

UNAIDS Secretariat Gender Action Plan

AT A GLANCE

In 2013, the UNAIDS Secretariat launched its first Secretariat Gender Action Plan – a comprehensive framework to advance gender equality and empowerment of women within the organization.

The rationale for achieving this objective is clear: the connection between gender parity and organizational performance has been well documented. Organizations with a more equal representation of women at the senior management level considerably outperform their counterparts with a lower representation of women in senior positions. Research has also shown that gender-balanced teams have greater potential for creativity and innovation, and contribute to better decision outcomes. For UNAIDS, ‘leading by example’ is critical – an organization that calls for the elimination of gender inequality at the global level must also ensure its own internal policies and guidance follow suit.

The UNAIDS Secretariat Gender Action Plan – developed through a consultative, process involving staff across the Secretariat – comprises measures to be taken in seven strategic focus areas and six numeric targets for monitoring progress towards achieving gender equality in the Secretariat across all levels, with particular attention to senior positions. A central aim of the Secretariat Gender Action Plan is to reach 50/50 gender parity at all levels, but the plan goes beyond numerical targets, and is designed to nurture a supportive organizational culture for all staff.

Following consultation and review in 2015, the Action Plan was updated and extended to March 2018, giving the Plan an overall timeframe of five years: 2013 – 2018.

7

Strategic focus areas

1. Leadership & accountability
2. Organizational culture
3. Recruitment & selection
4. Staff development
5. Work-life balance initiatives
6. Communication & advocacy
7. Monitoring & reporting

6

Targets

1. 50/50 gender balance in the Secretariat
2. 50% UNAIDS Country Directors are women
3. 50% of P5-level and above positions are held by women
4. 50% of P4-level positions and above are held by women
5. 50% of NOC/NOD positions are held by women
6. 50% of GS positions are held by women

SIGNIFICANT PROGRESS

Since the inception of the Gender Action Plan in 2013, the UNAIDS Secretariat has made significant progress across all seven areas of strategic focus, and across the six numeric targets. Progress is reviewed annually and summarized in Gender Action Plan progress updates.

Overall percentage of female staff in the Secretariat is just over 50%. Key advancements include:

- The overall number of female Country Directors has risen from 15 (27%) in February 2013 to 22 (40%) in February 2017.
- The number of women in P5 positions and above has increased by 6% in four years – from 36% in 2013 to 42% in February 2017.
- The number of women in P4 positions and above has increased from 44% in 2013 to 48% in February 2017.

TARGET 1

50/50

gender balance in the Secretariat



TARGET 2

50%

of UCDs are women



TARGET 3

50%

Of P5-level positions and above are held by women



TARGET 4

50%

Of P4-level positions and above are held by women



TARGET 5

50%

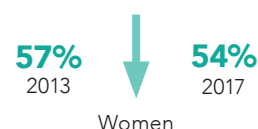
Of NOC/NOD positions are held by women



TARGET 6

50%

Of General Service (GS) positions are held by women



Remaining at the forefront of efforts on gender equality and the representation of women provides UNAIDS with important opportunities for the implementation of the 2030 Agenda on Sustainable Development.

SPOTLIGHT: UNAIDS LEADERSHIP PROGRAMMES FOR WOMEN

A Leadership Programme for Women was developed and launched in 2014 in partnership with the UN System Staff College (UNSSC) to contribute to the further development and strengthening of leadership skills and capacities of female staff at UNAIDS. Female leaders undertake a 360° leadership assessment and participate in a five-day workshop at the UNSSC in Turin, Italy. Guided by senior leaders from academia and the UN system, participants explore strategies to tackle common challenges for women in leadership positions, and reflect on how to leverage their individual strengths. Each participant develops an action plan to help guide their future priorities and growth. The UNAIDS programme has inspired the UNSSC's system-wide leadership course for women and similar programmes at other UN entities.

The innovative Mentoring Programme for Women was launched in April 2014 and aims to increase job satisfaction and contribute to professional growth and development for mentees from all categories of staff (GS, NO, P and D). Through a series of virtual learning and support sessions, mentees are enabled to identify barriers that hold them back while mentors, male and female, are empowered to coach their mentee on those. The formal mentoring cycle lasts one year and mentees are guided by an experienced mentor to address their individual learning needs, strengthen competencies, address workplace challenges and build confidence. The mentoring programme also gives an opportunity to mentors to share their experience and knowledge while developing their skills in guiding and supporting colleagues. The UNAIDS Mentoring Programme for Women has been presented at common system meetings as an example of best practice for growing internal talent and has encouraged a number of UN entities to pursue similar programmes in support of women's empowerment.

