



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

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Strategic plan

**United Nations Entity for Gender Equality and the
Empowerment of Women strategic plan, 2014-2017**

“Making this the century for women and gender equality”

Summary

The United Nations Entity for Gender Equality and the Empowerment of Women (UN-Women) strategic plan, 2014-2017 and its annexes^a are presented to the Executive Board for endorsement.

The Executive Board may wish to approve the strategic plan, 2014-2017.

^a Annexes I and II are circulated in the present document, other annexes are available from www.unwomen.org/en/executive-board/documents/second-regular-session-2013#sp-annexes.

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I. Introduction

1. The pursuit of gender equality, women's rights and women's empowerment is the defining challenge for 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.

2. The General Assembly, in its 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 system in progressing more effectively and efficiently towards achieving gender equality and women's empowerment and upholding women's rights. The resolution calls upon UN-Women to lead, coordinate and promote the accountability of the United Nations system in its work on gender equality and the empowerment of women, working through mechanisms including the United Nations System Chief Executives Board for Coordination (CEB), its High-level Committee on Programmes and High-level Committee on Management, the United Nations Development Group and the Inter-Agency Network on Women and Gender Equality.

3. In recognition of the fact that no country has achieved gender equality, the universal normative mandate of UN-Women supports the development and strengthening of norms and standards internationally, regionally and nationally, alongside their implementation through operational and coordination activities, while also informing the development of those norms and standards through experience on the ground. The Beijing Platform for Action, the Convention on the Elimination of All Forms of Discrimination against Women, the United Nations Millennium Declaration and applicable instruments and resolutions of the United Nations on 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, with a focus on its results frameworks, including clearer results chains, indicators, targets and baselines, on strengthening links between outcomes, outputs and indicators, and reflecting UN-Women experience of responding to national, regional and global priorities and United Nations system efforts towards a coherent and coordinated investment in gender equality and women's empowerment;

(b) Reflects lessons learned from implementing the strategic plan, 2011-2013 and from evaluation ([UNW/2013/4](#)), including: (i) the importance of basing programmatic work on participatory and nationally driven processes; (ii) the Entity's comparative strength in advocacy; (iii) UN-Women success in strengthening the capacity of civil society, while highlighting the need to focus on the sustainability of those efforts; and (iv) the need for more consistent quality in the Entity's coordination role at the country level;

(c) Stresses the mandate of UN-Women, which applies to developed and developing countries alike;

(d) Reflects the provisions of General Assembly resolution [67/226](#) on the quadrennial comprehensive policy review adopted in December 2012, including specific elements on gender equality;

(e) Reflects the strengthened coordination role of UN-Women, notably arising from the priority consideration given to gender equality and women's empowerment, including the Entity's system-wide role and the United Nations System-wide Action Plan on Gender Equality and the Empowerment of Women, in resolution [67/226](#);

(f) Reflects new and strengthened partnerships within the United Nations system and with women's organizations and networks, other civil society organizations, academia and experts, mass media and the private sector. The partnerships support UN-Women advocacy for the integration of gender equality issues into all development sectors. UN-Women became the eleventh co-sponsor of the Joint United Nations Programme on HIV/AIDS (UNAIDS) and a member of the "Health Four Plus" group, which is supporting the "Every woman, every child" campaign of the Secretary-General, is partnering with the United Nations Human Settlements Programme (UN-Habitat) on a "New Urban Agenda" and is 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, and drawing upon the civil society advisory groups, which provide the framework for 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;

(h) Aligns the Entity's strategic planning cycle with that of other funds and programmes of the United Nations.

II. Context

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

5. Member States have committed to gender equality and women's rights as enshrined in global treaties such as the Beijing Platform for Action, adopted at the Fourth World Conference on Women, in 1995, and in six resolutions of the Security Council on women, peace and security.

6. The outcome document of the United Nations Conference on Sustainable Development (General Assembly resolution [66/288](#)) identified gender equality and women's empowerment as a priority and a cross-cutting issue for sustainable development in its economic, social and environmental dimensions, and gave a specific role to UN-Women in advancing their interlinkages.

7. The States parties to the United Nations Framework Convention on Climate Change at the sixteenth and seventeenth sessions of the Conference of the Parties, recognized that gender equality and the participation of women are important for action on climate change. At the eighteenth session of the Conference of the Parties,

a landmark decision on gender balance in bodies established under the Framework Convention or the Kyoto Protocol thereto and in the delegations of parties to meetings regarding the Convention or the Protocol was adopted (see FCCC/CP/2012/8/Add.3, decision 23/CP.18). Gender and climate change is now a standing item on the agenda of sessions of the Conference of the Parties.

8. The declaration adopted at the high-level meeting of the General Assembly on the rule of law at the national and international levels, held during the sixty-seventh session of the Assembly, recognized the importance of women's access to justice and the rule of law, and in recent sessions the Assembly has also adopted resolutions on women's political participation (resolution [66/130](#)), the situation of women in rural areas (resolution [66/129](#)), the elimination of all forms of violence against women (resolution [67/144](#)), ending female genital mutilation (resolution [67/146](#)) and trafficking (resolution [67/145](#)). The agreed conclusions adopted at the fifty-seventh session of the Commission on the Status of Women strengthened Member States' commitments on ending violence against women. UN-Women leveraged its convening role to mobilize partners and stakeholders, including entities of the United Nations and civil society.

