Annex IV of the United Nations Entity for Gender Equality and the Empowerment of Women Strategic Plan 2014-2017

Organizational effectiveness and efficiency (OEE)

SP Output	Key Performance Indicator	Latest Data (Baseline)[1]	Target 2015[2]
OEE output cluster 1: To drive more effective and efficient United Nations system coordination and strategic partnerships on gender equality and women's empowerment			
MRF 1.1 UN Women effectively leads, coordinates and promotes accountability for the implementation of gender equality commitments across the UN system	Percentage of remedial plans submitted by UN entities under the UN SWAP reviewed with UN Women	75%	80%
	Number of agencies that track and report on allocations and expenditure using gender markers validated by a quality assurance process (measured by UNSWAP) [QCPR]	3 UN agencies are currently reporting using the gender marker	8 UN agencies by 2017
	Number of UN Country Teams that implement Performance Indicators on Gender Equality (Gender Scorecards or similar accountability tools to track the commitments and performance of the UNDAF or UN Strategic Frameworks in country.)	25 UN Country Teams	37
	Percentage of UNDAFs and Common Country Programmes (CCPDs) finalized with measurable and dedicated results and resources for gender equality. [QCPR]	40% of UNDAFs finalized between 2011-12 have strong outcome levels results on gender equality.	60% of approved UNDAFs and CCPDs
MRF 1.2 Effective partnerships between UN Women and major stakeholders, including civil society, private sector, regional and international organizations.	Number of civil society advisory groups –CSAGs - set up	30 CSAGs in place	51 CSAGs established and functioning
	Number of private sector partnerships set up	8 private sector partnerships at a corporate level	12 private sector partnerships at a corporate level
OEE output cluster 2: To institutionalize a strong culture of results-based management, reporting, knowledge management and evaluation			
MRF 2.1 UN Women practices results-based management.	Percentage of country/multi-country programmes showing a clear results chain from the UNDAF and showing use of common UNDG RBM principles. [QCPR]	TBC	80%
	Availability of baselines and targets for all SP indicators at corporate, regional and country levels. [QCPR]	About 75% of the indicators of the SP (14-17) DRF and MRF have baselines and targets	100% by the end of 2014
	Percentage of programme funds dedicated to strengthening national capacities [QCPR]	TBC	TBC
MRF 2.2 UN Women is a recognized hub of knowledge on	Number of citations of UN Women's flagship products (Progress of the World's Women and World Survey on the Role of Women in Development)	Baseline: POWW: No data, World Survey: 332	10% increase

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[1] Baselines as of end 2012 unless otherwise indicated

[2] Targets and baselines will be reviewed and updated during the Midterm Review of the Strategic Plan for the period 2016-2017

SP Output	Key Performance Indicator	Latest Data (Baseline)[1]	Target 2015[2]
achieving gender equality and women's empowerment around the world	Number of unique visits to virtual platforms[3]	Baseline 81,000	245,000
	Number of UN agencies using training programmes developed by UN Women	0	20
	Number of countries supported by UN Women to engage in knowledge exchange (including through South-South or Triangular cooperation). [QCPR]	Baseline TBD (based on first year of reporting)	Target TBD
MRF 2.3 A clear evidence base generated from high quality evaluations of SP implementation for learning, decision-making and accountability.	Rate of management responses to agreed recommendations	93% management response completion rate in 2012	100% of evaluations completed have a management response within 6 weeks.
	Percentage of programme budget earmarked for evaluation	1.5 % (2011)	3%
	Number of SP relevant decentralized evaluations completed each year	29 decentralized evaluations were completed in 2012 including 11 joint evaluations.	30 decentralized evaluations completed annually
	Number of SP relevant corporate evaluations completed each year	3 corporate evaluations 2012-2013	2 corporate evaluations completed annually
OEE output cluster 3: To enhance organizational effectiveness, with a focus on robust capacity and efficiency at country and regional levels			
MRF 3.1 Effective leadership and direction to advance the mandate and mission of UN Women	Percentage of Strategic Plan outputs and outcomes on track. [QCPR]	79% of 2012-13 DRF outcome indicators were on track at end 2012 58 % of MRF indicators were on track at end of 2012	80%
	Percentage of all staff surveyed who expressed confidence in leadership and direction	TBC by end 2013	TBC by end 2013
	Percentage of all staff surveyed who respond favourably to questions related to engagement in UN-Women and their work	TBC by end 2013	TBC by end 2013
MRF 3.2 UN-Women staff have the capacity and accountability for delivering results in Gender Equality and Women's	Rates of programme expenditure (core and non-core)	73% Core 72% Non-core	Delivery at a minimum of 75% against benchmark (excluding advances)

