

Integrated Results and Resources Framework of UN-Women’s Strategic Plan 2026-2029

(draft as of May 2025)

Summary: This draft Integrated Results and Resources Framework of UN-Women’s Strategic Plan, 2026–2029 was submitted to the Executive Board in advance of the Annual Session in June 2025

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I: Introduction

1.1 Background/context

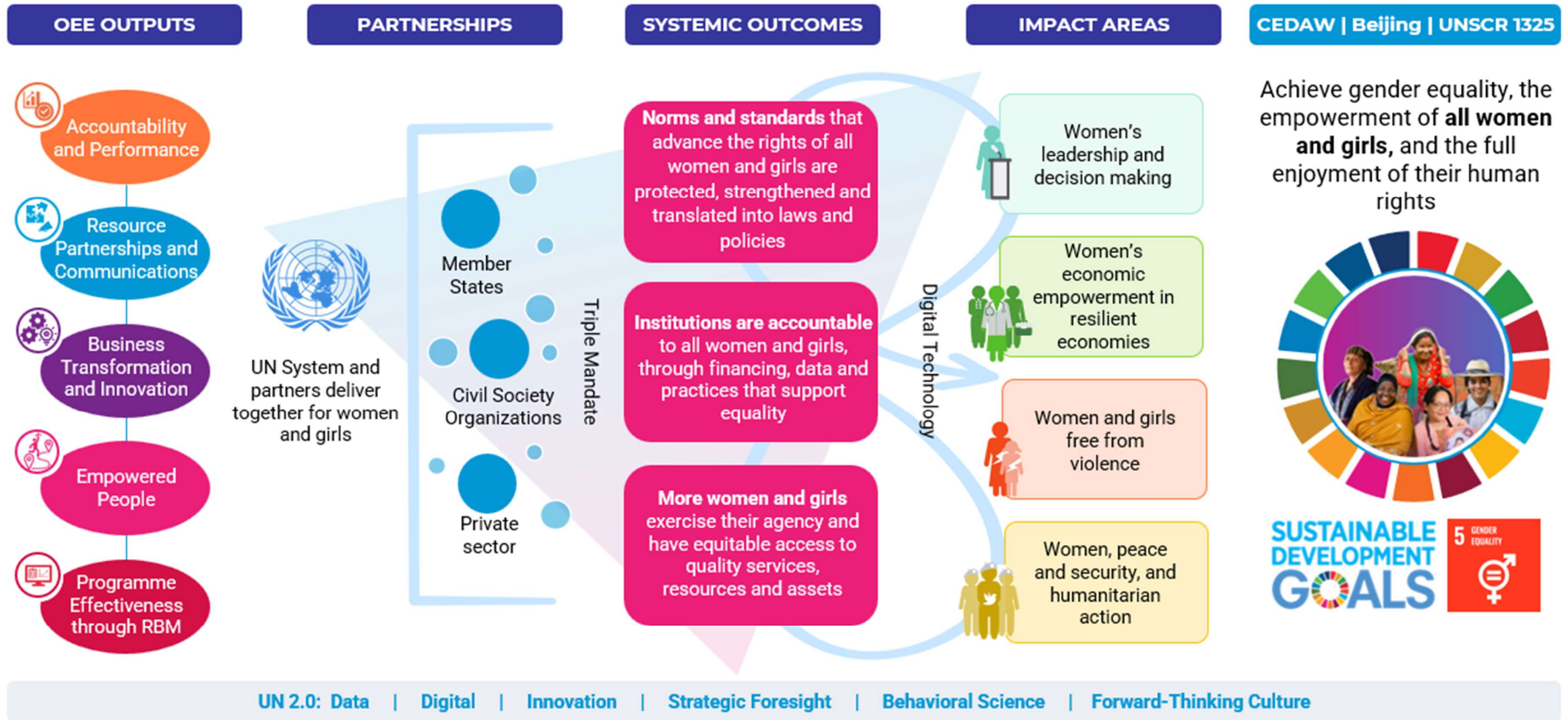
With only four years left to achieve the 2030 Agenda for Sustainable Development, accelerating progress to realize gender equality and the empowerment and rights of all women and girls is critical. Amid acute global uncertainty and United Nations system-wide transition, UN-Women is reaffirming its enduring commitment to human rights, peace and justice, and to an inclusive, effective and efficient multilateral system. Its 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 captures key expected development results to which the Entity will contribute at impact, outcome and output levels, 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. 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 to drive results. 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. As the window to deliver on the 2030 Agenda narrows, coordinated, sustained action is more urgent than ever

Figure 1: Draft results structure of the Strategic Plan IRRF 2026-2029



1.2 Features of the results framework

2030 Agenda for Sustainable Development: The Strategic Plan IRRF 2026-2029, incorporates 11 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 the SDGs, working in close partnership with United Nations partners and other national and global stakeholders. UN-Women 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 outcome areas and streamlined priorities within and across thematic 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 75 indicators, reduced from 120 in the current Strategic Plan IRRF 2022-2025.

