



Annex I: Integrated Results and Resources Framework of UN-Women’s Strategic Plan 2026–2029
(Update as of May 2026)

Summary: The Integrated Results and Resources Framework of UN-Women’s Strategic Plan, 2026–2029 was submitted to the Executive Board in advance of the September 2025 second regular session. The present document has been updated to provide the baselines, milestones and targets for the framework’s indicators.

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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 reaffirms its enduring commitment to human rights, peace and justice, and to an inclusive, effective and efficient multilateral system. UN-Women’s Strategic Plan 2026–2029 pursues more focused, integrated solutions, based on the Entity’s 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 societies as a whole.

This annex presents the Integrated Results and Resources Framework (IRRF) of UN-Women’s Strategic Plan 2026–2029. It serves as the Plan’s primary accountability tool. Across the humanitarian-development-peace continuum, it captures key expected results to which the Entity will contribute at the 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) and indicators developed with a balanced scorecard methodology. This supports full alignment and the cascading of external reporting within organizational performance management.

UN-Women developed the IRRF results statements and proposed indicators in full alignment with United Nations system-wide frameworks and in harmonization with the structures of the results frameworks of United Nations partners. The IRRF is informed by rigorous analysis and a broad consultative process, encompassing a stakeholder survey; a review of global economic, political, social and demographic trends; findings and recommendations from evaluations and assessments, including the midterm review of the UN-Women Strategic Plan 2022-2025; and the 30-year review of the Beijing Declaration and Platform for Action.

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

Figure 1: Results structure of the Strategic Plan IRRF 2026–2029



1.2 Features of the results framework

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

Refined focus: To refine focus on its comparative and collaborative advantages, UN-Women has consolidated systemic outcomes and streamlined priorities within and across thematic impact areas. Its development results are underpinned by eight programming frameworks across four impact areas. These frameworks drive coherence and standardization of the Entity’s programmatic offer. There are three systemic outcomes, down from seven under the Strategic Plan 2022–2025. The IRRF comprises 76 indicators, reduced from 120 in the Strategic Plan IRRF 2022–2025. Reflecting the continuity of UN-Women’s work and the need to measure progress over time, 84% of indicators are carried over (continued verbatim or adjusted) from the Strategic Plan IRRF 2022–2025. Sixteen per cent are new indicators, introduced, inter alia, to align with new and updated United Nations accountability frameworks, such as the Inter-Agency Standing Committee Gender Accountability Framework and the monitoring framework of the quadrennial comprehensive policy review of operational activities for development of the United Nations system (QCPR) resolution (A/RES/79/226).

Cross-thematic systemic outcomes: The Strategic Plan IRRF 2026–2029 retains the innovation introduced in the Strategic Plan IRRF 2022–2025 of cross-thematic systemic outcomes. Leveraging synergies and reflecting the interconnectedness of UN-Women’s work, these help to break silos and achieve output and outcome results contributing to multiple impact areas.

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

Inter-agency harmonization, including through common and complementary indicators: Recognizing the need for greater collaboration and coherence, the IRRF draws on United Nations system-wide frameworks and agendas – including the 2030 Agenda for Sustainable Development (as detailed above), the QCPR resolution, the United Nations Sustainable Development Group output indicator framework and UN 2.0 – to drive collective efforts to advance gender equality and women’s empowerment and rights. The QCPR is an important instrument that helps ensure integrated and effective implementation of the 2030 Agenda for Sustainable Development. As such, the IRRF has broad and significant alignment with the QCPR across development and organizational effectiveness and efficiency results indicators, beyond the explicit reflection in the framework. Alignment has been recorded only in instances when the indicator has been included verbatim and/or when the indicator relates to UN-Women’s coordination mandate.

Together with key United Nations partners, UN-Women has identified a selection of 43 (57 per cent) common and/or complementary indicators that contribute to inter-agency results and processes and highlight a joined-up approach to the achievement of global goals. Common indicators are those that appear verbatim in at least two entities’ results frameworks and are drawn, where possible, directly from other globally agreed frameworks. Complementary indicators are not repeated verbatim from the results framework of another United Nations entity; they are related and provide different, complementary lenses or insights into the same issue, high-level result and/or area of complementary work, such as an SDG target. Common and/or complementary indicators are noted in parentheses at the end of indicator statements, listing United Nations entities that share them. Normal font denotes when an indicator is common and italics when it is complementary. Indicators that measure joint programmes are also integrated in the IRRF.

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

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

1.3 Linking results to resources

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

Indicative allocations by impact area for the duration of the Strategic Plan 2026–2029 are as follows:

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

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

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

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

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

UN-Women will continue to refine these estimates throughout the implementation period and will report transparently on the use of resources through its annual structured dialogue on financing with the Executive Board, the Executive Director's annual report and the [UN-Women Transparency Portal](#).

