

Annex I

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

Update as of May 2022

Summary: The Integrated Results and Resources Framework (IRRF) of UN-Women’s Strategic Plan, 2022–2025 was submitted to the Executive Board in advance of the September 2021 second regular session. The present document has been updated to provide the baselines, milestones and targets for the indicators, through a consultative and comprehensive process engaging UN-Women colleagues at all levels and all relevant partners.

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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 fulfilment of their rights and articulates 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;
- analysis of the economic, political, social and demographic trends that will impact gender equality over the next 5-10 years;
- lessons learned from the UN-Women Strategic Plan 2018-2021;
- feedback from wide-ranging internal and external consultations undertaken as part of the development of Strategic Plan 2022-2025; and
- key findings and recommendations from numerous independent evaluations, reviews and assessments of progress and remaining barriers to progress, 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 integrated nature of the challenges the world faces including in the context of COVID-19 response and recovery efforts, and the need for strong multi-stakeholder partnerships embodying a whole-of-UN system and a whole-of-society approach to drive sustainable and transformative change.

Figure 1: Results structure of the Strategic Plan 2022-2025 IRRF

STRATEGIC PLAN VISION

Achieve gender equality, the empowerment of all women and girls and the full enjoyment of their human rights



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. Similarly, 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)¹, with 14 SDG indicators out of a total of 124 (11%) in the 2022-2025 IRRF [up from 10 (7%) in the Strategic Plan 2018-2021]
- A more integrated approach articulating key intermediate outcome-level results that cut across all the Strategic Plan's thematic areas; these outcomes are the medium-term changes that are required to achieve impact level results in 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 levels of results.
- Leveraging the repositioned UN development system and ensuring 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, as a distinct cross-thematic outcome in the development results section of the Strategic Plan 2022-2025 IRRF

¹ As per General Assembly resolution 75/233, adopted 21 December 2020

- 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 in 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, below are the proposed indicative allocations by impact area in the Strategic Plan 2022-2025 IRRF for the duration of the Plan.

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

UN-Women will further refine these estimates during the Strategic Plan cycle, and report on these 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 14 SDG indicators at the impact and outcome levels, including 10 indicators pertaining to SDG 5, to which UN-Women will contribute 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 fulfilment of their rights and fundamental freedoms. Based on an analysis of the emerging trends and global needs, knowledge and evidence of what works, and 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 10 SDG indicators out of a total of 11 impact indicators (91%), and 10 (91%) 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 and women's empowerment 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 transformative changes. The IRRF includes four SDG indicators out of a total of 34 outcome indicators (12%), and 19 (56%) 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 encompass changes in the skills, abilities and capacities of individuals or institutions as well as new products and services developed. UN-Women has crafted 44 output indicators, largely cross-thematic in nature, to measure specific contributions from UN-Women to achieve the outcomes, and 24 (55%) are considered common or complementary with other UN entities.
- **Data disaggregation and leaving no one behind:** UN-Women's commitment to reducing inequality and the principle of *leaving no one behind* is captured through data disaggregated by, when possible, the following factors and characteristics: sex, age, geographical location, disability status and HIV status; and other factors such as migratory status, race/ethnicity, etc. Given the cross-thematic nature of

the indicators at outcome and output levels, the ‘Possible disaggregations’ column also notes under which indicators UN-Women intends to track thematic disaggregations. Broad thematic disaggregations are captured under the ‘Thematic Area 1’ category: Disaster Risk Reduction and Disaster Resilience; Ending Violence Against Women; Governance and Participation; Health, including SRHR and HIV/AIDS, Humanitarian Action; Women's Economic Empowerment; and Women, Peace and Security. Greater specificity, where relevant, is captured under the ‘Thematic Area 2’ category: Care; Climate/environment; Conflict prevention/resolution; Decent work; Digital; Enterprise development; Finance; Gender-responsive budgeting (GRB); Gender-responsive procurement (GRP); Justice; Migration; Online violence; Sexual harassment, Social/social protection; and Violence against women in politics.

- **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 advancing 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. In support of UN-Women’s coordination mandate, 8 indicators based on QCPR indicators that track system-wide change on gender equality and the empowerment of women and girls have also been included in the development results section of the IRRF.

Specific values for baselines, targets and milestones per Strategic Plan 2022-2025 IRRF indicators are newly provided in this version of the IRRF. For a small subset of indicators, the baselines, milestones and/or targets are listed as ‘TBD’ (for “To Be Determined”), due to various reasons including indicators being piloted, methodologies being refined, and/or reliance on external agencies for data. A revised version of the IRRF with all ‘TBDs’ resolved will be provided at a later date. Slight revisions/adjustments have been made to some indicators for strengthening purposes/greater accuracy. Unless otherwise indicated, the baseline year for all indicators is 2021.