9. Following successive Security Council resolutions on the global and United Nations system-wide response to the issue of women, peace and security, UN-Women has been tasked by the Secretary-General with supporting norm-setting, monitoring and United Nations system coordination, including through implementation of the seven-point action plan for gender-responsive peacebuilding ([A/65/354-S/2010/466](#)), which includes a commitment to increasing resources for post-conflict and peacebuilding efforts.

10. The Entity's mandate establishes its new role in leading, coordinating and promoting accountability and coherence of the United Nations system for gender equality and women's empowerment. The quadrennial comprehensive policy review reaffirmed this by calling upon entities of the United Nations to ensure system-wide coherence and stressed the system's mandate on gender equality and women's empowerment. UN-Women will be guided by the quadrennial comprehensive policy review, which directs the United Nations system to harmonize and strengthen joint programming and results-based management, to ensure mutual accountability within the framework of the resident coordinator system, increase investments in gender equality, ensure more reliable tracking of resource allocation, and secure expertise to enhance gender mainstreaming in programme planning and implementation.

11. In 2012, the system-wide action plan was endorsed by CEB and welcomed by the Economic and Social Council in its resolution 2012/24. It represents a major step forward in ensuring United Nations system accountability. Fifty-seven entities, departments and offices of the United Nations system report against the system-wide action plan, using 15 common performance standards. The United Nations system currently meets or exceeds requirements in a third of these, and approaches requirements in 43 per cent. All performance indicators are to be met by 2017. UN-Women is now positioned to drive the implementation and roll-out of the system-wide action plan and remains the focal point for the status of women in the Secretariat.

12. The role of UN-Women in promoting system-wide action on gender equality was further affirmed in the Programme of Action for the Least Developed Countries

for the Decade 2011-2020 (Istanbul Programme of Action) adopted at the Fourth United Nations Conference on the Least Developed Countries.

13. The decision by Member States at the fifty-seventh session of the Commission on the Status of Women to undertake a 20-year review and appraisal of implementation of the Beijing Declaration and Platform for Action (see [E/2013/27-E/CN.6/2013/11](#)) demonstrates renewed political momentum to achieve the commitments of the Fourth World Conference on Women. UN-Women will support this through national and regional reviews and stakeholder mobilization, intergovernmental normative support and coordination.

14. Discussions on development of the post-2015 agenda and the sustainable development goals present an opportunity to build on the Millennium Development Goals, by retaining the priority and focus given to gender equality through a stand-alone gender equality goal that more explicitly addresses the structural foundations of gender-based inequalities and the imperative of transformed gender relations, and ensuring that gender equality is mainstreamed in all other goals, targets and indicators. UN-Women will support these efforts.

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

15. Many goals and targets show progress of the Millennium Development Goals, yet achievement of the Goals has been constrained by gender inequality and inadequate investment in the gender dimensions of the Goals.¹ The majority of the world's poor are women, and poverty intensifies gender inequalities.² Yet women play an essential role in poverty eradication, equitable sustainable growth and recovery, and in breaking generational cycles of poverty. Gender-sensitive policies aimed at improving agricultural productivity, developing skills and access to social protection, are needed to boost inclusive growth and reduce poverty.

16. Targets for education and health in the Millennium Development Goals cannot be met unless girls are able to go to school and women's sexual and reproductive health and rights are realized. In developing countries, girls represent 53 per cent of the out-of-school population of primary age.¹ Girls from rural areas, ethnic minorities and indigenous groups continue to have the lowest levels of literacy and education.³ Maternal deaths decreased by only 3.1 per cent per year between 1990 and 2010, well below the 5.5 per cent needed to achieve global targets by 2015.⁴ Young women account for over 60 per cent of young people living with HIV.⁵

17. Ongoing financial, food and fuel crises, recession and austerity have slowed growth and poverty reduction, worsened inequalities, and in many countries increased women's reliance on vulnerable employment, lowered their incomes, and increased their care burden, thereby reinforcing and deepening existing gender

¹ *Millennium Development Goals Report 2012* (United Nations publication, Sales No. E.12.I.4).

² World Bank, *World Development Report 2012* (Washington, D.C.).

³ Education For All, *Global Monitoring Report 2012*, available from www.unesco.org/new/fileadmin/MULTIMEDIA/HQ/ED/pdf/gmr2012-report-ch1.pdf.

⁴ World Health Organization (WHO), *Trends in Maternal Mortality: 1990-2010* (Geneva, 2012).

⁵ Joint United Nations Programme on HIV/AIDS (UNAIDS), *Report on the global AIDS epidemic* (Geneva, 2012).

inequalities.⁶ Food and commodity prices continued to rise into 2012, negatively affecting the nutritional status of women and children (see E/2013/70) and exacerbating the impact of climate change and natural disasters, disproportionately affecting poor women, particularly rural women.

18. Women's participation in the workforce remains stagnant at 51.1 per cent compared to 77.1 per cent for men.⁷ In some countries the gender pay gap is as high as 40 per cent.⁸ Women continue to predominate in informal and vulnerable employment.⁷ Of the 214 million international migrants in 2010, 49 per cent were women, mainly concentrated in the unprotected informal manufacturing and service sectors.⁹

19. To date, 187 countries have ratified the Convention on the Elimination of All Forms of Discrimination against Women and impressive progress has been made in reforming national constitutions and legal codes. Yet many laws continue to permit discriminatory practices relating to land, property rights, employment benefits and mobility. Difficulties in accessing justice persist, in particular for the poorest women and girls.¹⁰

20. Despite laws addressing domestic violence and sexual harassment, 35 per cent of women experience physical or sexual violence in their lifetime.¹¹ An estimated 140 million women and girls are living with the consequences of female genital mutilation.¹² More than one third of women aged 20 to 24 in the developing world were married by the age of 18.¹³ Sexual violence continues to be used as a weapon of war.

