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UNFPA Strategic Plan, 2026-2029

(DP/FPA/2025/9)

Annex 1

Integrated results and resources framework

Summary

This annex contains the integrated results and resources framework (IRRF) of the UNFPA Strategic Plan, 2026-2029.

The IRRF specifies the goal, outcomes and outputs for the UNFPA Strategic Plan, 2026-2029 and the indicators to track progress against the targets.

UNFPA will present the indicator baselines and targets at the 2026 annual session of the Executive Board.

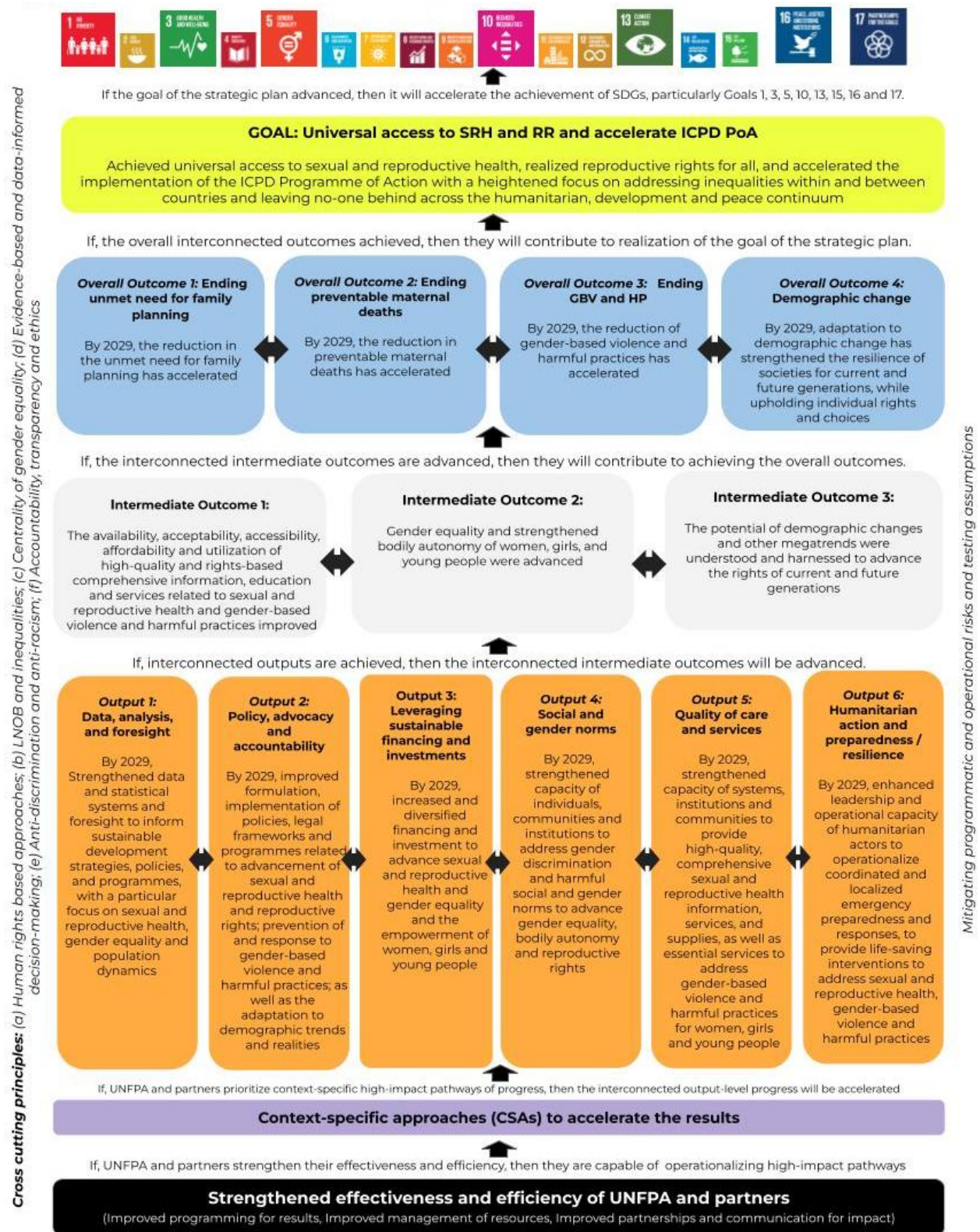
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I. Introduction

