Progress made on the UN Women Strategic Plan 2011-2013

Report of the Under-Secretary-General/Executive Director of the United Nations Entity for Gender Equality and Empowerment of Women

2012
DATA COMPANION

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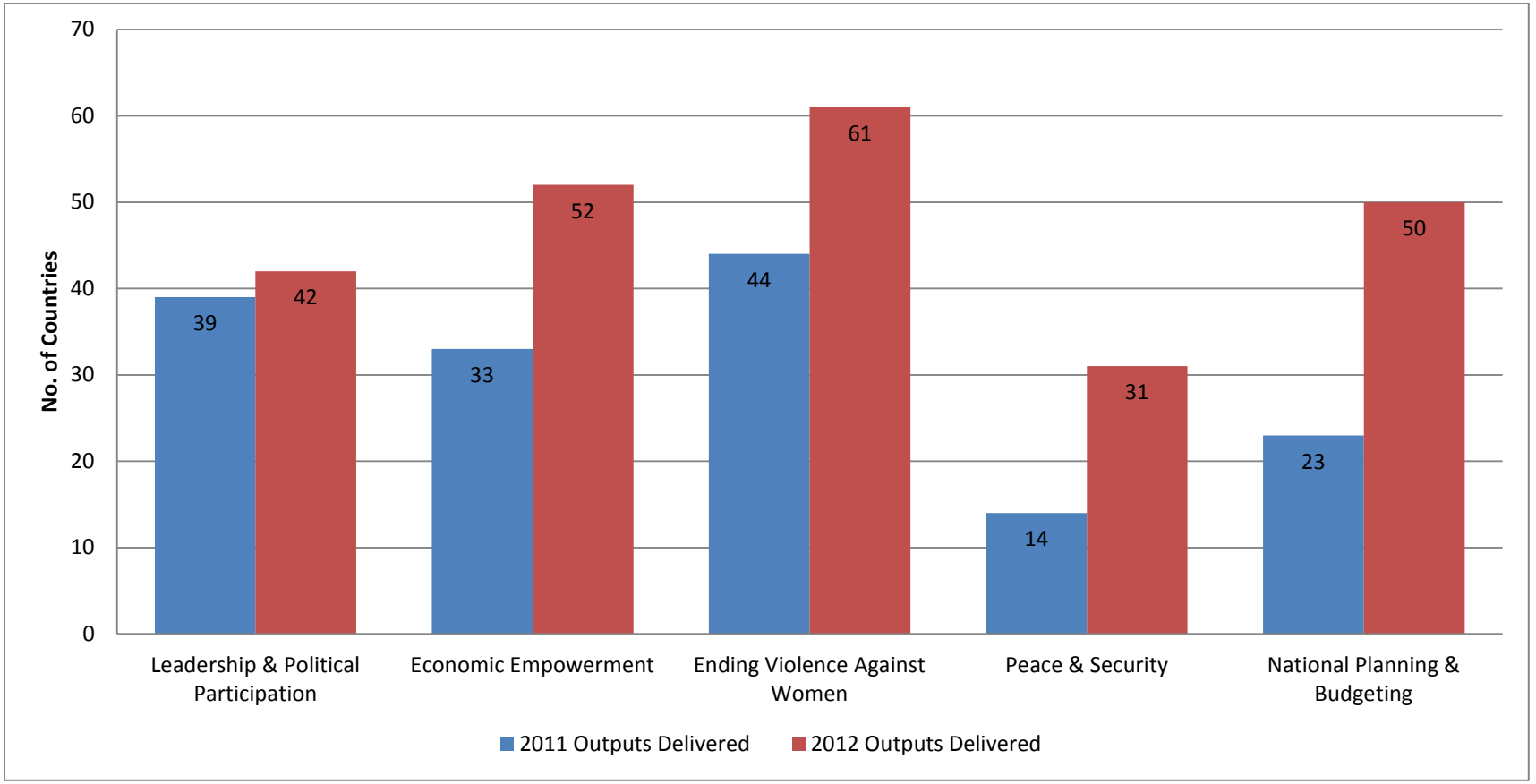
I. Overview of Results

Fig 1: Number of countries in which output level results have been achieved in each priority area, by year[1]:



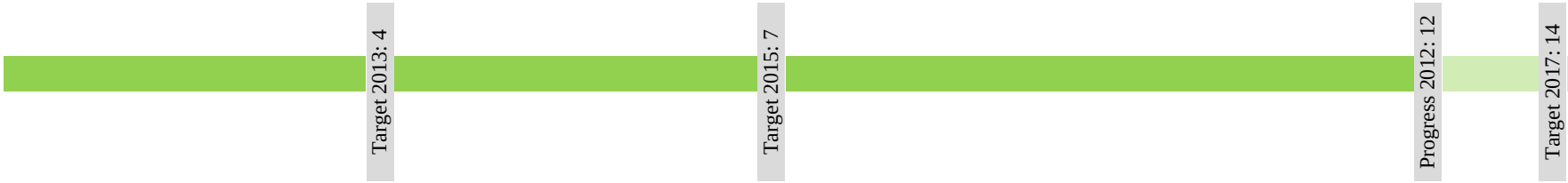
[1] This counts the number of countries in which at least one output has been achieved in each of the priority areas 1 through 5 separately for 2011 and 2012.

Priority Area 1: Women's Increased Leadership and Participation

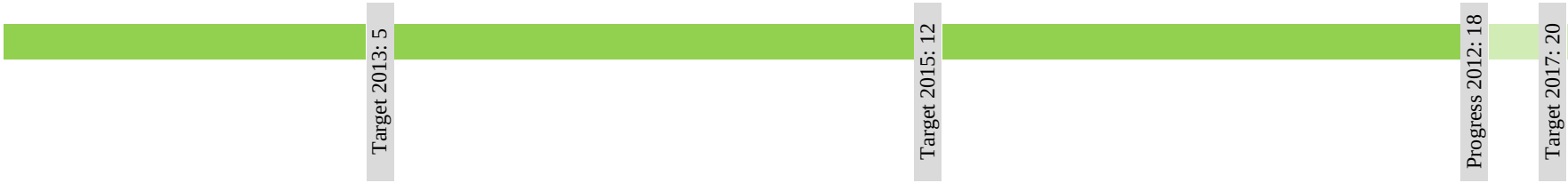
Fig 2: Trajectory of Progress against targets: UN Women Outcome Indicators, 2011-2017:

Number of countries which incorporate temporary special measures

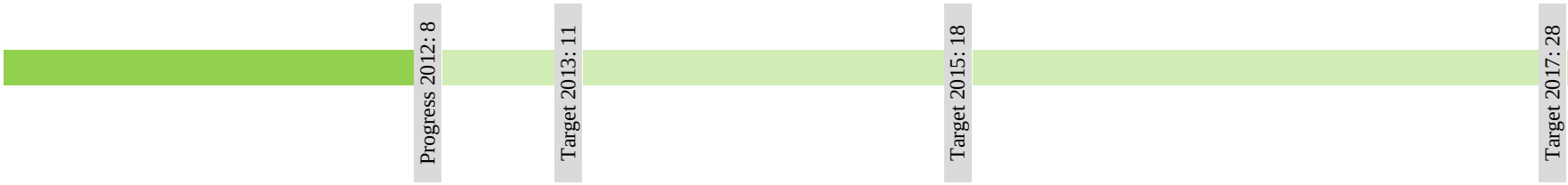
Number of countries in which political parties put forward increased number of female candidates



Number of countries where election management bodies establish measures to promote women's leadership and participation in politics



Number of countries that put processes in place (e.g. ID cards) to ensure that marginalized women have the means to vote



CEB adoption of joint guidance note on Temporary Special Measures

	Off Track	• CEB adoption of joint guidance note on Temporary Special Measures
	Almost On Track	• Number of countries which incorporate temporary special measures
	On Track	• Number of countries in which political parties put forward increased number of female candidates • Number of countries where election management bodies establish measures to promote women's leadership and participation in politics • Number of countries that put processes in place (e.g. ID cards) to ensure that marginalized women have the means to vote

Number of countries supported under priority area 1	Programme expenses 2012 under priority area 1
71	38 million

Outcome 1.1: Constitutions, legal frameworks, and policies to advance women's right to participate in decision making are reformed/adopted and implemented.

Fig 3: Cumulative Number of countries[2] at the end of 2012 which incorporate temporary special measures for women in constitutions, legal frameworks and policies

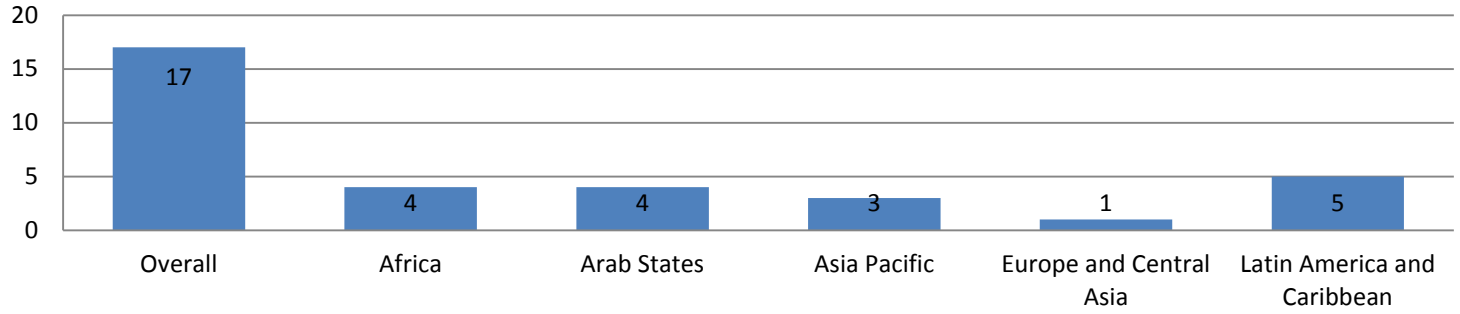
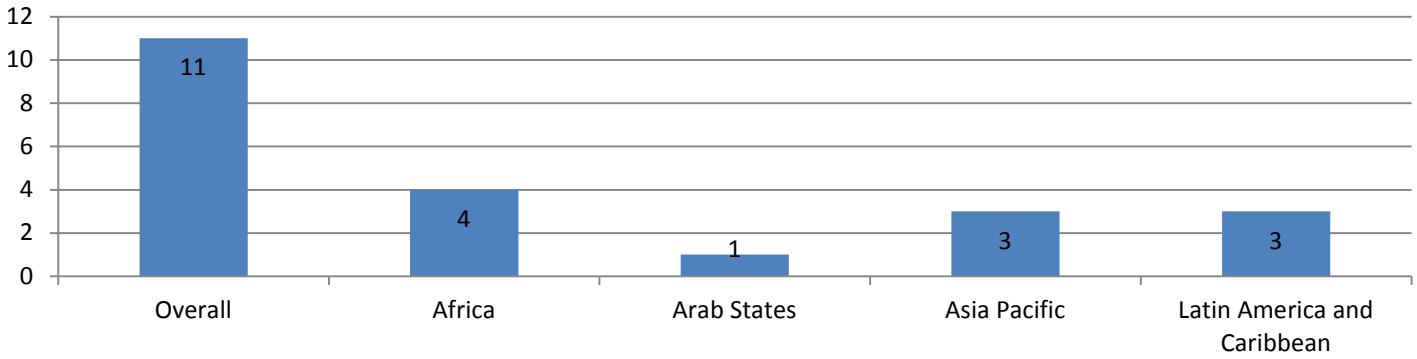


Fig 4: Cumulative Number of countries[3] at the end of 2012 in which political parties put forward increased number of female candidates in national elections



[2] Albania, Algeria, Brazil, Colombia, Democratic Republic of Congo, Haiti, Honduras, Kenya, Mexico, Morocco, State of Palestine, Papua New Guinea, , Senegal, South Sudan, Timor Leste, Tunisia, Vanuatu

[3] Brazil, Cape Verde, Egypt, Guatemala, Kenya, Mexico, Nigeria, Pakistan, Papua New Guinea, Rwanda, Timor Leste

Outcome 1.2: Gender responsive electoral measures (mechanisms, processes and services) promote women's leadership and participation in politics.

Fig 5: Cumulative Number of countries[4] at the end of 2012 where election management bodies establish measures to promote women's leadership and participation in politics

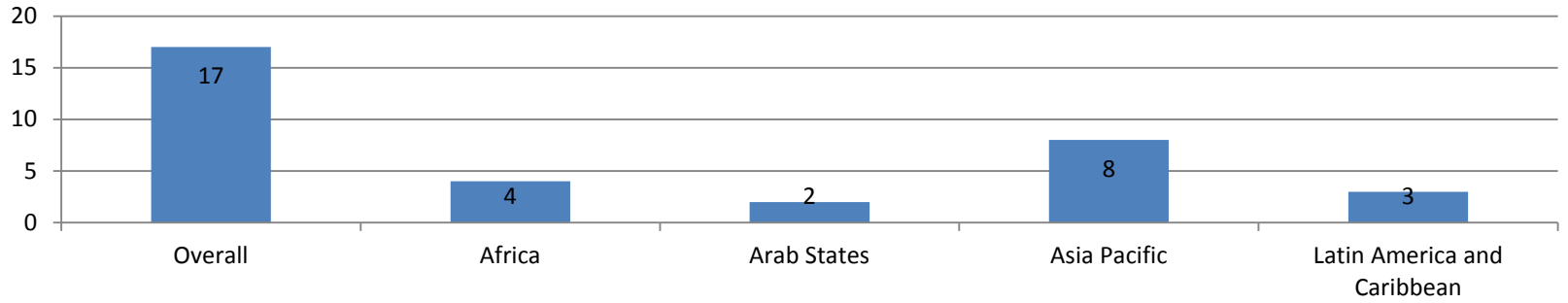
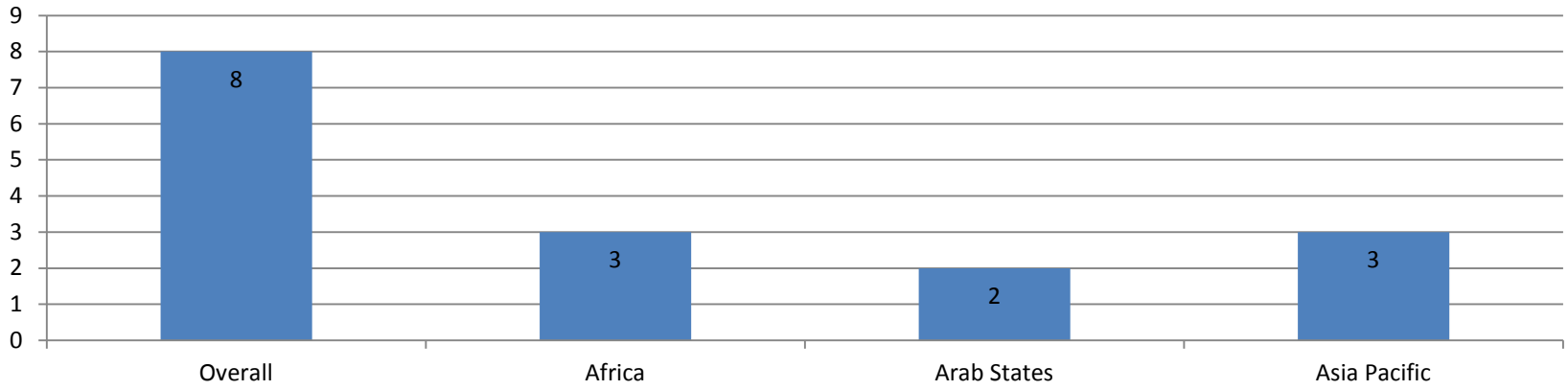