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 needed to allow aggregation of key results at the corporate and strategic levels, with a perspective of the next 10 years, while keeping the data collection and reporting burden on the Entity manageable
- Include inequality-focused disaggregations 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 in previous years, UN-Women will make country-level data publicly available in UN-Women’s Strategic Plan data portal that accompanies the Entity’s report on the 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:

Common and Complementary Indicators:

Italics is used when the indicator is complementary to indicate the relevant agency – e.g. (*UNICEF*)

Normal (unitalicized) font is used when the indicator is common to indicate the relevant agency – e.g. (UNICEF)

Quadrennial Comprehensive Policy Review (QCPR) indicators are marked in parentheses to indicate the set of 11 QCPR indicators adopted with UNDP, UNFPA and UNICEF – e.g. (QCPR)

2.1 Vision and Impact Indicators

Vision: Achieve gender equality, the empowerment of all women and girls and the full enjoyment of their human rights

Short description and full impact statement	Indicator Number	Indicator	Baseline	Target 2025	Target 2030	Source of data	Possible disaggregations
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	<i>1.1</i>	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 ² (UNDP for 5.5.1 a) and b)	(a) 26.1 (b) 33.9 (c) 21.9	(a) 30.0 (b) 39.0 (c) 30.0	Ensure women’s full and effective participation and equal opportunities for leadership at all levels of decision-making in political, economic and public life	Official SDG reporting (1.1.a and 1.1.b); IPU and UN-Women Map on Women in Politics (1.1.c)	National parliaments Local governments Executive positions/ministers (cabinets) held by women
	<i>1.2</i>	SDG 3.3.1: Number of new HIV infections per 1,000 uninfected population, by sex, age and key populations (UNAIDS, UNDP, UNFPA, <i>UNICEF</i> , WHO)	Women, all ages: 0.19; Men: 0.19; Adolescent girls and young women (15-24): 0.44 (2020)	Not Applicable (N/A)	By 2030, end the epidemics of AIDS, tuberculosis, malaria and neglected tropical diseases and combat hepatitis, water-borne diseases and other communicable diseases	Official SDG reporting/UNAIDS	Sex Age

² UN-Women is the custodian of this SDG indicator; the official SDG indicator is made of parts (a) and (b). Part (c) will also be monitored by UN-Women.

Short description and full impact statement	Indicator Number	Indicator	Baseline	Target 2025	Target 2030	Source of data	Possible disaggregations
Impact 2: Women's Economic Empowerment (WEE) 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 (UNDP, UNICEF) ³	Female: 18.4%; Male: 7.0% (2013)	N/A	Recognize and value unpaid care and domestic work through the provision of public services, infrastructure and social protection policies and the promotion of shared responsibility within the household and the family as nationally appropriate	Official SDG reporting	Sex
	2.2	SDG 8.3.1: Proportion of informal employment in total employment, by sector and sex (ILO, UNDP)	60.2%; 56.8% female; 62.4% male (2019) ⁴	N/A	Promote development-oriented policies that support productive activities, decent job creation, entrepreneurship, creativity and innovation, and encourage the formalization and growth of micro-, small- and medium-sized enterprises, including through access to financial services	Official SDG reporting	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 (FAO, ILO, UNAIDS, UNDP, UNICEF)	46.9 (2020) ⁵	N/A	Implement nationally appropriate social protection systems and measures for all, including floors, and by 2030 achieve substantial coverage of the poor and the vulnerable	Official SDG reporting; UNAIDS	Sex HIV status

³ UN-Women is co-custodian of this SDG indicator with UN Statistics Division (UNSD).

⁴ Data source: Based on “The Secretary General’s Report on Sustainable Development Goals, Statistical Annex” (<https://unstats.un.org/sdgs/files/report/2021/secretarygeneral-sdg-report-2021—Statistical-Annex.pdf>). There is no global equivalent for this indicator, as it is collected per country. Latest data per country is available at the ILO database: https://www.ilo.org/shinyapps/bulkexplorer34/?lang=en&segment=indicator&id=SDG_0131_SEX_SOC_RT_A.

⁵ Proportion of population covered by at least one social protection benefit. Data source: Based on “The Secretary General’s Report on Sustainable Development Goals, Statistical Annex” (<https://unstats.un.org/sdgs/files/report/2021/secretarygeneral-sdg-report-2021—Statistical-Annex.pdf>) and World Social Protection Report (2020-2022).

