

# Country-Level Strategic Plan Indicator Data for Papua New Guinea

OUTCOME XM-DAC-41146-PNG\_D\_1.1

B - Baseline

M - Milestones

T - Target

OUTCOME STATEMENT	INDICATOR STATEMENT	YEAR	BMTS	REPORTED RESULT
Women fully and effectively participate in and have equal opportunity for leadership at all levels of decision-making in political and public life (Aligned to SP Output 4)	SP_D_0.1.5 Number of national and/or local (multi) sectoral strategies, policies and/or action plans that are adopted with a focus on gender equality (CO)	2010 (Baseline)	1	N/A
		2022 (Milestone)	-	-
		2023 (Milestone)	1	4
		2024 (Milestone)	-	-
		2025 (Target)	-	-
		• Complementary Indicator :		
	SP_D_0.1.6 Number of legal and policy frameworks that promote gender balance in decision making institutions and processes (CO)	2010 (Baseline)	Yes	N/A
		2022 (Milestone)	-	-
		2023 (Milestone)	Yes	FALSE
		2024 (Milestone)	-	-
		2025 (Target)	-	-
		• Complementary Indicator :		

INDICATOR STATEMENT	YEAR	BMTS	REPORTED RESULT
SP_D_0.3.1	2022 (Baseline)	high	N/A
Extent of bias in gender equality attitudes and/or gender social norms among individuals (CO)	2022 (Milestone)	-	-
	2023 (Milestone)	-	-
	2024 (Milestone)	TBA	-
	2025 (Target)	TBD	-
• Complementary Indicator :			

#### OUTPUT PNG\_D\_1.1.1

OUTCOME STATEMENT	INDICATOR STATEMENT	YEAR	BMTS	REPORTED RESULT
A cadre of interested, diverse and capable women political leaders is formed at national and sub-national levels (OUTPUT 2)	SP_D_0.1.f			
	Number of institutions that have increased capacities to design and implement institutional reforms/strategies/policies that promote gender equality and women's empowerment (CO)			
	SP_D_0.3.a			
	Number of research and/or practice-based initiatives undertaken to advance data, evidence and knowledge, including standardised methods to assess, monitor, measure and/or achieve behaviour and/or social/gender norms change (CO)			
	SP_D_0.5.e			

Number of women and girls, including women and girls living with and/or affected by HIV, with increased capacities to participate in public life and exercise leadership (CO, RO, HQ)

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#### OUTPUT PNG\_D\_1.1.2

OUTCOME STATEMENT	INDICATOR STATEMENT	YEAR	BMTS	REPORTED RESULT
Women are promoted as leaders in gender sensitive political institutions (OUTPUT 4)	SP_D_0.1.e Number of partners that have increased capacities to advance gender equality and women's empowerment through national and/or local (multi) sectoral strategies, policies and/or action plans (CO, HQ)			
	SP_D_0.5.e Number of women and girls, including women and girls living with and/or affected by HIV, with increased capacities to participate in public life and exercise leadership (CO, RO, HQ)			

#### OUTPUT PNG\_D\_1.1.3

OUTCOME STATEMENT	INDICATOR STATEMENT	YEAR	BMTS	REPORTED RESULT
Women are perceived as equally legitimate and effective political leaders as men (OUTPUT 3)	SP_D_0.4.d Number of women accessing information, goods, resources and/or services through UNW supported platforms and programs in humanitarian and development settings (CO, HQ)			

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SP\_D\_0.5.c

Number of dialogues, mechanisms, platforms and/or coalitions created and sustained that enable meaningful and safe participation and engagement by gender equality advocates and civil society organizations working on gender equality and women's empowerment, especially women's organizations, in decision-making (CO, RO, HQ)

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SP\_D\_0.5.e

Number of women and girls, including women and girls living with and/or affected by HIV, with increased capacities to participate in public life and exercise leadership (CO, RO, HQ)

