



## **Annex I: Integrated Results and Resources Framework of UN-Women’s Strategic Plan 2026-2029**

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# I: Introduction

## 1.1 Background/context

With only four years left to achieve the 2030 Agenda for Sustainable Development, accelerating progress to realize gender equality and the empowerment and rights of all women and girls is critical. Amid acute global uncertainty and United Nations system-wide transition, UN-Women is reaffirming its enduring commitment to human rights, peace and justice, and to an inclusive, effective and efficient multilateral system. The UN-Women Strategic Plan 2026-2029 pursues more focused, integrated solutions based on its mandate, expertise and comparative and collaborative advantages, while adapting to a rapidly-evolving global landscape. UN-Women's triple mandate – normative support, United Nations system coordination and operational activities – provides a critical foundation to translate norms and standards into lasting and meaningful changes in the lives of women and girls, their communities and society.

This annex presents the Integrated Results and Resources Framework (IRRF) of UN-Women's Strategic Plan 2026-2029. The results framework is the primary accountability tool that captures key expected results to which the Entity will contribute at impact, outcome and output levels across the humanitarian-development-peace continuum and defines clear indicators to measure progress towards their achievement. Additionally, it outlines outputs related to organizational effectiveness and efficiency (OEE), supported by indicators developed using a balanced scorecard methodology to ensure full alignment and cascading of external reporting within organizational performance management.

The Strategic Plan 2026-2029 IRRF's results and proposed indicators have been developed by UN-Women in full alignment with the United Nations' system-wide frameworks and harmonized with the structure of other United Nations partners' results frameworks. It is informed by rigorous analysis and a broad consultative process, encompassing a stakeholder survey; global economic, political, social and demographic trends; findings and recommendations from evaluations and assessments, including the mid-term review of the Strategic Plan 2022-2025; and the thirty-year review of the Beijing Declaration and Platform for Action.

Achieving lasting change requires strong, inclusive partnerships. UN-Women's added value lies in effectively working across the United Nations system and with partners beyond to drive results. The Entity pursues results through wide-ranging partnerships, encompassing Member States; the United Nations system; civil society, including women- and youth-led organizations; the private sector; philanthropies; international financial institutions; academia; research institutions; the media; faith-based organizations; and men and boys. As the window to deliver on the 2030 Agenda narrows, coordinated, sustained action is more urgent than ever.

Figure 1: Results structure of the Strategic Plan RRF 2026-2029



## 1.2 Features of the results framework

**2030 Agenda for Sustainable Development:** The Strategic Plan IRRF 2026-2029 incorporates 12 Sustainable Development Goals (SDG) indicators at the impact and outcome levels, of which nine relate to SDG 5 (Gender Equality), reaffirming UN-Women’s commitment to SDGs achievement, working in close collaboration with United Nations partners and other national and global stakeholders. The Entity is a custodian or co-custodian for six SDG indicators and has made important contributions to increasing the availability of data for gender-related SDG indicators over the last decade.

**Refined focus:** To refine focus on its comparative and collaborative advantages, UN-Women has consolidated systemic outcomes and streamlined priorities within and across thematic impact areas. The development results are underpinned by eight UN-Women programming frameworks across its four impact areas. These frameworks drive focus, coherence and standardization of the Entity’s programmatic offer. There are three systemic outcomes, down from seven under the Strategic Plan 2022-2025. The results framework comprises 79 indicators, reduced from 120 in the Strategic Plan IRRF 2022-2025. Reflecting the continuity of the Entity’s work, comparative and collaborative advantages and the need to measure progress over time, 82% of indicators are carried over (continued verbatim or adjusted) from the Strategic Plan IRRF 2022-2025 and 18% are new indicators.

**Cross-thematic systemic outcomes:** The Strategic Plan IRRF 2026-2029 retains the innovation introduced in the Strategic Plan IRRF 2022-2025 of cross-thematic systemic outcomes. Leveraging synergies and reflecting the interconnectedness of UN-Women’s work, this helps to break silos and ensure that results achieved at the output and outcome levels contribute to multiple impact areas.

**United Nations system coordination mandate:** The Strategic Plan 2026–2029 reinforces UN-Women’s coordination mandate as a driver of United Nations system-wide effectiveness on gender equality, facilitating more seamless delivery of the Entity’s triple mandate. To reflect the cross-cutting nature of this work, coordination results are captured under eight indicators mainstreamed across outcomes and outputs.

**Inter-agency harmonization, including through common and complementary indicators:** Recognizing the need for greater collaboration and coherence, the Strategic Plan IRRF 2026-2029 draws on United Nations’ system-wide frameworks – quadrennial comprehensive policy review (QCPR)<sup>1</sup> of operational activities for development of the United Nations system, United Nations Sustainable Development Group Output Indicator Framework and UN 2.0 – to drive collective efforts to advance gender equality, women’s empowerment and rights. These frameworks are cornerstones of UN-Women’s development and organizational effectiveness and efficiency results, and indicators that measure joint programmes are integrated in the IRRF.