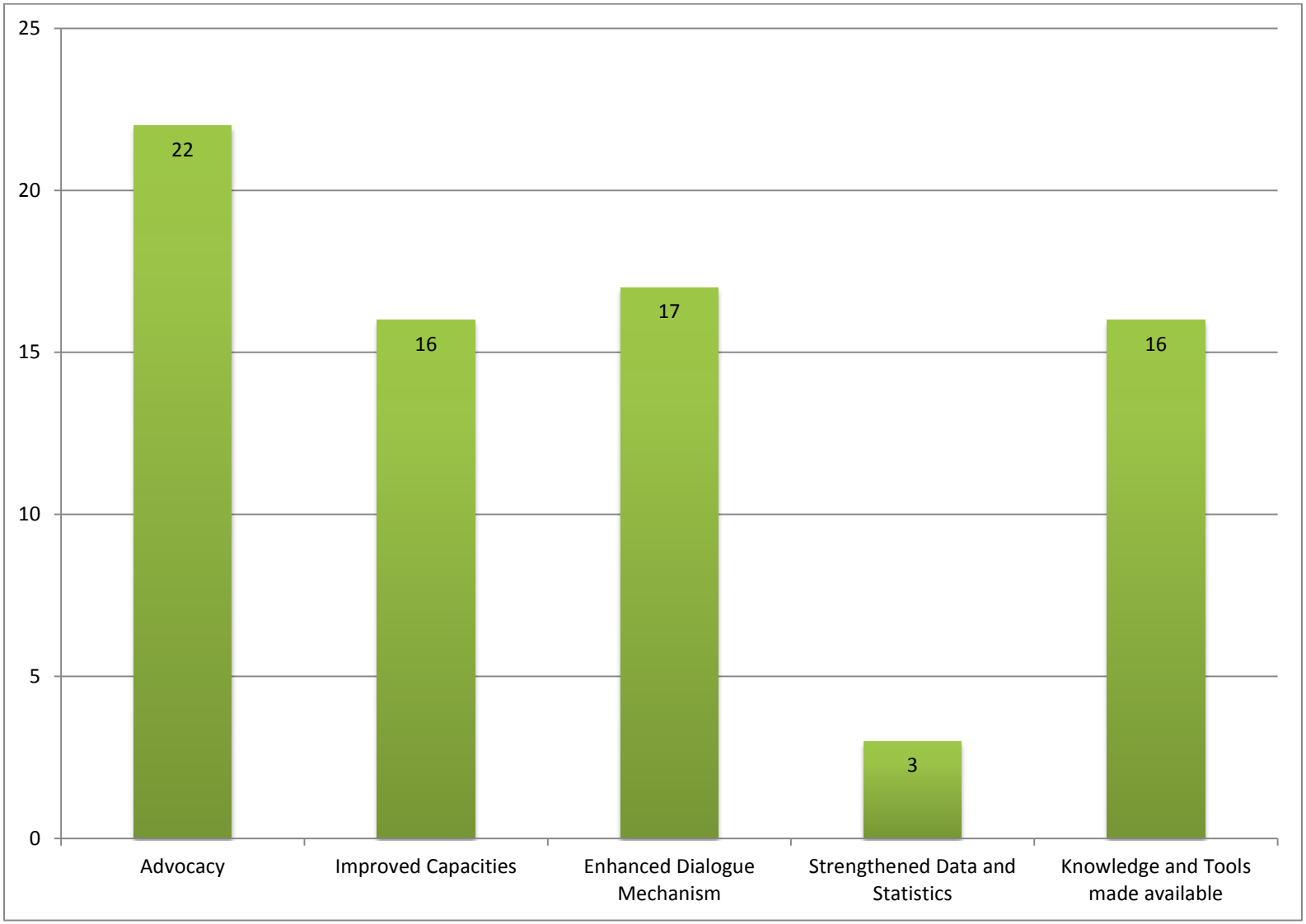
Fig 6: Cumulative Number of Programme countries[5] at the end of 2012 that put processes in place (e.g. ID cards) to ensure that marginalized women have the means to vote



[4] Afghanistan, Bolivia, Cameroon, Colombia, Honduras, Kenya, Kiribati, Micronesia (Federated State of), Morocco, Pakistan, Papua New Guinea, Solomon Island, South Sudan, Sudan, Timor Leste, Tunisia, Vanuatu

[5] Afghanistan, Cameroon, Cote d'Ivoire, Democratic Republic of Congo, Egypt, Pakistan, Timor Leste, Tunisia

Fig 7: Type of UN Women contributions at the output level under Priority Area 1

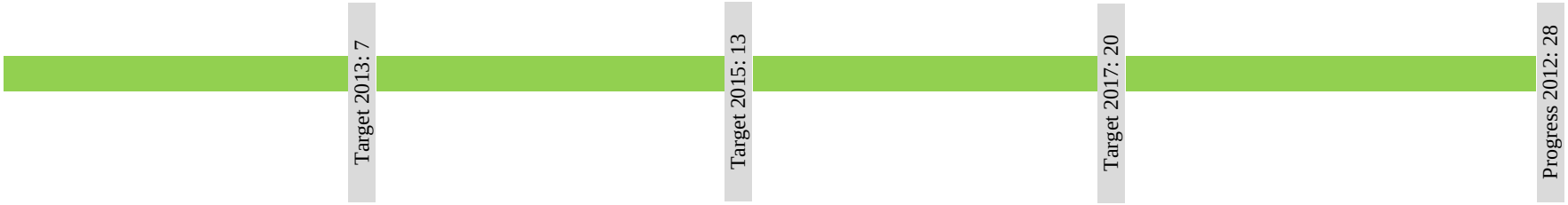


Priority Area 2: Women's Economic Empowerment

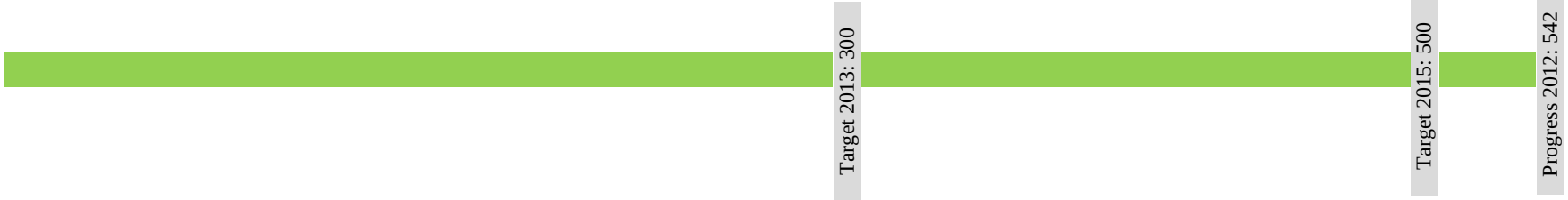
Fig 8: Trajectory of Progress against targets: UN Women Outcome Indicators, 2011-2017:

Number of countries that have adopted policies to ensure women's equal access to productive assets

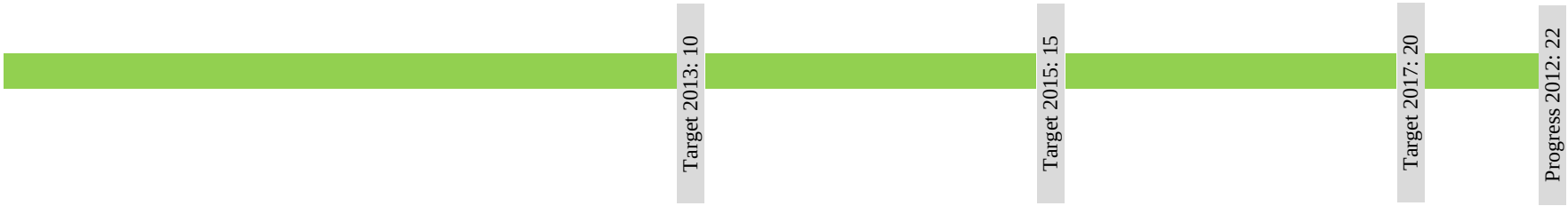
Number of countries where policies and strategies are in place to protect the most economically vulnerable groups of women



Number of companies where CEOs signed support for Women's Empowerment Principles



Number of countries that replicate models of gender-responsive services (transport, utilities, water, solar energy, etc.)



Adoption by CEB of UN Women strategy and action plan on women's economic empowerment.

	Off Track	• Adoption by CEB of UN Women strategy and action plan on women's economic empowerment
	On Track	• Number of countries that have adopted policies to ensure women's equal access to productive assets • Number of countries where policies and strategies are in place to protect the most economically vulnerable groups of women • Number of companies where CEOs signed support for Women's Empowerment Principles • Number of countries that replicate models of gender-responsive services (transport, utilities, water, solar energy, etc.)

Number of countries supported under priority area 2	Programme expense 2012 under priority area 2
67	37 million

Outcome 2.1: Policies adopted and implemented to strengthen women's economic empowerment

Fig 9: Cumulative Number of Programme Countries[6] at the end of 2012 where policies and strategies are adopted/strengthened to protect the most economically vulnerable groups of women

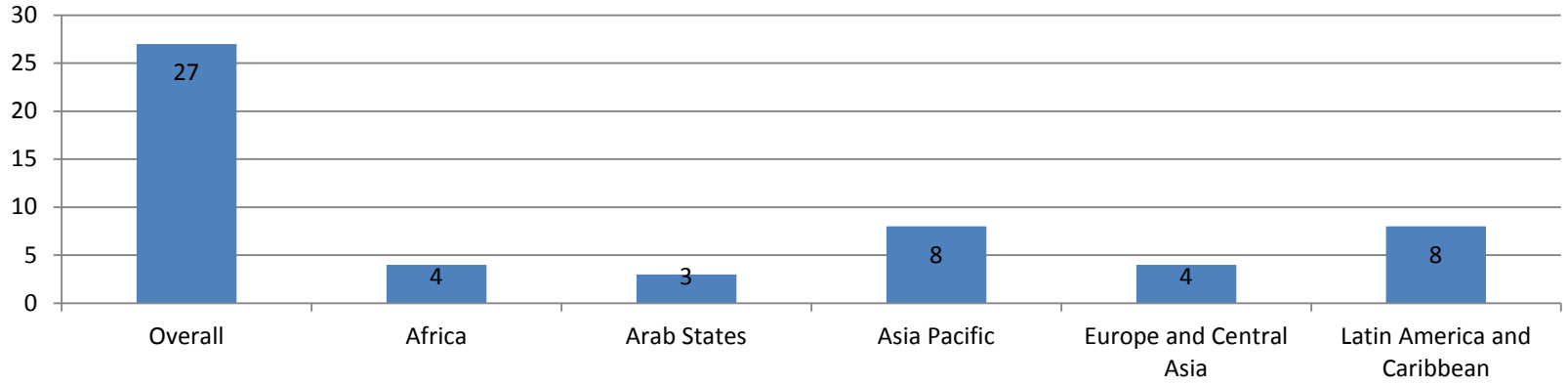
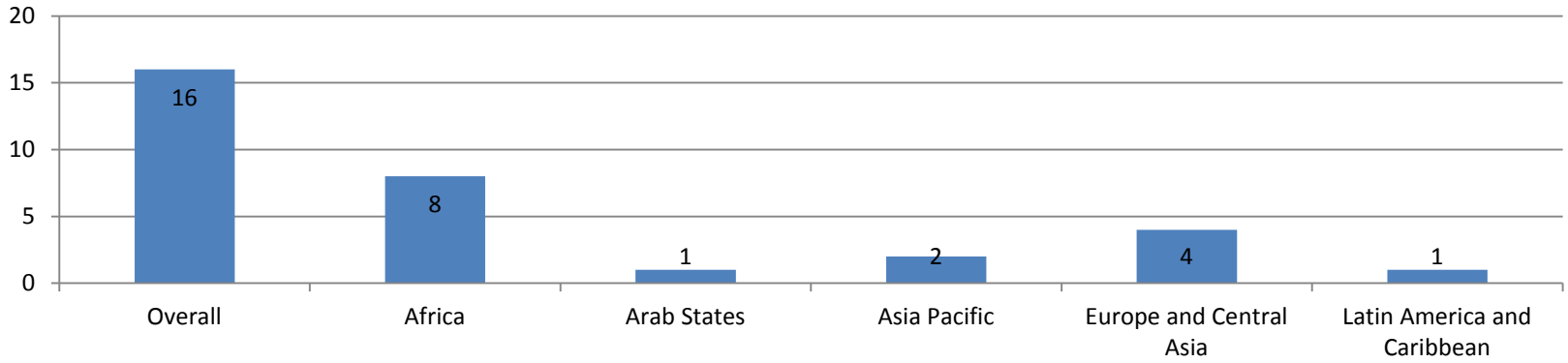


Fig 10: Cumulative Number of countries[7] at the end of 2012 that have adopted policies to ensure women's equal access to productive assets

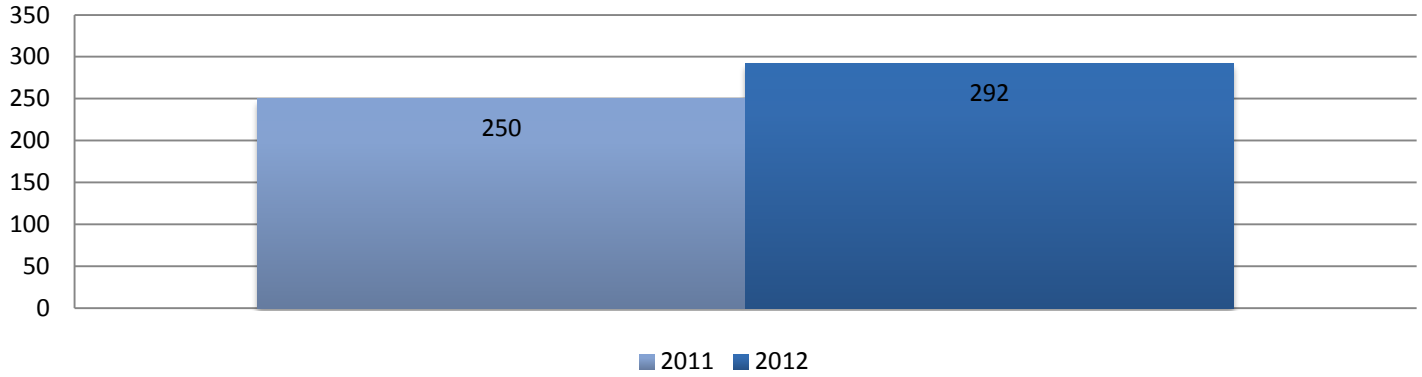


[6] Afghanistan, Albania, Argentina, Bangladesh, Bolivia, Brazil, Cambodia, Cameroon, Egypt, Ethiopia, Grenada, Guatemala, Kazakhstan, Kiribati, Lao PDR, Mexico, Moldova, Morocco, Nepal, Nicaragua, Nigeria, Philippines, St. Kitts & Nevis, State of Palestine, Sudan, Tajikistan, Viet Nam

[7] Albania, Burundi, Côte d'Ivoire, Haiti, India, Kenya, Liberia, Mali, Montenegro, Morocco, Nigeria, Pakistan, Senegal, Serbia, Sudan, Tajikistan

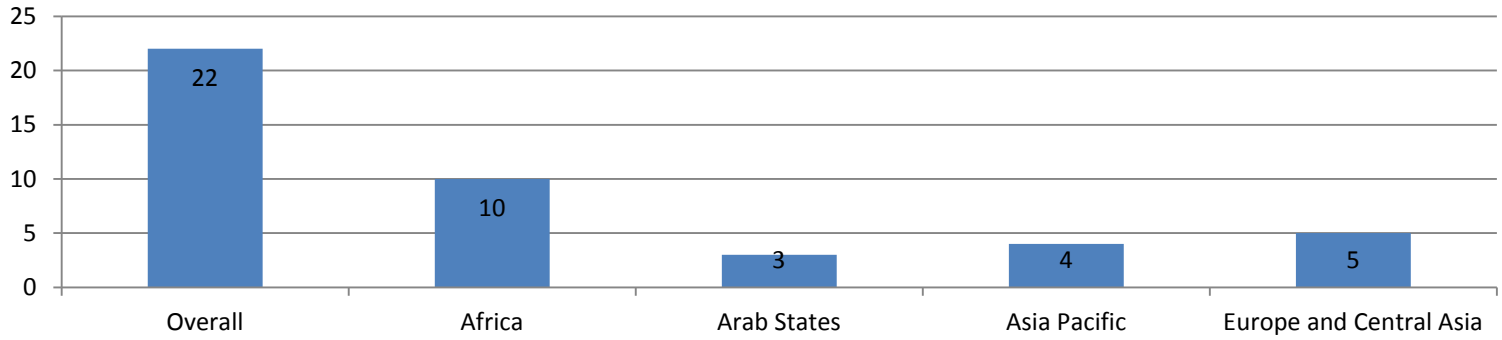
Outcome 2.2: Companies (private and public) promote women's economic empowerment.

