

Annex IV

Revised Integrated Results and Resources Framework of UN-Women Strategic Plan 2018-2021

What is the revised Integrated Results and Resources Framework?

This revised Integrated Results and Resources Framework (IRRF) is published to resolve/provide further information on baselines, milestones and targets that had been listed as “To be confirmed” in the previous version of this IRRF dated August 2020. This relates to targets are under 6 indicators, and baselines and milestones are under 1 indicator.

How should the information in the framework be read?

Unless otherwise indicated, the baseline year for all indicators is 2017. All targets for development results are to be achieved by 31 December 2021, unless otherwise stated. Progress vis-à-vis the target is either reported on cumulatively or for the current reporting year. The source and methodology of measurement is indicated under each indicator.

How does UN-Women report progress against the IRRF?

UN-Women makes country-level data publicly available in [UN-Women’s Strategic Plan data portal](#) which accompanies its report on implementation of the Strategic Plan 2018-2021 and which is presented to its Executive Board at its Annual Session each year. The data portal lists for each indicator which countries UN-Women considers to have met the criteria of that indicator.

How is this document structured?

This IRRF Annex is divided in two parts. Part I provides the revised IRRF, including both development results and organizational effectiveness and efficiency results. Part II outlines all adjustments made to the IRRF and explains the type of adjustment made.

[Part I – Revised IRRF](#)

[Part II – Overview of adjustments to the IRRF \(by Outcome area\)](#)

Part I – Revised IRRF

Revised Integrated Results and Resources Framework of UN-Women’s Strategic Plan 2018-2021
(Updated January 2021)

 SDG Indicator

 QCPR Indicator

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

(A)= Annual measurement

(C)= Cumulative measurement

IMPACT: Achieve gender equality and empower all women and girls, including women’s full enjoyment of their human rights								
#	Indicator	Baseline	Milestones			Target 2021	Source	Possible disaggregation
			2018	2019	2020			
Impact Indicator 1 (Indicator 1)	Proportion of seats held by women in (a) national parliaments and (b) local governments (SDG indicator 5.5.1)	23.4% ¹ (national parliaments)					Report of the Secretary-General <i>Progress towards the Sustainable Development Goals</i> , Statistical Annex, Global Database and The SDGs Report (local governments) IPU report <i>Women in parliament in 2018: The year in review</i> (national parliaments)	

¹ This data refers to (a) national parliaments.

#	Indicator	Baseline	Milestones			Target 2021	Source	Possible disaggregation
			2018	2019	2020			
Impact indicator 2 (Indicator 2)	Proportion of population below the international poverty line, by sex, age, employment status and geographical location (urban/rural) (SDG indicator 1.1.1)	10.9 ² (2013) Employed Population: 9.2% (2017) Employed Adults: 8.3% (2017) Employed Youth: 14.7% (2017) Employed Male: 9.1% (2017) Employed Female: 9.4% (2017)					Report of the Secretary-General <i>Progress towards the Sustainable Development Goals</i> , Statistical Annex, Global Database and The SDGs Report	Sex Age Employment status Geographic location (urban/rural)
Impact indicator 3 (Indicator 3)	Proportion of ever-partnered women and girls aged 15 years and older subjected to physical, sexual or psychological violence by a current or former intimate partner in the previous 12 months, by form of violence and by age (SDG indicator 5.2.1)	19.0% ³ (physical and/or sexual violence in 15-49 age group) (2005-2016)					Report of the Secretary-General <i>Progress towards the Sustainable Development Goals</i> , Statistical Annex, Global Database and The SDGs Report	Form of violence Age
Impact indicator 4 (Indicator 4)	Percentage of peace agreements with specific provisions to improve the security and status of women and girls (indicator 8 of Secretary-General's Report on Women, Peace and Security)	25% (2015-2017)				30%	Gender PA-X peace agreement databases, maintained by the University of Edinburgh (https://www.peaceagreements.org/)	
Impact indicator 5 (Indicator 5)	Number of deaths, missing persons and directly affected persons attributed to disasters per 100,000 population (SDG indicators 1.5.1, 11.5.1, 13.1.1)	Global data not available ⁴					Report of the Secretary-General <i>Progress towards the Sustainable Development Goals</i> , Statistical Annex, Global Database and The SDGs Report	Sex
Outcome 1: A comprehensive and dynamic set of global norms, policies and standards on gender equality and the empowerment of all women and girls is strengthened and implemented <i>Indicative multi-year budget: \$29.2 million (USD)</i>								

² This data refers to “Proportion of population below the international poverty line of US\$ 1.90 per day”. Adults refer to persons aged 25 and above; youth refers to those between 15 and 24 inclusive. Source: Statistical Annex of the Secretary General’s Report on the Progress towards the Sustainable Development Goals, 2018 version.

³ This data refers to “Proportion of ever-partnered women and girls aged 15-49 years subjected to physical or sexual violence by a current or former intimate partner in the previous 12 months”

⁴ Country level data are available but no global level aggregate

#	Indicator	Baseline	Milestones			Target 2021	Source	Possible disaggregation
			2018	2019	2020			
Outcome 1 Indicator 1 (Indicator 1.1)	Percentage of resolutions adopted by the General Assembly that integrate gender perspectives	33% (2016)				45%	UN-Women desk review (A)	
Outcome 1 Indicator 2 (Indicator 1.2)	Percentage of recommendations from the Secretary-General's report on the priority theme of the Commission on the Status of Women that are reflected in the Agreed Conclusions of the Commission on the Status of Women	85% (2016)				90%	UN-Women desk review (A)	
Outcome 1 Indicator 3 (Indicator 1.3)	Percentage of voluntary national reviews to the High-Level Political Forum on Sustainable Development that integrate gender perspectives	77% (2016)				85%	UN-Women desk review (A)	
Output 1: The capacity of governments and stakeholders is strengthened to assess progress in implementation of the Beijing Platform for Action, and other global normative and policy frameworks								
1.1 (Indicator 1.1.1)	Number of countries supported by UN-Women to contribute to the review theme of the Commission on the Status of Women through voluntary national presentations	11	11	12	N/A ⁵	12	UN-Women desk review (A)	
1.2 (Indicator 1.1.2)	Percentage of Member States expressing satisfaction with the support provided by UN-Women for the annual session of the Commission on the Status of Women ⁶	77%	77%	77%	78%	78%	Survey to Member States (A)	
1.3 (Indicator 1.1.3)	Number of countries supported by UN-Women that undertake a 25-year review and appraisal of the implementation of the Beijing Platform for Action	0	15	85	90	90 ⁷	UN-Women desk review (C)	
1.4 (Indicator 1.1.4)	Percentage of UN Country Teams' CEDAW reports submitted with UN-Women's support	77% (2013-2016)	77%	77%	83%	83%	UN-Women desk review (A)	
Output 2: Evidence-based dialogue is facilitated amongst governments and with civil society and other relevant actors in the context of intergovernmental processes								

