Annex I

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

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Contents

I: Introduction

1.1: Results structure

In the early years of the Decade of Action, UN-Women's Strategic Plan 2022–2025 sets out the Entity's vision for accelerated, sustainable, transformative change to jointly achieve gender equality and the empowerment of all women and girls and the realisation of their rights and its contributions to the achievement of the 2030 Agenda for Sustainable Development. The Strategic Plan 2022-2025 is anchored in the Convention on the Elimination of All Forms of Discrimination Against Women, the Beijing Declaration and Platform for Action, UN Security Council Resolutions on women peace and security and other key global normative frameworks and United Nations human rights instruments.

This annex presents the Integrated Results and Resources Framework (IRRF) of UN-Women's Strategic Plan 2022-2025. It reflects an enhanced partnerships approach and describes key expected development results to which the Entity will contribute, together with key partners, including governments, civil society, UN agencies, funds and programmes, and all other relevant actors. The Strategic Plan 2022-2025 captures development results at the impact, outcome and output levels and defines the indicators that will be used to measure progress towards the expected results. It also describes the organizational effectiveness and efficiency (OEE) outputs and identifies indicators that support the achievement of development results, which have been designed with a balanced scorecard methodology to ensure full alignment and cascading of external reporting within organizational performance management.

The Strategic Plan 2022-2025 IRRF results and proposed indicators have been developed by UN-Women based on:
- the Entity's mandate and comparative and collaborative advantages
- the economic, political, social and demographic trends that will impact gender equality over the next 5-10 years
- lessons learned from the Strategic Plan 2018-2021
- feedback from wide-ranging internal and external consultations on the development of Strategic Plan 2022-2025, and
- key findings and recommendations from numerous independent evaluations, reviews and assessments, including the twenty-five-year review and appraisal of the Beijing Declaration and Platform for Action

The envisioned results aim to enable the Entity to move towards scale and impact while navigating the complexities of change on the ground. These complexities include the ability to adapt to diverse local contexts, the cross-cutting nature of the challenges we face and the need for strong multi-stakeholder partnerships embodying a whole-of-UN system and a whole-of-society approach to drive sustainable change.

Figure 1: *Proposed results structure of the Strategic Plan 2022-2025 IRRF*
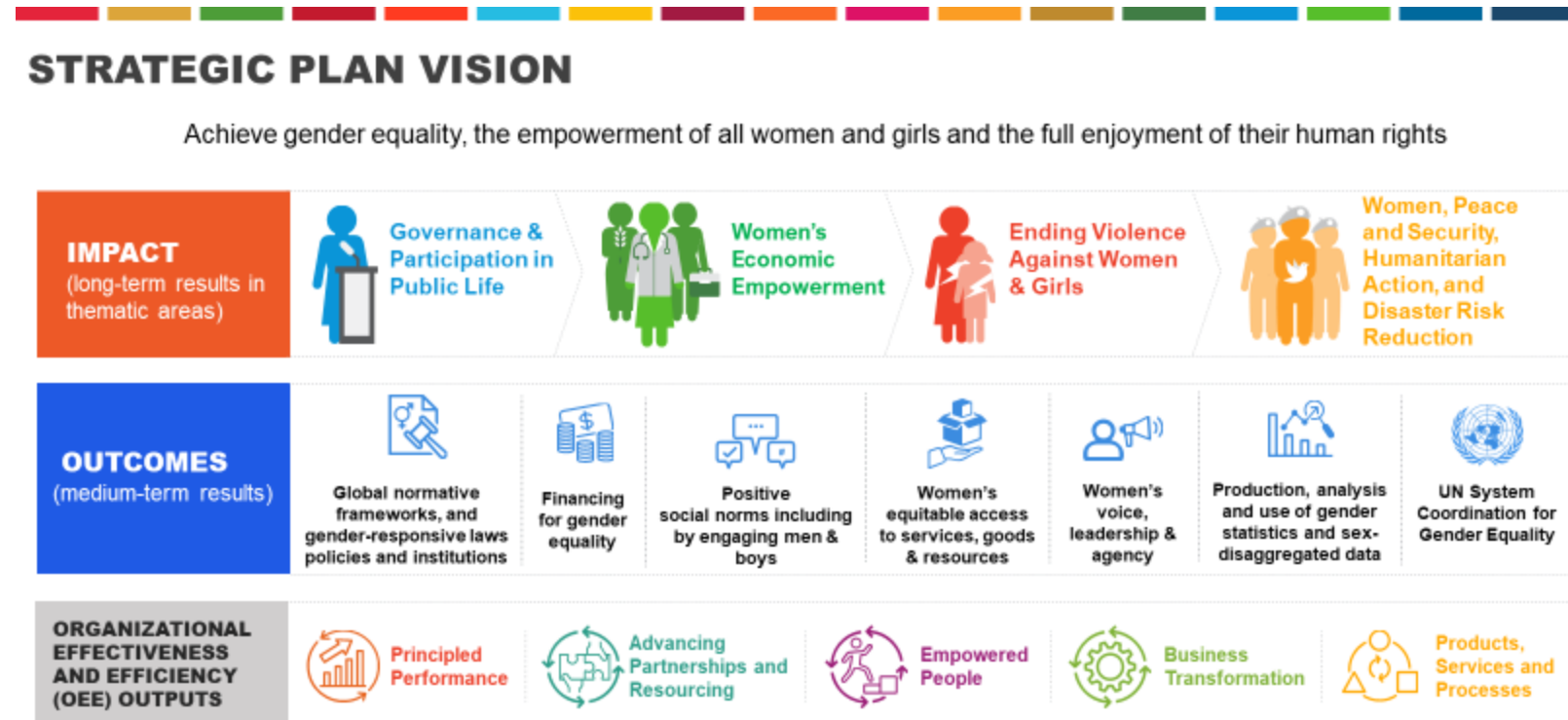
Enhancements to the IRRF of the Strategic Plan 2022-2025 include the following:

- Better alignment with the Results-Based Management (RBM) principles and terminology of the UN Sustainable Development Group -- the impact statement in the Strategic Plan 2018-2021 IRRF is elevated to the vision statement in the Strategic Plan 2022-2025 IRRF. The outcomes in the Strategic Plan 2018-2021 IRRF – which speak to high-level, long-term results that describe changes in the lives of women and girls – are elevated to impact level results in the Strategic Plan 2022-2025 IRRF.
- Optimised contributions to the 2030 Agenda for Sustainable Development, in line with the 2020 Quadrennial Comprehensive Policy Review of operational activities for development of the United Nations system (QCPR) as per the General Assembly resolution 75/233, adopted 21 December 2020, with 16 SDG indicators out of a total of 128 (13%) in the 2022-2025 IRRF [up from 10 (7%) in the current Strategic Plan]
- A more integrated approach articulates key intermediate outcome-level results that cut across all the thematic areas; these outcomes are the medium-term changes that are required to achieve impact level results for the lives of women and girls. In the current design, one outcome has the potential to contribute to multiple impact areas, reflecting and leveraging the interconnectedness of and synergies between the four thematic areas, while retaining the overall causal logic between the different results levels.

- Leveraging the UN reforms and optimised alignment of UN-Women's work at the country-level with United Nations Sustainable Development Cooperation Frameworks and national priorities
- More intentional focus on securing systemic change by addressing the structural barriers to the achievement of gender equality and women's empowerment, as called for in the review and appraisal of the Beijing Declaration and Platform for Action twenty-five-year report
- More comprehensive articulation of UN-Women's specific contributions with regard to its UN system coordination mandate, as recognised in the 2020 QCPR, in the development results section of the Strategic Plan 2022-2025 IRRF as a distinct cross-thematic outcome
- Enhanced system-wide collaboration and cooperation -- together with key UN partners, UN-Women has identified key common and complementary indicators that contribute to inter-agency results and processes and highlight a more joined-up approach to the achievement of global goals. Common and complementary indicators help clarify how UN-Women is achieving results in a coherent manner with other UN entities from across the system, including in response to the QCPR. Common indicators are those that appear verbatim the same in at least two entities' results frameworks and are drawn, where possible, directly from other globally agreed frameworks. Complementary indicators are identified as those in the results framework that are not repeated verbatim in the results framework of another United Nations entity, but are related or provide different but complementary lenses or insights into the same issue, high-level result and/or area of complementary work, such as a Sustainable Development Goal target. Common and complementary indicators are noted in parentheses at the end of indicator statements listing UN entities that share them. Normal font is used when the indicator is common, *italics* for complementary indicators.

Linking Results to Resources

UN-Women's allocation of resources to development results for the Strategic Plan 2022-2025 is informed by reviewing expenditure trends by impact areas for the past three years and expected future demand based on country programme priorities as articulated in multi-year Strategic Note documents. Based on this, the proposed allocations to the impact areas in the Strategic Plan 2022-2025 IRRF are indicative only and will have the following estimated proportional share of overall programme resources for the duration of the Plan.

- Impact 1 (governance & participation in public life): $351.04 million (21 per cent)
- Impact 2 (women's economic empowerment): $280.83 million (16 per cent)
- Impact 3 (ending violence against women and girls): $473.90 million (28 per cent)
- Impact 4 (women, peace and security, humanitarian action & disaster risk reduction): $596.76 million (35 per cent)

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.

1.2 Summary of proposed results and indicators

- **UN-Women's contributions to global frameworks:** The Strategic Plan 2022-2025 IRRF includes 16 SDG indicators at the impact and outcome levels, including 10 indicators pertaining to SDG 5, all of which UN-Women will contribute to in support of national priorities
- **Development results impact indicators:** Changes at the impact level are changes to the lives of women and girls, to which UN-Women will contribute, resulting in the realisation of their rights and fundamental freedoms. 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 areas at the impact level. The IRRF includes 12 SDG indicators out of a total of 14 impact indicators (86%), and 8 (57%) indicators considered common or complementary with other UN entities.
- **Development results outcome indicators:** Outcome level results reflect changes in institutional and behavioural capacities to which UN-Women will contribute, in alignment with United Nations Sustainable Development Cooperation frameworks. The Entity has identified seven critical drivers for gender equality at the outcome level. These are cross-thematic areas of change to which UN-Women,

along with partners, intends to contribute to tackle the root causes of gender inequality and secure truly transformative changes. The IRRF includes four SDG indicators out of a total of 33 outcome indicators (12%), and 21 (64%) indicators considered common or complementary with other UN entities.