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OUTPUT PNG\_D\_1.1.4

OUTCOME STATEMENT	INDICATOR STATEMENT	YEAR	BMTS	REPORTED RESULT
Legal and policy frameworks promote gender balance in political decision-making bodies. (OUTPUT 1)	<p>SP_D_0.1.d</p> <p>Number of partners that have increased capacities to promote/influence gender responsive legislation (CO, HQ)</p>			
	<p>SP_D_0.1.f</p> <p>Number of institutions that have increased capacities to design and implement institutional reforms/strategies/policies that promote gender equality and women’s empowerment (CO)</p>			
	<p>SP_D_0.3.b</p> <p>Number of community or organizational level UN Women programmes that address behaviour and/or social/gender norms – using evidence/practice-based methodologies (CO, HQ)</p>			
	<p>SP_D_0.3.f</p> <p>Number of countries with a process to design and implement VAW prevention strategies, or with VAW prevention interventions based on global norms and</p>			

## OUTCOME XM-DAC-41146-PNG\_D\_2.1

B - Baseline

M - Milestones

T - Target

OUTCOME STATEMENT	INDICATOR STATEMENT	YEAR	BMTS	REPORTED RESULT
National, provincial and district plans, legislations, policies, strategies, budgets and justice mechanisms adopted and implemented to strengthen women's economic empowerment	SP_D_0.2.3	(Baseline)	-	N/A
	Percentage of national budget allocated to gender equality and women's empowerment out of total budget (CO)	2022 (Milestone)	-	-
		2023 (Milestone)	-	-
		2024 (Milestone)	-	-
		2025 (Target)	-	-
	• Complementary Indicator :			

## OUTPUT PNG\_D\_2.1.1

OUTCOME STATEMENT	INDICATOR STATEMENT	YEAR	BMTS	REPORTED RESULT
Duty bearers capacity strengthened to develop and implement gender responsive policies, strategies, plans and budgets that improves women's access to economic opportunities	SP_D_0.1.f			
	Number of institutions that have increased capacities to design and implement institutional reforms/strategies/policies that promote gender equality and women's empowerment (CO)			
	SP_D_0.2.c			

Number of national partners with capacities to apply Gender Responsive Budgeting tools in the budget cycle (CO)

OUTCOME XM-DAC-41146-PNG\_D\_2.2

B - Baseline M - Milestones T - Target

OUTCOME STATEMENT	INDICATOR STATEMENT	YEAR	BMTS	REPORTED RESULT
Socio-economic security of urban and rural women improved	SP_D_0.2.3  Percentage of national budget allocated to gender equality and women's empowerment out of total budget (CO) <ul style="list-style-type: none"> <li>Complementary Indicator :</li> </ul>	(Baseline)	-	N/A
		2022 (Milestone)	-	-
		2023 (Milestone)	-	-
		2024 (Milestone)	-	-
		2025 (Target)	-	-

OUTPUT PNG\_D\_2.2.1

OUTCOME STATEMENT	INDICATOR STATEMENT	YEAR	BMTS	REPORTED RESULT
Women entrepreneurs and farmers are empowered to pursue economic opportunities and have greater control over their income	SP_D_0.1.e  Number of partners that have increased capacities to advance gender equality and women's empowerment through national and/or local (multi) sectoral strategies, policies and/or action plans (CO, HQ)			

SP\_D\_0.4.d

Number of women accessing information, goods, resources and/or services through UNW supported platforms and programs in humanitarian and development settings (CO, HQ)

SP\_D\_0.5.f

Number of initiatives developed and implemented to prevent, monitor and mitigate violence against women in politics (VAWP) and in public life (including gender equality advocates in civil society organizations working on gender equality and women's empowerment, especially women's organizations) (CO, RO, HQ)

**OUTCOME XM-DAC-41146-PNG\_D\_2.3**

B - Baseline      M - Milestones      T - Target

OUTCOME STATEMENT	INDICATOR STATEMENT	YEAR	BMTS	REPORTED RESULT
Services are gender responsive and enhances women's economic opportunities and livelihoods	SP_D_0.2.3	(Baseline)	-	N/A
	Percentage of national budget allocated to gender equality and women's empowerment out of total budget (CO)	2022 (Milestone)	-	-
		2023 (Milestone)	-	-
		2024 (Milestone)	-	-
		2025 (Target)	-	-
	• Complementary Indicator :			

OUTPUT PNG\_D\_2.3.1

OUTCOME STATEMENT	INDICATOR STATEMENT	YEAR	BMTS	REPORTED RESULT
Market facilities are gender responsive, accessible, resilient to disaster, safe, for women in the pursuit of their livelihoods	SP_D_0.2.a			
	Number of partners with capacities to integrate gender equality into fiscal laws/policies/standards (CO, RO, HQ)			
	SP_D_0.5.f			
	Number of initiatives developed and implemented to prevent, monitor and mitigate violence against women in politics (VAWP) and in public life (including gender equality advocates in civil society organizations working on gender equality and women's empowerment, especially women's organizations) (CO, RO, HQ)			

