw lessons and inform future directions for UNAIDS, which might also be relevant to the wider reform of the UN Development System.
37. The organizational alignment is anticipated to be fully implemented by December 2023 when the last separations by mutual agreement will become effective. The extension of the timeline by six months, in relation to a limited number of management support functions, was necessary for business continuity, to ensure that newly recruited staff are onboarded effectively and appropriately supported as they take on their functions. Staff

affected by these changes have been and will continue to be supported throughout the process.

38. As of April 2023, some 110 positions were at various stages of the selection process. Filling these vacant positions is dependent on meeting the UBRAF funding levels agreed by the PCB. Funding shortfalls and the consequences of exchange rate volatility are negatively impacting on UNAIDS's capacity to deliver its full comparative advantage in support of the Global AIDS Strategy. While all these Secretariat positions are essential for effective coordination and delivery of the Joint Programme's work, as determined in the alignment process that resulted in the new Secretariat organizational structure, the recruitment process is currently frozen for 35 positions.
39. Once fully implemented, the new structure will bring UNAIDS Secretariat staff costs to approximately US\$ 97.5 million, down from US\$ 109 million projected for 2021. The cost reductions were achieved through relocating some functions to lower-cost locations; shifting the profile of the workforce, including by increasingly drawing on the expertise of national professional staff; and consolidating some teams and offices, thereby reducing staffing across grades and categories. Cost savings will also come from delocalizing global centre functions from Geneva, which represented nearly half of the total staff cost budget of the Secretariat. The Geneva office will retain an important leadership role, but will be reduced to approximately 30% of total costs from 2024, following the conclusion of the alignment process.

Ways of working

40. With the multitude of crises at global scale and other global health priorities demanding the urgent attention of Member States and the international community, the Secretariat needs to become better at elevating the political importance of the HIV response for the broader development agenda and at applying new approaches to reach the people who need support and access to services the most. Therefore, the UNAIDS Secretariat identified four areas in which all staff and the organization need to excel: knowledge sharing; influencing for change; building and maintaining effective partnerships; and mainstreaming equality and inclusion in line with its feminist principles.
41. A knowledge management strategy was developed through a consultative process and launched in November 2022. It addresses nine critical performance gaps through knowledge management improvements across the areas of knowledge creation, dissemination and application. The implementation of the strategy is enabled through a stand-alone four-person team as part of the PAK branch, five full-time posts in practices at global and regional levels, as well as 18 focal points across the organization.
42. Introducing a successful knowledge management approach is a key enabler of the Global AIDS Strategy and the new networked organizational structure. In its approach to knowledge management, the Secretariat cuts down hierarchies and across silos for knowledge to flow more freely to the right people at the right time, while enabling connection of colleagues across the organization. Efficiencies are enhanced through making knowledge and information accessible and reducing duplication.
43. Good progress has been made with the integration of knowledge management and communities of practice in support of a more knowledge-driven and networked UNAIDS Secretariat. New platforms are being introduced and systems adjusted to facilitate the sharing of knowledge horizontally across work units.

44. All four world-wide practices have been set up. Inaugural e-discussions of the Equality and Rights for All and Science, and Systems and Services for All global practices involving over 500 staff members have been held. In April 2023, the e-discussion of the Data for Impact practice area was ongoing.

Strengthened policy framework

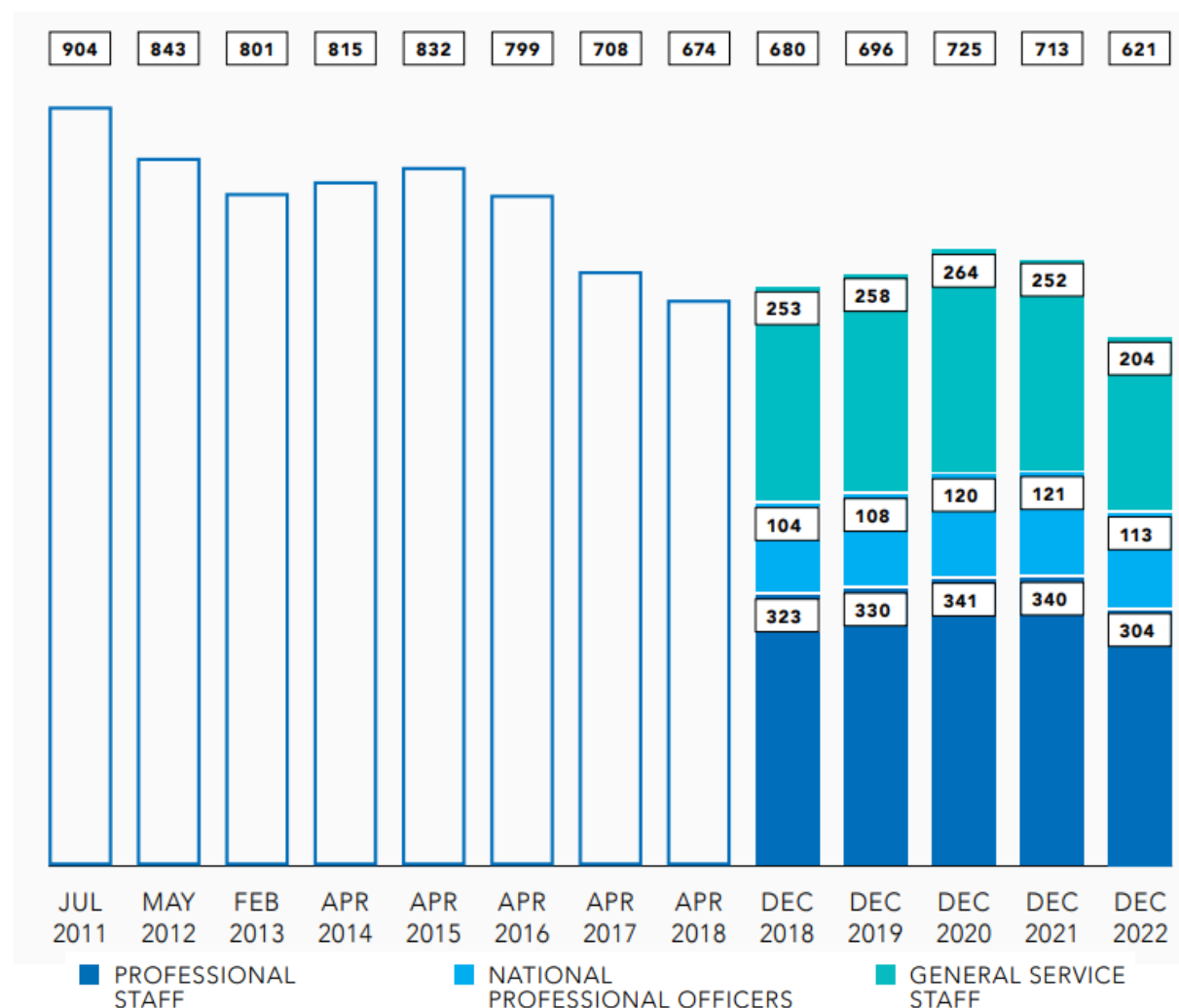
45. The updated Policy on Prevention, Detection and Response to Fraud and Corruption has been updated and came into effect in July 2022. It builds on antifraud and anticorruption practices promoted by leading international professional bodies and peer organizations, particularly within the UN system, to adopt a contemporary definition of fraud and corruption and set forth robust mechanisms to combat them. The policy institutes common definitions of a range of fraudulent and corrupt practices, promotes risk-based antifraud and anticorruption approaches across the organization, and clarifies roles, activities and key principles and requirements for the prevention, detection, reporting, investigation and sanctioning of fraudulent and corrupt practices.
46. A stand-alone Policy on Preventing and Addressing Sexual Misconduct was launched by WHO and UNAIDS in March 2023. The policy incorporates a victim/survivor-centric and human rights-based approach in preventing and addressing all forms of sexual misconduct, which includes but is not limited to sexual exploitation and abuse, sexual harassment and sexual violence. The policy sets strict standards of zero tolerance and stresses that there can be “no excuse” for sexual misconduct. Going forward, information about this new policy will be included in the #RESPECT campaign. The Secretariat will be raising awareness of the application of this policy, its interlinkages with the Policy on Preventing and Addressing Abusive Conduct, launched in 2021, through information materials, webinars and other resources.
47. Following the identification of gaps in contracting, recruitment, and management processes, the UNAIDS Secretariat is acting to close these gaps and is instituting an external review to identify further actions needed. Efforts are underway to strengthen screening and due diligence processes, including through enhanced reference checks, the use of social media and interactions and behaviours in relation to key populations and other vulnerable groups.

