United Nations

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

Annual session of 2013
25-27 June 2013
Item 2 of the provisional agenda
Strategic Plan

Draft UN-Women Strategic Plan, 2014-2017
Making this the Century for Women and Gender Equality

Summary

The present draft UN-Women Strategic Plan, 2014-2017 and its annexes are presented to the Executive Board for discussion. A final draft will be presented to the Executive Board, for approval, at its second regular session of 2013.

Elements of a decision

The Executive Board may wish to take note of, and provide guidance on, the draft UN-Women Strategic Plan, 2014-2017, and its annexes.

I. Introduction

1.   The pursuit of gender equality, women's rights and women's empowerment is the defining challenge of the twenty-first century. Its achievement would unleash the full potential of half the world's population. It is a prerequisite and driver for sustainable development, poverty eradication, peace and security, and human rights. Yet the reality of gender discrimination touches the lives of every woman and girl in the world. Despite continuing setbacks and obstacles, the goal of gender equality and women's empowerment is increasingly within sight, as demonstrated by progress in women's political participation and economic empowerment, ending violence against women, women's participation in peace processes, and gender responsive plans and budgets.

2.   The UN General Assembly, in resolution 64/289 on system-wide coherence, established the United Nations Entity for Gender Equality and the Empowerment of Women (UN-Women) with a mandate to assist countries and the United Nations (UN) system to progress more effectively and efficiently towards the goal of achieving gender equality, women's empowerment, and upholding women's rights. The founding resolution of UN-Women calls upon it to lead, coordinate and promote the accountability of the UN system in its work on gender equality and the empowerment of women, working across the system through mechanisms including the UN System Chief Executives Board for Coordination (CEB), its High Level Committees on Programmes and Management, the UN Development Group (UNDG) and the Inter-Agency Network on Women and Gender Equality.

3.   Recognizing that no country has achieved gender equality, UN-Women's mandate is universal. UN-Women effectively links and leverages its unique intergovernmental normative support function, coordination mandate, and operational activities. UN-Women's coordination function and field operations support implementation of international and regional norms and standards, while also informing the development of those norms and standards with country-level realities through advocacy, policy, knowledge and strategic partnerships. The Beijing Platform for Action, the Convention on the Elimination of All Forms of Discrimination against Women (CEDAW), the UN Millennium Declaration, and applicable UN instruments and resolutions that support, address and contribute to gender equality and the empowerment of women provide a framework for the work of the Entity.

4.   The Strategic Plan 2014-2017:

a)   Updates the Strategic Plan 2011-2013, which laid out the priorities of the organization up to 2017, focusing its results frameworks, including clearer results chains, indicators, targets and baselines, strengthening links between outcomes, outputs and indicators, and reflecting UN-Women's experience of responding to national, regional

and global needs and priorities and requests from the UN system to guide a coherent and coordinated investment in gender equality and women's empowerment;

b)   Reflects lessons learned in implementing the Strategic Plan 2011-2013, including results achieved within the Executive-Board approved budget, and lessons learned through evaluation[1], including: i) the importance of basing programmatic work on participatory and nationally-driven processes; ii) UN-Women's comparative strength in country-level advocacy; iii) UN-Women's success in strengthening capacity of civil society, but the need to do so in sustainable ways; and iv) the need for more consistent quality in UN-Women's country-level coordination role ;

c)   Stresses UN-Women's universal mandate, and its application to developed and developing countries alike;

d)   Reflects the 2012 Quadrennial Comprehensive Policy Review (QCPR) adopted by the UN General Assembly in December 2012, including specific elements on gender equality, and more broadly;

e)   Reflects UN-Women's strengthened coordination role, notably that arising from the QCPR resolution's extensive consideration of gender equality and women's empowerment, including UN-Women's system-wide role and the UN System-Wide Action Plan on Gender Equality and Women's Empowerment (UN-SWAP);

f)   Reflects new and strengthened partnerships within the UN system and with women's organizations and networks, other civil society organizations, academia and experts, the mass media and the private sector. These partnerships support UN-Women's advocacy for integration of gender equality issues in all development sectors. UN-Women became the eleventh co-sponsor of UNAIDS, joined the "H4+" group of UN entities supporting the Secretary-General's Every Woman Every Child Campaign, is partnering with UN-Habitat in shaping the new urban agenda, and engaged in the Education First and Sustainable Energy for All initiatives. UN-Women works closely with civil society, strengthening capacity to work with Member States to implement global and national policies and standards on gender equality and women's empowerment, drawing on UN-Women's Civil Society Advisory Groups (CSAGS), which represent an innovative institutionalization of the Entity's partnership with civil society.

g)   Capitalizes on new agreements and commitments to increase accountability for results on gender equality and women's empowerment in gender-specific and sectoral intergovernmental agreements; and

---

[1] Annual Report on the UN-Women evaluation function (2012).

h)   Aligns UN-Women's strategic planning cycle with that of UN Funds and Programmes as well as harmonization between Executive Boards.

II. Context

Strengthened intergovernmental normative frameworks and commitments for gender equality, women's rights and women's empowerment

5.   United Nations Member States have committed to achieving gender equality and advancing women's rights. These commitments are enshrined in global treaties such as CEDAW and the 1995 Beijing Platform for Action, and in five Security Council resolutions on women, peace and security.

6.   The outcome document of the UN Conference on Sustainable Development (Rio+20) identified gender equality and women's empowerment as a priority and a cross-cutting issue, and reaffirmed the centrality of gender equality and women's empowerment to sustainable development in its three dimensions.

7.   The Parties to the UN Framework Convention on Climate Change (COP 16, 17) recognized that gender equality and the effective participation of women are important for effective action on all aspects of climate change. At COP 18 a landmark decision on gender balance in representation in bodies established under the Convention or the Kyoto Protocol and in the composition of Parties' delegations was adopted. Gender-sensitive climate policy is now included on the agenda of every COP meeting.

8.   The Declaration adopted at the High-level Meeting on the Rule of Law during the 67th session of the UN General Assembly recognized the importance of ensuring that women, on the basis of gender equality, fully enjoy access to justice and the benefits of rule of law. Other recent UN General Assembly resolutions strengthen Member States' commitments to promote women's political participation[2], and call for the improvement of the situation of women in rural areas[3].

9.   In 2012 the UN GA adopted landmark resolutions on the elimination of all forms of violence against women and on ending female genital mutilation (FGM) and trafficking. In March 2013 the Commission on Status of Women (CSW) agreed conclusions strengthened Member States commitments to prevent and end all forms of violence against women. UN-Women leveraged its convening role to mobilize partners and stakeholders including UN agencies and civil society in support of the positive outcome of CSW 57.