1.4 Summary of results and indicators

- **Development results impact indicators:** Changes at the impact level are changes in the lives of women and girls to which UN-Women will contribute, resulting in the fulfilment of their rights and fundamental freedoms. Based on an analysis of emerging trends and global needs as well as knowledge and evidence of what works and where the Entity is best positioned to make an impact, UN-Women intends to retain focus on its four main interconnected, thematic areas at the impact level. Eight of the 12 impact indicators are SDG indicators (67%).
- **Development results outcome indicators:** Outcome-level results reflect changes in institutional and behavioural capacities to which UN-Women will contribute, in alignment with United Nations Sustainable Development Cooperation Frameworks (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 its partners, intends to contribute to tackle the root causes of gender inequality and secure transformative changes. Four of the 21 outcome indicators are SDG indicators (19%). Four indicators drive and capture the results of UN-Women's coordination work.
- **Development results output indicators:** Changes at the output level are directly attributable to UN-Women. They are achieved with the Entity's support, are results for which it is accountable, and encompass changes in the skills, abilities and capacities of individuals or institutions as well as new products and services developed. UN-Women has crafted 18 output indicators, largely cross-thematic in nature, to measure its specific contributions to achieving the outcomes, of which four are coordination indicators.

- **Organizational effectiveness and efficiency output indicators:** 25 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. Alignment with the QCPR is currently reflected through the inclusion of harmonized indicators drawn from the 2025-2028 QCPR monitoring framework, as well as indicators inherited from the previous framework that are still considered relevant for the Entity.

Results-based management: To ensure effective results attainment, the results statements and indicators presented in the Strategic Plan IRRF 2026–2029 are fully aligned with the United Nations’ harmonized approach and standards of results-based management, including indicators that are specific, measurable, attainable, relevant and time-bound (SMART). Indicators have been developed to be simple and clear, avoiding compound or composite indicators to the extent possible. Their design takes into account, inter alia, country-level planning, monitoring and reporting capacities as well as timelines for data availability. Furthermore, priority is given to indicators that allow the aggregation of results across the 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 IRRF results data publicly available through its Transparency Portal, which accompanies the Entity’s annual report on the implementation of the Strategic Plan and is presented every year to the Executive Board at its annual session.

Baselines, milestones and targets: Baselines, annual milestones and Strategic Plan targets (BMTs) have been established in consultation with regional offices, and taking into account the planned work of country, regional and global offices, historical trends, past performance and the unpredictable operating environment and challenging funding context. The BMTs have been set based on best available current resource projections. As a default, the year 2025 is the baseline year unless otherwise indicated. In a number of instances for indicators that were inherited from the previous IRRF, when 2025 annual reported data was assessed to not be independently useful, the average performance of the indicator across the duration of the Strategic Plan 2022-2025 was used to establish the baseline. For development results indicators, Strategic Plan targets represent the projected cumulative result over the four-year implementation period. The target is an aggregation of the results of the annual milestones and should be interpreted as the summarized volume of the projected yearly results. The targets are not necessarily composed of mutually exclusive units; duplication may occur where the same unit contributes to projected results in multiple reporting periods. For example, a single country may be counted more than once in the calculation of the target if it achieves measurable results across different years. In cases where an indicator is expressed as a percentage, the milestone set for the year 2029, the final year of the Strategic Plan 2026-2029, is adopted as the Strategic Plan target. BMTs for eight development results indicators reflect the contributions United Nations Trust Fund to End Violence Against Women (UNTF); performance assessments of these indicators should be read taking into consideration the demand-driven grant-giving model of the UNTF.

Six indicators have been amended (indicated via footnotes) and three indicators and one sub-indicator deleted (recorded separately at the base of the IRRF) to ensure alignment with the 2025-2028 QCPR monitoring framework and the Humanitarian Reset.

Amid ongoing uncertainties, including in the context of the UN80 reform agenda, UN-Women will continue to apply an adaptive management approach. If significant changes occur in the operating and funding environments, the Entity will use the opportunity of the midterm review to revisit and, where necessary, recalibrate to ensure that its milestones and targets remain both ambitious and realistic. UN-Women acknowledges the importance of remaining alert to contextual risks and assumptions and, in uncertain times, recognizes the need for strategic foresight and scenario-based planning. This flexibility will be critical to maintaining alignment between resource availability and expected results, while preserving the utility and relevance of the IRRF as a strategic planning and accountability tool.

II: Development results

KEY

SDG indicators are marked in **bold**

Common and complementary indicators
Normal (unitalicized) font is used when the indicator is common and to indicate the relevant agency – e.g. (UNICEF)
Italics is used when the indicator is complementary and to indicate the relevant agency – e.g. *(UNICEF)*

QCPR indicators
Alignment with the QCPR is reflected in multiple ways:

- Indicators inherited verbatim from the 2025-2028 QCPR monitoring framework in a harmonized manner with the United Nations Development Programme (UNDP), United Nations Population Fund (UNFPA) and United Nations Children’s Fund (UNICEF) are marked in parentheses as (QCPR xx, harmonized); xx = QCPR indicator #
- Indicators inherited verbatim only by UN-Women are marked as (QCPR xx); xx = QCPR indicator #
- Indicators related to UN-Women’s coordination mandate that are derived from the 2025-2028 QCPR monitoring framework are marked as (derived from QCPR)
- Indicators that are retained verbatim from the 2021-2024 QCPR monitoring framework are marked as (QCPR legacy)

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

2.1 Vision and impact indicators

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

Impact 1 - Women’s leadership and decision-making
Women lead and equally participate in decision-making processes at all levels

