



Executive Board of the United Nations Entity for Gender Equality and the Empowerment of Women

Distr.: General
21 May 2026

Original: English

Annual session 2026

23–25 June 2026

Item 2 of the provisional agenda

Annual Report of the Executive Director

Report of the Under-Secretary-General/Executive Director of the United Nations Entity for Gender Equality and the Empowerment of Women on the implementation of the Strategic Plan 2022–2025

Summary

This is the fourth and final annual report of the UN-Women Executive Director to the UN-Women Executive Board on the Strategic Plan 2022–2025. It captures both cumulative results and specific results achieved in 2025.

The report is accompanied by a series of annexes, including on financial results; oversight functions; implementation of the quadrennial comprehensive policy review of operational activities for development of the United Nations system; and summary results of the United Nations Trust Fund to End Violence Against Women (United Nations Trust Fund).

Elements of a draft decision are presented in Section VII.

I. Introduction

1. In a world of spiralling crises, where multilateralism is under threat, UN-Women's work during its Strategic Plan 2022–2025 was marked by two paradoxical truths. First, the world has never been closer to achieving gender equality and women's rights. Second, never have hard-won gains been more at risk. Political contestation has intensified, deepening inequalities and backlash against gender equality and women's rights. Yet even as fractures have widened, 2025 saw strong solidarity and support at a moment of major commemorations of historic global commitments. These included the thirtieth anniversary of the Beijing Declaration and Platform for Action

and the twenty-fifth anniversary of United Nations Security Council resolution 1325 on women, peace and security. Both are foundational to UN-Women's unique triple mandate.

2. No country has achieved gender equality. Given the current trajectory, the world will not meet a single indicator under Sustainable Development Goal (SDG) 5 by the 2030 deadline. Entrenched structural and interlinked inequalities continue to hinder progress. These are embedded in the law, where women globally hold just 64 per cent of the legal rights of men. They are built into economies, where women's global labour-force participation rate is 47 per cent compared with 72 per cent for men, and they continue to perform more than two and a half times as much unpaid care work as men (SDG 5.4.1). In informal employment (SDG 8.3.1), women's share declined only marginally from 56.8 to 55.2 per cent from 2019 to 2025; their transition to formal employment remained three times slower than men's. Progress on ensuring greater social protection coverage for women (SDG 1.3.1) lags behind.
3. Persistent underrepresentation in decision-making bodies continued. In 2025, women's representation in parliaments stagnated at 27.2 per cent [SDG 5.5.1 (a)]. At current rates of change, parity is unlikely before 2063. Only 28 countries were headed by women in 2025, and the share of women holding cabinet positions fell slightly to 22.9 per cent. In local government, women's representation rose marginally to 35.6 per cent [SDG 5.5.1 (b)], making this one of only a few Sustainable Development Goal indicators 'close to' target.
4. Violence against women persists at devastating levels and prevalence rates have been slow to decrease. From 2000 to 2023, the average global annual decline in physical or sexual violence, or both, by an intimate partner (SDG 5.2) was just 0.2 per cent per year. Life-saving measures to prevent and respond to violence have been rolled back. This is happening even as digital technologies are rapidly amplifying new forms of violence, and 1.8 billion women and girls lack any legal protection against such violence.
5. Amid proliferating armed conflicts and crises, exacerbated by structural gender inequalities, women remain underrepresented in peace processes, humanitarian responses and reconstruction efforts. The 61 active conflicts in 2024 was the highest number since 1946; 676 million women and girls lived within 50 kilometres of them. Yet in the same year, women made up a mere 14 per cent of mediators, 7 per cent of negotiators and 20 per cent of signatories in major peace processes, and represented 8 per cent of military contingents in peace operations. An estimated 308 million people in 73 countries needed humanitarian assistance in 2025. Despite this, funding for humanitarian action plummeted, placing hundreds of women's rights and women-led organizations across humanitarian and crisis settings at risk of significant contraction or closure. Global losses from disasters, estimated at \$202 billion annually, increasingly reverse development gains for women and girls.
6. In an overall environment of reduced funding and austerity, slow progress and setbacks, while daunting, have heightened global resolve. UN-Women and its partners worldwide have stepped up joint efforts to safeguard women's rights, slow the toll of conflicts and crises, and accelerate action on the Sustainable Development Goals. With investments of nearly \$2.35 billion in 135 countries from 2022 to 2025 (\$638.4 million in 115 countries and territories in 2025), UN-Women has continuously protected normative gains; translated global commitments into

programmes creating positive changes in the lives of women and girls, including those hardest hit; and rallied the far reach of the United Nations system to deliver more results for gender equality.

7. This report demonstrates four years of significant achievements in realizing the enduring global commitment to women's rights. Equality for all women and girls, however, remains an unfinished task, one requiring urgent, sustained investments. UN-Women's Strategic Plan 2026–2029 is aimed at this imperative, sharpening the Entity's focus, coherence and purpose, and positioning UN-Women to continue to work with diverse partners to deliver effectively on its mandate. Anchored in a rapidly evolving global context and aligned with the UN80 reform agenda, the plan offers a bold vision to accelerate momentum to achieve the Sustainable Development Goals by 2030 and make gender equality and women's empowerment and rights a reality worldwide.

II. Key results of the Strategic Plan 2022–2025

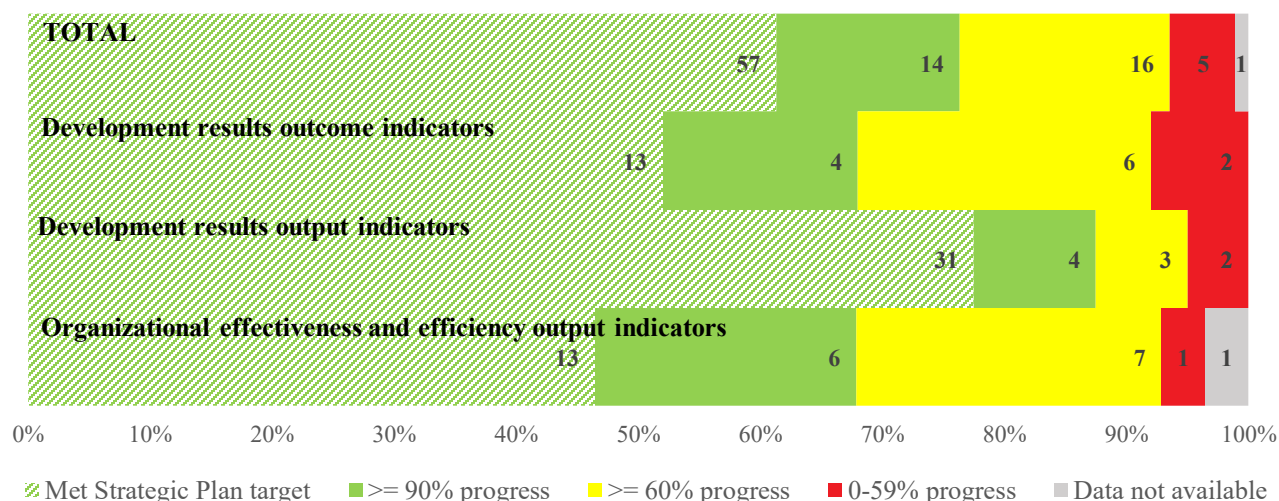
8. In this challenging context, UN-Women led the global push forward on women's rights – creating more enabling environments to ensure better legal protections for women and girls, bolstering and financing women's civil society organizations, and delivering tangible results through programming for millions of women and girls worldwide. A selection of results highlights across the cross-thematic outcomes of the Strategic Plan 2022–2025 are presented below.

 <p>In 110 countries, home to 3.1 billion women and girls, UN-Women successfully worked with national partners to strengthen the legal and policy environment protecting their rights</p>	 <p>394 laws adopted, revised or repealed to further advance and protect the rights of women and girls, in line with international norms and standards, including 99 on women's economic empowerment and 21 on women's political participation</p>
 <p>Over 18,300 organizations across 100 countries have strengthened capacities to deliver quality goods, services and resources for women across the humanitarian-development-peace continuum</p>	 <p>78 countries adopted 732 gender-responsive national and local multisectoral policies, strategies and plans, addressing issues such as equal pay, the care economy, violence against women, the environment and climate change, and women, peace and security, potentially benefiting 2.9 billion women and girls</p>
 <p>More than \$285.2 million disbursed to civil society organizations, local women-led organizations and networks as the backbone of open and democratic societies, and inclusive humanitarian responses and peacebuilding processes. Across 128</p>	 <p>Over 14 million women and girls accessed services, goods, resources and/or information, including 7.4 million in humanitarian and crisis settings, in close partnership with the United Nations system, national actors and women-led organizations</p>

<p>countries over 10,300 such organizations have strengthened leadership capacities, and over 11,400 processes and mechanisms were established to enable their meaningful and safe participation in decision-making.</p>	
<p> 34 countries adopted strategies for the prevention of violence against women for the first time, strengthening protection for nearly 1.3 billion women and girls – these efforts are leading progress on SDG indicators 5.2.1 and 5.2.2 to reduce the proportion of women and girls subjected to physical, sexual or psychological violence</p>	<p> Remarkable growth in the number of women, peace and security national action plans with 556.2 million women and girls expected to benefit from 36 newly adopted plans with monitoring indicators, bringing the total to 117 countries and territories that are implementing plans to prevent and reduce the devastating impacts of conflict on communities</p>
<p> 105 per cent increase since 2021 in the number of United Nations country teams that reported on the UNCT-SWAP, strengthening the accountability of the United Nations system to women and girls</p>	<p> 98 per cent increase in the number of private companies that have committed to fostering business practices that empower women through adoption of the Women's Empowerment Principles</p>

III. Performance under Impact Areas

9. Across the Strategic Plan 2022–2025, UN-Women supported 135 countries and territories to advance gender equality and women's empowerment. UN-Women achieved good performance (reaching at least 90 per cent of the Strategic Plan target) for 88 per cent of indicators with data available at the development results output level (Figure 1). A total of 61 per cent of indicators saw achievement of the Strategic Plan 2022–2025 target.