---

[2] A/RES/66/130
[3] A/RES/66/129

10.   Following successive Security Council resolutions on the global and UN system-wide response to supporting women's role in conflict resolution and prevention, UN-Women has been tasked with supporting norm-setting, monitoring and UN system coordination. UN-Women will support implementation of the UN Secretary-General's Seven Point Action Plan on Gender-Responsive Peace-building which commits the UN to increasing resources allocated to post-conflict and peace-building specifically targeting gender equality and women's empowerment.

11.   The QCPR calls on UN system agencies to ensure system-wide coherence and stresses the UN system's mandate on gender equality and women's empowerment. It emphasizes grounding operational activities in international norms and standards, and reaffirms UN-Women's role in leading, coordinating, and promoting accountability of the UN system for gender equality and women's empowerment. The QCPR directs the UN system to harmonize and strengthen joint programming and results-based management, to ensure mutual accountability within the framework of the UN Resident Coordinator (RC) system, to increase investments in gender equality, ensure more reliable tracking of resource allocation, and secure expertise to enhance gender mainstreaming in programme planning and implementation.

12.   In 2012, the UN-SWAP was endorsed by the CEB and welcomed by the UN Economic and Social Council (ECOSOC), which called upon the UN system to actively engage in its roll-out. The UN-SWAP represents a major step forward in ensuring accountability of the UN system for work on gender equality and the empowerment of women. 57 Entities, Departments and Offices across the UN system report against the SWAP using 15 common performance standards. The UN system currently meets or exceeds requirements in a third of performance indicators, and approaches requirements in another 43 percent. All UN-SWAP Performance Indicators are to be met by 2017.

13.   UN-Women's role in promoting UN system-wide action on gender equality was also affirmed by the 2011 Istanbul Programme of Action for the Fourth UN Conference on the Least Developed Countries.

14.   Member States' decision at the 57th session of CSW to undertake a 20-year review and appraisal of the implementation of the Beijing Declaration and Platform for Action demonstrates renewed political impetus and momentum for action to achieve the commitments made at the Fourth World Conference on Women. UN-Women will support this process through intergovernmental normative support and coordination, linking these to its operational activities to promote follow-up.

15.   Discussions are currently underway on the development of the post-2015 agenda and the Sustainable Development Goals (SDGs). There is an opportunity to build on the Millennium Development Goals (MDGs), by retaining the priority and focus given to gender equality through a standalone gender equality goal, more explicitly addressing the

need for transformation in gender relations, and ensuring that gender equality is mainstreamed in all other goals, targets and indicators developed. UN-Women will support Member States in the formulation and implementation of gender equality commitments in the new development framework.

Status and trends in achieving gender equality, women's rights and women's empowerment.

16.   Gains have been made in many MDG goals and targets, including on poverty reduction, access to clean water, gender parity in education, and access to treatment for people living with HIV.[4] Yet achievement of the MDGs has been held back by gender inequality and inadequate investment in the gender dimensions of the Goals. Poverty continues to disproportionately affect women in both rural and urban settings. The majority of the world's poor are women, and poverty intensifies gender inequalities.[5] Yet women are essential to poverty eradication, and in breaking generational cycles of poverty.

17.   MDG targets for education and health cannot be met unless all girls have the chance to go to school and women's sexual and reproductive health needs are met. Girls represent 53 percent of the primary-age out of school population[6]. Girls from rural areas, ethnic minorities and indigenous groups continue to have the lowest levels of literacy and education.[7] The number of maternal deaths decreased by only 3.1 percent per year between 1990 and 2010, well below the 5.5 percent needed to achieve global targets by 2015.[8] Maternal mortality in developing regions remains 15 times higher than in developed regions.[9] In 2011, 54 percent of adults living with HIV were women, and young women account for over 60 percent of young people living with HIV.[10]

18.   Ongoing financial, food and fuel crises, recession and austerity have slowed growth and poverty reduction, and worsened inequalities in developing as well as developed countries. Crisis and austerity have increased women's reliance on vulnerable employment, lowered their incomes, and increased their care burden, thereby reinforcing and deepening existing gender inequalities.[11] Food and commodity prices continued to rise well into 2012, with women and children's nutritional status suffering as a result.[12] This has been exacerbated by the impact of climate change and natural disasters, which poor women, in particular those in rural areas, experience as a daily reality. Women's

---

[4] UN The Millennium Development Goals report (UN, June 2012)

[5] World Development Report 2012 (World Bank, Washington, 2012)

[6] UN The Millennium Development Goals report (UN, June 2012)

7 Education For All, Global monitoring report 2012, http://www.unesco.org/new/fileadmin/MULTIMEDIA/HQ/ED/pdf/gmr2012-report-ch1.pdf

[8] UNFPA, UNICEF, WHO, World Bank Trends in Maternal Mortality 1990-2010 (WHO, Geneva, 2012)

[9] UN The Millennium Development Goals report (UN, June 2012)

[10] UNAIDS Global Epidemic Report 2012

[11] The Age of Austerity: A Review of Public Expenditures and Adjustment Measures in 181 Countries (Ortiz and Cummins, Geneva, 2013).

[12] UN 2013 World Economic Situation and Prospects

unequal access to water, sanitation, and energy constrains their participation and increases their poverty and care burden.

19.   Women's workforce participation remains stagnant since 2010 at 51.1 percent compared to 77.1 percent for men.[13] In some countries the gender pay gap is as high as 40 percent: in only eight countries of 38 with available data was the wage gap less than 15 percent in 2010.[14] Women continue to predominate in informal and vulnerable employment.[15] Of the 214 million international migrants in 2010, 49 percent were women, the majority concentrated in the unprotected informal manufacturing and service sectors.[16]

20.   187 countries have ratified CEDAW, and impressive progress has been made at the national level in reforming constitutions and legal codes to uphold gender equality. Yet many laws continue to permit discriminatory practices relating to land, property rights, employment benefits and mobility. Difficulties accessing justice persist, in particular for the poorest women and girls.[17].

21.   While many countries have passed laws on domestic violence and on sexual harassment, an estimated 3 to 7 of every 10 women experience physical or sexual violence in their lifetime. An estimated 140 million women and girls are living with the consequences of FGM.[18] More than one third of women aged 20-24 in the developing world were married by the age of 18.[19]

22.   As of April 2013, 34 countries had achieved or surpassed the 30 percent critical mass mark for women's representation in parliament, an increase from 26 in January 2011[20], with 29 of these having used temporary special measures.[21] As of January 2012, only 26 countries had 30 percent or more women ministers.[22] Only 16 elected heads of State are women. Women remain underrepresented in local government.[23] Globally, only 21 percent of senior management roles are held by women.[24]

23.   Women are disproportionately affected by humanitarian emergencies, both conflict situations and natural disasters, yet remain excluded from peace, preparedness and recovery processes. Only four percent of signatories in peace processes included