OUTCOME XM-DAC-41146-PNG\_D\_3.4

B - Baseline      M - Milestones      T - Target

OUTCOME STATEMENT	INDICATOR STATEMENT	YEAR	BMTS	REPORTED RESULT
SN Outcome 2.4 Violence Against Women and girls is prevented and quality essential services are available and accessible to survivors (Aligned to SP Output 11)	SP_D_0.3.1 Extent of bias in gender equality attitudes and/or gender social norms among individuals (CO)	2010 (Baseline)	71%	N/A
		2022 (Milestone)	-	-
		2023 (Milestone)	65%	-

• Complementary Indicator :	2024 (Milestone)	-	-
	2025 (Target)	-	-
SP_D_0.3.3	2010 (Baseline)	Yes	N/A
Number of countries and/or other actors with comprehensive and coordinated VAW prevention strategy (CO)	2022 (Milestone)	-	-
	2023 (Milestone)	Yes	FALSE
	2024 (Milestone)	-	-
• Complementary Indicator :	2024 (Milestone)	-	-
	2025 (Target)	-	-

INDICATOR STATEMENT	YEAR	BMTS	REPORTED RESULT
SP_D_0.4.1	(Baseline)	-	N/A
Number of countries where there has been an increase in the number of women who access services after experiencing violence or discrimination (CO)	2022 (Milestone)	-	FALSE
	2023 (Milestone)	-	-
	2024 (Milestone)	-	-
	2025 (Target)	-	-
• Complementary Indicator :			
SP_D_3.2	(Baseline)	-	N/A
SDG 5.2.2 Proportion of women and girls aged 15 years and older subjected to sexual violence by persons other than an intimate partner in the previous 12 months, by age and place of occurrence (Desk Review)	2022 (Milestone)	-	-
	2023 (Milestone)	-	-
	2024 (Milestone)	-	-
	2025 (Target)	-	-
• SDG Indicator :			
• Common Indicator :			

#### OUTPUT PNG\_D\_3.4.1

OUTCOME STATEMENT	INDICATOR STATEMENT	YEAR	BMTS	REPORTED RESULT
Output 3.4.1 (Spotlight Outcome 1): Legislative and policy frameworks, based on evidence and in line with international human rights standards, on all forms of violence against women and girls and harmful practices are in place and translated into plans	SP_D_0.1.a			
	Number of governments that undertake national review processes in response to global intergovernmental outcomes (CO)			
	SP_D_0.2.a			

Number of partners with capacities to integrate gender equality into fiscal laws/policies/standards (CO, RO, HQ)

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SP\_D\_0.3.e

Number of draft policies with monitoring/reporting mechanisms developed by partners to address gender-based discrimination and/or combat gender stereotypes (CO)

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#### OUTPUT PNG\_D\_3.4.2

OUTCOME STATEMENT	INDICATOR STATEMENT	YEAR	BMTS	REPORTED RESULT
Output 3.4.2 (Spotlight Outcome 2): National and sub-national systems and institutions enabled to plan, fund, and deliver multi-sectoral programmes that prevent and respond to VAWG, and harmful practices, including through the implementation of the SDGs	SP_D_0.3.d Number of organizations/institutions with increased capacities to identify and/or address discriminatory behaviour and/or social/gender norms change (CO)			
	SP_D_0.3.f Number of countries with a process to design and implement VAW prevention strategies, or with VAW prevention interventions based on global norms and standards (CO)			
	SP_D_0.4.a Number of institutions with strengthened capacities to improve the provision of essential services, goods and/or resources for women (CO, RO, HQ)			

#### OUTPUT PNG\_D\_3.4.3

OUTCOME STATEMENT	INDICATOR STATEMENT	YEAR	BMTS	REPORTED RESULT
Output 3.4.3 (Spotlight Outcome 3): Gender	SP_D_0.3.b			

inequitable social norms, attitudes and behaviours change at community and individual levels to prevent violence against women and girls and harmful practices

