



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

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Strategic Plan

**Progress made on the United Nations Entity for Gender Equality
and the Empowerment of Women strategic plan, 2014-2017,
including operational activities in 2014**

Report of the Under-Secretary-General/Executive Director

Summary

The progress report of the Under-Secretary-General/Executive Director of the United Nations Entity for Gender Equality and the Empowerment of Women (UN-Women) on the strategic plan, 2014-2017, is presented for consideration to the Executive Board, in accordance with paragraph 6 of its decision 2013/5, of 18 September 2013, and includes a report on operational activities in 2014, as requested by the Board in its decision 2014/1.

The Executive Board may wish to,

welcome the report and the achievements made in the implementation of the Strategic Plan, including its improved results reporting;

stress the urgency of increased funding for UN-Women to enable the Entity to fully and effectively implement the Strategic Plan 2014-2017;

decide to transmit the report to the Economic and Social Council.

I. Introduction

This is the first report on the implementation of UN-Women's Strategic Plan, 2014-2017. It also describes UN-Women's response to General Assembly Resolution 67/226 on the Quadrennial Comprehensive Policy Review of Operational Activities for Development (QCPR). The QCPR reiterated UN-Women's mandate to lead the United Nations system and leverage its potential on gender equality and the empowerment of women. It also expressed support for UN-Women's efforts to further strengthen the links between its operational, normative and coordination roles.

The realization of gender equality, women's rights and women's empowerment is the imperative of our time. It is now fifteen years since the adoption of the Millennium Development Goals and twenty since the Fourth World Conference on Women in Beijing, but progress remains unacceptably slow and no country has achieved gender equality. This was the defining reality for UN-Women as it led the global effort for gender equality in 2014, rallying partners and supporters and reaching out to constituencies who had yet to be convinced. 2014 also saw UN-Women fully assume the mantle of global advocacy leadership with campaigns that caught the world's attention and continue to stimulate the global solidarity movement for gender equality and the empowerment of women as we pursue a gender equal world by 2030.

Events in 2014 reminded the world of just how far we still have to go. The relevance and urgency of UN-Women's mandate was consistently reiterated by realities on the ground, from conflicts that challenged every right of women and girls, to countries where women were at the forefront in combatting Ebola and its consequences, to the continuing global pandemic of violence against women and girls. Commitments, policies and strategies to combat these problems exist, but are not implemented effectively enough and with necessary investment.

In 2014, UN-Women again demonstrated its ever-growing ability to achieve results and increasingly enjoyed the confidence of its partners as a trustworthy steward of resources, and a results-oriented and effective partner for change at global, regional and country levels. Results in 2014 included a successful session of the Commission on the Status of Women the outcome of which helped set the context for UN-Women's pivotal role in the Open Working Group on Sustainable Development Goals and its endorsement of a stand-alone goal to achieve gender equality and empower all women and girls. Another milestone was the positive assessment of UN-Women given by the Multilateral Organization Performance Assessment Network which highlighted the strong mandate, high relevance and success to date in building the organization.

UN-Women also achieved some remarkable results through its operational presence, delivering \$124.8m in country programmes, an implementation rate of 82%¹ overall of budgeted activities,

¹ Please note that there has been a change in the basis for computing the 2014 expenditures wherein overall programme expenditures for 2014 have been reduced by \$7.8m representing elimination of support costs. No elimination of

reflecting continued high operational performance, the maturation of programme initiatives from the previous Strategic Plan cycle, and the growing trust partners are putting in the organization. 2014 also saw UN-Women increasingly link normative, operational and UN-system coordination roles in practice. The unprecedented scale of preparations and support to Member States for the commemoration, review and assessment of the implementation of the Beijing Declaration and Platform for Action saw many field offices play a crucial role in supporting countries to prepare reports, participate in regional reviews, and assess progress to date. At the country level, progress on the normative framework is also being harnessed by field offices as a basis for operational engagement with government, civil society and other partners, as evidenced by the significant follow-up operational work undertaken since CSW57.

II. Global and Normative context

2014 witnessed a remarkable expansion of the global normative framework and UN-Women's investment of expertise, strengthened knowledge base, and extensive alliance and partnership-building were key strategic components that facilitated this progress. UN-Women integrated its field-based operational expertise, as well as its system-wide coordination capacities with its normative support function for stronger results for women and girls. UN-Women also exercised its convening power to work with governments, including national parliaments, gender equality and other relevant ministries, as well as civil society, to strengthen the consensus on gender equality. Information contained in this section includes reporting on impact area 6 of the strategic plan².

The Commission on the Status of Women completed the only comprehensive intergovernmental consideration of the situation of women and girls in regard to each of the Millennium Development Goals (MDGs) and adopted Agreed Conclusions thereon. UN-Women's efforts were instrumental in ensuring that agreement was reached on the consideration and on strategic actions to be taken to overcome the gaps.

UN-Women's normative support created a solid basis for successful deliberations and negotiations on gender equality at the 69th session of the General Assembly. As a result, the normative framework was further strengthened on: ending violence against women and girls (A/69/222 and General Assembly resolution 69/147); eliminating female genital mutilation (A/69/211 and resolution 69/148); and trafficking in women and girls (A/69/224 and resolution 69/149). The General Assembly resolution on the follow-up to the Fourth World Conference on Women (A/RES/69/151) encouraged UN-Women's activities for Beijing+20, and renewed the mandate for the World Survey on the role of women in development (A/RES/69/236).

UN-Women continued its active engagement in the context of the United Nations Framework Convention on Climate Change (UNFCCC) and at COP 20 made the substantive case for the linkage between gender equality and climate actions. The Co-Chairs' draft elements for a new climate agreement recognize gender perspectives in the preamble and reflect such perspectives in a number of options in the sections on adaptation, capacity-building and finance. UN-Women also supported the adoption of the Lima Work Programme on Gender (decision 18/CP.20), which sets out a two-year work programme for the UNFCCC Secretariat and the Parties to the UNFCCC. UN-Women supported governments in the preparation for the Third UN Conference on Small Island Developing States (SIDS). Its outcome outlined the key actions to be taken in support of gender equality and confirmed the crucial role of gender equality and women's empowerment in the sustainable development of SIDS.

² Indicator data for impact area 6 is contained in the data companion.

Another important milestone was collaboration with the G77 and China to organize its first international meeting on women's rights ahead of its Summit of Heads of State in June 2014, resulting in the Santa Cruz 50th anniversary Declaration. UN-Women also participated in the 5th Ministerial Conference of the Organization of Islamic Cooperation (OIC) on the role of women in sustainable development, resulting in the Baku Declaration.

UN-Women advocated to ensure that gender equality and the empowerment of women remained central to the post-2015 development agenda and Financing for Development process supporting the inclusion of a stand-alone goal and gender-sensitive targets in the Sustainable Development Goals. UN-Women supported the deliberations of Member States with background documents and technical clarifications of key issues and concepts.

The review of the implementation of the Beijing Declaration and Platform for Action and the commemoration of the twentieth anniversary of its adoption was a key priority in 2014. Through a comprehensive programme of activities, UN-Women worked towards renewing political impetus around gender equality and women's empowerment, strengthening the advocacy and evidence base, enhancing social and resource mobilization and movement building, and revitalizing public engagement. 167 Member States submitted national reports on progress made. The Commission on the Status of Women in 2015 adopted a Political Declaration reaffirming commitment to the full, effective and accelerated implementation of the Platform for Action. UN-Women also co-organized more than 40 thematic events on the critical areas of concern of the Platform for Action in collaboration with key partners, including Member States, the UN System, private sector and civil society organizations.

UN-Women supported implementation of the Convention on the Elimination of All Forms of Discrimination against Women, including support for capacity development on the Convention and women's human rights for government officials, gender equality advocates and other stakeholders. Support was provided to States parties for reporting to the Committee on the Elimination of Discrimination against Women, in preparing for dialogue with the Committee, and for follow-up to concluding observations. Support was also provided to preparation of civil society "shadow" reports, as well as for UNCT reports submitted to the Committee. UN-Women supported the Committee in its elaboration of general recommendations.

UN-Women supported the Universal Periodic Review of the Human Rights Council, including supporting the preparation of Member State reports, contributing to UNCT reports, and supporting the implementation of recommendations. UN-Women collaborated with other mechanisms of the Human Rights Council, including the Working Group on discrimination against women in law and in practice; the Special Rapporteur on indigenous issues; the Special Rapporteur on violence against women, its causes and consequences; and the Special Rapporteur

on the situation of human rights in the Palestinian territories occupied since 1967. UN-Women continued to ensure that all UN commissions of inquiry have the required gender expertise to fulfil their mandates. During 2014, UN-Women deployed experts to commissions of inquiry mandated by the Human Rights Council on the Syrian Arab Republic, the Democratic People's Republic of Korea, Eritrea and the State of Palestine, as well as the Central African Republic (mandated by the Security Council), and a fact-finding mission to Iraq.