---

[13] ILO Global Employment Trends 2013 (ILO, Geneva, 2013)
[14] International Labour Organization Statistical database
[15] ILO Global Employment Trends 2013 (ILO, Geneva, 2013)
[16] UN Department of Economic and Social Affairs, Trends in International Migrant Stock: The 2008 Revision, http://esa.un.org/migration/index.asp?panel=1
[17] Progress of the World's Women 2011-2012: In Pursuit of Justice (UN Women, New York, 2012)
[18] Female genital mutilation: Fact sheet No. 241 Updated February 2013 (WHO, Geneva, 2013)
[19] Marrying Too Young: End Child Marriage (UNFPA, New York, 2012)
[20] Singleor lower houses of parliament. Inter-Parliamentary Union, *Women in National Parliaments,* 1 April 2013. www.ipu.org
[21] IDEA, IPU and Stockholm University, *Global Database of Quotas for Women,* www.quotaproject.org; MDG Database, 2013, http://mdgs.un.org/unsd/mdg/Data.aspx
[22] Inter-Parliamentary Union and UN-Women, 2012. *Map on Women in Politics: 2012.*
[23] The World's Women 2010: Trends and Statistics (UN, 2010)
[24] Women in senior management: still not enough (Grant Thorton, 2012)

women, and women were absent from chief mediating roles in UN-brokered talks.[25] Economic recovery, infrastructure, security and the rule of law show a striking lack of gender analysis and budget provision for women's needs[26]

24.   Investments in gender equality and women's empowerment are declining. OECD-DAC aid commitments for gender equality fell by 19 percent from US$25.3 billion in 2009-2010 to $20.5 billion per year in 2010-2011.[27] Gender-related statistics are not available in certain domains, are often not comparable, and quality of data varies significantly between countries. Sex-disaggregation of available statistics remains a challenge.[28]

25.   UN-Women will continue to work with its partners and stakeholders to ensure concerted efforts are taken by all actors to increase women's economic empowerment, prevent and end violence against women, promote women's equal participation in public and private decision making, and mobilize increased ODA and public and private sector investment for gender equality and women's empowerment.

Strengthened country-level support to Governments and UN Country Teams

26.   Ensuring the capacity of UN Country Teams (UNCTs) and the UN RC system to advance gender equality remains one of UN-Women's highest priorities. In 2012, 99 UNCTs included a gender equality element in their annual workplans, up from 49 in 2004. 106 UNCTs convened gender theme groups in 2012 compared to 37 in 2004. 115 had joint initiatives on gender equality in 2012 compared to 43 in 2004. Incorporation of sex-disaggregated data and analysis in UN Development Assistance Frameworks (UNDAFs) has significantly improved. The number of UNDAFs including gender equality as a cross-cutting issue increased from 41 in 2004 to 58 in 2012.

27.   The Independent Evaluation on Delivering as One (DaO) found that both DaO and system-wide coherence have strengthened UN system capacity to work on cross-cutting issues, facilitating work on gender equality and women's empowerment in joint programming, policy advice and advocacy. The roll-out of UNDG Standard Operating Procedures for countries adopting the DaO approach provides a further opportunity.

28.   UN-Women supported programme countries upon request in all priority areas of the 2011-2013 Strategic Plan. By end 2012, UN-Women delivered increased support for achieving results in 87 programme countries and was on track against 23 of 29 Strategic Plan indicators, contributing to significant changes for women and girls. For example, 17

[25] UN-Women Women's Participation in Peace Negotiations: Connections between Presence and Influence in UN-Women Resources on Women, Peace and Security. (UN-Women, 2012)
[26] UN-Women, *What Women Want: Planning and Financing for Gender-Responsive Peacebuilding* (2012)
[27] OECD-DAC Aid in Support of Gender Equality and Women's Empowerment: Statistical Overview October 2012; OECD-DAC Aid in Support of Gender Equality and Women's Empowerment: Donor Charts March 2012; figures for both periods are constant 2010 prices.
[28] E/CN.3/2011/4

countries had incorporated temporary special measures for women in constitutions, legal frameworks and policies. 27 countries had adopted or strengthened policies to protect the most economically vulnerable groups of women. 22 countries had adopted National Action Plans to end violence against women and girls. 18 countries had developed National Action Plans to implement UN Security Council resolution 1325. National planning documents in 28 countries incorporated priorities and budgets on gender equality and women's empowerment. In ten countries supported by UN-Women women living with HIV were able to influence formal planning and review mechanisms for national response.

29.   UN-Women's field presence and capacity are essential to responding to national demand and promoting inclusion of gender equality and women's empowerment in UNCTs' work. In November 2012, UN-Women's Executive Board approved a new regional architecture, aligning every level of the organization and its operational procedures to better achieve results. This new architecture includes strengthened country offices, which now support national governments and the UN system with more, better-trained staff, and delegated authority. At regional level, UN-Women has deployed senior Regional Directors who oversee UN-Women's work in their region and can respond better to national and regional priorities.

30.   UN-Women also implemented the International Public Sector Accounting Standards and established an independent Evaluation Office and Evaluation Policy.

III. Priorities and Principles

A. Priorities

31.   The priorities of the 2011-2013 Strategic Plan continue to drive the development results of the 2014-2017 Strategic Plan. Coordination is fundamental to achieving results and is mainstreamed into the results framework. The programmatic priorities are:

a)   Women lead and participate in decision making at all levels.

b)   Women, especially the poorest and most excluded, are economically empowered and benefit from development.

c)   Women and girls live a life free from violence.

d)   Peace and security and humanitarian action are shaped by women's leadership and participation.

e)   Governance and national planning fully reflect accountability for gender equality commitments and priorities.

f)   A comprehensive and dynamic set of global norms, policies and standards on gender equality and women's empowerment is in place and is applied through action by Governments and other stakeholders at all levels.

32.   The operational effectiveness and efficiency results of the Integrated Results Framework elaborate four priorities:

a)   to drive more effective and efficient UN system coordination and strategic partnerships;

b)   to institutionalize a strong culture of results-based management, reporting, knowledge management and evaluation;

c)   to enhance organizational effectiveness featuring robust capacity and efficiency at country and regional levels; and

d)   to mobilize and leverage adequate resources.

B. Principles

33.   UN-Women employs the following principles and approaches, derived from the UN development system and its established founding principles:

Principles

a)   Supporting capacity development as the foundation strategy for effective and sustainable development;

b)   Being demand-driven, responding to requests for support from Member States and other stakeholders, aligning support with national development plans and strategies and reaffirming the centrality of national ownership;

c)   Promoting inclusiveness, highlighting the crucial role of men and boys play as partners for women's rights and gender equality, and focusing, where appropriate, UN-Women's efforts on the poorest and most excluded, including rural women, indigenous women, women from racial and ethnic minorities, women with disabilities, and women living with HIV/ AIDS. Where appropriate and possible, indicators will be disaggregated to track progress for the most vulnerable and disadvantaged groups of women;

d)   Supporting transformation of relationships at the individual, family, community, national and global levels towards gender equality and the empowerment of women;

e)   Promoting sustainable development, and the vital role of women in development in all its dimensions, including economic, social and environmental; and

f)   Acknowledging the universal challenge of the pursuit of gender equality and the applicability of UN-Women's mandate in all country contexts.

