

UN-Women DRAFT Strategic Plan, 2018 – 2021

Integrated Results and Resources Framework

This annex presents the integrated results and resources framework (IRRF) of the Strategic Plan 2018-2021. The framework articulates the Strategic Plan results that UN-Women expects to achieve in the period 2018-2021, and defines the metrics - indicators, baselines, targets and resource allocations¹ - that will be used to measure progress towards results and to assess the effectiveness and impact of the plan. In this regard, the IRRF will support accountability of UN-Women to its stakeholders and will inform learning and improved decision-making during the operational period of the Strategic Plan.

IRRF Facts²

- **14 per cent** of development results indicators are **Sustainable Development Goal** indicators (12 out of 86 indicators) with 8 indicators on SDG 5.
- **15 per cent** of all indicators are part of the results frameworks of other **United Nations Funds and Programmes** i.e. UNDP, UNICEF and UNFPA (20 out of 137 indicators);
 - **5 percent** of indicators in the DRF are shared with other agencies (4 out of 86 DRF indicators); however, UN-Women intends to further partner with UNDP, UNICEF and UNFPA to identify additional shared development results indicators in shared areas of work
 - **31 per cent** of indicators organizational effectiveness and efficiency are shared with UNDP, UNICEF and UNFPA (16 out of 51 indicators)
- **19 per cent** of indicators are **quadrennial comprehensive policy review of operational activities for development of the United Nations system (QCPR) indicators**. (9 out of 51 OEEF indicators).

Note: the above percentages are a proportion of varied parameters as specified.

Structure

The IRRF includes both the development and organizational effectiveness and efficiency results of the Strategic Plan. The two frameworks are integrated to emphasize the interconnection between UN-Women's internal capacity and the changes it seeks to deliver for women and girls around the world. To avoid the proliferation of results frameworks, the IRRF includes indicators for tracking the contribution of the Flagship Programme Initiatives to UN-Women development results as well as indicators tracking implementation of the QCPR recommendations.

¹ Baselines, milestones, targets and resource allocations will be presented in the final results framework.

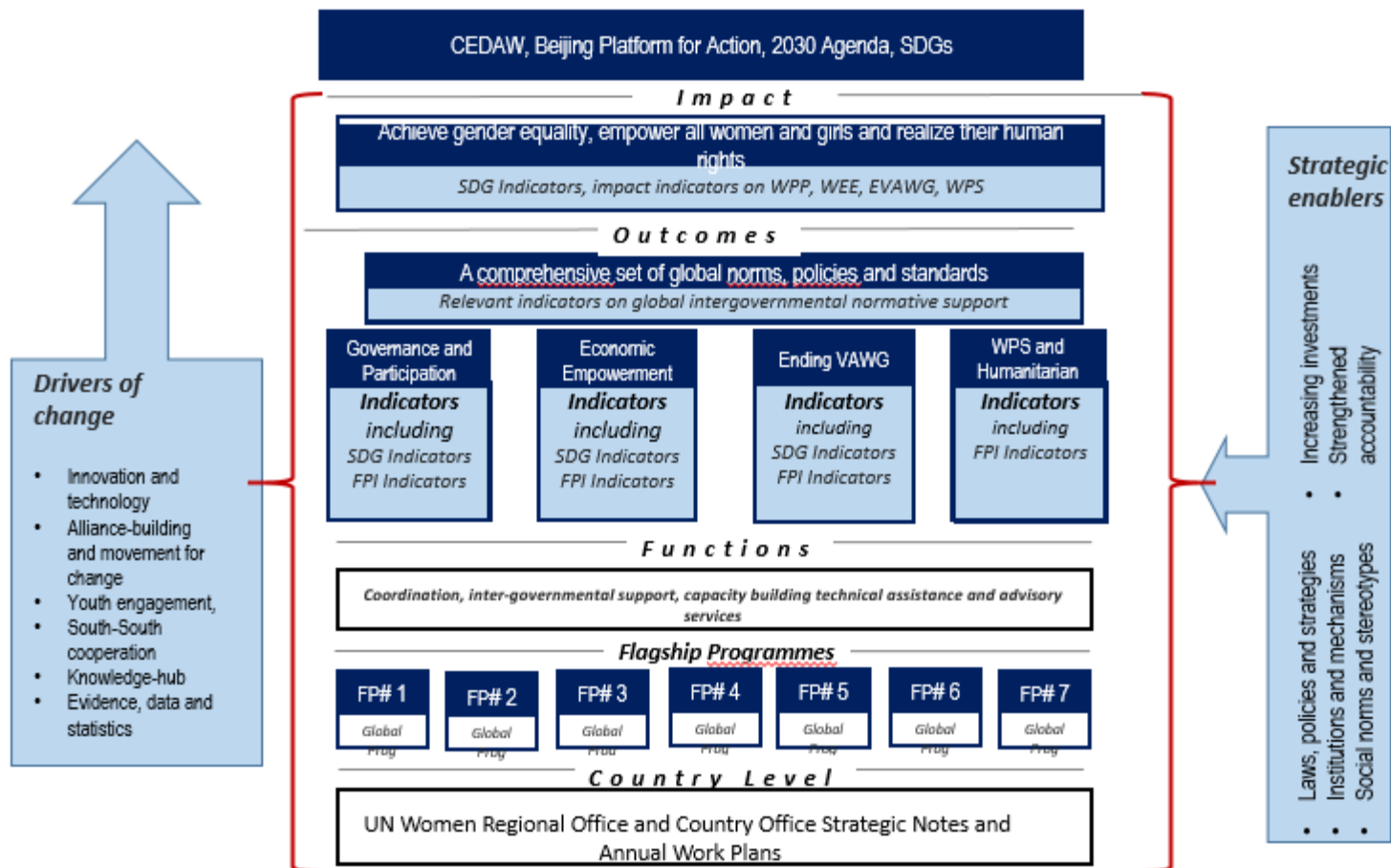
² The numbers in this table do not necessarily add up to 100 percent as they describe different ways of parsing the IRRF indicators.