Figure 1: Progress against the Strategic Plan targets 2022-2025

Please note: The figures in this report exclude 28 indicators that are only monitored at component or disaggregated levels or that are not assigned a 2025 target

10. All results are reported cumulatively, across the duration of the Strategic Plan 2022–2025, unless stated otherwise; all country and other illustrative examples are drawn from results achieved in 2025.

A. Impact 1: Governance and participation in public life



Total expenditure
2022–2025: \$315 million
2025: \$82 million

11. Gender-responsive governance and equal participation hinge on transforming governance systems so that they are accountable, funded and fully inclusive of women and girls at all levels. Robust systems to track investments in gender equality are essential to turn policy commitments into action. From 2022 to 2025, with UN-Women's support, the number of countries reporting gender-responsive public financial management systems increased from 105 to 123 (SDG 5.c.1).
12. An enabling legal environment remains central to women's full and equal participation in leadership and governance. Between 2022 and 2025, UN-Women supported 46 countries to address discriminatory laws. A total of 69 reforms took place in 2025 alone, including through the Gender Justice Platform, a partnership with the United Nations Development Programme (UNDP).

13. Direct support resulted in legislated gender quotas or amended quota targets in nine countries, leading to an average increase of women's representation in parliament by 10 percentage points in four countries. In over 40 countries, UN-Women also supported the development and implementation of over 192 initiatives (73 in 2025) to address violence against women in politics, resulting in legal and policy reforms and safer environments for women's political participation.
14. Discriminatory laws, policies and practices continue to undermine effective HIV prevention and response for women and girls. In 2024, 4,000 adolescent girls and young women acquired HIV each week (SDG 3.3.1), 3,300 in sub-Saharan Africa alone. From 2022 to 2025, UN-Women, with the Joint United Nations Programme on HIV/AIDS co-sponsors and partners, advanced gender-responsive HIV programming in 52 countries. Resulting reforms included banning the forced sterilization of women living with HIV in **Indonesia** and decriminalizing HIV transmission in **Zimbabwe**.
15. Looking ahead, UN-Women will continue to prioritize women's leadership and ensure their full, equal and meaningful participation in decision-making, a key driver of gender equality. It will further consolidate its work on human rights, non-discrimination and the rule of law, and advance financing for gender equality as foundational to the realization of women's rights.

B. Impact 2: Women's economic empowerment



Total expenditure
2022–2025: \$295 million
2025: \$81 million

16. At the start of the Strategic Plan 2022–2025, the aftermath of the COVID-19 pandemic had exacerbated gaps in social protection and care systems, while the cascading and compounding crises that followed further deepened structural inequalities for women and girls.
17. The Entity's Women's Economic Empowerment Strategy provided the architecture for rights-based, multisectoral change – from transforming care systems and advancing decent work to driving gender-responsive climate action, anchored in macroeconomic policy reform and work on financing for gender equality. In 50 countries, UN-Women supported the advancement of over 230 laws, policies and multisectoral strategies (66 in 2025) that strengthened women's economic rights, expanding their access to decent work, income-generating opportunities, climate-resilient agriculture and care systems.
18. Over 1.6 million women (600,238 in 2025) accessed services, goods, resources and/or information essential for their economic autonomy through UN-Women's support and programming. Women gained stronger labour protections, greater access to formal markets, entrepreneurship opportunities and gender-responsive procurement as a result. At the global level, amid the push for just transitions towards green and blue economies, UN-Women led multi-stakeholder partnerships and advanced gender-

responsive climate and environmental frameworks that supported women's leadership, livelihoods, rights and resilience.

19. From 2022 to 2025, UN-Women helped expand normative frameworks in over 50 countries championing gender-responsive care systems as critical for women's economic rights. Support to Member States led to the adoption of the United Nations General Assembly's first resolution on the care economy in 2025, positioning care at the centre of global economic policy. With the Entity's support, the Tlatelolco Commitment was adopted by the Economic Commission for Latin America and the Caribbean, establishing a decade of action (2025–2035) to accelerate gender equality and build a care society across the region. Building on this momentum, broad partnerships led to 43 countries endorsing the European Union–Latin America and the Caribbean Bi-regional Pact on Care.
20. Conditions for safe and regular migration worsened over the Strategic Plan period. In response, UN-Women strengthened migrant women's rights, protections and economic opportunities by supporting the gender-responsive implementation of the Global Compact for Migration. It also advanced the institutionalization of gender equality in migration governance through the United Nations Network on Migration.
21. The results achieved across the Strategic Plan period validate the Entity's approach and strategy. As the final push to achieve the Sustainable Development Goals begins, UN-Women will redouble its efforts, including through public and sustainable financing for gender equality, to achieve resilient economies where all women realize all their rights.

C. Impact 3: Ending violence against women



Total expenditure
2022–2025: \$367 million
2025: \$94 million

22. The unacceptably slow pace of change on the prevalence of violence against women highlights systemic barriers to progress and underscores the urgency of scaled-up, coordinated, evidence-based action. Working with Governments, coordinating United Nations system action and leveraging strategic partnerships with feminist movements, UN-Women supported whole-of-society approaches to prevent and end violence against women. Interventions prioritized linking laws and policies, prevention strategies, survivor-centred services, data and movement-building.
23. Over the Strategic Plan period, UN-Women supported the implementation of legal and policy frameworks on ending violence against women, including 180 laws (32 in 2025) and 213 strategies, policies and action plans aligned with international standards (98 in 2025), creating a more enabling environment for nearly 1.7 billion women and girls to realize their rights. Ninety-three countries were assisted to develop or implement prevention action plans or strategies, while support for multisectoral, survivor-centred services increased in 59 countries, spanning protection, justice and social sectors. Data on progress to end violence against women was updated for 154 countries. The Entity also advanced data availability and

measurement of violence against women, through innovative pilots to measure femicide and digital violence, and technical support to national data production initiatives in 33 countries. Standard-setting to prevent and respond to technology-facilitated violence against women and girls remains a top priority.

24. Expanded partnerships with local Governments, civil society and the private sector were built in over 75 cities in 40 countries, including through the Safe Cities and Safe Public Spaces Global Initiative. Concerted inter-agency action with the United Nations Children's Fund (UNICEF) and the United Nations Population Fund (UNFPA) have been instrumental in the fight to end child marriage and female genital mutilation.
25. The High-Level Network on Gender-Responsive Policing expanded to 22 Member States, with a strong focus on addressing online abuse and enabling greater integration of justice services to support survivors of violence. The European Union and UN-Women ACT to End Violence Against Women programme reinforced the leadership, advocacy and capacities of 757 women's rights organizations, funding 60 of them. Through coordinated advocacy, 179 women's rights organizations helped shape the outcomes of 20 global and regional normative and policy processes on ending violence against women and girls, strengthening accountability and service delivery. With new evidence on legal gaps, funding shortfalls and rising digital backlash, including artificial intelligence-enabled violence, UN-Women will work with partners to strengthen accountability, improve access to justice, promote institutional change and counter online misogyny, while protecting survivor-centred systems from new and evolving threats. Support for women's rights organizations, including through the United Nations Trust Fund, to sustain advocacy and operations will remain foundational to work in the new Strategic Plan.

D. Impact 4: Women, Peace and Security, Humanitarian and Disaster Risk Reduction



Total expenditure
2022–2025: \$496 million
2025: \$144 million

26. Progress for women and girls is slowest in conflict and crisis-affected countries and contexts, where they face severe consequences as essential services break down and protection risks intensify. Amid escalating conflicts and crises and the fallouts from the climate crisis, UN-Women significantly scaled-up peace, security and humanitarian actions.
27. The Entity worked across 83 countries to advance women's peace and security efforts, amplifying women's voices and agency. From 2022 to 2025, partnerships with Member States at national, regional and global levels to develop and implement National Action Plans resulted in the adoption of 59 new plans (36 with monitoring indicators), bringing total coverage to 117 countries and territories. UN-Women continued to lead all global coordination mechanisms and strengthened system-wide accountability on women, peace and security.
28. UN-Women supported gender analysis and decision-making in the Security Council, Peacebuilding Commission, Counter-Terrorism Committee and regional

organizations. Between 2022 and 2025, the Entity provided evidence-driven briefings to the Security Council on approximately three quarters of contexts on its agenda. Combined with meetings of the Council's Informal Expert Group on Women, Peace and Security, coordinated by UN-Women as its secretariat, this resulted in the inclusion of gender-specific language in 57 per cent of Council decisions. The Entity supported stronger accountability for crimes against women and girls in conflict, in partnership with the Office of the United Nations High Commissioner for Human Rights (OHCHR), by deploying 84 gender experts to investigations in 21 conflict contexts. Partnerships with the Department of Peace Operations and the Elsie Initiative Fund contributed to a doubling of uniformed women in peacekeeping, enhancing the operational effectiveness of United Nations missions.

