

MANAGEMENT RESPONSE AND TRACKING		
Evaluation title		Evaluation of the UNAIDS Secretariat Gender Action Plan 2018-2023
Office/Region		Global, regional, country
Year of the report		2021
Overall response to the evaluation <i>Please, include here Senior Management impression on the process and outcomes of the evaluation, adequacy of evidence and concurrence with findings. Were there limitations in the process and/outcomes? Are there any additional insights not articulated in the recommendations?</i>		<ul style="list-style-type: none"> - Good exercise and well thought out processes. - Timely and relevant evaluation - Appreciate adaptation of approaches to pandemic work environment - Important contribution to a more diverse and inclusive UNAIDS - look forward to taking action on recommendations - Evaluation conducted at a period when three important ExD-led institutional change processes are ongoing - strategy operationalization, alignment and culture transformation - that also have gender equality at the centre - Launched in June 2018, the Gender Action Plan 2018-2023 was developed in a different organizational context and predates these three institutional change processes - Evaluation of the Gender Action Plan 2018-2023 therefore did not look in depth at the work ongoing under these three institutional change processes to further gender equality - This evaluation of the Gender Action Plan 2018-2023 and the ongoing institutional change processes provide an important opening to update the targets and commitments of the GAP for it to align to the new processes and to broaden to an intersectional gender, diversity, equity and inclusion (GDEI) framework that addresses for example age, culture, disability, ethnicity, gender, gender identity, gender expression, geography, grade, HIV status language, nationality, racial identity, religion, sex, sex characteristics, sexual orientation, social origin or any other aspect of identity through a gender-transformative lens - While the Gender Action Plan 2018-2023 and the previous one have significantly contributed to accelerate and further gender equality and women's empowerment, it seems to be a good moment to phase out this separate workstream, integrating it into institutional change processes while carrying forward those targets & commitments still relevant through an integrated process inclusive of other diversity dimensions - The evaluation makes recommendations on issues raised by staff in consultations that go beyond the narrow angle of the Gender Action Plan 2018-2023 (Recommendations 6.1-6.5) - Agreeing with the thrust of recommendations, these as well as impacts of working arrangements during COVID-19 pandemic will inform the development of the gender, diversity, equity and inclusion framework - Therefore, a fourth category of management's response to the recommendations is proposed (blue, agreeing with recommendations while noting these go beyond the scope of the Gender Action Plan - The ongoing Alignment process is guided by 'UNAIDS is diverse and inclusive and therefore legitimate and credible' as one of its five objectives, presenting an opportunity for UNAIDS to be a leader on GDEI across the UN system and beyond. As Alignment decisions are made and implemented over the same period as covered by this management response, some actions, responsibilities and timelines may shift.
Planned use of evaluation <i>Please include here what's the process to facilitate the intended use, focusing on how evaluation findings will affect the programme and contribute to evidence-based decision making</i>		The evaluation will be used to guide decision making at Cabinet level about the required accountability and implementation structure, scope of GDEI framework, individual and organizational learning, data collection and other broader interventions for a more inclusive organizational culture.

Recommendations and responses						Tracking
No	Recommendation	Management response	Actions planned	Responsible	Timeframe	Final (October 2022)
1	Secure ownership and investment in the GAP, locating it within the UNAIDS unified programme of change					
	Supporting actions:					
1.1	Locate the GAP within a Gender, Diversity, Equality, and Inclusion Framework	Accepted	(Aa) Develop a diversity (age, culture, disability, ethnicity, gender, gender identity, gender expression, geography, grade, HIV status, language, nationality, racial identity, religion, sex, sex characteristics, sexual orientation, social origin or any other aspect of identity), equity and inclusion framework for the UNAIDS Secretariat (abbreviated as gender, diversity, equity and inclusion, or GDEI, framework).	GDEI function established under (Bc) supported by structure established under (B)	Beyond 1 year implementation, 28 February 2023	In 2023, UNAIDS will transition the Gender Action Plan into a broader Gender, Diversity, Equity, Inclusion and Accessibility Framework building on the establishment of a baseline.