Together with key United Nations partners, UN-Women has identified a number of draft/preliminary common and/or complementary indicators (to be finalized by Q2 of 2026) that contribute to inter-agency results and processes and highlight a joined-up approach to the achievement of global goals. Common and complementary indicators help clarify how UN-Women is achieving results in a coherent manner with other entities from across the United Nations system, including in response to the QCPR. Common indicators are those that appear verbatim in at least two entities’ results frameworks and are drawn, where possible, directly from other globally agreed frameworks. Complementary indicators are identified as those in the results framework that are not repeated verbatim in the results framework of another United Nations entity, but are related and provide different, complementary lenses or insights into the same issue, high-level result and/or area of complementary work, such as an SDG target. Common and/or complementary indicators are noted in parentheses at the end of indicator statements listing United Nations entities that share them. Normal font is used when the indicator is common, *italics* for complementary indicators.

**Multi-stakeholder partnerships:** The results framework seeks more comprehensive integration and capture of the role and influence of partners to achieve development results – from women-led organizations, young people and men and boys to the private sector and international financial institutions.

**Human rights and non-discrimination:** UN-Women remains committed to upholding human rights and non-discrimination as the foundation for inclusive development and to reducing inequality among all women and girls. To the extent possible, data under a specific subset of indicators will be disaggregated by key demographic characteristics, enabling the tracking and monitoring of the Entity’s efforts to leave no one behind. Further, the leave no one behind principle will be applied to various other efforts across UN-Women’s triple mandate, from legislative and policy change to coalition and movement building.

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<sup>1</sup> Presently aligned with the current QCPR monitoring framework; will be adjusted to the new QCPR monitoring framework upon its finalization

### 1.3 Linking results to resources

UN-Women’s allocation of resources to development results in the Strategic Plan 2026–2029 is based on expenditure trends from the previous Strategic Plan cycle and emerging priorities expressed through Strategic Notes across UN-Women’s presence in 80+ countries. These indicative allocations are aligned with the IRRF and reflect both demand and strategic policy direction.

Based on this, the indicative allocations by impact area for the duration of the Strategic Plan 2026–2029 are as follows:

- Impact area 1: Women’s leadership and decision-making – US\$398.9 million
- Impact area 2: Women’s economic empowerment in resilient economies – US\$407.4 million
- Impact area 3: Women and girls free from violence – US\$516.4 million
- Impact area 4: Women, peace and security, and humanitarian action – US\$658.8 million
- Organizational effectiveness and efficiency– US\$506 million

These indicative allocations amount to a total projected investment of US\$2.48 billion over the four-year period.

In addition, for the first time, UN-Women will provide indicative allocations by Strategic Plan outcomes to strengthen transparency and results-based budgeting across the Entity’s integrated results architecture. The projected four-year allocations by outcome are:

- Outcome 1: Norms and standards that uphold the rights of all women and girls are protected, strengthened and translated into laws and policies – US\$621.9 million
- Outcome 2: Institutions are accountable to all women and girls, with financing, data and practices that advance equality – US\$521.7 million
- Outcome 3: More women and girls can exercise their agency and have equitable access to quality services, resources and assets – US\$826.4 million

The total indicative resource allocation across outcomes amounts to US\$1.97 billion, reflecting programmatic investments, while the remainder covers organizational effectiveness, operational enablers and other support costs.

UN-Women will continue to refine these estimates throughout the implementation period and will report transparently on the use of resources through its annual Structured Dialogue on Financing with the Executive Board, the Executive Director’s Annual Report and the [UN-Women Transparency Portal](#).

### 1.4 Summary of results and indicators

- **Development results impact indicators:** Changes at the impact level are changes in the lives of women and girls to which UN-Women will contribute, resulting in the fulfilment of their rights and fundamental freedoms. Based on an analysis of the emerging trends and global needs, knowledge and evidence of what works, and where the Entity is best positioned to make an impact, UN-Women intends to retain focus on its four main interconnected, thematic areas at the impact level. The results framework includes eight SDG indicators, out of a total of twelve impact indicators (67%).
- **Development results outcome indicators:** Outcome-level results reflect changes in institutional and behavioural capacities to which UN-Women will contribute, in alignment with United Nations Sustainable Development Cooperation Frameworks. The Entity has identified three critical drivers for gender equality and women’s empowerment at the outcome level. These are cross-thematic areas of change to which UN-Women, along with partners, intends to contribute to tackle the root causes of gender inequality and secure transformative changes. The results framework includes four SDG indicators, out of a total of 21 outcome indicators (19%). Four indicators drive and capture the results of UN-Women’s coordination work.
- **Development results output indicators:** Changes at the output level are directly attributable to UN-Women – they are achieved with the Entity’s support, are results for which it is accountable, and encompass changes in the skills, abilities and capacities of individuals or institutions as well as new products and services developed. UN-Women has crafted 18 output indicators, largely cross-thematic in nature, to measure specific contributions from the Entity to achieve the outcomes, of which four are coordination indicators.