Impact indicators	Baseline	2029 target	SDG target by 2030	Source of data	Possible disaggregation
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 ¹ (UNDP)	(a) 27.2% (b) 35.6% (c) 22.9%	N/A	Ensure women’s full and effective participation and equal opportunities for leadership at all levels of decision-making in political, economic and public life	Official SDG reporting	
1.2 SDG 16.7.1: (b) Proportions of positions in national and local institutions, including (...) (b) the public service; (...) compared to national distributions, by sex, age, persons with disabilities and population groups (UNDP)	0.8 (2024)	N/A	Ensure responsive, inclusive, participatory and representative decision-making at all levels	Official SDG reporting	

¹ UN-Women is the custodian of this SDG indicator; the official SDG indicator is made of parts (a) and (b); part (c) is additionally monitored by UN-Women

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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>2029 target</i>	<i>SDG target by 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 (UNDP) ²	Female 17.8% Male: 6.5% Total: 12% (2023)	N/A	Recognize and value unpaid care and domestic work through the provision of public services, infrastructure and social protection policies and the promotion of shared responsibility within the household and the family as nationally appropriate	Official SDG reporting	
2.2 SDG 8.3.1: Proportion of informal employment in total employment, by sector and sex	Female: 55.2% Male: 59.6% Total: 57.8%	N/A	Promote development-oriented policies that support productive activities, decent job creation, entrepreneurship, creativity and innovation, and encourage the formalization and growth of micro-, small- and medium-sized enterprises, including through access to financial services	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 (UNFPA, UNICEF, UNDP)	Female: 50.1% Male: 54.6% Total: 52.4% (2023)	N/A	Implement nationally appropriate social protection systems and measures for all, including floors, and by 2030 achieve substantial coverage of the poor and the vulnerable	Official SDG reporting	
2.4 Percentage of firms with women’s participation in ownership	34% ³	35%	N/A	World Bank	

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

<i>Impact indicators</i>	<i>Baseline</i>	<i>2029 target</i>	<i>SDG target by 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 (UNFPA, <i>UNICEF</i>) ⁴	13.7% ⁵	N/A	Eliminate all forms of violence against all women and girls in the public and private spheres, including trafficking	Official SDG reporting	Fragile contexts

² UN-Women is co-custodian of this SDG indicator with the UN Statistics Division (UNSD)

³ Baseline is the simple unweighted average of the latest available data for 156 countries; the four-year milestone of 35% is set in light of the indicator's historical fluctuation between 34 and 35% over the past five years, reflecting the gradual pace of change at the global level and an overall conservative outlook for the next four years

⁴ UN-Women is co-custodian of this SDG indicator with WHO, UNFPA, UNICEF, UNODC, UNSD and UNDP

⁵ 2025 estimates based on surveys conducted between 2000 and 2023, in line with SDG indicator methodology

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 occurrence⁶ (UNICEF)	2.7% ⁷	N/A	and sexual and other types of exploitation	Official SDG reporting	Fragile contexts
3.3 SDG 5.3.1: Proportion of women aged 20–24 years who were married or in a union before age 15 and before age 18 (UNFPA, UNICEF)	Before 15: 4% Before 18: 18% ⁸	N/A	Eliminate all harmful practices, such as child, early and forced marriage and female genital mutilation	Official SDG reporting	Fragile contexts

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>2029 target</i>	<i>SDG target by 2030</i>	<i>Source of data</i>	<i>Possible disaggregation</i>
4.1 Percentage of women mediators, negotiators and signatories in major peace processes (UNDP)	Mediators: 14% Negotiators: 7% Signatories: 7% (2024)	Mediators: 16% Negotiators: 10% Signatories: 8%	N/A	External global database	
4.2 Number of women and girls covered by National Action Plans on Women, Peace and Security adopted by Member States and territories	2,015,909,266	2,241,406,915	N/A	UN-Women HQ records/database; UN Department of Economic and Social Affairs (DESA)	
4.3 Proportion of women and girls reached in crisis settings through coordinated humanitarian assistance ⁹ (UNFPA)	73%	85%	N/A	United Nations Office for the Coordination of Humanitarian Affairs (OCHA)	

⁶ UN-Women is co-custodian of this SDG indicator with WHO, UNFPA, UNICEF, UNODC, UNSD and UNDP

⁷ 2025 estimates based on surveys conducted between 2000 and 2023, in line with the SDG indicator’s methodology

⁸ 2025 estimates for before 15 and before 18 based on surveys conducted between 2016 and 2025, in line with the SDG indicator’s methodology

⁹ Characterized at present by limited sex- and age-disaggregated data availability in countries with Humanitarian Needs and Response Plans and Humanitarian Response Plans