- **Development results output indicators:** Changes at the output level are directly attributable to UN-Women – they are achieved with UN-Women's support, are results for which the Entity is accountable, and they encompass changes in the skills, abilities and capacities of individuals or institutions as well as new products and services developed. UN-Women has drafted 46 output indicators, largely cross-thematic in nature, to measure specific contributions from UN-Women to achieve the outcomes. 30 (65%) are considered common or complementary with other UN entities.
- **Organizational effectiveness and efficiency output indicators:** 35 strategic OEE indicators are proposed under the five OEE outputs; they will serve as key performance indicators that will support UN-Women in driving strategy implementation and a culture of accountability. An important element in developing indicators, has been to align with the 2020 QCPR. This important instrument helps ensure integrated and effective implementation of the 2030 Agenda for Sustainable Development and is clearly reflected in the OEE.
- **Indicators from the monitoring framework of the QCPR:** In addition to the QCPR guiding the development of all OEE indicators, a set of 11 indicators from the QCPR monitoring and reporting framework 2021-2024 have been included in the 2022-2025 IRRF as common indicators to demonstrate a coherent approach to the pursuit of joint results

Specific values for baselines, targets and milestones per Strategic Plan 2022-2025 IRRF indicator will be provided in 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 Strategic Plan 2022-2025 IRRF indicators:

- Include the minimum number of indicators in order to keep the data collection and reporting burden on the Entity manageable and allowing aggregation of key results at the corporate and strategic levels, with a perspective of the next 10 years
- Include inequality-focused 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
- Adjust/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.

II: Development Results

Key: ☐   SDG Indicator

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	Possible disaggregation
Impact 1: Governance & Participation in Public Life (G&PPL) **Women fully and equally participate in leadership and decision-making and women and girls 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 (UNDP)						Official SDG reporting	
	1.2	**SDG 3.3.1**: Number of new HIV infections per 1,000 uninfected population, by sex, age and key populations (UNFPA, UNICEF, WHO, UNAIDS)						Official SDG reporting	Sex Age
Impact 2: Women's Economic Empowerment (WEE) **Women have income security,**	*2.1*	**SDG 5.4.1:** Proportion of time spent on unpaid domestic and care work, by sex, age and location						Official SDG reporting	Sex Age Location
	2.2	**SDG 8.3.1:** Proportion of informal employment in non-agriculture employment, by sex						Official SDG reporting	Sex Age Geographic location (urban/rural) Disability status

Short description and full impact statement	Indicator Number	Indicator	Baseline	2022 milestone	2023 milestone	2024 milestone	Target 2025	Source of data	Possible disaggregation
decent work, and economic autonomy	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 (UNICEF, UNAIDS)						Official SDG reporting	Sex Age Geographic location (urban/rural) Disability status
	2.4	**SDG 11.5.1:** Number of people whose livelihoods were disrupted or destroyed, attributed to disasters, by sex						OECD-DAC	Sex Age
Impact 3: Ending Violence Against Women (EVAW) **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 (UNFPA, UNDP. UNICEF, WHO)						Official SDG reporting	
	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 (UNFPA)						Official SDG reporting	
	3.3	**SDG 5.3.2** Proportion of girls and women aged 15-49 years who have undergone female genital mutilation/ cutting, by age (UNICEF, UNFPA & WHO)						Official SDG reporting	
	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 (UNICEF, UNFPA, WHO)						Official SDG reporting	

Short description and full impact statement	Indicator Number	Indicator	Baseline	2022 milestone	2023 milestone	2024 milestone	Target 2025	Source of data	Possible disaggregation
Impact 4: Women peace and security, Humanitarian & Disaster Risk Reduction (WPSH&DRR)	*4.1*	**SDG 16.7.1:** 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)						Official SDG reporting	Sex
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	*4.2*	Percentage of women mediators, negotiators, and signatories in major peace processes (*UNDP*)						External global database	
	4.3	Percentage of women and girls as direct beneficiaries in coordinated humanitarian responses						Survey by external entity	
	4.4	**SDG 1.5.1, 11.5.1, 13.1.1:** Number of deaths and missing persons attributed to disasters per 100,000 population						Official SDG reporting	Sex

2.2: Outcome and Output Indicators

Short description and full outcome statement, or designation as output level	Indicator Number	Indicator	Baseline	2022 milestone	2023 milestone	2024 milestone	Target 2025	Source of data	Possible disaggregation
Outcome 1 *Global normative frameworks and gender-responsive laws, 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 and translated into gender-responsive laws, policies, and institutions.	*0.1.1*	Percentage of resolutions adopted by the General Assembly, the Security Council and the Human Rights Council that integrate a gender perspective *(UNAIDS)*						UN-Women HQ Database	
	0.1.2	Percentage of recommendations in 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 CSW *(UNAIDS)*						UN-Women HQ database	
	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 (*UNDP*, UNICEF, *UNAIDS,* UNFPA)						Official SDG reporting	
	0.1.4	Number of laws that were adopted, revised or repealed to advance gender equality and women's empowerment *(UNICEF, UNAIDS)*						Field offices of UN-Women	Thematic (details TBC)