Number of community or organizational level UN Women programmes that address behaviour and/or social/gender norms – using evidence/practice-based methodologies (CO, HQ)

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SP\_D\_0.3.f

Number of countries with a process to design and implement VAW prevention strategies, or with VAW prevention interventions based on global norms and standards (CO)

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SP\_D\_0.4.a

Number of institutions with strengthened capacities to improve the provision of essential services, goods and/or resources for women (CO, RO, HQ)

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#### OUTPUT PNG\_D\_3.4.4

OUTCOME STATEMENT	INDICATOR STATEMENT	YEAR	BMTS	REPORTED RESULT
Output 3.4.4 (Spotlight Outcome 4): Women and girls who experience violence and harmful practices use available, accessible, acceptable, and quality essential services including for long term recovery from violence	SP_D_0.3.f Number of countries with a process to design and implement VAW prevention strategies, or with VAW prevention interventions based on global norms and standards (CO)			
	SP_D_0.4.a Number of institutions with strengthened capacities to improve the provision of essential services, goods and/or resources for women (CO, RO, HQ)			

#### OUTPUT PNG\_D\_3.4.5

OUTCOME STATEMENT	INDICATOR STATEMENT	YEAR	BMTS	REPORTED RESULT
Output 3.4.5 (Spotlight Outcome 6): Women's rights groups, autonomous social movements and relevant CSOs, including those representing youth and groups facing multiple and intersecting forms of discrimination/marginalization, more effectively influence and advance progress on GEWE and ending VAWG	SP_D_0.1.e Number of partners that have increased capacities to advance gender equality and women's empowerment through national and/or local (multi) sectoral strategies, policies and/or action plans (CO, HQ)			

SP\_D\_0.1.g

Number of national AIDS coordinating bodies and/or national multi-sectoral HIV programmes that have strengthened capacity to integrate gender-responsive actions into national HIV strategies (CO)

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SP\_D\_0.5.e

Number of women and girls, including women and girls living with and/or affected by HIV, with increased capacities to participate in public life and exercise leadership (CO, RO, HQ)

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OUTPUT PNG\_D\_3.4.6

OUTCOME STATEMENT	INDICATOR STATEMENT	YEAR	BMTS	REPORTED RESULT
Spotlight Project Management Costs	SP_D_0.1.e			
	Number of partners that have increased capacities to advance gender equality and women's empowerment through national and/or local (multi) sectoral strategies, policies and/or action plans (CO, HQ)			
	SP_D_0.5.d			
	Number of civil society organizations working on gender equality and women's empowerment, especially women's organizations, that have strengthened capacity to exercise their leadership role towards the achievement of gender equality and women's empowerment (CO, RO, HQ)			

OUTCOME XM-DAC-41146-PNG\_D\_4.3

B - Baseline      M - Milestones      T - Target

OUTCOME STATEMENT	INDICATOR STATEMENT	YEAR	BMTS	REPORTED RESULT
Outcome 4.3 3 Women and girls in the highlands region in PNG affected by crisis, lead, participate in, and benefit from response and recovery, inclusive peace-	SP_D_0.4.3	2010 (Baseline)	Yes	N/A
	Number of countries where multi-sectoral systems, strategies or programs are	2022 (Milestone)	-	-

building to reduce conflict and improve development (GYPI Highlands project goal)"	implemented to advance women’s equal access to and use of services, goods and/resources, including social protection (CO)	2023 (Milestone)	Yes	FALSE
		2024 (Milestone)	-	-
		2025 (Target)	-	-

- Complementary Indicator :

**OUTPUT PNG\_D\_4.3.5**

OUTCOME STATEMENT	INDICATOR STATEMENT	YEAR	BMTS	REPORTED RESULT
Targeted government institutions have enhanced capacity to prevent and respond to inter-group conflict through more effective participation of women and young people (HABP Outcomes 1.2 and 3.1)	SP_D_0.4.c Number of women’s organizations with increased capacities to deliver and/or monitor the quality of services, resources and goods for women in humanitarian and development settings (CO, HQ)			
	SP_D_0.7.h Number of Peacebuilding processes inclusive of young women supported by UN Women / UNFPA (CO)			

