



**Executive Board of the
United Nations Entity
for Gender Equality and the
Empowerment of Women**

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Strategic plan

**Progress made on the United Nations Entity for Gender
Equality and the Empowerment of Women strategic plan,
2011-2013**

Report of the Under-Secretary-General/Executive Director

Summary

The present report covers progress in the implementation of the strategic plan in 2012, as requested by the Executive Board in its decision 2011/3.

The Executive Board may wish to welcome and endorse the report.

* Reissued for technical reasons on 19 June 2013.



I. Introduction

1. The United Nations Entity for Gender Equality and the Empowerment of Women (UN-Women) is now two years old and has seen much progress and achievement at the global, regional and national levels in that short time. The past year marked increased visibility and progress for gender equality and the empowerment of women, with a welcome focus on advancing global, regional and national norms, standards, laws, policies and strategies. The issue of gender equality and the empowerment of women was more closely linked to sustainable development in its social, economic and environmental dimensions, with women and girls increasingly recognized both as the beneficiaries and the drivers of development, peace and security, human rights and humanitarian action. There was heightened awareness of and political commitment to zero tolerance of all forms of violence against women and girls, and an acknowledgement of State responsibility to prevent violence, protect women and girls, provide effective response services and prosecute perpetrators, with more than 125 countries, for example, having adopted laws that penalize domestic violence. According to the Inter-Parliamentary Union, five new countries exceeded the 30 per cent target for women's representation in parliament in 2012, bringing the total number of countries to 33 and raising the bar for expectations regarding women's political leadership, while the global average proportion of women members of parliament surpassed 20 per cent. By the end of 2012, there were 16 female Heads of State and Government, with Malawi and the Republic of Korea electing female Heads of State for the first time.

2. At the same time, geopolitical, peace and security, human rights, and economic and financial challenges, including fiscal constraints, increasing poverty and threats to livelihoods and jobs, continued to confront women and girls around the world, exacerbating inequalities, violence and discrimination at home, in the workplace and in public spaces. For example, 603 million women still live in countries where domestic violence is not a crime.¹ In developed and developing countries alike, women's wages are on average 10 to 30 per cent less than those of men.² Women still perform the bulk of unpaid work. At the global level, while gender gaps in employment shrank from 2002 to 2007, they began to grow again from 2008 to 2012 in many regions.³

3. At the regional level, political developments such as the mobilizations across North Africa and parts of the Middle East increased the urgency of promoting women's rights and protecting gains, with the role of women both as the beneficiaries and the drivers of change prominent in calls for democracy, social justice, economic well-being and freedom. Public voices speaking out against violence against women in South Asia and other regions captured global attention, reflecting ever greater demands for meaningful response and an end to impunity. There were reassertions of the centrality of gender equality at the regional level, such as agreements by the Union of South American Nations and the Latin American Parliament affirming gender equality as a regional priority. Many African countries made significant advances in conflict resolution and democratic processes, paving the way to stable governance and more inclusive societies. Nevertheless, in

¹ See <http://www.unwomen.org/news-events/in-focus/CSW57/>.

² *The Millennium Development Goals Report 2012* (United Nations publication, Sales No. E.12.I.4).

³ International Labour Organization, *Global Employment Trends for Women 2012* (Geneva, 2012).

2012, specific parts of Africa experienced new violence linked to extremism and deepening insecurity, with multiple crises that disproportionately affected women and girls. The fiscal crisis in the euro zone affected Europe and Central Asia in respect of increasing unemployment, precarious employment, the repatriation of migrant workers and the continued erosion of social security systems, all of which had a negative impact on women and girls. All of these dynamics defined the context within which UN-Women operated in 2012.

4. UN-Women continued to strengthen itself as an institution to better meet these and other global challenges. It finalized its regional architecture and put in place the foundations for its new field structure. Together with the strategic strengthening of its country presence, improved business practices providing greater delegation of authority to field offices and corresponding changes at its headquarters, such actions helped to significantly transform UN-Women by the end of 2012 into a stronger organization that had grown into its mandate and had a clear, unified and coherent identity. Throughout this period, UN-Women contributed to the achievement of important results in its priority areas.

II. Normative and coordination roles of UN-Women and its involvement in partnerships and advocacy work

Normative role

5. In 2012, UN-Women contributed significantly to improvements in global standards and policies and the normative framework for gender equality and the empowerment of women. While the Commission on the Status of Women at its fifty-sixth session did not achieve agreed conclusions on its priority theme, the deliberations at the session built not only upon the comprehensive resolution adopted by the General Assembly on the improvement of the situation of women in rural areas (resolution 66/129), which had been facilitated by UN-Women and provided strengthened policy guidance and commitment on gender equality, but also upon other resolutions on the empowerment of women in natural disasters, on maternal mortality, and on indigenous women as key actors in poverty and hunger eradication. UN-Women drew upon the lessons learned in those and other intergovernmental processes to prepare for the fifty-seventh session of the Commission, and the year-long preparations by UN-Women, including advocacy, substantive contributions and mobilization of stakeholders at the global, regional and national levels, led to the historic and successful outcome and agreed conclusions at that session on preventing and ending violence against women and girls in 2013 (see E/2013/27).

6. The contributions of UN-Women to the sixty-seventh session of the General Assembly, including by providing inputs to the reports of the Secretary-General and substantive and technical expertise, resulted in the adoption by the Assembly of resolution 67/48, on women, disarmament, non-proliferation and arms control, and in the use of gender-specific language in resolutions on trade and development, agricultural development, migration and sustainable development. The adoption by consensus of landmark Assembly resolutions, such as 67/146 on intensifying global efforts for the elimination of female genital mutilation, 67/145 on trafficking in women and girls, and 67/144 on intensification of efforts to eliminate all forms of violence against women, paved the way for a successful outcome in respect of the

priority theme of the fifty-seventh session of the Commission on the Status of Women. As an example of linkages between normative and operational work, during the opening week of the General Assembly, UN-Women co-hosted two high-level events on women's access to justice, which prompted increased requests to UN-Women for technical support/expertise and increased work on transitional justice in post-conflict settings.

7. At the United Nations Conference on Sustainable Development held in Rio de Janeiro, Brazil, in 2012 (Rio+20), UN-Women advocated for, and mobilized stakeholders around the adoption of, an outcome that recognized the centrality of gender equality and women's agency, and their transformative role in advancing sustainable development and climate change outcomes. The agreement by Member States that gender equality should constitute both a thematic priority and a cross-cutting issue in a future framework on sustainable development lays a solid foundation for its prioritization in the post-2015 development framework and in the context of the sustainable development goals. The convening of the "Women leaders' summit on the future women want", resulted in a joint call to action on the issue, with endorsement by women Heads of State and Government, contributing to focusing attention on the issue. At the eighteenth session of the Conference of the Parties to the United Nations Framework Convention on Climate Change, a key decision promoted women's equal representation in negotiations, including as facilitators, increasing their representation in their delegations and ensuring that the issue of gender and climate change would become a new standing item on the agenda of the Conference.

8. UN-Women also engaged in thematic forums, including World Water Week and the World Urban Forum, and events related to information and communications technology. In a presidential statement adopted by the Security Council (S/PRST/2012/23), the Council welcomed the role of UN-Women in advancing the agenda on women, peace and security, reflecting new elements and concerns such as the need to ensure that gains made in the protection of women and girls' rights and empowerment would be sustained during the drawdown of United Nations missions and transitions, and highlighting the crucial role played by women civil society organizations in conflict prevention and peacebuilding.

9. At the thirteenth session of the United Nations Conference on Trade and Development, held in April 2012, UN-Women advocacy efforts supported the Conference in recognizing gender equality and the empowerment of women as vital for inclusive and sustainable growth and development. UN-Women also contributed, and will continue to contribute in 2013 and beyond, to the development of the post-2015 development process, including the elaboration of sustainable development goals through substantive inputs to reports and national and global thematic consultations, participation in United Nations system-wide coordination and technical support teams, outreach to Member States and monitoring of developments in the intergovernmental process. As part of the thematic consultation on addressing inequalities in the post-2014 development agenda and in preparing for the leadership meeting held on the issue in Copenhagen in February 2013, UN-Women and the United Nations Children's Fund (UNICEF) facilitated a global e-discussion on gender equality in late 2012. Over 6,000 people registered and contributed over 500 comments. The consultation was informed by 175 submissions in response to a call for papers and led to the endorsement of a stand-alone goal on gender equality and the empowerment of women, along with the need to mainstream gender equality into all other goals.

10. UN-Women effectively put forward an approach for the commemoration of the twentieth anniversary of the Fourth World Conference on Women (Beijing+20), focusing first and foremost on maintaining the foundation of the existing gender equality and women's empowerment normative agenda, expanding and deepening it, and accelerating implementation and political prioritization through an appropriate commemoration of the anniversary.