Short description and full impact statement	Indicator Number	Indicator	Baseline	Target 2025	Target 2030	Source of data	Possible disaggregations
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 ⁶ (UNDP, UNFPA, UNICEF, WHO)	12.5 (2018) ⁷	N/A	Eliminate all forms of violence against all women and girls in the public and private spheres, including trafficking and sexual and other types of exploitation	Official SDG reporting	Form of violence 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 ⁸ (UNFPA, WHO)	N/A	N/A	Eliminate all forms of violence against all women and girls in the public and private spheres, including trafficking and sexual and other types of exploitation	Official SDG reporting	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 (UNFPA, UNICEF, WHO)	41 ⁹	N/A	Eliminate all harmful practices, such as child, early and forced marriage and female genital mutilation	Official SDG reporting	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 (UNFPA, UNICEF, WHO)	Before age 15: 4.8; Before age 18: 19 (2020)	N/A	Eliminate all harmful practices, such as child, early and forced marriage and female genital mutilation	Official SDG reporting	Age
Impact 4: Women peace and security, Humanitarian & Disaster Risk Reduction (WPSH&DRR)	4.2	Percentage of women mediators, negotiators, and signatories in major peace processes (UNDP)	Mediators: 6%; Negotiators: 13%; Signatories: 6% (2019)	Mediators: 8%; Negotiators: 15%; Signatories: 7%		External global database	

⁶ UN-Women is co-custodian of this SDG indicator with WHO, UNFPA, UNICEF, UNODC, UNSD and UNDP

⁷ Proportion of ever-partnered women and girls aged 15-49 subjected to physical and/or sexual violence by a current or former intimate partner in the previous 12 months. Baseline year is 2018 with country-specific data ranging from 2000 to 2018.

⁸ UN-Women is co-custodian of this SDG indicator with WHO, UNFPA, UNICEF, UNODC, UNSD and UNDP

⁹ As reported by custodian agency UNICEF in UNICEF's 2022-2025 IRRF ([2022-11-Update IRRF of Strategic Plan 2022-2025-EN-2022.04.25.pdf \(unicef.org\)](#)). Data are available for a subset of 30 countries in which female genital mutilation is concentrated, with the latest available data from 2004-2020. Aggregates do not represent the world.

Short description and full impact statement	Indicator Number	Indicator	Baseline	Target 2025	Target 2030	Source of data	Possible disaggregations
<p>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</p>	4.4	<p>SDG 1.5.1, 11.5.1, 13.1.1: Number of deaths, missing persons and directly affected persons attributed to disasters per 100,000 population</p>	57.39	N/A	<p>By 2030, build the resilience of the poor and those in vulnerable situations and reduce their exposure and vulnerability to climate-related extreme events and other economic, social and environmental shocks and disasters; By 2030, significantly reduce the number of deaths and the number of people affected and substantially decrease the direct economic losses relative to global gross domestic product caused by disasters, including water-related disasters, with a focus on protecting the poor and people in vulnerable situations; Strengthen resilience and adaptive capacity to climate-related hazards and natural disasters in all countries</p>	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
<i>Outcome 1 Global normative frameworks and gender-responsive laws, policies and institutions</i>	0.1.1	Percentage of resolutions adopted by the General Assembly, the Security Council and the Human Rights Council that integrate a gender perspective	54	54	53	56	55	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	87	88	88	90	N/A	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
A comprehensive and dynamic set of global norms and standards on gender equality and the empowerment of all women and girls is strengthened and translated into gender-responsive laws, policies, and institutions.	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 (<i>UNAIDS, UNDP, UNFPA, UNICEF</i>) ¹⁰	95 ¹¹ ; Area 1: Overarching legal frameworks and public life: 70.9; Area 2: Violence against women: 78.0; Area 3: Employment and economic benefits: 76.7; Area 4: Marriage and family: 79.1 ¹²	N/A	N/A	N/A	N/A	Official SDG reporting	
	0.1.4	Number of laws that were adopted, revised or repealed to advance gender equality and women's empowerment (<i>UNAIDS, UNDP</i>)	TBD	TBD	TBD	TBD	TBD	Field offices of UN-Women	Thematic Area 1
	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 (<i>UNAIDS, UNDP, UNFPA, UNICEF</i>)	TBD	TBD	TBD	TBD	TBD	Field Offices of UN-Women	Thematic Area 1 Level

¹⁰ UN-Women is co-custodian of this SDG indicator with World Bank and OECD. The relevant SDG Target is to 'End all forms of discrimination against all women and girls everywhere'.

¹¹ 95 is the number of countries with data in the baseline year

¹² (1) Data are derived from an assessment of the country's legal frameworks completed by National Statistical Offices and/or National Women's Machinery, and legal practitioners/researchers on gender equality, using a questionnaire. (2) The score for each area of law (a number between 0 and 100) represents the percentage of achievement on average for the countries in the sample (unweighted average), per area of law. (3) 95 countries were included in the sample in 2020.

