

UPDATE ON STRATEGIC HUMAN RESOURCES MANAGEMENT ISSUES

Additional documents for this item: UNAIDS/PCB (48)/CRP1; UNAIDS/PCB (48)/CRP2; UNAIDS/PCB (48)/CRP3;

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

Cost implications for the implementation of the decisions: none

INTRODUCTION

1. This report provides an update on human resources management activities undertaken by the UNAIDS Secretariat during the reporting period April 2020 to March 2021. It is an annual report, first requested by the Programme Coordinating Board (PCB) at its 30th meeting in June 2012.
2. The report provides a summary of the trends in the workforce and of related activities with respect to initiatives aimed at attracting and retaining talent and fostering an enabling working environment. It should be read in conjunction with three conference room papers: (i) the 2020 UNAIDS workforce data report, (ii) the 2020 report on UNAIDS administration of justice cases and (iii) the report on disciplinary and other corrective action taken in 2020.
3. The PCB is invited to take note of this report.

BACKGROUND AND CONTEXT

4. This report is written during, and reflects upon, a period of unprecedented change for staff members of the UNAIDS Secretariat. Since the declaration of COVID-19 as a global pandemic in March 2020, individual staff members, teams and the organization alike have had to adapt to different ways of working, collaborating through electronic media with colleagues and stakeholders across the globe, and adapting to shifts in the pandemic and national responses thereto.
5. The wellbeing of staff members during these challenging times has been of the utmost priority, not least given the announcement of recent funding cuts to the Secretariat. Through regular interaction and close coordination between members of the Senior Leadership Team (SLT), comprising the majority of Directors in HQ and regional and liaison offices, and periodic staff wellness 'pulse check' surveys, the Secretariat has monitored the health and wellbeing of over 700 staff members serving in some 90 duty stations on an ongoing basis, placing flexibility and responsiveness to the differentiated needs of our staff at the centre of our COVID-19 wellbeing strategy and approach.
6. Examples of measures in place include the following: (i) an internal COVID-19 Emergency Response Team continues to meet regularly to review the evolving pandemic and consequences for UNAIDS' work, putting in place measures to support and protect staff, and ensure business continuity; (ii) regular virtual meetings have been held with all RSTs to review their operational arrangements and staff needs across locations, and (iii) as the Covid pandemic and response evolve, including vaccination programmes, the Secretariat has developed policy guidance, offered webinars and held townhall meetings to reinforce key messages, particularly on the responsibilities of managers and the need for flexibility in how work and deliverables are organized.
7. COVID-19 has also shone a spotlight on, and aggravated, global inequalities, creating concerns about economic insecurities and access to vaccines and medication, particularly distressing for the at-risk communities we serve. The Secretariat continues to protect the health of our staff members through such measures as the provision of masks and hand sanitizers, and the transition to single-use offices where possible.