⁵ Based on the assumption that there will be no review theme because of Beijing+25 review

⁶ Shared indicator with UN-Women's strategic framework 2018-2019

⁷ The 25-year review and appraisal of the implementation of the Beijing Platform for Action is expected to be completed in 2020, therefore no additional countries will be supported in 2021

#	Indicator	Baseline	Milestones			Target 2021	Source	Possible disaggregation
			2018	2019	2020			
2.1 (Indicator 1.2.1)	Number of thematic briefings and dialogues convened by UN-Women at the global level in preparation for intergovernmental processes	6	6	6	4	4	UN-Women desk review (A)	
2.2 (Indicator 1.2.2)	Number of dialogues convened and platforms created by UN-Women for non-governmental organizations to contribute to global policy discussions	286	286	306	316	306	UN-Women's Results Management System (A)	
Output 3: Knowledge on gender perspectives is expanded through provision of substantive inputs and dialogues to global intergovernmental processes								
3.1 (Indicator 1.3.1)	Number of intergovernmental processes where UN-Women has provided substantive inputs to strengthen gender perspectives	25 (2017)	28	28	15	15	UN-Women desk review (A)	
Outcome 2: Women lead, participate in and benefit equally from governance systems <i>Indicative multi-year budget: \$249 million (USD)</i>								
Outcome 2 Indicator 1 (Indicator 2.1)	Number of legislative frameworks that promote gender balance in elections and decision-making bodies	42 ⁸				70	UN-Women's Results Management System (C)	
Outcome 2 Indicator 2 (Indicator 2.2)	Number of National Development Strategies that are gender-responsive	24				46	UN-Women's Results Management System (C)	
Outcome 2 Indicator 3 (Indicator 2.3)	Proportion of countries with systems to track and make public allocations for gender equality and women's empowerment (SDG indicator 5.c.1)	Insufficient data available					Report of the Secretary-General <i>Progress towards the Sustainable Development Goals</i> , Statistical Annex, Global Database and The SDGs Report	

⁸ There are in addition, legislated TSMs (including quotas and reserved seats with a 25-35% threshold of women's representation) in: Afghanistan, Algeria, Albania, Bangladesh, Brazil, Burkina Faso, Burundi, Cabo Verde, Egypt, El Salvador, Guinea, Haiti, Indonesia, Iraq, Jordan, Kenya, Kyrgyzstan, Liberia, Libya, Mali, Morocco, Niger, Paraguay, Rwanda, Serbia, South Sudan, Sri Lanka, Somalia, Sudan, Tanzania, Timor-Leste, Uganda

#	Indicator	Baseline	Milestones			Target 2021	Source	Possible disaggregation
			2018	2019	2020			
Outcome 2 Indicator 4 (Indicator 2.4)	Percentage share of women in the police, judiciary, prosecution services, military and corrections	Police: 9.56% Judiciary: 40.63% Prosecution services: 47.28% Military: - Corrections: 20.23% (2013-2017) ⁹					UN Women calculations based on data collected biennially by the United Nations Office on Drugs and Crime (UNODC) in the UN Crime Trends Survey	Disability status Ethnicity
Outcome 2 Indicator 5 (Indicator 2.5)	Proportion of women aged 15-49 years who make their own informed decisions regarding sexual relations, contraceptive use and reproductive health care (SDG indicator 5.6.1)	51.8% (2012)					Report of the Secretary-General <i>Progress towards the Sustainable Development Goals</i> , Statistical Annex, Global Database and The SDGs Report	Age
Outcome 2 Indicator 6 (Indicator 2.6)	Whether or not legal frameworks are in place to promote, enforce and monitor equality and non-discrimination on the basis of sex (SDG indicator 5.1.1)	Insufficient data available					Report of the Secretary-General <i>Progress towards the Sustainable Development Goals</i> , Statistical Annex, Global Database and The SDGs Report	
Outcome 2 Indicator 7 (Indicator 2.7)	Proportion of gender-specific Sustainable Development Goal (SDG) indicators with available data	26%				¹⁰	Women Count Data Hub https://data.unwomen.org/data-portal/sdg (A)	
Output 4: More women of all ages fully participate, lead and engage in political institutions and processes								

⁹ UN Crime Trends Survey does not include data collection on women in the military. Values for this indicator are based on latest available data within the year range 2013-2017 in relevant countries. Number of relevant countries with data available: 23 (Police); 21 (Judiciary); 8 (Prosecution Services); 22 (Corrections).

¹⁰ This indicator is based on SDG monitoring, so no 2021 target is set in UN-Women's IRRF

#	Indicator	Baseline	Milestones			Target 2021	Source	Possible disaggregation
			2018	2019	2020			
4.1 (Indicator 2.4.1)	Number of gender equality reforms developed and/or being implemented by electoral stakeholders with UN-Women's technical support	40	55	65	80	90	UN-Women's Results Management System (C)	
4.2 (Indicator 2.4.2)	Number of women leaders, candidates and aspirants with strengthened capacities to engage in political life, with UN-Women's support	8,000	10,000	12,000	3,000	12,000	UN-Women's Results Management System (A)	Age Disability status
4.3 (Indicator 2.4.3)	Number of gender equality initiatives developed and/or being implemented by parliamentary bodies (Legislative Parliamentary Committees/ Women Caucus/ Speaker of Parliament's Office/Secretariat of the Parliament), with UN-Women's support	72	90	110	195	220	UN-Women's Results Management System (C)	
4.4 (Indicator 2.4.4)	Number of initiatives developed and/or being implemented to monitor violence against women in politics, with UN-Women's support	18	35	45	91	101	UN-Women's Results Management System (C)	
Output 5: More national and local plans and budgets are gender-responsive								
5.1 (Indicator 2.5.1)	Number of high-quality national gender equality action plans developed, costed and/or being implemented with UN-Women's support	35	38	41	72	80	UN-Women's Results Management System (C)	
5.2 (Indicator 2.5.2)	Number of finance ministries with capacities to integrate gender-responsive budgeting in public finance management systems with UN-Women's support	22	24	31	75	84	UN-Women's Results Management System (C)	
5.3 (Indicator 2.5.3)	Number of national AIDS coordinating bodies and/or relevant sectoral ministries that have strengthened capacity to integrate gender-responsive actions into national HIV strategies, with UN-Women's support	14	19	23	45	48	UN-Women's Results Management System (C)	

