

MOPAN ASSESSMENT REPORT

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# United Nations Entity for Gender Equality and the Empowerment of Women (UN Women)

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**MOPAN**

Published 2025

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## EXPLANATORY NOTE

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MOPAN is the only collective action mechanism that meets member countries' information needs regarding the performance of multilateral organisations. MOPAN provides comprehensive, independent, and credible performance information through its institutional assessment report to inform members' engagement and accountability mechanisms.

MOPAN's assessment reports tell the story of the multilateral organisation and its performance. The reports support members' decision making regarding multilateral organisations and the wider multilateral system by detailing the assessment's major findings and conclusions, along with the organisation's performance journeys, strengths, and areas for improvement.

This document is published under the responsibility of the Multilateral Organisation Performance Assessment Network (MOPAN). MOPAN is an independent body governed by a steering committee composed of representatives of all its member countries and served by a permanent secretariat hosted at the Organisation for Economic Co-operation and Development (OECD) and bound by its administrative rules and procedures. MOPAN is independent in terms of financing and the content and implementation of its work programme.

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# PREFACE

## ABOUT MOPAN

The Multilateral Organisation Performance Assessment Network (MOPAN) comprises 22 members\* that promote an effective multilateral system that is trusted to deliver solutions to evolving global goals and local challenges.

MOPAN members share a common interest in assessing the performance of the major multilateral organisations they fund in light of their mandate, operating model and working contexts. A MOPAN assessment report seeks to provide a snapshot diagnostic of an organisation's performance within its mandate. MOPAN's mission and vision is described in Box 1.

FIGURE 1: MOPAN MEMBERS (AS AT 1 JANUARY 2025)



### Box 1: MOPAN Mission and Vision

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MOPAN is a unique cross-multilateral network of members who assess multilateral organisations, shape performance standards, and champion learning and insights: its mission is to strengthen development and humanitarian results and promote accountability.

MOPAN's vision is to promote an effective multilateral system, trusted to deliver solutions to evolving global goals and local challenges.

Capitalising on MOPAN's perspective and expertise, members work together to deliver relevant, impartial, high-quality and timely performance information as a public good through an inclusive and transparent approach.

This information mitigates risks, informs decision-making and supports change, helping to increase knowledge and trust amongst all stakeholders, and ultimately to achieve a stronger, better performing multilateral system.

MOPAN assessments provide a comprehensive overview of organisational effectiveness, including how an organisation is positioned to address its current and future challenges. They support MOPAN members in their governance and decision-making for the multilateral organisations they fund and the leadership of multilateral organisations in implementing the reforms that reflect multilateral good practices.

In addition to assessments, MOPAN produces a range of analytical insights into the multilateral system. MOPAN's full range of performance evidence and analysis is available [on the MOPAN website](#).

## FOREWORD

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MOPAN assessments are conducted through a rigorous, collaborative process to ensure that the findings are based on solid evidence base and that they resonate with an organisation and its stakeholders.

The report is composed of two parts.

### Part I: Analysis Summary

- *The Performance Brief* provides an overall summary of the assessment.
- *Chapter 1: Introducing UN Women* provides key information about the organisation being assessed, including its mandate, governance structure, business model and operations.
- *Chapter 2: Assessment conclusions and future trajectory* lays out the overall conclusions of the assessment and identifies forward-looking considerations for the organisation and its governing body.
- *Chapter 3: Findings and Ratings* describes the assessment findings against MOPAN's framework and Key Performance Indicators (KPIs).
- *Chapter 4: About this Assessment* provides information about the methodology and approach, including timelines for implementation and key activities.

## Part II: Technical and Statistical Annex of UN Women available online contains:

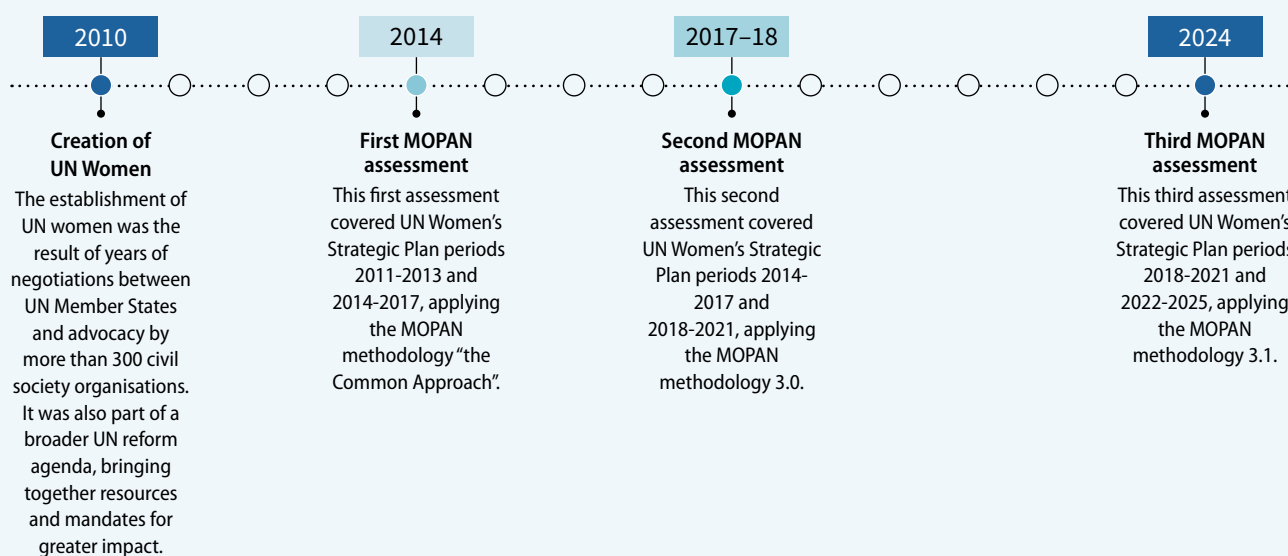
- Annex A: Performance analysis gives a detailed description of the underlying analysis feeding into the assessment ratings.
- Annex B: Documents comprising evidence list.
- Annex C: Results of the MOPAN partner survey.

## HISTORY OF MOPAN ASSESSMENTS OF UN WOMEN

This is the third assessment that MOPAN has conducted of UN Women. The first assessment was carried out in 2014, shortly after the 2010 creation of UN Women.

The second assessment, carried out in 2017-18, coincided with the last two years of the UN Women 2014-17 Strategic Plan and the preparation for and the first six months of the implementation of the 2018-21 Strategic Plan. It covered headquarters (HQ), with insights on regional (RO) and country office (CO) presence. It found that UN Women had made significant progress in several areas since 2014 but also found areas for improvement. The assessment stated that UN Women had large ambitions but weaknesses in its operational systems. Country capacity, resourcing and prioritisation had limited the extent to which it achieved results.

FIGURE 2: TIMELINE OF MOPAN ASSESSMENTS OF UN WOMEN



Source: Prepared by the assessment team

## ACKNOWLEDGEMENTS

The MOPAN assessment of the United Nations Entity for Gender Equality and the Empowerment of Women (UN Women) was conducted under the overall strategic guidance of Suzanne Steensen, Head of the MOPAN Secretariat. It was managed and guided by Erik Engberg.

MOPAN is very grateful to South Korea and Italy respectively for championing this assessment on behalf of the MOPAN membership.

The assessment was conducted in cooperation with Global Goals Consulting based on preparatory work undertaken by ITAD. Patrick Tiefenbacher led the assessment and is the principal author of the report. A team comprised of Silke Hofer (Senior Assessor for results) and Carlotta de Vivanco (Senior Assessor for operational and relationship management) also supported the assessment and contributed to the final report. The report also benefited from an external peer review conducted by Paul Balogun and Moira Reddick.

The partner survey was managed by Cristina Serra-Vallejo from the MOPAN Secretariat who, with Corentin Beudaert-Ugolini from MOPAN and Patrick Tiefenbacher, also supported the survey's implementation and finalisation.

The report was prepared for publication by Camille Hewitt, proofread/copy edited by Debbie Glassman and graphic designed by Baseline Arts Ltd. James Cornsilk and David Anonuevo produced the web infographics and data visualisations.

MOPAN would like to convey its appreciation to Daniel Seymour, Caroline Rusten, and Abigail Neville from UN Women, who co-ordinated the process and provided substantive feedback on the report.

This assessment would not have been possible without the close engagement of and valuable contributions from many senior officials and technical staff from UN Women as well as representatives of development partners who participated in interviews and the survey.

Finally, MOPAN is grateful to all Steering Committee representatives for supporting the UN Women assessment, and to its member countries for their financial contributions, which have made the report possible.



**Colombia  
preserving  
Afro-Colombian  
Culture through  
song**

A rehearsal session of Colombia's Cantadora Network, a network of singers supported by a UN Women programme, use traditional Afro-Colombian music to preserve their culture and promote peace. Photo: UN Women/ Ryan Brown



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## ABBREVIATIONS AND ACRONYMS

<b>BAC</b>	Budget Allocation Committee	<b>OHCHR</b>	Office of the United Nations High Commissioner for Human Rights
<b>BRC</b>	Business Review Committee	<b>OSAGI</b>	Office of the Special Advisor on Gender Issues and Advancement of Women
<b>CEDAW</b>	Convention on the Elimination of All Forms of Discrimination against Women	<b>PSEAH</b>	Protection from Sexual Exploitation, Abuse and Harassment
<b>CO</b>	Country Office	<b>QBR</b>	Quarterly Business Review
<b>CSO</b>	Civil Society Organisation	<b>QCPR</b>	Quadrennial Comprehensive Policy Review of Operational Activities for Development of the United Nations System
<b>CSW</b>	Commission on the Status of Women	<b>RBM</b>	Results-based management
<b>DAC</b>	Development Assistance Committee	<b>RMS</b>	Results-management system
<b>EB</b>	Executive Board	<b>RO</b>	Regional Office
<b>ECOSOC</b>	United Nations	<b>SDGs</b>	Sustainable Development Goals
<b>EU</b>	European Union	<b>SEA</b>	Sexual Exploitation and Abuse
<b>GEAR</b>	Gender Equality Architecture Reform	<b>SH</b>	Sexual Harassment
<b>HRC</b>	Human Rights Council	<b>SN</b>	Strategic Note
<b>HQ</b>	Headquarters	<b>SP</b>	Strategic Plan
<b>IASC</b>	Inter-Agency Standing Committee	<b>ToC</b>	Theory of Change
<b>IFI</b>	International Financial Institution	<b>UN</b>	United Nations
<b>IL</b>	Institutional Lead Country	<b>UNCT</b>	United Nations Country Team
<b>INSTRAW</b>	International Research and Training Institute for the Advancement of Women	<b>UNCT-SWAP</b>	United Nations Country Team System-wide Action Plan
<b>IRMS</b>	International Resource Mobilization Strategy	<b>UNDP</b>	United Nations Development Programme
<b>IRRF</b>	Integrated Results and Resources Framework	<b>UNFPA</b>	United Nations Fund for Population Activities
<b>JIU</b>	Joint Inspection Unit	<b>UNIFEM</b>	United Nations Development Fund for Women
<b>KPI</b>	Key Performance Indicator	<b>UNSDCF</b>	United Nations Sustainable Development Cooperation Framework
<b>MI</b>	Micro-indicator	<b>UN-SWAP</b>	UN System-wide Action Plan
<b>MO</b>	Multilateral Organisation	<b>UN WOMEN</b>	United Nations Entity for Gender Equality and the Empowerment of Women
<b>MOPAN</b>	Multilateral Organisation Performance Assessment Network	<b>WPS</b>	Women, Peace, and Security
<b>NGO</b>	Non-Government Organisation		
<b>NNGO</b>	National Non-Government Organisation		
<b>OCA</b>	Our Common Agenda		
<b>OECD</b>	Organisation for Economic Cooperation and Development		
<b>OEE</b>	Organisational Effectiveness and Efficiency		

# UN WOMEN

## PERFORMANCE BRIEF





## Gaza

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UN WOMEN has and continues to support people in Gaza who have endured war and uncertainty for decades, especially women who have been bearing a heavy burden during these times. Photo: UN Women/Suleiman Hajji



# UN WOMEN: PERFORMANCE BRIEF

## OVERVIEW

UN Women, the United Nations (UN) entity dedicated to gender equality and women's empowerment, was established in 2010 in response to systemic challenges in gender-related initiatives such as insufficient funding and fragmented leadership through UN General Assembly resolution 63/311.<sup>1</sup> UN Women consolidated four pre-existing entities: the Division for the Advancement of Women, the International Research and Training Institute for the Advancement of Women (INSTRAW), the Office of the Special Advisor on Gender Issues (OSAGI), and the United Nations Development Fund for Women (UNIFEM). The sole UN entity exclusively focused on gender equality; it has a triple mandate:

1. Normative – Supporting UN member states in strengthening global norms and standards for gender equality and integrating gender perspectives across policy areas.
2. Operational – Implementing activities at country and regional levels, including assisting member states in developing gender-responsive laws, policies, and strategies.
3. Coordination – Enhancing accountability and collaboration across the UN system to drive progress in gender equality and women's empowerment.

**Over the past decade, UN Women has evolved into a more mature and strategically focused entity.** The period from 2014-24 marked a critical phase, with significant strides in global advocacy, operational systems, and performance management. The Strategic Plan 2018-21 introduced a more results-driven approach, aligning key thematic outputs with global frameworks such as CEDAW and the Sustainable Development Goals (SDGs), particularly SDG 5 on gender equality. The Strategic Plan 2022-25 introduced a distinct outcome on UN Women's coordination work, which helped reaffirm its coordination mandate for results in key thematic areas and articulate the value proposition for it. Despite these advances, however, challenges remain, including persistent issues of decentralisation, resource allocation, and programmatic coherence.

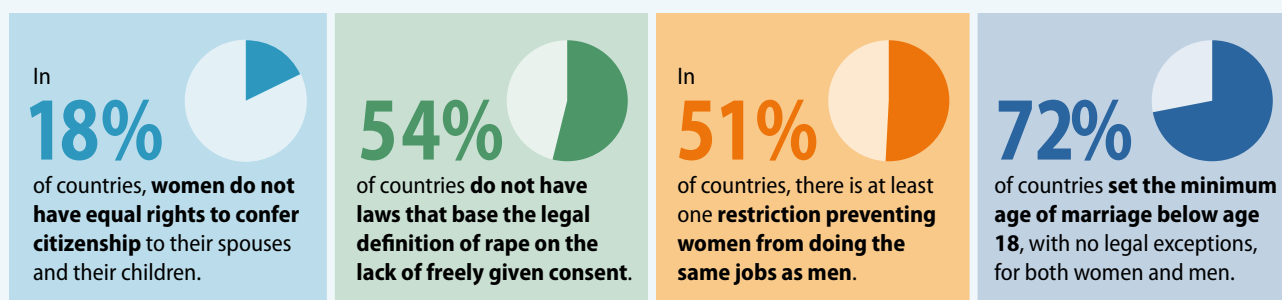
**The Strategic Plan 2022-25 further refines UN Women's priorities with a stronger focus on systemic outcomes. Its full implementation, however, is hindered by resource constraints and outdated allocation criteria for core programming resources.** New processes, such as the Quarterly Business Review (QBR), have improved financial and budgetary planning, but reliance on non-core, earmarked funding for specific programmatic areas such as disaster risk reduction, has limited the entity's ability to proactively align resources with strategic objectives. Addressing these structural and financial constraints will be essential in sustaining progress and achieving transformational change at scale.

**UN Women has made significant progress in strengthening its institutional foundations and aligning its operations with its ambitious mandate.** It remains an indispensable actor in advancing gender equality worldwide. However, to realise its full potential it must address the structural inefficiencies that continue to limit its agility and impact. Ensuring that financial resources, human capital, and operational systems align with strategic priorities will be essential for positioning the organisation to meet future challenges and drive meaningful, sustainable change.

**Key global gender indicators, including those for which UN Women holds a custodian role, show mostly negative trends.** At the current rate of change, ending extreme poverty among women could take 137 more years; it will take nearly 300 years to fully eliminate discriminatory laws and 176 years to close the gender gap in leadership and decision-making (Figure 3).

1. United Nations, A/RES/63/311, System-wide coherence, 2009.

FIGURE 3: THE WORLD IS OFF TRACK TO ACHIEVE SDG5 BY 2030



Source: UN Progress on the Sustainable Development Goals: The gender snapshot 2024

While some countries have made strides in increasing women's representation, systemic barriers including unequal access to economic opportunities, entrenched social norms, and the rollback of women's rights in some contexts threaten the achievement of SDG5 by 2030. **UN Women plays a crucial role in advancing gender equality through advocacy, policy development, and partnerships, but its ability to systematically link these efforts to measurable, large-scale impact remains limited.** This raises the question whether the entity is basing its work on valid theories of change (ToC), e.g. given that evaluation evidence questions whether changes in legal frameworks lead to sustainable improvements for women and girls. As UN Women prepares for its 2026-29 Strategic Plan, addressing systemic constraints will be essential to remain grounded in practical realities. UN Women can position itself as a more agile, impactful leader in the gender equality space. Structural reforms will be critical in scaling successful initiatives, driving systemic change, and sustaining progress toward gender equality on a global scale.

## KEY ACHIEVEMENTS AND STRENGTHS

**UN Women has demonstrated notable progress across multiple dimensions of its operations since the last assessment.** In strategic management, UN Women has successfully aligned its Strategic Plan 2022-25 with key international frameworks, including the 2030 Sustainable Development Agenda, and improved its results structure. This renewed strategic direction has reinforced its leadership in global gender equality efforts, while its thematic impact areas and the Integrated Results and Resources Framework (IRRF) provide a structured approach to tracking progress. Stakeholders have a good understanding of the organisation's vision, reflecting the clear articulation of its comparative advantage within the UN system. By leveraging its normative, operational, and coordination roles, UN Women has strengthened its ability to translate international gender norms into actionable outcomes, particularly in policy advocacy and legislative reform.

**From an operational management perspective, the Pivot to Regions and Countries initiative has the potential to shift the entity toward decentralisation and to strengthen decision-making at the field level.** While full decentralisation remains a work in progress, UN Women has increased the number of field-based staff, enhancing its ability to respond to country-specific needs. The BRC and the BAC have played a pivotal role in optimising resource allocation, ensuring that investments align with strategic priorities. UN Women has also made progress in digital transformation by joining the new Quantum Enterprise Resource Planning system, which facilitates real-time financial tracking, and the results management system (RMS), which enhances monitoring and evaluation processes. It has thus strengthened its operational efficiency and accountability, reinforcing its ability to measure and report on its impact.

**In partnership management, UN Women has been a key driver of inter-agency collaboration, reinforcing gender equality integration across UN entities.** Through mechanisms such as the UN System-wide Action Plan (UN-SWAP) and the UNCT-SWAP Scorecard, against which each UN entity reports, it has ensured that gender equality

remains a core priority within the broader UN framework. Its ability to convene and influence high-level discussions, particularly through the Commission on the Status of Women (CSW), has positioned UN Women as a thought leader in gender policy advocacy. UN Women also played a significant role in the Spotlight Initiative, the largest inter-agency programme to address gender-based violence, primarily contributing to technical guidance, civil society engagement, and coordination among partners across multiple levels. Partnerships with international financial institutions (IFIs), civil society organisations (CSOs), and private sector actors have further expanded its reach, enabling innovative approaches to gender-responsive programming.

**UN Women has strengthened results-based management (RBM) systems, embedding data-driven decision-making across its programmes.** An improved results framework was adopted in the Strategic Plan 2018-21 and further refined as part of the Strategic Plan 2022-25, addressing previous gaps and ensuring a clearer linkage between activities and intended outcomes. UN Women's transparency tools, including the Transparency Portal, have reinforced its accountability by providing stakeholders with real-time access to financial and programmatic data. The generation of gender-sensitive data has been a critical contribution, particularly through initiatives like the Women Count programme, which has helped integrate gender-disaggregated statistics into national statistical systems. These efforts have improved the evidence base for policymaking, reinforcing UN Women's role as a global knowledge hub on gender equality.

**In terms of results, UN Women's advocacy efforts have directly contributed to gender-responsive legal reforms in several countries, leading to enhanced protections against gender-based violence and increased women's political participation.** It has played a catalytic role in advancing SDG 5, ensuring gender considerations are embedded across multiple SDGs. In humanitarian and development settings, UN Women's leadership has strengthened gender-responsive programming, providing targeted interventions for women and girls in crisis-affected regions. Through its growing field presence, improved strategic coherence, and refined results frameworks, the organisation has solidified its capacity to drive gender equality initiatives at both global and national levels.

## CHALLENGES AND OPPORTUNITIES

**Despite its achievements, persistent challenges hinder the ability of UN Women to achieve transformational change at scale using its current approaches.** One of the most pressing issues in strategic management is the difficulty in translating high-level policy influence into sustained, systemic change, particularly at the country level. While the Strategic Plan 2022-25 provides a structured approach, the absence of comprehensive programmatic tools has led to inconsistencies in how initiatives are implemented across regions. Given the direction in which SDG 5 indicators are moving, the assumptions underlying the results framework need to be reassessed for the next strategic plan. UN Women's financial framework, while transparent, remains overly dependent on earmarked, non-core funding, restricting its ability to allocate resources strategically. While efforts to diversify donors and funding sources are underway in line with a new partnership and resource mobilisation strategy launched in 2023, they have not yet come to fruition in a significant way. The lack of an integrated financial sustainability strategy has compounded this issue, as resource constraints continue to limit UN Women's ability to scale up its impact. Its recent admission to the Inter-Agency Steering Committee (IASC) positions UN Women in the humanitarian space, but limited capacity on the ground has disappointed stakeholders' expectations.

**In operational management, the QBR process has uncovered several operational bottlenecks, particularly in procurement and financial management.** Procurement delays exacerbated by weaknesses in system integration and lack of reliable reporting have contributed to a lower delivery rate. Decentralisation efforts have stalled, with decision-making authority still largely concentrated at HQ. The intended shift toward increased field presence has not been fully realised, and staffing gaps persist at the country level, limiting the effectiveness of UN Women's field offices. High staff turnover, reliance on temporary contracts, and bureaucratic inefficiencies have further strained

operational effectiveness. The entity's cost recovery mechanisms and outdated resource allocation criteria have been flagged as significant impediments that require urgent reform to enhance financial flexibility.

**In terms of partnership management, UN Women's coordination role within the UN system remains constrained by operational inconsistencies and the emerging role of the UN resident coordinators in advancing cross-cutting norms on gender and human rights.** Evaluations point to their critical role in advocating gender norms, but they typically lack sufficient expertise and support, particularly in humanitarian settings.<sup>2</sup> While frameworks such as UN-SWAP provide a structured approach to gender mainstreaming<sup>3</sup>, their effectiveness is limited by the lack of enforcement mechanisms. The entity's co-leadership role in humanitarian and development settings has been uneven; partners acknowledge UN Women's normative contributions but express concerns about its ability to translate advocacy into effective coordination. Furthermore, engagement with men and boys in gender equality efforts appears limited, representing a missed opportunity to shift societal norms and address the root causes of gender inequality. The use of national systems is underdeveloped, and South-South and trilateral cooperation have not been used strategically.