Short description and full outcome statement, or designation as output level	Indicator Number	Indicator	Baseline	2022 milestone	2023 milestone	2024 milestone	Target 2025	Source of data	Possible disaggregation
	0.1.5	Number of national and/or local (multi)sectoral strategies, policies and/or action plans that are adopted with a focus on gender equality (*UNDP UNICEF, UNAIDS, UNFPA*)						Field Offices of UN-Women	Thematic (details TBC)
	0.1.6	Number of legal and policy frameworks that promote gender balance in decision making institutions and processes (*UNDP, UNAIDS*)						Field Offices of UN-Women	Thematic (details TBC)
	0.1.7	Number of adopted National Action Plans on Women, Peace and Security with monitoring indicators (UNDP)						UN-Women HQ database	
Output: Changes attributed to UN-Women in skills or abilities and capacities of individuals or institutions and/or the availability of new products and services contributing to Global	0.1.a	Number of governments that undertake national review processes in response to global intergovernmental outcomes						Field Offices of UN-Women	
	0.1.b	Percentage of UN Country Teams reports to the CEDAW Committee submitted, with UN-Women support						UN-Women HQ database	

Short description and full outcome statement, or designation as output level	Indicator Number	Indicator	Baseline	2022 milestone	2023 milestone	2024 milestone	Target 2025	Source of data	Possible disaggregation
normative frameworks and gender-responsive laws, policies and institutions	*0.1.c*	Number of tailored knowledge products made available by UN-Women to the Commission on the Status of Women and the Security Council to strengthen the development of gender-responsive intergovernmental outcomes						UN-Women HQ database	
	0.1.d	Number of partners that have increased capacities to to promote/influence gender-responsive legislation and its implementation (*UNDP, UNAIDS & UNICEF*)						Field Offices of UN-Women	
	0.1.e	Number of partners that have increased capacities to advance gender equality and women's empowerment through national and/or local (multi)sectoral strategies, policies and/or action plans (*UNDP, UNAIDS*)						Field Offices of UN-Women	
	0.1.f	Number of institutions that have increased capacities to design and implement institutional reforms/strategies/policies that promote gender equality and women's empowerment (*UNDP*, *UNICEF*, *WHO*, *UNAIDS*)						Field Offices of UN-Women	

Short description and full outcome statement, or designation as output level	Indicator Number	Indicator	Baseline	2022 milestone	2023 milestone	2024 milestone	Target 2025	Source of data	Possible disaggregation
	0.1.g	Number of national AIDS coordinating bodies and/or national multi-sectoral HIV programmes that have strengthened capacity to integrate gender-responsive actions into national HIV strategies *(UNDP, UNFPA, UNAIDS)*						Field Offices of UN-Women; UNAIDS Joint Programme Monitoring System	
	0.1.h	Number of multi-stakeholder dialogue processes to promote engagement of government with civil society partners to advance gender equality and women's empowerment *(UNDP, UNICEF)*						Field Offices of UN-Women	
Outcome 2 *Financing for gender equality* Public and private financing advance gender equality through gender responsive financing policies, strategies and instruments	*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	
	0.2.2	Number of countries that incorporate gender equality targets within national investment and financing frameworks *(UNAIDS)*						Field Offices of UN-Women	Thematic (details TBC)
	0.2.3	Percentage of national budget allocated to gender equality and women's empowerment out of total budget *(UNICEF)*						Field Offices of UN-Women	Thematic (details TBC)

Short description and full outcome statement, or designation as output level	Indicator Number	Indicator	Baseline	2022 milestone	2023 milestone	2024 milestone	Target 2025	Source of data	Possible disaggregation
	0.2.4	Number of innovative financing instruments introduced that include gender equality objectives						Survey conducted by UN-Women	Thematic (details TBC)
Output: Changes attributed to UN-Women in skills or abilities and capacities of individuals or institutions and/or the availability of new products and services contributing to Financing for gender equality	0.2.a	Number of partners with capacities to integrate gender equality into fiscal laws/policies/standards (*UNAIDS*)						Field Offices of UN-Women	Thematic (details TBC)
	0.2.b	Number of gender financing assessments conducted by government partners (*UNAIDS*)						Field Offices of UN-Women	Thematic (details TBC)
	0.2.c	Number of national partners with capacities to apply Gender Responsive Budgeting tools in the budget cycle (*UNICEF*)						Field Offices of UN-Women	Thematic (details TBC)
	0.2.d	Number of tools introduced that support innovative financing and accountability, including related to climate change and/or digital financing, for gender equality (*UNDP, UNAIDS*)						Field Offices of UN-Women UN-Women HQ database	Thematic (details TBC)
	0.2.e	Percent of gender-responsive budget allocated in peacebuilding funding mechanisms						UN-Women HQ database External global database	Thematic (details TBC)
Outcome 3 Positive social norms, including through engaging men and boys	0.3.1	Extent of bias in gender attitudes and/or gender social norms among individuals (*UNFPA, UNAIDS & UNICEF*)						Field Offices of UN-Women; UN-Women HQ database; Survey by global entity	Thematic (details TBC)

