ANNEX I

UN-Women Strategic Plan 2018 – 2021

Integrated Results and Resources Framework

Introduction

This Annex presents the Integrated Results and Resources Framework (IRRF) of the Strategic Plan 2018-2021. The framework articulates expected results during UN-Women's Strategic Plan cycle of 2018-2021 and defines the metrics (indicators, baselines, milestones and targets) that will be used to measure progress and assess the effectiveness and impact of the plan. The IRRF also outlines estimated resources necessary for the achievement of each outcome. The IRRF is a key instrument for UN-Women to measure its performance, promote learning and programming adjustments, and inform decision-making to optimize the implementation of the Strategic Plan.

For the first time and in line with UNDP, UNFPA and UNICEF, UN-Women is presenting an integrated framework that brings together development results and organizational effectiveness and efficiency results. In addition, the framework links outcomes to financial resources on the basis of a specific methodology. The integrated nature of the framework emphasizes the interconnection between UN-Women's internal capacity, institutional enablers and necessary inputs, including financial resources, with the changes the Entity seeks to contribute to towards achieving gender equality and women's empowerment.

In order to ensure strong alignment with other relevant existing frameworks, the IRRF includes relevant indicators from the global framework to monitor Sustainable Development Goals (SDGs) as agreed by the UN Statistical Commission; the monitoring framework of the 2016 quadrennial comprehensive policy review of operational activities for development of the UN system (QCPR) coordinated by the UN Department for Economic and Social Affairs; as well as shared indicators with UNDP, UNFPA and UNICEF. Table 1 provides an overview of the breakdown of indicators per relevant category.

Table 1

IRRF breakdown of indicators, per category
34 percent of development results at the impact and outcome levels are Sustainable Development Goal indicators (11 out of 32 indicators), out of which 7 indicators are on SDG 5. This represents 14 percent of all development results indicators in the IRRF.   - Most indicators for organizational effectiveness and efficiency relate to the QCPR and 20 percent of indicators for organizational effectiveness and efficiency are QCPR indicators.   16 percent of impact and outcome level indicators are common indicators used by UNDP, UNFPA or UNICEF. In addition, 27 percent of organizational effectiveness and efficiency indicators are shared with these entities (13 out of 49 indicators).   31 percent of impact and outcome indicators are disaggregated by relevant categories specific to these indicators. UN-Women plans to present data disaggregated by disability status for 9 development results indicators.

Alignment with normative frameworks and harmonization with UNDP, UNFPA and UNICEF

The IRRF is aligned with relevant intergovernmental frameworks on gender equality and the empowerment of women as described in the Strategic Plan narrative. It highlights UN-Women's contribution to support the full, effective and accelerated implementation of the Beijing Declaration and Platform for Action and gender-responsive implementation of the Agenda 2030 for Sustainable Development.

All impact indicators and most outcome indicators are aligned with international frameworks, including Sustainable Development Goals. In addition, in line with the Strategic Plan guiding principle of leaving no one behind, included in the 2030 Agenda, UN-Women will strive to provide data disaggregated by relevant categories. The extent and level of disaggregation largely depends on factors that are sometimes beyond UN-Women's control, such as availability of disaggregated data at the national level.

The Strategic Plan and the IRRF were developed in consultation with UNDP, UNFPA and UNICEF. A results-based management working group looked into harmonization of approaches, including common approaches and indicators for monitoring and reporting. Shared indicators were adopted at the impact and outcome level whenever possible and relevant.

Logic underlying the IRRF and structure

The theory of change for development results, available in Annex II, provides the underlying logic for the IRRF. Through effective and efficient implementation of interventions, including by leveraging and catalyzing partnerships, UN-Women will achieve development outputs, which represent building blocks for the achievement of outcomes. In turn, outcomes will collectively lead to achieving the impact goal of the Strategic Plan.

It should be noted that this logic is a simplification of real relationships between impact, outcomes and outputs. In reality, interactions between the three result levels are complex. Some outputs can contribute to multiple outcomes and all outcomes are interdependent and mutually reinforcing. For example, outputs on the elimination of violence against women and girls may also contribute to women's increased capacity to participate equally in governance and decision-making processes, and to women's ability to gain economic autonomy, and vice versa.

These three levels of development results and one level of organizational effectiveness and efficiency results constitute the structure of the IRRF (see Figure 1):

1. *Impact indicators:* These indicators measure the highest-level result that the organization aims to achieve in the long-term, with a vision to 2030. Impact-level results refer to ambitious changes in human lives, particularly the lives of women and girls. These results require action from many actors, including UN-Women, over a long period of time. All of UN-Women's impact-level indicators reflect international published data sources, such as the annual Secretary General's report *Progress towards the Sustainable Development Goals* (including its Statistical Annex and database). Baselines have been indicated when available. No 2021 targets have been set for impact level indicators, as UN-Women cannot establish them outside the scope of intergovernmental processes.

2. *Outcome indicators:* Outcome-level results reflect key results to which UN-Women contributes in order to effect change at the impact level. They measure phenomena that often do not significantly change on an annual basis. Seventy percent of all outcome indicators are either SDG indicators or rely on internationally published data sources, such as Demographic Health Surveys, World Bank databases, or official reports of the Secretary-General. While baselines have been indicated when available, no 2021 targets have been set for SDG indicators and indicators from other international frameworks for which targets are not agreed. For outcome indicators, which rely on UN-Women reporting, UN-Women has identified 2021 targets as a direction of travel on the basis of an analysis of past and current trends.

3. *Output indicators:* Output-level results are the near-term, direct consequence of UN-Women's interventions. Each output is designed to translate global norms into results for women and girls, in collaboration with the UN system and its partners, based on a common theory of change, which supports a division of responsibilities and is adjusted to country contexts and capacities. Output-level indicators have been designed in a way that they can be fully attributable to UN-Women and capture the direct contribution of the Entity. Often, output indicators measure UN-Women's contribution to the creation of an enabling environment or enhanced capacities of institutions or individuals to make changes in individual or institutional behaviours and practices. In order to capture UN-Women's progress

against its output level results on a regular basis, the IRRF provides a baseline, yearly milestones and a 2021 target for all output indicators. For all output indicators, the IRRF relies on data reported by UN-Women's country offices through its internal Results Management System.

In addition, a number of assumptions underlie the achievement of outcomes and outputs. These have been outlined in the overarching theory of change for development results (Annex II) or specific output theories of change. UN-Women advocates, partners and/or coordinates with Governments, the UN-system, civil society, the private sector and other key stakeholders to ensure that the necessary pre-conditions and assumptions to achieve development results are in place.

Data collection for outcome and output indicators

Baselines, milestones and targets have been identified for a third of outcome indicators and all output indicators. For all indicators, baselines refer to data from the year 2017, unless otherwise stated.

Milestones and targets, and when necessary baselines, have been set through a rapid survey exercise of UN-Women's regional, multi-country, country offices and programme presence. In some cases, results of this survey have been adjusted to match trends observed at the global and regional levels or levels of ambition set by UN-Women's management. Therefore, milestones and targets currently included in the IRRF provide general estimates only. These estimates will need to be adjusted after field offices complete their 2018-2021 planning through the Strategic Notes and Annual Work Plans process, done in collaboration with national partners and in line with principles of national ownership and leadership. Internal planning will start after endorsement of the Strategic Plan, 2018-2021, by the Executive Board.

As has been announced at the adoption of the Strategic Plan, UN-Women undertook a comprehensive validation exercise of its Integrated Results and Resources Framework at the start of the Strategic Plan cycle and more fully populated / updated values under 64 indicators (see Annex 1 for details). This present version is the updated IRRF.

