



UN-WOMEN STRATEGIC PLAN 2026-2029

How the new Strategic Plan
drives implementation of the
triple mandate in an evolving
context

Executive Board
Annual Orientation

13 January 2026



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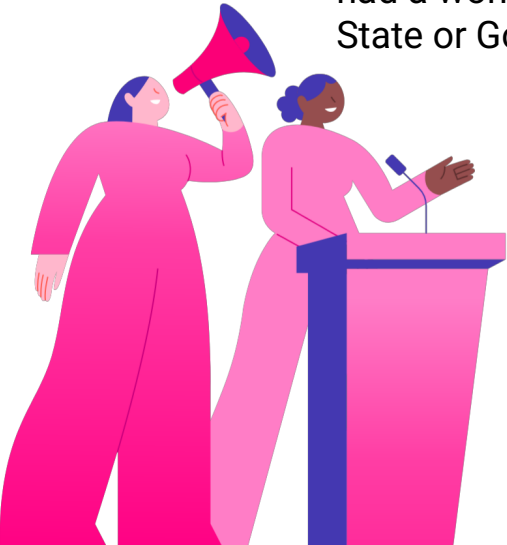
KEY FACTS AND FIGURES



Women's leadership and participation in decision-making

As of January 2025, women hold only **27.2% of seats** in national parliaments; **102 countries** have never had a woman Head of State or Government.

Globally, women occupy just **30% of managerial positions**. At the current pace, it will take nearly a century to reach parity.



Women's economic empowerment in resilient economies

Women's share of **global income** remains below **35%**, with only a **5%** increase since 1990.

On average, women devote **2.5 times** as many hours per day to **unpaid domestic and care work** as men.

By 2050, under a worst-case climate scenario, up to **158.3 million** more women and girls could be pushed into **extreme poverty**.



Women and girls free from violence

1 in 8 women aged 15–49 (12.5%) has been subjected to **physical and/or sexual violence** by a partner in the last 12 months.

Nearly **1 in 5 young women** aged 20–24 (18.6%) was **married before age 18**.

Each year, **4 million girls** undergo **female genital mutilation**, with more than 2 million before age 5.

Women, peace and security, and humanitarian action

As of 2025, **113 countries** have national action plans on women, peace and security, up from 32 in 2011, but only 28% increased funds to implement them.

In recent years, women have held only about **1 in 10 peace negotiator** roles (9.6%) and slightly more than **1 in 8 mediator** roles (13.7%).

In 2024, **676 million women and girls** lived within **50 km of a deadly conflict event**, the highest number since the 1990s.



UN-WOMEN'S STRATEGIC PLAN 2026-2029



A UNIQUE TRIPLE MANDATE

- we help countries set gender equality norms and standards
- we collaborate with partners to translate the norms and standards into actions to realize better lives for women and girls
- we lead the collective support of the entire UN to amplify and reinforce action on gender equality commitments at all levels



Normative
support



UN system
coordination



Operational
work

UN-Women Founding Resolution [A/Res/64/289](#)

VISION



Achieve gender equality, the empowerment of all women and girls and the full enjoyment of their human rights

UN WOMEN'S TRIPLE MANDATE

IMPACT AREAS



Women's leadership and decision making



Women's economic empowerment in resilient economies



Women and girls free from violence



Women, peace and security, and humanitarian action



Normative

SYSTEMIC OUTCOMES

Norms and standards that uphold the rights of all women and girls are protected, strengthened and translated into laws and policies



Institutions are accountable to all women and girls, with financing, data and practices that support gender equality



More women and girls can exercise their agency and have equitable access to quality services, resources and assets



UN system coordination



UN system and partners deliver together for women and girls



Operational

ORGANIZATIONAL EFFECTIVENESS AND EFFICIENCY OUTPUTS



Accountability and performance



Resource partnerships and communications



Business transformation and innovation



Empowered people



Programme effectiveness through results based management

KEY HIGHLIGHTS

4 thematic areas, based on UN-Women's comparative advantage and 3 cross-cutting outcomes