11. UN-Women is guided by a human-rights-based approach, focusing on addressing inequality, promoting participation and supporting accountability. It has continued to work to support the operationalization of international norms and standards at the national level, focusing on support for the implementation of the Convention on the Elimination of All Forms of Discrimination against Women, including for the capacity-building and training of Government officials, gender advocates and other stakeholders in respect of the Convention and the human rights of women. Support was provided to States parties for reporting to the Committee on the Elimination of Discrimination against Women⁴ and for implementation of the Committee's concluding observations. Support was also provided in connection with the preparation of civil society "shadow" reports⁵ and United Nations country team reports submitted to the Committee. UN-Women provided technical and other support to the Committee in its work on elaborating general recommendations; continued to collaborate with the working group on the issue of discrimination against women in law and practice, including on its thematic priorities and country missions; and cooperated with other mechanisms of the Human Rights Council, including the Special Rapporteur on the promotion of truth, justice, reparation and guarantees of non-recurrence, who was appointed in 2012.

Coordination role

12. The approval of the United Nations System-wide Action Plan on Gender Equality and the Empowerment of Women by the United Nations Chief Executives Board for Coordination in 2012 was a major step forward in the way the United Nations system holds itself accountable for gender mainstreaming and was a primary example of how UN-Women was exercising its new coordination mandate. UN-Women has provided support to over 50 United Nations system entities in their reporting on and establishing baselines to assess future progress on the Action Plan. The Action Plan helped to revitalize gender mainstreaming in various areas, such as through requirements that evaluations conducted by agencies of the United Nations system meet the gender-related norms and standards of the United Nations Evaluation Group. The centrality of the Action Plan to strengthening system-wide performance was reiterated in the quadrennial comprehensive policy review and acknowledged in Economic and Social Council resolution 2012/24 on mainstreaming a gender perspective into all policies and programmes of the United Nations system.

13. During 2012, UN-Women chaired the United Nations Development Group (UNDG) Advisory Group, which provided common recommendations on aspects of the quadrennial comprehensive policy review, including on gender equality and the empowerment of women. As chair of the UNDG Task Team on Gender Equality, UN-Women worked with UNICEF and the United Nations Development Programme

⁴ Indonesia, Kyrgyzstan, Lao People's Democratic Republic, Maldives, Pakistan and Vanuatu.

⁵ Afghanistan, Indonesia, Iraq, Vanuatu, Serbia and Thailand.

(UNDP) to develop a guidance note on gender equality markers, aimed at enhancing accountability regarding the investment of resources for gender equality. In its capacity as chair of the Inter-Agency Network on Women and Gender Equality, UN-Women coordinated United Nations system support for Rio+20, the Commission on the Status of Women, the quadrennial comprehensive policy review and deliberations on the post-2015 development agenda. The policy review both reasserted and strengthened guidance provided to the United Nations system on gender mainstreaming, and facilitated a broadened foundation for system-wide coherence, coordination and accountability.

14. UN-Women also tracked country team progress on gender mainstreaming. An analysis of the annual reports of resident coordinators indicated 115 country teams with joint initiatives on gender equality in 2012, up from 43 in 2004. Sixty-two country teams helped Governments to integrate gender equality in national strategy documents, up from 17 in 2004. The country teams also provided support for improved national laws and policies on gender equality in 73 countries in 2012, compared with 72 in 2011 and 11 in 2004.

15. UN-Women was involved in all eight “Delivering as one” country pilots and coordinated joint programming and strategic advocacy in that regard, providing a unified voice on gender equality and the empowerment of women. For example, in partnership with other agencies, UN-Women developed and implemented seven joint interventions on gender equality in Rwanda, three of which it continues to lead. All eight pilot countries implemented one or more of the gender performance indicators, gender audits or initiatives to assess performance and investment on gender. The independent evaluation of “Delivering as one”, issued in 2012, highlighted that the issue of gender equality and the empowerment of women featured prominently in the pilots and that the “Delivering as one” approach had contributed to that. The issue is also being addressed in the current work on standard operating procedures for the “Delivering as one” initiative.

16. The UNDG task team led by UN-Women on the mapping of United Nations system human resources for gender equality identified 113 active gender theme groups, of which UN-Women leads or co-leads 62. UN-Women supported stronger gender equality commitments in new United Nations Development Assistance Frameworks in three roll-out countries⁶ in 2012. It continued to promote the performance indicators on gender equality for common country planning processes, which were completed in four countries,⁷ bringing the total number of countries having completed the indicators to 25.

Partnerships, communications and advocacy

17. During 2012, UN-Women expanded its partnerships in a number of new areas. Agreements between UN-Women and other United Nations entities helped UN-Women to provide substantial contributions to gender equality, with UN-Women joining the Joint United Nations Programme on HIV/AIDS (UNAIDS) as its eleventh co-sponsor and Health Four Plus to contribute to the Secretary-General’s global strategy on women and children’s health. UN-Women also signed new memorandums of understanding with the United Nations Educational,

⁶ Jordan, Liberia and Republic of Moldova.

⁷ Bolivia (Plurinational State of), Kenya, Maldives and Rwanda.

Scientific and Cultural Organization (UNESCO) and the United Nations Settlement Programme (UN-Habitat), increasing its linkages across the United Nations system. UN-Habitat also created an advisory group on gender issues in which UN-Women actively participated to support mainstreaming gender perspectives into the urban development agenda.

18. Recognizing the private sector's role in advancing gender equality, UN-Women accelerated private sector outreach, working with such partners as Coca-Cola, the Loomba Foundation, Microsoft, the Rockefeller Foundation, TAG Heuer, the Women's Self Worth Foundation and Zonta International. UN-Women received over \$3.5 million from those sources in 2012 and expects to build on those partnerships in 2013.

19. The global Civil Society Advisory Group of UN-Women was established in May 2012, institutionalizing the strategic relationship with civil society and the women's movement, and establishing an innovative and unique structure in the United Nations system. Since then, the first regional group was established in Latin America and the Caribbean, followed by Central and South-Eastern Europe. Groups were established at the subregional level in the Caribbean, the Pacific and in Central and South-Eastern Europe, and an additional 14 groups were established at the country/area level.⁸

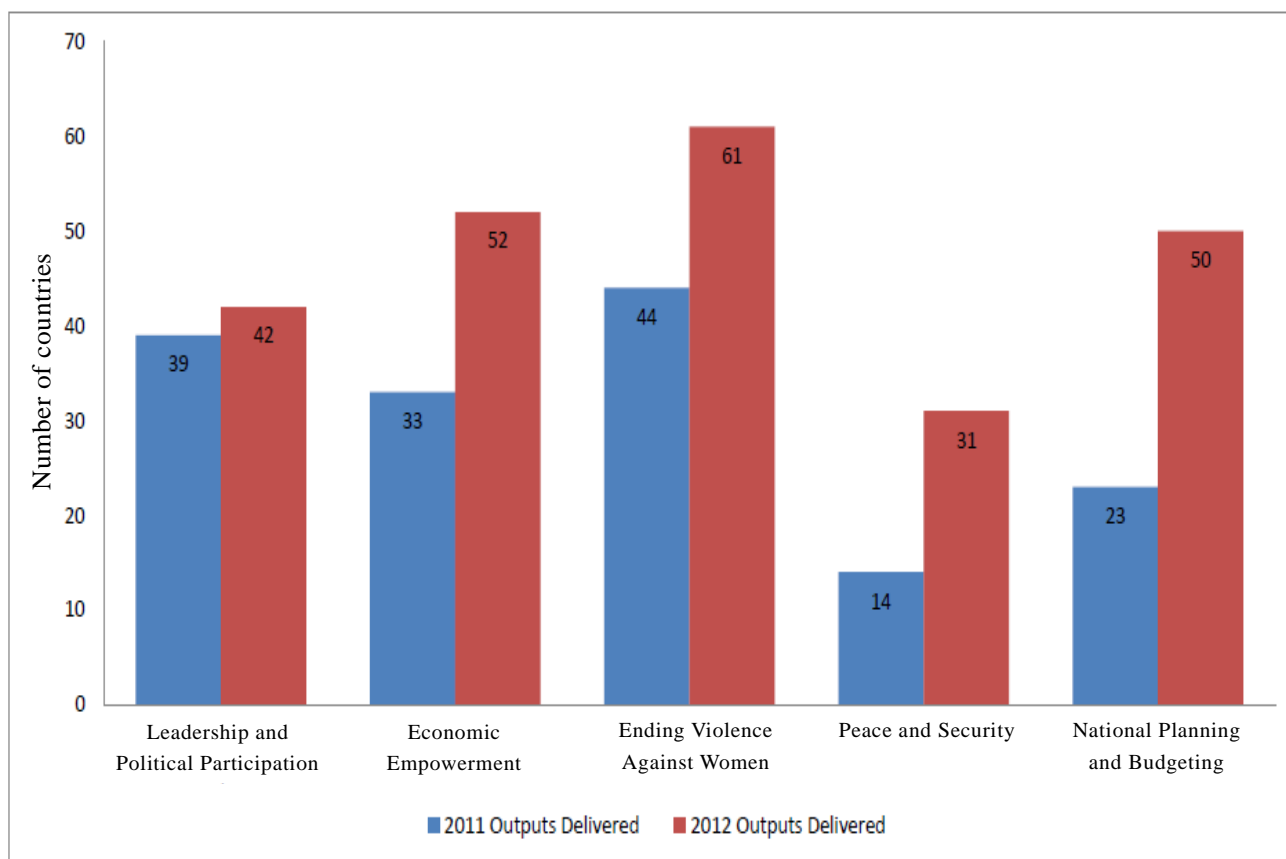
20. In the past year, advocacy, influence and leverage have become even more central to the efforts of UN-Women to achieve results and extend its global reach. Media coverage was achieved in more than 160 countries through such leading international media outlets as the Associated Press, Agence France-Presse, Agencia Española de Noticias, the British Broadcasting Corporation, *The New York Times*, *The Guardian*, Xinhua, the South African Broadcasting Corporation, *The Times of India*, All Africa and the World Association of Community Radio Broadcasters, reflecting the role of UN-Women as a leading voice on gender issues. Audiences doubled on UN-Women social media channels, from approximately 200,000 to 400,000 followers over the course of 2012, an eightfold increase over the number in 2010. Opportunities to leverage social media around events such as the sessions of the Commission on the Status of Women created an average 5 million impressions and more than 2 million unique followers every day. In respect of the Rio+20 conference, UN-Women created 36 million impressions and reached 5 million unique users through Twitter alone.