1. The integrated results and resources framework (IRRF) articulates the strategic plan results that UNFPA expects to achieve during 2026-2029. It also defines the indicators, baselines and targets that will be used to measure progress towards those results and assess the strategic plan's effectiveness and impact. Thus, the IRRF supports the accountability of UNFPA to its stakeholders, informs learning and improves decision-making in implementing the UNFPA Strategic Plan, 2026-2029.
2. The IRRF includes multiple levels of results. The development results are presented hierarchically, beginning with the *goal* of the UNFPA Strategic Plan, 2026-2029; this is the highest level of results that UNFPA seeks to achieve in implementing its new strategic plan. The goal of the Strategic Plan, 2026-2029 is to achieve universal access to sexual and reproductive health, realize reproductive rights for all, and accelerate the implementation of the ICPD Programme of Action – with a heightened focus on addressing inequalities within and between countries, and leaving no one behind across the humanitarian, development and peace continuum.
3. The next level of results is at the *outcome* level, which captures the key institutional and behavioural changes that UNFPA aims to achieve in programme countries in support of its overall goal. Within the Strategic Plan results architecture, the outcome level is further divided into overall outcomes and intermediate outcomes. Indicators for the intermediate outcomes are also reflected under the overall outcomes in the IRRF.
4. The final level is the *output* level, which represents the most direct results that can be achieved from the interventions carried out by UNFPA. The outputs must be achieved to progress towards the outcomes and, ultimately, the goal. The organizational effectiveness and efficiency (OEE) results reflect the capacity and performance that UNFPA will require to achieve the development results (see below figure 1: Strategic Plan results architecture).
5. The structure of the IRRF is largely harmonized with other United Nations entities, and the indicators pertaining to the intermediate outcomes are also listed under the relevant four overall outcomes of the Strategic Plan.

Figure 1
Strategic Plan results structure



Last updated: May 1

II. Principles underlying the development of the IRRF

6. The IRRF of the UNFPA Strategic Plan, 2026-2029 has been developed based on a set of guiding principles:

- (a) *Continuity with previous strategic plans.* The UNFPA Strategic Plan, 2026-2029 represents the third and final instalment in a series of three consecutive strategic plans designed to accelerate progress towards the achievement of the three transformative results and to advance the implementation of the ICPD Programme of Action. Accordingly, the majority of the indicators outlined in the Strategic Plan, 2026-2029 have been carefully sequenced with those of the preceding plans to enable the measurement of cumulative progress and overall change over time.
- (b) *The IRRF continues to focus on accelerating the achievement of the three transformative results – ending unmet need for family planning; ending preventable maternal deaths; and ending gender-based violence and harmful practices.* The framework also continues to support the acceleration of the implementation of the ICPD Programme of Action. It is strategically designed to drive transformative change and contribute to the acceleration of the 2030 Agenda for Sustainable Development, ensuring that no one is left behind.
- (c) *The IRRF reflects a more focused and streamlined approach by reducing the number of output indicators, compared to previous plans.* This refinement enhances the clarity, relevance and measurability of results, allowing for more effective monitoring and reporting. By concentrating on high-impact indicators aligned with the three transformative results and the SDGs, the revised IRRF strengthens accountability and supports more efficient resource allocation and programmatic decision-making.
- (d) *The IRRF is more strongly aligned with United Nations commitments, including the Sustainable Development Goals (SDGs), the 2024 Quadrennial Comprehensive Policy Review (QCPR), UN 2.0, and the UN80 vision for a more integrated and coherent United Nations system.* It reinforces system-wide coherence by integrating common indicators and priorities, promoting a data-driven, results-focused and future-fit approach to sustainable development. This alignment ensures that UNFPA contributions are more strategically positioned within the broader United Nations development system, fostering stronger collaboration, innovation and impact in advancing the ICPD Programme of Action and accelerating progress towards the 2030 Agenda.
- (e) *Harmonization among United Nations organizations.* The IRRF defines results at three levels: (a) *impact*; (b) *outcome*; and (c) *output*. Impact-level results refer to changes in people's lives, which are typically the result of the actions of multiple actors. These results are beyond the control of UNFPA; changes at this level cannot be attributed to the work of any particular organization. Outcome-level results represent changes in programme country institutional and behavioural capacities, which are also beyond the control of UNFPA but to which the organization contributes. In contrast, output-level results refer to the immediate results arising from the products and services delivered by UNFPA. In this case, UNFPA has more direct control over the achievement of the outputs. It is directly accountable for achieving the outputs, which are, in most cases, the increases in the capacity required to create an enabling environment and the increases in the capacity of institutions and individuals to change behaviour and practices. UNFPA, like other United Nations funds and programmes, is primarily accountable for achieving output indicator targets.
- (f) *Measuring the results in an integrated manner.* The outputs of the new strategic plan are designed to contribute to all four outcome areas, reflecting the integrated nature of the results. Similarly, the indicators have been structured to capture results in a holistic and interconnected way. Measuring results in an integrated manner within the IRRF is critical to ensuring coherence, alignment and accountability across all levels of the Strategic Plan. This approach acknowledges the interdependence of outcomes and reinforces the commitment of UNFPA to driving organizational effectiveness and efficiency in achieving sustainable results.