#	Indicator	Baseline	Milestones			Target 2021	Source	Possible disaggregation
			2018	2019	2020			
5.4 (Indicator 2.5.4)	Number of national women's machineries and women's organizations with capacities to advocate for gender-responsive budgets with UN-Women's support	National women's machineries: 25 Women's organizations: 210	27 300	35 450	76 600	85 700	UN-Women's Results Management System (C)	
Output 6: More and better quality data and statistics are available to promote and track progress of gender equality and women's empowerment								
6.1 (Indicator 2.6.1)	Number of National Strategies for the Development of Statistics that integrate a gender perspective, developed or implemented with UN-Women's support	21	23	27	31	35	UN-Women's Results Management System (C)	
6.2 (Indicator 2.6.2)	Number of national reports on (a) the implementation of the SDGs from a gender perspective or (b) the status of women, men, girls and boys in the country, developed with UN-Women's support	20	46	59	72	85	UN-Women's Results Management System (C)	
6.3 (Indicator 2.6.3)	Number of national coordination mechanisms (i.e. multi-stakeholder governance mechanisms) governing the production of gender statistics established or strengthened with UN-Women's support	21	28	37	45	49	UN-Women's Results Management System (C)	
6.4 (Indicator 2.6.4)	Number of data producers and users with strengthened capacities in the collection, analysis, dissemination and use of gender statistics, including in improving Tier II and Tier III SDGs indicators, with UN-Women's support	1,690	1,700	1,700	1,700	1,700	UN-Women's Results Management System (A)	
Output 7: More justice institutions are accessible to and deliver for women and girls								
7.1 (Indicator 2.7.1)	Number of personnel of formal and informal justice institutions whose capacities to provide justice to women are strengthened, with UN-Women's support	6,000	12,000	17,000	22,000	27,000	UN-Women's Results Management System (C)	Sex Disability status Ethnicity
7.2 (Indicator 2.7.2)	Number of affirmative action policies developed and/or being implemented, with UN-Women's support, to enhance women's participation in formal and informal justice delivery	26	49	67	35	37	UN-Women's Results Management System (C)	

#	Indicator	Baseline	Milestones			Target 2021	Source	Possible disaggregation
			2018	2019	2020			
7.3 (Indicator 2.7.3)	Number of women accessing legal aid with UN-Women's support	10,500	20,000	20,000	8,000	10,000	UN-Women's Results Management System (A)	Disability status Ethnicity
Outcome 3: Women have income security, decent work and economic autonomy <i>Indicative multi-year budget: \$292.8 million (USD)</i>								
Outcome 3 Indicator 1 (Indicator 3.1)	Proportion of time spent on unpaid domestic and care work, by sex, age and location (SDG indicator 5.4.1)	Female: 18.4% Male: 7.0% ¹¹ (2000-2016)					Report of the Secretary-General <i>Progress towards the Sustainable Development Goals</i> , Statistical Annex, Global Database and The SDGs Report	Sex Age Geographic location (urban/rural)
Outcome 3 Indicator 2 (Indicator 3.2)	Proportion of population covered by social protection floors / systems, by sex, distinguishing children, unemployed persons, older persons, persons with disabilities, pregnant women, newborns, work injury victims and the poor and the vulnerable (SDG indicator 1.3.1)	Total: 45.2% Children: 34.9% ¹² Mothers with newborns: 41.1% ¹³ Older persons: 67.9% ¹⁴ Unemployed: 21.8% ¹⁵ Persons with severe disabilities: 27.8% ¹⁶ Vulnerable: 24.7% ¹⁷ (2016)					Report of the Secretary-General <i>Progress towards the Sustainable Development Goals</i> , Statistical Annex, Global Database and The SDGs Report	Sex Age Employment status Disability status Income
Outcome 3 Indicator 3 (Indicator 3.3)	Proportion of total agricultural population with ownership or secure rights over agricultural land, by sex [SDG indicator 5.a.1 (a)]; Share of women among owners or rights-bearers of agricultural land, by type of tenure [SDG indicator 5.a.1 (b)]	Insufficient data available					Report of the Secretary-General <i>Progress towards the Sustainable Development Goals</i> , Statistical Annex, Global Database and The SDGs Report	Sex (5.a.1 (a))

¹¹ Data represent global medians

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

¹³ Proportion of mothers with newborns receiving maternity cash benefit.

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

¹⁵ Proportion of unemployed persons receiving unemployment cash benefits.

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

¹⁷ Proportion of vulnerable population receiving social assistance cash benefit.

#	Indicator	Baseline	Milestones			Target 2021	Source	Possible disaggregation
			2018	2019	2020			
Outcome 3 Indicator 4 (Indicator 3.4)	Percent of firms with female participation in ownership	34.4% (2010-2017)					World Bank Enterprise Surveys	
Output 8: More policies promote decent work and social protection for women								
8.1 (Indicator 3.8.1)	Number of legal, regulatory and/or policy frameworks aligned with international standards that create decent work for women developed and/or being implemented with support from UN-Women	48	87	117	143	164	UN-Women's Results Management System (C)	
8.2 (Indicator 3.8.2)	Number of gender-responsive macroeconomic policies (including fiscal, monetary and trade) developed and/or being implemented with support from UN-Women	12	25	40	55	70	UN-Women's Results Management System (C)	
8.3 (Indicator 3.8.3)	Number of legal, regulatory and/or policy frameworks in support of gender-responsive social protection systems that are developed and/or being implemented with support from UN-Women	41	50	70	90	110	UN-Women's Results Management System (C)	
8.4 (Indicator 3.8.4)	Number of legal, regulatory and/or policy frameworks that address unpaid care work developed and/or being implemented with support from UN-Women	12	29	50	30	35	UN-Women's Results Management System (C)	
8.5 (Indicator 3.8.5)	<i>Number of countries with strengthened capacities to undertake gender-responsive socio-economic impact assessments in response to the COVID-19 crisis, with a focus on at-risk populations (Derived from Indicator 4.1(f) in the UN Framework for the Immediate Socio-Economic Response to COVID-19)</i>	0 (March 2020)				14	UN-Women's Results Management System (C)	