- **Organizational effectiveness and efficiency output indicators:** 28 indicators are proposed under the five OEE outputs; they will serve as key performance indicators that will support UN-Women to achieve development results and further advance a culture of accountability. The IRRF is guided by the QCPR 2025-2028 resolution. This important instrument helps ensure integrated and effective implementation of the 2030 Agenda for Sustainable Development and is currently reflected through the inclusion of eleven QCPR indicators drawn from the monitoring framework of the QCPR 2021-2024 (and to be updated when the monitoring framework for the QCPR 2025-2028 resolution is finalized).

**Results-based management:** To ensure effective results attainment, the results statements and indicators presented in the Strategic Plan IRRF 2026–2029 are fully aligned with the United Nations’ harmonized approach and standards of Results-Based Management (RBM), including indicators that are Specific, Measurable, Attainable, Relevant and Time-bound (SMART). Indicators have been developed to be simple and clear, avoiding compound or composite indicators to the extent possible. Their design takes into account, inter alia, country-level planning, monitoring and reporting capacities and the timelines for data availability. Furthermore, priority is given to indicators that allow for the aggregation of results across country, regional and global levels and that capture the number of women and girls reached directly and/or indirectly. As in previous years, UN-Women will make SP IRRF results data publicly available through its Transparency Portal, which accompanies the Entity’s annual report on the implementation of the Strategic Plan and is presented every year to the Executive Board at its Annual Session.

**Baselines, milestones and targets:** The results framework will establish baselines and set milestones and targets (BMTs) that reflect the Entity’s ambitions under the Strategic Plan 2026–2029, in consultation with regional offices and country offices and taking into account historical trends and past performance as well as the demand-driven nature of its work. These BMTs will be set based on current resource projections. However, given the fluid nature of the global funding landscape and amid ongoing financial uncertainties, UN-Women will continue to apply an adaptive management approach. This means that if significant changes occur in the funding environment, the Entity will revisit and, where necessary, recalibrate to ensure that its milestones and targets remain both ambitious and realistic. UN-Women acknowledges the importance of remaining alert to contextual risks and assumptions and, in uncertain times, recognizes the need for strategic foresight and scenario-based planning. This flexibility will be critical to maintaining alignment between resource availability and expected results, while preserving the utility and relevance of the results framework as a strategic planning and accountability tool. The IRRF complete with BMTs will be submitted to the Executive Board in Q2 of 2026, in advance of the Annual Session.

II: Development results

**KEY**

**SDG indicators** are marked in **bold**

Draft **common and complementary indicators** (to be finalized by Q2 of 2026):  
Normal (unitalicized) font is used when the indicator is common to indicate the relevant agency – e.g. (UNICEF)  
*Italics* is used when the indicator is complementary to indicate the relevant agency – e.g. (UNICEF)

**QCPR indicators** are marked in parentheses to indicate (i) QCPR indicators adopted – i.e. (QCPR, pending new monitoring framework); and (ii) indicators derived from QCPR indicators<sup>2</sup>

Indicators related to **UN-Women’s coordination mandate** are shown with a light grey background and prefaced with “COORDINATION”

2.1 Vision and impact indicators

VISION: ACHIEVE GENDER EQUALITY, THE EMPOWERMENT OF ALL WOMEN AND GIRLS AND THE FULL ENJOYMENT OF THEIR HUMAN RIGHTS

Impact 1 - Women’s leadership and decision-making

*Women lead and equally participate in decision-making processes at all levels*

Impact Indicators	Baseline	Target 2029	Target 2030	Source of data	Possible disaggregations
1.1 SDG 5.5.1: Proportion of seats held by women in: (a) national parliaments (b) local governments, and (c) executive positions/ministers (cabinets) held by women (UNDP)				Official SDG reporting	
1.2 SDG 16.7.1: (b) Proportions of positions in national and local institutions, including (...) (b) the public service; (...) compared to national distributions, by sex, age, persons with disabilities and population groups (UNDP)				Official SDG reporting	

<sup>2</sup> Will be adjusted to align with the new QCPR monitoring framework upon its finalization

**Impact 2 – Women’s economic empowerment in resilient economies**  
*Women equally participate in and benefit from just and resilient economies*