Approaches

a)   Working for and within a coherent UN system, supporting a more effective UN RC system, maximizing comparative advantages, and complementing the work of other UN entities, while stressing that the establishment of UN-Women does not relieve any other part of the UN system from responsibility for contributing to the promotion of gender equality and women's empowerment;

b)   Promoting accountability, transparency and performance measured by results and outcomes;

c)   Advocating for the promotion of gender equality and women's empowerment, and ensuring a strong voice for women and girls so that they can shape the decisions that impact their lives;

d)   Acting as a global broker of knowledge and experience, and sharing lessons learned on aligning practice with normative guidance.

34.   This Strategic Plan is aligned with the QCPR. UN-Women together with UN Funds and Programmes that have aligned their strategic planning cycles with the QCPR are working together to foster coherence and synergies in their activities. We are responding to the mandates of the QCPR, and acting in accordance with the UNDG programming principles of a human-rights based approach, gender equality, environmental sustainability, results-based management and capacity development. We are collaborating through DaO and other mechanisms for collective action, avoiding overlaps and defining clear roles and responsibilities.

35.   Together, we have taken steps toward converging our strategic planning, particularly with respect to our results frameworks. Specifically, we are:

a)   using performance indicators of the UN-SWAP to help monitor progress in gender mainstreaming, recognizing gender mainstreaming as essential to achieving results, and our responsibility to promote gender equality through actions in pursuit of our mandates,

b)   using performance indicators of the UNAIDS Unified Budget, Results and Accountability Framework (UBRAF) to help monitor progress in addressing HIV and AIDS and maximize the coherence, coordination and impact of the broader UN response to AIDS,

c)   using performance indicators aligned with the approach agreed through ongoing Interagency Standing Committee (IASC) work on a common Humanitarian Response Monitoring Framework, as part of the newly developed Humanitarian Programme Cycle, and

d)   harmonising our understanding of value for money founded on the concepts of economy, efficiency and effectiveness, including common areas of measurement and reporting.

36.   In consultation with Member States, we will continue to strengthen performance, accountability and coherence. We will collectively identify effective joint operating platforms to achieve results and accelerate joint work on real-time monitoring in collaboration with national partners. We will achieve greater coherence in results reporting across agencies and between agency-specific reporting and ECOSOC reports on operational activities.

37.   UN-Women adheres to the UN system-wide common understanding on a human-rights based approach[29]. The common understanding emphasizes that all development cooperation programmes, policies and technical assistance should further the realization of human rights as laid down in the Universal Declaration of Human Rights and other international human rights instruments. It specifies that development cooperation contributes to the capacity-building of "duty bearers" to meet their obligations and/or of "rights holders" to claim their rights.

38.   UN-Women is committed to strengthening its work in the area of humanitarian action and disaster risk reduction, including through close partnership with the Office for the Coordination of Humanitarian Affairs (OCHA). UN-Women's engagement in humanitarian action aims to ensure consistency and sustainability in addressing gender equality concerns across the humanitarian-development continuum as well as to improve awareness and commitment, enhance capacity and strengthen partnerships with national entities, civil society, regional institutions and the international humanitarian system.

IV. UN-Women results frameworks

39.   UN-Women's Integrated Results Framework (Annex A) incorporates development and operational effectiveness and efficiency results in line with the Integrated Budget.

---

[29] Statement on a Common Understanding of a Human Rights-Based Approach to Development Cooperation:
http://www.undg.org/archive_docs/6959-
The_Human_Rights_Based_Approach_to_Development_Cooperation_Towards_a_Common_Understanding_among_UN.pdf

40.   Accountability for contributing to the impacts and outcomes of this plan is shared by the relevant development partners in line with results-based management principles. UN-Women will be accountable for: (a) development outputs of the results framework; (b) all operational effectiveness and efficiency results; (c) stewardship of the resources with which it is entrusted; and (d) monitoring, reporting and evaluation of achievements and challenges.

A. Contribution to development results

41.   The development results include impacts, outcomes and outputs that UN-Women will support, reflecting UN-Women's universal mandate, the diversity of different country contexts and demand for support from Member States, and the corresponding diversity of approaches to supporting results.

42.   The six Strategic Plan impacts are the principal areas where UN-Women will make a specific contribution to development results, and where over time the Entity has demonstrated comparative advantage. They are interlinked and interdependent. None can be pursued independently, and results in each area are essential to achieving results in others.

Development results impact 1: Women lead and participate in decision making at all levels

43.   This area aligns with the MDGs and new intergovernmental resolutions to promote greater representation and participation of women. It promotes and monitors representation and participation of women in national and local decision-making bodies, including governments, parliaments, councils and political parties, as well as women's participation and influence in other areas of civic engagement. While acknowledging country specificity, the area also prioritizes increasing opportunities for women's leadership in front-line service delivery.

44.   Outcome-level results at national level include supporting adoption and implementation of constitutional reform, laws and policies that promote women's inclusion, including temporary special measures; gender-responsive electoral management; and capacity development and institutional change to attract more women into leadership positions in service delivery institutions. Intergovernmental and coordination results focus on achieving continued reinforcement and monitoring to increase women's participation in leadership, including through provision of gender-disaggregated data. Inter-agency results seek greater coherence in policy advice provided to governments to advance women's leadership. Key UN partners include UNDP and the Department of Political Affairs of the UN Secretariat.

45.   These results build on the achievements and lessons of the Strategic Plan 2011-2013, including the need for targeted policy guidance and advisory services on constitutional reform and women's political participation with a focus on electoral processes, and strengthened partnerships and a common understanding of interconnected mandates, particularly regarding UN inter-agency collaboration on electoral assistance. Country-level programmes have illustrated the need for enhanced capacity building for key stakeholders, women candidates, electoral officials, CSOs and indigenous women.

46.   Work in this area is complemented by the UN-Women multi-donor Fund for Gender Equality which supports initiatives on women's political and economic participation. The Fund's second grant-making cycle in 2011-2012 resulted in 53 grants totaling US$17 million.

Development results framework impact 2: Women, especially the poorest and most excluded, are economically empowered and benefit from development

47.   This area supports women's increased access to sustainable livelihoods, productive assets and decent work, increased resilience in disaster risk reduction and climate change mitigation, and poverty reduction and women's participation and leadership in economic policy and decision-making. It addresses women's economic opportunities at all levels, with a strong focus on the poorest and excluded women.