The IRRF continues to focus on innovative ‘*many-to-many*’ causality that was introduced by UNFPA to demonstrate the integrated nature of results. As shown in figure 1 below, all outputs will contribute to the achievement of all outcomes.

III. Common and complementary indicators

7. UNFPA continues to incorporate common and complementary indicators within the IRRF to demonstrate joint accountability for achieving results, as outlined in the principles section. These indicators are primarily reflected at the impact (goal), outcome and output levels across the framework.¹

Box 1

Definition of common and complementary indicators

Common indicators are the same in the IRRFs of at least two entities.

Complementary indicators are not repeated verbatim in the IRRFs of another United Nations entity. However, they are related or provide different but complementary insights into the same issue, high-level result and/or area of complementary work.

IV. Indicators, baselines and targets of the IRRF

8. UNFPA will apply both “top down” and “bottom up” approaches in setting the baselines and targets for the indicators of the Strategic Plan, 2026-2029. UNFPA will conduct a survey to further calibrate the needs, priorities and targets at country and regional levels for the baselines and targets contributing to the Strategic Plan results. For the latter, UNFPA will analyse those targets and incorporate global thinking to set ambitious but realistic targets, including based on a realistic assessment of its own resources found in the Integrated Budget, 2026-2029. These Strategic Plan indicator baselines and targets will be presented at the annual session of the Executive Board in 2026.

9. For the first time, UNFPA is expecting to introduce “scenario-based target setting” to address uncertainty of the resources over the period of 2026-2029. The scenario-based target setting is implemented applying a bottom-up approach considering the priorities at the country level. Under this initiative, targets will be based on the prediction of the resources and UNFPA expects this approach will also promote innovative and cost-effective ways of achieving the targets.

V. Risks and risk mitigation

10. The performance of the IRRF is closely tied to the effective mitigation of risks identified for the strategic plan period. The theory of change annex of the Strategic Plan, 2026-2029 provides a comprehensive analysis of these risks, along with corresponding mitigation measures.

VI. Integrated results and resources framework of the UNFPA Strategic Plan, 2026-2029

¹ The reflection of common and complementary indicators is based on a preliminary mapping, as not all entities had finalized their IRRFs at the time of finalizing the UNFPA IRRF. An updated mapping will be submitted at the 2026 annual session of the Executive Board, alongside the submission of baselines and targets.

Table 1
Integrated results and resources framework of the UNFPA Strategic Plan, 2026-2029



Accelerate the achievement of the Sustainable Development Goals

GOAL. Achieve universal access to sexual and reproductive health, realize reproductive rights for all, and accelerate the implementation of the ICPD Programme of Action – with a heightened focus on addressing inequalities within and between countries, and leaving no one behind across the humanitarian, development and peace continuum

ID	Indicator	Baseline	2029 target
Impact 1	Maternal mortality ratio (maternal deaths per 100 000 live births) (SDG 3.1.1)		
Impact 2	Adolescent birth rate per 1,000 women (SDG 3.7.2) (disaggregated by aged 10-14 years and aged 15-19 years)		
Impact 3	Gender-inequality index (Common indicator with UNDP)		
Impact 4	Number of new HIV infections per 1,000 uninfected population, by age, sex, gender and key populations (SDG 3.3.1) (Common indicator with UNDP)		
Impact 5	Percentage of the population living below the international poverty line (disaggregated by age, sex, gender, employment status and geographic location (urban/rural) (SDG 1.1.1)) (Common indicator with UNDP)		

Impact 6	Official development assistance (ODA) dedicated to areas related to the four outcomes (disaggregated by: (a) sexual and reproductive health including family planning; (b) gender equality and harmful practices; and (c) population data and policy analysis)		
↑			
Outcome 1. By 2029, the reduction in the unmet need for family planning has accelerated.			
ID	Indicator	Baseline	2029 target
Outcome 1.1	Unmet need for family planning		
Outcome 1.2	1.2a: Percentage of women of reproductive age (aged 15-49 years) who have their need for family planning satisfied with modern methods of contraceptives (SDG 3.7.1)		
	1.2b: Ratio of poorest to richest quintile for demand satisfied		
Outcome 1.3	Percentage of targeted programme countries where 60% of service delivery points report no stock out of any contraceptives and key maternal health commodities		
Outcome 1.4	Percentage of targeted programme countries where primary service delivery points have at least three modern family-planning methods available		
Outcome 1.5	Number of unsafe abortions averted due to distribution of contraceptives		
Outcome 1.6	Number of HIV and sexually transmitted infections averted due to distribution of condoms		
Outcome 1.7	Number of programme countries that increased government spending on family planning		
Outcome 2. By 2029, the reduction of preventable maternal deaths has accelerated.			
Indicative resources, in millions of United States dollars (\$): Total: \$1,504.1 (35 per cent)			
ID	Indicator	Baseline	2029 target