Cross-thematic systemic outcomes: The Strategic Plan IRRF 2026-2029 retains the innovation introduced in the current 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.

Alignment with system-wide frameworks: 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) of operational activities for development of the United Nations system, United Nations Sustainable Development Group Output Indicator Framework, UN 2.0 – to drive collective efforts to advance gender equality, women’s empowerment and rights while demonstrating the Entity’s comparative and collaborative advantages. These frameworks are cornerstones within UN-Women’s development and organizational effectiveness and efficiency results, and indicators that measure joint programmes are integrated in the IRRF. Specific references to indicators that measure results that complement other United Nations agencies' efforts are under discussion and will be included in the final draft upon agreement.

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

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 reducing inequality and addressing all forms of discrimination against women and girls to leave no one behind. To the extent possible, data will be disaggregated by key demographic characteristics.

1.3 Summary of proposed results and indicators

- **Development results impact indicators:** Changes at the impact level are changes to 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 UN-Women 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 seven SDG indicators, out of a total of eight impact indicators (88%).
- **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 19 outcome indicators (21%). 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 UN-Women's support, are results for which the Entity 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 20 output indicators, largely cross-thematic in nature, to measure specific contributions from UN-Women to achieve the outcomes while 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 11 QCPR indicators drawn from the current monitoring framework (and to be updated when the monitoring framework for the QCPR 2025-2028 resolution is finalized in Q2 of 2025).

Results-based management: To ensure effective results attainment, the indicators presented in the Strategic Plan IRRF 2026–2029 are fully aligned with Results-Based Management (RBM) standards: they must be Specific, Measurable, Attainable, Relevant, and Time-bound (SMART). Indicators have been developed to be as simple and clear as possible, 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 country-level 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: As part of UN-Women's commitment to RBM and accountability, the results framework will establish baselines, milestones and targets (BMTs) that reflect the Entity's ambitions under the Strategic Plan 2026–2029, in consultation with Regional Offices and Country Offices. 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 its BMTs to ensure that targets remain both ambitious and realistic. The Entity 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.

II: Development Results

Key:

SDG Indicators are marked in **bold**

Quadrennial Comprehensive Policy Review (QCPR) indicators are marked in parentheses to indicate the set of 11 QCPR indicators adopted with UNDP, UNFPA and UNICEF – i.e. **(QCPR)**

Indicators related to **UN-Women’s coordination mandate** are shown in **blue**

2.1 Impact indicators

Impact 1 - Women’s leadership and decision-making

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

<i>Impact Indicators</i>	<i>Baseline</i>	<i>Target 2029</i>	<i>Target 2030</i>	<i>Source of data</i>	<i>Possible disaggregation</i>
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				Official SDG reporting	
<i>Additional indicators forthcoming</i>					

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 disaggregation</i>
2.1 SDG 5.4.1: Proportion of time spent on unpaid domestic and care work, by sex, age and location				Official SDG reporting	
2.2 SDG 8.3.1: Proportion of informal employment in total employment, by sector and sex				Official SDG reporting	

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	Official SDG reporting
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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 disaggregation</i>
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				Official SDG reporting	
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				Official SDG reporting	
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				Official SDG reporting	

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 disaggregation</i>
4.1 Percentage of women mediators, negotiators, and signatories in major peace processes				External global database	
<i>Additional indicators forthcoming</i>					