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
	0.1.6	Number of legal and policy frameworks that promote gender balance in decision making institutions and processes (UNDP)	68	71	74	77	80	Field Offices of UN-Women	Thematic Area 1 Level
	0.1.7	Number of adopted National Action Plans on Women, Peace and Security with monitoring indicators	86	92	94	96	100	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 normative frameworks and gender-responsive	0.1.a	Number of governments that undertake national review processes in response to global intergovernmental outcomes	16	16	37	68	19	Field Offices of UN-Women	
	0.1.b	Percentage of UN Country Teams reports to the CEDAW Committee submitted	90	83	83	83	83	UN-Women HQ database	
	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	32	33	32	33	35	UN-Women HQ database	
	0.1.d	Number of partners that have increased capacities to to promote/influence gender-responsive legislation (UNAIDS, UNDP)	318	322	334	346	356	Field Offices of UN-Women	Government institutions Civil society and other partners

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
<i>laws, policies and institutions</i>	<i>0.1.e</i>	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 (<i>UNAIDS, UNDP, UNFPA</i>)	692	535	544	553	562	Field Offices of UN-Women	Civil society and other partners Government institutions
	<i>0.1.f</i>	Number of institutions that have increased capacities to design and implement institutional reforms/strategies/policies that promote gender equality and women's empowerment (<i>UNDP</i>)	260	270	280	300	310	Field Offices of UN-Women	Government institutions Level
	<i>0.1.g</i>	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 (<i>UNAIDS, UNDP, UNFPA</i>)	15	20	25	30	35	Field Offices of UN-Women; UNAIDS Joint Programme Monitoring System	
	<i>0.1.h</i>	Number of multi-stakeholder dialogue processes to promote engagement of governments with civil society and other partners to advance gender equality and women's empowerment (<i>UNDP, UNFPA</i>)	418	399	389	397	403	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
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 for gender equality and women’s empowerment ¹³	26	N/A	N/A	N/A	N/A	Official SDG Reporting	
	0.2.2	Number of countries that incorporate gender equality targets within national investment and financing frameworks	5	11	22	26	26	Field Offices of UN-Women	Thematic Area 1
	0.2.3	Percentage of national budget allocated to gender equality and women’s empowerment out of total budget (UNICEF)	1.0 ¹⁴	1.0	1.5	2.5	3.0	Field Offices of UN-Women	Thematic Area 1
	0.2.4	Number of innovative financing instruments introduced that include gender equality objectives	82	90	99	109	120	Survey conducted by UN-Women	Thematic Area 1
Output: Changes attributed to UN-Women in skills or abilities and	0.2.a	Number of partners with capacities to integrate gender equality into fiscal laws/policies/standards	101	175	253	303	336	Field Offices of UN-Women	
	0.2.b	Number of gender financing assessments conducted by government partners	12	21	26	30	34	Field Offices of UN-Women	Thematic Area 1 Level

¹³ UN-Women is the custodian of this SDG indicator. The relevant SDG Target is to ‘Adopt and strengthen sound policies and enforceable legislation for the promotion of gender equality and the empowerment of all women and girls at all levels’.

¹⁴ The value is based on data from 18 countries, and thereby not globally representative

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
<i>capacities of individuals or institutions and/or the availability of new products and services contributing to Financing for gender equality</i>	0.2.c	Number of national partners with capacities to apply Gender Responsive Budgeting tools in the budget cycle (UNICEF)	262	306	385	418	446	Field Offices of UN-Women	Thematic Area 1
	0.2.d	Number of tools introduced that support innovative financing and accountability, including related to digital financing, for gender equality (UNDP, UNEP)	24	51	72	91	110	Field Offices of UN-Women; UN-Women HQ database	Thematic Area 1 Level
	0.2.e	Percent of gender-responsive budget allocated in peacebuilding funding mechanisms	47.0 ¹⁵	47.0	47.0	47.5	48.0	UN-Women HQ database; External global database	
Outcome 3 <i>Positive social norms, including through engaging men and boys</i> More men and boys and women and girls adopt	0.3.1	Extent of bias in gender equality attitudes and/or gender social norms among individuals (UNAIDS, UNFPA, UNICEF)	TBD	TBD	TBD	TBD	TBD	Field Offices of UN-Women; UN-Women HQ database; Survey by global entity	
	0.3.2	Number of institutions putting in place policies and practices to address gender-based discrimination and/or combat gender stereotypes (UNAIDS, UNDP, UNFPA, UNICEF, WHO)	TBD	TBD	TBD	TBD	TBD	Field Offices of UN-Women; UN-Women HQ database; External global database	

