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Strategic Plan

United Nations Entity for Gender Equality and the Empowerment of Women (UN-Women)

DRAFT Strategic Plan 2026-2029

Summary

The Strategic Plan 2026–2029 comes at a pivotal moment. With 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. UN-Women offers a unique combination of normative support, United Nations system coordination and operational activities. By harnessing its expertise, institutional positioning and partnerships, it drives systemic change and delivers concrete results for women and girls, everywhere.

In an increasingly fractured world, UN-Women is sharpening its focus to maximize impact and charting a renewed and ambitious course to move forward. It is reaffirming its enduring commitment to human rights, peace and justice, and to an inclusive, effective and efficient multilateral system, while strategically adapting to ongoing transformation and uncertainty.

As the United Nations approaches its eightieth year, UN-Women is marking its fifteenth anniversary. The Strategic Plan remains anchored in landmark global commitments that are as vital today as when they were adopted – 30 years ago for the Beijing Declaration and Platform for Action, and 25 years for United Nations Security Council resolution 1325 on women, peace and security. The Strategic Plan builds on this proud legacy while looking ahead with urgency and resolve. At a moment of system-wide transformation, the Strategic Plan positions UN-Women to lead, mobilizing partnerships, driving innovation and delivering on the promise of gender equality, empowerment and rights for all women and girls by 2030.

I. Overview

1. Three decades since the historic Fourth World Conference on Women, gender equality remains prominent in policy agendas around the globe, driven in no small part by the sustained advocacy and leadership of women's movements. Ratifications and reporting on the Convention on All Forms of Discrimination against Women (CEDAW) have deepened global accountability. Bold regional commitments, from conventions on ending violence to care system reforms, have galvanized momentum. Within the United Nations, gender equality is better resourced and tracked, reshaping how the system delivers for women and girls.

2. Yet UN-Women's Strategic Plan 2026–2029 arrives amid acute global uncertainty. Political polarization, economic volatility, planetary crises, violent conflict and a questioning of multilateralism threaten to roll back hard-won gains. Pushback against gender equality has become more organized, institutionalised and better funded. The rights of women and girls, especially the most marginalized, are under unprecedented threat, all as the funding landscape for the multilateral system and more widely is ever harder.

3. UN-Women, born of United Nations reform, exists to advance gender equality and the empowerment and rights of all women and girls, everywhere. Its integrated triple mandate – normative support, United Nations system coordination and operational activities – makes it the global vehicle to translate norms and standards on gender equality into lasting and meaningful change.

4. UN-Women's Strategic Plan is anchored in human rights obligations; global commitments such as the Beijing Declaration and Platform for Action; Security Council resolutions on women, peace and security;¹ and other relevant intergovernmental agreements, including by the General Assembly and Commission on the Status of Women. The plan contributes directly to implementation of the 2030 Agenda for Sustainable Development and the Sustainable Development Goals (SDGs) and the Pact for the Future.

5. The Strategic Plan responds to the current challenges by focusing on integrated solutions that tackle the root causes of gender inequalities and trigger systemic changes by:

- Protecting and advancing normative frameworks, laws and policies that uphold the rights of all women and girls
- Strengthening institutions to drive accountability, through financing, data and practices advancing gender equality
- Supporting women's agency and access to quality services, resources and assets

6. UN-Women will advance these outcomes across four thematic impact areas:

- Women's leadership and decision-making
- Women's economic empowerment in resilient economies
- Women and girls live free from violence
- Women, peace and security, and humanitarian action

¹ These include Security Council resolutions 1325 (2000), 1820 (2009), 1888 (2009), 1889 (2010), 1960 (2011), 2106 (2013), 2122 (2013), 2242 (2015), 2467 (2019) and 2493 (2019).

7. Achieving lasting change requires strong inclusive partnerships. UN-Women's added value lies in effectively working across the United Nations system and with diverse partners more widely to drive results. As the window to deliver on the 2030 Agenda narrows, coordinated, sustained action is more urgent than ever.

II. Global context

8. The past three decades since the Fourth World Conference on Women have seen concerted global action and investment, driving undeniable progress. Women's representation in parliaments has more than doubled, gender parity in education has improved, maternal deaths have declined, and more women benefit from social protection. Poverty has significantly decreased, and over 1,500 legal reforms in 189 countries have advanced gender equality. These achievements reflect the sustained efforts of Member States, women's movements and the multilateral system, including UN-Women, and that investment in gender equality yields real dividends.

9. The United Nations system has strengthened accountability, financing, and coordination for gender equality. The United Nations System-wide Action Plan on Gender Equality (UN-SWAP) and the United Nations Country Team Gender Equality Scorecard (UNCT-SWAP) have hardwired gender equality standards into entity and country team planning. The Gender Equality Marker ties resources to results. The system-wide Gender Parity Strategy has shrunk gaps in women's leadership. UN-Women's membership in the Inter-Agency Standing Committee (IASC) and the IASC Gender Policy have anchored accountability to women and girls in humanitarian responses. The Secretary-General's System-wide Gender Equality Acceleration Plan, hosted by UN-Women, is further embedding gender equality across the United Nations.

10. Yet progress remains too slow and uneven. Political and funding shifts have demonstrated the fragility of gains. No gender equality indicators in the 2030 Agenda has been met, and the space to advance them is narrowing. Legal and normative advances have not sufficiently translated into equal outcomes for women and girls.

11. Persistent barriers hold back substantive equality, especially for women and girls facing multiple forms of discrimination based on age, class, disability, race, ethnicity, sexual orientation and gender identity or migration status. Discriminatory social norms embedded in families, communities, markets and state institutions reinforce women and girls' subordinate position. Exclusion is sustained by discriminatory institutions, inadequate financing, and insufficient access to social protection, digital technologies and public services, particularly in health, education and care. Such inequalities are worsening amid interconnected global crises.

12. Globally, extreme poverty has declined significantly since 1995. Yet poverty remains feminized: Women aged 25–34 are 25 per cent more likely to live in extremely poor households than their male peers. Older women, suffering a lifetime of inequality, are also more likely to live in poverty and without social protection, than older men. Women's labour force participation rate is stagnant and lags far behind men's, with the majority of women concentrated in precarious informal work. Around the world, women still shoulder 70 per cent of unpaid care work. The denial of rights to land and productive assets increases women's poverty and weakens their resilience to climate and other shocks with 158 million additional women and girls potentially being pushed into extreme poverty by 2050.