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 advance 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 disaggregation
		2026	2027	2028			
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						Official SDG reporting	
0.1.2 Percentage of key intergovernmental outcomes that integrate a gender perspective						Desk Review Global and Regional Levels	
0.1.3 Number of laws that were adopted, revised or repealed to advance gender equality and women's empowerment						Desk Review Global Level	
<i>Examples of laws that will be supported include those related to:</i>							
<ul style="list-style-type: none"> • Ensuring gender balance in decision-making • Advancing comprehensive care systems • Gender-responsive climate action including women's participation in green/blue economies • Preventing and responding to violence against women and girls, including technology-facilitated violence 							
0.1.4 Number of (multi)sectoral strategies, policies, regulations and/or action plans that are adopted with a focus on gender equality						UN-Women Offices	
<i>Examples of strategies, policies, regulations and/or action plans that will be supported include those related to:</i>							
<ul style="list-style-type: none"> • Inclusive political institutions and processes, promotion of women's leadership and participation • Comprehensive services, workplace policies, infrastructure and technology in relation to care • Equal opportunities in the context of decent work, entrepreneurship, and equal pay • Gender-responsive climate action including women's participation in green/blue economies • Prevention and response to violence against women and girls in private and public spheres, including technology-facilitated violence • National Action Plans on Women, Peace and Security • Gender-responsive durable solutions to displacement 							
Output Indicators	Baseline	Milestones			Target 2029	Source of data	Possible disaggregation
		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						UN-Women Offices	
<i>Examples of capacities that will be supported include those related to:</i>							
<ul style="list-style-type: none"> • Advancing equal and inclusive representation of women in decision making • Strengthening gender-responsive budgeting • Transforming care systems in support of gender equality • Strengthening decent work conditions and entrepreneurship opportunities for women • Prevention and response to violence against women and girls, including technology-facilitated violence 							
0.1.b Number of multi-stakeholder dialogue processes to promote engagement of						UN-Women Offices	

governments, civil society, private sector and other partners to advance norms and standards on gender equality and women's empowerment

0.1.c Number of tailored research, data and knowledge products made available by UN-Women to strengthen the development of gender-responsive normative frameworks, laws and/or policies

UN-Women Offices

0.1.d Percentage of countries where support is provided to Member States, UN Country Teams and Humanitarian Country Teams for their engagement with UN accountability mechanisms to advance gender equality and the rights of women and girls

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, through financing, data and practices that support equality

Outcome Indicators	Baseline	Milestones			Target 2029	Source of data	Possible disaggregation
		2026	2027	2028			
0.2.1 SDG Indicator 5.c.1: Proportion of countries with systems to track and make public allocations for gender equality and women's empowerment						Official SDG reporting	
0.2.2 Percentage of gender-specific SDG indicators with available data						External database	
0.2.3 Number of policies, plans and/or strategies that have been informed by UN-supported gender data and research						UN-Women Offices; Women Count	
0.2.4 Number of institutions that increase financing for gender equality						UN-Women Offices	
0.2.5 Number of a) public institutions adopting policies and practices to address gender-based discrimination and/or counter gender stereotypes and b) private sector entities changing policies, practices and behaviors in line with the Women's Empowerment Principles						UN-Women Offices	
0.2.6 Percentage of ratings of reporting entities that meet or exceed UN-SWAP standards (derived from QCPR indicator 1.4.13)						Desk Review Global Level	
0.2.7 Percentages of UN Country Teams (a/b) or Humanitarian Country Teams (c) that demonstrate accountability to systemwide gender equality commitments by: a) meeting or exceeding requirements for at least 60% of the relevant UNCT-SWAP standards (derived from QCPR); 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); c) taking key actions to implement the Inter-Agency Standing Committee Gender Policy and other global frameworks on advancing gender equality in humanitarian action						Desk Review Global Level UN-Women Offices	

0.2.8 Percentage of UN system strategic planning instruments that:
 (a) have a dedicated gender equality outcome; and/or
 (b) that mainstream gender; and/or include gender targeted actions