2.2 Outcome and output indicators

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

Outcome indicators	Baseline	Annual milestones				Target	Source of data	Possible disaggregation
		2026	2027	2028	2029			
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 ¹⁰	Area 1: 71.6 Area 2: 79.9 Area 3: 77.0 Area 4: 80.4	N/A	N/A	N/A	N/A ¹¹	N/A	Official SDG reporting	Area 1: Overarching legal frameworks and public life; Area 2: Violence against women; Area 3: Employment and economic benefits; Area 4: Marriage and family
0.1.2 Percentage of key intergovernmental outcomes that integrate a gender perspective	58% (avg. 2022-2025)	60%	60%	60%	60%	60%	UN-Women HQ records/database; UN-Women offices	Geographic
0.1.3 Number of:								
(a) countries that reported on the Convention on the Elimination of All Forms of Discrimination Against Women and other human rights frameworks/mechanisms with a focus on women’s rights; and	(a) 13 (avg. 2022-2025)	(a) 10	(a) 10	(a) 10	(a) 10	(a) 40	UN-Women offices; Women Count	Geographic
(b) human rights outcomes/frameworks that are gender-responsive (UNFPA, UNDP)	(b) 20	(b) 21	(b) 22	(b) 23	(b) 24	(b) 90		
0.1.4 Number of laws that were adopted, revised or repealed to advance gender equality and women’s rights and empowerment (UNDP, International Labour Organization [ILO])	72 (avg. 2022-2025)	72	74	76	78	300	UN-Women offices	
0.1.5 Number of (multi)sectoral strategies, policies, regulations and/or action plans that are adopted with a focus on gender equality, women’s rights and empowerment (ILO, UNDP, UNFPA)	181 (avg. 2022-2025)	212	218	221	215	866	UN-Women offices	Youth, Peace and Security Framework; National Action Plans on Women, Peace and
Examples include those related to:								
• 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								

¹⁰ UN-Women is co-custodian of this SDG indicator with the World Bank and the Organisation for Economic Cooperation and Development
¹¹ SDG target by 2030: Adopt and strengthen sound policies and enforceable legislation for the promotion of gender equality and the empowerment of all women and girls at all levels

- 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
- Women, Peace and Security National Action Plans; Youth, Peace and Security Frameworks; gender-responsive rule of law and security sector policies and strategies
- Gender-responsive durable solutions to displacement

Security¹²

Output indicators	Baseline	Annual milestones				Target	Source of data	Possible disaggregation
		2026	2027	2028	2029			
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 ¹³ (ILO, UNDP)	2,011 (avg. 2022-2025)	2,262	2,287	2,456	2,538	9,543	UN-Women offices	Institution type (including national women’s machineries)
Examples include those related to:								
<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• Strengthening justice and security services for women								
0.1.b Number of multi-stakeholder dialogue processes to promote engagement of governments, civil society and other partners to advance norms and standards on gender equality and women’s empowerment ¹⁴ (UNFPA)	742 (avg. 2022-2025)	753	729	781	790	3,053	UN-Women offices	Institution type
0.1.c Number of research, data and knowledge products made available by UN-Women to strengthen the development of gender-responsive normative frameworks	39 (avg. 2022-2025)	40	40	42	45	167	UN-Women offices	

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

Outcome indicators	Baseline	Annual milestones				Target	Source of data	Possible disaggregation
		2026	2027	2028	2029			
0.2.1 SDG 5.c.1: Proportion of countries with systems to track and make public allocations for gender equality and women’s empowerment¹⁵	25%	N/A	N/A	N/A	N/A ¹⁶	N/A	Official SDG reporting	
0.2.2 Percentage of gender-specific SDG indicators with available data (UNDP)	63%	66%	69%	72%	75%	75%	External database	
0.2.3 Number of policies, plans and/or programmes that have been informed by gender data and research (UNFPA, UNICEF)	60	60	62	62	64	248	UN-Women offices; Women Count	

¹² Under this indicator, UN-Women will be tracking the number of countries that have formally adopted a Youth, Peace and Security Framework, strategy or action plan, working with UNDP and UNFPA, and the number of countries that adopted a National Action Plan on Women, Peace and Security

¹³ This indicator includes reporting by the UNTF

¹⁴ Ibid

¹⁵ UN-Women is the custodian of this SDG indicator

¹⁶ SDG target by 2030: Adopt and strengthen sound policies and enforceable legislation for the promotion of gender equality and the empowerment of all women and girls at all levels