In order to ensure quality assurance in data collection and reporting, UN-Women prepares methodological notes for each indicator. Methodological notes ensure a standardized understanding of the data to be captured for monitoring and reporting on progress on the Strategic Plan. They provide conceptual definitions of each indicator and detail methods of calculation, sources of data, criteria for scoring and the rationale behind target-setting. Methodological notes accompany the reporting templates sent to UN-Women field offices through the Results Management System for annual reporting. Required data disaggregation for each indicator will be included in all methodological notes.

Linking results to resources

UN-Women's allocation of resources to development results for the Strategic Plan 2018-2021is informed by the following criteria:

(1) 2016 expenditure;

(2) expenditure trends by outcome area for the past 3 years; and

(3) expected future demand based on secured revenue[1].

As it develops its programme management information systems, UN-Women will further refine these estimates during the Strategic Plan cycle. These will be reported through the Structured Dialogue on Financing with the Executive Board.

Based on the current methodology, the estimated allocation of resources per outcome is as follows:

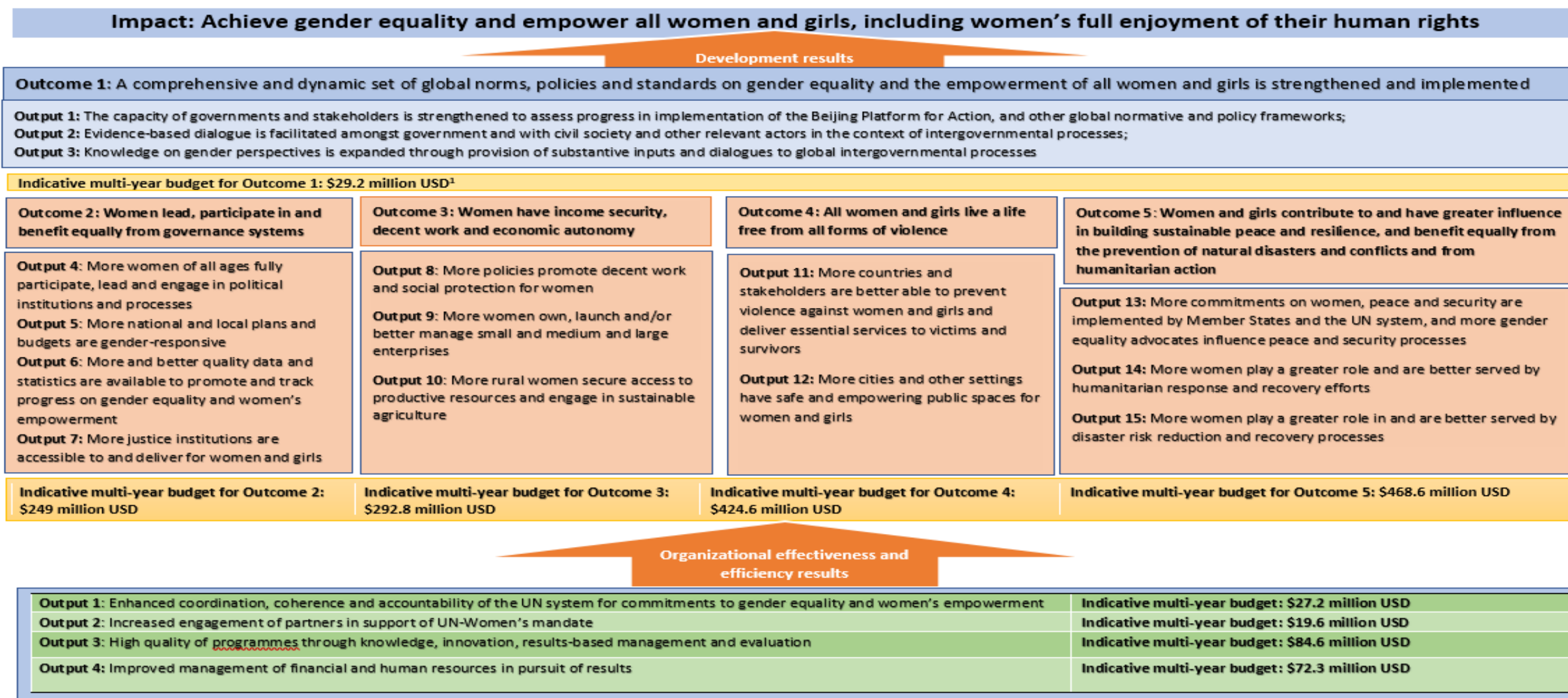[1] For this analysis, UN-Women has also drawn upon the findings and data from its annual Structured Dialogue on Financing which provide clarity on: the demand for UN-Women's work across its strategic impact areas; existing levels of funding; resulting financing gaps as well as suggestions on how existing funding should be allocated in order to ensure that UN-Women is best able to leverage its existing resources to deliver on results.

- Outcome 1: A comprehensive and dynamic set of global norms, policies and standards on gender equality and the empowerment of all women and girls is strengthened and implemented— 2 per cent of voluntary contributions. In addition, this area of work retains 100 percent of regular budget resources received by UN-Women;
- Outcome 2: Women lead, participate in and benefit equally from governance systems — 17 percent;
- Outcome 3: Women have income security, decent work and economic autonomy— 20 percent;
- Outcome 4: All women and girls live a life free from all forms of violence — 29 percent;
- Outcome 5: Women and girls contribute and have greater influence in building sustainable peace and resilience, and benefit equally from the prevention of natural disasters and conflicts and from humanitarian action— 32 percent.

Additional information on UN-Women's approach to linking results to resources and other additional background documents can be found on the online portal on UN-Women's Strategic Plan, available here.

Figure 1: Visual representation of the results framework

UN Women's strategic plan 2018-2021 Integrated Results and Resources framework

Impact: Achieve gender equality and empower all women and girls, including women's full enjoyment of their human rights

Development results

Outcome 1: A comprehensive and dynamic set of global norms, policies and standards on gender equality and the empowerment of all women and girls is strengthened and implemented

Output 1: The capacity of governments and stakeholders is strengthened to assess progress in implementation of the Beijing Platform for Action, and other global normative and policy frameworks;
Output 2: Evidence-based dialogue is facilitated amongst government and with civil society and other relevant actors in the context of intergovernmental processes;
Output 3: Knowledge on gender perspectives is expanded through provision of substantive inputs and dialogues to global intergovernmental processes

Indicative multi-year budget for Outcome 1: $29.2 million USD[1]

Outcome 2: Women lead, participate in and benefit equally from governance systems

Output 4: More women of all ages fully participate, lead and engage in political institutions and processes
Output 5: More national and local plans and budgets are gender-responsive
Output 6: More and better quality data and statistics are available to promote and track progress on gender equality and women's empowerment
Output 7: More justice institutions are accessible to and deliver for women and girls

Outcome 3: Women have income security, decent work and economic autonomy

Output 8: More policies promote decent work and social protection for women
Output 9: More women own, launch and/or better manage small and medium and large enterprises
Output 10: More rural women secure access to productive resources and engage in sustainable agriculture

Outcome 4: All women and girls live a life free from all forms of violence

Output 11: More countries and stakeholders are better able to prevent violence against women and girls and deliver essential services to victims and survivors
Output 12: More cities and other settings have safe and empowering public spaces for women and girls

Outcome 5: Women and girls contribute to and have greater influence in building sustainable peace and resilience, and benefit equally from the prevention of natural disasters and conflicts and from humanitarian action

Output 13: More commitments on women, peace and security are implemented by Member States and the UN system, and more gender equality advocates influence peace and security processes
Output 14: More women play a greater role and are better served by humanitarian response and recovery efforts
Output 15: More women play a greater role in and are better served by disaster risk reduction and recovery processes