48.   Outcome-level results include the adaptation and implementation of national plans, legislation, policies, strategies, budgets and justice mechanisms to strengthen women's economic empowerment; the development and implementation of gender-responsive services, including transport, utilities, markets, water and energy, and green technology, to enhance women's sustainable livelihoods; and support to gender equality advocates to enable them to better influence economic policies and poverty eradication strategies to promote women's economic empowerment and sustainable development.

49.   These results build upon prior achievements, including promotion of the economic empowerment of rural women through a joint programme with FAO, IFAD and WFP, efforts to strengthen the evidence base for women's economic empowerment, and strategic partnerships with agencies including the World Bank. At country level, programming is increasingly addressing disaster risk reduction in the context of climate change, and gender-responsive services, focusing on scaling-up support to the most excluded women.

50.   Work in this area is complemented by UN-Women's multi-donor Fund for Gender Equality which supports initiatives to improve women's access to and control over economic resources including multi-purpose services in markets to increase women's productivity and well-being.

Development results framework impact 3: women and girls live a life free from violence

51.   Building on intergovernmental agreements, including the CSW 57 agreed conclusions and Member States commitments under the Secretary-General's "UNiTE to End Violence against Women" campaign, this goal highlights the ambition that women and girls live a life free from violence and the fear of violence.

52.   UN-Women supports strengthened capacity of national and local partners to develop and implement laws, policies and strategies to prevent and respond to violence against women. International evidence-based knowledge, tools and practices will be shared with national and local authorities and partners. UN-system inter-agency efforts to prevent and respond to violence, including UNiTE and the Secretary-General's database will be strengthened. UN-Women will continue to work with UNFPA, other UN agencies and other partners to expand availability of quality, multi-sectoral services, and establish global quality standards for comprehensive service delivery. Enhancing capacity of service providers will ensure availability of quality, survivor focused services, as well as increased awareness among women and girls about available services.

53.   UN-Women is a global knowledge hub for evidence-based approaches to preventing and ending violence against women and girls. UN-Women will continue to work with partners to strengthen joint and comprehensive frameworks for action. Ongoing collaboration with UNICEF, UN-Habitat and other UN partners, city authorities and women's networks will support the creation of safe cities and public spaces for women and girls, free from sexual harassment and violence.

54.   Outcome level results contributing to this goal include that laws, policies and strategies are adopted and implemented in line with international standards and informed by voices of women survivors of violence in order to prevent and respond to all forms of violence against women and girls, and that women and girls are able to access multi-sectoral, quality, survivor-focused services.

55.   These results build on lessons learned during the Strategic Plan 2011-2013, including experience implementing the Safe Cities initiative, which shows that evidence-based and participatory programmes deliver results in policy development, awareness raising, and infrastructure improvements to prevent violence against women and girls in public spaces.

56.   UN-Women will continue to act as secretariat of the UN Trust Fund to End Violence against Women which has an active portfolio of 95 programmes, covering 85 countries and territories for a total value of over US$63.5 million. In 2012 the Trust Fund awarded $8.4 million in new grants to 12 initiatives in 19 countries.

Development results framework impact 4: Peace and security and humanitarian action are shaped by women's leadership and participation

57.   This area encompasses the contributions of UN-Women and its partners including DPKO, DPA, and PSBO to the implementation of global and relevant regional intergovernmental commitments on women and peace and security. Results achieved in this area build on efforts to reform the UN peace-building architecture and improve UN coordination and responsiveness in conflict-affected situations. This includes the Secretary-General's Seven-Point Action Plan on Gender-Responsive Peacebuilding.

58.   UN-Women will also strengthen its work with partners including OCHA to support existing coordination mechanisms to ensure more effective, gender-responsive UN system-wide humanitarian action. UN-Women will develop capacity to assess gender-specific needs and coordinate humanitarian action, including in formulating Disaster Risk Reduction (DRR) strategies which ensure women's empowerment and, in the case of disaster response, meet immediate gender-responsive survival needs.

59.   Outcome-level results include stronger incorporation of gender-equality commitments in conflict and post-conflict responses, including: increased numbers of women in negotiating delegations participating in peace talks, greater attention to gender equality and women's empowerment in the text of peace accords and commitments; more judicial and security personnel trained in security threats to women and effective investigation and prosecution of gender crimes in conflict; gender-responsive truth and reconciliation commissions; gender balance in the monetary value of benefits provided to women in DDR and reparations programmes, and efforts to strengthen women's livelihoods in economic recovery efforts.

60.   Programming and policy work in this area builds on experience that women themselves must lead efforts to address their protection and recovery needs. Strengthening women's civil society groups and supporting women's rights defenders, including through increased opportunities to engage in conflict resolution processes, is crucial to developing domestic constituencies for women's engagement in conflict resolution.

Development results framework impact 5: Governance and national planning fully reflect accountability for gender equality commitments and priorities

61.   UN-Women engages national governments, women's organizations and networks and gender advocates to support gender-responsive national planning and budgeting processes. This involves developing capacities, systems and resources to plan, budget and monitor public institutions' functions. UN-Women will support strengthened government accountability by ensuring that gender equality is explicitly incorporated in the strategic objectives and priorities of governments, including through increased investment in

gender-equality focused programmes and services, and is integrated into accountability frameworks.

62. UN-Women will support development of gender-responsive national HIV plans, policies, and budgets and support a greater voice for women living with and affected by HIV, as well as gender advocates, in policy and decision-making, and promote greater accountability for implementation of global commitments, including financing for gender equality.

63. In line with aid effectiveness principles[30], anticipated results include strengthened capacities of national partners and donors to integrate gender perspectives in national development strategies and sectoral plans, increased resources for gender equality and women's rights, greater status of national machineries for women, and greater awareness of women living with or affected by HIV of their rights.

64. This work reflects results and lessons learned from supporting gender-responsive planning and budgeting in over 60 countries in the past 10 years. UN-Women will expand this work to engage mainstream planning processes and institutionalize good practices in governance and public administration. At country level, this has resulted in increased resources for gender equality priorities and more demand for gender-responsive budgeting.

65. Systematic support to capacity development for key government staff, particularly in national and local AIDS coordinating authorities, as well as placing senior gender advisors in national AIDS coordinating bodies, has led to more gender-responsive national HIV policies and programmes. UN-Women's support and mobilization of networks of women living with HIV has promoted gender-sensitive HIV programming, and increased the participation of women living with HIV in decision-making bodies.

Development results framework area 6: A comprehensive set of global norms, policies and standards on gender equality and women's empowerment is in place that is dynamic, responds to new and emerging issues, challenges and opportunities and is applied through action by Governments and other stakeholders at all levels

66. This area includes UN-Women's substantive support to intergovernmental normative processes and strengthened coherence between normative guidance and operational support to national and regional partners. Under this area, UN-Women will convene stakeholders to promote consensus-building, build alliances and strengthen agreements on action through mobilization, advocacy, outreach and awareness-raising, to develop, promote and implement intergovernmental normative standards and commitments at global, regional and national levels.