III. Programme results

A. Overview

UN-Women's programme activities are directed at ensuring that progress in the global normative framework are translated into results that impact on the lives of women and girls. To that end, UN-Women delivered programme support in 86 countries in 2014, with its country programmes incorporating a total of 513 country programme outcomes, supported by 1,072 planned outputs and 3,596 activities³.

2014 represented the first year of implementation of the Strategic Plan and all offices developed new programmes starting in 2014 to operationalize the new plan. Based on country level reporting, UN-Women saw progress across almost all outcome indicators in the Strategic Plan⁴. In some cases available data indicates that there is an advanced level of progress against outcome indicators and the targets for these indicators will be reviewed within the context of the mid-term review of the Strategic Plan.

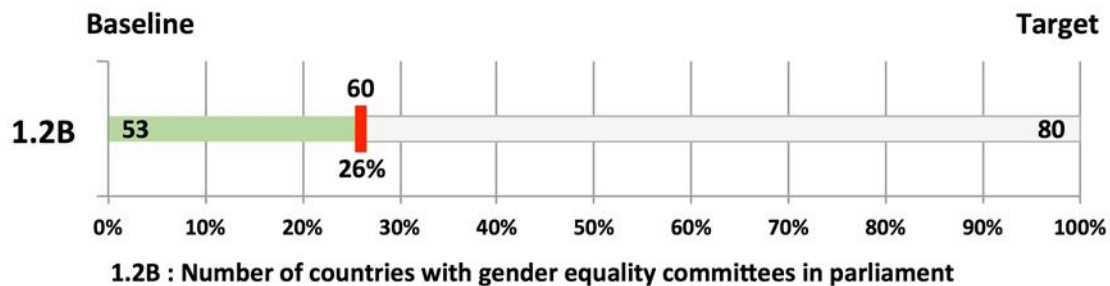
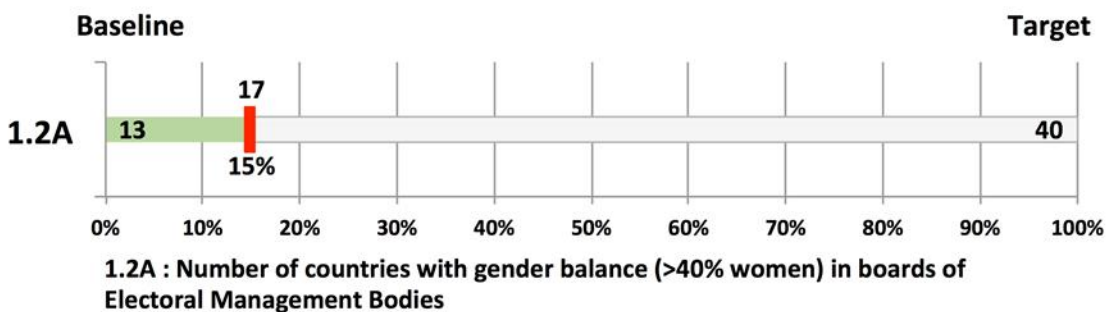
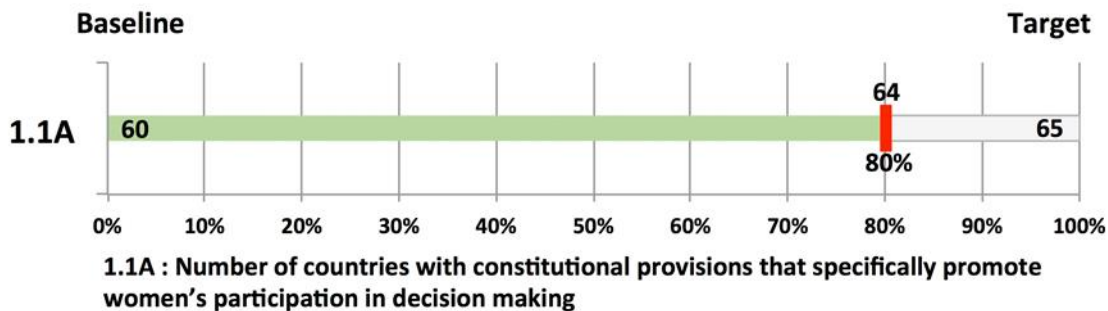
B. Women's leadership and participation

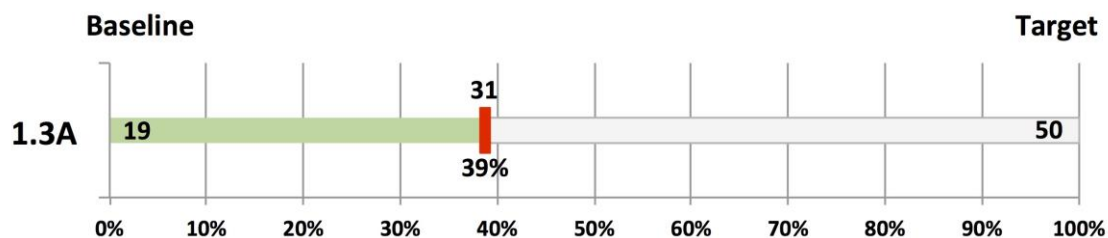
Decision-making bodies - in governments, parliaments and local councils – remain dominated by men. Globally, 1 in 5 national parliamentarians are women, and women serve as head of state or government in just 19 countries. Around the world, legislation and policies continue to be negotiated by mostly male decision-makers, leaving behind the experiences, needs and interests of women. UN-Women is working to address this imbalance by supporting legislative and constitutional reform, supporting gender responsive measures that promote women's leadership and participation, and supporting gender equality advocates to influence change. In 2014, country level reporting indicates that UN-Women saw progress across all of the outcome indicators in the Strategic Plan, ranging from 15% to 80%.

³ Detailed information on programme profile, results and expenditures is available from the 2014 data companion.

⁴ Further details on indicators, including output indicators are available in the data companion.

Figure 1: Progress on outcome indicators for impact area 1





1.3A : Number of countries with national dialogues and policies influenced by gender equality advocates

In 46 countries UN-Women worked on the reform and adoption of gender responsive constitutions, legal frameworks and policies through advocacy, knowledge-sharing and technical support to constitutional drafting bodies, legislative drafting committees and electoral management bodies. UN-Women also strengthened a cadre of aspiring women leaders through capacity-building and skills development; strengthened gender-sensitive media reporting and outreach and promoted safe environments through civil society monitoring strategies to increase women’s electoral participation.

In Tanzania, gains in the revised draft Constitution is the result of UN-Women support to the creation of the “Wanawake Na Katiba” or “Women for the Constitution” Coalition and their successful advocacy, both to the grassroots and to Parliament. Concluding a two-year process, the final draft of the Constitution was approved to go to referendum, and incorporates specific provisions to advance gender equality and women’s empowerment, including the provision for 50-50 representation of women in parliament. In Tunisia, UN-Women successfully advocated for the inclusion of gender equality in the new Constitution through building capacities of NGOs to conduct outreach and advocacy, and leading discussions among parliamentarians and decision-makers in partnership with national groups. The Tunisian constitution, adopted in 2014, is now considered among the strongest in the Arab region with regard to women’s human rights.

In 42 countries, UN-Women advocated for gender-responsive measures to promote women’s leadership and participation in politics through supporting parliaments to be more gender-responsive and enhancing their capacity to deliver gender-sensitive legislation; supported parliamentarians to be effective leaders and champions of gender equality; and built capacities of political parties to be more gender-responsive by promoting women’s participation. In Malawi, UN-Women facilitated the organization of training of all female candidates for parliament (256) and local councils (408) across the country and for the first time. Malawi had a women-focused “Situation Room” providing regular information with a pro-bono lawyers group to support referral mechanism in cases of violence and discrimination. In Bolivia, UN-Women in coordination with UNDP advocated for political parties to comply with the new regulations on gender parity requiring the alternation of male and female candidates on electoral lists to contest

the 2014 National Elections. The compliance with the law resulted in Bolivia reaching parity (50.8%) in the number of women elected to the House of Representatives, having had less than 30% women previously.