¹⁵ Baseline data is derived from the Peace Building Fund

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
attitudes, norms and practices that advance gender equality and women's empowerment, including those that promote positive social norms	0.3.3	Number of countries and/or other actors with comprehensive and coordinated VAW prevention strategy (UNDP, UNFPA)	32	40	41	42	44	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	0.3.a	Number of research and/or practice-based initiatives undertaken to advance data, evidence and knowledge, including standardised methods to assess, monitor, measure and/or achieve behaviour and/or social/gender norms change	TBD	TBD	TBD	TBD	TBD	UN-Women HQ database	
	0.3.b	Number of community or organizational level UN Women programmes that address behaviour and/or social/gender norms using evidence/practice-based methodologies (UNAIDS, UNDP, UNFPA, UNICEF)	TBD	TBD	TBD	TBD	TBD	UN-Women HQ database; Field Offices of UN-Women	
	0.3.c	Number of data collection initiatives, conducted or supported by UN Women that include behaviour and/or social/gender norms dimensions (UNAIDS, UNFPA, UNICEF)	TBD	TBD	TBD	TBD	TBD	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
<i>engaging men and boys</i>	<i>0.3.d</i>	Number of organizations/institutions with increased capacities to identify and/or address discriminatory behaviour and/or social/gender norms change (UNAIDS, UNFPA)	TBD	TBD	TBD	TBD	TBD	Field Offices of UN-Women; UN-Women HQ database	
	<i>0.3.e</i>	Number of draft policies with monitoring/reporting mechanisms developed by partners to address gender-based discrimination and/or combat gender stereotypes (UNDP, UNFPA)	TBD	TBD	TBD	TBD	TBD	Field Offices of UN-Women; UN-Women HQ database	
	<i>0.3.f</i>	Number of countries with a process to design and implement VAW prevention strategies, or with VAW prevention interventions based on global norms and standards (UNDP, UNFPA)	33	37	37	38	39	Field Offices of UN-Women	
Outcome 4 <i>Women's equitable access to services, goods & resources</i>	<i>0.4.1</i>	Number of countries where there has been an increase in the number of women who access services after experiencing violence or discrimination (UNAIDS, UNFPA)	28	36	32	32	29	UN-Women HQ database; Survey conducted by UN-Women	Thematic Area 1 Services Level

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 women and girls have equitable access to high-quality public goods, 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; (b) Share of women among owners or rights-bearers of agricultural land, by type of tenure ¹⁶ (FAO, <i>UN-Habitat</i>)	(a) 39; (b) 36 ¹⁷	N/A	N/A	N/A	(a) 43	Official SDG reporting	Sex
	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 (<i>UNICEF</i>)	27	30	30	31	30	Field Offices of UN-Women; UNAIDS global database	Thematic Area 1 Services Thematic Area 2
Output: <i>Changes attributed to UN-Women in skills or abilities and capacities of individuals or institutions and/or the availability of new products and services</i>	0.4.a	Number of institutions with strengthened capacities to improve the provision of essential services, goods and/or resources for women (<i>UNAIDS, UNDP, UNFPA, UNICEF, WHO</i>)	814	892	958	1014	1079	Field Offices of UN-Women	Thematic Area 1 Government institutions Civil society and other partners
	0.4.b	Number of countries supported to develop and/or implement guidelines, protocols and standard operating procedures to strengthen EAWG services in line with the global Essential Services Package (<i>UNDP, UNFPA, UNICEF, WHO</i>)	35	31	29	23	24	Field Offices of UN-Women	Level Sector

¹⁶ The relevant SDG Target is to ‘Mobilize and significantly increase financial resources from all sources to conserve and sustainably use biodiversity and ecosystems’

¹⁷ Baseline reflects reported 2021 figures for 5.a.1(a) which represents the unweighted average of the latest data available from 32 countries

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
<i>contributing to Women's equitable access to services, goods & resources</i>	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 (UNAIDS, UNFPA)	790	959	813	849	897	Field Offices of UN-Women	Thematic Area 1 Level Services
	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 (UNDP, UNFPA, UNICEF, WHO)	887,864	892,303	896,764	905,731	914,788	Field Offices of UN-Women	Age Thematic Area 1 Services Thematic Area 2
	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, UNFPA, UNICEF, WHO)	37	27	23	20	19	Field Offices of UN-Women	Thematic Area 2 Level Setting Geographic location (urban/rural)
	0.4.f	Number of people who have access to justice and the proportion of whom are women (UNDP)	Number: 46,402 Share of women: 94%	Number: 53,491 Share of women: 93%	Number: 51,740 Share of women: 92%	Number: 53,006 Share of women: 93%	Number: 61,091 Share of women: 93%	Field Offices of UN-Women; UN-Women HQ database	Sex Geographic location (urban/rural) Thematic Area 1 Level

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
<p>Outcome 5 Women’s voice, leadership & agency</p> <p>More women and girls exercise their voice, agency and leadership, including through an enabling environment that supports women’s and youth organizations</p>	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	2	N/A ¹⁸	N/A	3	3	External global database	
	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)	54	N/A	N/A	N/A	N/A	OHCHR (annual SG report)	
	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 ¹⁹ (UNAIDS, UNFPA, UNICEF, WHO)	57 (2022)	N/A	N/A	N/A	61	Official SDG reporting/ UNFPA	Age Geographic location (urban/rural) Income

