

**Annex II**  
**of the UN-Women strategic plan, 2011-2013**  
**UN-Women Management Results Framework**

Outputs	Indicators	Baseline	Target 2013
<b>1. UN-Women contribution to more effective and efficient UN system coordination and strategic partnerships on gender equality and women's empowerment</b>			
1.1 UN-Women effectively leads, coordinates and promotes accountability for the implementation of gender commitments across the UN system. <sup>1</sup>	<i>Country level</i> Number of joint programmes on gender equality (GE) that UN-Women leads/coordinates and participates in at country level to support GE priorities identified in the United Nations Development Assistance Frameworks (UNDAFs).	105 joint programmes in which UN-Women participates (out of which UN-Women leads/coordinates 25) at the end of 2010.  Baseline to be established in 2011 on joint programmes that brings together the United Nations country teams (UNCTs) to support GE priorities identified in UNDAFs.	10% increase in number of joint programmes that UN-Women participates/leads/coordinates over the 2010 baseline.  At least 10 additional countries have UN Joint programmes on GE that brings the UNCT together to support GE priorities identified in the UNDAF.
	Percentage of UNDAFs finalized between 2011 and 2013 that have stronger results and resources for GE.	10% UNDAFs reviewed (2008-09 group) have outcome level results for gender equality/women's empowerment.	By the end of 2013, 40% of UNDAFs rolled out between 2011 and 2013 have outcome level results on GE with indicative resources clearly delineated.
	Number of UNCTs supported by UN-Women that utilize Performance Indicators on Gender Equality <sup>2</sup> and gender audit.	14 UNCTs have completed implementation of UNCT Performance Indicators on Gender Equality. Baseline on gender audit to be established in 2011.	50% of UNCTs <sup>3</sup> rolling out UNDAFs by 2013 implement performance indicators on GE or gender audit
	<i>Regional level</i> Number of RDTs/RCMs <sup>4</sup> that are implementing a strategy for supporting and monitoring improved action on GE by UNCTs.	One RDT has finalized a strategy to support UNDAF processes to incorporate strong results and resources for GE.	All 5 RDTs are implementing a strategy for supporting and monitoring improved action on GE by UNCTs.

<sup>1</sup> A/RES/64/289, paras 52 and 53

<sup>2</sup> It is a tool which was developed by the United Nations Development Group (UNDG) Task Team on Gender Equality (which UN-Women chairs), approved by the UNDG Principals and sent to all Resident Coordinators by the UNDG Chair as a tool to establish performance benchmarks for UNCTs on GE

<sup>3</sup> This refers to UN country teams that UN-Women provides support to through actual country presence or through regional centers/sub regional offices/multi country offices

<sup>4</sup> RDT=Regional Director's Team; RCM=Regional Coordination Mechanisms

Outputs	Indicators	Baseline	Target 2013
	Evidence of enhanced use of gender expertise and GE resources from within the UN system (roster of gender expertise; database of joint programmes; etc.) using tools developed by UN-Women.	No such updated data base/tool exist.	Roster of gender experts, data base of joint programmes on GE and systems of obtaining regular feedback from UNCTs on available GE resources exist and being accessed by UNCTs.
1.2 Effective partnerships between UN-Women and civil society	Evidence of civil society advisory groups at global, country and regional levels providing regular feedback on UN-Women programming.	Baseline: No formal advisory groups set up yet.	Advisory groups exist at global, regional and country levels and provide regular feedback on UN-Women programming.
<b>2. A culture of results-based programming, reporting, knowledge-management and evaluation comprehensively institutionalized across UN-Women</b>			
2.1 UN-Women programming practices reflect SMART and systematic results orientation.	Availability of baselines and targets for all indicators at corporate, regional and country levels.	To be established at the end of 2011.	The global strategic plan (SP) and all Sub-Regional Offices and large country offices have baselines and targets for all indicators.
	Percentage of approved programmes/ strategy documents, of HQ and field annual reports, that are of high quality.	65% of programme documents and 82% of strategy ratings are either good or very good.	85 % of ratings for approved programmes and strategy documents are either good or very good.
	Extent of user satisfaction with the revised corporate results tracking system.	85% approval rating of existing tracking system.	90% approval rating of the new system by April 2012.
	Time taken to appraise and approve programme documents.	To be established in 2011	30% reduction in time taken by end 2013.
	Availability of on line grant management and results tracking system for the Fund for Gender Equality, UN Trust Fund to End Violence and other thematic and country level multi-donor funds.	On-line grant management system exists for the Fund for Gender Equality; no online results tracking system is yet available for any of the funds.	On line results tracking system available for all multi donor funds by the end of 2012. Results tracking system in place for all multi donor funds.
2.2 UN-Women HQ and field-based systems support evidence-based knowledge generation on gender equality and women's empowerment.	Number of country level situational analyses on progress towards GE supported by UN-Women.	To be established in 2011	30 country level situations analyses on progress towards GE prepared by the end of 2013 with support from UN-Women.
	Number of unique visitors to extranet, portals and internet sites managed by UN-Women.	UN-Women internet site: 240,635 unique visitors, average per month unique visitors in 2011 is 259,606 UN-Women YouTube Channel viewers: 14,723.	20% increase in unique visitors to UN-Women web site 50% increase in number of social media viewers.