21. As of April 2013, 34 countries had achieved or surpassed the 30 per cent critical mass mark for women's representation in parliament, an increase from 26 in January 2011,¹⁴ with 29 of these having used temporary special measures in order to achieve the target.¹⁵ As of January 2012, only 26 countries had 30 per cent or more of ministerial roles filled by women.¹⁶ Only 16 elected heads of State are women.

⁶ Isabel Ortiz and Matthew Cummins, working paper, "The age of austerity: a review of public expenditures and adjustment measures in 181 countries" (Initiative for Policy Dialogue and the South Centre, 2013).

⁷ International Labour Organization (ILO), *Global Employment Trends 2013* (Geneva, 2013).

⁸ ILO statistical database.

⁹ Department of Economic and Social Affairs, Trends in international migrant stock: the 2008 revision, available from <http://esa.un.org/migration/index.asp?panel=1>.

¹⁰ United Entity for Gender Equality and the Empowerment of Women (UN-Women), *Progress of the World's Women 2011-2012: In Pursuit of Justice* (New York, 2012).

¹¹ WHO, *Global and regional estimates of violence against women* (Geneva, 2013).

¹² WHO, Female genital mutilation: Fact sheet No. 241 (Geneva, 2013).

¹³ United Nations Population Fund (UNFPA), *Marrying Too Young: End Child Marriage* (New York, 2012).

¹⁴ In single or lower houses of parliament, according to the Inter-Parliamentary Union (IPU) database on women in national parliaments, as at 1 April 2013.

¹⁵ International Institute for Democracy and Electoral Assistance (IDEA), IPU and Stockholm University, global database of quotas for women, available from www.quotaproject.org; Database of Millennium Development Goals indicators, available from <http://mdgs.un.org/unsd/mdg/Data.aspx>.

¹⁶ IPU and UN-Women, map on women in politics, 2012.

Women also remain underrepresented in local government.¹⁷ Globally, only 21 per cent of senior management roles are held by women.¹⁸

22. Women are disproportionately affected by humanitarian emergencies, both conflict situations and natural disasters, yet remain excluded from processes around peace and from prevention, preparedness, response and recovery processes. Only 4 per cent of signatories in peace processes were women, and women were absent from chief mediating roles in talks brokered by the United Nations.¹⁹ Plans for economic recovery, infrastructure, security and the rule of law show a striking lack of gender analysis and budget provision for women's needs.²⁰

23. The Development Assistance Committee of the Organization for Economic Cooperation and Development (OECD) aid commitments for gender equality fell by 19 per cent from \$25.3 billion in 2009-2010 to \$20.5 billion per year in 2010-2011, despite a prioritization of gender equality in many stated donor policies.²¹ Gender-related statistics are not available in certain domains, are often not comparable, and the quality of data varies significantly between countries. Disaggregation of available statistics by sex remains a challenge (see [E/CN.3/2011/4](#)).

C. Strengthened country-level support to Governments and country teams

24. Ensuring the capacity of country teams and the resident coordinator system to advance gender equality remains one of the Entity's highest priorities. In 2012, 99 country teams included a gender equality element in their annual workplans, up from 49 in 2004. 106 country teams 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. 41 United Nations Development Assistance Frameworks included gender equality as a cross-cutting issue in 2004 compared to 58 in 2012.

25. The independent evaluation of "Delivering as one" ([A/66/859](#)) found that the initiative and system-wide coherence have strengthened the United Nations 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 the United Nations Development Group standard operating procedures for countries adopting the "Delivering as one" approach provides a further opportunity.

26. UN-Women supported programme countries upon request in all priority areas of the strategic plan, 2011-2013. By the end of 2012, UN-Women had delivered increased support for achieving results in 87 programme countries and was on track

¹⁷ Statistics Division, *The World's Women 2010: Trends and Statistics* (New York, 2010).

¹⁸ Grant Thornton International Business Report, "Women in senior management: still not enough" (2012).

¹⁹ UN-Women, "Women's participation in peace negotiations: connections between presence and influence" (2012).

²⁰ UN-Women, "What women want: planning and financing for gender-responsive peacebuilding" (2012).

²¹ Organization for Economic Cooperation and Development (OECD), "Aid in support of gender equality and women's empowerment: statistical overview" October 2012; OECD, "Aid in support of gender equality and women's empowerment: donor charts", March 2012; figures for both periods are constant 2010 prices.

against 23 of 29 strategic plan indicators (see [UNW/2013/3](#)). For example, 17 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 Security Council resolution 1325 (2000). National planning documents in 28 countries incorporated priorities and budgets on gender equality and women's empowerment. In 10 countries supported by UN-Women, women living with HIV were able to influence formal planning and review mechanisms for national responses to HIV/AIDS.

27. UN-Women field presence and capacity are essential to responding to national demand and supporting and influencing country teams. The regional architecture aligns every organizational level and operational procedure to better achieve results. Strengthened country offices now support national governments and the United Nations system with more and better-trained staff, and delegated authority. At the regional level, UN-Women has deployed senior regional directors who oversee UN-Women work in their region and can better respond to national and regional priorities.

28. UN-Women also implemented the International Public Sector Accounting Standards (IPSAS) and established an independent Evaluation Office and evaluation policy.

III. Priorities, principles and approaches

A. Priorities

29. The priorities of the strategic plan, 2011-2013, continue to drive the development results of the strategic plan, 2014-2017. 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.