UN-Women also collaborated with the Inter-Parliamentary Union, including through high-level participation in the 131st IPU Assembly on the theme Achieving Gender Equality, Ending Violence Against Women. The Outcome Document of the Assembly highlights the need for non-discriminatory comprehensive legislation and the importance of education to transform attitudes to end violence against women.

UN-Women supported gender equality advocates in 34 countries in their efforts to influence constitutions and policies to increase women's participation. In Moldova, 29 mass-media organizations publically signed a commitment toward balanced representation of the sexes in public and political life, committing to greater visibility of women during elections and using and reporting sex-disaggregated statistics. In Kenya, the African Centre for Transformative and Inclusive Leadership (ACTIL) was launched in partnership with Kenyatta University, to develop capacities among current and emerging African leaders. During 2014, ACTIL trained 337 participants. Participants from Ethiopia have influenced four ministries to establish a shared leadership development centre; in South Sudan, the government is establishing a National Transformational Leadership Institute; and 28 women parliamentarians from the Federal Parliament of Somalia established a parliamentary caucus after the training.

Fund for Gender Equality

The Fund for Gender Equality (FGE) is UN-Women's grant-making mechanism and multi-donor Fund dedicated to the economic and political empowerment of women. It sustains, supports, and strengthens the capacities of Civil Society Organizations to implement programmes translating policy commitments into tangible results for women and girls around the world – especially the most excluded and marginalized. In 2014, 66 active programmes were implemented worth US\$43 million.

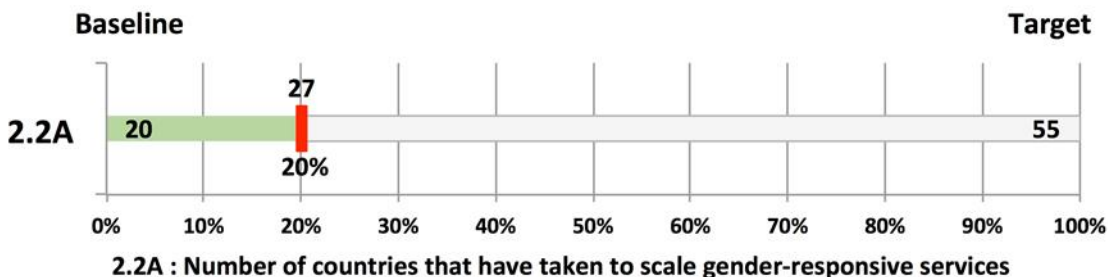
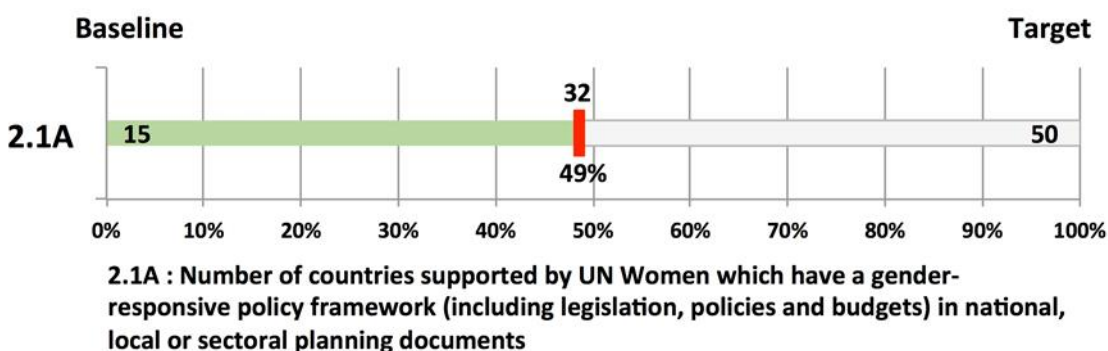
Results in the political participation area include a nationwide campaign conducted by FGE-grantee Cotidiano Mujer in Uruguay which contributed to an increase in the number of female senators from two to nine, and an increase from 15 to 40 percent in the proportion of female ministers. In Kenya, thanks to the community mobilization and support provided by the FGE grantee GROOTS Kenya, the number of women elected and appointed in 3 Counties saw a six-fold increase from 32 in 2013 to 192 in 2014. The FGE launched its 3rd grant-making cycle in March 2015, calling for Proposals to strengthen the role of CSOs in accelerating the

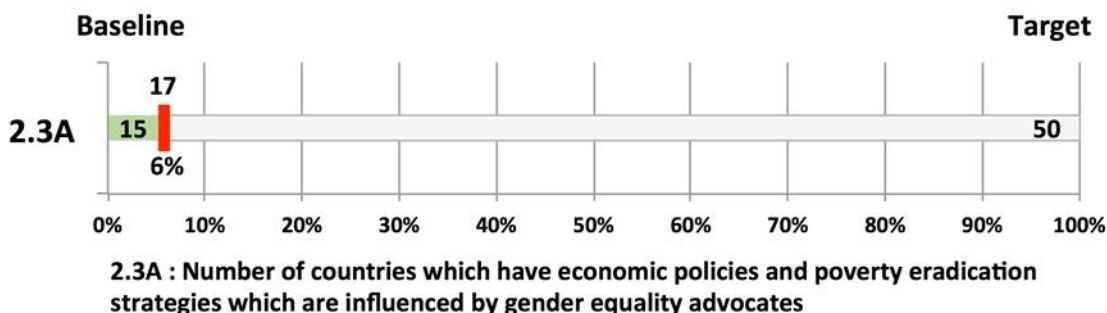
implementation of gender equality commitments in the context of the new Sustainable Development Goals.

C. Increased access for women to economic empowerment opportunities

Women are the link between growth and development: money in the hands of women is spent on the family – on the health and education of children, breaking inter-generational poverty. However currently up to 95% of women’s employment is informal, in jobs that are unprotected by labor laws and lack social protection. To bridge the gap between rising economic and ingrained social inequalities, UN-Women worked with policy makers, economic institutions and with women themselves in 76 countries in 2014. During 2014, UN-Women’s work on economic empowerment was also subject to an independent evaluation which will be presented to the Executive Board at its annual session in 2015. In 2014, country level reporting indicates that UN-Women saw progress across all of the outcome indicators in the Strategic Plan, ranging from 6% to 49%.

Figure 2: Progress on outcome indicators for impact area 2





In 2014, UN-Women continued to prioritize poverty eradication in line with the QCPR. In 47 countries UN-Women supported work towards the adoption and implementation of national plans, legislation, policies, strategies, budgets and justice mechanisms to strengthen women's economic empowerment. UN-Women was instrumental in advising and supporting the government of Albania, contributing to the adoption of a National Action Plan for Women Entrepreneurs. In Pakistan, UN-Women's advocacy and technical support to local government on recognizing the economic rights of women home-based workers contributed to over 21,350 informal women workers having improved access to registration services, food security, and income generating opportunities.

In 51 countries UN-Women worked to advance women's sustainable livelihoods through contributions to gender-responsive services and access and control over means of production and resources. As part of ongoing efforts to integrate women entrepreneurs in existing value chains and raise their productivity and incomes, UN-Women supported a number of diverse capacity-building and procurement efforts in different regions. In South Africa, approximately 7,400 women entrepreneurs participated in the programmatic partnership between UN-Women and The Coca-Cola Company, receiving training on topics such as inventory management and record keeping, identifying and managing growth opportunities, mentoring relationships and peer-support groups.

In 28 countries UN-Women supported the efforts of gender equality advocates to influence economic policies and poverty-eradication strategies to promote women's economic empowerment. In Bangladesh, approximately 1,500 poor women in areas affected by climate change and environmental degradation improved their economic positions, expanding their productive assets and/or increasing production of their small businesses, with skills training and livelihood support from UN-Women and others. Approximately half of the beneficiaries

generated enough profits to expand their business and increase production, build assets and diversify through purchases of livestock or leasing land.