0.2.4 Number of institutions that increase financing for gender equality ¹⁷ (<i>ILO, UNICEF, UNDP, UNFPA</i>)	4 (avg. 2022-2025)	10	10	12	8	40	UN-Women offices	Institution type (including national women's machineries)
0.2.5 Number of:								
(a) public sector and civil society institutions taking action to address gender-based discrimination and/or counter gender stereotypes within their organizational culture and practice (<i>UNFPA</i>)	(a) 80	(a) 92	(a) 92	(a) 92	(a) 92	(a) 368	UN-Women offices	Institution type
(b) private sector entities changing policies, practices and behaviours in line with the Women's Empowerment Principles (<i>UNFPA</i>)	(b) 172	(b) 200	(b) 250	(b) 300	(b) 300	(b) 1,050		
0.2.6 Number of countries where multi-sectoral systems, strategies or programmes are implemented to advance women's equal access to and use of services, resources and assets, including social protection (<i>UNFPA, UNICEF</i>)	38 (avg. 2022-2025)	30	35	35	35	135	UN-Women offices	
COORDINATION: 0.2.7 Percentage of ratings of reporting entities that meet or exceed United Nations System-Wide Action Plan (UN-SWAP) ¹⁸ standards (derived from QCPR)	62%	62%	64%	67%	70%	70%	UN-SWAP database	
COORDINATION: 0.2.8 Percentages of UN country teams (UNCT) (a/b) or Humanitarian Country Teams (d) that demonstrate accountability to systemwide gender equality commitments by: ¹⁹								
(a) meeting or exceeding requirements for at least 60% of the relevant United Nations country team System-wide Action Plan (UNCT-SWAP) ²⁰ standards (derived from QCPR)	(a) 42%	(a) 44%	(a) 46%	(a) 48%	(a) 50%	(a) 50%	UN-Women HQ records/database; 2025-2028 QCPR monitoring framework	
(b) effective support to eliminate violence and discrimination against women and girls, % of programme countries ²¹ (QCPR 19) (<i>UNFPA, UNDP, UNICEF</i>)	(b) TBD	(b) TBD	(b) TBD	(b) TBD	(b) TBD	(b) TBD		
(d) taking key actions to implement the Inter-Agency Standing Committee (IASC) Gender Policy and other global frameworks on advancing gender equality in humanitarian action ²²	(d) TBD ²³	(d) TBD	(d) TBD	(d) TBD	(d) TBD	(d) TBD		
COORDINATION: 0.2.9 Percentage of country-level UN system strategic planning instruments that have a dedicated gender equality outcome and/or mainstream gender ²⁴	(a) 61% (b) 62%	(a) 55% (b) 67%	(a) 65% (b) 70%	(a) 60% (b) 75%	(a) 65% (b) 80%	(a) 65% (b) 80%	UN-Women HQ records/database	Cooperation Frameworks; Humanitarian Needs and Response Plans

¹⁷ This indicator primarily captures results in sustainable finance, focusing on institutions that increase both the quantity and quality of financing for gender equality. Institutions may include relevant domestic, regional or international entities such as regulatory bodies, financial institutions, corporations and government departments. Modest milestones reflect the nature and complexity of the change being measured.

¹⁸ The UN-SWAP Gender Equality Scorecard focuses on improved United Nations entities' planning, coordination, programming, resources and results for gender equality and the empowerment of women and girls

¹⁹ Indicator being tracked through the UNCT-SWAP Gender Scorecard (performance indicator 6.1)

²⁰ The UNCT-SWAP Gender Equality Scorecard focuses on improved country team planning, coordination, programming, resources and results for gender equality and the empowerment of women and girls

²¹ Indicator statement is amended to align with the 2025-2028 QCPR monitoring framework; BMTs will be set during the midterm review, once the methodology has been finalized by the custodian agency (United Nations Department of Economic and Social Affairs)

²² This indicator is aligned with the IASC Gender Accountability Framework which is managed by UN-Women on behalf of the IASC Gender Reference Group

²³ Baseline year will be 2026, the first year of reporting on the Gender Accountability Framework; BMTs will be set during the midterm review

²⁴ Indicator statement is updated to align with the 2025-2028 QCPR monitoring framework and Humanitarian Reset; Cooperation Frameworks, Humanitarian Needs and Response Plans and Refugee Response Plans will be monitored

Output indicators	Baseline	Annual milestones				Target	Source of data	Possible disaggregation
		2026	2027	2028	2029			
0.2.a Number of gender statistics and sex-disaggregated data collection initiatives conducted or analysed	203	113	113	113	113	452	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	6,955 (avg. 2022-2025)	8,500	8,500	8,500	8,500	34,000	UN-Women offices	
0.2.c Number of institutions with increased capacities to identify and/or address discriminatory behaviour and/or social/gender norms change (<i>UNDP, UNICEF</i>)	192 (avg. 2022-2025)	238	238	238	238	952	UN-Women offices	Institution type (including national women's machineries)
0.2.d Number of mechanisms introduced that support sustainable financing and accountability for gender equality (<i>UNDP</i>)	45 (avg. 2022-2025)	60	72	60	48	240	UN-Women offices	Institution type
0.2.e Number of institutions with strengthened capacities to improve the provision and/or accessibility of essential services, goods and/or resources ²⁵ (<i>ILO, UNDP</i>) <i>Examples include those related to:</i> <ul style="list-style-type: none"> • <i>Essential care services, infrastructure, goods, equipment and technology that benefit women and girls</i> • <i>Gender-responsive climate action, including women's participation in green/blue economies</i> • <i>Prevention and response services to end violence against women and girls, including technology-facilitated violence</i> • <i>Life-saving services in humanitarian and displacement settings</i> • <i>Others (e.g. gender-responsive and accessible HIV services)</i> 	3,732	3,897	3,813	3,997	4,031	15,738	UN-Women offices	Institution type (including national women's machineries)
COORDINATION: 0.2.f Number of UN system coordination mechanisms, including thematic coordination mechanisms, chaired/co-chaired by UN-Women and/or with UN-Women's active engagement, that drive progress on gender mainstreaming mandates and commitments (<i>UNFPA</i>)	203 (avg. 2022-2025)	315	315	315	315	1,260	UN-Women offices	
COORDINATION: 0.2.g Percentage of inter-agency pooled funds that are allocating 15% or more of their resources to programmes with gender equality and/or to women and girls as their principal objective (derived from QCPR)	51%	53%	56%	60%	65%	65%	UN-Women HQ records/database	
COORDINATION: 0.2.h Percentage of UN entities that track and report on allocations and/or expenditures on gender equality using the Gender Equality Marker (GEM) and are allocating substantial resources to actions with gender equality as their principal objective (derived from QCPR)	48%	50%	53%	57%	62%	62%	UN-Women HQ records/database	

