Annex I

Integrated Results and Resources Framework of UN-Women Strategic Plan 2022-2025

(DRAFT Version 1: May 2021)

Contents

I: Introduction

1.1: Results structure

This annex presents the Integrated Results and Resources Framework (IRRF) of the Strategic Plan 2022-2025. It provides key expected results at the impact, outcome and output levels and defines the indicators that will be used to measure progress towards the expected results.

The Strategic Plan 2022–2025 describes the development results to be achieved by UN-Women together with key partners and other actors in the context of the 2030 Agenda and other key global frameworks. It also describes the organizational effectiveness and efficiency (OEE) outputs that support the achievement of development results. Those results and proposed indicators have been developed based on lessons learned from the current Strategic Plan, and on the key findings and recommendations from the internal and external consultations on the development of Strategic Plan 2022-2025 as well as those from the corporate evaluations and audits.

Figure 1: *Proposed results structure of the Strategic Plan IRRF 2022-2025*
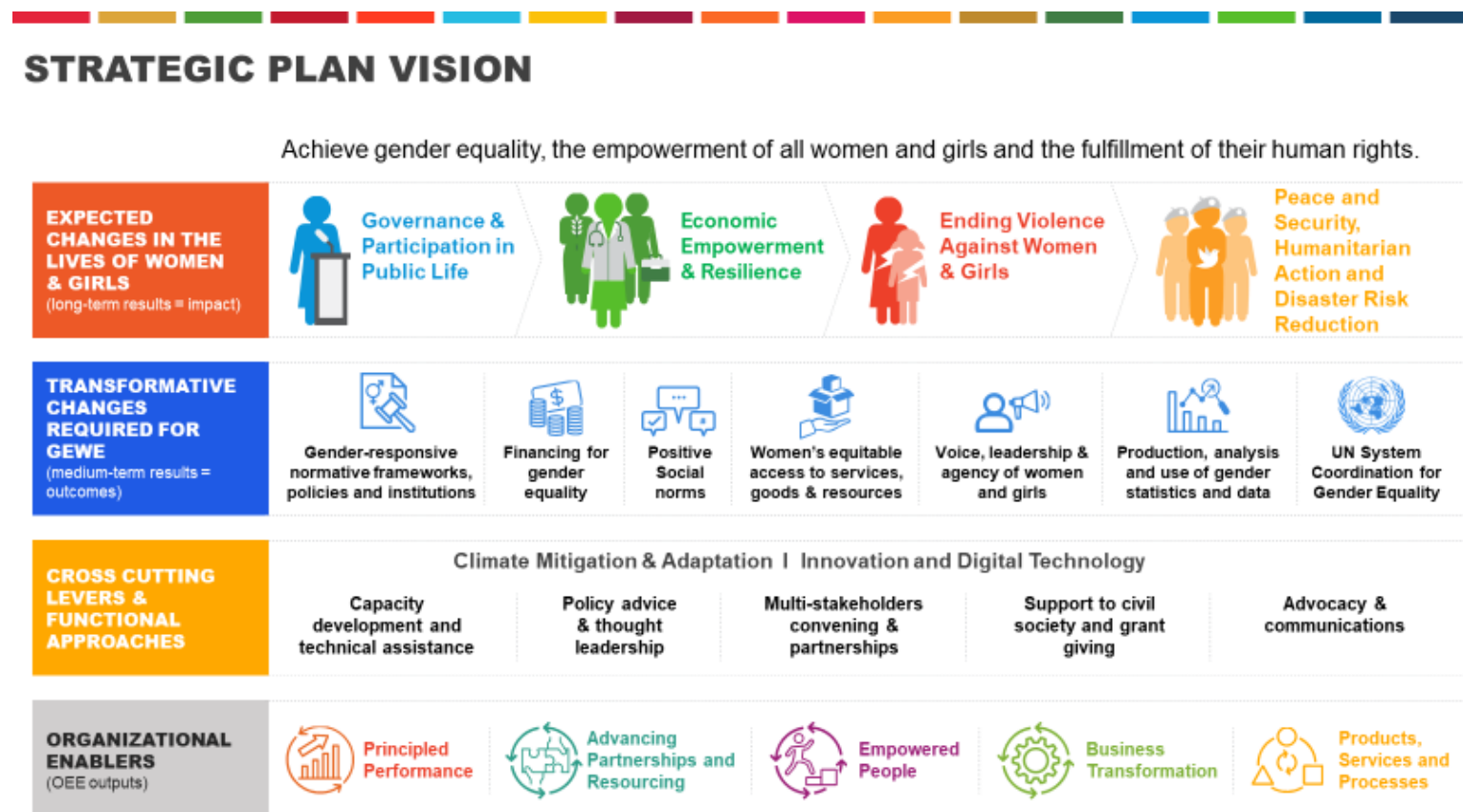
Main changes from the IRRF of the current Strategic Plan 2018-2021 include the following:

