

MOPAN Management Response | 2019 -2023 Assessment of UN Women

Area of improvement	Management response	Action	Deadline per action
#1. Translating high-level policy influence into sustained systemic change remains a challenge, with inconsistencies in programme implementation across regions due to the absence of comprehensive tools. Resource constraints and the lack of a financial sustainability strategy further limit the organization's ability to scale its impact.	UN Women will strengthen focus, coherence and effectiveness through: 1) tighter focus in its new Strategic Plan (SP) 2026-2029 and a revised SP Theory of Change (ToC) that seek to more effectively address systemic barriers to gender equality and women's empowerment, and; 2) an enhanced integrated programmatic approach based on the consistent use of standardized global programming frameworks at country and regional level and a set of revised policies, procedures and guidance and systems centered around the application of results-based management. UN Women's draft SP 2026-2029 builds upon a strengthened TOC with three systemic Outcomes—addressing norms and policies, institutional strengthening and accountability, and women's agency and empowerment to access goods, services, and resources—designed to address the gap between policy development and implementation. These outcomes indeed focus on ensuring that laws, action plans, and strategies are implemented and resourced, and that key stakeholders have the capacity to fulfill policy commitments to women and girls. In this context, UN Women's new corporate framework on social norms embeds a feminist, integrated, and context-specific approach to changing institutional behaviours and promoting egalitarian narratives across programmes that will support UN Women drive systemic change. To implement the 2026–2029 Plan and drive focus and coherence across its programmes, UN Women is refining its 8 'programming frameworks' such as on transforming the care economy, preventing and responding to violence against women and girls, women's participation in decision-making, aligned with SP Impact Areas and systemic outcomes, which provide country and regional offices with coherent strategies and standardized indicators that draw from UN Women's expertise as well as strategic partnerships with the UN and other key stakeholders. These programming frameworks are anchored in global normative agreements and provide blueprints for translation of the global norms into national	Finalize UN Women's new SP2026-2029 in line with lessons learned and UN Women's comparative and collaborate advantages.	Q3 - 2025
		Drive focus and coherence in the implementation of the SP by revising UN Women's global programming frameworks and providing clear guidance for their operationalization at regional and country level, and by finalizing Strategic Notes for all Regions and HQ Divisions to operationalize the SP.	Q4 - 2025
		Continuing to strengthen results and resources management at all levels through the finalization and socialization of relevant procedures and guidance, as well as an enhanced results management system.	Continuous
		Leverage digital tools to build capacity across the organization for the implementation of the next SP Integrated Results and Resources Framework (IRRF) supported by corresponding SP indicator methodological notes.	2025-2026
		Build awareness and understanding of UN Women's new framework on Social Norms Change across the organization and prioritize capacity building of programme staff.	Q2 -2026

	laws and policies (SP Systemic Outcome 1), strengthening institutions and their accountability to implement these laws and policies (SP Systemic Outcome 2), and supporting women exercise their rights (SP Systemic Outcome 3). Aligned with the 2023 Planning, Monitoring and Reporting Policy, new and updated procedures will improve results and resource management through a unified results structure linking the Strategic Plan, Strategic Notes, and projects, and driving forward direct flexible funding including to UN Women's Strategic Notes. Financial sustainability and aligning office/divisional structures to available resources is a mandatory requirement in the appraisal and approval of Strategic Notes.		
#2. Operational bottlenecks in procurement and finance have contributed to lower delivery rates. Decentralization efforts have been slow, with decision-making authority still concentrated at HQ and the shift toward a more field-based workforce ongoing.	UN Women remains committed to its pivot to regions and countries with a strong priority focus on simplification, harmonisation and decentralisation of business processes, including stronger delegation of authority to regional and country offices. In addition to increased Delegation of Authority, including for procurement, UNW has undertaken a review of its procurement policies procedures to further streamline and simplify and take into consideration various audits, assessments and client feedback. Operational delays experienced in 2023 are largely attributable to the transition to a new ERP system which resulted in various integration challenges. These issues were resolved by year-end. Quantum is now fully operational, and all systems successfully integrated. Despite these challenges, the 2023 delivery surpassed that of the previous year. In all years of the Strategic Plan 2022-2025 UN Women has met the milestone targets set in the Strategic Plan for implementation of Regular Resources and Other Resources.	Implement further Delegation of Authority to Regions and Countries particularly in the areas of procurement, programme partner cash advance payments, signing of contribution agreements and others.	Q2 2025
		UN Women pivot to regions and countries ensures that more operational functions will be located closer to regional and country levels functions and thus improve operational bottlenecks.	Q4 2025 to 2026
#3. UN Women has established some initial structures and incentives to support the utilization of country systems, though they remain limited. It has been a strong advocate, although its ability to turn advocacy into effective coordination remains uneven. Its coordination role within the UN system is weakened by operational	UN Women will set clear country priorities and ensure optimal coordination is in place. This includes advising the RC/UNCT, leading the Gender Theme Group and Country Gender Equality Profile, mainstreaming gender in United Nations Sustainable Development Cooperation Frameworks (UNSDCF) and coordinating gender donor groups and financing for gender equality. UN Women will strengthen its leadership on gender equality by expanding outreach and implementing the Gender Equality Acceleration Plan (GEAP)	Enhance regional mechanisms in support of country priorities by establishing six regional coordination specialist posts to facilitate country coordination efforts using regional collaborative platforms (RCPs) and issue-based coalitions (IBCs), etc.	Q4 - 2025
		Strengthen the system-wide financial incentives for gender mainstreaming through the Gender Equality Marker (GEM) adopted as a UN Data Standard for systemwide financial reporting and the Gender Equality Marker for UNCTs at country level.	2026