#	Indicator	Baseline	Milestones			Target 2021	Source	Possible disaggregation
			2018	2019	2020			
8.6 (Indicator 3.8.6)	Number of countries with strengthened capacities to implement women's empowerment policies informed by socio-economic impact assessment focused on at-risk populations <i>(Derived from Indicator 4.2(f) in the UN Framework for the Immediate Socio-Economic Response to COVID-19)</i>	0 (March 2020)				15	UN-Women's Results Management System (C)	
Output 9: More women own, launch and/or better manage small and medium and large enterprises								
9.1 (Indicator 3.9.1)	Number of women with strengthened capacities and skills to participate in the economy, including as entrepreneurs, with UN-Women's support	79,050	121,500	159,900	202,800	250,800	UN-Women's Results Management System (C)	Geographic location (rural/urban) Age Migratory status Disability status Ethnicity HIV/AIDS status
9.2 (Indicator 3.9.2)	Number of women entrepreneurs supported to access finance and gender-responsive financial products and services, with UN-Women's support	33,431	90,000	150,000	85,560	103,060	UN-Women's Results Management System (C)	Geographic location (rural/urban) Age Migratory status Disability status Ethnicity HIV/AIDS status
9.3 (Indicator 3.9.3)	Number of government entities, companies, and/or international organizations that develop and/or implement gender-responsive procurement policies, with UN-Women's support	37	60	90	415	470	UN-Women's Results Management System (C)	
9.4 (Indicator 3.9.4)	Number of national and international signatories to the Women Empowerment Principles	1,703	2,000	2,300	3,500	3,700	WEPS database (www.weps.org)	

#	Indicator	Baseline	Milestones			Target 2021	Source	Possible disaggregation
			2018	2019	2020			
9.5 (Indicator 3.9.5)	Number of countries developing and/or implementing gender-responsive fiscal stimulus packages for COVID-19 economic response and recovery, with UN-Women's support <i>(Derived from Indicator 3.3(b) in the UN Framework for the Immediate Socio-Economic Response to COVID-19)</i>	0 (March 2020)				45	UN-Women's Results Management System (C)	
Output 10: More rural women secure access to productive resources and engage in sustainable agriculture								
10.1 (Indicator 3.10.1)	Number of new and/or improved gender-responsive policies on land developed and/or being implemented with the support of UN-Women	22	43	68	84	100	UN-Women's Results Management System (C)	
10.2 (Indicator 3.10.2)	Number of rural women supported to gain access, use and/or control of productive resources by UN-Women	117,610	180,000	250,000	320,000	390,000	UN-Women's Results Management System (C)	Age Migratory status Disability status Ethnicity HIV/AIDS status
10.3 (Indicator 3.10.3)	Number of countries that use the Buy from Women Platform to connect women farmers to information, markets and/or finance	1	6	11	12	15	Buy from Women Platform (C)	
Outcome 4: All women and girls live a life free from all forms of violence <i>Indicative multi-year budget: \$424.6 million (USD)</i>								
Outcome 4 Indicator 1 (Indicator 4.1)	Proportion of women who have experienced physical or sexual violence who seek help, by sector (health, police, justice, social services)	Health: 2.7% Police: 10.5% Justice: 2.2% Social services: 2.5% (2005-2016) ¹⁸					Demographic and Health Surveys and other national household surveys	Age

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

#	Indicator	Baseline	Milestones			Target 2021	Source	Possible disaggregation
			2018	2019	2020			
Outcome 4 Indicator 2 (Indicator 4.2)	Percentage of people who think it is justifiable for a man to beat his wife, disaggregated by sex	Female: 34.8% Male: 29.4% (2000-2016) ¹⁹					Demographic and Health Surveys and other national household surveys	Age Sex
Outcome 4 Indicator 3 (Indicator 4.3)	Number of cities supported by UN-Women where data on the prevalence of sexual harassment against women and girls in public spaces is available	7				30	UN-Women's Results Management System (C)	
Outcome 4 Indicator 4 (Indicator 4.4)	Number of countries that have adopted or strengthened legislation addressing violence against women and girls in private and public spaces that is (1) in line with best practices (2) is allocated a budget and (3) has an oversight mechanism for monitoring	7				17	UN-Women's Results Management System (C)	
Outcome 4 Indicator 5 (Indicator 4.5)	Number of countries with legislation (in line with best practices) to prevent, investigate, sanction and redress femicide/feminicide/gender-related killings of women	6				15	UN-Women's Results Management System (C)	
Output 11: More countries and stakeholders are better able to prevent violence against women and girls and deliver essential services to victims and survivors								
11.1 (Indicator 4.11.1)	Number of National Action Plans and Strategies to end violence against women that have a component that addresses social norms, attitudes, and behavior transformation, developed with UN-Women's support	50	58	66	74	82	UN-Women's Results Management System (C)	

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

#	Indicator	Baseline	Milestones			Target 2021	Source	Possible disaggregation
			2018	2019	2020			
11.2 (Indicator 4.11.2)	Number of countries that have, with UN-Women's support, (1) conducted community activities with women and men, boys and girls on gender equality and respectful relationships and (2) developed national informal or formal education curricula on gender and violence against women in primary and/or secondary schools	17	22	27	32	37	UN-Women's Results Management System (C)	
11.3 (Indicator 4.11.3)	Number of countries supported by UN-Women to improve guidelines, protocols, standard operating procedures (in line with best practices) on the provision of quality services for victims and survivors	24	32	40	48	56	UN-Women's Results Management System (C)	
11.4 (Indicator 4.11.4)	Number of countries that provide information about women's rights to access quality essential services for victims and survivors of violence, with UN-Women's support	56	61	66	71	76	UN-Women's Results Management System (C)	
11.5 (Indicator 4.11.5)	Number of people benefiting from projects supported by the UN Trust Fund to End Violence Against Women	6.4 million	N/A ²⁰	N/A ²¹	3 million	6 million	UNTF EVAW global databases (A)	Sex Disability status