III. Results

21. UN-Women is on track in 23 of the 29 indicators in the strategic plan, has made significant progress with 3 and is off track with 3. UN-Women delivered direct programmatic support in 87 countries in 2012. The overall support it provided increased in all priority areas compared with 2011, based on reported results at the output level, with the largest areas of support focusing on ending violence against women and on economic empowerment (see figure I).

⁸ Albania, Bangladesh, Brazil, Cameroon, Egypt, Georgia, India, Kyrgyzstan, Morocco, Pakistan, Republic of Moldova, Tajikistan, the United Republic of Tanzania and State of Palestine.

Figure I
UN-Women output level results



Note: Detailed information on results and expenditures is available from the 2012 UN-Women data companion (<http://www.unwomen.org/wp-content/uploads/2012/05/2012-Annual-Report-Data-Companion.pdf>).

Women's leadership and participation

22. In 2012, UN-Women supported women's participation and leadership in 71 countries, including promoting inclusive electoral processes in seven countries;⁹ supporting temporary special measures in constitutional and legal reform processes in three countries/areas;¹⁰ and improving the capacities of women candidates and political leaders at the national and local levels in 24 countries (see figure II).¹¹ Overall, women gained seats in national and local elections in seven countries supported by UN-Women (see table 1 below).

⁹ Bolivia (Plurinational State of), Egypt, Honduras, Kenya, Pakistan, Papua New Guinea and Timor-Leste.

¹⁰ Albania, Honduras and State of Palestine.

¹¹ Afghanistan, Burundi, Colombia, Democratic Republic of the Congo, Ethiopia, Fiji, India, Jordan, Kenya, Maldives, Mexico, Morocco, Papua New Guinea, Republic of Moldova, Senegal, Sierra Leone, South Sudan, Sudan, Thailand, Timor-Leste, Trinidad and Tobago, Tunisia, Turkey and United Republic of Tanzania.

Figure II
Leadership and political participation: trajectory of progress towards the target

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., identification cards) to ensure that marginalized women have the means to vote



Adoption by the United Nations System Chief Executives Board for Coordination of a joint guidance note on temporary special measures



Note: Where the dark colour shading represents the progress achieved as of 2012, the lighter shading of the same colour represents the gap between the progress made and the target that has yet to be achieved.

Liberia's experience by establishing a women's situation room initiative, a model that was endorsed by President Ellen Johnson-Sirleaf of Liberia as a best practice in supporting peaceful and fair elections for women across Africa and that was subsequently used in other countries, including Kenya. More than 60 Senegalese women observers were trained and deployed country-wide to observe the first round of elections, contributing to an increase in the percentage of women gaining seats in 2012, from 22 to 43.3 per cent (see box below).

Fund for Gender Equality

The UN-Women Fund for Gender Equality awards grants for women's economic and/or political empowerment. The Fund's second grant cycle in 2011-2012 resulted in 53 grants totalling \$17 million across Africa, the Arab States, Asia and the Pacific, Eastern Europe and Central Asia, and Latin America and the Caribbean, although limited resources meant that this represented only 1 per cent of the proposals received. In 2012, 2 million direct beneficiaries were reached through 13 programmes.

Mexico's electoral results in 2012 reflected significant improvements in women's leadership, with the share by women increasing from 27 to 37 per cent in the House of Deputies and from 23.4 to 33 per cent in the Senate. The percentage of women municipal presidents rose from close to 3.5 per cent in 2010 to 7.1 per cent in 2012. The contribution of the Fund and UN-Women to the flagship project in Mexico entitled "SUMA: democracy is equality" was crucial in helping to increase women's political participation and putting the gender equality agenda at the centre of the national democracy debate by encouraging multi-stakeholder dialogue, promoting cultural change within party structures, developing professional training and mentorship for women candidates, boosting public opinion in favour of women's political and economic rights, and improving accountability and monitoring systems.

24. UN-Women also promoted more gender-equitable electoral processes. In Egypt, support by UN-Women to the Government's "Your ID Your Right" initiative identified over 1 million women lacking identification documents in four targeted governorates. By the end of 2012, approximately 150,000 women had received their identification cards. Following a voter registration pilot supported by UN-Women in Balochistan, Pakistan, the National Database and Registration Authority achieved registration of over 86 per cent of the female population, compared with 44 per cent four years previously. In Papua New Guinea, which ranks 135th out of 139 countries for women's parliamentary representation, UN-Women launched the "Know your woman candidate" campaign, highlighting women candidates in the national media and online. The Papua New Guinea electoral commission also set up separate polling booths for women voters in high-risk areas. The election saw a record 135 women nominated as candidates, compared with 101 in 2007. Despite this, only three women were elected, showing how much progress still needs to be made in this regard.

25. In India, UN-Women partnered with local civil society organizations to train local elected women representatives to lead and represent their villages. Based on that experience, UN-Women created a regional centre for excellence to train 65,000 elected women representatives of local government institutions in 16 districts of five States. Nearly 13,000 elected women representatives and over 47,000 women citizens also participated in community-level organizations to support interface between women at the grass-roots level and their elected leaders.

Increased women's access to economic empowerment opportunities

26. UN-Women supported women's economic empowerment in 67 countries. In 2012, it continued efforts to strengthen women's equal access to productive resources by supporting Governments in enhancing labour, land, property and inheritance policies, and to provide access to social protection and economic opportunities through legal and policy reforms in 26 countries¹² (see figure III). For example, in Albania, UN-Women worked with International Labour Organization (ILO) experts and union representatives to align the Labour Code with the Gender Equality Law. This resulted in amendments, adopted in October 2012 by the National Labor Council, on the definition of sexual harassment, compensation for cases of discrimination at the workplace, provisions for paternity leave and the development of standards for the treatment of pregnant and lactating mothers. Pakistan's Punjab Province approved a policy on home-based workers that included equal access to economic assets, services and social protection.

¹² In respect of productive assets: Afghanistan, Bangladesh, Bolivia (Plurinational State of), Cambodia, Egypt, Kazakhstan, Kiribati, Lao People's Democratic Republic, Nicaragua, Nigeria, Republic of Moldova, Saint Kitts and Nevis, Sudan, Tajikistan and Viet Nam. In respect of reforms for the most vulnerable: Albania, Burundi, Haiti, India, Kenya, Morocco, Nigeria, Pakistan, Serbia, Sudan and Tajikistan.

Figure III
Women's economic empowerment: trajectory of progress towards the target

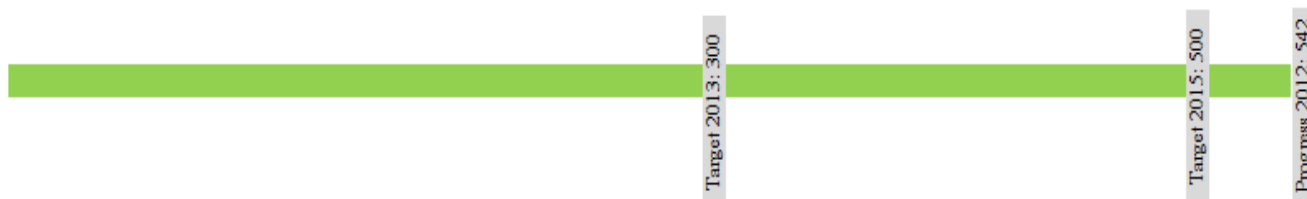
Number of countries that have adopted policies to ensure women's equal access to productive assets



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



Number of companies where chief executive officers have 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 the United Nations System Chief Executives Board for Coordination of the UN-Women strategy and action plan on women's economic empowerment



Note: Where the dark colour shading represents the progress achieved as of 2012, the lighter shading of the same colour represents the gap between the progress made and the target that has yet to be achieved.