13. 1 in 3 women are subjected to physical or sexual violence by an intimate partner or sexual violence by a non-partner in their lifetimes. Other forms of gender-based violence include child marriage, female genital mutilation, sexual harassment, femicide and elder abuse. Digital technologies have exacerbated and created new forms of violence, such as cyberbullying and cyberstalking, which legal frameworks remain generally ill-equipped to address.

14. Gender inequality in decision-making is stark. Nearly three-quarters of parliamentarians globally and almost two thirds of members of local deliberative bodies are men. 106 countries have never had a woman Head of State or Government. Many women politicians, journalists, trade unionists and human rights defenders face violence and harassment, increasingly online. While women's decision-making and autonomy depend on their ability to realize their sexual and reproductive health and rights, almost one in four women still lack access to modern family planning. Adolescent girls aged 10–19 make up nearly 70 per cent of all new HIV infections among this age group.

15. Financing for gender equality remains critically inadequate, and is now under renewed threat. In 2021-2022, 42 per cent of bilateral allocable official development assistance from members of the Development Assistance Committee of the Organisation for Economic Co-operation and Development had gender equality as a policy objective, a slight decrease from 45 per cent in 2019-2020. Only 4 per cent of total bilateral allocable aid was dedicated to programmes with gender equality as a principal objective, with less than 1 per cent going to women's rights organizations. Many governments, especially in the Global South, face constrained fiscal space due to falling development assistance, tax evasion and avoidance, and mounting debt, hampering investments in gender equality. In 2020–2022, 3.3 billion people lived in countries that spent more on debt servicing than on health or education, services on which women and girls disproportionately depend.

16. Conflict and climate-related crises are accelerating. In 2023, 612 million women lived near conflict zones, a 54 per cent increase since 2010. Military spending is at an all-time high. And 25 years after the adoption of Security Council resolution 1325, women's full, equal and meaningful participation in peace processes remains elusive. The gap persists despite evidence that women's participation makes peace agreements more durable. In humanitarian responses to crises, women and girls, who make up more than half the 310 million people in need of assistance, face discrimination, gender-based violence and exclusion.

17. Gender equality is facing growing resistance, often linked to democratic backsliding. Some Member States and civil society actors are challenging core principles of non-discrimination, undermining consensus on women's rights. The weakening and defunding of national women's machineries limits gender mainstreaming. In multilateral spaces, stalling or blocking normative advances on gender equality has become all too common. At the same time, multilateral institutions are being asked to deliver greater impact with fewer resources. This pressure to 'do more with less'—to demonstrate efficiency, streamline operations and generate economies of scale—risks coming at the expense of gains for women and girls.

18. As reaffirmed by Member States in the Pact for the Future and the Political Declaration of the sixty-ninth session of the Commission on the Status of Women,

advancing gender equality is indispensable for peace, development and human rights for all. Given the realities of the global context, UN-Women's, as others, is challenged to find ways to make resources go further and to focus on where its impact is highest. It will do so through prioritising its role in catalysing results across four impact areas and three cross-cutting strategic outcomes, protecting gains and realizing the rights and empowerment of all women and girls.

III. Building on lessons learned and leveraging comparative and collaborative advantages

19. The Strategic Plan 2026–2029 builds on rigorous trends analysis; findings from independent audits, evaluations and assessments, including the midterm review of the Strategic Plan 2022–2025; and inclusive consultations with diverse stakeholders from all regions. The following key lessons validate UN-Women's comparative and collaborative advantages and inform its strategic direction.

20. The triple mandate remains UN-Women's distinctive strength in driving systemic change: By uniting normative leadership, United Nations coordination and on-the-ground operational support, UN-Women creates a policy-to-practice loop that closes the distance between normative commitments and tangible change in the lives of women and girls, while ensuring that local realities inform global standards and United Nations action. The Strategic Plan will further strengthen these mutually reinforcing relationships. It will leverage integrated programming, a large share of which is joint programming, as a key enabler of coherent, high-impact interventions.

21. A sharpened programmatic focus can maximize resources and impact: Growing demand from Member States for support on an increasingly broad range of issues has stretched UN-Women's finite resources. The need for sharper strategic choices is clear. The Strategic Plan clarifies UN-Women's focus by consolidating outcomes and streamlining priorities within thematic areas. It also defines standardized programming frameworks developed around comparative and collaborative advantages, mandate and expertise. The Entity will further refine its global footprint, prioritizing resources where its presence is most needed and impactful.

22. UN-Women's normative mandate is more relevant than ever in responding to new challenges: As a global thought and practice leader on gender equality, UN-Women turns evidence and data into tailored, high-quality, integrated policy and programme support to Member States. Amid growing pushback against gender equality, partners call on UN-Women to remain rooted in its founding resolution, defending and upholding normative commitments, translating them into results through operational work, and prioritizing the most marginalized women and girls. By explicitly articulating its normative work across impact and outcome areas, coupled with stronger engagement with human rights mechanisms, UN-Women will continue to work with partners, especially across the United Nations system, to bridge gaps between global commitments and local impacts. To further drive systems-level change, it will focus on institutional strengthening and accountability as a new systemic outcome.

23. UN-Women's coordination mandate amplifies its operational footprint and drives collective impact: By tapping existing frameworks and developing new

standards, UN-Women has strengthened United Nations system-wide capacity and accountability for gender equality in development and humanitarian contexts. Enhanced gender mainstreaming, joint programmes and coordination mechanisms have led to more collaborative, effective interventions and fostered political buy-in. The impact is demonstrated by the increased uptake of gender equality in United Nations sustainable development cooperation frameworks and the adoption of the new IASC Gender Policy. UN-Women further concretizes its commitment to United Nations coordination by delivering transparent and efficient results through its presences in over 80 countries. To embed and sustain all these advances, the Strategic Plan 2026–2029 integrates coordination results and measurements across impact and outcome areas, articulating where UN-Women leads, supports or catalyses action.