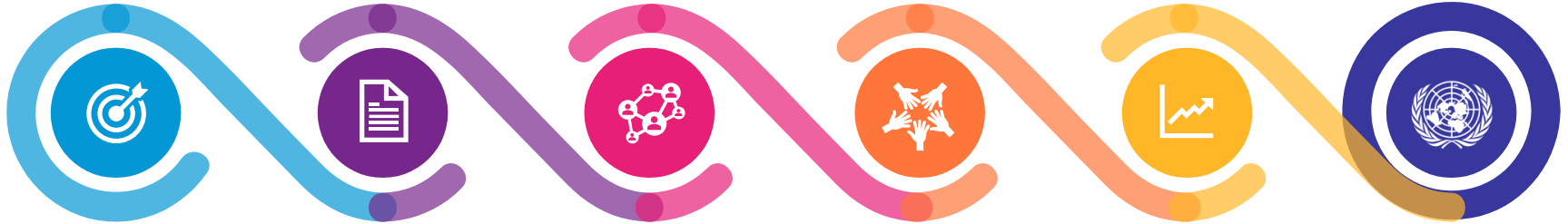
Now positioned at the centre of the three systemic outcomes, with indicators to track compliance, implementation, and impact for women and girls

Improved results-based management, transparency, accountability, links between results and resources, and cost effectiveness, including through pivot to regions and countries

Sharper Focus

Elevated UN Coordination

Strengthened Efficiency



Reaffirmed Mandate

Revamped Partnerships

UN Reforms

The triple mandate remains UN-Women's distinctive comparative and collaborative advantage, with stronger emphasis on normative leadership and UN coordination

Deeper collaboration with governments, women-led organizations and movements, UN partners, private sector, youth, and men and boys; stronger measurement of influence and impact

Leveraging UN 2.0, UN 80, and GEAP to accelerate progress towards the SDGs for all women and girls

IMPACT 1

Women's leadership and participation in decision-making



- UN-Women invests in women's leadership at every level—public and private— to shape decisions and steer institutions, drawing on proven advances in over 100 countries.
- Growing evidence demonstrates that public policies improve when women are meaningfully involved.
- UN-Women's advocacy for temporary special measures ("quotas") leads to gender parity in leadership, whether in elected offices or on corporate boards.
- Partnerships with public institutions yield changes in services and spending based on what women say they want and need.
- All successes stem from enduring solidarity with women leaders and women's rights organizations.

IMPACT 2

Women's economic empowerment in resilient economies



- UN-Women supports gender-responsive and rights-based macroeconomic policies and financial ecosystems that fully support women's economic empowerment.
- Collaboration with governments, trade unions, women's movements, cooperatives and businesses transforms care systems.
- UN-Women helps open opportunities for decent work and entrepreneurship, and promotes equal pay.
- We strive to advance equal access to, ownership and control of resources, including finance and technology.
- Lasting ties with grass-roots, urban, rural and Indigenous women amplify their voice and agency in climate and environmental action.
- These partnerships help achieve just access to livelihoods, land and other assets central to resilience and well-being.

IMPACT 3 Women and girls free from violence



- UN-Women weaves together the efforts of governments, civil society and the private sector to prevent violence and provide services for protection, justice and care.
- We put women and survivors at the forefront—always.
- Through UN-Women and women’s rights activists, countries have broken the long silence on violence. It is now a leading public priority, buoyed by laws, funds and action plans.
- Our expanded focus on prevention adds impetus by challenging harmful behaviours and attitudes, and engaging men and boys as allies.
- With women’s organizations at the vanguard in ending violence against women and girls, UN-Women invests in their power for advocacy and impact.