²⁵ This indicator includes reporting by the UNTF

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

Outcome indicators	Baseline	Annual milestones				Target	Source of data	Possible disaggregation
		2026	2027	2028	2029			
0.3.1 SDG 5.a.1:								
(a) Proportion of total agricultural population with ownership or secure rights over agricultural land, by sex	(a) 42.5% ²⁶	N/A	N/A	N/A	N/A ²⁸	N/A	Official SDG reporting	
(b) Share of women among owners or rights bearers of agricultural land, by type of tenure	(b) 30.6% ²⁷	N/A	N/A	N/A	N/A	N/A		
0.3.2 SDG 5.6.1: Proportion of women aged 15–49 years who make their own informed decisions regarding sexual relations, contraceptive use and reproductive health care (UNFPA)	56%	N/A	N/A	N/A	65%	65%	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 (in millions, USD) <i>(UNFPA)</i>	594 (2024)	537	548	558	570	2,213	Organisation for Economic Co-operation and Development’s Development Assistance Committee (OECD DAC)	
0.3.4 Number of countries where there has been an increase in the number of women who access integrated essential services, including following increased risk to violence and/or discrimination <i>(UNFPA)</i>	30 (avg. 2022-2025)	22	22	24	24	92	UN-Women offices	
0.3.5 Number of women accessing services, resources and/or assets through programmes and platforms ²⁹ <i>(UNDP, UNFPA)</i> <i>Examples of areas of focus include:</i>	TBD ³⁰	TBD	TBD	TBD	TBD	TBD		Leave no one behind ³¹
• <i>Decent work and entrepreneurship</i>								
• <i>Care services and resources</i>								
• <i>Gender-responsive climate action including women’s participation in green/blue economies</i>								
• <i>Access to justice, including by women human rights defenders</i>								
• <i>Prevention and response to violence against women and girls, including technology-facilitated violence</i>								
• <i>Humanitarian services and services for women in displacement settings</i>								
• <i>Others (e.g. gender-responsive and accessible HIV services)</i>								
0.3.6 Number of normative, policy and peace processes influenced by civil society organizations advancing gender equality and women’s rights ³² <i>(UNFPA)</i>	131 (avg. 2022-2025)	100	100	100	100	400	UN-Women offices	
COORDINATION: 0.3.7 Percentage of Country and Regional Funds allocating at least 15% of funds to women-led organizations ³³	24% (2024)	30%	45%	60%	75%	75%	OCHA	

²⁶ Figure is by female

²⁷ Figure is by female tenure

²⁸ SDG target by 2030: Undertake reforms to give women equal rights to economic resources, as well as access to ownership and control over land and other forms of property, financial services, inheritance and natural resources, in accordance with national laws

²⁹ This indicator includes reporting by the UNTF

³⁰ The methodological approach for this indicator is being revised to strengthen accuracy in the calculation of women and girls reached; BMTs will be set during the midterm review

³¹ *Leave no one behind* disaggregation is in line with UN Info categories

³² As part of this indicator, UN-Women will be tracking the number of peace-responsive processes that include young women, working in collaboration with UNFPA

³³ Indicator statement is updated to align with Humanitarian Reset and available data

Output indicators	Baseline	Annual milestones				Target	Source of data	Possible disaggregation
		2026	2027	2028	2029			
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 ³⁴ (UNDP)	4,156 (avg. 2022-2025)	4,305	4,505	4,747	4,982	18,539	UN-Women offices	Women-led organizations
0.3.b Number of women and girls that have accessed capacity development opportunities to participate in public life and exercise leadership ³⁵ (UNDP)	68,928 (avg. 2022-2025)	94,783	93,416	102,280	105,475	395,954	UN-Women offices	Leave no one behind; ³⁶ Women in politics
0.3.c Number of initiatives developed and implemented, including with men and boys, to prevent, monitor and mitigate discrimination and/or violence against women in public and/or private spaces ³⁷ (UNDP, ILO, UNFPA)	207 (avg. 2022-2025)	158	148	170	174	650	UN-Women offices	
0.3.d Number of economic opportunities created for women, including value chain opportunities and loans (UNDP)	80 (avg. 2024-2025)	110	110	110	110	440	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	\$65,627,421 ³⁸	TBD	TBD	TBD	TBD	TBD	UN-Women HQ records/database	Women-led organizations
0.3.f Number of mechanisms and/or platforms, including multistakeholder based, created and sustained that enable meaningful and safe participation and engagement by gender equality advocates and civil society organizations in decision-making (UNDP, UNICEF)	1,560 (avg. 2024-2025)	1,857	1,857	1,857	1,857	7,428	UN-Women offices	Mechanism type
COORDINATION: 0.3.g Percentage of UN joint programmes with a focus on gender equality in which UN-Women is a participating United Nations organization (derived from QCPR)	46% (avg. 2022-2025)	46%	46%	48%	48%	48%	UN-Women HQ records/database	