Indicative multi-year budget for Outcome 2: $249 million USD
Indicative multi-year budget for Outcome 3: $292.8 million USD
Indicative multi-year budget for Outcome 4: $424.6 million USD
Indicative multi-year budget for Outcome 5: $468.6 million USD

Organizational effectiveness and efficiency results

Output 1: Enhanced coordination, coherence and accountability of the UN system for commitments to gender equality and women's empowerment	**Indicative multi-year budget: $27.2 million USD**
Output 2: Increased engagement of partners in support of UN-Women's mandate	**Indicative multi-year budget: $19.6 million USD**
Output 3: High quality of programmes through knowledge, innovation, results-based management and evaluation	**Indicative multi-year budget: $84.6 million USD**
Output 4: Improved management of financial and human resources in pursuit of results	**Indicative multi-year budget: $72.3 million USD**

[1] This budget refers to voluntary contributions only and does not include assessed contributions

Integrated Results and Resources Framework

	SDG Indicator

	QCPR Indicator

Indicators shared with UNDP, UNFPA and/or UNICEF are reflected in pink

(A)= *Annual measurement*
(C)= *Cumulative measurement*

<table>
<tr>
<td colspan="9">IMPACT: Achieve gender equality and empower all women and girls, including women's full enjoyment of their human rights</td>
</tr>
<tr>
<td rowspan="2">#</td>
<td rowspan="2">Indicator</td>
<td rowspan="2">Baseline</td>
<td colspan="3">Milestones</td>
<td rowspan="2">Target</td>
<td rowspan="2">Source</td>
<td rowspan="2">Possible disaggregation</td>
</tr>
<tr>
<td>2018</td>
<td>2019</td>
<td>2020</td>
<td>2021</td>
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<tr>
<td>Impact Indicator 1</td>
<td>Proportion of seats held by women in (a) national parliaments and (b) local governments (SDG indicator 5.5.1)</td>
<td>23.4%[2]

(national parliaments)</td>
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<td>Report of the Secretary-General *Progress towards the Sustainable Development Goals*, Statistical Annex, Global Database and The SDGs Report

(local governments)

IPU report *Women in parliament in 2018: The year in review*

(national parliaments)</td>
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[2] This data refers to *(a) national parliaments.*

#	Indicator	Baseline	Milestones			Target	Source	Possible disaggregation
			2018	2019	2020	2021		
Impact indicator 2	Proportion of population below the international poverty line, by sex, age, employment status and geographical location (urban/rural) (SDG indicator 1.1.1)	10.9[3] (2013) Employed Population: 9.2% (2017) Employed Adults: 8.3% (2017) Employed Youth: 14.7% (2017) Employed Male: 9.1% (2017) Employed Female: 9.4% (2017)					Report of the Secretary-General *Progress towards the Sustainable Development Goals*, Statistical Annex, Global Database and The SDGs Report	Sex Age Employment status Geographic location (urban/rural)
Impact indicator 3	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 (SDG indicator 5.2.1)	19.0%[4] (physical and/or sexual violence in 15-49 age group) (2005-2016)					Report of the Secretary-General *Progress towards the Sustainable Development Goals*, Statistical Annex, Global Database and The SDGs Report	Form of violence Age

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[3] This data refers to "Proportion of population below the international poverty line of US$ 1.90 per day". Adults refer to persons aged 25 and above; youth refers to those between 15 and 24 inclusive. Source: Statistical Annex of the Secretary General's Report on the Progress towards the Sustainable Development Goals, 2018 version.

[4] This data refers to "Proportion of ever-partnered women and girls aged 15-49 years subjected to physical or sexual violence by a current or former intimate partner in the previous 12 months"

#	Indicator	Baseline	Milestones			Target	Source	Possible disaggregation
			2018	2019	2020	2021		
Impact indicator 4	Percentage of peace agreements with specific provisions to improve the security and status of women and girls (indicator 8 of Secretary-General's Report on Women, Peace and Security)	70.0% (7/10) (2015)					Secretary-General's Report on Women, Peace and Security	
Impact indicator 5	Number of deaths, missing persons and directly affected persons attributed to disasters per 100,000 population (SDG indicator 11.5.1)	Global data not available[5]					Report of the Secretary-General *Progress towards the Sustainable Development Goals*, Statistical Annex, Global Database and The SDGs Report	Sex
Outcome 1: A comprehensive and dynamic set of global norms, policies and standards on gender equality and the empowerment of all women and girls is strengthened and implemented *Indicative multi-year budget: $29.2 million (USD)*								
Outcome 1 Indicator 1	Percentage of resolutions adopted by the General Assembly that integrate gender perspectives	33% (2016)				45%	UN-Women desk review (A)	
Outcome 1 Indicator 2	Percentage of recommendations from the Secretary-General's report on the priority theme of the Commission on the Status of Women that are reflected in the Agreed Conclusions of the Commission on the Status of Women	85% (2016)				90%	UN-Women desk review (A)	

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[5] Country level data are available but no global level aggregate

#	Indicator	Baseline	Milestones			Target	Source	Possible disaggregation
			2018	2019	2020	2021		
Outcome 1 Indicator 3	Percentage of voluntary national reviews to the High-Level Political Forum on Sustainable Development that integrate gender perspectives	77% (2016)				85%	UN-Women desk review (A)	
Output 1: The capacity of governments and stakeholders is strengthened to assess progress in implementation of the Beijing Platform for Action, and other global normative and policy frameworks								
1.1	Number of countries supported by UN-Women to contribute to the review theme of the Commission on the Status of Women through voluntary national presentations	11	11	12	N/A[6]	12	UN-Women desk review (A)	
1.2	Percentage of Member States expressing satisfaction with the support provided by UN-Women for the annual session of the Commission on the Status of Women[7]	77%	77%	77%	78%	78%	Survey to Member States (A)	
1.3	Number of countries supported by UN-Women that undertake a 25-year review and appraisal of the implementation of the Beijing Platform for Action	0	15	85	90	90[8]	UN-Women desk review (C)	

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[6] Based on the assumption that there will be no review theme because of Beijing +25 review

[7] Shared indicator with UN-Women's strategic framework 2018-2019

[8] The 25-year review and appraisal of the implementation of the Beijing Platform for Action is expected to be completed in 2020, therefore no additional countries will be supported in 2021

#	Indicator	Baseline	Milestones			Target	Source	Possible disaggregation
			2018	**2019**	**2020**	**2021**		
1.4	Percentage of UN Country Teams' CEDAW reports submitted with UN-Women's support	77% (2013-2016)	77%	77%	77%	77%	UN-Women desk review (A)	
Output 2: Evidence-based dialogue is facilitated amongst governments and with civil society and other relevant actors in the context of intergovernmental processes								
2.1	Number of thematic briefings and dialogues convened by UN-Women at the global level in preparation for intergovernmental processes	6	6	6	7	7	UN-Women desk review (A)	
2.2	Number of dialogues convened and platforms created by UN-Women for non-governmental organizations to contribute to global policy discussions	286	286	306	316	306	UN-Women's Results Management System (A)	
Output 3: Knowledge on gender perspectives is expanded through provision of substantive inputs and dialogues to global intergovernmental processes								
3.1	Number of intergovernmental processes where UN-Women has provided substantive inputs to strengthen gender perspectives	25 (2017)	28	28	28	28	UN-Women desk review (A)	
Outcome 2: Women lead, participate in and benefit equally from governance systems								
Indicative multi-year budget: $249 million (USD)								

