Progress made on the UN Women Strategic Plan 2011-2013

Report of the Under-Secretary-General/Executive Director of the United Nations Entity for Gender Equality and Empowerment of Women
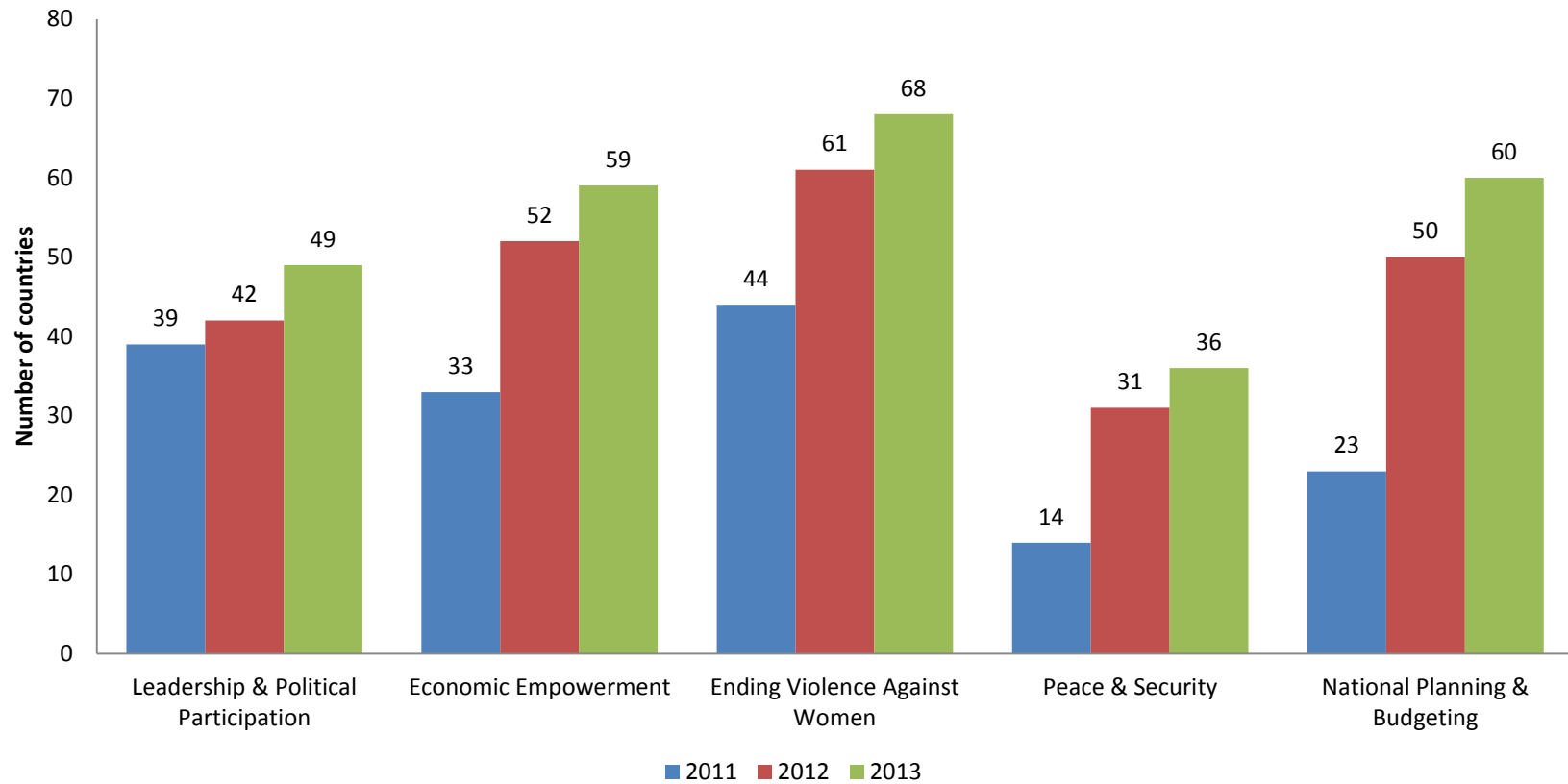
2013
DATA COMPANION

Contents

I.   Overview of Results

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

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[1] This counts the number of countries each year in which at least one output has been achieved for each of the priority areas 1 through 5. It is not a cumulative total over the SP period.

Priority Area 1: Women's Increased Leadership and Participation

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

Number of countries which incorporate temporary special measures

- Target 2013: 20
- Progress 2013: 28
- Target 2015: 33
- Target 2017: 40

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

- Target 2013: 5
- Target 2015: 10
- Progress 2013: 13
- Target 2017: 15

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

- Target 2013: 5
- Target 2015: 12
- Target 2017: 20
- Progress 2013: 21

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

- Progress 2013: 8
- Target 2013: 11
- Target 2015: 18
- Target 2017: 28

CEB adoption of joint guidance note on Temporary Special Measures

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

Number of countries supported under priority area 1	Programme expenses 2013 under priority area 1
71	38.3 million

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

Fig 3: Cumulative Number of countries[2] (during the SP period) which incorporate temporary special measures for women in constitutions, legal frameworks and policies
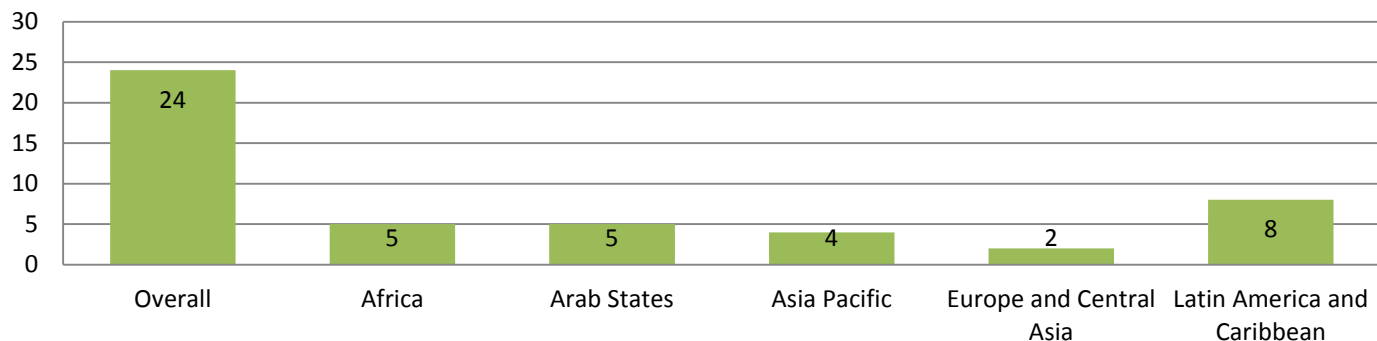
Fig 4: Cumulative Number of countries[3] (during the SP period) in which political parties put forward increased number of female candidates in national elections

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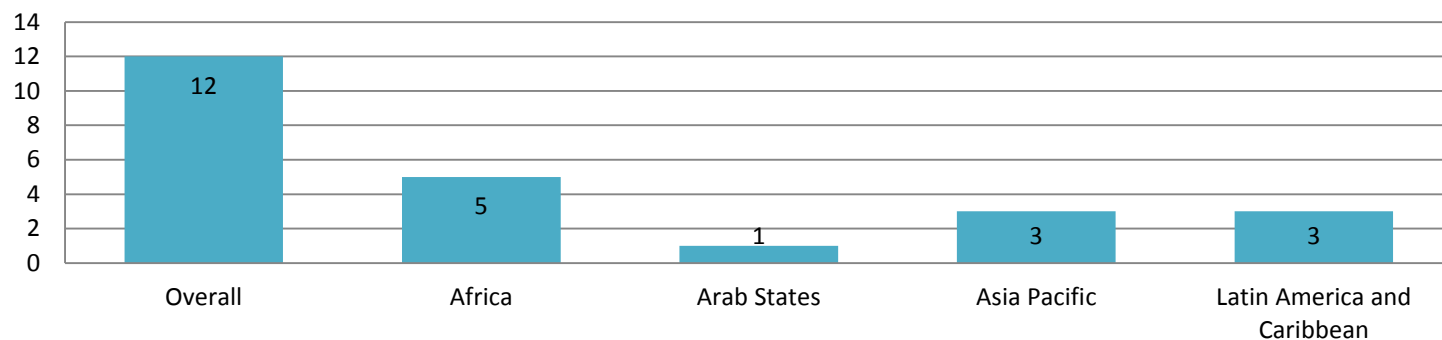
[2] Albania, Algeria, Bolivia, Brazil, China, Colombia, Democratic Republic of Congo, Egypt, El Salvador, Guatemala, Haiti, Honduras, Kenya, Mexico, Morocco, Palestine, Papua New Guinea, Senegal, South Sudan, Timor-Leste, Tunisia, Turkey, Vanuatu, Zimbabwe
[3] Brazil, Cape Verde, Cameroon, Egypt, Guatemala, Kenya, Mexico, Nigeria, Pakistan , Papua New Guinea, Rwanda, Timor-Leste

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

Fig 5: Cumulative Number of countries[4] (during the SP period) where election management bodies establish measures to promote women's leadership and participation in politics
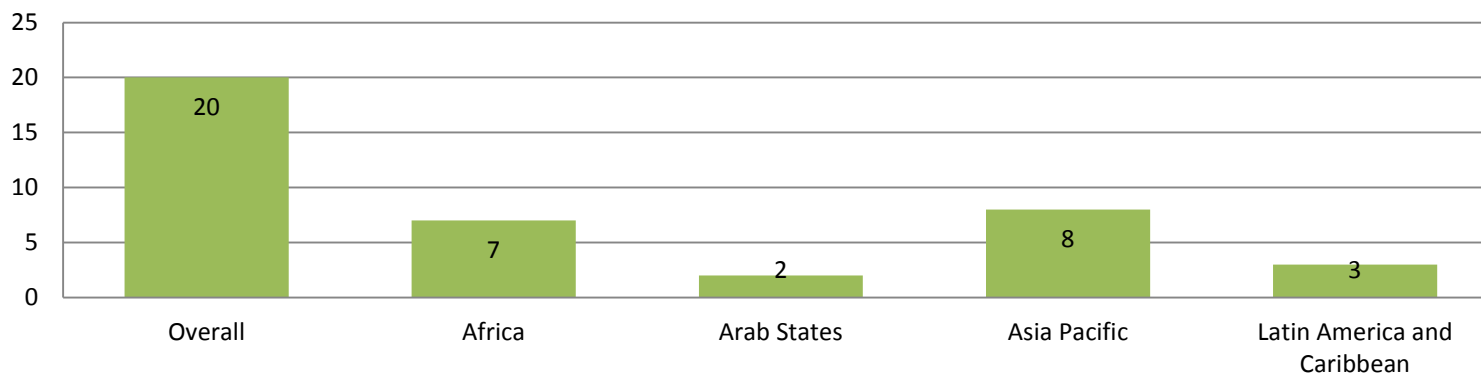
Fig 6: Cumulative Number of Programme countries[5] (during the SP period) that put processes in place (e.g. ID cards) to ensure that marginalized women have the means to vote

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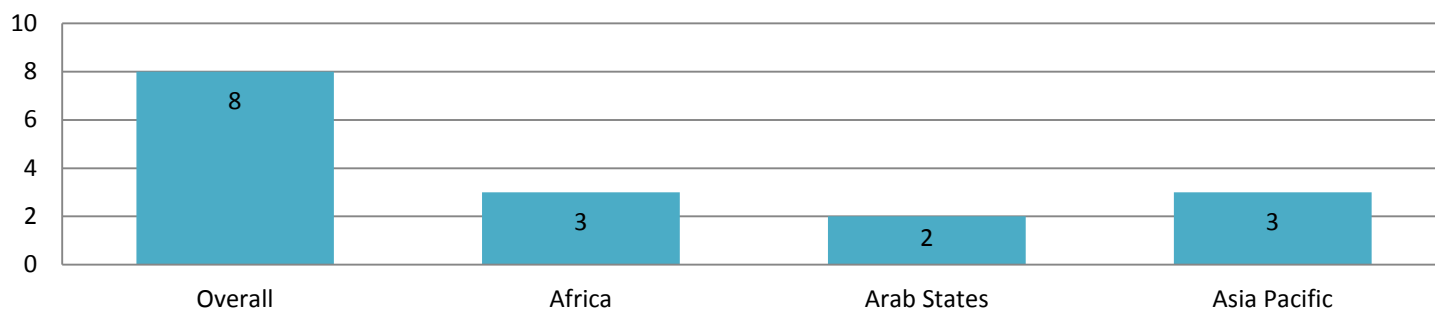
[4] Afghanistan, Bolivia, Cameroon, Colombia, Democratic Republic of Congo, Honduras, Kenya, Kiribati, Mali, Micronesia (Federated State of), Morocco, Nigeria, Pakistan, Papua New Guinea, Solomon Islands, South Sudan, Sudan, Timor-Leste, Tunisia, Vanuatu

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

Fig 7: Type of UN Women contributions at the output level under Priority Area 1
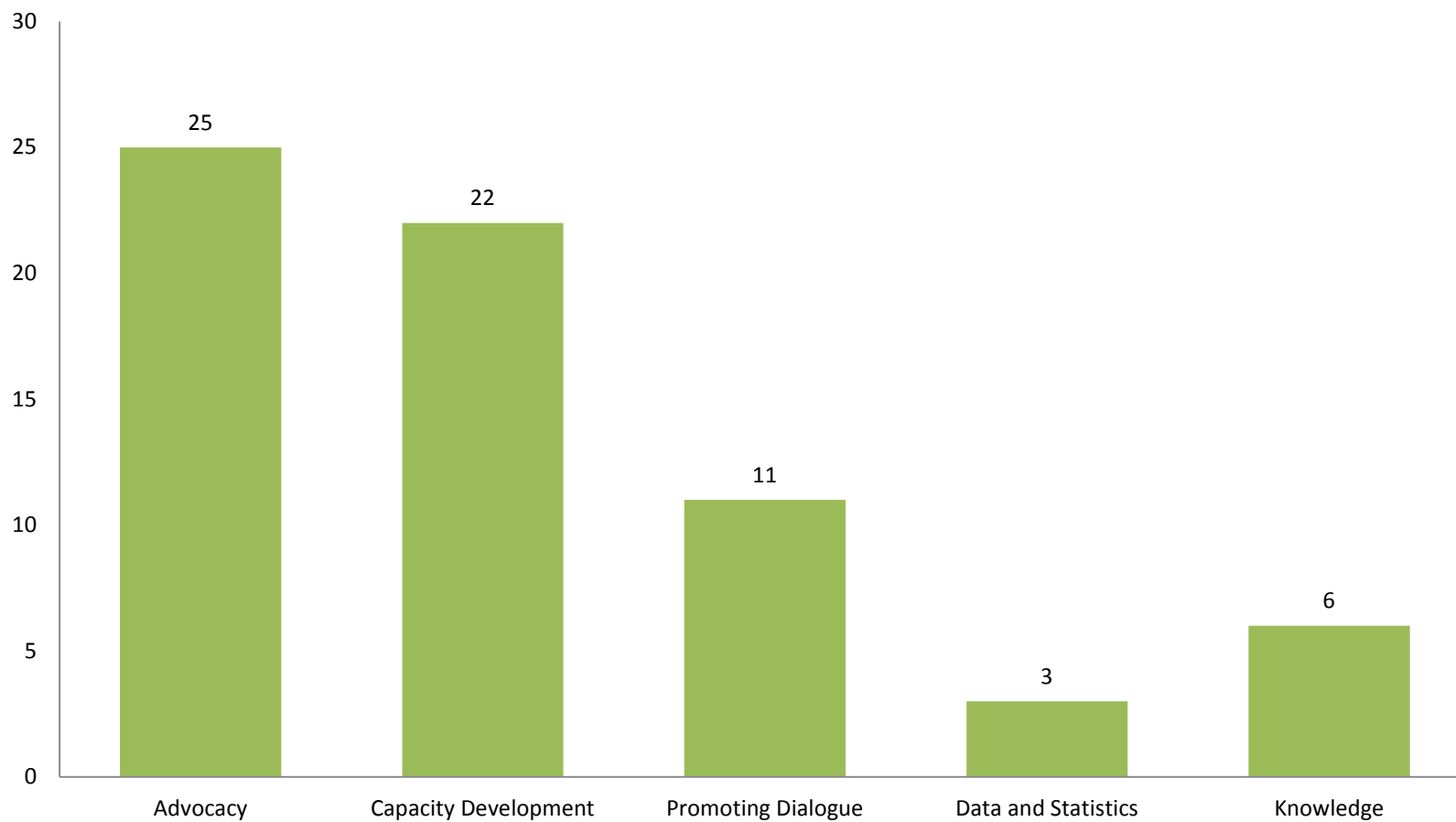
Priority Area 2: Women's Economic Empowerment