Short description and full outcome statement, or designation as output level	Indicator Number	Indicator	Baseline	2022 milestone	2023 milestone	2024 milestone	Target 2025	Source of data	Possible disaggregation
More men and boys and women and girls , adopt attitudes , norms and practices that advance gender equality and women's empowerment, including those that promote positive social norms	*0.3.2*	Number of institutions putting in places policies and practices to address gender discrimination and/or combat gender stereotypes (*UNFPA, UNDP, UNICEF, WHO, UNAIDS*)						Field Offices of UN-Women UN-Women HQ database External global database	Thematic (details TBC)
	0.3.3	Number of countries and/or other actors with comprehensive and coordinated VAW prevention strategy (*UNDP, UNFPA, UNICEF*)						Field Offices of UN-Women UN-Women HQ database External global database	
Output: Changes attributed to UN-Women in skills or abilities and capacities of individuals or institutions and/or the availability of new products and services contributing to Positive social norms, including through engaging men and boys	*0.3.a*	Number of qualitative reviews undertaken to advance evidence and knowledge on methods to assess, monitor and/or achieve behaviour and social norms change						UN-Women HQ database	Thematic (details TBC)
	0.3.b	Number of evidence and/or practice-based standardized approaches or models for social norms and individual behaviour change that are available to partners (*UNDP, UNFPA, UNAIDS & UNICEF*)						UN-Women HQ database Field Offices of UN-Women	Thematic (details TBC)
	0.3.c	Number of standardized methodologies to measure and monitor gender attitudes and norms that are available to partners (*UNICEF, UNAIDS, UNFPA*)						UN-Women HQ database	Thematic (details TBC)

Short description and full outcome statement, or designation as output level	Indicator Number	Indicator	Baseline	2022 milestone	2023 milestone	2024 milestone	Target 2025	Source of data	Possible disaggregation
	0.3.d	Number of partners undertaking assessment methodologies to highlight gender discriminatory, inequitable, or biased practices in organizational cultures *(UNFPA, UNAIDS)*						Field Offices of UN-Women UN-Women HQ database	Thematic (details TBC)
	0.3.e	Number of draft policies with monitoring/reporting mechanism to address institutionalized gender discriminatory or inequitable practices developed by partners *(UNDP, UNFPA)*						Field Offices of UN-Women UN-Women HQ database	Thematic (details TBC)
	0.3.f	Number of countries with a process to design and implement VAW prevention strategies, or with VAW prevention interventions based on global norms and standards *(UNFPA, UNDP)*						Field Offices of UN-Women	Thematic (details TBC)
Outcome 4 **Women's equitable access to services, goods & resources** More women and girls have equitable access to high-quality public goods,	*0.4.1*	Number of countries where there has been an increase in the number of women who access services after experiencing violence or discrimination *(UNAIDS, UNICEF)*						UN-Women HQ database Survey conducted by UN-Women	Thematic (details TBC)

Short description and full outcome statement, or designation as output level	Indicator Number	Indicator	Baseline	2022 milestone	2023 milestone	2024 milestone	Target 2025	Source of data	Possible disaggregation
services, and resources that are responsive to their needs	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 indicator 5.a.1 (b)** Share of women among owners or rights-bearers of agricultural land, by type of tenure (FAO, *UN-Habitat*)						Official SDG reporting	Sex Thematic (details TBC)
	0.4.3	Number of countries where multi-sectoral systems, strategies or programmes are implemented to advance women's equal access to and use of services, goods and/resources, including social protection						Field Offices of UN-Women UNAIDS global database	Thematic (details TBC)
Output: Changes attributed to UN-Women in skills or abilities and capacities of individuals or institutions and/or the availability of new products and services contributing to Women's equitable access to services, goods & resources	0.4.a	Number of institutions with strengthened capacities to improve the provision of essential services, goods and/or resources for women *(UNDP, WHO, UNFPA, UNICEF, UNAIDS)*						Field Offices of UN-Women	Thematic (details TBC)
	0.4.b	Number of countries supported to develop and/or implement guidelines, protocols and standard operating procedures to strengthen EVAWG services in line with the global Essential Services Package *(UNFPA, WHO, UNDP, UNICEF)*						Field Offices of UN-Women	Thematic (details TBC)

Short description and full outcome statement, or designation as output level	Indicator Number	Indicator	Baseline	2022 milestone	2023 milestone	2024 milestone	Target 2025	Source of data	Possible disaggregation
	0.4.c	Number of women's organizations with increased capacities to deliver and/or monitor the quality of services, resources and goods for women in humanitarian and development settings *(UNFPA, UNAIDS)*						Field Offices of UN-Women	Thematic (details TBC)
	0.4.d	Number of women accessing information, goods, resources and/or services through UN-Women-supported platforms and programmes in humanitarian and development settings *(UNFPA, UNICEF and WHO, UNDP)*						Field Offices of UN-Women	Thematic (details TBC)
	0.4.e	Number of countries with multi stakeholder initiatives in place to prevent and respond to sexual violence including sexual harassment in public and/or private spaces *(UNDP, UNICEF, WHO)*						Field Offices of UN-Women	Thematic (details TBC)
	0.4.f	Number and proportion of people supported by UN-Women and/or UNDP who have access to justice, disaggregated by sex *(UNDP)*						Field Offices of UN-Women UN-Women HQ database	Thematic (details TBC)