The IRRF is structured according to three levels of development results and one level of organizational effectiveness and efficiency results. The IRRF presents development results hierarchically. The highest level results that the organization aims towards is at the long-term, impact level. **Impact-level** results refer to the ambitious changes in people’s lives that UN-Women hopes for, which are beyond the Entity’s control and require action from many actors. **Outcome-level** results reflect the key institutional and behavioural medium-term changes that UN-Women intends to contribute to in order to make progress to effect change at the impact level. While outcome-level change is also beyond UN-Women’s direct control, UN-Women expects to make important contributions towards the achievement of outcomes. **Output-level** results are the near-term, anticipated, direct consequence of UN-Women interventions that the Entity is fully accountable for achieving. Outputs are the products and services that emerge from UN-Women activities. Often, outputs lead to increases in capacities of environments, institutions and individuals to make changes in individual or institutional behaviours and practices. Outputs must be achieved in order to progress towards outcomes and, ultimately, impacts.

The IRRF presents a simplified relationship development result levels, with outputs leading to outcomes and outcomes leading to impact. In reality, the interactions between the three development result levels are complex. In certain cases, additional results are necessary to ensure that outputs will contribute to outcome-level change. In other cases, some outputs contribute directly to multiple outcomes. This is particularly relevant for UN-Women, given the interconnection between its priority areas of work. 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. Critical assumptions on the pre-conditions necessary for UN Women to achieve its development results underpin the UN-Women development results framework. To the extent possible, UN-Women’s programme approach will be to advocate, partner and/or coordinate with the UN system, governments, civil society, the private sector and other key stakeholder partners, in order to ensure that the necessary pre-conditions to achieve development results are in place. The complexity of the relationships underlying the UN-Women IRRF will be captured in an accompanying Theory of Change annex. The Theory of Change will complement the IRRF, which highlights the priority areas of intervention that UN-Women believes are catalytic and best positioned to drive outcome-level results and contribute to impact-level change in the period of the Strategic Plan.

UN-Women development results are complemented by organizational effectiveness and efficiency results, which capture the institutional capacities that UN-Women will need to deliver its outputs.

The chart below presents the structure of the IRRF.



Methodological Notes for Indicators

To complement the IRRF and its accompanying Theory of Change, methodological notes will be prepared for each indicator in the development results framework. The methodological notes will ensure a standardized understanding of the data to be captured for reporting, monitoring, and evaluating the Strategic Pan throughout its implementation by providing definitions and detailing the methods of calculation, sources of data, and a rationale behind the target setting for each indicator. These notes will be finalized by the Second Regular Session of the Executive Board in August/September 2017.

The methodological notes put special emphasis on clarifying levels of disaggregation of data for each indicator. In line with the 2030 Agenda, and the principles of “leave no one behind” and of reaching the “furthest behind first,” UN-Women is committed to ensure that the data that will drive reporting, monitoring and evaluation of the Strategic Plan 2018-2021, accurately captures the impact of its work on vulnerable populations including: children, adolescents, youth, persons with disabilities, people living with HIV/AIDS, older persons, indigenous peoples, refugees and internally displaced persons, migrants and peoples living in areas affected by complex humanitarian emergencies, and peoples in areas affected by terrorism and conflict.

Harmonization across United Nations agencies

The UN-Women approach to understanding levels of accountability and its results structure are aligned with those used by other UN system funds and programmes, and are in accordance with the United Nations Development Group results-based management handbook.

In addition, the IRRF contains a number of shared indicators. As part of the inter-agency process on the harmonization of Strategic Plans for the cycle 2018-2021, UN-Women’s Strategic Plan and IRRF was developed in consultation with the United Nations Development Programme (UNDP), the United Nations Children’s Fund (UNICEF) and the United Nations Populations Fund (UNFPA). In consultation, UN-Women, UNDP, UNICEF and UNFPA agreed to adopt common results-based management approaches and shared impact and outcome-level indicators to better capture joint areas of work. These indicators are complemented by shared QCPR indicators, which have been integrated into the current version of the UN-Women Strategic Plan and will be revised following the finalization of the 2016 QCPR monitoring framework.