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

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

Target 2013: 8 | Target 2015: 14 | Target 2017: 20 | Progress 2013: 28

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

Target 2013: 7 | Target 2015: 13 | Target 2017: 20 | Progress 2013: 29

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

Target 2013: 300 | Target 2015: 500 | Progress 2013: 666

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

Target 2013: 10 | Target 2015: 15 | Target 2017: 20 | Progress 2013: 25

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

Progress 2013: 0

Target 2013: 1

Extent to which initiatives in the Global Migration Group (GMG) Plan of Action and GFMD outcomes on Empowering Women Migrant Workers integrate a gender equality and empowerment of women perspective on migration

Progress 2013: 100%
Target 2013: 100%

	Off Track	• Adoption by CEB of UN Women strategy and action plan on women's economic empowerment
	On Track	• Number of countries that have adopted policies to ensure women's equal access to productive assets • Number of countries where policies and strategies are in place to protect the most economically vulnerable groups of women • Number of companies where CEOs signed support for Women's Empowerment Principles • Number of countries that replicate models of gender-responsive services (transport, utilities, water, solar energy, etc.) • Extent to which initiatives in the Global Migration Group (GMG) Plan of Action and GFMD outcomes on Empowering Women Migrant Workers integrate a gender equality and empowerment of women perspective on migration

Number of countries supported under priority area 2	Programme expense 2013 under priority area 2
67	38 million

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

Fig 9: Cumulative Number of Programme Countries[6] (during the SP period) where policies and strategies are adopted/strengthened to protect the most economically vulnerable groups of women

A bar chart with values:
- Overall: 28
- Africa: 5
- Arab States: 3
- Asia Pacific: 8
- Europe and Central Asia: 4
- Latin America and Caribbean: 8
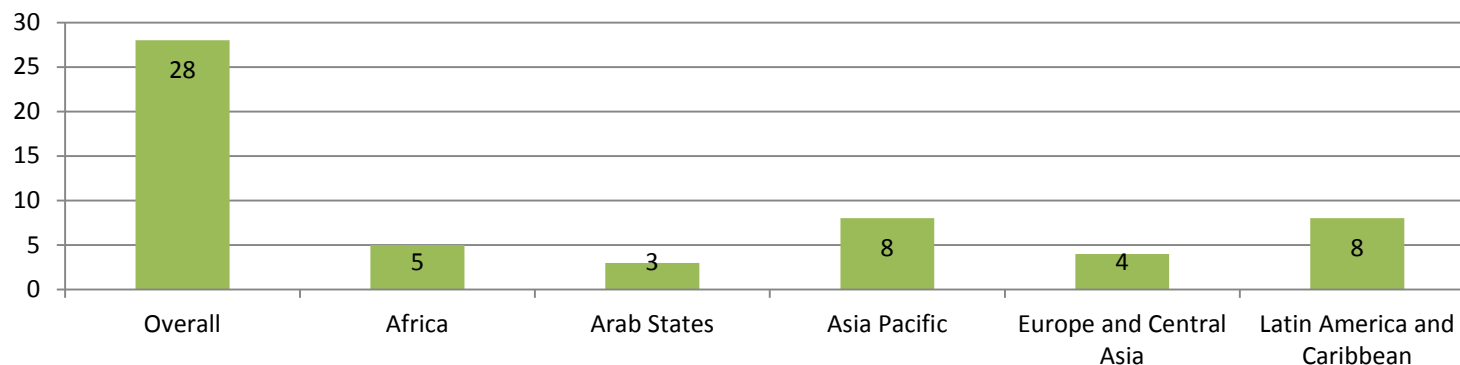
Fig 10: Cumulative Number of countries[7] (during the SP period) that have adopted policies to ensure women's equal access to productive assets

A bar chart with values:
- Overall: 27
- Africa: 10
- Arab States: 2
- Asia Pacific: 4
- Europe and Central Asia: 6
- Latin America and Caribbean: 5

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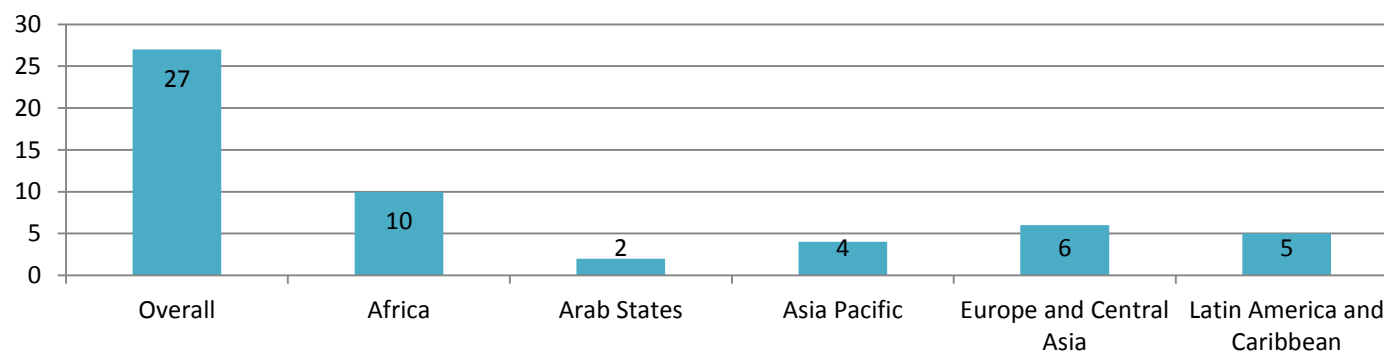
[6] Afghanistan, Albania, Argentina, Bangladesh, Bolivia, Brazil, Cambodia, Cameroon, Egypt, Ethiopia, Grenada, Guatemala, Kazakhstan, Kiribati, Lao PDR, Mexico, Moldova, Morocco, Nepal, Nicaragua, Nigeria, Philippines, St. Kitts & Nevis, State of Palestine, Sudan, Tajikistan, Tanzania, Viet Nam

[7] Albania, Bangladesh, Bolivia, Brazil, Burundi, Côte d'Ivoire, Ecuador, Haiti, India, Jordan, Kenya, Kyrgyzstan, Liberia, Mali, Mexico, Moldova, Montenegro, Morocco, Nigeria, Pakistan, Rwanda, Senegal, Serbia, South Sudan, Sudan, Tajikistan, Timor-Leste

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

Fig 11: Number of companies that have signed the CEO Statement of Support for the Women's Empowerment Principles
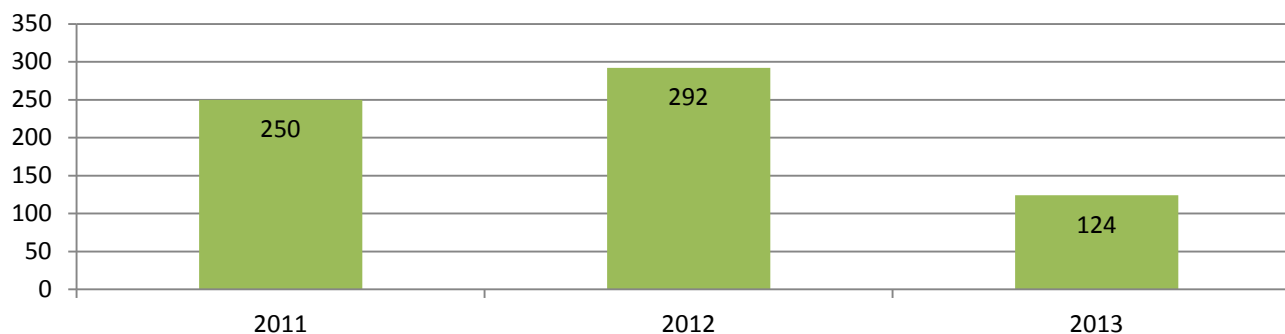
Outcome 2.3: Gender responsive services (transport, utilities, markets, water, energy, etc.) enhance women's livelihoods

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

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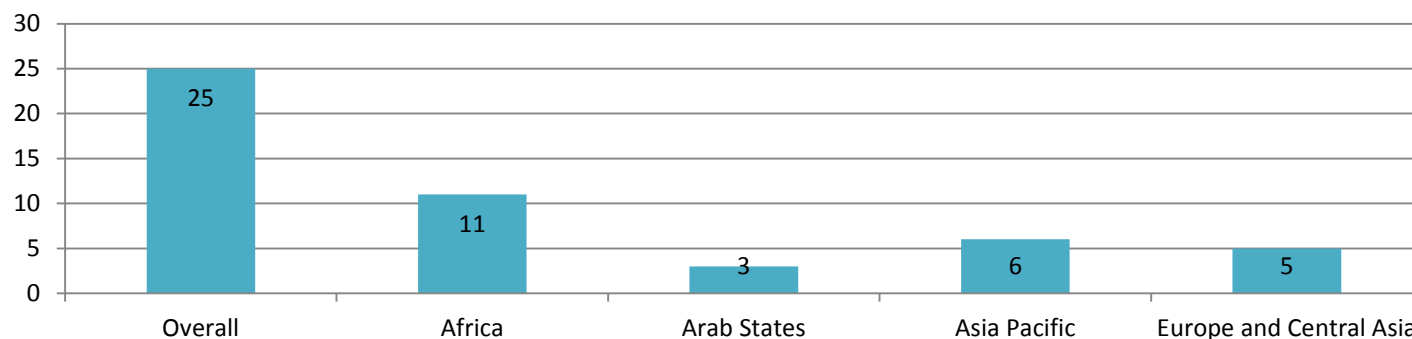
[8] Burkina Faso, Cameroon, China, Cote D'Ivoire, Fiji, Georgia, India, Jordan, Liberia, Mali, Moldova, Montenegro, Morocco, Mozambique, Niger, Papua New Guinea, Senegal, Serbia, South Sudan, Solomon Islands, State of Palestine, Tajikistan, Tanzania, Vanuatu, Zimbabwe

Fig 13: Type of UN Women contributions at the output level under Priority Area 2
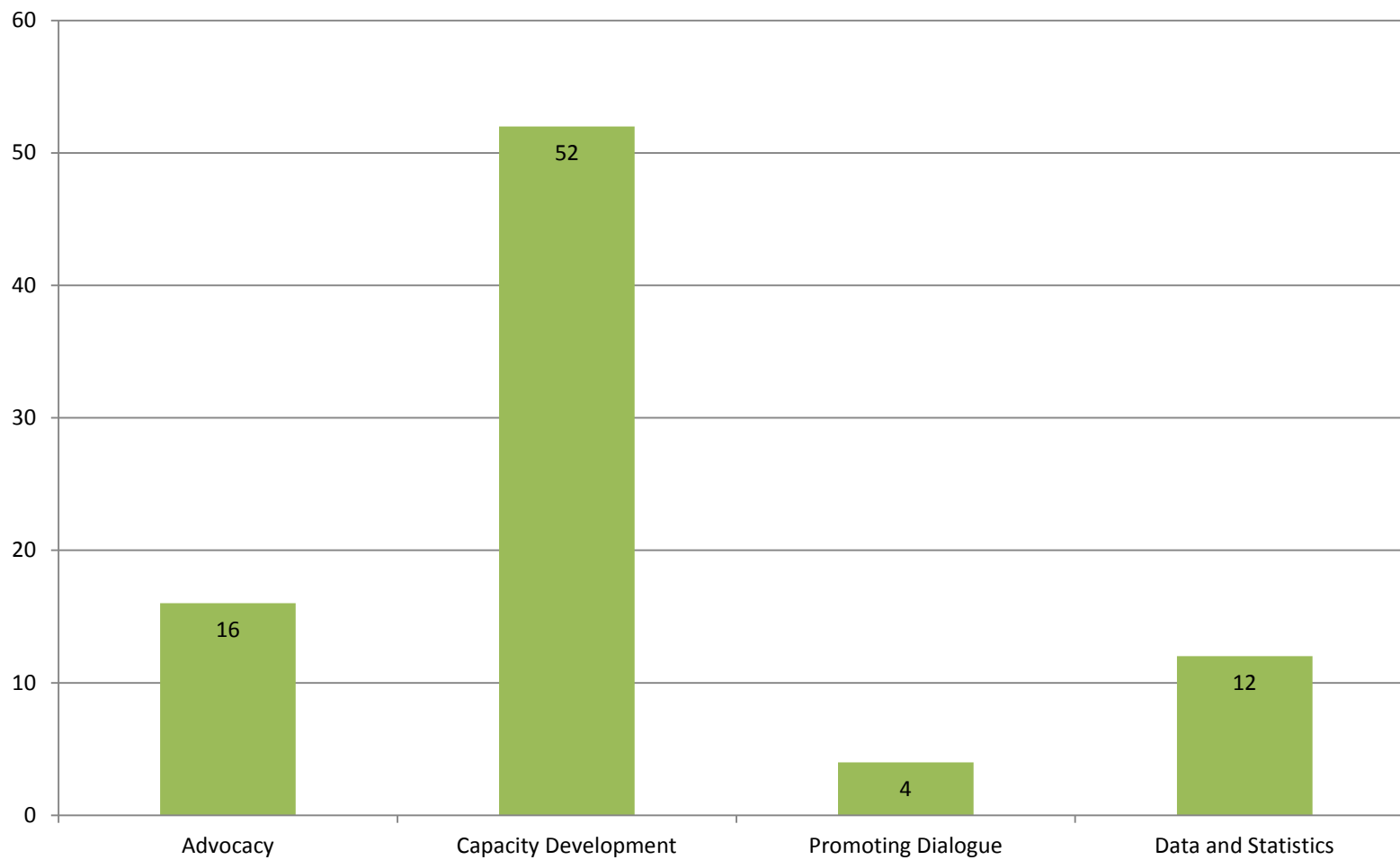
Priority Area 3: Ending Violence against Women

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

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

Progress 2013: 44 | Target 2013: 48 | Target 2015: 68 | Target 2017: 85

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

Target 2013: 5 | Target 2015: 10 | Target 2017: 15 | Progress 2013: 36

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

Target 2013: 5 | Target 2015: 10 | Target 2017: 15 | Progress 2013: 19

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

Progress 2013: 27 | Target 2013: 51 | Target 2015: 56 | Target 2017: 61

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

Number of countries supported under priority area 3	Programme expense 2013 under priority area 3
85	42.2 million