²⁰ N/A = Not Applicable

²¹ Ibid

#	Indicator	Baseline	Milestones			Target 2021	Source	Possible disaggregation
			2018	2019	2020			
11.6 (Indicator 4.11.6)	<p>Number of countries that have, with UN-Women's support, put in place measures to address gender-based violence (GBV) during the COVID-19 pandemic, which</p> <p>a) integrate violence prevention and response into COVID-19 response plans</p> <p>b) raise awareness through advocacy and campaigns, with targeted messages to both women and men</p> <p>c) provide options for women to report abuse and seek help without alerting perpetrators</p> <p>d) ensure continued functioning of shelters for victims of violence and expand their capacity</p> <p>e) ensure women's access to justice through police and justice response to address impunity of perpetrators and protect women and their children</p> <p><i>(Derived from Indicator 2.4 in the UN Framework for the Immediate Socio-Economic Response to COVID-19)</i></p>	0 (March 2020)				a) 60 b) 59 c) 49 d) 39 e) 43	UN-Women's Results Management System (C)	
11.7 (Indicator 4.11.7)	<p>Number of women's organizations with increased capacities to respond to and mitigate the pandemic, fight against COVID-19 related gender-based violence, racism, xenophobia, stigma, and other forms of discrimination, prevent and remedy human rights abuses, and ensure longer-term recovery</p> <p><i>(Derived from Indicator 5.2 (a) in the UN Framework for the Immediate Socio-Economic Response to COVID-19, with UN-Women custodianship)</i></p>	0 (March 2020)				800	UN-Women's Results Management System (C)	
Output 12: More cities and other settings have safe and empowering public spaces for women and girls								

#	Indicator	Baseline	Milestones			Target 2021	Source	Possible disaggregation
			2018	2019	2020			
12.1 (Indicator 4.12.1)	Number of safe cities/safe public spaces partnerships in place which include women in decision-making positions	30	40	61	62	70	UN-Women's Results Management System (C)	
12.2 (Indicator 4.12.2)	Number of local development plans developed or strengthened with the support of UN-Women that are gender-responsive and address sexual harassment against women and girls in public spaces	15	32	46	61	78	UN-Women's Results Management System (C)	
12.3 (Indicator 4.12.3)	Number of countries where different sectors address the elimination of sexual violence against women and girls in public spaces through the transformation of social norms	35	37	51	56	58	UN-Women's Results Management System (C)	
12.4 (Indicator 4.12.4)	Number of partners supported by UN-Women whose knowledge and skills to influence legislation and policies on sexual violence against women and girls in public spaces are improved, disaggregated by sex	6,327	6,400	6,400	4,000	6,400	UN-Women's Results Management System (A)	Sex
Outcome 5: <u>Women and girls contribute to and have greater influence in building sustainable peace and resilience, and benefit equally from the prevention of natural disasters and conflicts and from humanitarian action</u> <i>Indicative multi-year budget: \$468.6 million (USD)</i>								
Outcome 5 Indicator 1 (Indicator 5.1)	Number of adopted National Action Plans on women, peace and security with monitoring indicators	60 (2018) ²²				65	UN-Women desk review (C)	
Outcome 5 Indicator 2 (Indicator 5.2)	Percentage of Security Council decisions with specific provisions to improve the security and status of women and girls	51% ²³ (49/97) (2016)				60%	UN-Women desk review (A)	

²² No prior data available

²³ Includes resolutions and presidential statements

#	Indicator	Baseline	Milestones			Target 2021	Source	Possible disaggregation
			2018	2019	2020			
Outcome 5 Indicator 3 (Indicator 5.3)	Percentage of Peacebuilding Fund funds in support of peacebuilding in projects that address women's specific needs, advance gender equality and/or empower women as their principal objective	10%				15%	UN-Women desk review (PBSO reports and Secretary-General's reports on Peacebuilding Fund and on peacebuilding) (A)	
Outcome 5 Indicator 4 (Indicator 5.4)	Proportion of UN-led (or co-led) peace processes in which women were included in the mediation team; negotiating parties included senior women in their delegations; consultations with women's civil society organizations were held; and technical gender expertise was provided	75%				100%	UN Department of Political and Peacebuilding Affairs	
Outcome 5 Indicator 6 (Indicator 5.6)	Percentage of humanitarian needs overviews that demonstrate gender analysis	44%				75%	UN-Women desk review (A)	
Outcome 5 Indicator 8 (Indicator 5.8)	Percentage of countries reporting on one or more targets of the Sendai Framework for Disaster Risk Reduction, using sex disaggregated data	Insufficient data available				TBD	Sendai reporting mechanisms	
Output 13: More commitments on women, peace and security are implemented by Member States and the UN system, and more gender equality advocates influence peace and security processes								
13.1 (Indicator 5.13.1)	Number of institutions of the justice and security sectors with strengthened capacity to mainstream gender perspectives and promote the rights of women and girls in conflict, post-conflict and other crisis situations	144	164	179	112	118	UN-Women's Results Management System (A)	
13.2 (Indicator 5.13.2)	Number of sexual and gender-based violence justice experts deployed to national, regional and international accountability mechanisms	19	20	23	22	10	UN-Women internal record of deployments (A)	
13.3 (Indicator 5.13.3)	Number of civil society organizations and networks, directly supported by UN-Women to influence peace processes	400	425	450	475	500	UN-Women's Results Management System (A)	