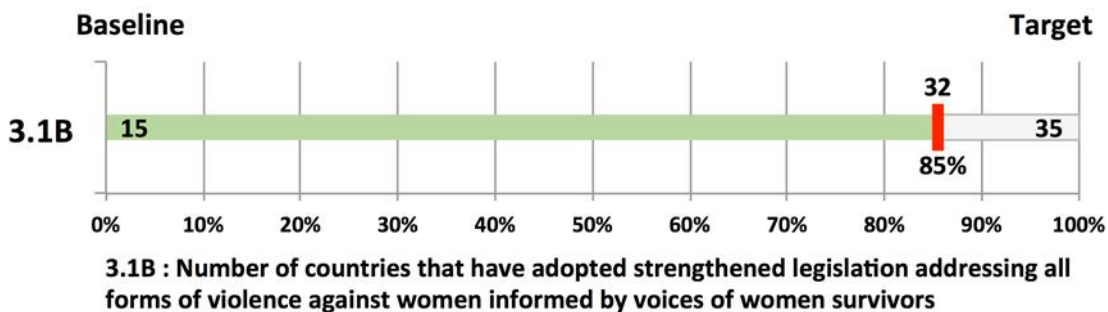
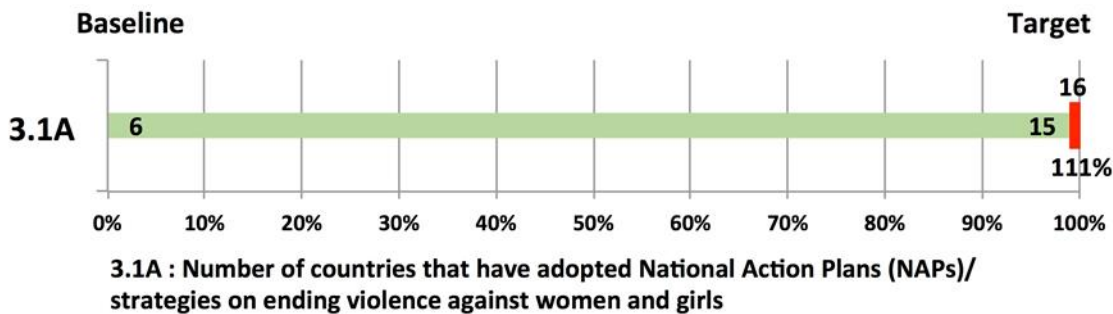
Pursuant to UN-Women's role as a global knowledge hub, the Knowledge Gateway for Women's Economic Empowerment (Empowerwomen.org), had over 20 institutional partners ranging from international organizations and governments to NGOs and women's networks by the end of 2014. It attracted nearly 100,000 unique visitors and 4,000 registered members from more than 190 countries. In partnership with Facebook, UN-Women developed iLearn, a mobile-learning platform currently available both on EmpowerWomen.org and on regular mobile phones, which can potentially benefit millions of women entrepreneurs in developing countries.

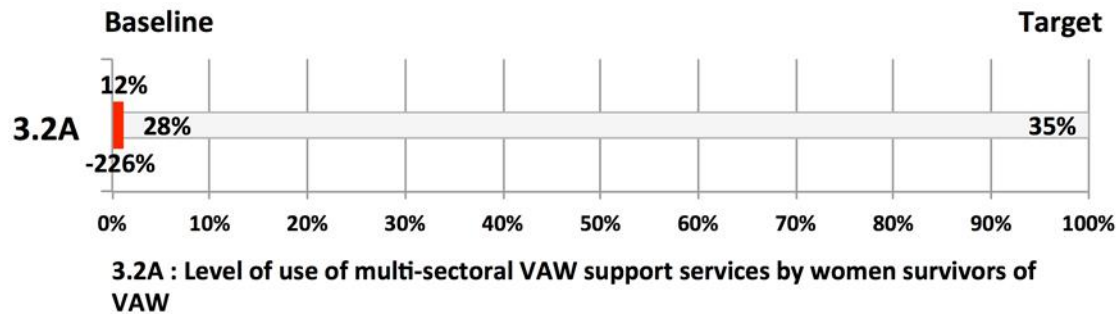
An additional 155 companies signed the UN-Women/UN Global Compact Women's Empowerment Principles (WEPs), committing to business practices that advance gender equality, bringing the total number of signatories to 845. In Cameroon, partnership with the private sector produced a tool supporting the private sector for the implementation of the WEPs.

D. Ending violence against women and girls

One in three women has been a victim of physical and/or sexual intimate partner violence at some point in her lifetime. UN-Women works to eliminate violence against women and girls by strengthening national capacities to prevent and respond to VAW, improve the availability and quality of VAW services, and strengthen UN-system action on the issue. In 2014 UN-Women provided support to 80 countries in their efforts to end violence against women. In 2014, country level reporting indicates that UN-Women saw progress across two of three outcome indicators in the Strategic Plan, and was unable to generate reliable data for the third in 2014. The utility of third indicator (3.2A) will be reviewed within the context of the MTR, as will targets for 3.1A and 3.1B.

Figure 3: Progress on outcome indicators for impact area 3





In 2014, UN-Women worked in 56 countries on the adoption and implementation of laws, policies and strategies in line with international standards and informed by voices of women survivors of violence to prevent and respond to violence against women and girls. With technical support from UN-Women, Cambodia's Second National Action Plan to Prevent Violence against Women and Girls was approved by the Prime Minister. In Laos, the new law on the Prevention and Combat against Violence against Women and Children was approved by the National Assembly. This new law was developed with contributions from stakeholders through a series of public consultations supported by UN-Women.

Four Pacific countries endorsed important new VAW legislation and one new strategy in 2014: Federated States of Micronesia (for one district only), Kiribati, Solomon Islands, and Tuvalu. UN-Women provided technical and financial support and used the agreed conclusions of CSW57 to develop political will and evidence-based policy advice. UN-Women also contributed to new or strengthened legislation in Morocco, Brazil, the Former Yugoslav Republic of Macedonia, and Georgia. In State of Palestine UN-Women partnered with UNODC and UNFPA to improve the national VAW referral system for women and enhance the existing referral protocols, including referral to justice sector institutions and the optimization of a national data-base system.

UN-Women worked in 41 countries to improve the quality, integration and coordination of VAW services. In Rwanda, the number of One-Stop Crisis Centers offering holistic multisectoral services to women who have experienced violence was scaled up by UN-Women from 2 to 11 and the quality of services was improved due to capacity building by multidisciplinary team. In Afghanistan, with technical support from UN-Women, access of survivors of violence to appropriate protection, legal aid, health care and other services expanded through the operation of 12 Women Protection Centres and 5 Family Guidance Centres in 14 provinces.

United Nations Trust Fund in Support of Actions to Eliminate Violence against Women

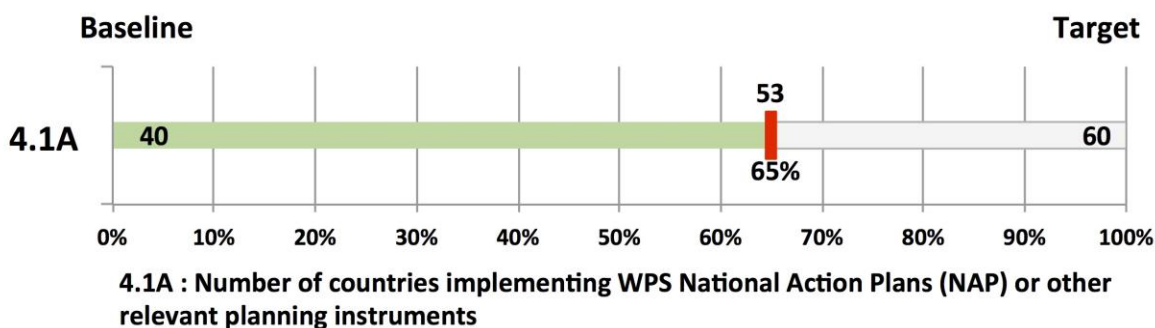
Since its creation in 1996, the UN Trust Fund has awarded a total of US\$ 103 million to 393 programmes in 136 countries and territories. In 2014, the Fund awarded US\$8.3 million in grants to 25 projects to be implemented in 23 countries and territories. These 2 to 3 year grants are expected to reach over 730,000 women and girls by 2018.