¹⁸Due to the two-year lag in data availability, data on 2022 and 2023 will be reported in 2024 and 2025 respectively

¹⁹ The relevant SDG Target is to ‘Ensure universal access to sexual and reproductive health and reproductive rights as agreed in accordance with the Programme of Action of the International Conference on Population and Development and the Beijing Platform for Action and the outcome documents of their review conferences’

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	2.8	2.9	3.1	3.3	3.5	Field Offices of UN-Women	Thematic Area 1 Level Civil Society and other partners Key populations
	0.5.5	Proportion (and number) of active female participants [who are refugees, returnees, asylum seekers, IDPs, or stateless] in leadership/management structures (UNHCR)	TBD	TBD	TBD	TBD	TBD	UNHCR	
Output: <i>Changes attributed to UN-Women in skills or abilities and capacities of individuals or institutions and/or the availability of new products and services</i>	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	69.8 million USD	77.0 million USD	77.0 million USD	77.4 million USD	77.8 million USD	UN-Women HQ database; Field Offices of UN-Women	Thematic Area 1 Civil Society and other partners Key populations
	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	30	56	82	109	138	UN-Women HQ database	Thematic Area 1

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
<i>contributing to Women's voice, leadership & agency</i>	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 (UNAIDS, UNDP, UNFPA)	1107	464	446	500	585	Field Offices of UN-Women; UN-Women HQ database	Thematic Area 1 Civil Society and other partners Key populations
	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 (UNAIDS, UNDP, UNFPA, OHCHR)	1100	1239	1306	1244	1270	Field Offices of UN-Women; UN-Women HQ database	Thematic Area 1 Civil Society and other partners Level
	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 (UNAIDS, UNDP, UNFPA, UNICEF)	79,011	77,784	90,718	82,143	87,941	Field Offices of UN-Women; UN-Women HQ database	Thematic Area 1 Age Sex Geographic location (urban/rural) Disability status HIV status Key populations

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 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, OHCHR)	135	158	180	202	224	Field Offices of UN-Women; UN-Women HQ database	Thematic Area 1 Level
Outcome 6 <i>Production, analysis and use of gender statistics and sex-disaggregated</i>	0.6.1	Percentage of gender-specific Sustainable Development Goals (SDGs) indicators with available data (UNFPA, UNICEF)	40	43	46	49	52	External global database	
	0.6.2	Number of national plans and strategies that integrate gender statistics as an objective or strategy (UNICEF)	62	102	150	201	252	Field Offices of UN-Women; Women Count	

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
<p><i>data and knowledge</i></p> <p>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.</p>	0.6.3	Number of countries demonstrating use of gender statistics, analysis, and policy relevant research (<i>UNICEF</i>)	30	36	39	37	37	Field Offices of UN-Women; Women Count	
<p>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</p>	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	42	94	150	206	267	Field Offices of UN-Women; UN-Women HQ database	Thematic Area 1 Level
	0.6.b	Number of data producers and users with strengthened capacities in the collection, analysis, dissemination and use of gender statistics	4050	4050	4500	5000	5500	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 (<i>UNFPA</i>)	78	155	243	335	428	Field Offices of UN-Women	Thematic Area 1 Level

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
<i>Production, analysis and use of gender statistics and sex-disaggregated data and knowledge</i>	0.6.d	Number of platforms/web-based databases for dissemination of multi-level disaggregated gender statistics, sex-disaggregated data and knowledge developed	34	51	64	68	72	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	13	14	16	16	16	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	21	34	37	40	43	Field Offices of UN-Women; UN-Women HQ database	
<i>Outcome 7 UN system coordination for gender equality</i> The UN system coherently and systematically contributes to progress on	0.7.1	Percentage of ratings of reporting entities that meet or exceed UN-SWAP standards (derived from QCPR indicator 1.4.13)	70	72	55	58	62	UN-SWAP database	
	0.7.2	Percentage of UNCTs that conducted the comprehensive UNCT-SWAP Gender Equality Scorecard in the past four years, and met or exceeded requirements for at least 60% of UNCT-SWAP standards (derived from QCPR indicator 1.4.15)	34.7%	N/A	N/A	N/A	N/A	UNCT-SWAP 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
gender equality and the empowerment of women and girls	0.7.3	Percentage 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 (derived from QCPR indicator 1.4.16)	41.3%	N/A	N/A	N/A	N/A	IMS; UN-Women HQ database	
	0.7.4	Percentage of UNCTs meeting/exceeding requirements in preventing and eliminating all forms of violence and discrimination against women and girls through multisectoral and coordinated approaches (derived from QCPR indicator 1.4.22)	TBD	TBD	TBD	TBD	TBD	UN-Women HQ database	Thematic Area 1
	0.7.5	Number of action points to advance the implementation of UN-system commitments on women, peace and security (S/2019/800, paragraph120) that show progress	TBD	TBD	TBD	TBD	TBD	UN-Women HQ database; Survey conducted by UN-Women	
	0.7.6	Percentage of HCT response plans and strategies that demonstrate the integration of gender equality	54	55	60	65	70	UN-Women HQ database; External global database	Thematic Area 1
	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)	11 ²⁰	15	20	25	30	UN-Women HQ database	