<i>Impact Indicators</i>	<i>Baseline</i>	<i>Target 2029</i>	<i>Target 2030</i>	<i>Source of data</i>	<i>Possible disaggregations</i>
<b>2.1 SDG 5.4.1: Proportion of time spent on unpaid domestic and care work, by sex, age and location (UNDP)</b>				Official SDG reporting	
<b>2.2 SDG 8.3.1: Proportion of informal employment in total employment, by sector and sex</b>				Official SDG reporting	
<b>2.3 SDG 1.3.1: Proportion of population covered by social protection floors/systems, by sex, distinguishing children, unemployed persons, older persons, persons with disabilities, pregnant women, newborns, work-injury victims and the poor and the vulnerable (UNFPA, UNICEF, UNDP)</b>				Official SDG reporting	
2.4 Percentage of firms with women’s participation in ownership				World Bank	

**Impact 3 – Women and girls free from violence**  
*All women and girls live a life free from all forms of violence*

<i>Impact Indicators</i>	<i>Baseline</i>	<i>Target 2029</i>	<i>Target 2030</i>	<i>Source of data</i>	<i>Possible disaggregations</i>
<b>3.1 SDG 5.2.1: Proportion of ever-partnered women and girls aged 15 years and older subjected to physical, sexual or psychological violence by a current or former intimate partner in the previous 12 months, by form of violence and by age (UNFPA, UNICEF)</b>				Official SDG reporting	Humanitarian setting (TBC)
<b>3.2 SDG 5.2.2: Proportion of women and girls aged 15 years and older subjected to sexual violence by persons other than an intimate partner in the previous 12 months, by age and place of occurrence (UNICEF)</b>				Official SDG reporting	Humanitarian setting (TBC)
<b>3.3 SDG 5.3.1: Proportion of women aged 20–24 years who were married or in a union before age 15 and before age 18 (UNFPA, UNICEF)</b>				Official SDG reporting	Humanitarian setting (TBC)

**Impact 4 - Women, peace and security, and humanitarian action**  
*Women lead and benefit from peace and security processes, humanitarian action, and crisis prevention and response*

<i>Impact Indicators</i>	<i>Baseline</i>	<i>Target 2029</i>	<i>Target 2030</i>	<i>Source of data</i>	<i>Possible disaggregations</i>
4.1 Percentage of women mediators, negotiators and signatories in major peace processes				External global database	
4.2 Number of women and girls covered by National Action Plans on Women, Peace and Security adopted by Member States and territories				UN-Women records/database; UN Department of Economic and Social Affairs (DESA)	



4.3 Proportion of women and girls reached in crisis settings through coordinated humanitarian assistance <sup>3</sup>	Humanitarian Action website – United Nations Office for the Coordination of Humanitarian Affairs (OCHA)
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## 2.2 Outcome and output indicators

**Outcome 1 - Protect and advance normative frameworks, laws and policies for women’s and girls’ rights**  
*Norms and standards that uphold the rights of all women and girls are protected, strengthened and translated into laws and policies*

Outcome Indicators	Baseline	Milestones			Target 2029	Source of data	Possible disaggregations
		2026	2027	2028			
<b>0.1.1 SDG 5.1.1: Whether or not legal frameworks are in place to promote, enforce and monitor equality and non-discrimination on the basis of sex</b>						Official SDG reporting	
0.1.2 Percentage of key intergovernmental outcomes that integrate a gender perspective						UN-Women records/database	
0.1.3 Number of: <div>             (a) countries that reported on the Convention on the Elimination of All Forms of Discrimination against Women and other human rights frameworks/mechanisms with a focus on women’s rights; and             (b) human rights outcomes/frameworks that are gender-responsive (<i>UNFPA, UNDP</i>)           </div>						UN-Women offices	Geographic (regional/global)
0.1.4 Number of laws that were adopted, revised or repealed to advance gender equality and women’s rights and empowerment ( <i>UNDP, ILO</i> ) <i>Examples include those related to:</i> <ul style="list-style-type: none"> <li>Ensuring gender balance in decision-making</li> <li>Advancing comprehensive care systems</li> <li>Supporting women’s employment, economic opportunities, decent work and entrepreneurship</li> <li>Gender-responsive climate action including women’s participation in green/blue economies</li> <li>Preventing and responding to violence against women and girls, including technology-facilitated violence</li> </ul>						UN-Women offices	
0.1.5 Number of (multi)sectoral strategies, policies, regulations and/or action plans that are adopted with a focus on gender equality, women’s rights and empowerment ( <i>ILO, UNDP, UNFPA</i> ) <i>Examples include those related to:</i> <ul style="list-style-type: none"> <li>Inclusive political institutions and processes, promotion of women’s leadership and participation</li> <li>Comprehensive services, workplace policies, infrastructure and technology in relation to care</li> <li>Equal opportunities in the context of decent work, entrepreneurship and equal pay</li> <li>Gender-responsive climate action including women’s participation in green/blue economies</li> <li>Prevention and response to violence against women and girls in private and public spheres, including technology-facilitated violence</li> <li>Women, Peace and Security National Action Plans; Youth, Peace and Security frameworks; gender-responsive rule of law and security sector policies and strategies</li> <li>Gender-responsive durable solutions to displacement</li> </ul>						UN-Women offices	