OUTPUT PNG\_D\_4.3.7

OUTCOME STATEMENT	INDICATOR STATEMENT	YEAR	BMTS	REPORTED RESULT
Conflict related trauma especially among affected men women, young men and young women in Hela Province is addressed as part of peacebuilding and conflict prevention efforts.	<p>SP_D_0.4.a</p> <p>Number of institutions with strengthened capacities to improve the provision of essential services, goods and/or resources for women (CO, RO, HQ)</p>			
	<p>SP_D_0.4.d</p> <p>Number of women accessing information, goods, resources and/or services through UNW supported platforms and programs in humanitarian and development settings (CO, HQ)</p>			
	<p>SP_D_0.7.h</p> <p>Number of Peacebuilding processes inclusive of young women supported by UN Women / UNFPA (CO)</p>			

OUTCOME XM-DAC-41146-PNG\_O\_1

B - Baseline      M - Milestones      T - Target

OUTCOME STATEMENT	INDICATOR STATEMENT	YEAR	BMTS	REPORTED RESULT
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Effective normative, operational and coordination products, services and processes	SP_O_1A	2022 (Baseline)	100	N/A
	Implementation rate for regular resources (Desk Review)	2022 (Milestone)	-	-
		2023 (Milestone)	-	-
		2024 (Milestone)	100	-
		2025 (Target)	100	-
SP_O_1B	2022 (Baseline)	90	N/A	
Implementation rate for other resources (Desk Review)	2022 (Milestone)	-	-	
	2023 (Milestone)	-	-	
	2024 (Milestone)	95	-	
	2025 (Target)	95	-	

INDICATOR STATEMENT	YEAR	BMTS	REPORTED RESULT
SP_O_ID  Percentage of risk units meeting Enterprise Risk Management policy and framework requirements (Desk Review)	2022 (Baseline)	100%	N/A
	2022 (Milestone)	-	-
	2023 (Milestone)	-	-
	2024 (Milestone)	100%	-
	2025 (Target)	100%	-
SP_O_IE  A) Percentage of agreed long outstanding internal audit recommendations B) Percentage of agreed long outstanding external audit recommendations management need to complete action (Desk Review)	2010 (Baseline)	0	N/A
	2022 (Milestone)	-	-
	2023 (Milestone)	-	-
	2024 (Milestone)	A) 20%, B) 0%	-
	2025 (Target)	A) 15%, B) 0%	-
SP_O_IF  Percentage of offices compliant with a) Business continuity plans and processes b) Occupational Safety and Health requirements c) UNSMS Security policies (Desk Review)	2022 (Baseline)	0	N/A
	2022 (Milestone)	-	-
	2023 (Milestone)	-	-
	2024 (Milestone)	a) 80% Business continuity plans and processes b) 75% Occupational Safety and Health requirements c) 90% UNSMS Security policies (Desk Review)	-
	2025 (Target)	a) 85% Business continuity plans and processes b) 80%	-



INDICATOR STATEMENT	YEAR	BMTS	REPORTED RESULT
SP_O_1H	2022 (Baseline)	0	N/A
Percentage of country offices applying environmental and social standards in UN-Women programmes in line with United Nations standards (QCPR 2.3.4) (Desk Review)	2022 (Milestone)	-	-
	2023 (Milestone)	-	-
	2024 (Milestone)	100	-
	2025 (Target)	100	-
• QCPR Indicator :			
SP_O_5F	(Baseline)	-	N/A
Number of (i) joint evaluations; (ii) independent system-wide evaluations (QCPR 5.4.3) (Desk Review)	2022 (Milestone)	-	-
	2023 (Milestone)	-	-
	2024 (Milestone)	-	-
	2025 (Target)	-	-
• QCPR Indicator :			

OUTCOME XM-DAC-41146-PNG\_O\_2

B - Baseline M - Milestones T - Target

OUTCOME STATEMENT	INDICATOR STATEMENT	YEAR	BMTS	REPORTED RESULT
Partners, and stakeholders are more engaged, able to coalesce and jointly deliver on advancing GEEW	SP_O_2A	2022 (Baseline)	0	N/A
	Funding received from (a) public partners (b) private sector (QCPR 4.3.5) (Desk Review)	2022 (Milestone)	-	-
		2023 (Milestone)	-	-
		2024 (Milestone)	A) 100000, B) 150000	-
• QCPR Indicator :				