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

Fig 15: Cumulative Number of countries[9] (during the SP period) that have adopted legislation, polices and strategies to address violence against women and girls
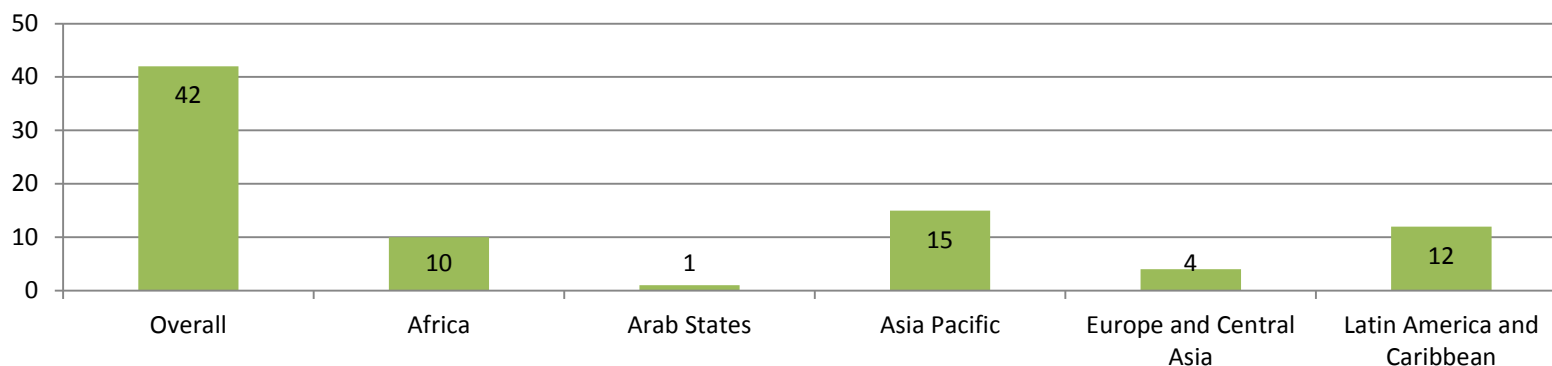
Fig 16: Cumulative Number of countries[10] (during the SP period) that adopt National Action Plans on ending violence against women and girls

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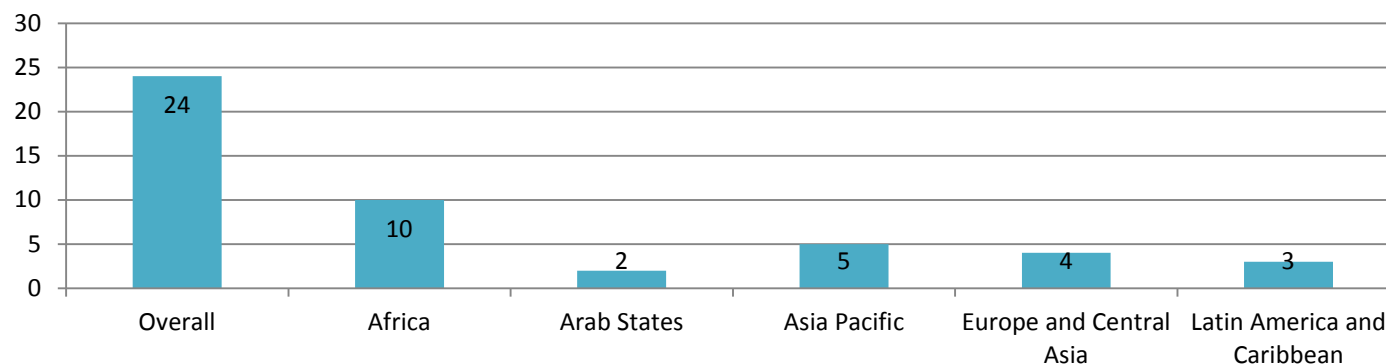
[9] Afghanistan, Albania, Barbados, Bhutan, Bolivia, Cambodia, Cape Verde, China, Colombia, Commonwealth of Dominica, El Salvador, Grenada, Guatemala, Guinea, Guinea Bissau, Haiti, India, Indonesia, Kenya, Kyrgyzstan, Malawi, Maldives, Mexico, Nicaragua, Nigeria, Palestine, Pakistan, Palau, Papua New Guinea, Paraguay, Peru, Rwanda, Samoa, Senegal, Sierra Leone, Solomon Islands, Tajikistan, Thailand, Tonga, Turkey, Uganda, Viet Nam
[10] Albania, Burkina Faso, Burundi, Cambodia, Democratic Republic of Congo, Ethiopia, FYR Macedonia, Georgia, Guatemala, Guinea Bissau, Haiti, Indonesia, Iraq, Lesotho, Liberia, Maldives, Palestine, Rwanda, Sierra Leone, Solomon Islands, Sudan, Tajikistan, Timor-Leste, Uruguay

Fig 17: Cumulative Number of countries[11] (during the SP period) that implement standards for service delivery to respond to violence against women and girls
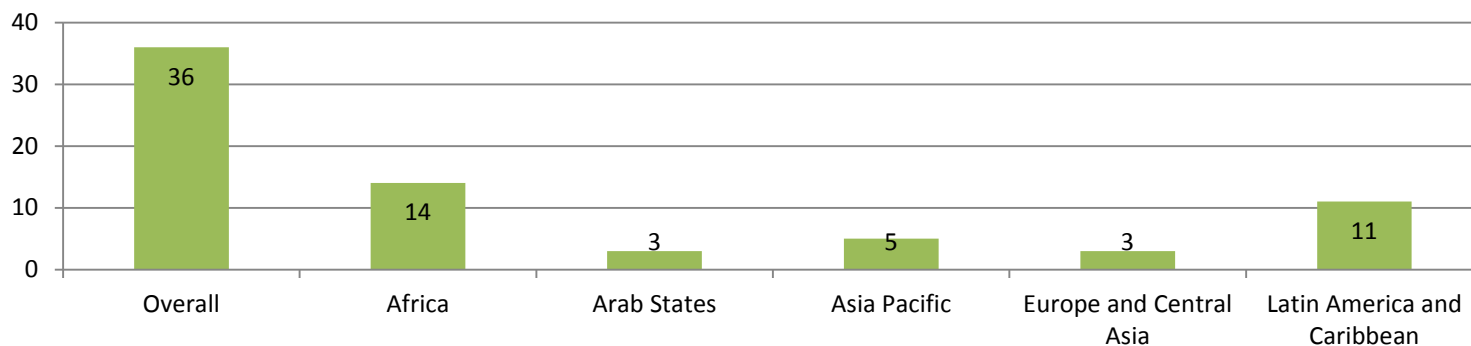
Outcome 3.2: Women from excluded groups influence policies, actions and budgets to address VAWG

Fig 18: Cumulative Number of countries[12] (during the SP period) in which women from excluded groups influence policies to make special provisions for such groups

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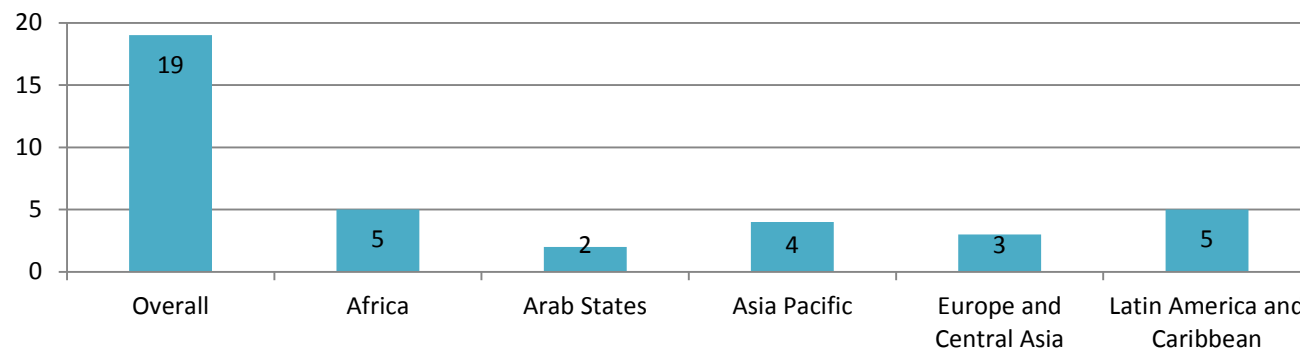
[11] Afghanistan, Antigua and Barbuda, Argentina, Brazil, Burundi, Cape Verde, Colombia, Cote D'Ivoire, Democratic Republic of Congo, Dominican Republic, Ethiopia, FYR Macedonia, Georgia, Guatemala, Haiti, India, Kenya, Kosovo, Lao PDR, Morocco, Mozambique, Palestine, Paraguay, Rwanda, Saint Kitts and Nevis, Saint Vincent and Grenadines, Senegal, Solomon Islands, South Sudan, Sudan, Tanzania, Thailand, Tunisia, Uruguay, Zimbabwe
[12] Albania, Bolivia, Bosnia and Herzegovina, Brazil, Cambodia, Democratic Republic of Congo, Ecuador, Fiji, Georgia, Guniea-Bissau, Jordan, Lao PDR, Mexico, Rwanda, Sierra Leone, South Africa, Palestine, Tajikistan, Viet Nam

Fig 19: Type of UN Women contributions at the output level under Priority Area 3
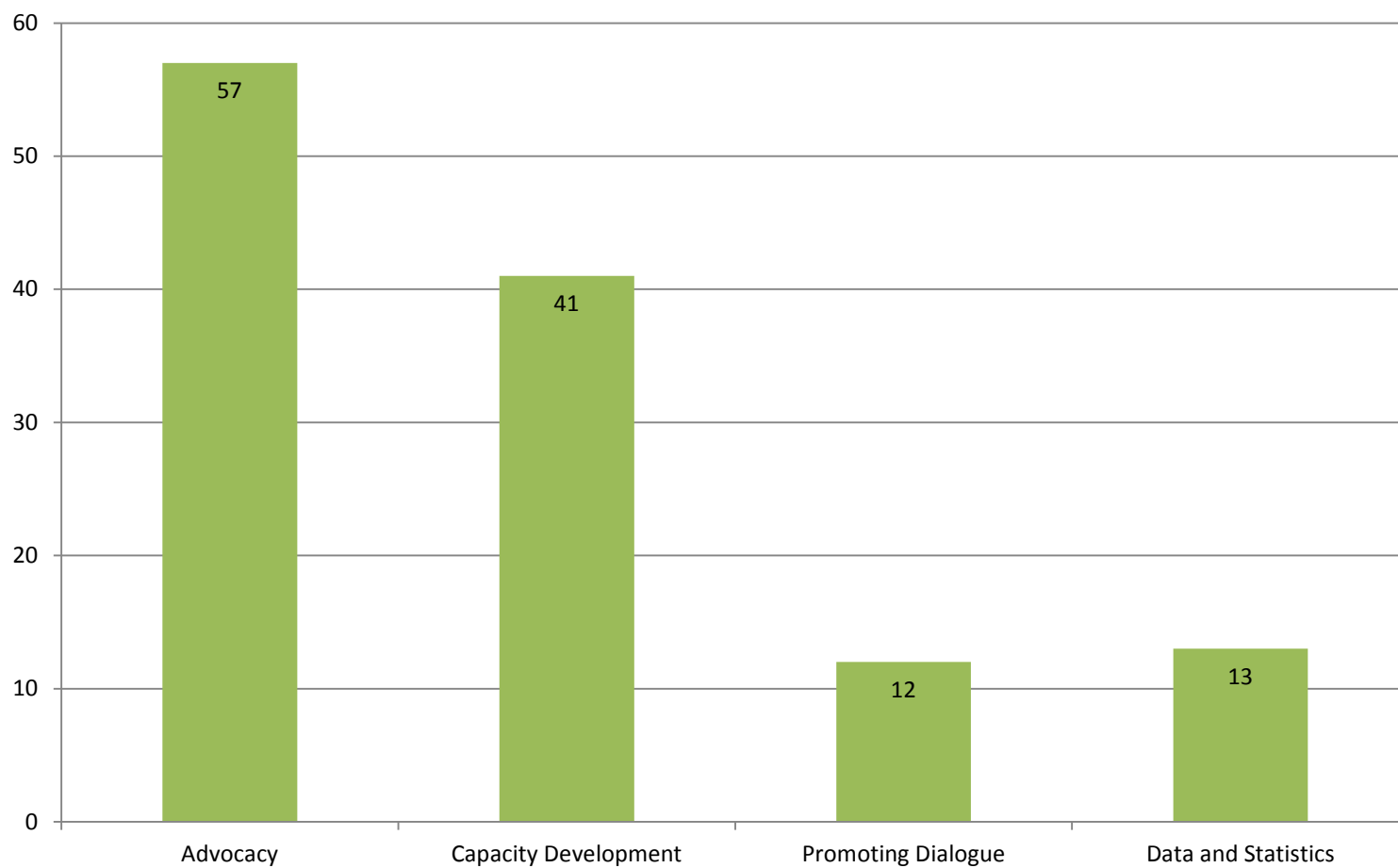
Priority Area 4: Peace and Security

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

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

Target 2013: 20 | Progress 2013: 30 | Target 2015: 30 | Target 2017: 50

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

Target 2013: 10 | Target 2015: 20 | Target 2017: 30 | Progress 2013: 100

Percentage of transitional justice processes supported by the UN that include provisions to address the rights and participation of women and girls*

Target 2013: 30 | Progress 2013: 50 | Target 2015: 60 | Target 2017: 100

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

Target 2013: 7 | Target 2015: 11 | Target 2017: 19 | Progress 2013: 20

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

Progress 2013: 0

Target 2014: Yes

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

Target 2013: 8

Progress 2013: 9
Target 2015: 9

Progress 2017: 10

	Almost On Track	• Joint UN system data collection on indicators on women, peace and security is in place and is operational
	On Track	• Percentage of peace agreements with specific provisions to improve the security and status of women and girls* • Percentage of formal peace negotiations that include women as mediators, negotiators and technical experts* • Percentage of transitional justice processes supported by the UN that include provisions to address the rights and participation of women and girls* • Number of countries in which peace talks, recovery/peace building planning processes and transitional justice processes incorporate demands of gender equality advocates • Number and types of measures for detecting and preventing sexual violence in conflict (SVC) *Data from 2013 SG report.