Fig 11: Number of companies that have signed the CEO Statement of Support for the Women's Empowerment Principles



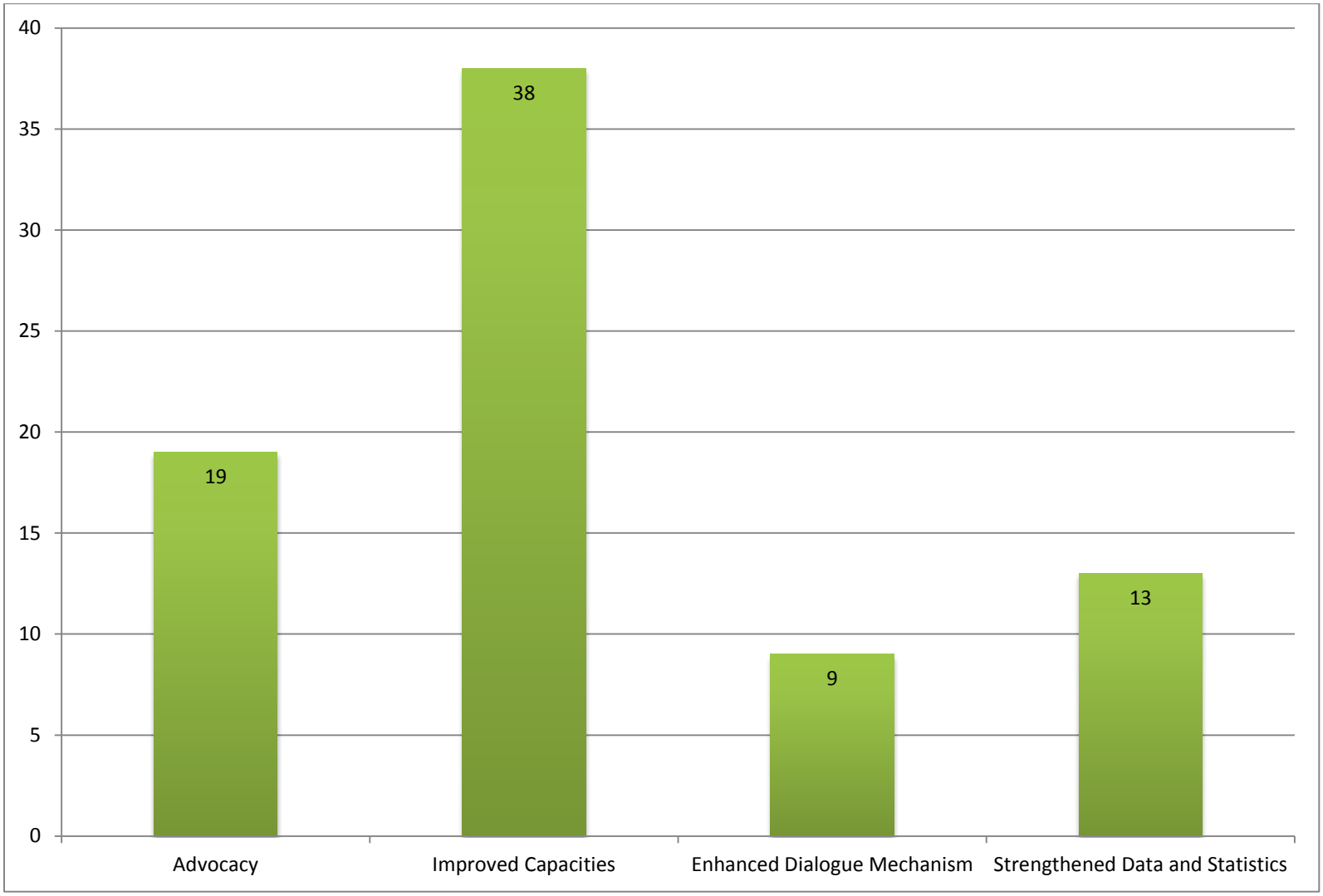
Outcome 2.3: Gender responsive services (transport, utilities, markets, water, energy, etc.) enhance women's livelihoods

Fig 12: Cumulative Number of countries[8] at the end of 2012 that replicate models of gender-responsive services (transport, utilities, water, solar energy, markets etc.)



[8] Burkina Faso, China, Cote D'Ivoire, Fiji, Georgia, India, Jordan, Liberia, Mali, Moldova, Montenegro, Morocco, Mozambique, Niger, Papua New Guinea, Senegal, Serbia, South Sudan, State of Palestine, Tajikistan, Tanzania, Zimbabwe

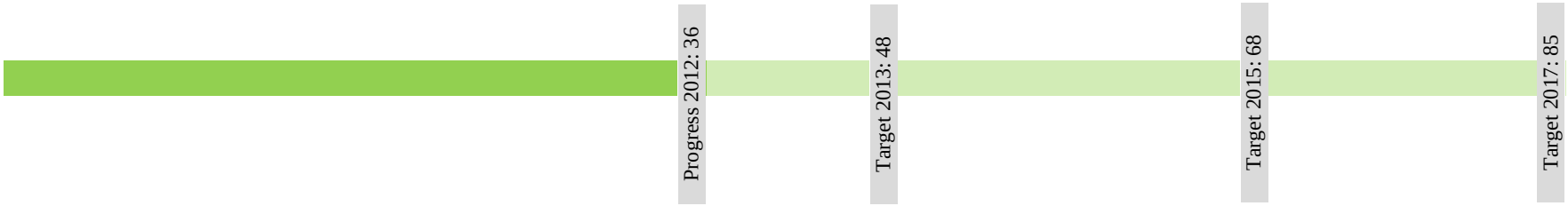
Fig 13: Type of UN Women contributions at the output level under Priority Area 2



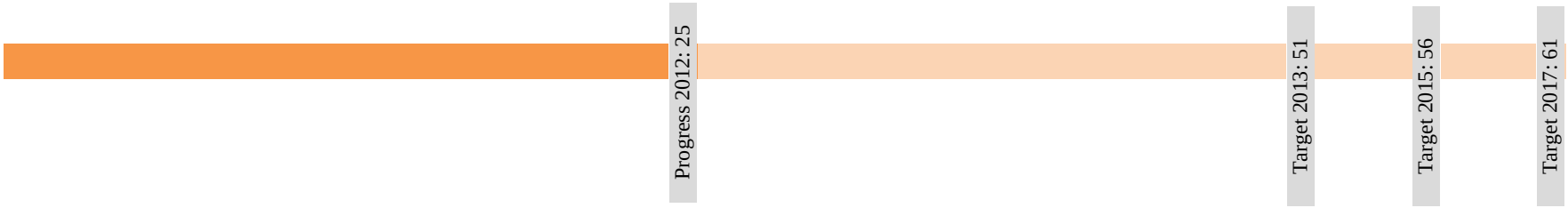
Priority Area 3: Ending Violence against Women

Fig 14: Trajectory of Progress against targets: UN Women Outcome Indicators, 2011-2017:

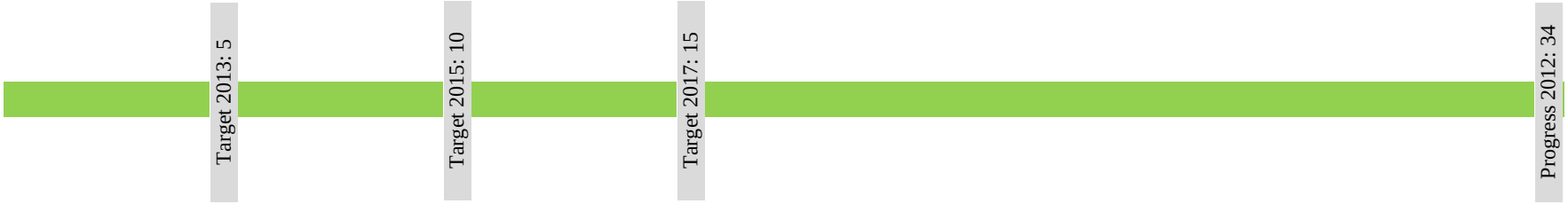
Number of countries that have adopted legislation, policies and strategies to address Violence against Women and Girls



Number of countries that adopt National Action Plans (NAPs) on ending violence against women and girls



Number of countries that implement standards for service delivery to respond to VAWG



Number of countries in which women from excluded groups influence policies to make special provisions for such groups

	Almost On Track	• Number of countries that adopt National Action Plans (NAPs) on ending violence against women and girls
	On Track	• Number of countries that have adopted legislation, policies and strategies to address Violence Against Women and Girls • Number of countries that implement standards for service delivery to respond to VAWG • Number of countries in which women from excluded groups influence policies to make special provisions for such groups

Number of countries supported under priority area 3	Programme expense 2012 under priority area 3
85	43 million

Outcome 3.1: Legislation and policies are adopted and implemented to respond to and prevent violence against women and girls

Fig 15: Cumulative Number of countries[9] at the end of 2012 that have adopted legislation, polices and strategies to address violence against women and girls

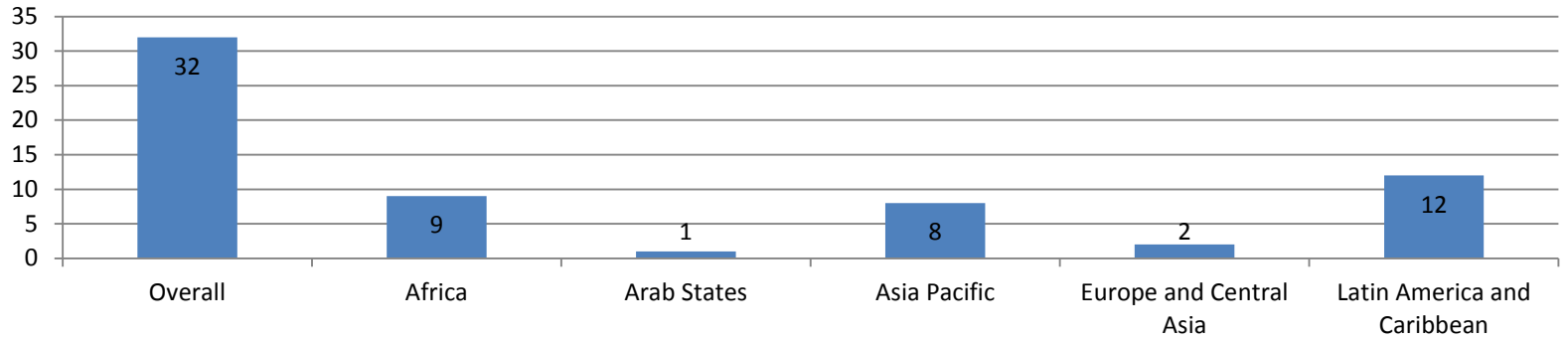
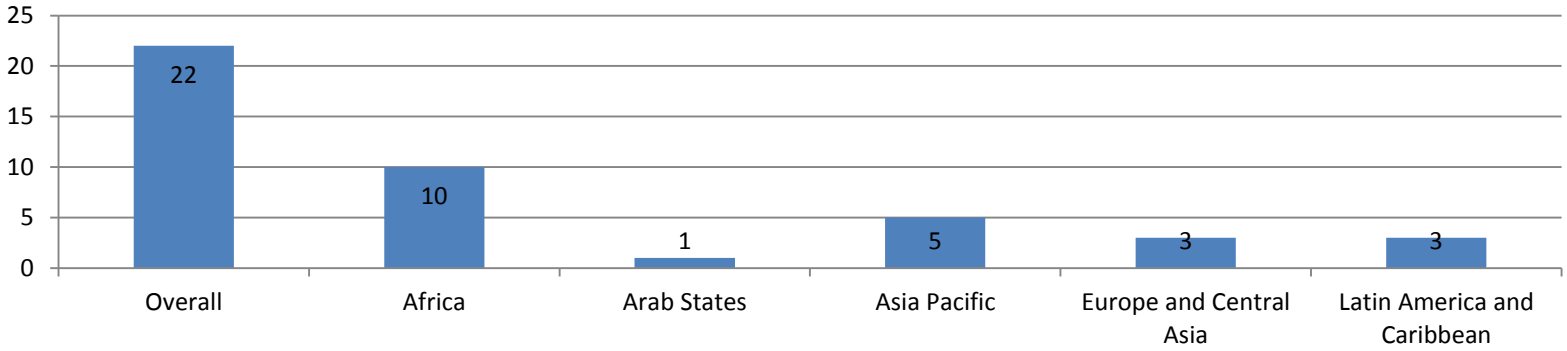


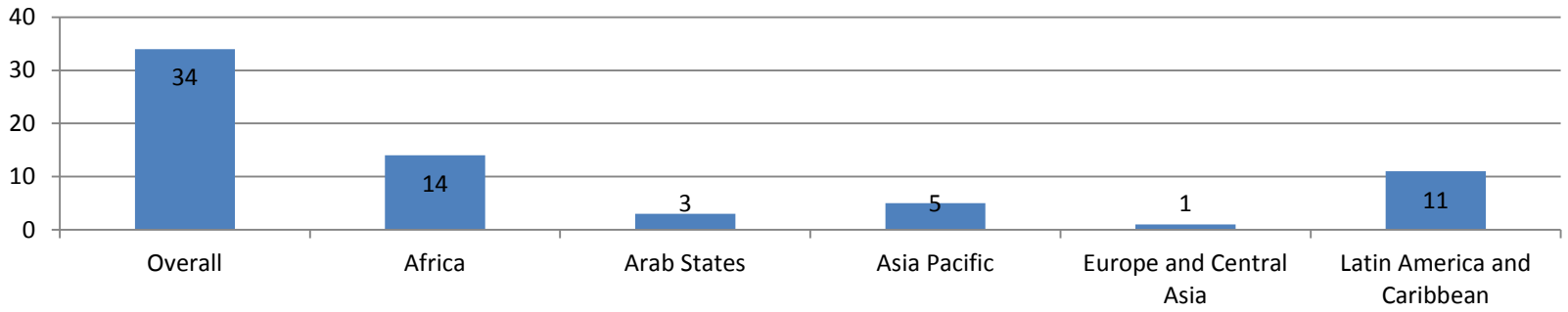
Fig 16: Cumulative Number of countries[10] at the end of 2012 that adopt National Action Plans on ending violence against women and girls



[9] Afghanistan, Albania, Barbados, Bolivia, Cambodia, Cape Verde, Colombia, Commonwealth of Dominica, El Salvador, Grenada, Guatemala, Guinea, Guinea Bissau, Haiti, India, Kenya, Kyrgyzstan, Maldives, Mexico, Nicaragua, Nigeria, Pakistan, Paraguay, Peru, Rwanda, Senegal, Sierra Leone, Solomon Island, State of Palestine, Thailand, Uganda, Viet Nam