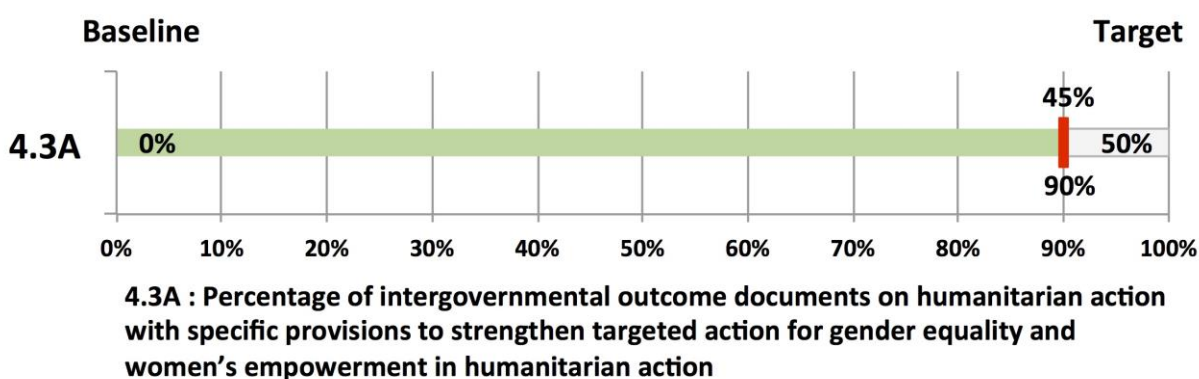
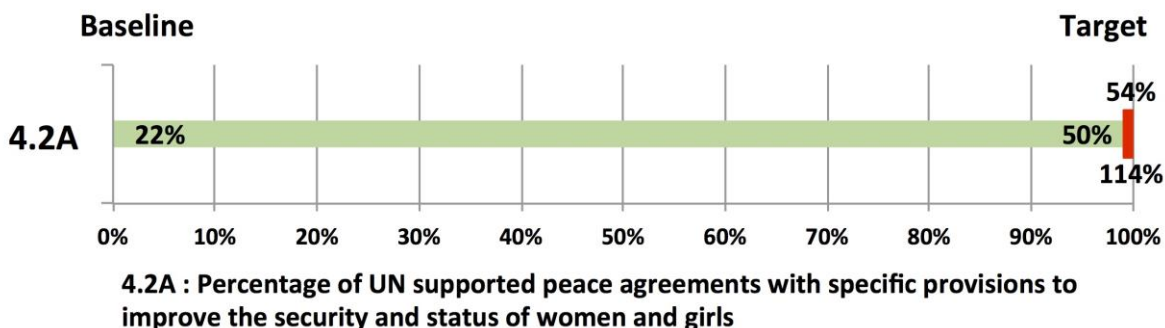
In 2014, grantees reached over one million women, girls, men, and boys, including 90,000 women and girls survivors of violence; over 38,000 women and girls living with HIV/AIDS; and 4,385 women human rights defenders. Projects also reached over 22 million people through awareness-raising, social media campaigns, radio and TV shows, theatre and other forms of education-entertainment.

E. Women's increased leadership in peace and security and humanitarian response

Though women have led peace movements and driven community recovery after conflict, they are almost completely missing from peace negotiations and other formal peace and security decision-making fora. Exclusion from reconstruction limits access to opportunities to recover, to gain justice for human rights abuses, and to participate in shaping reformed laws and public institutions. In 2014, UN-Women worked on women's leadership in peace, security and humanitarian response in 66 countries and led the United Nations system on normative development and coordination at the global level. In 2014, UN-Women saw progress across all of the outcome indicators in the Strategic Plan.

Figure 4: Progress on outcome indicators for impact area 4





In 2014, UN-Women worked in 23 countries to support women's leadership in preventing and mitigating armed conflict, participating in peace processes, consolidating peace and economic recovery in post-conflict settings, protecting women from violence, seeking justice for survivors, and helping governments adopt or implement national policies or action plans on women, peace and security. UN-Women also supported 36 countries to adopt and implement women, peace and security commitments and accountability frameworks in conflict and post-conflict situations. UN-Women also deployed, jointly with intergovernmental partner Justice Rapid Response, a record number of 23 experts in investigation and documentation of gender-based crimes to support international investigations or prosecutions in 12 different countries, including the full investigative team for the African Union Commission of Inquiry for South Sudan where almost half of all investigators in the team had a mandate to focus on gender-based crimes. The information gathered by these experts has led directly to building cases against perpetrators of atrocities against women and girls.

Work on women's participation in ongoing peace talks included several breakthroughs. In South Sudan, three women negotiators were nominated by each faction, a national consultative process led to the adoption of a common women's platform and agenda for peace. In Colombia, UN-Women continued to support the inclusion of gender equality in the peace process, supporting women's participation and voice in national and regional consultations about the peace talks in

Havana, and the visit to the peace-talks table of several delegations of victims, ensuring that over 60 percent were women.

In India, UN-Women partnered with the Department of Peacekeeping Operations to train their police contingents for peace operations, including the all-female Formed Police Unit that is deployed in Liberia, and was invited for the first time to train Sri Lankan military peacekeepers on addressing sexual violence. In Nigeria, Burundi, and Guinea Bissau, hundreds of women were trained and mobilized to monitor and report on the peaceful conduct of democratic elections. Thousands of Ivorian women were supported to carry out economic activities in the areas of the country most affected by the armed conflict and this has had a noticeable impact in social cohesion and recovery, including the gradual reintegration of returnees.

UN-Women's Humanitarian Strategy was endorsed by the Executive Board in 2014 and UN-Women worked in more than 20 countries towards achieving the strategy's goal of ensuring the integration of gender equality and women's empowerment considerations in the development and implementation of norms, policy and procedures in humanitarian action. At global level rapid surge capacity deployments of UN-Women gender advisors were undertaken to 10 crisis affected countries in support of the joint efforts of the humanitarian system. UN-Women provided contributions in 40 countries to adopt and implement gender equality commitments in humanitarian action, including disaster risk reduction and preparedness, response and early recovery.

Ebola Response

Since the Ebola outbreak in West Africa was declared an international public health emergency UN-Women has been facilitating mobilization and information efforts targeting women, who have been disproportionately affected by this disease, coordinating UN efforts to address gender perspectives within the response, and supporting the collection of sex-disaggregated data. UN-Women led the development and implementation of UN gender equality strategies and worked with national partners to undertake gender-needs assessments in Sierra Leone and Liberia, resulting in increased attention to women and girls affected by the disease. At the regional level, UN-Women engaged with the Mano River Union and countries within (Guinea, Liberia, Sierra Leone and Cote d'Ivoire) to harness women's leadership and social mobilization in containing the epidemic. Specific efforts and programmes in Liberia and Sierra Leone include: raising awareness; producing educational materials to train health workers; supporting orphaned children and stigmatized survivors; ensuring that women's needs are reflected in the UN's humanitarian response; providing economic grants for hard-hit cross-border traders. UN-Women also formed part of the Ebola recovery assessment team in order to bring the voices of women

and girls to the table, ensuring their needs and interests are reflected in the planning and implementation of the recovery efforts.

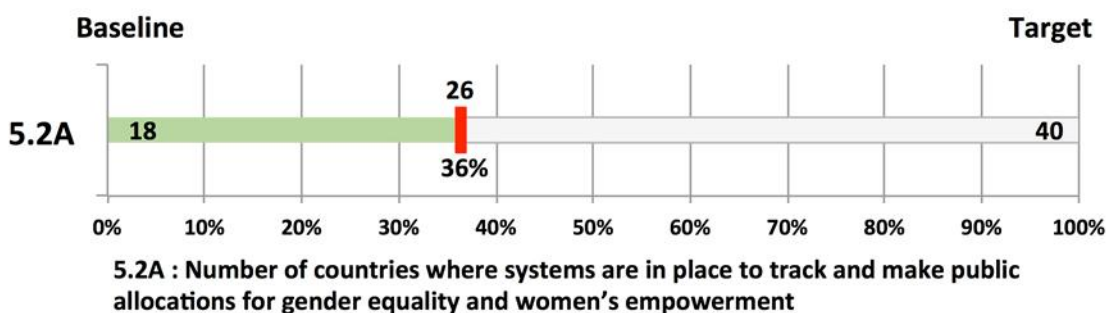
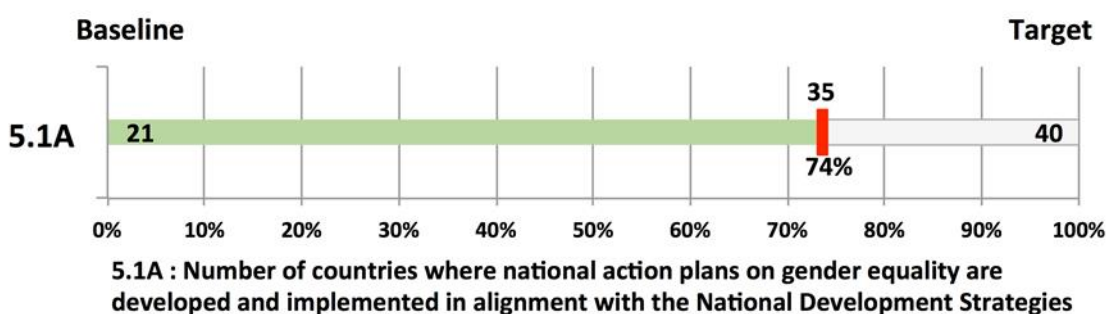
In Gaza, UN-Women supported partners to voice the needs and priorities of women, girls, men and boys who were displaced due to the recent crisis, supporting humanitarian actors to mainstream gender perspectives in their response and working with the EU, World Bank and the UN-system to include gender issues in the damage and needs assessment following the crisis.