**From a performance management standpoint, UN Women has improved its results-based monitoring systems, but challenges remain in translating data into actionable insights.** FOs have expressed concerns that corporate monitoring frameworks are compliance-driven rather than strategic, leading to limited uptake of performance indicators at the country level. The overwhelming number of indicators in the RMS has also diluted the focus on meaningful impact measurement. Additionally, while gender-sensitive data collection supported by UN Women has improved, inconsistencies remain in the application of performance metrics across different thematic areas, limiting the organisation's ability to track long-term progress effectively. Moreover, while UN Women aspires to become a globally networked knowledge organisation, knowledge-sharing remains fragmented, and internal coordination mechanisms are not yet fully aligned with long-term strategic goals.

**In terms of results, one of the most significant challenges UN Women faces is ensuring that its interventions generate long-term, sustainable change rather than isolated, project-based successes.** As previously noted, key global gender indicators, including those for which UN Women holds a custodian role, show negative trends. While the organisation plays a crucial role in advancing gender equality through advocacy, policy development, and partnerships, its ability to systematically link these efforts to measurable, large-scale change remains limited. Many UN Women's initiatives remain fragmented, donor-driven, and overly reliant on short-term project cycles, making it difficult to sustain meaningful progress beyond the lifespan of individual programmes. This fragmentation is particularly evident in humanitarian and peacebuilding settings where UN Women has struggled to maintain consistent engagement and establish robust mechanisms for monitoring impact. Additionally, while there has been progress in influencing legal and policy reforms, implementation gaps persist at the national level, hindered by entrenched social norms; many policies lack the necessary institutional support and financial backing to be effectively enforced. Furthermore, results reporting remains inconsistent, with significant variations in how COs measure and communicate impact. Despite improvements in data tracking, the aggregation of results across different thematic areas remains a challenge, making it difficult to demonstrate a cohesive, systemic change. Enhancing the sustainability of UN Women's interventions will require a more integrated, long-term programming approach that prioritises systemic change over short-term projects, ensuring stronger institutional support and financial backing for policy implementation. Additionally, improved results reporting through standardised impact measurement, stronger alignment between resource allocation and strategic priorities, and better data aggregation across thematic areas will contribute to enhanced accountability and more clearly demonstrate cohesive, large-scale progress (Box 2).

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2. OIOS, IED-24-029, Evaluation of the Resident Coordinator system in complex settings, 19 December 2024

3. UN Women, Handbook on Gender Mainstreaming for Gender Equality Results, (undated)



## Box 2. Main strengths and areas for improvement

### Main strengths

- The results structure of SPs and their alignment with relevant global frameworks in support of a well-articulated vision improved, and UN Women's vision is well understood by its primary stakeholders.
- Resource allocation and alignment with strategic priorities was optimised through the BRC, the Budget Allocation Committee (BAC), and the QBR process, which covers the country, regional, and global level. The Quantum Enterprise Resource Planning systems supports real-time financial tracking while the RMS improves monitoring and evaluation.
- UN Women-led inter-agency collaboration, reinforcing gender equality integration across the UN system through frameworks like UN-SWAP. Policy advocacy through high-level engagements, particularly through the CSW, remains a priority.
- Addressed previous gaps in the results framework, ensuring clearer linkages between activities and outcomes. Increased accountability and transparency through the Transparency Portal, offering real-time financial and programmatic data.
- UN Women played a catalytic role in advancing SDG 5 and embedding gender considerations across multiple SDGs. It directly contributed to gender-responsive legal reforms, enhancing protections against gender-based violence and increasing women's political participation.

### Areas for improvement

- Translating high-level policy influence into sustained systemic change remains a challenge; programme implementation across regions is inconsistent for lack of comprehensive tools. Resource constraints and the lack of a financial sustainability strategy further limit the organisation's ability to scale its impact.
- Operational bottlenecks in procurement and finance have contributed to lower delivery rates. Decentralisation efforts have been slow: decision-making authority remains concentrated at HQ and the shift toward a more field-based workforce ongoing.
- UN Women has established some initial structures and incentives to support the utilisation of country systems, though they remain limited. It has been a strong advocate but its ability to turn advocacy into effective coordination remains uneven. Its coordination role within the UN system is weakened by operational inconsistencies and limited incentive mechanisms for gender mainstreaming.
- 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.
- 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.

## METHODOLOGY

The approach to MOPAN assessments has evolved over time to adjust to the needs of the multilateral system. The MOPAN 3.1 Approach, the latest iteration, was taken in this assessment. A key refinement in this assessment was the explicit inclusion of humanitarian action as a cross-cutting issue (MI 2.5), reflecting UN Women's growing engagement in crisis response and conflict resolution. This addition ensures that the assessment captures the organisation's effectiveness in integrating gender-responsive approaches within the humanitarian-development-peace nexus.

The assessment began in October 2023. It consisted of four phases: inception, evidence collection, analysis, and reporting (See Chapter 4). It was informed by three lines of evidence:

- **Document Review** – Covering 344 documents from January 2019 to March 2024, the review focused on policies, operations, partnerships, and performance. Documents were included only if finalised and recognised by management.
- **Interviews and Consultations** – Conducted in two stages (January and May-July 2024), including 54 focus group interviews. Field visits to Jordan and Uganda involved 83 interviews with CO staff, donors, and partners, while Geneva and HQ-based interviews engaged liaison offices, regional staff, and Executive Board (EB) members.
- **Partner Survey** – Conducted from 22 July-27 September 2024, with 275 responses (19% response rate) from governments, UN agencies, donors, and civil society partners. Gender-disaggregated data was collected for the first time, revealing some gender-based differences in perceptions, particularly in coordination, staffing adequacy, and financial transparency.

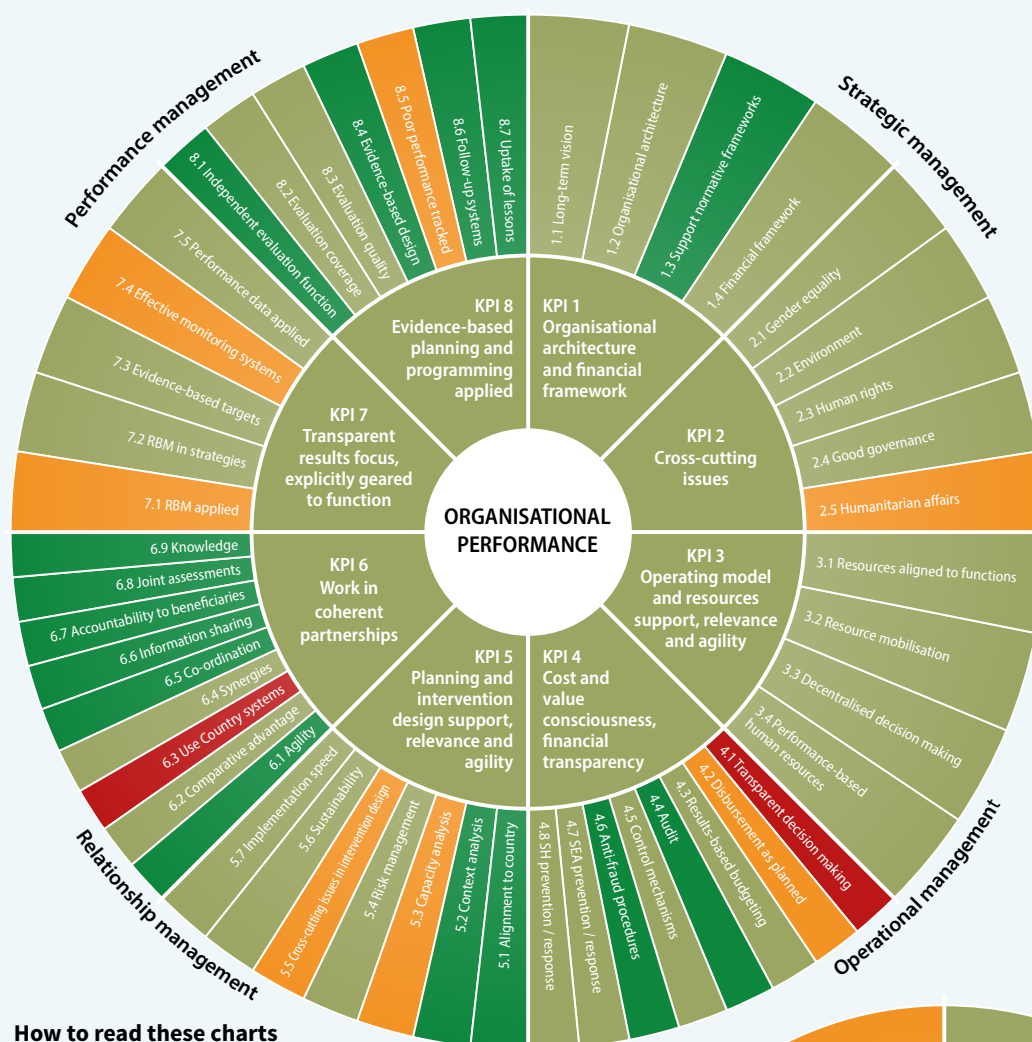
All evidence was triangulated, ensuring a balanced, rigorous assessment of UN Women's institutional effectiveness, strategic alignment, and operational challenges. Full details on the scoring and rating process are outlined in the MOPAN 3.1 methodology.



**Jordan:  
Empowerment  
through  
employment for  
Syrian refugee  
women**

Syrian women enrolled on the cash-for-work programme, handcrafting rugs at the 'Oasis Center for Resilience and Empowerment of Women and Girls' operated by UN Women in the Za'atari refugee camp in Jordan.  
Photo: UN Women/Christopher Herwig

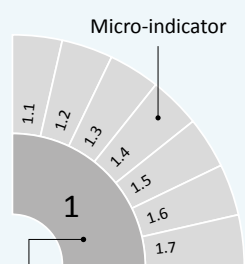
FIGURE 4: UN WOMEN PERFORMANCE RATING SUMMARY



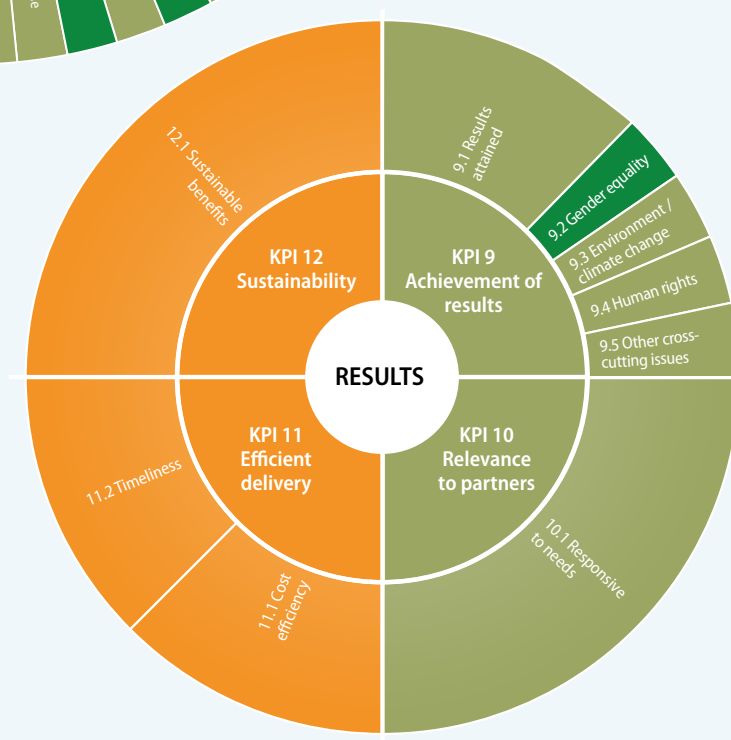
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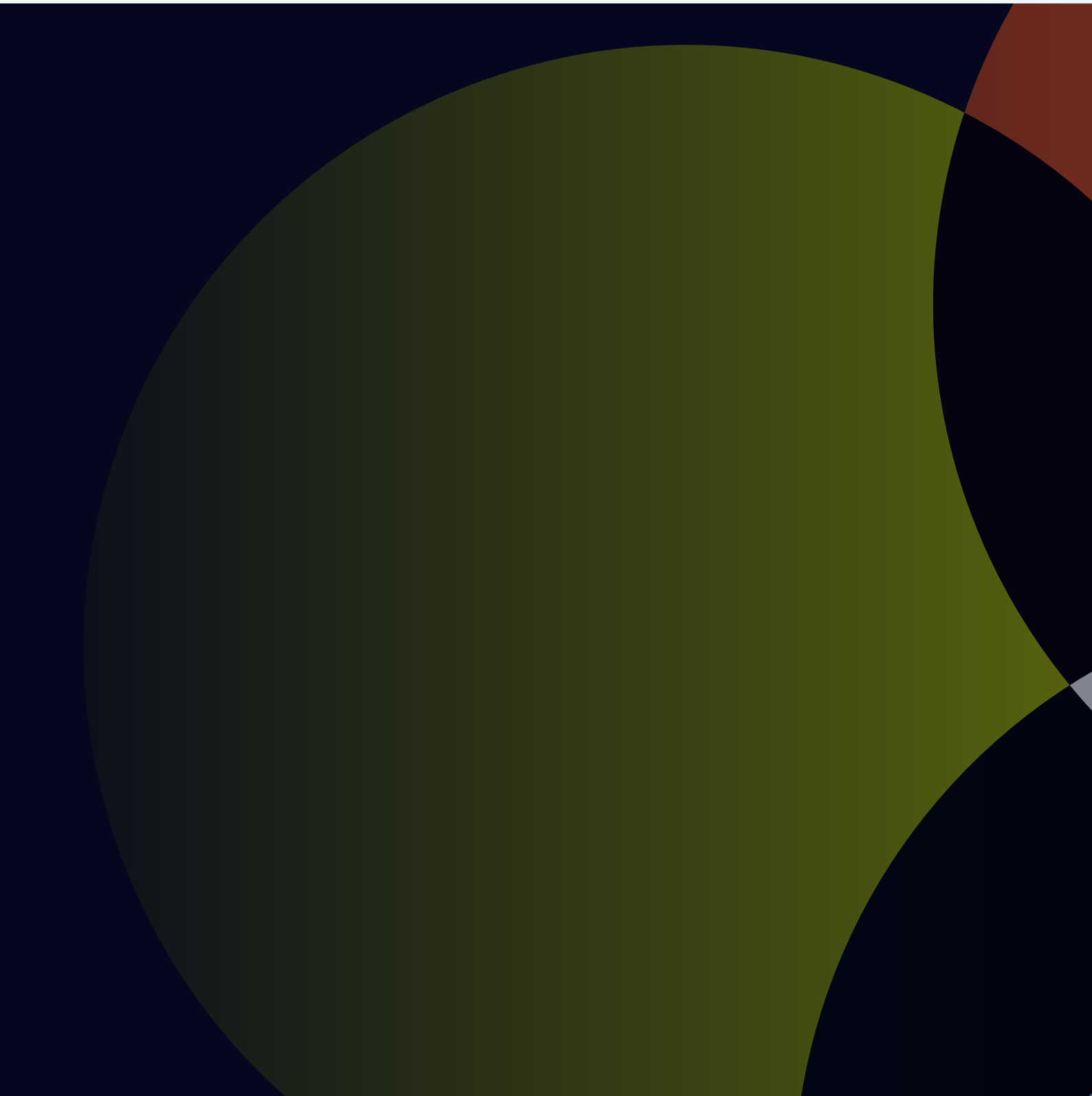
Each organisation MOPAN assesses has a unique mandate, business model and operating environment. In the dynamic context of multilateral development and cooperation, expectations and good practices change over time. The MOPAN framework reflects this unique context and evolution across different types of multilateral organisations. As such, comparison across assessments is strongly discouraged. More information on the rationale underlying MOPAN's assessment ratings can be found in Chapter 4 of this report or in Part II.

#### How to read these charts



Key Performance Indicator





# INTRODUCING UN WOMEN







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**Lebanon: Women entrepreneurs, workers and small business owners**

Sandy Lyen is a 20-something artisan woodworker and entrepreneur from Beirut, Lebanon. Like many young, educated Lebanese women today, Sandy is creating new and innovative opportunities for self-employment by tapping into Lebanon's growing market for locally-made artisanal goods. Photo: UN Women/Joe Saade

UN Women is the United Nations sole entity dedicated to gender equality and the empowerment of women and girls. It was established in 2010 following years of negotiations among UN Member States and advocacy by the global women's movement. Created to address systemic challenges such as insufficient funding and lack of leadership, UN Women was a response to UN General Assembly resolution 63/311 on system-wide coherence. It merged four pre-existing entities: the Division for the Advancement of Women, the INSTRAW, OSAGI, and the UNIFEM.

## MISSION AND MANDATE

UN Women has a triple mandate to do the following:

1. Support UN Member States to strengthen global norms and standards for gender equality and women's empowerment and to include a gender perspective when advancing other issues through its normative mandate.
2. Undertake operational activities at the country and regional levels, including supporting member states in developing and implementing gender-responsive laws, policies and strategies that take into account women's lived realities through its operational mandate
3. Promote coordination across the UN system to enhance accountability and results for gender equality and women's empowerment, including gender parity, through its coordination mandate.

The UN Women's governance structure includes the UN General Assembly, the Economic and Social Council (ECOSOC), and the CSW. The EB, consisting of 41 member states, provides operational guidance and reports annually to the UN General Assembly.

A comprehensive set of global frameworks and human rights instruments that establish international standards for gender equality and women's empowerment generally guide UN Women's work. They also provide the foundation for UN Women's strategic initiatives, policy advocacy, and programmatic interventions at global, regional, and national levels (Box 3).

Working through partnerships with governments, civil society, private sector actors, and other UN agencies, the entity plays a central role in the support to member states of their implementation of the 17 SDGs within the 2030 Agenda<sup>1</sup>, with many targets specifically recognising women's equality as both the objective and as part of the solution. Through gender mainstreaming, UN Women supports the implementation of SDG 5 in particular (Achieve gender equality and empower all women and girls), as well as the gender dimensions of all the other SDGs. UN Women also contributes to the Addis Ababa Action Agenda<sup>2</sup>, which provides a new global framework for financing sustainable development by aligning all financing flows and policies with economic, social and environmental priorities.

UN Women's current Strategic Plan 2022-25, implemented through two biennial budgets, is based on key findings from an extensive consultative process. It draws from the analysis of lessons learned and recommendations from evaluations, audits and other assessments, including those from the 25-year review and appraisal of the Beijing Declaration and Platform for Action.<sup>3</sup> It focuses on integrated approaches, reflecting the interconnectedness of global challenges (Box 3).

1. United Nations (2015), A/RES/70/1: Resolution adopted by the General Assembly on 25 September 2015: Transforming our world: the 2030 Agenda for Sustainable Development.

2. United Nations (2015) A/RES/69/313: Resolution adopted by the General Assembly on 27 July 2015: Addis Ababa Action Agenda of the Third International Conference on Financing for Development (Addis Ababa Action Agenda).

3. UN Women, Gender Equality, Women's Rights in Review 25 Years after Beijing, 2020.

### Box 3. UN Women Strategic Plan 2022-25

Seven systemic outcomes aim to address the root causes of inequality and affect broader systems change across four thematic impact areas.

#### Four thematic impact areas:

1. Governance and participation in public life
2. WEE
3. Ending violence against women and girls
4. Women, peace and security (WPS), humanitarian action, and disaster risk reduction.

#### Seven systemic outcomes:

1. Achieve stronger global norms and standards on gender equality and the empowerment of women, as well as more gender-responsive laws, policies and institutions.
2. Increase public and private financing policies, strategies and instruments to advance gender equality.
3. Support societies and communities to adopt attitudes and practices that advance gender equality and women's empowerment, including by engaging men and boys.
4. Create access to better—and more tailored—public goods, services and resources for all women and girls.
5. Ensure that more women and girls exercise their voice, agency and leadership.
6. Generate better knowledge and data, including more global statistics disaggregated by sex, to inform gender equality strategies.
7. Champion a more coordinated UN system united in the advancement of gender equality.

The Strategic Plan 2022-25 also describes the new UN Women business model 2.0 organisational effectiveness and efficiency (OEE) outputs and identifies indicators that support the achievement of the development results. These have been designed with a balanced scorecard methodology to ensure full alignment and cascading of external reporting within organisational performance management. The strategic plan took effect during the global COVID-19 pandemic, which has had a disproportionate impact on women and girls and exacerbated all aspects of gender inequality.

In 2021 UN Women convened a global gathering for gender equality, called Generation Equality, co-hosted by the governments of Mexico and France in partnership with youth and civil society. Generation Equality is now a collection of six multistakeholder partnerships between civil society, youth, governments, the UN system, the private sector and philanthropists, and a Compact on WPS and Humanitarian Action, to catalyse partners, increase investments, drive results and accelerate the implementation of the Beijing Platform for Action and the SDGs. It is anchored in the UN Decade of Action, and emphasises the achievement of SDG 5.

Additionally, UN Women joined the IASC as a full member in October 2022. IASC's policies and frameworks guides its work in the humanitarian arena and it leads the IASC Reference Group on Gender and Humanitarian Action.



## GOVERNANCE ARRANGEMENTS

According to the UN General Assembly resolution 64/289 on system-wide coherence establishing UN Women, the entity is governed by a multi-tiered intergovernmental governance structure:

- (a) [...] the **General Assembly, the Economic and Social Council and the Commission on the Status of Women** shall constitute the multi-tiered intergovernmental governance structure for the **normative** support functions and shall provide normative policy guidance to the Entity;
- (b) [...] the **General Assembly, the Economic and Social Council, and the Executive Board** of the Entity shall constitute the multi-tiered intergovernmental governance structure for the **operational** activities and shall provide operational policy guidance to the Entity.<sup>4</sup>

The resolution further “emphasises that support of **gender mainstreaming across the United Nations system** will be an integral part of the work of the Entity.”<sup>5</sup>

As the only UN entity dedicated entirely to gender equality and women’s empowerment, UN Women has a special role to play in advancing the global development agenda. Its ability to partner with and engage a range of actors across governments, civil society, the private sector and media truly sets UN Women apart.

**The Executive Board (EB)**, the governing body for UN Women’s operational activities, provides operational policy guidance and approves its SP and budget.

The EB consists of 41 member states, elected by ECOSOC members for a term of three years. This follows the decision in resolution 64/289<sup>6</sup>, stating that UN Women’s EB members should consist of 10 members from the Group of African States, 10 from the Group of Asian States, 4 from the Group of Eastern European States, 6 from the Group of Latin American and Caribbean States, 5 from the Group of Western European and Other States, and 6 from contributing countries.

The decision further allocates the six seats to contributing countries as follows: four seats to be allocated to four of the largest providers of voluntary core contributions to the entity, to be selected by and from among the top ten such providers; and two seats to be allocated to two developing countries that are not members of the Development Assistance Committee (DAC) of the Organisation for Economic Co-operation and Development (OECD) (which provides voluntary core contributions to the entity), to be selected from among the top ten of such providers by the developing countries that are not DAC members, with due consideration to be given to geographical balance.<sup>7</sup> All UN Member States can, however, participate in the EB session and in the negotiations of EB decisions.

EB officers constitute the Bureau. They are elected by the member states at the first official EB meeting each year, held in January. The EB calendar runs from 1 January to 31 December. The five officers – the president and four vice-presidents – represent the five regional groups, with the presidency rotating among regional groups, changing every year.

4. United Nations, A/RES/64/289, Resolution adopted by the General Assembly on 2 July 2010, System-wide coherence, para 57.

5. Ibid., para 58.

6. United Nations (2010) A/RES/64/289: Resolution adopted by the General Assembly on 2 July 2010: System-wide coherence, para 57.