<sup>3</sup> Characterized at present by limited sex- and age-disaggregated data availability in countries with Humanitarian Needs and Response Plans and Humanitarian Response Plans

Output Indicators	Baseline	Milestones			Target 2029	Source of data	Possible disaggregations
		2026	2027	2028			
0.1.a Number of institutions that have increased capacities to promote, design and implement legislation/strategies/policies that advance gender equality and women’s empowerment ( <i>ILO, UNDP</i> ) <i>Examples include those related to:</i> <ul style="list-style-type: none"> <li>• <i>Advancing equal and inclusive representation of women in decision-making</i></li> <li>• <i>Strengthening gender-responsive budgeting</i></li> <li>• <i>Transforming care systems in support of gender equality</i></li> <li>• <i>Strengthening decent work conditions and entrepreneurship opportunities for women</i></li> <li>• <i>Prevention and response to violence against women and girls, including technology-facilitated violence</i></li> <li>• <i>Strengthening justice and security services to women</i></li> </ul>						UN-Women offices	Institution type (including national women’s machineries)
0.1.b Number of multi-stakeholder dialogue processes to promote engagement of governments, civil society and other partners to advance norms and standards on gender equality and women’s empowerment ( <i>UNFPA</i> )						UN-Women offices	Institution type
0.1.c Number of research, data and knowledge products made available by UN-Women to strengthen the development of gender-responsive normative frameworks						UN-Women offices	

**Outcome 2 - Strengthen institutions to drive accountability, through financing, data and practices that support gender equality**  
*Institutions are accountable to all women and girls, with financing, data and practices that advance equality*

Outcome Indicators	Baseline	Milestones			Target 2029	Source of data	Possible disaggregations
		2026	2027	2028			
<b>0.2.1 SDG 5.c.1: Proportion of countries with systems to track and make public allocations for gender equality and women’s empowerment</b>						Official SDG reporting	
0.2.2 Percentage of gender-specific SDG indicators with available data ( <i>UNDP</i> )						External database	
0.2.3 Number of policies, plans and/or programmes that have been informed by UN-supported gender data and research ( <i>UNFPA</i> )						UN-Women offices; Women Count	
0.2.4 Number of institutions that increase financing for gender equality ( <i>ILO, UNDP, UNFPA</i> )						UN-Women offices	Institution type (including national women’s machineries)
0.2.5 Number of: <ul style="list-style-type: none"> <li>(a) public sector and civil society institutions taking action to address gender-based discrimination and/or counter gender stereotypes within their organizational culture and practice (<i>UNFPA</i>)</li> <li>(b) private sector entities changing policies, practices and behaviours in line with the Women's Empowerment Principles (<i>UNFPA</i>)</li> </ul>						UN-Women offices	(a) Institution types
0.2.6 Number of countries where multi-sectoral systems, strategies or programmes are implemented to advance women’s equal access to and use of services, resources and assets, including social protection ( <i>UNFPA, UNICEF</i> )						UN-Women offices	

COORDINATION: 0.2.7 Percentage of ratings of reporting entities that meet or exceed UN-SWAP <sup>4</sup> standards (derived from QCPR, pending new monitoring framework)					UN-SWAP database			
COORDINATION: 0.2.8 Percentages of UN country teams (UNCT) (a/b/c) or Humanitarian Country Teams (d) that demonstrate accountability to systemwide gender equality commitments by:								
(a) meeting or exceeding requirements for at least 60% of the relevant UNCT-SWAP <sup>5</sup> standards (derived from QCPR, pending new monitoring framework);								
(b) meeting or exceeding requirements in preventing and eliminating all forms of violence and discrimination against women and girls through multisectoral and coordinated approaches (derived from QCPR, pending new monitoring framework);					UN-Women HQ records/database			
(c) meeting or exceeding the common global financial UNCT Annual Funding Framework available resources to be allocated to sub-outputs in the joint work plan with gender equality as a principal (UNCT-Gender Equality Marker [GEM] 3) or significant (UNCT-GEM 2) objective								
(d) taking key actions to implement the Inter-Agency Standing Committee Gender Policy and other global frameworks on advancing gender equality in humanitarian action ( <i>IASC</i> )								
COORDINATION: 0.2.9 Percentage of country-level UN system strategic planning instruments that:					UN Development Group Information Management System (IMS); UN-Women HQ records/database		Planning instrument type <sup>6</sup>	
(a) have a dedicated gender equality outcome; and/or								
(b) mainstream gender; and/or								
(c) include gender targeted actions								
Output Indicators		Baseline	Milestones			Target 2029	Source of data	Possible disaggregations
			2026	2027	2028			
0.2.a Number of gender statistics and sex-disaggregated data collection initiatives conducted or analyzed					UN-Women offices			
0.2.b Number of data producers and users with strengthened capacities in the collection, analysis, dissemination and use of gender statistics					UN-Women offices			
0.2.c Number of institutions with increased capacities to identify and/or address discriminatory behaviour and/or social/gender norms change ( <i>UNDP, UNFPA, UNICEF</i> )					UN-Women offices		Institution type (including national women’s machineries)	
0.2.d Number of mechanisms introduced that support sustainable financing and accountability for gender equality ( <i>UNDP</i> )					UN-Women offices		Institution type	
0.2.e Number of institutions with strengthened capacities to improve the provision and/or accessibility of essential services, goods and/or resources ( <i>ILO, UNDP</i> )								
Examples include those related to:					UN-Women offices		Institution type (including national women’s machineries)	
• Essential care services, infrastructure, goods, equipment and technology that benefit women and girls								
• Gender-responsive climate action including women’s participation in the green/blue								