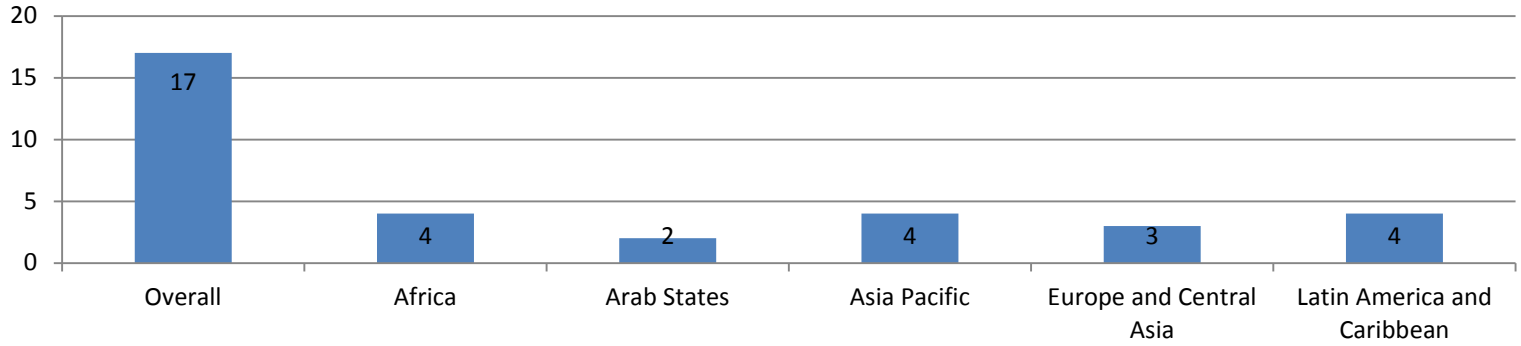
[10] Albania, Burkina Faso, Burundi, Cambodia, Democratic Republic of Congo, Ethiopia, FYR Macedonia, Georgia, Guatemala, Guinea Bissau, Haiti, Indonesia, Lesotho, Liberia, Maldives, Rwanda, Sierra Leone, Solomon Islands, State of Palestine, Sudan, Timor Leste, Uruguay

Fig 17: Cumulative Number of countries[11] at the end of 2012 that implement standards for service delivery to respond to violence against women and girls



Outcome 3.1: Women from excluded groups influence policies, actions and budgets to address VAWG

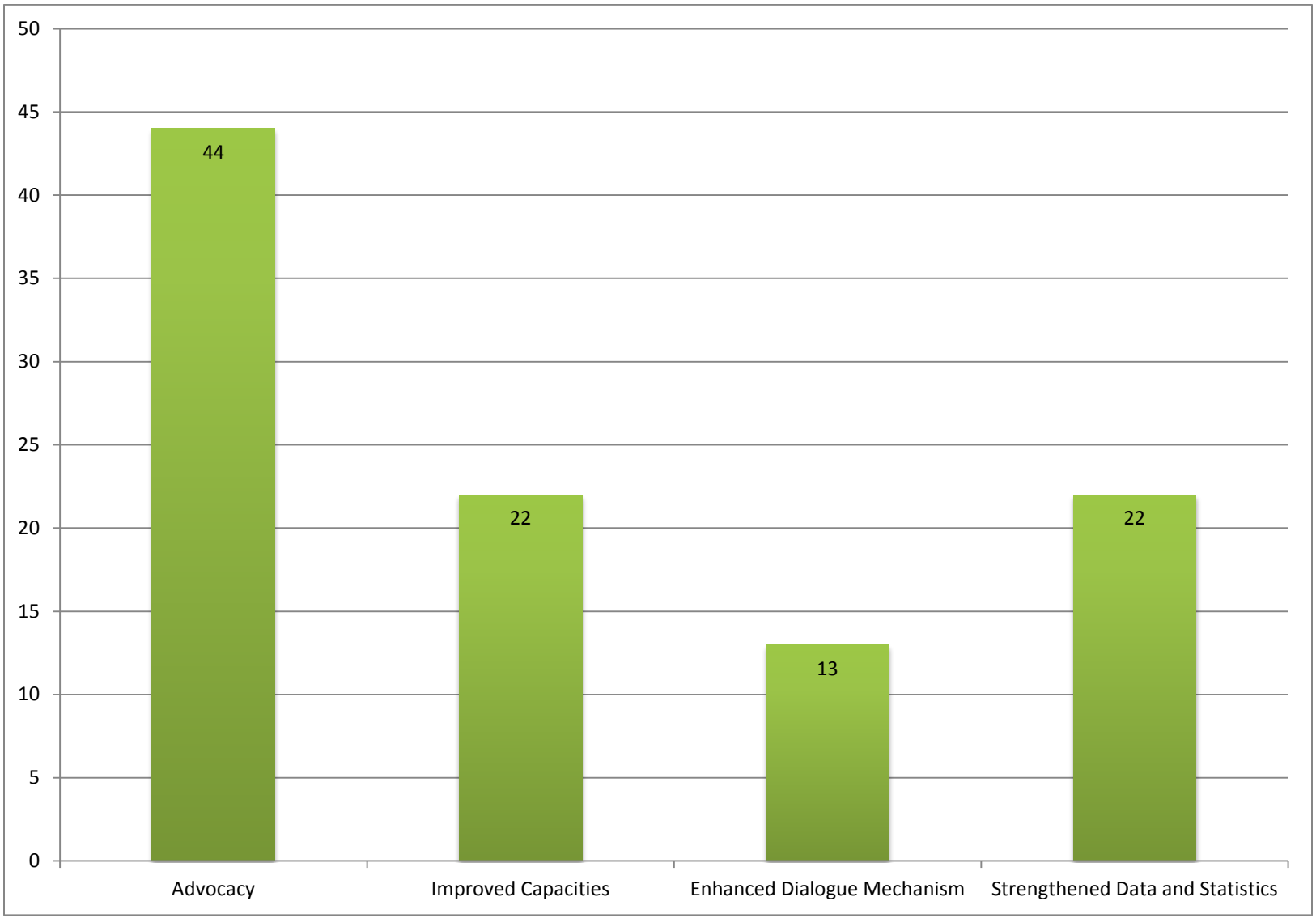
Fig 18: Cumulative Number of countries[12] at the end of 2012 in which women from excluded groups influence policies to make special provisions for such groups



[11] Afghanistan, Antigua and Barbuda, Argentina, Brazil, Burundi, Cape Verde, Colombia, Cote D'Ivoire, Democratic Republic of Congo, Dominican Republic, Ethiopia, Guatemala, Haiti, India, Kenya, Kosovo, Lao PDR, Morocco, Mozambique, Paraguay, Rwanda, Saint Kitts and Nevis, Saint Vincent and Grenadines, Senegal, Solomon Islands, South Sudan, Sudan, State of Palestine, Tanzania, Thailand, Tunisia, Uruguay, Zimbabwe

[12] Albania, Bolivia, Bosnia and Herzegovina, Brazil, Cambodia, Democratic Republic of Congo, Ecuador, Fiji, Jordan, Lao PDR, Mexico, Rwanda, Sierra Leone, South Africa, State of Palestine, Tajikistan, Viet Nam

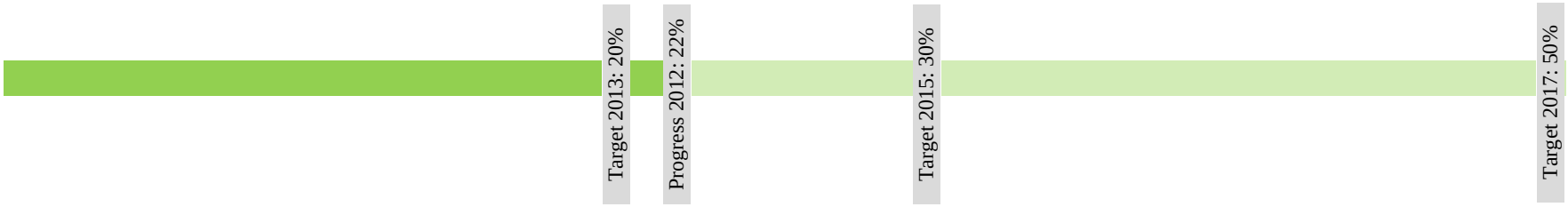
Fig 19: Type of UN Women contributions at the output level under Priority Area 3



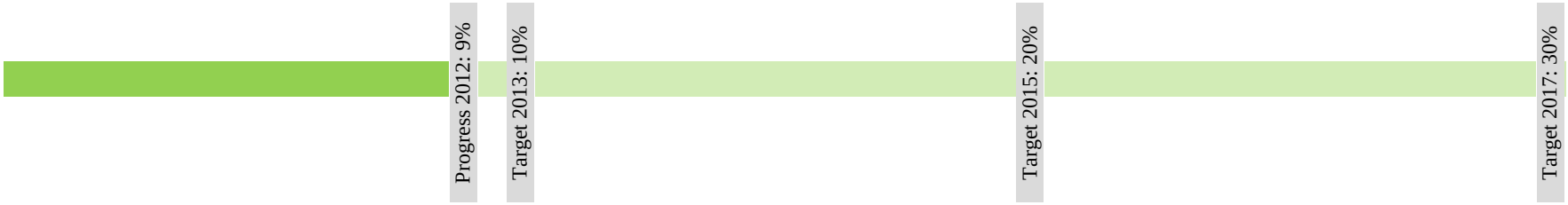
Priority Area 4: Peace and Security

Fig 20: Trajectory of Progress against targets: UN Women Outcome Indicators, 2011-2017:

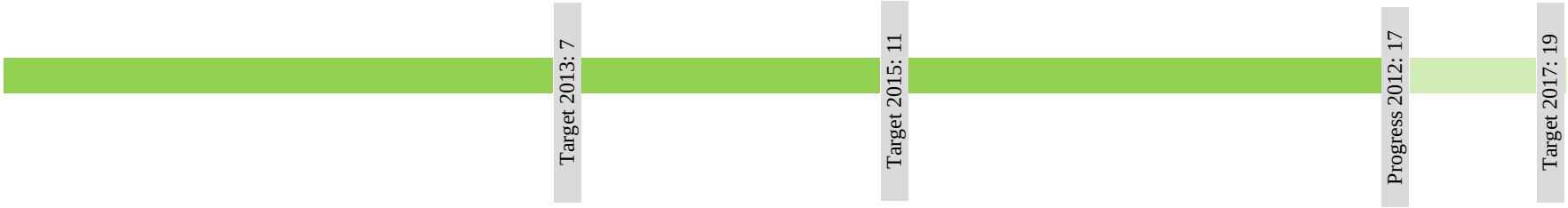
Percentage of peace agreements with specific provisions to improve the security and status of women and girls



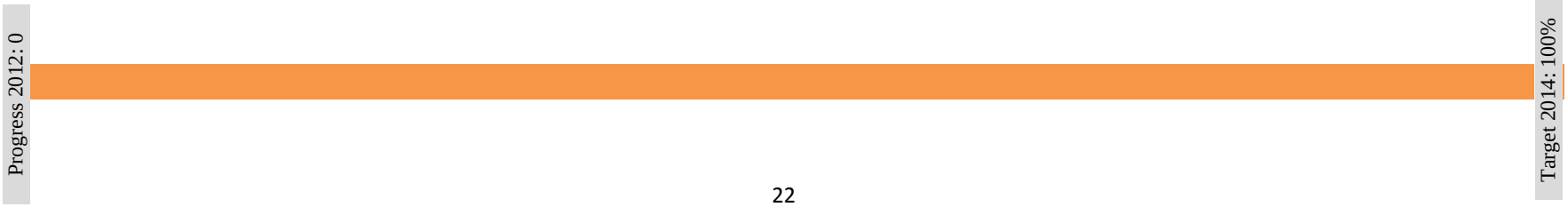
Percentage of formal peace negotiations that include women as mediators, negotiators and technical experts



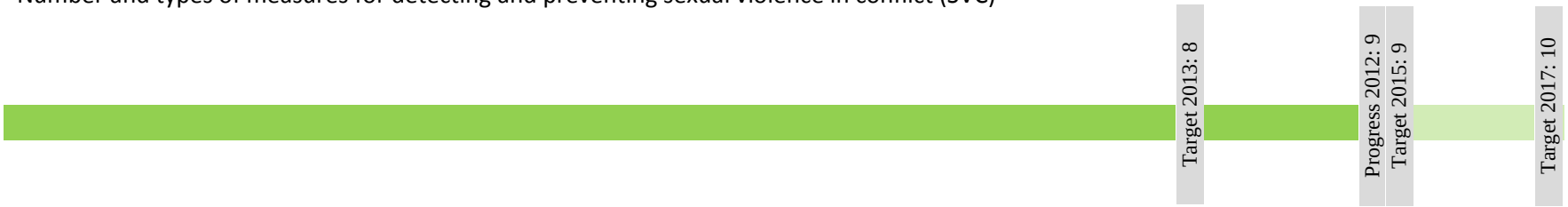
Number of countries in which peace talks, recovery/peace building planning processes and transitional justice processes incorporate demands of gender equality advocates



Joint UN system data collection on indicators on women, peace and security is in place and is operational



Number and types of measures for detecting and preventing sexual violence in conflict (SVC)



	Almost On Track	• Joint UN system data collection on indicators on women, peace and security is in place and is operational
	On Track	• Percentage of peace agreements with specific provisions to improve the security and status of women and girls • Percentage of formal peace negotiations that include women as mediators, negotiators and technical experts • Number of countries in which peace talks, recovery/peace building planning processes and transitional justice processes incorporate demands of gender equality advocates • Number and types of measures for detecting and preventing sexual violence in conflict (SVC)

Number of countries supported under priority area 4	Programme expense 2012 under priority area 4
37	25 million

Fig 21: Cumulative Number of countries[13] at the end of 2012 in which peace talks, recovery/peace building planning processes and transitional justice processes incorporate demands of gender equality advocates

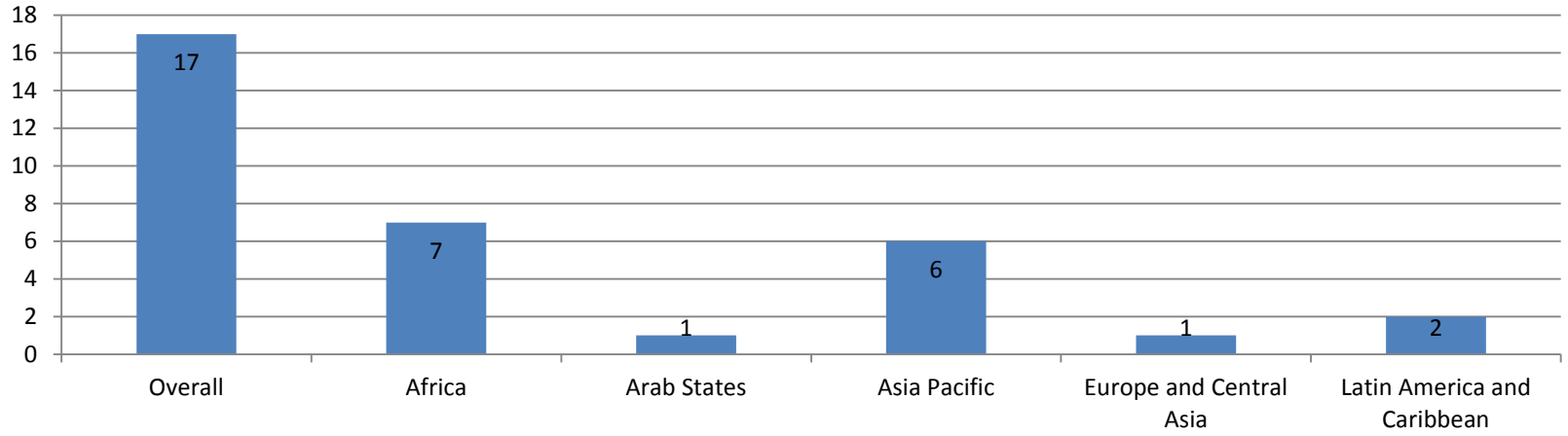
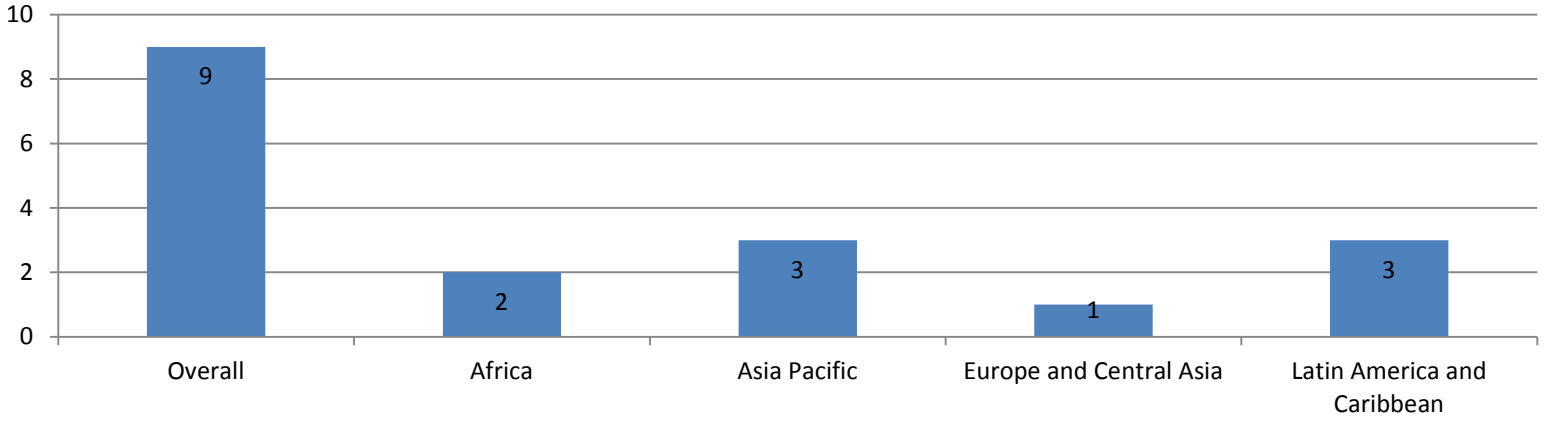