Alignment with the 2030 Agenda for Sustainable Development

In line with the recommendations of the 2016 QCPR, the IRRF impact and outcomes were formulated with the understanding that the Strategic Plan 2018-2021 is being developed in the broader context of the 2030 Agenda for Sustainable Development. As a result, UN-Women has adopted SDG indicators at the impact and outcome levels in order to better capture and measure the ways in which the Entity will actively support Member States, at their request, to deliver on the 2030 Agenda for Sustainable Development. Several SDG indicators are shared indicators with other UN system funds and programmes and signal areas of collaborative advantage where UN-Women, UNICEF, UNFPA and UNDP collective efforts better position the system as a key partner to Member States to deliver on the 2030 Agenda.

Integrated results framework

 SDG Indicator  FPI Indicator  QCPR Indicator

Indicator shared with Funds and Programmes are reflected in pink (TBD as part of ongoing inter-agency coordination process)

Development Results							
IMPACT STATEMENT: Achieve gender equality and empower all women and girls, including full enjoyment of their human rights							
Impact Indicators							
#	Indicator	Baseline 2017	Milestones			Target 2021	Source and methodology
			2018	2019	2020		
A	Proportion of seats held by women in (a) national parliaments and (b) local governments (SDG indicator 5.5.1)						
B	Proportion of population below the international poverty line, by sex, age, employment status and geographical location (urban/rural) (SDG indicator 1.1.1)						
C	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)						
D	Percentage of peace agreements supported by the UN with specific provisions to improve the security and status of women and girls (FPI indicator)						
E	Number of deaths, missing persons and directly affected persons attributed to disasters per 100,000 population (SDG indicator 11.5.1)						
F	Number of women impacted by UN System joint programmes on gender equality, empowering all women and girls and realizing their human rights						
Outcome and Output Indicators							

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

Indicative multi-year budget: \$29.2 million (USD)³

#	Indicator	Baseline 2017	Milestones			Target 2021	Source and methodology
			2018	2019	2020		
1A	Percentage of resolutions adopted by the General Assembly that integrate gender perspectives						
1B	Percentage of recommendations from the Secretary-General's report on the priority theme of the CSW that are reflected in the Agreed Conclusions of the CSW						
1C	Percentage of voluntary national reviews to the High-level Political Forum on sustainable development (HLPF) that integrate gender perspectives						
Output 1.1: Enhanced capacity of governments and stakeholders to assess progress in implementation of the Beijing Platform for Action, and other global normative and policy frameworks for gender equality and the empowerment of all women							
1.1A	Number of countries supported by UN Women that contribute to the review theme of the Commission on the Status of Women through voluntary national presentations						
1.1B	Percentage of Member States expressing satisfaction with the support provided during their sessions at CSW						
1.1C	Number of countries supported by UN-Women that undertake a 25-year review and appraisal of the implementation of the Beijing Platform for Action ⁴						

³ Indicative resource allocations were calculated with a total resource envelope of \$933 million rather than \$880 million (per biennium), because of anticipated carry forward

⁴ In 2018, the Commission on the Status of Women will make a recommendation, at its sixty-second session, on how best to utilize the year 2020, on the occasion of the twenty-fifth anniversary of the Fourth World Conference on Women, so as to accelerate the realization of gender equality and the empowerment of women and girls.

1.1D	Number of UNCTs receiving support from UN Women for CEDAW reporting						
Output 1.2: Intergovernmental processes supported through convening of Governments, civil society, UN and other relevant partners, and facilitation of evidence-based dialogue							
1.2A	Number of thematic briefings and multi stakeholder dialogues held at global and regional levels, convened by UN Women, in preparation for intergovernmental processes such as CSW (including Beijing +25), the High-level Political Forum and the Human Rights Council						
1.2B	Number of CSO representatives registered to attend the Commission on the Status of Women (CSW)						
1.2C	Number of (written and oral) statements and interventions of civil society in CSW						
1.2D	Number of national consultations convened by UN-Women to facilitate the integration of Civil Society Advisory Group perspectives into intergovernmental processes						
Output 1.3: Expanded knowledge on gender perspectives through provision of substantive inputs and dialogues to global and regional intergovernmental processes							
1.3A	Number of intergovernmental fora where UN-Women supported dialogue on gender perspectives						
Outcome 2: Women lead, participate in and benefit equally from governance systems							
Indicative multi-year budget: \$249 million (USD)							
#	Indicator	Baseline 2017	Milestones			Target 2021	Source and methodology
			2018	2019	2020		
2A	Number of legislative frameworks that promote gender balance in elections and politics (FPI indicator)						
2B	Number of National Development Strategies (NDSs) that are gender responsive (FPI indicator)						

2C	Proportion of countries with systems to track and make public allocations for gender equality and women's empowerment (SDG indicator 5.c.1)						
2D	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)						
2E	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)						
Output 2.1: More national and local plans and budgets are gender-responsive							
2.1A	Number of SDG-based national gender equality action plans developed, with UN Women's support (FPI indicator)						
2.1B	Number of finance ministries with enhanced capacity to integrate gender budgeting in public finance systems, with UN Women's support (FPI indicator)						
2.1C	Number of national HIV strategies and plans supported by UN Women that include gender responsive actions and budgets (FPI indicator)						
2.1D	Number of national women's machineries and women's organizations with enhanced capacity to advocate for gender responsive budgets, with UN Women's support (FPI indicator)						
Output 2.2: More justice institutions are accessible to and deliver equally for women and girls							
2.2A	Number of personnel of formal and informal justice institutions whose capacity to provide justice to women is strengthened (FPI indicator)						
2.2B	Percentage share of women in the police as a result of UN Women's support (FPI indicator)						