7. Ibid., para 61.



#### Guinea: Rural Women's Cooperative

Through a grant from UN Women's Fund for Gender Equality, the civil society organization Partenariat Recherches Environnement Medias has helped rural women form several cooperatives and taught its members how to plant a vitamin-rich tree called Moringa and how to clean, dry and sell its leaves. Used as medicine or a dietary supplement by societies around the world, Moringa also supports biodiversity and prevents soil erosion.

Photo: UN Women/  
Joe Saade

The EB reports annually on its programme and activities to the General Assembly through ECOSOC at its substantive session. It also provides direct oversight and approves, for instance, the strategic plan and the budget<sup>8</sup> of the entity.

During its inception mission in January 2024 in New York, the assessment team met with the Bureau to present the assessment methodology and timeline. The Bureau expressed great interest, especially in the assessment's preliminary findings (expected to be available between September and October 2024), which would inform the development of the organisation's next SP, intended to be started in the last quarter of 2024.

In 2023, the Joint Inspection Unit (JIU) drafted a report upon request of the EB Bureaus of the UN Children's Fund, the UN Development Programme (UNDP), the UN Fund for Population Activities (UNFPA), the OF Office for Project Services and UN Women on governance and oversight issues. The report<sup>9</sup> was shared with the EB in December 2023 and member states are currently considering it.

#### The Executive Board and CSW

Resolution 64/289 emphasised the need to establish concrete results-based reporting mechanisms, as well as the need for coherence, consistency and coordination between the normative and operational aspects of the work of the entity. To that end it requested:

(a) The Commission on the Status of Women and the Executive Board of the Entity to work closely together to provide coherent guidance and direction in their respective areas.

8. A part of the UN Women budget covers assessed contributions approved through the regular budget process of the UN Secretariat.

9. United Nations (2023) JIU/REP/2023/7: Review of governance and oversight of the Executive Boards of the United Nations Development Programme/United Nations Population Fund/United Nations Office for Project Services, the United Nations Children's Fund and the United Nations Entity for Gender Equality and the Empowerment of Women: report of the Joint Inspection Unit.

(b) The Economic and Social Council at its substantive session of 2010 to establish appropriate and concrete linkages between the Commission and the Executive Board to ensure consistency between the overall policy guidance set by the Commission and the operational strategies and operational activities approved by the Executive Board.

(c) The head of the Entity to submit to the Commission an annual report on the normative aspects of the Entity's work and on its implementation of the policy guidance provided by the Commission.<sup>10</sup>

## ORGANISATIONAL STRUCTURE

UN Women's executive leadership and management have recently undergone several changes. Under-Secretary-General Sima Bahous was appointed UN Women Executive Director (ED) in April 2021. The appointments of Deputy Executive Directors (DED) Nyaradzayi Gumbonzvanda and Kirsi Madi came in late 2023 and early 2024 after long-standing vacancies. The prolonged vacancies impacted the momentum of critical reforms under UN Women 2.0. The delayed appointments, which are under the authority of the UN Secretary-General, potentially complicated operational efficiency, financial oversight, and the execution of key strategic priorities

The entity's New York HQ provides overarching strategic direction. The two DEDs lead distinct operational areas: Normative Support, UN System Coordination, and Programme Results, and Resource Management, Sustainability, and Partnerships. Several functions, including Independent Evaluation and Audit Services, the EB Secretariat, and Legal and Ethics, report directly to the ED, reinforcing a centralised governance model. The ED is also a full member of the UN System Chief Executives Board for Coordination, which underscores the entity's leadership role in advancing gender equality across the UN system (Figure 5).

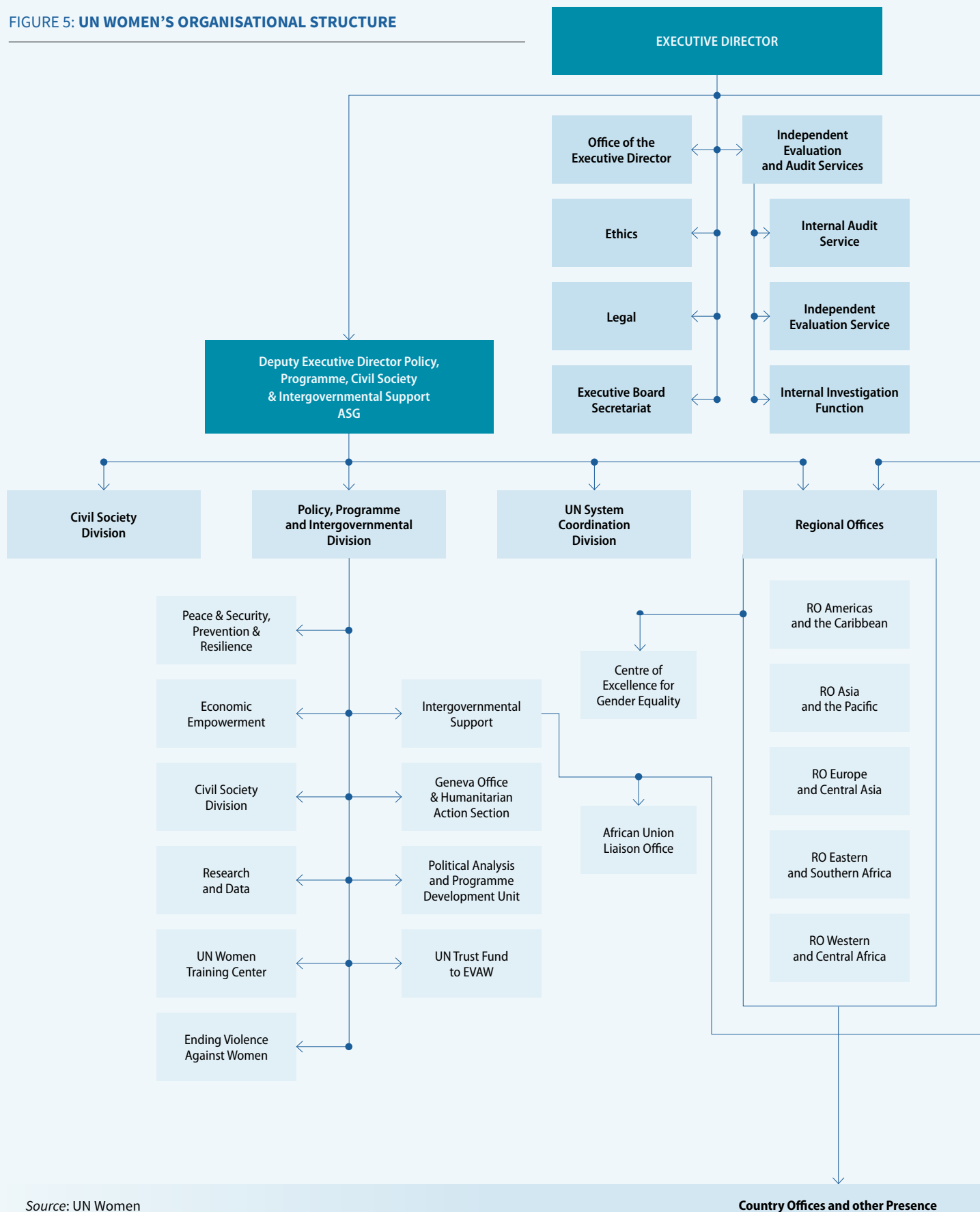
10. United Nations (2010) A/RES/64/289: Resolution adopted by the General Assembly on 2 July 2010, System-wide coherence, para 67.



### Seychelles women thrive in male-dominated industry

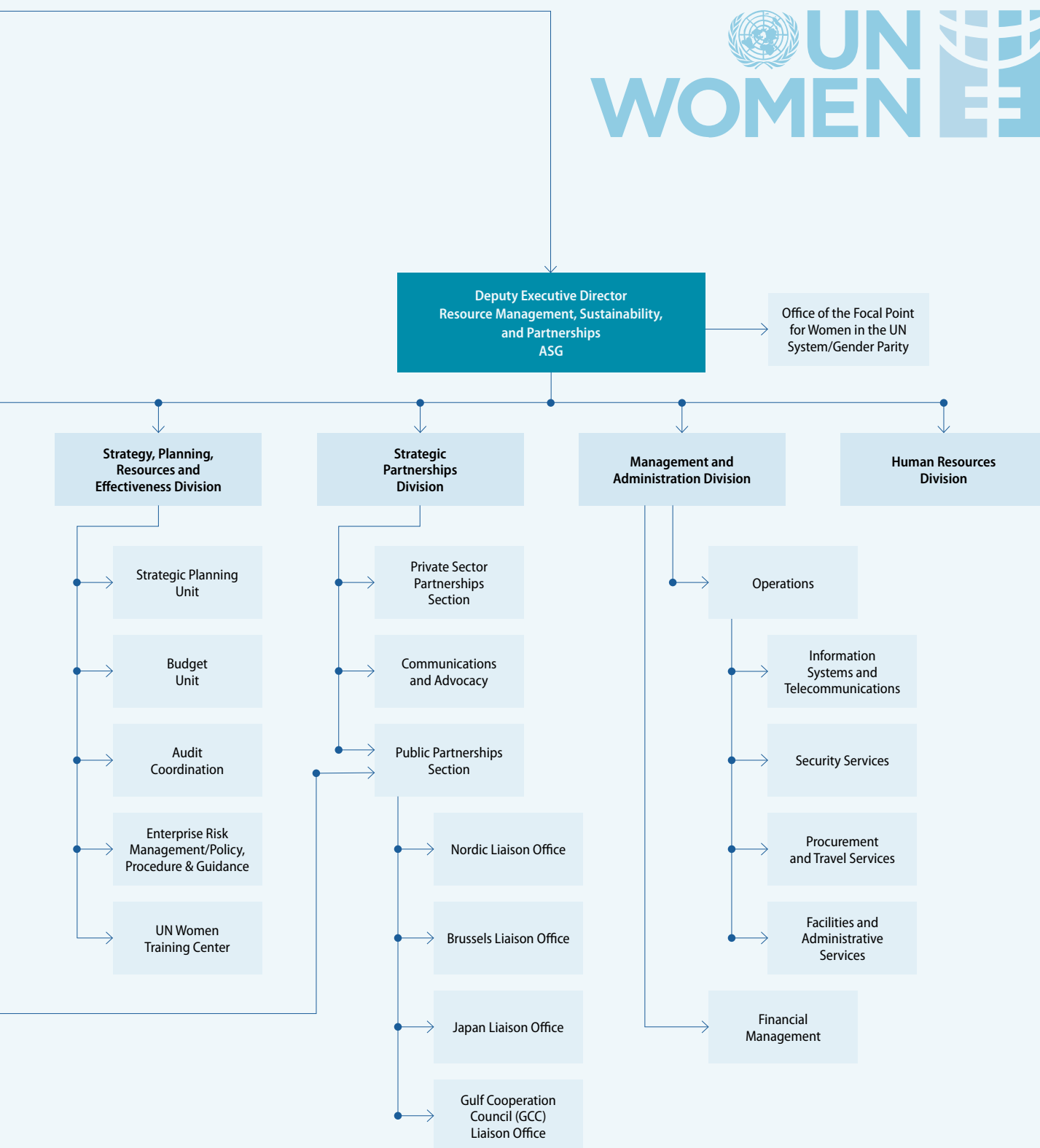
Julie Matatiken is the Senior Laboratory Technician at SOCOMEP, an enterprise that provides services for the Seychelles' largest industry – industrial tuna fishing. SOCOMEP stands out for its inclusion of women across all areas of the company's work and Julie works in Port Victoria both on the tuna fishing vessels, and at SOCOMEP's laboratory performing histamine and salt and organoleptic analysis on the samples.  
Photo: UN Women/ Ryan Brown

FIGURE 5: UN WOMEN'S ORGANISATIONAL STRUCTURE



Source: UN Women

Country Offices and other Presence





Operationally, UN Women's field presence remains a defining feature of its structure, with six ROs and 61 (multi-) COs and programming in 59 additional countries.<sup>11</sup> Its liaison offices in Abu Dhabi, Addis Ababa, Almaty, Brussels, Copenhagen, Geneva, Seoul, and Tokyo play an important role in engaging with donors and advancing partnerships, yet financial sustainability remains a challenge. The field presence accounts for 81% of the total workforce, reflecting an emphasis on localised engagement and program delivery. However, despite this distribution, decision-making authority remains concentrated at HQ, limiting the ability of COs and ROs to independently allocate resources, adapt programming, and drive impact. The structural disconnect between field operations and HQ-driven governance has been a recurring challenge, with efforts to decentralise authority under UN Women 2.0 progressing slower than anticipated.

The workforce composition further highlights UN Women's operational constraints. Of the 3,789 personnel, only 36% are staff members; the remaining 64% are engaged under other personnel categories, such as consultants and temporary contracts. This employment model, driven in part by budgetary uncertainty and a high reliance on non-core funding, has contributed to workforce instability, particularly in field settings where continuity and institutional memory are critical for long-term impact. High turnover and an over-reliance on short-term contracts have been flagged as operational risks, affecting programmatic consistency and implementation efficiency.

The Pivot to Regions and Countries initiative, first outlined in the Strategic Plan 2022-25, aims to decentralise decision-making, strengthen field presence, and rebalance resource allocation to achieve a 75:25 field-to-HQ ratio by 2025. Ongoing challenges, including delayed implementation and resource imbalances, continue to impact this goal.

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## FINANCES AND OPERATIONS

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The financial and operational landscape of UN Women reflects progress and persistent structural challenges, as evidenced by the latest financial data from 2023. Total revenue in 2023 reached USD 586.4 million, a 4.7% increase from 2022, reflecting modest growth in overall contributions. The constrained funding environment relies heavily on voluntary contributions. A constant imbalance between core and non-core funding limits strategic flexibility and reinforces project-based, short-term interventions rather than long-term institutional capacity-building.<sup>12</sup> The funding structure remains problematic: 71% of contributions are earmarked (Other Resources) and only 29% comes from Regular Resources, a proportion well below the 55% recorded at UN Women's inception in 2011.

The growth in regular resource funding (up 7%) in 2023 is a positive development, but foreign exchange gains rather than an expansion in donor commitments were behind it, multi-year commitments declined, with 34% of regular resources and 61% of other resources now committed on a multi-year basis compared to 40% and 65% in 2022. The USD 36 million regular resources funding gap against the USD 200 million institutional budget target remains a critical challenge, reflecting the ongoing struggle to secure predictable and sustainable core and flexible financing.

Programmatic expenditures reached a record USD 464 million in 2023, financial constraints notwithstanding, representing 84% of total spending. Investments in country and regional programmes also rose to USD 360.8 million, or 77.8% of total programme expenses, demonstrating a continued prioritisation of field-level impact. However, UN Women faces a USD 1 billion resource shortfall for 2024-25 to fully implement its Integrated Results and Resources Framework (IRRF) targets, raising concerns about the sustainability of ongoing initiatives.

Sectoral investments reflect strategic prioritisation but also highlight funding disparities across impact areas. The highest allocations went to Impact 4, Peace, Security, and Humanitarian Action and Ending Violence Against Women

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11. As per UN Women's CO typology, multi-country COs are a special type of CO, and are counted as COs.

12. UN Women, Executive Board Informal Briefing, Structured Dialogue on Financing, 7 August 2024.

(Impact 3), though both remained below their four-year target trajectories, reaching 36.5% and 39% of planned funding, respectively. Governance and Women's Political Participation (Impact 1) and Economic Empowerment (Impact 2) fared better, with investments reaching 44% and 48% of their four-year targets by 2023. This suggests a slower-than-expected financial commitment to crisis-response and protection and prevention efforts, even as demand in these areas has risen globally.

Efforts to diversify funding sources have yielded mixed results. Pooled funding mechanisms, seen as a means to reduce fragmentation and increase funding predictability, have seen fluctuating commitments; pooled contributions declined from USD 143 million in 2020 to USD 107 million in 2023. Similarly, Strategic Note (SN) funding, intended as a more flexible tool for country-level financing, remains underutilised despite an increase of 27% between 2021 and 2023. UN Women is piloting user-friendly SN brochures to improve engagement with donors, but whether this will translate into higher funding volumes remains uncertain.

Donor engagement to UN Women has remained strong: Germany, Finland, Switzerland, and the United States were the top contributors to regular resources in 2023. However, such a concentration of donors in a few countries providing the bulk of flexible funding poses a risk. Encouragingly, individual giving and contributions from national committees grew by 40% since 2018, bringing in USD 5.1 million in 2023, but these amounts remain marginal relative to overall financing needs.

Operationally, UN Women has continued to invest in strengthening financial and performance tracking systems, with tools like Quantum improving real-time expenditure monitoring. RMS data collection is more transparent, but FOs still face challenges in utilising these systems effectively, particularly where administrative capacity is limited. Compliance-heavy reporting requirements also remain burdensome, with staff in COs often required to manage multiple donor-specific reporting processes, reducing efficiency and detracting from program delivery. UN Women's financial sustainability remains an issue due to the slow progress in securing multi-year RR commitments and in reducing reliance on earmarked funding (Table 1).

**TABLE 1. UN-WOMEN REVENUE 2018-23 (USD MILLION)**

Indicator	2018	2019	2020	2021	2022	2023
Assessed resources	8.0	10.2	9.7	10.1	9.4	10.4
Regular resources	149.0	143.0	165.8	165.1	153.3	164.1
Other resources	235.3	357.5	373.2	381.2	382.7	388.3
Other revenue	12.4	16.9	15.3	14.1	14.4	23.6
Total revenue	404.7	527.4	563.9	570.4	559.8	586.4
Annual growth (%)		+ 30%	+7%	+1%	-2%	+4.7%

Source: UN Women, UNW/2024/7, Structured Dialogue on Financing the Results of the UN-Women Strategic Plan 2022-2025, 3 July 2024

## BUSINESS MODEL

UN Women's business model is shaped by its triple mandate, which combines normative advocacy, operational programming, and UN system coordination. This integrated approach distinguishes the entity from other UN agencies, yet it also creates structural and operational complexities that affect its ability to deliver results efficiently. The business model is designed to translate global gender equality commitments into actionable programs, but the interplay between these three mandates remains uneven. While the normative function is well established,

operational interventions are often constrained by resource limitations, and coordination efforts within the UN system remain inconsistent across regions and sectors.

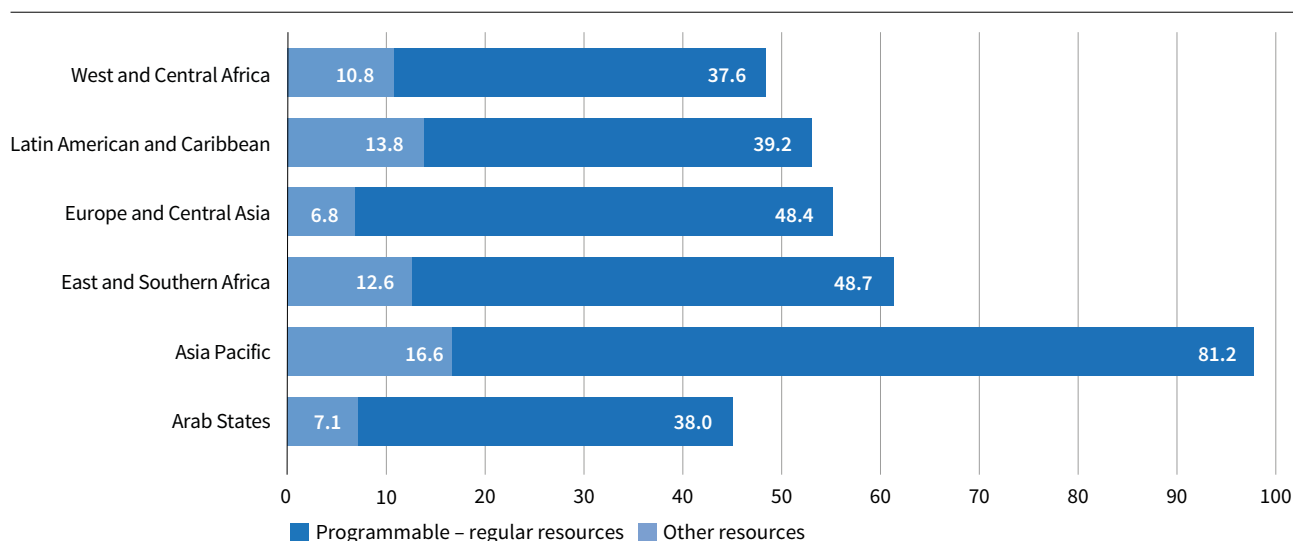
The operations cycle begins with high-level agenda setting through the Strategic Plan, which defines thematic impact areas and systemic outcomes aligned with international frameworks such as CEDAW and the Beijing Platform for Action. These commitments are then translated into regional and country-level strategies, where the entity engages with governments, civil society, and UN agencies to implement policy and programmatic interventions. However, ensuring coherence between the global strategy and local implementation remains a challenge, particularly in contexts where donor-driven funding shapes priorities more than corporate objectives. The reliance on non-core, earmarked financing often results in fragmented initiatives that do not always align with the broader strategic vision.

UN Women operates in over 100 countries and territories, with a presence in diverse political and socio-economic contexts.<sup>18</sup> Capacity disparities between headquarters, regional offices, and country teams create inconsistencies in delivery. The decentralisation push under UN Women 2.0 aims to strengthen field presence and decision-making autonomy, yet resource constraints and bureaucratic bottlenecks hinder full implementation. While some country offices have matured into strong operational hubs, others function with minimal staffing and limited influence over funding decisions. This imbalance raises concerns about whether the entity's operational arm can effectively complement its normative and coordination functions at the country level.

The financing model, which was inherited from its four legacy entities, is narrow and reflects the structural challenges of fulfilling a triple mandate.<sup>19</sup> With more than 70% of its funding coming from earmarked contributions, UN Women has limited financial flexibility to sustain long-term initiatives. Pooled funding mechanisms and catalytic investment strategies have been introduced to increase financial sustainability, but donor preferences for project-specific funding continue to restrict strategic planning. The entity's programming and partner selection processes have been refined under UN Women 2.0 to enhance alignment with corporate priorities, but these efforts face administrative inefficiencies, particularly in field settings where transaction costs are high.

Monitoring, reporting, and evaluation systems are embedded into the business model to track progress across all three mandates. The Results Management System (RMS) and Integrated Results and Resources Framework (IRRF) provide data to assess programmatic and financial performance, but challenges remain in ensuring that country-

**FIGURE 6: PROGRAMME EXPENSES BY REGION, 2023 (USD MILLIONS)**



Source: UN Women, UNW/2024/7, Structured Dialogue on Financing the Results of the UN-Women Strategic Plan 2022-2025, 3 July 2024



level reporting captures meaningful, outcome-level impact. Many country offices struggle with data collection due to limited technical capacity, and performance monitoring is often viewed as a compliance exercise rather than a strategic tool for learning and adaptation. The focus on standardising programmatic approaches aims to strengthen accountability, yet without improved linkages between financial resources and results, the effectiveness of these systems remains constrained.