- First, under the next Strategic Plan, UN-Women seeks to better align its results framework with the Results-Based Management (RBM) standard and terminologies of the UN Sustainable Development Group. The impact statement in the current Strategic Plan IRRF 2018-2021 is elevated to the vision statement. The outcomes under the current Strategic Plan IRRF – which speak to high-level, long-term results that describe changes in the lives of women and girls – are elevated to the long-term impact level results in the next Strategic Plan IRRF 2022-2025.
- Second, UN-Women takes a more integrated and cross-thematic approach in the next Strategic Plan by articulating key intermediate outcome-level results that cut across all the thematic areas. These outcomes are the transformative changes that are required to achieve impact level results for the lives of women and girls.
- Third, UN-Women's specific contributions from the UN system coordination will be articulated in the development results section of the next IRRF as one of the distinct cross-thematic outcomes in the next Strategic Plan. In the current Strategic Plan, the contribution from the UN system coordination is captured only in the OEE output.

This first draft of IRRF includes a set of result statements and draft indicators for impact and outcome-level results in development results section and for OEE outputs. The proposed impact and outcome-level results are based on an in-depth analysis of the gender equality landscape. They reflect key expectations communicated by UN-Women's main constituents and aim to allow the entity to move towards scale and impact and navigate the complexities of change on the ground. These complexities include the cross-cutting nature of the challenges we face and the need for strong partnerships to drive sustainable change.

1.2 Summary of proposed indicators

- **UN-Women contribution to the global frameworks:** The next Strategic Plan will be rights-based and anchored in the 2030 Agenda, especially Sustainable Development Goal (SDG) 5 on gender equality and women's empowerment, and other normative commitments to gender equality, including the Convention on the Elimination of All Forms of Discrimination Against Women, the Beijing Declaration and Platform for Action and the UN Security Council resolutions on women, peace and security. The current draft IRRF includes 14 SDG indicators at both impact and outcome levels, including 10 indicators pertaining to SDG 5.
- **Development results impact indicators:** Based on the emerging trends and global needs, knowledge and evidence of what works, and of where UN-Women is best positioned to make an impact, UN-Women intends to retain focus on its main, interconnected, thematic focus areas at the impact level. UN-Women also intends to leverage the interconnectedness of and synergies between these four areas. The current draft IRRF includes nine SDG indicators and two SDG-derived indicators out of a total of 15 impact indicators.
- **Development results outcome indicators:** The entity has identified seven critical drivers for gender equality at the outcome level. These are cross-thematic areas of change that UN-Women, along with partners, intend to contribute to tackle the root causes of gender inequalities and secure truly transformative changes. The current draft IRRF includes five SDG indicators and one SDG-derived indicator out of a total of 31.
- **Development results output indicators:** More information regarding the output level will be presented to the Board in the next iteration of the draft IRRF.
- **Organizational effectiveness and efficiency output indicators:** 28 OEE indicators are proposed under the five OEE outputs.