2.2C	Percentage share of women judges as a result of UN Women's support (FPI indicator)						
2.2D	Number of women accessing legal aid with UN Women's support (FPI indicator) [disaggregated by relevant LNOB category] (FPI indicator)						
Output 2.3: More women of all ages fully participate, lead and engage in political institutions and processes							
2.3A	Number of new initiatives adopted on monitoring and mitigating violence against women in politics, with UN Women's support (FPI indicator)						
2.3B	Number of gender equality reforms adopted by electoral stakeholders with UN Women's technical support (FPI indicator)						
2.3C	Additional number of women political aspirants trained with UN Women's support (FPI indicator)						
2.3D	Number of gender equality proposals backed by women's caucuses and/ or legislative committees, with UN Women's support (FPI indicator)						
Output 2.4: More and better quality data and statistics are available to promote and track progress of gender equality and women's empowerment							
2.4A	Proportion of sustainable development indicators with full sex disaggregation produced at the national level (derived from SDG indicator 17.18.1)						
2.4B	Number of SDG tier III indicators for which UN women is a custodian agency that become tier II indicators (FPI indicator)						
2.4C	Additional resources devoted to sex-disaggregated statistics with UN Women's support (FPI indicator)						
2.4D	Number of countries with available data for SDG tier II indicators where UN Women is a (co) custodian agency [disaggregated by SDG indicator] (FPI indicator)						
Outcome 3: Women have income security, decent work and economic autonomy							

Indicative multi-year budget: \$292.8 million (USD)							
3A	Proportion of time spent on unpaid domestic and care work, by sex, age and location (SDG indicator 5.4.1)						
3B	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)						
3C	Proportion of total agricultural population with ownership or secure rights over agricultural land, by sex (SDG indicator 5.a.1 (a))						
3D	Share of women among owners or rights-bearers of agricultural land, by type of tenure [SDG indicator 5.a.1 (b)]						
Output 3.1: More policies promote decent work and social protections for women							
3.1A	Number of legal, regulatory and policy frameworks that create decent work for women that are adopted with support from UN Women (FPI indicator)						
3.1B	Number of gender-responsive economic policies that are adopted with support from UN Women (FPI indicator)						
3.1C	Number of legal, regulatory and policy frameworks in support of gender-responsive social protection systems that are adopted with support from UN Women (FPI indicator)						
3.1D	Number legal, regulatory and policy frameworks that address unpaid care work, and are adopted with support from UN Women (FPI indicator)						
Output 3.2: More women own, launch and/or better manage small and medium and large enterprises							
3.2A	Number of women benefitting from vocational, leadership and entrepreneurial training, with UN Women's support (FPI indicator)						

3.2B	Number of women entrepreneurs benefitting from access to finance, with UN Women's support (FPI indicator)						
3.2C	Number of women benefitting from gender-responsive procurement processes, with UN Women's support (FPI indicator)						
3.2D	Number of WEP signatories, disaggregated by national and international entity (FPI indicator)						
Output 3.3: More rural women secure access to productive resources and engage in climate smart agriculture							
3.3A	Number of new or improved gender-responsive policies on climate smart agriculture, with UN Women's support (FPI indicator)						
3.3B	Number of women gaining access, use and control of productive resources (FPI indicator)						
3.3C	Number of rural women having received technical assistance from UN Women to access vital services (including finance, telecommunications, water and/or energy) (FPI indicator)						
3.3D	Average percentage increase in income for women participating in the Buy from Women platform (FPI indicator)						
Outcome 4: All women and girls live a life free from all forms of violence							
Indicative multi-year budget: \$424.6 million (USD)							
4A	Number of women using quality essential services in line with relevant monitoring and reporting frameworks (FPI indicator)						
4B	Percentage of people who think it is never justifiable for a man to beat his wife, disaggregated by sex (FPI indicator)						

4C	Percentage of women and girls subject to sexual harassment in public spaces, in sites of intervention, in the last 12 months (FPI indicator)						
4D	Number of countries that have adopted or strengthened legislation addressing VAWG in private and public spaces that is (1) in line with international standards (2) is allocated a budget and (3) has an oversight mechanism for monitoring (modified FPI indicator)						
4E	Number of new pieces of legislation (in line with international standards) to prevent, sanction and address femicide / feminicide/ gender-related killings of women (pipeline FPI indicator)						
Output 4.1: More countries and stakeholders are better able to prevent violence against women and girls and deliver essential services to survivors							
4.1A	Number of National Action Plans and Strategies to End Violence against Women that have a component that addresses social norms, attitudes, and behavior transformation, with UN Women’s support (FPI indicator)						
4.1B	Number of countries that have (1) conducted community activities with women and men, boys and girls on gender equality and respectful relationships and (2) adopted national informal or formal education curricula on gender and violence against women in primary and/or secondary schools, with UN Women’s support (modified FPI indicator)						
4.1C	Number of new guidelines, protocols or standard operating procedures (in line with international standards) on the provision of quality essential services for survivors, with UN Women’s support (FPI indicator)						
4.1D	Number of initiatives aimed at disseminating information on quality essential services and women’s right to access such services, with UN Women’s support – i.e. UNITE campaign (modified FPI indicator)						

