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# Taking forward change, strengthening UNAIDS

**Update on progress in the  
implementation of the  
Management Action Plan for  
a healthy, equitable and  
enabling workplace for all  
UNAIDS staff**

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# UNAIDS Management Action Plan: an opportunity to strengthen for the future

An Action Plan to:

- Enhance positive organizational culture;
- Clearly set out and put to practice desired behaviours;
- Strengthen managers' and staff awareness of their accountability, rights and responsibilities; and
- Strengthen our systems to prevent and take action when challenges do arise.

# Latest version the Management Action Plan

The Management Action Plan is a living document that will evolve in response to progress, challenges and lessons learned.

Latest version includes:

- Key expected outcomes, by activity;
- Refined indicative success measures;
- Costing of proposed activities.

It also articulates key principles and underlying understandings (theory of change) that underpin the Action Plan and its implementation.

## Theory of change – key principles and underlying understandings that underpin the Action Plan

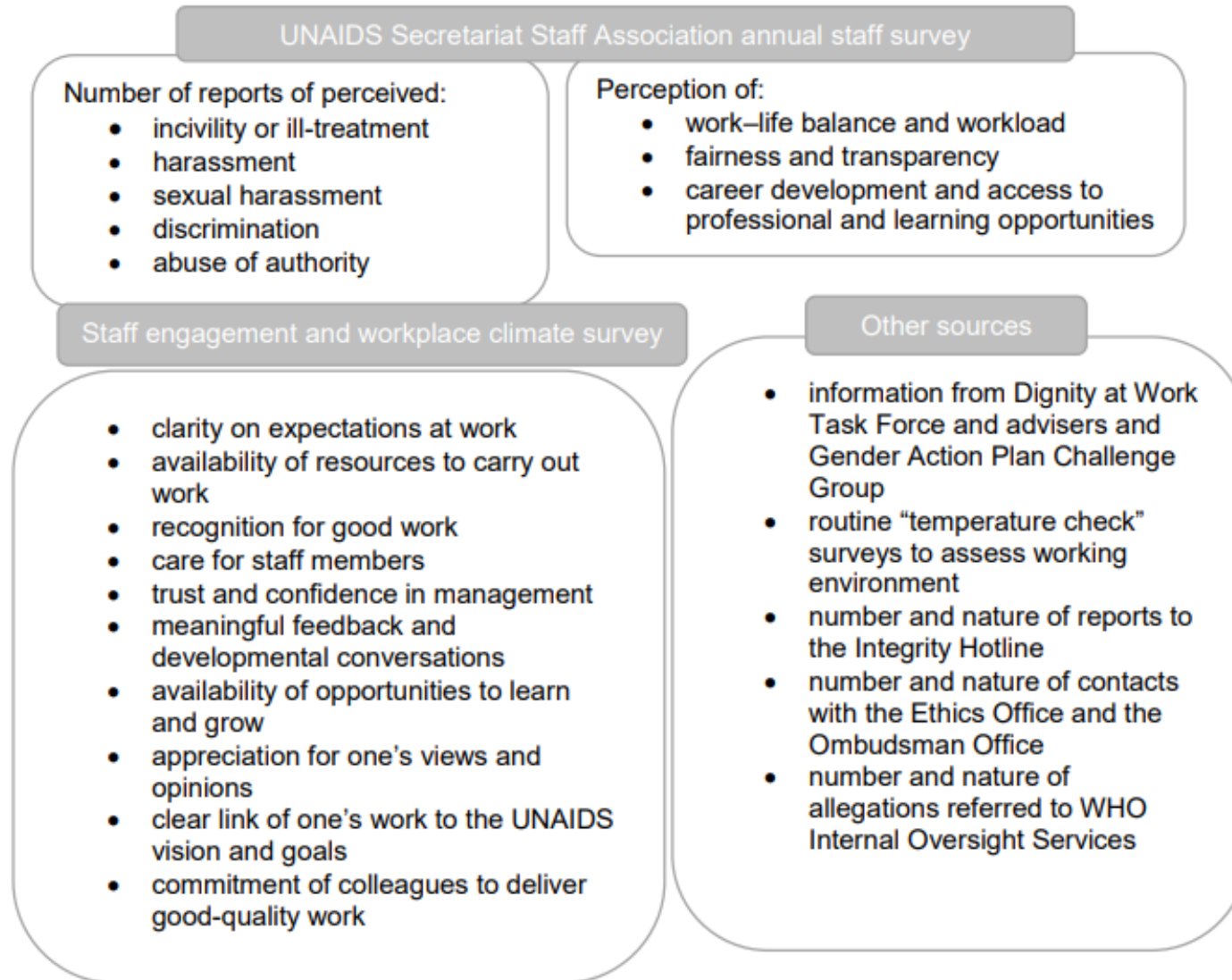
**A robust prevention agenda, together with strong accountability to address all occurrences of harassment, sexual harassment, discrimination and abuse of authority, leads to elimination of such behaviours.**

- All staff play a role in shaping culture; senior management have particular responsibility (role models, uphold accountability);
- Early attention to all signs of conflict, incivility, sexism and exclusion one of the necessary requirements for prevention;
- When multiple activities to promote knowledge, skills and inclusive behaviours reach all staff members (layered interventions), these act synergistically and accelerate progress;
- Formal internal justice systems must be accessible and produce timely and just results that are visible to staff members.

## Five action areas for change

1. Staff at the centre: ensuring dignity at work, upholding the duty of care, and investing in staff well-being
2. Senior management: accountability and capacity-building
3. Systems: strength and transparency
4. Performance management and career development
5. Progress monitoring: the impact of change

**Figure 1: Monitoring implementation of the Management Action Plan: key sources of data and information**



## Developments since the Special Session in March

Sessions on the Action Plan and Dignity-at-Work agenda at four Regional Management Meetings

Positions advertised to strengthen HRM policy and legal capacity; promotion of staff mental health and wellbeing

UNAIDS internal justice summary reports shared with all staff

Assessment centre pilot exercise for UNAIDS Country Director positions concluded, collecting lessons learned

UN common services (OneHR service centre in Bonn) being used for classification reviews, reference checking

Short-term Developmental Assignments (“stretch assignments”) policy launched

## Next steps

Continue to engage staff in the implementation of activities, assessment of progress and challenges;

Continue to engage Senior Management Team, Regional Management Meetings / UNAIDS Country Directors;

Engage external expertise in organizational behaviour change and assessment; fully develop a monitoring framework, bringing together different sources of qualitative and quantitative data;

Continue discussions with WHO Internal Oversight Services (IOS) regarding the introduction of key performance measures and specific deadlines for IOS intake procedures, preliminary reviews and investigations.



## Draft recommendation

In relation to the PCB, the Working Group recommends the PCB to:

[...]

### *Management Action Plan*

6.5 Welcomes the revised MAP and supports the required efforts to implement it fully and requests the UNAIDS Secretariat to report on implementation of the Management Action Plan through its annual update on strategic human resources management issues;