24. An integrated programme approach is a critical enabler of coherence and efficiency: Introduced by the Strategic Plan 2022–2025, this approach has optimized limited resources to achieve coherent results. UN-Women will refine organizational structures, policies and systems to align with a leaner set of priorities. It will leverage digital tools, cross-team collaboration and standardized programming frameworks to deliver integrated normative, coordination and operational results. Regular resources and other loosely earmarked resources, including direct funding to Strategic Notes, are critical for adaptive and strategic programming.

25. Partnerships are a crucial multiplier to achieve scale and influence: UN-Women is seen as a bridge-builder between diverse actors. The comparative advantage of its extensive partnerships with grassroots and women-led organizations is widely recognized, and UN-Women is regarded as a staunch advocate for women human rights defenders and a defender of civic space. The Strategic Plan will integrate partnership strategies across impact and outcome areas and diversify alliances, including with the private sector, international financial institutions, youth, and men and boys. It will work with and through others to extend its reach and propel institutional and systemic change.

26. Robust accountability and transparency foster trust and secure buy-in: UN-Women will further invest in results-based management, underpinned by clear frameworks, consistent data and open communication, supported by an expanded Transparency Portal. Demonstrating value for money through rigorous cost analysis and linking results to resources underscores UN-Women’s integrity and financial stewardship. Stronger risk management and organizational accountability, including through an enhanced quarterly business review, will increase focus, agility and alignment across regional and country operations.

IV. Guiding principles

A. Promoting, protecting and fulfilling human rights

27. All UN-Women’s work is grounded in human rights and fundamental freedoms, both as a principle and a critical enabler of achieving transformative results. Recognizing that human rights are universal, indivisible, interdependent and interrelated, the Entity promotes the full and equal enjoyment of all human rights by all women and girls throughout their life cycle. Achieving substantive equality is a continuous process, requiring sustained efforts to drive institutional change and uphold the rule of law. With its universal mandate, UN-Women supports Member

States, as primary duty-bearers, to fulfil their obligations, protect past gains and accelerate progress at all levels.

28. Inclusive development that leaves no one behind requires an intentional focus on addressing multiple, intersecting forms of discrimination, including on the basis of age, sex, race, ethnicity, disability, location, migration and displacement, indigenous, socioeconomic and other status. UN-Women tackles persistent structural barriers, unequal power relations, and discriminatory laws and practices, which perpetuate inequalities across generations.

B. Advancing United Nations system-wide coherence, results and accountability

29. UN-Women remains committed to ensuring coherence and harmonization across the United Nations system to advance gender equality, women's empowerment and rights, in support of the 2030 Agenda, particularly SDG 5. UN-Women embodies this principle through its coordination mandate, supporting enhanced performance and accountability in development, peace and humanitarian settings. Guided by the quadrennial comprehensive policy review of operational activities for development of the United Nations system and Economic and Social Council resolutions, UN-Women helps to accelerate gender mainstreaming and institutionalize gender equality as a core principle of the United Nations system, at global, regional and country levels.

30. At the country level, recognizing the key role of the Resident Coordinator/Humanitarian Coordinator system, UN-Women advises and supports United Nations country teams and humanitarian country teams to mainstream gender equality in common planning documents. It offers gender expertise, analysis and data, and partnerships, including with women's organizations, and supports gender equality outcomes in cooperation frameworks where relevant. UN-Women leads the institutionalization of the Gender Equality Marker in pooled funding, while prioritizing joint programming to promote shared accountability, transparency and collective results for women and girls.

C. Supporting national ownership and ensuring alignment with national priorities

31. National ownership remains a key guiding principle for UN-Women. The Entity provides demand-driven, evidence-based and integrated technical, policy advisory and programming support to Member States to translate global norms and standards into operational results to achieve gender equality and the empowerment and rights of all women and girls. Country strategies directly support national development plans and fully align with United Nations sustainable development cooperation frameworks, responding to each country's specific circumstances and priorities.

D. Working in partnerships for sustainable results and financing

32. Achieving sustainable, peaceful and just societies requires the collective commitment, expertise and resources of diverse actors. UN-Women 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. The Entity brings together actors from all sectors to promote institutional changes, advance positive social norms and foster collective action. Amid constrained resources, working in partnerships opens opportunities to exchange expertise, mobilize new investments, and expand reach and impact, including through innovative financing, private-public partnerships, and South-South and triangular cooperation.

E. Ensuring integrity, transparency and cost efficiency

33. Transparency and accountability are foundational principles for UN-Women—to the women and girls it serves, the partners that support it, and its workforce. The Entity has progressed considerably on transparency and communication, including to establish a stronger results culture. A commitment to effective programme delivery, operational efficiency, integrity and value for money drives corporate performance based on the optimal use of limited resources. UN-Women fully adheres to the quadrennial comprehensive policy review of operational activities for development of the United Nations system and will continue to align with UN 2.0, UN80 and other United Nations system-wide efforts to become more agile, fit-for-purpose and future-ready.

V. Driving development results

34. Building on the reaffirmation by Member States of the need to fully implement and resource the Beijing Declaration and Platform for Action and achieve the SDGs,² UN-Women remains focused on **achieving gender equality, the empowerment of all women and girls, and the full enjoyment of their human rights**.

35. Under its Strategic Plan 2026–2029—developed in a context of constrained resources and rising resistance to gender equality—, UN-Women will drive impact across four areas, applying its triple mandate in an integrated and context-sensitive manner. Informed by Beijing+30 national reviews, the plan elevates women’s leadership and decision-making as a standalone impact area, while embedding governance and human rights across all areas. The Entity is consolidating the seven outcomes of the previous Strategic Plan into three systemic outcomes:

- **norms and standards** that uphold the rights of all women and girls are protected, strengthened and implemented in laws and policies;
- **institutions are accountable** to all women and girls, with financing, data and practices that advance equality; and
- **more women and girls** can exercise their agency and have equitable access to quality services, resources and assets.

² Political declaration on the occasion of the thirtieth anniversary of the Fourth World Conference on Women (E/CN.6/2025/L.1).

36. To deepen impact and sustainability, and respond to growing demands for greater coherence, efficiency and scale, UN-Women country offices will sharpen the focus of Strategic Notes, drawing on standardized programming frameworks grounded in evidence and comparative advantages. Offices will select targeted programming frameworks and adapt them to national contexts, in alignment with national priorities, based on consultations with key stakeholders. In a context of declining official development assistance, pressure to streamline operations, and limited resources across the United Nations system, UN-Women will prioritize focus, scale, and coherence to maximize impact for women and girls.