8. Notwithstanding these efforts, the Secretariat recognises that this is a time of great anxiety and stress, and we acknowledge the commitment and efforts of UNAIDS staff members across the globe in continuing to deliver in these times of challenge. Efforts continue to be made to reduce the adverse impact of COVID on the wellbeing of our staff members through the reimbursement of mobile data costs for national staff members working in country and regional offices and the availability of flexible work arrangements such as teleworking during mandatory vaccination periods while staff members are on home leave or away from their duty station.
9. In addition to COVID-19 challenges, the global uprising against racism and racial discrimination has activated staff members in UNAIDS, leading us to reflect in team conversations about racism within the Organization and actions we can take to address and end discrimination. In line with the core values and policies of the UN system, including the UN Charter and the International Convention on the Elimination of all forms of Racial Discrimination, the Secretariat was among the frontrunners in the UN system to open up an organization-wide conversation on anti-racism, inspiring other entities to follow suit. Information and resources developed in-house were shared with other UN entities and are being adapted and used in their contexts. Building on the recommendations emerging from these conversations, initial steps have been identified and included in an Action Plan to ensure that UNAIDS is developing and exerting influence as an anti-racism organization.
10. The UNAIDS Secretariat also continues to take forward an ambitious programme of change, implementing a deepened *Management Action Plan for a healthy, equitable and enabling workplace for all UNAIDS staff (MAP)*, recommendations of the UN Joint Inspection Unit, and an organizational alignment that will strengthen UNAIDS for the future and its contributions to the delivery of the recently adopted Global AIDS Strategy.
11. During the reporting period, the reform of the UN Development System has also continued apace, encouraging us to reflect on how we deliver and coordinate our actions with other UN entities at country level. We have been active contributors to discussions about the reform of the UN Development System, particularly the identification and appointment of Resident Coordinators (RCs), and are closely engaged in interagency discussions on the Future of Work in the UN System to ensure that novel ideas and initiative approaches to challenges such as effective knowledge sharing have been incorporated in the alignment scenarios that are being put forward.
12. Above all, and within the context set out above, the UNAIDS Secretariat aspires to serve as a model for reform and as a champion for staff wellbeing across the UN system. We are proud to now have six UNAIDS Secretariat staff members appointed as RCs, are actively engaged in the sharing of performance management feedback between RCs and country managers and stand ready to play our role as the reinvigorated RC system and a new generation of UN country teams take shape, building on our unique status as a joint UN programme.

UNAIDS CHANGE AGENDA

13. The current reporting period has also been a time of significant change within the Secretariat, which is currently pursuing an ambitious institutional change agenda comprising three main streams:

- (i) Global AIDS Strategy – providing global guidance on the response to AIDS to achieve the goal of ending AIDS as a public health threat by 2030, and the upcoming 2022-2026 UBRAF, which will outline the contributions of the Joint Programme to delivering on the Strategy,
 - (ii) Organizational alignment – ensuring that staffing and structures reflect priorities and enable a fit-for-purpose Joint Programme that can deliver on the Strategy, and
 - (iii) Culture Transformation – creating an equal, safe, and empowering workplace
14. The first stream of the change agenda – development of a powerful new Strategy which is ambitious, forward-looking, and evidence-informed, and sets out the mandate, vision, and goals of the organization for the next years – is concluded. With its adoption by consensus by the Board and development of the accompanying UBRAF underway, emphasis has shifted to the second stream – organizational alignment ('alignment') – which entails a review and repositioning of the structure and staffing of the Secretariat, as well as our ways of working, to ensure that our human and financial resources are optimally deployed to deliver on the new Strategy and the vision of ending AIDS as a public health threat by 2030.
15. The third stream – culture transformation grounded in feminist leadership principles – is underway and aims to ensure that UNAIDS' values and principles are reflected in the way the organization functions, including in the way that staff members work and interact with each other. Under this initiative, the Secretariat aims to build internal cultures of equality and transform norms to support achieving an equal, safe and empowering workplace for all.
16. The Secretariat also continues to ensure that initiatives falling under the MAP are pursued and incorporated in the ongoing work of UNAIDS. In line with the Joint Inspection Unit (JIU) recommendation in its 'review of the management and administration of UNAIDS' (JIU/REP/2019/7), presented to the PCB at its 45th meeting, the Secretariat is now moving forward with a single programme of change, within which MAP-related initiatives have been mainstreamed. There is hence no stand-alone progress report on the MAP this year. Instead, updates have been incorporated in this report.
17. Effective human resources (HR) management is central to all three streams and the MAP, playing a key role in ensuring that staff members in the Organization are in the right place at the right time, working together respectively and supportively to deliver for the communities we serve. This annual report to the Board on strategic human resources issues focuses on the major HR initiatives that underpin this holistic and ambitious change agenda, and the steps envisaged for the year ahead. This includes the development of a new forward-looking HR (People) Strategy, building on the outcomes of these three streams and positioning the Secretariat to deliver in terms of HR management in the years ahead.