#	Indicator	Baseline	Milestones			Target	Source	Possible disaggregation
			2018	2019	2020	2021		
Outcome 2 Indicator 1	Number of legislative frameworks that promote gender balance in elections and decision-making bodies	42[9]				70	UN-Women's Results Management System (C)	
Outcome 2 Indicator 2	Number of National Development Strategies that are gender-responsive	24				46	UN-Women's Results Management System (C)	
Outcome 2 Indicator 3	Proportion of countries with systems to track and make public allocations for gender equality and women's empowerment (SDG indicator 5.c.1)	Insufficient data available					Report of the Secretary-General *Progress towards the Sustainable Development Goals*, Statistical Annex, Global Database and The SDGs Report	
Outcome 2 Indicator 4	Percentage share of women in the police, judiciary, prosecution services, military and corrections	Police: 9.56% Judiciary: 40.63% Prosecution services: 47.28% Military: - Corrections: 20.23% (2013-2017)[10]					UN Women calculations based on data collected biennially by the United Nations Office on Drugs and Crime (UNODC) in the UN Crime Trends Survey	Disability status Ethnicity

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[9] T*here are in addition, legislated TSMs (including quotas and reserved seats with a 25-35% threshold of women's representation) in: Afghanistan, Algeria, Albania, Bangladesh, Brazil, Burkina Faso, Burundi, Cabo Verde, Egypt, El Salvador, Guinea, Haiti, Indonesia, Iraq, Jordan, Kenya, Kyrgyz ran, Liberia, Libya, Mali, Morocco, Niger, Paraguay, Rwanda, Serbia, South Sudan, Sri Lanka, Somalia, Sudan, Tanzania, Timor-Leste, Uganda*

[10] UN Crime Trends Survey does not include data collection on women in the military. Values for this indicator are based on latest available data within the year range 2013-2017 in relevant countries. Number of relevant countries

#	Indicator	Baseline	Milestones			Target	Source	Possible disaggregation
			2018	2019	2020	2021		
Outcome 2 Indicator 5	Proportion of women aged 15-49 years who make their own informed decisions regarding sexual relations, contraceptive use and reproductive health care (SDG indicator 5.6.1)	51.8% (2012)					Report of the Secretary-General *Progress towards the Sustainable Development Goals*, Statistical Annex, Global Database and The SDGs Report	Age
Outcome 2 Indicator 6	Whether or not legal frameworks are in place to promote, enforce and monitor equality and non-discrimination on the basis of sex (SDG indicator 5.1.1)	Insufficient data available					Report of the Secretary-General *Progress towards the Sustainable Development Goals*, Statistical Annex, Global Database and The SDGs Report	
Outcome 2 Indicator 7	Proportion of sustainable development indicators produced at the national level with full disaggregation when relevant to the target, in accordance with the Fundamental Principles of Official Statistics (SDG 17.18.1)	Insufficient data available					Report of the Secretary-General *Progress towards the Sustainable Development Goals*, Statistical Annex, Global Database and The SDGs Report	
Output 4: More women of all ages fully participate, lead and engage in political institutions and processes								
4.1	Number of gender equality reforms developed and/or being implemented by electoral stakeholders with UN-Women's technical support	40	55	65	80	90	UN-Women's Results Management System (C)	
4.2	Number of women leaders, candidates and aspirants with strengthened capacities to engage in political life, with UN-Women's support	8,000	10,000	12,000	14,000	16,000	UN-Women's Results Management System (C)	Age Disability status

with data available: 23 (Police); 21 (Judiciary); 8 (Prosecution Services); 22 (Corrections).

#	Indicator	Baseline	Milestones			Target	Source	Possible disaggregation
			2018	2019	2020	2021		
4.3	Number of gender equality initiatives developed and/or being implemented by parliamentary bodies (Legislative Parliamentary Committees/ Women Caucus/ Speaker of Parliament's Office/Secretariat of the Parliament), with UN-Women's support	72	90	110	130	160	UN-Women's Results Management System (C)	
4.4	Number of initiatives developed and/or being implemented to monitor violence against women in politics, with UN-Women's support	18	35	45	60	75	UN-Women's Results Management System (C)	
**Output 5: More national and local plans and budgets are gender-responsive**
5.1	Number of high-quality national gender equality action plans developed, costed and/or being implemented with UN-Women's support	35	38	41	44	48	UN-Women's Results Management System (C)	
5.2	Number of finance ministries with capacities to integrate gender-responsive budgeting in public finance management systems with UN-Women's support	22	24	31	38	48	UN-Women's Results Management System (C)	
5.3	Number of national AIDS coordinating bodies and/or relevant sectoral ministries that have strengthened capacity to integrate gender-responsive actions into national HIV strategies, with UN-Women's support	14	19	23	24	25	UN-Women's Results Management System (C)	

#	Indicator	Baseline	Milestones			Target	Source	Possible disaggregation
			2018	2019	2020	2021		
5.4	Number of national women's machineries and women's organizations with capacities to advocate for gender-responsive budgets with UN-Women's support	National women's machineries : 25 Women's organizations: 210	27 300	35 450	46 600	54 700	UN-Women's Results Management System (C)	
Output 6: More and better quality data and statistics are available to promote and track progress of gender equality and women's empowerment								
6.1	Number of National Strategies for the Development of Statistics that integrate a gender perspective, developed or implemented with UN-Women's support	21	23	27	31	35	UN-Women's Results Management System (C)	
6.2	Number of national reports on (a) the implementation of the SDGs from a gender perspective or (b) the status of women, men, girls and boys in the country, developed with UN-Women's support	20	46	59	72	85	UN-Women's Results Management System (C)	
6.3	Number of national coordination mechanisms (i.e. multi-stakeholder governance mechanisms) governing the production of gender statistics established or strengthened with UN-Women's support	21	28	37	45	49	UN-Women's Results Management System (C)	

#	Indicator	Baseline	Milestones			Target	Source	Possible disaggregation
			2018	2019	2020	2021		
6.4	Number of data producers and users with strengthened capacities in the collection, analysis, dissemination and use of gender statistics, including in improving Tier II and Tier III SDGs indicators, with UN-Women's support	1,690	1,700	1,700	1,700	1,700	UN-Women's Results Management System (A)	
Output 7: More justice institutions are accessible to and deliver for women and girls								
7.1	Number of personnel of formal and informal justice institutions whose capacities to provide justice to women are strengthened, with UN-Women's support	6,000	12,000	17,000	22,000	27,000	UN-Women's Results Management System (C)	Sex Disability status Ethnicity
7.2	Number of affirmative action policies developed and/or being implemented, with UN-Women's support, to enhance women's participation in formal and informal justice delivery	26	49	67	78	91	UN-Women's Results Management System (C)	
7.3	Number of women accessing legal aid with UN-Women's support	10,500	20,000	20,000	20,000	20,000	UN-Women's Results Management System (A)	Disability status Ethnicity
Outcome 3: Women have income security, decent work and economic autonomy								
Indicative multi-year budget: $292.8 million (USD)								

#	Indicator	Baseline	Milestones			Target	Source	Possible disaggregation
			2018	2019	2020	2021		
Outcome 3 Indicator 1	Proportion of time spent on unpaid domestic and care work, by sex, age and location (SDG indicator 5.4.1)	Female: 18.4% Male: 7.0%[11] (2000-2016)					Report of the Secretary-General *Progress towards the Sustainable Development Goals*, Statistical Annex, Global Database and The SDGs Report	Sex Age Geographic location (urban/rural)

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[11] Data represent global medians

#	Indicator	Baseline	Milestones			Target	Source	Possible disaggregation
			2018	2019	2020	2021		
Outcome 3 Indicator 2	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 (SDG indicator 1.3.1)	Total: 45.2% Children: 34.9% [12] Mothers with newborns: 41.1% [13] Older persons: 67.9% [14] Unemployed: 21.8% [15] Persons with severe disabilities: 27.8% [16] Vulnerable: 24.7 [17] (2016)					Report of the Secretary-General *Progress towards the Sustainable Development Goals*, Statistical Annex, Global Database and The SDGs Report	Sex Age Employment status Disability status Income

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[12] Proportion of children/households receiving child/family cash benefit.