UNAIDS Secretariat people

48. People are the most valuable asset of the UNAIDS Secretariat. Its ability to achieve its mandate is directly linked to the competence and commitment of its workforce. Without highly skilled and motivated staff, the Secretariat cannot meet the ever-evolving challenges of the AIDS epidemic. Therefore, it is of paramount importance to invest in the development of its staff, empower them to deliver at their best, and provide opportunities for them to excel and thrive. By doing so, the Secretariat ensures that its workforce remains motivated and engaged, which, in turn, enhances its ability to achieve its targets effectively. The Secretariat remains committed to creating an enabling environment that fosters growth and development. It also acknowledges the need to adopt strategies that promote diversity, equity and inclusion in the workplace, which, in turn, promotes a culture of mutual respect and strengthens the Secretariat's ability to deliver on its mandate.
49. The people practices employed by the Secretariat cover all the activities and initiatives used to manage its employees, from the time of recruitment, throughout their career development, and eventually to their exit from the organization. Effective people practices enable the Secretariat to identify and cultivate talent, promote employee

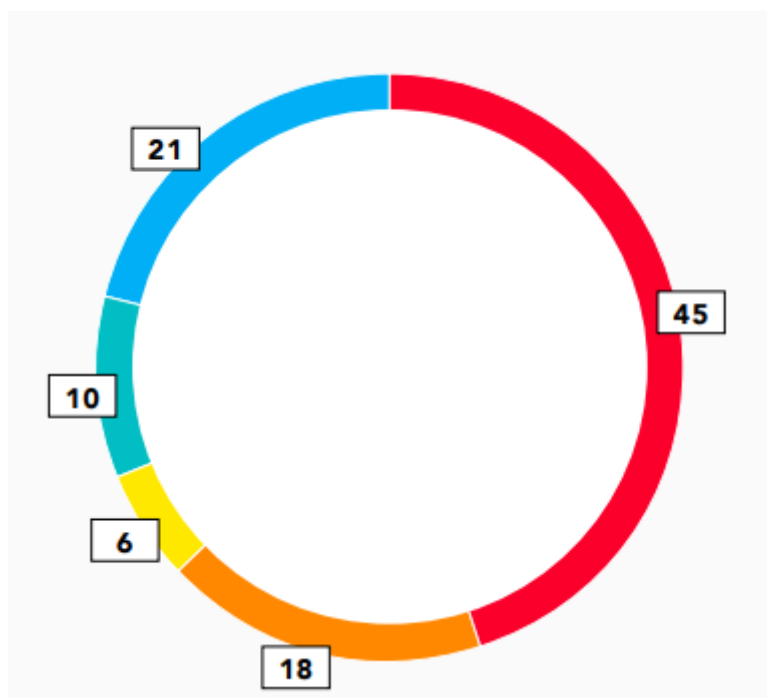
engagement, and create a work environment that fosters innovation, collaboration, and a high-performance culture. As such, the Secretariat recognizes that people practices are crucial in enabling the organization to deliver on its mission.

Workforce composition



UNAIDS Secretariat's staff members, 2011-2022

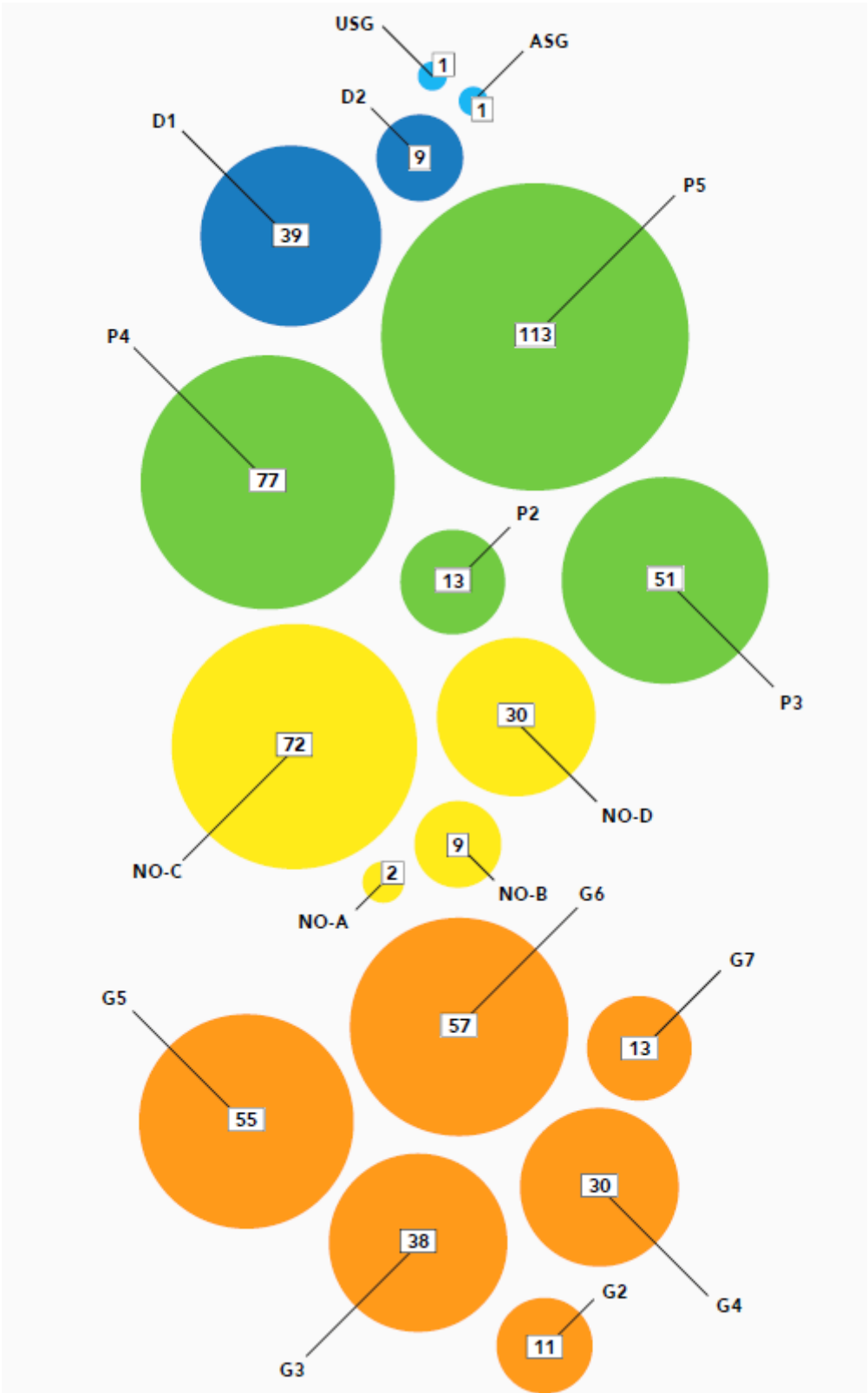
50. The number of staff employed by the Secretariat has decreased from around 900 in 2011 to 621 in December 2022. Staff from 118 nationalities work for the Secretariat across its 81 duty stations. Staff from African states represent 45% of all staff, followed by Western Europe and other states (21%) and Asia-Pacific states (18%), while 10% of staff are from Latin American and Caribbean States and 6% from Eastern European states.



■ AFRICAN STATES
 ■ ASIA-PACIFIC STATES
 ■ EASTERN EUROPEAN STATES
 ■ LATIN AMERICAN AND CARIBBEAN STATES
 ■ WESTERN EUROPEAN AND OTHER STATES

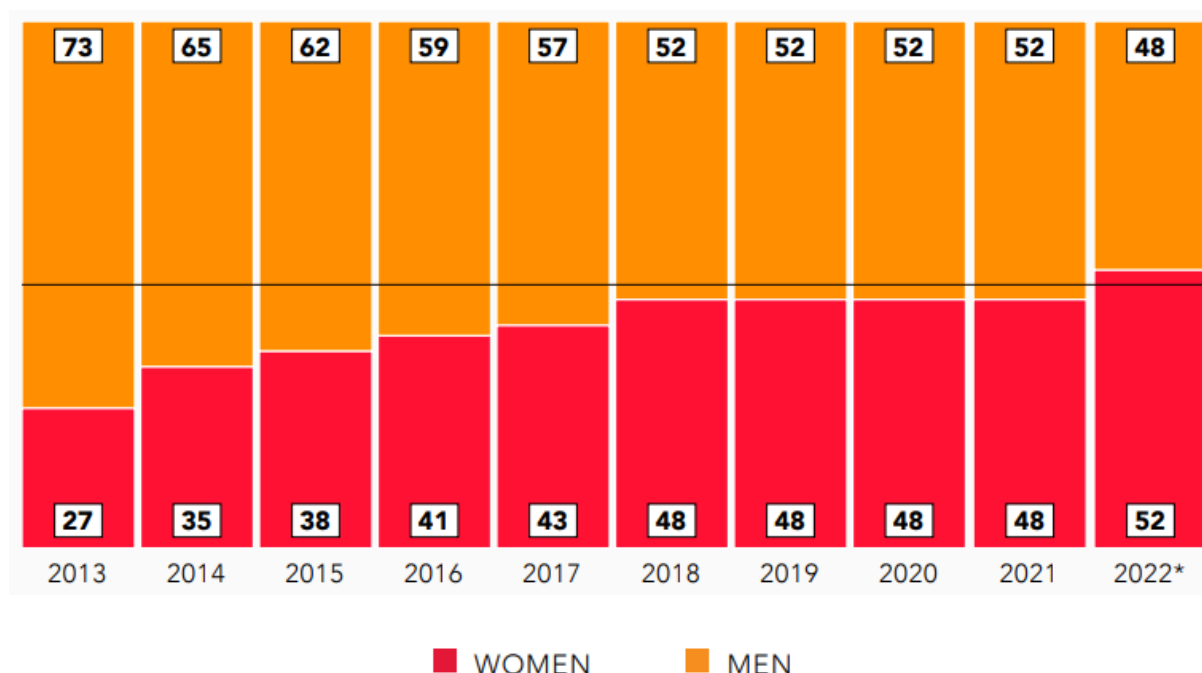
Region of nationality as at 31 December 2022 (percentage)