29. New data and trend analysis produced by UN-Women informed advocacy for the Secretary-General's Common Pledge for women's participation in peace processes, strengthening Member States' commitment to women's inclusion. UN-Women, in partnership with the Department of Political and Peacebuilding Affairs, ensured that women's participation, civil society consultations and gender expertise were part of every United Nations-led peace process from 2022 to 2025. Efforts in **Libya** resulted in women representing 35 per cent of delegates in the 2025 Libyan Structured Dialogue. In the **Sudan**, UN-Women strengthened women's leadership, mediation and negotiation skills and supported a unified peace and security agenda in readiness for future political processes.
30. Humanitarian needs reached unprecedented levels in 2025, alongside the significant reduction in funding for humanitarian work. UN-Women redoubled efforts to maintain gender commitments in the humanitarian reset as a member of the Inter-Agency Standing Committee, advocating for the continued prioritization of crisis-affected women and girls. In 2025, 73 per cent of humanitarian needs and response plans integrated gender equality measures on women's livelihoods, sexual and reproductive health, and gender-based violence, up from 54 per cent in 2021. Challenges remain in prioritizing gender equality in implementation.
31. UN-Women also worked consistently to ensure the inclusion of front-line women's groups' leadership, including through direct financing. Through leadership of over 90 per cent of country-level Gender in Humanitarian Action (GiHA) Working Groups in 2025 and the global Inter-Agency Standing Committee Gender Reference Group, UN-Women increased the meaningful participation of crisis-affected women in humanitarian decision-making and access of local women-led organizations to humanitarian financing. In 2024, nearly 90 per cent of Country Based Pooled Funds advisory boards had at least one women-led organization member. In 2025, local women-led organizations in **Afghanistan** received a 20-fold increase in funding through the Afghanistan Humanitarian Fund, the result of UN-Women's sustained coordination and advocacy as the co-lead of the GiHA Working Group, demonstrating how coordinated gender leadership translates into system-wide impact.
32. As disasters continued to intensify, UN-Women supported the adoption of gender-responsive disaster risk reduction laws, policies and systems in 44 countries, benefiting up to 2.44 billion women and girls. Strengthened engagement with over 1,600 women's organizations and 49 United Nations entities advanced inclusive preparedness, and early warning and recovery systems.

33. With the proliferation and increasing severity of armed conflicts and humanitarian emergencies, the new Strategic Plan continues to prioritize women, peace and security, and humanitarian action.

Women affected by conflict and crises

As the United Nations system lead on women, peace and security, and guided by its Humanitarian Strategy 2022–2025 and institutional Core Commitments on Humanitarian Action launched in 2025, UN-Women’s work builds on partnerships with Member States, United Nations entities and women’s rights organizations. Through this comprehensive approach, the Entity advances peace, security and gender-responsive humanitarian action across the humanitarian-development-peace continuum.

Over the course of the Strategic Plan, over 2.5 million crisis-affected women and girls (out of almost 3 million reached) accessed protection services, cash and livelihoods in humanitarian and refugee response contexts including **Afghanistan, Bangladesh, the Central African Republic, the Democratic Republic of the Congo, Haiti, Lebanon, Niger, the State of Palestine, and the Sudan.**

In the **Great Lakes** region, long-term advocacy, technical support and partnerships with regional organizations and United Nations political missions increased women’s representation to 40 per cent of members of the African Union-led mediation team for the Eastern Democratic Republic of the Congo Process in 2025. Women from the **Democratic Republic of the Congo** subsequently informed regional consultations on protection, recovery and access to justice.

In **Afghanistan**, UN-Women maintains its largest portfolio and delivers in one of the world’s most extreme and restrictive contexts for women’s rights. In 2025, UN-Women helped safeguard access to life-saving services for more than 350,000 women and girls. Investments of \$3.47 million directly strengthened 191 grass-roots women-led organizations, expanding reach, resilience and institutional capacities. This flexible funding filled a critical gap for a constrained women’s movement. The Entity also amplified Afghan women’s priorities in international political and diplomatic processes, including the Doha Process, ensuring women’s voices inform policy dialogues and decision-making.

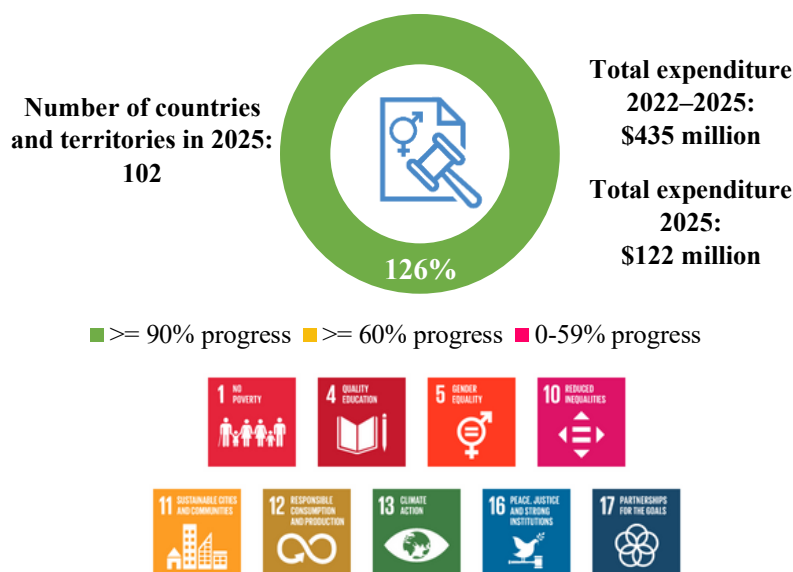
In the **State of Palestine**, UN-Women and over 25 local organizations reached over 323,000 people (252,000 women and girls) with direct services, including protection, cash, livelihood support and essential items.

In the **Syrian Arab Republic**, UN-Women worked with the Government to strengthen women’s participation in the country’s transition. It supported women leaders in national institutions and promoted women’s rights in constitutional and policy frameworks, building on its long-standing peace efforts, including through the Women’s Advisory Board. In partnership with Syrian civil society, UN-Women also helped establish a 110-member platform of women-led organizations that are delivering humanitarian services nationwide.

IV. Performance under the seven systemic Outcomes

A. Outcome 1: Global normative frameworks and gender-responsive laws, policies and institutions

Figure 2: Average progress across 2022–2025 milestones



34. UN-Women plays a critical convening role in sustaining and advancing the global normative architecture for gender equality and translating global commitments into legal and policy frameworks in countries. The average output attainment rate for this area of work from 2022 to 2025 was 126 per cent (131 per cent in 2025).
35. As the secretariat of the Commission on the Status of Women, between 2022 and 2025 UN-Women provided technical support for facilitating consensus on annual agreed conclusions and the Beijing+30 Political Declaration. Outcome documents included important advances such as strengthened recognition of the interlinkages between gender equality and climate change, the centrality of women and girls in discussions on financing for development, the role of women and girls in science, technology, engineering and mathematics, and emerging forms of gender-based violence related to technology.
36. In an increasingly complex multilateral context, global normative agreements in 2025 reflected both the continued centrality of gender equality and broad-based Member State commitment. At the sixty-ninth session of the Commission on the Status of Women, UN-Women galvanized multilateral cooperation and fostered feminist action by supporting the adoption, by consensus, of an ambitious Political Declaration. Member States registered 205 commitments under the Beijing+30 Action Agenda, a firm endorsement of gender equality and commitment to action in a time of profound precarity. Continued, coordinated engagement is needed to protect global

commitments and advance a forward-looking agenda that is responsive, inclusive and ready to deliver for all women and girls.

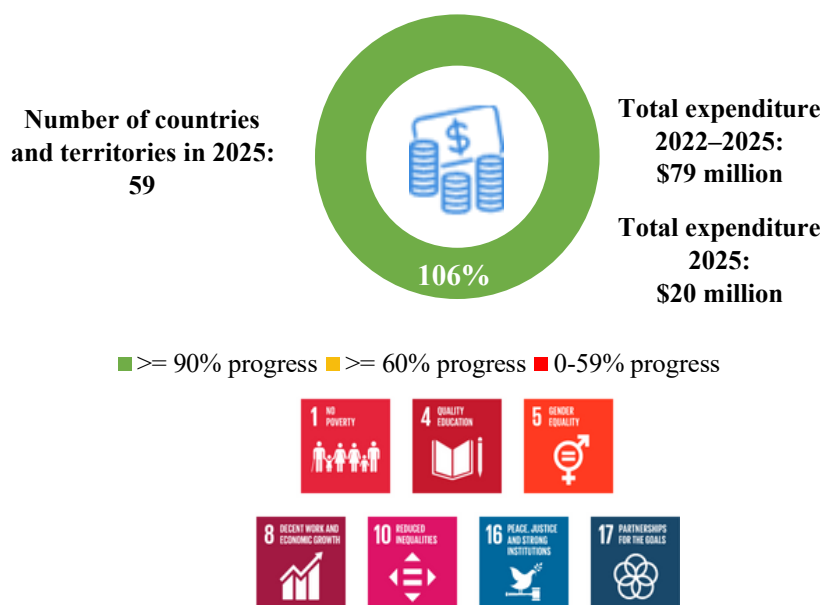
37. A total of 45 per cent of General Assembly resolutions and 82 per cent of Human Rights Council resolutions incorporated gender considerations, including in emerging areas such as women in diplomacy, foreign policy and the care economy. In the Security Council, 52.3 per cent of resolutions included women, peace and security language.
38. A partnership between UN-Women, the World Bank Group and the Organisation for Economic Co-operation and Development supported 131 countries to report data on SDG indicator 5.1.1, up from 120 in 2023, demonstrating growing participation in global monitoring of legal frameworks for gender equality.
39. UN-Women supported the adoption or amendment of 394 laws to advance gender equality and women's empowerment (69 in 2025), a significant result amid shifting global priorities and reduced funding. Newly adopted legislation in **Albania** provided stronger protections against violence, as well as opportunities for women's political participation. In **Tunisia**, economic integration and social protection for women agricultural workers was strengthened through the adoption of an Action Plan for the Economic and Social Empowerment of Women and Girls in Rural Areas by 2030.
40. The adoption of 13 new legal and policy frameworks promoted gender balance in elections and decision-making bodies (3 in 2025), including in **Ecuador** where the amended electoral code mandates gender parity, electoral proportionality and measures to prevent violence against women in politics. The Entity supported national partners across 20 countries to strengthen electoral laws and policies to attain parity and trained over 19,000 diverse women leaders, candidates and office holders, including women who are young, Indigenous, displaced and/or living with disabilities, to enhance their leadership skills.
41. Sustained technical support strengthened capacities of partners, generated data and expanded multi-stakeholder collaboration. From 2022 to 2025, UN-Women developed capacities in 36 countries to integrate gender-responsive actions into HIV programmes (20 in 2025). In **Lesotho**, the integration of economic empowerment and social protection measures in HIV prevention addressed structural drivers of HIV among adolescent girls and young women. In a context of markedly shrinking civic space, the Entity invested heavily in bringing civil society together with Governments by convening 3,596 multi-stakeholder dialogues (837 in 2025).
42. UN-Women has continued to take a leading role in UN country teams to advance implementation of the Convention on the Elimination of All Forms of Discrimination against Women (CEDAW), including on General Recommendations, for which UN-Women has supported consultations and drafting. The Entity strengthened United Nations system-wide alignment with CEDAW, with 99 per cent of United Nations country teams submitting reports since 2022, reinforcing accountability for women's rights.
43. Amid financial constraints, political opposition and intensifying efforts to dismantle legal protections, UN-Women's work on gender-responsive laws, policies and institutions will continue to underpin and drive progress across all impact areas in its Strategic Plan 2026–2029.