[13] Proportion of mothers with newborns receiving maternity cash benefit.

[14] Proportion of population above statutory pensionable age receiving a pension.

[15] Proportion of unemployed persons receiving unemployment cash benefits.

[16] Proportion of population with severe disabilities collecting disability cash benefits.

[17] Proportion of vulnerable population receiving social assistance cash benefit.

#	Indicator	Baseline	Milestones			Target	Source	Possible disaggregation
			2018	**2019**	**2020**	**2021**		
Outcome 3 Indicator 3	Proportion of total agricultural population with ownership or secure rights over agricultural land, by sex [SDG indicator 5.a.1 (a)]; Share of women among owners or rights-bearers of agricultural land, by type of tenure [SDG indicator 5.a.1 (b)]	Insufficient data available					Report of the Secretary-General *Progress towards the Sustainable Development Goals*, Statistical Annex, Global Database and The SDGs Report	Sex (5.a.1 (a))
Outcome 3 Indicator 4	Percent of firms with female participation in ownership	34.4% (2010-2017)					World Bank Enterprise Surveys	
Output 8: More policies promote decent work and social protection for women								
8.1	Number of legal, regulatory and/or policy frameworks aligned with international standards that create decent work for women developed and/or being implemented with support from UN-Women	48	87	117	143	164	UN-Women's Results Management System (C)	
8.2	Number of gender-responsive macroeconomic policies (including fiscal, monetary and trade) developed and/or being implemented with support from UN-Women	12	25	40	55	70	UN-Women's Results Management System (C)	
8.3	Number of legal, regulatory and/or policy frameworks in support of gender-responsive social protection systems that are developed and/or being implemented with support from UN-Women	41	50	70	90	110	UN-Women's Results Management System (C)	

#	Indicator	Baseline	Milestones			Target	Source	Possible disaggregation
			2018	**2019**	**2020**	**2021**		
8.4	Number of legal, regulatory and/or policy frameworks that address unpaid care work developed and/or being implemented with support from UN-Women	12	29	50	64	70	UN-Women's Results Management System (C)	
Output 9: More women own, launch and/or better manage small and medium and large enterprises								
9.1	Number of women with strengthened capacities and skills to participate in the economy, including as entrepreneurs, with UN-Women's support	79,050	121,500	159,900	202,800	250,800	UN-Women's Results Management System (C)	Geographic location (rural/urban) Age Migratory status Disability status Ethnicity HIV/AIDS status
9.2	Number of women entrepreneurs supported to access finance and gender-responsive financial products and services, with UN-Women's support	33,431	90,000	150,000	210,000	270,000	UN-Women's Results Management System (C)	Geographic location (rural/urban) Age Migratory status Disability status Ethnicity HIV/AIDS status
9.3	Number of government entities, companies, and/or international organizations that develop and/or implement gender-responsive procurement policies, with UN-Women's support	37	60	90	130	160	UN-Women's Results Management System (C)	

#	Indicator	Baseline	Milestones			Target	Source	Possible disaggregation
			2018	**2019**	**2020**	**2021**		
9.4	Number of national and international signatories to the Women Empowerment Principles	1,703	2,000	2,300	2,600	2,900	UN Global Compact	
Output 10: More rural women secure access to productive resources and engage in sustainable agriculture								
10.1	Number of new and/or improved gender-responsive policies on land developed and/or being implemented with the support of UN-Women	22	43	68	84	100	UN-Women's Results Management System (C)	
10.2	Number of rural women supported to gain access, use and/or control of productive resources by UN-Women	117,610	180,000	250,000	320,000	390,000	UN-Women's Results Management System (C)	Age Migratory status Disability status Ethnicity HIV/AIDS status
10.3	Number of countries that use the Buy from Women Platform to connect women farmers to information, markets and/or finance	1	6	11	12	15	Buy from Women Platform (C)	

#	Indicator	Baseline	Milestones			Target	Source	Possible disaggregation
			2018	2019	2020	2021		
**Outcome 4: All women and girls live a life free from all forms of violence**							
	Indicative multi-year budget: $424.6 million (USD)							
Outcome 4 Indicator 1	Proportion of women who have experienced physical or sexual violence who seek help, by sector (health, police, justice, social services)	Health: 2.7% Police: 10.5% Justice: 2.2% Social services: 2.5% (2005-2016) [18]					Demographic and Health Surveys and other national household surveys	Age
Outcome 4 Indicator 2	Percentage of people who think it is justifiable for a man to beat his wife, disaggregated by sex	Female: 34.8% Male: 29.4% (2000-2016)[19]					Demographic and Health Surveys and other national household surveys	Age Sex
Outcome 4 Indicator 3	Number of cities supported by UN-Women where data on the prevalence of sexual harassment against women and girls in public spaces is available	7				32	UN-Women's Results Management System (C)	

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[18] Global average is derived from country surveys data that include women from different ages (mostly 15-49), different partner status (mostly all women vs. ever married/partnered) and women who experience different forms of violence (mostly physical and or/sexual by any perpetrator vs. by a partner and including other forms, i.e. psychological).

[19] Global average is derived mostly from latest available Demographic and Health Surveys (DHS) that include comparable data. Data from some other relevant national household surveys are included where data from (DHS) was not available. These latter surveys may include samples with different age ranges or partner status as compared with DHS, and some of them include only a sample of women (not men).

#	Indicator	Baseline	Milestones			Target	Source	Possible disaggregation
			2018	**2019**	**2020**	**2021**		
Outcome 4 Indicator 4	Number of countries that have adopted or strengthened legislation addressing violence against women and girls in private and public spaces that is (1) in line with best practices (2) is allocated a budget and (3) has an oversight mechanism for monitoring	7				17	UN-Women's Results Management System (C)	
Outcome 4 Indicator 5	Number of countries with legislation (in line with best practices) to prevent, investigate, sanction and redress femicide/feminicide/gender-related killings of women	6				15	UN-Women's Results Management System (C)	
Output 11: More countries and stakeholders are better able to prevent violence against women and girls and deliver essential services to victims and survivors								
11.1	Number of National Action Plans and Strategies to end violence against women that have a component that addresses social norms, attitudes, and behavior transformation, developed with UN-Women's support	50	58	66	74	82	UN-Women's Results Management System (C)	
11.2	Number of countries that have, with UN-Women's support, (1) conducted community activities with women and men, boys and girls on gender equality and respectful relationships and (2) developed national informal or formal education curricula on gender and violence against women in primary and/or secondary schools	17	22	27	32	37	UN-Women's Results Management System (C)	

#	Indicator	Baseline	Milestones			Target	Source	Possible disaggregation
			2018	2019	2020	2021		
11.3	Number of countries supported by UN-Women to improve guidelines, protocols, standard operating procedures (in line with best practices) on the provision of quality services for victims and survivors	24	32	40	48	56	UN-Women's Results Management System (C)	
11.4	Number of countries that provide information about women's rights to access quality essential services for victims and survivors of violence, with UN-Women's support	56	61	66	71	76	UN-Women's Results Management System (C)	
Output 12: More cities and other settings have safe and empowering public spaces for women and girls								
12.1	Number of safe cities/safe public spaces partnerships in place which include women in decision-making positions	30	40	61	67	76	UN-Women's Results Management System (C)	
12.2	Number of local development plans developed or strengthened with the support of UN-Women that are gender-responsive and address sexual harassment against women and girls in public spaces	15	32	46	61	78	UN-Women's Results Management System (C)	
12.3	Number of countries where different sectors address the elimination of sexual violence against women and girls in public spaces through the transformation of social norms	35	37	51	56	58	UN-Women's Results Management System (C)	