²⁰ The baseline is from 2020: Progress Report on the Implementation of the UN Plan of Action on DRR for Resilience

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
	0.7.8	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	25	28	31	34	38	UN-Women HQ database; Field Offices of UN-Women; External global database	Thematic Area 1 Level
	0.7.9	Number of countries that have endorsed a youth, peace and security framework (UNDP, UNFPA)	2	2	5	15	25	Field Offices of UN-Women; 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 UN system coordination for gender equality	0.7.a	Number of thematic interagency mechanisms/teams that effectively address gender mainstreaming in priority areas	337	355	345	345	345	UN-Women HQ database; Field Offices of UN-Women	Thematic Area 1 Level Government institutions
	0.7.c	Number of interagency products or services with a focus on gender equality and women's empowerment developed and made available	200	200	200	200	200	UN-Women HQ database; Field Offices of UN-Women	Thematic Area 1 Level
	0.7.d	Percentage of UN Joint-Programmes with a focus on gender equality in which UN-Women participates as a Participating United Nations Organization (derived from QCPR indicator 1.4.17)	35	38	41	44	47	IMS	
	0.7.e	Percentage of inter-agency pooled funds that are applying a gender marker and allocating 15% or more of their resources to programmes with gender equality and/or to women and girls as their principal objective (derived from QCPR indicators 1.4.20 and 1.4.21)	50	51	52	52	53	External global 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
	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 (derived from QCPR indicator 1.4.19)	27	27	27	28	30	UN-SWAP database	
	0.7.g ²¹	Proportion out of total UNCTs with a Joint Work Plan in UN INFO 2.0 that allocated 70% or more of the UNCT annual funding framework available resources to activities with gender equality as a principal or significant objective (derived from QCPR indicator 1.4.18)	41	N/A	N/A	N/A	N/A	UN INFO; UNCT-SWAP database	
	0.7.h	Number of Peacebuilding processes inclusive of young women supported by UN-Women (UNFPA, UNICEF)	32	34	38	39	43	Field Offices of UN-Women; UN-Women HQ database	Level

²¹No milestones or targets are currently set, in line with discussions with DCO and DESA in the context of the corresponding QCPR indicator

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
<p><i>OEE Output 1</i> <i>Assuring an accountable organization through principled performance:</i></p> <p>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</p>	O 1.1	Implementation rate for regular resources	93.8%	87.5%	87.5%	87.5%	87.5%	Administrative Data
	O 1.2	Implementation rate for other resources	87.7%	85%	85%	85%	85%	Administrative Data
	O 1.3	International Aid Transparency Initiative (IATI) publishing statistics score (QCPR)	87	89	91	92	93	External Global Database
	O 1.4	Percentage of risk units meeting Enterprise Risk Management policy and framework requirements	97%	90%	90%	95%	95%	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	A) 9% B) 15%	A) 15% B) 15%	A) 14% B) 15%	A) 12% B) 15%	A) 10% B) 15%	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	96.6%	100%	100%	100%	100%	UN-Women HQ database
	O 1.7	Number of data standards being implemented from the UN Financial Data Cube (QCPR)	6	6	6	6	6	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)	0	35%	40%	50%	80%	Field Offices of UN-Women
	O 1.9	Percentage of UN-SWAP minimum standards met or exceeded (QCPR)	94%	88%	88%	88%	88%	UN-SWAP database
<p><i>OEE Output 2</i> <i>Advancing partnerships & resourcing; Effectively influencing for impact & scale:</i></p>	O 2.1	Funding received from: (a) public partners (b) the private sector (QCPR)	A) \$523.4 million B) \$21.6 million	A) \$530 million B) \$18 million	A) \$ 545 million B) \$20.7 million	A) \$560 million B) \$23.8 million	A) \$600 million B) \$27.4 million	Administrative Data
	O 2.2	Contributions received through pooled and thematic funding mechanisms	\$138.9 million	\$136.4 million	\$152.6 million	\$178.7 million	\$207 million	Administrative Data