<sup>4</sup> The UN System-wide Action Plan Gender Equality Scorecard (UN-SWAP) focuses on improved UN entities’ planning, coordination, programming, resources and results for gender equality and the empowerment of women and girls

<sup>5</sup> The UN country team System-wide Action Plan Gender Equality Scorecard (UNCT-SWAP) focuses on improved country team planning, coordination, programming, resources and results for gender equality and the empowerment of women and girls

<sup>6</sup> Viz. United Nations Sustainable Development Cooperation Frameworks, Humanitarian Response Plans, Refugee Response Plans

<ul style="list-style-type: none"> <li>economies</li> <li>Prevention and response services to end violence against women and girls, including technology-facilitated violence</li> <li>Life-saving services in humanitarian and displacement settings</li> <li>Others (e.g. gender-responsive and accessible HIV services)</li> </ul>	
COORDINATION: 0.2.f Number of UN system coordination mechanisms, including thematic coordination mechanisms, chaired/co-chaired by UN-Women and/or with UN-Women’s active engagement, that drive progress on gender mainstreaming mandates and commitments	UN-Women offices
COORDINATION: 0.2.g Percentage of inter-agency pooled funds that are allocating 15% or more of their resources to programmes with gender equality and/or to women and girls as their principal objective (derived from QCPR, pending new monitoring framework)	UN-Women HQ records/database
COORDINATION: 0.2.h Percentage of UN entities that track and report on allocations and/or expenditures on gender equality using the GEM and are allocating substantial resources to actions with gender equality as their principal objective (derived from QCPR, pending new monitoring framework)	UN-Women HQ records/database

Outcome 3 – Support women’s agency and access to quality services, resources and assets
More women and girls can exercise their agency and have equitable access to quality services, resources and assets

Outcome Indicators	Baseline	Milestones			Target 2029	Source of data	Possible disaggregations
		2026	2027	2028			
0.3.1 SDG 5.a.1:							
(a) Proportion of total agricultural population with ownership or secure rights over agricultural land, by sex						Official SDG reporting	
(b) Share of women among owners or rights bearers of agricultural land, by type of tenure							
0.3.2 SDG 5.6.1: Proportion of women aged 15–49 years who make their own informed decisions regarding sexual relations, contraceptive use and reproductive health care (UNFPA)						Official SDG reporting	
0.3.3 Volume of Official Development Assistance to support the effectiveness and sustainability of women’s rights organisations and movements, and government institutions (UNFPA)						Organisation for Economic Co-operation and Development’s Development Assistance Committee (OECD DAC)	
0.3.4 Number of countries where there has been an increase in the number of women who access integrated essential services, including following increased risk to violence and/or discrimination (UNFPA)						UN-Women offices	
0.3.5 Number of women accessing services, resources and/or assets through programmes and platforms (UNDP)							Leave no one behind
Examples of areas of focus include:							
<ul style="list-style-type: none"> <li>Decent work and entrepreneurship</li> <li>Care services and resources</li> <li>Gender-responsive climate action including women’s participation in the green/blue economies</li> <li>Access to justice, including by women human rights defenders</li> </ul>							