#	Indicator	Baseline	Milestones			Target	Source	Possible disaggregation
			2018	**2019**	**2020**	**2021**		
12.4	Number of partners supported by UN-Women whose knowledge and skills to influence legislation and policies on sexual violence against women and girls in public spaces are improved, disaggregated by sex	6,327	6,400	6,400	6,400	6,400	UN-Women's Results Management System (A)	Sex
Outcome 5: **Women and girls contribute to and have greater influence in building sustainable peace and resilience, and benefit equally from the prevention of natural disasters and conflicts and from humanitarian action** *Indicative multi-year budget: $468.6 million (USD)*								
Outcome 5 Indicator 1	Proportion of adopted National Action Plans on women, peace and security with indicators	75% (47/63) (2016)				96% (86/90)	UN-Women desk review (C)	
Outcome 5 Indicator 2	Percentage of Security Council decisions with specific provisions to improve the security and status of women and girls	51%[20] (49/97) (2016)				68%	UN-Women desk review (A)	
Outcome 5 Indicator 3	Percentage of Peacebuilding Fund funds in support of peacebuilding in projects that address women's specific needs, advance gender equality and/or empower women as their specific objective	19%				25%	UN-Women desk review (PBSO reports and Secretary-General's annual report on peacebuilding) (A)	

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[20] Includes resolutions and presidential statements

#	Indicator	Baseline	Milestones			Target	Source	Possible disaggregation
			2018	2019	2020	2021		
Outcome 5 Indicator 4	Proportion of UN-led (or co-led) peace processes in which women were included in the mediation team; negotiating parties included senior women in their delegations; consultations with women's civil society organizations were held; and technical gender expertise was provided	75%				100%	Secretary-General's report on Women, Peace and Security	
Outcome 5 Indicator 5	Percentage of UN coordinated humanitarian assistance funding that finances evidence-based gender equality and women's empowerment interventions	Insufficient data available				TBD	UN-Women desk review (A)	
Outcome 5 Indicator 6	Percentage of humanitarian needs overviews and response plans that demonstrate gender analysis	44%				75%	UN-Women desk review (A)	
Outcome 5 Indicator 7	Percentage of UN coordinated humanitarian assistance funding that is channeled to national and local women's organizations	Insufficient data available				20% increase from baseline	UN-Women desk review (A)	

#	Indicator	Baseline	Milestones			Target	Source	Possible disaggregation
			2018	2019	2020	2021		
Outcome 5 Indicator 8	Percentage of countries reporting on one or more targets of the Sendai Framework for Disaster Risk Reduction, using sex disaggregated data	Insufficient data available				TBD	Sendai reporting mechanisms	
Output 13: More commitments on women, peace and security are implemented by Member States and the UN system, and more gender equality advocates influence peace and security processes								
13.1	Number of institutions of the justice and security sectors with strengthened capacity to mainstream gender perspectives and promote the rights of women and girls in conflict, post-conflict and other crisis situations	144	164	179	189	196	UN-Women's Results Management System (A)	
13.2	Number of sexual and gender-based violence justice experts deployed to national, regional and international accountability mechanisms	19	20	23	26	30	UN-Women internal record of deployments (A)	
13.3	Number of civil society organizations and networks, directly supported by UN-Women to influence peace processes	400	425	450	475	500	UN-Women's Results Management System (A)	

#	Indicator	Baseline	Milestones			Target	Source	Possible disaggregation
			2018	2019	2020	2021		
13.4	Number of joint programmes or programmes developed with UN-Women on countering/preventing violent extremism with a gender analysis	15	16	17	18	19	UN-Women desk review (C)	
Output 14: More women play a greater role and are better served by humanitarian response and recovery efforts								
14.1	Percentage of humanitarian country cluster systems with dedicated gender expertise in countries with UN-Women humanitarian presence	57% (17/30)	63% (19/30)	70 % (21/30)	77 % (23/30)	83% (25/30)	UN-Women's Results Management System (A)	
14.2	Number of women's organizations or institutions supported by UN-Women to play a role in humanitarian response and recovery	200	215	230	245	260	UN-Women's Results Management System (A)	
14.3	Number of women and girls directly accessing UN-Women supported humanitarian services	121,000	123,500	126,000	128,500	131,000	UN-Women's Results Management System (A)	Age Disability status
Output 15: More women play a greater role in and are better served by disaster risk reduction and recovery processes								
15.1	Number of countries supported by UN-Women having undertaken gender-sensitive disaster risk assessments	19	24	26	27	28	UN-Women's Results Management System (C)	

#	Indicator	Baseline	Milestones			Target	Source	Possible disaggregation
			2018	**2019**	**2020**	**2021**		
15.2	Number of countries supported by UN-Women with Disaster Risk Reduction policy frameworks that address gender-specific disaster risks	13	16	19	21	22	UN-Women's Results Management System (C)	
15.3	Number of countries supported by UN-Women with gender focal points in the national disaster platform, or its equivalent	8	10	13	16	18	UN-Women's Results Management System (C)	
**Organizational Effectiveness and Efficiency**
**Output 1: Enhanced coordination, coherence and accountability of the UN system for commitments to gender equality and women's empowerment**
*Indicative multi-year budget: $27.2 million (USD)*
1.1	Percentage of ratings of reporting entities that meet or exceed UN-SWAP minimum standards *(Derived from QCPR indicator 42b)*	64% (2016)	65%	TBD[21]	TBD	TBD	UN-SWAP annual reports (A)	
1.2	Fraction of reporting UN entities that track and report on allocations and expenditures using gender markers *(Derived from QCPR indicator 42e)*	24/65 (37%) (2016)	26/65 (40%)	28/65 (43%)	31/65 (48%)	34/65 (52%)	UN-SWAP annual reports (A)	

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[21] The baseline and the targets for 2019-2021 will be developed and set as the UN-SWAP 2.0 is rolled-out

#	Indicator	Baseline	Milestones			Target	Source	Possible disaggregation
			2018	2019	2020	2021		
1.3	Percentage of UNDAFs that feature gender results at the outcome level *(QCPR indicator 42g)*	61% (2016)	62%	64%	65%	66%	UN DOCO (A)	
1.4	Percentage share of total programme expenditure from joint programmes *(Derived from QCPR indicator 15g)*	10%	10%	15%	20%	25%	UN-Women internal financial records (A)	
1.5	Number of qualified female candidate profiles provided to the Executive Office of the Secretary General by UN-Women for senior level appointments	0 (2016)	3 per vacancy	3 per vacancy	3 per vacancy	3 per vacancy	UN-Women Human Resources unit (A)	
1.6	Number of UN entities receiving gender parity advice and/or technical assistance by UN-Women	30 (2016)	33	36	40	45	UN-Women annual reporting (C)	
Output 2: Increased engagement of partners in support of UN-Women's mandate *Indicative multi-year budget: $19.6 million (USD)*								
2.1	Number of initiatives led by civil society advisory groups to support the achievements of UN-Women results	44	80	85	95	95	UN-Women's Results Management System (A)	
2.2	Percentage of new Strategic Notes and unit plans that incorporate specific engagements on a) engaging men and boys and/or b) faith-based organizations in their programmes	33%	45%	55%	65%	80%	UN-Women's Results Management System (A)	