51. In 2012, the Secretariat established a target whereby no more than 30% of staff members should work at headquarters and no less than 70% in country, regional and liaison offices. The recent alignment process put an emphasis on placing staff members closer to the communities we serve. At the end of 2022, approximately 28% of staff worked in Geneva and 72% outside Geneva, including 29 staff carrying out delocalized Global Centre functions. Three quarters of all staff members based in Country and Regional Offices work in three regions: Asia and the Pacific, Eastern and Southern Africa, and Western and Central Africa.
52. About half of UNAIDS staff members (49%) are in the International Professional category, 18% are National Professional Officers and 33% General Service staff. A total of 84% of the Secretariat's International Professional staff members are graded at the P2 to P5 level, and 16% at the D1 and above levels.



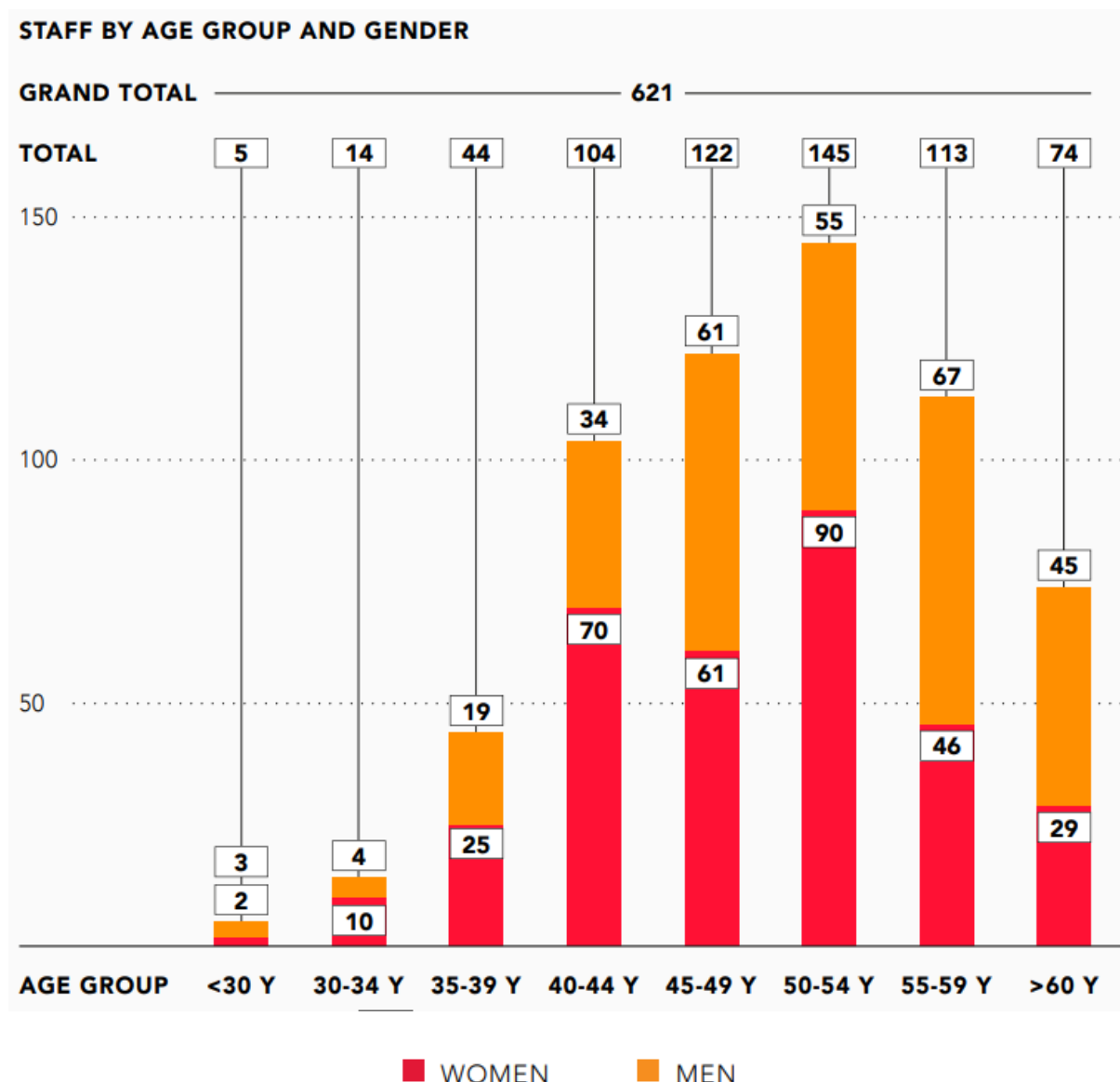
Staff members by grade as at 31 December 2022

53. Between 2013 and 2022, the percentage of female staff members in the Secretariat increased from 52% to 54%. Over the same period, the percentage of female staff members at the P4 grade and above increased from 44% to 52%. A major achievement has been the increase in female Country Directors, from 27% in 2013 to 52% at the end of 2022. As at 31 December 2022, the UNAIDS Country Director numbers include UNAIDS Country Managers whose title was changed to Country Directors as part of the alignment process. However, the gender balance at different levels is uneven, with female staff members over-represented especially at the P3-P4 and G5-G7, and male staff members overrepresented at the G2-G4 and D2 grade levels. The Secretariat is now tracking the composition by gender of the candidate pool for each step of the selection process to identify and subsequently address gendered bottlenecks. Progressively, the Secretariat will advance recognition of gender identity as a continuum between and beyond the male and female binary.



UNAIDS Country Directors by gender, 2013-2022

54. The average age of the Secretariat's staff is slightly under 50 years, broadly consistent across all staff categories. There is a marked shortage of young staff members among the Secretariat's staff, with only 3% aged under 35 years (excluding Junior Professional Officers). This has been addressed through the recent alignment process and should change as lower-graded international professional staff positions are being filled to facilitate entry and progression of young professionals into the organization. Junior Professional and UN Volunteer programmes offer welcomed and important entry points for young talents to join the UNAIDS Secretariat workforce and bring in the perspectives of younger people.