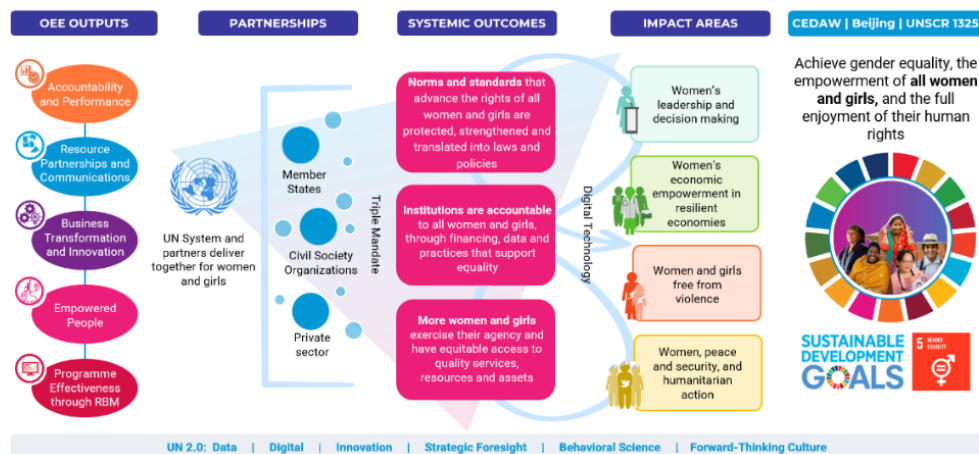
37. Across all outcomes, UN-Women will work with United Nations partners to support Member States with more coherent, coordinated action, operating through both physical presences and regional offices. At the country level, it will leverage its coordination role and technical expertise to integrate gender equality in common planning instruments, such as cooperation frameworks and humanitarian response plans. It will expand joint programming to enhance financing and strengthen collective accountability and results, while also supporting UN partners to ensure their programming delivers for women and girls.

38. UN-Women will strengthen multistakeholder partnerships and advocacy at all levels, working with Member States, United Nations entities, civil society and the private sector. It will invest in the capacity and leadership of feminist movements and grassroots organizations, including those representing diverse groups of women, through grant-making and the mobilization of flexible funding. Recognizing that the underlying structural barriers to gender equality cannot be addressed without active, principled and accountable engagement of the private sector, partnerships to shift internal business practices, mobilize financing and co-create inclusive, rights-based solutions in workplaces, marketplaces, and communities will be strengthened. The above strategies will help ensure that **the United Nations system and partners deliver on gender equality and the rights and empowerment of women and girls.**

39. Given the interconnectedness of humanitarian action, development and peacebuilding, UN-Women will support integrated, context-sensitive approaches for building resilient systems to prevent and withstand crises. Humanitarian responses will address urgent needs while contributing to long-term recovery and crisis prevention, with gender equality as a core driver of sustainable peace and resilience.

40. UN-Women will contribute to digital transformation across all impact and outcome areas. Building on the sixty-seventh session of the Commission on the Status of Women, UN-Women will work with partners to advance policies to close the digital divide, prevent harmful technology use, and promote women's leadership in digital economies and artificial intelligence governance. It will strengthen data systems and support inclusive, rights-based digital ecosystems, partnering with Member States, civil society and private sector, and coordinating with United Nations entities. Joint work with the International Telecommunication Union and the United Nations Office for Digital and Emerging Technologies will embed gender equality in the implementation of the Global Digital Compact and beyond.

Figure 1. UN-Women's Strategic Plan 2026–2029 Results Framework



A. Four impact areas

1. Women’s leadership and decision-making

41. UN-Women will prioritize enhancing women’s leadership and influence in public life and decision-making across sectors and impact areas. Global experience shows that women’s full, equal and meaningful participation in decision-making leads to stronger public policy outcomes and is a prerequisite for realizing all rights. UN-Women will leverage its triple mandate to elevate women’s voices, invest in their leadership, and promote their participation at every level and in all walks of life. It will scale up efforts to strengthen women’s voices and institutional accountability, including by supporting aspiring women leaders and office holders, and financing women’s rights organizations and movements through broad-based partnerships, especially at the local level.

42. UN-Women will continue to lead the United Nations system in promoting women’s equal participation in decision-making. It will draw on proven experiences in over 100 countries, including on joint programming and integrated policy advice, and its role as a custodian of SDG indicators 5.1.1 and 5.5.1b.

43. Guided by CEDAW General Recommendation 40, UN-Women will work towards the inclusive representation of all women in shaping laws, policies and institutions that uphold their rights. It will strive to eliminate social, economic, cultural and legal barriers to participation. An intersectional approach will centre the voice and leadership of women in all their diversity, including young women leaders and women at the local level.

44. Expected results include:

- Greater parity in decision-making, particularly at local levels, enabled through legal reforms, special measures and institutional safeguards that prevent and respond to violence against women in public life.
- Strengthened institutional capacity, across legislatures, public institutions, statistical offices and national women’s machineries, to track and deliver on commitments to women’s leadership.

- Increased capacity and influence of diverse women’s rights organizations and networks, particularly those led by young women and those facing multiple and intersecting forms of discrimination, to hold duty-bearers accountable and drive change through transformative leadership and social norms change.
- Enhanced power and visibility of women leaders and their networks, including in public and private domains where women are underrepresented, contributing to sustained progress on women’s rights and gender equality.

45. To achieve these results, UN-Women will deepen strategic partnerships with key actors. Engaging experts from CEDAW Committee and other human rights mechanisms, it will drive high-level advocacy towards normative advancements at the national level, together with United Nations system partners such as the Office of the High Commissioner for Human Rights (OHCHR) and United Nations Development Programme (UNDP). In collaboration with the Inter-Parliamentary Union and United Cities and Local Governments, UN-Women will strengthen engagement with parliamentarians, policymakers and networks of women leaders to influence laws and policies. Partnerships with organizations such as the International Institute for Democracy and Electoral Assistance will help amplify women’s voices and strengthen young women’s participation.