ALIGNMENT

18. Work on the alignment stream commenced in early 2021, initiated as a thorough review of the way in which UNAIDS is organized to deliver its mandate, and encompassing both structural and non-structural change elements. The alignment stream set out to achieve

the following five objectives through a transparent, consultative process grounded in UNAIDS' values and keeping staff members at the centre:

- (i) UNAIDS is aligned with the AIDS Strategy and achieving its highest impact;
- (ii) UNAIDS is financially sustainable and more cost effective;
- (iii) UNAIDS is diverse and inclusive and therefore legitimate and credible;
- (iv) UNAIDS is a knowledge driven Secretariat that optimizes its world-wide expertise and staff through the use of digital technologies in its work; and
- (v) UNAIDS is aligned with the UN Reform, principally within its work on pandemic preparedness.

19. This work has been led by a dedicated coordinator, supported by a small secretariat and an Alignment Task Team - a group of some twenty Secretariat staff members who provide advice, act as a sounding board, gather inputs from colleagues and ensure that information and progress reports are shared with all staff members on a regular, at least twice monthly, basis. An external management advisory firm was selected through a competitive bidding process to facilitate the process, and undertake analysis, conduct consultations and workshops and contribute expert organizational design theory and best practice to the process.
20. As can be seen from the workforce data boardroom paper, at the beginning of the alignment exercise in December 2020, 725 staff members were working for the Secretariat, 30% of whom were based in Headquarters and 70% in regional, country and liaison offices. 122 nationalities were represented amongst the Secretariat's workforce and 101 amongst Professional staff members.
21. Efforts have been made in the reporting period to move beyond binary male/female reporting. Respondents to the UNAIDS global staff survey in November 2020 were invited to self-identify their gender identity, race/ethnicity, HIV serostatus, sexual orientation, and whether they had a disability. A total of 523 out of 815 personnel (64%) responded to the survey, 2.5% of whom identified themselves as gender non-conforming, transgender, gender non-binary, gender-fluid or other, and 8.4% of whom preferred not to say. This data complements the demographics currently available in HR systems and provides a more nuanced picture of the UNAIDS Secretariat workforce than has previously been available.
22. At the end of December 2020, the percentage of female staff members in the UNAIDS Secretariat stood at 54%. A major achievement, as a result of the Executive Director's commitment to the goal of gender parity, has been the increase in the number of women Country Directors, from 27% in 2013 to 48% at the end of 2020. However, gender balance at different levels remains uneven, notably at the P5–D2 grade levels, where male staff members are over-represented. Progressively, the UNAIDS Secretariat will advance recognition of gender identity as a continuum between and beyond the male and female binary. Consequently, this concept of gender parity will be further nuanced in future editions of the workforce report.
23. At the time of this report, it is unclear how much the total number of UNAIDS staff members or their distribution may change as a result of the alignment exercise. Work remains ongoing to review data and analysis from staff focus group discussions and questionnaire inputs, and undertake data-driven, country-by-country assessments of progress and gaps in the response, and country priorities and needs. Following the

agreement of the SLT on an overall organizational design, a detailed organigramme will be developed in June, with a view to optimizing the deployment of Secretariat staff towards fully leveraging the capacities of the Joint Programme and delivering UNAIDS' mandate, as set out by ECOSOC.