<ul style="list-style-type: none"><li>• <i>Prevention and response to violence against women and girls, including technology-facilitated violence</i></li><li>• <i>Humanitarian services and services for women in displacement settings</i></li><li>• <i>Others (e.g. gender-responsive and accessible HIV services)</i></li></ul>							
0.3.6 Number of normative, policy and peace processes influenced by civil society organizations advancing gender equality and women’s rights <i>(UNFPA)</i>						UN-Women offices	
COORDINATION: 0.3.7 Percentage of Country-based Pooled Funds to national and local actors allocated to women-led organizations <i>(IASC)</i>						OCHA	
<i>Output Indicators</i>	<i>Baseline</i>	<i>Milestones</i>			<i>Target 2029</i>	<i>Source of data</i>	<i>Possible disaggregations</i>
		<i>2026</i>	<i>2027</i>	<i>2028</i>			
0.3.a Number of civil society organizations, especially women's organizations, working on gender equality and women’s empowerment that have strengthened capacities to exercise their leadership role towards the achievement of gender equality and women’s empowerment <i>(UNFPA, UNDP)</i>						UN-Women offices	Women-led organizations
0.3.b Number of women and girls that have accessed capacity development opportunities to participate in public life and exercise leadership <i>(UNFPA, UNDP)</i>						UN-Women offices	Leave no one behind; women in politics
0.3.c Number of initiatives developed and implemented, including with men and boys, to prevent, monitor and mitigate discrimination and/or violence against women in public and/or private spaces <i>(UNDP, ILO, UNFPA)</i> <i>Examples include those related to:</i> <ul style="list-style-type: none"><li>• <i>Addressing the undervaluing and gendered, unequal, division of care</i></li><li>• <i>Decent work and entrepreneurship, including addressing the gender pay gap</i></li><li>• <i>Prevention and response to technology-facilitated violence and sexual violence in crisis settings</i></li><li>• <i>Violence against women in politics</i></li><li>• <i>Violence against women human rights and/or environmental defenders and peacebuilders</i></li></ul>						UN-Women offices	
0.3.d Number of economic opportunities created for women, including value chain opportunities and loans <i>(UNDP)</i>						UN-Women offices	
0.3.e Funding disbursed in support of civil society organizations, especially women’s organizations, working towards the achievement of gender equality and women’s empowerment, through UN-Women’s programmes and grant-giving						UN-Women HQ records/database	Women-led organizations
0.3.f Number of mechanisms and/or platforms, including multistakeholder based, created and sustained that enable meaningful and safe participation and engagement by gender equality advocates and civil society organizations in decision-making <i>(UNDP)</i>						UN-Women offices	Mechanism/platform type
COORDINATION: 0.3.g Percentage of UN joint programmes with a focus on gender equality in which UN-Women is a Participating United Nations Organization (derived from QCPR, pending new monitoring framework)						UN-Women HQ; records/database	

III: Organizational effectiveness and efficiency

3.1 Output indicators

Output 1 – Accountability and performance						
UN-Women is a high-performing, accountable and trustworthy organization that manages financial and other resources with integrity and in line with its strategy and fiduciary obligations						
Output Indicators	Baseline	Milestones			Target 2029	Source of data
		2026	2027	2028		
O1.1 Implementation rate for financial resources						UN-Women HQ records/database
O1.2 International Aid Transparency Initiative (IATI) publishing statistics score (QCPR, pending new monitoring framework)						External (IATI)
O1.3						UN-Women records/database
(a) percentage of agreed long-outstanding internal audit recommendations						
(b) percentage of agreed long-outstanding external audit recommendations						
O1.4 Percentage of offices compliant with:						
(a) business continuity plans and processes						
(b) Occupational Safety and Health requirements						UN-Women HQ records/database
(c) United Nations Security Management System Security policies						
(d) cyber-security requirements						
O1.5 Number of data standards being implemented from the UN Financial Data Cube (QCPR, pending new monitoring framework)						UN-Women records/database
O1.6 Percentage of country offices applying environmental and social standards in UN-Women programmes in line with United Nations standards (QCPR, pending new monitoring framework)						UN-Women records/database
O1.7 Percentage of UN-SWAP minimum standards met or exceeded by UN-Women (QCPR, pending new monitoring framework)						UN-SWAP database
O1.8 UN-Women’s Cost Effectiveness Index score						UN-Women HQ records/database; UN Multi-Partner Trust Fund

## Output 2 – Resource partnerships and communications

*UN-Women effectively leverages partnerships and communications to secure sustainable resourcing and ensure broad-based support for its mandate*