The following components of IRRF will be provided in the second draft at the end of June 2021:

- **Output-level indicators in development results section** to measure specific contributions from UN-Women to achieve the outcomes, and for which the entity is fully accountable.
- **Indicators from the 2020 Quadrennial Comprehensive Policy Review of UN system operational activities (QCPR):** While UN-Women aims to integrate all relevant common indicators, the monitoring framework of the new 2020 QCPR is currently being developed and will only be available at the end of June 2021.
- **Inter-agency common and complementary indicators:** together with key UN partners, including UNDP, UNICEF and UNFPA, UN-Women will identify some key common and complementary indicators that capture system-wide changes.
- **Data source** of some of the indicators and further details on disaggregation categories will be provided in the next iteration of the draft IRRF.
- **Indicative resource figures:** UN-Women will identify how the total resources available to UN-Women are to be allocated under the next Strategic Plan against the inter-agency cost categories as well as programmes resources linked to the UN-Women thematic impact areas. The overall resource allocation under the next Strategic Plan will be presented as part of the Integrated Budget 2022-2023 document.

Specific values for baselines, targets and milestones per IRRF indicator will be provided in early 2022, after data validation is conducted with field offices.

1.3: Measurement principles, monitoring and reporting

The following key measurement principles have been used for the development of IRRF indicators:

- Include the minimum number of indicators, aiming for fewer than 100 indicators in total, in order to keep data collection and reporting burden minimal, and allowing aggregation of key results at the corporate and strategic levels, with a perspective of the next 10 years.
- Include Leave No One Behind (LNOB) disaggregation where relevant and feasible.
- All indicators meet RBM standards: they must be specific, measurable, attainable, relevant and timebound (SMART).
- Avoid compound or composite indicators.
- Use existing indicators if already suitable.

As for previous years, UN-Women will make country-level data publicly available in UN-Women's Strategic Plan data portal that accompanies its report on implementation of the Strategic Plan, and which is presented to its Executive Board at its Annual Session each year. The data portal lists, for each indicator, which countries UN-Women considers to have met the criteria of that indicator.

II: Development Results

<table>
<tr><td style="background:lightgreen"> </td><td>SDG Indicator</td></tr>
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2.1 Impact Indicators

Short description and full impact statement	Indicator Number	Indicator	Baseline	2022 milestone	2023 milestone	2024 milestone	Target 2025	Source of data	LNOB disaggregation
Impact 1: Governance & Participation in Public Life **Women and girls fully and equally participate in leadership and decision-making and benefit from gender-responsive governance**	*1.1*	**SDG 5.5.1:** Proportion of seats held by women in **(a)** national parliaments, **(b)** local governments and **(c)** executive positions/ministers (cabinets) held by women						IPU and Official SDG reporting (UN-Women custodian for b)	
	1.2	**SDG 16.7.1**: Proportions of positions in national and local institutions, **(c)** the judiciary, compared to national distributions, by sex, age, persons with disabilities and population groups						Official SDG reporting	
	1.3	**SDG 3.3.1**: Number of new HIV infections per 1,000 uninfected population, by sex, age and key populations						Official SDG reporting	Age; sex; geographical location
Impact 2: Economic Empowerment & Resilience **Women have income security, decent work, and economic autonomy**	*2.1*	**SDG 5.4.1:** Proportion of time spent on unpaid domestic and care work, by sex, age and location						Official SDG reporting	Age
	2.2	Vulnerable employment (% of employment) by sex						World Bank and ILO	Sex
	2.3	**SDG 1.3.1:** Proportion of population covered by social protection floors / systems, by sex, distinguishing children, unemployed persons, older persons, persons with disabilities, pregnant women, newborns, work injury victims and the poor and the vulnerable						Official SDG Reporting	Age