24. Transition to, and implementation of, the structure which emerges from the alignment work will be coordinated by the HRM department, in conjunction with members of the SLT. The implementation process is underpinned by guidelines, which set out the rules and processes governing changes to job descriptions, the creation and abolition of positions, relocation of positions to other duty stations and the process for reassigning staff members. The implementation process is also monitored by an Alignment Staffing Committee, a peer-group of self-nominated staff members whose role is to ensure that the process is fair and aligns with the guidelines.
25. A major alignment exercise such as this is challenging to staff members, and the Organization is not underestimating the amount of support that will need to be offered to staff as we transition to the new structure. The implementation guidelines explain how staff are being supported throughout the process through measures such as the allocation of up to USD 5,000 per impacted staff member to facilitate career development and training for new roles, and dedicated time put aside to prepare for new roles.
26. Staff wellbeing and access to counselling services are also important to cushion the impact of the alignment exercise, coupled with COVID-19 related stressors, on the mental health of the UNAIDS workforce. The staff counsellor continues to play a vital role in supporting staff members, helping them cope with uncertainty and anxiety. To further ensure that timely welfare services are widely available, support is being temporarily reinforced through the engagement of a second counsellor, based in Kenya, who will also support development of the new UNAIDS mental health strategy in collaboration with WHO.
27. Policy and operational revisions will be required as UNAIDS transitions to a more decentralized model, in which decision making, particularly for HR matters such as recruitment, will be increasingly delegated to regional and country offices, and matrix management will become the norm rather than the exception. To that end, in 2020 the Secretariat published guidelines on effective matrix management and foresees the issuance of a new HR Delegations of Authority policy and framework in the coming year, which will set out where the authority for each component of HR decision making lies after the new structure is fully implemented.
28. Prior to, and as part of the alignment exercise, the HRM department has gone through its own process of change. HR Business Partner positions have already been established and are encumbered in the three largest UNAIDS regional offices to offer proximate support to managers and staff members in regional and country offices, with three more expected to be established in the smaller regional offices as part of the organizational alignment exercise. These positions are proving invaluable to regional and country teams as they assume responsibility for greater devolved decision making in HR matters.

29. A new HRM service delivery model has also been established, including offshoring of some transactional functions to the WHO Global Service Centre in Kuala Lumpur. Other areas of HRM have been strengthened, with the addition of new staff members in the staff development and performance management team and the staff welfare office. With these changes, the Department is well positioned to support UNAIDS' teams and staff members across the Organization now and into the future.

ALIGNMENT – RELATED INITIATIVES

30. To deliver on the new Strategy, it is essential that staff members with the right skill sets are in the right positions and the right time – and few positions are as critical to ensuring excellence in country support, meeting the high expectations of people living with and affected by HIV and ensuring an equal, safe and empowering workplace as our UNAIDS Country Directors. Building on the successful pilot in 2019, UNAIDS extended its new rigorous approach to UCD assessment and selection in 2020, running two assessment centres to populate the pool of candidates eligible to apply to UCD positions.

31. A more rigorous selection approach was also adopted for senior (Director level) appointments in 2020. Working with two external service providers to increase targeted outreach and leverage best practice in terms of recruitment and assessment, efforts were made to attract a broad, talented pool of applicants, from both within and outside of the organization, to apply to Regional and Departmental Director positions in order to increase diversity in our senior workforce and improve gender and geographic representation.

32. The UNAIDS Secretariat also conducted its first management-led staff survey in over a decade in 2020, resulting in a more comprehensive picture of the Secretariat workforce in terms of its diversity. 523 respondents to the survey, representing 64% of the workforce, shared their self-identification on five demographic questions: gender identity, race/ethnicity, HIV serostatus, sexual orientation and disability. The results provide a more detailed snapshot of the UNAIDS workforce and a baseline to assess whether UNAIDS is engaging a truly diverse workforce and responding to the needs of different groups of staff. Follow-up to the Global Staff Survey is largely, but not exclusively addressed under the Cultural Transformation section of this report.

33. To further increase diversity in the Organization, the Secretariat is currently undertaking a review of its talent acquisition processes and recruitment policy and systems for recruitment and staff administration are being updated to ensure that applicants and staff members can identify their gender identity beyond and between the binary. As an outcome of the review, and supported by newly developed HR Dashboards, we will be able to closely monitor gender and geographic representation and develop outreach and sourcing strategies to ensure a more diverse candidate pool.

34. A limitation is the ERP system administered by WHO, which does not currently enable UNAIDS to gather comprehensive diversity data about staff members when they first enter the workforce. To address this challenge, the Secretariat is working closely with colleagues in WHO to ensure that the next generation ERP system, currently being contracted, will enable more nuanced understanding and reporting about our workforce and will facilitate modern work practices such as matrix management reporting lines. A progress update in this regard will be provided in the HR report to the Board in June 2022.