---

[30] See http://www.oecd.org/dac/effectiveness/49650173.pdf

67.   UN-Women will work with gender-focused intergovernmental bodies, in particular CSW, where UN-Women serves as Secretariat, as well as ECOSOC, the Security Council and the GA, including through preparation of Secretary-General's reports. It will also engage with sectoral bodies and processes such as Rio+20 and its follow-up, the Conferences of the Parties to the UNFCCC, and the post-2015 development agenda and the SDGs, to achieve better results for women and girls. UN-Women will leverage its mandate to strengthen implementation of normative commitments and standards, including CEDAW, by enhancing capacity of governments and stakeholders to assess progress. UN-Women will share experience and lessons learned, together with overall implementation trends at the national level, at intergovernmental discussions.

68.   Outcome level results include: (a) strengthening the global normative and policy framework for gender equality and women's empowerment and its implementation; (b) engagement with a range of sectoral intergovernmental processes in order to ensure gender perspectives are reflected; and (c) strengthened linkages and synergies between normative frameworks and operational activities for gender equality and women's empowerment.

69.   These results build on achievements and lessons learned during the 2011-2013 Strategic Plan, including the need for strategic partnerships with a range of stakeholders to promote consensus and strengthen agreement on actions to be taken. UN-Women's engagement with intergovernmental processes has demonstrated the importance of dialogue and of sharing national and regional experiences among governments, to translate agreed intergovernmental norms into national policies and programmes and to monitor and accelerate their implementation.

B. Operational Effectiveness and Efficiency

70.   UN-Women's operational effectiveness and efficiency results build on the management results framework 2011-2013. They support the harmonized inter-agency integrated results and resources framework. The four system-level output clusters outlined in the 2011-2013 management results framework remain relevant to support UN-Women's normative role, coordination function, and operational activities in the field and its policy-making, knowledge generation and advocacy functions.

71.   The integrated results and resources framework is summarized below. Resources will be linked to impact-level results.

Operational effectiveness and efficiency output cluster 1: more effective and efficient United Nations system coordination and strategic partnerships on gender equality and women's empowerment

Output 1.1. UN-Women effectively leads, coordinates and promotes accountability for the implementation of gender equality commitments across the UN system.

72.   This output focuses on how UN-Women will lead, expand, and support greater effectiveness and promote accountability across the UN system at the country, regional and global level:

a)   UN-Women will work as part of the UN RC system to coordinate effective system-wide responses to national priorities through joint programmes, and by mainstreaming gender equality into UNCT priority areas. In line with the QCPR resolution, UN-Women will support UNCTs to use tools such as the gender scorecard and gender marker to strengthen accountability for gender mainstreaming. UN-Women will support the coordinated work of gender specialists to promote coherent UN system responses, stronger gender-equality outcomes in UNDAFs and One UN Programmes, and more systematic involvement of gender equality advocates;

b)   UN-Women will support Regional UNDG teams and regional coordination mechanisms of the regional commissions to engage more systematically in mobilizing technical expertise for UNCTs to assess capacity gaps and jointly support national partners in improving knowledge and evidence on gender equality;

c)   UN-Women will use its membership in high-level decision making bodies at global level to advocate for system-wide policies in key sectoral areas, to secure enhanced commitments to comprehensive strategies on gender equality and support implementation of the UN-SWAP.

73.   Output 1.2. Effective partnerships between UN-Women and major stakeholders, including civil society[31], private sector, and regional and international organizations continue to play a critical role in advancing the normative and implementation agenda.

74.   UN-Women will continue to forge effective partnerships with civil society, and facilitate the participation of civil society in inter-governmental processes and key international policy-making fora. The Civil Society Advisory Groups (CSAGs) at national, regional and global levels, will be essential to building dialogue among all stakeholders to strengthen ownership of the development and normative agenda on gender equality and women's empowerment.

75.   UN-Women will develop and enhance innovative partnerships with the private sector and private philanthropic foundations to diversify reliable sources of revenue and increase their awareness and understanding of their role in advancing women's

---

[31] See A/Res/64/289, paras 54 and 55

empowerment and gender equality. UN-Women will engage private sector partners to influence their operations for the benefit of women. These partnerships will enable UN-Women to leverage business supply chains, technology, innovation and philanthropic trends, and access goods and services and pooling of resources to advance women's empowerment and gender equality.

Operational effectiveness and efficiency results output cluster 2: a strong culture of results-based management, reporting, knowledge management and evaluation

Output 2.1. UN-Women practices results-based management:

76.   UN-Women has invested significantly in the quality of results-based management (RBM) since its establishment, as a prerequisite for managing for results and part of a broader organizational orientation to improve results focus. Steps have included the development of results-based country-level plans and a new results-tracking system. UN-Women will increase its investment in staff training, improve its results tracking system, and introduce external assessment of the quality of results-based management in its country workplans, to strengthen a culture of results-based management within the organization at all stages of programming.

Output 2.2. UN-Women is a recognized hub of knowledge for achieving gender equality and women's empowerment around the world

77.   UN-Women acts as a hub of knowledge on gender equality and women's empowerment[32] and supports its partners to develop capacity, analyze critical challenges and catalyze more effective progress towards gender equality. It will conduct and share research and analysis on methods for achieving gender equality, drawing on experience, good practices, lessons learned and a robust evaluation function. Publications, including its two flagship reports *Progress of the World's Women* and *The World Survey on the Role of Women in Development*, will make the latest knowledge on gender equality and the situation of women easily accessible. UN-Women will work with partners to improve the availability, quality and comparability of gender statistics to inform gender-responsive policy and programming, including through the multi-stakeholder, inter-agency Evidence and Data for Gender Equality (EDGE) initiative.

78.   UN-Women will share and disseminate knowledge using state-of-the-art technology and South-South and Triangular cooperation, demonstrating innovative approaches that can be scaled-up by national, multilateral and bilateral partners. Knowledge sharing will link policy and programme interventions, supporting synergies between UN-Women's normative, coordination and operational mandates. UN-Women will also continue to develop training programmes for partners together with other UN

---

[32] By para 11 (i) of the Secretary-General's comprehensive proposal A/64/588

system organizations and will support increased capacity through the UN-Women roster of experts.

Output 2.3. A clear evidence base generated from high quality evaluations of Strategic Plan implementation for learning, decision-making and accountability

79.   The evaluation function is governed by an Evaluation Policy[33] in compliance with the evaluation norms and standards of the United Nations Evaluation Group. Evaluations assess UN-Women's operational work at all levels, its intergovernmental normative support work, and its coordination role within the UN system. All evaluations assess the coherence of normative and operational work and feed into knowledge management systems. Evaluation findings, recommendations and lessons learned are used to improve organizational and UN system-wide performance.