Legend:

Off track	Adoption by the United Nations System Chief Executives Board for Coordination of the UN-Women strategy and action plan on women's economic empowerment
On track	<ul style="list-style-type: none"> • 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 chief executive officers have 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 expenses 2012 under priority area 2

67

\$37 million

27. UN-Women continued to support the establishment of gender-responsive services in areas such as markets and infrastructure, technologies, water, land, credit and renewable energy in 20 countries/areas.¹³ In Papua New Guinea, for example, UN-Women supported a safe markets initiative that enabled vendor fees to be collected through an electronic bill pay system for market improvements, thus avoiding prior problems of corruption and providing provisions for enhanced safety measures for women entrepreneurs. The model's success led to a decision to extend it to three major city markets in 2013.

28. Programmes increasingly incorporated the development of skills to manage energy conservation schemes to address climate change and contribute to environmental conservation.¹⁴ For example, in Mozambique, 100 women were trained to produce energy-saving stoves to enhance livelihoods and counteract excessive firewood use. UN-Women also supported women from poor communities in Africa, Asia and Latin America to attend trainings to become solar engineers at the Barefoot College in India. For example, women from the United Republic of Tanzania who participated in the training returned home and installed solar power to light up 200 remote rural households.

29. UN-Women focused on scaling up support to the most excluded, such as rural, migrant and indigenous women, women with disabilities, women who were internally displaced and conflict-affected women, working to enhance Government capacity to provide women with opportunities, mentoring and enterprise

¹³ Burkina Faso, China, Côte d'Ivoire, Georgia, India, Jordan, Mali, Montenegro, Morocco, Mozambique, Niger, Papua New Guinea, Republic of Moldova, Senegal, Serbia, South Sudan, Tajikistan, United Republic of Tanzania, Zimbabwe and State of Palestine.

¹⁴ Specifically, in Fiji, India, Morocco, Mozambique, South Sudan and United Republic of Tanzania.

development assistance. In the Plurinational State of Bolivia, a United Nations joint programme supported more than 5,000 indigenous women entrepreneurs to obtain over \$4 million as seed capital, resulting in a 50 per cent increase in their revenues. More than 4,000 women were trained in management, technical skills and civil rights, and 12,342 women and their families received identification cards. In Georgia, the Republic of Moldova, and Tajikistan, UN-Women worked with local authorities to support service design and the training of Government staff in the development of integrated “one stop” State-funded economic information services, which were scaled up in 2012. In the Republic of Moldova, 2,500 women accessed the services of the pilot joint information and service bureaux, prompting the Prime Minister to issue a decree establishing the bureaux throughout the country. In Tajikistan, over 14,000 traditionally excluded women, including rural, poor and disabled women, benefited from improved services at the community level, through mobile visits and district task forces. In India, advocacy by UN-Women contributed to the issuance of guidelines for all States by the Minister of Rural Development to ensure that 50 per cent of worksite supervisors appointed would be women, issue job cards to single women and involve women’s groups in the implementation of a major public rural employment guarantee programme. In Serbia, UN-Women successfully advocated for the establishment of a new credit line for women entrepreneurs within the Republic Fund for Development.

30. In 2012, 292 companies in 17 countries¹⁵ signed the UN-Women Women’s Empowerment Principles on corporate social responsibility for gender equality. Building on the previous engagement of UN-Women with regional economic and financial institutions, UN-Women in Latin America established agreements for capacity-building and support on gender mainstreaming with the Latin American Development Bank, the Central American Bank for Economic Integration, and the Central American and Caribbean Microfinance Network. The resulting policy changes at the Central American and Caribbean Microfinance Network alone have had an impact on 128 microfinance institutions affiliated with over 1 million customers, of which 58 per cent are women.

31. At the global level, UN-Women continued to engage in the Global Forum on Migration and Development to support the development of tools on social protection and gender-sensitive legislation for migrant domestic workers and contributed to preparations for the High-level Dialogue on Migration and Development to be held in October 2013. UN-Women worked with ILO to strengthen the gender dimension in the 2012 International Labour Conference and its recommendation No. 202 on the social protection floor. In collaboration with the Food and Agriculture Organization of the United Nations, the International Fund for Agricultural Development and the World Food Programme, UN-Women launched a global joint programme to promote the empowerment of rural women.

Ending violence against women and girls

32. UN-Women provided support in 2012 to 85 countries in their efforts to end violence against women (see figure IV). During 2012, UN-Women continued to provide support for legal and policy reform on violence against women and girls

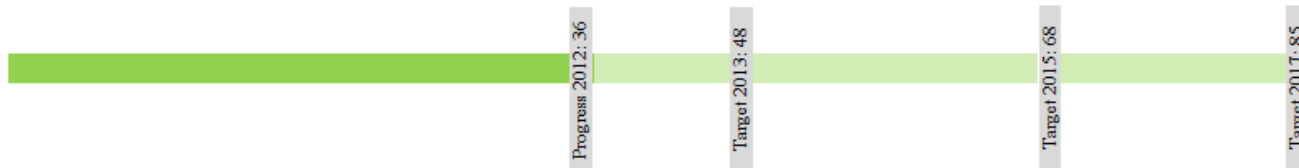
¹⁵ Australia, Brazil, Germany, India, Italy, Japan, Lebanon, New Zealand, Serbia, Singapore, South Africa, Spain, Switzerland, Turkey, United Kingdom of Great Britain and Northern Ireland, United States of America and Viet Nam.

through evidence-based advocacy and by opening policy spaces to amplify the voices of women. National action plans to end violence against women were approved in six countries supported by UN-Women,¹⁶ and new or amended legislation on various forms of violence was passed in 15 countries supported by UN-Women,¹⁷ including on sexual harassment in the workplace, domestic violence, femicide, acid violence and sexual offences. In Viet Nam, for example, the Government included two new domestic violence targets in the Family Development Strategy 2020. In Kyrgyzstan, UN-Women contributed to amendments to the criminal code on increasing punishment for bride kidnapping. In Sierra Leone, following UN-Women support to national advocacy efforts and capacity development, the Government enacted the Sexual Offences Bill, responding to the concerns of gender advocates and women's associations that existing legislation was inadequate. The new law raises minimum jail sentences from 2 to 15 years.

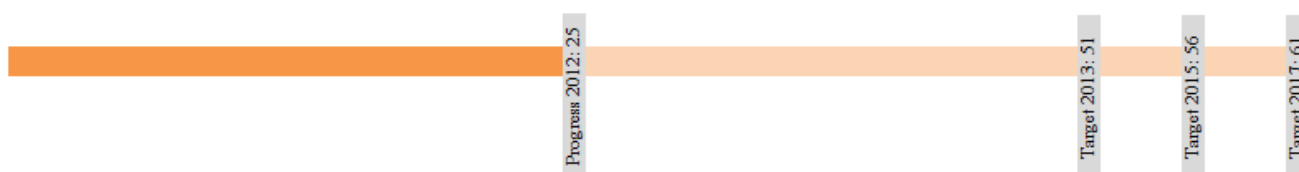
Figure IV

Ending violence against women: trajectory of progress towards the target

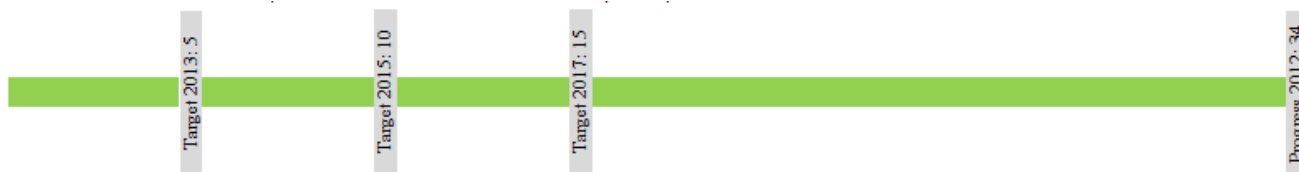
Number of countries that have adopted legislation, policies and strategies to address violence against women and girls



Number of countries that adopt national action plans on ending violence against women and girls



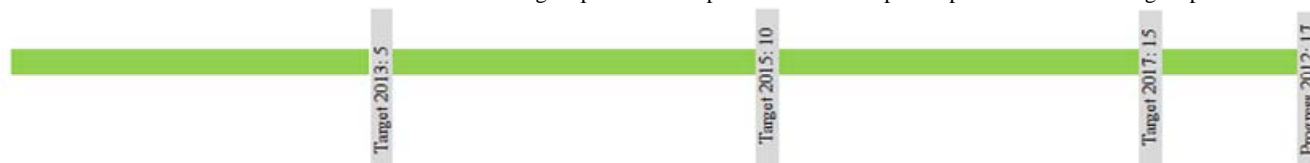
Number of countries that implement standards for service delivery to respond to violence against women and girls



¹⁶ Indonesia, Maldives, Sierra Leone, Timor-Leste, the former Yugoslav Republic of Macedonia and Uruguay.