UNDG Information Management System (IMS);
 UN-Women HQ database

Output Indicators	Baseline	Milestones			Target 2029	Source of data	Possible disaggregation
		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						UN-Women Offices	
0.2.d Number of mechanisms introduced that support sustainable financing and accountability for gender equality						UN-Women Offices	
0.2.e Number of institutions with strengthened capacities to improve the provision and/or accessibility of essential services, goods and/or resources						UN-Women Offices	
<i>Examples of capacities that will be supported include those related to:</i>							
<ul style="list-style-type: none"> • Integration of gender statistics in national statistics strategies and policies • 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 economies. • Prevention and response services to end violence against women and girls, including technology-facilitated violence • Life-saving services in humanitarian and displacement settings 							
0.2.f Number of initiatives developed and implemented to prevent, monitor and mitigate discrimination and/or violence against women in public and/or private spaces						UN-Women Offices	
<i>Examples of initiatives that will be supported include those related to:</i>							
<ul style="list-style-type: none"> • Addressing the undervaluing and gendered, unequal, division of care • Decent work and entrepreneurship, including addressing the gender pay gap • Prevention and response to technology-facilitated violence • Violence against women in politics and in public life, including women human rights defenders and peacebuilders • Sexual violence in crisis settings 							
0.2.g Number of UN system coordination mechanisms chaired/co-chaired by UN-Women and/or with UN-Women's active engagement, that drive progress on gender mainstreaming and commitments						UN-Women Offices	
0.2.h 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 indicators 1.4.20 and 1.4.21)						Desk Review Global Level	
0.2.i Percentage of UN entities that track and report on allocations and/or expenditures on gender equality using the gender equality marker (GEM) and are allocating substantial						Desk Review Global Level	

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

<i>Outcome Indicators</i>	<i>Baseline</i>	<i>Milestones</i>			<i>Target 2029</i>	<i>Source of data</i>	<i>Possible disaggregation</i>
		<i>2026</i>	<i>2027</i>	<i>2028</i>			
0.3.1 SDG Indicator 5.a.1 (a) Proportion of total agricultural population with ownership or secure rights over agricultural land, by sex (b) Share of women among owners or rights bearers of agricultural land, by type of tenure						Official SDG reporting	
0.3.2 SDG indicator 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						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						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						UN-Women Offices	
0.3.5 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						UN-Women Offices	
0.3.6 Number of normative, policy and peace processes influenced by civil society organizations advancing gender equality and women’s rights						UN-Women Offices	
0.3.7 Percentage of Country Based Pooled Funds to national and local actors allocated to women led organizations						OCHA	
<i>Output Indicators</i>	<i>Baseline</i>	<i>Milestones</i>			<i>Target 2029</i>	<i>Source of data</i>	<i>Possible disaggregation</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						UN-Women Offices	
0.3.b Number of women and girls with increased capacities to participate in public life and exercise leadership						UN-Women Offices	

0.3.c Number of women accessing information, goods, resources and/or services through UN-Women supported programmes and platforms

UN-Women Offices

Examples of areas of focus include:

- *Decent work and entrepreneurship*
- *Care goods, services and resources*
- *Gender-responsive climate action including women's participation in the green/blue economies*
- *Access to justice, including by women human rights defenders*
- *Prevention and response to violence against women and girls, including technology-facilitated violence*
- *Humanitarian services and services for women in displacement settings*

0.3.d Number of economic opportunities created with UN-Women's support, including value chain opportunities and loans.

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

Desk Review Global Level

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

UN-Women Offices

0.3.g Percentage of UN joint programmes with a focus on gender equality in which UN-Women is a Participating United Nations Organization (from QCPR)

Desk Review Global Level

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	Possible disaggregation
		2026	2027	2028			
O1.1 Delivery of financial resources						UN-Women HQ database	
O1.2 International Aid Transparency Initiative (IATI) publishing statistics score (QCPR)						Other, External (IATI)	
O1.3 A) Percentage of agreed long outstanding internal audit recommendations B) Percentage of agreed long outstanding external audit recommendations management need to complete action						UN-Women records	
O 1.4 Percentage of offices compliant with: a) Business continuity plans and processes b) Occupational Safety and Health requirements c) UNSMS Security policies d) Cyber-security requirements						UN-Women HQ database; UN-Women HQ records	
O1.5 Number of data standards being implemented from the UN Financial Data Cube (QCPR)						UN-Women records	
O1.6 Percentage of country offices applying environmental and social standards in UN-Women programmes in line with United Nations standards (QCPR)						UN-Women records	
O1.7 Percentage of UN-SWAP minimum standards met or exceeded by UN-Women (QCPR)						UN SWAP database	

Output 2 – Resources, 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 disaggregation
		2026	2027	2028			
O2.1 Funding received from (a) public partners (b) private sector ((b) is QCPR)						UN-Women HQ database	