³⁴ This indicator includes reporting the UNTF

³⁵ Ibid

³⁶ *Leave no one behind* disaggregation is in line with UN Info categories

³⁷ This indicator includes reporting by the UNTF

³⁸ The methodological approach for this indicator is being revised to strengthen accuracy in the calculation of funding disbursed to civil society organizations; milestones and a target will be set during the midterm review

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	Annual milestones				Source of data
		2026	2027	2028	2029	
O1.1 Implementation rate for financial resources	88% (avg. 2022-2025)	88%	88%	88%	88%	UN-Women HQ records/database
O1.2 International Aid Transparency Initiative (IATI) publishing statistics score (QCPR legacy) (UNFPA)	48	70	85	90	93	External (IATI)
O1.3						
(a) percentage of agreed long-outstanding internal audit recommendations (UNDP)	a) 8%	a) 9%	a) 9%	a) 7%	a) 7%	UN-Women HQ records/database
(b) percentage of agreed long-outstanding external audit recommendations (UNDP)	b) 0% (avg. 2022-2025)	b) 15%	b) 15%	b) 15%	b) 15%	
O1.4 Percentage of offices compliant with:						
(a) business continuity plans and processes	a) 93%	a) 100%	a) 100%	a) 100%	a) 100%	UN-Women HQ records/database
(b) Occupational Safety and Health requirements	b) 97%	b) 100%	b) 100%	b) 100%	b) 100%	
(c) United Nations Security Management System Security policies	c) 97%	c) 100%	c) 100%	c) 100%	c) 100%	
(d) cyber-security requirements	d) 90%	d) 100%	d) 100%	d) 100%	d) 100%	
O1.6 Percentage of country offices applying environmental and social standards in UN-Women programmes in line with United Nations standards (QCPR legacy) (UNDP, UNFPA, UNICEF)	86% (avg. 2024-2025)	88%	90%	92%	94%	UN-Women HQ records/database
O1.7 Gender Equality and Women's Empowerment standards being met or exceeded ³⁹ (UN-SWAP) (QCPR 18, harmonized)	88%	94%	94%	94%	94%	UN-SWAP database
O1.8 Cost Effectiveness Index Score	7.80	8.00	8.25	8.50	9.00	UN-Women HQ records/database; UN Multi-Partner Trust Fund

³⁹ Indicator statement is amended to align with the 2025-2028 QCPR monitoring framework

Output 2 – Resource partnerships and communications

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

Output indicators	Baseline	Annual milestones				Source of data
		2026	2027	2028	2029	
O2.1 Amount of funding received from:						
(a) public partners (UNICEF)	a) \$512,300,000	a) \$515,000,000	a) \$505,000,000	a) \$515,000,000	a) \$520,000,000	UN-Women HQ records/database
(b) private sector (QCPR legacy) (UNICEF)	b) \$18,100,000	b) \$16,200,000	b) \$20,600,000	b) \$24,200,000	b) \$28,800,000	
O2.2 Percentage annual growth in the number of financial donors, disaggregated by type of funding partner:						
(a) traditional	a) -6%	a) 0%	a) 3%	a) 3%	a) 3%	UN-Women HQ records/database
(b) multilateral	b) 0%	b) 0%	b) 0%	b) 0%	b) 0%	
(c) UN system	c) -4%	c) -7%	c) 4%	c) 4%	c) 4%	
(d) non-traditional	d) 16%	d) 8%	d) 13%	d) 11%	d) 10%	
(i) Non-OECD DAC						
(ii) civil society (international non-government organizations, non-government organizations)						
(iii) private sector (including corporations and philanthropies)						
(iv) multilateral – international financial institutions						
(v) individual giving						
O2.3 Extent to which the organization’s global communications and advocacy efforts generate meaningful engagement and position the Entity as a trusted source on gender equality and women’s empowerment, as per:						UN-Women HQ records/database
(a) percentage of media mentions in defined top-tier media outlets	a) 9%	a) 9%	a) 9%	a) 9%	a) 9%	
(b) number of impressions of the global corporate website	b) 497,000,000	b) 572,000,000	b) 658,000,000	b) 757,000,000	b) 870,000,000	
(c) social media engagement rate across all social media channels globally	c) 1.00%	c) 1.01%	c) 1.02%	c) 1.03%	c) 1.04%	
O2.4 Extent of visibility and reach of the organization’s global digital communications platforms, as per:						
(a) number of active users of the global corporate website ⁴⁰	a) 14,000,000	a) 12,300,000	a) 12,100,000	a) 11,900,000	a) 11,700,000	UN-Women HQ records/database
(b) number of page views of the global corporate website ⁴¹	b) 20,000,000	b) 20,400,000	b) 20,800,000	b) 21,200,000	b) 21,600,000	
(c) number of followers across all social media channels globally	c) 16,330,000	c) 16,800,000	c) 17,300,000	c) 17,800,000	c) 18,400,000	
(d) number reached across all social media channels globally	d) 210,900,000	d) 212,000,000	d) 222,600,000	d) 233,700,000	d) 245,400,000	
O2.5 Rating of the organization’s Youth2030 performance on meaningful youth engagement, as set out in the Youth2030 Scorecard:	Getting ready: 17%	Getting ready: 14%	Getting ready: 12%	Getting ready: 9%	Getting ready: 8%	UN-Women offices
	Moving forward: 7%	Moving forward: 9%	Moving forward: 10%	Moving forward: 12%	Moving forward: 10%	
(a) policies and processes for meaningful youth engagement	At milestone: 76%	At milestone: 77%	At milestone: 78%	At milestone: 79%	At milestone: 82%	
(b) diversity of youth (groups) engaged						
(c) meaningful youth engagement in the year in:						