Operational effectiveness and efficiency results output cluster 3: enhanced organizational effectiveness, with a focus on robust capacity and efficiency at country and regional levels

Output 3.1 Effective leadership and direction to advance the mandate and mission of UN-Women

80.   UN-Women's executive leadership function will lead the programmes of UN-Women, and drive UN-Women's broader leadership in the UN system and beyond in promoting enhanced gender mainstreaming.

Output 3.2. UN-Women staff have the capacity and accountability for delivering results in gender equality and women's empowerment

81.   As part of the establishment and strengthening of UN-Women's field structure, including through the Board-approved implementation of the new regional architecture, UN-Women has strengthened and extended accountability of representatives in the field. This includes enhanced delegation of authority, moving from a centralized to a more decentralized organization, with instruments detailing expectations and responsibilities of representatives. UN-Women representatives will continue to receive leadership and accountability training and all operations and programme managers will be trained in operational policies and programming procedures. UN-Women will strengthen mechanisms that hold representatives accountable for achievement of results , including through quantitative and qualitative results monitoring, linking results tracking to assessment of representatives' performance, decentralized evaluation, and using mid-term reviews of workplan achievement to assess performance. Accountability will also be addressed through broader monitoring efforts, including UN-Women's management

---

[33] UNW/2012/12; Approved by the Executive Board in Decision 2012/9

information dashboard, which tracks performance at country level using four key areas of performance.

Output 3.3. UN-Women promotes in its operations a culture of risk management, accountability and transparency.

82.   UN-Women is committed to organizational improvement and strengthened accountabilities in organizational policies and procedures. UN-Women has introduced an Internal Control Framework which institutes internal controls in all UN-Women offices. The new internal control and delegation of authority frameworks are supported by UN-Women's new Programme and Operations Manual, which provides staff with definitive guidance on UN-Women policies and procedures.

83.   UN-Women continues to leverage UN System resources rather than building its own full-fledged structures at HQ and field levels. In addition, UN-Women leverages the use of long-term agreements established by the UN system.

84.   UN-Women will introduce an enterprise-risk-management model to strengthen its governance and accountability structure. UN-Women will pay particular attention to implementing internal and external audit recommendations while ensuring that field offices are responding and taking action to address audit issues for nationally implemented projects. Continued implementation of the International Aid Transparency Initiative (IATI) will help the organization to be more accountable for use of resources.

85.   UN-Women issued a new Legal Framework to address Non-Compliance with UN Standards of Conduct, together with accompanying policies protecting staff against retaliation and prohibiting harassment and abuse of authority.

Operational effectiveness and efficiency results output cluster 4: leveraging and managing resources

Output 4.1. Improved stewardship of resources through Budget, Financial, Human Resources, and Information Technology management.

86.   UN-Women will continue to manage the resources entrusted to it in accordance with the Financial Regulations and Rules adopted by the Executive Board in April 2011. This will be achieved through: (a) strengthening and maintaining cost-effective and transparent systems of financial management and accountability; (b) supporting results-based budgeting of resources; (c) timely allocation and distribution of budgets; and (d) managing and reporting on financial transactions.

87.   UN-Women implemented strong financial control processes in 2012, introducing new comprehensive year-end and month-end closure instructions, monthly management reporting, budget monitoring, IPSAS compliant donor reporting and a detailed Finance

Manual to complement the Programme and Operational Manual. It will continue to develop and enhance these procedures to further improve controls over its resources.

88.   UN-Women ensures that human resources services are proactive, client-oriented and efficient, facilitating an enabling working environment for staff. UN-Women will employ an e-recruitment platform as part of an inter-agency initiative led by UNDP which will allow faster screening and review of job applications. UN-Women will also introduce a mobility policy to attract and retain talent by offering career-building opportunities.

89.   UN-Women's information and communications technology strategy includes three strategic initiatives. The Communication, Collaboration and Content initiative will ensure that UN-Women communicates effectively and will provide robust facilities for publishing web content, portals and intranet and extranet collaboration. The Efficiency and Transparency initiative will ensure that UN-Women's business processes are effectively supported and streamlined and will build capabilities for disclosure of data in line with UN-Women's disclosure policies. The Robust ICT Infrastructure and Services initiative will ensure that UN-Women offices have the infrastructure and support arrangements in place to allow personnel to work efficiently with minimal disruptions.

Output 4.2. Resource base is expanded and diversified to meet the demand for UN-Women catalytic and technical support and strategic grant-making

90.   Resource mobilization has been the key challenge since UN-Women's inception, and remains the most significant challenge UN-Women faces going forward. In a difficult financial climate, and given the very low baselines against which increases took place, strong support for UN-Women's work has not been matched by funding. While the number of donors has increased, and there has been modest success in leveraging funding from the private sector and foundations, even the reduced 2012 and 2013 funding targets were missed by a significant amount.

91.   UN-Women's mandate, its high dependence on voluntary contributions and the importance of delivering results in its early years, makes it critical that donors prioritize and set a new and higher baseline for resources in keeping with their stated commitments to gender equality and women's empowerment. Without increased contributions, the level of funding provided to UN-Women will not be compatible with carrying out its mandate.

92.   Resource mobilization and fund-raising activities will be intensified, guided by a strategic partnership and resource mobilization strategy that (a) targets a diverse donor base including traditional and non-traditional donors including the private sector, foundations and individuals and contributions to the UN Trust Fund to End Violence against Women, thematic funds, and the Fund for Gender Equality; (b) builds partnerships and accesses donor funds at programme country level; and (c) utilizes

diverse communications platforms to broaden outreach to the general public, to make the case for gender equality and women's empowerment, and brand UN-Women globally.

Output 4.3 UN-Women communications capacity and systems provide a foundation for effective advocacy for gender equality and the empowerment of women

93.   UN-Women's communication strategy aims to drive and support advocacy efforts to advance women's empowerment and gender equality; enhance public awareness of gender equality goals and UN-Women's role in achieving them, and promote positive behavior and attitude change. UN-Women will continue to take full advantage of news and online media, securing coverage of gender equality issues and UN-Women's work in media outlets and social media at global, regional and national levels.

V. Implementing and managing the Strategic Plan

94.   UN-Women implements its Strategic Plan through offices at Headquarters, regional, multi-country and country levels. UN-Women uses various models to respond to requests for support, including establishment of country offices upon request, coverage from multi-country offices, coverage from regional offices, advisory capacity within Resident Coordinator offices, and direct support from Headquarters.

95.   UN-Women's current country presence takes into account the presence and capacity of other UN agencies, alongside criteria from the Strategic Plan 2011-13: i) the situation of gender equality, women and girls; ii) development and income level of the country; iii) active conflict or post conflict or the presence of other insecurities faced by women in the country; and iv) high levels of inequality. UN-Women maximizes coverage of countries in a cost effective and efficient manner. Strengthening and/or establishment of UN-Women country presences is based on direct request by national governments and consultation with UNCTs, and depends on available resources. It currently includes 6 Regional Offices, 6 Multi-Country Offices, 48 Country Offices and 28 countries where UN-Women has a programme presence only (Annex B).