CULTURE TRANSFORMATION

35. Outcomes from the global staff survey are providing important insights on how staff members feel about issues of critical workforce importance in comparison with counterparts in some 25 similar external organizations. These results are informing and being addressed through, amongst other things, the culture transformation agenda in the organisation as well as its related initiatives below and our approach to alignment. Results indicate that across the organisation, most staff members experience the relationship with their direct supervisors as positive and have a much stronger understanding than before as to how to report concerns of harassment and abuse, well above our peer group average.
36. However, it is not all good news. Some issues of concern were flagged in the outcomes of the survey, three of which are particularly disturbing:
- (i) Staff members report quite significant experiences of abuse of power and harassment and concerns about reporting;
 - (ii) Staff members generally express low confidence in the transparency and effectiveness of the SLT; and
 - (iii) Some groups within UNAIDS (staff living with HIV, women, South Asian, North and South African, Middle Eastern and multi-racial staff, those with disabilities and those who are gender non-conforming) experience the organization in a more negative light than their counterparts.
37. The EXD, Cabinet and SLT have accepted and are owning the results and taking them seriously, in full recognition that ensuring a positive organizational culture requires staff at all levels to demonstrate UNAIDS' values and principles in their interactions with colleagues within and beyond the Secretariat. The third stream of the change agenda - culture transformation - plays an important role in taking forward institution-wide responses to outcomes of the global staff survey.
38. The ambitious culture transformation process was initiated in the Secretariat in May 2020, sponsored by the Executive Director and Chief of Staff, and supported by a dedicated project team working with change agents located across the Organization. The team is supported by Gender at Work, an international collective of feminist organizational development practitioners, who are facilitating an Action Learning process as part of the overall UNAIDS transformation agenda.
39. Through the Culture Transformation process, safe and inclusive spaces for dialogue, reflection and action have been created, in which insights are gathered and opportunities created to ensure an equal, safe and empowering workplace experience for all UNAIDS staff members. All teams have now held conversations on racism and anti-racist action, with recommendations emerging from those discussions informing the UNAIDS *Anti-Racism Movement Priority Actions: Listen deeply – Unite widely – Act boldly*. The Action Plan, endorsed by Cabinet, urges everyone to acknowledge, step up and act decisively to end systemic racism inherent in structures, policies and practices and guide what behaviours are expected and what is unacceptable.
40. Staff members across the organization are also co-creating value charters for their respective teams. These capture agreements and set clear expectations about how team members interact with each other. This exercise will culminate in a UNAIDS-wide value charter articulating the organization's feminist principles by the end of this year.

41. In addition, some 200 colleagues have engaged in the discovery phase of an Action Learning process, involving interviews and focus group conversations. Participants have identified areas for individual, collective and structural actions to create an equal, safe and empowering workplace culture and advance UNAIDS' mission. Some 150 potential change experiments have been put forward and are being considered, with active support from the SLT, which is also creating its own change experiments as part of this process.
42. Finally, under the umbrella of the culture transformation stream, outcomes of the global staff survey are being interrogated and addressed at organizational and team levels. The global staff survey will be repeated in 2021, at which point the Secretariat hopes to have addressed the more negative outcomes of the survey.