¹⁷ Bolivia (Plurinational State of), Cape Verde, Colombia, Guatemala, India, Kenya, Kyrgyzstan, Maldives, Mexico, Nigeria, Pakistan, Senegal, Sierra Leone, Uganda and Viet Nam.

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



Note: Where the dark colour shading represents the progress achieved as of 2012, the lighter shading of the same colour represents the gap between the progress made and the target that has yet to be achieved.

Legend:

- | | |
|-----------------|---|
| Almost on track | Number of countries that adopt national action plans on ending violence against women and girls |
| On track | <ul style="list-style-type: none"> • 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 violence against women and girls • 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 expenses 2012 under priority area 3

85

\$43 million

33. UN-Women supported improved availability and quality of data, including on peoples' attitudes and perceptions towards violence against women and the measurement of effectiveness of interventions against violence against women in 21 countries/areas.¹⁸ In Bosnia and Herzegovina, for example, the national statistics agency, in partnership with UN-Women, the United Nations Population Fund (UNFPA) and the Inter-Agency Network on Women and Gender Equality, conducted its first prevalence survey on violence against women, in order to inform policy and strategy development for implementation of the Council of Europe Convention on preventing and combating violence against women.

34. Building upon successes in improving normative and legal frameworks, UN-Women intensified support for improved service delivery in 30 countries/

¹⁸ Afghanistan, Albania, Bhutan, Bosnia and Herzegovina, Cambodia, Cape Verde, Dominican Republic, Guatemala, Honduras, Lao People's Democratic Republic, Mexico, Morocco, Niger, Nigeria, Serbia, Sudan, Uganda, Uruguay, Viet Nam, Zimbabwe and State of Palestine.

areas.¹⁹ Working increasingly through joint programming, UN-Women leveraged coordinated, multisectoral support of United Nations and Government and non-governmental organizations. In Morocco, for example, as a result of the joint gender programme, an intersectoral coordination mechanism led by the Ministry of Justice and involving 13 departments has now been institutionalized, indicating strong Government ownership.

35 During 2012, UN-Women supported one-stop centres and shelters for survivors of violence in 11 countries/areas²⁰ and increased police capacities to respond in six countries.²¹ For example, in Argentina, UN-Women participated in a joint programme to expand services of the Domestic Violence Office of the Supreme Court of Justice, which provided services in 2012 to 13,249 survivors of domestic violence. UN-Women participated in a United Nations joint gender programme that supported the State of Palestine in institutionalizing new standards through a national protective services system for women survivors of violence. As a first step, in 2012 the State of Palestine established the first comprehensive services centre in the Gaza Strip.

36. In partnership with UN-Habitat and UNICEF, the UN-Women programme “Safe cities free of violence against women and girls”, continued to support model approaches for replication. In 2012, Egypt’s Ministry of Housing, Utilities and Urban Development adopted women safety audits into its urban planning process, empowering local women to assess security conditions in their neighbourhoods and partner with local authorities in urban planning. In Rio de Janeiro, participatory community-led mapping technologies were used to identify safety risks in 10 high-risk favelas, by equipping women and adolescent girls with smartphone technology to map safety risks such as faulty infrastructure, obscured walking routes and lack of lighting. In Quito, the city ordinance on eliminating violence against women and girls was amended to address such violence in public spaces, following the Letters from Women campaign supported by UN-Women, wherein 10,000 letters were submitted to the executive and justice authorities in the Government of Ecuador. In line with its universal mandate, UN-Women also engaged with cities from developed countries, resulting in Dublin formally joining the initiative in early 2013 in a joint ceremony involving the Lord Mayor of Dublin and the Under-Secretary-General/Executive Director of UN-Women.

37. UN-Women also focused on women and girls who experience multiple forms of discrimination. In Mexico, the collaboration of UN-Women with the Commission for the Development of Indigenous People led to the scale-up in 2012 of the Indigenous Women’s Houses (Casa de la Mujer Indígena-CAMI) project, following successful piloting. There are now 19 such houses operating in 12 states, providing practical and psychological support to women experiencing domestic violence. Reaching out to youth, UN-Women worked with the World Association of Girl

¹⁹ Afghanistan, Antigua and Barbuda, Argentina, Brazil, Burundi, Cape Verde, Colombia, Côte d’Ivoire, Democratic Republic of the Congo, Dominican Republic, Ethiopia, Guatemala, Haiti, India, Kenya, Lao Peoples Democratic Republic, Morocco, Mozambique, Rwanda, Senegal, Solomon Islands, South Sudan, Sudan, Thailand, Tunisia, United Republic of Tanzania, Uruguay, Zimbabwe, Kosovo and State of Palestine.

²⁰ Afghanistan, Burundi, Ethiopia, Democratic Republic of the Congo, Guatemala, Morocco, Mozambique, Solomon Islands, Tunisia, United Republic of Tanzania and State of Palestine.

²¹ Ethiopia, Anguilla, Antigua and Barbuda, Dominican Republic, Kenya and Thailand.

Guides and Girl Scouts to develop a non-formal education curriculum on ending violence against girls that was piloted in 2012 for a global roll-out in 2013.

38. UN-Women continued to coordinate the Secretary-General's UNiTE to End Violence against Women campaign. In 2012, activities were undertaken at global, regional and national levels, including the launch of the Global UNiTE Youth Network, engaging new youth activists in Africa, Asia and the Pacific, Europe, and Latin America and the Caribbean, and the mobilization of new male leaders in all regions. The flagship global advocacy initiative of UN-Women, Say NO — UNiTE to End Violence against Women, recorded over 2 million additional actions taken by individuals to address violence in 2012 and attracted over 200 new civil society partners.

39. In the lead-up to the fifty-seventh session of the Commission on the Status of Women, UN-Women launched the COMMIT initiative, which urges national Governments to commit to taking actions on ending violence against women. By the end of March 2013, 49 countries from every region had pledged to take such actions. For example, numerous countries pledged to ratify the Council of Europe Convention on preventing and combating violence against women and domestic violence.

United Nations Trust Fund to End Violence against Women

40. The United Nations Trust Fund to End Violence against Women completed its sixteenth annual grant cycle in 2012, having reviewed 2,210 applications. The participation of 18 agencies of the United Nations system in the review process reflected the Trust Fund's inter-agency character and the commitment to the Fund by organizations and bodies of the system. In 2012, the Fund awarded \$8.4 million in new grants to 12 initiatives in 19 countries, including its first grant in Libya. The new grants are expected to reach nearly 1 million beneficiaries by 2015. By the end of 2012, the Fund's active portfolio included 95 programmes, covering 85 countries and territories, for a total value of over \$63.5 million. For example, a multi-country programme supported by the Trust Fund on the prevention of violence against women with a focus on men and boys was led by Instituto Promundo in Brazil, Chile, India and Rwanda and employed an impact evaluation methodology. In Brazil, a five-month soccer tournament was held as a supplement to the 15-week educational workshops and as an opportunity to bring the messages of the workshops to the communities.

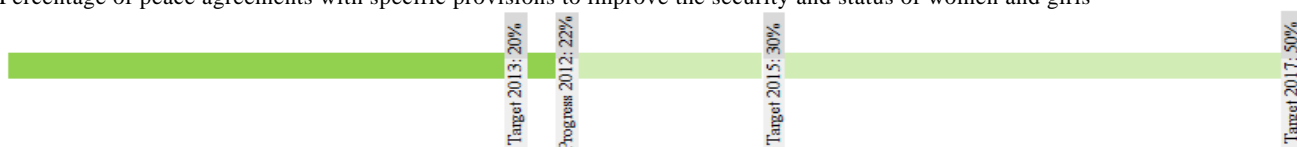
41. In order to participate in the soccer tournament, the men had to attend at least one workshop per week. Survey results showed that as a result of the workshops and campaigns the number of participants in the intervention group who had agreed with the statement "there are times when a woman deserves to be beaten" decreased by 10 per cent. Ninety-two per cent of the participants in the soccer tournament said that they had spoken about the themes of the campaigns with others. The project received the Nike/Change Makers prize for its use of sports in mobilizing men and boys to address violence against women.

Increased women's leadership in peace and security and humanitarian response

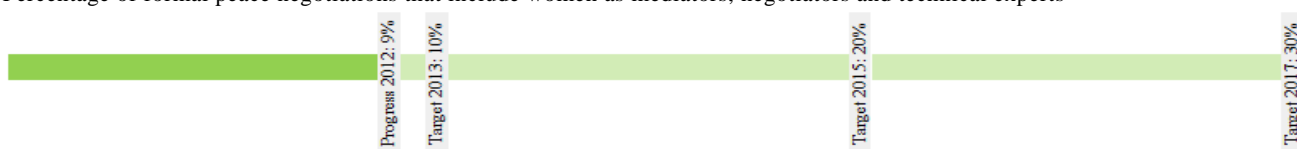
42. In 2012, UN-Women worked on peace, security and humanitarian responses through partnerships with the Department of Political Affairs of the Secretariat, UNDP, the Office of the United Nations High Commissioner for Human Rights and the Peacebuilding Support Office to provide support to 37 countries. Together with the Peacebuilding Support Office, UN-Women spearheaded the implementation of the Secretary-General's seven point action plan on women's participation in peacebuilding (see figure V).