96.   UN-Women's Regional Offices will support implementation of the Strategic Plan through regional strategies and oversight of country level work, providing managerial and programme oversight, quality assurance, technical and operational support and policy advice to offices in their region, including on UN-Women's intergovernmental normative function. They will also be responsible for regional inter-agency coordination, and support non-core resource mobilization and partnerships. They will promote closer partnership with civil society, including through regional CSAGs. They will engage with regional bodies and processes, facilitate knowledge management, communications and advocacy within and between regions, and support actions under UN-Women managed Trust Funds.

97.   UN-Women will employ global and regional programmes to work on universal issues, respond to emerging challenges and opportunities, address cutting-edge areas, promote innovation, build strategic partnerships, and support the organization's normative work through norm-setting and evidence-based advocacy.

98.   UN-Women's programmes are aligned with UN common country programming. In line with UN partners, UN-Women will undertake a Mid-Term Review of the Strategic Plan in 2015, and make proposals arising from it to the Executive Board, reflecting agreements on the new development agenda.

B. Monitoring, reporting and evaluation

99.   UN-Women will monitor the Strategic Plan's development results at the output, outcome and impact levels, and its organizational effectiveness and efficiency results at the output level. Sources for monitoring will include annual country-level reporting using UN-Women's Results Tracking System, data from Atlas, and other corporate tracking exercises. In line with evaluation findings, it will: (a) build internal monitoring capacities at all levels; (b) develop strong monitoring and data systems for internal management; and (c) develop Monitoring, Evaluation and Research Plans (MERPs). Reporting will be supported by internal tools, including programme progress reports, annual reports and the Atlas Enterprise Resource Planning system. UN-Women prepares an annual report for the Executive Board and ECOSOC.

100.   UN-Women's evaluation function is governed by its evaluation policy[34]. UN-Women's independent Evaluation Office reports directly to the Under-Secretary-General/ Executive Director and has staff in UN-Women Regional Offices. Resource allocations for evaluation will be included in the overall planning and budgeting process.

101.   Evaluation reports and management responses are publicly available on the Global Accountability and Tracking of Evaluation Use (GATE) system. Management responses are produced and tracked for all evaluations.

102.   UN-Women will: (a) contribute to the UN Evaluation Group and regional and country evaluation groups; (b) promote joint evaluation on gender equality and system-wide accountability; (c) support gender-responsive evaluation capacity within the UN; and (d) build evidence-based knowledge. Its Gender Equality Evaluation Portal[35] will promote exchange of evaluation findings, and support monitoring of the UN-SWAP evaluation indicator.

_____

[34] UNW/2012/12; Approved by the Executive Board in Decision 2012/9
[35] UN-Women, *Gender Evaluation Portal* (New York, 212)

Annex A: Financial Framework

Financial Framework

(details to be confirmed; table provided for illustrative purposes only)

(Millions of United States dollars)	2012-2013 Budget					2014-2015 Estimates					
	Regular resources	%	Other Resources	Total	%	Regular resources	%	Other Resources	Other Resources Cost Recovery	Total	%
1. Resources available											
Opening balance*	47.9	12.0%	208.7	256.6	26.8%						
Income											
Contributions	350.0	87.5%	350.0	700.0	73.0%						
Other Income and reimburements	2.0	0.5%		2.0	0.2%						
Total Income	399.9	100.0%	558.7	958.6	100.0%						
Less: reimbursements (tax offset)											
Trust Fund receipts											
Total available	**399.9**	**100.0%**	**558.7**	**958.6**	**100.0%**						
2. Use of resources											
A. Development activities											
A.1 Programme	215.0		382.0	597.0							
A.2 Development effectiveness	35.9		4.0	39.9							
Subtotal Development Activities	**250.9**	**72.1%**	**386.0**	**636.9**	**86.2%**						
B. **United Nations development coordination**	**20.9**	**6.0%**		**20.9**	**2.8%**						
C. **Management Activities**											
C.1 Recurring	73.6		4.4	78.0							
c.2 Non-recurring	2.0			2.0							
Subtotal Management Activities	**75.6**	**21.7%**	**4.4**	**80.0**	**10.8%**						
D. Special-purpose activities											
D.1 Capital Investments											
D.2 Other activities	0.8			0.8							
Subtotal Special Purpose Activities	**0.8**	**0.2%**	**-**	**0.8**	**0.1%**						
Total Institutional Budget (A.2+B+C+D)	**133.2**	**38.3%**	**8.4**	**141.6**	**19.2%**						
Total Use of resources (A+B+C+D)	**348.2**	**100.0%**	**390.4**	**738.6**	**100.0%**						
Balance of resources (1-2)	**51.7**		**168.3**	**220.0**	**119.2%**						

*Opening balances reflect actual figures

Annex B UN Women Regional, Multi-Country and Country Offices as of April 2013

Regional Offices (6)	Multi Country Offices (6)	Country Offices (48)	Programme Presence (28)
Africa Regional Offices: **Nairobi, Kenya** (Eastern and Southern Africa) **Dakar, Senegal** (West and Central Africa)	**South Africa** (Southern Africa)	Burundi, Cameroon, Cote d'Ivoire, DRC, Ethiopia, Kenya, Liberia, Malawi, Mali, Mozambique, Nigeria, Rwanda, Senegal, Sierra Leone, South Sudan, Sudan, Tanzania, Uganda, Zimbabwe	Cape Verde, Ghana, Guinea Bissau, and Somalia
Arab States Regional Office: **Cairo**, **Egypt**	**Morocco** (Maghreb region)	Egypt, Iraq, Jordan, Palestine	Algeria, Libya, Mauritania, Tunisia, Yemen
Asia and the Pacific Regional Office: **Bangkok, Thailand**	**India** (South Asia) **Fiji** (Pacific Islands)	Afghanistan Bangladesh, Cambodia, Nepal, Pakistan, PNG, Thailand, Timor Leste, Vietnam	China, Indonesia, Kiribati, Laos, Myanmar, Philippines, Samoa, Solomon Islands, Vanuatu, Bhutan, Maldives and Sri Lanka

Europe and Central Asia Regional Office: **Istanbul, Turkey**	**Kazakhstan** (Central Asia)	Albania, Bosnia Herzegovina, Georgia, Kyrgyzstan, Moldova, Slovakia.	Kosovo (under UNSCR 1244), FYR Macedonia, Serbia, Tajikistan
Americas and Caribbean Regional Office: **Panama City, Panama**	Barbados(Caribbean)	Brazil, Bolivia, Colombia, Dominican Republic, Ecuador, El Salvador, Guatemala, Haiti, Mexico, Paraguay	Honduras, Nicaragua, Uruguay