1.2	Secure a senior leadership champion within the EXO for the GAP to hold its progress accountable	Partially accepted: with recommendation 1.1 accepted, this should extend to the broader GDEI framework. The role would need to be defined to avoid confusion with the leadership for GDEI by ExD.	(Ba) Ensure senior-level oversight and direction setting for gender, diversity, equity and inclusion work across administrative and programmatic functions through Chief of Staff or another senior member of Cabinet (TBD, pending alignment decisions).	Cabinet/CoS	15 February 2022	A sponsor at the senior leadership level will oversee the development of the Gender, Diversity, Equity, Inclusion and Accessibility Framework. An accountability structure will be developed as part of the Gender, Diversity, Equity, Inclusion and Accessibility Framework.
1.3	Establish gender as an overarching lens for the Gender, Diversity, Equality, Inclusion (and Accessibility) Framework	Accepted	(Ab) Define and apply an overarching intersectional gender-transformative lens as entry point for developing the framework.	GDEI function established under (Bc) supported by structure established under (Ba-Bg)	Beyond 1 year implementation, 28 February 2023	Gender as an overarching lens for the Gender, Diversity, Equity, Inclusion and Accessibility will be established.
1.4	In addition, create a UNAIDS Gender, Diversity, Equality and Inclusion (GDEI) lead and team.	Accepted	(Bb) Map staff capacity and expertise needed to drive implementation.	CT & Cabinet sponsor	15 February 2022	The need for expertise and capacity was highlighted by the Culture Transformation team, however, additional resources have not been allocated. With the current financial situation, it is not feasible to create new positions, however, the organization might be able to reallocate capacity within existing resources. In light of a benchmarking exercise that will be carried out in early 2023, (Bc) was delayed. This exercise will inform the organization's ambition for the gender, diversity, equity, inclusion and accessibility portfolio and how it should be adequately resourced. Concrete actions for each staff member have been included in a
			(Bc) Establish and adequately resource a function to take forward this work, using the alignment process as an opportunity to do so. In addition to core resources, dedicate staff time from relevant teams (e.g. gender team) to ensure linkages with UNAIDS programmatic approach and reflect in PALM objectives (note: this will need substantially increased capacity for the gender team including at country and regional levels).	Cabinet	30 October 2022	
			(Bf) Consider setting up a formal Community of Practice for gender, diversity, equity and inclusion in the context of others being established to build stronger linkages between internal GDEI function (Bc), HRM, gender team and other people with gender expertise at regional and country levels	Cabinet (decision), GDEI function (Bc), HRM & gender team (implementation)	28 February 2022	
			(Bg) Identify concrete actions for each staff member and equip them adequately to be GDEI champions.	CT & HRM	15 April 2022 (and throughout)	

						<p>Team Learning Journey* whose roll out had to be postponed to 2023 due to competing organizational priorities and financial constraints.</p> <p><i>* The Team Learning Journey facilitates continuous learning and reflection and builds staff members' capacity to act and behave in ways that are gender-transformative, anti-racist and inclusive. It builds on the introduction of brave space principles and encompasses six modules:</i></p> <ol style="list-style-type: none"> 1. Mitigating unconscious bias 2. Recognizing micro-behaviours 3. Using inclusive language 4. Undoing patriarchy in me and us 5. Embodying Feminist Principles (2 parts) 6. Being collectively accountable For (Bf), please refer to 1.6.