Sustaining global normative commitments on gender equality and women's rights

From 2022 to 2025, UN-Women's substantive technical guidance backed the systematic integration of gender perspectives across intergovernmental outcomes. Support has helped anchor negotiations in long-standing commitments, safeguard existing normative gains and advance gender equality in key areas, including peace and security, development, human rights and environmental governance. During this period, Member States reaffirmed commitments through strong, forward-looking outcomes on gender equality in the General Assembly, Economic and Social Council, Human Rights Council and Security Council. This underscored the value of continued collective engagement in an increasingly complex geopolitical environment.

B. Outcome 2: Financing for gender equality

Figure 3: Average progress across 2022–2025 milestones



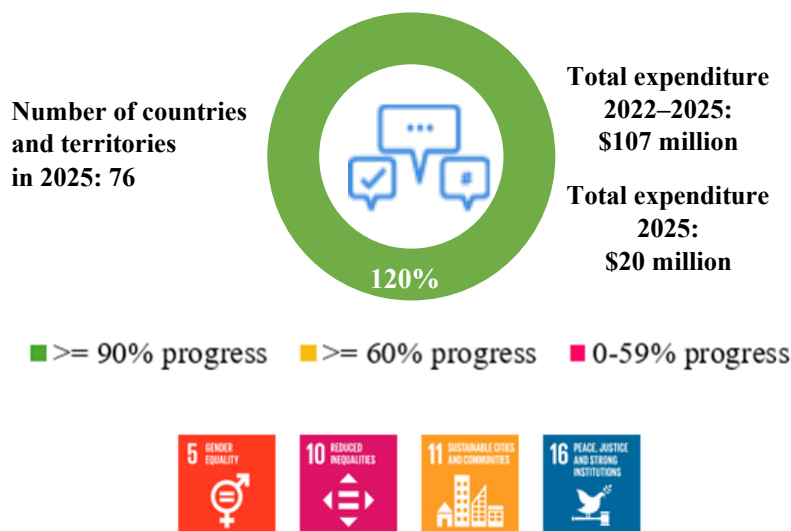
43. Between 2022 and 2025 the development financing gap widened, threatening progress across all Sustainable Development Goals. UN-Women's technical advice leading up to the fourth International Conference on Financing for Development supported an outcome document, the *Compromiso de Sevilla*, with commitments to gender-responsive budgeting, progressive taxation and the care economy.
44. UN-Women met most targets related to financing for gender equality, with an average output attainment rate of 106 per cent from 2022 to 2025 (96 per cent in 2025). In 2025, regional initiatives on gender-responsive fiscal policy developed the capacities of 327 partners in Europe and Central Asia, and sub-Saharan Africa. In **Ethiopia**, gender-responsive budgeting,

embedded in the 2025–2026 fiscal cycle, funded human papilloma virus vaccinations for eight million girls, reproductive health services, agricultural training for women and 86,000 land certificates for female-headed households. The Federal Expenditure Budget reform in **Mexico** integrated gender-responsive budgeting into public financial management standards, while the 2025 State Budget Law in **Viet Nam** made gender equality a mandatory budget principle.

45. Across the Strategic Plan period, UN-Women continued to support national financing frameworks that advance gender equality. In 2025, eight countries incorporated gender targets into national financing frameworks, and five Governments conducted gender financing assessments. The financial inclusion strategy in **Cambodia** introduced measures to reduce the gender gap in access to financial services. In **Albania**, the 2025 budget set gender targets covering 9.1 per cent of expenditure, supporting employment for 8,000 mothers, 17,000 cancer screenings and 2,900 protection orders.
46. Across 11 countries, 8.4 per cent of national budgets on average went to gender equality in 2025, driven by UN-Women's support for 499 partners to apply gender-responsive budgeting tools across the budget cycle. In **Ukraine**, 75 national and subnational government entities integrated gender analysis into recovery efforts. **Jordan** launched a platform tracking financial allocations for gender equality.
47. In a context of shrinking resources, UN-Women expanded partnerships with the private sector and international financial institutions, while increasingly engaging in sustainable finance. Over 1,400 new financing instruments with gender equality objectives were tracked globally by capital markets databases (845 in 2025), indicating greater transparency in international sustainable bond markets. In 31 countries, UN-Women supported the introduction of 154 innovative tools to integrate gender objectives into financial systems (83 in 2025). Notable examples included sustainable finance frameworks in **Colombia** and **Egypt**, environmental, social and governance frameworks in **China**, a national gender-lens investment framework in **Georgia** and clean energy funds in **Uruguay** and **Vanuatu**.
48. Throughout the Strategic Plan period, UN-Women worked with the Secretary-General's Peacebuilding Fund to ensure that allocations to gender equality and women's empowerment exceeded the Fund's 30 per cent annual target. However, due to overall funding declines, such allocations decreased from 47 per cent in 2022 to 38 per cent in 2025. The Entity's contributions to the design of the Fund's *Gender Promotion Initiative 2.0* improved targeting through a locally-anchored approach prioritizing women-led and youth-inclusive civil society organizations. UN-Women-led pilot projects are presently under way in the **Central African Republic**, **Colombia**, the **Democratic Republic of the Congo**, **Guatemala**, **Haiti** and **Niger**.
49. Amid unprecedented pressure on development financing, under its new Strategic Plan UN-Women will continue working with national institutions to strengthen financing for gender equality through public and private mechanisms, as among the most important drivers of sustainable development.

C. Outcome 3: Positive social norms, including through engaging men and boys

Figure 4: Average progress across 2022–2025 milestones



50. Discriminatory norms, defined as rules, standards and practices that prescribe relationships between people and the social institutions of the State, market, community and family, present a major barrier to gender equality. In pursuing institutional accountability for advancing non-discriminatory norms and practices in communities and organizations, UN-Women achieved an average output attainment rate of 120 per cent from 2022 to 2025 (106 per cent in 2025).
51. Across the Strategic Plan period, UN-Women programmes advanced the transformation of patriarchal masculinities. Two regional initiatives spanning 12 countries in the Arab States and Europe and Central Asia regions promoted men's engagement in caregiving through coordinated community and organizational interventions, alongside policy and legal reforms.
52. The Entity's sustained normative engagement, technical assistance and partnerships supported institutional reforms to end discriminatory organizational norms and practices in 847 public and private sector entities (196 in 2025). In **China**, UN-Women worked with the Supreme People's Court to develop judicial guiding cases aimed at strengthening gender-responsive decision-making on domestic violence cases and to train more than 80 judges and judicial practitioners on CEDAW and survivor-centred judicial practices. Building on a long-standing partnership with UN-Women, the **Fiji** Rugby Union adopted a Safeguarding Policy addressing gender-based discrimination and protecting participants from sexual exploitation, abuse and harassment. In **Honduras**, government institutions have established breastfeeding rooms and introduced childcare services. In **Libya**, UN-Women led a structured dialogue contesting norms that tolerate violence against women in politics, culminating in the adoption of the Code of Conduct to Prevent Violence Against Women in Elections.
53. With United Nations partners, UN-Women supported 34 countries (2 in 2025) to adopt comprehensive, coordinated strategies to prevent violence against women with explicit

interventions to address social norms. In **Malawi**, work with traditional and religious leaders, police and communities led to the dissolution of 1,893 child marriages and supported girls to return to school.

54. UN-Women provided financial and technical support for 484 community-based initiatives (121 in 2025), including through the United Nations Trust Fund, to challenge discriminatory social norms. In **Nigeria** and **Kenya**, legal and programmatic frameworks improved digital protection and over 10,000 girls benefited from tools and training to prevent and respond to technology-facilitated gender-based violence.
55. By the end of the Strategic Plan period, UN-Women had established itself as a leading global voice in transforming discriminatory social norms, marked by the publication of a groundbreaking framework, *Ideologies, Institutions and Power: Addressing Discriminatory Social Norms*. Grounded in original research from the Global South on how change happens and informed by feminist analysis, the framework proposes three pathways for change: transforming discriminatory narratives, making material changes in the lives of women and girls, and strengthening countervailing powers through coalitions demanding change.
56. Building on four years of hard-won lessons and its new framework, UN-Women has embedded an institutional approach to transforming discriminatory social norms across its new Strategic Plan, including by using sport as a powerful conduit for changing social norms.