	2025 (Target)	A) 50000, B) 100000	-
SP_O_2C	(Baseline)	-	N/A
Percentage of UN-Women's field offices and relevant HQ Units that implemented dedicated initiatives to engage with non-traditional partners (CO, RO, HQ)	2022 (Milestone)	-	-
	2023 (Milestone)	-	-
	2024 (Milestone)	-	-
	2025 (Target)	-	-

INDICATOR STATEMENT	YEAR	BMTS	REPORTED RESULT
SP_O_2D	2022 (Baseline)	1	N/A
Number of partnerships to support UN-Women's mission including (1) resourcing for Gender Equality (financial or non-financial), (2) Convening, (3) Responsible Business Practices, (4) Influencing and/or Knowledge sharing. (Desk Review)	2022 (Milestone)	-	-
	2023 (Milestone)	5	-
	2024 (Milestone)	-	-
	2025 (Target)	-	-

OUTCOME XM-DAC-41146-PNG\_O\_3

B - Baseline M - Milestones T - Target

OUTCOME STATEMENT	INDICATOR STATEMENT	YEAR	BMTS	REPORTED RESULT
Enhanced quality of programmes, through knowledge innovation, RBM and evaluation	SP_O_3A	2022 (Baseline)	50%	N/A
	Percentage UN Women presences exceeding minimum criteria of Presence Governance Framework (Desk Review)	2022 (Milestone)	-	-
		2023 (Milestone)	-	-
		2024 (Milestone)	60	-
		2025 (Target)	70	-
SP_O_3E	Number of cross-regional knowledge exchange initiatives which promote innovative ways of working / promising practices (CO, RO, HQ)	2022 (Baseline)	0	N/A
		2022 (Milestone)	-	-
		2023 (Milestone)	-	-
		2024 (Milestone)	1	-

2025 (Target)

2 -

## OUTCOME XM-DAC-41146-PNG\_O\_4

B - Baseline

M - Milestones

T - Target

## OUTCOME STATEMENT

## INDICATOR STATEMENT

## YEAR

## BMTS

## REPORTED RESULT

Improved management of financial and human resources in pursuit of results

SP\_O\_4A

2022 (Baseline)

20 weeks

N/A

Average time to select a candidate/complete a recruitment process (Desk Review)

2022 (Milestone)

-

-

2023 (Milestone)

-

-

2024 (Milestone)

12 Weeks

-

2025 (Target)

12 weeks

-

SP\_O\_4G

2022 (Baseline)

0

N/A

Percentage of the relevant indicators from the UNDIS accountability framework where UN-Women has met or exceeded the standard (QCPR 1.4.28) (CO, RO, HQ)

2022 (Milestone)

-

-

2023 (Milestone)

-

-

2024 (Milestone)

51

-

- QCPR Indicator :

2025 (Target)

52

-

## OUTCOME XM-DAC-41146-PNG\_D\_4.4

B - Baseline

M - Milestones

T - Target

## OUTCOME STATEMENT

## INDICATOR STATEMENT

## YEAR

## BMTS

## REPORTED RESULT

Women and girls in Bougainville lead

SP\_D\_0.5.4

(Baseline)

-

N/A

community-driven, inclusive economic development that promotes social cohesion and strengthens community resilience for sustaining peace.

Level of influence of civil society organizations working on gender equality and women's empowerment, including women's organizations, in key normative, policy and peace processes (CO, RO, HQ)

2022 (Milestone)	-	-
2023 (Milestone)	-	-
2024 (Milestone)	-	-
2025 (Target)	-	-

**OUTPUT PNG\_D\_4.4.1**

OUTCOME STATEMENT	INDICATOR STATEMENT	YEAR	BMTS	REPORTED RESULT
Capacity development of community government to engage in inclusive local economic development within conflict-prone communities conducted	<p>SP_D_0.4.a</p> <p>Number of institutions with strengthened capacities to improve the provision of essential services, goods and/or resources for women (CO, RO, HQ)</p>			

OUTPUT PNG\_D\_4.4.2

OUTCOME STATEMENT	INDICATOR STATEMENT	YEAR	BMTS	REPORTED RESULT
Strengthened capacity of community/subnational governments to promote women's leadership and participation in social cohesion and peacebuilding	SP_D_0.1.e Number of partners that have increased capacities to advance gender equality and women's empowerment through national and/or local (multi) sectoral strategies, policies and/or action plans (CO, HQ)			