1.5	Align and streamline the mandates and structures of the Diversity and Inclusion Group, Gender Action Plan Challenge Group, Dignity at Work Advisers (and any other relevant groups) into one Gender, Diversity, Equality and Inclusion Group that comprises multi-dimensional expertise	Accepted	(Bd) Capture experience and expertise of current groups, identify which parts of mandate to carry forward & phase out.	CT & Cabinet sponsor	28 February 2022	<p>Gender Action Plan Challenge Group and Dignity at Work Advisers have been discontinued and the Culture Transformation Connector group provides a platform for staff.</p> <p>The setup of a formal Community of Practice bridging internal and programmatic work will be considered as communities of practice are being set up.</p>
			(Be) Identify meaningful staff engagement opportunities (e.g. challenge group) and allocate resources for ongoing support.	GDEI function established under (Bc)	30 November 2022	
			(Bf) Consider setting up a formal Community of Practice for gender, diversity, equity and inclusion in the context of others being established to build stronger linkages between internal GDEI function (Bc), HRM, gender team and other people with gender expertise at regional and country levels.	Cabinet (decision), GDEI function (Bc), HRM & gender team (implementation)	28 February 2021	
			(Bg) Identify concrete actions for each staff member and equip them adequately to be GDEI champions.	CT & HRM	15 April 2022 (and throughout)	
1.6	Include an advocacy sub-function within GDEI / change management for internal advocacy/comms and external advocacy with other UN bodies and e.g. the International Civil Service Commission (ICSC) for progressive policy and practice change for gender equality.	Not accepted: HR represents UNAIDS in such committees and has the technical expertise on policy development. However, as and when needed, HRM should receive support across the organization for advocacy with other UN bodies.	(Bf) Consider setting up a formal Community of Practice for gender, diversity, equity and inclusion in the context of others being established to build stronger linkages between internal GDEI function (Bc), HRM, gender team and other people with gender expertise at regional and country levels.	Cabinet (decision), GDEI function (Bc), HRM & gender team (implementation)	28 February 2022	A programmatic community of practice area on equality and rights for all is being set up however since the establishment took time, going forward, the links with the GDEIA framework accountability and implementation structure will be explored further.

2	Clarify the GAP intent and ambition					
	Supporting actions:					
2.1	Develop a Theory of Change for the GAP to a) clarify its intended impact and outcomes and b) to locate it within the broader Global AIDS Strategy.	Partially accepted: with recommendation 1.1 accepted, this should extend to the broader GDEI framework.	(Ac) Develop a Theory of Change for the framework including clarifying intended impact and outcomes.	GDEI function established under (Bc) supported by structure established under (Ba-Bg)	31 January 2023	A Theory of Change will be developed alongside the Gender, Diversity, Equity, Inclusion and Accessibility Framework in 2023.
			(Ad) Create clear linkages between the framework to the Global AIDS Strategy and its inequalities approach.	GDEI function established under (Bc) supported by structure established under (Ba-Bg)	Beyond 1 year implementation, 28 February 2023	
2.2	Reconsider the GAP targets during the Theory of Change development process to align with broadened definitions agreed	Accepted	(Ae) Identify targets & commitments from Gender Action Plan 2018-2023 to be maintained in framework & phase out Gender Action Plan 2018-2023.	GDEI function established under (Bc) supported by structure established under (Ba-Bg)	31 January 2023	With the Gender Action Plan expiring in 2023 and its evolution into a broader Gender, Diversity, Equity, Inclusion and Accessibility Framework, will integrate still relevant targets.
3	Clarify UNAIDS' definitions and approach to gender					
	Supporting actions:					
3.1	Clarify and define terms used within the GAP and broader Culture Transformation process (i.e., gender equality and equity, gender parity, women in all their diversity, men in all their diversity, feminist principles etc).	Accepted	(Ca) Update and expand the terminology guidelines, ensure full familiarization among staff and integrate in learning offers.	Gender, Human Rights and Community Engagement Department (guidelines), GDEI function and structure under (B) for familiarization, HRM for learning offers	31 October 2022 (for terminology guidelines)	A visual dictionary as a learning resource for UNAIDS staff members is under development.
3.2	Establish guidelines for 'gender-proofing' workplace initiatives to make it easier for the organisation to screen in or out proposals that do not meet UNAIDS' gender equality ambition.	Partially accepted: with rec.1.1 accepted, this should extend further diversity dimensions. The rec.for this being the basis for 'screening in/out' is too strong. UNAIDS experience with a 4-scale marker system and aligned threshold is to be further explored.	(Af) Progressively develop guidelines for business processes to be contributing to ambitions outlined in the framework and build staff capacity.	GDEI function established under (Bc) supported by structure established under (Ba-Bg)	Beyond 1 yr implementation	Depending on the benchmarking findings to inform the development of the Gender, Diversity, Equity, Inclusion and Accessibility Framework, this could be included as an action area. Some country teams have worked with a team coach. Further exploration will be done as the Team Learning Journey will be rolled out.
			(Ea) Explore opportunities to engage team coaches for their support for furthering an inclusive and respectful workplace culture, building on ongoing work.	HRM	31 October 2022	

4	Collect disaggregated data to build a picture of gender (and other) diversity dimensions within UNAIDS					
	Supporting actions:					
4.1	Review the existing data collection policy to ensure clarity on what data is currently collected, how it is collected and stored.	Accepted , though noting that a data protection policy does not yet exist.	(Da) Develop a data protection policy and familiarize staff with its provisions	HRM	31 July 2022	A data protection policy is under development.