Human rights and non-discrimination

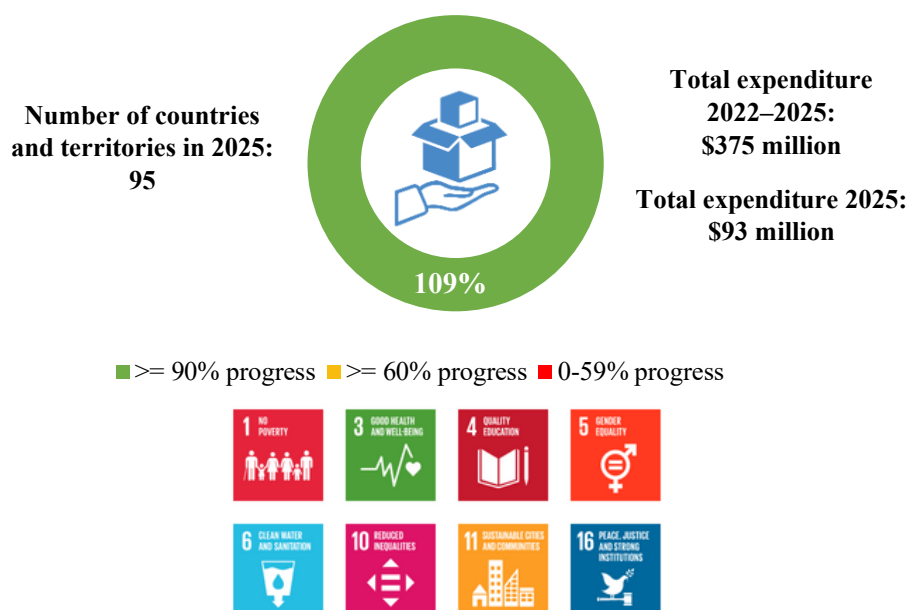
In 2025, UN-Women deepened its efforts to promote the human rights of all women and girls and eliminate discrimination. It strengthened capacities to uphold international standards on gender equality, supported the repeal of discriminatory laws, and worked with OHCHR to coordinate country-level human rights reporting. Through programming, policy engagement and close collaboration with intergovernmental and human rights mechanisms, the Entity supported Member States in strengthening legal and policy frameworks in line with international standards, expanding access to justice – a priority theme of the seventieth session of the Commission on the Status of Women – and meeting their obligations to leave no one behind.

- **Brazil:** Institutionalized intersectional approaches in gender equality policies, making them more responsive to Afro-descendant and Indigenous women
- **Cambodia:** Reformed procurement under the National Public Financial Management Reform Program to expand opportunities for women- and youth-owned enterprises
- **Ethiopia:** Supported legal reforms to uphold the land-related economic rights of rural and displaced women
- **Fiji:** Ensured disaster governance integrated early warning systems that reach those most at risk
- **Latin America and the Caribbean:** Promoted CEDAW to advance Indigenous women's sexual and reproductive rights through intercultural, rights-based health policies and the Inter-American Court on Human Rights' recognition of the right to care as an autonomous human right
- **Philippines:** Convened the first national platform for women living with HIV that defined barriers to rights-based programming

- **Ukraine:** Integrated LGBTIQ+ rights in humanitarian strategies, facilitated dialogues with duty bearers and strengthened civil society capacities

D. Outcome 4: Women's equitable access to services, goods and resources

Figure 5: Average progress across 2022–2025 milestones

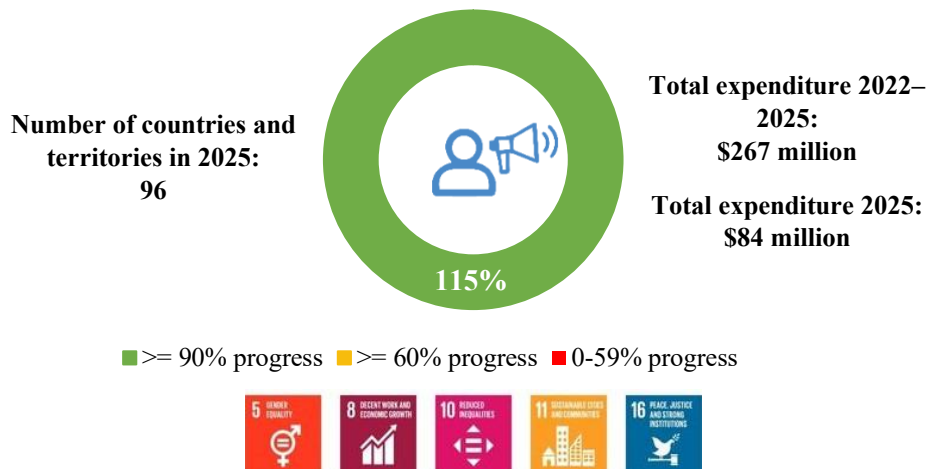


57. Over the Strategic Plan period, UN-Women drove systemic changes so women and girls gained equitable access to services, goods and resources essential for livelihoods and well-being. With an average output performance rate of 109 per cent from 2022 to 2025 (85 per cent in 2025), the Entity consistently met or surpassed most Strategic Plan targets.
58. Over 14 million women and girls (over 2.9 million in 2025) accessed services, goods, resources and information, including 7.4 million in crisis-affected settings (1.9 million in 2025). This included, in 63 countries (28 in 2025), women and girls who experienced violence or discrimination, including those facing multiple and intersecting forms of discrimination, who benefited from strengthened multisectoral responses related to ending violence, crisis response and recovery, care systems, and women's decent work and entrepreneurship. UN-Women's support, delivered with national stakeholders, United Nations partners, community networks and women-led organizations, resulted in expanded multisectoral coordination mechanisms, increased tracking of public resources for social protection and care services, and strengthened capacities among national institutions and civil society, including women-led organizations.

59. Across protection, livelihoods, legal aid and pathways to economic resilience, results reflected UN-Women's unique capacity to reach women with the most acute needs. In 2025, an estimated 10,534 women accessed life-saving humanitarian assistance and gender-based violence protection-related services in **Côte d'Ivoire**. Over 174,000 people, mostly women and girls, accessed legal aid and justice services in the **State of Palestine**. In **Kazakhstan**, the number of survivors of violence accessing services increased by 51.5 per cent from 2024, driven by expanded helpline coverage, strengthened referral pathways, and improved availability of legal, psychosocial and protection services. More than 330,000 women received financial and digital literacy resources and support in **Egypt**. Across the **Pacific Islands**, thousands of women vendors – among over 50,000 reached by UN-Women's *Markets for Change* programme since its inception – received targeted support to improve their livelihoods and champion safer, more equitable markets across four countries.
60. Securing women's rights to land is foundational to economic empowerment and climate resilience, yet access remains a stubborn barrier. Women were only 30.6 per cent of agricultural landowners (SDG 5.a.1) in 50 reporting countries in 2025. From 2022 to 2025, UN-Women supported 16 countries to advance women's land rights (8 in 2025), including by advocating for gender-responsive land laws and policies, supporting land title issuance to women, and amplifying the voices and leadership of women farmers in land governance. The **United Republic of Tanzania** revised its National Land Policy to strengthen women's ownership and inheritance rights. UN-Women's pioneering use of geospatial data for women's land rights supported post-conflict agricultural land rehabilitation by women farmers in **Lebanon**. The Entity backed efforts by Indigenous women's community-led initiatives in **Argentina** to combine ancestral knowledge and agroforestry for climate-resilient food production and income generation.
61. UN-Women will accelerate its multisectoral, cross-thematic programming approach going forward, deepening investments in institutions, innovative solutions and policies, and women's organizations and networks, so that all women and girls can access services, goods and resources to thrive.

E. Outcome 5: Women's voice, leadership and agency

Figure 6: Average progress across 2022–2025 milestones



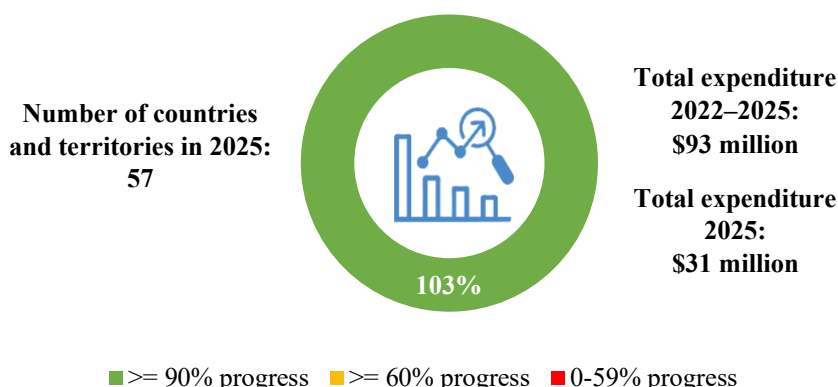
62. UN-Women expanded its reach and steadfast support for women's voice and agency in the most challenging contexts – including conflicts and humanitarian crises – from 79 countries and territories in 2022 to 96 in 2025. The average output attainment rate for this outcome from 2022 to 2025 was 115 per cent (95 per cent in 2025).
63. In 2024, bilateral official development assistance for gender equality fell to \$72.5 billion (\$86.1 billion in 2023). Support for women's rights organizations in fragile and conflict-affected settings remained alarmingly low, at just 0.4 per cent of total bilateral aid, placing many organizations at risk of closure. Evidence-backed advocacy by UN-Women sparked increased targeted investments in local women's organizations through pooled funds. From 2022 to 2025, UN-Women channelled over \$285 million to women's rights organizations and women human rights defenders, including funding from the United Nations Trust Fund and the Women's Peace and Humanitarian Fund, which remained lifelines for resourcing feminist movements closest to communities and crises.
64. UN-Women supported over 192 initiatives to address surging violence against women in politics (73 in 2025). These efforts comprised incident monitoring in the **Central African Republic**, increasing women's representation in municipal councils in **Lebanon**, and new protocols for electoral management bodies and political parties in **Libya** and **Malawi**. The Entity worked with United Nations experts and civil society to focus greater attention on the mounting risks faced by women human rights defenders and activists, and to establish standards to prevent and respond to reprisals linked to cooperation with the United Nations.
65. In settings affected by conflict and escalating violence, with UN-Women's support, women leaders and civil society engaged meaningfully in political and peace processes. In the **Sahel**, UN-Women strengthened community-level mediation and built women's coalitions, contributing to dispute resolution and national dialogue outcomes. Sustained advocacy and coordination contributed to almost doubling the share of humanitarian country teams that included local women's organizations as

members from 2022 to 2025. Over 2,300 local women-led organizations accessed resources and strengthened capacities to participate meaningfully in humanitarian planning processes and the delivery of critical services. Women-led civil society platforms, including Women's Advisory Groups, in **Afghanistan**, the **Sudan** and the **Syrian Arab Republic** became a best practice for inclusive, locally-led humanitarian responses. In the **Sudan**, the Group shaped humanitarian policy processes, informing the humanitarian country team's localization strategy and resulting in the inclusion of women-led organizations and local actors in the Sudan Humanitarian Fund.