Outputs	Indicators	Baseline	Target 2013
	Extent of partner satisfaction with UN-Women knowledge resources/services, including extranet, internet and web portals and communication efforts.	To be established at the end of 2011.	At least 80% partner satisfaction reported in 2013.
2.3 A clear evidence base generated from high quality evaluations on SP implementation for learning, decision-making, and accountability.	Percentage of programme Budget earmarked for UN-Women Evaluation.	To be established in 2011.	Minimum of 7% of total annual UN-Women programme budget allocated and applied to evaluations (including evaluation capacities).
	Number and quality of SP relevant corporate and decentralized evaluations completed at the end of SP.	2 corporate evaluations & 13 decentralized evaluations and evaluation exercises completed (2010 Evaluation Annual Report).  50 % of evaluations with quality score of “good” or above (2010 meta-evaluation).	2 corporate evaluations & 30 decentralized evaluations completed annually.  80% of all evaluations conducted annually by UN-Women receive a quality score of “good” or above.  System-wide joint programme evaluation completed in 2012. One meta evaluation of all gender evaluations in UN system completed in 2013.
	Percentage of management responses to evaluation recommendations, including those at corporate level, that are implemented.	63% of evaluations completed have management responses.  Implementation of management responses: To be established at the end of 2011.	100% of evaluations completed have a management response within 6 weeks.  80% of management responses’ actions are implemented and reported on annually.
<b>3. Improved organizational effectiveness with a focus on robust capacity and efficiency at country and regional levels</b>			
3.1. At country level, UN-Women has the capacity in place to enable an effective and strategic response to	Number of countries in which UN-Women has offices with core capacity funded from the Biennium Support Budget.	34 offices in 2011 (country offices, sub regional and regional).	54 offices in 2012. 75 offices in 2013.

Outputs	Indicators	Baseline	Target 2013
national demands and to lead and coordinate UNCT response to gender equality.	Percentage of partner <sup>5</sup> survey respondents considering UN-Women country level presence as adequate for effective and quality programme delivery.	To be established in 2012.	80% partners with positive response in 2013.
	Number of countries in which UN-Women has approved country programmes harmonized with the UNDAF.	8 approved country programmes by end 2010.	50 approved country programmes by 2013.
	Extent to which strengthened regional architecture and projected field presence is in place.	Current regional architecture: geographic divisions at HQ. Funds allocated to staff 5 regional centres. 15 sub regional offices (with 3 of the 5 regional centres co-located with SROs).	New regional architecture in place by 2013.
	Number of field offices which have operational and programmatic delegation of authority.	13 Sub-regional offices, and 1 country office have delegated operational authority.	50 offices have delegation of operational and programme authority by the end of 2013.
	Percentage of Regular and Support Budget posts that remain vacant at the end of the year.	14% of posts vacant at the end of 2010.	7% of Regular and Support Budget posts vacant by the end of 2011. 5% of Regular and Support Budget posts vacant at the end of 2012 and at the end of 2013.
	Average turn over time for the identification of qualified candidates and complete recruitment.	4 months in 2011.	3 months by end 2013.
	Percentage of staff who are satisfied with HR processes and are motivated to perform.	2012 staff survey will establish the first baseline against which the results of subsequent staff surveys will be compared to show changes.	75 % staff satisfaction reported in staff survey 2012.
3.2 UN-Women's internal systems, including change management and consolidation processes, completed on time	Change Management Process designed, rolled out and fully implemented.	Change Management (HR) Policy approved and disseminated.	Policy implemented: New organizational structure in place and fully staffed: HQ by the beginning of 2012, Country Offices by the end of 2012.