Short description and full impact statement	Indicator Number	Indicator	Baseline	2022 milestone	2023 milestone	2024 milestone	Target 2025	Source of data	LNOB disaggregation
	2.4	Number of people whose livelihoods were disrupted or destroyed, attributed to disasters, by sex (similar to Sendai indicator B-5)							Sex
Impact 3: Ending Violence Against Women **All women and girls live a life free from all forms of violence**	*3.1*	**SDG 5.2.1:** Proportion of ever-partnered women and girls aged 15 years and older subjected to physical, sexual, or psychological violence by a current or former intimate partner in the previous 12 months, by form of violence and by age						International Household Surveys (such as DHS, MICS and WHO)	Age
	3.2	**SDG 5.2.2** Proportion of women and girls aged 15 years and older subjected to sexual violence by persons other than an intimate partner in the previous 12 months, by age and place of occurrence						International Household Surveys (such as DHS, MICS and WHO)	Age
	3.3	**SDG 5.3.2** Proportion of girls and women aged 15-49 years who have undergone female genital mutilation/ cutting, by age.						International Household Surveys (such as DHS, MICS and WHO)	Age
	3.4	**SDG 5.3.1:** Proportion of women aged 20–24 years who were married or in a union before age 15 and before age 18.						International Household Surveys (such as DHS, MICS and WHO)	Age
	3.5	Amount of ODA dedicated to ending violence against women (per year).						OECD-DAC	
Impact 4: Peace, Security, Humanitarian & Disaster Risk Reduction **Women and girls contribute to, and have influence in, building sustainable peace and resilience and benefit equally from the prevention of conflicts and disasters, and from humanitarian action**	*4.1*	Proportions of positions (by sex, age, persons with disabilities and population groups) in public institutions (national and local legislatures, public service, and judiciary) compared to national distributions in fragile, crisis or conflict-affected countries (or territories) **(SDG 16.7.1 revised)**						Official SDG reporting	Sex; age; disability
	4.2	Number of forcibly displaced people (millions), disaggregated by type (refugees, asylum seekers, internally-displaced persons) and by sex and age						UNHCR and IMDC	Sex; age; type (refugees, internally displaced persons)
	4.3	Number of deaths and missing persons attributed to disasters **(SDG 1.5.1 revised)**						Official SDG reporting	

2.2: Outcome Indicators

Short description and full outcome statement	Indicator Number	Indicator	Baseline	2022 milestone	2023 milestone	2024 milestone	Target 2025	Source of data	LNOB disaggregation
Outcome 1: Gender responsive normative frameworks, policies and institutions A comprehensive and dynamic set of global norms and standards on gender equality and the empowerment of all women and girls is strengthened, translated into the development of gender-responsive national laws and policies, and implemented at all levels by gender-responsive institutions	*0.1.1*	Percentage of intergovernmental outcomes that integrate a gender perspective						UN-Women Internal Records, Security Council reports	
	0.1.2	Number of countries that undertake national review processes in response to intergovernmental outcomes on gender equality and the empowerment of women and girls as well as sustainable development (Beijing +30, VNRs)						UN Women internal records	
	0.1.3	**SDG 5.1.1:** Whether or not legal frameworks are in place to promote, enforce and monitor equality and non-discrimination on the basis of sex						Official SDG Reporting	
	0.1.4	Number of national and sectoral policy frameworks and/or strategies integrating gender equality						Results Management System (RMS) of UN-Women	HIV/AIDS
	0.1.5	Number of institutional gender equality reforms/strategies/policies passed to make public institutions more accessible to women and LNOB groups' participation						RMS	HIV/AIDS