66. With progress stagnating on SDG 5.6.1, UN-Women continued to advocate for bodily autonomy as foundational to women's decision-making. Over 59,000 women living with HIV (3,798 in 2025) have developed leadership capacities and accessed decision-making spaces, including adolescent girls and young women. The recent decline in the number of women reached reflects significant reductions in funding and rights regressions.
67. UN-Women facilitated civil society and youth participation in intergovernmental processes, including of 14,800 civil society representatives in the Commission on the Status of Women from 2022 to 2025, as well as in preparations for the Beijing+30 anniversary, the twenty-fifth anniversary of Security Council resolution 1325 and the 2025 Peacebuilding Architecture review. Continued engagement resulted in normative standards reflecting the voices and priorities of women and girls worldwide and drove efforts to localize normative commitments. Between 2022 and 2025, civil society voices were brought to the forefront of Security Council debates, with 187 women from civil society briefing the Council, nearly half the total number of such briefings in its 80-year history.
68. Protecting and elevating the voice, leadership and agency of women and girls is more urgent than ever and remains a priority in the Strategic Plan 2026–2029.

F. Outcome 6: Production, analysis and use of gender statistics and sex-disaggregated data and knowledge

Figure 7: Average progress across 2022–2025 milestones

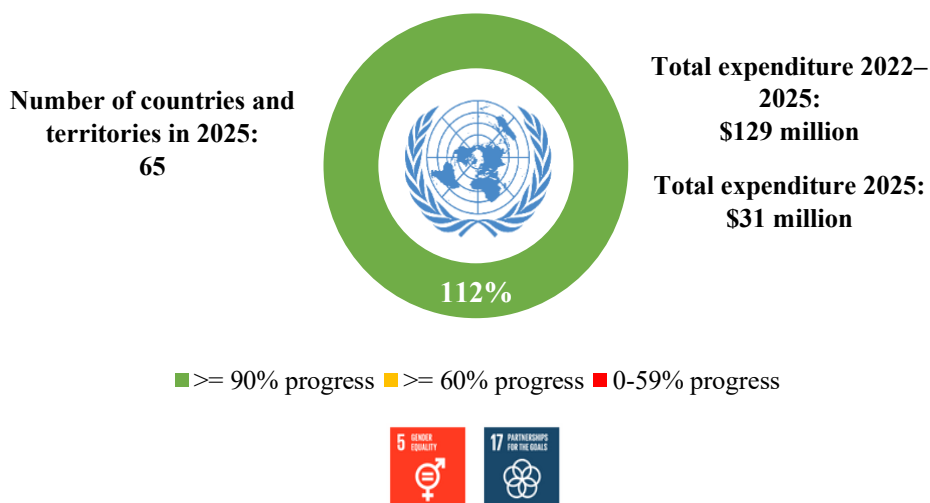


69. All areas of UN-Women's work have drawn on remarkable advances in gender data. Sustained investments in this work from 2022 to 2025 resulted in an average output attainment rate of 103 per cent (121 per cent in 2025). However, chronic gaps remain. In the absence of accurate, timely and disaggregated gender data, inequalities persist unnoticed, as policies are gender-blind and dwindling resources are improperly prioritized and directed.
70. The Entity has increased the amount of data available to measure SDG 5 by over 60 per cent since 2022, driven by over 260 data-collection initiatives (110 in 2025). Significant progress was made in Europe and Central Asia, where more than half of the Sustainable Development Goal gender indicators had long remained unmeasured – by 2025, data availability for SDG 5 reporting had reached 65 per cent.
71. Evidence translated into concrete changes for women and girls. Gender data informed more than 211 policies, plans and programmes worldwide (60 in 2025). Time-use surveys shaped new care policies, including in **Mexico** and **Senegal**. In **Morocco**, the first household satellite account valued unpaid domestic work at 26 per cent of the country's gross domestic product, leading to policy documents promoting care for job creation and women's economic empowerment. Surveys on violence against women drove policy and legal reforms and improved survivor services, including in **Belarus**, **Georgia**, **Kyrgyzstan** and the **United Republic of Tanzania**. Humanitarian gender data steered the **Gaza** needs assessment and informed emergency aid response for tens of thousands of women and girls. Gender and environment data bolstered disaster management in **Viet Nam** and informed climate action in **Samoa** and **Tonga**. Citizen data training helped target relief during floods in **Kenya**. In **Uganda**, the Citizen Data Toolkit, led by the Uganda Bureau of Statistics in collaboration with UN-Women and partners, enabled the integration of civil society and non-State actor data into official systems. Findings from the *World Survey on the Role of Women in Development* informed care-sensitive social protection strategies, including in **Bosnia and Herzegovina** and **Côte d'Ivoire**.

72. UN-Women supported the creation or strengthening of more than 226 coordination mechanisms to connect data producers and users (56 in 2025) so that gender data leads to coordinated action. It has also advanced global governance of gender data, culminating in the 2025 launch of the global Working Group on Gender and Citizen Data to promote collaboration, shared accountability and a more inclusive gender data ecosystem.
73. Flagship analytical products, including *The Gender Snapshot* and *Progress of the World's Women* reports, delivered authoritative evidence that strengthened Sustainable Development Goals monitoring and informed major intergovernmental processes, such as the Commission on the Status of Women and Beijing+30 review. Seventy-three digital platforms expanded global access to gender statistics (13 in 2025), including the Women Count Data Hub and Generation Equality dashboards.
74. Together, these achievements mean more evidence-based policies, more effective humanitarian responses and stronger accountability for gender equality at global, regional and country levels. The result is not just better data – it is better development outcomes for women and girls.
75. Under the new Strategic Plan, sustained investment in gender data, innovative methodologies and translating data to policymaking and use will remain essential for continued progress in measuring gender equality, a precondition to accelerate its achievement, including in conflict and crisis settings.

G. Outcome 7: United Nations system coordination for gender equality

Figure 8: Average progress across 2022–2025 milestones



76. UN-Women's coordination mandate has increased accountability for gender equality and women's rights across the United Nations system, strengthening uptake of norms and standards. This has led to better financial accountability and more consistent integration of gender equality in development, humanitarian and peacebuilding efforts, further reinforced by the United Nations system-wide Gender Equality Acceleration Plan. Concrete gains included improvements in women's political participation and stronger partnerships with Governments and civil society, especially around temporary special measures, driven by interventions across the United Nations system. The average output attainment rate for this outcome from 2022 to 2025 was 112 per cent (137 per cent in 2025).
77. Accountability for gender equality within the United Nations system improved across 75 entities, with United Nations System-wide Action Plan (UN-SWAP) 2.0 performance peaking at 80 per cent of ratings, meeting or exceeding standards and establishing a baseline of 62 per cent under UN-SWAP 3.0 in 2025.
78. Improvements also occurred at the country level, driven by Resident Coordinators and United Nations country teams with support from UN-Women. Country reports on the United Nations Country Teams System-wide Action Plan (UNCT-SWAP) increased by 105 per cent, rising from 61 countries in 2021 to 125 in 2025. Results included gender mainstreaming support for Sustainable Development Goals localization in **Kazakhstan**, greater use of gender data and analysis in **Albania**, and increased women's political participation in **Lebanon**. Amid persistent pushback on gender equality, the share of United Nations Sustainable Development Cooperation Frameworks integrating gender equality declined slightly from 66 per cent in 2022 to 61 per cent in 2025. UN-Women is actively working to reverse this trend.
79. Financial accountability for gender equality improved, with 77 per cent of United Nations entities and 84 per cent of pooled funds applying the gender equality marker. However, entity expenditures for gender equality as a primary objective remain below the 15 per cent recommended target from 2010. Country-level financial planning showed significant advances. Some 46 per cent of country teams applied the marker to Cooperation Framework joint workplans and met the benchmark of allocating at least 70 per cent of resources to gender equality as either primary or mainstreamed objectives. An ongoing challenge is ensuring that planning leads to measurable outcomes for women and girls.
80. In 2025, women represented 50.8 per cent of personnel in the Professional and higher categories and 50 per cent of Assistant-Secretaries-General – historic progress towards the 50/50 gender balance by 2028 goal of the Secretary-General's System-wide Strategy on Gender Parity. UN-Women helped translate the Strategy's commitments into concrete advancements, leading the network of 550 Gender Focal Points and providing support to 140 United Nations entities, departments and offices, including on entity-specific implementation plans.
81. As an active member of the United Nations Executive Group to Prevent and Respond to Sexual Harassment, UN-Women led knowledge-sharing and collaboration to consolidate system-wide evidence, identify gaps and good practices, and enable more coordinated action across United Nations entities, reducing duplication and generating efficiencies.
82. UN-Women's advocacy and support for the Secretary-General's system-wide commitments on women, peace and security contributed to strengthened delivery on

the agenda across peace operations and country teams. UN-Women's efforts in humanitarian contexts, underpinned by inter-agency coordination and advocacy and entry into the Inter-Agency Standing Committee in 2022, have led to the more systematic embedding of gender equality in humanitarian coordination.