30. There are four operational effectiveness and efficiency priorities:

- (a) Drive more effective and efficient United Nations system coordination and strategic partnerships;
- (b) Institutionalize a strong culture of results-based management, reporting, knowledge management and evaluation;
- (c) Enhance organizational effectiveness, with robust capacity and efficiency at the country and regional levels;
- (d) Mobilize and leverage adequate resources.

B. Principles and approaches

31. UN-Women employs the following principles and approaches, derived from the United Nations development system and its established founding principles.

- (a) Principles
 - (i) Supporting capacity development as the foundation strategy for effective and sustainable development;
 - (ii) 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 and leadership;
 - (iii) Promoting inclusiveness, highlighting the crucial role of men and boys, and focusing, where appropriate, on the poorest and most excluded groups, 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 accordingly;
 - (iv) Supporting the transformation of relationships at the individual, family, community, national and global levels towards gender equality and the empowerment of women;
 - (v) Promoting sustainable development and the vital role of women in development in all its dimensions, including economic, social and environmental;
 - (vi) Acknowledging the universal challenge of the pursuit of gender equality and the applicability of the Entity's mandate in all country contexts.
- (b) Approaches
 - (i) Working for and within a coherent United Nations system, supporting a more effective resident coordinator system, maximizing comparative advantages, and complementing the work of other United Nations entities, while stressing that the establishment of UN-Women does not relieve any other part of the United Nations system of their responsibilities regarding gender equality and women's empowerment;
 - (ii) Promoting accountability, transparency and performance measured by results and outcomes;
 - (iii) Advocating for the promotion of gender equality and women's empowerment, and ensuring a strong voice for women and girls;

(iv) Acting as a global broker of knowledge and experience, including by fostering South-South and triangular cooperation, and sharing lessons learned on aligning practice with normative guidance.

32. The strategic plan is aligned with the quadrennial comprehensive policy review. UN-Women, in a joint approach with the United Nations Development Programme (UNDP), the United Nations Population Fund (UNFPA), the United Nations Children's Fund (UNICEF) and the World Food Programme (WFP), is working to foster coherence and synergies across the activities of those entities. With those funds and programmes, UN-Women is responding to the mandates of the quadrennial comprehensive policy review, and acting in accordance with the United Nations Development Group programming principles of a human rights-based approach, gender equality, environmental sustainability, results-based management and capacity development. Together, the funds and programmes and UN-Women are collaborating through "Delivering as one" and other mechanisms for collective action, avoiding overlaps and defining clear roles and responsibilities.

33. Together, the funds and programmes and UN-Women have taken steps toward converging their strategic planning, particularly with respect to results frameworks, by:

(a) Using performance indicators of the system-wide action plan to help monitor progress in gender mainstreaming, recognizing gender mainstreaming as essential to achieving results and the joint responsibility to promote gender equality through actions in pursuit of the entities' mandates;

(b) Using performance indicators of the unified budget, results and accountability framework of UNAIDS to help monitor progress in addressing HIV and AIDS and maximize the coherence, coordination and impact of the broader United Nations response to AIDS;

(c) Using performance indicators aligned with the approach agreed through ongoing work of the Inter-Agency Standing Committee on a common humanitarian response monitoring framework, as part of the newly developed humanitarian programme cycle;

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

34. In consultation with Member States, the funds and programmes and UN-Women will continue to strengthen performance, accountability and coherence. They will collectively identify effective joint operating platforms to achieve results and accelerate joint work on real-time monitoring in collaboration with national partners. Together they will achieve greater coherence in results reporting across agencies and between agency-specific reporting and reports to the Economic and Social Council on operational activities.

35. UN-Women adheres to the United Nations system-wide common understanding on a human rights-based approach,²² including that all development cooperation programmes, policies and technical assistance should further the

²² Statement on a common understanding of a human rights-based approach to development cooperation, available from www.undg.org/archive_docs/6959-The_Human_Rights_Based_Approach_to_Development_Cooperation_Towards_a_Common_Understanding_among_UN.pdf.

realization of human rights as enshrined 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.

36. UN-Women is committed to strengthening its work in humanitarian action and disaster risk reduction, including through partnership with the Office for the Coordination of Humanitarian Affairs, by ensuring consistency and sustainability in addressing gender equality concerns across the humanitarian development continuum and improving awareness and commitment, as well as enhancing capacity and partnerships with national entities, civil society, regional institutions and the international humanitarian system.

IV. Results frameworks

37. The Entity’s integrated results framework (available from www.unwomen.org/en/executive-board/documents/second-regular-session-2013#sp-annexes) incorporates development and operational effectiveness and efficiency results in line with the integrated budget, which is summarized in annex I. Resources will be linked to impact-level results.

38. Accountability for contributing to the impacts and outcomes of the plan is shared by 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

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

40. 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, and results in each area are essential to achieving results in others.

Impact 1: women lead and participate in decision-making at all levels

41. This area aligns with intergovernmental resolutions by promoting and monitoring women’s participation in decision-making 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.

42. Anticipated results at the national level include (a) supporting the adoption and implementation of constitutional reform, laws and policies that promote women’s

inclusion, including temporary special measures; (b) gender-responsive electoral management; and (c) 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 data disaggregated by sex. Inter-agency results seek greater coherence in policy advice provided to Governments to advance women's leadership. Key United Nations partners include UNDP and the Department of Political Affairs of the Secretariat.