#	Indicator	Baseline	Milestones			Target 2021	Source	Possible disaggregation
			2018	**2019**	**2020**			
2.3	Number of individual commitments made to HeForShe online and offline by men and boys	1,006,064 (2016)	2,000,000	3,000,000	4,000,000	5,000,000	HeForShe.org commitment database (C)	
2.4	Percentage of new Strategic Notes and annual work plans that incorporate gender-responsive interventions and targeted results on youth and gender equality	44/105 (42%)	48/105 (46%)	53/105 (50%)	58/105 (55%)	64/105 (62%)	UN-Women's Results Management System (A)	
2.5	Number of strategic partnerships with the corporate sector, integrating gender equality principles in their core business and/or value chains and at least two types of the following contributions to UN-Women's mandate: (i) financial; (ii) advocacy and visibility; (iii) expertise and staff time *(similar to UNICEF)*	25	35	40	45	50	UN Women's Annual Report (A)	
2.6	Percentage of new Regional and Country Strategic Notes with a dedicated partnerships strategy	100%	100%	100%	100%	100%	UN-Women's Results Management System (A)	
2.7	Number of media outlets that sign up to the Step it Up Media Compact	54 (2016)	68	81	95	108	UN-Women's Communications Unit (C)	
2.8	Number of visitors to the UN-Women and Women Watch websites	3.8 M (2016)	4.1 M	4.4 M	4.7 M	4.9 M	Website/social media/media analytics (A)	

#	Indicator	Baseline	Milestones			Target	Source	Possible disaggregation
			2018	**2019**	**2020**	**2021**		
2.9	Number of followers of UN-Women on social media	5.1 M (2016)	6.5 M	8 M	9 M	10.2 M	Website/social media/media analytics (A)	
2.10	Number of mentions of UN-Women in the media	30,000 (2016)	33,000	36,000	39,000	42,000	UN-Women's desk review (A)	

2.11	Amount of total regular core resources and total non-core other resources from: • public partners • private sector partners, including National Committees and individuals *(similar to UNICEF)* *(Derived from QCPR indicator 20a)*	*Regular core resources* (i)Public partners: $138,181,797 (ii)Private sector, national committees and individuals: $3,478,694 *Non-core resources* (i)Public partners: $166,502,045 (ii)Private sector, national committees and individuals: $11,575,230 (2016)	*Regular core for private and public* $200 M *Non-core for private and public* $240 M	*Regular core for private and public* $200 M *Non-core for private and public* $240 M	*Regular core for private and public* $240 M *Non-core for private and public* $260 M	*Regular core for private and public* $260 M *Non-core for private and public* $280 M	UN-Women's Annual Report (A)	

#	Indicator	Baseline	Milestones			Target	Source	Possible disaggregation
			2018	2019	2020	2021		
2.12	Contributions by donors other than the top 15 *(Shared with UNFPA and UNICEF)*	$64,332,303 (2016)	$70 M	$70 M	$75 M	$80 M	UN-Women Annual Report (A)	
2.13	Contributions received through pooled and thematic funding mechanisms *(Derived from QCPR indicators 15d and 15f)* *(Shared with UNFPA)*	$30 M (2016)	$35 M	$45 M	$65 M	$70 M	UN-Women financial desk review (A)	
Output 3: High quality of programmes through knowledge, innovation, results-based management and evaluation								
Indicative multi-year budget: $84.6 mil (USD)								
3.1	Number of initiatives implemented in partnership with the private sector to scale up innovations that address the challenges faced by women and girls	3	5	10	17	24	UN-Women Innovation Team records (C)	
3.2	Number of UN-Women offices and units that pilot or scale up digital innovations	3	5	12	20	30	UN-Women Innovation Team records (C)	
3.3	Percentage of country offices indicating that UN-Women has undertaken activities in the country to support south-south, north-south or triangular cooperation *(QCPR indicator 43d)* *(Similar to UNICEF)*	28% (2016)	33%	38%	43%	48%	UN-Women's Results Management System (A)	

#	Indicator	Baseline	Milestones			Target	Source	Possible disaggregation
			2018	2019	2020	2021		
3.4	Percentage of country offices that have created a national gender equality profile based on gender data sets available, disaggregated by relevant characteristics	14%	20%	40%	50%	60%	UN-Women's Results Management System (C)	
3.5	Number of participants trained on gender-equality related topics via the Training Centre, disaggregated by sex and type of organization	Total 35,240 (2016) Female: 15,345 Male: 19,825	38,500	42,350	46,585	51,245	E-learning campus (A)	
3.6	Number of thematic communities of practice with systems for capturing, storing and sharing knowledge	14	14	16	20	24	UN-Women's intranet (C)	

#	Indicator	Baseline	Milestones			Target	Source	Possible disaggregation
			2018	2019	2020	2021		
3.7	a. Number of citations of UN-Women's global reports (Progress of the World's Women, World Survey on the Role of Women in Development, SDGs and Gender Report)	Progress of the World's Women (POWW): 75 World Survey on the Role of Women in Development (WS): 54 SDGs and Gender report: 0	POWW: 83 WS: 59 SDGs report: 50	POWW: 91 WS: 65 SDGs report: 55	POWW: 100 WS: 72 SDGs report: 61	POWW: 110 WS: 79 SDGs report: 67	UN-Women's desk review (C)	
	b. Number of downloads of UN-Women's knowledge products	Data collection initiated in 2018	24,000	27,000	27,000	27,000		
3.8	Percentage of Strategic Notes and Annual Reports that meet quality standards in results-based management	Strategic Notes: 79% (2017) Annual reports: 59% (2016)	Annual reports: 65%	Strategic Notes: 85% Annual reports: 70%	Annual reports: 75%	Strategic Notes: 90% Annual Reports: 80%	UN-Women's Results Management System (A)	
3.9	Percentage of programme staff trained on results based management	42% (2016)	55%	65%	75%	85%	UN-Women e-learning module records (C)	

#	Indicator	Baseline	Milestones			Target	Source	Possible disaggregation
			2018	**2019**	**2020**	**2021**		
3.10	Percentage of planned evaluations being conducted *(Similar to UNICEF and UNFPA)*	85% (2016)	85%	85%	85%	85%	Global Accountability and Tracking of Evaluation Use-GATE system (A)	
3.11	Percentage of evaluations rated "satisfactory and above" *(Similar to UNICEF and UNFPA)*	100% (2016)	100%	100%	100%	100%	UN-Women Global Evaluation Report Assessment and Analysis System (GERAAS) (A)	
**Output 4: Improved management of financial and human resources in pursuit of results** *Indicative multi-year budget: $72.3 mil (USD)*
4.1	Rating in the Aid Transparency Tracker *(Derived from QCPR indicator 25)* *(Shared with UNFPA)*	33 (2016)	45	55	70	80	Aid Transparency Tracker (A)	
4.2	Percentage of donor reports submitted on time	60%	80%	85%	90%	95%	Donor Agreement Management System (A)	
4.3	Percentage of feedback received from member states on donor reports that are positive	85% (2016)	85%	85%	85%	85%	Donor Report survey (A)	

#	Indicator	Baseline	Milestones			Target	Source	Possible disaggregation
			2018	2019	2020	2021		
4.4	Percentage of Country Offices that have adopted and implemented common service lines in: i. Common procurement services ii. Common finance services iii. Common information, communication and technology (ICT) services iv. Common logistics services v. Common human resources services vi. Common facility services, including Common Premises (*Derived from QCPR indicator 76c*) (*Similar to UNICEF and UNFPA*)	i. 51% ii. 51% iii. 63% iv. 41% v. 51% vi. 57%	i. 57% ii. 53% iii. 65% iv. 47% v. 53% vi. 61%	i. 63% ii. 55% iii. 67% iv. 51% v. 59% vi. 61%	i. 67% ii. 57% iii. 69% iv.55% v. 63% vi. 65%	i. 73% ii. 59% iii. 71% iv. 57% v. 67% vi. 67%	UN-Women's Results Management System (A)	
4.5	Structured dialogue on financing with the Executive Board held annually (*Derived from QCPR indicator 19*)	Yes	Yes	Yes	Yes	Yes	Executive Board Session documents (A)	
4.6	Percentage of offices which have completed training on anti-fraud and accountability	0%	60%	80%	80%	85%	UN-Women's Human Resources reporting (A)	