46. Leveraging its coordination mandate, UN-Women will promote joint system-wide messaging and advocacy, convene inter-agency mechanisms, and mainstream gender across joint programmes and policies. At the country level, it will collaborate with UNDP and United Nations Department of Political and Peacebuilding Affairs to provide integrated policy advice and support local women’s organizations.

2. Women’s economic empowerment in resilient economies

47. UN-Women will advance women’s economic empowerment by tackling structural barriers and discriminatory laws, policies, norms and practices that prevent equal participation and benefits from the economy. It will respond to the challenges of an uncertain global economic context, climate and environmental crises, and barriers to emerging technologies – factors that significantly impact fiscal sustainability, labour markets, and gender equality. Building on its proven track record and partnerships, UN-Women will scale up efforts to promote gender-responsive macroeconomic policies, strengthen women’s rights and access to resources, and enhance their economic agency and autonomy.

48. Towards women’s equal participation in resilient economies, UN-Women will apply its economic empowerment strategy that focuses on three priority areas: transforming care systems, women and the world of work and gender-responsive climate action.

49. Expected results include:

- Strengthened global norms, standards and legal frameworks for care systems, women’s work in formal and informal sectors, gender-responsive climate and environmental action, and women’s rights to land and productive resources.
- More gender-responsive macroeconomic policies that address systemic inequalities in global and national economic and financial governance.

- Enhanced economic autonomy of women through reduced structural barriers and informality, expanded access to decent work, sustainable entrepreneurship, quality care services for all life stages, and pay equity.
- Increased access to and rights over productive resources, including land, technologies, and capital, that enable gender equality and women's equal participation in and benefits from the economy.
- Strengthened accountability on economic, social, and environmental governance through support to advocacy of women's and grassroots organizations, workers' federations, and unions.

50. UN-Women will work closely with partners, including the International Labour Organization (ILO), UNDP and the Global Alliance on Care, to recognize, redistribute and reduce unpaid care and domestic work, and to reward and represent care workers. It will support the generation of gender-responsive data and integration of care into national statistics and policy frameworks.

51. UN-Women will assist governments with legal and policy reforms incentivizing the public and private sector to support women's employment and the market integration of women's entrepreneurship. These efforts will build on catalytic engagement with United Nations and other partners (ILO, Organisation for Economic Co-operation and Development, UNDP, International Trade Centre, United Nations Conference on Trade and Development, and the UN Global Compact) and promote implementation, including by private sector, through mechanisms such as the Women's Empowerment Principles and Equal Pay International Coalition.

52. UN-Women will engage with parties to the Rio Conventions and governments to integrate gender equality in climate and environment policies, programmes and finance that impact women's economic opportunities. Leveraging its coordination mandate, it will expand partnerships with the Rome-based entities, ILO, United Nations Environment Programme and regional development banks on gender integration in just transitions and rural women's economic empowerment. UN-Women will work with rural, Indigenous and grassroots women to secure land and resources rights that are integral to the resilience of women and their families to climate shocks, and amplify their voices at all levels.

53. To sustain these results, UN-Women will support gender-responsive macroeconomic policies that address systemic inequalities in global economic governance, promote domestic resource mobilization and gender-responsive public financial management, and work with public and private financial institutions to scale up the quality and quantity of financing for women's economic empowerment.

3. Women and girls live free from violence

54. UN-Women will work to end all forms of the egregious crime of violence against women and girls, drawing on its coordination mandate, convening power, technical expertise and close partnerships with women's organizations. By engaging multiple sectors, including religious, security, urban planning and sports, across humanitarian and development settings and digital spaces, UN-Women will work to transform discriminatory and patriarchal social norms, especially by shifting institutional practices, while deepening access to justice and accountability through survivor-centred responses.

55. Learning from current initiatives, UN-Women will expand evidence-based prevention, strengthen survivor-centred access to essential services and amplify the leadership of women's organizations. It will build on its technical coordination role in the Spotlight Initiative and across the United Nations system to scale up prevention and response efforts with diverse stakeholders, including governments, civil society, the private sector and human rights mechanisms.

56. Expected results include:

- Enhanced global norms and standards on preventing and addressing violence against women and girls, and well-resourced action plans guiding implementation and monitoring at the national and regional levels.
- Expanded integration of prevention in national, regional, local and institutional policies and programmes, including those that address harmful practices and promote equitable social norms.
- Increased accountability and access to survivor-centred justice for survivors of violence against women and girls crimes, in line with the outcomes of the seventieth session of the Commission on the Status of Women.
- Strengthened leadership and institutional capacity of women's organizations alongside expanded participation in national and international decision-making.

57. Departing from ad hoc prevention interventions, UN-Women will support governments and other key stakeholders to develop and implement whole-of-government and whole-of-institution action plans to address violence against women and girls. Rooted in prevention and transformative change, these plans will address multiple causes of violence. UN-Women will strengthen the evidence base on what works to prevent violence against women and girls and bring this knowledge forward to inform laws, policies and programmes to end it.

58. Putting survivors' rights at the centre, UN-Women will advance trauma-informed, integrated services. It will help strengthen police and justice services to respond to women's diverse experiences, including technology-facilitated violence against women and girls crimes. It will address perpetrator impunity in partnership with the United Nations Office on Drugs and Crime, UNDP and High-Level Network on Gender-Responsive Policing. Access to psychosocial counselling, safe accommodation and economic empowerment opportunities for survivors will be supported in coordination with the United Nations Population Fund (UNFPA) and World Health Organization. Engagement with human rights treaty bodies and special procedures will reinforce access to justice and redress.

59. Through movement-strengthening, coalition-building and direct support, UN-Women will enable feminist leadership and support civil society and women's rights organizations to develop institutional capacities to address different forms of violence against women and girls. On behalf of the United Nations system, the Entity will administer the United Nations Trust Fund to End Violence Against Women (Trust Fund), which provides core, flexible and long-term funding for civil society and women's rights organizations in development and humanitarian contexts. As the secretariat of the United Nations Inter-Agency Network on Ending Violence Against Women and Girls, UN-Women will coordinate system-wide efforts to end all forms of violence against women and girls, including in advocacy for sustainable financing.