43. The 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, strengthened partnerships and a common understanding of interconnected mandates, particularly regarding United Nations inter-agency collaboration on electoral assistance. Country-level programmes have illustrated the need for enhanced capacity-building for key stakeholders, women candidates, electoral officials, civil society organizations and indigenous women.

44. Work in this area is complemented by the Fund for Gender Equality. The Fund's second grant-making cycle in 2011-2012 resulted in 53 grants, totalling \$17 million.

Impact 2: women, especially the poorest and most excluded, are economically empowered and benefit from development

45. 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, poverty reduction and women's participation and leadership in economic policy and decision-making in that regard. It includes a focus on the poorest and most excluded women, together with structural inequalities, including women's unpaid work burdens, gender inequalities in access to decent employment and equal pay, and access and control over productive resources, including land. It thereby contributes to more equitable and inclusive development and poverty reduction. It builds upon lessons learned during the first strategic plan: the economic empowerment of women is key to resilience in disaster risk reduction and climate change; the unrealized potential for progress through partnership; and advocates for gender-equality can and must drive economic empowerment. Anticipated results include (a) the adaptation and implementation of national plans, legislation, policies, strategies, budgets and justice mechanisms to strengthen women's economic empowerment; (b) 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 (c) support to gender equality advocates to allow them to better influence economic policies and poverty eradication strategies.

46. These results build upon prior achievements, including promotion of the economic empowerment of rural women through a joint programme with the Food and Agriculture Organization of the United Nations (FAO), the International Fund for Agricultural Development (IFAD) and WFP, efforts to strengthen the evidence base for women's economic empowerment, and strategic partnerships with entities, including the World Bank. At the 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.

47. Work in this area is complemented by the Fund for Gender Equality.

Impact 3: women and girls live a life free from violence

48. This area builds on intergovernmental agreements, including the agreed conclusions of the fifty-seventh session of the Commission on the Status of Women and Member States' commitments under the "UNiTE to End Violence against Women" campaign of the Secretary-General. Work in this area is informed by a corporate evaluation which demonstrated that UN-Women can leverage its multifaceted mandate to promote holistic approaches and needs to continue to define its specific role among the range of partners working on the issue; and the Entity's leadership and coordination role in this sector is welcomed.

49. UN-Women supports the 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. United Nations system inter-agency efforts to prevent and respond to violence, including UNiTE and the database on violence against women will be strengthened. UN-Women will continue to work with UNFPA, United Nations entities and other partners to expand the availability of multi-sectoral services of a high quality, including sexual and reproductive health services for survivors, and establish global quality standards for comprehensive service delivery. Enhancing the capacity of service providers will ensure the availability of survivor-focused services of high quality, as well as increased awareness among women and girls about the available services. Women and girls facing multiple forms of discrimination, which increases their vulnerability to violence, will be an area of focus.

50. UN-Women is a global knowledge hub for evidence-based approaches to preventing and ending violence against women and girls. The Entity will continue to work with partners to strengthen joint comprehensive frameworks for action. Ongoing collaboration with UNICEF, UN-Habitat and other United Nations 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.

51. Anticipated results contributing to this goal include (a) laws, policies and strategies are adopted and implemented in line with international standards and informed by voices of women survivors in order to prevent and respond to all forms of violence against women and girls, and (b) women and girls are able to access multi-sectoral, survivor-focused services of high quality.

52. The results build on lessons learned during the strategic plan, 2011-2013, including experience in implementing the Safe Cities initiative of the United Nations, which shows that evidence-based and participatory programmes deliver results in policy development, awareness-raising and improvements to infrastructure in order to prevent violence against women and girls in public spaces.

53. UN-Women acts as secretariat of the United Nations Trust Fund in Support of Actions to Eliminate Violence against Women, with a portfolio of 95 programmes

for a total value of over \$63.5 million. In 2012, the Trust Fund awarded \$8.4 million in new grants to 12 initiatives in 19 countries.

Impact 4: peace and security and humanitarian action are shaped by women's leadership and participation

54. This area encompasses the contributions of UN-Women and its partners including the Department of Peacekeeping Operations, the Department of Political Affairs and the Peacebuilding Support Office to the implementation of intergovernmental commitments on women and peace and security, including Security Council resolutions. Results achieved in this area build on efforts to reform the United Nations peacebuilding architecture and improve United Nations coordination and responsiveness in conflict-affected situations. This includes the seven-point action plan on gender-responsive peacebuilding.

55. Work in this area is informed by an ongoing corporate evaluation which showed that the Entity's comparative advantage has been in policy change and partnership building; UN-Women needs to increase its capacity for United Nations system coordination; the Entity's theories of change in this area need stronger articulation; and UN-Women should increase investment in knowledge management on women, peace and security.

56. UN-Women will also strengthen its work with partners, including the Office for the Coordination of Humanitarian Affairs, to support existing coordination mechanisms to ensure more effective, gender-responsive United Nations system-wide humanitarian action. UN-Women will develop knowledge and capacity to assess gender-specific needs and coordinate humanitarian action, including in formulating disaster risk reduction strategies for women's empowerment and, in the case of disaster response, meet immediate gender-responsive survival needs.

57. Anticipated results include stronger incorporation of gender equality commitments in conflict and post-conflict responses, including through (a) increased numbers of women in delegations participating in peace talks; (b) greater attention to gender equality and women's empowerment in peace accords and commitments; (c) more judicial and security personnel trained in security threats to women and effective investigation and prosecution of gender crimes in conflict; (d) gender-responsive truth and reconciliation commissions; (e) equal monetary value of benefits provided to women and men in disarmament, demobilization and reintegration and reparations programmes; and (f) efforts to strengthen women's livelihoods in economic recovery initiatives.