#	Indicator	Baseline	Milestones			Target 2021	Source	Possible disaggregation
			2018	2019	2020			
4.7	Implementation rate for regular resources *(Shared with UNFPA)*	85% (2016)	≥85%	≥85%	≥85%	≥85%	UN-Women Financial statements (A)	
4.8	Implementation rate for other resources	79% (2016)	80%	80%	80%	85%	UN-Women Financial statements (A)	
4.9	Percentage of Country Offices reporting on Greenhouse Gas emissions for travel and operations *(Similar to UNFPA and UNICEF)*	12% (2016)	12%	20%	30%	50%	UN-Women's field reporting (A)	
4.10	Average turnover time for the identification of qualified candidates and complete recruitment	15 weeks (2016)	15 weeks	15 weeks	14 weeks	13 weeks	UN-Women's Human Resources reporting (A)	
4.11	Percentage of annual performance management and development reviews completed on time	43% (2016)	70%	75%	80%	85%	UN-Women Performance Management and Development dashboard (A)	
4.12	Percentage of staff members completing mandatory trainings	35% (2016)	50%	60%	70%	75%	UN-Women's Human Resources reporting (A)	
4.13	Percentage of internal audit recommendations implemented *(Similar to UNFPA)*	98% (2016)	≥90%	≥90%	≥90%	≥90%	CARDS system (A)	

#	Indicator	Baseline	Milestones			Target	Source	Possible disaggregation
			2018	2019	2020	2021		
4.14	Percentage of external audit recommendations implemented *(Similar to UNFPA)*	83% (2016)	≥80%	≥80%	≥80%	≥80%	Zero draft UNBoA 2016 Long Form Report (A)	
4.15	Percentage of risk units meeting Enterprise Risk Management policy and framework requirements	88% (2015)	95%	100%	100%	100%	Risk Management Compliance Assessment (A)	
4.16	Percentage availability and uptime of corporate ICT systems	99%	99%	99%	99%	99%	UN-Women ICT monitoring system (A)	
4.17	Percentage of ICT platforms that fully address cyber-security issues and architecture design inputs from the ICT team	70%	75%	80%	90%	95%	UN-Women's ICT reporting (A)	
4.18	Percentage of offices compliant with business continuity plans and processes	80% (2016)	90%	100%	100%	100%	UN-Women's field reporting (A)	
4.19	Percentage of offices compliant with UN Security Risk Management requirements	95% (2016)	100%	100%	100%	100%	UN-Women's field reporting (A)	

Annex 1: FILLING DATA GAPS AND STRENGTHENING THE IRRF

NEWLY POPULATING VALUES

- **Outcome 3 Indicator 2:** Baseline was more fully populated.
- **OEE Indicator 3.7:** Milestones and targets were newly populated based on the Baseline survey and validation process.
- **Outcome 1 indicator 2.1:** Baseline was newly populated based on the Baseline survey and validation process, and milestones and targets duly revised, to now be reported on an annual not cumulative basis.
- **Outcome 2 Indicator 6.4:** Baseline was newly populated and milestones and targets duly revised.
- **Outcome 1 indicator 1.2:** Baseline, milestones and target were newly populated based on the survey to Member States finalized in May 2018.
- **Outcome 4 Indicator 12.4:** Baseline, milestones and targets were newly populated based on the Baseline survey and validation process, to now be reported on an annual not cumulative basis.
- **OEE Indicator 2.4; OEE Indicator 4.9:** Baseline, milestones and targets were newly populated based on the Baseline survey and validation process.
- **OEE Indicator 4.4:** Baselines, milestones and targets for indicator components i. to v. were newly populated based on the Baseline survey and validation process, and baseline and target for indicator component vi. were revised.

BASELINE UPDATED CLOSER TO 2017

- **OEE Indicator 4.2:** Baseline was updated for proximity to 2017 (ideal baseline year).
- **Outcome 5 Indicator 14.3:** Baseline was updated for proximity to 2017 (ideal baseline year) and milestones and target duly updated based on the Baseline survey and validation process.
- **Outcome 3 Indicator 9.4:** Baseline was updated for proximity to 2017 (ideal baseline year) with UN Global Compact data, and milestones and target duly updated based on the Baseline survey and validation process.
- **Outcome 1 indicator 3.1:** Baseline was updated for proximity to 2017 (ideal baseline year), and milestones and target duly updated to be reported on an annual not cumulative basis.

IMPROVED DATA

- **Outcome 2 Indicator 6.1; Outcome 2 Indicator 6.2; Outcome 2 Indicator 7.3; Outcome 3 Indicator 8.2; Outcome 3 Indicator 8.3; Outcome 4 Indicator 1; Outcome 4 Indicator 2; OEE Indicator 2.2; OEE Indicator 4.6:** Baseline was revised based on the Baseline survey and validation process.
- **Outcome 3 Indicator 8.1:** Baseline and 2018 milestone were revised based on the Baseline survey and validation process.
- **Outcome 3 Indicator 9.3:** Baseline and milestones were revised based on the Baseline survey and validation process.
- **Outcome 2 indicator 1; Outcome 2 indicator 2; Outcome 4 Indicator 3; Outcome 4 Indicator 4; Outcome 4 Indicator 5:** Baseline and target were revised based on the Baseline survey and validation process.
- **Outcome 1 indicator 2.2; Outcome 2 Indicator 4.1; Outcome 2 Indicator 4.2; Outcome 2 Indicator 4.3; Outcome 2 Indicator 4.4; Outcome 2 Indicator 5.1; Outcome 2 Indicator 6.3;**

Outcome 2 Indicator 7.2; Outcome 3 Indicator 8.4; Outcome 3 Indicator 9.1; Outcome 3 Indicator 9.2; Outcome 3 Indicator 10.1; Outcome 3 Indicator 10.2; Outcome 4 Indicator 11.1; Outcome 4 Indicator 11.2; Outcome 4 Indicator 11.3; Outcome 4 Indicator 11.4 ; Outcome 4 Indicator 12.1; Outcome 4 Indicator 12.2; Outcome 4 Indicator 12.3; Outcome 5 Indicator 13.3; Outcome 5 Indicator 14.1; Outcome 5 Indicator 15.1; Outcome 5 Indicator 15.2; Outcome 5 Indicator 15.3; OEE Indicator 2.1; OEE Indicator 3.4; OEE Indicator 3.6: Baseline, milestones and target were revised based on the Baseline survey and validation process.

- **Outcome 5 Indicator 13.1; Outcome 5 Indicator 14.2:** Baseline, milestones and target were revised   based on the Baseline survey and validation process, to now be reported on an annual not cumulative basis.

- **OEE Indicator 1.1:** 2018 milestone revised based on the Baseline survey and validation process.

- **Outcome 2 Indicator 5.2; Outcome 2 Indicator 5.3; Outcome 2 Indicator 5.4:** Milestones and target were revised based on the Baseline survey and validation process.

- **Impact indicator 2:** Overall baseline was revised and disaggregation baselines were newly populated, based on Report of the Secretary-General *Progress towards the Sustainable Development Goals*, Statistical Annex 2018.

- **Outcome 2 Indicator 4:** United Nations Office on Drugs and Crime (UNODC) in the UN Crime Trends Survey is now collecting this data biennially from countries globally, except for military, and will be used by UN-Women. Baseline was duly updated, and the military component, and milestones of this indicator will be determined through further consultation in the Midterm Review of the SP.

REVISED INDICATOR

- **Outcome 5 Indicator 4:** This indicator statement was revised based on low data availability. This data is reported with a one year time lag as updates are prepared for the Secretary-General's Report on Women, Peace and Security, released annually in October. Baseline, milestones and targets were newly populated. 2018 values will be available in 2020.