4. Women, peace and security and humanitarian action

60. UN-Women will scale up its leadership in gender-responsive action in humanitarian emergencies and peace and security settings, spurred by the continued proliferation and increasing severity of armed conflicts, climate-induced disasters and humanitarian emergencies, growing militarization, dwindling resources for development and humanitarian assistance, and a reduced United Nations peace operations footprint. All these factors put women's organizations on the front lines, and result in more urgent needs and expectations for UN-Women's support. UN-Women will prioritize placing women's rights and leadership at the centre of conflict and crisis prevention, mitigation, response and recovery, to enable more effective and sustainable peace, security and humanitarian outcomes.

61. Expected results include:

- Women's increased participation, influence and leadership in conflict and disaster prevention, peace efforts, transitional justice and security sector reform, counter-terrorism, humanitarian action, post-conflict and post-disaster recovery, and reconstruction.
- Impactful and adequately financed regional, national and local action plans on women, peace and security, and strengthened national systems for crisis preparedness and response, including climate-related crises, that reach women and girls, including the most marginalized.
- Improved gender data and rapid gender analysis to inform decisions on women, peace and security and humanitarian action.
- Increased accountability across the humanitarian system for upholding gender equality and women's rights commitments, including in refugee and displacement settings.
- Strengthened accountability for grave violations and atrocities committed against women and girls through systematic investigation and documentation in pursuing justice, and the enhanced protection of women human rights defenders in crisis settings.
- Enhanced partnerships to provide integrated support to crisis-affected women that meets immediate needs, reduces protection risks, and builds long-term resilience and healing, including to overcome collective trauma.

62. A priority in conflicts and crises will be expanding access to funding for women-led and women's rights organizations as well as women human rights defenders. This will comprise leveraging the UN-Women hosted Women's Peace and Humanitarian Fund and other humanitarian and peacebuilding funding mechanisms.

63. UN-Women will continue to lead key global platforms on women, peace and security and gender in humanitarian action, drawing on its technical expertise and partnerships across the humanitarian-development-peace continuum. It will foster stronger intersectoral and inter-agency coordination and collaboration to include the voices, needs and perspectives of women and girls affected by crises. It will work through its IASC membership, technical advice to humanitarian country teams and other humanitarian and peace and security actors, and joint programming and initiatives with regional organizations and other United Nations entities, including United Nations peace operations, UNDP, OHCHR, UNFPA, United Nations Children's Fund, United Nations Office for the Coordination of Humanitarian Affairs, United Nations High Commissioner for Refugees and International Organization for Migration.

64. UN-Women will partner with Member States to uphold commitments to women's rights and gender equality in intergovernmental fora, including the Security Council. It will encourage funding partners to dedicate a greater percentage of official development assistance to advance gender equality in conflict and crisis-affected countries.

B. Systemic outcomes

65. UN-Women will contribute to the following systemic outcomes across all impact areas, in collaboration with other relevant actors.

1. Protect and advance normative frameworks, laws and policies for women's and girls' rights

66. UN-Women will support Member States to uphold and strengthen global norms and standards for gender equality and women's rights. It will assist Member States to translate these into regional and national laws and policies in alignment with human rights obligations, including in CEDAW, the Beijing Declaration and Platform for Action, the 2030 Agenda and the Pact for the Future. The Beijing+30 Political Declaration and the Action Agenda outlines six key priority actions to help Member States intensify national investments and policy actions.

67. In its secretariat role, UN-Women will support the revitalized Commission on the Status of Women to shape global standards on gender equality, rights and the empowerment of women and girls. It will coordinate preparations for sessions and provide substantive and technical support and follow-up. Mobilizing expertise from across the United Nations system, United Nations human rights treaty bodies, special procedures, civil society and academia will contribute to progressive outcomes.

68. UN-Women will assist other intergovernmental processes, such as through the General Assembly, Economic and Social Council, Human Rights Council, Security Council, High-Level Political Forum on Sustainable Development, Peacebuilding Commission and humanitarian platforms. It will contribute to intergovernmental fora related to migration, refugees, digital technology, climate change and others for adoption of stronger gender equality outcomes. The Entity will also support regional intergovernmental bodies, United Nations regional economic commissions and Member States to develop normative agreements on gender equality and women's rights that are contextualized to regional priorities.

69. UN-Women will engage with and support governments and national stakeholders to develop and adopt gender-responsive, non-discriminatory national and local laws, policies, action plans and frameworks. It will work through coordinated country support and advocacy with executive branches, particularly national women's machineries, and legislatures at all levels, in tandem with relevant international and local organizations, civil society, academia and research institutions. UN-Women will lead and coordinate United Nations joint advocacy and programming to coherently and collectively support Member States in advancing laws and frameworks. It will use its convening role to support women's organizations in engaging with Member States on implementation and accountability.

70. At all levels, UN-Women will support evidence-based policymaking by strengthening research, data collection and analysis, including through comparative policy analysis and good practices in flagship reports. Continued monitoring of the SDGs will drive progress and accountability. UN-Women will track SDG indicator 5.1.1 by producing data on discriminatory laws and policies and their different impacts on diverse groups of women and girls. It will provide capacity-building and technical advisory support to Member States and other institutions on international human rights provisions and gender equality norms and standards, and state obligations to uphold the rights and needs of women and girls in laws, policies and plans.

2. Strengthen institutions to drive accountability, through financing, data and practices that support gender equality

71. UN-Women will support institutional change as a new systemic outcome essential to ensuring implementation of international norms and standards agreed by Member States. This comprises reforms to institutional decision-making, structures and practices, including resource allocation, use of data and evidence, and monitoring and accountability mechanisms. Challenging dominant narratives around women's roles and contributions will help foster inclusive, equitable public and private institutions.

72. UN-Women will engage political, economic and social actors to strengthen understanding of international gender equality standards and embed them into institutional practices. Technical support, training and tools will support institutions to design, finance and implement policies and reforms that promote women's leadership, equitable access to resources and services, and enhance mechanisms to track progress and accountability for gender equality commitments, across the development, peace and humanitarian continuum. In the private sector, the Women's Empowerment Principles will guide signatory businesses to advance gender equality in the workplace, marketplace and community.

73. UN-Women will work closely with legislatures, judicial and executive bodies, national women's machineries and independent bodies such as national human rights institutions to systematically implement, monitor and report on the recommendations of human rights treaty bodies, strengthening accountability and the rule of law. It will prioritize supporting national women's machineries to enhance effectiveness in promoting, coordinating, implementing and evaluating policies and programmes for gender equality and the empowerment and rights of all women and girls.