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Outcome 2.1	Number of maternal deaths averted		
Outcome 2.2	Percentage of women aged 15-49 years with a live birth that received antenatal care four or more times <i>(Complementary indicator with WHO and UNICEF under EWENE (Every Woman Every Newborn Everywhere initiative))</i>		
Outcome 2.3	Percentage of births attended by skilled health personnel (SDG 3.1.2) <i>(Complementary indicator with WHO and UNICEF under EWENE)</i>		
Outcome 2.4	Postnatal care coverage – early routine postnatal/postpartum care check within 2 days <i>(Complementary indicator with WHO and UNICEF under EWENE)</i>		
Outcome 2.5	Percentage of women aged 15-49 years who make their own informed decisions regarding sexual relations, contraceptive use and reproductive health care (SDG5.6.1) <i>(Common indicator with UN-Women)</i> <i>(Complementary indicator with WHO and UNICEF under EWENE)</i>		
Outcome 2.6	Number of countries with laws and regulations that guarantee full and equal access to women and men aged 15 years and older to sexual and reproductive health care, information and education (SDG5.6.2)		
Outcome 2.7	Number of programme countries that increased government spending on maternal health <i>(Complementary indicator with WHO and UNICEF under EWENE)</i>		
Outcome 3. By 2029, the reduction in gender-based violence and harmful practices has accelerated.			
ID	Indicator	Baseline	2029 target
Outcome 3.1	Percentage 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 age and place of occurrence		
Outcome 3.2	Percentage of women aged 20-24 years who were married or in a union before: (a) age 15; and (b) age 18 (SDG 5.3.1) <i>(Common indicator with UN-Women and UNICEF)</i>		

Outcome 3.3	Percentage of girls and women aged 15-49 years and 15-19 years who have undergone female genital mutilation/cutting (SDG 5.3.2) <i>(Common indicator with UNICEF)</i>		
Outcome 4. By 2029, adaptation to demographic change has strengthened the resilience of societies for current and future generations, while upholding individual rights and choices.			
ID	Indicator	Baseline	2029 target
Outcome 4.1	Coverage of essential health services (universal health coverage (UHC) service coverage index), disaggregated by categories of service coverage (SDG 3.8.1)		
Outcome 4.2	Percentage of population covered by social protection floors/systems, (disaggregated by age, sex, gender, unemployed persons, persons with disabilities, pregnant women, work-injury victims and the poor and the vulnerable (SDG 1.3.1) <i>(Common indicator with UNDP, UNICEF and UN-Women)</i>		
Outcome 4.3	Percentage of youth (aged 15-24 years) not in education, employment or training <i>(Common indicator with UNDP and UNICEF)</i>		
Outcome 4.4	Number of programme countries that have a dedicated section on demographic change and its implications in national and/or sectoral development strategies		
Outcome 4.5	Number of countries where national budget allocations –including for health, social protection, and infrastructure – are informed by population projections		
Outcome 4.6	Percentage of population enumerated in the 2030 census round (2025-2034)		



Output 1. Data, analysis and foresight

By 2029, Strengthened data and statistical systems and foresight to inform sustainable development strategies, policies, and programmes, with a particular focus on sexual and reproductive health, gender equality and population dynamics

[Total resources: \$420.2 million; Core resources: \$100.8 million; Other resources: \$319.4 million]

ID	Indicator	Baseline	2026 target	2027 target	2028 target	2029 target
Output 1.1	Strengthening health management information system Percentage of programme countries in which at least five indicators on comprehensive sexual and reproductive health and at least one on HIV are routinely collected as part of the national health management information system and made publicly available					
Output 1.2	Strengthening disaggregated data on gender-based violence and harmful practices OP1.2a: Number of policies, plans and/or strategies that have been informed by gender data and statistics <i>(Common indicator with UNICEF and UN-Women)</i> OP1.2b: Percentage of programme countries that generate disaggregated data on the prevalence of child, early and forced marriage <i>(Complementary indicator with UNICEF)</i> OP1.2c: Percentage of programme countries that generate data on the prevalence of female genital mutilation <i>(Complementary indicator with UNICEF)</i>					
Output 1.3	Census Percentage of programme countries that conducted a population and housing census collecting data on at least four of the six 'furthest behind' factors. (The six 'furthest behind' factors: 1. gender; 2. ethnicity/race/language/religion; 3. disability; 4. wealth; 5. migration/asylum/displacement; 6. registration of vital events)					