83. UN-Women advanced United Nations coordination to support women's political participation and peacebuilding. In **Cameroon**, coordinated electoral support informed the Gender and Elections Action Plan, which included measures to prevent violence against women in politics. Progress accelerated globally on the youth, peace and security agenda, with 12 countries adopting national frameworks (7 in 2025), reflecting growing commitment to institutionalizing youth participation in peace processes.
84. System-wide coordination strengthened the integration of gender-responsive approaches across disaster risk reduction programming, with 18 United Nations entities implementing initiatives promoting women's leadership in resilience and recovery.
85. UN-Women's coordination mandate remains at the core of the new Strategic Plan, mainstreamed across all outcomes and focused on the United Nations system's acceleration of gender equality and women's rights in a time of reduced funding and regression.

Coordinating for gender equality

UN-Women's decisive leadership of the United Nations gender equality architecture mobilized United Nations system-wide efforts at global, regional and country levels. UN-Women's coordination mandate was further reinforced by decisions of the Economic and Social Council in 2025 on gender mainstreaming – an increasingly challenging undertaking in the context of reduced funding that has weakened the capacities of the United Nations system to deliver optimally for all women and girls.

Over 100 Gender Theme Groups worldwide, out of 136 country teams, helped translate global and inter-agency commitments into country-level programmes aligned with national priorities, under the leadership of Resident Coordinators and supported by UN-Women's country and regional presences and the UNCT-SWAP.

At the regional level, the Entity ensures that the United Nations' six Regional Collaborative Platforms, with four issue-based coalitions on gender equality, provide a strategic space for advocacy and accountability within the United Nations system.

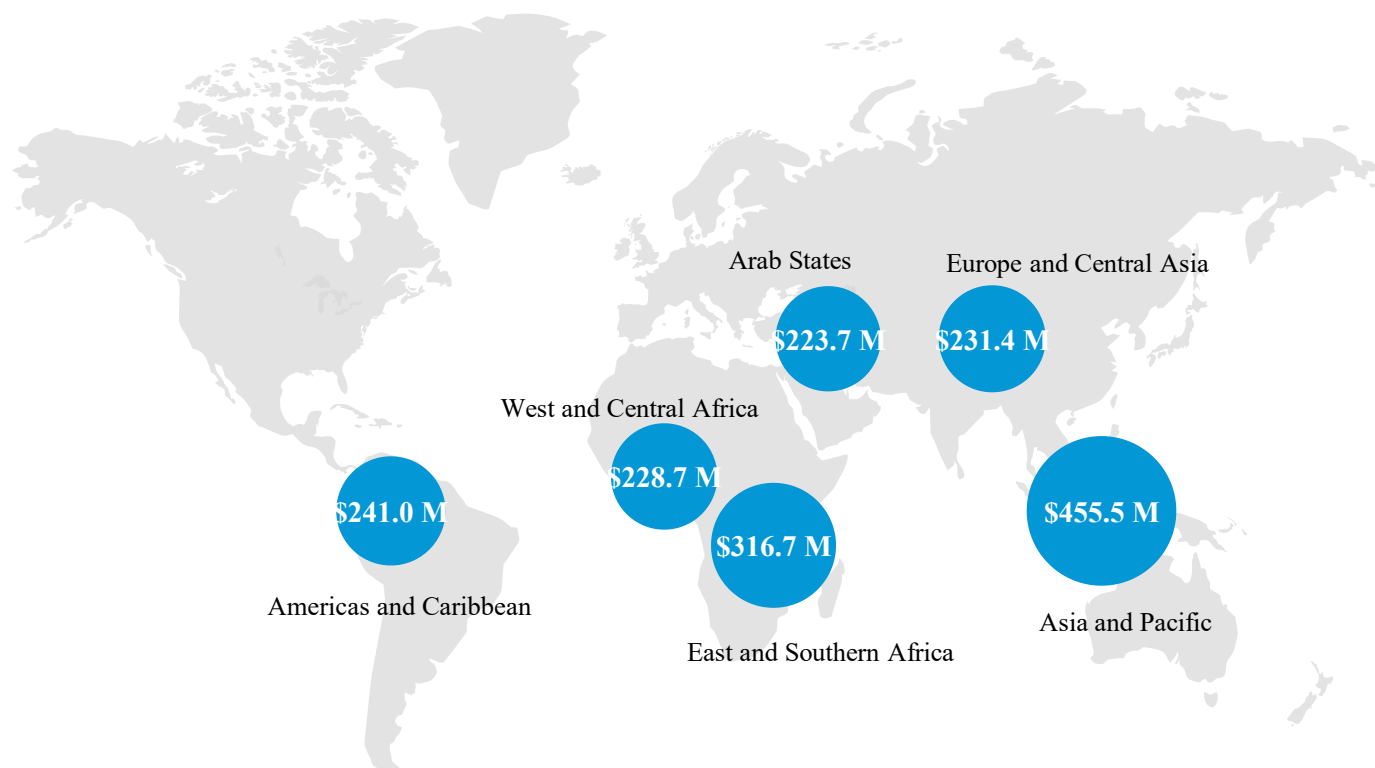
At the global level, UN-Women's guidance, capacity-building and training, combined with its leadership of the United Nations system-wide Gender Equality Acceleration Plan, have enhanced accountability among United Nations leaders. Progress has included the use of gender data and analysis to better direct programming efforts to accelerate gender equality.

The "I Know Gender" course has been taken by over 425,000 participants in the past four years.

H. Programme expenditures and types of contributions

86. Total expenditures in 2025 reached \$638.4 million, compared with \$622.8 million in 2024, with a total of \$2.35 billion from 2022 to 2025. Geographically, the highest expenditure was in the Asia & Pacific region (\$455.5 million), followed by the East and Southern Africa region (\$316.7 million) (Figure 9).

Figure 9: Regional distribution 2022–2025



87. Among the outcome areas, global normative frameworks and gender-responsive laws, policies and institutions had the highest expenditure of \$435 million (\$122 million in 2025), followed by women's equitable access to services, goods and resources at \$375 million (\$93 million in 2025).
88. By function, capacity development and technical assistance continued to be provided in most countries, followed by advocacy, communications and social mobilization (in 75 and 64 countries respectively in 2025).

V. Strengthening organizational performance

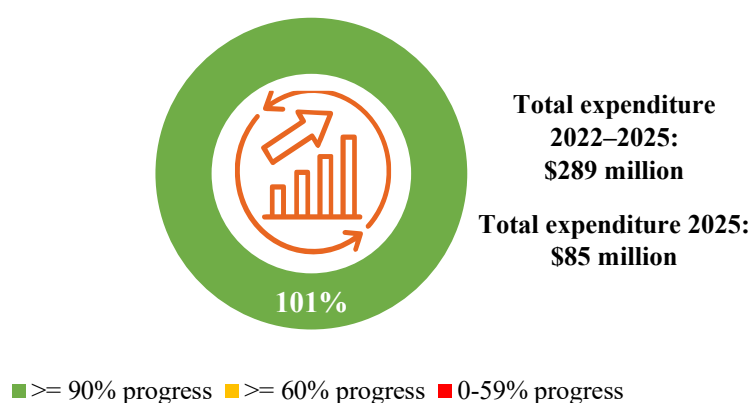
89. Investments in business improvements and strengthened corporate systems throughout the Strategic Plan period advanced organizational performance

management and progress across effectiveness and efficiency outputs. UN-Women achieved good performance (reaching at least 90 per cent of the Strategic Plan target) for 68 per cent of organizational effectiveness and efficiency indicators. Fifty per cent of indicators saw achievement of the Strategic Plan 2022–2025 target.

90. In 2025, UN-Women continued these efforts to sustain delivery at scale and enhance accountability and transparency. Overall, results demonstrated enhanced institutional maturity and sustained performance.

A. Output 1: Assuring an accountable organization through principled performance

Figure 10: Average progress across 2022–2025 milestones



91. In 2025, UN-Women continued to utilize established management practices for performance monitoring and oversight effectively. From 2022 to 2025, the Entity consistently exceeded its targets for the implementation of regular and other resources. Performance to address internal and external audit recommendations (98 and 100 per cent, respectively, in 2025) also significantly exceeded targets. This output had an average attainment rate of 101 per cent from 2022 to 2025 (97 per cent in 2025).
92. The new Strategic Plan targets further improvements. For example, while the recent transition to new systems impacted the Entity's International Aid Transparency Initiative score on publishing data, plans to rectify this are in place.

Strengthening internal governance and oversight

From 2022 to 2025, UN-Women enhanced risk management capabilities by embedding enterprise risk management in planning, performance and oversight cycles. Through integrated mechanisms such as the Business Review Committee, Risk Management Committee and quarterly business review, it systematically linked risk identification, validation and mitigation to decision-making and resource allocation. The percentage of risk units meeting Enterprise Risk Management policy and framework requirements was 89 per cent on average from 2022 to 2025 (92 per cent in 2025, just shy of the target).

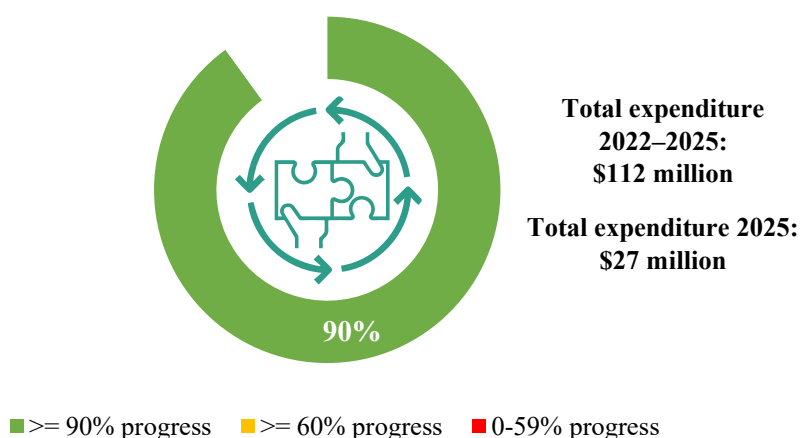
Forward-looking, data-driven monitoring strengthened early warning and adaptive management, while strengthened follow-up on audit and evaluation recommendations translated into enhanced organizational learning and corrective actions.