Number of countries supported under priority area 4	Programme expense 2013 under priority area 4
37	25.3 million

Fig 21: Cumulative Number of countries[13] (during the SP period) in which peace talks, recovery/peace building planning processes and transitional justice processes incorporate demands of gender equality advocates
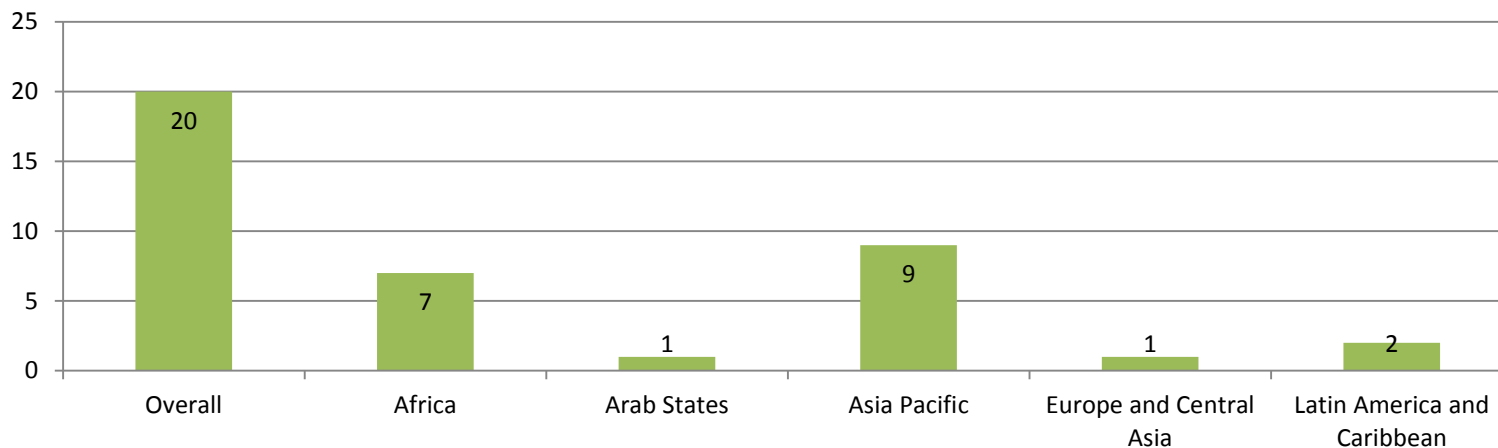
Fig 22: Cumulative Number[14] and types of measures (during the SP period) for detecting and preventing sexual violence in conflict (SVC)

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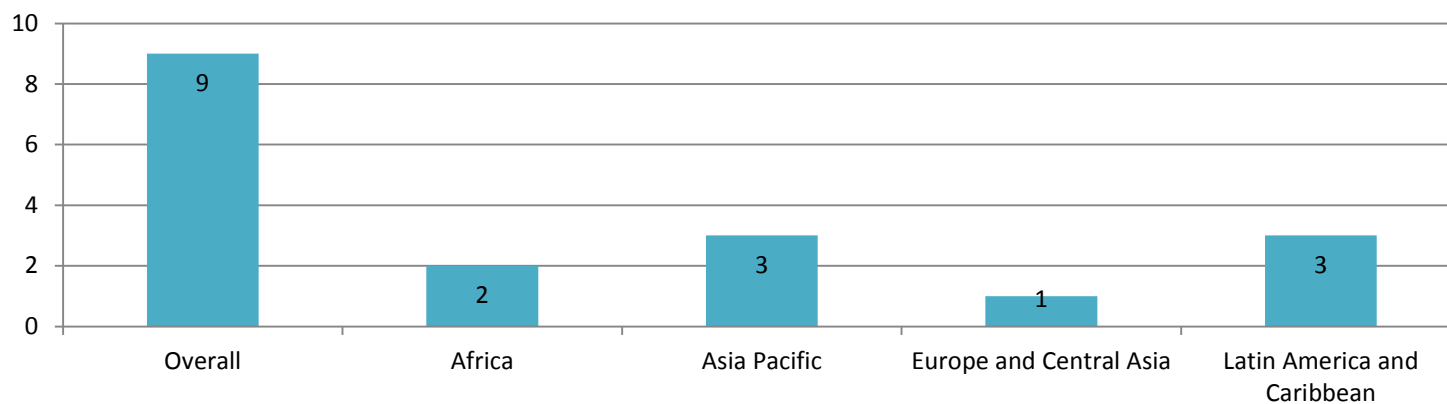
[13] Afghanistan, Burundi, Colombia, Cote D'Ivoire, Fiji, Georgia, Guatemala, Liberia, Myanmar, Nepal, Pakistan, Papua New Guinea, Sierra Leone, Sudan, Tanzania, Thailand, Timor Leste, Uganda, Viet Nam, Yemen

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

Fig 23: Type of UN Women contributions at the output level under Priority Area 4
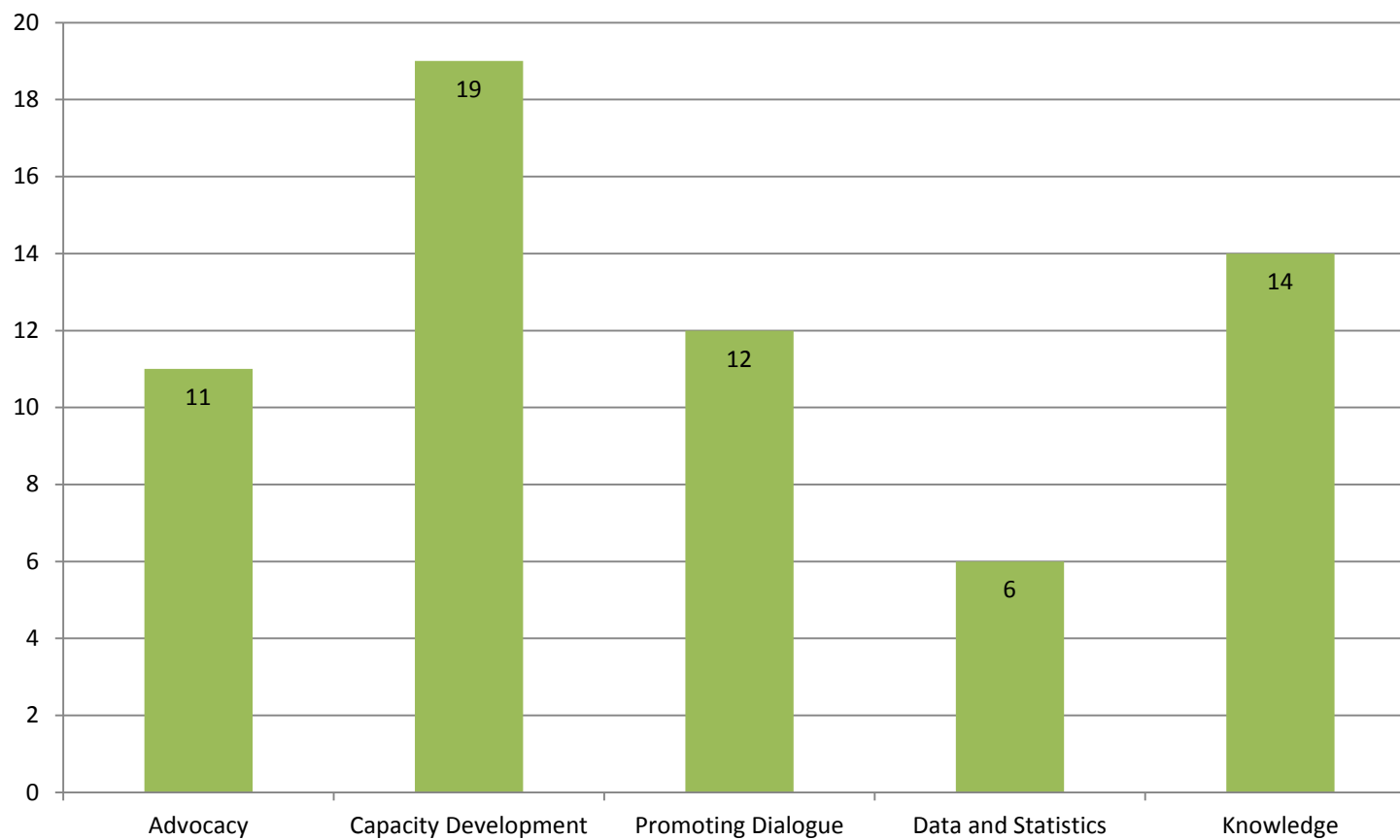
Priority Area 5: National Planning and Budgeting

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

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

Target 2013: 25   Progress 2013: 46   Target 2015: 50   Target 2017: 75

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

Target 2013: 6   Target 2015: 10   Target 2017: 15   Progress 2013: 22

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

Target 2013: 10   Progress 2013: 22

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

Target 2013: 5   Target 2015: 9   Progress 2013: 12   Target 2017: 12

Evidence of efforts to increase quality and comparability of data on financing for gender equality within UN agencies

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

Number of countries supported under priority area 5	Programme expense 2013 under priority area 5
65	21 million

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

Fig 25: Cumulative Number of countries[15] (during the SP period) supported by UN Women whose national planning documents incorporate priorities and budgets on gender equality and women's empowerment

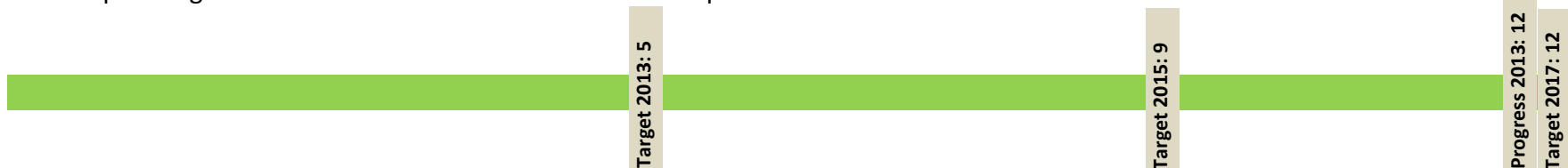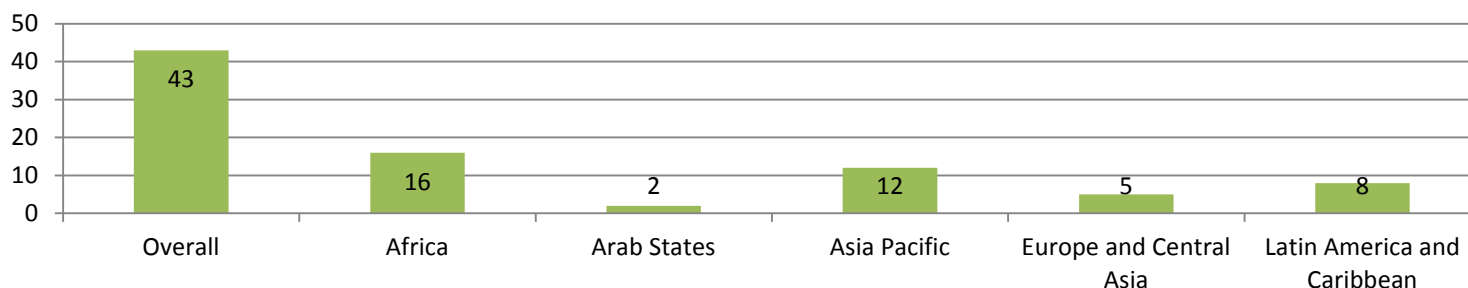**Outcome 5.2: Mechanisms for monitoring implementation of gender equality commitments regularly generate analysis and evidence on gaps and performance.**

Fig 26: Cumulative Number of countries[16] (during the SP period) with systems to track and make public allocations for gender equality and women's empowerment

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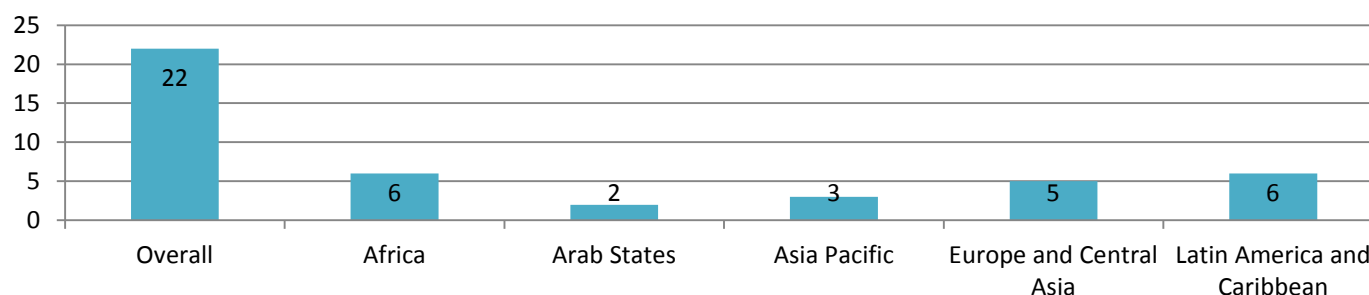
[15] Bangladesh, Bhutan, Bolivia, Burundi, Cape Verde, Colombia, Côte d'Ivoire, Ecuador, Ethiopia, FYR Macedonia, Ghana, Guinea-Bissau, India, Indonesia, Jamaica, Kyrgyzstan, Lao PDR, Malawi, Mali, Mexico, Moldova, Morocco, Mozambique, Nepal, Nicaragua, Nigeria, Palestine, Papua New Guinea, Peru, Philippines, Rwanda, Senegal, Sierra Leone, South Sudan, Tajikistan, Tanzania, Thailand, Timor-Leste, Uganda, Ukraine, Vanuatu, Viet Nam

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

Fig 27: Cumulative Number of countries[17] (during the SP period) supported by UN Women with collaborative partnerships to produce gender budget analysis
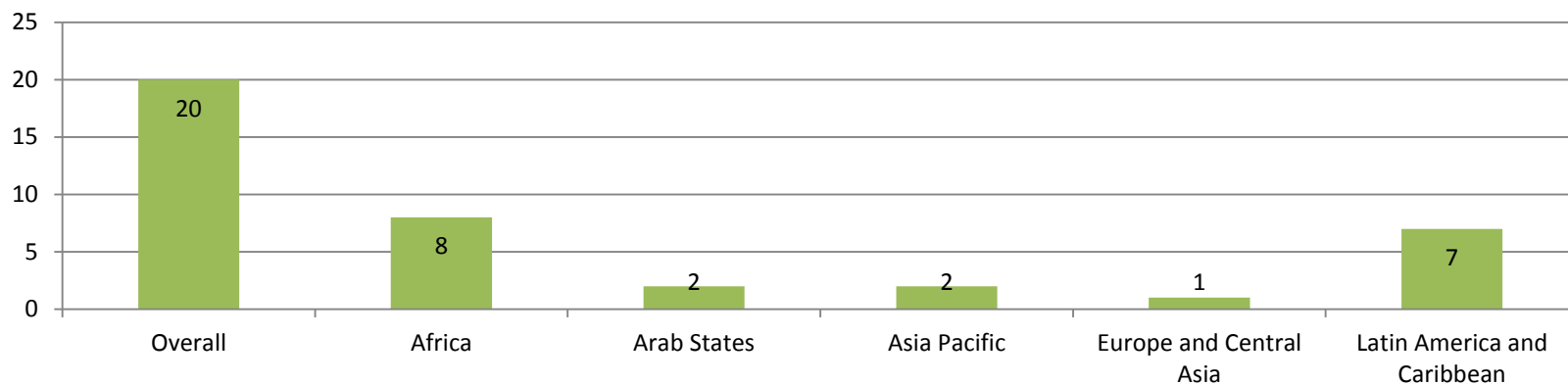
Outcome 5.3: Gender equality advocates influence decision making to promote gender equality in national development strategies/plans including those on HIV/AIDS

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

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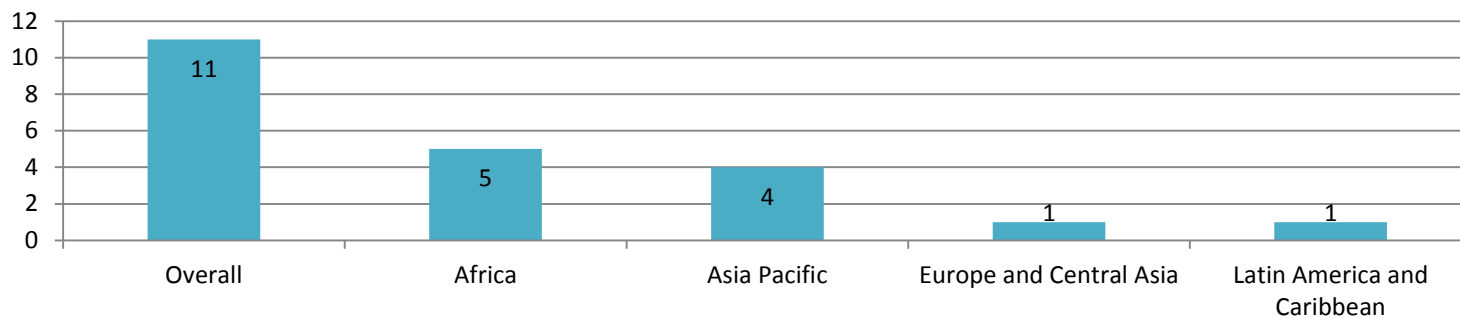
[17] Albania, Argentina, Brazil, Ecuador, Guatemala, Jordan, Kenya, Mali, Mexico, Morocco, Mozambique, Nepal, Peru, Rwanda, Sudan, Tanzania, Timor-Leste, Uganda, Uruguay, Zimbabwe