#	Indicator	Baseline	Milestones			Target 2021	Source	Possible disaggregation
			2018	2019	2020			
13.4 (Indicator 5.13.4)	Number of counter terrorism (CT) and countering/preventing violent extremism (C/PVE) policies and programmes that have integrated women peace and security priorities, developed and/or implemented with UN-Women's support	15	N/A	N/A ²⁴	19	20	UN-Women desk review (A)	
Output 14: More women play a greater role and are better served by humanitarian response and recovery efforts								
14.1 (Indicator 5.14.1)	Percentage of humanitarian country cluster systems with dedicated gender expertise in countries with UN-Women humanitarian presence	57% (17/30)	63% (19/30)	70% (21/30)	77% (23/30)	83% (25/30)	UN-Women's Results Management System (A)	
14.2 (Indicator 5.14.2)	Number of women's organizations or institutions supported by UN-Women to play a role in humanitarian response and recovery	200	215	230	450	550	UN-Women's Results Management System (A)	
14.3 (Indicator 5.14.3)	Number of women and girls directly accessing UN-Women supported humanitarian services	121,000	123,500	126,000	280,000	330,000	UN-Women's Results Management System (A)	Age Disability status
Output 15: More women play a greater role in and are better served by disaster risk reduction and recovery processes								
15.1 (Indicator 5.15.1)	Number of countries supported by UN-Women having undertaken gender-sensitive disaster risk assessments	19	24	26	61	63	UN-Women's Results Management System (C)	
15.2 (Indicator 5.15.2)	Number of countries supported by UN-Women with Disaster Risk Reduction policy frameworks that address gender-specific disaster risks	13	16	19	45	47	UN-Women's Results Management System (C)	
15.3 (Indicator 5.15.3)	Number of countries supported by UN-Women with gender focal points in the national disaster platform, or its equivalent	8	10	13	28	29	UN-Women's Results Management System (C)	
Organizational Effectiveness and Efficiency								
Output 1: Enhanced coordination, coherence and accountability of the UN system for commitments to gender equality and women's empowerment <i>Indicative multi-year budget: \$27.2 million (USD)</i>								

²⁴ No longer applicable due to indicator change in the MTR

#	Indicator	Baseline	Milestones			Target 2021	Source	Possible disaggregation
			2018	2019	2020			
1.1 (Indicator O1.1)	Percentage of ratings of reporting entities that meet or exceed UN-SWAP minimum standards <i>(Derived from QCPR indicator 42b)</i>	58% (2018) ²⁵	N/A ²⁶	N/A ²⁷	60%	62%	UN-SWAP annual reports (A)	
1.2 (Indicator O1.2)	Fraction of reporting UN entities that track and report on allocations and expenditures using gender markers <i>(Derived from QCPR indicator 42e)</i>	24/65 (37%) (2016)	26/65 (40%)	28/65 (43%)	31/65 (48%)	34/65 (52%)	UN-SWAP annual reports (A)	
1.3 (Indicator O1.3)	Percentage of UNDAFs that feature gender results at the outcome level <i>(QCPR indicator 42g)</i>	61% (2016)	62%	64%	73%	74%	UN DOCO (A)	
1.4 (Indicator O1.4)	Percentage share of total programme expenditure from joint programmes <i>(Derived from QCPR indicator 15g)</i>	10%	10%	15%	20%	25%	UN-Women internal financial records (A)	
1.6 (Indicator O1.6)	Number of UN entities receiving gender parity advice and/or technical assistance by UN-Women	30 (2016)	33	36	115	120	UN-Women annual reporting (A)	
1.7 (Indicator O1.7)	Fraction of UN Country Teams that have conducted a gender scorecard (UNCT-SWAP) in the past year (QCPR indicator 192 part i)	14/131	n/a	n/a	45/131	60/131	IMS (managed by DCO) (A)	
Output 2: Increased engagement of partners in support of UN-Women's mandate <i>Indicative multi-year budget: \$19.6 million (USD)</i>								
2.1 (Indicator O2.1)	Number of initiatives led by UN-Women-supported civil society mechanisms (including the civil society advisory groups) towards achieving gender equality and women's rights	57 (2019)	N/A ²⁸	N/A ²⁹	57	100	UN-Women's Results Management System (A)	

²⁵ No prior data available with revised methodology

²⁶ No longer applicable due to indicator change in the MTR

²⁷ Ibid

²⁸ No longer applicable due to indicator change in the MTR

²⁹ Ibid

#	Indicator	Baseline	Milestones			Target 2021	Source	Possible disaggregation
			2018	2019	2020			
2.2 (Indicator O2.2)	Percentage of UN-Women’s field offices and relevant HQ Units that implemented dedicated initiatives to engage with the following non-traditional partners: a) organizations working with men and boys and/or b) faith-based organizations and actors	29% (2019)	N/A ³⁰	N/A ³¹	30%	32%	UN-Women’s Results Management System (A)	
2.3 (Indicator O2.3)	Number of individual commitments made to HeForShe online and offline by men and boys	1,006,064 (2016)	2,000,000	3,000,000	3,665,816	4,032,398	HeForShe.org commitment database (C)	
2.4 (Indicator O2.4)	Number of UN-Women initiatives that are dedicated to engage youth for gender equality	35 (2019)	N/A ³²	N/A ³³	40	45	UN-Women’s Results Management System (A)	
2.5 (Indicator O2.5)	Number of strategic partnerships with the corporate sector, integrating gender equality principles in their core business and/or value chains and at least two types of the following contributions to UN-Women’s mandate: (i) financial; (ii) advocacy and visibility; (iii) expertise and staff time (similar to UNICEF)	25	35	40	45	50	UN Women’s Annual Report (A)	
2.6 (Indicator O2.6)	Percentage of new Regional and Country Strategic Notes with a dedicated partnerships strategy	100%	100%	100%	100%	100%	UN-Women’s Results Management System (A)	
2.7 (Indicator O2.7)	Number of media outlets that sign up to the Step it Up Media Compact	54 (2016)	68	81	95	108	UN-Women’s Communications Unit (C)	
2.8 (Indicator O2.8)	Number of visitors to the UN-Women global website	3.8 M (2016)	4.1 M	4.4 M	4.7 M	4.9 M	Website/social media/media analytics (A)	