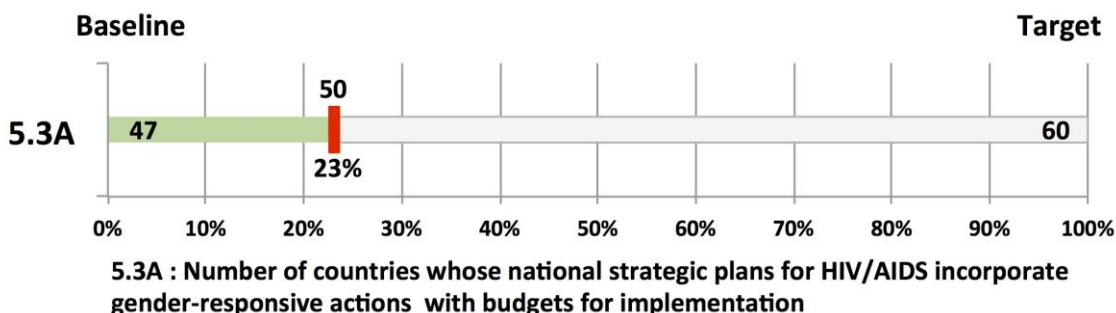
Through its regional office in Senegal, UN-Women supported 2000 women who had been subject to atrocities and gender-based violence in Central African Republic. A multi-sectoral approach was adopted and psychosocial support was accompanied by medical care, psychological support, economic empowerment and access to justice. UN-Women has also trained 60 young health and social care providers on violence against women and girls, psychological health and listening skills and how to help victims of violence to overcome trauma, stress, stigma, suicidal thinking and direct them for medical and legal, with respect and confidentiality.

F. Strengthening the responsiveness of plans and budgets to gender equality

Gender equality and women's empowerment commitments are often not matched with adequate investment. Costing of national gender equality action plans show financing deficits as high as 90% which limit the full implementation of commitments. UN-Women works to address this issue by developing capacity with knowledge and tools, supporting national dialogue on, and supporting gender-responsive plans and budgets. In 2014, UN-Women worked in support of 73 countries to strengthen gender equality priorities in their national, sectoral and local development plans and budgets. In 2014, country level reporting indicates that UN-Women saw progress across all of the outcome indicators in the Strategic Plan, ranging from 23% to 74%.

Figure 5: Progress on outcome indicators for impact area 5





In 2014, UN-Women worked in support of governance and national planning systems in 73 countries to ensure that they fully reflect accountability for gender equality commitments. 30 countries reported progress in increasing budget allocations for gender equality. For example, in the Philippines resources allocated to Gender and Development (GAD) programmes and activities by government agencies increased from US \$1.311 billion (P57 billion) in 2013 to US \$3.30 billion (P143.7 billion) in 2014. The percentage of GAD budget as a share of total allocation by agencies increased from 4.18% in 2013 to 8.94% in 2014⁵. In Jordan, budget allocation for gender equality increased from US \$ 1.934 billion (1,371,763,098 JOD) in 2013 to US \$ 2.15 billion (1,522,737,618 JOD) in 2014. Mexico increased the federal budget allocated to gender equality to approximately USD \$1.679 billion in 2014, representing an increase of more than 157% since 2008.

UN-Women continued to provide support in 20 countries to developing new action plans on gender equality and in implementing existing plans in alignment with National Development Strategies. In Haiti, UN-Women provided technical assistance to develop a six-year Action Plan to support the implementation of the newly adopted National Gender Equality Policy (2014-2034). The Former Yugoslav Republic of Macedonia developed an Operational Plan for 2014 to implement the National Action Plan on Gender Equality, which was developed as part of the National Strategy on Gender Equality (2013-2020). Technical support to Ministries of Finance continued, resulting in 7 countries issuing guidelines for gender-responsive budgeting.

In 53 countries UN-Women supported mechanisms to increase the accountability of national governments towards gender equality and monitor implementation of commitments. With UN-Women's support, systems to track gender equality allocations were strengthened in 10 countries. In South Sudan, the Ministry of Gender developed a mandatory National Gender Tracking Matrix to track public spending and resources on gender equality. In Cambodia, a system developed by the Ministry of Women's Affairs informally collects information on gender

⁵ Exchange rate as of 9 March, 2015. 1 Philippine Peso=0.023US\$ and 1 JOD=1.41 US\$.

equality allocations from ministries through the gender focal points and the Ministry of Economy and Finance.

At the global level, UN-Women continued engaging with the Global Partnership for Effective Development Cooperation, providing technical assistance and policy advocacy on the Busan global indicator on gender equality.

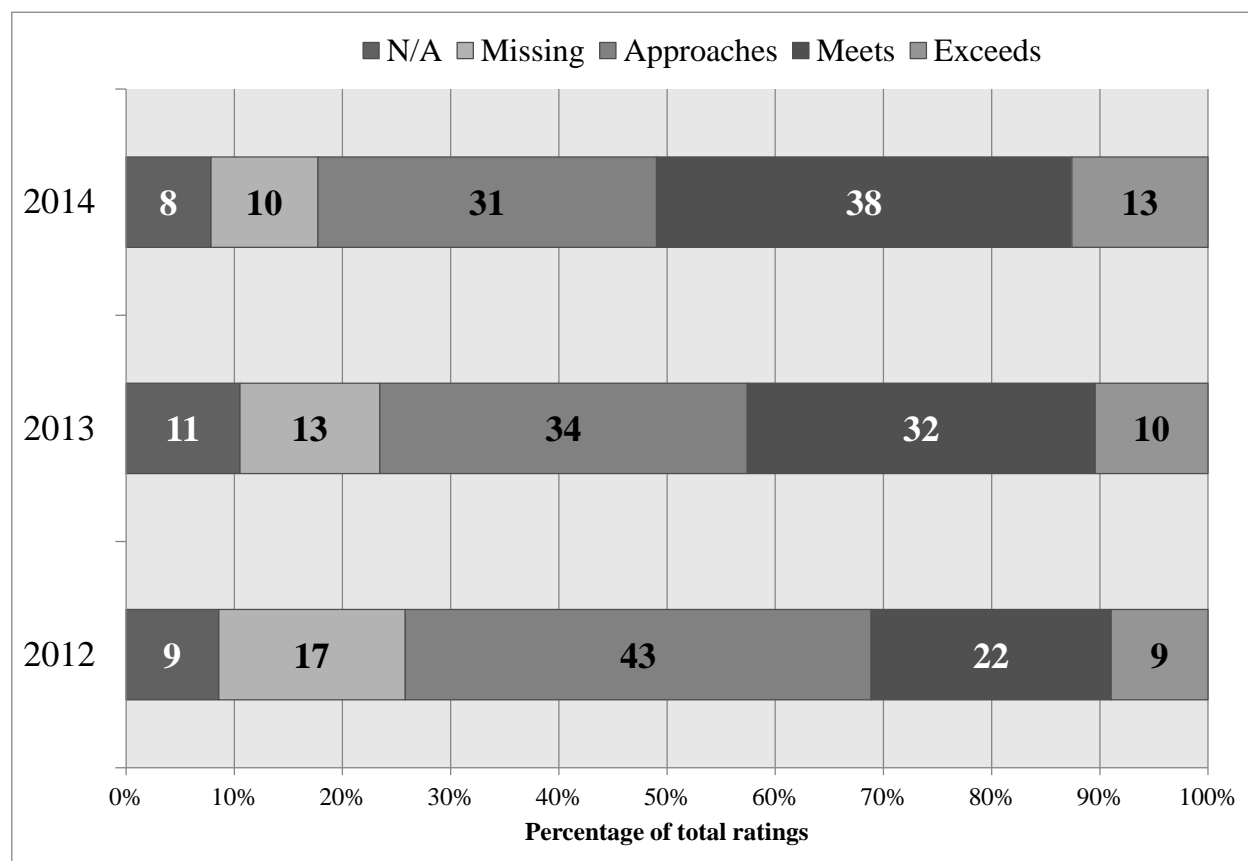
UN-Women continued to contribute to the Joint Programme on HIV/AIDS (UNAIDS) as a cosponsoring agency, strengthening the inclusion of gender equality dimensions into the development of the new UNAIDS strategy (2016-2021). UN-Women supported 20 countries to adopt and implement gender-responsive national HIV/AIDS strategies, plans and budgets and in almost 30 countries facilitated the participation of representatives of women living with HIV in national decision making processes, such as the development or mid-term reviews of National Strategic Plans on HIV, preparation of Global Fund Concept Notes, “shadow” reporting and monitoring of implementation of concluding comments of the committee on the Elimination of Discrimination against Women, and constitution drafting.