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

Fig 29: Type of UN Women contributions at the output level under Priority Area 5
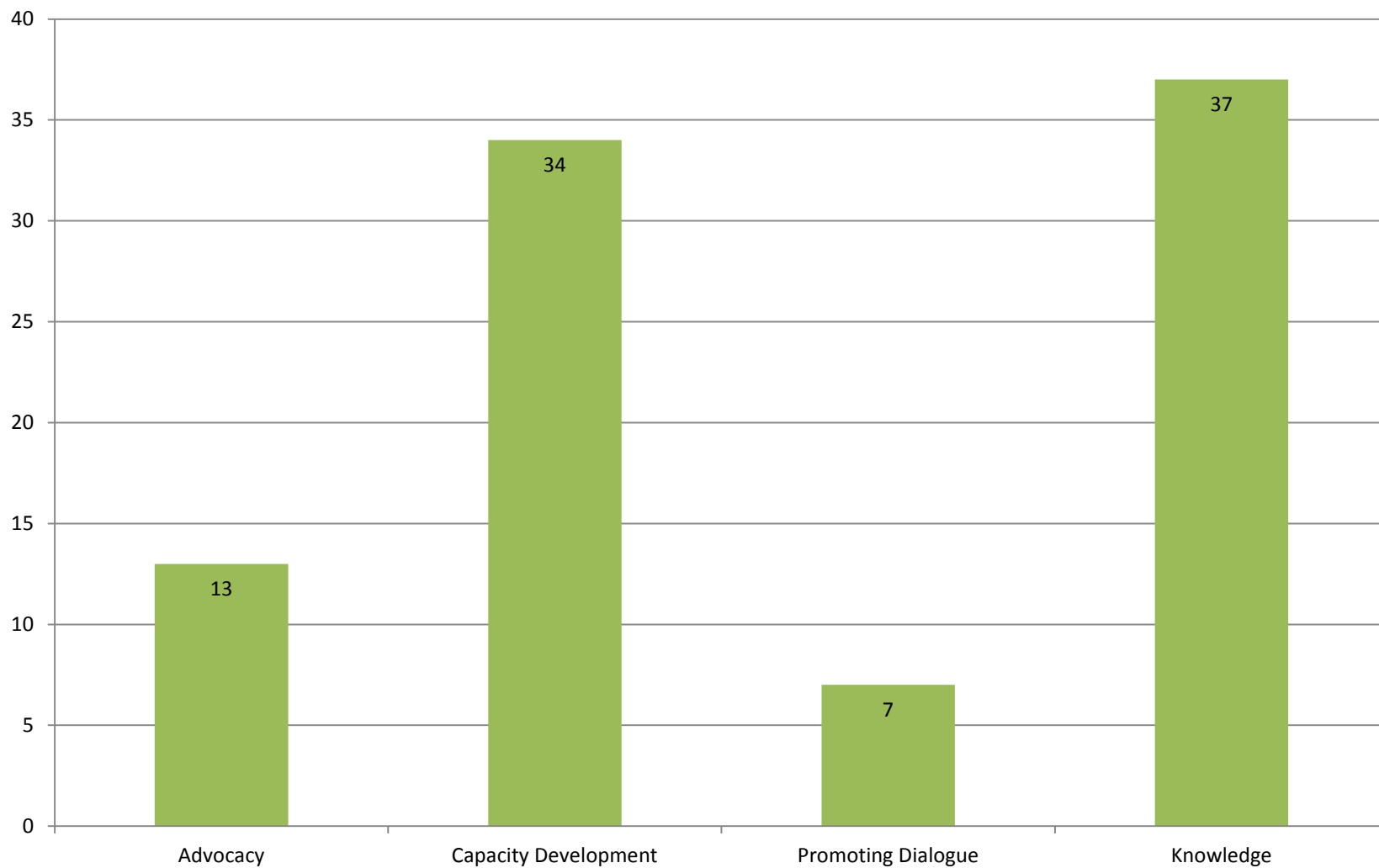
Priority Area 6: Global Norms

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

Percentage of recommendations in the reports of the Secretary General on the priority theme of the CSW that are reflected in the Agreed Conclusions (of the CSW)

Progress 2013: 59% | Target 2013: 85% | Target 2015: 95% | Target 2017: 100%

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

Target 2013: 100 | Progress 2013: 100 | Target 2015: 100 | Target 2017: 100

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

Target 2013: 35 | Target 2015: 42 | Progress 2013: 43 | Target 2017: 50

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

Target 2013: 100 | Progress 2013: 100 | Target 2015: 100 | Target 2017: 100

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

Target 2013: 120 Target 2015: 123 Target 2017: 125 Progress 2013: 144

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

Target 2013: 47 Target 2015: 60 Progress 2013: 66

	Off Track	• Percentage of recommendations in the reports of the Secretary General on the priority theme of the CSW that are reflected in the Agreed Conclusions (of the CSW)
	On Track	• Percentage of recommendations in the report of the Secretary General to the Third Committee of the GA that are reflected in the operative paragraphs of the corresponding resolution • Percentage of resolutions adopted a the substantive session of the Economic and Social Council that incorporate gender perspectives • Percentage of outcomes of selected global intergovernmental normative processes that incorporate gender perspective in their recommendations • Number of member states making statements in their national capacity in the CSW general debated • Number of references in Security Council resolutions related to implementation of resolution 1325 (2000) and subsequent resolutions on women and peace and security

II.   Output Level Data

RESULT STATEMENT	INDICATOR	RESULT 2013[19]
Outcome: Constitutions, legal frameworks, and policies to advance women's right to participate in decision making are reformed/adopted and implemented.		
Output: National institutions produce disaggregated data and statistics for gender sensitive policy-making and service delivery	Number of countries supported by UN Women where national institutions produce disaggregated data and statistics for gender sensitive policy- making and service delivery	3 countries (Pakistan, Serbia, Kenya)
Output: Enhanced national capacity to develop and implement constitutions, legal framework and policies that promote women's participation in decision making	Number of countries supported by UN Women where enhanced national capacity leads to the drafting of constitutions, legal frameworks policies and implementation plans to improve women's participation in decision making	17 countries (Afghanistan, Albania, Bangladesh, Bosnia and Herzegovina, Brazil, Colombia, Haiti, Jordan, Kenya, Morocco, Pakistan, Rwanda, Senegal, Sierra Leone, Tanzania, Thailand, Ukraine)
Output: Decision making bodies have improved access to knowledge products and tools to formulate gender sensitive constitutions, legal frameworks, and policies that promote women's political participation	Number of countries supported by UN Women where decision making bodies use knowledge, expertise and tools made available by UN Women to formulate gender sensitive laws, policies or reforms that promote women's political participation	6 countries (Bhutan, Egypt, Morocco, Paraguay, Solomon Islands, Tanzania)
Outcome: Gender responsive electoral measures (mechanisms, processes and services) promote women's leadership and participation in politics.		
Output: Strengthened national capacities (e.g., of election management bodies, security	Number of countries supported by UN Women where government bodies	8 countries (Albania, Bangladesh, Democratic Republic of Congo,

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[19] This is the number of countries reporting output level results in 2013.

RESULT STATEMENT	INDICATOR	RESULT 2013[19]
sector institutions) to promote women's participation in electoral processes both as candidates and voters	concerned with electoral processes (election management bodies, security sector institutions) draft policies and strategies to promote women's participation in elections as candidates and voters	Egypt, Kenya, Malawi, Mali, Mexico)
Output: Gender equality advocates including national women's machineries have strengthened capacities to influence political parties, service delivery institutions, media, community organizations and local governments to promote gender equality in leadership and participation	Number of countries supported by UN Women where gender equality advocates are able to develop advocacy campaigns / strategies to engage and influence political parties, service delivery institutions, media, community organizations and local governments to promote gender equality in leadership and participation	25 countries (Albania, Bangladesh, Bolivia, Bosnia and Herzegovina, Burundi, Cameroon, Cape Verde, Egypt, FYR Macedonia, Guinea-Bissau, Honduras, Jamaica, Jordan, Moldova, Morocco, Namibia, Nepal, Palestine, Somalia, Sudan, Tanzania, Timor-Leste, Tunisia, Uruguay, Vanuatu
Output: Dialogue spaces and mechanisms established at local, regional and national levels for gender equality advocates to influence decision making and lobby media support towards policies and legislation that can promote gender equality in leadership and participation	Number of countries supported by UN Women that establish dialogue spaces and mechanisms at local, regional and national levels for gender equality advocates to influence decision making and lobby media support towards policies and legislation that can promote gender equality in leadership and participation	11 countries (Cambodia, Colombia, Ecuador, El Salvador, Fiji, India, Mali, Rwanda, Solomon Islands, Tunisia, Vanuatu)

Outcome: Common approach for UN system in place on Temporary Special Measures to promote women's leadership and participation in decision making.

RESULT STATEMENT	INDICATOR	RESULT 2013
Output: Development of draft UN system approach to special temporal measures that promote women's leadership and participation in decision-making under UN Women's coordination	Existence of draft UN system approach to temporary special measures that promote women's leadership and participation in decision-making	Yes

RESULT STATEMENT	INDICATOR	RESULT 2013[19]
Outcome: Policies adopted and implemented to strengthen women's economic empowerment		
Output: Decision makers have access to nationally-generated and disaggregated data and statistics on economic opportunities and constraints for women including female domestic and migrant workers	Number of countries supported by UN Women where national institutions are producing nationally generated data and statistics on economic opportunities and constraints for women including female domestic and migrant workers	12 countries (Albania, Botswana, Cape Verde, Fiji, India, Kiribati, Moldova, Morocco, Solomon Islands, Sudan, Vanuatu, Viet Nam)
Output: Dialogue mechanisms for line ministries, service delivery institutions and women's organizations are established to include gender equality priorities in the relevant national economic strategies	Number of countries supported by UN Women where dialogue mechanisms are established for line ministries, service delivery institutions and women's organizations to include gender equality priorities in relevant national economic strategies	4 countries (Guatemala, Kenya, Papua New Guinea, Tanzania)
Output: Enhanced capacity of legislators and policy makers in applying international standards and frameworks in national laws, policies and regulations for protecting the rights of women workers	Number of countries supported by UN Women where legislators and policy makers apply international standards and frameworks to draft national laws, policies and regulations for protecting the rights of women workers	12 countries (Antigua & Barbuda, Barbados, Cambodia, Guatemala, India, Jamaica, Mexico, Mozambique, Paraguay, Swaziland, Tanzania, Viet Nam)
Output: Gender equality advocates increase their capacity to demand alignment of key economic policies with gender equality priorities including the rights of women workers	Number of countries supported by UN Women where gender equality advocates are able to articulate common agendas to demand alignment of key economic policies with gender equality priorities including the rights of women workers	16 countries (Bangladesh, Brazil, Burundi, Cambodia, Ecuador, Ethiopia, India, Jamaica, Lao PDR, Liberia, Moldova, Nepal, Paraguay, Serbia, Tajikistan, Tanzania)
Outcome: Companies (private and public) promote women's economic empowerment		
Output: Private sector companies and industry associations/chambers of commerce enhance	Number of countries supported by UN Women where private sector companies and	3 countries (Cape Verde, Georgia, Serbia)

RESULT STATEMENT	INDICATOR	RESULT 2013[19]
their capacity to promote gender equality and women's economic empowerment	industry associations /chambers of commerce develop draft human resource and other internal polices to promote gender equality and women's economic empowerment	
Outcome: Gender-responsive services (transport, utilities, markets, water, energy, etc.) enhance women's livelihoods		
Output: Enhanced capacity of Government and non-government service providers, media and recruiting agencies at national and local levels to develop gender responsive services and polices (transport, utilities, water, energy, etc.) that promote women's economic security and rights	Number of countries supported by UN Women where government and non-government service providers, media and recruiting agencies at national and local levels develop proposals for gender responsive services and polices (transport, utilities, water, energy, etc.) that promote women's economic security and rights	21 countries (Afghanistan, Albania, Bangladesh, Cambodia, Ecuador, Fiji, FYR Macedonia, Guatemala, Honduras, India, Kenya, Kyrgyzstan, Liberia, Moldova, Montenegro, Nepal, Nigeria, Papua New Guinea, South Africa, Tajikistan, Zimbabwe)
Output: Strengthened skills enhancement opportunities/mentorship programmes and enterprise development assistance (including credit and financial services) for women entrepreneurs and workers	Number of countries supported by UN Women where women entrepreneurs and workers are able to access skills enhancement opportunities /mentorship programmes and enterprise development assistance	33 countries (Afghanistan, Albania, Bahamas, Bangladesh, Barbados, Burkina Faso, Burundi, Cape Verde, Cote D'Ivoire, Dominica, Egypt, Ethiopia, Grenada, Haiti, Honduras, Jordan, Kenya, Kyrgyzstan, Liberia, Mali, Morocco, Nepal, Palestine, Rwanda, Senegal, Serbia, Somalia, South Africa, South Sudan, Tajikistan, Tunisia, Uzbekistan, Zimbabwe)
Outcome: Legislation and policies are adopted and implemented to respond to and prevent violence against women and girls.		
Output: Mechanisms developed for the collection, production, analysis and	Number of countries where mechanisms are in place for the collection, production,	13 countries (Bangladesh, Bosnia and Herzegovina, Brazil, Cape

RESULT STATEMENT	INDICATOR	RESULT 2013[19]
dissemination of data on women victims of violence and access to justice services	analysis and dissemination of data on women victims of violence and access to justice services	Verde, Jordan, Kazakhstan, Malawi, Morocco, Nigeria, Palestine, Paraguay, Serbia, Viet Nam)
Output: National and Local authorities have access to model approaches, tools and standardized training programmes for increasing women and girls' safety in urban public spaces	Number of countries supported by UN Women where national and local authorities develop standardized training programmes aimed at service providers and facilitate the use of tools/standard approaches in service delivery for increasing women and girls' safety in urban public spaces	34 countries (Afghanistan, Bangladesh, Bolivia, Bosnia and Herzegovina, Burundi, Cameroon, Cape Verde, Colombia, Democratic Republic of Congo, Ecuador, Egypt, El Salvador, Ethiopia, Fiji, FYR Macedonia, Georgia, Guatemala, Haiti, Honduras, India, Kazakhstan, Kenya, Kiribati, Kosovo, Mali, Morocco, Nigeria, Palestine, Papua New Guinea, Paraguay, Somalia, Tajikistan, Tunisia, Zimbabwe)
	Number of Safe Cities model approaches that are tested, evaluated and adopted for up scaling by local authorities	4 (Cape Town, Dublin, Sakai, Winnipeg)
Output: National women's machinery and gender equality advocates advocate for the adoption of laws and policies and strengthened services that respond to and prevent violence against women.	Number of countries supported by UN Women where key staff of relevant ministries and gender equality advocates draft appropriate laws/policies, ministerial procedures, service delivery and plans that address violence against women	25 countries (Albania, Bangladesh, Burundi, Cambodia, Cape Verde, Ecuador, Fiji, FYR Macedonia, Georgia, Haiti, Jordan, Kazakhstan, Kiribati, Kyrgyzstan, Lao PDR, Moldova, Morocco, Mozambique, Nepal, Samoa, Solomon Islands, Sudan, Tonga, Vanuatu, Viet Nam)