As UN Women 2.0 seeks to optimise operations by decentralising decision-making, expanding partnerships, and improving financial efficiency, its implementation has been significantly delayed. The prolonged vacancy of both Deputy Executive Director positions for over a year has stalled key transformation efforts, limiting the entity's ability to drive change at scale. Without strong leadership to push forward reforms, decentralisation efforts remain largely conceptual rather than operational, and improvements in financial sustainability and strategic coherence have yet to be fully realised. While the ambition to enhance impact through UN Women 2.0 remains clear, the lack of momentum in execution raises concerns about whether the business model can be effectively adapted to meet the demands of its growing mandate. If these structural and leadership gaps persist, the transformation risks reinforcing existing inefficiencies rather than positioning UN Women as a more agile and effective entity.<sup>20</sup>

## UN WOMEN'S PERFORMANCE TRAJECTORY SINCE THE FIRST MOPAN ASSESSMENT

MOPAN previously assessed UN Women in 2014, using the MOPAN Common Approach methodology and the report was published in 2015. MOPAN conducted a second assessment in 2017-18 using the MOPAN 3.0 approach and the report was published in 2019.

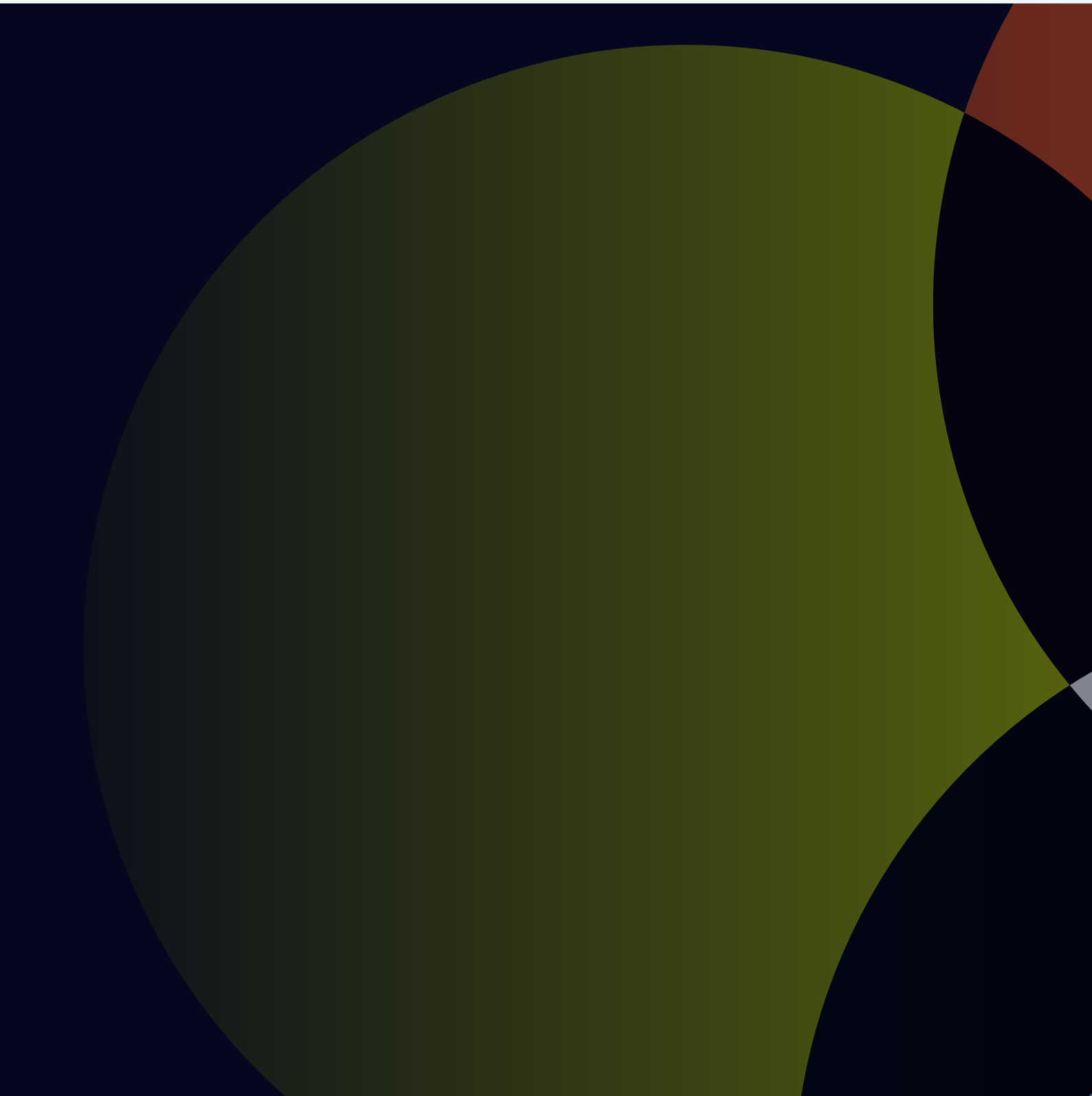
Table 2 presents the main findings from the 2014 and the 2017-18 MOPAN assessments of UN Women.

TABLE 2. MAIN FINDINGS FROM THE 2014 AND THE 2017-18 MOPAN ASSESSMENTS OF UN WOMEN

Performance Area	Assessment 2014	Assessment 2017-18
<b>Strategic Management</b>	Survey respondents perceived UN Women to be strong in its strategic focus on a clear mandate, its focus on cross-cutting priorities and results at the country level, and adequate in providing direction for the achievement of results. The document review ratings ranged from adequate to very strong.	<ul style="list-style-type: none"> <li>UN Women has a clear long-term vision for achieving its triple mandate, expressed in its strategic plans.</li> <li>UN Women's collaborative and comparative advantage in working with other UN entities is now clearer but overlaps remain.</li> <li>The restructuring of its HQ, regional and country architecture to strengthen field-level work is promising, but is still in progress and awaits a revised typology of the country level to complete its implementation.</li> <li>UN Women has introduced Flagship Programme Initiatives as a strategic partnership investment model and programming instrument, but these are not yet in universal use.</li> <li>Securing adequate core funding for its mandate and objectives has been challenging for UN Women since its launch, although it has steadily and considerably increased its budget. UN Women has been highly effective in its contribution to, and leadership of both normative and coordination work related to gender and the empowerment of women.</li> <li>The organisation also integrates human rights-based approaches well in its work. Although UN Women undertakes activities related to both climate change and governance, it has no specific policy on either, reducing the extent to which it systematically addresses them.</li> </ul>

Performance Area	Assessment 2014	Assessment 2017–18
<b>Operational Management</b>	<ul style="list-style-type: none"> <li>UN Women's practices and systems are considered adequate to strong in most areas of operational management: survey respondents rated the entity adequate for the predictability of resource allocation, results-based budgeting, use of performance information, management of human resources and delegation of authority. According to the document review, UN Women was rated strong for its financial accountability, use of performance information, performance-oriented programming, management of human resources, and delegation of authority.</li> <li>UN Women has adopted appropriate strategies and processes that take into account the need to provide senior management with performance information to make decisions, although it is still in the process of setting up a number of practices and policies. The transparency of the criteria for resource allocation was rated weak in the document review.</li> </ul>	<ul style="list-style-type: none"> <li>UN Women's operational management, financial systems and audit arrangements have improved significantly, although there remain some aspects where further work is required.</li> <li>The organisation is restructuring to increase decentralisation, efficiency and effectiveness, and new systems have been developed to improve financial and project management.</li> <li>Limited staff numbers and continuity at country level in relation to country requirements still poses challenges to continuity and capacity.</li> <li>The Resource Mobilisation Strategy is increasing non-core resources and reaching non-traditional donors, but weaknesses exist in its planning and implementation.</li> <li>There is also a mismatch between where donor funding is available and where money is needed. Although resources are allocated clearly, the criteria for allocating them to strategic priorities and to regions and countries are responsive rather than strategic. Project disbursements and donor contributions are now processed faster using the new management systems.</li> <li>UN Women's Results Management System allows for real-time tracking of resource allocation and delivery against outputs and outcomes at all levels. In January 2018 UN Women's internal audit function moved in-house.</li> </ul>
<b>Relationship Management</b>	<p>Overall, survey respondents considered UN Women to be adequate or strong in all areas of relationship management, including in supporting national priorities, adjusting procedures, using country systems, contributing to policy dialogue, harmonising procedures, and coordination on gender equality. The document review provided ratings of strong on supporting national plans and harmonising procedures.</p>	<ul style="list-style-type: none"> <li>UN Women engages effectively in relationship management, although some areas still need improvement.</li> <li>Operational and design tools are variable in their quality. There are weaknesses in the organisation's capacity assessment of regional and national partners, despite the centrality of capacity development to its work.</li> <li>Climate change, governance and human rights are not fully mainstreamed in the Country Strategic Notes.</li> <li>There is also variability in the extent to which partners are engaged with and consulted on Country Strategic Notes.</li> <li>UN Women has a stated intent to support sustainable interventions but does not have a well-defined approach or exit strategy.</li> <li>Procedural delays and bottlenecks remain, although the new systems are beginning to tackle these issues, and new risk management and mitigation systems are being rolled out.</li> <li>Partnerships are central to UN Women's work but vary in their effectiveness. The organisation's ability to enact positive partnerships at country level is variable and relies on significant input from HQ. Use of country systems is not clearly documented or incentivised.</li> </ul>

Performance Area	Assessment 2014	Assessment 2017–18
<b>Knowledge/ Performance Management</b>	Both the document review and survey respondents rated UN Women strong in evaluating results and adequate in presenting performance information and disseminating lessons learned.	<ul style="list-style-type: none"> <li>UN Women has recently introduced operational systems and strategic changes to strengthen the clarity of its focus on results, and there is now a strong organisational commitment to RBM.</li> <li>The IRRF is based on the newly developed organisational ToC; outputs and outcomes are linked in a results chain, and all HQ and field-level work plans, results, budgets and expenditures are linked to this. However, there is a lack of baselines and targets in country programmes, and there are weaknesses in monitoring and data collection.</li> <li>Although senior management has a clear vision for achieving results, this vision is not always shared by other parts of the organisation. UN Women has an independent evaluation function, with an evaluation policy that clearly sets out principles for both corporate and decentralised evaluations. There is also evidence of the use of lessons learned from evaluations in both the strategic plans and in field offices.</li> <li>Published reports track performance against impact area indicators, marking areas that are both on and off track. UN Women demonstrates its commitment to public accountability by disclosing all evaluation plans, reports and management responses/action plans through the web-based and publicly accessible UN Women Evaluation Resource Centre. Adequate funding is an identified risk, however.</li> <li>Funding levels have fluctuated over time and have not been sufficient to meet the evaluation policy target.</li> </ul>
<b>Results</b>	The MOPAN assessment found that UN Women's work is relevant, particularly in terms of pursuing results that are in line with its mandate and functions and with global trends and priorities in the development field. The rationale for the creation of UN Women remains valid (e.g. one of the main reasons for the creation of UN Women was the need for leadership on gender equality at the global level). Survey respondents concurred on the relevance of UN Women's key areas of work, noting particularly the relevance of its work in the areas of women's economic empowerment, women's political participation, and ending violence against women.	<ul style="list-style-type: none"> <li>UN Women has made notable contributions to improving gender equality and the empowerment of women through its normative, coordination and technical assistance work.</li> <li>At global level, there is positive evidence of UN Women's influence on international discourse, standards and a range of national policies through its coordination and normative roles.</li> <li>From the evaluations assessed, there is evidence that UN Women is becoming more effective in delivering normative results at country level.</li> <li>Country portfolio evaluations have found that development objectives were broadly achieved, but results were not clear. This is partly due to weak RBM systems which limited the assessment of results at country level. Evidence on the sustainability of benefits is mixed.</li> <li>There is a need for a longer-term vision, systematic planning and adequate resourcing to achieve longer lasting and transformative changes. There are also system, resource and operational constraints on the delivery and assessment of results at country level.</li> </ul>



# CONCLUSIONS AND CONSIDERATIONS FOR THE FUTURE







#### Indonesia: Safe Cities – preventing violence at a neighbourhood level

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Kalyanamitra, a women's rights NGO and partner for the Safe City pilot programme in Indonesia, carries out a number of activities in the neighborhood such as community discussions and training for village authorities on the prevention of violence against women and girls.

The Prumpung area was selected along with two other sites in Jakarta for the initiative, due to high prevalence of violence, including gender-based violence in the neighbourhoods. According to the National Women's Commission, there were over 250,000 cases of violence against women and girls reported in Indonesia in 2016. Photo: UN Women/Ryan Brown

## UN WOMEN'S ROLE IN THE GEWE AGENDA AND THE SDGS

**As the key agency for SDG 5, UN Women is tasked with advocating for women's rights and driving progress towards eliminating gender inequalities across political, economic, and social spheres.** This involves translating international frameworks like CEDAW and the Beijing Declaration into actionable strategies that can be implemented at national, regional and global levels. UN Women's ability to achieve results must be viewed in the context of global progress towards women's empowerment and gender equality, as measured by the SDGs. Despite efforts, as demonstrated by work on gender data and statistics, **gender equality remains a global challenge, with SDG 5 targets far from being fully achieved.** This raises questions whether the assumptions underlying UN Women's ToC used as part of programming and strategic planning remain valid. For instance, projections suggest that gender parity in parliaments might not be attained before 2063, with significant disparities persisting in economic empowerment and safety from violence. Several reviews<sup>1</sup> have analysed the UN system's capacity to deliver gender equality results to which UN Women is responding in line with its coordination mandate.<sup>2</sup> UN Women's high-profile initiatives such as Generation Equality and Gender Equality Accelerators aim to generate new commitments from governments and stakeholders, translating them into practical changes on the ground. **The entity's role in platforms like the CSW helps elevate discussions on gender equality within international policy forums,** reinforcing the importance of integrating gender considerations into various development agendas.

## CONCLUSIONS OF THE ASSESSMENT

**This MOPAN assessment of UN Women paints a picture of an entity that has matured significantly in recent years with uneven progress as prolonged leadership vacancies** have limited the functioning of several management committees and have been detrimental to accelerating needed reforms.<sup>3</sup> The Strategic Plan 2022-25 articulates a comprehensive vision centred on achieving gender equality and addressing the root causes of inequality across four thematic areas -- governance and participation in public life, WEE, ending violence against women and girls, and WPS, humanitarian action, and disaster risk reduction – that reflect the entity's normative commitments and have helped anchor UN Women's work in countries. Moreover, the entity has played a significant role in ensuring that gender equality and women's empowerment is understood as a shared agenda across all UN entities. UN Woman's engagement within the humanitarian-development-peace nexus has become increasingly significant, especially as a recent member of the IASC. By highlighting gender-specific impacts in crisis situations through gender alerts, for example, UN Women works to ensure that gender perspectives are considered during humanitarian responses. The efforts span disaster risk reduction, peacebuilding, and promoting women's leadership in conflict and post-conflict contexts, among others. Integrating gender considerations into these sectors is critical for making sure to leave no one behind and for supporting women's participation in peace processes to rebuild peace after conflict. Other UN entities positively acknowledged UN Women's role in gender integration and valued its advocacy tools and collaborative initiatives, especially in areas like economic justice and disaster risk reduction. However, the challenges of balancing numerous priorities in diverse areas such as environmental sustainability, health, governance, and humanitarian action highlight the complexity of UN Women's mandate and its resource allocation (Box 4).<sup>4</sup>

1. Dalberg Advisors, Independent Review of the UN System's Capacity to Deliver on Gender Equality: Final Report (2023); and "The UN System-wide gender equality acceleration plan: pivoting the United Nations to effectively deliver for women and girls" (2024).

2. UN Women, UN Women Coordination Strategy 2024, November 2023.

3. Joint Inspection Unit, JIU/REP/2024/1, Review of management and administration in the United Nations Entity for Gender Equality and the Empowerment of Women (UN-Women), Geneva, 2024.

4. Joint Inspection Unit, JIU/REP/2024/1, Review of management and administration in the United Nations Entity for Gender Equality and the Empowerment of Women (UN-Women), Geneva, 2024

#### Box 4. Main strengths and areas for improvement

##### Main strengths

- The results structure of SPs and their alignment with relevant global frameworks in support of a well-articulated vision improved, and UN Women's vision is well understood by its primary stakeholders.
- Resource allocation and alignment with strategic priorities was optimised through the BRC, the BAC, and the QBR process, which covers the country, regional, and global level. The Quantum Enterprise Resource Planning systems supports real-time financial tracking while the RMS improves monitoring and evaluation.
- UN Women led inter-agency collaboration, reinforcing gender equality integration across the UN system through frameworks like UN-SWAP. Policy advocacy through high-level engagements, particularly through the CSW, remains a priority.
- Addressed previous gaps in the results framework, ensuring clearer linkages between activities and outcomes. Increased accountability and transparency through the Transparency Portal, offering real-time financial and programmatic data.
- UN Women played a catalytic role in advancing SDG 5 (Gender Equality) and embedding gender considerations across multiple SDGs. It directly contributed to gender-responsive legal reforms, enhancing protections against gender-based violence and increasing women's political participation.

##### Areas for improvement

- 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 organisation's ability to scale its impact.
- Operational bottlenecks in procurement and finance have contributed to lower delivery rates. Decentralisation efforts have been slow, with decision-making authority still concentrated at HQ and the shift toward a more field-based workforce ongoing.
- UN Women has established some initial structures and incentives to support the utilisation 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 inconsistencies and limited incentive mechanisms for gender mainstreaming.
- 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.
- 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 of UN Women remain fragmented and overly reliant on short-term, donor-driven projects, making it difficult to sustain systemic change.



## CONSIDERATIONS AND FUTURE TRAJECTORY

**Based on the findings of the assessment, UN Women faces a critical juncture in its institutional evolution as it prepares to present its Strategic Plan 2026-29.** The Quadrennial Comprehensive Policy Review of Operational Activities for Development of the United Nations System (QCPR) will play a pivotal role in shaping its direction, guiding reforms to strengthen operational efficiency, financial sustainability, and programmatic coherence. The entity operates under significant pressure from its governing bodies that are increasingly focused on funding stability, field-level impact, and institutional reform. EB discussions highlight the need for a more agile, decentralised, and financially resilient UN Women, capable of delivering sustainable results while effectively positioning itself within the broader UN reform agenda.

Moreover, as pointed out by the JIU, discussions on the gender equality architecture of the UN are ongoing at several levels.<sup>5</sup> UN Women must urgently address financial, structural, and operational challenges to maintain its global leadership in gender equality. The full articulation of UN Women's offer of UN coordination services at the UN country team level in response to the immediate future will be important.<sup>6</sup> There is a growing body of evidence, including system-wide evaluations on the Spotlight Initiative and the new generation of UN country teams, that can provide inputs to the organisation.<sup>7</sup> The success of UN Women 2.0, the Strategic Plan 2026-29, and future governance decisions will determine the entity's ability to drive impact at scale.<sup>8</sup> Aligning resources with strategic priorities, expanding partnerships, and strengthening field-level capacity will be critical in ensuring that UN Women has an chance to deliver transformative change in the years ahead.

- **Enhancing Organisational Agility to Respond to Emerging Global Challenges:** UN Women operates in an increasingly complex global landscape, marked by climate change, humanitarian crises, and geopolitical instability. While it has strengthened its engagement in humanitarian action and gender-responsive climate policies, the institutional capacity to scale and integrate these initiatives within core programming remains limited. The forthcoming Strategic Plan 2026-29 must outline clear pathways for UN Women to adapt to emerging policy challenges, ensuring that gender equality remains central to broader global governance reforms.
- **Enhancing Financial Stability and Sustainability:** UN Women's persistent reliance on non-core, earmarked funding creates structural vulnerabilities hindering long-term planning and sustainability. While total contributions have increased, regular resources remain insufficient, limiting flexibility. UN Women should explore mechanisms to facilitate and incentivise flexible funding, for instance through better use of thematic trust funds and SN-level contributions. Member states must prioritise increasing core and flexible funding, expand pooled financing mechanisms, and explore multi-year funding models.
- **Accelerating Decentralisation for Greater Field Impact:** UN Women's workforce is largely field-based but decision-making remains highly centralised at HQ in New York. The delays in implementing UN Women 2.0's decentralisation agenda have further highlighted these issues. The recent year-long vacancy in the DED positions delayed structural reforms, underscoring the need for a more agile leadership and governance model. Future governance dialogues should emphasise a clearer delegation of authority, greater autonomy for ROs and COs, and stronger field-level accountability mechanisms.

5. Joint Inspection Unit, JIU/REP/2024/1, Review of management and administration in the United Nations Entity for Gender Equality and the Empowerment of Women (UN-Women), Geneva, 2024.

6. UN Women, UN Women Coordination Strategy 2024, November 2023.

7. UNSDG System-Wide Evaluation Office, System-Wide Evaluation of the Spotlight Initiative, 2024 and on-going System-Wide Evaluation on the progress towards a new generation of UN country teams.

8. UN Women, UNW/2024/2 Report of the USG/ED of the United Nations Entity for Gender Equality and the Empowerment of Women on progress made on the Strategic Plan 2022-2025, 16 April 2024.

- **Expanding and Diversifying Partnerships:** The role of UN Women in UN system coordination, civil society engagement, and private sector collaboration has evolved, but strategic partnerships remain underutilised as a resource mobilisation tool.<sup>9</sup> The Generation Equality<sup>10</sup> demonstrated the entity's convening power, yet translating these commitments into long-term funding and scalable programming has been inconsistent. To maximise impact, governance discussions should focus on expanding private sector engagement, leveraging blended finance models, and strengthening multi-stakeholder partnerships. The organisation has pursued partnerships with the IFIs and work has been done on articulating their unique value add. Efforts should be intensified within the areas identified, including joint analytical work and strategic advice, joint data curation, country-level technical cooperation, capacity development and convening.
- **Aligning Strategy with Resources and Performance Data:** The IRRF has provided a structured approach to linking resources to results, yet resource allocation remains disconnected from strategic priorities at the field level. COs struggle to align SNs and corporate expectations, leading to fragmented implementation. Strengthening results-based budgeting and improving data-driven decision-making will be essential in ensuring that financial and human resources are allocated efficiently to priority areas. A recalibration of performance indicators and measurement frameworks could enhance strategic alignment and accountability.
- **Addressing Structural Barriers to Monitoring, Evaluation, and Learning:** Despite improvements in RBM, evaluation culture, and performance tracking tools, persistent gaps exist in data quality, timeliness, and field-level monitoring. Limited evaluation coverage, selection biases in case studies, and recurring recommendations on the same issues in evaluations, thus raising concerns about whether lessons are systematically prioritised and acted upon, diminish UN Women's ability to adapt programming effectively. Decision-makers should prioritise investments in evaluation capacity, streamline reporting requirements, and enhance accountability for integrating findings into strategic planning.

9. Update on International Financial Institutions (IFIs), UN Women Executive Board, February 2023.

10. UN Women, Generation Equality Accountability Report 2023, New York, 2023.



**Moldova-Romania Border: People fleeing the military offensive in Ukraine**

Tatiana Costei (right), 32, is a member of the non-profit organization Junior Chamber International (JCI) Ungheni and a volunteer at the Sculeni border crossing between the Republic of Moldova and Romania. She is preparing coffees, teas, and sandwiches at a tent set up for refugees. Photo: UN Women UN Women Moldova

# DETAILED LOOK AT FINDINGS







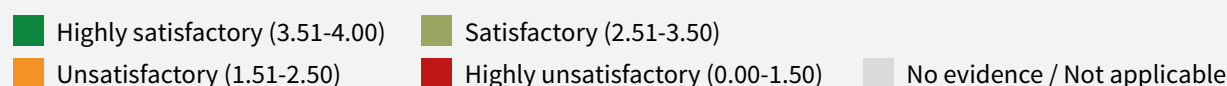
#### **Brazil - For adolescent girls in Brazil, 'One Win Leads to Another'**

The girls on this basketball team in Mangueira range in age from 10 to 14 and come from different neighbourhoods, schools and backgrounds. Playing together, they have bonded as a team and as friends.