inconsistencies and limited incentive mechanisms for gender mainstreaming.	and accountability mechanisms to help UN entities integrate gender and disability inclusion into their work.	Adoption of a new theory of change for the UN Women coordination mandate, and implementation at country/regional and global level as part of the new SP 26-29	2025
	UN Women will continue to enhance its coordination mandate to drive systemic change and ensure gender mainstreaming is central to the work of the UN system. UN Women will continue implementation of the revised Theory of Change (TOC) for the UN Women coordination mandate, ensuring its full application in the new Strategic Plan 2026-2029. The TOC underscores that coordination is integral to UNW's triple mandate and provides clarity on the minimum coordination offer at the country, regional, and global levels.	Alignment of the UN and UNCT SWAP with the UN System-Wide GEAP and full implementation across the UN system, with focus on country level implementation.	2025
#4. Despite improvements in results monitoring, corporate frameworks are often seen as compliance-driven rather than strategic, leading to inconsistent uptake at the country level. The large number of indicators in the RMS complicates data collection and knowledge management and dilutes meaningful impact measurement.	UN Women is undertaking several improvements in the areas of strategic planning and reporting, including through system development, and capacity development efforts. The Planning, Monitoring and Reporting (PMR) Policy represents a foundational building block to ensure that UN Women plans, monitors, reports and communicates on its results in a harmonized and streamlined way, from the Strategic Plan to Strategic Notes, and projects.	Pilot an initiative of results reporting competition with Country Offices and Regional Offices using their 2024 Annual Reports to create additional positive incentives and promote ownership and cross-office learning, with winning results featured on the Transparency Portal.	Q4 2024 – Q3 2025
	In addition, publishing results and financial data of Strategic Notes on the Transparency Portal has strengthened incentives to improve the quality of results reporting against Strategic Plan indicators.	Revise and improve the narrative questions of annual reports for external communication purposes under the next Strategic Plan 2026-2029.	
	Furthermore, under the Organizational Effectiveness and Efficiency Output 5 of the next Strategic Plan 2026-2029, UN Women will invest further in RBM to drive Programme effectiveness and to improve results reporting and communication at all levels, including to tell results stories to external stakeholders in a simpler and more compelling language.	Update the current planning, monitoring and reporting procedures for COs and ROs and associated annexes of the Integrated Results and Resources Framework of the new SP.	Q3 2025 – Q3 2026
		Conduct dedicated socialization sessions on next SP IRRF indicators with COs and ROs to ensure they understand the importance and implication of those SP indicators to new UNSDCFs as well as their SNs, its monitoring, reporting and data publication in Transparency Portal.	
		Ensure the uptake of the relevant SP indicators is checked and ensured during the planning stage of new SNs, as one of the mandatory criteria for QA of new SNs to be recommended for approval; and ensure that ongoing SNs in 2025 complete the realignment of their SNs with new SP indicators in a timely manner.	Q2 2025 – Q4 2026
		Develop and roll-out new functionalities of the Transparency Portal to: 1) publish the narrative results from the 2024 and future Annual Reports of Country Office and Regional Offices in their respective pages in UN Women's Transparency Portal; 2)	