Staff members by age group and gender as at 31 December 2022

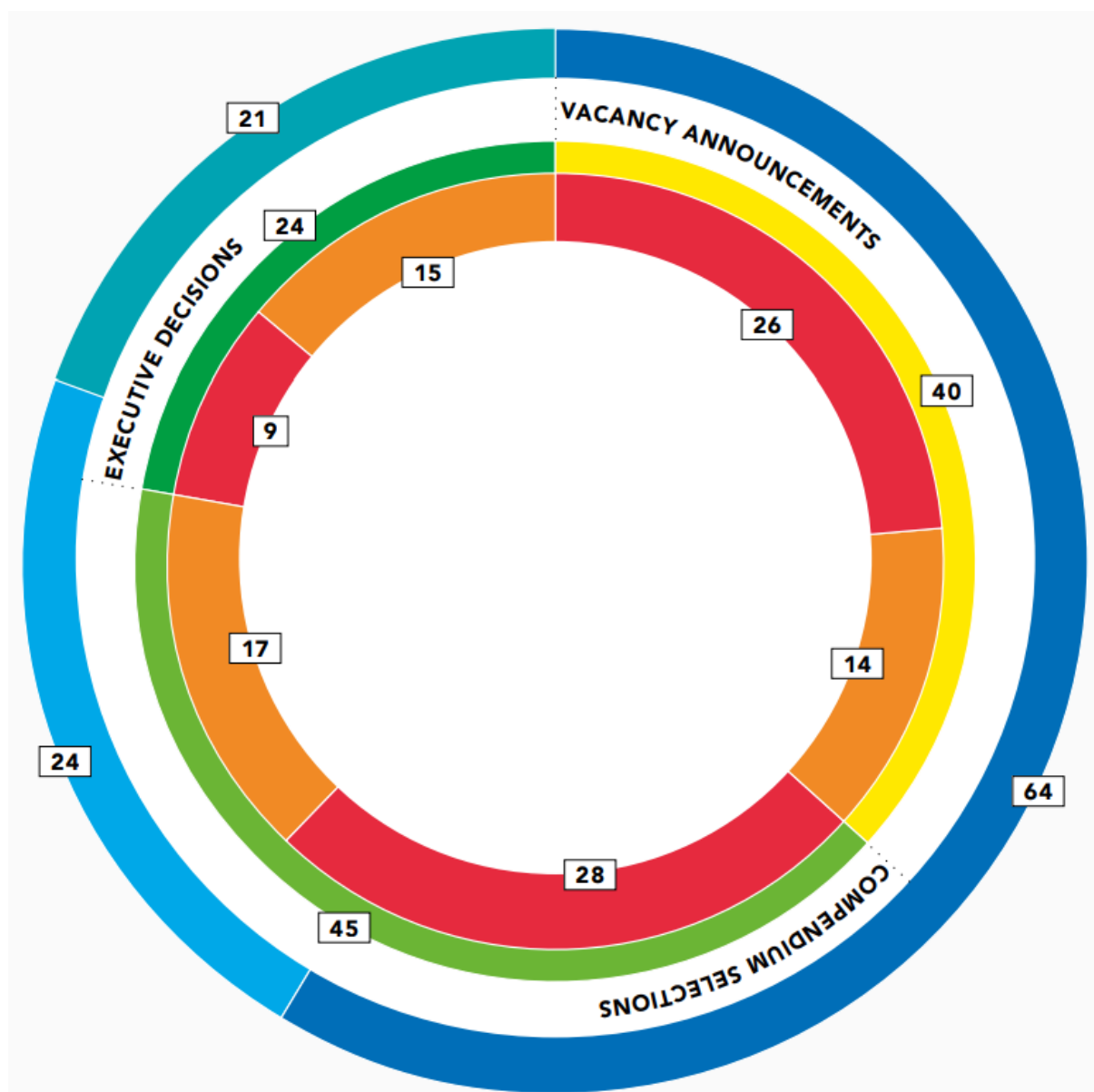
55. Over the course on 2022, 131 staff members left the UNAIDS Secretariat, 73 women and 58 men. Most of the separated staff (58) held positions in the General Service staff category, followed by International Professional staff (52) and National Professional Officers (21). Attrition by staff from the global centre accounted for 31% of separations in 2022. Separations by mutual agreement accounted for 57 staff leaving.
56. In June 2022, the Secretariat conducted a survey to get a baseline against which to measure the impact of the organizational alignment process on the workforce diversity profile. This baseline complements the available personal data in human resource systems, which is limited to a few diversity variables such as age, sex and nationality. The survey captured anonymized data covering gender identity, race/ethnicity identity, disability status, HIV status, and identification as a member of key populations. These diversity dimensions were analysed by grade/level, duty station type (country, regional or Global Centre), and staff category.

57. A total of 255 staff members (39.8%) responded to the survey. The results show the typical profile with regards to gender identity (>90% cisgender); disability (<10% with disability); sexual orientation (>70% heterosexual). Responses also show a low representation of key populations, including people living with HIV. Therefore, the Secretariat will try and identify means to share vacancy announcements to external candidates, as well as consultancy opportunities with key population networks and other partner organizations.

Talent attraction and selection

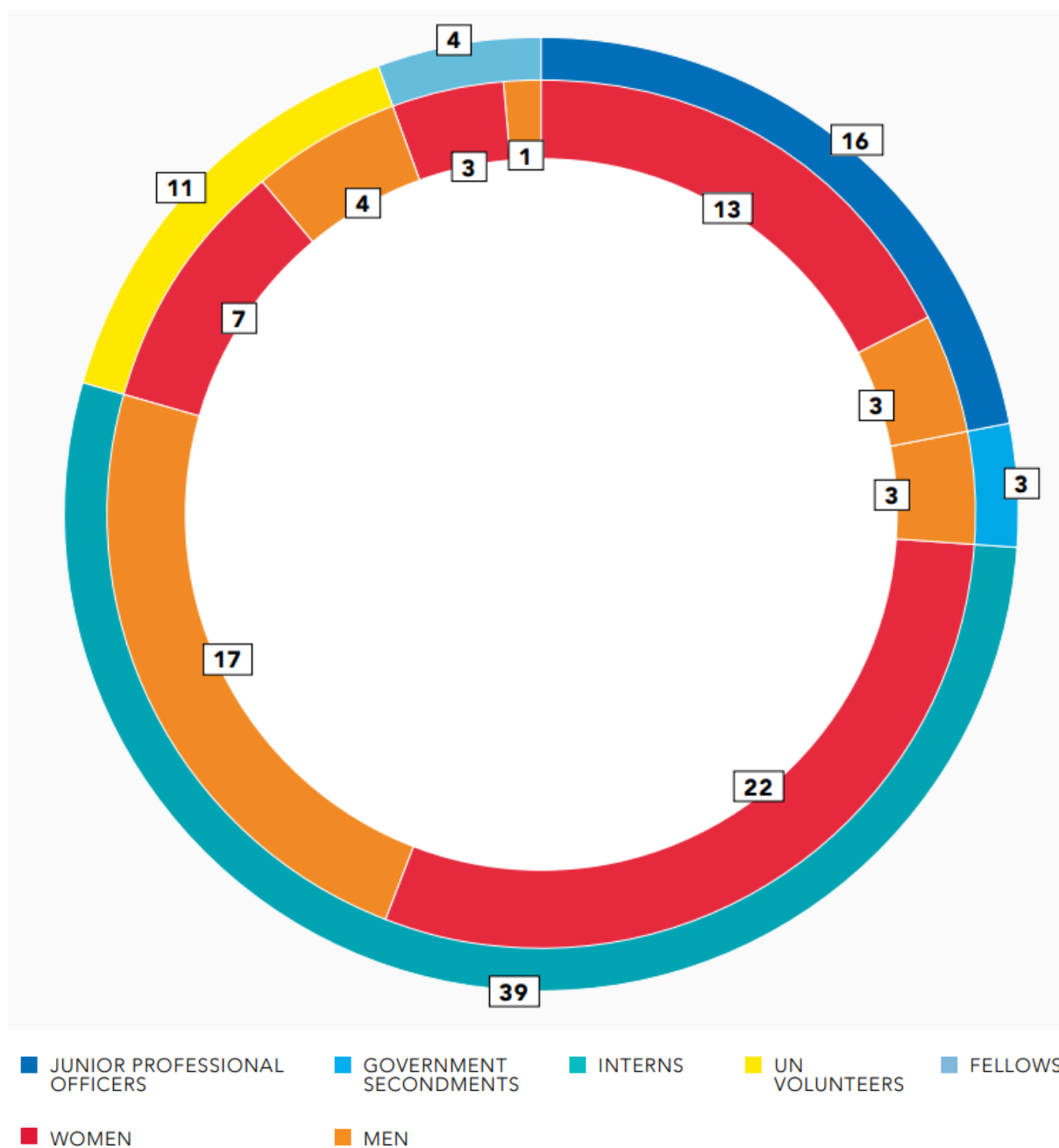
58. To fill the two Deputy Executive Director positions, the UNAIDS Secretariat followed a wide-reaching, rigorous and transparent process, drawing on best practice from across the UN and globally in order to put forward strong shortlists to the UN Secretary-General for consideration and decision. On 5 October 2022, the Secretary-General announced the appointment of Christine Stegling, of Germany, as Assistant Secretary-General and Deputy Executive Director of the Policy, Advocacy and Knowledge Branch, and Angeli Achrekar, of the United States, as Assistant Secretary-General and Deputy Executive Director of the Programme Branch.
59. As a result of the vacancy announcement advertised on the website of SRI, an executive search firm, as well as in *The Economist* and *Jeune Afrique*, and on the UNAIDS website, 131 applications were received for the Deputy Executive Director, Policy, Advocacy and Knowledge branch (DXD PAK) position, of whom 56.5 % were from males, and 43.5% from females. Just over 47.3% of the applicants were from the Global South. For the Deputy Executive Director Programme branch (DXD Programme) position, 160 applications were received of whom 68.8% were from males, and 31.2% from females. Just over 51.2% of the applicants were from the Global South. The interview panels included colleagues from civil society and UNAIDS Cosponsors.
60. Additionally, recruitments for five senior positions (i.e. P5 and D1 levels) were completed in 2022. Of the candidates selected through competitive selection, two are male and three are female, and two are nationals from the Global South and three are from the Global North. In line with the Secretariat's more geographically distributed footprint, one of the appointees is serving in a duty station outside Geneva.
61. The revised Policy on UNAIDS Country Director (UCD) Selection and Reassignment, together with Standard Operating Procedures for the 2022/2023 UCD Assessment Centres, was launched in November 2022. Subsequently, UCD generic job descriptions and a call for applicants to participate in the UCD Assessment Centres was issued. For interested UNAIDS staff, a webinar was held to respond to questions and clarify the process of application and what the Assessment Centres entail. An Assessment Centre was held in March and the selection process is anticipated to be completed in the second quarter of 2023.
62. The Secretariat continues to nominate staff to the UN Resident Coordinator Assessment Centres, and two UNAIDS Secretariat staff members successfully passed the Assessment Centres in 2022. Five Secretariat staff are in the pool for Resident Coordinator positions, while four former UNAIDS Secretariat staff members are currently serving as UN Resident Coordinators.
63. In 2022, 109 appointments were made in all staff categories. Of these, 40 were through vacancy announcements, 45 in the internal alignment compendium exercise and 24 by executive decisions. All executive decisions were internal appointments and of these,

six were temporary reassignments and seven were staff reassignments within the alignment compendium exercise due to abolition of positions.