Using sport as a tool to reduce gender inequalities and develop self-esteem and life skills among adolescent girls, 'One Win Leads to Another' aims to reach 2,500 girls and is now active in almost 20 Olympic Villas in Rio de Janeiro. Photo: UN Women/Gustavo Stephan

This chapter provides a more detailed assessment of UN Women’s performance across the five performance areas – strategic management, operational management, relationship management, and performance management and results – and the KPIs that relate to each area, accompanied by their score and rating.

FIGURE 7. MOPAN 3.1 PERFORMANCE SCORING AND RATING SCALE



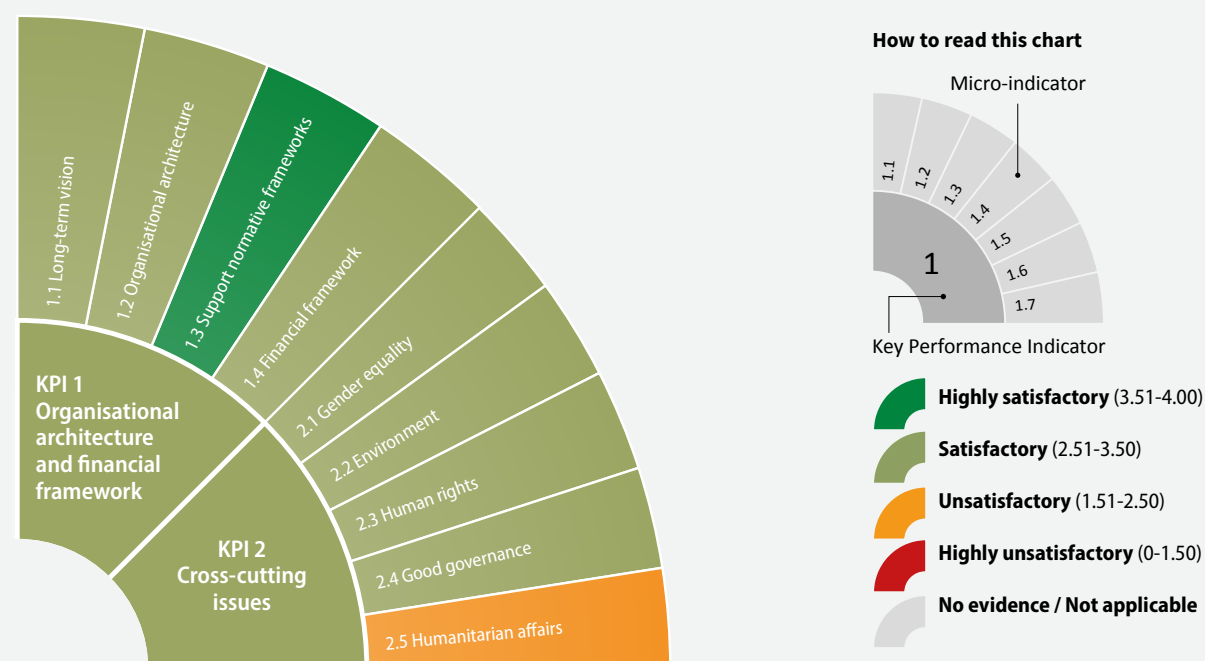
Assessment key findings draw on information from the three evidence sources (document reviews, interviews and a partner survey – see Chapter 4 for more information). Further analysis per micro-indicator and detailed scoring can be found in Annex A, while the full survey results are included in Annex C. For the full list and citation details of the documents referred to, please see Annex B.

## ORGANISATIONAL EFFECTIVENESS

### STRATEGIC MANAGEMENT

*Clear strategic direction geared to key functions, intended results and the integration of relevant cross-cutting priorities*

FIGURE 8. KEY FINDINGS ON UN WOMEN’S STRATEGIC MANAGEMENT



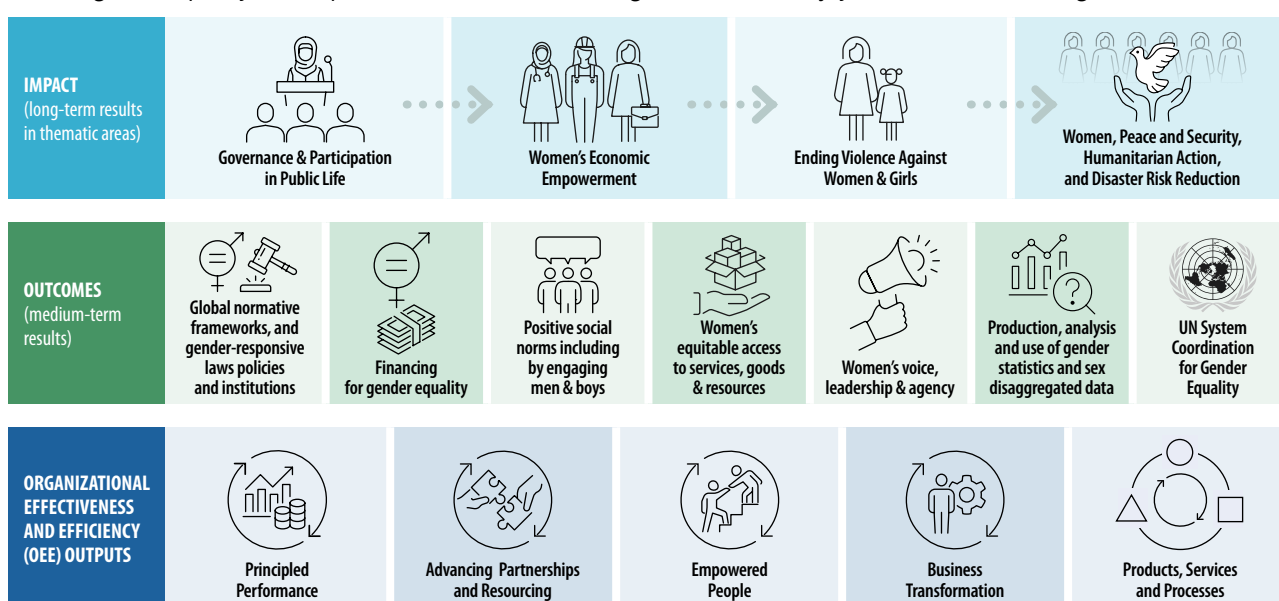
**UN Women has sharpened its strategic vision and accountability systems, but stalled change management and resource flexibility hinder its ability to fully deliver transformative and consistent results across global, regional and country levels.** While enhanced planning frameworks have improved coherence and accountability, delays in decentralisation, resource flexibility, and operational consistency across regions continue to challenge its ability to fully translate strategic priorities into transformative outcomes.

**UN Women excels in driving global gender equality frameworks, but the inconsistent application of tools and reliance on donor-driven funding constrain its capacity to scale and sustain impactful initiatives.**

The entity has positioned itself as a leader in integrating gender equality into global policy and cross-sectoral frameworks, demonstrating strong normative influence and co-ordination capacity. However, the inconsistent application of gender tools, limited capacity to scale initiatives, and dependence on donor-driven funding hinder its ability to achieve sustained, systemic impact.

FIGURE 9: STRATEGIC PLAN VISION

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



Source: UNW/2021/6 United Nations Entity for Gender Equality and the Empowerment of Women (UN-Women), Strategic Plan 2022-2025

**KPI 1: Organisational architecture and financial framework enable mandate implementation and achievement of expected results**

Satisfactory	3.28
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UN Women has demonstrated substantial progress in strengthening its strategic vision and aligning it with its triple mandate of normative, operational, and co-ordination functions. The 2022-25 Strategic Plan marked a significant improvement in clarity and structure from previous iterations, with its four thematic impact areas and seven integrated outcomes addressing the root causes of gender inequality in a more systematic and cohesive manner. This alignment has reinforced the organisation's role in promoting accountability for gender equality within the UN system and translating global normative frameworks, such as CEDAW and the Beijing Platform for Action, into actionable outcomes.

The introduction of the RMS and the planning, monitoring, and reporting policy in 2023 have further strengthened strategic planning and performance monitoring. These tools have enabled UN Women to track progress toward its integrated outcomes, ensuring greater alignment of resources with results. However, while these frameworks have improved coherence at the strategic level, the organisation continues to face challenges in ensuring that regional and country-level initiatives fully align with its overarching global vision. Fragmented knowledge sharing and limited co-ordination mechanisms have contributed to an uneven implementation of the strategic plan across its decentralised structure.

Decentralisation remains an area of partial progress. Efforts under the UN Women 2.0 agenda aimed to strengthen field presence and empower COs, but resource constraints and structural bottlenecks have hindered the full realisation of these objectives. Between 2018 and 2022, while field positions increased, the proportion of institutional staff positions at HQ remained static at 35%, highlighting ongoing limitations in redistributing decision-making authority and operational capacity to the field. The sustainability of COs remains a pressing issue, exacerbated by funding gaps and a reliance on non-core, donor-driven resources that limit the organisation's flexibility.

UN Women has also made strides in enhancing decision-making and risk management processes. The introduction of the BRC has improved the monitoring of risks and the relevance of strategic objectives, fostering a more structured approach to planning and implementation. However, stakeholders continue to emphasise the need for clearer accountability structures to mitigate the challenges posed by a “shared leadership” culture and streamline internal processes. The organisation's ability to balance its focus on innovation with the stabilisation of ongoing initiatives remains a critical tension that affects its ability to embed new projects sustainably.

Another strength lies in UN Women's ability to leverage its comparative advantage within the UN system. The organisation's technical expertise and its capacity to activate civil society partnerships, particularly through initiatives like the CSW, distinguish it from other entities. However, survey data reveals that this comparative advantage is not consistently understood or reflected at regional levels, indicating the need for more targeted efforts to enhance coherence and visibility across its global operations.

Despite these challenges, UN Women's commitment to learning and adaptation has been evident through its regular reviews, including mid-term assessments, and the incorporation of lessons learned into subsequent strategic plans. These efforts have enabled the organisation to refine its priorities and respond to emerging needs, ensuring that it remains a central actor in the global pursuit of gender equality and women's empowerment. By addressing the structural and financial barriers that limit its operational coherence and decentralisation, UN Women can further strengthen its capacity to deliver transformative change.

## **KPI 2: Structures and mechanisms support the implementation of global frameworks for cross-cutting issues at all levels, in line with the 2030 Sustainable Development Agenda principles**

**Satisfactory**

**2.97**

UN Women has aligned its strategies with global frameworks for gender equality, human rights, humanitarian affairs, and environmental sustainability, reinforcing its leadership as a normative and operational actor within the UN system. Its ability to integrate gender-responsive approaches into governance, humanitarian action, and disaster risk reduction reflects a deep commitment to addressing structural inequalities. Collaboration with key partners, such as WHO, UNDP, and WMO, has strengthened its influence in promoting gender accountability across diverse sectors. This co-ordination, paired with its efforts to mainstream gender considerations into frameworks like the SDGs and the Sendai Framework for Disaster Risk Reduction, has positioned UN Women as a key advocate for systemic change.

The entity's focus on advancing gender equality and human rights through both normative and operational work has yielded tangible results, particularly in promoting women's political participation, addressing violence against women, and embedding gender equality into humanitarian response frameworks. Its emphasis on integrating gender-responsive approaches into disaster risk reduction and climate resilience projects highlights its growing recognition of the intersection between gender and environmental sustainability. However, efforts in these areas remain constrained by a reliance on donor-driven funding, limiting the organisation's ability to embed these considerations systematically across all programming areas. Challenges remain in translating high-level normative commitments into consistent and measurable outcomes, particularly at the regional and country levels. Resource constraints,



combined with the complexities of co-ordinating with multiple actors, have resulted in unevenly implemented gender-focused strategies.

UN Women's co-ordination mandate is central to its work but faces operational challenges. The integration of gender-responsive approaches into broader UN system initiatives is improving but still requires greater consistency, particularly in sectors like environmental sustainability and innovation. Nonetheless, UN Women's active engagement in interagency processes has reinforced its normative leadership, with survey data consistently highlighting its role as a trusted advocate for gender equality. UN Women's advocacy often focuses on polarising issues like gender identity and sexual and reproductive health rights. While principled, this approach has generated friction with member states divided on these issues, reducing the organisation's ability to build consensus in a highly polarised environment. Underlying these thematic challenges are deeper structural and operational inefficiencies. Donors have praised UN Women's ability to deliver results despite its relatively small size but have also highlighted issues with fragmented coordination and uneven engagement at the field level.

UN Women's role in humanitarian affairs has expanded, with gender accountability frameworks and advocacy tools ensuring that gender considerations have greater visibility in crisis response. Mechanisms like the Women's Peace and Humanitarian Fund (WPHF) exemplify its ability to empower grassroots organisations and amplify women's leadership in peacebuilding and humanitarian contexts. The organisation has successfully promoted women's leadership in humanitarian settings and collaborated with other agencies to integrate gender into planning and delivery mechanisms. While these initiatives have been impactful, stakeholders note the need for more consistent leadership in high-stakes crises and better alignment of field-level efforts with global strategic priorities. The organisation's dual role as both an operational actor and an advocacy body has created some tensions with local CSOs, which also compete with UN Women for resources. These dynamics necessitate a more refined collaborative strategy that balances advocacy with operational ambitions.



**Guatemala:  
A house of art and  
memories seeks to  
bring closure**

At least 200,000 people, mostly indigenous, have been killed or disappeared in the 36-year-long armed conflict between the military and guerrilla groups.

Rosalina Tuyuc Velásquez, a human rights activist and co-founder of a widows association, has spearheaded the construction of a memorial for victims of the conflict in Comalapa. It's called the "Center for the Historical Memory of Women".

Photo: UN Women/  
Ryan Brown

### Box 5. Geneva Liaison Office

The UN Women Geneva Liaison Office was inaugurated on 6 October 2016 to strengthen the organisation's presence in Geneva and enhance its influence on intergovernmental decision-making processes. The office bridges normative advocacy with field-level implementation, focusing on human rights, humanitarian affairs, and disaster risk reduction. From its inception, the Geneva Office prioritised influencing intergovernmental processes, strengthening UN coordination for gender equality, and fostering partnerships to support the gender-responsive implementation of the 2030 Agenda for Sustainable Development. While these efforts underscore the office's normative strengths, its effectiveness has been hindered by structural challenges and resource constraints.

Several change management processes, most recently during 2022-23, have aimed to address some of these challenges. The appointment of a director-level position in 2023 signalled a commitment to stronger leadership, while UN Women's acceptance into the IASC framework enhanced its visibility in humanitarian affairs. However, these advancements have been tempered by persistent capacity gaps, including an over-reliance on short-term staffing and delayed recruitment processes. These systemic issues have limited the Geneva Office's ability to fully operationalise its mandate and meet stakeholder expectations.

In human rights, the Geneva Office plays a pivotal role in embedding gender equality into international frameworks, working closely with bodies like the Human Rights Council (HRC) and the CEDAW. It provides technical expertise to align resolutions with gender perspectives and supports the implementation of CEDAW recommendations. However, challenges in collaboration have emerged. Stakeholders have expressed concerns about instances where UN Women overstepped procedural boundaries, such as attempting to influence draft recommendations directly. Despite efforts to amplify its presence, UN Women's engagement in the HRC has been inconsistent, with stakeholders noting a lack of sustained participation in negotiations. These dynamics reflect a missed opportunity for the Geneva Office to assert its normative leadership more effectively in one of the world's most influential human rights platforms.

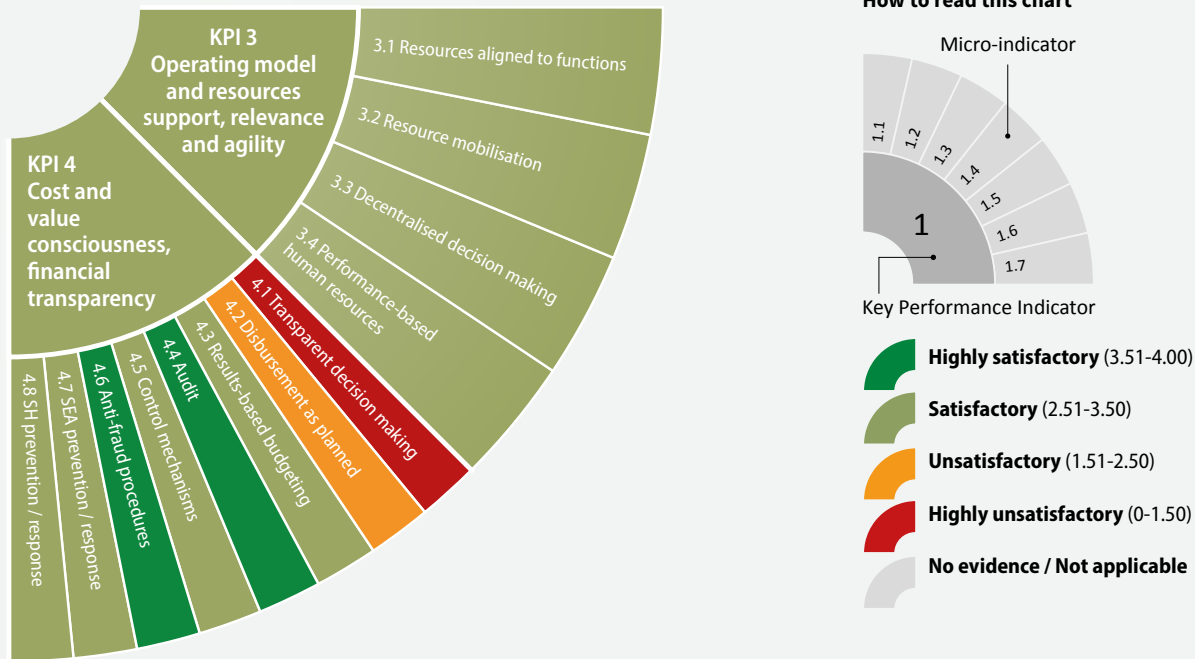
In the humanitarian domain, the Geneva Office has made strides in leveraging its IASC membership to influence gender-responsive humanitarian strategies. Tools like the Gender Accountability Framework have enabled it to advocate for the integration of gender considerations into coordination and programming, particularly in areas such as gender-based violence interventions and livelihood programming. However, operational inconsistencies persist. Feedback from partners highlights a lack of proactive engagement and limited visibility in high-stakes forums. UN Women's field-level contributions are often constrained by resource limitations, reducing its ability to deliver on its normative commitments.

The office's work in DRR has similarly been marked by both achievements and limitations. Collaborations with the World Meteorological Organization and the UNDP have yielded impactful initiatives, such as the development of gender-responsive risk profiles for the Caribbean and the Gender Action Plan for the Sendai Framework. While these efforts demonstrate the office's technical expertise, stakeholders have emphasised the need for greater innovation. Additionally, its visibility in climate negotiations has drawn criticism for failing to translate strong normative advocacy into actionable outcomes. Some respondents have pointed out that while UN Women plays a prominent role in events like COP Gender Day, its contributions often remain siloed, limiting their impact on broader climate policies.

OPERATIONAL MANAGEMENT

Assets and capacities organised behind strategic direction and intended results to ensure relevance, agility and accountability.

FIGURE 10. KEY FINDINGS ON UN WOMEN'S OPERATIONAL MANAGEMENT



**UN Women has made progress in aligning its structure with strategic priorities, yet sustainability challenges and resource imbalances continue to hinder the full implementation of announced change management efforts.** While the RMS has expanded non-core revenue and private sector partnerships, the ongoing reliance on a limited donor base, gaps in regular resources, and fragmented HR capacity constrain the entity's ability to fully integrate funding, staffing, and decision-making at all levels.

**UN Women has strengthened financial governance through enhanced transparency mechanisms, structured disbursement policies, and real-time financial tracking; however, resource allocation efficiency and decentralised oversight and planning capacity remain limited.** Audits confirm strong financial compliance, but gaps in absorptive capacity and resource allocation to oversight functions hinder full implementation of internal controls and audit recommendations. Despite clear policies on fraud prevention, SEA, and sexual harassment, limited evidence of dedicated resources for field-level implementation constrains the entity's ability to systematically monitor and enforce protections at all operational levels.

KPI 3: Operating model and human and financial resources support relevance and agility

Satisfactory	2.80
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UN Women demonstrates moderate alignment of its organisational structure with strategic priorities, as evidenced by UN Women 2.0, although challenges in decentralisation and resource reallocation continue to hinder full implementation of these efforts. Some progress has been made in aligning its staffing structures with strategic plan

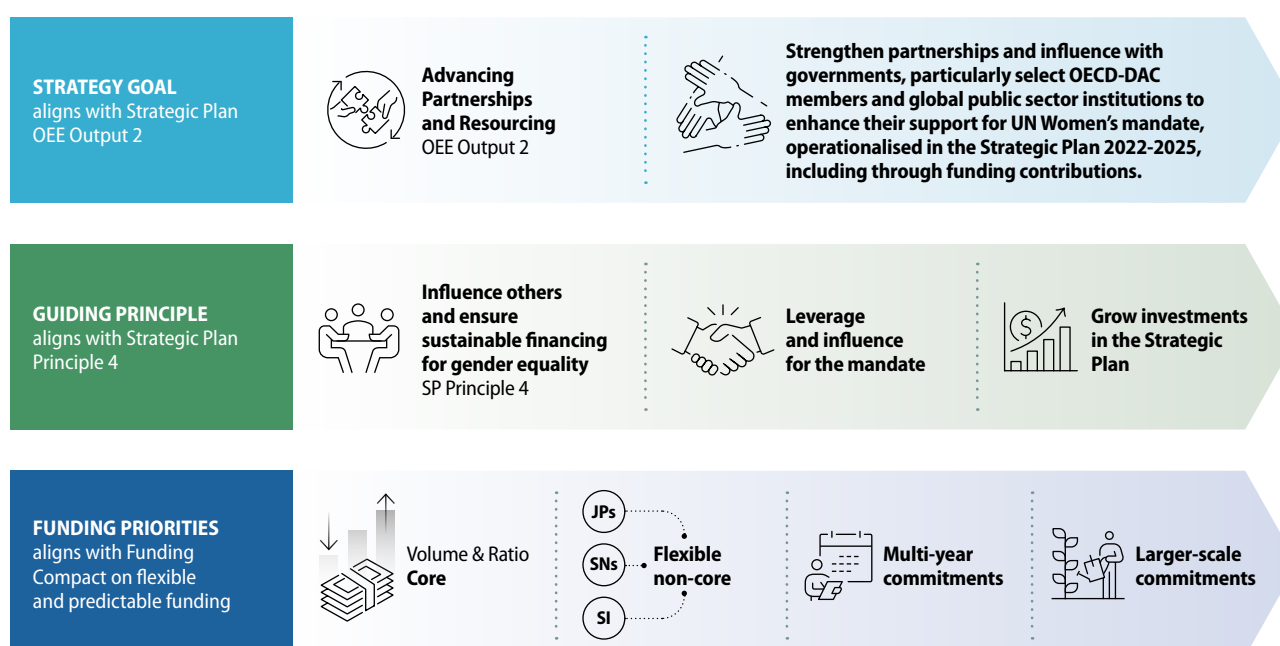
FIGURE 11: MULTI-YEAR STRATEGIC PLANNING FRAMEWORKS



Source: UN Women, Planning, Monitoring and Reporting Policy, 10 October 2023

requirements, for instance as part of the Pivot to Regions and Countries initiative. However ongoing challenges, including delayed implementation and resource imbalances, continue to impact overall alignment. UN Women's approach to resource allocation reflects tangible efforts to align funding with strategic priorities, as demonstrated by the recent establishment of the BAC to guide resource distribution. The Presence Governance Framework provides a foundation for office typologies, yet lacks a fully integrated funding strategy, resulting in some resource misalignment and uneven support for key positions. Increasing reliance on non-core resources also presents challenges in providing a fully integrated funding strategy and increases the complexity in budget governance.