1 in 3

33% of female staff at the
UNAIDS Secretariat have
benefited from the leadership
and mentoring programmes
(Feb. 2017)

"SAY WHAT?" feedback from participants...



Jane Okrah

Community Mobilization and Networking Adviser, Mentee

"The UNAIDS Mentorship Programme brought out the best in me. I am now more confident in delivering on my goals and working with my supervisor."



Mumtaz Mia

Strategic Intervention Adviser, participant of Leadership Programme

"I have been able to apply the knowledge and skills gained through UNAIDS Women's Leadership programme to my everyday professional life. I believe I am a more focused and dynamic professional because of this great experiential programme."



Tim Martineau

Director Fast Track Implementation, Mentor

"Being part of the mentor programme helped me understand the challenges that women face in being heard and recognised for all the good work they do. It has helped me be a better manager."



Vladanka Andreeva

UNAIDS Country Director, Mentee

"The Mentoring Programme designed a circle of inspiration and support. It offered me a unique opportunity to learn, share and grow. "



Kamal Alami

UNAIDS Country Director

It is a great honor for me to work with motivated and committed women to build their capacity and contribute to the goals of UNAIDS.

LEADING BY EXAMPLE: COMMITMENT BY SENIOR MANAGEMENT

The Executive Director and Deputy Executive Directors have repeatedly reaffirmed their commitment to achieving gender parity among staff and creating an organizational culture which empowers women and creates opportunities for all.

“I am deeply committed to increasing women’s leadership across UNAIDS. Together, we must strive for gender equality at all levels.”

UNAIDS Executive Director, Michel Sidibé

LEADING BY EXAMPLE: THE INTERNATIONAL GENDER CHAMPIONS GENEVA

Launched in July 2015, the International Gender Champions Geneva initiative is a leadership network, founded by Michael Møller, UNOG Director-General, former Ambassador Pamela Hamamoto, Permanent Representative of the US Mission to the United Nations in Geneva, and Caitlin Kraft-Buchman, Women@TheTable, and dedicated to making gender equality a priority throughout the multilateral diplomatic community in Geneva. It currently brings together over 100 leaders, drawing from Permanent Representatives, heads of United Nations entities and other International Organizations in Geneva. A sister network has been established in New York.

“It is only through strong leadership and a system of accountability for gender equality that there will be a foundation upon which gender balance and the empowerment of women can be built.”

Jan Beagle, Deputy Executive Director, UNAIDS
(International Gender Champions Geneva, 2016 Annual Report).

TRAILBLAZING: CONTRIBUTING TO UNSYSTEM EFFORTS

The UNAIDS Secretariat Gender Action Plan has enabled numerous achievements which have been recognized as an example of best practice within the UN system.

In the 2016 UN Women report on 'Status of Women in the United Nations System', UNAIDS ranks number 3 in terms of the percentage of women in the organization (50.8% of female staff at the Secretariat in 2016). The UNAIDS 'Spotlight on Women' – a regularly published collection of interviews with female staff about their experiences as women within UNAIDS, their ambitions, influences and advice for others – is cited as an example of targeted outreach to women, highlighting female staff and their role. The report also notes UNAIDS' Leadership Programme for Women and the Mentoring Programme as significant examples of leadership and managerial programmes targeted at women.

Within the UN System-Wide Action Plan on Gender Equality and the Empowerment of Women (UN-SWAP), UNAIDS has shown consistent high performance across the requirements of the Plan and UNAIDS was one of the first in the UN system to pilot the Plan to test its feasibility and viability. In the 2015 UN-SWAP analysis, UNAIDS was meeting or exceeding the requirements of 80% of the performance indicators. In the 2016 internal review, the UNAIDS Secretariat reports having attained and/or exceeded all 15 performance indicators – one year before the CEB deadline to meet all UN SWAP requirements.







UNAIDS
Joint United Nations
Programme on HIV/AIDS

20 Avenue Appia
1211 Geneva 27
Switzerland

+41 22 791 3666

unaids.org