<sup>5</sup> Partners to be surveyed will include UNCTs and national partners

<b>Outputs</b>	<b>Indicators</b>	<b>Baseline</b>	<b>Target 2013</b>
3.3 UN-Women operations reflect a culture of risk management, oversight and accountability	Extent to which IPSAS is being utilized).	UNSAS	IPSAS fully implemented by end 2012.
	Percentage of UN-Women projects that link financial information with programme results.	80% projects link budgets with results in 2011.	100% of projects link budgets with results by end 2012.
	Time required to approve procurements and process payments.	To be established.	Reduced by 20% by 2013.
	Extent to which UN-Women has a fully functional audit capacity.	UN-Women relies on UNDP for internal audits. Only liaison and support capacity exist at UN-Women.	Internal and independent Audit Office fully functional by end 2012. Starting in 2013, 1/3 of HQ sections/units and 1/3 of field offices per calendar year audited.
	Audit ratings received during the year.	To be established end 2011.	By 2013, 90% of all audit reports have a satisfactory or partially satisfactory rating
	Percentage of implementation of audit recommendations by target completion dates.	To be established end 2011.	By 2013, 80% audit recommendation implemented.
	Extent of costs reduction from increased delegation of authority to the field and use of video technology.	To be established as per actual use in 2010.	10% average travel cost reduction by 2013 per staff member.
	Updated UN-Women risk assessment model that highlights and addresses all material risks for the offices and the organization as a whole.	Follows ex-UNIFEM.	By the end of 2012 material risks of all offices identified and strategies in place to manage these risks.
	Formally documented responsibility, authority and accountability within UN-Women management.	Follows ex-UNIFEM.	Accountability framework in place and applied.
	Number of offices that have approved Internal Control Frameworks.	To be established end 2011.	100% of HQ and field offices have approved ICFs by end 2013.
Extent of compliance of all UN-Women operations with UNDSS security standards.	To be established end 2011.	Full compliance by end 2012.	
<b>4. Mobilization and management of financial resources</b>			
4.1 Improved stewardship of resources under UN-Women management	Rates of programme expenditure.	Delivery is 80%.	Delivery at a minimum of 90% against benchmark.

<b>Outputs</b>	<b>Indicators</b>	<b>Baseline</b>	<b>Target 2013</b>
	Percentage of donor financial and narrative reports that are submitted by the agreed upon date.	160 reports out of 279 (57%) reports submitted by agreed upon date.	90% of donor financial and narrative reports submitted on time.
	Evidence that UN-Women donor reports meet quality standards.	No baseline exists: first partner survey in 2013 will establish a baseline.	80% donors satisfied (as evidenced in partner survey report of 2013) with quality of reports.
4.2 Resource base is expanded and diversified to meet the demand for UN-Women catalytic and technical support and strategic grant-making.	Extent to which fund raising matches SP targets.	Baseline to be established at the end of 2011.	Actual fund raising meets yearly targets set out in SP (2012: \$400m; 2013: \$500m).
	Number of Member States that contribute to UN-Women core resources.	At the end of 2010, 106 Member States contribute to UN-Women.	A minimum of 150 government donors secured and maintained, 20% of which is multi-year format.
	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.	15% of resource base generated through non-traditional donors.
	Number of National Committees that are generating \$2 million or more per year.	No National Committee currently generates \$2 million per year.	At least 3 National Committees generate at least \$2 million per year.
	Amount of funding mobilized and managed through multi-donor funds that fast track assistance to countries to implement commitments for GE.	Estimated new disbursements in 2011: total of \$47 million (\$22 million from UN Trust Fund to End Violence; \$16 million from Fund for Gender Equality; and \$9 million from other basket and thematic funds managed by UN-Women.)	Disbursements from multi donor funds reach \$60 million in 2012 and \$80 million in 2013.