Figure V
Peace and security: trajectory of progress towards the target

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/peacebuilding planning processes and transitional justice processes incorporate the demands of gender equality advocates



Joint United Nations 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



Note: Where the dark colour shading represents the progress achieved as of 2012, the lighter shading of the same colour represents the gap between the progress made and the target that has yet to be achieved.

Legend:

Almost on track	Joint United Nations system data collection on indicators on women, peace and security is in place and is operational
On track	<ul style="list-style-type: none"> • 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/peacebuilding planning processes and transitional justice processes incorporate the demands of gender equality advocates • Number and types of measures for detecting and preventing sexual violence in conflict

<i>Number of countries supported under priority area 4</i>	<i>Programme expenses 2012 under priority area 4</i>
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37	\$25 million
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43. Post-conflict elections were an area of focus. In Libya, the electoral commission adopted a quota for women prior to the first post-conflict elections in 2012. With support from the quota and from civil society mobilization, women won 32 of the 200 parliamentary seats. As a result of UN-Women support in Timor-Leste, including support for the national women's machinery, women-candidates, the Parliamentary Women's Caucus, electoral authorities and civil society organizations promoting women's participation as voters and candidates in the 2012 presidential and parliamentary elections, the percentage of women represented in parliament increased from 29 to 38 per cent in 2012. The proportion of women candidates in political parties also increased from 25 to 36 per cent, following an amendment to the electoral law stipulating that at least one third of the candidates on the party lists should be female.

44. UN-Women supported constitutional reform in five countries that experienced transitions in 2012.²² In South Sudan, UN-Women advocacy efforts contributed to the presidential decree appointing 15 women to the National Constitutional Review Commission, representing 27 per cent of all members, more than required by the quota legislated in 2011. UN-Women also provided technical support in the development of a gender analysis of the transitional constitution, which contributed to a set of recommendations including increasing the threshold for women's political participation from 25 to 50 per cent. UN-Women also supported key partners in Zimbabwe's reform process, including the Constitution Select Committee of Parliament, supported the first women's lobby in Zimbabwe, provided technical support on gender-responsive language in the Constitution and helped

²² Egypt, Haiti, South Sudan, Sudan and Tunisia.

prepare women delegates to participate in the second national stakeholders conference to review the draft Constitution. As a result, the draft Constitution included the majority of the demands made by Zimbabwean women, stated that gender equality is a fundamental principle and did not contain the discriminatory clauses against women that had previously existed.

45. A joint training programme with Swisspeace and the Department of Political Affairs for women mediators conducted in Abuja in 2011 equipped participants with the tools that enabled them to engage in political dialogues, including in talks held in Ouagadougou in 2012 on Mali, and to contribute to ensuring that gender issues, particularly violence against women, would be addressed in, for example, the “Solemn declaration on the situation in Mali” adopted by the 19th ordinary session of the Assembly of Heads of State and Government of the African Union, held in Addis Ababa on 15 and 16 July 2012.

46. UN-Women facilitated two meetings between the Office of the Special Coordinator for the Middle East Peace Process and Palestinian women, at which women offered insights into the impact of the conflict and the occupation on women. In Georgia, UN-Women facilitated encounters between delegates to the Geneva peace talks and women’s organizations. It also provided support for the participation of national women’s groups at donor conferences for Afghanistan, Burundi, the Central African Republic and South Sudan, promoting women’s priorities in financial pledges for post-conflict recovery. For example, the Tokyo Declaration adopted at the Tokyo Conference on Afghanistan stressed the importance of the participation of civil society organizations and women’s groups in support of the peace process. UN-Women assisted the four principals of the Special Court for Sierra Leone, all women, in reporting to the Security Council, leading to the Council issuing a press statement addressing the importance of women’s leadership in international justice institutions.

47. Expertise on gender equality was provided to countries in transition to support gender-responsive national policy, laws and peacebuilding processes. For example, the integration of key priorities for women’s employment, education, and health in the Yemeni national road map was facilitated by the deployment of a gender specialist to the Yemeni post-conflict needs assessment. In Guinea and South Sudan, advisers were provided to support the country teams in integrating gender into peacebuilding programmes. In Guinea, this resulted in women civil society organizations agreeing to a joint workplan for the upcoming elections. Expertise was also provided to the United Nations Support Mission in Libya, resulting in the inclusion of gender equality principles into the electoral law and generating evidence to support the integration of gender equality in the Mission’s mandate.

48. UN-Women deployed sexual and gender-based crime investigators to the independent international commissions of inquiry on Libya and on the Syrian Arab Republic, resulting in the documentation of conflict-related crimes against women. Twenty-two justice experts were trained in investigating gender-based crimes under international law and placed on a new UN-Women roster for rapid deployment.

49. In partnership with the Department of Peacekeeping Operations, in 2012 UN-Women finalized the scenario-based training of military peacekeepers at a conflict-related sexual violence training programme. The training was incorporated into the training programmes of the Department and of the European Union and was used in courses for contingent commanders and for mission senior leadership. The

training was rolled out in India and Nepal and through a joint training for Argentine and Uruguayan peacekeepers. Following the trainings, Argentina, Brazil and India all incorporated modules into other courses. To date, some 300 troops have been trained. In Nepal, the scenario-based training involved four fully formed contingents that were ready for deployment to the United Nations Mission in South Sudan (UNMISS), the United Nations Organization Stabilization Mission in the Democratic Republic of the Congo (MONUSCO), the United Nations Operation in Côte d'Ivoire (UNOCI) and the United Nations Interim Force in Lebanon (UNIFIL), ensuring concrete impacts for women in conflict contexts.

50. UN-Women worked with the United Nations and civil society partners to advocate for and support Governments and entities in developing, finalizing or implementing national action plans in 15 countries/areas²³ on women, peace and security and two regional plans on that issue.²⁴ In Kenya, the final plan was approved, while in Georgia the Ministry of Defence adopted a decree to support implementation of the national action plan. Capacity for national and regional implementation was also furthered through an e-learning course for Latin America, the Caribbean and Africa. Since the release of the course in October 2011, there have been more than 6,600 enrolments, including from military and police personnel, Government officials and civil society. With support from UN-Women, Japan included in its national action plan a reference to gender perspectives in and humanitarian responses to post-natural disaster contexts.

51. The United Nations integrated technical guidance note on gender-responsive security sector reform, drafted by UN-Women, was adopted as the United Nations system-wide policy to ensure that the needs and capacities of women are integrated into United Nations-supported security sector reform planning and execution.

Strengthening the responsiveness of plans and budgets to gender equality

52. In 2012, UN-Women supported 65 countries in their efforts to introduce or strengthen a gender perspective in their national, sectoral and local development plans, budgets and/or performance monitoring frameworks (see figure VI). Five countries reported increases in budget allocations for gender equality at the national and/or local levels. In 2012, Ecuador again showed one of the strongest examples of progress, with a total allocation of \$2.6 billion for implementation of gender equality policies, compared with \$1.4 billion in 2011. Increased budgetary allocation was also achieved in Mexico, Nepal, Uruguay and Zimbabwe, owing to budget and planning reforms initiated in previous years with technical support from UN-Women.

²³ Afghanistan, Cambodia, Democratic Republic of the Congo, Georgia, Indonesia, Japan, Kenya, Kyrgyzstan, Papua New Guinea, Republic of Korea, Sierra Leone, South Sudan, the former Yugoslav Republic of Macedonia, Thailand and Kosovo.

²⁴ Pacific regional plan and League of Arab States regional strategy.

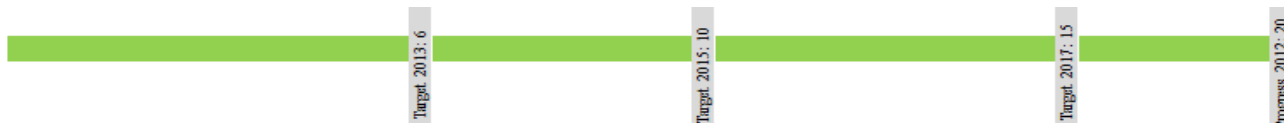
Figure VI

National planning and budgeting: trajectory of progress towards the target

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



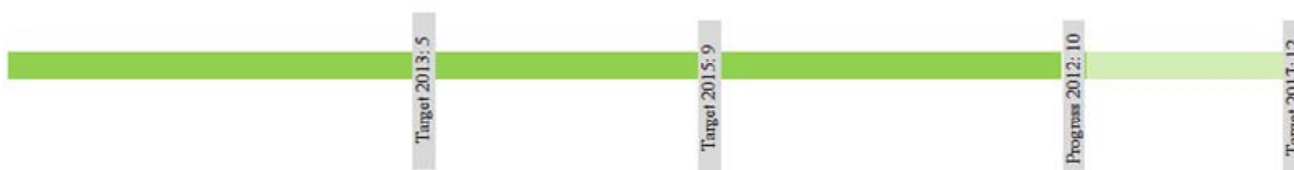
Number of countries with systems to track and make public allocations for gender equality and women's empowerment



Number of countries supported by UN-Women and its collaborative partnerships which produce gender budget analysis, e.g., public expenditure reviews/public expenditure tracking focused on gender equality, beneficiary assessments such as citizen report cards, and 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



Note: Where the dark colour shading represents the progress achieved as of 2012, the lighter shading of the same colour represents the gap between the progress made and the target that has yet to be achieved.