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[3] UN Women's virtual platforms include the Knowledge Gateway for Women's Economic Empowerment, UN Women Global Virtual Campus, Community of Practice for Training on Gender Equality, UN Women Roster of Experts and Trainers, the Gender Equality and HIV/AIDS Web Portal,the Gender Responsive Budgeting website, iknowpolitics.org

SP Output	Key Performance Indicator	Latest Data (Baseline)[1]	Target 2015[2]
Empowerment			
MRF 3.3 UN Women promotes a culture of risk management, accountability, harmonisation of business practices and transparency in its operations	Percentage of UN Women offices that are assessed to be high risk that are subject to either internal or external audit.	78%	100%
	Percentage of implementation of internal audit recommendations by target completion dates.	78%	90%
	Percentage of implementation of external audit recommendations by target completion dates	89%	100%
	Percentage of compliance of all UN Women operations with UN Security Management System	81% compliance 2012	90% compliance
	UN Women publishes its programme data with the International Aid Transparency Initiative (" IATI")	Phase 1 completed in Nov 2012	Completion of all phases and routine reporting of programme information to donors on IATI
	Adoption of simplified and harmonized *internal* programming process for UN Women country offices. [QCPR]	System of Strategic Notes and AWPs adopted as interim measure	By the end of 2017 all country office programming processes simplified and harmonized with UNDAFs and CCPDs
	Percentage of UN Women country offices which adopt common services on procurement, HR and IT. [QCPR]	TBC	TBC in line with UNDG targets
OEE output cluster 4: To leverage and manage resources			
MRF 4.1 Improved stewardship of resources through Budget, Financial, HR and IT management	Percentage of UN Women donor reports meeting quality standards.	TBC by end 2013	80%
	Average turnover time for the identification of qualified candidates and complete recruitment.	16 weeks	15 weeks
	Percentage availability and uptime of Corporate ICT Systems	TDB (Q4 2013)	99%
	Percentage of total core expenditures directed to program expenditure vs. non-core expenditure. [QCPR]	TBC	TBC
MRF 4.2 Resource base is expanded and diversified to meet the demand for UN Women catalytic and technical support and strategic grant-making.	Amount of total Regular Resources raised	$113.9million in 2012	TBD based on final Integrated Budget document
	Amount of total Other Resources raised	$93.7 million in 2012	TBD based on final Integrated Budget document
	Number of Member States that contribute to UN-Women core resources.	At the end of 2012, 113 Member States contribute to UN-Women.	A minimum of 120 government donors secured and maintained, 20% of which is multi-year format
MRF 4.3 UN-Women Communications capacity and systems provide a foundation	Percentage increase of global media coverage of UN Women, its priorities and programmatic work	1500 unique news reports in leading news media 2012	15% increase
	Percentage increase in the number of unique visitors to UN Women and Womenwatch websites	1.4 million in 2012	10% increase

SP Output	Key Performance Indicator	Latest Data (Baseline)[1]	Target 2015[2]
for effective advocacy of Gender Equality and Empowerment of Women.	Percentage increase in the number of followers on UN Women managed social media networks around the issue of gender equality and women's empowerment	430,000 followers 2012	100% increase