RESULT STATEMENT	INDICATOR	RESULT 2013[19]
Outcome: Women from excluded groups influence policies, actions and budgets to address VAWG		
Output: Women from excluded groups have the capacity to advocate for incorporation of specific provisions on ending violence against women into national policy and legislative frameworks	Number of countries supported by UN Women where women from excluded groups provide inputs into national policies addressing violence against women	12 countries (Fiji, Jamaica, Kazakhstan, Kiribati, Mexico, Morocco, Papua New Guinea, Serbia, Solomon Islands, St. Vincent and the Grenadines, Tanzania, Tonga)
Output: Dialogue mechanisms established among partners including for south-south exchange of experiences to address violence against women	Number of countries supported by UN Women where dialogue mechanisms are established among partners including for south-south exchange of experiences to address violence against women	12 countries (Colombia, Egypt, Ethiopia, Kenya, Kyrgyzstan, Lao PDR, Morocco, Rwanda, Senegal, Tajikistan, Tanzania, Timor-Leste)
Output: Strengthened partner mobilization for 'zero tolerance' on VAW at global, regional and national levels	Number of countries where there is strengthened partner mobilization for 'zero tolerance' on VAW at global, regional and national levels	43 countries (Afghanistan, Albania, Antigua & Barbuda, Bolivia, Bosnia and Herzegovina, Brazil, Cambodia, Colombia, Dominica, Ecuador, Egypt, Ethiopia, FYR Macedonia, Georgia, Guatemala, Honduras, India, Indonesia, Kenya, Kosovo, Lao PDR, Maldives, Mexico, Moldova, Morocco, Mozambique, Nicaragua, Papua New Guinea, Paraguay, Philippines, Senegal, Serbia, Slovakia, Somalia, South Africa, South Sudan, Sudan, Tanzania, Thailand, Trinidad and Tobago, Tunisia, Uganda, Viet Nam)

| RESULT STATEMENT	INDICATOR	RESULT 2013[19]
Outcome: Gender equality commitments adopted and implemented in conflict, post-conflict and humanitarian emergencies.		
Output: A body of knowledge and tools about gender responsive post conflict response including transitional justice, peace building and for humanitarian response is made accessible to gender equality advocates and decision-making bodies	Number of countries supported by UN Women where there is evidence of the use of knowledge products and tools (made available by UN Women) by decision making bodies and gender equality advocates in the drafting of laws/polices/action plans	10 countries (China, Ethiopia, Fiji, FYR Macedonia, Georgia, Pakistan, Samoa, Serbia, Timor-Leste, Viet Nam)
Output: Gender-responsive mechanisms for dialogue between government and women's groups for peace negotiations, transitional justice, peace building, and humanitarian response in place to implement GE commitments	Number of countries supported by UN Women where gender-responsive dialogue mechanisms between government and non-government actors for transitional justice, peace building and humanitarian response are in place	12 countries (Colombia, FYR Macedonia, Guatemala, Kazakhstan, Kyrgyzstan, Mali, Nepal, Papua New Guinea, Serbia, Sudan, Timor-Leste, Zimbabwe)
Outcome: Gender equality advocates influence peace talks, recovery/peace building planning processes and transitional justice processes		
Output: Enhanced capacity (knowledge, skills, opportunities, resources) of gender advocates to influence peace talks, recovery/peace building planning processes and transitional justice processes	Number of countries supported by UN Women where gender equality advocates are able to develop national consensus/ charters on key gender equality considerations in peace talks, recovery/peace building planning processes and transitional justice processes	15 countries (Afghanistan, Bosnia and Herzegovina, Democratic Republic of Congo, Georgia, Iraq, Kyrgyzstan, Mali, Nepal, Philippines, Serbia, South Sudan, Sudan, Tajikistan, Tanzania, Zimbabwe)
Output: Capacity of women NGOs is strengthened to advocate for national action plan on 1325 adoption	Number of countries supported by UN Women where gender equality advocates participate in the process of drafting for national action plans on 1325 adoption	11 countries (Bosnia and Herzegovina, Georgia, Guatemala, Indonesia, Kazakhstan, Kyrgyzstan, Papua New Guinea, Philippines, Serbia, Solomon Islands, South Sudan)
Output: Gender quality advocates have	Number of countries supported by UN	7 countries (Afghanistan, Bosnia

RESULT STATEMENT	INDICATOR	RESULT 2013[19]
knowledge, tools and resources to establish centers and spaces for women and girls affected by crisis	Women where gender equality advocates establish information/referral centers and safe spaces for women and girls affected by crisis	and Herzegovina, Georgia, Kyrgyzstan, Pakistan, Serbia, South Sudan)

Outcome: Strengthened and coordinated UN system implementation of Security Council resolutions (1325, 1820, 1888, 1889 and 1960) and the SG's Seven Point Action

Output: Guidelines and performance indicators adopted for UNCT to support women, peace and security programming	Number of countries supported by UN Women where UNCTS adopt guidelines and performance indicators on women, peace and security programming	5 countries (Cote D'Ivoire, Liberia, Mali, South Sudan, Zimbabwe)

Outcome: National security sector and UN security sector structures, humanitarian clusters, and partners in UN Action against Sexual Violence in Conflict equipped to promote and protect women's rights

Output: Increased availability of analysis, tools knowledge products and data on the role of security sector in the prevention of sexual violence against women in conflict situations	Number of countries where analysis, tools, knowledge products and data are available on the role of security sector in the prevention of sexual violence against women in conflict situations	6 countries (Bosnia and Herzegovina, Brazil, Kenya, Nepal, Palestine, Pakistan)
Output: Increased capacity of national security sector institutions and partners to formulate policies and measures for addressing sexual violence in conflict (SVC)	Number of countries where national security sector institutions and partners drafted policies and measures for addressing sexual violence in conflict (SVC)	5 countries (Cote D'Ivoire, Georgia, Kenya, Rwanda, South Africa)

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

Output: Key government institutions at national and local levels have knowledge and tools to analyze, formulate and execute gender-responsive plans and budgets	Number of countries supported by UN Women where key finance and planning ministries and other line ministries at national and local levels formulate draft gender-responsive plans and budgets	27 countries (Afghanistan, Bolivia, British Virgin Islands, Burundi, Cambodia, Colombia, Egypt, Ethiopia, FYR Macedonia, Haiti, Honduras, Kenya, Mali, Mexico, Morocco, Mozambique, Namibia,

RESULT STATEMENT	INDICATOR	RESULT 2013[19]
		Nepal, Palestine, Pakistan, Paraguay, Rwanda, South Sudan, Timor-Leste, Uganda, Uruguay, Viet Nam)

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

RESULT STATEMENT	INDICATOR	RESULT 2013[19]
Output: Tools are accessible to key institutions for monitoring budget allocations and tracking of expenditures from a gender perspective	Number of countries supported by UN Women where tools made accessible by UN Women are used in monitoring budget allocations and tracking expenditures from a gender perspective	16 countries (Albania, Bangladesh, Bolivia, Cambodia, Colombia, Ecuador, El Salvador, Georgia, India, Iraq, Kyrgyzstan, Mozambique, Nepal, Tanzania, Ukraine, Viet Nam)
Output: Capacities of gender equality advocate and women's groups are strengthened to track budget allocations and expenditures from a gender perspective	Number of countries supported by UN Women where gender equality advocates and women's groups track budget allocations and track expenditures from a gender perspective	19 countries (Albania, Bangladesh, Bolivia, Bosnia and Herzegovina, Burundi, Grenada, Haiti, Honduras, Jamaica, Jordan, Kyrgyzstan, Mexico, Morocco, Russia, Serbia, Somalia, Timor-Leste, Uganda, Zimbabwe)
Output: National dialogue mechanisms involving government and civil society for promoting the implementation of gender responsive planning, budgeting and monitoring are in place	Number of countries supported by UN Women where dialogue mechanisms involving government and civil society are in place for promoting the implementation of gender-responsive planning, budgeting and monitoring	7 countries (Colombia, FYR Macedonia, Jordan, Kyrgyzstan, Malawi, Ukraine, Yemen)
Output: Enhanced capacity of government to assess progress in the implementation of CEDAW	Number of countries supported by UN Women where governments monitor progress in the implementation of CEDAW	17 countries (Afghanistan, Bangladesh, Cambodia, FYR Macedonia, Lao PDR, Marshall Islands, Moldova, Philippines,

RESULT STATEMENT	INDICATOR	RESULT 2013[19]
		Samoa, Seychelles, Solomon Islands, Tajikistan, Thailand, Timor-Leste, Uzbekistan, Vanuatu, Viet Nam)

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

Output: Grassroots women, activists and women's networks including HIV positive women have strengthened their capacities to have their proposals incorporated in development strategies/ plans and budgets at the national and local levels	Number of countries supported by UN Women where grassroots women, activists and women's networks develop clear agendas/charters for influencing national development strategies/plans and budgets and CEDAW implementation at the national and local levels	13 countries (Cambodia, FYR Macedonia, Georgia, Indonesia, Iraq, Morocco, Nepal, Philippines, Serbia, Tajikistan, Timor-Leste, Ukraine, Uzbekistan)

Outcome: Global policy and normative framework for gender equality and women's empowerment is strengthened

Output: Discussion guides made available for CSW official interactive events	Percentage of discussion guides for CSW official interactive events that are made available to Member States prior to opening of the CSW session	100%

Outcome: Sectoral global policy and normative frameworks reflect gender equality and women's empowerment perspectives

Output: Substantive inputs that expand knowledge on gender perspectives are provided to sectoral, global inter-governmental processes/issues	Percentage of selected sectoral global inter-governmental processes for which substantive inputs reflecting a gender perspective were made available	100%

Outcome: The global normative and policy framework for gender equality and women's empowerment benefit from implementation experience on the ground

Output: Substantive inputs provided or made available to inter-governmental norm setting forums reflect field level experience	Percentage of SG reports prepared by UN Women for the GA that refer to field-level actions by UN Women to implement global instruments, standards and resolutions	100%

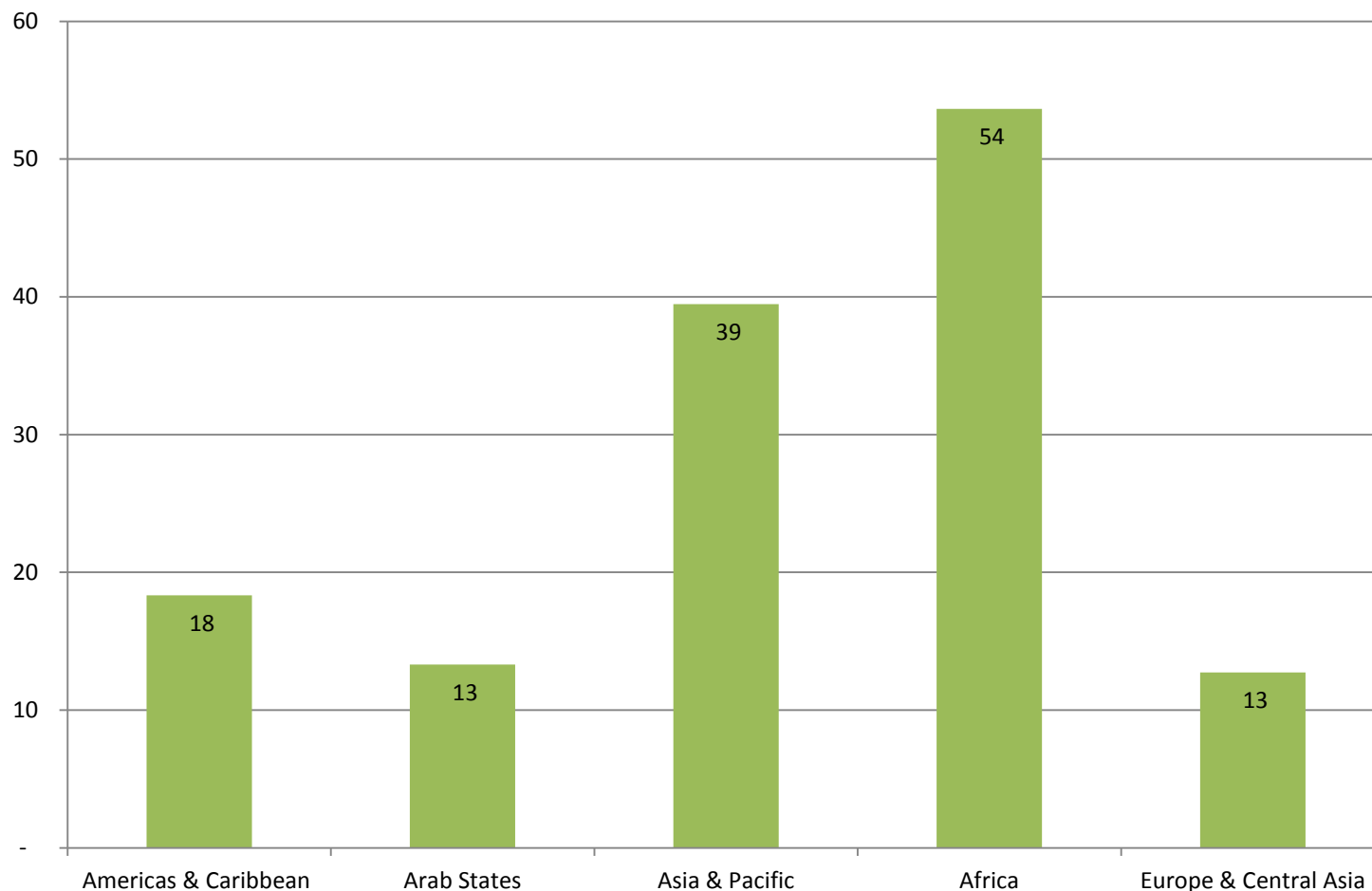# III.   UN Women Programme Expense 2013

Fig 31: Overall distribution of UN Women Programme Expense[20] by Theme, 2013 (US $ Million)
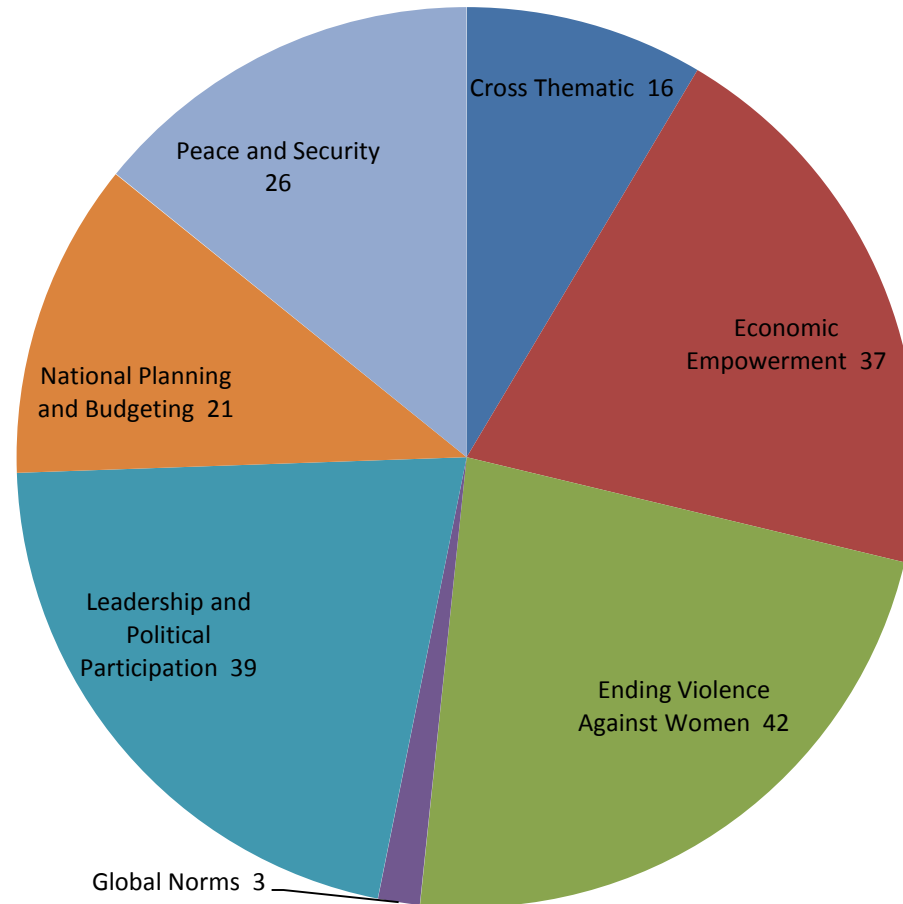
Source: UN Women expense for 2013.

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[20] Financial information for the year ended 31 December 2013 has been prepared on an accrual accounting basis in accordance with International Public Sector Accounting Standards (IPSAS). Total UN Women expense is USD 264 million.