IMPACT 4 Women, peace and security, and humanitarian action



- UN-Women champions bringing women's rights and leadership to the centre of peace, security and humanitarian action, in line with Security Council resolutions and other international commitments.
- We support Member States in upholding these commitments, while working with humanitarian partners to ensure that actions meet priorities defined by women and girls in the world's worst crises.
- Collaboration with women leaders builds peace in communities and helps more women and girls access lifesaving services and the means to rebuild their lives.
- Expanded funding for women's rights organizations and women human rights defenders builds solidarity to push past gender backlash and move towards justice.
- Together, we demand accountability for conflict-related sexual violence and other grave violations.

UN-WOMEN'S UN COORDINATION MANDATE

Gender equality impact at country and regional level

- Support RCs and UNCTs on CCAs and CFs
- Support IBCs and RCPs
- Country and regional guidance to CFs and RCs

Gender equality advisor to the UN system and standard setting

- Accountability and monitoring
- Inter-Agency Network on Women and Gender Equality (IANWGE)
- UNDS Reform/Humanitarian/UN 80/UN 2.0

Support for intergovernmental decisions and implementation

- To accelerate on GEWE
- CSW/UNGA/ECOSOC/CEB/EC and others

Integrated across triple mandate and outcome areas

- Normative and thematic coordination
- Institutional accountability and monitoring
- Country/Regional guidance to RCs/UNCTs

Reinforced by the UN System-Wide Gender Equality Acceleration Plan (GEAP)

- Secretariat and technical lead of GEAP

ELEMENTS OF THE UN SYSTEM COORDINATION MANDATE

Country and regional level

Lead/co-lead or support Gender Theme Groups and Gender in Humanitarian Action (GiHA) Working Groups.

Support RC coordination and UNCT's leadership on GEWE

Lead on GEWE in support Issue-Based Coalitions and Regional Collaboration Platforms

Thematic leadership

Thematic coordination – WEE, WPS, EVAW and Governance, for instance:

- Gender Action Plan for Sendai
- Management of the UN Trust Fund EVAWG
- UN system-wide policy on transforming care systems

Institutional accountability

Lead with shift from performance to transformative accountability



Multi-stakeholder engagement

Multistakeholder partnerships as way to accelerate gender equality and build alliances

UN system-wide gender equality integrator

Lead and guide inter-agency gender equality architecture

Secretariat, management, and development of the System-Wide Action Plans, Gender Equality Marker, Gender Parity, GEAP and IASC Gender Framework

Lead/participate in relevant intergovernmental and UN System networks (CEB, HLCP, and EC/DC) to advance gender equality