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Output 1.4	<p>Strengthened legal identity systems</p> <p>OP1.4a: Percentage of programme countries with a national civil registration and vital statistics (CRVS) strategic plan that adopted a life-course approach to enhancing legal identity coverage, including civil registration and vital statistics systems <i>(Common indicator with UNICEF)</i></p> <p>OP1.4b: Number of programme countries that have published marriage registration data</p>					
Output 1.5	<p>Assuring core population data outputs</p> <p>Percentage of programme countries that produced population data outputs from either censuses, surveys, civil registration and vital statistics, or administrative records <i>(Complementary indicator with UNICEF)</i></p>					
Output 1.6	<p>Population analysis</p> <p>Number of programme countries that conducted analysis or reviews of the impact of population change and other megatrends in advancing sustainable development and acceleration of the four outcomes</p>					
Output 1.7	<p>Foresight and anticipatory governance</p> <p>Number of programme countries that have conducted and applied futures analysis, or scenario planning, or anticipatory analysis to inform the development or updating of plans, policies and programmes related to the four outcomes</p>					
Output 1.8	<p>Strengthening population data to support humanitarian preparedness and response</p> <p>Percentage of programme countries in humanitarian or fragile status that have Common Operational Datasets on Population Statistics (COD-PS) available online <i>(Common indicator with OCHA)</i></p>					
Output 1.9	<p>Adolescent and youth data analysis</p> <p>Percentage of programme countries that have conducted adolescents and youth-specific analysis using nationally representative data to inform policies and programmes, including in relation to the four outcomes <i>(Complementary indicator with UNICEF)</i></p>					

Output 2. Policy, advocacy and accountability

By 2029, improved formulation, implementation of policies, legal frameworks and programmes related to advancement of sexual and reproductive health and reproductive rights; prevention of and response to gender-based violence and harmful practices; as well as the adaptation to demographic trends and realities

[Total resources: \$420.2 million; Core resources: \$100.8 million; Other resources: \$319.4 million]

ID	Indicator	Baseline	2026 target	2027 target	2028 target	2029 target
Output 2.1	Integration of four outcomes into the policy frameworks					
	OP2.1a: Percentage of programme countries that have integrated three transformative results into the universal health coverage-related policies (disaggregated by transformative result) (Complementary indicator with WHO)					
	OP2.1b: Percentage of programme countries that have integrated comprehensive sexual and reproductive health and rights into their primary youth policy framework (Complementary indicator with UNICEF)					
	OP2.1c: Percentage of programme countries that have integrated the four outcomes into the national climate policies (Complementary indicator with UNDP)					
Output 2.2	OP2.1d: Percentage of 'leaving no one behind' focused policy instruments that incorporated the four outcomes (disaggregated by age, sex, gender, disability, sexual orientation and gender identity, and by culture, ethnicity, race, language, religion or migratory status)					
	Following up on the human rights recommendations Percentage of programme countries that have a national human rights mechanism for tracking human rights obligations related to gender equality, sexual and reproductive health and reproductive rights, gender-based violence and harmful practices. (Complementary indicator with UN-Women and UNICEF)					

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Output 2.3	Right-based population policies Percentage of programme countries with evidence-based, rights-based and gender-responsive population policies					
Output 2.4	Prioritizing adolescent girl-centred programmes Percentage of programme countries with a dedicated programme or initiative to empower marginalized girls with knowledge, life skills, assets and social networks <i>(Complementary indicator with UNICEF)</i>					
Output 2.5	Policy operationalization Percentage of programme countries with a primary policy instrument that is budgeted and with a roadmap for implementation in any of the following: (a) sexual and reproductive health, and HIV prevention; (b) gender equality, gender-based violence and/or harmful practices; (c) population and development <i>(Complementary indicator with UN-Women and UNICEF)</i>					
Output 2.6	Prioritizing the four Strategic Plan outcomes within global and regional mechanisms Percentage of outcome documents from global and regional intergovernmental processes that integrate the commitments related to the achievement of the four outcomes and the ICPD Programme of Action					

Output 3: Leveraging sustainable financing and investments

By 2029, increased and diversified financing and investment to advance sexual and reproductive health; and gender equality and the empowerment of women, girls and young people

[Total resources: \$233.4 million; Core resources: \$56.0 million; Other resources: \$177.4 million]

ID	Indicator	Baseline	2026 target	2027 target	2028 target	2029 target
Output 3.1	Public budget and expenditure and tracking Number of programme countries that conducted and used budget and expenditure analyses to advocate for more and better government spending related to the three transformative results <i>(Complementary indicator with UN-Women and UNICEF)</i>					

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Output 3.2	Diversifying financing mechanisms Number of innovative financing initiatives operationalized in UNFPA programme countries focusing on the acceleration of the four outcomes, in collaboration with the national or local government, the private sector, international financial institutions or other actors					
Output 3.3	Sexual and reproductive health in social protection and operational schemes Number of programme countries that included essential sexual and reproductive services as part of their social protection schemes and/or risk pooling and/or pre-payment schemes					
Output 3.4	Private sector policies to advance gender equality and sexual and reproductive health and rights Number of private sector companies that have adopted at least one workplace policy for family-friendly work environments addressing one of the following areas: (a) sexual and reproductive health; (b) gender-based violence, harmful practices; and/or (c) gender equality <i>(Complementary indicator with ILO)</i>					