Fig 32: Overall distribution of UN Women (Core and Non-Core) Programme Expense[21] by Region, 2013 (US $ Million)

Region	Value
Americas & Caribbean	18
Arab States	13
Asia & Pacific	39
Africa	54
Europe & Central Asia	13

Source: UN Women expense for 2013.

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[21] Financial information for the year ended 31 December 2013 has been prepared on an accrual accounting basis in accordance with International Public Sector Accounting Standards (IPSAS).

Fig 33: Regional thematic distribution of UN Women Programme Expense[22] by Theme, 2013 (US $ Million)

AFRICA

Cross
Thematic
1.4

Peace and
Security 6.7

National
Planning and
Budgeting
6.7

Economic
Empowerme
nt 12.8

Leadership
and Political
Participation
15.0

Ending
Violence
Against
Women
11.1

Global
Norms 0.1

ARAB STATES

Cross
Thematic 0.3

Peace and
Security 1.8

National
Planning and
Budgeting 1.4

Economic
Empowermen
t 3.2

Leadership
and Political
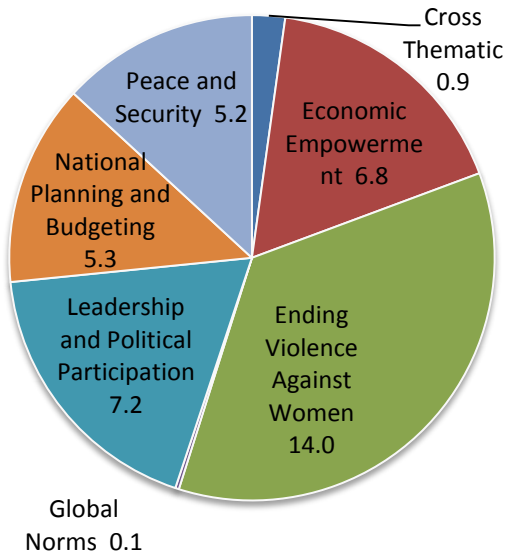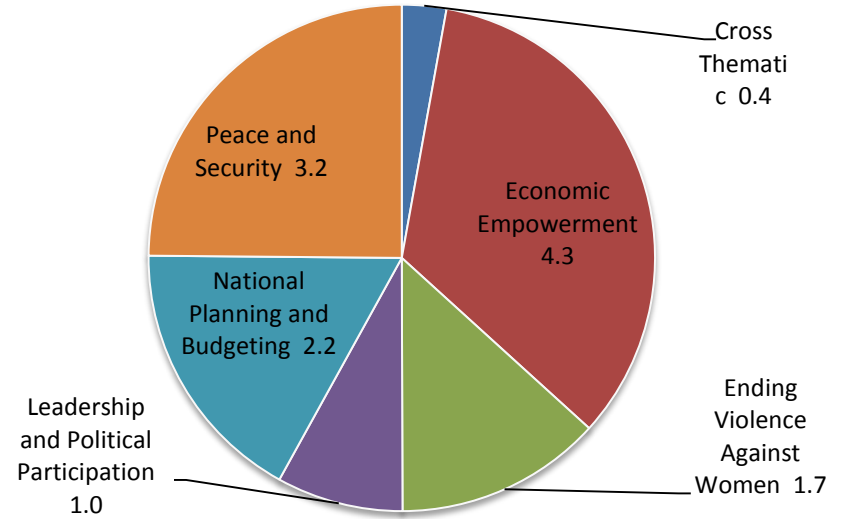Participation
2.7

Ending
Violence
Against
Women 4.0

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[22] Financial information for the year ended 31 December 2013 has been prepared on an accrual accounting basis in accordance with International Public Sector Accounting Standards (IPSAS).
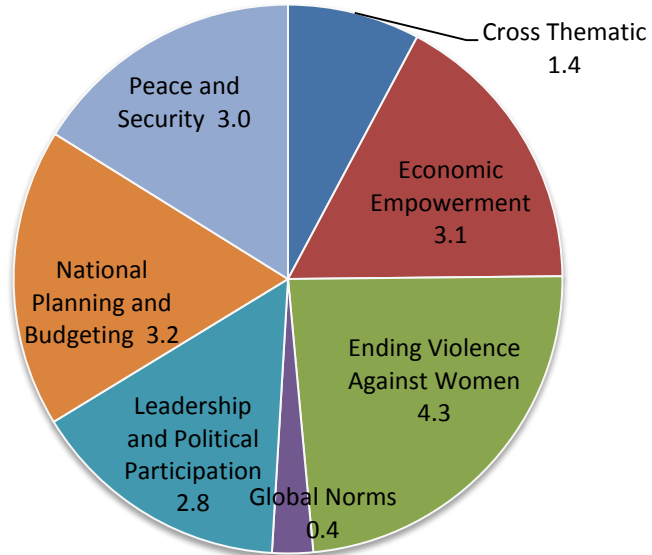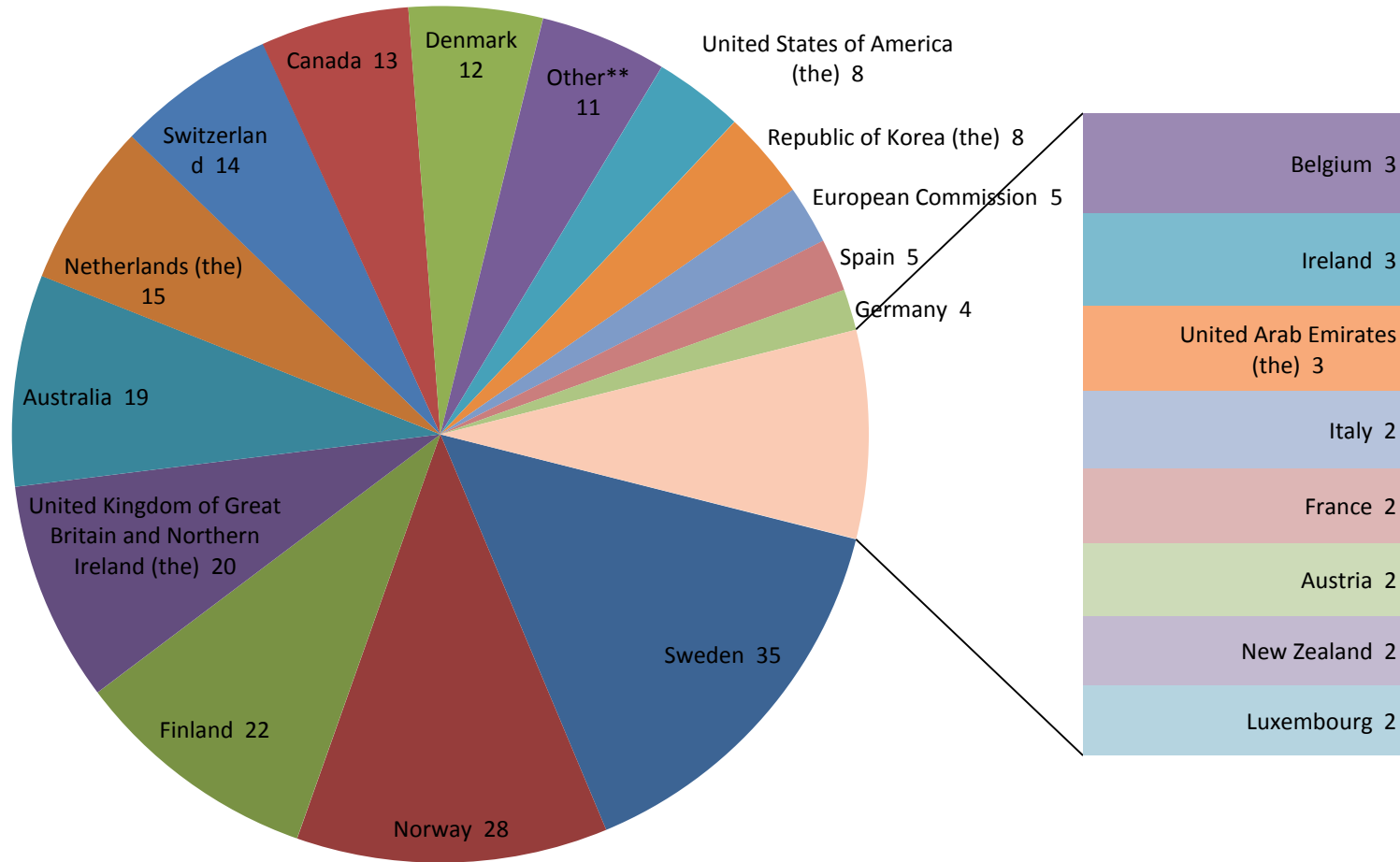
ASIA PACIFIC

- Cross Thematic 0.9
- Economic Empowerment 6.8
- Ending Violence Against Women 14.0
- Global Norms 0.1
- Leadership and Political Participation 7.2
- National Planning and Budgeting 5.3
- Peace and Security 5.2

EUROPE and CENTRAL ASIA

- Cross Thematic 0.4
- Economic Empowerment 4.3
- Ending Violence Against Women 1.7
- Leadership and Political Participation 1.0
- National Planning and Budgeting 2.2
- Peace and Security 3.2

LATIN AMERICA AND CARIBBEAN

- Cross Thematic 1.4
- Economic Empowerment 3.1
- Ending Violence Against Women 4.3
- Global Norms 0.4
- Leadership and Political Participation 2.8
- National Planning and Budgeting 3.2
- Peace and Security 3.0

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IV.   UN Women Resource Mobilization 2013

Fig 34: UN Women Core Revenue from member states 2013 (US $ Million)

Canada 13
Denmark 12
Other** 11
United States of America (the) 8
Switzerland 14
Republic of Korea (the) 8
European Commission 5
Netherlands (the) 15
Spain 5
Germany 4
Australia 19
United Kingdom of Great Britain and Northern Ireland (the) 20
Sweden 35
Finland 22
Norway 28

Belgium 3
Ireland 3
United Arab Emirates (the) 3
Italy 2
France 2
Austria 2
New Zealand 2
Luxembourg 2

** Other government donors refer to government donors contributing less than US$ 2 million.

Fig 35: Member state contributions to UN Women Core and Non-core Resources[23], 2008-2013 (US $ Million)

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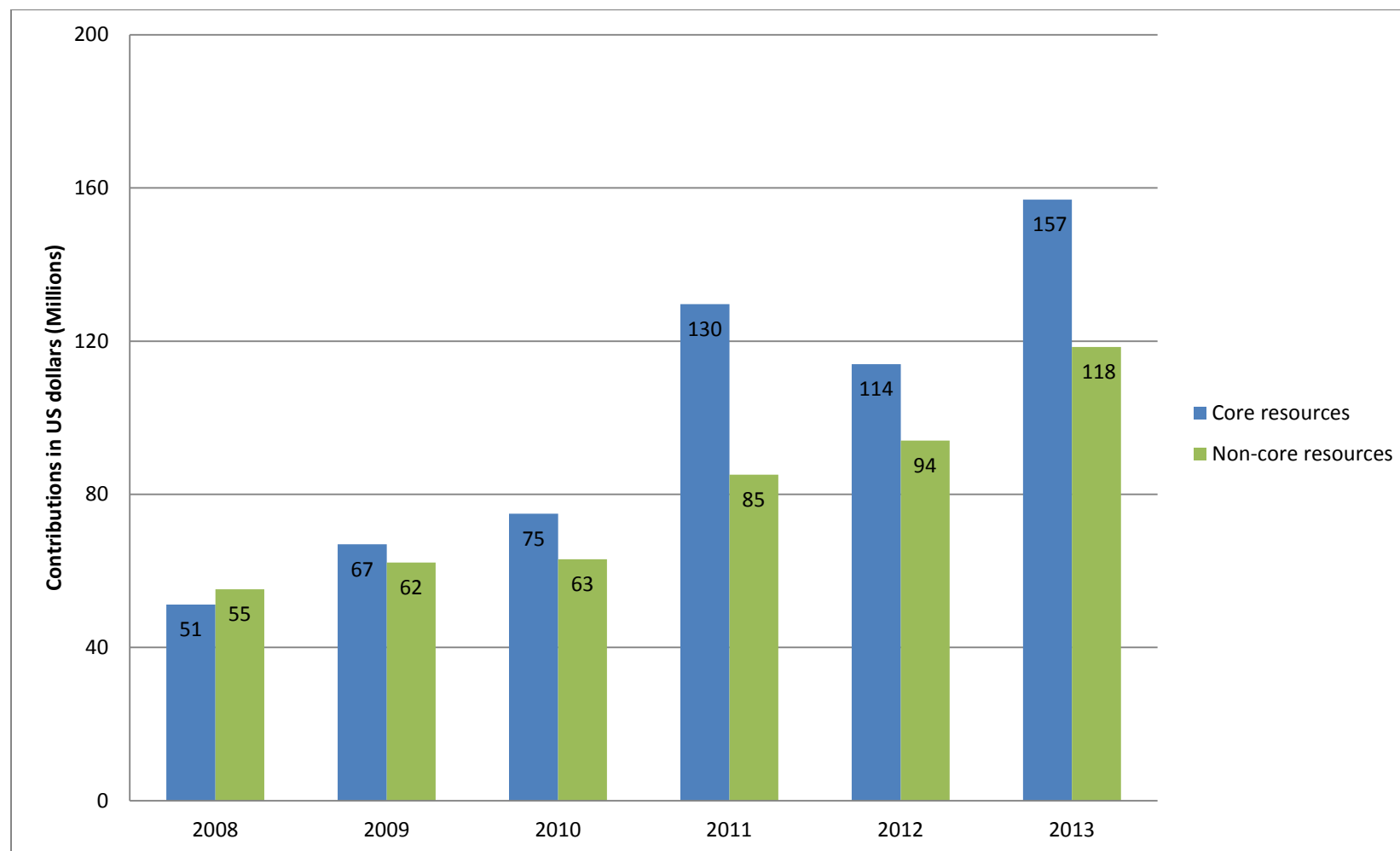
[23] Financial information for the year ended 31 December 2013 has been prepared on an accrual accounting basis in accordance with International Public Sector Accounting Standards (IPSAS). Contributions for 2012and 2013 are recognized as revenue when confirm in writing by donors; contributions in prior years were recognized as revenue on the basis of cash received. 2012 and 2013 data is therefore not directly comparable with prior year data. 2008-2010 is contribution received by UNIFEM.
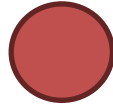
V.   Management Results Framework

	On Track		Slightly Off Track		Off Track		No Status

Output	Key Performance Indicator	Baseline	Results	Target	On/Off Track
			DEVELOPMENT EFFECTIVENESS		
MRF 2.1 UN Women programming practices reflect SMART and systematic results orientation.	2.1a Availability of baselines and targets for all indicators at corporate, regional and country levels	At the time of approval of the SP by the Board: 40 out of 61 goal and outcome level indicators had baselines and 13 out of 20 DRF output indicators had baselines (53/81); 21 out of 24 MRF output indicators had baselines (87%).	**2011**: 24 out of 28 MRF indicators had baselines. 40 out of 46 DRF goal and outcome indicators had baselines and 37 out of 40 output indicators had baselines (77/86). All indicators have targets (although some need revision and updating). **2012**: 22 out of 24 MRF indicators had baselines. 44 out of 46 DRF goal and outcome indicators have baselines and 39 out of 40 output indicators have baselines. All indicators have targets (although some need revision and updating). **2013**: 22 out of 24 MRF indicators had baselines. All indicators have baseline and targets	The global strategic plan (SP) and all Sub-Regional Offices and large country offices have baselines and targets for all indicators.	Slightly off track
	2.1b Availability of on line grant management and	On-line grant management	**2011**: Work on a results tracking system for	Results tracking system in place for all multi	On Track