Legend:

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/public expenditure tracking focused on gender equality, beneficiary assessments such as citizen report cards, and 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

<i>Number of countries supported under priority area 5</i>	<i>Programme expenses 2012 under priority area 5</i>
65	\$19 million

53. In 15 countries,²⁵ national planning documents incorporated priorities and budgets on gender equality and women's empowerment in 2012 as a result of UN-Women support. For example, UN-Women provided technical and financial assistance in India for consultations with feminist economists and prepared policy briefs as inputs that were incorporated into the 12th five-year plan. Similar results were achieved in the national decentralization strategy in the Republic of Moldova, the national strategy for economic and social development for 2013-2017 in Senegal and in the priorities and action agenda in Vanuatu. In Uganda, a national gender planning scorecard, designed with UN-Women support as an evaluation tool by the National Planning Authority, now holds ministries, departments and agencies accountable for mainstreaming gender into planning frameworks.

54. In the area of HIV/AIDS, UN-Women supported the development of a new generation of gender-responsive, rights-based national HIV strategic plans in Jamaica, Papua New Guinea, and Rwanda.²⁶ For example, in Kenya, UN-Women support provided to networks of women living with HIV contributed to the National AIDS Coordinating Authority earmarking funds for women living with HIV under the project entitled "Total war against HIV and AIDS", a \$115 million initiative supported by the World Bank.

55. With UN-Women support, systems to track and make public allocations for gender equality and the empowerment of women were strengthened in 18 countries.²⁷ In Ethiopia, the Finance Ministry included gender responsiveness as one of the criteria for sector budget approval. In the former Yugoslav Republic of Macedonia, the Government adopted a five-year strategy on gender-responsive budgeting and an amendment to the budget guidelines requiring the formulation of sex-disaggregated indicators to measure the effectiveness and impact of programmes in three pilot ministries. In Indonesia, a national strategy on gender-responsive planning and budgeting adopted in 2012 incorporated a recommendation for all ministries and State agencies at the national and subnational levels to conduct a gender analysis prior to planning and budgeting processes.

56. In Nepal, the budget management information system of the Ministry of Finance was strengthened with technical support from UN-Women. A set of subcriteria was introduced to allow more accurate reporting of the proportion of the

²⁵ Bolivia (Plurinational State of), Colombia, Ecuador, India, Kyrgyzstan, Lao People's Democratic Republic, Mali, Mozambique, Papua New Guinea, Philippines, Republic of Moldova, South Sudan, Thailand, Vanuatu and Viet Nam.

²⁶ At various stages of approval.

²⁷ Afghanistan, Bangladesh, Bolivia (Plurinational State of), Bosnia and Herzegovina, Ecuador, Egypt, Ethiopia, Guatemala, Kenya, Kyrgyzstan, Morocco, Nepal, Rwanda, the former Yugoslav Republic of Macedonia, Uganda, United Republic of Tanzania, Uruguay and Zimbabwe.

budget that is directly gender responsive, indirectly gender responsive or gender neutral. The Ministry of Federal Affairs and Local Development also adopted guidelines on gender equality and social inclusion with support from UN-Women, UNFPA and UNICEF. By using the guidelines, local bodies have now allocated at least 10 per cent of the budget (up from 5 per cent in 2009) for the empowerment of women. At the global level, UN-Women efforts to strengthen capacity and accountability for financing for gender equality led to the inclusion of an indicator on gender equality in the global monitoring framework of the Global Partnership for Effective Development Cooperation.

IV. Delivering for results

Data and statistics

57. During 2012, UN-Women continued to emphasize the importance of gender-sensitive data and statistics. In addition to the country-level examples reported above, UN-Women developed the Evidence and Data for Gender Equality Initiative with the Statistics Division of the Secretariat, the World Bank, the Organization for Cooperation and Economic Development and other bilateral partners. The programme works with national statistical offices to improve evidence-based policymaking through greater availability of high-quality gender statistics on health, education and employment and strengthens standards on gender statistics. UN-Women was also active in the Inter-agency and Expert Group on Gender Statistics, which developed a minimum set of 52 gender indicators agreed subsequently by the Statistical Commission in February 2013.

Knowledge

58. UN-Women further developed its role as a broker of knowledge on gender equality. For example, in 2012, nationally owned regional centres of excellence on gender-responsive budgeting in Egypt and Morocco strengthened the capacities of civil servants from across regions, both through in-country training and South-South cooperation. The UN-Women Virtual Knowledge Centre to End Violence against Women and Girls continued to provide state-of-the-art guidance, case studies, training and other tools in more than 65 languages to over half a million users from 222 countries and territories. An intranet and extranet knowledge platform was established, which by the end of 2012 had a total of 68,094 daily unique visitors, compared with 7,431 in 2011.

Institutionalizing a culture of results-based management, reporting and evaluation

59. In 2012, UN-Women finalized its programme and operations manual, covering all aspects of programming and operations, including results-based management guidance in line with the United Nations harmonized approach, stipulating development of a theory of change as an essential element of programme formulation. UN-Women undertook its first midterm review of 62 strategic workplans at the country and regional levels, which demonstrated how improved

planning processes are driving a change from small project-orientated approaches to more strategic approaches with medium- and long-term objectives.

60. During 2012, there was a particular drive to strengthen evaluation systems, supported the UN-Women Executive Board's approval of the UN-Women evaluation policy. Twenty-nine decentralized evaluations were completed in 2012, 12 of which were joint evaluations. The UN-Women strategic plan commits to 100 per cent compliance with management responses for every evaluation completed by the end of 2013. For 2012, 93 per cent of all completed evaluations included a management response (26 out of 28 evaluations), compared with 62 per cent in 2011. The results of the corporate and decentralized evaluations highlighted areas for organizational improvement, especially in relation to information management, documentation and the strengthening of systems for monitoring and reporting. More information is provided in the evaluation report to be submitted to the Executive Board at its annual session in 2013.

61. Evaluation findings from 2012 point to the need to improve efforts to increase the sustainability of UN-Women contributions to change. The 2012 evaluations recognized that the efforts of UN-Women to strengthen civil society organizations provided a unique and effective approach. However, challenges were also identified in ensuring the sustainability of efforts to strengthen civil society partners. The work of UN-Women was found to be consistently aligned with national contexts and priorities, while challenges were identified in ensuring ownership from all necessary stakeholders. This was sometimes linked to the uneven presence of UN-Women at the national level, something which is being addressed through strengthening support at the field level. UN-Women was assessed as having worked well through coordination mechanisms, particularly joint programmes.

Mobilizing and leveraging adequate resources

62. The key challenge in 2012, and the greatest challenge UN-Women foresees going forward, was resource mobilization. Stated and welcomed political support for the work of UN-Women was not matched by financial support, in a difficult financial climate and with continued structural underfunding of the gender architecture and low baselines against which increases took place. While the number of donors increased and there was modest success in leveraging funding from and establishing new partnerships with the private sector and foundations, funding targets were missed by a significant amount, despite having reduced targets for 2012 and 2013. Given the UN-Women mandate, its high dependence on voluntary contributions from Governments and the importance of delivering results in its early years, a paradigm shift is required, whereby donors prioritize and set a new much higher baseline for resources in accordance with their stated priorities on gender equality and the empowerment of women. Without increased contributions, the resources afforded UN-Women will not be sufficient to enable the Entity to carry out its mandate.

63. A total of \$113.8 million was raised for core resources and a total of \$93.7 million for non-core resources (including \$5.9 million for the Fund for Gender Equality and \$10.4 million for the United Nations Trust Fund in Support of Actions to Eliminate Violence against Women), a 9 per cent drop from the amount raised in 2011.

64. In 2012, core contributions increased from 5 of the top 10 UN-Women donors increased, namely, Australia, Denmark, Finland, Switzerland and the United States of America. Overall, 33 Member States provided increased core contributions, with one third being multi-year pledges. The donor base was also broadened. In 2010, six donors contributed 80 per cent of the core resources, compared with 13 in 2012. Switzerland and Germany also became new donors for the Fund for Gender Equality. However, these gains could not compensate for the almost \$28 million core decrease from some of the Entity's key donors.