Output 4.2: More cities and other settings have safe and empowering public spaces for women and girls							
4.2A	Number of safe cities / safe public spaces partnerships in place which include women in decision-making positions						
4.2B	Number of local development plans developed or strengthened with the support of UN Women that are gender responsive (FPI indicator)						
4.2C	Number of countries where the elimination of SVAWG in public spaces is embedded in different sectors to transform social norms (FPI indicator)						
4.2D	Number of partners supported by UN Women whose knowledge and skills to influence legislation and policies on SVAWG in public spaces are improved (FPI indicator)						
Outcome 5: Women and girls contribute to building sustainable peace and resilience, and benefit equally from crisis prevention and humanitarian action							
Indicative multi-year budget: \$468.6 million (USD)							
5A	Percentage of operational National Action Plans on women, peace and security with indicators (FPI indicator)						
5B	Percentage of Security Council decisions with specific provisions to improve the security and status of women and girls (FPI indicator)						
5C	Percentage of humanitarian assistance targeting women and girls (FPI indicator)						
5D	Percentage of humanitarian assessments that are gender-responsive (FPI indicator)						
5E	Percentage of humanitarian assistance that is channeled to local women's organizations (FPI indicator)						
Output 5.1: Gender equality advocates effectively influence peace and security processes							
5.1A	Total number of people employed in the justice, security and foreign service sectors, by sector, sex, rank and seniority (FPI indicator)						

5.1B	Number of sexual and gender-based violence justice experts deployed to national, regional and international accountability mechanisms (FPI indicator)						
5.1C	Percentage of women among mediators, negotiators and technical experts to peace negotiations (FPI indicator)						
5.1D	Percentage of UN-managed funds in support of peacebuilding in projects that address women's specific needs, advance gender equality and/or empower women as their specific objective (FPI indicator)						
5.1 E	Number of UN System programmes on countering / preventing violent extremism (C/PVE) with a gender analysis (FPI indicator)						
Output 5.2: More women play a greater role and are better served by humanitarian response and recovery efforts							
5.2A	Percentage of country cluster systems for humanitarian action with access to dedicated gender expertise (FPI indicator)						
5.2B	Number of women's organizations or institutions supported by UN Women to play a role in humanitarian response and recovery (FPI indicator)						
5.2C	Number of women accessing UN Women services in humanitarian contexts [disaggregated by relevant LNOB category] (FPI indicator)						
5.2D	Number of women securing new economic opportunities and income through UN Women's services in crisis contexts [disaggregated by relevant LNOB category] (FPI indicator)						
Output 5.3: More women play a greater role in and are better served by disaster risk management processes							
5.3A	Number of high risk countries with UN Women coordinated gender analysis in place (FPI indicator)						

5.3B	Number of women's organizations or institutions supported by UN Women to play a role in disaster risk reduction (FPI indicator)						
5.3C	Percentage of national disaster risk management plans that are gender responsive, with UN Women's support (modified FPI indicator)						
5.3D	Number of countries supported by UN Women that include sex-disaggregated data in their reports on the Sendai Framework for Disaster Risk Reduction (FPI indicator)						

Organizational Effectiveness and efficiency

Multi-year indicative allocation: \$401.8 million

Output 1: Enhanced coordination, coherence and accountability of the UN system for gender equality commitments

#	Indicator	Baseline 2017	Milestones			Target 2021	Source and Methodology
			2018	2019	2020		
1	Percentage of reporting entities that meet or exceed UN-SWAP minimum standards (Draft QCPR Indicator)						
2	Percentage of UN entities that track and report on allocations and expenditures using gender markers (QCPR 44e)						
3	Percentage of UNDAFs that feature gender results at the outcome level (QCPR 44g)						
4	Percentage share of total expenditure from joint programmes (QCPR indicator 17)						
5	Number of qualified women nominated by UN Women for senior UN positions						
6	Number of UN entities receiving gender parity technical advice or assistance by UN-Women						

Output 2: Increased engagement of partners in support of UN Women’s mandate

#	Indicator	Baseline 2017	Milestones			Target 2021	Source and Methodology
			2018	2019	2020		
7	Number of civil society participants from most marginalized communities supported by UN Women to attend multi-stakeholder convenings						
8	Number of initiatives led by civil society advisory groups supported by UN-Women at the global, regional and national levels						
9	Percentage of new Strategic Notes and unit plans that incorporate specific strategies on engaging men and boys, faith-based organizations and other non-traditional constituencies in their programmes						
9bis	Number of countries where civil society gender equality advocates were supported by UN Women to influence policy making						
10	Number of individual commitments made to HeForShe online and offline by men and boys						
11	Percentage of new Strategic Notes that incorporate objectives of the strategy on youth and gender equality						
12	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 <i>(similar to UNICEF indicator on corporate partnership)</i>						
13	Percentage of new Regional and Country Strategic Notes with a dedicated partnerships strategy						