4.2	Agree what data to collect.	Accepted	(Db) Identify what data to collect, how frequently for what purpose and how it informs decision making.	HRM and GDEI function (Bc)	31 January2023	It has been agreed to collect data on chosen name, pronouns, gender identity, sexual orientation, race/ethnicity, disability status and key population as optional data to complement existing data on sex, nationality, age and family status.
4.3	Begin collecting data asap on diversity, equality, and inclusion parameters so that the organisation has robust data to support action on addressing gender based and other inequalities.	Partially accepted: this is already done on a voluntary basis through the management-led staff survey. Before moving to inclusion in HR systems, (Da) needs to be in place.	(Db) Identify what data to collect, how frequently for what purpose and how it informs decision making.	HRM and GDEI function (Bc)	31 January2023	This is progressively being implemented, starting with the e-Recruit system. UNAIDS is advocating for this to be included in the new Business Management System jointly deployed with WHO. An ad-hoc Workforce Diversity Survey was conducted in mid-2022 in which respondents identified their gender identity, sexual orientation, race/ethnicity, disability status and key population but also staff category and location. The analysis of responses was shared with all staff members.
4.4	Provide information to staff on where and how they can access support around disclosing personal data or other workplace concerns they may have or experience.	Accepted	(Da) Develop a data protection policy and familiarize staff with its provisions.	HRM	31 July2022	Staff support services including Ethics, Ombuds, Staff Association, Internal Oversight Services, have been consistently highlighted throughout the past years.
			(Dc) Work with staff and staff groups to build trust in the data collection and disclosure.	HRM and GDEI function (Bc)	31 October2022 (and throughout)	

5	Strengthen UNAIDS staff capacity - to act and behave (within the workplace) in ways that are gender transformative					
Supporting actions:						
5.1	Evaluate Gender and leadership development learning opportunities currently offered.	Accepted	(Cb) Map current learning offers, prioritize which to evaluate and under what criteria.	HRM	31 October 2022	Most learning offers were discontinued due to COVID-19 travel restrictions and online training offers were deemed too expensive. and changed organizational priorities. Therefore, an evaluation hasn't been conducted. As new onboarding and leadership development programmes are developed, gender sensitivity will need to be assessed.
5.2	Provide focused learning on gender, including engaging men, exploring disrespectful workplace practice, feminist principles, power, privilege, intersectionality, and leadership in the context of gender (and broader DEI)	Accepted	(Bg) Identify concrete actions for each staff member and equip them adequately to be GDEI champions.	CT & HRM	15 April 2022 (and throughout)	Informed by a broad discover phase and developed in a participatory manner with colleagues across UNAIDS, a Team Learning Journey has been conceptualized that would sensitize staff across the organization to various topics related to gender, diversity and inclusion. For (Ca), please refer to 3.1.
(Ca) Update and expand the terminology guidelines, ensure full familiarization among staff and integrate in learning offers (TBC).			Gender, Human Rights and Community Engagement Department (guidelines), GDEI function and structure under (B) for familiarization, HRM for learning offers	31 October 2022 (for terminology guidelines)		
(Cc) Linked to Global AIDS Strategy and Culture Transformation principles, conduct a learning needs analysis and skills mapping to inform future learning portfolio.			HRM and GDEI function (Bc)	Beyond 1 yr implementation, 28 February 2023		
(Ce) Create spaces for constant evolution of thinking, exploration and social learning, practice and feedback.			GDEI function established under (Bc) supported by structure established under (Ba-Bg)	31 January 2023		
(Ea) Explore opportunities to engage team coaches for their support for furthering an inclusive and respectful workplace culture, building on ongoing work.			HRM	31 October 2022		
5.3	Integrate post-learning discussions as an accountable action, to support attitude and behaviour change.	Accepted	(Bg) Identify concrete actions for each staff member and equip them adequately to be GDEI champions.	CT & HRM	15 April 2022 (and throughout)	The Team Learning Journey is informed by research on effective approaches to attitude and behaviour change. It is based on a 3-stage methodology that combines self-paced learning and self-reflection, followed by a facilitated team learning conversation and post-session reflection and team actions.