Output 4: Social and gender norms

By 2029, strengthened capacity of individuals, communities and institutions to address gender discrimination and harmful social and gender norms to advance gender equality, bodily autonomy and reproductive rights

[Total resources: \$793.7 million; Core resources: \$190.4 million; Other resources: \$603.3 million]

ID	Indicator	Baseline	2026 target	2027 target	2028 target	2029 target
Output 4.1	National and subnational targeted interventions to address social and gender norms Percentage of programme countries that have operationalized targeted interventions with demonstrated outcomes in transforming discriminatory social and gender norms at individual, community, and institutional levels (disaggregated by marginalized groups, including persons with disabilities) <i>(Complementary indicator with UNDP, UNICEF and UN-Women)</i>					
Output 4.2	Strengthening youth- and women-led coalitions and movements Number of women-led and/or youth-led coalitions and movements that advocate for gender equality					

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	and sexual and reproductive health and rights (Complementary indicator with UNDP, UNICEF and UN-Women)					
Output 4.3	Promoting positive masculinities and engaging men and boys Percentage of programme countries that have operationalized targeted programmes on positive masculinities with men and boys towards achieving the four outcomes (Complementary indicator with UNDP, UNICEF and UN-Women)					
Output 4.4	Collecting and reporting social and gender norms Number of programme countries that collect and report evidence on social norms with regard to the four outcomes (Complementary indicator with UNDP, UNICEF and UN-Women)					
Output 5: Quality of care and services						
By 2029, strengthened capacity of systems, institutions and communities to provide high-quality, comprehensive sexual and reproductive health information, services, and supplies, as well as essential services to address gender-based violence and harmful practices for women, girls and young people [Total resources: \$1,867.5. million; Core resources: \$448.0 million; Other resources: \$1,419.6 million]						
ID	Indicator	Baseline	2026 target	2027 target	2028 target	2029 target
Output 5.1	Quality of care and services standards Percentage of programme countries with national quality of care standards and protocols for services related to the three transformative results, aligned with international standards (disaggregated by transformative result) (Complementary indicator with WHO, UNICEF and UN-Women)					
Output 5.2	Midwifery acceleration Percentage of programme countries which operationalized all seven elements of the midwifery acceleration plan (Complementary indicator with WHO)					

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Output 5.3	Emergency obstetric and newborn care Percentage of population covered by functioning emergency obstetric and newborn care facilities within two hours of travel time <i>(Complementary indicator with UNICEF and WHO under EWENE)</i>					
Output 5.4	Strengthening of logistic management system OP5.4a: Percentage of programme countries with functional electronic logistics management information systems for contraceptives, maternal health medicines and HIV-related drugs at all central-level warehouses, with explicit features to ensure 'last-mile' delivery OP5.4b: Number of programme countries that have introduced quality-assured new and lesser-used reproductive health commodities in the public sector					
Output 5.5	Scaling up maternal death reviews Percentage of maternal deaths that occurred in the past year that were reviewed <i>(Common indicator with WHO)</i>					
Output 5.6	Access to quality services OP5.6a: Number of people, particularly those affected by 'furthest behind' factors, who benefited from high-quality services related to comprehensive sexual and reproductive health, as well as the prevention of and protection from gender-based violence and harmful practices in non-humanitarian settings (disaggregated by age, sex, gender, disability, sexual orientation and gender identity, and by culture, ethnicity, race, language, religion or migratory status) OP5.6b: Number of people who received lifesaving services related to sexual and reproductive health, gender-based violence and harmful practices in humanitarian settings (disaggregated by women, young people and people with disabilities) OP5.6c: Number of people who received cash and/or voucher assistance (disaggregated by age, sex, gender and disability) OP5.6d: Number of fistula repair surgeries supported by UNFPA					

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Output 5.7	Strengthening systems for adolescent-responsive service provision <u>OP5.7a: Percentage of programme countries with a clearly defined, comprehensive package for delivering adolescent-responsive sexual and reproductive health services, aligned with global standards and supported by UNFPA</u> <i>(Common indicator under the Global Action for the Measurement of Adolescent Health (GAMA), led by WHO, in collaboration with UNFPA, UNAIDS, UNESCO, UNICEF, UN-Women, the World Bank Group and the World Food Programme (WFP))</i>					
	<u>OP5.7b: Percentage of programme countries that have integrated HPV vaccination into their national immunization programmes or schedules to protect populations from HPV-related cancers and support efforts to eliminate cervical cancer</u> <i>(Common indicator with WHO and Gavi. Complementary indicator with UNICEF)</i>					
Output 5.8	Operationalizing quality comprehensive sexuality education <u>Percentage of programme countries that operationalized comprehensive sexuality education based on international standards</u> (disaggregated by (a) in-school; (b) out-of-school) <i>(Complementary indicator with UNESCO)</i>					
Output 5.9	System to prevent and respond to sexual exploitation and abuse and sexual harassment <u>Number of countries with effective systems in place, supported by UNFPA, to prevent, respond to, and ensure accountability for sexual exploitation, abuse and sexual harassment, in the protection of women and girls</u> <i>(Complementary indicator with UNDP, UNICEF and UN-Women)</i>					