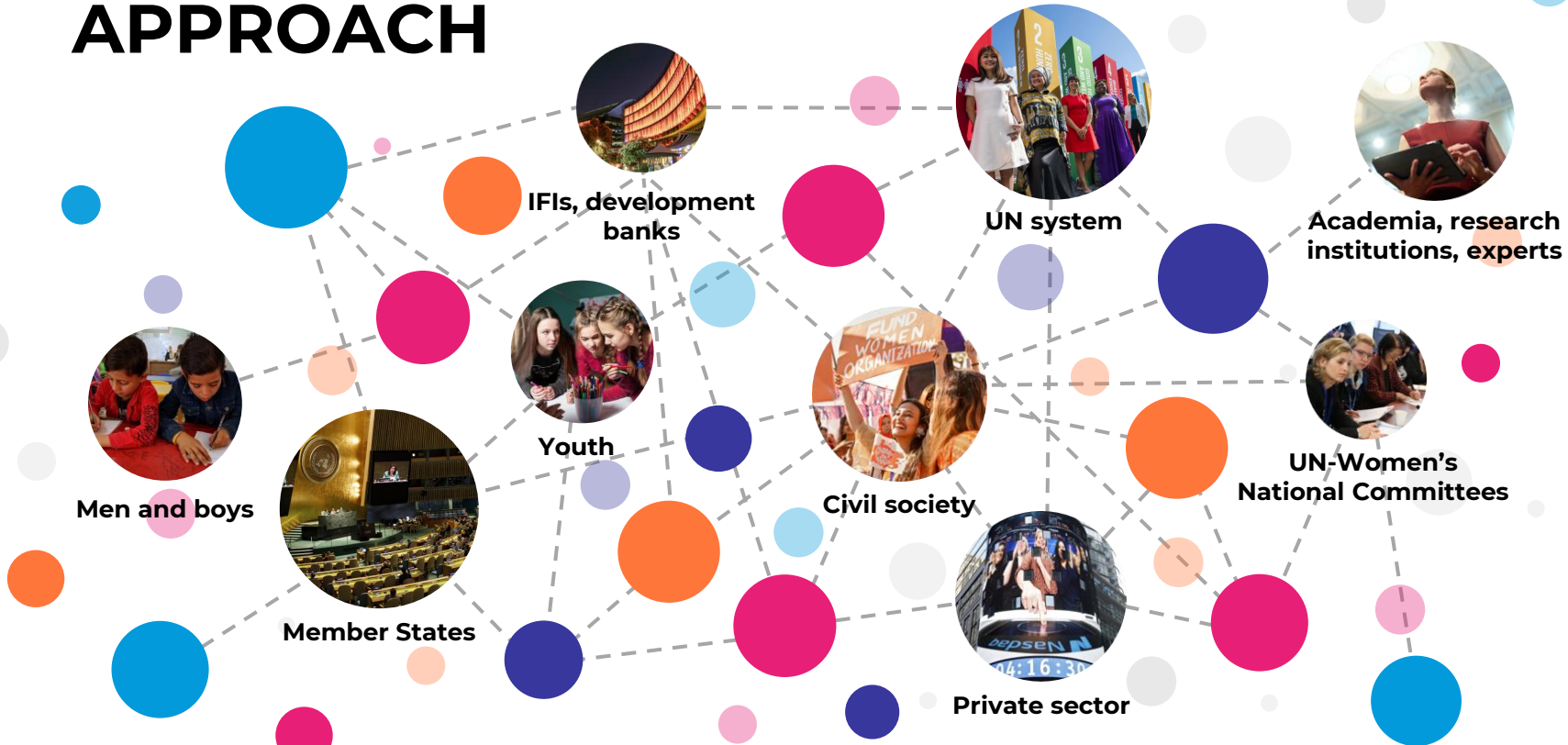
Lead UNDS repositioning corporate implementation

Catalytic funding and financing

Lead integration of GEWE in catalytic joint programming and financing mechanisms (SDG Fund, Peacebuilding Fund, CERF)

Advocate for GEWE financing – Financing for Development and beyond

A REVAMPED PARTNERSHIPS APPROACH



... for impact at scale

OUR PARTNERS

- Co-design policy and programming that respond to national priorities
- Translate global norms and standards into national and local laws, policies, and action plans
- Strengthen gender-responsive budgeting, data systems, and institutional accountability
- National women's machineries as our key counterpart

Member States



- Jointly advocate in normative and decision-making processes
- Work together to protect women human-rights defenders and safeguard civic space
- Drive collective action through support for women's movements, coalition-building and feminist leadership
- Advocate for core, flexible and long-term funding

Civil Society



UN Partners

- Drive UN system-wide coherence, accountability and results for gender equality
- Implement joint programming and shared accountability frameworks
- Integrate gender equality into UNSCDFs and humanitarian response plans
- Engage through inter-agency coordination and thematic mechanisms

Private Sector

- Ensure active, principled and accountable engagement
- Promote rights-based and gender-responsive business practices
- Co-create inclusive solutions
- Mobilize corporate finance, philanthropy and innovative funding models



ORGANIZATIONAL EFFECTIVENESS AND EFFICIENCY (OEE) OUTPUTS



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

Value for money

Organizational performance and integrity



Resource partnership and communications

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

Visibility and partnerships for sustainable and effective resourcing of the organization