³⁰ Ibid

³¹ Ibid

³² No longer applicable due to indicator change in the MTR

³³ Ibid

#	Indicator	Baseline	Milestones			Target 2021	Source	Possible disaggregation
			2018	2019	2020			
2.9 (Indicator O2.9)	Number of followers of UN-Women on social media	5.1 M (2016)	6.5 M	8 M	9 M	10.2 M	Website/social media/media analytics (A)	
2.10 (Indicator O2.10)	Number of mentions of UN-Women in the media	30,000 (2016)	33,000	36,000	39,000	42,000	UN-Women's desk review (A)	
2.11 (Indicator O2.11)	Amount of total regular core resources and total non-core other resources from: <ul style="list-style-type: none"> • public partners • private sector partners, including National Committees and individuals <i>(similar to UNICEF)</i> <i>(Derived from QCPR indicator 20a)</i> 	<i>Regular core resources</i> (i)Public partners: \$138,181,797 (ii)Private sector, national committees and individuals: \$3,478,694 <i>Non-core resources</i> (i)Public partners: \$166,502,045 (ii)Private sector, national committees and individuals: \$11,575,230 (2016)	<i>Regular core for private and public</i> \$200 M <i>Non-core for private and public</i> \$240 M	<i>Regular core for private and public</i> \$200 M <i>Non-core for private and public</i> \$240 M	<i>Regular core for private and public</i> \$240 M <i>Non-core for private and public</i> \$260 M	<i>Regular core for private and public</i> \$260 M <i>Non-core for private and public</i> \$280 M	UN-Women's Annual Report (A)	
2.12 (Indicator O2.12)	Contributions by donors other than the top 15 <i>(Shared with UNFPA and UNICEF)</i>	\$64,332,303 (2016)	\$70 M	\$70 M	\$75 M	\$80 M	<u>UN-Women Annual Report (A)</u>	
2.13 (Indicator O2.13)	Contributions received through pooled and thematic funding mechanisms <i>(Derived from QCPR indicators 15d and 15f)</i> <i>(Shared with UNFPA)</i>	\$30 M (2016)	\$35 M	\$45 M	\$95 M	\$95 M	UN-Women financial desk review (A)	
Output 3: High quality of programmes through knowledge, innovation, results-based management and evaluation <i>Indicative multi-year budget: \$84.6 mil (USD)</i>								
3.1 (Indicator O3.1)	Number of initiatives implemented in partnership with the private sector to scale up innovations that address the challenges faced by women and girls	3	5	10	12	21	UN-Women Innovation Team records (C)	
3.2 (Indicator O3.2)	Number of UN-Women offices and units that pilot or scale up digital innovations	3	5	12	12	21	UN-Women Innovation Team records (C)	

#	Indicator	Baseline	Milestones			Target 2021	Source	Possible disaggregation
			2018	2019	2020			
3.3 (Indicator O3.3)	Percentage of UN-Women field offices indicating that UN-Women has undertaken activities in the country to support south-south, north-south or triangular cooperation (Derived from QCPR indicator 43d) (Similar to UNICEF)	28% (2016)	33%	38%	50%	55%	UN-Women's Results Management System (A)	
3.4 (Indicator O3.4)	Number of countries that have a UN-Women-led national gender equality profile based on gender data sets available, disaggregated by relevant characteristics	10	N/A	N/A	20	28	UN-Women's Results Management System (C)	
3.5 (Indicator O3.5)	Number of participants trained on gender-equality related topics via the Training Centre, disaggregated by sex and type of organization	Total 35,240 (2016) Female: 15,345 Male: 19,825	38,500	42,350	46,585	51,245	E-learning campus (A)	
3.6 (Indicator O3.6)	Number of thematic communities of practice with systems for capturing, storing and sharing knowledge	14	14	16	32	34	UN-Women's intranet (C)	
3.7 (Indicator O3.7)	a. Number of citations of UN-Women's global reports (Progress of the World 's Women, World Survey on the Role of Women in Development, SDGs and Gender Report) b. Number of downloads of UN-Women's knowledge products	Progress of the World 's Women (POWW): 75 World Survey on the Role of Women in Development (WS): 54 SDGs and Gender report: 0 Data collection initiated in 2018	POWW: 83 WS: 59 SDGs report: 50 24,000	POWW: 91 WS: 65 SDGs report: 55 27,000	POWW: 178 WS: 205 SDGs report: 144 37,500	POWW: 228 WS: 255 SDGs report: 199 37,500	UN-Women's desk review a(C) b (A)	

#	Indicator	Baseline	Milestones			Target 2021	Source	Possible disaggregation
			2018	2019	2020			
3.8 (Indicator O3.8)	Percentage of Strategic Notes and Annual Reports that meet quality standards in results-based management	Strategic Notes: TBC ³⁴ Annual reports: TBC	N/A	N/A	N/A	Strategic Notes: TBC Annual Reports: TBC	UN-Women's Results Management System (A)	
3.9 (Indicator O3.9)	Percentage of programme staff trained on results based management	0%	55%	65%	55%	65%	UN-Women e-learning module records (A)	
3.10 (Indicator O3.10)	Percentage of planned evaluations being conducted <i>(Similar to UNICEF and UNFPA)</i>	85% (2016)	85%	85%	60%	85%	Global Accountability and Tracking of Evaluation Use- GATE system (A)	
3.11 (Indicator O3.11)	Percentage of evaluations rated "good and above" <i>(Similar to UNICEF and UNFPA)</i>	100% (2016)	100%	100%	74%	80%	UN-Women Global Evaluation Report Assessment and Analysis System (GERAAS) (A)	
Output 4: Improved management of financial and human resources in pursuit of results <i>Indicative multi-year budget: \$72.3 mil (USD)</i>								
4.1 (Indicator O4.1)	Rating in the Aid Transparency Tracker <i>(Derived from QCPR indicator 25)</i> <i>(Shared with UNFPA)</i>	33 (2016)	45	55	70	80	Aid Transparency Tracker (A)	
4.2 (Indicator O4.2)	Percentage of donor reports submitted on time	60%	80%	85%	75%	80%	Donor Agreement Management System (A)	
4.3 (Indicator O4.3)	Percentage of feedback received from member states on donor reports that are positive	85% (2016)	85%	85%	85%	85%	Donor Report survey (A)	

³⁴ For Indicator O3.8: These baselines and targets marked as TBC, 'To be confirmed', will be gathered and set by the first quarter of 2021. The baselines and target will be calculated informed by an external assessment currently underway using updated and strengthened criteria to measure the attainment of quality standards in results-based management.