14	Number of countries that have implemented at least one of their commitments made at the Global Leaders' Forum on Gender Equality and Women's Empowerment						
15	Number of media outlets that sign up to the Step it Up Media Compact						
16	Number of visitors to UN Women's and Women Watch websites						
17	Number of followers of UN Women on social media						
18	Number of mentions of UN Women in the media						
19	Amount of total regular core resources and total non-core other resources from: <ul style="list-style-type: none"> public partners private sector partners, including National Committees and individuals <i>(similar to UNICEF's indicator on resource mobilization)</i>						
20	Contributions by donors other than the top 15 <i>(Shared with UNFPA and UNICEF)</i>						
21	Contributions received through pooled and thematic funding mechanisms (Draft QCPR indicator) <i>(Shared with UNFPA)</i>						

Output 3: Enhanced quality of programmes through knowledge, innovation, RBM and evaluation

#	Indicator	Baseline 2017	Milestones			Target 2021	Source and methodology
			2018	2019	2020		
22	Number of digital innovations that have been prototyped						
23	Number of UN Women offices and units that pilot or scale up innovations						

24	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 45d) <i>(Similar to UNICEF and UNFPA)</i>						
25	Percentage of country offices that have created a national gender equality profile based on gender data sets available						
26	Number of participants trained on gender-equality related topics via the Training Centre (disaggregated by sex, geographical region and type of organization)						
27	Number of thematic communities of practice with knowledge repository and referral services						
28	a. Number of citations of UN Women global reports (Progress of the World Women, SDG Report, World Survey) b. Number of downloads of UN Women's knowledge products						
29	Percentage of Strategic Notes and Annual Reports that meet quality standards in results-based management <i>(Similar to UNFPA)</i>						
30	Number of staff members trained on RBM						
31	Percentage of planned evaluations being conducted <i>(Similar to UNICEF and UNFPA)</i>						
32	Percentage of evaluations rated "satisfactory and above" <i>(Similar to UNICEF and UNFPA)</i>						
Output 4: Improved management of financial and human resources in pursuit of results							
#	Indicator			Milestones			Source and methodology

		Baseline 2017	2018	2019	2020	Target 2021	
33	Rating in the Aid Transparency Tracker (QCPR indicator 26) (Shared with UNFPA)						
34	Percentage of donor reports submitted on time (Shared with UNICEF)						
35	Percentage of donor reports receiving positive feedback from Member States						
36	Percentage of Country Offices that have adopted and implemented common service lines in: <ul style="list-style-type: none"> 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 (QCPR indicator 78c) (Shared with UNICEF and UNFPA)						
37	Structured dialogue on financing with the Executive Board held annually (QCPR 20a)						
38	Percentage of units complying with mandatory training on fraud identification, minimization and response						
39	Proportion of total use of resources for recurring management costs						
40	Implementation rate for regular resources (Similar to UNFPA)						
41	Implementation rate for other resources (Similar to UNFPA)						
42	Volume of Greenhouse Gas for travel and operations offset through Certified Emissions Credits						

	<i>(Similar to UNFPA and UNICEF)</i>						
43	Average turnover time for the identification of qualified candidates and complete recruitment						
44	<i>Percentage of annual performance management and development (PMD) reviews completed on time (Similar to UNICEF)</i>						
45	Percentage of staff members undertaking mandatory trainings						
46	<i>Percentage of internal audit recommendations implemented (Similar to UNFPA)</i>						
47	<i>Percentage of external audit recommendations implemented (Similar to UNFPA)</i>						
48	Percentage of risk units meeting Enterprise Risk Management policy and framework requirements						
49	Percentage availability and uptime of corporate ICT systems						
50	Percentage of ICT platforms that fully address cyber-security issues and architecture design inputs from the ICT team						
51	Percentage of offices compliant with business continuity plans and processes						
52	Percentage of offices compliant with UN Security Risk Management requirements						

Allocation of resources to development outcomes

UN-Women's 2018-2019 Integrated Budget will cover the first biennium under UN-Women's new strategic plan, 2018 – 2021. Indicative allocations of resources to development outcomes under this strategic plan are 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 existing pipeline⁵.

For the 2018 - 2019 biennium, UN-Women's indicative allocations between the impact areas of the strategic plan's development results have been shaped by:

2016 expenditure

In 2016, 100 percent of regular budget resources (RB) were allocated and spent in support of UN-Women's normative intergovernmental support function.

In addition, a review of 2016 voluntary resource⁶ expenditures in UN-Women's Results Management System (RMS) showed that: (a) 15 percent of programme funds were spent on women's voice, participation and leadership; (b) 21 percent of programme funds were spent on women's economic empowerment; (c) 29 percent of programme funds were spent on ending violence against women; (d) 26 percent of programme funds were spent on work on women and peace and security (80% of which was allocated to peace and security and 20% of which was allocated to humanitarian action); (e) 7 percent of programme funds were spent on governance and national planning for gender equality commitments and priorities; and (f) 2 percent of programme funds were spent on support to normative intergovernmental processes.