IV. Coordination

UN-Women's work in coordination is guided by the principle that if the entire UN system brings its full collaborative advantage and coherent voice to priorities for gender equality and the empowerment of women, then the UN will more effectively contribute to concrete change to advance these commitments at community, country, regional and global levels. In 2014 UN-Women engaged interagency networks to promote coherence, and contributed to the work of the UN Chief Executives Board for Coordination (CEB) and its three pillars (United Nations Development Group, High-Level Committee on Programmes, High-Level Committee on management) to ensure that the UN is fit-for-purpose to deliver on gender equality in the post-2015 context. The Inter-agency Network on Women and Gender Equality and HLCP were also mobilized for the commemoration of Beijing+20, leading to a CEB joint statement committing UN principals to enhanced investment, results and accountability on gender equality. UN-Women also supported the work of Member States in the Economic and Social Council and prepared the report of the Secretary-General on mainstreaming gender perspectives into all policies and programmes of the United Nations system, which informed the related Council resolution.

UN-Women continued driving progress towards accountability for gender equality and the empowerment of women across the UN system. 62 UN entities and departments reported progress in 14 of its 15 UN-SWAP performance indicators in 2014. Also, as can be seen from Figure 7, across the UN-system the percentage of SWAP indicators rated as meeting or exceeding requirements was 51% in 2014, an improvement from 31% in 2012.

Figure 6: Comparative Analysis of Overall SWAP Indicator Ratings across the UN-system, 2012-2014.



UN-Women's investment across the UN system through guidance tools and the convening of 13 inter-agency workshops contributed to the effectiveness of the UN-SWAP. UN-Women also monitored and reported on system-wide compliance with intergovernmental mandates on gender balance, including through the Report of the Secretary-General on Improvement in the Status of Women in the United Nations System (A/69/346). In order to further enhance country-level accountability mechanisms, the undg launched a global review of gender scorecard implementation by UNCTs. The findings of the review will be used to upgrade the accountability mechanisms and align them more closely with the UN-SWAP.

UN-Women led the establishment of the undg Gender Experts Roster with 33 UN experts trained to support UNCTs to mainstream gender perspectives in the undaf. With some 40 countries rolling out new undafs in 2015, providing advice and expertise to UNCTs and their partners will be a key part of UN-Women's coordination role. UN-Women also led the development of the undg Resource Book for Mainstreaming Gender Perspectives in UN Common Programming at the Country Level.

UN-Women strengthened collaboration with UN entities in several areas. This included partnering with the World Health Organization to integrate the specific needs of women into the global health agenda. Collaboration with UN Habitat led to greater focus on the gender dimensions of rapid urbanization, including during the World Urban Forum in Colombia and in preparation of the HABITAT-III Conference in 2016. Thanks to work with the United Nations Environment Programme (UNEP) in the High-level Gender and Environment Forum on the occasion of the first UN Environment Assembly, recommendations were made to promote gender-sensitive policies on the environment. UN-Women engaged the Inter-Agency Support Group to the Convention on the Rights of Persons with Disabilities, to promote the integration of gender perspectives in disability dialogues and policies.

UN-Women updated and circulated to all staff its strategy for implementing UN-Women inter-agency and system-wide mandates, and will use the ongoing evaluation of its UN coordination mandate to enhance organizational learning and further refine its strategic approaches to engage the UN System on gender equality and the empowerment of women.

V. Organizational Effectiveness and Efficiency

A. Partnerships, communications, advocacy and cross cutting approaches

The year 2014 was a benchmark in terms of social mobilization and UN-Women's brand building, galvanizing people everywhere to join a global solidarity movement for gender equality and the empowerment of women. Through UN-Women's three major advocacy campaigns, its outreach and media coverage set new records. CSW58 was covered in the print media of 55 countries and the social media coverage had an audience of 47 million unique users, up from 28 million.

With the participation of its Goodwill Ambassador Emma Watson UN-Women launched the HeForShe Campaign as the global solidarity movement for gender equality mobilizing men and boys as advocates and change agents, and the Secretary-General became the first 'HeForShe'. Since then, more than 280,000 men and boys have committed themselves to taking action in support of gender equality and several Heads of State have become HeForShe champions. HeForShe has also reached more than 1.2 billion people on social media.

The United Nations Secretary-General's campaign UNiTE to End Violence against Women—managed by UN-Women—continued to mobilize governments, UN agencies, civil society organizations and the public alike. The campaign issued a call to 'Orange Your Neighbourhood' for the 16 Days of Activism against Gender-Based Violence. Iconic landmarks, including the Empire State Building, the UN Secretariat building, and the Pyramids of Giza were illuminated with orange light to attract attention to the cause. Events took place in over 70 countries, and the campaign reached over 100 million people through social media.

In the run-up to the 20th anniversary of the Fourth World Conference on Women in Beijing, UN-Women launched a campaign focusing on the twelve critical areas of concern of the Beijing Platform for Action entitled "Empowering Women, Empowering Humanity: Picture It!". The purpose of the campaign was to reignite debate around gender equality and women's empowerment, particularly among younger audiences. To increase media coverage of women's empowerment, in line with section J of the Beijing Platform for Action, UN-Women forged a media compact on Beijing+20 with some 30 leading outlets around the globe.

Continued efforts to forge effective partnerships with civil society centered on strengthening gender equality actions in countries and encouraging governments to implement commitments in line with global standards. Catalytic funding for NGO consultations and research significantly expanded inputs and evidence to inform Beijing+20 regional reviews and ensured strong civil society participation in discussions on accelerating progress towards gender equality. UN-Women also played a crucial role in ensuring the participation of civil society partners at various

intergovernmental events in 2014, including CSW58. As part of the Beijing+20 campaign, UN-Women co-sponsored the Global Symposium on Men and Boys that focused on male responsibility for achieving gender equality.

B. Data and statistics

Working with partners, UN-Women continued emphasizing the importance of gender statistics. The Evidence and Data for Gender Statistics initiative, implemented by UN-Women, the UN-Statistics Division and other partners, continued to compile gender indicators on health, education and employment. Working with the World Bank and the Ugandan Bureau of Statistics a methodological tool on measuring asset ownership and entrepreneurship from a gender perspective was tested in order to contribute to the development of internationally accepted standards for such measurements. In 2014, the list of pilot countries was also finalized and countries will begin collecting data in 2015. UN-Women worked with the Interagency and Expert Group on Gender Statistics to improve the availability and collection of gender statistics globally and took part in the group's eighth annual meeting and the 5th Global Forum on Gender Statistics, both of which took place in Mexico in November 2014.

C. Capacity development and south-south cooperation

UN-Women recognizes capacity development and national ownership of gender equality and women's empowerment strategies as essential for the achievement of agreed results and adherence to commitments and norms. To that end, and in keeping with the guidance in General Assembly resolution 67/226 on strengthening operational and normative linkages for greater sustainability, UN-Women programmes continued to incorporate capacity development priorities and approaches, including through supporting effective national institutions, strategies and plans. The UN-Women Training Center in Dominican Republic is an important component of UN-Women's work on capacity development. In 2014 the Center launched the UN-Women eLearning Campus to host training courses that are accessible worldwide and enhance knowledge and understanding on gender equality and women's empowerment. Since its launch, an eLearning Platform has secured more than 2,300 registered users and 7,565 visitors, allowing the Center to launch courses including the 'I Know Gender' Course supporting UN Agencies to meet with the requirements of the UN-SWAP.