Output Indicators	Baseline	Milestones			Target 2029	Source of data	Possible disaggregations
		2026	2027	2028			
O2.1 Amount of funding received from: (a) public partners (b) private sector (part (b) is QCPR, pending new monitoring framework)						UN-Women HQ records/database	
O2.2 Percentage annual growth in the number of financial donors, disaggregated by type of funding partner: (a) traditional (b) multilateral (c) UN system (d) non-traditional (i) Non-OECD DAC (ii) civil society (international non-government organizations, non-government organizations) (iii) private sector (including corporations and philanthropies) (iv) multilateral – international financial institutions (v) individual giving						UN-Women HQ records/database	
O2.3 Extent to which UN-Women’s global communications and advocacy efforts generate meaningful engagement and position the Entity as a trusted source on gender equality and women’s empowerment, as per: (a) percentage of media mentions in defined top-tier media outlets (b) number of impressions of the global corporate website (c) social media engagement rate across all social media channels globally						UN-Women HQ records/database	
O2.4 Extent of visibility and reach of UN-Women’s global digital communications platforms, as per: (a) number of active users of the global corporate website <sup>7</sup> (b) number of page views of the global corporate website <sup>8</sup> (c) number of followers across all social media channels globally (d) number reached across all social media channels globally						UN-Women HQ records/database	
O2.5 Rating of UN-Women Youth2030 performance on meaningful youth engagement, as set out in the Youth2030 Scorecard: (a) policies and processes for meaningful youth engagement (b) diversity of youth (groups) engaged (c) meaningful youth engagement in the year in:						UN-Women offices	

<sup>7</sup> Excludes regional and country offices

<sup>8</sup> Ibid

(i) design, development, monitoring and evaluation of Strategic Plans (ii) support to governments/inter-governmental processes (iii) UN-led programmes, projects and campaigns (QCPR, pending new monitoring framework)
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Output 3 – Business transformation and innovation <i>UN-Women innovates and effectively plans its global footprint and operating models to drive strategy implementation with foresight and agility</i>						
Output Indicators	Baseline	Milestones			Target 2029	Source of data
		2026	2027	2028		
O3.1 Percentage of UN-Women presences exceeding minimum criteria of the Presence Governance Framework						UN-Women HQ records/database
O3.2 Ratio of global functions in pivot locations						UN-Women HQ records/database
O3.3 Number of inter-regional knowledge exchange initiatives to share innovations/promising practices						UN-Women offices
O3.4 Percentage of UN-Women offices in United Nations common premises (QCPR, pending new monitoring framework)						UN-Women HQ records/database

Output 4 – Empowered people <i>UN-Women with its unique and empowering organizational culture, is an employer of choice with an engaged and high-performing cadre of personnel that embodies UN values</i>						
Output Indicators	Baseline	Milestones			Target 2029	Source of data
		2026	2027	2028		
O4.1 Percentage of UN-Women female staff among international professional and national staff All international professional staff: (a) P-1 (b) P-2 (c) P-3 (d) P-4 (e) P-5 (f) D1 and above All National Officers: (a) National Officer-A (b) National Officer-B (c) National Officer-C (d) National Officer-D (e) National Officer-E (QCPR, pending new monitoring framework)						UN-Women HQ records/database



O4.2 Percentage of the relevant indicators from the UN Disability Inclusion Strategy accountability framework where UN-Women has met or exceeded the standard (QCPR, pending new monitoring framework)	UN-Women HQ records/database; UN-Women offices
O4.3 Employee engagement through biennial staff survey: (a) percentage of staff who agree with the statement “I am proud to tell people that I work for this organization” (b) percentage of staff who agree with the statement “I believe that UN-Women exemplifies the principles of fairness, equity and equality that we promote”	UN-Women HQ records/database
O4.4 UN-Women has: (a) certified to the Secretary-General and the UN-Women Executive Board that it has reported all allegations of sexual exploitation and abuse that have been brought to its attention and has taken all appropriate measures to address such allegations, in accordance with established rules and procedures for dealing with cases of staff misconduct (b) developed a sexual harassment action plan using a victim-centered approach for their actions and provided a report on the actions taken to their respective governing bodies	UN-Women HQ records/database
O4.5 Percentage of job openings filled by internal candidates	UN-Women HQ records/database

### Output 5 – Programme effectiveness through Results-Based Management

*UN-Women uses Results-Based Management to drive programme effectiveness, supported by organizational learning and streamlined processes and systems*

Output Indicators	Baseline	Milestones			Target 2029	Source of data	Possible disaggregations
		2026	2027	2028			
O5.1 Percentage of other resources funding (non-core) that is directly applied towards Strategic Notes						UN-Women HQ records/database	
O5.2 Percentage of evaluations rated “good and above”						UN-Women HQ records/database	
O5.3 Percentage of expenditure on programming with a focus on gender equality (QCPR, pending new monitoring framework)						UN-Women HQ records/database	
O5.4 Number and percentage of: (a) joint evaluations (b) independent system-wide evaluations in which UN-Women engaged (QCPR, pending new monitoring framework)						UN-Women HQ records/database	
O5.5 Percentage of other resources (non-core) funding raised through joint programmes						UN-Women HQ records/database	
O5.6 Number of regional and country offices that apply strategic foresight tools during strategic planning processes to improve future readiness						UN-Women HQ records/database; UN-Women offices	