OEE short description and full output statement	Indicator Number	Indicator	Baseline	2022 milestone	2023 milestone	2024 milestone	Target 2025	Source of data
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 2.3	Percentage of UN-Women's field offices and relevant HQ Units that implemented dedicated initiatives to engage in non-traditional partnerships	31%	34%	36%	38%	41%	Field Offices of UN-Women
	O 2.4	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	272	302	332	367	407	UN-Women HQ database
	O 2.5	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	17% 11,500,000 12,500,000	5% 12,075,000 12,625,000	5% 12,680,000 12,750,000	5% 13,310,000 12,875,000	5% 14,000,000 13,000,000	Administrative Data
	O 2.6	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)	Getting Ready: 48% Moving Forward: 16% At Milestone 37%	Getting Ready: 41% Moving Forward: 20% At Milestone 39%	Getting Ready: 39% Moving Forward: 18% At Milestone 44%	Getting Ready: 21% Moving Forward: 29% At Milestone 51%	Getting Ready: 4% Moving Forward: 31% At Milestone 65%	Administrative Data
<i>OEE Output 3 Advancing business transformation:</i> 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	39%	70%	80%	90%	100%	UN-Women HQ database
	O 3.2	Percentage of regions and HQ divisions that meet corporate minimum requirements in line with country office growth	0	20%	30%	40%	50%	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	6	6	8	8	8	UN-Women Records/Desk Review
	O 3.4	Field-to-HQ Ratio of Budgeted Posts	73 : 27	73.5 : 26.5	74: 26	74.5 : 25.5	75: 25	Administrative Data
	O 3.5	Number of cross-regional knowledge exchange initiatives which promote innovative ways of working/promising practices,	0	4	8	12	16	UN-Women Records/Desk Review
	O 3.6	Number of Business Process improvement and innovation initiatives (major policy revisions are included), which are part of UN-Women's continuous business transformation	3	5	5	5	5	Administrative Data

OEE short description and full output statement	Indicator Number	Indicator	Baseline	2022 milestone	2023 milestone	2024 milestone	Target 2025	Source of data
	O 3.7	Percentage of UN-Women Offices in United Nations common premises (QCPR)	69%	71%	73%	75%	77%	Field Offices of UN-Women
<p><i>OEE Output 4 Nurturing an empowered workforce and advancing an inclusive UN-Women culture:</i></p> <p>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</p>	O 4.1	Average time to select a candidate/complete a recruitment process	16.0 weeks	15 weeks	15 weeks	15 weeks	14 weeks	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	35%	80%	85%	90%	95%	UN-Women Records/Desk Review
	O 4.3	Percentage of IP staff from programme countries	45.7%	46%	46.3%	46.7%	47%	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	50% (favorable score)	53% (favorable score)	55% (favorable score)	58% (favorable score)	60% (favorable score)	Survey conducted by UN-Women
	O 4.5	<p>UN-Women has:</p> <p>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.</p> <p>B. Developed a sexual harassment action plan using a victim-centered approach for their actions and provided a report on the actions taken to their respective governing bodies</p>	Yes	Yes	Yes	Yes	Yes	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)	P1: 100% P2: 83.7% P3: 75.5% P4: 80.9% P5: 82.9% D+: 75.0% NA: 89.5% NB: 75.4% NC: 80.1% ND: 100% NE: 100%	P1: 100% P2: 83.2% P3: 75.0% P4: 80.4% P5: 82.4% D+: 74.5%	P1: 100% P2: 82.7% P3: 74.5% P4: 79.9% P5: 81.9% D+: 74.0%	P1: 100% P2: 82.2% P3: 74.0% P4: 79.4% P5: 81.4% D+: 73.5%	P1: 100% P2: 81.7% P3: 73.5% P4: 78.9% P5: 80.9% D+: 73.5% NA: 87.5% NB: 73.4% NC: 78.1% ND: 100% NE: 100%	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)	50%	51%	52%	53%	54%	Administrative Data
<i>OEE Output 5</i> <i>Effective normative, programmatic and coordination products, services and processes:</i> UN-Women efficiently and effectively	O 5.1	Percentage of non-core funding that is directly applied towards Strategic Notes	8%	9%	10%	12%	15%	Administrative Data
	O 5.2	Percentage of evaluations reports rated “good and above”	98%	90%	95%	98%	100%	UN-Women HQ database
	O 5.3	Percentage of all country office, regional office and HQ units using signature interventions for programming	0	10%	20%	40%	60%	Administrative Data
	O 5.4	Average reaction time for first request in service tracker (any process/area)	1.2 days	1.5 days	1.5 days	1.5 days	1.5 days	UN-Women HQ database
	O 5.5	Percentage of expenditure on programming with a focus on gender equality (QCPR)	100%	100%	100%	100%	100%	Administrative Data

OEE short description and full output statement	Indicator Number	Indicator	Baseline	2022 milestone	2023 milestone	2024 milestone	Target 2025	Source of data
discharges of all business processes that advance integrated delivery of its mandate at HQ, Regional and Country levels, including through shared services	O 5.6	Number and percentage of (i) joint evaluations; (ii) independent system-wide evaluations in which UN-Women engaged (QCPR)	(i) 9 & 21% (ii) 1 & 2%	(i) 10 & 25% (ii) 2 & 4%	Administrative Data			