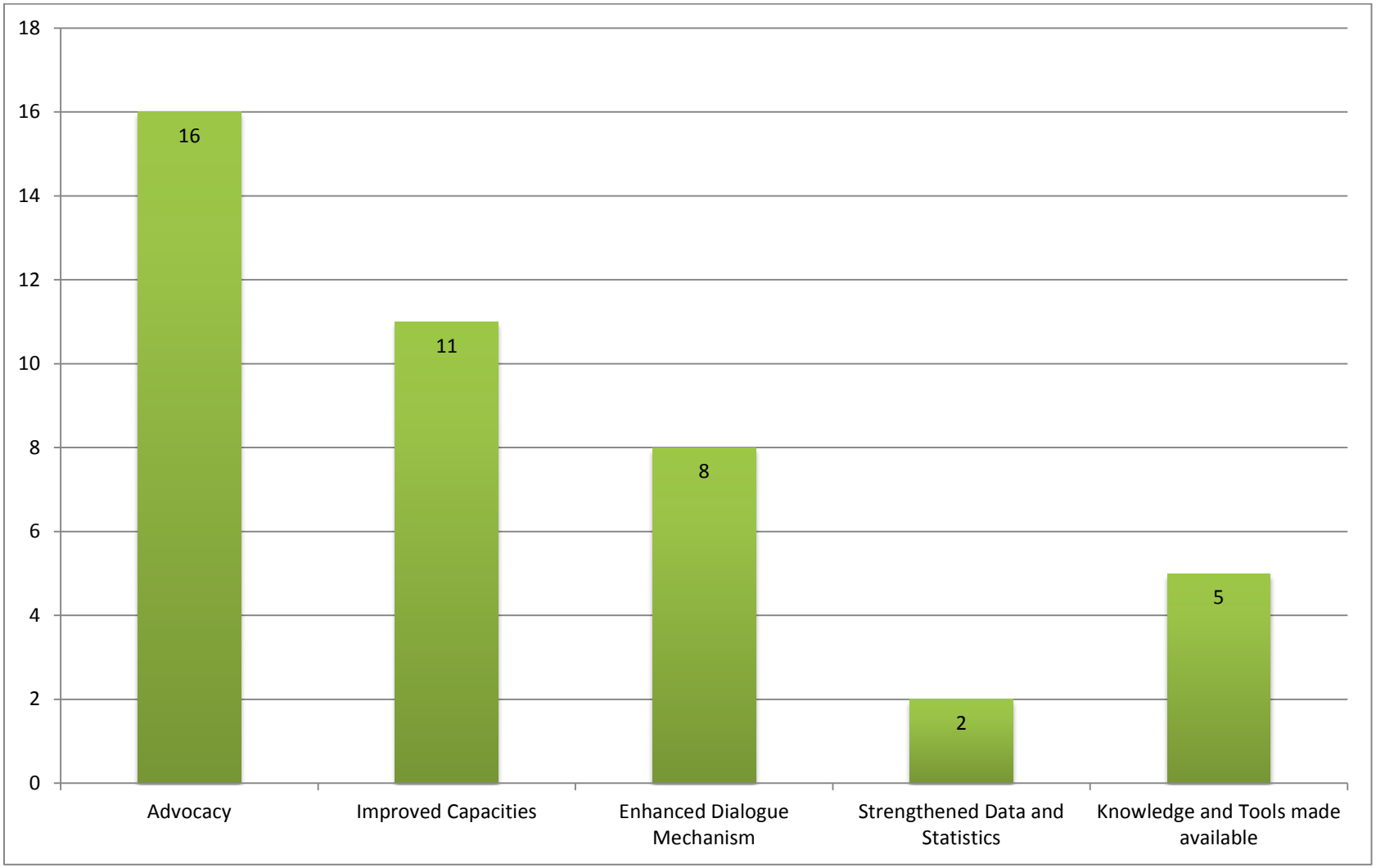
Fig 22: Cumulative Number[14] and types of measures at the end of 2012 for detecting and preventing sexual violence in conflict (SVC)



[13] Afghanistan, Burundi, Colombia, Cote D'Ivoire, Georgia, Guatemala, Liberia, Myanmar, Nepal, Pakistan, Sierra Leone, Sudan, Tanzania, Thailand, Timor Leste, Uganda, Yemen

[14] Argentina, Bangladesh, Bosnia and Herzegovina, Brazil, Haiti, Liberia, Nepal, Sudan, Timor Leste

Fig 23: Type of UN Women contributions at the output level under Priority Area 4

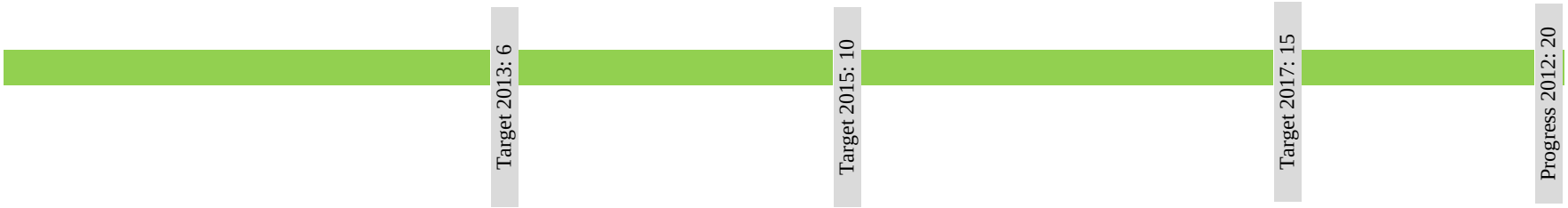


Priority Area 5: National Planning and Budgeting

Fig 24: Trajectory of Progress against target: UN Women Outcome Indicators, 2011-2017:

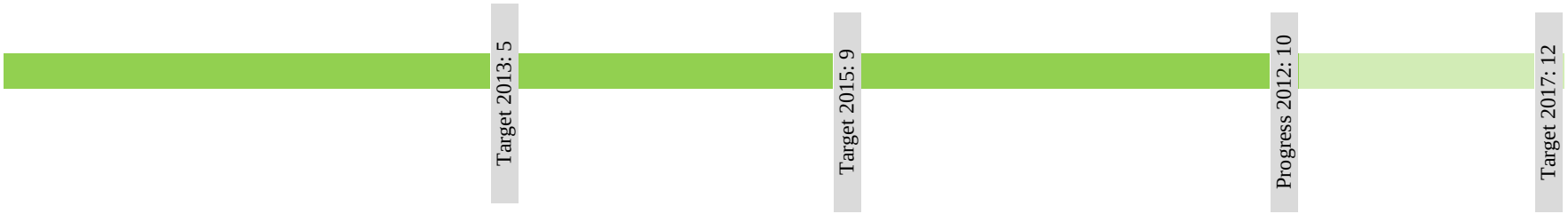
Percentage of countries supported by UN Women whose national planning documents incorporate priorities and budgets on gender equality and women's empowerment.

Number of countries with systems to track and make public allocations for gender equality and women's empowerment



Number of countries supported by UN Women and its collaborative partnerships which produce gender budget analysis, e.g., Public Expenditure Reviews (PERS)/Public Expenditure Tracking focused on gender equality, beneficiary assessments such as citizen report cards, joint reviews of joint programmes

Percentage of countries supported by UN Women where women living with HIV participate (and have the capacity to influence) formal planning and review mechanisms of the national response to HIV

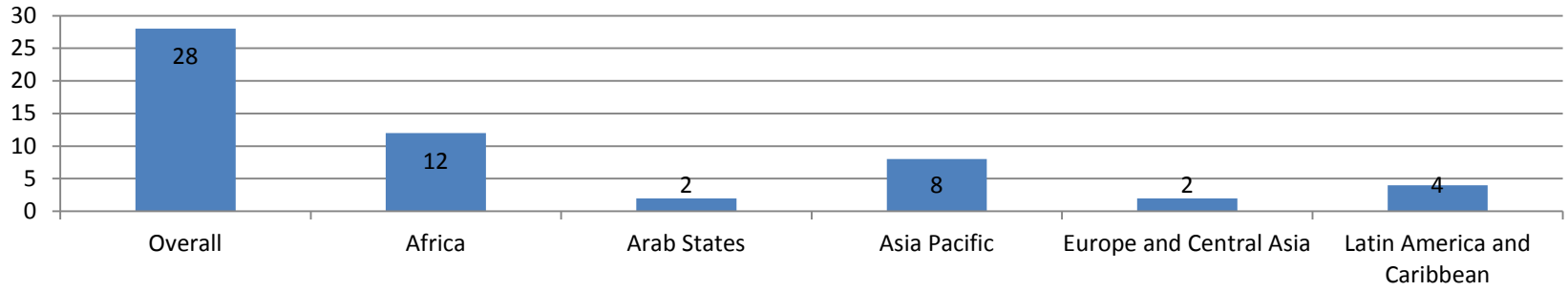


	On Track	• Percentage of countries supported by UN Women whose national planning documents incorporate priorities and budgets on gender equality and women's empowerment • Number of countries with systems to track and make public allocations for gender equality and women's empowerment • Number of countries supported by UN Women and its collaborative partnerships which produce gender budget analysis, e.g. Public Expenditure Reviews (PERs)/Public Expenditure Tracking focused on gender equality, beneficiary assessments such as citizen report cards, joint reviews of joint programmes • Percentage of countries supported by UN Women where women living with HIV participate (and have the capacity to influence) formal planning and review mechanisms of the national response to HIV

Number of countries supported under priority area 5	Programme expense 2012 under priority area 5
65	19 million

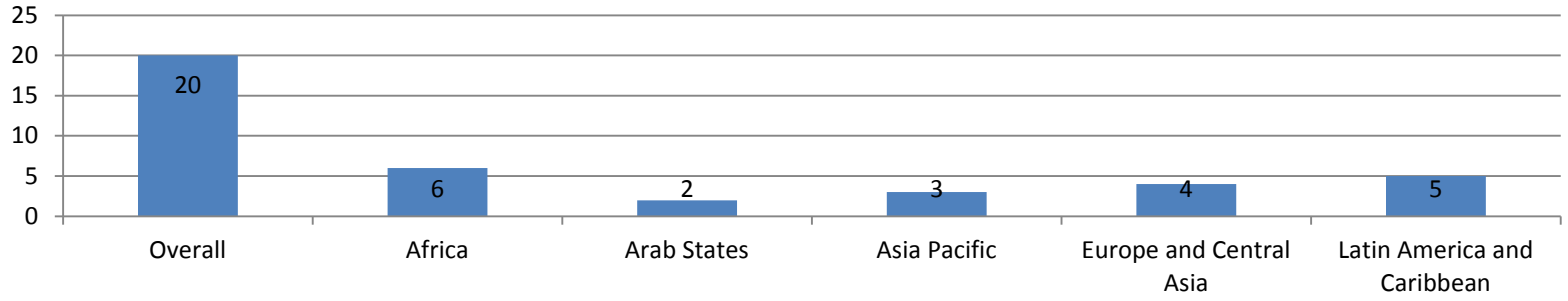
Outcome 5.1: National development strategies (NDSs) and other national sectoral plans with specific commitments to advance gender equality and women's empowerment adopted and implemented.

Fig 25: Cumulative Number of countries[15] at the end of 2012 supported by UN Women whose national planning documents incorporate priorities and budgets on gender equality and women's empowerment



Outcome 5.2: Mechanisms for monitoring implementation of gender equality commitments regularly generate analysis and evidence on gaps and performance.

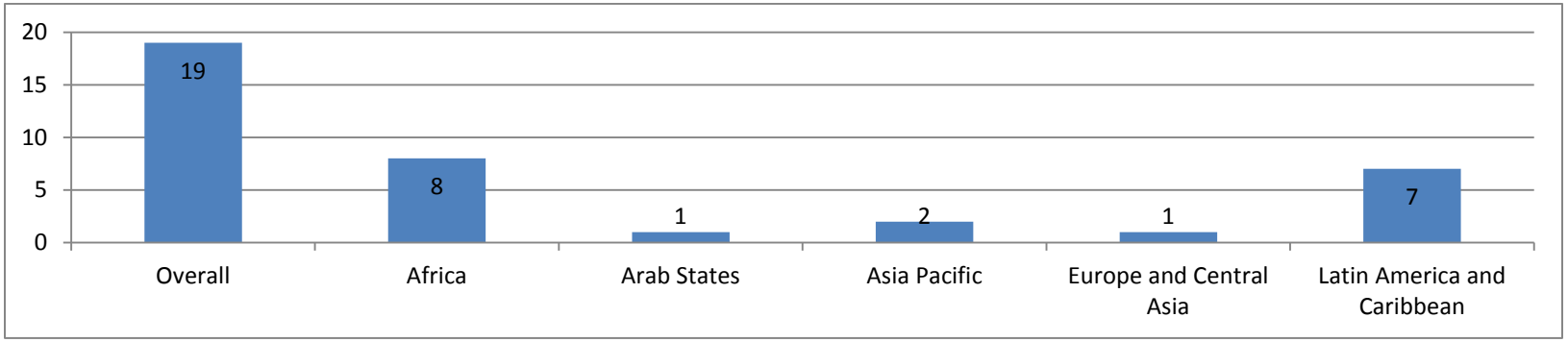
Fig 26: Cumulative Number of countries[16] at the end of 2012 with systems to track and make public allocations for gender equality and women's empowerment



[15] Bolivia, Burundi, Cape Verde, Colombia, Côte d'Ivoire, Ecuador, Ethiopia, Ghana, Guinea-Bissau, India, Kyrgyzstan, Lao PDR, Mali, Moldova, Morocco, Mozambique, Nepal, Nigeria, Papua New Guinea, Peru, Philippines, Senegal, South Sudan, State of Palestine, Tanzania, Thailand, Vanuatu, Viet Nam

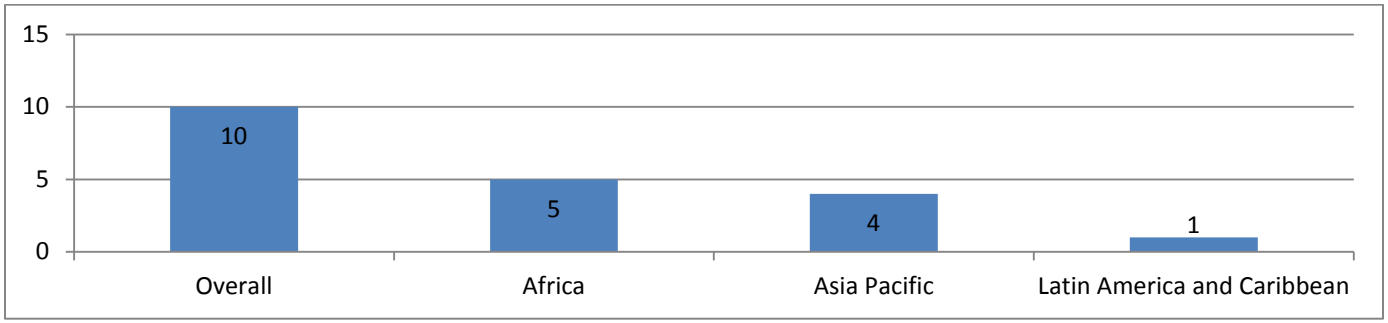
[16] Afghanistan, Albania, Bangladesh, Bolivia, Bosnia and Herzegovina, Ecuador, Egypt, Ethiopia, FYR Macedonia, Guatemala, Kenya, Kyrgyzstan, Morocco, Nepal, Peru, Rwanda, Tanzania, Uganda, Uruguay, Zimbabwe