FIGURE 12: PUBLIC PARTNERSHIPS &amp; RESOURCE MOBILISATION STRATEGY VISION



Source: UN Women, Strategy for Public Partnerships and Resource Mobilization 2023-25



UN Women's Resource Mobilisation Strategy aligns with the strategic plan by prioritising diversification of funding, increased flexibility in non-core resources, and innovative financing approaches. It lays out an agenda aimed at the diversification of funding through partnerships with the private sector, IFIs, and non-traditional partners, such as philanthropists and influencers. In 2023, 193 partners contributed to UN Women, up from 191 in 2022.<sup>1</sup> It further sets out a focus on innovative financing mechanisms like gender bonds, public-private partnerships, and thematic financing windows, all aimed at mobilising resources for gender equality and women's empowerment while driving national-level financing and influencing global development agenda. There are clear objectives to attract other high-quality resources that are predictable, timely and flexible. These include multi-year funding towards thematic initiatives, and the direct funding of multi-year SNs and annual work plans at the country and regional levels. While the strategy has driven growth in non-core revenue and strengthened private sector partnerships, continued reliance on a limited donor base alongside persistent funding gaps in regular resources highlights areas where alignment with strategic priorities could be further improved.<sup>2</sup>

The 2022 report on internal audit and investigation highlights key areas still requiring attention and points to other functional areas where UN Women is more robust. The largest number of audit recommendations included programme and project management, procurement management, strategic priorities and implementation, and organisational structure, authority, capacity and reporting lines. Key areas with the fewest recommendations included financial management, data management, risk management, and governance and oversight (Figure 10).

The comprehensive Delegation of Authority framework and the Pivot to Regions and Countries initiative have made some progress in empowering ROs and COs with greater decision-making autonomy. However, an ongoing disconnect between HQ and field staff remains, with an inconsistent application of policies and limited capacity for effective decision-making at the local level. More integrated guidance, a clearer articulation of business processes for managing resources, enhanced capacity building, tailored local solutions, and greater field representation in decision-making are all needed.

**TABLE 3. UN WOMEN TOP 20 FUNDING PARTNERS, 2023 (USD MILLIONS)**

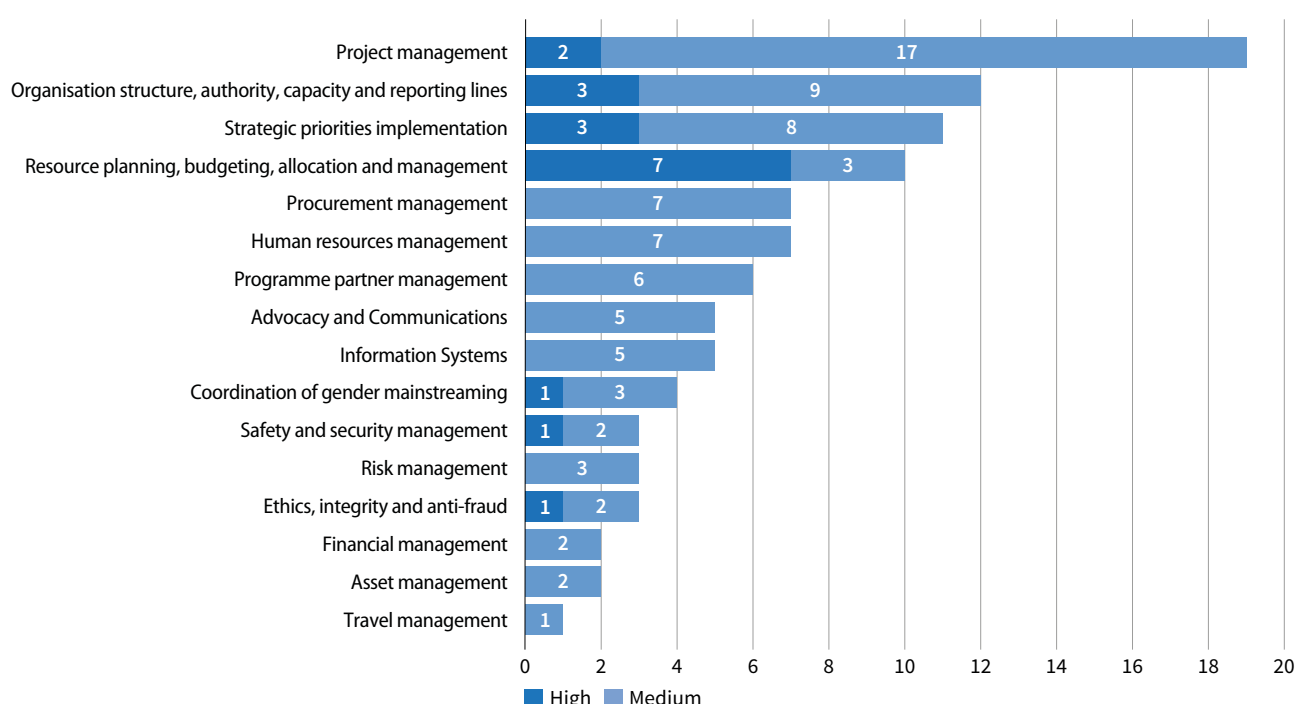
No	Funding Partner	Amount
1	Multi-Partner Trust Fund Office	51 942 943
2	Sweden	50 777 478
3	Germany	39 499 391
4	Finland	31 831 844
5	Norway	30 685 942
6	European Commission (incl. Spotlight)	32 520 573
7	Switzerland	22 783 539
8	Australia	22 470 277
9	Japan	20 861 365
10	Canada	20 584 399
11	United States of America	18 817 041
12	Denmark	18 664 022
13	Peacebuilding Fund (MPTF)	16 288 368
14	United Kingdom	14 952 263
15	Italy	13 011 808
16	Republic of Korea	12 467 140
17	Netherlands	11 079 981
18	United Nations organisation	10 548 740
19	Bill & Melinda Gates Foundation	9 239 502
20	UN Development Programme	8 077 350

Source: UN Women, UNW/2024/7, Structured Dialogue on Financing the Results of the UN-Women Strategic Plan 2022-25, 3 July 2024

1. UN Women, UNW/2024/7, Structured Dialogue on Financing the Results of the UN-Women Strategic Plan 2022-25, 3 July 2024

2. Ibid.

FIGURE 13: KEY AUDIT OBSERVATIONS IDENTIFIED IN 2022 BY FUNCTIONAL AREA, BY NUMBER OF RECOMMENDATIONS



Source: UNW/2024/3 Report on internal audit and investigation activities for the period from 1 January-31 December 2023

Currently, no overarching HR strategy with clear principles and objectives aligned to the achievement of broader results exists, but UN Women has established a performance management system aligning individual staff performance with organisational goals. The system emphasises competency development as a central component of performance management, ensuring that staff focus not only on what they achieve (goals) but also on how they achieve it (behaviours). This fosters a high-performance culture, ethical behaviour, and effective service delivery, aligning individual staff actions with broader UN system objectives. UN Women has a well-defined rebuttal process outlined in its Performance Management Policy but HR structures are seriously under-resourced. This is a significant risk for a consistent application of performance management activities, as well as for broader restructuring initiatives and the division's ability to effectively oversee essential functions.

#### KPI 4: Organisational systems are cost- and value-conscious and enable transparency and accountability

Satisfactory	3.01
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UN Women allocates resources across its impact areas - governance, economic empowerment, ending violence against women, and peace and security - through the IRRF. This framework is informed by expenditure trends and expected future demands based on multi-year SNs that align country programme priorities with the organisation's strategic goals. The IRRF provides transparency in aligning resource allocations with programmatic priorities but there is a distinct absence of clear, explicit criteria for allocation to outcomes, interventions or external partners. UN Women's allocation policy lacks a formalised and regular review process and its resource allocation methodologies are still based on outdated criteria.

UN Women sets clear disbursement targets which are supported by mechanisms like SNs and work plans that outline multi-year financial planning. The international resource mobilisation strategy (IRMS) and QBR enable continuous tracking of disbursement targets. However, unspent balances, delayed allocations and inefficiencies have affected



timely, effective disbursements in certain areas, particularly where unexpected donor support or administrative delays have played a role. New systems, including Quantum, aim to improve real-time financial tracking and help resolve these issues, although transitioning to it has caused some initial disruption.

The Planning, Monitoring, and Implementation Policy provides a structured framework linking budgeting to activities, outputs, and outcomes, ensuring that resources are allocated efficiently and tracked against strategic objectives. This is supported by systems like the IRMS and the Quantum platform, which enhance transparency and enable precise budget tracking across all organisational levels.

UN Women has consistently received audit opinions without qualifications from the UN Board of Auditors, demonstrating compliance with international accounting standards. The most recent audit found that UN Women's financial position and performance were presented fairly, without any material misstatements, demonstrating full compliance with international accounting standards across its functions. The organisation's internal audit function, overseen by the internal audit service, works with full operational independence, allowing it to determine its scope without interference from management. It adheres to international standards, receiving the highest marks in external quality assessments. UN Women's commitment to transparency is reinforced by publicly available audit reports and regular updates on audit recommendations.

Notable efforts have been made to strengthen the policies and procedures underlying UN Women's internal control framework. Regular reviews, such as the QBR, help identify potential issues and provide support to address outstanding audit recommendations. UN Women has established management guidelines and policies for addressing issues, including misconduct, but the clarity and consistency of guidance on procedures and timelines vary across different operational levels. Gaps remain however, and most significantly there is a widely recognised lack of sufficient resources allocated to second-line functions for oversight and risk management. These are seen to undermine implementation of the internal control framework with budget restraints and limited absorptive capacity presenting challenges to fully addressing audit recommendations.

The Anti-Fraud Policy, the policies on protection against retaliation and the Investigation and Disciplinary Process (which has superseded the Legal Policy), clearly states that all parties falling under the policy are responsible for safeguarding the resources entrusted to UN Women and have critical roles and responsibilities in ensuring that fraud regarding its resources and activities is prevented, detected, reported and addressed promptly. All personnel have a responsibility to report allegations of misconduct and/or wrongdoing, and dedicated channels for reporting misconduct are in place. The organisation has improved awareness through regular training, campaigns, and a zero-tolerance approach to fraud. Recent enhancements, such as the introduction of internal investigation functions, further demonstrate UN Women's commitment to maintaining high ethical standards and financial integrity. UN Women demonstrates clear implementation and oversight of its policies and guidelines through established mechanisms for regular monitoring and reporting to the EB.

UN Women shows commitment and alignment to international standards and has also refined and strengthened its accountability framework addressing SEA. Protection from SEA is articulated through multiple instruments, including ST/SGB/2003/13 and the accompanying UN Protocol on Allegations of SEA Involving Implementing Partners, the UN Protocol on the Provision of Assistance to Victims of SEA, and UN Women's Protection against Retaliation Policy and Investigation and Disciplinary Process Policy (former Legal Policy). There are regular updates and revisions to its instruments, dedicated action plans, a progress monitoring framework and a commitment to ensuring adequate training on SEA policies for all levels of personnel (including implementing partners). UN Women has actively engaged in inter-agency efforts at the global and country level to both prevent and respond to SEA within the UN system.

UN Women demonstrates commitment to addressing SH through a framework with multiple instruments including the Prevention of Harassment, Sexual Harassment, Discrimination, and Abuse of Authority Policy, the Investigation and Disciplinary Process Policy and the Protection against Retaliation Policy. These instruments all emphasise a zero-tolerance approach to prohibited workplace conduct and provide a comprehensive framework for addressing harassment, SH, discrimination and abuse of authority detailing informal and formal reporting mechanisms and assigning accountability to managers. UN Women further supports system-wide approaches to ending SH within UN-system organisations. UN Women has regular training raising awareness and facilitating applied learning of the prevention and response mechanism against SH complemented by regular awareness-raising campaigns against SH, accompanied by a suite of training manuals—each of which inform and are informed by best practices of the chief EB for co-ordination.

The instruments established within UN Women for SEA and SH during the review period adhere to system-wide standards. However, many of these, especially the reporting systems, have not been fully tested yet, nor can personnel's confidence in them be gauged. UN Women shows its commitment to transparency and accountability through multiple reporting mechanisms and channels regarding SEA and SH allegations. The UN Women ED certifies compliance to the EB through an annual management letter on PSEA and SH. The annual report on audit and investigations provides data on reporting and investigation. However, a lack of evidence regarding explicit resource allocation to ensure PSEAH implementation at the field level prevents any detailed analysis of strategic relevance of investments and resource allocation trends over time.

#### **Box 6. Uganda Country Office**

The UN Women Uganda CO operates in a complex, evolving context, balancing development and humanitarian mandates while engaging in gender-responsive governance, economic empowerment, and policy advocacy. Its operations are guided by its SN 2021-25, aligning with Uganda's National Development Plan III, Vision 2040, and the UN Sustainable Development Cooperation Framework 2021-25. UN Women Uganda has established itself as a key gender actor, with a growing portfolio and expanding partnerships. However, challenges remain in ensuring that its operating model, human and financial resources, and organisational systems enable relevance, agility, cost-consciousness, and accountability.

Staff at the Uganda CO increased from 31 to 61 between 2016-20 and the country portfolio has become one of the largest within UN Women. The office is structured into two functional units: programmes and operations. The programme unit oversees the Development Results Framework and the operations unit manages administrative and financial oversight under the Organisational Efficiency and Effectiveness Framework. Headquartered in Kampala, the CO has three regional sub-offices, including one within a shared UN compound. The rapid expansion of human resources has led to operational inefficiencies. Stakeholders report ambiguities in staff roles and responsibilities, affecting the relationship with partners and the delivery of results. Multiple points of contact within the CO for a single project have resulted in duplicate work, delayed decision-making, and a perceived burden rather than support. The Resident Coordinator's Office and donors have raised concerns about capacity gaps and the lack of a coherent vision, particularly affecting coordination and technical inputs in joint initiatives.

The CO has deployed a coordination staff within the Resident Coordinator's Office to mainstream gender equality across UN entities. However, the necessity of this role remains debated, particularly given UN Women's latest country typology, which considers that a gender advisor to the UN country team should be appointed only in countries without a CO presence. This has created uncertainty within the Resident Coordinator's Office and the country team about UN Women's role in UN coordination at the country level, further exacerbated by inadequate budgeting for coordination efforts.

**“Voices against Violence” curriculum training in India**

A regional training in Pune, India, teaches youth leaders how to challenge harmful attitudes and about child protection policies.

Photo: UN Women/  
Urjasi Rudra



**Box 6. Uganda Country Office** *continued*

The CO’s funding model has relied heavily on a limited number of donors, notably the Embassy of Sweden. Due to government changes in Sweden, funding has been on hold for over a year, highlighting the risks of donor dependence. The CO is shifting towards new resource allocation approaches, including blended fundraising with private, philanthropic, and public sources. Partners have welcomed this innovative approach, which remains in the early stages of implementation.

Despite its large country portfolio, the CO faces significant financial constraints in funding core operational costs. Delays in fund disbursement have affected partners’ ability to implement projects effectively, leading to an erosion of trust in the reliability of UN Women as a partner. Implementing partners report that short-term project cycles and late disbursements force rushed implementation, reducing the sustainability of results and putting smaller organisations at financial risk; they have started integrating sustainability strategies to mitigate these risks when working with UN Women. Moreover, the CO’s involvement in the Multi-Partner Trust Fund has been problematic, with significant delays in finalising reports. The Resident Coordinator had to escalate issues to the Development Coordination Office after 1.5 years of delays, ultimately leading to donor withdrawal and a disruption of the Common Pledge process. This incident damaged donor relations and reinforced concerns about inefficiencies in UN Women’s financial management systems.

Operational inefficiencies also extend to corporate standardised procedures and templates. Stakeholders report that corporate-level policies (e.g., Special Service Agreement (SSA) policy, transport policy, and health insurance provider choices) do not always consider the country-specific operating context, making them difficult to implement effectively. Additionally, successful country-level innovations are often not integrated into corporate policies, limiting flexibility and adaptability.

The CO has made significant progress in developing a supportive policy and institutional environment for gender statistics as to the localisation and effective monitoring of the SDGs. UN Women Uganda actively engaged throughout the development of the United Nations Sustainable Development Cooperation Framework (UNSDCF) 2021-25 and produced a GEWE issues paper for the development of the Common Country Assessment. The current UNSDCF 2021-25 consequently comprises three gender responsive strategic priorities (transformative and inclusive governance, shared prosperity in a healthy environment, and human well-being and resilience). To further strengthen data-driven decision-making and accountability, UN Women Uganda has embedded a M&E specialist within the office of the prime minister, working closely with the chief statistician to enhance SDG monitoring and gender-responsive policy planning at the national level and support Uganda’s Voluntary National Review Reporting of the SDGs and strengthen institutional accountability mechanisms. UN Women Uganda has also actively supported the National Population and Housing Census 2024 to ensure the inclusion of gender-sensitive data collection and analysis.



### Philippines: migrant workers rebuild lives

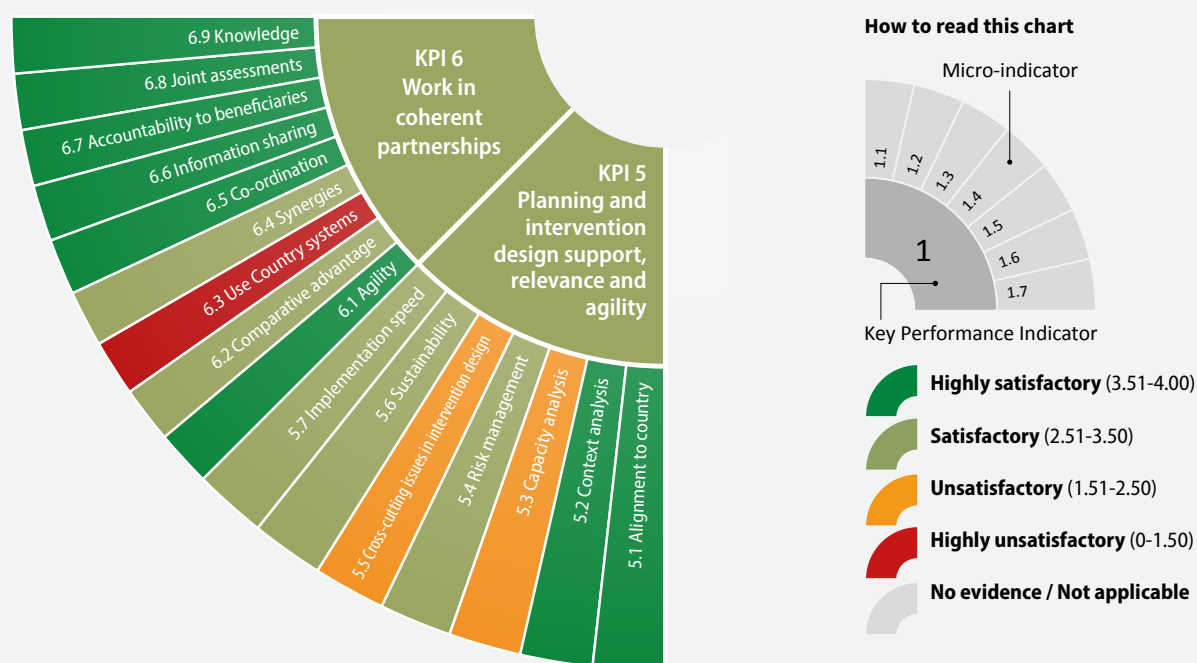
“Being a member of a women migrant workers’ group helps me and others find our confidence in facing the challenges of daily life.”

Photo: UN Women/  
Norman Gorecho

## RELATIONSHIP MANAGEMENT

*Engaging in inclusive partnerships to support relevance, leverage effective solutions and maximise results.*

FIGURE 14. KEY FINDINGS ON UN WOMEN’S RELATIONSHIP MANAGEMENT



**UN Women’s SNs ensure a strong alignment with national priorities and UNSDCFs but capacity assessments of national partners remain inconsistent.** While key stakeholders acknowledge evidence-based and participatory planning processes, emerging cross-cutting issues like climate change lack formal integration, and delays in procurement and financial processes continue to hinder timely programme delivery.

**UN Women has strengthened its partnerships, resource mobilisation, and joint programming to drive systemic, transformative change, yet gaps remain in clearly defining its UN system coordination role.** While transparency and accountability mechanisms, including the Transparency Portal and Gender Equality Marker, have significantly improved financial visibility, UN Women lacks a consolidated corporate statement on accountability to beneficiaries. Its knowledge production and advocacy efforts are widely recognised, but outreach and media engagement require a more streamlined communication strategy to enhance impact and visibility.



KPI 5: Operational planning and intervention design tools support relevance and agility in partnerships

Satisfactory	3.09
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Grounded in the principle of national ownership, the UN Women Strategic Plan sets a clear agenda for country-level interventions to align with national development plans and frameworks like the UNSDCF. SNs serve as the key multi-year strategic planning document for both COs and ROs. A consultative, participatory process involves key stakeholders, including CSOs, marginalised groups, government bodies and UN Country Teams, to ensure that SNs reflect local contexts and adapt to evolving needs. Stakeholders overwhelmingly view UN Women’s action as being aligned to their needs and tailored to specific regional or contextual situations. UN Women has created structures and incentives that support technical staff in investing time and effort into the alignment process of SNs with national priorities and the UNSDCF.

UN Women requires all SNs and interventions to be firmly grounded in an understanding of the operating context. The development of SNs is evidence-based, incorporating quantitative and qualitative data from national statistics, trends analysis, gender inequality assessments, and independent evaluations. Key data points used in SN development are pulled from the CCAs and Country Gender Equality Profiles (CGEP). In humanitarian settings, Rapid Gender Analyses assess gender-specific crisis impacts to guide interventions, ensuring responsiveness to changing conditions and the needs of women and marginalised groups. The UN Women Planning, Monitoring and Reporting Policy re-affirms this commitment, outlining the importance of stakeholder engagement throughout the intervention lifecycle alongside a set of tools and guidance to support implementation of this commitment.

While capacity development is emphasised as a core principle and incorporates capacity assessments into specific programmes, a systematic approach to capturing the capacities of key national partners is lacking at the SN level.



**South Sudan –  
‘In Their Hands:  
Women Taking  
Ownership of  
Peace’**

Zekia Musa is a 29-year-old visually impaired youth activist and peacebuilder who works with the South Sudanese Ministry of General Education and Instruction representing people with disabilities.