Short description and full outcome statement, or designation as output level	Indicator Number	Indicator	Baseline	2022 milestone	2023 milestone	2024 milestone	Target 2025	Source of data	Possible disaggregation
Outcome 5 *Women's voice, leadership & agency* More women and girls exercise their voice, agency and leadership, including through an enabling environment that supports women's and youth organizations	0.5.1	Global annual growth rate of direct, flexible, core and long-term funding from all sectors committed to civil society organizations working on gender equality and women's empowerment, including women's organizations						External global database	Thematic (details TBC)
	0.5.2	Number of reported acts of intimidation and reprisals experienced by gender equality advocates and civil society organizations working on gender equality and women's empowerment, including women's organizations, for cooperation with the UN						OHCHR (annual SG report)	Thematic (details TBC)
	0.5.3	**SDG indicator 5.6.1:** Proportion of women aged 15–49 years who make their own informed decisions regarding sexual relations, contraceptive use and reproductive health care (UNFPA, UNICEF, WHO, UNAIDS)						Official SDG reporting	Age Geographic (urban/rural) Income

Short description and full outcome statement, or designation as output level	Indicator Number	Indicator	Baseline	2022 milestone	2023 milestone	2024 milestone	Target 2025	Source of data	Possible disaggregation
	0.5.4	Level of influence of civil society organizations working on gender equality and women's empowerment, including women's organizations, in key normative, policy and peace processes						Field Offices of UN-Women	Thematic (details TBC)
Output: Changes attributed to UN-Women in skills or abilities and capacities of individuals or institutions and/or the availability of new products and services contributing to Women's voice, leadership & agency	0.5.a	Amount of funding disbursed annually in support of civil society organizations, especially women's organizations, working towards the achievement of gender equality and women's empowerment, through UN-Women programmes and grant-giving (UNFPA)						UN-Women HQ database Field Offices of UN-Women	Thematic (details TBC)
	0.5.b	Number of advocacy initiatives with partners to increase quality, flexible, core funding for civil society organizations working on gender equality and women's empowerment, especially women's organizations *(UNFPA)*						Field Offices of UN-Women UN-Women HQ database	Thematic (details TBC)

Short description and full outcome statement, or designation as output level	Indicator Number	Indicator	Baseline	2022 milestone	2023 milestone	2024 milestone	Target 2025	Source of data	Possible disaggregation
	0.5.c	Number of dialogues, mechanisms, platforms and/or coalitions created and sustained that enable meaningful and safe participation and engagement by gender equality advocates and civil society organizations working on gender equality and women's empowerment, especially women's organizations, in decision-making *(UNFPA, UNICEF, UNDP, UNAIDS)*						Field Offices of UN-Women UN-Women HQ database	Thematic (details TBC)
	0.5.d	Number of civil society organizations working on gender equality and women's empowerment, especially women's organizations, that have strengthened capacities to exercise their leadership role towards the achievement of gender equality and women's empowerment *(UNFPA, UNDP, UNAIDS)*						Field Offices of UN-Women UN-Women HQ database	Thematic (details TBC)
	0.5.e	Number of women and girls including women and girls living with and/or affected by HIV, with increased capacities to participate in public life and exercise leadership *(UNFPA, UNICEF, UNAIDS)*						Field Offices of UN-Women UN-Women HQ database	Thematic (details TBC) Age Sex Geographic location (urban/rural) Disability status HIV status

Short description and full outcome statement, or designation as output level	Indicator Number	Indicator	Baseline	2022 milestone	2023 milestone	2024 milestone	Target 2025	Source of data	Possible disaggregation
	0.5.f	Number of initiatives developed and implemented to prevent, monitor and mitigate violence against women in politics (VAWP) and in public life (including gender equality advocates in civil society organizations working on gender equality and women's empowerment, especially women's organizations) *(UNDP)*						Field Offices of UN-Women UN-Women HQ database	Thematic (details TBC)
Outcome 6 *Production, analysis and use of gender statistics and sex-disaggregated data and knowledge* Gender statistics, sex-disaggregated 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 *(UNFPA, UNICEF)*						External global database	
	0.6.2	Number of national plans and strategies that integrate gender statistics as an objective or strategy *(UNICEF, UNFPA)*						Field Offices of UN-Women Women Count	
	0.6.3	Number of countries demonstrating use of gender statistics, analysis, and policy relevant research *(UNICEF, UNFPA)*						Field Offices of UN-Women Women Count	
Output: Changes attributed to UN-Women in skills or abilities and capacities of individuals or institutions and/or the availability of new products and services contributing to	*0.6.a*	Number of inter-agency coordination mechanisms governing the production of multi-level disaggregated gender statistics and sex-disaggregated data, established or strengthened *(UNDP)*						Field Offices of UN-Women UN-Women HQ database	Thematic (details TBC)

Short description and full outcome statement, or designation as output level	Indicator Number	Indicator	Baseline	2022 milestone	2023 milestone	2024 milestone	Target 2025	Source of data	Possible disaggregation
Production, analysis and use of gender statistics and sex-disaggregated data and knowledge	*0.6.b*	Number of data producers and users with strengthened capacities in the collection, analysis, dissemination and use of gender statistics						Field Offices of UN-Women Women Count	
	0.6.c	Number of gender statistics and sex-disaggregated data collection initiatives, including in emerging areas, conducted or analyzed *(UNDP, UNFPA)*						Field Offices of UN-Women	Thematic (details TBC)
	0.6.d	Number of platforms/web-based databases for dissemination of multi-level disaggregated gender statistics, sex-disaggregated data and knowledge developed						Field Offices of UN-Women Women Count	
	0.6.e	Number of countries with institutionalized user-producer dialogues to increase accessibility, quality and demand for multi-level disaggregated gender statistics, sex-disaggregated data and knowledge						Field Offices of UN-Women Women Count	
	0.6.f	Number of countries with national gender equality profiles developed and published and informing national priorities						Field Offices of UN-Women UN-Women HQ database	
Outcome 7 *UN system coordination for gender equality*	*0.7.1*	Percentage of ratings of reporting entities that meet or exceed UN-SWAP standards *(UNICEF)*						UN-Women HQ database	