74. Shifting organizational cultures and embedded discriminatory social norms will be central to UN-Women's work. Through a new social norms strategy, the Entity will challenge discriminatory practices that restrict women's rights and roles, including through narratives that value women of all ages as leaders, workers, peace negotiators and agents of change. UN-Women will work based on a whole-of-society approach, including through volunteerism and allyship with men and boys and initiatives such as HeForShe. UN-Women's established marketing and communications industry partnership, the Unstereotype Alliance, will also promote shifts in social norms. The Entity will back evidence-based strategies that counter patriarchy in institutions and decision-making and advance gender-equitable social norms across all impact areas, towards driving lasting social transformation.

75. UN-Women will unlock financing for gender equality through strengthening the capacity of public sector institutions for domestic resource allocation, gender-responsive planning and budgeting, and public financial management. As the custodian of SDG indicator 5.c.1, it will monitor the proportion of countries with systems to track and make public allocations for gender equality. Work with civil society networks and feminist organizations will take intersectional and rights-based approaches to promote transparency and accountability in financing for gender equality. Engagement with governments, international financial institutions and capital market actors will strengthen gender-responsive market infrastructure, investment strategies and financing frameworks. Support for innovative financing mechanisms will aim to increase the quality and volume of capital aligned with gender equality outcomes.

76. To ensure progress is measurable, UN-Women will further integrate gender into national statistical strategies, enhance coordination mechanisms in national statistical systems, and strengthen gender data use and research to influence policies and budgets. It will build statistical capacity, support global and regional coordination on gender statistics, and help countries prioritize key gender indicators. Continued support will increase the production and use of policy-relevant research and sex-disaggregated data to monitor the SDGs. Through citizen data initiatives, UN-Women will promote co-creative and inclusive approaches.

77. UN-Women will contribute to institutional strengthening and accountability for gender equality across the United Nations system. It will lead the implementation of the System-wide Gender Equality Acceleration Plan; the UN-SWAP and UNCT-SWAP; the IASC Gender Policy Accountability Framework; the Gender Equality Marker; and the Secretary-General's goals and directives on women, peace and security and gender parity. It will continue to lead and co-lead global, regional and country coordination mechanisms, such as the Inter-Agency Network on Women and Gender Equality, gender theme groups, gender in humanitarian action working groups and issue-based coalitions, as well as various thematic coordination mechanisms to facilitate joint analysis, priority setting and action planning.

3. Support women's agency and access to quality services, resources and assets

78. Women's voice and agency are fundamental to counteracting regressive trends and discriminatory social norms and advancing gender equality. UN-Women will work towards all women and girls exercising voice and agency, and claiming their rights to quality services, resources and assets, across development, peace and humanitarian contexts. Through its coordination mandate, UN-Women will lead, convene and support joint United Nations system advocacy and action to create platforms for women from civil society to lead and participate in policy dialogues on key gender equality issues. UN-Women will leverage sports as a space to mobilise a diverse set of actors to campaign and amplify issues of women's rights.

79. To strengthen women's individual and collective voice and agency, UN-Women will support the creation of enabling environments for participation in decision-making, free from violence, intimidation and discrimination. This includes supporting women as voters, candidates, political leaders, community organizers, diplomats and peace mediators, human rights defenders and others. In all contexts, UN-Women will foster networks and alliances of women leaders and support civil society

organizations and women's rights movements to influence local, national, regional and international policymaking.

80. UN-Women will strengthen access to financial resources for women, women human rights defenders and local women's organizations, including through the Women's Peace and Humanitarian Fund and the United Nations Trust Fund to End Violence Against Women. Through the Trust Fund, UN-Women will convene United Nations system partners and advocate for responsive and adaptive funding models and inclusive, transparent financing instruments to support local women's rights organizations.

81. Reliable gender data and evidence are essential for women and their organizations to claim their rights, participate in public discourse and hold institutions accountable. UN-Women will make accurate, timely information accessible through tools such as the UN-Women Data Hub, policy briefs and flagship publications.

VI. Driving organizational performance in challenging times

82. To deliver on its mandate amid global disruption and funding challenges, UN-Women is rejuvenating its business model to drive agile and efficient performance. The organizational effectiveness and efficiency framework integrates and reflects UN-Women's contributions to United Nations system-wide transformation, including the UN80 initiative, recognizing that rapidly changing contexts and evolving challenges necessitate new ways of working. UN-Women remains committed to accountability and to accelerating its pivot to regions and countries as integral to a financially sustainable, effective and fit-for-purpose operating model.

83. To achieve holistic oversight and robust organizational performance, UN-Women applies a balanced scorecard methodology to implement the organizational effectiveness and efficiency framework. The quarterly business review supports a continuous and forward-looking management process to ensure full alignment of cascading internal and external reporting across five areas: accountability and performance; resource partnerships and communications; business transformation and innovation; empowered people; and programme effectiveness and results-based management.

1. Accountability and performance

84. UN-Women will further deepen its performance culture to drive value for money and cost-efficiency in delivering results, and to remain an accountable, trustworthy organization that manages financial resources in line with programmatic goals and fiduciary obligations.

85. The Entity's dedication to accountability and performance drives continuous improvements to oversight and internal governance. Effective and robust financial management controls, the internal and external transparency of financial data through the International Aid Transparency Initiative, timely and accurate donor reporting and visibility, responsive and secure information systems, environmental sustainability and a reduced carbon footprint, and physical security together comprise a cornerstone of UN-Women's approach to governance, risk and compliance.

86. UN-Women will build on advancements made towards achieving a higher level of risk management maturity. Planned actions for the medium to long term include reinforcing mutual accountability at all levels; embedding a harmonized approach to managing principal risks across the organization, within the corporate risk appetite; finalizing the integration of risk management and results management systems; and advancing a risk-aware culture through continuous capacity-building.

2. Resource partnerships and communications

87. UN-Women's work depends on an appropriate blend of regular and other resources. It will further invest in high-quality results-based reporting and communications, nurturing long-standing funding partnerships while advancing diversification with non-traditional donors.