65. UN-Women continued to develop the capacity of its 18 national committees. Overall, the national committees contributed \$909,000 in 2012, while also advocating for increased Government contributions.

66. UN-Women took steps in 2012 to improve the quality of donor reporting, including through trainings at the field level and the development of electronic platforms and guidance materials.

V. Organizational effectiveness and institution-building

67. UN-Women significantly improved its organizational effectiveness in 2012. It began 2012 with 17 offices with full representation. By the end of the year, and in line with its strategic plan and the regional architecture approved by the Executive Board, the number of offices had grown to 55, comprising 49 country offices and 6 multi-country offices. UN-Women also established three new regional offices, with the remaining three planned for 2013 (at the time of the writing of the present report, a fourth has now been established). These changes were carried out in tandem with business processes designed to make the work of UN-Women more efficient and effective, including by establishing delegation of authority at the country level, providing greater financial authority and authority over project approval for UN-Women representatives, and a broad process of decentralization, including moving positions from Headquarters to the field. Changes in business processes were laid out in the new programme and operations manual, which was rolled out and shared with all staff, including through staff trainings in both managerial and operational aspects of the Entity's work.

68. The regional architecture, which defines the global structure of UN-Women and its corresponding funding requirements, was approved by the Executive Board in November 2012. The internal control framework for UN-Women at Headquarters and in the field offices was put into place. Building upon the framework, a new delegation of authority framework was implemented in order to articulate policies and procedures for the delegation of authority. Greater delegation was given to UN-Women representatives at the country level as part of the decentralization process within the new regional architecture.

69. At the same time, UN-Women established a legal framework for addressing non-compliance with United Nations standards of conduct, and issued accompanying policies protecting against retaliation, and prohibiting harassment and abuse of authority.

70. The International Public Sector Accounting Standards were implemented as of 1 January 2012 and form the basis of the new standardized UN-Women financial statements for the year ended 31 December 2012 and for donor reports. The

UN-Women cost-recovery policy was approved by the Executive Board, following inter-agency collaboration with UNFPA, UNICEF and UNDP in coordinating the approach to an integrated budget for the period 2014-2017.

71. In accordance with the recommendation set out in support of the report of the Secretary-General entitled “Inter-organizational security measures: framework for accountability for the United Nations field security management system” (A/57/365), UN-Women incorporated principles of accountability into its programme and operations manual, outlining the security roles and responsibilities of each individual.

72. Strategic human resources management and the recruitment of critical positions remained a priority in 2012. A total of 174 international and Headquarters recruitments were completed. Following approval of the regional architecture by the Executive Board, human resources guidelines were issued on the implementation of the human resources aspects of the change management process.

73. UN-Women put in place a new audit approach and revised guidelines for the audit of its nationally implemented and nationally executed projects. The implementation of the new audit approach and guidelines supported the yearly global audit of those projects. The new approach promoted transparency of the audit exercise, starting with the objective identification of UN-Women projects for audit, using a risk-based model for country selection. Independence of the audit of the projects was maintained through engagement of the services of a global auditor to carry out the audits of selected nationally implemented projects.

74. UN-Women continued to leverage information and communications technology (ICT) to improve efficiency. In particular, several systems were implemented to simplify and facilitate the gathering and dissemination of data, including the automation of donor reporting in Atlas; the “call-for-proposal” system for the United Nations Trust Fund; and the reporting systems for the United Nations System-wide Action Plan on Gender Equality and the Empowerment of Women and the International Aid Transparency Initiative. Gender evaluations portals were also created. The Atlas enterprise resource planning system was improved through the use of more efficient processes, including a self-service module for staff benefits and entitlements management. A new commercial videoconference service was implemented as a cost-effective way of reducing the need for travel, without creating the need for capital investments in telecommunications equipment.

VI. Income and expenditure*

75. UN-Women prepared financial statements in accordance with the International Public Sector Accounting Standards for the first time for 2012. The adoption of the Standards required significant changes in the accounting policies followed by UN-Women, including the preparation of financial statements on an annual basis in accordance with the Standards, compared with previous preparations on a modified cash basis in accordance with United Nations Systems Accounting Standards.

76. The revenue target of UN-Women was \$150 million in regular resources and \$150 million in other resources. Revenue from voluntary contributions for 2012 was

* All figures in section VI are unaudited and subject to change.

\$113.8 million in regular resources and \$93.6 million in other resources, reflecting an overall revenue shortfall for the year of \$92.4 million. There was a deficit for the year of some \$16 million (see table 2).

Table 2
Revenue and expenses as at 31 December 2012

(Thousands of United States dollars)

	<i>Regular resources</i>	<i>Other resources</i>	<i>Assessed resources</i>	<i>Elimination^a</i>	<i>Total</i>
Revenue					
Contributions	113 863	93 676	7 235		214 774
Investment income	979	1 177	–		2 156
Other revenue	2 688	6 276	–	(5 978)	2 986
Total revenue	117 530	101 129	7 235	(5 978)	219 916
Total expenses	118 862	115 628	7 427	(5 978)	235 939
Surplus/(deficit) for the period	(1 332)	(14 499)	(192)	–	(16 023)

^a The elimination column represents indirect costs charged by UN-Women on programme funds received from donors in relation to the management of other resources. These indirect costs have been recognized during the year as an increase in support cost income. At year end, that income is eliminated to show actual revenue recognized.

Basis of the budget

77. UN-Women is funded through two sources: assessed contributions and voluntary contributions. Assessed contributions (regular budget) amount to \$14.8 million for the biennium 2012-2013, which, for 2012, amounted to \$7,235,000. Voluntary contributions are estimated at \$700 million for the biennium 2012-2013. Voluntary contributions cover the institutional budget and programmable expenditures. The remaining programmable budget is funded by regular resources, wherein funds are allocated based on a set methodology; and by other resources, wherein funds are directly attributed to specific projects (see table 3).

Table 3
Contributions by source as at 31 December 2012

(Thousands of United States dollars)

	<i>Regular resources</i>	<i>Other resources</i>	<i>Assessed resources</i>	<i>Total</i>
Governments	112 736	68 777		181 513
Agencies of the United Nations system	271	19 362	7 235	26 868
National committees	184	935		1 119
Other donors	672	4 602		5 274
Total contributions	113 863	93 676	7 235	214 774

78. The reported financial results (actual) are adjusted to allow comparison between the budget as presented and the actual use of resources (see table 4). The comparison of the budget and actual use of resources is prepared in the same format as the original approved institutional budget, along with the inclusion of assessed contributions (see table 5).

Table 4
Expenses by geographical region and UN-Women headquarters department as at 31 December 2012

(Thousands of United States dollars)

<i>Regions</i>	<i>2012</i>
Africa	51 186
Latin America and the Caribbean	29 050
Arab States	18 741
Asia and the Pacific	44 251
Europe and Central Asia	14 973
Total geographic regions	158 201
Policy and Programme Bureau	36 666
Directorate, Bureau of Management, Bureau of Strategic Partnerships, Intergovernmental Support	41 072
Total expenses	235 939

Table 5
Comparison of budget for and actual use of resources as at 31 December 2012

(Thousands of United States dollars)

	<i>Original budget</i>	<i>Final budget (as of 30 November 2012)</i>	<i>Actual amounts on comparable basis</i>	<i>Difference: final budget and actual amounts</i>
Regular budget activities	7 235	7 235	7 097	138
Development activities				
Programme	298 500	291 182	205 815	85 367
Development effectiveness	18 950	15 561	11 763	3 798
United Nations development coordination	9 267	7 698	5 000	2 698
Management activities	35 679	43 489	34 400	9 089
Change management	2 000	2 000	1 148	852
Total use or resources	371 631	367 165	265 223	101 942

VI. Conclusion

79. The year 2012 was an encouraging one for UN-Women and for women and girls in many ways. Events around the world demonstrated rising support for gender equality and affirmed the belief that gender equality is more achievable now than ever before. UN-Women successfully managed the final stages involved in transforming itself into a stronger organization at the global, regional and country levels, in line with its strategic plan and the direction provided by its Executive Board.

80. At the same time, just as events across different regions demonstrated the ongoing challenges associated with achieving gender equality, with the situation of many women and girls experiencing a set back in the face of prior gains, UN-Women also operated within an intensely resource-constrained environment. Contributions fell far short of the budget targets approved by the Executive Board, targets which were widely recognized as modest.

81. Despite these constraints, 2012 remained a year of achievement, with wide-ranging results across the priorities of UN-Women, from the global to local levels, combining its normative, operational and coordination roles to change the lives of women and girls for the better. UN-Women began 2013 as an organization with the necessary foundations in place to carry out a mandate that could not be more important, urgent and demanding. Women and girls want and deserve to be a part of the social justice, democracy, freedom and economic development revolution that is being attempted across the world. With the resources appropriate to that mandate, UN-Women stands ready to support that, build upon what has already been achieved, deliver results and play its full part in driving forward a growing global momentum for gender equality and the empowerment of women.