Short description and full outcome statement, or designation as output level	Indicator Number	Indicator	Baseline	2022 milestone	2023 milestone	2024 milestone	Target 2025	Source of data	Possible disaggregation
The UN system coherently and systematically contributes to progress on gender equality and the empowerment and rights of women and girls	0.7.2	Fraction of UNCTs that conducted the UNCT-SWAP gender equality scorecard in the past years, and met or exceeded requirements for at least 60% of UNCT-SWAP indicators						IMS Field Offices of UN-Women UN-Women HQ database	
	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						IMS UN-Women HQ database	
	0.7.4	Fraction of UNCTs meeting/exceeding requirements in preventing and eliminating all forms of violence and discrimination against women and girls through multisectoral and coordinated approaches						UN-Women HQ database	Thematic (details TBC)
	0.7.5	Extent of progress made against core UN-system commitments on women, peace and security (S/2019/800, paragraph120)						UN-Women HQ database Survey conducted by UN-Women	Thematic (details TBC)
	0.7.6	Percentage of HCT response plans and strategies that demonstrate the integration of gender equality						UN-Women HQ database External global database	Thematic (details TBC)

Short description and full outcome statement, or designation as output level	Indicator Number	Indicator	Baseline	2022 milestone	2023 milestone	2024 milestone	Target 2025	Source of data	Possible disaggregation
	0.7.7	Number of UN entities implementing disaster risk reduction, resilience or recovery initiatives with a focus on gender equality and women´s empowerment (*UNDP, UNICEF)*						UN-Women HQ database	Thematic (details TBC)
	0.7.8	Number of UNCTs implementing UN-system commitments and advocacy on women's equal participation in elections and temporary special measures in their support to Member States						UN-Women HQ database Field Offices of UN-Women External global database	Thematic (details TBC)
	0.7.9	Number of countries that have endorsed a youth, peace and security framework (UNDP, UNFPA)						Field Offices of UN-Women External global database	Thematic (details TBC)
Output: Changes attributed to UN-Women in skills or abilities and capacities of individuals or institutions and/or the availability of new products and services contributing to UN system coordination for gender equality	0.7.a	Number of thematic interagency mechanisms/teams that effectively address gender mainstreaming in priority areas						UN-Women HQ database Field Offices of UN-Women	Thematic (details TBC)
	0.7.b	Number of UN system coordination mechanisms in which UN-Women is actively engaged that drive progress on gender mainstreaming mandates and commitments at global, regional and country levels						UN-Women HQ database Field Offices of UN-Women	
	0.7.c	Number of interagency products or services with a focus on gender equality and women's empowerment developed						UN-Women HQ database Field Offices of UN-Women	Thematic (details TBC)

Short description and full outcome statement, or designation as output level	Indicator Number	Indicator	Baseline	2022 milestone	2023 milestone	2024 milestone	Target 2025	Source of data	Possible disaggregation
	0.7.d	Fraction of UN Joint-Programmes with a focus on gender equality in which UN-Women participates as a Participating United Nations Organization						External global database	
	0.7.e	Percentage of inter-agency pooled funds that are allocating 15% or more of their resources to programmes with gender equality and/or to women and girls as their principal objective						External global database	
	0.7.f	Percentage of UN entities that track and report on allocations and/or expenditures on gender equality using gender equality markers and are allocating substantial resources to programmes with gender equality as their principal objective						UN-SWAP	
	0.7.g	Proportion out of total UNCTs with a Joint Work Plan in UN INFO 2.0 that allocated [X% (TBD after baseline is set)] or more of the UNCT annual funding framework available resources to activities with gender equality as a principal or significant objective.						UN Info UNCT-SWAP	
	0.7.h	Number of Peacebuilding processes inclusive of young women supported by UN-Women/UNFPA (UNFPA)						Field Offices of UN-Women UN-Women HQ database	Thematic (details TBC)

Short description and full outcome statement, or designation as output level	Indicator Number	Indicator	Baseline	2022 milestone	2023 milestone	2024 milestone	Target 2025	Source of data	Possible disaggregation
	0.7.i	Percentage of UN-SWAP minimum standards met or exceeded (QCPR)						External global database	

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						Administrative Data
	O 1.2	Implementation rate for other resources						Administrative Data
	O 1.3	International Aid Transparency Initiative (IATI) publishing statistics score (QCPR)						External Global Database
	O 1.4	Percentage of risk units meeting Enterprise Risk Management policy and framework requirements						UN-Women HQ database
	O 1.5	A) Percentage of agreed long outstanding internal audit recommendations B) Percentage of agreed long outstanding external audit recommendations management need to complete action						UN-Women HQ database
	O 1.6	Percentage of offices compliant with A) business continuity plans and processes B) Occupational Safety and Health requirements C) UNSMS Security policies						UN-Women HQ database
	O 1.7	Number of data standards being implemented from the UN Financial Data Cube (QCPR)						Administrative Data
	O 1.8	Percentage of country offices applying environmental and social standards in UN-Women programmes in line with United Nations standards (QCPR)						Field Offices of UN-Women