Appointments by staff category, appointment type and gender in 2022

64. In 2022, 16 Junior Professional Officers worked for the Secretariat, 13 of whom were women. Six were based in Geneva, and 10 in country and regional offices. This represents a 33% increase from 12 Junior Professional Officers in 2020. In total, 55 interns, UN volunteers and fellows worked for the Secretariat in 2022. While the number of interns and fellows remained stable compared to 2020, there was a sharp decrease in the number of UN volunteers from 23 in 2020 to 11 in 2022.

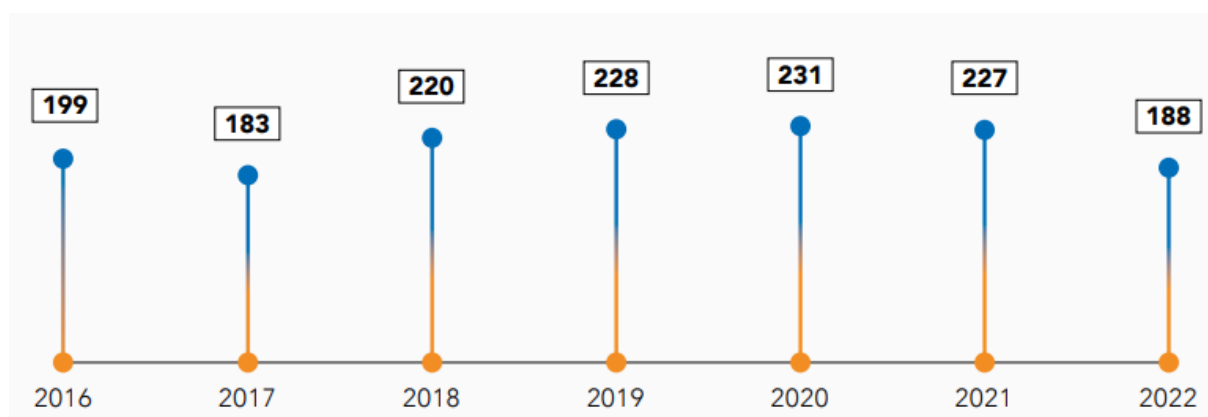


Affiliate workforce in 2022

65. Due to the high number of staff moves implemented in 2022 and 2023 as part of the organizational alignment process, and while a new approach is being finalized, no mobility exercise will be conducted in 2023.
66. In collaboration with the Information and Communications Technologies Department, a recruitment tracker was developed to provide a single, interactive overall view and status of recruitment processes. Providing information on the various stages during the talent acquisition process, the tracker helps identify any bottlenecks in the hiring process and therefore enables HR Business Partners to take steps to address them, improving the overall efficiency and effectiveness of their recruitment efforts. Furthermore, the recruitment tracker provides aggregate statistics on the gender and

nationality of applicants at various recruitment stages, which facilitates taking remedial action if imbalances occur.

67. The average time to recruit between the date of advertisement of a vacant position and the acceptance of an offer by the selected candidate decreased significantly since its peak in 2020, from 231 days to 188 days in 2022. The UNAIDS Secretariat has undertaken efforts in 2022 to closely track the time each step of the selection process takes to identify where the delays occur and to act to address bottlenecks with a view to reducing the time it takes from the advertisement of a position until the selected candidate joins the organization.



Time to recruit, 2016-2022 (average time in days)

68. The UNAIDS Recruitment Policy and Procedures, launched in March 2022, are being implemented. This Policy seeks to streamline recruitment processes at UNAIDS, embed and expand provisions related to diversity and inclusion, allow for more flexibility, decentralize recruitment processes corresponding with strengthened capacity at the level of Regional Support Teams and clarify provisions of the former policy.
69. As a result, the authority for local recruitment of National Professional Officer and General Service Staff positions in countries or regions is now delegated to the Regional Director, with support of the HR Business Partner, which removes interim steps for such recruitments.
70. Furthermore, the updated recruitment policy:
- provides that vacancy notices will normally be advertised both internally and externally while priority consideration is given to internal candidates;
 - foresees that the Executive Director may exceptionally decide to limit an advertisement to external candidates only, if warranted due to the nature of the position;
 - incorporates a roster system, in alignment with the practice of other UN Common System entities;
 - recognizes the importance of a diverse workforce and that diverse teams bring high value to UNAIDS work;
 - specifies a commitment by the organization to include diverse demographics among its workforce;
 - seeks to encourage diversity by giving due regard to geographical distribution for internationally recruited professional positions;
 - maintains a commitment by UNAIDS to include people living with HIV among its workforce; and

- contains provisions related to transparency, accountability, reporting and record-keeping.

71. In addition, the Secretariat is exploring new approaches for sharing vacancy announcements, such as through LinkedIn, to expand its reach and access new talent pools. This approach will enable the Secretariat to connect with individuals who may not have traditionally considered a career with the organization and attract candidates with diverse backgrounds and experiences. The UNAIDS Secretariat is committed to increasing diversity in its workforce and will continue to explore innovative ways to attract talent.
72. Recognizing the strategic importance of Artificial Intelligence for targeting outreach activities to individuals and communities to ensure a strong applicant pool, from October 2022 the Secretariat procured the services of Impactpool. A provider for several UN agencies and programmes, as well as for numerous other international entities, Impactpool helped the Secretariat enhance job visibility through social sourcing with well-qualified candidates with different levels of proactivity of social platforms.

Talent development

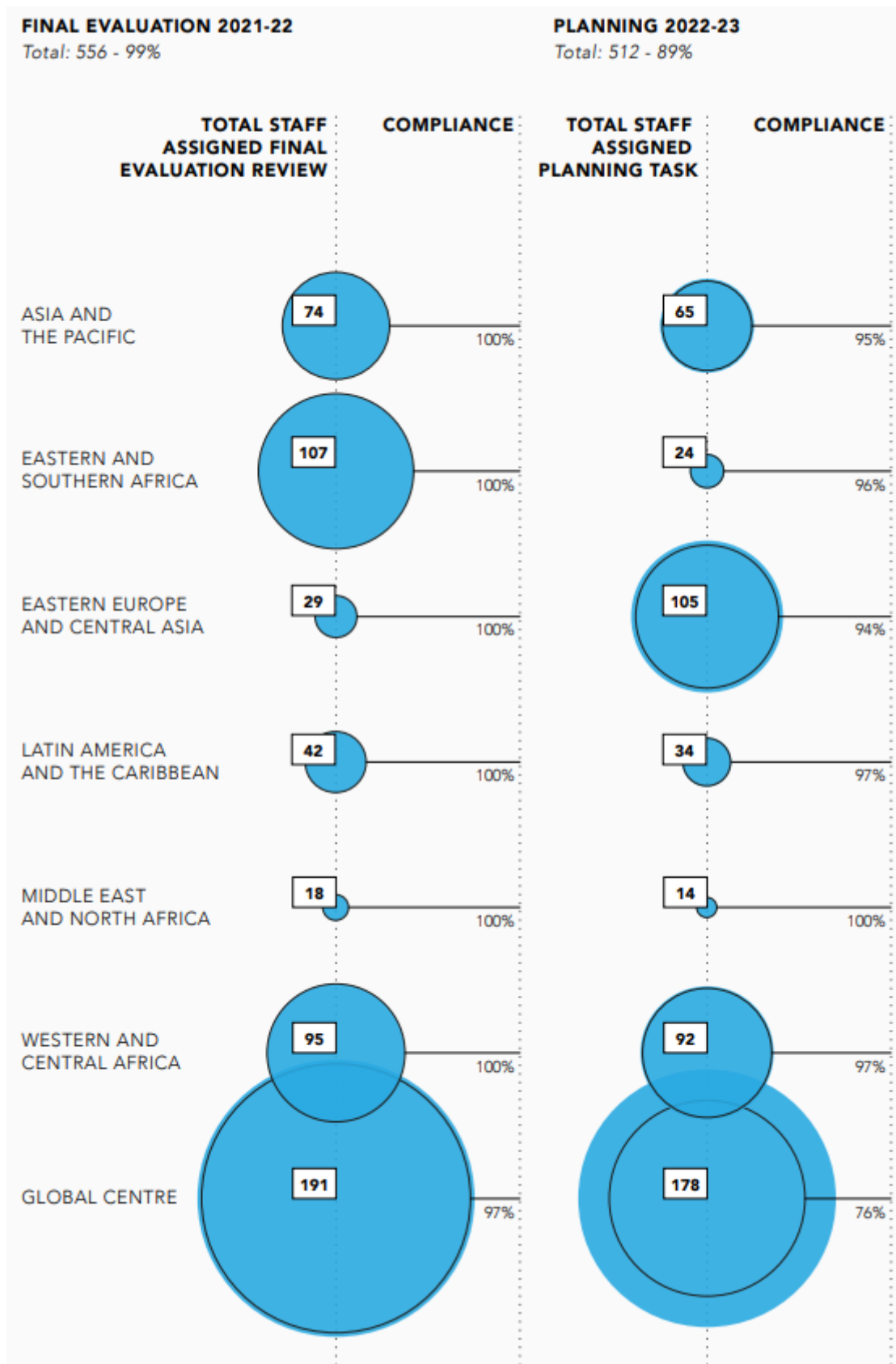
73. To move the organization towards a more knowledge-based, safe and equal workplace, a range of capacity development programmes are being offered in 2023 to strengthen staff capacity on the new ways of working and embodying UNAIDS values. These integrate with the four areas the organization needs to strengthen to effectively deliver on the commitments of the Global AIDS Strategy, namely: knowledge-sharing; influencing for change; building and maintaining effective partnerships; and mainstreaming equality and inclusion in line with its feminist principles. To shift the mindset and build the necessary skills for staff to successfully adopt these new ways of working, a set of professional development programmes has been launched.