In 2014, UN-Women offices supported more than 100 initiatives promoting South-South and triangular cooperation. In Africa, Sharefair brought together more than 100 innovators from 14 African countries on gender-sensitive agricultural and nutrition approaches, with a view to defining the scope for new policies that would scale up successful approaches. A group of women political leaders from Zimbabwe and representatives from Juba University (South Sudan)

visited the Africa Center for Transformative and Inclusive Leadership (ACTIL) established as a partnership between UN-Women and Kenyatta University in Kenya. In the Arab States region, the first Regional Arab States South-South Expo, convened high-level representatives from various multilateral and bilateral institutions. UN-Women led one of the solution fora, and together with partners, presented potential actions for adaptation and scale-up. In Asia-Pacific, UN-Women through a South-South regional exchange explored problems faced by women in their political empowerment and highlighted positive experiences that have accelerated women's empowerment like Pakistan's Women's Parliamentary Caucus, spaces available for women in Nepal's political process, and women's collective actions for their rights in Afghanistan, India and other countries of the region. In the Americas and Caribbean, UN-Women supported the Caribbean Community (CARICOM) member states in their collective review of the effectiveness of national women's machineries in implementing the Beijing Platform Action in the context of the BPfA+20 Review.

ICT and innovation

ICT for Development is an expanding portfolio of work for UN-Women, encompassing global and national policies and strategies around gender equality and ICT, applications across UN-Women's focus areas, and issues around women's participation and leadership in the technology sector. In 2014, UN-Women positioned itself as a leader in this area of work through major partnerships and advocacy efforts. UN-Women led the successful advocacy for strengthened language and monitoring obligations and a UN-Women role around gender equality related commitments in the World Summit on the Information Society + 10 outcome. UN-Women also continued advocacy as co-chair of the Broadband Commission Gender Working Group and as a new Advisory Council member on the Alliance for the Affordable Internet, highlighting key issues to be addressed by policy makers and sharing good practices. With ITU, the Gender Equality and Mainstreaming in Tech (GEM-TECH) Awards were launched and 7 winners recognized in front of an audience of thousands of ICT policy makers. On the application of technology for gender equality and women's empowerment, a partnership was established with Data 2x and Global Pulse to leverage Big Data for gender equality. Other key partnerships were established with Intel to increase women's digital literacy in three African countries and with UNESCO around mobile learning. A consultation with Silicon Valley companies was held and has resulted in partnerships with Facebook and UN-Women's participation in Internet.Org as the key partner on gender equality content.

D. Results-based management (RBM), reporting and evaluation

In 2014 UN-Women began implementation of a ‘Ten Step Strategy’ for strengthening RBM. The strategy identifies critical elements to strengthening staff capacity in RBM and building a culture of effective programme management, focusing on the use of RBM standards and subsequent alignment of systems, functions and incentives behind them. During 2014, the standards were adopted and UN-Women began using them to assess the quality of plans and reports. During 2014 UN-Women also launched phase 1 of a new RBM system containing all results and indicators from field programmes. The emerging data will be used to develop programming notes to strengthen results and knowledge management. Based on indicator data gathered through the new system, it is also apparent that there is a need to revisit some of the indicators in the Strategic Plan and this will be undertaken as part of the mid-term review.

Multilateral Organization Performance Assessment Network (MOPAN)

The 2014 MOPAN Assessment of UN-Women highlighted its strong mandate, ongoing relevance and success to date in building the organization. The assessment examined organizational effectiveness and development results, with a focus on strategic management, operational management, relationship management and knowledge ledge management as well as relevance and evidence of progress towards results. Overall UN-Women received a positive assessment, with most indicators rated strong or adequate. This is particularly positive for a relatively new organization, which has achieved demonstrable results in the overall context of limited resources and rapid change. The assessment found that that UN-Women’s clear mandate to promote gender equality is a key strength of the organization”, that the mandate remains relevant, and that, while more remains to be done, “*UN-Women has had considerable success in setting up its operational infrastructure*”.

In addition to the internal Global Evaluation Oversight System that tracks key performance indicators of the evaluation function, in 2014 three external assessments of UN-Women were undertaken: United Nations Evaluation Group (UNEG) Professional Peer Review of the UN-Women Evaluation Function; JIU Analysis of the evaluation function in the UN System; and the Multilateral Organisation Performance Assessment Network (MOPAN) assessment of UN-Women. The Global Evaluation Advisory Committee (GEAC) noted and agreed with consistent findings of all three external assessments that UN-Women has a strong central evaluation office which performs well against evaluation standards of independence, credibility and utility.

In 2014 IEO presented three corporate evaluative exercises to the Board: the corporate evaluation on Peace and Security; the Joint UN-Women/UNDP/UNICEF/UNFPA/MDG-F Evaluation of Joint Gender Programmes; and the meta-analysis of 27 evaluations managed by

UN-Women in 2013. All three reports demonstrated progress, highlighted areas for improvement, and developed recommendations that Senior Management took into consideration.

E. Mobilizing and leveraging adequate resources

Resource mobilization remained a major priority and challenge in 2014. Significant efforts were made to widen the partnership base through increased support from a broad group of Member States and Private Sector partners. UN-Women core and non-core resources reached their highest amount since establishment (USD 164 million and 158 million respectively), with a total income of USD330 million. Over 140 Member States contributed to core resources. Six Member States now contribute above USD 10 million, including Denmark, Finland, Norway, Sweden, Switzerland and the UK, with Finland and the United Kingdom exceeding the USD 20 million mark. Twenty-six donors contributed to UN-Women for the first time, and 44 contributed as part of multi-year pledges. Total funding from existing and new private sector partners stands at USD 6.6 million, up from 5.6 million in 2013, and a private Sector Leaders Advisory Council was established and is supporting UN-Women to fundraise.

VI. Financial Results: Income and expenditure

The UN Board of Auditors (UNBoA) issued its second unqualified audit opinion on the financial statements of UN-Women for the year ended 31 December 2013, highlighting that financial statements and operations showed good financial health, with substantial current assets to meet the short-term maturing liabilities. UNBoA recognized the major achievements, institution-building and progress on organizational effectiveness and efficiency but noted that UN-Women is prone to financial pressures in the case of a decline in voluntary funding levels.

UN-Women prepared the financial statements for the year ended 31 December 2014 in accordance with the International Public Sector Accounting Standards. The figures provided in this section are unaudited and are subject to change prior to submission to the Board of Auditors on 30 April 2015. There was a surplus for the year of \$62.4 million (see table 1). This surplus has resulted largely from an increase in revenue during the year for Other resources of \$40.7 million. This increase was mainly received in the last quarter of the year, which left little time for spending in 2014 and has been programmed for expenditure in 2015.

The original revenue targets for 2014, included within the approved integrated budget for 2014-2015, were \$160 million for regular resources and \$150 million for other resources. Final revenue from voluntary contributions (including interest income) for 2014 was \$163.7 million in regular resources and \$159.2 million in other resources, resulting in a total of \$12.9 million additional resources being received than budgeted. This is the first year, since the establishment of UN-Women that budget targets have been fully met.

Table 1

Revenue and expenses as at 31 December 2014 (Thousands of United States dollars)

	2014				Total
	Regular resources	Other resources	Assessed resources	Eliminations	
Revenue					
Contributions	163 664	159 160	7 652	–	330 476
Investment income	686	906	–	–	1 592
Other revenue	161	10 952	–	(10 298)	815
Exchange revenue	30	(25)	–	–	5
Total revenue	164 541	170 993	7 652	(10 298)	332 888
Total expenses	142 580	130 946	7 310	(10 298)	270 538
Surplus for the year	21 961	40 047	342	–	62 350

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

Basis of the budget

Approved assessed contributions (regular budget) total \$15.3 million for the biennium 2014-2015, with \$7.7 million being allocated for 2014. Voluntary contributions (regular and other resources) of \$690 million for the biennium 2014-2015 (\$310 million in 2014 and \$380 million in 2015) were included within the Integrated Budget. Regular resources cover the institutional budget and core programme expenditures, with funds being allocated based on a set methodology.

The reported financial results (actual) are adjusted to allow comparison between the original approved institutional budget and assessed contributions as presented on a modified cash basis and the actual use of resources on an accrual basis (see table 2). The main changes between the IPSAS financial results and the results on a budget basis relate to difference in the treatment of the cost of assets and the treatment of cash advances to partners and staff members.

Table 2

Comparison of budget and actual use of resources as at 31 December 2014 (Thousands of United States dollars)

	<i>Original budget</i>	<i>Final budget</i>	<i>Actual amounts on comparable basis (restated)</i>	<i>Difference between final budget and actual amounts</i>
Regular budget activities	7 664	7 652	6 840	812
Development activities				
Programme	257 600	212 767	182 451	30 316
Development effectiveness	24 764	25 653	21 323	4 330
United Nations development coordination	13 340	13 154	10 435	2 719
Management activities	47 239	49 077	41 230	7 847
Change management	1 000	1 200	273	927
Total	351 607	309 503	262 552	46 951