OEE short description and full output statement	Indicator Number	Indicator	Baseline	2022 milestone	2023 milestone	2024 milestone	Target 2025	Source of data
OEE Output 2 ***Advancing partnerships & resourcing; Effectively influencing for impact & scale:*** UN-Women effectively leverages and expands its partnerships, communications and 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 2.1	Funding received from public partners						Administrative Data
	O 2.2	Funding received from the private sector (QCPR)						Administrative Data
	O 2.3	Contributions received through pooled and thematic funding mechanisms						Administrative Data
	O 2.4	Percentage of UN-Women's field offices and relevant HQ Units that implemented dedicated initiatives to engage with non-traditional partners						Field Offices of UN-Women
	O 2.5	Number of partnerships to support UN-Women's mission including (1) resourcing for Gender Equality (financial or non-financial), (2) Convening, (3) Responsible Business Practices, (4) Influencing and/or Knowledge sharing						UN-Women HQ database
	O 2.6	UN-Women's increased influence as per percentage of mentions in top tier media, number of unique visitors to UN-Women websites and followers on all UN-Women social media channels						Administrative Data
	O 2.7	Rating of UN-Women Youth2030 performance on meaningful youth engagement, as set out in the Youth2030 Scorecard: (i) Policies and processes for meaningful youth engagement (ii) Diversity of youth (groups) engaged (iii) Meaningful youth engagement in the year in: (a) design, development, monitoring and evaluation of Strategic Plans ; (b) support to Governments/ inter-governmental processes; (c) UN-led programmes, projects and campaigns (QCPR)						Administrative Data
OEE Output 3 ***Advancing business transformation :*** 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						UN-Women HQ database
	O 3.2	Percentage of regions and HQ divisions that meet corporate minimum requirements in line with country office growth						UN-Women HQ database
	O 3.3	Number of leadership and culture initiatives at corporate level that advance and promote inclusive and transformative leadership approaches and models						UN-Women Records/Desk Review
	O 3.4	Field-to-HQ Ratio of Budgeted Posts						Administrative Data
	O 3.5	Number of cross-regional knowledge exchange initiatives which promote innovative ways of working / promising practices,						UN-Women Records/Desk Review

OEE short description and full output statement	Indicator Number	Indicator	Baseline	2022 milestone	2023 milestone	2024 milestone	Target 2025	Source of data
	O 3.6	Number Business Process improvement and innovation initiatives (major policy revisions are included), as part of UN-Women continuous business transformation						Administrative Data
	O 3.7	Percentage of UN-Women Offices in United Nations common premises (QCPR)						Field Offices of UN-Women
OEE Output 4 *Nurturing an empowered workforce and advancing an inclusive UN-Women 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 4.1	Average time to select a candidate/complete a recruitment process						UN-Women HQ database
	O 4.2	Percentage of senior managers (P5 Heads of office and above) that participate in corporate surveys and leadership programmes within their first 2 years in position						UN-Women Records/Desk Review
	O 4.3	Percentage of IP staff from programme countries						UN-Women HQ database
	O 4.4	Extent to which personnel perceive UN-Women to empower, engage and nurture their workforce in order to strengthen inclusive culture						Survey conducted by UN-Women
	O 4.5	UN-Women has: A) Certified to the Secretary-General and the UN-Women Executive Board that it has reported all allegations of Sexual exploitation and abuse (SEA) that have been brought to its attention and has taken all appropriate measures to address such allegations, in accordance with established rules and procedures for dealing with cases of staff misconduct. B) Confirmed to UN-Women's Executive Board that it has taken all appropriate measures to address allegations of Sexual Harassment (SH) against UN-Women personnel, in accordance with established rules and procedures.						Other

OEE short description and full output statement	Indicator Number	Indicator	Baseline	2022 milestone	2023 milestone	2024 milestone	Target 2025	Source of data
	O 4.6	Percentage of UN-Women female staff among international professional and national staff All international professional staff: i. P-1 ii. P-2 iii. P-3 iv. P-4 v. P-5 vi. D1 and above All National Officers: i. National Officer-A ii. National Officer-B iii. National Officer-C iv. National Officer-D v. National Officer-E (QCPR)						UN-Women HQ database
	O 4.7	Percentage of the relevant indicators from the UNDIS accountability framework where UN-Women has met or exceeded the standard (QCPR)						Administrative Data
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 mandate at HQ, Regional and Country levels, including through shared services.	O 5.1	Percentage of non-core funding that is directly applied towards Strategic Notes						Administrative Data
	O 5.2	Percentage of evaluations reports rated "good and above"						UN-Women HQ database
	O 5.3	Percentage of all country office, regional office and HQ units using signature interventions for programming						Administrative Data
	O 5.4	Average reaction time for first request in service tracker (any process/area)						UN-Women HQ database
	O 5.5	Percentage of expenditure on programming with a focus on gender equality (QCPR)						Administrative Data
	O 5.6	Number and percentage of (i) joint evaluations; (ii) independent system-wide evaluations in which UN-Women engaged (QCPR)						Administrative Data