Fig 27: Cumulative Number of countries[17] at the end of 2012 supported by UN Women with collaborative partnerships to produce gender budget analysis



Outcome 5.3: Gender equality advocates influence decision making to promote gender equality in national development strategies/plans including those on HIV/AIDS

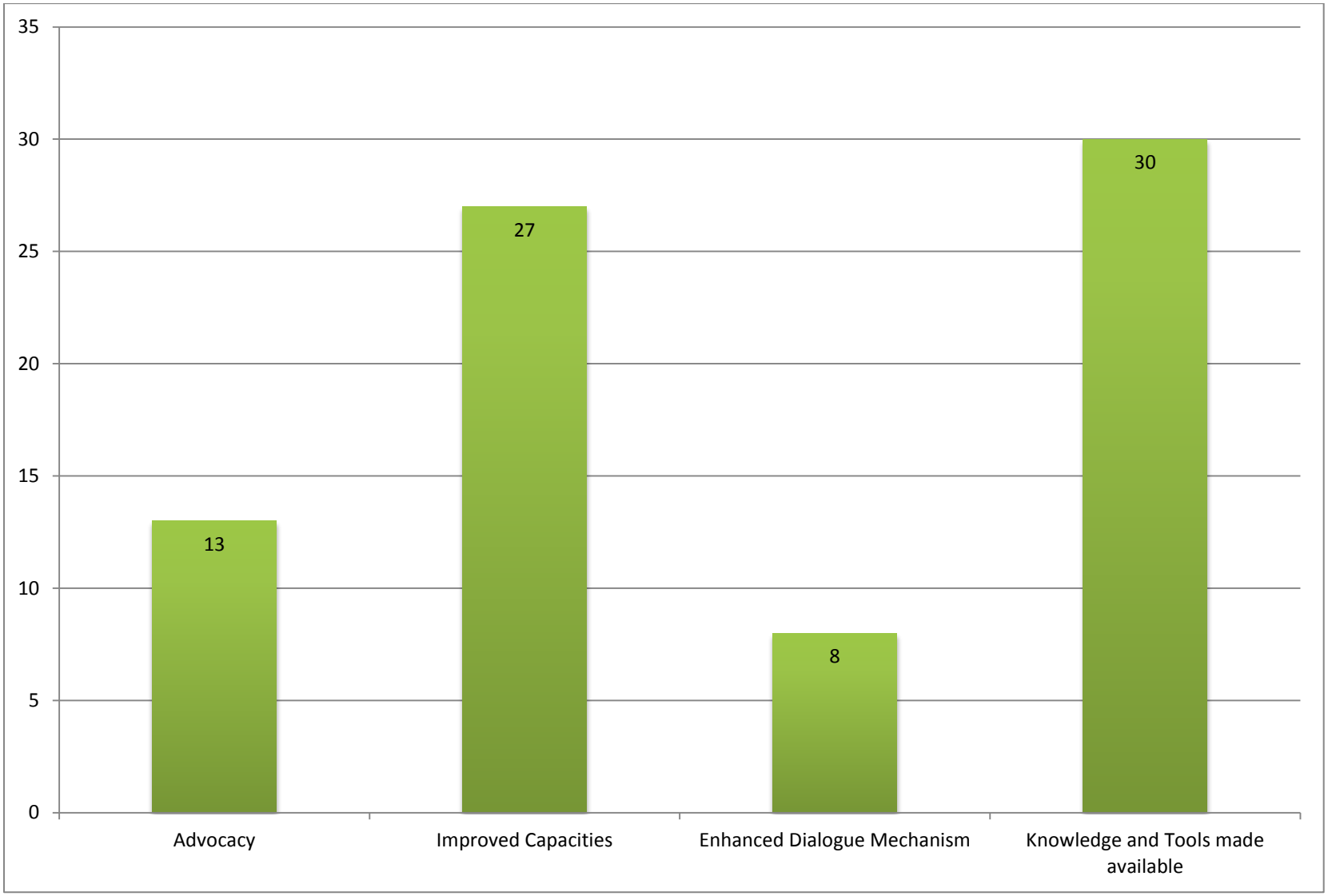
Fig 28: Number of countries[18] supported by UN Women where women living with HIV are able to influence formal planning and review mechanisms of the national response to HIV



[17] Albania, Argentina, Brazil, Ecuador, Guatemala, Kenya, Mali, Mexico, Morocco, Mozambique, Nepal, Peru, Rwanda, Sudan, Tanzania, Timor Leste, Uganda, Uruguay, Zimbabwe

[18] China, Indonesia, Jamaica, Kenya, Mozambique, Papua New Guinea, Rwanda, Tanzania, Viet Nam, Zimbabwe

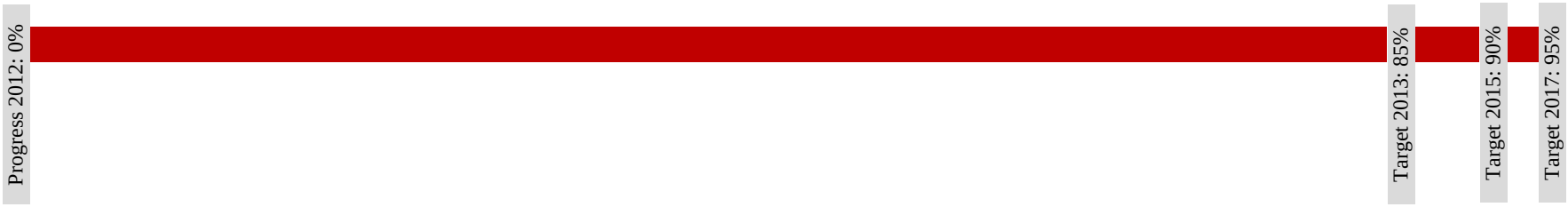
Fig 29: Type of UN Women contributions at the output level under Priority Area 5



Priority Area 6: Global Norms

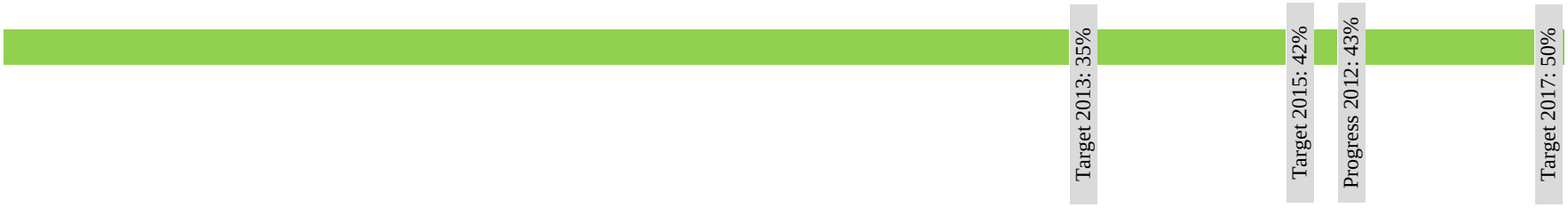
Fig 30: Trajectory of Progress against targets: UN Women Outcome Indicators, 2011-2017:

Percentage of recommendations in the reports of the Secretary General on the priority theme of the CSW that are reflected in the Agreed Conclusions (of the CSW) [*IN 2012 NO AGREED CONCLUSIONS WERE ADOPTED*]



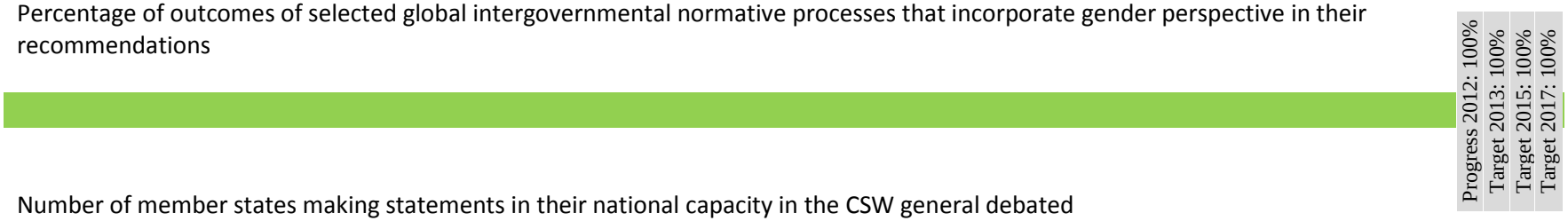
Percentage of recommendations in the report of the Secretary General to the Third Committee of the GA that are reflected in the operative paragraphs of the corresponding resolution

Percentage of resolutions adopted a the substantive session of the Economic and Social Council that incorporate gender perspectives



Number of references in Security Council resolutions related to implementation of resolution 1325 (2000) and subsequent resolutions on women and peace and security

Percentage of outcomes of selected global intergovernmental normative processes that incorporate gender perspective in their recommendations



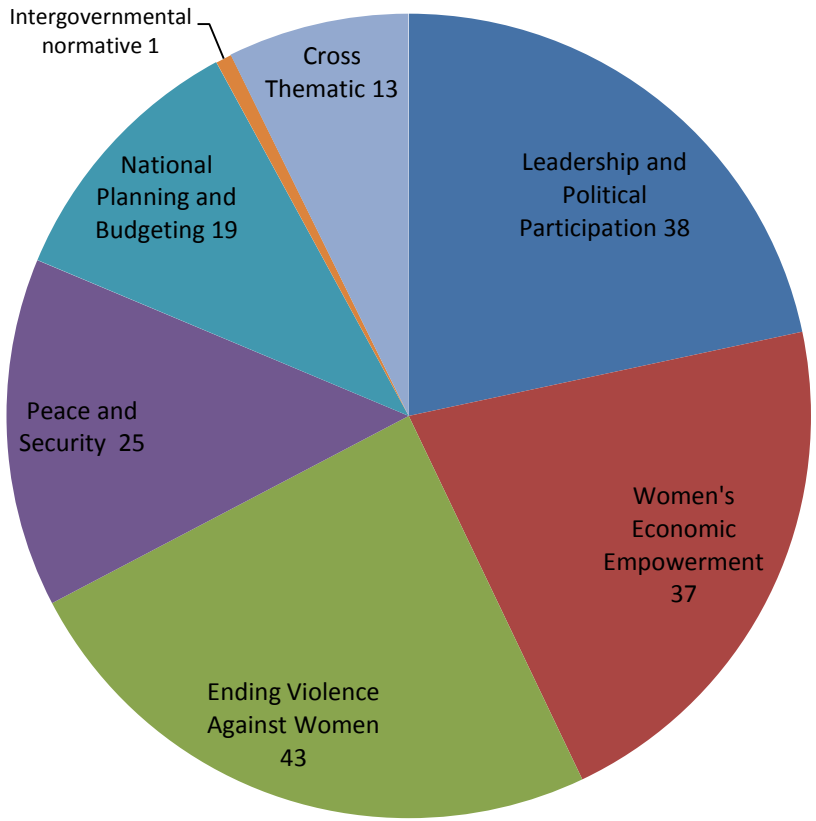
Number of member states making statements in their national capacity in the CSW general debated

	Off Track	• Percentage of recommendations in the reports of the Secretary General on the priority theme of the CSW that are reflected in the Agreed Conclusions (of the CSW) [*IN 2012 NO AGREED CONCLUSIONS WERE ADOPTED*]
	On Track	• Percentage of recommendations in the report of the Secretary General to the Third Committee of the GA that are reflected in the operative paragraphs of the corresponding resolution • Percentage of resolutions adopted a the substantive session of the Economic and Social Council that incorporate gender perspectives • Number of references in Security Council resolutions related to implementation of resolution 1325 (2000) and subsequent resolutions on women and peace and security • Percentage of outcomes of selected global intergovernmental normative processes that incorporate gender perspective in their recommendations

		• Number of member states making statements in their national capacity in the CSW general debated

II. UN Women Programme Expense 2012

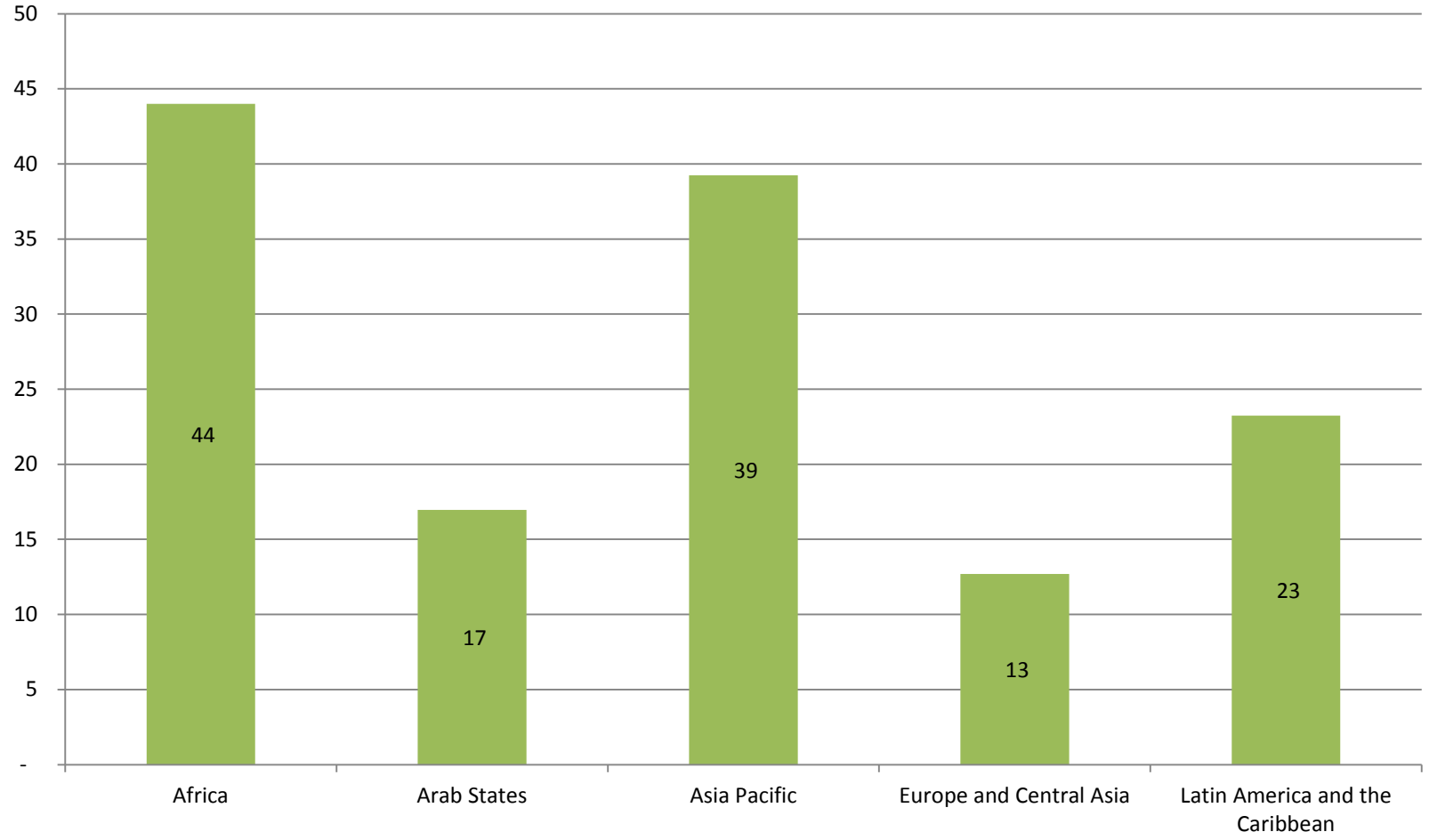
Fig 31: Overall distribution of UN Women Programme Expense[19] by Theme, 2012 (US $ Million)



Source: UN Women expense for 2012.