74. SkillAdvance is a professional development orientation for all staff at the UNAIDS Secretariat and launched in March 2023. It is a self-paced e-learning programme, which uses micro-lessons to bolster our understanding of the strategic priorities and

approaches, available tools and case studies. The curriculum includes modules on the four practice areas, knowledge management, resource mobilization, performance management, staff development, and more.

75. The Leading for Transformational Change programme is an exciting new programme for UCDs to deepen their functional competencies to achieve the global targets and reposition UNAIDS within UN Country Teams. Developed in collaboration with the UN Staff College, this blended learning programme provides UCDs and other leaders with an opportunity to speak with one voice and to lead action in countries. A first cohort was launched in March 2023 and a second cohort will begin in the fourth quarter of 2023, after which the programme will become available for all staff starting in 2024.
76. Championing New Ways of Working is a capacity building programme designed to familiarize staff with the leadership skills and behaviours that are required to lead new ways of working that are grounded in feminist principles of equality and inclusion. In a first phase, interactive webinars are being held for over 300 staff across the Secretariat on knowledge and matrix management. The sessions provide tools and methods for knowledge and matrix management, using interactive methods, scenarios, discussions and action planning. In a second phase, influencing for change and building effective partnerships will be addressed.
77. The UNAIDS executive coaching programme continued in 2022 to support 87 senior leaders across the organization to model UNAIDS values and competencies, and to exercise inclusive leadership behaviours. A 360-degree feedback element remained a mandatory tool to increase participants' self-awareness and enable them to work on identified strengths and developmental needs with their respective coaches. The aggregate data from all 360-degree feedback surveys were analysed to identify trends across UNAIDS senior leaders and provide an evidence base for tailored interventions. Additionally, 115 staff members in the National Professional Officer and General Service staff categories participated in a coaching programme to address individual learning needs. A total of 202 UNAIDS staff members participated in the programme in 2022, with 97% reporting that it had a positive impact on their effectiveness as managers and leaders. The programme received a 4.8 satisfaction rating on a 5-point scale.
78. The Secretariat achieved a compliance rate of 99% for the 2021/2022 performance management cycle, a slight increase from up to 97% compliance achieved over the previous three performance evaluation cycles. Overall, 89% of staff have set their work and learning objectives for the 2022/2023 cycle. Over 99% of staff are meeting their performance objectives and 87% of staff reported that they had met their mandatory learning objectives.



Compliance with final evaluations for 2021/2022 and planning for 2022/2023 by location (percentage)

79. The UNAIDS Secretariat is committed to delivering results for the people it serves, and equality and inclusion are at the heart of achieving those results. Matrix management demonstrates UNAIDS's commitment to becoming a less hierarchical organization, is essential for sharing global resources, strengthens worldwide practices, improves collaboration, and reinforces networks while also acting as a key building block for the rollout of UNAIDS' Knowledge Management Strategy. During the pilot in 2023/2024, 68 staff are being formally "matrixed", whereby they report to a matrix manager (in addition to their first-line supervisor) who provides technical guidance.
80. The UNAIDS Secretariat recognizes that matrix management can be challenging and there are several barriers that need to be avoided to ensure its success. Therefore, guidelines highlight the importance for supervisors and matrix managers to be actively engaged with each other to ensure clear communication and prioritize coordination to avoid overburdening staff and ensure that all tasks are relevant and aligned, while including flexibility and ability to adapt to changing circumstances. By anticipating and mitigating risks, UNAIDS can make full use of the benefits of matrix management, including better collaboration, strengthening networks and improved knowledge management.
81. Going forward, the Secretariat will work to formalize attributes of matrixed approaches beyond performance management. It will include aspects such as better collaboration, strengthened networks, enhanced utilization of resources, and bolstering the world-wide communities of practice.

UNAIDS Secretariat culture

82. Organizational culture plays a vital role in shaping how staff are experiencing the work environment at the UNAIDS Secretariat. The Secretariat's organizational culture is built on shared values, beliefs and practices that define how people relate to each other within the organization. By embracing its feminist principles, the Secretariat seeks to create an equal, safe and empowering work environment for all its employees, regardless of their contract status, staff category, gender identity, race or other social identities.
83. The UNAIDS Secretariat recognizes that workplace culture is not just about creating a conducive work environment; it is also a strategic tool for achieving organizational objectives. A positive workplace culture can help to attract and retain talent, promote innovation and collaboration, and enhance the organization's overall performance. By fostering a culture of inclusivity and respect, the Secretariat is creating a work environment that enables all its employees to reach their full potential and contribute to the organization's success. The Secretariat is committed to continuously improving its workplace culture and has implemented a range of initiatives to support this goal under the umbrella of the culture transformation initiative.

Culture transformation

84. Just as the Global AIDS Strategy calls for ending inequalities to end AIDS, the Secretariat is building an internal culture of equality through culture transformation and its pursuit of an equal, safe and empowering work environment continues to a priority. This transformational change is grounded in intersectional feminist and antiracist thinking and practice. It also provides reflective spaces, values introspection and offers opportunities to experiment with different ways of working and learning together. The culture transformation uses the positive experiences of colleagues with their immediate

teams to strengthen relationships within teams, which will translate in an overall positive workplace climate.

85. Over the course of the reporting period, teams across the Secretariat continued to develop and update their "team value charters" based on what was important to them in their daily work life. The process is experienced as very meaningful for teams and the conversations helped team members reconnect and create a shared experience. Among the teams that newly created their "value charters" is the UNAIDS Secretariat Cabinet which finalized its charter in January 2023. With the newly constituted Senior Leadership Team, the culture transformation team is supporting members in updating existing and setting new personal leadership commitments which capture how they are championing culture transformation values.
86. Looking at common themes across value charters and reflecting on recurrent issues, the culture transformation team developed a first set of feminist principles. During the 2022 regional cluster meetings, these principles were socialized, and colleagues invited to relate to these principles through their personal stories and explore what they meant for the collective being and our doing at the Secretariat. The UNAIDS feminist principles are:
- intersectionality;
 - equality and equity;
 - inclusion and nondiscrimination;
 - ecological and environmental harmony;
 - inter-generationality;
 - the personal is political;
 - practice of peace and nonviolence;
 - linked, not ranked; and
 - practice and use of power.



87. These feminist principles have already been applied as a lens to inform implementation of matrix management and knowledge management and they will be integrated progressively into policies, systems and processes that shape the Secretariat.
88. A team-learning journey, to be undertaken by all staff, will be launched later this year to translate the commitment of regular conversations in teams on gender and racial equality that is part of the UNAIDS Antiracism Action Plan and act upon a

recommendation of the external, independent evaluation of the UNAIDS Gender Action Plan regarding the need for learning around these subjects. The team-learning journey is an important contribution to team (re)building, following implementation of the organizational alignment process. It also contributes to fostering healthy relationships within teams. Establishing a team culture of open and respectful conversations can have a positive impact on individuals' sense of belonging, engagement and resilience—along with productivity, which can enhance organizational capacity to deliver.