58. Programming and policy work in this area builds on the experience that women themselves must lead efforts to address their protection and recovery needs. Supporting women's civil society groups and 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.

Impact 5: governance and national planning fully reflect accountability for gender equality commitments and priorities

59. UN-Women engages national Governments, women's organizations and networks and gender advocates to support gender-responsive national planning and

budgeting processes through the development of capacities, systems and resources to plan, budget and monitor the functions of public institutions, working closely with partners in the United Nations system and the World Bank, among others. UN-Women will support strengthened 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.

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

61. In line with aid effectiveness principles,²³ anticipated results include (a) strengthened capacities of national partners and donors to integrate gender perspectives into national development strategies and sectoral plans; (b) increased resources for gender equality and women's rights; (c) greater status of national machineries for women; and (d) greater awareness, for women living with or affected by HIV, of their rights.

62. This work reflects results and lessons learned from supporting gender-responsive planning and budgeting, including the need to engage mainstream planning processes and institutionalize good practices in governance and public administration; the importance of capacity development for government staff, particularly in national and local coordinating authorities for addressing AIDS; the need to place senior gender advisers in national coordinating bodies for addressing AIDS; and the value of mobilizing networks of women living with HIV.

Impact 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

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

64. UN-Women will work with gender-focused intergovernmental bodies, in particular the Commission on the Status of Women, for which UN-Women serves as secretariat, the Economic and Social Council, the Security Council and the General Assembly, including through preparation of reports of the Secretary-General. It will also engage with sectoral bodies and processes such as the United Nations Conference on Sustainable Development and its follow-up, the conferences of the parties to the Framework Convention, the post-2015 agenda and the sustainable development goals, to achieve better results for women and girls. UN-Women will leverage its mandate to strengthen the implementation of normative commitments

²³ See www.oecd.org/dac/effectiveness/49650173.pdf.

and standards, including the Convention on the Elimination of All Forms of Discrimination against Women, by enhancing the capacity of governments and stakeholders to assess progress, and share experience and lessons learned, together with overall implementation trends at the national level, in intergovernmental discussions.

65. Anticipated 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.

66. These results build on achievements and lessons learned during the strategic plan, 2011-2013, including the need for strategic partnerships with a range of stakeholders to promote consensus and strengthen agreement on actions to be taken. UN-Women 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

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

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 United Nations system

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

(a) UN-Women will work as part of the resident coordinator system to coordinate effective system-wide responses to national priorities through joint programmes and by mainstreaming gender equality into country team priority areas. In line with General Assembly resolution [67/226](#), UN-Women will support country teams in using tools such as the gender scorecard and gender marker to strengthen accountability. The Entity will support the work of gender specialists for coherent United Nations system responses, stronger gender equality outcomes in United Nations Development Assistance Frameworks and "Delivering as one" programmes, and more systematic involvement of gender equality advocates;

(b) UN-Women will support regional United Nations Development Group teams and coordination mechanisms of the regional commissions to engage in

mobilizing technical expertise for country teams to assess capacity gaps and jointly support national partners in efforts for gender equality;

(c) UN-Women will use its membership in high-level global decision-making bodies 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 system-wide action plan.

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

69. UN-Women will continue to forge effective partnerships with civil society, in accordance with General Assembly resolution 64/289, and facilitate civil society participation in intergovernmental processes and policymaking forums. The civil society advisory groups at the national, regional and global levels will be essential to strengthen ownership of the development and normative agenda on gender equality and women's empowerment.

70. UN-Women will develop and enhance innovative partnerships with the private sector and philanthropic foundations in order to highlight their potential role in advancing women's empowerment and gender equality and diversify revenue sources. UN-Women will engage with private sector partners to influence their operations and leverage business supply chains, technology, innovation and philanthropic trends and to access goods and services and pool resources to advance women's empowerment and gender equality.

Output cluster 2: a strong culture of results-based management, reporting, knowledge management and evaluation

Output 2.1. UN-Women practices results-based management

71. UN-Women has invested in results-based management since its establishment, as a prerequisite for managing for results and as part of a broader results focus. Steps have included the development of results-based plans at the country level and a new results-tracking system. UN-Women will increase 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

72. UN-Women supports partners in developing capacity, analysing challenges and catalysing progress. It conducts and shares research and analysis on methods for achieving gender equality, drawing on experience, good practices, lessons learned and evaluation. Publications, including its flagship reports *Progress of the World's Women* and the *World Survey on the Role of Women in Development*, make knowledge on gender equality and the situation of women accessible. UN-Women will work with partners to improve the availability, quality and comparability of gender statistics in order to inform gender-responsive policy and programming,

including through the multi-stakeholder, inter-agency evidence and data for gender equality initiative.

73. UN-Women will share and disseminate knowledge through South-South and triangular cooperation, using state-of-the-art technology and 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 the normative, coordination and operational mandates of the Entity. UN-Women will also continue to develop training programmes for partners together with other United Nations system organizations and will support increased capacity through rosters of experts.

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

74. The evaluation function is governed by an evaluation policy ([UNW/2012/12](#), as approved by the Executive Board in its decision 2012/9) in compliance with the evaluation norms and standards of the United Nations Evaluation Group. Evaluations assess all aspects of the Entity's work and contribute to knowledge management systems. Findings, recommendations and lessons learned through evaluations help improve organizational and system-wide performance.

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

75. The Entity's executive leadership function will lead the programmes of UN-Women, and drive the United Nations system and broader leadership role of the Entity.