[19] Financial information for the year ended 31 December 2012 has been prepared on an accrual accounting basis in accordance with International Public Sector Accounting Standards (IPSAS). Total UN Women expense is USD 236 million.

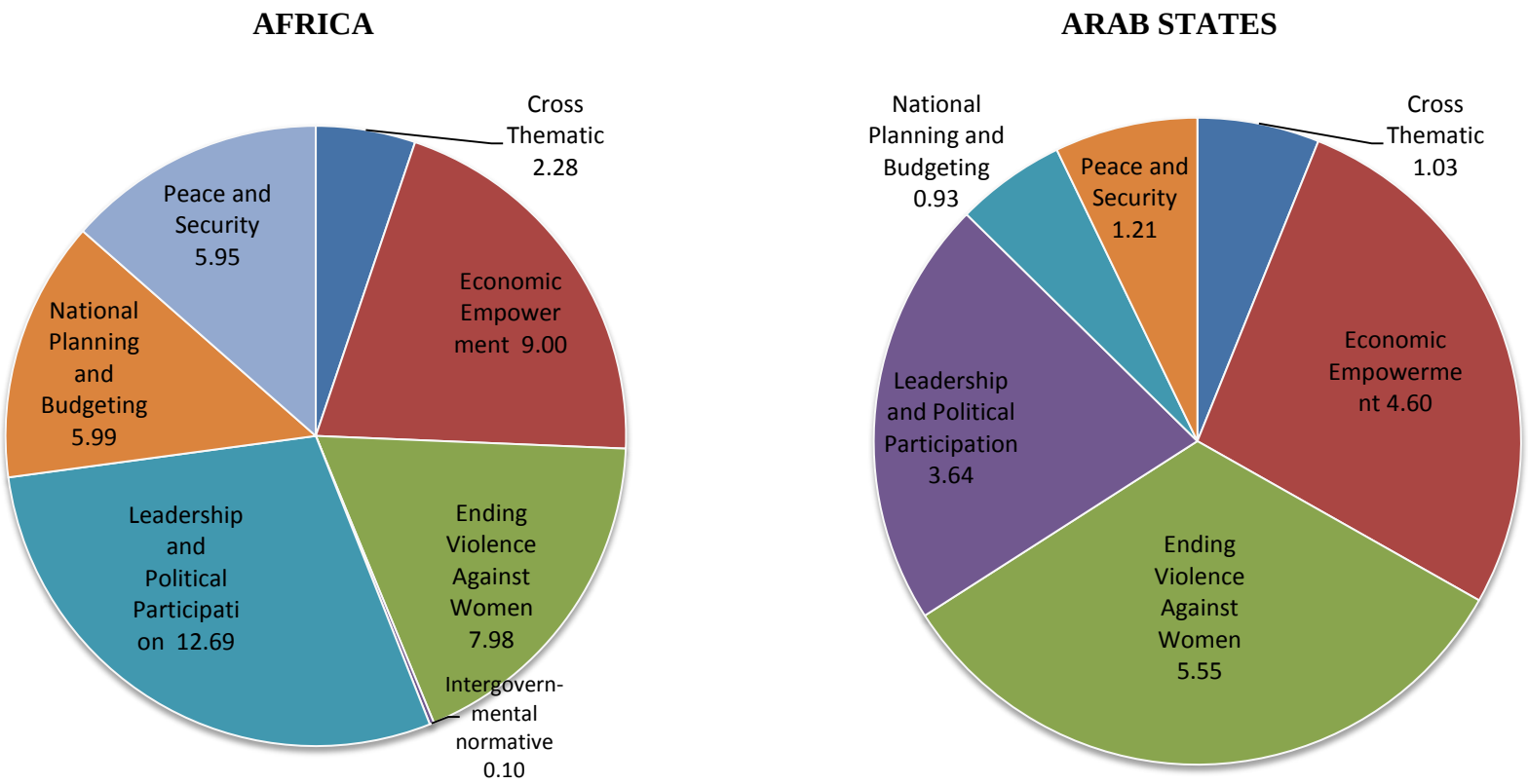
Fig 32: Overall distribution of UN Women Programme Expense[20] by Region, 2012 (US $ Million)



Source: UN Women expense for 2012.

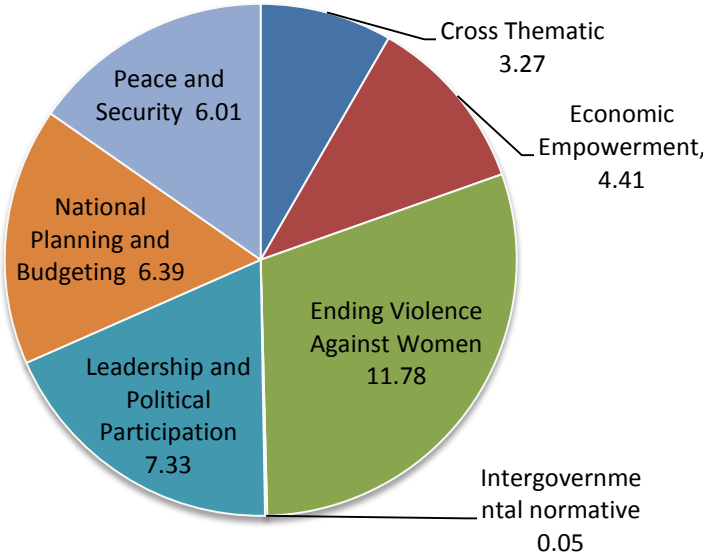
[20] Financial information for the year ended 31 December 2012 has been prepared on an accrual accounting basis in accordance with International Public Sector Accounting Standards (IPSAS).

Fig 33: Regional distribution of UN Women Programme Expense[21] by Theme, 2012 (US $ Million)

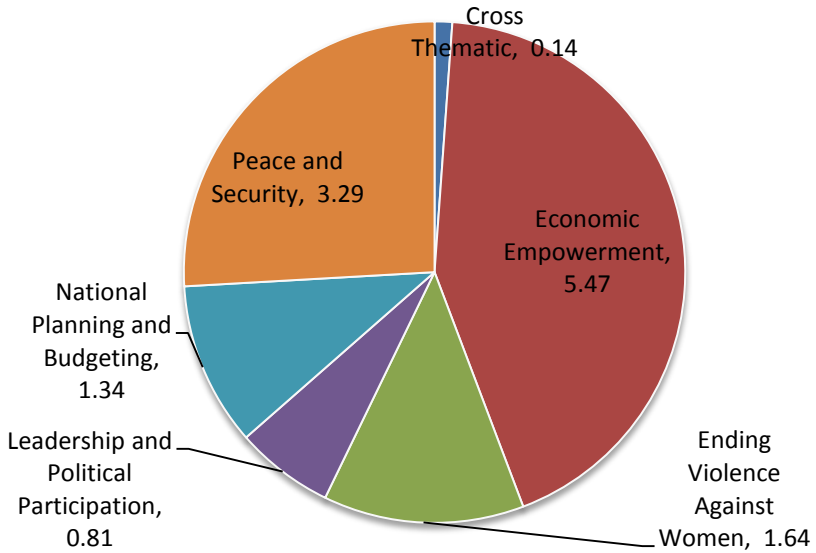


[21] Financial information for the year ended 31 December 2012 has been prepared on an accrual accounting basis in accordance with International Public Sector Accounting Standards (IPSAS).

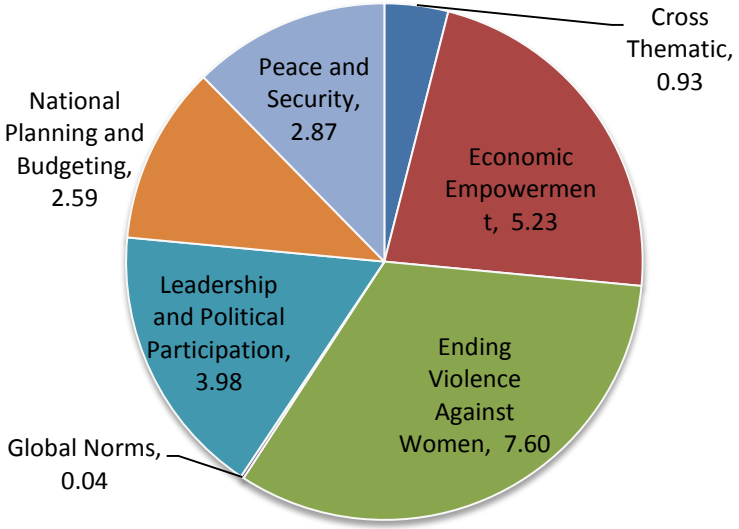
ASIA PACIFIC



EUROPE and CENTRAL ASIA

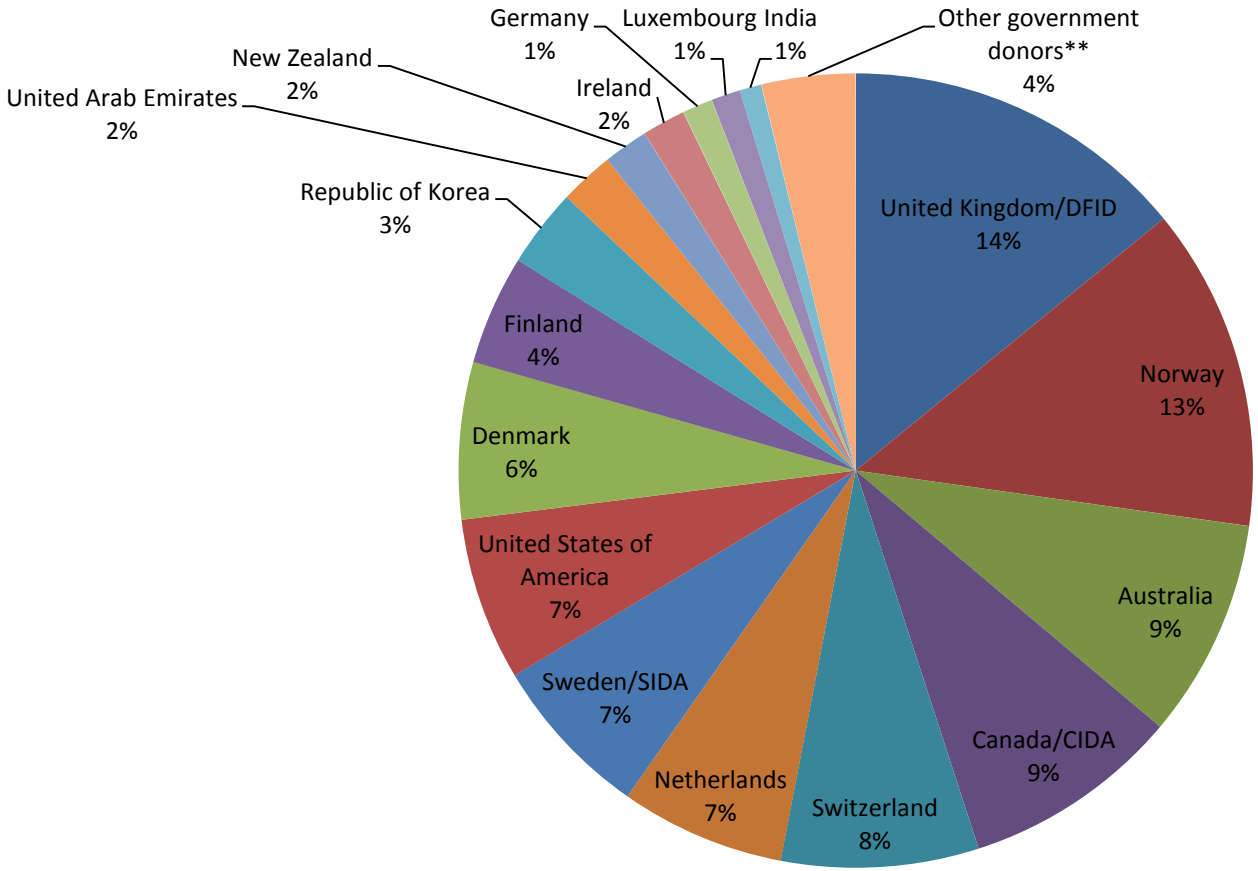


LATIN AMERICA AND CARIBBEAN



III. UN Women Resource Mobilization 2012

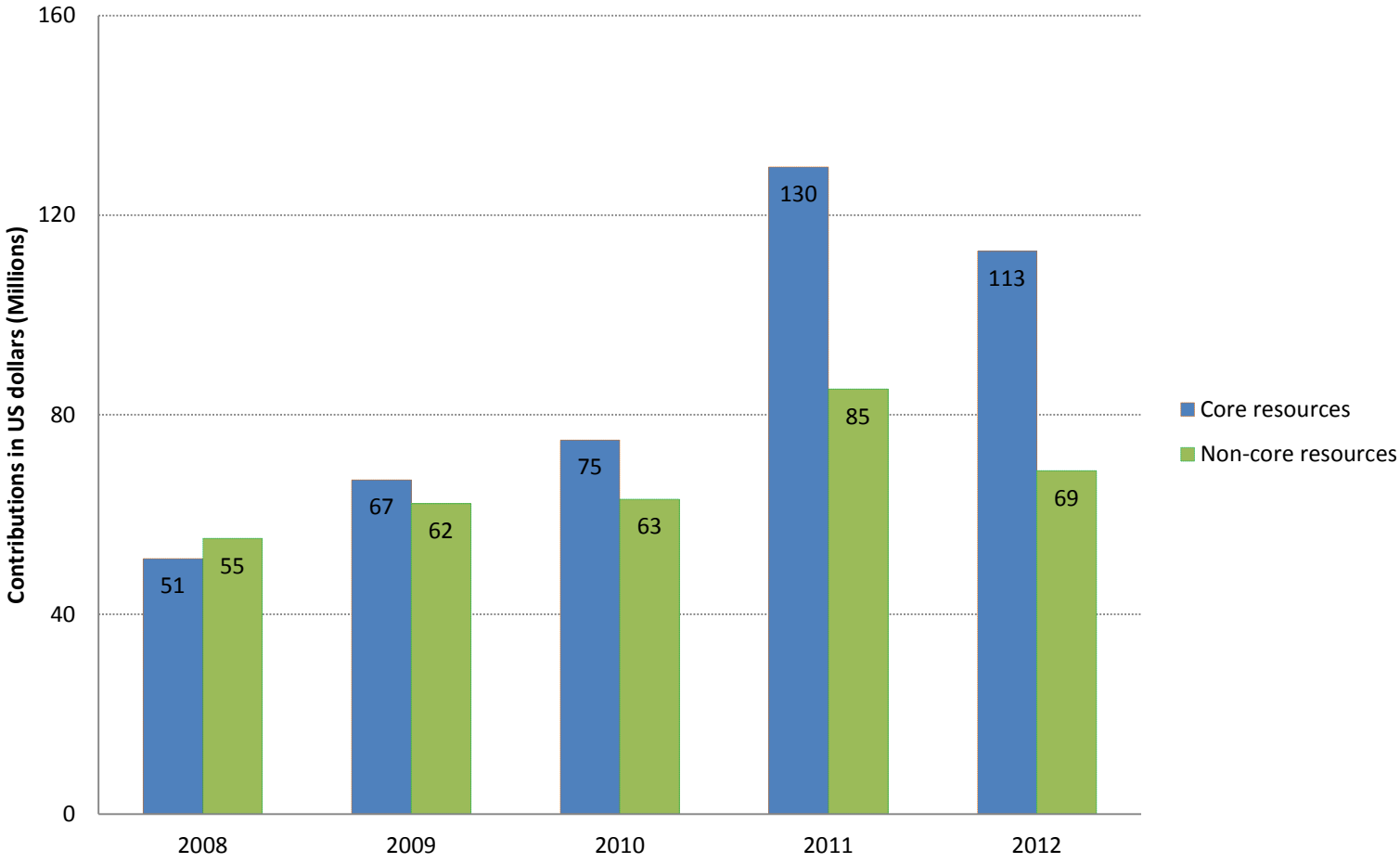
Fig 34: UN Women Core Revenue[22] from member states 2012



** Other government donors refer to government donors contributing less than US$ 1 million.

[22] Financial information for the year ended 31 December 2012 has been prepared on an accrual accounting basis in accordance with International Public Sector Accounting Standards (IPSAS).