Business transformation and innovation

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

Innovative Business Model

Cost-effective global coverage



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

Organizational culture, leadership and talent management



Programme effectiveness through RBM

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

Impactful programming driven by RBM

DRIVING OEE IMPLEMENTATION

The Quarterly Business Review:

- Tracks **SP OEE indicators** and additional **QBR indicators** for operational performance
- Provides a holistic view of data across the entity to enable **strategic foresight** and **business forecast**
- Helps identify **opportunities, challenges, and risks** about operational performance
- Supports **anticipatory and forward-looking actions** at country, regional, and corporate levels
- Enables **course correction or sustaining** performance
- Facilitates **fact-based, data-driven, risk-informed decision-making** by UN-Women management



NEXT STEPS AND RESOURCES



SP IMPLEMENTATION AND REPORTING

Alignment of Strategic Plan and Strategic Notes

COs, ROs and HQ Divisions align their respective SNs with SP through indicators

Q4 of each year



PRISM

COs, ROs and HQ Divisions report annually on SP indicators through PRISM

Annual Reports

Q1 of each year

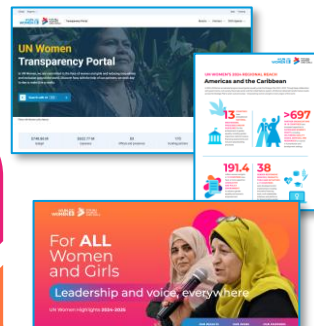
Executive Director's Annual Report (EDAR)

Results from annual reports are aggregated and compiled into EDAR, and presented to the Executive Board at the Annual Session



June of each year

SP results published annually on UN-Women's [Transparency Portal](#), website, annual highlights report, regular resources report and others



Transparency and communications

June of each year

Midterm review (MTR) of the Strategic Plan

Results and lessons from the first two years of implementation are consolidated in the midterm review, and are presented to the Executive Board at the Annual Session



2028

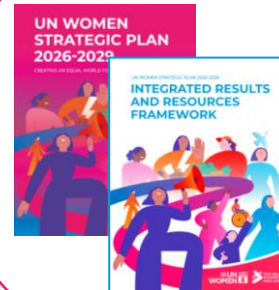


TELLING THE STORY

SP page in UN-Women's website

<https://www.unwomen.org/en/about-us/strategic-plan>

SP and IRRF
Brochures



Brief and
Infographic

SP Slide Deck

In all six UN official
languages

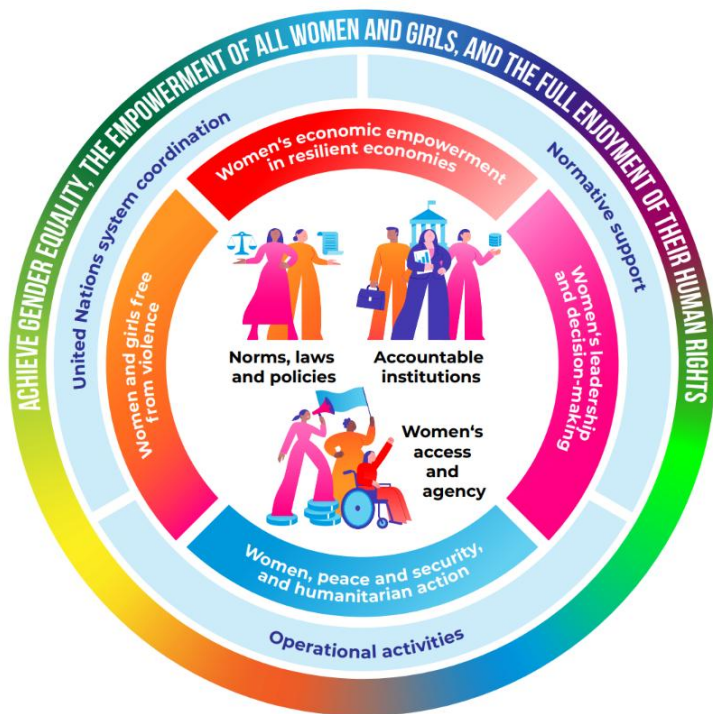


THANK YOU

ANNEXES

Photo: UN-Women/Suleiman Hajji

AN INTEGRATED APPROACH



We pursue transformative change in four interconnected areas that make a lasting difference in the lives of women and girls:

- **Leadership and decision-making**
- **Economic empowerment**
- **Freedom from violence**
- **Peace, security and humanitarian action**

These four areas are reinforced by three systemic measures that tackle root causes of gender inequalities:

- **Advance Norms, Laws and Policies**
Protect and promote norms, laws and policies that uphold the rights of all women and girls.
- **Strengthen Institutions and Accountability**
Leverage financing, data and practices to drive systemic change for gender equality.
- **Support Women's Access and Agency**
Expand access to quality services, resources and assets.

OUTCOME 1

Norms and standards that uphold the rights of all women and girls are protected, strengthened and translated into laws and policies

- Country by country, UN-Women supports UN Member States to align laws and policies with globally agreed norms and standards on gender equality and women's rights. These norms and standards are translated into meaningful changes in the daily lives of women and girls.
- We routinely monitor progress, including advances on the Sustainable Development Goals (SDGs).
- Research and data provide expert evidence for policymaking and accountability.
- UN-Women also supports the continued evolution of global standards across intergovernmental forums, including the UN Commission on the Status of Women (CSW).



OUTCOME 2

Institutions are accountable to all women and girls, with financing, data and practices that advance gender equality

- UN-Women partners with a spectrum of institutions to advance gender equality, including national women's machineries, sectoral ministries and agencies, parliaments and local governments, the private sector, the UN system and more.
- We generate compelling data and analysis, develop expert skills, and bolster accountability for change.
- UN-Women alters patriarchal institutional practices, promotes positive social norms, and deepens understanding of how inclusive, stable and thriving societies depend entirely on gender equality.
- Gender-responsive planning and budgeting unlock public finance for women and girls.
- In private markets, our pioneering innovations align capital flows with gender goals.