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

76. As part of the establishment and strengthening of the Entity's field structure, including through implementation of the regional architecture approved by the Executive Board (see [UNW/2012/16](#)), UN-Women has reinforced the accountability of representatives in the field, with enhanced delegation of authority, making UN-Women more decentralized. UN-Women representatives receive leadership and accountability training. All operations and programme managers are trained in operational policies and programming procedures. UN-Women will strengthen mechanisms that hold representatives accountable for results, including through quantitative and qualitative monitoring, linking the tracking of results to the assessment of the performance of representatives, decentralized evaluation and midterm workplan reviews to assess performance. Accountability will also be addressed through broader monitoring efforts, including the Entity's management information dashboard, which tracks country-level performance.

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

77. UN-Women is committed to organizational improvement and strengthened accountabilities in organizational policies and procedures. The Entity has introduced an internal control framework, which institutes internal controls in all UN-Women offices. This, together with the delegation of authority framework, is reflected in a new programme and operations manual, which provides staff with definitive guidance on policies and procedures.

78. UN-Women continues to leverage United Nations system resources, where possible, rather than building its own structures. In addition, UN-Women uses long-term agreements established by the United Nations system.

79. UN-Women will introduce an enterprise-risk-management model to strengthen its governance and accountability structure. It will implement internal and external audit recommendations and ensure that field offices address audit issues for nationally implemented projects. Continued implementation of the International Aid Transparency Initiative will strengthen accountability for resources.

80. UN-Women issued a new legal framework to address non-compliance with United Nations standards of conduct, together with policies protecting staff against retaliation, harassment and abuse of authority.

Output cluster 4: leveraging and managing resources

Output 4.1. Improved stewardship of resources through budget, financial, human resources and information technology management

81. UN-Women will continue to manage its resources in accordance with the financial regulations and rules adopted by the Executive Board in April 2011 (UNW/2011/6/Rev.1), 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.

82. UN-Women strengthened financial control processes in 2012, introducing comprehensive year-end and month-end closure instructions, monthly management reporting, budget monitoring, IPSAS compliant donor reporting and a finance manual. It will continue to develop and enhance those procedures.

83. The Entity's human resources services are proactive, client-oriented and efficient, facilitating an enabling working environment for staff and using 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.

84. The information and communications technology strategy includes (a) the communication, collaboration and content initiative to ensure that UN-Women communicates effectively and provides robust facilities for publishing web content, portals and intranet and extranet collaboration; (b) the efficiency and transparency initiative to effectively support and streamline UN-Women business processes and build capabilities for disclosure of data in line with UN-Women disclosure policies; and (c) the robust information and communications technology infrastructure and

services initiative that provides UN-Women offices with infrastructure and support arrangements for 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

85. Resource mobilization has been the key challenge since the inception of UN-Women and remains the most significant challenge the Entity faces going forward. Strong support for UN-Women work has not been matched by funding. Despite the increasing number of donors and modest success in securing private sector and foundation funding, even the reduced 2012 and 2013 funding targets were missed by a significant amount.

86. The Entity's mandate, its high dependence on voluntary contributions and the importance of delivering results in its early years make 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.

87. Resource mobilization and fundraising 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, among them the private sector, foundations and individuals and contributions to the United Nations Trust Fund in Support of Actions to Eliminate Violence against Women, thematic funds and the Fund for Gender Equality; (b) builds partnerships and accesses donor funds at the programme country level; and (c) utilizes diverse communications platforms to broaden outreach to the general public, 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

88. The communication strategy for UN-Women aims to drive and support advocacy efforts to advance women's empowerment and gender equality; enhance public awareness of gender equality goals and the role of the Entity in achieving them; and promote behaviour and attitude change. UN-Women will continue to leverage news and online media, securing coverage of gender equality issues and UN-Women work at the global, regional and national levels.

V. Implementing and managing the strategic plan

89. UN-Women uses various models to implement its strategic plan and respond to requests for support, including the 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.

90. The Entity's current country presence takes into account the presence and capacity of other United Nations agencies, alongside criteria from the strategic plan, 2011-2013: (a) the situation of gender equality and the situation of women and girls; (b) the development and income level of the country, with a particular focus on the least developed countries and small island developing States; (c) active conflict or

post-conflict situations or the presence of other insecurities faced by women in the country; and (d) high levels of inequality. UN-Women maximizes its coverage of countries in a cost-effective and efficient manner. In line with the principle of national leadership and ownership, strengthening and/or establishment of UN-Women country presences is based on requests by national Governments and in consultation with country teams, depending on available resources. It currently includes six regional offices, six multi-country offices, 48 country offices and 28 countries with a programme presence only (annex II).

91. UN-Women 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 the intergovernmental normative function of the Entity, together with regional inter-agency coordination, and support non-core resource mobilization and partnerships, including with civil society, leveraging the regional civil society advisory groups. They will engage with regional bodies and processes, facilitate knowledge management, communications and advocacy within and between regions and support actions under the funds managed by UN-Women.

92. UN-Women will engage in 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.

93. The country-level programmes are aligned with United Nations common country programming. In line with United Nations partners, UN-Women will undertake a midterm review of the strategic plan in 2015, and make proposals arising from it to the Executive Board, reflecting agreements on the new development agenda and the outcomes of the review of the Fourth World Conference on Women.

94. UN-Women will undertake regular risk analysis and implement measures to mitigate risks. This includes all aspects of risk, including responding to unforeseen political developments, which will be managed through regular programme review and oversight by headquarters and regional offices; operational risks which will be managed through the use of internal audit, the Audit Advisory Committee, and promoting transparency; and risks in the area of coordination such as limited engagement by other United Nations entities, which will be managed through monitoring of the system-wide action plan indicators.