⁵ 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.

⁶ Voluntary resource expenditure include both regular and other resource spending

A closer look: Funding UN-Women's normative support function

UN-Women's **normative support function** is enshrined in its founding resolution that states: "Based on the principle of universality, the Entity shall provide, through its normative support functions and operational activities, guidance and technical support to all Member States, across all levels of development and in all regions, at their request, on gender equality, the empowerment and rights of women and gender mainstreaming" (A/Res/64/289, para 51b). This resolution also determined that "the resources required to service the normative intergovernmental processes shall be funded from the regular budget" (para. 75).

UN-Women's **support to normative intergovernmental processes** (including CSW, Economic and Social Council, General Assembly, Security Council) is one area of work under the Entity's normative support functions. It is captured under Outcome 1 of the integrated results and resources framework (IRRF) and is funded through regular budget resources and the institutional budget. Historically an additional 2% of programme funds have been used to to enhance normative support capacities.* To avoid double counting, only this third source of funds is captured under Outcome 1 of the integrated results and resources framework (IRRF).

As part of its normative support functions, UN-Women also provides **support for translating intergovernmental norms into national policies and supporting their implementation**. This work is financed through voluntary contributions and captured in programme activities under Outcomes 2, 3, 4 and 5.

The roll-out of UN-Women's new programme management information systems (PMISs) will enable the Entity to better break down staff and track programme expenditure by function during the 2018-2021 Strategic Plan. This will allow UN Women to consolidate and report budget allocations against normative support in an integrated manner.

** As part part of the proposed programme budget for the biennium 2018-2019, the Secretary-General submitted an increase in regular budget resources (expected to be approved by December 2017 in order to enable it to carry out its mandate of servicing normative intergovernmental processes. (A/RES/64/289, para 75, and A/RES/70/133, para 8 and A/72/6, Sect. 17). Such an increase will enable UN-Women to draw less on voluntary contributions for this function.*

Trends in expenditure across UN-Women's current strategic plan

This measure is calculated as a percentage change in allocation to each outcome area in 2016 as compared to 2014.⁷

As per UN-Women's Results Management System⁸:

- A review of trends in each outcome area from 2014 to 2016 has shown strong growth in UN-Women's work on women's economic empowerment and on the elimination of violence against women. The most notable growth has occurred in the area of peace, security and humanitarian action, which has more than doubled in expenditure over a 3-year period. This high rate of growth is driven by expanded programming in the Arab States and West and Central Africa as well as East and Southern Africa
- UN-Women's work in women's political empowerment has demonstrated slightly slower rate of growth.
- For outcome area 1, regular budget resources have remained constant, with 100 percent of resources allocated area of work over the past three years.

Analysis of expected future demand across UN-Women's development outcomes

The scale and scope of UN-Women's normative support and coordination functions have expanded significantly since the Entity's founding and the recent adoption of the 2030 Agenda.

In addition, UN-Women predicts that overall, country level demand will continue to exceed resources available particularly as UN-Women has fully implemented its regional architecture.

In order to track this demand, UN-Women has developed LEADS, a pipeline management system for project proposals which tracks a project from inception (i.e. the drafting stage) to funding (i.e. securing a signed funding contract)⁹.

Based on current LEADS data¹⁰, expected future demand across UN-Women's development outcomes is divided in the following manner: 4 percent of programme funds to support normative intergovernmental processes; 20 percent of programme funds to support women to lead, participate in and benefit equally from governance systems; (c) 32 percent of programme funds to support women to have income security, decent work and economic autonomy; 21 percent of programme funds to support women and girls live a life free from violence; and 23 percent of programme funds to support women to engage in prevention, sustain peace and build resilience and to benefit equally from peace, security and humanitarian interventions.

Conclusion

In order to calculate allocations per outcome area for the 2018-2019 integrated budget, UN-Women applies a formula which adjusts 2016 allocations according to trends in past expenditure and expected future demand. In this calculation, UN-Women uses data from its LEADS about programmes and projects that are in the pipeline as a proxy for expected demand. Since expenditure data is based on actual numbers and future demand is based on predicted income, expenditure has been given a weighting that is double that of pipeline numbers from LEADS.

⁷ UN-Women's current strategic plan covers the period from 2014 – 2017, however the trends analysis is based on 3 years' worth of data, as 2017 expenditure figures will only be finalized in 2018.

⁸ 2016 data is sourced from UN-Women's Results Management System (which is integrated with UN-Women's financial management system ATLAS). 2014 data was sourced directly from ATLAS as the RMS had not yet been built.

⁹ The LEADS system aggregates data from UN-Women offices (both at headquarters in the field) on expected funding that will be received for project / programme proposals in each of UN-Women's outcome areas. Each 'lead' is furthermore assigned a probability of success to provide a weighted total of projected income for each outcome area. UN-Women remains committed to leveraging LEADS data as a proxy indicator to predict future demand and available funding in each of its outcome areas.

¹⁰ Data in LEADS system as of May 16th, 2017.