Collectively, these measures advanced a more mature, proactive and risk-informed management culture, including in volatile and complex delivery environments and resource-constrained contexts.

Moving forward, the consolidation of risk management, internal policy management and audit coordination functions will further enhance coherence, reduce fragmentation and reinforce oversight and internal controls.

B. Output 2: Advancing partnerships and resourcing; effectively influencing for impact and scale

Figure 11: Average progress across 2022–2025 milestones

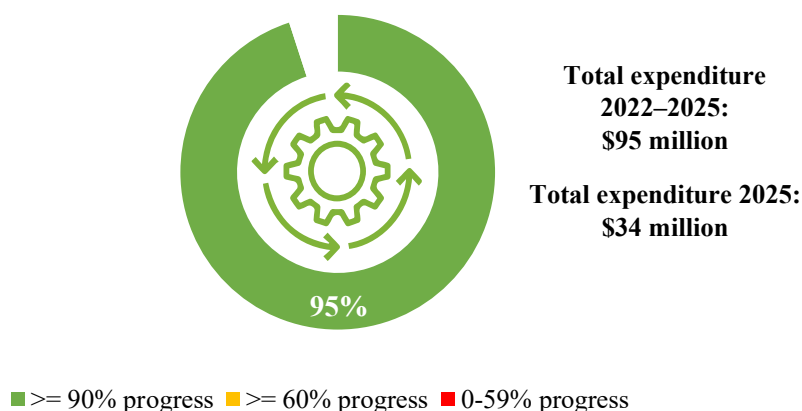


93. Through sustained donor engagement, voluntary contributions totalled \$523.1 million in 2025, a 10 per cent decline from 2024. This limited reduction, compared with broader funding contractions experienced by other United Nations agencies, reflected the hard-earned trust and continued commitment of UN-Women's funding partners. The stagnation of the ratio of core-to-non-core resources, however, continues to imperil comprehensive implementation of UN-Women's triple mandate. The average output attainment rate for this area of work from 2022 to 2025 was 90 per cent (89 per cent in 2025).
94. From 2022 to 2025, UN-Women expanded public, private and civil society partnerships by 39 per cent. Digital fundraising increased by 39 per cent in 2025, following platform improvements and enhanced analytics optimizing campaign performance. National Committees delivered a 9.2 per cent year-on-year increase in private sector regular resources.
95. UN-Women delivered record communications and advocacy results in 2025. Engagement during flagship initiatives, including Beijing+30, International Women's

Day (IWD) and 16 Days of Activism, drove top-tier media mentions to over 11 per cent of all media mentions, more than double the target. Web audiences doubled in one year to 14 million and social media followers grew by 1.2 million to more than 16 million, all surpassing targets with record engagement during IWD.

C. Output 3: Advancing business transformation

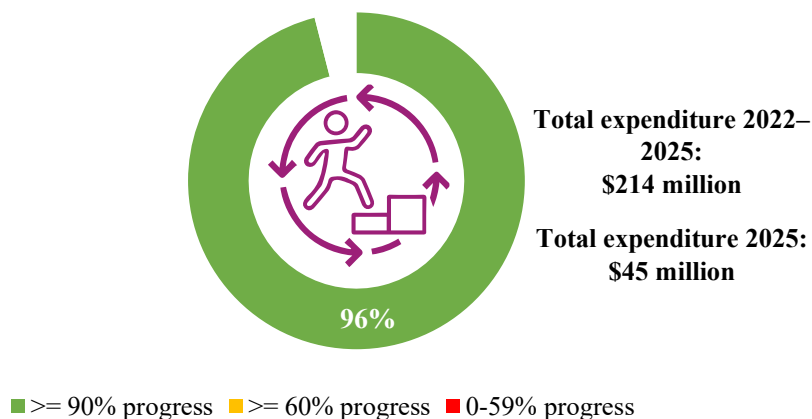
Figure 12: Average progress across 2022–2025 milestones



96. UN-Women continued advancing business transformation in 2025. The average attainment rate for this output from 2022 to 2025 was 95 per cent (94 per cent in 2025).
97. To drive further efficiencies, UN-Women shifted functions to new locations closer to programme countries. The ratio of offices co-located in United Nations common premises increased from 69 per cent in 2021 to 76 per cent in 2025, narrowly missing the target. As part of the pivot to countries and regions, a new policy increased delegation of authority across human resources, finance, budget, procurement and information technology functions.
98. The Entity continued to promote simplification and operational efforts to advance cost-effectiveness and increase mutual recognition, the use of common services, common back office and business operations strategy solutions across the world. In addition, as part of the 2025 Secretary-General's annual Efficiency Initiatives Reporting Exercise, UN-Women reported \$15,235,332 of cost-saving efficiencies, 3.8 times the cost-saving efficiencies realized in the prior reported year.
99. The sharing of promising practices advanced organizational learning. In 2025, UN-Women hosted 30 cross-regional knowledge exchanges, far exceeding the target (16). Continued challenges in meeting office sustainability targets make this a priority moving forward.

D. Output 4: Nurturing an empowered workforce and advancing an inclusive UN-Women culture

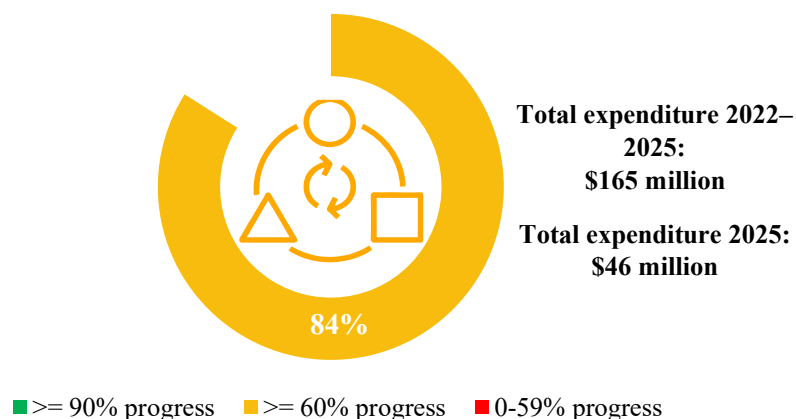
Figure 13: Average progress across 2022–2025 milestones



100. UN-Women maintained its focus on empowered people by strengthening the organizational environment and advancing people-centred practices. This output had an average attainment rate from 2022 to 2025 of 96 per cent (83 per cent in 2025).
101. In 2025, the Entity implemented a human resources support strategy covering workforce planning and personnel transitions to support the pivot to regions and countries. UN-Women finalized a service-level agreement for affiliate workforce management and transitioned to a personnel services agreement framework with transparent, consistent terms, strengthening workforce protections and governance. The prevention of misconduct remained a priority, and UN-Women joined the United Nations Secretariat's enhanced vetting system for misconduct reporting and screening.
102. UN-Women expanded its policy engagement, addressing disability inclusion in care systems, innovation and technologies, including artificial intelligence, and economic and political participation links. It improved access to assistive technologies, promoted disability inclusion in peace and conflict contexts, and met the requirements of over 50 per cent of United Nations Disability Inclusion Strategy accountability indicators.

E. Output 5: Effective normative, programmatic and coordination products, services and processes

Figure 14: Average progress across 2022–2025 milestones



103. In the final year of the Strategic Plan, UN-Women continued to bolster the quality and effectiveness of products, services and processes. The average output attainment rate from 2022 to 2025 was 84 per cent (71 per cent in 2025).
104. The evaluation function continued to strengthen accountability, organizational learning and decision-making, generating evidence to inform strategic direction. In 2025, the Independent Evaluation Service completed the Corporate Evaluation Plan 2022–2025, exceeding all targets. Fifteen corporate evaluations and synthesis reports were conducted (four in 2025), covering priority areas such as violence against women and women’s participation in peacebuilding. Ninety-five per cent of evaluation reports were rated “good and above”. UN-Women participated in 40 joint evaluations, including 29 independent system-wide evaluations, meeting 2025 targets.
105. Reduced non-core revenue overall prompted a decline in direct funding for Strategic Notes in 2025, missing the target. Efforts to reverse this under the new Strategic Plan include investments in results communication and transparency.

VI. Strategic Plan 2026–2029

106. In 2025, UN-Women’s Executive Board endorsed the Strategic Plan 2026–2029. The plan reaffirms the Entity’s leading global role in advancing gender equality and the empowerment of all women and girls and realizing their human rights, as the world approaches the finish line for the 2030 Agenda for Sustainable Development. Designed in close coordination with UNDP, UNFPA and UNICEF to drive harmonized results, the new Strategic Plan is grounded in rigorous trends analysis and evidence from the midterm review of the Strategic Plan 2022–2025, recommendations from independent evaluations, audits and assessments, and extensive stakeholder consultations.

107. The plan reflects key lessons on maximizing impact through greater prioritization, drawing on comparative advantages. UN-Women's triple mandate – normative support, United Nations coordination and operational programmes – remains a core multilateral asset in strengthening the policy-to-practice loop. The plan's refined focus within four impact areas is further distilled into three cross-cutting systemic outcomes: rights-based norms and standards, accountable institutions, and women's agency and access to services.
108. The new Strategic Plan strengthens results-based management, transparency, performance and risk management to enhance accountability in delivering results with and for all women and girls. It broadens and deepens partnerships to scale impact, while ensuring UN-Women remains agile and effective in responding to evolving global challenges and United Nations reforms.

VII. Elements for a draft decision

The Executive Board may wish to:

- a) Take note of the report of the Under-Secretary-General/Executive Director of the United Nations Entity for Gender Equality and the Empowerment of Women on progress made on the implementation of the Strategic Plan 2022–2025;
- b) Decide to transmit the report to the Economic and Social Council.