Short description and full outcome statement	Indicator Number	Indicator	Baseline	2022 milestone	2023 milestone	2024 milestone	Target 2025	Source of data	LNOB disaggregation
Outcome 2: Financing for Gender Equality	*0.2.1*	**SDG Indicator 5.c.1:** proportion of countries with systems to track and make public allocations to gender equality and women's empowerment						Official SDG Reporting	
Public and private financing advance gender equality through gender responsive financing policies, strategies and instruments, allocated and spent through national, sub-national and institutional budgets	*0.2.2*	Number of countries that incorporate gender equality targets within national investment and financing frameworks						UN-Women internal records and RMS	
	0.2.3	Percentage of national budget allocated to gender equality and women's empowerment out of total budget						UN-Women internal records and RMS	
	0.2.4	Number of innovative financing instruments introduced that include gender equality objectives						UN-Women internal records and RMS	
Outcome 3: Positive Social Norms More women and girls, and men and boys, adopt attitudes , norms and practices that advance GEWE, including those that promote positive masculinities	*0.3.1*	Extent of bias in gender attitudes and/or gender social norms among individuals						Attitudinal studies (DHS, prevalence study, GEMS study, UN-Women's attitude study)	Sex; age
	0.3.2	Number of institutions putting in places policies and practices to address gender discrimination and/or combat gender stereotypes						UN-Women RMS (based on CO reporting of UN-Women's work)	
Outcome 4: Women's equitable Access to Services, Goods & Resources More women and girls have equitable access to high-quality public goods, services, and resources that are responsive to their needs	*0.4.1*	Number of countries where the percentage of women who experience violence or discrimination seek help and services has increased						UN-Women internal records	Geographic location; age; disability; type of discrimination; HIV/AIDS
	0.4.2	**SDG indicator 5.a.1 (a)** Proportion of total agricultural population with ownership or secure rights over agricultural land, by sex; **SDG 5.a.1 (b)** Share of women among owners or rights-bearers of agricultural land, by type of tenure (*to alternatively be included under Impact 2)						Official SDG reporting	Sex
	0.4.3	Number of women and girls among beneficiaries of UN supported programs accessing gender responsive and equitable services per sector.						UN-Women internal records-reporting mechanism	Geographic location; age; Target groups (women and girls living with HIV,

Short description and full outcome statement	Indicator Number	Indicator	Baseline	2022 milestone	2023 milestone	2024 milestone	Target 2025	Source of data	LNOB disaggregation
								UN Info	women in agricultural sector, women entrepreneurs, EVAW survivors of violence, women refugees and IDPs)
	0.4.4	Percentage of funding mechanisms that address women's specific needs and advance gender equality and/or empowerment of women) as their principal objective						UN-Women internal records	Geographic location
	0.4.5	**SDG 16.6.2:** Proportion of population satisfied with their last experience of public services						Official SDG reporting (focus of SDG indicator on: healthcare, education and government services)	Sex
Outcome 5: Voice, Leadership & Agency of women and girls More women and girls exercise their voice, agency and leadership, including through an enabling environment that supports women- and youth-led organizations	0.5.1	Global annual growth rate of flexible, core funding from all sectors committed to civil society organizations working on GEWE, including women's rights organizations						Other (OECD/DAC data sets; possibly FML AC monitoring)	Age; geographic; disability; HIV/AIDS; LGBTIQ+; income
	0.5.2	Number of reported acts of intimidation and reprisals experienced by gender advocates, women-led and feminist-led movements, organizations, and funds in all their diversity for cooperation with the UN						OHCHR (Annual SG Report)	Geographic; ethnicity; LGBTIQ+;
	0.5.3	**SDG 5.6.1:** Proportion of women aged 15–49 years who make their own informed decisions regarding sexual relations, contraceptive use and reproductive health care						SDG Official report	Age; Sex; geographic; income; education; place of residence
	0.5.4	Level of influence of gender advocates, women-led and feminist-led movements, organizations, and funds in all their diversity in key normative and policy processes at all levels in all contexts: (a) Participated in the process / formal spaces were enabled for their participation; (b) Participated in the process and reference was made to them by decision-makers/duty-bearers; they/their role was formally acknowledged; (c) Participated in the process, reference was made to them and their recommendations (or most of them) were reflected in the outcome; (d) Participate, reference made, recommendations are reflected and they are able to monitor the implementation holding duty-bearers accountable)						UN-Women RMS (based on Country Office reporting of UN-Women's work)	Age; geographic; disability; HIV/AIDS; LGBTIQ+; income