⁴⁰ User projections were revised to reflect changing online behaviour, including the rise of AI-generated answers. As users increasingly rely on AI overviews instead of visiting websites, direct traffic is expected to decline gradually over time. Excludes regional and country office websites.

⁴¹ Excludes regional and country office websites

- (i) design, development, monitoring and evaluation of Strategic Plans
- (ii) support to governments/inter-governmental processes
- (iii) UN-led programmes, projects and campaigns (QCPR legacy) (UNFPA)

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	Annual milestones				Source of data
		2026	2027	2028	2029	
O3.1 Percentage of presences exceeding minimum criteria of the presence governance framework	35% (avg. 2022-2025)	35%	35%	40%	45%	UN-Women HQ records/database
O3.2 Ratio of global functions in pivot locations	8%	9%	16%	24%	32%	UN-Women HQ records/database
O3.3 Number of inter-regional knowledge exchange initiatives to share innovations/promising practices	22 (avg. 2023-2025)	25	25	30	30	UN-Women HQ records/database
O3.4 Percentage of Offices in United Nations common premises(QCPR legacy) (UNDP, UNFPA, UNICEF)	76.0%	77.0%	77.5%	78.0%	78.5%	UN-Women HQ records/database; UN-Women offices

Output 4 – Empowered people

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

Output indicators	Baseline	Annual milestones				Source of data
		2026	2027	2028	2029	
O4.1 Percentage of women among staff (QCPR 37, harmonized)	74,8%	74.6%	74.3%	74.1%	73.8%	UN-Women HQ records/database
O4.2 Disability inclusion accountability standards being met or exceeded (QCPR 20, harmonized)	32%	32%	37%	37%	42%	UN-Women HQ records/database; UN-Women offices
O4.3 Employee engagement through biennial staff survey:						
(a) percentage of staff who agree with the statement “I am proud to tell people that I work for this organization”	a) 50%	a) N/A	a) 61%	a) N/A	a) 65%	UN-Women HQ records/database
(b) percentage of staff who agree with the statement “I believe that the organization exemplifies the principles of fairness, equity and equality that we promote”	b) 50%	b) N/A	b) 61%	b) N/A	b) 65%	

O4.4 The organization has:						
(a) certified to the Secretary-General and the Executive Board that it has reported all allegations of sexual exploitation and abuse that have been brought to its attention and has taken all appropriate measures to address such allegations, in accordance with established rules and procedures for dealing with cases of staff misconduct	a) 100%	a) 100%	a) 100%	a) 100%	a) 100%	UN-Women HQ records/database
(b) developed a sexual harassment action plan using a victim-centred approach for their actions and provided a report on the actions taken to their respective governing bodies	b) 100%	b) 100%	b) 100%	b) 100%	b) 100%	
O4.5 Percentage of job openings filled by internal candidates	35% (avg. 2022-2025)	35%	35%	35%	35%	UN-Women HQ records/database

Output 5 – Programme effectiveness through results-based management
UN-Women uses results-based management to drive programme effectiveness, supported by organizational learning and streamlined processes and systems

Output indicators	Baseline	Annual milestones				Source of data
		2026	2027	2028	2029	
O5.1 Percentage of other resources funding (non-core) that is directly applied towards Strategic Notes	9% (avg. 2022-2025)	9%	9%	11%	11%	UN-Women HQ records/database
O5.2 Percentage of evaluations rated “good and above”	95% (avg. 2022-2025)	93%	95%	96%	98%	UN-Women HQ records/database
O5.5 Percentage of other resources (non-core) funding raised through joint programmes	17% (avg. 2023-2025)	19%	21%	23%	26%	UN-Women HQ records/database
O5.6 Number of regional and country offices that apply strategic foresight tools during strategic planning processes to improve future readiness	23	17	24	31	39	UN-Women HQ records/database; UN-Women offices

- Deleted indicators**
- Development results:
 - 0.2.8 (c) Percentages of UN Country Teams that demonstrate accountability to systemwide gender equality commitments by: (c) meeting or exceeding the common global financial UNCT Annual Funding Framework available resources to be allocated to sub-outputs in the joint work plan with gender equality as a principal (UNCT-GEM 3) or significant (UNCT-GEM 2) objective
 - Organizational effectiveness and efficiency results:
 - O1.5 Number of data standards being implemented from the UN Financial Data Cube
 - O5.3 Percentage of expenditure on programming with a focus on gender equality
 - O5.4 Number and percentage of: (a) joint evaluations, (b) independent system-wide evaluations in which UN-Women engaged