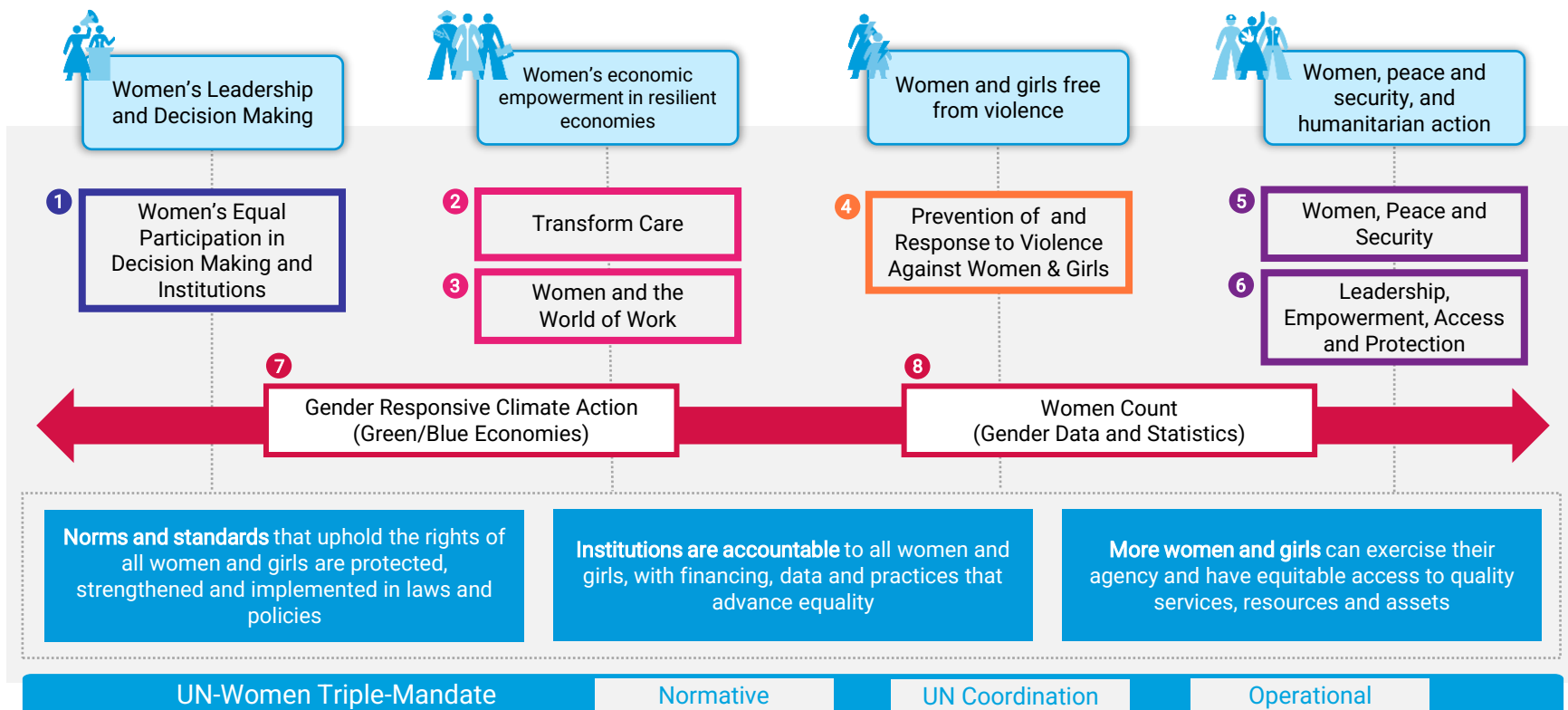
OUTCOME 3

More women and girls can exercise their agency and have equitable access to quality services, resources and assets

- UN-Women opens doors for women to participate and lead in decisions, public and private, without discrimination or fear.
- All women and girls have equal rights to freely express themselves, make their own choices, and obtain quality services, as well as equal access to resources and assets – whether in a school or a bank, a health facility or a voting booth.
- We invest in building strong networks and movements, amplifying women’s collective power to generate change.
- Our next-generation funding models invest in women’s rights organizations as agile, expert and innovative advocates of gender equality.
- This includes support through the Women’s Peace and Humanitarian Fund and the UN Trust Fund to End Violence Against Women.



PROGRAMMING FRAMEWORKS



CHANGES IN THE LIVES OF WOMEN AND GIRLS – PART 1



Illustrative results from SP 2022-2025 implementation

2.9B women and girls
across **83 countries**
now have a more
supportive legislative and
policy environment
protecting their rights.



>16,000 organizations
across **95 countries**
with strengthened
capacities to deliver
quality good, services and
resources for women.



325 laws were adopted,
revised or repealed to
further advance and
protect the rights of
women and girls.



>\$216.6M US dollars
have been disbursed to
civil society organizations,
local women-led
organizations and
network.

Source: [UN-Women Transparency Portal](#)

CHANGES IN THE LIVES OF WOMEN AND GIRLS – PART 2



Illustrative results from SP 2022-2025 implementation



265.7M women and girls stand to gain from efforts to prevent conflict, build peace and reduce devastating impacts of violence.



5,991 additional private companies have now committed to fostering business practices that empower women through the Women's Empowerment Principles.

>10,000 processes and mechanisms – such as dialogues or coalitions – have been established in **104 countries**.



90% increase in the number of **United Nations Country Teams** who reported on the System-Wide Action Plan (SWAP).



Source: [UN-Women Transparency Portal](#)