Output	Key Performance Indicator	Baseline	Results	Target	On/Off Track
results tracking system for the Fund for Gender Equality, UN Trust Fund to End Violence against Women and other thematic and country level multi-donor funds	system exists for the Fund for Gender Equality. No online results tracking system is yet available for any of the funds.	the funds is awaiting completion and commissioning. **2012**: Work at an advanced stage: awaiting completion. **2013**: First phase of database launched and in use by UNTF and grantees. FGE sections being finalized as well Phase 2 and 3 of UNTF modules.	donor funds by end 2013.		
MRF 2.2 UN Women HQ and field-based systems support evidence-based knowledge generation on gender equality and women's empowerment.	2.2a Number of country level situational analyses on progress towards Gender Equality supported by UN Women	None in 2011	**2011**: None in 2011. **2012**: UN Women supported the government on finalization of country level situational analysis on progress in gender equality in Albania. In Viet Nam UN Women contributed towards a World Bank led country situation analysis on gender equality. **2013**: None in 2013	30 country level situational analyses on progress towards Gender Equality prepared by the end of 2013 with support from UN Women	Off Track
	2.2b Number of unique visitors to extranet, portals and internet sites managed by UN Women	UN Women internet site: average per month unique visitors in 2011 is 222,645. Social Media baseline:188,784	**2011**: UN Women internet site: average per month unique visitors in 2011 is 222,645. Social Media baseline:188,784. **2012**: UN Women internet site: average per month unique visitors in 2012 is 151,493. Social media: 371,495. **2013**: UN Women internet site: average per month unique visitors in 2013 is 210,742. Social media: 883,374.	20% increase in unique visitors to UN Women web site 50% increase in number of social media viewers	On Track
MRF 2.4 (previously 3.1)	2.4a (previously 3.1a) Number of countries in which UN	34 offices at the beginning of 2011	**2011**: 49 offices with representatives and 29	21 new country offices established	On Track

Output	Key Performance Indicator	Baseline	Results	Target	On/Off Track
At country and regional level, UN Women has the capacity in place to enable an effective and strategic response to national demands and to lead and coordinate UNCT response to gender equality.	Women has offices with base structure funded from the Biennium Institutional Budget	with representatives (country offices and sub-regional offices) Regional offices (Geographic Sections) at HQ	varying presence (programme presence, gender advisors, etc.). Of the 49, in 3 countries Regional Offices were being established (Thailand, Panama, Egypt). **2012**: At the end of 2012, UN-Women had offices with base structure in 59 Countries out of which 54 offices had received Institutional Budget for the structures and the remaining 5 were funded through Core resources. Recruitments for 22 UN-Women Representative positions were completed in 2012. **2013**: 6 regional offices, 6 multi-country offices and 47 country offices had received institutional budget for the structures. Recruitment of 14 UN-Women representatives were completed in 2013.	New regional architecture in place by 2013	
	2.4b (previously 3.1b) Percentage of UNDAFs finalized between 2011 and 2013 that have stronger results and resources for Gender Equality	10% UNDAFs reviewed (2008-09 group) have outcome level results for gender equality/women's empowerment.	**2011**: 22 UNDAFs out of 54 i.e. 43% finalized in 2010 and 2011 had strong outcome level results planned on gender equality **2012**: 25 UNDAFs out of 61 had strong outcome level results planned on gender equality **2013**: 35 UNDAFs out of 79 had strong outcome level results planned on gender equality	By the end of 2013, 40% of UNDAFs rolled out between 2011 and 2013 have outcome level results on Gender Equality with indicative resources clearly delineated.	On Track

Output	Key Performance Indicator	Baseline	Results	Target	On/Off Track
UNITED NATIONS DEVELOPMENT COORDINATION ACTIVITIES					
MRF 1.1 UN Women effectively leads, coordinates and promotes accountability for the implementation of gender equality commitments across the UN system.	1.1a Number of UN system wide decisions/ polices/guidance and MOUs between UN Women and other UN agencies to promote stronger UN action and accountability on gender equality that result from UN Women's leadership	June 2011: UNDG: inclusion of gender equality as a key programme principle for UNDAFs; UNCT Performance indicators on gender equality : implemented by 15 UNCTs	**2011**: 22 UNCTs have completed implementation of UNCT Performance Indicators on Gender Equality. **2012**: CEB adoption of system-wide action plan on gender equality and the empowerment of women (UN-SWAP). 2 MOUs with UNESCO and UN-Habitat were signed. Gender Equality Marker guidance note endorsed by UNDG Task Team on gender equality. 25 UNCTs have completed implementation of UNCT Performance Indicators on Gender Equality. **2013**: CEB adoption of system-wide action plan on gender equality and the empowerment of women (UN-SWAP) in 2012. 1 MOU signed jointly with FAO, IFAD and WFP; 3 LOAs with OHCHR, WFP, UNFPA 18 UNCTs have implemented UNCT Performance Indicators on Gender Equality.	-CEB policy on system wide adoption of gender marker; -CEB adoption of system wide action plan on gender mainstreaming; -Common UN position on aid effectiveness and gender equality; -Common UN system wide position on key areas of work as detailed in the DRF: temporary special measures for women; common UN framework on violence against women and girls etc. (already referenced in the DRF) - 50% of UNCTs rolling out UNDAFs by 2013 implement performance indicators on Gender Equality or gender audit.	Slightly Off Track
MANAGEMENT ACTIVITIES					
MRF 3.1 [24] Effective	3.1a Extent of Strategic Plan implementation	Plan approved in June 2011	**2011**: At the end of 2011: Achievement of	70% achievement on average of Strategic	On Track

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

Output	Key Performance Indicator	Baseline	Results	Target	On/Off Track
leadership and direction to advance the mandate and mission of UN Women			34 out of 52 original outcome indicators were on track. **2012**: 23 out of 29 outcome indicators were on track. **2013**: 26 of the 32 outcome indicators were on track.	Plan targets in DRF and MRF by 2013	
MRF 1.2 Effective partnerships between UN Women and major stakeholders, including civil society, private sector, regional and international organizations	1.2a Evidence of civil society advisory groups at global, country and regional levels providing regular feedback on UN Women programming	No formal advisory groups set up at the end of 2011	**2011**: No formal advisory groups set up at the end of 2011 **2012**: 1 Global group, 2 regional groups (LAC, Europe CSEE), 2 sub-regional groups (Caribbean, Pacific), and 9 national groups (Brazil, Cameroon, Georgia, India, Kyrgyzstan, Moldova, Pakistan, Tajikistan and United Republic of Tanzania) were set up. **2013**: 2 regional groups (Arab States, Asia-Pacific) and 15 national groups (Afghanistan, Albania, Bangladesh, Ecuador, Egypt, Guatemala, Jordan, Kenya, Malawi, Morocco, Nepal, Nigeria, Palestine, Papua New Guinea and Zimbabwe)	Advisory groups exist at global, regional and country levels and provide regular feedback on UN Women programming.	On Track
MRF 2.3 A clear evidence base generated from high quality evaluations on SP implementation for learning, decision-making and	2.3a Number and quality of SP relevant corporate and decentralized evaluations completed at the end of SP	-2 corporate evaluations --50% of evaluations with quality score of "good" or above (2010-meta evaluation) -4 partnerships on evaluation capacity development	**2011**: -2 corporate evaluations; -50% of evaluations with quality score of "good" or above (2010-meta evaluation); -4 partnerships on evaluation capacity development established (2010 Evaluation Annual Report) **2012**: -Corporate evaluations are underway	-2 corporate evaluations --80% of all evaluations conducted annually by UN Women receive a quality score of "good" or above. -System-wide joint programme evaluation completed in 2012.	Slightly off track

Output	Key Performance Indicator	Baseline	Results	Target	On/Off Track
accountability		established (2010 Evaluation Annual Report)	and will be completed in 2013. - 89% of decentralized evaluations conducted by UN Women rated good (50%) or excellent (39%); 29 decentralized evaluations were completed in 2012 including 11 joint evaluations. 3 partnerships (ReLAC in Latin America, AGDEN in Africa, EvalPartners) on evaluation capacity established **2013**: • 3 corporate evaluations completed in 2013 • 27 corporate decentralized evaluations completed in 2013 (of which, one third being joint evaluations) • 85% of 2013 completed evaluations rated as "satisfactory" and above • A global partnership for national evaluation capacity development with 50+ organizations co-led	One meta evaluation of all gender evaluations in UN system completed in 2013. -4 partnerships on evaluation capacity development established and implemented by 2013	
MRF 3.2 UN Women's internal systems including change management and consolidation processes completed on time	3.2a Change Management Process designed, rolled out and fully implemented	Change Management (HR) Policy approved and disseminated	**2011**: Change management involving merger of four former entities under implementation and on track **2012**: The Regional Architecture implementation plan (http://www.unwomen.org/wp-content/uploads/2012/09/UNW-2012-10-Regional-Architecture.pdf) was approved by the Executive Board (http://www.unwomen.org/wp-content/uploads/2012/10/Decision.-	Fully implemented by 2013	On Track

Output	Key Performance Indicator	Baseline	Results	Target	On/Off Track
			Regional-Architecture-2012.pdf) and the summary of the implementation plan indicates that the full implementation of the regional structure and related change management process is expected to be completed by the end of 2013. **2013**: Senior, experienced Regional Directors were appointed for each regional office, with authority to respond with resources to national and regional priorities. At the end of 2013 UN-Women had six Regional Offices, six Multi Country Offices, and 48 Country Offices Thirty-eight of those offices have received full delegation of authority at time of writing		
	3.2b Average turn over time for the identification of qualified candidates and complete recruitment	5 months in 2011.	**2011**: 5 months in 2011 **2012**: In 2012, the average turn over time for identification of qualified candidates and to complete recruitment during 2012 was 16 weeks. Please note that compared to regular selections, the selection for senior level positions (Representatives, Deputy Representatives etc.) involves additional clearances which sometimes impacts the average timeline for all positions. **2013**: In 2013, the average turn over time for identification of qualified	4 months by end 2013	Slightly off track

Output	Key Performance Indicator	Baseline	Results	Target	On/Off Track
			candidates and to complete recruitment (not including the senior level recruitments) was 18 weeks. The organizational priority for 2013 was the implementation of the Regional Architecture which was the focus of work for the HR team and that also involved an extensive internal job fair process wherein 114 positions were announced internally.		
MRF 3.3 UN Women operations reflect a culture of risk management, oversight and accountability	3.3a Extent of IPSAS compliance	Beginning 2011 UNSAS Accounting	**2011**: Beginning 2011 UNSAS Accounting **2012**: Full IPSAS implementation and compliance by the end of 2012. **2013**: Full IPSAS implementation and compliance	Full IPSAS implementation and compliance by the end of 2012	On Track
	3.3b Percentage of UN Women projects that link financial information with programme results	Beginning 2011, 80% projects currently link budgets with results (of former UNIFEM Strategic Plan).	**2011**: All new projects started under the UN Women Strategic Plan had linked financial information with results. **2012**: All new projects started under the UN Women Strategic Plan had linked financial information with results. **2013**: All new projects started under the UN Women Strategic Plan had linked financial information with results.	100% of projects by end 2012	On Track
	3.3c Percentage of implementation of audit recommendations by target completion dates	At the end of 2011, UN-Women had implemented 80% of the OAI's (internal) audit recommendations.	**2011**: At the end of 2011, UN-Women had implemented 80% of the OAI's (internal) audit recommendations. Similarly, 89% (i.e. 25 out 28 audit recommendations) of UNBOA's audit	By 2013, 80% of audit recommendations implemented	Off Track

Output	Key Performance Indicator	Baseline	Results	Target	On/Off Track
		Similarly, 89% (i.e. 25 out 28 audit recommendations) of UNBOA's audit recommendations have been implemented.	recommendations have been implemented. **2012**: At the end of 2012, UN-Women had implemented 83% of the OAI's (internal) audit recommendations. At the end of 2012 UN-Women received from UNBOA 28 recommendations of which 25 were completed with the remaining 3 on track **2013**: At the end of 2013, UN-Women had implemented 67% of the OAI's (internal) audit recommendations. UN-Women received from UNBOA 17 recommendations of which 9 were completed with the remaining 8 on track (implementation rate was 53% over a period of 5 months, i.e. from receiving the final report of UNBOA on 25 July 2013 to 31 December 2013). This rate increased to 88% as 15 of the 17 recommendations issued by UNBOA were completed by the end of the first quarter 2014.		
	3.3d Extent of compliance of all UN Women operations with UN Security Management System (UNSMS) standards security standards	75%	**2011**: 75% **2012**: After a 2012 Security Assurance Review of UN-Women office locations, the assurance level for 2012 is at 81%. **2013:** The assurance level for 2013 is at 79.6%	Full compliance by end 2012	On Track
MRF 4.1 Improved stewardship of	4.1a Rates of programme expenditure	66%.	**2011**: Delivery is 66%. **2012**:	Delivery at a minimum of 80% against benchmark	On Track

Output	Key Performance Indicator	Baseline	Results	Target	On/Off Track
resources under UN Women management			72.6% (excluding advances). **2013:** 88% (excluding advances)		(green circle)
	4.1b UN Women donor reports meet quality standards.	No baseline exists.	**2011** & **2012 & 2013**: Study to be commissioned to establish baseline	80% of donor reports meet quality standards as set in the guidelines	No Status (blue circle)
MRF 4.2 Resource base is expanded and diversified to meet the demand for UN Women catalytic and technical support and strategic grant-making.	4.2a Percentage of SP resource mobilization targets achieved	$227 million (out of target of $300 million) i.e. 75%.	**2011:** $227 million (out of target of $300 million) i.e. 75% **2012:** $214.7 million (out of SP target of $300 million) i.e. 71.5% **2013:** $275.4 million (out of SP target of $300 million) i.e. 91.8%	Actual fund raising meets yearly targets set out in SP (2011_ $300 million; 2012: $300m; 2013: $300m).	Off Track (red circle)
	4.2b Number of Member States that contribute to UN-Women core resources	At the end of 2010, 106 Member States contributed to UN-Women.	**2011:** 107 countries **2012:** 113 countries **2013:** 130	120 Governments is the annual target. 150 Governments reflects the 2011-2013 overall targets to be met by the end of 2013.	On Track (green circle)
	4.2c Percentage of resources generated through partnerships with non-traditional donors	At the end of 2010, approximately 1% of total resources generated through non-traditional donors	**2011:** $2.0 million i.e. 1% raised from non-traditional donors. **2012:** 5.2 million i.e. 2.4% raised from non-traditional donors. **2013:** $4.3 million i.e. 1.6% raised from non-traditional donors	5-10% of resource base generated through non-traditional donors	Off Track (red circle)
	4.2d Funds generated from National Committees per year	In 2010, $779, 000 was fundraised by National Committees.	**2011:** $800,000 **2012:** $1.1 million **2013:** $1.3 million	National Committees generate $6 million per year.	Off Track (red circle)

Output	Key Performance Indicator	Baseline	Results	Target	On/Off Track
	4.2e Amount of funding disbursed through fast track multi-donor funds directly as grants to national partners to implement commitments for gender equality	Estimated new disbursements in 2011: total of $47 million ($22 million from UN Trust Fund to End Violence against Women; $16 million from Fund for Gender Equality; and $9 million from other basket and thematic funds managed by UN Women)	**2011**: Estimated new disbursements in 2011: total of $35.5 million ($10.5 million from UN Trust Fund to End Violence against Women; $16 million from Fund for Gender Equality; and $9 million from other basket and thematic funds managed by UN Women.) **2012**: USD 26,500,000 **2013**: USD 14,307,455	Disbursements from multi donor funds reach $80 million in 2013.	Off Track
MRF 4.3 Visibility and positioning of UN Women as a lead advocate on gender equality and women's empowerment is increased	4.3a Extent of partner satisfaction with UN Women's positioning as a lead advocate on gender equality and women's empowerment	To be established at the end of 2013 following the proposed partner survey	**2011** & **2012** & **2013**: To be available after 2013. Plans underway to conduct survey in 2014.	At least 70 % partner satisfaction reported in 2013	No Status