Short description and full outcome statement	Indicator Number	Indicator	Baseline	2022 milestone	2023 milestone	2024 milestone	Target 2025	Source of data	LNOB disaggregation
Outcome 6: Production, analysis and use of gender statistics and data Gender statistics, data and knowledge are produced, analyzed and used to inform policy-making, advocacy and accountability for delivering gender equality and women's empowerment results.	*0.6.1*	Proportion of gender-specific Sustainable Development Goals (SDGs) indicators with available data **(SDG derived)**						Official SDG reporting	
	0.6.2	Number of national plans and strategies that integrate gender statistics as an objective or strategy						Internal UN-Women country reports based on national statistics	
	0.6.3	Number of countries demonstrating use of gender statistics, analysis, and policy relevant research						Women Count database	
Outcome 7: UN System Coordination for Gender Equality The UN System coherently and systematically contributes to progress on gender equality and the empowerment and rights of women and girls, in accordance with international human rights standards	*0.7.1*	Percentage of ratings of reporting entities that meet or exceed UN-SWAP standards						UN-SWAP database	
	0.7.2	Percentage of UNCTs that have conducted a gender equality scorecard (UNCT-SWAP) in the past four years, and met or exceeded requirements for at least 60% of UNCT-SWAP indicators							
	0.7.3	Fraction of UN Sustainable development Cooperation Frameworks that have: a) a dedicated gender equality outcome; and/or b) that mainstream gender equality perspectives across Cooperation Framework outcomes							
	0.7.4	Extent to which progress is made against standards on EVAW							
	0.7.5	Extent of progress made against core UN-system commitments on women, peace and security (S/2019/800, paragraph120)						UN Women surveys; reporting to annual SG report on WPS	
	0.7.6	Percentage of HCT plans and strategies that demonstrate the integration of gender as a thematic priority						UN-Women internal records (IASC Gender Acc Framework Monitoring)	
	0.7.7	Number of UN entities implementing gender-responsive disaster risk reduction, resilience or recovery initiatives							

2.3: Output Indicators (To be developed in June 2021)

III: Organizational Effectiveness and Efficiency (OEE)

3.1: OEE Output Indicators

OEE short description and full output statement	Indicator Number	Indicator	Baseline	2022 milestone	2023 milestone	2024 milestone	Target 2025	Source of data
OEE Output 1 *Assuring an accountable organization through principled performance:* *UN-Women is an accountable and trustworthy development organization that manages its financial and other resources with integrity and in line with its programmatic ambitions and fiduciary obligations.*	O 1.1	Implementation rate for regular resources						FMS/DMA Financial Statements
	O 1.2	Implementation rate for other resources						FMS/DMA Financial Statements
	O 1.3	Rating in the Aid Transparency Tracker						
	O 1.4	Percentage of risk units meeting Enterprise Risk Management policy and framework requirements						
	O 1.5	Audit: A) Percentage of long outstanding internal audit recommendations (Target < 15%) B) Percentage of long outstanding external audit recommendations (Target < 15%)						IEAS & Audit Coordination
	O 1.6	Percentage of offices compliant with A) business continuity plans and processes B) Occupational Safety and Health requirements C) UNSMS Security policies						Security System
OEE Output 2 *Advancing Partnerships & Resourcing;* *Effectively influencing for impact & scale:* *UN-Women effectively leverages and expands its partnerships, communications and*	O 2.1	Amount of total regular core resources and total non-core other resources from: 1) public partners; 2) private sector partners, including National Committees and individuals						
	O 2.2	Contributions received through pooled and thematic funding mechanisms						
	O 2.3	Percentage of UN-Women's field offices and relevant HQ Units that implemented dedicated initiatives to engage with non-traditional partners						
	O 2.4	Number of strategic partnerships with business to support UN-Women's mission through resourcing for Gender Equality (financial or non-financial) and in one or more of the following: 1) Convening; 2) Responsible Business Practices; and 3) Influencing / Knowledge sharing.						