89. The second area of focus under the culture transformation umbrella involved furthering the UNAIDS Secretariat's journey to become an antiracist organization, which is guided by the first-ever UNAIDS antiracism action plan. Since its launch in December 2020, much individual and organizational learning was undertaken, including through the comprehensive review of measures and mechanisms for addressing racism and racial discrimination in UN system organizations conducted by the Joint Inspection Unit.
90. In 2022, led by outcomes of conversations with staff and supported by a women-led consortium of feminist practitioners from the Global South, an "antiracist, intersectional feminist continuum" was developed, which outlines a structured and systematic developmental pathway for the Secretariat. Across six developmental levels, it identifies indicators for personal, interpersonal, cultural and institutional maturity. These are essential to raising awareness, facilitating shared understanding and promoting accountability for change and transformation at all levels of the organization.
91. The assessment where the Secretariat is currently situated along the continuum together with a broader benchmarking exercise will inform the development of an intersectional Gender Equality, Diversity, Inclusion and Accessibility Framework which will succeed the current single-issue Gender Action Plan 2018–2023.

Global staff survey

92. Global Staff Surveys are a crucial tool used by the UNAIDS Secretariat to assess the engagement level of its workforce and identify areas that need improvement. These surveys help to gauge employee satisfaction with people processes, including performance management, career development, support services, and diversity, equity and inclusion; they also assess perceptions of other organizational issues, such as leadership, communication and workplace culture.
93. As committed in the Management Action Plan, a second staff Global Staff Survey was conducted in 2022 to collect feedback from UNAIDS staff to develop strategies to improve employee engagement and satisfaction. The biennial Global Staff Survey provides a platform for staff to voice their concerns. These surveys are an important metric for employee engagement and for assessing where the organization stands with its transformation effort. The UNAIDS Secretariat is grateful for the constructive collaboration with the UNAIDS Secretariat Staff Association (USSA) on the Global Staff Survey and is committed to develop it further in subsequent outreach with staff.
94. The second management-led Global Staff Survey was completed in December 2022. Compared with the survey done in 2020, it shows overall improvement. Responses to 25 questions have improved by 5% or more, 39 are similar and 6 have fallen by 5% or more. A total of 501 respondents (67%) shared their experiences across 11 areas, compared with 64% in 2020.

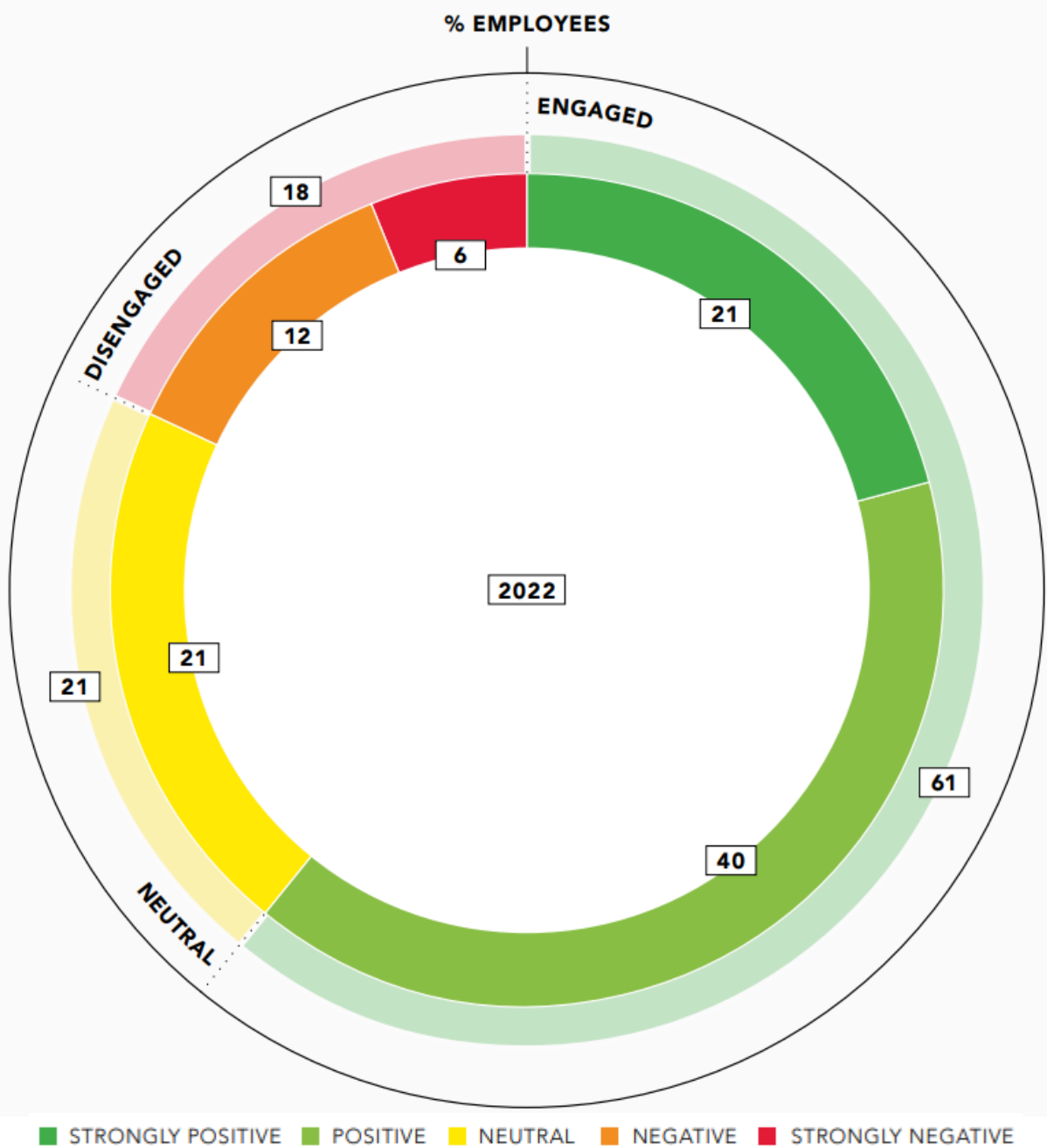


■ STRONGLY POSITIVE
 ■ POSITIVE
 ■ NEUTRAL
 ■ NEGATIVE
 ■ STRONGLY NEGATIVE
■ 2022 OVERALL POSITIVE-

Overall summary by topic from the 2022 Global Staff Survey

95. Engagement is when staff give their best each day. It is when they are committed to their organization’s goals and values and when they are motivated to contribute to its success. The question “I would recommend this organization as a good place to work” is used as a proxy measure of engagement in the not-for-profit sector and was chosen as the main indicator for tracking engagement for the UNAIDS Secretariat. In 2022, 61% of respondents would recommend UNAIDS as a place to work, were engaged, which is substantially lower than 2020 (70%) and lower than the benchmark median (77%). While 21% of respondents were neutral, 18% would not recommend UNAIDS as a place to work, which is 8% higher than 2020 and 11% higher than the benchmark. The survey was conducted in the context of the alignment process, which might explain the more negative results compared to 2020.

I WOULD RECOMMEND UNAIDS AS A GOOD PLACE TO WORK



Employee engagement index from the 2022 Global Staff Survey

96. Notably, colleagues are dedicated to the mission of the organization and feel a strong sense of personal achievement from UNAIDS's work. According to the staff survey, over 80% of respondents trust their manager and are confident that the leadership of their office or team contributes to its success. However, trust in Cabinet, change management and the alignment process is low, in particular among staff most impacted by alignment decisions.
97. In response, Cabinet has outlined three priority areas, namely strengthening trust and open communication between Cabinet and staff, scaling up efforts for a more diverse and inclusive working environment, and continuing to strive for a safer, more transparent UNAIDS.
98. Results of the Global Staff Survey were shared with all staff in early February 2023 and subsequently discussed during webinars held for Regions, Global Centre Branches and Departments to help staff participate in understanding the results. Following the debriefs all staff are given an opportunity to reflect on priorities and contribute to follow-up actions.
99. Led by the respective Director, all Regions, Branches and Departments are developing action plans for implementation in 2023. Building on the in-depth analysis of the results, one or more priorities are being identified to be addressed through actionable and measurable initiatives. Altogether, nine comprehensive organization-wide action plans and a Cabinet response will be developed, and priorities and tasks recorded on a dedicated reporting platform available to staff. Progress in implementation for each plan will be monitored and results assessed in the last quarter of 2023.