“Inequalities are rife across South Sudan. We have to have equal laws and equal justice for everybody. Disabled people need to be included in decisions that impact us directly.”  
Photo: UN Photo/  
Maura Ajak

While there is strong evidence to suggest that UN Women's SNs are developed through an inclusive and participatory process — engaging key stakeholders such as government ministries, CSOs, donors, and marginalised population groups — there is no formalised requirement in the SN development process to include a capacity analysis statement or one jointly developed with national partners. Capacity-building objectives are often embedded within broader contexts rather than addressing specific gaps. Moreover, there is limited emphasis on systems-level capacity development. UN Women is addressing this by transitioning to a national implementation approach to enhance sustainability and introduced a programme-partner selection procedure to better assess partner capacities during planning.

UN Women follows a systematic approach to risk identification, evaluation, and mitigation. This approach is embedded in the SNs and work plans to manage uncertainty while maintaining the ability to take managed risks. UN Women balances its risk appetite against its duty of care and SP objectives. The comprehensive risk management approach, supported by its Three Lines of Defence model, ensures risks are identified and mitigated at multiple levels. There is clear evidence across country and regional SNs indicating analysis and mitigation strategies for operational, strategic, political and reputational risk. Risk registers are updated bi-annually to provide real-time operational and contextual risk tracking. However, evaluations and survey feedback point to shortcomings in risk management which contribute to operational delays: the use of risk registers is primarily seen as a compliance exercise.

While cross-cutting issues like gender equality, human rights, inclusion, and economic empowerment are inherently integrated into UN Women's mandate and approval procedures, other emerging cross-cutting issues—particularly climate change and environmental sustainability — are not included into formal approval procedures. UN Women is taking steps through policies like the Social and Environmental Sustainability Policy and accompanying procedures guide the integration of these considerations into the design and implementation of programming. While the monitoring and evaluation of cross-cutting issues are not a formal requirement currently, key informants indicate that UN Women is actively working on integrating them into its M&E processes.

SNs serve as the central framework for driving sustainability and long-term results. UN Women requires that all SNs and interventions include sustainability strategies and exit plans, which are reviewed annually, and must address sustainability, transition, and phase-out arrangements. There is clear evidence from country SNs indicating that they are actively working to strengthen national capacities and legal frameworks to support gender equality. While there is a system for tracking results, the integration of critical assumptions that underpin sustainability is not systematically addressed through specific indicators. SNs are required to outline specific policy or legal shifts, and must include a ToC that defines the change pathway necessary to achieve desired development outcomes. Yet key informants highlight the inherent challenges in assessing these shifts in a time-sensitive manner. Shifting policies, particularly in complex environments, often takes years of continuous effort, co-ordination with local partners, and working through competing national priorities

UN Women's institutional procedures aim to balance efficiency and adaptability, supporting the timely implementation of programmes and ensuring flexibility in line with local contexts. Adaptive management and learning are emphasised in UN Women's corporate documents, such as the Planning, Monitoring, and Reporting Policy, which promotes agile planning and real-time data collection to support adjustments in programming based on changing internal or external conditions. Tools like decentralised resource allocation, rapid procurement procedures, and flexible staffing support this. The QBR provides a data-driven mechanism for reviewing progress and making proactive decisions. UN Women has made strides in operational efficiency, achieving strong delivery rates and implementing systems like Quantum and Global Shared Service Centers to streamline processes. However, persistent delays in procurement, financial management, and outsourced HR functions continue to hinder implementation speed across interventions, impacting timely programme delivery at the country level.



**KPI 6: Working in coherent partnerships directed to leverage and catalyse the use of resources**

<b>Satisfactory</b>	<b>3.31</b>
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UN Women's emphasis on working in dynamic, collaborative partnerships and its focus on joint and impactful programming is well-embedded in its SP, aiming to move away from smaller, standalone initiatives toward systemic, transformative change. Supporting this aim, the Strategy for Public Partnerships and Resource Mobilisation establishes a clear corporate vision that supports joint planning and programming. UN Women commonly partners with UN agencies, governments, civil society, and others to support joint programming for gender-responsive laws, policies, and institutions, promoting accountability mechanisms. UN Women demonstrates flexibility in its planning and approval procedures, which are structured to adapt to changing conditions such as humanitarian crises. SNs and work plans are designed to allow budgetary adjustments and programmatic shifts with a tiered approval system that balances oversight and agility. Regional and country-level offices are empowered to make non-substantive changes independently, streamlining responses and enabling quick adaptations.

UN Women's Strategic Plan 2022-25 does not explicitly support South-South collaboration and triangular cooperation, but it reflects alignment with the principle by adhering to major international frameworks like CEDAW, the Beijing Platform for Action, and the 2030 Agenda. SN Development Guidance is the main framework for aligning programmes with national priorities, indicators, and frameworks, and ensuring the harmonisation with the UNSDCF. However, specific guidance on how SNs should prioritise or incorporate South-South collaboration and triangular cooperation is limited as is specific guidance on how SNs should use country systems. The recent shift toward enhancing national implementation emphasises capacity building and sustainability, although additional incentives supporting the facilitation the use of country systems are limited.

UN Women has a clear commitment to working in synergy with development partners to maximise the impact of resources. Specifically, the SP firmly commits to move toward systemic, transformative change and clearly centres the use of leverage as a means of maximising the impact of its initiatives through structured partnerships, resource mobilisation, and co-ordinated actions across the UN system. At the country level, SNs consistently outline joint programming initiatives with partners such as UNDP, UNFPA, and the World Bank, focused on gender equality and economic empowerment. The lack of a clearly articulated value proposition regarding UN system co-ordination has been identified as a key constraint on the ability of UN Women to define action areas, roles, and responsibilities, impacting the operationalisation of its co-ordination role in thematic areas. However, there is solid evidence to indicate that UN Women has made notable strides in addressing these challenges. The Strategic Plan 2022-25 is aligned with major international frameworks, the humanitarian strategy is explicitly aligned with global humanitarian frameworks, and other key commitments related to the empowerment of women in crisis and recovery efforts. At the country-level, SNs reflect this commitment to external coherence, aligning country and regional strategies with national priorities through the UNSDCF and the SDGs.

UN Women actively participates in a variety of joint exercises and mechanisms across planning, co-ordination, monitoring, and evaluation activities to promote external coherence. Aligned closely to the QCPR, UN Women's current SP integrates indicators from the QCPR monitoring framework into its IRRF, demonstrating a commitment to harmonised approaches across UN system partners. UN Women contributed to the development of the UNSDG Output Indicator Framework, which helps clarify joint contributions to the SDGs by focusing on inter-agency efforts.

UN Women has made significant strides in enhancing transparency and accountability, particularly through its alignment with the International Aid Transparency Initiative. These efforts have led to a substantial improvement in transparency rankings, positioning it among the top performers within the UN system. The launch of the Transparency Portal ensures public access to comprehensive data on budgeting, management, and results. Financial

data is submitted to the UN system Chief Executives Board annually, complying with all financial data standards, including the UN Data Cube. Furthermore, the use of the Gender Equality Marker ensures financial tracking for gender-related expenditures, enhancing visibility and reporting on gender equality financing. At the country-level, practices demonstrate consistent, transparent communication with partners.

UN Women's corporate policies and practices set a clear standard for accountability to beneficiary populations although there is no single standalone corporate statement on accountability to beneficiaries. The Planning, Monitoring, and Reporting Policy, Programme Partner Procedures, and SN Development Guidance all set standards for transparency, stakeholder engagement, and inclusive decision-making. The commitment to accountability to beneficiaries is operationalised through a comprehensive system of guidance and procedures designed to ensure that beneficiaries are actively engaged, that their needs are addressed, and their voices are heard in programme design and implementation. Country and regional SN approval processes explicitly require that stakeholders, including beneficiaries, be consulted. UN Women provides extensive training sessions aimed at strengthening accountability to beneficiaries across all regions to ensure the consistent application of accountability practices; these efforts include both staff and their partners.

UN Women's system co-ordination mandate to drive enhanced performance and accountability for gender equality across the UN system is a central pillar of its. Tools such as the UN-SWAP and the UNCT SWAP Gender Equality Scorecard are leveraged to embed gender equality into UN programming, holding all agencies accountable to their commitments. The Gender Accountability Framework Report developed by UN Women further anchors its role in system-wide accountability for gender equality. The organisation also participates in joint reviews such as Beijing National Regional Reporting and the Universal Human Rights Review. UN Women leverages its co-ordination mandate to facilitate multi-stakeholder dialogue, playing a crucial role in advancing gender equality at the country level as well

### Box 7. Jordan Country Office

The UN Women Jordan Country CO has played a pivotal role in gender equality programming, combining humanitarian and development approaches to address both short-term needs and long-term structural change. SN 2023-27, which aligns with the UN Women Global Strategic Plan and the Government of Jordan's Modernisation Vision, guide its operations. Although the internal guiding framework under which the UN Country Team operates in Jordan is aligned with government priorities, the Jordanian government has not signed the UNSDCF.

Through its technical partnerships, coordination efforts, and programmatic investments, UN Women Jordan has established itself as a key gender actor within the UN system in Jordan, working in collaboration with government bodies, donors, and civil society partners. The CO's approach to operational planning and intervention design is rooted in a strong evidence base and structured consultation processes. The Country Portfolio Evaluation and Internal Audit (2023) directly informed an ongoing change management process, ensuring that interventions remain relevant, responsive, and results driven. This proactive approach allowed the CO to adjust programme design to emerging needs and donor priorities.

Reflected in the CO's SN, UN Women Jordan takes a rights- and issue-based approach in its programming, aligning its interventions with national priorities and international frameworks, warranting agility in partnerships by enabling policy influence and capacity development across various ministries and institutions. For instance, UN Women has directly supported 39 ministries and public institutions in integrating gender-responsive policies under the government's economic modernisation vision, reinforcing its role as a policy and technical leader in gender mainstreaming. Additionally, the development of the CO's SN was a year-long participatory process that involved comprehensive consultations with government stakeholders, donors, and CSOs, ensuring that interventions were designed with stakeholder input and adaptability in mind. The CO's ability to adapt and respond quickly is also reflected in its ongoing refinement of the Oasis programme, one of its flagship humanitarian-development initiatives.

**Box 7. Jordan Country Office** *continued*

A defining feature of UN Women's success in Jordan has been its ability to work within a multi-stakeholder environment. The CO maintains strong partnerships with the Jordanian government, UN agencies, donors, the private sector, and CSOs, using its technical expertise and coordination role to catalyse investments and resources.

The CO's dual humanitarian-development mandate has allowed it to build credibility across sectors. In the humanitarian space, UN Women has been an integral part of Jordan's humanitarian/refugee coordination mechanism, co-chairing the Gender in Humanitarian Action working group and the Inter-Sectoral Gender Advisory Team. Despite the growing funding constraints on the Syria crisis response, these partnerships have been crucial in ensuring gender considerations are integrated into refugee response planning. The CO is also recognised as the senior gender advisor to the Inter-Sector Working Group, further solidifying its influence in humanitarian coordination structures.

In the development sector, the CO's ability to engage with ministries and institutions has positioned UN Women as the lead technical gender partner in Jordan. Its support to the Jordan National Commission for Women and key government bodies—including the Jordan Armed Forces, Public Security Directorate, and Ministries of Justice, Education, and Social Development—has enabled policy-level impact and gender mainstreaming in governance systems. Additionally, UN Women's policy engagement in the Economic Modernisation Vision has distinguished it from other UN agencies, making it the only UN entity actively contributing to gender-responsive policymaking within this national agenda.

By working closely with ministries such as the Ministry of Labour, the Ministry of Finance, and the Independent Electoral Commission, UN Women has successfully embedded gender-sensitive planning in the Government Indicative Executive Program, strengthening institutional capacity for long-term economic reforms.

UN Women Jordan has made notable strides in resource mobilisation, developing a Resource Mobilisation Strategy (2022) to enhance financial sustainability. The CO operates two pooled fund programmes (Oasis and JONAP), which have been instrumental in securing predictable funding while fostering donor collaboration. Regular donor engagement has strengthened trust and transparency, with donors valuing UN Women's clear reporting and coordination efforts.

Despite these successes, the decline in humanitarian funding for the Syrian refugee response presents a critical challenge. With pressure from the Jordanian government to shift towards development-focused programming, UN Women's engagement in the modernisation agenda serves as a strategic entry point to expand its development portfolio. This includes increased engagement with the private sector—reflected in Jordan's status as the leading country in the MENA region for WE Principles signatories—and enhanced focus on WEE.

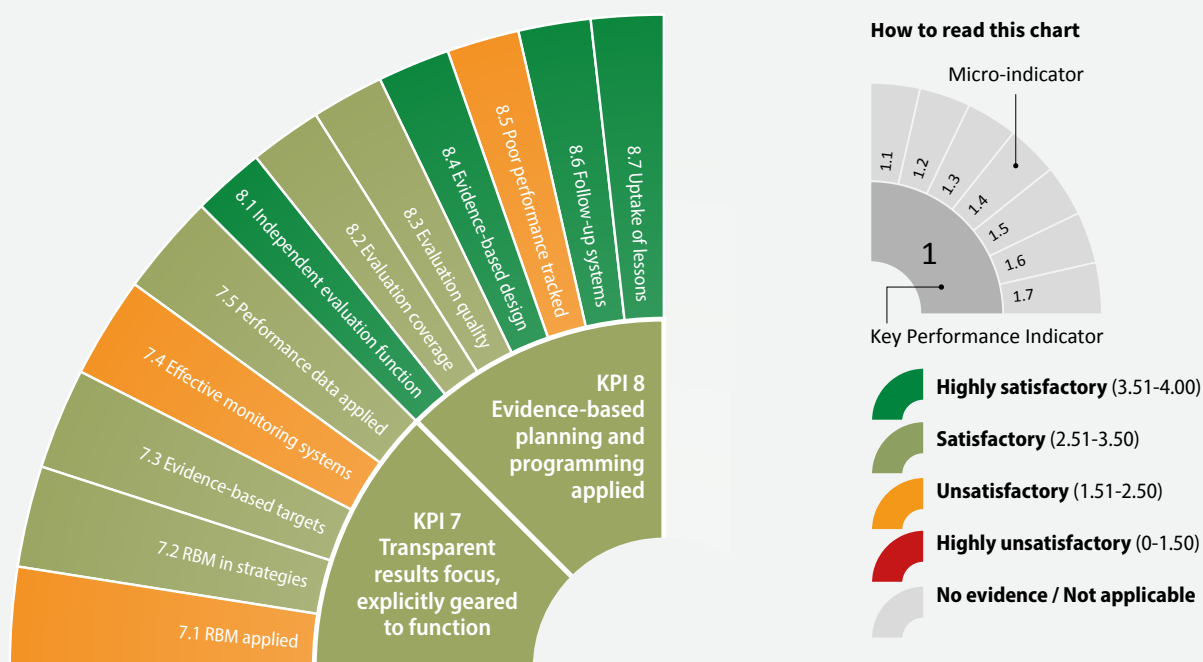
as within global fora. Global partners recognise its leadership in Generation Equality and its participation in forums like the HRC and the IASC Gender Reference Group as being pivotal for fostering broader participation in gender-related commitments.

Knowledge production is recognised as a core function underpinning UN Women's mandate and strategic vision, as the largest source of gender expertise in the UN with deep technical and substantive knowledge across its four thematic areas. Both internal and external peer-review processes have been put into place to help maintain the high quality of UN Women's knowledge products. Tailored dissemination strategies ensure knowledge products are accessible and practical for diverse audiences. In terms of advocacy, while these efforts are seen to be largely effective, ongoing challenges were noted regarding UN Women's outreach and media work, specifically gaps delivering clear messages and the need for more streamlined communication strategies to enhance outreach and advocacy impact.

## PERFORMANCE MANAGEMENT

*Systems geared to managing and accounting for development and humanitarian results and the use of performance information, including evaluation and learning lessons.*

FIGURE 15. KEY FINDINGS ON UN WOMEN'S PERFORMANCE MANAGEMENT



### UN Women has strengthened RBM at the corporate level, but implementation gaps persist at the field level.

Accountability and data transparency have been enhanced through structured monitoring tools, but resource constraints and misalignment with corporate priorities limit the effectiveness of performance tracking and decision-making.

### UN Women's evaluation and audit functions operate with significant independence, but governance concerns remain because of administrative reporting lines to the ED rather than directly to the EB.

While corporate evaluations meet good methodological standards, gaps in decentralised evaluation coverage, inconsistent follow-through on recurring recommendations, and delays in corrective actions limit the full integration of lessons learned into strategic decision-making and programme improvement.

### KPI 7: Strong and transparent results focus, explicitly geared to function

Satisfactory

2.83

UN Women has made significant strides in institutionalising RBM, particularly at the corporate level. Tools such as the BRCs and QBRs have improved accountability and decision-making by allowing for regular performance tracking and adjustments, ensuring that corporate-level objectives remain aligned with strategic priorities. The development of the RMS and transparency portals has enhanced data availability and monitoring capacity, contributing to a more structured approach to results management. Strong integration of RBM principles in corporate planning has led to greater transparency in reporting and an improved ability to measure impact.

Despite these advancements, RBM adoption at the field level remains inconsistent. While COs and ROs are required to use RBM approaches during strategic planning, field teams often perceive QBRs as compliance exercises rather than as strategic tools for performance improvement. Implementation challenges are particularly evident in crisis-affected and resource-constrained settings where staff shortages and technical limitations make it difficult to fully operationalise RBM systems. FOs also report difficulties in aligning their SNs with corporate priorities, creating a disconnect between global objectives and locally driven interventions.

Training efforts have expanded, with ROs playing a key role in capacity-building initiatives. However, gaps persist in areas with high staff turnover, limiting the effectiveness of training programmes. Some field staff find the corporate guidance on results targets and indicators overly technical and not always adaptable to local contexts. Humanitarian settings and fragile country contexts in particular struggle to apply RBM tools effectively, reducing the overall coherence of monitoring efforts across UN Women’s global operations.

Monitoring and evaluation mechanisms such as the RMS provide valuable data at both output and outcome levels, but their full utility is constrained by limited resources at the country level. Some regions struggle to track complex, outcome-level progress due to capacity constraints, which leads to a stronger focus on immediate outputs rather than long-term systemic change. Data inconsistencies between field and corporate levels further complicate strategic planning, with delays in reporting affecting the quality of corporate decision-making. Evaluations have also pointed to an overabundance of indicators, making it difficult to maintain streamlined, meaningful performance-tracking across different contexts.

Financial resources to support RBM implementation remain unevenly distributed. COs with lower budgets rely heavily on non-core funding, which often comes with donor-specific reporting requirements, complicating the integration of a standardised RBM approach. While UN Women has introduced business improvement agendas to strengthen the relationship between results and resources, progress in translating corporate financial strategies into field-level impact has been slow. The gap between corporate financial planning and CO needs still hinders the ability to link funding more effectively to performance outcomes.

Although UN Women’s performance data plays a central role in corporate-level planning and engagement with donors and partners, its use in field-level decision-making is less consistent. While strong mechanisms exist to track progress at a macro level, the ability to apply performance insights to real-time strategic adjustments remains limited in many regional contexts. Strengthening data quality assurance, refining the adaptability of RBM tools for local use, and ensuring that resources are more equitably distributed will be critical to overcoming these structural barriers.

**KPI 8: Evidence-based planning and programming applied**

Satisfactory	3.35
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The Independent Evaluation and Audit Services<sup>3</sup> at UN Women operates with significant independence as its director has full discretion over evaluations, methodologies, and resource allocation. It is funded by core resources and reports to the EB. Evaluators work without undue interference, ensuring operational and behavioural independence. However, governance concerns exist as the director reports administratively and functionally to the ED, rather than directly to the governing body, which does not fully align with oversight best practices. To strengthen structural independence, oversight bodies recommend clearer reporting lines, increased engagement with the EB, and reducing reliance on management for approval processes.

3 This charter was reviewed and updated in June 2024, outside this assessment’s review period. The new charter now includes investigation services. Hence, the new name was adjusted to IEAIS.

UN Women revised its evaluation policy in 2020 following OIOS recommendations to reflect priorities and structure.<sup>4</sup> The policy establishes a structured approach to ensuring comprehensive, high-quality, and systematically conducted evaluations covering corporate and decentralised levels. The evaluation handbook provides clear guidance on diverse evaluation types, reinforcing consistency and methodological rigour. A quadrennial corporate evaluation plan aligns evaluations with the organisation's strategic priorities and budgeting cycle, although financial and human resource constraints challenge full implementation—particularly at the country level.

While the annual evaluation plan seeks to ensure systematic and periodic coverage, implementation is undermined by delays and cancellations. In 2023, only 52%<sup>5</sup> of planned evaluations were completed. Many were postponed due to budgetary constraints, security concerns, and programmatic adjustments; some were merged into broader thematic reviews while others were reclassified as different types of assessments, leading to inconsistencies in coverage<sup>6</sup>. These gaps in implementation reduce the availability of timely evidence, limiting its strategic use in decision-making and programme improvement.

Efforts to institutionalise country portfolio evaluations and enhance evaluation culture have gained traction, but sustained commitment to funding, timeliness, and strategic follow-through remains essential to maximising impact.

UN Women applies a rigorous quality assurance system to evaluations, ensuring a systematic, credible, and evidence-based approach. The Global Evaluation Reports Assessment and Analysis System independently reviews evaluations, assessing their methodological rigour, completeness, and balance. Evaluations adhere to UNEG norms and ethical guidelines, with clear methodologies that include limitations and concerns. However, selection biases in case studies and capacity constraints at the decentralised level challenge full implementation. While corporate evaluations meet very good standards, conclusions and recommendations are still often weak. Strengthening regional evaluation linkages, methodological consistency, and independence in case study selection remains key to enhancing evaluation quality and impact.

UN Women has a formal requirement to incorporate lessons from past evaluations into new interventions, particularly through SNs at country and regional levels. Its knowledge management strategy establishes a feedback loop where evaluative evidence informs programme design, policy guidance, and capacity development. However, while strategic planning refers to corporate evaluations, recurrent recommendations—the same issues and recommendations are repeated across multiple evaluations—raises concerns about whether lessons are systematically prioritised and acted upon. No formal incentive system for applying lessons is evident. However, public reporting through UN Women's annual evaluation function report indicates that 89% of COs and ROs use evaluation findings to shape programmes, strengthen policies, and mobilise resources, demonstrating a degree of transparency and accountability. Strengthening incentives, systematic tracking, and integration of lessons remains key to sustained learning and impact.

It is unclear whether a dedicated system exists to systematically identify poorly performing interventions, track their status and evolution, or clearly delineate responsibility for corrective action. While UN Women employs the QBR and RMS to monitor project performance, their effectiveness varies across regions, with COs facing capacity constraints that limit early identification of underperformance.

Regular reporting mechanisms, such as QBRs and corporate reports, aim to track poorly performing interventions, but issues of data quality and timeliness hinder comprehensive root cause analysis. While BRC discussions facilitate

<sup>4</sup> United Nations Economic and Social Council, E/AC.51/2024/4, Triennial review of the implementation of recommendations made by the Committee at its sixty-first session on the inspection of the evaluation function of the United Nations Entity for Gender Equality and the Empowerment of Women (UN-Women), Report of the Office of Internal Oversight Services, 1 March 2024.

<sup>5</sup> United Nations, UNW/2024/4, Report of the evaluation function of the United Nations Entity for Gender Equality and the Empowerment of Women, 2023.

<sup>6</sup> Ibid.



corrective measures, responses are often reactive rather than preventive. Responsibility for addressing poor performance is generally clear, yet the involvement of multiple stakeholders such as donors and external approval processes can lead to delays in taking corrective action. The need for clearer accountability, streamlined decision-making, and stronger proactive monitoring remains critical to improving responsiveness and ensuring programmatic effectiveness.