Fig 35: Member state contributions to UN Women Core and Non-core Resources[23], 2008-2012 (US $ Million)

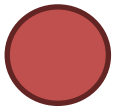


[23] Financial information for the year ended 31 December 2012 has been prepared on an accrual accounting basis in accordance with International Public Sector Accounting Standards (IPSAS). Contributions for 2012 are recognized as revenue when confirm in writing by donors; contributions in prior years were recognized as revenue on the basis of cash received. 2012 data is therefore not directly comparable with prior year data.

IV. Management Results Framework

On Track

Slightly Off Track

 Off Track

No Status

Output	Key Performance Indicator	Baseline	Results	Target	Functional Cluster	On/Off Track
DEVELOPMENT EFFECTIVENESS						
MRF 2.1 UN Women programming practices reflect SMART and systematic results orientation.	2.1a Availability of baselines and targets for all indicators at corporate, regional and country levels	At the time of approval of the SP by the Board: 40 out of 61 goal and outcome level indicators had baselines and 13 out of 20 DRF output indicators had baselines (53/81); 21 out of 24 MRF output indicators had baselines (87%).	**2011**: 24 out of 28 MRF indicators had baselines. 40 out of 46 DRF goal and outcome indicators had baselines and 37 out of 40 output indicators had baselines (77/86). All indicators have targets (although some need revision and updating). **2012**: 22 out of 24 MRF indicators had baselines. 44 out of 46 DRF goal and outcome indicators have baselines and 39 out of 40 output indicators have baselines.	The global strategic plan (SP) and all Sub-Regional Offices and large country offices have baselines and targets for all indicators.	Programme Planning, technical programme guidance and support	On Track

Output	Key Performance Indicator	Baseline	Results	Target	Functional Cluster	On/Off Track
			All indicators have targets (although some need revision and updating).			
	2.1b Availability of on line grant management and results tracking system for the Fund for Gender Equality, UN Trust Fund to End Violence against Women and other thematic and country level multi-donor funds	On-line grant management system exists for the Fund for Gender Equality. No online results tracking system is yet available for any of the funds.	**2011**: Work on a results tracking system for the funds is awaiting completion and commissioning. **2012**: Work at an advanced stage: awaiting completion.	Results tracking system in place for all multi donor funds by end 2013.		On Track
MRF 2.2 UN Women HQ and field-based systems support evidence-based	2.2a Number of country level situational analyses on progress towards Gender Equality	None in 2011	**2011**: None in 2011. **2012**: UN Women supported the government on finalization of country level situational analysis on progress in gender equality in Albania. In Viet Nam UN Women contributed towards a World	30 country level situational analyses on progress towards Gender Equality prepared by the	Policy advocacy and knowledge management	Off Track

Output	Key Performance Indicator	Baseline	Results	Target	Functional Cluster	On/Off Track
knowledge generation on gender equality and women's empowerment.	supported by UN Women		Bank led country situation analysis on gender equality.	end of 2013 with support from UN Women		
	2.2b Number of unique visitors to extranet, portals and internet sites managed by UN Women	UN Women internet site: average per month unique visitors in 2011 is 222,645. Social Media baseline:188,784	**2011**: UN Women internet site: average per month unique visitors in 2011 is 222,645. Social Media baseline:188,784. **2012**: UN Women internet site: average per month unique visitors in 2012 is 151,493. Social media: 371,495.	20% increase in unique visitors to UN Women web site 50% increase in number of social media viewers		On Track
MRF 2.4 (previously 3.1) At country and regional level, UN Women has the capacity in place to enable an effective and strategic response to national	2.4a (previously 3.1a) Number of countries in which UN Women has offices with base structure funded from the Biennium Institutional Budget	34 offices at the beginning of 2011 with representatives (country offices and sub-regional offices) Regional offices (Geographic Sections) at HQ	**2011**: 49 offices with representatives and 29 varying presence (programme presence, gender advisors, etc.). Of the 49, in 3 countries Regional Offices were being established (Thailand, Panama, Egypt). **2012**: At the end of 2012, UN-Women had offices with base structure in 59 Countries out of which 54 offices had received Institutional	21 new country offices established New regional architecture in place by 2013	Field/country offices oversight, management, and operations support	On Track

Output	Key Performance Indicator	Baseline	Results	Target	Functional Cluster	On/Off Track
demands and to lead and coordinate UNCT response to gender equality.			Budget for the structures and the remaining 5 were funded through Core resources. Recruitments for 22 UN-Women Representative positions were completed in 2012.			
	2.4b (previously 3.1b) Percentage of UNDAFs finalized between 2011 and 2013 that have stronger results and resources for Gender Equality	10% UNDAFs reviewed (2008-09 group) have outcome level results for gender equality/women's empowerment.	**2011**: 22 UNDAFs out of 54 i.e. 43% finalized in 2010 and 2011 had strong outcome level results planned on gender equality. **2012**: 25 UNDAFs out of 61 had strong outcome level results planned on gender equality.	By the end of 2013, 40% of UNDAFs rolled out between 2011 and 2013 have outcome level results on Gender Equality with indicative resources clearly delineated.		On Track
UNITED NATIONS DEVELOPMENT COORDINATION ACTIVITIES						
MRF 1.1 UN Women effectively leads, coordinates and promotes	1.1a Number of UN system wide decisions/ polices/guidance and MOUs between UN	June 2011: UNDG: inclusion of gender equality as a key programme principle for	**2011**: 22 UNCTs have completed implementation of UNCT Performance Indicators on Gender Equality. **2012**:	-CEB policy on system wide adoption of gender marker; -CEB adoption of system wide	UN coherence and cluster coordination	Slightly Off Track

Output	Key Performance Indicator	Baseline	Results	Target	Functional Cluster	On/Off Track
accountability for the implementation of gender equality commitments across the UN system.	Women and other UN agencies to promote stronger UN action and accountability on gender equality that result from UN Women's leadership	UNDAFs; UNCT Performance indicators on gender equality : implemented by 15 UNCTs	CEB adoption of system-wide action plan on gender equality and the empowerment of women (UN-SWAP). 2 MOUs with UNESCO and UN-Habitat were signed. Gender Equality Marker guidance note endorsed by UNDG Task Team on gender equality. 25 UNCTs have completed implementation of UNCT Performance Indicators on Gender Equality.	action plan on gender mainstreaming; -Common UN position on aid effectiveness and gender equality; -Common UN system wide position on key areas of work as detailed in the DRF: temporary special measures for women; common UN framework on violence against women and girls etc. (already referenced in the DRF) - 50% of UNCTs rolling out UNDAFs by 2013 implement		

Output	Key Performance Indicator	Baseline	Results	Target	Functional Cluster	On/Off Track
				performance indicators on Gender Equality or gender audit.		
MANAGEMENT ACTIVITIES						
MRF 3.1 [24] Effective leadership and direction to advance the mandate and mission of UN Women	3.1a Extent of Strategic Plan implementation.	Plan approved in June 2011	**2011**: At the end of 2011: achievement of 34 out of 52 original outcome indicators were on track. **2012**: 23 out of 29 indicators outcome indicators were on track.	70% achievement on average of Strategic Plan targets in DRF and MRF by 2013	Leadership and corporate directions	On Track
MRF 1.2 Effective partnerships between UN Women and major stakeholders, including civil society, private sector, regional and	1.2a Evidence of civil society advisory groups at global, country and regional levels providing regular feedback on UN Women programming	No formal advisory groups set up at the end of 2011	**2011**: No formal advisory groups set up at the end of 2011 **2012**: 1 Global group, 2 regional groups (LAC, Europe CSEE), 2 sub-regional groups (Caribbean, Pacific), and 9 national groups (Brazil, Cameroon, Georgia, India, Kyrgyzstan, Moldova, Pakistan, Tajikistan and United	Advisory groups exist at global, regional and country levels and provide regular feedback on UN Women programming.	Corporate external relations and partnerships, communications and resource mobilization	On Track

[24] New output aligned with the harmonized outputs of the UN funds and programmes.

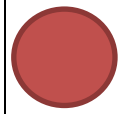
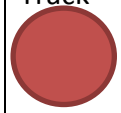
Output	Key Performance Indicator	Baseline	Results	Target	Functional Cluster	On/Off Track
international organizations			Republic of Tanzania) were set up.			
MRF 2.3 A clear evidence base generated from high quality evaluations on SP implementation for learning, decision-making and accountability	2.3a Number and quality of SP relevant corporate and decentralized evaluations completed at the end of SP	-2 corporate evaluations --50% of evaluations with quality score of "good" or above (2010-meta evaluation) -4 partnerships on evaluation capacity development established (2010 Evaluation Annual Report)	**2011**: -2 corporate evaluations; -50% of evaluations with quality score of "good" or above (2010-meta evaluation); -4 partnerships on evaluation capacity development established (2010 Evaluation Annual Report) **2012**: -Corporate evaluations are underway and will be completed in 2013. - 89% of decentralized evaluations conducted by UN Women rated good (50%) or excellent (39%); 29 decentralized evaluations were completed in 2012 including 11 joint evaluations. 3 partnerships (ReLAC in Latin America, AGDEN in Africa, EvalPartners) on evaluation capacity established	-2 corporate evaluations --80% of all evaluations conducted annually by UN Women receive a quality score of "good" or above. -System-wide joint programme evaluation completed in 2012. One meta evaluation of all gender evaluations in UN system completed in 2013. -4 partnerships on evaluation capacity	Corporate oversight and assurance	Slightly Off Track

Output	Key Performance Indicator	Baseline	Results	Target	Functional Cluster	On/Off Track
				development established and implemented by 2013		
MRF 3.2 UN Women's internal systems including change management and consolidation processes completed on time	3.2a Change Management Process designed, rolled out and fully implemented	Change Management (HR) Policy approved and disseminated	**2011**: Change management involving merger of four former entities under implementation and on track **2012**: The Regional Architecture implementation plan (http://www.unwomen.org/wp-content/uploads/2012/09/UNW-2012-10-Regional-Architecture.pdf) was approved by the Executive Board (http://www.unwomen.org/wp-content/uploads/2012/10/Decision.-Regional-Architecture-2012.pdf) and the summary of the implementation plan indicates that the full implementation of the regional structure and related change management process is expected to be completed by	Fully implemented by 2013	Corporate human resources management	On Track

Output	Key Performance Indicator	Baseline	Results	Target	Functional Cluster	On/Off Track
			the end of 2013.			
	3.2b Average turn over time for the identification of qualified candidates and complete recruitment	5 months in 2011.	**2011**: 5 months in 2011 **2012**: In 2012, the average turn over time for identification of qualified candidates and to complete recruitment during 2012 was 16 weeks. Please note that compared to regular selections, the selection for senior level positions (Representatives, Deputy Representatives etc.) involves additional clearances which sometimes impacts the average timeline for all positions.	4 months by end 2013		On Track
MRF 3.3 UN Women operations reflect a culture of risk management, oversight and accountability.	3.3a Extent of IPSAS compliance	Beginning 2011 UNSAS Accounting	**2011**: Beginning 2011 UNSAS Accounting **2012**: Full IPSAS implementation and compliance by the end of 2012.	Full IPSAS implementation and compliance by the end of 2012	Corporate financial, IST and Administrative management	On Track
	3.3b Percentage of UN Women projects that link financial information	Beginning 2011, 80% projects currently link budgets with results (of	**2011**: All new projects started under the UN Women Strategic Plan had linked financial information with results. **2012**:	100% of projects by end 2012		On Track

Output	Key Performance Indicator	Baseline	Results	Target	Functional Cluster	On/Off Track
	with programme results	former UNIFEM Strategic Plan).	All new projects started under the UN Women Strategic Plan had linked financial information with results.			
	3.3c Percentage of implementation of audit recommendations by target completion dates	At the end of 2011, UN-Women had implemented 80% of the OAI's (internal) audit recommendations. Similarly, 89% (i.e. 25 out 28 audit recommendations) of UNBOA's audit recommendations have been implemented.	**2011**: At the end of 2011, UN-Women had implemented 80% of the OAI's (internal) audit recommendations. Similarly, 89% (i.e. 25 out 28 audit recommendations) of UNBOA's audit recommendations have been implemented. **2012**: At the end of 2012, UN-Women had implemented 83% of the OAI's (internal) audit recommendations. At the end of 2012 UN-Women received from UNBOA 28 recommendations of which 25 were completed with the remaining 3 on track	By 2013, 80% of audit recommendations implemented		On Track
	3.3d Extent of compliance of all UN Women operations with	75%	**2011**: 75% **2012**: After a 2012 Security Assurance Review of UN-Women office locations, the	Full compliance by end 2012	Global staff and premises security	On Track

Output	Key Performance Indicator	Baseline	Results	Target	Functional Cluster	On/Off Track
	UN Security Management System (UNSMS) standards security standards		assurance level for 2012 is at 81%.			
MRF 4.1 Improved stewardship of resources under UN Women management	4.1a Rates of programme expenditure	66%.	**2011**: Delivery is 66%. **2012**: 72.6% (excluding advances). 87.1% (including advances).	Delivery at a minimum of 80% against benchmark	Corporate financial, IST and Administrative management	On Track
	4.1b UN Women donor reports meet quality standards.	No baseline exists.	**2011** & **2012**: Study to be commissioned to establish baseline	80% of donor reports meet quality standards as set in the guidelines		No Status
MRF 4.2 Resource base is expanded and diversified to meet the demand for UN Women catalytic and technical support and	4.2a Percentage of SP resource mobilization targets achieved	$227 million (out of target of $300 million) i.e. 75%.	**2011**: $227 million (out of target of $300 million) i.e. 75% **2012**: $214.7 million (out of SP target of $300 million) i.e. 71.5%	Actual fund raising meets yearly targets set out in SP (2011_ $300 million; 2012: $300m; 2013: $300m).	Corporate external relations and partnerships, communications and resource mobilization	Off Track
	4.2b Number of Member States that contribute	At the end of 2010, 106 Member States	**2011**: 107 countries **2012**:	120 Governments is the annual		Off Track

Output	Key Performance Indicator	Baseline	Results	Target	Functional Cluster	On/Off Track
strategic grant-making.	to UN-Women core resources	contributed to UN-Women.	113 countries	target. 150 Governments reflects the 2011-2013 overall targets to be met by the end of 2013.		
	4.2c Percentage of resources generated through partnerships with non-traditional donors	At the end of 2010, approximately 1% of total resources generated through non-traditional donors	**2011**: $2.0 million i.e. 1% raised from non-traditional donors. **2012**: 5.2 million i.e. 2.4% raised from non-traditional donors.	5-10% of resource base generated through non-traditional donors		Off Track 
	4.2d Funds generated from National Committees per year	In 2010, $779, 000 was fundraised by National Committees.	**2011**: $800,000 **2012**: $1.1 million	National Committees generate $6 million per year.		Off Track 
	4.2e Amount of funding disbursed through fast track multi-donor funds	Estimated new disbursements in 2011: total of $47 million ($22 million from UN Trust Fund to	**2011**: Estimated new disbursements in 2011: total of $47 million ($22 million from UN Trust Fund to End Violence against Women; $16 million from Fund for	Disbursements from multi donor funds reach $80 million in 2013.		Off Track

Output	Key Performance Indicator	Baseline	Results	Target	Functional Cluster	On/Off Track
	directly as grants to national partners to implement commitments for gender equality	End Violence against Women; $16 million from Fund for Gender Equality; and $9 million from other basket and thematic funds managed by UN Women)	Gender Equality; and $9 million from other basket and thematic funds managed by UN Women.) **2012**: USD 26,500,000			
MRF 4.3 Visibility and positioning of UN Women as a lead advocate on gender equality and women's empowerment is increased	4.3a Extent of partner satisfaction with UN Women's positioning as a lead advocate on gender equality and women's empowerment	To be established at the end of 2013 following the proposed partner survey	**2011** & **2012**: To be available after 2013	At least 70 % partner satisfaction reported in 2013	Corporate external relations and partnerships, communications and resource mobilization	No Status