Respectful workplace

100. Following the issuing, together with WHO, of a new UNAIDS policy on preventing and addressing abusive conduct, an internal #Respect campaign was launched in September 2021. Based on six scenarios that raised awareness about examples of harassment, sexual harassment and discrimination, this multiyear campaign aims to build a solid understanding as to what constitutes abusive conduct. Staff are engaged in virtual conversations around themes to unpack definitions, increase knowledge of support and redress mechanisms, and become empowered to take action to prevent and address abusive conduct in the workplace. Informed by user research, new scenarios were developed and launched in March 2023 during an all-staff meeting. These highlight examples of good behaviour and contribute to building trust in support services and reporting channels. Accompanied by a conversation guide for teams, these scenarios serve as conversation starters.
101. As the multiyear #Respect campaign continues, it will incorporate the new policy on preventing and addressing sexual misconduct (including but not limited to sexual exploitation and abuse, sexual harassment, and sexual violence) which was launched by WHO and UNAIDS in March 2023.
102. The online course on the prevention of sexual exploitation and abuse by UN personnel has been mandatory for all UNAIDS personnel and includes an additional module for managers for all UNAIDS personnel who have supervisory responsibilities. An updated version of the course was launched across the UN in 2023 and all UNAIDS personnel will be required to re-take it in order to ensure that everyone is aware of their roles and responsibilities. Completion of this online course will furthermore be required from all consultants before a contract is awarded to ensure a common understanding of

prohibited conduct in relation to sexual exploitation and abuse, while also ensuring knowledge of available support services. Furthermore, all consultants will also be screened through the UN ClearCheck database to prevent the hiring and re-hiring of individuals whose working relationship with an organization of the UN system ended because of a determination that they had perpetrated sexual harassment or sexual exploitation and abuse.

103. To enhance transparency and accountability, updates on administrative review cases, and corrective administrative actions, including disciplinary measures are shared annually with UNAIDS Secretariat staff. These are also available to the PCB as conference room papers.
104. In 2022, 12 requests for administrative review were received from UNAIDS Secretariat staff members globally. Compared to seven requests received in 2021, this constitutes a considerable increase in formal litigation. Further information, including a breakdown of cases by grade and gender of staff members, is available in the Conference Room Paper Administrative Review Statistical Overview 2022 (UNAIDS/PCB (52)/CRP5).
105. The People Management Department continued to focus on conflict prevention, early intervention and informal resolution by working closely with the Ombudsperson and other in-house stakeholders, including the Ethics Office. This resulted in contentious matters frequently being resolved at early stages prior to further escalation. In addition, concerted efforts to ensure duty of care, as well as improvements in consistent policy application, due diligence and ongoing constructive dialogue with staff and staff representatives, continued and contributed to early and informal conflict resolution.
106. The Secretariat has also strengthened consequence management during the reporting period, which reflects a sharper focus on improving accountability and good governance. In 2022, UNAIDS concluded four administrative and disciplinary proceedings, which led to the imposition of disciplinary or other corrective measures. Further detailed information is available in the Conference Room Paper on Corrective administrative actions including disciplinary measures imposed in 2022 (UNAIDS/PCB (52)/CRP6).

Well-being, safety and security

107. Duty of care is the moral and legal obligation to ensure the safety of others and the duty of care towards staff is a priority for UNAIDS Management. Building on lessons learnt from the response to the COVID19 pandemic, the organizational approach to duty of care is being streamlined to support the creation of an inclusive, safe, healthy, empowering and inclusive workplace. A Duty-of-Care Committee comprising a diverse mix of staff members across grades and regions inclusive of management and USSA representatives has been established. It will provide advice and oversight on the formulation and implementation of workplace initiatives, including the Mental Health Strategy and Security Management System. It provides a forum for raising specific concerns around occupational safety, security, health and well-being.
108. The UNAIDS Secretariat continues to be fully compliant with the UN security risk management process, which constitutes the basis for the recommendation and approval of minimum operating security standards. Compliance with those standards is monitored through an online dashboard and is linked to the preparation of the biennial work planning and budget cycle. A baseline survey for all UNAIDS offices and a country-specific one assessing security risk management measures has enabled deficiencies in relation to those standards to be identified and addressed. The

occupational health and safety situation in Country and Regional Offices is assessed regularly and tailored recommendations are provided.

109. The provision of counselling services continues to be crucial, particularly to address psychosocial stressors associated with various aspects, such as the ongoing organizational alignment process, significant workloads, interpersonal tensions, and the balancing of work-life commitments. Access to these services is essential to support the well-being and mental health of UNAIDS Secretariat personnel, enabling them to navigate and cope with challenges they may encounter. Recognizing the importance of addressing these stressors, the Secretariat remains committed to ensuring the availability of counselling services as part of its comprehensive approach to people management, emphasizing the support and well-being of its dedicated workforce.
110. The staff counsellor continues to play a vital role in supporting staff members and helping them cope with uncertainty and anxiety. Through a contract with The Rome Institute for International Counseling, Coaching and Mediation, a group of professional counsellors based around the world, the UNAIDS Secretariat continues to ensure access for all personnel to psychosocial services within 24 hours for critical emergencies and 48 hours for general counselling regardless of duty station.
111. The staff counsellor proactively reached out to teams impacted by critical incidents, such as the war in Ukraine, the death of a colleague, and to individuals following highly stressful events such as loss of relatives, armed robbery, and life-threatening illness. Tailored group interventions were offered across regions to support staff through the alignment process. Regular case management meetings were conducted with key counterparts (People Management Department, Ethics Office, and Office of the Ombudsperson) and with medical personnel of Staff Health and Well-being Service. The staff counsellor aims to provide holistic, multifaceted support to staff through these multidisciplinary meetings, such as facilitating the successful return to work of staff.
112. Aligned to the UN System Workplace Mental Health and Well-Being Strategy and building on the recommendations of the High-Level Committee On Management For Staff Workplace Well-Being, a joint mental health strategy with WHO is being developed. The UNAIDS Secretariat is moving forward with the implementation of key elements which have been specifically adapted for its workforce. The Secretariat continues to contract a number of services from WHO and global activities in certain areas are planned jointly.
113. In addition to all-staff messages and webinars, all UNAIDS staff and those with supervisory responsibilities in particular, have been encouraged to complete the UN “Workplace Mental health and Well-being—Lead and Learn Programme”, which aims to develop the knowledge and skills to support the mental health and well-being of teams, and create healthy, respectful, productive workplaces.
114. The UNAIDS Secretariat remains actively engaged in the Staff Health Insurance Global Oversight Committee and seeks inputs from USSA members. Lowering the financial burden put on staff members is a key issue for management and staff association. A pilot for putting in place a mechanism for direct payment for services to cover the 80% which is reimbursable by Staff Health Insurance has been agreed to be undertaken in 2023 starting in Nairobi. The UNAIDS Secretariat looks forward to receiving progress updates on this pilot project to expand access to health care for staff members, and if successful, urges its swift expansion to all duty stations.

115. A Joint Inspection Unit "Review of quality, effectiveness, efficiency, and sustainability of health insurance schemes in the United Nations system organizations" is ongoing and the Secretariat looks forward to the findings from this review, in particular those that are specific to Staff Health Insurance. A survey seeking the experiences from staff enrolled in Staff Health Insurance is being conducted as part of the Joint Inspection Unit's review.

Enabling work environment policies

116. UNAIDS extended its own, already-advanced parental leave policy, adopted in 2018, in line with a new parental leave framework decided by the International Civil Service Commission (A/77/30) in July 2022 and welcomed by the UN General Assembly in its resolution A/RES/77/256 A–B. Since 1 January 2023, the Secretariat has been offering staff members 16 weeks of parental leave (for all parents) and an additional 10 weeks (for a birthing parent). Any parent of a child under 12 months of age is allowed additional time off for breast-feeding, feeding, nurturing and bonding.

117. The WHO/UNAIDS Policy on the Employment of Persons with Disabilities has been revised and, since its launch in January 2022, facilitates equality of access to employment, advancement and retention of persons with disabilities.

118. The extant UNAIDS Flexible Working Arrangements Policy, launched in 2013, while quite progressive when it was introduced, is being revisited to ensure that flexible working arrangements remain viable and inclusive for all UNAIDS staff.

Conclusion

119. Throughout the reporting period, the UNAIDS Secretariat has been building on and furthering the progress made to ensure that its people have the support they need, work in an enabling work environment, and can rely on conducive policies so they can give their best each day to deliver on UNAIDS mandate. Monitoring of the impact of the organizational transformation effort is ongoing and measures are being put in place to sustain progress made. The organizational change agenda requires a long-term approach to facilitating a lasting transformation for a safe, networked and knowledge-driven organization. The Secretariat remains committed to taking swift corrective action where and when it becomes aware of areas where it is falling short of its aspiration.

120. With its people-centred approach, the People Strategy outlines the path forward for the UNAIDS Secretariat to align people practices, organizational culture, and organizational design with UNAIDS' overall mission, vision and goals.

Proposed decision point

121. **The Programme Coordinating Board is invited to:** *take note* of the update on strategic human resource management issues.

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