(Cd) Promote and reinforce progressive learning approaches and ensure relevance to UNAIDS work, building on ongoing work.			HRM	31 October 2022 (and throughout)		
(Ce) Create spaces for constant evolution of thinking, exploration and social learning, practice and feedback.			GDEI function established under (Bc) supported by structure established under (Ba-Bg)	31 January 2023		
(Ea) Explore opportunities to engage team coaches for their support for furthering an inclusive and respectful workplace culture, building on ongoing work.			HRM	31 October 2022		

6	Sustain an equalizing and flexible enabling environment for gender equality						
Supporting actions:							
6.1	Agree on a UNAIDS Compact that outlines concrete ways to ensure SLT members and UCDs commit to and proactively demonstrate UNAIDS values in their behaviours	Agreeing with the thrust of recommendations, these go beyond the Gender Action Plan. Therefore, these recommendations as well as impacts of working arrangements during COVID-19 pandemic will inform the development of the framework (Aa).	(Bg) Identify concrete actions for each staff member and equip them adequately to be GDEI champions.	CT & HRM	15 April 2022 (and throughout)	<p>Each SLT member set personal commitments in support of an equal, safe and empowering UNAIDS workplace culture.</p> <p>A multi-year #Respect campaign was launched to socialize provisions of the updated policy on Preventing and Addressing Abusive Conduct and clarify what is and what isn't ok.</p> <p>More than 25 teams at UNAIDS globally co-created their team value charters. These translate UNAIDS values in joint agreements on what is ok and what isn't.</p> <p>Through the Team Learning Journey, conversations in teams on inclusive and respectful conduct are being deepened.</p>	
6.2			Establish and promote a clear policy position related to flexible working arrangements during and post COVID-19	(Ed) Develop guidance on inclusive meetings and ways of working, including tools.	CT	30 July 2022	<p>Throughout COVID-19, UNAIDS Senior Leadership has underscored the need for managers to exercise utmost flexibility and care for their teams.</p> <p>Policy guidance was developed, webinars and townhall meetings held to reinforce key messages and procedures for teleworking were simplified.</p> <p>An update of the Flexible Working Arrangements Policy is underway.</p>
6.3			Promote continued use of technology to level opportunities for communication and collaboration	(Ed) Develop guidance on inclusive meetings and ways of working, including tools.	CT	30 July 2022	<p>A new intranet, informed by staff needs, has been set up and an internal communications function established.</p> <p>Guidance for online meetings and ways of working was developed and shared with staff members.</p> <p>IT tools for continuously updated to support remote working modalities and working from anywhere.</p>
6.4			Consider the inequality dimension of language in understanding and	(Eb) Identify and promote initiatives for valuing multilingualism.	HRM and GDEI function (Bc)	31 January 2023 (and throughout)	<p>Staff messages are being sent in English and French, and for townhall</p>

	being able to deliver an equitable enabling environment for all.		(Ec) Issue key provisions / explanations of policies in at least English, French and Spanish.	HRM	31 January 2023 (and throughout)	meetings interpretation in English, French and Spanish is offered.
6.5	Consider a mapping exercise to identify policy items of concern and establish a plan to address policies that include unequal conditions between genders, as well as intersectional dimensions including international and national categorisation of staff.		Recommendation to be considered when developing the framework (Aa).	HRM and GDEI function (Bc)	Beyond 1 year implementation, 28 February 2023	<p>This will be considered during the development process of the Gender, Diversity, Equity, Inclusion and Accessibility Framework.</p> <p>Through the Alignment process, the share of national professional positions has been increased and job profiles strengthened.</p> <p>The distinction between national and international heads of office has been removed and all heads of country offices are now called UNAIDS Country Directors.</p> <p>The updated Recruitment Policy sets out that for internal candidates to positions in the Professional and higher categories, work experience as a National Professional Officer will be considered as equivalent to international experience.</p> <p>As part of the alignment process, UNAIDS is challenging language that carries exclusionary notions such as National (Professional) Officer.</p> <p>This evaluation process, and the conversations around it, has helped UNAIDS to identify and document further areas of inequity to be addressed.</p>