88. The Entity will continue to depend on funding partnerships in line with the Structured Dialogue on Financing and the Secretary-General's Funding Compact, including the right balance of regular and other resources. It will strengthen such partnerships through enhanced donor visibility and reporting, and find further opportunities for diversification, including with non-traditional donors.

89. The Strategic Plan will prioritize communications and advocacy to advance UN-Women's influence, resources and impact. In a competitive funding landscape and amid growing pushback, the Entity will invest in strategic expertise and next-generation digital platforms to position UN-Women as the leading voice, advocate, partner of choice, and brand for the rights, equality and empowerment of all women and girls. By leveraging UN-Women's platforms across the world, and deepening engagement with the media, philanthropy, private sector partners and cultural influencers, the Entity will deliver a bold, unified narrative that drives transformation and secures lasting support for its mandate.

3. Business transformation and innovation

90. Building a next generation UN-Women leverages linkages between strategic planning, budgeting, resource mobilization, results delivery and communications at all levels. A continued pivot to regions and countries will locate capacities, resources and efficient business processes as closely as possible to the countries and communities that UN-Women serves. By applying strategic foresight, data, digital tools and innovations, the Entity will become more effective, forward-looking and future-ready.

91. UN-Women will focus on best practice resource allocation approaches, safeguarding available funding to drive delivery of results. It will incentivize well-planned, strategic investments; exercise rigour in recovering direct costs; and make full use of opportunities for inter-agency collaboration and streamlined operating practices, including through shared services. Going forward, the Entity will place even stronger emphasis on organizational performance management and pivoting financial resources to the field.

92. UN-Women will further rationalize its country, regional and global footprint and size the organization to maximize its impact for women and girls. It will apply lessons from new forms of working to become even more climate-conscious and agile.

4. Empowered people

93. UN-Women strives to be an employer of choice, one that delivers results through an empowering culture that values and cultivates diverse, high-performing leaders who embody United Nations values. It models gender equality in human resources standards and practices. By boosting its human resources capacity; investing in strategic workforce planning, talent management, and leadership development; developing cutting-edge skills in line with UN 2.0 and innovating management approaches, UN-Women will increase performance and promote a culture of mutual accountability.

94. UN-Women will mainstream intersectional disability inclusion approaches throughout its work, in line with corporate policy, its global strategy on disability inclusion, the United Nations Disability Inclusion Strategy, and the Convention on the Rights of Persons with Disabilities and other internationally agreed instruments. Tackling sexual misconduct will continue to be a priority. The Entity will monitor implementation of the sexual exploitation and abuse and sexual harassment framework. It will continue to serve on the United Nations Executive Group to Prevent and Respond to Sexual Harassment and administer the system-wide Knowledge Hub on Addressing Sexual Harassment.

95. UN-Women will support implementation of the Secretary-General's System-wide Strategy on Gender Parity through leading and coordinating the system-wide network of gender focal points. It will monitor and report on gender balance, administering the system-wide Dashboard on Gender Parity; and provide guidance on entity-specific action plans.

5. Programme effectiveness through results-based management

96. UN-Women implements results-based management to ensure effective and efficient use of the resources entrusted to it. With one overarching corporate results architecture, UN-Women plans, monitors, reports and communicates on its results in a harmonized and streamlined way, from the Strategic Plan through its Strategic Notes, workplans and projects. UN-Women will prioritize corporate efforts to improve the quality of results and financial data published on its Transparency Portal, further strengthening transparency and openness.

97. To promote larger, more impactful, coherent and joint programmes, UN-Women follows a programme approach. This includes direct funding to Strategic Notes, strengthened programme management to respond to internal and external contexts, and real-time management, based on continuous learning and informed by audit and evaluation recommendations. UN-Women will strengthen knowledge management for evidence-based programming and decision-making, enhance existing knowledge networks and promote organizational learning.

98. UN-Women will further streamline and digitize business processes and consolidate the adaptation and development of integrated systems to increase effectiveness, efficiency and coherence.

VII. Monitoring, reporting and evaluation

99. UN-Women monitors development and organizational results by tracking progress against the integrated results and resources framework. A globally accessible online platform aggregates results data for the Executive Director's annual report to the Executive Board.

100. UN-Women will provide specific values for baselines, targets and milestones per indicator in 2026, after data validation with field offices. In line with lessons learned from the previous Strategic Plan, UN-Women will further strengthen internal monitoring and oversight mechanisms, giving particular attention to measuring and reporting impact- and outcome-level results.

101. In response to the quadrennial comprehensive policy review of operational activities for development of the United Nations system, UN-Women will work closely with United Nations partners to monitor and report on joint results, based on common indicators. A midterm review of the Strategic Plan, conducted no later than 2027, will incorporate lessons from the first two years of implementation.

102. The Independent Evaluation Service will implement a Corporate Evaluation Plan 2026–2029 to evaluate UN-Women's development results and organizational effectiveness and efficiency. Evaluation evidence will be systematically generated, including on the relevance, coherence, effectiveness, efficiency, impact and sustainability of work under the Strategic Plan. The Internal Audit Service will establish and implement an Internal Audit and Advisory Strategy 2026–2029 to provide independent assurance of UN-Women's governance, risk management and controls, and make recommendations to further improve performance and accountability. Evaluation, internal audit and advisory service findings and recommendations will inform programming and decision-making.

VIII. Elements of a decision

103. The Executive Board may wish to,

- (a) *Take* note with appreciation of the various informal briefings and workshops with the Executive Board and other relevant stakeholders, and the transparent and consultative process undertaken in the development of the UN-Women Strategic Plan 2026–2029; and adopt the UN-Women Strategic Plan 2026–2029;
- (b) *Request* the Under-Secretary-General/Executive Director to submit to the Executive Board at its annual session in 2026 the final progress report on the implementation of the Strategic Plan 2022–2025;
- (c) *Request* the Under-Secretary-General/Executive Director to submit to the Executive Board, beginning at its annual session in 2027, an annual progress report on the implementation of the Strategic Plan 2026–2029, and to provide updates at its annual sessions in 2028, 2029 and 2030;
- (d) *Request* the Under-Secretary-General/Executive Director to undertake a midterm review of the UN-Women Strategic Plan 2026–2029 that includes an assessment of results achieved, cost-effectiveness and progress made in

achieving the vision of the Strategic Plan, and to present the findings in an annual report to the Executive Board in 2028.