Output 6: Humanitarian action and preparedness

By 2029, enhanced leadership and operational capacity of humanitarian actors to operationalize coordinated and localized emergency preparedness and responses, to provide life-saving interventions to address sexual and reproductive health, gender-based violence and harmful practices

[Total resources: \$933.8million; Core resources: \$224.0 million; Other resources: \$709.8 million]

ID	Indicator	Baseline	2026 target	2027 target	2028 target	2029 target
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Output 6.1	Leadership in inter-agency coordination mechanisms OP6.1a: Percentage of programme countries affected by humanitarian crisis that have a functioning inter-agency coordination mechanism or platform to address gender-based violence that include organizations of persons with disabilities or other groups often left behind OP6.1b: Percentage of programme countries affected by humanitarian crisis that have a functioning inter-agency coordination mechanism or platform to address sexual and reproductive health and reproductive rights and that include organizations of persons with disabilities or other groups often left behind					
Output 6.2	Leadership in peace and security OP6.2a: Number of programme countries that have adopted a youth, peace and security framework <i>(Common indicator UNDP, UNICEF and UN-Women)</i> OP6.2b: Number of peace-responsive processes that include young women <i>(Common indicator with UN-Women)</i>					
Output 6.3	Youth leadership in humanitarian action Percentage of programme countries responding to humanitarian and/or climate crises that include young people in decision-making mechanisms <i>(Complementary indicator with UNICEF)</i>					
Output 6.4	Minimum Initial Service Package for sexual and reproductive health Percentage of programme countries in crisis situation that performed a readiness assessment to provide a Minimum Initial Service Package (MISP) for sexual and reproductive health within the past 12 months					
Output 6.5	Humanitarian need assessments Percentage of programme countries experiencing humanitarian crises in the last year which conducted rapid needs assessments for affected populations within two weeks of the onset of a crisis					
Output 6.6	Preparedness and anticipatory action frameworks Percentage of programme countries that have incorporated sexual and reproductive health and gender-based violence into emergency preparedness, response, and disaster risk reduction plans or					

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	frameworks					
Output 6.7	Efficient humanitarian response Percentage of active emergencies where UNFPA initiated a humanitarian response within 72 hours					
Output 6.8	Accountability for affected population Percentage of programme countries experiencing humanitarian crises where communities have access to a a safe and accessible feedback and complaint mechanism					



Organizational effectiveness and efficiency (OEE)

[Total resources: \$572.69 million; Core resources: \$317.17 million; Other resources: \$255.52 million]

ID	Indicator	Baseline	2026 target	2027 target	2028 target	2029 target
OEE 1	Operational efficiency gains realized (in United States dollars)					
OEE 2	OEE 2a: Country programme performance index					
	OEE 2b: Percentage of global and regional programme targets fully achieved					
OEE 3	Percentage of UNFPA offices that meet corporate risk management requirements					

OEE 1. Improved programming for results

ID	Indicator	Baseline	2026 target	2027 target	2028 target	2029 target
OEE 1.1	OEE 1.1a: Percentage of new country programmes that met organizational quality standards for the criteria of “programme principles”					
	OEE 1.1b: Percentage of new country programmes that met organizational quality standards for the criteria of “results-based management and evidence-based programming”					

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	OEE 1.1c: Percentage of new country programmes that have integrated strategic foresight and long-term futures thinking to establish a robust vision and better navigate uncertainty and complexity					
OEE 1.2	Percentage of UNFPA offices that comply with the organization's social and environmental standards policy <i>(Common indicator UNDP, UNICEF and UN-Women)</i>					
OEE 1.3	Percentage of programme expenditure with a focus on gender equality <i>(Common indicator UNDP, UNICEF and UN-Women)</i>					
OEE 1.4	OEE 1.4a: Percentage of minimum standards related the United Nations System-wide Action Plan on Gender Equality and the Empowerment of Women in which UNFPA meets or exceeds requirements <i>(Common indicator UNDP, UNICEF and UN-Women)</i>					
	OEE 1.4b: Percentage of minimum standards related to United Nations disability inclusion strategy accountability in which UNFPA meets or exceeds requirements					
OEE 1.5	OEE 1.5a: Number of country offices that have supported the roll-out of United Nations Country Team scorecards on gender equality					
	OEE 1.5b: Number of country offices that have supported the roll-out of United Nations disability inclusion strategy accountability standards <i>(Common indicator UNDP, UNICEF and UN-Women)</i>					
OEE 1.6	UNFPA meets the green rating for Youth 2030 performance on meaningful youth engagement in the past year, as set out in the Youth 2030 Scorecard <i>(Common indicator UNDP, UNICEF and UN-Women)</i>					
OEE 1.7	Percentage of country offices that leverage South-South and triangular cooperation for the achievement of the four outcomes					
OEE 1.8	Percentage of country offices that have scaled at least one innovative solution, including those leveraging digitalized technologies					
OEE 1.9	Number of UNFPA offices that operationalized initiatives to enhance foresight literacy					
OEE 1.10	OEE 1.10a: Percentage of centralized evaluative exercises implemented as planned					