CULTURE TRANSFORMATION – RELATED INITIATIVES

43. The culture transformation process is not a stand-alone initiative. It builds upon, and takes forward, commitments made under the MAP for a healthy, equitable and enabling workplace for all UNAIDS staff members. Many of these commitments and initiatives have now been translated into standard HR management policies and practices, and others are being implemented in conjunction with the revision of key policies. In this context, an external expert reviewed human resources policies in 2020 applying an intersectional feminist lens. Recommendations from this review process including the need to incorporate more gender-neutral language in future updates and revisions to policies.
44. Changes have already been made to the UNAIDS recruitment policy, *inter alia* to enable experience as a locally recruited staff member within the Secretariat to be considered as equivalent to international experience for the purposes of application and selection to international positions. This opens up career pathways for locally recruited staff members and complements other efforts to create opportunities for locally engaged staff members, such as the Short-Term Developmental Assignment programme.
45. In March 2021, the new policy on Preventing and Addressing Abusive Conduct, aligned with the UN Model Policy on Sexual Harassment, and endorsed by the EXD in December 2020 was launched. The policy introduces important provisions and changes, such as:
 - (i) Expanding the scope of protection to personnel under different contractual situations and covering an increased range of abusive conduct;
 - (ii) A commitment to accelerate the process of addressing formal complaints;
 - (iii) Offering a wider choice of options to address issues of abusive conduct; and
 - (iv) Removing the requirement for formal complaints to be made within a specific time limit.
46. The policy was introduced to staff members through a multi-layered socialization approach and webinars which included colleagues from the HRM Department, the UNAIDS Staff Association, the Culture Transformation team, the Internal Communications Department, the Ethics Office, and the offices of the Ombudsman and the WHO Internal Oversight Services (IOS). A communication pack and updated training options are now being developed to support better knowledge and understanding about abusive conduct and how it can be prevented and addressed.

47. Two boardroom papers on administration of justice cases and disciplinary and other corrective action taken in 2020 are issued to complement this report. In this context, the Secretariat is pleased to report that only seven Administrative Review (AR) cases were received in 2020, a significant decrease on the 15 received in 2019. Of these, the majority (4) were submitted by former staff members. Further information, including a breakdown of cases by grade and gender of staff members, is available in the Administrative Review Statistical Overview report.
48. The reduction in formal litigation cases at the AR stage is testimony to efforts to strengthen conflict prevention and informal resolution which were further enhanced in 2020. The HRM Department collaborated closely with in-house stakeholders and prioritized informal settlement efforts, which resulted in contentious matters frequently being resolved at early stages prior to further escalation. In addition, concerted efforts towards ensuring duty of care throughout the pandemic crisis, as well as improvements towards more consistent policy application, due diligence and ongoing constructive dialogue with staff and staff representatives contributed towards the reduction in formal case litigation.
49. The Secretariat has also strengthened consequence management during the reporting period, reflecting a sharper focus on improving accountability and good governance. In 2020, UNAIDS concluded one disciplinary proceeding and one case of irregular behaviour which led to the imposition of disciplinary measures. The staff member who committed fraud was dismissed and money irregularly received recovered, and the appointment of the staff member who absented himself from duty without satisfactory explanation was terminated. Further information is available in the boardroom paper.
50. Efforts continued in the reporting period to finalize a Memorandum of Understanding (MOU) with the WHO Office of Internal Oversight Services (IOS) to govern the provision of investigation services to UNAIDS. Once finalized and entered into, the MOU will set out timeframes for the conclusion of investigations pertaining to UNAIDS staff members and IOS will also provide UNAIDS with qualitative analysis, including possible root causes and structural / systemic weaknesses identified over the course of IOS investigative activities, and recommendations for addressing them.
51. Turning to staff development and learning initiatives, in 2020 the UNAIDS Executive Coaching programme was extended and expanded based on feedback from previous cohorts to include 85 senior leaders. An important addition was linkage of the programme to the new 'UNAIDS Inspiring Leaders' model, designed in collaboration with an experienced, external vendor following extensive consultations with senior staff members across the Secretariat to identify what support future UNAIDS leaders need to meet the goals of the new UNAIDS strategy and the culture transformation agenda.
52. The model, which aligns with and supports the MAP priorities and the UN System Leadership and UN Resident Coordinator frameworks, forms the basis of a mandatory 360-degree feedback element which has been incorporated into the Executive Coaching programme and which enables participants to increase their self-awareness and work on identified strengths and developmental needs with their coach based on feedback from colleagues and counterparts within and beyond the Organization. The feedback will also

help address some of the main outcomes from the global staff survey that require actions from leaders.