UN-Women has also taken into consideration the following qualitative considerations in deciding on allocations across the outcome areas:

- UN-Women's **support to normative intergovernmental processes** (including CSW, Economic and Social Council, General Assembly, Security Council) will continue to be funded through regular budget resources and the institutional budget, as well as a small allocation of programme funds to enhance normative support capacities.¹¹
- Despite a slightly slower rate of growth for Outcome 2 (women lead, participate in and benefit equally from governance systems), UN-Women believes that this outcome area remains critical for UN-Women's work and a priority in the 2018-2021 strategic plan and has ensured that this area remains appropriately resourced
- Given UN-Women's critical role in the area of prevention, allocations to Outcome 5 (women are engaged in, and benefit equally from, peace, security and humanitarian interventions to prevent crisis and build resilience) have increased. Nevertheless, UN-Women believes that the rate of growth of this area of work needs to remain prudent, and has therefore suggested an indicative allocation that aligns with its absorptive capacity in this area.

Keeping these factors in mind, indicative allocations between the outcome areas of the strategic plan have been adjusted as follows:

- a) A comprehensive and dynamic set of global norms, policies and standards on gender equality and the empowerment of all women and girls is strengthened -- this area of work will receive all of the regular budget resources received by UN-Women (which are proposed to increase by about 8 percent in the 2018 – 2019 biennium). In addition, 2 percent of programme funds are projected to be allocated to normative support capacities.
- b) Women lead, participate in and benefit equally from governance systems — 17 percent;
- c) Women have income security, decent work and economic autonomy— 20 percent;
- d) Women and girls live a life free from violence — 29 percent;
- e) Women are engaged in, and benefit equally from, peace, security and humanitarian interventions to prevent crisis and build resilience— 32 percent.

Tables summarizing these calculations can be found in Annexes 1 and 2.

As part of its ongoing analysis on the link between results and resources, UN-Women remains committed leveraging its Programme Management Information Systems (PMISs) in order to:

- Strengthen planning, budgeting and the tracking of resources received;
- More precisely identify funding gaps and the subsequent need for reallocation of resources across outcome areas; and
- More accurately track results obtained from its development activities.

¹¹ The roll-out of UN-Women's new programme information management systems will enable the Entity to better break down, track and report on staff and programme expenditure by function during the 2018-2021 Strategic Plan, including for normative support.

Annex 1. Calculations for adjusting allocation of resources to Outcome 1 for the 2018-2019 Integrated Budget

Outcome 1 is solely intended to capture UN-Women’s support to normative intergovernmental processes (such as CSW). This outcome area does not include UN-Women’s significant additional normative support work (i.e. support to Member States to translate global intergovernmental norms at the national level), which is captured under each of the respective thematic areas (i.e. in Outcomes 2 – 5) where the support is provided.

	Regular Budget		Voluntary contributions (core and non-core)		Expected future demand as per UN-Women’s LEADS system (%)	New Regular Budget allocations for the 2018 – 2019 biennium	New allocations from voluntary contributions for the 2018 – 2019 biennium (using past expenditure, % change from 2014-2016, data from LEADS and qualitative measures)
	Past expenditures for 2016 (%)	Percentage change in expenditure between 2014 - 2016	Past expenditures for 2016 (%)	Percentage change in expenditure between 2014 - 2016			
Outcome 1 – Comprehensive and dynamic set of global norms, policies and standards on gender equality and the empowerment of all women and girls is strengthened	100%	0% (<i>expenditure remained the same</i>)	2%	31% decrease	4%	108% (<i>this figure takes into account UN-Women’s pending proposal for an additional 5 posts to be funded by regular budget funds</i>)	2%

Annex 2. Calculations for adjusting allocation of resources to development outcomes 2-5 for the 2018-2019 Integrated Budget

	Past expenditures for 2016 (%)¹²	Percentage change in each planned expenditure between 2014 - 2016¹³	Expected future demand as per UN-Women’s LEADS system (%)¹⁴	New allocations for the 2018 – 2019 biennium (using past expenditure, % change from 2014-2016, data from LEADS and qualitative measures)¹⁵
Outcome 2 – Women lead, participate in and benefit equally from governance systems	22% ¹⁶	20% increase	20%	17%
Outcome 3 – Women have income security, decent work and economic autonomy	21%	42% increase	30%	20%
Outcome 4 – All women and girls live a life free from violence	29%	59% increase	22%	29%
Outcome 5 – Women are engaged in, and benefit equally from, peace, security and humanitarian interventions to prevent crisis and build resilience	26%	112% increase	22%	32%

¹² As reported in UN-Women’s Results Management System (RMS)

¹³ Calculated as a percentage change in expenditure by outcome area between 2014 and 2016

¹⁴ Represents percentage of programme funds allocated to each outcome area in LEADS system (with amounts adjusted for probability of success)

¹⁵ Formula: $[[[(2*\% \text{age change in expenditure from 2014 – 2016}) + (\text{Expected future demand})] / 3] + 1] * 2016 \text{ expenditure (adjusted to ensure total portfolio = 100\%)}]$

¹⁶ The expenditures for this category combine spending on ‘women’s voice, participation and leadership’ as well as for ‘governance and national planning for gender equality commitments and priorities’ (categories which exist independently in the strategic plan, 2014-2017 but have been merged in the strategic plan 2018 – 2021).