#	Indicator	Baseline	Milestones			Target 2021	Source	Possible disaggregation
			2018	2019	2020			
4.4 (Indicator O4.4)	Percentage of Country and Multi-Country Offices that have adopted and implemented common service lines in: i. Common procurement services ii. Common finance services iii. Common information, communication and technology (ICT) services iv. Common logistics services v. Common human resources services vi. Common facility services, including Common Premises <i>(Derived from QCPR indicator 76c)</i> <i>(Similar to UNICEF and UNFPA)</i>	i. 51% ii. 51% iii. 63% iv. 41% v. 51% vi. 57%	i. 57% ii. 53% iii. 65% iv. 47% v. 53% vi. 61%	i. 63% ii. 55% iii. 67% iv. 51% v. 59% vi. 61%	i. 67% ii. 57% iii. 69% iv. 55% v. 63% vi. 65%	i. 73% ii. 59% iii. 71% iv. 57% v. 67% vi. 67%	UN-Women's Results Management System (A)	
4.5 (Indicator O4.5)	Structured dialogue on financing with the Executive Board held annually <i>(Derived from QCPR indicator 19)</i>	Yes	Yes	Yes	Yes	Yes	Executive Board Session documents (A)	
4.6 (Indicator O4.6)	Percentage of offices which have completed training on anti-fraud and accountability	0%	60%	80%	80%	85%	UN-Women global databases (A)	
4.7 (Indicator O4.7)	Implementation rate for regular resources <i>(Shared with UNFPA)</i>	85% (2016)	≥85%	≥85%	≥85%	≥85%	UN-Women Financial statements (A)	
4.8 (Indicator O4.8)	Implementation rate for other resources	79% (2016)	80%	80%	80%	85%	UN-Women Financial statements (A)	
4.9 (Indicator O4.9)	Percentage of Country Offices reporting on Greenhouse Gas emissions for travel and operations <i>(Similar to UNFPA and UNICEF)</i>	12% (2016)	12%	20%	30%	50%	UN-Women's field reporting (A)	
4.10 (Indicator O4.10)	Average turnover time for the identification of qualified candidates and complete recruitment	15 weeks (2016)	15 weeks	15 weeks	14 weeks	13 weeks	UN-Women's Human Resources reporting (A)	
4.11 (Indicator O4.11)	Percentage of annual performance management and development reviews completed on time	43% (2016)	70%	75%	80%	85%	UN-Women Performance Management and Development dashboard (A)	
4.12 (Indicator O4.12)	Percentage of staff members completing mandatory trainings	35% (2016)	50%	60%	70%	75%	UN-Women's Human Resources reporting (A)	

#	Indicator	Baseline	Milestones			Target 2021	Source	Possible disaggregation
			2018	2019	2020			
4.13 (Indicator O4.13)	Percentage of internal audit recommendations implemented <i>(Similar to UNFPA)</i>	98% (2018) ³⁵	≥90%	≥90%	80%	80%	TeamMate+ audit application (A)	
4.14 (Indicator O4.14)	Percentage of external audit recommendations implemented <i>(Similar to UNFPA)</i>	83% (2016)	≥80%	≥80%	≥80%	≥80%	Zero draft UNBoA 2016 Long Form Report (A)	
4.15 (Indicator O4.15)	Percentage of risk units meeting Enterprise Risk Management policy and framework requirements	88% (2015)	95%	100%	100%	100%	Risk Management Compliance Assessment (A)	
4.16 (Indicator O4.16)	Percentage availability and uptime of corporate ICT systems	99%	99%	99%	99%	99%	UN-Women ICT monitoring system (A)	
4.17 (Indicator O4.17)	Percentage of ICT platforms that fully address cyber-security issues and architecture design inputs from the ICT team	70%	75%	80%	90%	95%	UN-Women's ICT reporting (A)	
4.18 (Indicator O4.18)	Percentage of offices compliant with business continuity plans and processes	80% (2016)	90%	100%	100%	100%	UN-Women's field reporting (A)	
4.19 (Indicator O4.19)	Percentage of offices compliant with UN Security Risk Management requirements	95% (2016)	100%	100%	100%	100%	UN-Women's field reporting (A)	

³⁵ No prior data available with revised methodology

Part II – Overview of adjustments to the IRRF (by Outcome area)

#	Indicator	Added or adjusted indicator	Type of adjustment
Development Results Section of IRRF			
Outcome 3: Women have income security, decent work and economic autonomy			
3 revisions	3.8.5	Number of countries with strengthened capacities to undertake gender-responsive socio-economic impact assessments in response to the COVID-19 crisis, with a focus on at-risk populations (Derived from Indicator 4.1(f) in the UN Framework for the Immediate Socio-Economic Response to COVID-19)	2021 Target resolved from “TBC” to 14
	3.8.6	Number of countries with strengthened capacities to implement women’s empowerment policies informed by socio-economic impact assessment focused on at-risk populations (Derived from Indicator 4.2(f) in the UN Framework for the Immediate Socio-Economic Response to COVID-19)	2021 Target resolved from “TBC” to 15
	3.9.5	Number of countries developing and/or implementing gender-responsive fiscal stimulus packages for COVID-19 economic response and recovery, with UN-Women’s support (Derived from Indicator 3.3(b) in the UN Framework for the Immediate Socio-Economic Response to COVID-19)	2021 Target resolved from “TBC” to 45
Outcome 4: All women and girls live a life free from all forms of violence			
2 revisions	4.11.6	Number of countries that have, with UN-Women’s support, put in place measures to address gender-based violence (GBV) during the COVID-19 pandemic, which a) integrate violence prevention and response into COVID-19 response plans b) raise awareness through advocacy and campaigns, with targeted messages to both women and men c) provide options for women to report abuse and seek help without alerting perpetrators d) ensure continued functioning of shelters for victims of violence and expand their capacity e) ensure women’s access to justice through police and justice response to address impunity of perpetrators and protect women and their children (Derived from Indicator 2.4 in the UN Framework for the Immediate Socio-Economic Response to COVID-19)	2021 Target resolved from “TBC” to a) 60; b) 59; c) 49; d) 39; e) 43

	4.11.7	Number of women’s organizations with increased capacities to respond to and mitigate the pandemic, fight against COVID-19 related gender-based violence, racism, xenophobia, stigma, and other forms of discrimination, prevent and remedy human rights abuses, and ensure longer-term recovery (Derived from Indicator 5.2 (a) in the UN Framework for the Immediate Socio-Economic Response to COVID-19, with UN-Women custodianship)	2021 Target resolved from “TBC” to 800
Organizational Effectiveness and Efficiency Section of IRRF			
1 revision	O_3.8	Percentage of Strategic Notes and Annual Reports that meet quality standards in results-based management	Footnote added; Strategic Notes: Baseline and 2021 Target remains “TBC”, with the timeline revised “to be gathered and set by the first quarter of 2021”; 2019 Milestone removed Annual Reports: Baseline and 2021 Target remains “TBC”, with the timeline revised “to be gathered and set by the first quarter of 2021”; 2018 and 2019 Milestones removed