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	OEE 1.10b: Percentage of regional and country programme evaluation exercises implemented as planned					
	OEE 1.10c: Percentage of decentralized project evaluations exercises implemented as planned					
OEE 1.11	Percentage of centralized evaluative exercises conducted jointly or as inter-agency initiatives (Common indicator UNDP, UNICEF and UN-Women)					
OEE 1.12	OEE 1.12a: Percentage of centralized evaluation reports rated at least 'satisfactory' as per the UNFPA evaluation quality assessment grid					
	OEE 1.12b: Percentage of regional and country programme evaluation reports rated at least 'satisfactory' as per the UNFPA evaluation quality assessment grid					
	OEE 1.12c: Percentage of decentralized project evaluation reports rated at least 'satisfactory' as per the UNFPA evaluation quality assessment grid					
OEE 1.13	Percentage of accepted evaluation recommendation actions due in the year that have been completed					
OEE 1.14	Percentage of emergency deployment requests successfully staffed during the year					
OEE 1.15	Percentage of direct humanitarian funding provided to local and national actors, including women-led and youth-led organizations					
OEE 1.16	OEE 1.16a: Percentage of humanitarian supplies procured from UNFPA catalogue or strategic stocks					
	OEE 1.16b: Percentage of programme procurement that is planned from United Nations organizations' catalogues					
OEE 1.17	Percentage of long-term agreement procurement delivered within the specified delivery time					
OEE 1.18	Percentage of UNFPA business units that have a system in place to respond to and prevent sexual exploitation and abuse and sexual harassment within the workplace					

OEE 2. Optimized management of resources

ID	Indicator	Baseline	2026 target	2027 target	2028 target	2029 target
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OEE 2.1	Percentage of total resources used for recurring management costs					
OEE 2.2	OEE 2.2a: Implementation rate for regular resources					
	OEE 2.2b: Implementation rate for other resources					
OEE 2.3	Number of mandatory data standards being implemented from the United Nations financial data cube <i>(Common indicator UNDP, UNICEF and UN-Women)</i>					
OEE 2.4	Vacancy rates (disaggregated for leadership positions)					
OEE 2.5	Average recruitment time in days					
OEE 2.6	Percentage of female staff among international professional and national staff <i>(Common indicator UNDP, UNICEF and UN-Women)</i>					
OEE 2.7	Staff engagement index					
OEE 2.8	Percentage of UNFPA offices in United Nations common premises <i>(Common indicator UNDP, UNICEF and UN-Women)</i>					
OEE 2.9	Percentage of reduction of greenhouse gas emissions					
OEE 2.10	Percentage of compliance with information technology security standards					
OEE 2.11	Percentage of UNFPA personnel using artificial intelligence tools					
OEE 2.12	International Aid Transparency Initiative (IATI) publishing statistics score <i>(Common indicator UNDP, UNICEF and UN-Women)</i>					
OEE 3: Expanded partnerships and strategic communication for impact						
ID	Indicator	Baseline	2026 target	2027 target	2028 target	2029 target

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OEE 3.1	Percentage of annual resource mobilization targets met for: (a) total resources; (b) core resources; (c) non-core resources					
OEE 3.2	Amount contributed by donors other than the top 10					
OEE 3.3	Amount of non-core funding mobilized (disaggregated by (a) United Nations pooled funds; (b) thematic funding; (c) humanitarian earmarked funding; (d) funding mobilized through international financial institutions and private partnerships)					
OEE 3.4	Number of private strategic partnerships developed, convened and maintained (disaggregated by partnership type)					
OEE 3.5	Percentage of results group or issue-based coalitions chaired or co-chaired by UNFPA (disaggregated by (a) United Nations country teams; (b) United Nations regional collaborative platforms)					
OEE 3.6	OEE 3.6a: Contributions in cash provided to the Resident Coordinator system					
	OEE 3.6b: Contribution in kind provided to the Resident Coordinator system					
OEE 3.7	OEE 3.7a: Number of programme countries in which UNFPA is contributing to joint programming (<i>Common indicator UNDP, UNICEF and UN-Women</i>)					
	OEE 3.7b: Number of programme countries in which UNFPA is contributing to joint conflict analysis					
OEE 3.8	Number of times UNFPA is mentioned in the media					
OEE 3.9	Performance of global UNFPA websites and social media channels					