		showcase key results aligned with priority SP indicators on office pages; and 3) launch a new indicator dashboard that enables users to easily view and filter indicator results by region/country, SP priority indicators, humanitarian focus, UNSDG outputs, and more.	
		Develop and roll out a new corporate system with an advanced Indicator Management Module to streamline the management of various indicators (SP, SNs), supported by targeted training to ensure effective use of most strategic and relevant indicators for planning, monitoring, and reporting	Q1 2025 – Q4 2026
		Develop and roll-out trainings fully aligned with the new SP in RBM and programme, using the PMR policy/procedures –and the existing RBM materials, with a strong focus on Training of Trainers (TOT) to strengthen the capacity of UN Women personnel at the country, regional and HQ levels.	Q3 2025 – Q4 2026
#5. Gaps in policy implementation at the national level, coupled with weak national ownership, institutional support and financial constraints, undermine the long-term impact of UN Women’s advocacy and programmatic efforts. Several initiatives remain fragmented and overly reliant on short-term, donor-driven projects, making systemic change difficult to sustain.	The new Strategic Plan 2026-2029 will pursue more focused, integrated solutions that aim to achieve lasting, systemic change by: 1) protecting and advancing normative frameworks, laws and policies that uphold the rights of all women and girls; 2) strengthening public and private institutions to drive accountability, through financing, data and practices that advance gender equality; and 3) supporting women’s agency and access to quality services, resources and assets. UN Women will facilitate more strategic and focused programming at country level through the localization of standard programming frameworks and a harmonized results structure which reinforces connections between the Strategic Plan and country programmes (Strategic Notes). While UN Women will continue to advocate for sufficient regular resources, increasing flexible non-core funding directly against the SP impact areas and outcomes and SNs (Direct SN funding) is also an effective way of avoiding fragmented projects driven by short-term tightly earmarked funding and allowing for longer-term engagement and support to governments from policy adoption to implementation. The Entity will also continue to ensure a significant part of its work is implemented through joint programmes with other UN partners to leverage the resources that other UN agencies	Socialize the new Strategic Plan and ensure alignment of country programmes with its three systemic outcomes: This includes: a) updating internal guidance and preparing and disseminating supporting materials such as Indicator Methodological Notes, guidance and FAQs to provide continuous reference and clarification; b) organizing internal dialogues where the vision of the Strategic Plan is thoroughly presented and discussed to ensure programming personnel at country, regional and HQ levels are familiar with the new SP and well equipped to plan for, monitor and report on its results.	Q4 - 2025
		Finalize and socialize the relevant procedures and guidance to strengthen integration of UN Women’s programming frameworks in Strategic Notes. This will be achieved through a combination of active outreach, training and knowledge management, including through leveraging existing communities of practice.	Q4 - 2025
		Continue to advocate for sufficient regular resources in line with its mandate, including through strategic partner engagement in the form of annual dialogues (Top Partner Roundtable, bilateral meetings with funding partners, the Structured Dialogue on Financing) and by strengthening the visibility for and the evidence base on results generated through regular resources through the Regular Resources	Q1 2025 – Q4 2026

	manage for sustainable change for gender equality. However, a shift to more flexible and sustainable funding also relies on renewed commitments from donors.	Report, backed by accessible data on the Transparency Portal.	
		Strengthen internal guidance and external communication on SP and SN-Direct Funding as a way to increase flexible funding for UN Women's activities. This will include revising the SN Direct Funding Guidance Note for country offices for further improved management of funds received against SN and better donor communication and reporting of fund utilization and the results achieved. SN Direct Funding will be tracked as a key performance indicator in SP 2026-2029 IRRF.	Q4 - 2026
		Continue to pursue joint programming with other UN agencies. The share of other resources revenue received through joint programming will be a key performance indicator in the SP 2025-2029 IRRF and will continue to be tracked. Partnerships with other UN agencies are a critical part of UN Women's theory of change in UN Women's programming frameworks/GEAs and UN Women will continue to foster stronger collaboration and joint programming with other UN agencies so that UN Women's normative support for policy change is complemented by other UN partners supporting operationalization and implementation of the policy.	2026-2029