OEE short description and full output statement	Indicator Number	Indicator	Baseline	2022 milestone	2023 milestone	2024 milestone	Target 2025	Source of data
advocacy capabilities to increase support for and financing of the gender equality agenda, while securing sustainable resourcing for the delivery of its own mandate.	O 2.5	Number of multi-stakeholder partnerships outside of business (Heads of State, Civil Society partners, High Net Worth Individuals / Individual Givers / Community Members, Philanthropies and Foundations) who support UN-Women's mission in the following (1) Convening (2) Resourcing for GE (financial or human), (3) Responsible Business Practices, (4) Influencing and/or Knowledge sharing.						
	O 2.6	Proportion of Representatives chairing the Gender Themed Groups in Medium & Large UN-Women Country Offices						
	O 2.7	A) Increased influence of UN-Women on public opinion on gender equality and women's empowerment assessed through number of mentions in top-tier media (as a percentage of total mentions). B) Number of strategic communications partnerships created and sustained to enhance UN-Women's influence, brand, and raise awareness of GEWE [Assessed through editorial, media and social media partnerships, campaigns, establishment of new media, arts, production company and influencer engagements]						
OEE Output 3 **Advancing Business Transformation in pursuit of Feminist Excellence :** *UN-Women strategically plans for and transforms its business model to deliver impact at scale, through agile and ethical leadership rooted in a continuous improvement culture.*	O 3.1	Percentage of UN-Women presences exceeding minimum criteria of Presence Governance Framework						
	O 3.2	Percentage of regions and HQ divisions that meet corporate minimum requirements in line with country office growth						UN-Women systems & Typology Guidance
	O 3.3	Number of leadership initiatives at corporate level						
	O 3.4	Field-to-HQ Ratio (Budgeted Posts) 70%-30%						
	O 3.5	Number of cross-regional knowledge exchange initiatives which includes innovative ways of working / best practices, linked to one of the seven cross-thematic outcomes of the Strategic Plan						
	O 3.6	Number of Business Process improvement initiatives (including major policy revisions), as part of UN-Women continuous business transformation						
OEE Output 4 **Nurturing an empowered Workforce**	O 4.1	Average time to select a candidate/complete a recruitment process						
	O 4.2	Average length of employment in UN-Women under staff contracts						

OEE short description and full output statement	Indicator Number	Indicator	Baseline	2022 milestone	2023 milestone	2024 milestone	Target 2025	Source of data
and advancing an inclusive UNW culture : *With its unique and inclusive culture, UN-Women is an employer of choice with a diverse and highly performing cadre of personnel that embodies UN values.*	O 4.3	Percentage of all International Professional staff (P1 to D2) from programme countries						UN-Women IT Systems
	O 4.4	Number of personnel that experience benefits from inter-regional, cross-regional/HQ-field ways of working, knowledge exchange and learning						
	O 4.5	Financial investment in staff learning and development						
OEE Output 5 Effective normative, programmatic and coordination Products, Services and Processes: *UN-Women efficiently and effectively discharges of all business processes that advance integrated delivery of its normative, operational and coordination mandate at HQ, Regional and Country level, including through shared services*	O 5.1	Percentage of non-core funding that is directly applied towards Strategic Notes						RMS
	O 5.2	Percentage of evaluations reports rated "good and above"						IEAS
	O 5.3	Percentage of all country office portfolios using signature interventions						RMS
	O 5.4	Average reaction time for first request in service tracker (any process/area)						Internal Systems