O2.2 Percentage annual growth of financial donors, disaggregated by type of partner:	UN-Women HQ database
<ol style="list-style-type: none"> 1. Traditional donor 2. Multilateral 3. UN system 4. Non-traditional donor <ol style="list-style-type: none"> a. Non-OECD DAC b. Civil Societies (INGOs, NGOs) c. Private sector (incl. corporations and philanthropies) d. Multilateral – IFIs e. Individual giving 	
O 2.3 Extent to which UN-Women’s global communications and advocacy efforts generate meaningful engagement and position the organization as a trusted source on gender equality and women’s empowerment, as per:	UN-Women HQ database; UN-Women HQ records
<ol style="list-style-type: none"> 1. Percentage of media mentions in defined top-tier media outlets 2. Number of impressions of the global corporate website 3. Social media engagement rate across all social media channels globally 	
O 2.4 Extent of visibility and reach of UN-Women’s global digital communications platforms, as per:	UN-Women HQ database; UN-Women HQ records
<ol style="list-style-type: none"> 1. Number of active users of the global corporate website (excludes regional and country office websites) 2. Number of page views of the global corporate website (excludes regional and country office websites) 3. Number of followers across all social media channels globally 4. Number reached across all social media channels globally 	
O2.5 Rating of UN-Women Youth2030 performance on meaningful youth engagement, as set out in the Youth2030 Scorecard:	Field offices of UN-Women
<ol style="list-style-type: none"> (i) Policies and processes for meaningful youth engagement (ii) Diversity of youth (groups) engaged (iii) Meaningful youth engagement in the year in: <ol style="list-style-type: none"> a. design, development, monitoring and evaluation of Strategic Plans b. Support to Governments/ inter-governmental processes c. UN-led programmes, projects and campaigns 	
(QCPR)	

Output 3 – Business transformation and innovation

UN-Women innovates and effectively plans its global footprint and operating models to drive strategy implementation with foresight and agility

Output Indicators	Baseline	Milestones			Target 2029	Source of data	Possible disaggregation
		2026	2027	2028			
O3.1 Percentage UN-Women presences exceeding minimum criteria of Presence Governance Framework						UN-Women HQ database	
O3.2 Ratio of global functions located outside of New York						UN-Women HQ database	
O3.3 Number of inter-regional knowledge exchange activities to share innovations/promising practices						Field offices of UN-Women	
O3.4 Percentage of UN-Women Offices in United Nations common premises (QCPR)						UN-Women HQ database	
O3.5 Amount of realized benefits from cost avoidance						TBD	

Output 4 – Empowered people

UN-Women with its unique and empowering organizational culture, is an employer of choice with an engaged and highly performing cadre of personnel that embodies UN values

Output Indicators	Baseline	Milestones			Target 2029	Source of data	Possible disaggregation
		2026	2027	2028			
O4.1 Percentage of UN-Women female staff among international professional and national staff All international professional staff: i. P-1 ii. P-2 iii. P-3 iv. P-4 v. P-5 vi. D1 and above All National Officers: i. National Officer-A ii. National Officer-B iii. National Officer-C iv. National Officer-D v. National Officer-E (QCPR)						UN-Women HQ database	
O4.2 Percentage of the relevant indicators from the UN Disability Inclusion Strategy (UNDIS) accountability framework where UN-Women has met or exceeded the standard. (QCPR)						UN-Women HQ records; Field offices of UN-Women	
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 UNW exemplifies						UN-Women HQ records;	

the principles of fairness, equity, and equality that we promote”

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 (SEA) 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;
O4.5 Percentage of job openings filled by internal candidates	UN-Women HQ records;

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

<i>Output Indicators</i>	<i>Baseline</i>	<i>Milestones</i>			<i>Target 2029</i>	<i>Source of data</i>	<i>Possible disaggregation</i>
		<i>2026</i>	<i>2027</i>	<i>2028</i>			
O5.1 Percentage of non-core funding that is directly applied towards Strategic Notes						UN-Women HQ database	
O5.2 Percentage of evaluations rated “good and above”						UN-Women HQ records;	
O5.3 Percentage of expenditure on programming with a focus on gender equality (QCPR)						UN-Women HQ records;	
O5.4 Number and percentage of (i) joint evaluations; (ii) independent system-wide evaluations in which UN-Women engaged (QCPR)						UN-Women HQ records;	
O 5.5 Percentage of non-core (Other resources) funding raised through joint programmes						UN-Women HQ records;	
O 5.6 Number of Country Offices that apply strategic foresight tools during strategic planning processes to improve future readiness						UN-Women HQ records; Field offices of UN-Women	