Monitoring, reporting and evaluation

95. UN-Women will monitor the strategic plan 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 the UN-Women results-tracking system, data from the enterprise resource planning system, Atlas, and other corporate tracking exercises. In line with evaluation findings, the Entity 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. Reporting will be supported by internal tools, including programme progress reports, annual reports

and Atlas. UN-Women prepares an annual report for the Executive Board and the Economic and Social Council.

96. The evaluation function is governed by the Entity's evaluation policy. The independent Evaluation Office reports directly to the Under-Secretary-General/Executive Director and has staff in regional offices. Resources for evaluation are included in overall planning and budgeting.

97. Evaluation reports and management responses are publicly available on the global accountability and tracking of evaluation use system. Management responses are produced and tracked for all evaluations.

98. UN-Women will: (a) contribute to the United Nations Evaluation Group and regional and country evaluation groups; (b) promote joint evaluation; (c) support gender-responsive evaluation capacity; and (d) build evidence-based knowledge. Its gender equality evaluation portal will promote the exchange of evaluation findings and support monitoring of the evaluation indicator of the system-wide action plan.

Annex I

Financial framework

(Millions of United States dollars)

	2012-2013 Budget						2014-2015 Estimates						
	Regular resources		Other resources		Total	Percentage	Regular resources		Other resources		Total	Percentage	
	Percentage	Programme	Cost recovery	Percentage			Programme	Cost recovery					
1. Resources available													
Opening balance	47.9	12.0	208.7	14.8	271.4	27.9	52.5	13.4	153.8	29.3	235.6	25.5	
Income													
Contributions	350.0	87.5	327.1	22.9	700.0	71.9	340.0	86.6	324.1	25.9	690.0	74.5	
Other income and reimbursements	2.0	0.5			2.0	0.2		0.0			–	0.0	
Total available	399.9	100.0	535.8	37.7	973.4	100.0	392.5	100.0	477.9	55.2	925.6	100.0	
2. Use of resources													
A. Development activities													
A.1 Programme	215.0		382.0		597.0		185.1		330.0		515.1		
A.2 Development effectiveness	35.9			4.0	39.9		45.5			5.3	50.8		
Subtotal development activities	250.9	72.2	382.0	4.0	636.9	86.3	230.6	67.8	330.0	5.3	565.9	82.0	
B. United Nations development coordination	20.9	6.0			20.9	2.8	27.3	8.0			27.3	4.0	
C. Management activities													
C.1 Recurring	73.6			4.4	78.0		82.1			14.7	96.8		
C.2 Non-recurring	2.0				2.0						–		
Subtotal management activities	75.6	21.8	–	4.4	80.0	10.8	82.1	24.2	–	14.7	96.8	14.0	

	2012-2013 Budget						2014-2015 Estimates						
	Regular resources	Percentage	Other resources		Total	Percentage	Regular resources	Percentage	Other resources		Total	Percentage	
			Programme	Cost recovery					Programme	Cost recovery			
D. Special purpose activities													
D.1 Capital investments													
D.2 Other activities					–							–	
Subtotal special purpose activities	–	0.0	–	–	–	0.0	–	0.0	–	–	–	0.0	
Total institutional budget (A.2+B+C+D)	132.4	38.1	–	8.4	140.8	19.1	154.9	45.6	–	20.0	174.9	25.4	
Total use of resources (A+B+C+D)	347.4	100.0	382.0	8.4	737.8	100.0	340.0	100.0	330.0	20.0	690.0	100.0	
Balance of resources (1-2)	52.5		153.8	29.3	235.6		52.5		147.9	35.2	235.6		

Annex II

Regional, multi-country and country offices as of April 2013

<i>Regional offices (6)</i>	<i>Multi-country offices (6)</i>	<i>Country offices (48)</i>	<i>Programme presence (28)</i>
Africa regional offices: Nairobi, Kenya (Eastern and Southern Africa) Dakar, Senegal (Western and Central Africa)	South Africa (Southern Africa)	Burundi, Cameroon, Côte d'Ivoire, Democratic Republic of the Congo, Ethiopia, Kenya, Liberia, Malawi, Mali, Mozambique, Nigeria, Rwanda, Senegal, Sierra Leone, South Sudan, Sudan, Uganda, United Republic of Tanzania, Zimbabwe	Cape Verde, Ghana, Guinea-Bissau and Somalia
Arab States regional office: Cairo, Egypt	Morocco (Maghreb region)	Egypt, Iraq, Jordan, State of 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, Papua New Guinea, Thailand, Timor-Leste, Viet Nam	China, Indonesia, Kiribati, Lao People's Democratic Republic, Myanmar, Philippines, Samoa, Solomon Islands, Vanuatu, Bhutan, Maldives and Sri Lanka
Europe and Central Asia regional office: Istanbul, Turkey	Kazakhstan (Central Asia)	Albania, Bosnia and Herzegovina, Georgia, Kyrgyzstan, Republic of Moldova, Slovakia ^a	Kosovo, the former Yugoslav Republic of Macedonia, Serbia, Tajikistan
Americas and Caribbean regional office: Panama City, Panama	Barbados (Caribbean)	Brazil, Plurinational State of Bolivia, Colombia, Dominican Republic, Ecuador, El Salvador, Guatemala, Haiti, Mexico, Paraguay	Honduras, Nicaragua, Uruguay

^a Closing at the end of 2013.