53. A new capacity building programme will also shortly be rolled out, developed in partnership with the UN System Staff College and informed by extensive internal cross-cutting consultation. It aims to equip UNAIDS Country Directors and Managers with the necessary knowledge, skills and competencies to enable them to lead collective action to protect and accelerate progress towards the end of AIDS as a public health threat as part of the Sustainable Development Goals. Areas that will be covered include principled leadership, multi-sectorality, partnerships, political acumen, transformational impact and fostering a growth mindset. The programme will be rolled out in the second half of 2021.
54. UNAIDS continues to provide customised learning and development opportunities to support and empower staff to deliver their work and the UNAIDS mandate more effectively. These include language training, as well as individualised programmes, such as those provided by the UN System Staff College (UNSSC). A learning needs analysis was undertaken in the reporting period to support the development and implementation of a learning package including individualised coaching and skills development for locally engaged staff members. In addition, the new UN Secretariat Talent Pool initiative is being offered to locally engaged female staff members as an opportunity for career development and growth.
55. Effective performance management is an essential component of building a workforce that can deliver on the ambitious goals set out in the UNAIDS Strategy. In 2020, numeric ratings were eliminated from the performance management process and a binary scale (meets or does not meet expectations) introduced as a pilot to create space for more developmental-focused conversations between staff members and managers. Under this revised system, the final evaluation conversation provides an opportunity for staff members and their manager to reflect on achievements as well as challenges over the previous year, and how these can be enhanced or addressed, in a constructive, collaborative way.
56. To introduce these changes, several webinars and training sessions were held in 2020 and early 2021, attended by over 500 colleagues. These interactive, online workshops have focused on performance management 'soft' skills, such as leading effective conversations, coaching skills, emotional intelligence and creating a psychologically safe space for performance and developmental conversations. Sessions have also focused on areas of bias which may affect feedback, either positively or negatively.

THE PATH AHEAD

57. A number of major initiatives are planned for the year ahead, summarized briefly below:
 - (i) Programmatic capacity building will be widely implemented to ensure that staff members have the knowledge and skills required to deliver on the Strategy's bold targets, possibly in new roles and with new responsibilities as a result of the organizational alignment exercise.
 - (ii) Implementation of alignment decisions and support for effective change management.

- (iii) Cultural and racial trauma healing will be made available to individuals and teams as a key component of the UNAIDS Anti-Racism Action Plan.
- (iv) A learning package will be rolled out to all staff to clarify key concepts in the new policy on Preventing and Addressing Abusive Conduct and understand when and how to report misconduct.
- (v) A UNAIDS-wide value charter articulating the organization's feminist principles will be co-created, with a focus on increasing self-awareness and sharing power.
- (vi) Recommendations from the evaluation of the UNAIDS Secretariat's Gender Action Plan will be implemented and a forward-looking gender equality, diversity and inclusion strategy developed, further enhancing the intersectional approach being taken at the UNAIDS Secretariat to create a more inclusive organization.
- (vii) A new policy and approach to mobility will be finalized and implemented, underpinned by the goal of ensuring that UNAIDS has the right people in the right positions and that there are effective mechanisms for knowledge sharing across the Organization.
- (viii) The Secretariat's policy and approach to flexible working will be evaluated, reflecting new imperatives arising from the rapid implementation of extensive, large-scale teleworking in the context of COVID-19 as to where functions are carried out and how they are evaluated.
- (ix) The new Delegations of Authority framework and matrix management guidelines will be rolled out and fully incorporated in new ways of doing business and the new organizational structure emanating from the alignment exercise.
- (x) Finally, and reinforcing the shift from a more transactional to a more strategic Human Resources function, in the year ahead a new UNAIDS Secretariat HR (People) Strategy will be developed to set out for the period 2022 to 2026. The Secretariat looks forward to presenting this Strategy to the Programme Coordinating Board in June 2022.

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