UN Women mandates that all evaluation reports include a management response, developed within six weeks and publicly disclosed on the Global Accountability and Tracking of Evaluation Use (GATE) system. These responses outline specific actions, assigned responsibilities, and timelines for implementation. The IES tracks progress through biannual leadership reports and an annual report to the EB. In response to the 42 UN Women evaluations completed in 2022, 534 key actions were committed, with 44% implemented and 48% in progress as of January 2024. However, challenges concerning management's capacity to prepare and approve some management responses in GATE in a timely manner persist.

UN Women maintains a comprehensive and up-to-date repository of evaluations and recommendations through the GATE system, ensuring easy access and dissemination. The Knowledge Management Strategy<sup>7</sup> strengthens internal knowledge sharing by fostering collaboration across offices through communities of practice, the intranet, and expertise locators. Externally, UN Women engages stakeholders through initiatives like the 2023 East and Southern Africa Knowledge Fair, showcasing knowledge products and interventions. Lessons learned actively inform programme design, as reflected in the Jordan CO SN 2023-27 and UN Women's Strategic Plan, which incorporates key evaluation recommendations.

7. The Knowledge Management Strategy ended in 2021. The assessment team was made aware of the development of the new strategy taking place concurrently with this assessment.



**Bangladesh:  
Rohingya women  
in refugee camps  
share stories of  
loss and hopes of  
recovery**

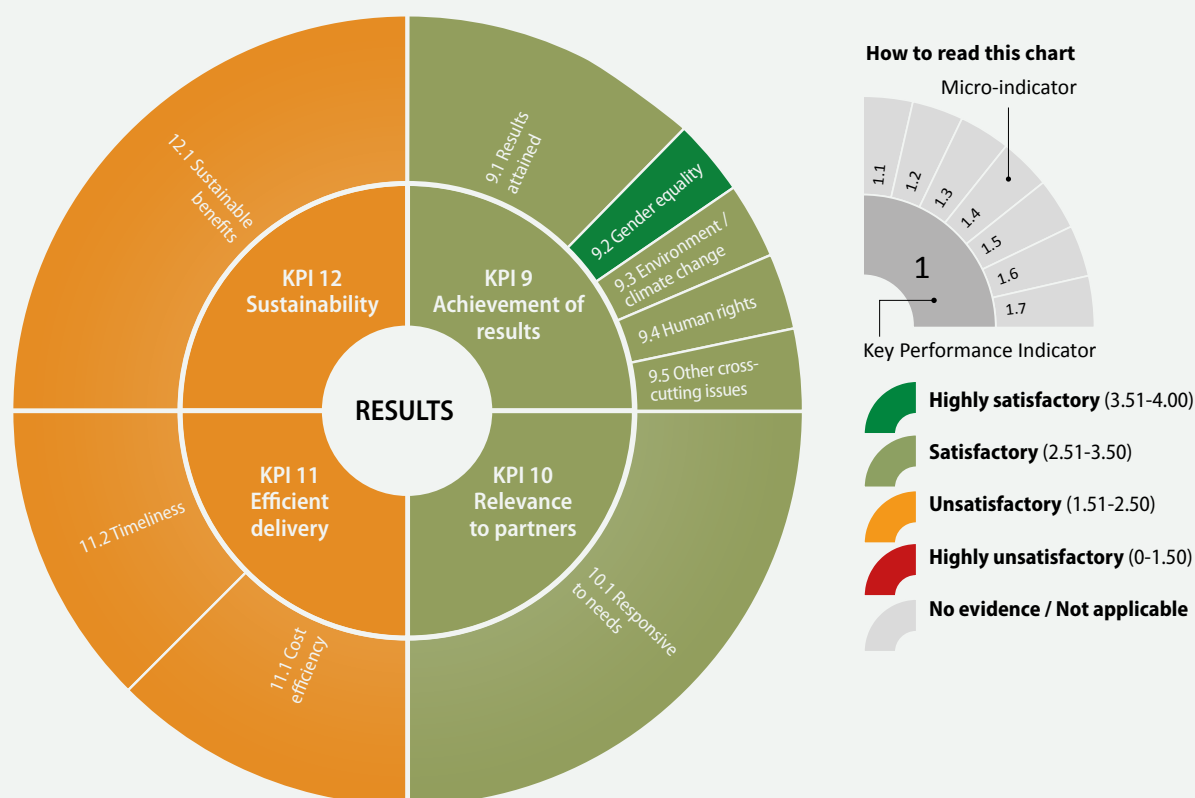
Noor Nahar lives in the Kutupalong registered camp in Ukhiya, Cox's Bazar, Bangladesh and has decided to support other Rohingya women refugees by teaching them tailoring and motivating them to learn new skills. There is a need for sustained services for women, such as those provided by a UN Women-supported programme, so that they are able to support themselves and each other.

Photo: UN Women/  
Allison Joyce

## RESULTS

*Achievement of relevant, inclusive and sustainable contributions to humanitarian and development results in an efficient manner.*

FIGURE 16. KEY FINDINGS ON UN WOMEN'S RESULTS AREAS



**UN Women has enhanced gender statistics and data systems, WEE, and political participation, driving systemic change and informing policy reforms, but progress is hindered by entrenched social norms and short-term funding.** Strengthened national statistical offices and data availability on the SDGs have enhanced policy monitoring and accountability. Economic initiatives have promoted gender-responsive fiscal policies and increased women's access to financial and employment opportunities. Political engagement efforts have supported legal reforms, strengthened leadership programmes, and enhanced women's representation in decision-making spaces. However, structural barriers continue to limit progress. Discriminatory labour policies, restricted financial access, and deeply rooted social attitudes hinder WEE. Political resistance remains a challenge, requiring sustained advocacy and engagement beyond electoral cycles. Short-term funding and inconsistent institutional follow-up risk undermining long-term policy gains. While UN Women has contributed to gender-responsive governance, variations in country-level coordination highlight the need for a more strategic and cohesive approach.

**UN Women has been instrumental in integrating gender considerations into humanitarian response, climate action, and UN system coordination. However, gaps in country level coordination, funding limitations, and slow-moving resource mobilisation continue to hinder the timely and effective implementation of interventions.** Gender-sensitive approaches in crisis settings have improved access to essential services, while advocacy efforts have strengthened the inclusion of gender perspectives in humanitarian planning. In climate

action, gender-responsive policies have been advanced, contributing to more inclusive environmental decision-making; and UN coordination efforts have enhanced accountability for gender equality across agencies and programmes. Despite progress, challenges remain in fully leveraging UN Women’s coordination mandate at country level. The integration of gender considerations in climate policies is still evolving, with limited evaluative evidence to measure long-term impact. Humanitarian response efforts face coordination gaps, affecting efficiency and consistency. Financial constraints, slow resource mobilisation, and operational hurdles delay interventions, highlighting the need for strengthened leadership, sustained funding and streamlined processes to maximise effectiveness.

**KPI 9: Development and humanitarian objectives are achieved, and results contribute to normative and cross-cutting goals**

Satisfactory	3.12
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UN Women’s interventions have advanced gender data, WEE, and political participation, contributing to policy reforms. Gender statistics have become more accessible and widely used, with SDG gender indicator data rising from 26% in 2016 to 42% in 2021, strengthening policy monitoring and accountability. Advocacy has led to formal agreements on gender statistics and gender-responsive investments, embedding gender considerations into decision-making.

In WEE, partnerships with global financial institutions and the private sector have expanded women’s workforce participation, yet deep-rooted structural barriers remain. Women continue to face unequal access to financial services, discriminatory labour policies, and entrenched social norms that limit economic opportunities. While progress is evident, broader systemic changes in challenging restrictive social norms, transforming economic structures, and reshaping labour markets are still needed to create sustained change.

Political participation initiatives have helped increase women’s leadership and electoral engagement, while capacity-building efforts have supported gender-responsive governance at national levels. However, ensuring institutional commitment to long-term reforms remains crucial to translating these gains into lasting policy shifts.

UN Women’s interventions have significantly contributed to gender equality and women’s empowerment across multiple sectors. Electoral reforms and leadership programmes increased women’s political participation, with capacity-building efforts leading to higher female candidacy and election rates in countries such as Guinea-Bissau and Moldova. Policy influence resulted in 156 gender-responsive strategies and 157 legal reforms in 42 countries. Economic empowerment initiatives advanced gender-responsive fiscal policies in 64 countries, while partnerships with financial institutions supported women’s workforce participation. In humanitarian settings, gender was mainstreamed into response planning, and over 5 million women accessed critical services.

Variability in country-level co-ordination has impacted the effectiveness of gender mainstreaming efforts. While 76 UNCTs implemented the UNCT-SWAP framework in 2022, evaluations indicate variability in the effectiveness of different COs to leverage the co-ordination mandate.

UN Women has contributed to gender equality within climate change and environmental frameworks, primarily through its WEE agenda. Investments in gender-climate data have strengthened evidence-based policymaking, highlighted by the Global Call to Action at COP 28. Efforts to integrate gender into environmental frameworks have laid the groundwork for future progress, but UN Women has not yet fully leveraged its co-ordination role on the gender-climate nexus. Key initiatives include climate-resilient agriculture policies in Kenya, gender-responsive budgeting in the South Caucasus, and climate-smart agriculture in Uganda, empowering women in traditionally male-dominated

sectors. However, evaluative evidence remains limited: there is only one corporate evaluation on climate change, which faced scope and timeline constraints, affecting the confidence that can be ascribed to documents.

UN Women integrates human rights and the Leave No One Behind principle into its work, with interventions advancing women's political participation, economic empowerment, and humanitarian response. Political initiatives strengthened representation for Black and Indigenous women in Brazil and marginalised groups in Lebanon, though evaluations highlight the need for structured guidance to improve inclusivity. The Uganda LEAP initiative successfully expanded livelihood opportunities for marginalised women, including those with disabilities. However, broader economic programmes faced challenges in systematically tracking benefits for specific vulnerable groups due to limited disaggregated data. In humanitarian settings, UN Women's intersectional approach is evolving, supported by the 2023 Internal Guidance Note on Intersectionality. Awareness-raising campaigns have successfully leveraged partnerships with the private sector and civil society but require stronger strategic alignment with broader programming efforts to achieve long-term results.

UN Women has advanced cross-cutting issues in humanitarian response, WPS and good governance. The organisation adapted its WPS initiatives to address COVID-19 challenges, integrating gender-sensitive crisis responses through advocacy, social media campaigns, and partnerships, such as the WPHF. However, concerns were widespread that shifting funds toward pandemic relief stalled WPS efforts.

In crisis response management, challenges included a lack of governance of crisis response management, limited financing, and ambiguous roles between HQ and FOs, affecting coordination and consistency. While rapid gender assessments provided valuable insights for government responses during the early stages of the COVID-19 pandemic, the absence of a standardised quality assurance framework and inconsistencies in programme design reduced the effectiveness of interventions across different contexts.

UN Women also contributed to good governance, particularly in women's political participation, supporting legal reforms and gender quotas. However, political resistance remains a barrier, necessitating long-term, strategic interventions beyond electoral cycles.

**KPI 10: Interventions are relevant to the needs and priorities of partner countries and beneficiaries, as the organisation works towards results in areas within its mandate**

Satisfactory	3.00
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UN Women's interventions remain responsive to national, regional, and global priorities, particularly in gender data, women's political participation, and WEE. The Women Count programme has strengthened gender statistics, achieving over 90% of outcomes, improving SDG monitoring, and reinforcing national statistical offices. Support for women's political participation has been effective, leveraging strategic partnerships and adapting to local contexts, but scaling remains challenging due to resource constraints and the need for long-term engagement.

While UN Women plays a key role in gender-responsive economic policies and legal frameworks, government turnover, funding delays, and cultural resistance sometimes hinder its impact. Co-ordination gaps, inconsistent needs assessments, and limited follow-up support further restrict progress. Despite these challenges, the organisation's ability to adapt to changing priorities remains strong, though greater coherence and strategic focus are needed for sustained impact.

**KPI 11: Results are delivered efficiently**

Unsatisfactory	2.00
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Reviewed evaluations paint a *complex* picture of progress and persistent challenges in delivering results efficiently. While UN Women has made achievements in implementing its programmes, systemic barriers continue to obstruct sustainability. The overarching theme emerging from evaluations is of a significant gap between strategic ambitions and operational realities, particularly in financial stability, human resources, and administrative processes. Despite the emphasis on sustainability in SNs, financial constraints, staffing shortages, and bureaucratic inefficiencies have severely limited cost-effectiveness. The reliance on non-core funding has left many initiatives vulnerable to shifting donor priorities, making long-term planning difficult. Programmes such as Women Count thrived thanks to strong financial backing, yet many other initiatives struggled with unstable funding streams.

Staffing shortages and high turnover rates have overburdened personnel, caused recruitment delays and limited programme execution. In some COs, administrative procedures were disproportionately complex given programme sizes, leading to delays and strained partnerships. Donor engagement remained largely informal, relying on personal relationships rather than on structured, strategic fundraising approaches. Frequent leadership transitions further disrupted continuity, weakening long-term planning efforts. At the country level, unclear coordination roles reduced operational efficiency, forcing country teams to rely on individual efforts rather than institutionalised processes. Awareness-raising initiatives, though prevalent, lacked strategic alignment with programme goals, limiting their effectiveness. Additionally, crisis response efforts suffered from fragmented planning and short-term funding, which resulted in delays and inefficiencies when responding to urgent needs.

Evaluations highlight that the impact of these inefficiencies was particularly evident in Myanmar and Ethiopia, where security-related disruptions severely impacted programme timelines. The COVID-19 pandemic further delayed justice service delivery, exacerbating implementation gaps. Moreover, prolonged planning and slow disbursement of funds affected implementing partners, leading to rushed execution and reduced sustainability—illustrated by delays in Uganda that compromised long-term results.

Internal bureaucratic bottlenecks, particularly in procurement and partner agreements, further hindered operational flexibility and responsiveness, especially in crisis-affected contexts. Evaluative evidence indicates critically slow and unwieldy processes that hinder COs from responding in a timely manner to evolving contexts or emerging priorities. For example, in Nariño, lengthy partner selection processes stalled an urgent crisis response, underscoring the need for greater adaptability and streamlined procedures for timely programme delivery. However, the Fast Tracking of Programming Action Procedure (introduced in 2022) aimed to improve responsiveness.

#### KPI 12: Results are sustainable

Unsatisfactory	2.00
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Despite a strong policy framework emphasising sustainability, evaluations reveal substantial gaps in translating these principles into practice. UN Women's SNs integrate sustainability strategies and exit plans, aiming to align interventions with national capacities, legal frameworks, and long-term gender equality objectives. However, sustainability remains a challenge due to short-term funding cycles, limited follow-up mechanisms, and fragmented capacity development efforts. The evaluations highlight a crucial contradiction: while the strategic plan calls for more consolidated and strategic interventions, much of the work continues to rely on small, short-term projects, limiting sustained impact.

Women's political participation initiatives have sought to shift harmful social norms through media engagement,





### UN Women Humanitarian Work with Refugees in Cameroon

As of January 2016, 243,750 people had fled the violence in Central African Republic (CAR) and become refugees in Cameroon.

UN Women Cameroon supports economic and social rehabilitation for vulnerable women and survivors of sexual and gender-based violence in seven refugee camps in three regions of the country.

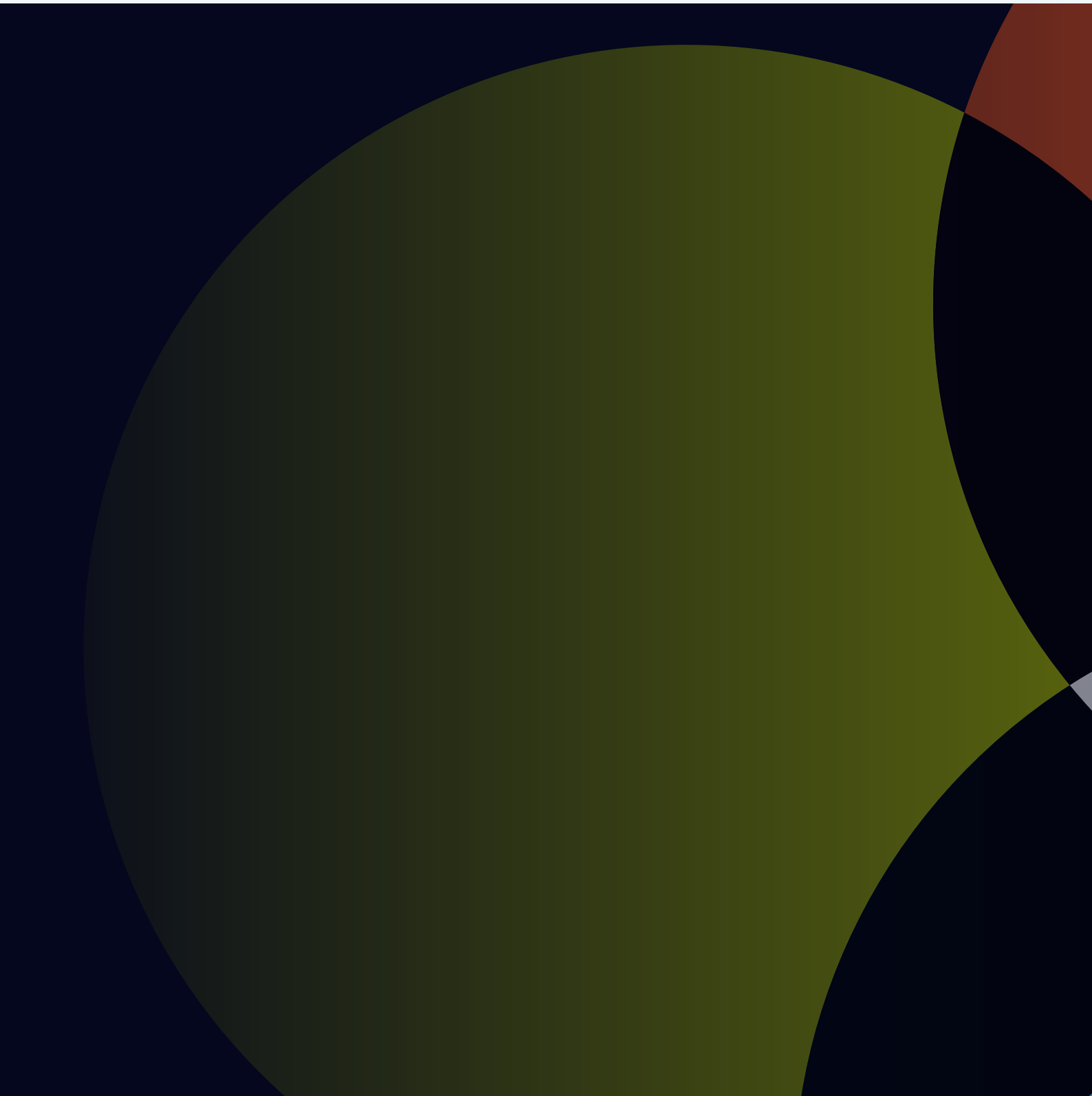
A refugee from CAR holds her granddaughter as she learns the French alphabet as part of an adult education class held at the UN Women Social Cohesion space.

Photo: UN Women/  
Ryan Brown

male champions, and partnerships with civil society. However, resource constraints and political resistance continue to threaten long-term progress. Without sufficient follow-up and systematic monitoring, many capacity-building initiatives fail to achieve lasting benefits. Policy advocacy efforts have led to important legal reforms, but the long-term impact is difficult to assess due to inconsistent frameworks and government turnover.

Ownership remains a persistent challenge. Ensuring sustainability requires strong government buy-in and decentralised approaches, but short-term project structures, underfunding, and insufficient institutional follow-up undermine long-term progress. Evaluations consistently highlight that it takes time to change social norms yet many interventions are short-term projects with limited funding, reducing their potential for sustained impact. In some cases, the high turnover of government officials and a lack of systematic monitoring further weaken the ability to track and build on progress over time.

The sustainability of programmes in key thematic areas - such as gender data and WEE - also depends on national priorities and financial stability. Yet, programmes such as WEE remain underfunded and fragmented, relying heavily on non-core funding, making long-term impact difficult to sustain. This ongoing discrepancy between stated strategic goals and their operational execution underscores the critical need for more structured, longer-term funding models, enhanced coordination efforts, and stronger institutionalised mechanisms to ensure sustainable results.



# ABOUT THE ASSESSMENT







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**Colombia: Growing coffee, sowing peace**

Deyanira Cordoba belongs to a family of coffee growers of Tablon de Gomez, in the of Nariño region of Colombia. As part of a UN Women project, she has learned about her economic rights, bodily autonomy and more. The future holds many possibilities for this talented artist and coffee grower, but whichever path she chooses, she feels she belongs with her community, in the mountains of Colombia, watching the coffee grow. Photo: UN Women/Ryan Brown

## THE MOPAN APPROACH

The approach to MOPAN assessments has evolved over time to adjust to the needs of the multilateral system. The MOPAN 3.1 Approach, applied in this assessment, is the latest iteration. Additional information can be found on the MOPAN website <http://www.mopanonline.org>.

All assessments since 2020 use the MOPAN 3.1 Methodology<sup>1</sup>, which was endorsed by MOPAN members in early 2020. The MOPAN Methodology Manual describes how the framework draws on the international standards and references points. MOPAN 3.1 differs from the MOPAN 3.0 approach in the following ways:

- The 2030 Sustainable Development Agenda is integrated into the framework.
- It includes two new MIs for the prevention and response to SEA/SH.
- It integrates elements measuring key dimensions of the UNDS Reform.

A reshaped relationship management performance area has updated more coherent, clearer KPIs 5 and 6. KPI 5 focuses on how partnerships operate on the ground in support of partner countries; KPI 6 focuses on how global partnerships are managed to leverage the organisation's resources.

- It includes a refocused, streamlined results component.
- It changes the application of ratings (and their corresponding colours) based on scores defined for indicators. Rating thresholds have been raised compared to previous cycles conducted under MOPAN 3.0 to reflect the growing demands for organisational performance in the multilateral system. The underlying scores and approach to scoring are unaffected. This approach was already implemented in MOPAN 3.0\* (2019 cycle).

### Box 8. Operating principles

MOPAN will generate credible, fair and accurate assessments through:

- **implementing** an impartial, systematic and rigorous approach;
- **balancing breadth with depth**, adopting an appropriate balance between coverage and depth of information;
- **prioritising** quality of information over quantity;
- **adopting a systematic approach**, including the use of structured tools for enquiry/analysis;
- **providing transparency**, generating an “audit trail” of findings;
- **being efficient**, building layers of data, seeking to reduce burdens on organisations;
- **ensuring utility**, building organisational learning through an iterative process and accessible reporting;
- **being incisive**, through a focused methodology, which provides concise reporting to tell the story of an organisation's current performance.

Source: MOPAN 3.1 Methodology Manual, [www.mopanonline.org/ourwork/themopanapproach/MOPAN\\_3.1\\_Methodology.pdf](http://www.mopanonline.org/ourwork/themopanapproach/MOPAN_3.1_Methodology.pdf)

1. MOPAN 3.1 Methodology Manual, 2020 Assessment Cycle, [https://www.mopanonline.org/ourwork/themopanapproach/MOPAN\\_3.1\\_Methodology.pdf](https://www.mopanonline.org/ourwork/themopanapproach/MOPAN_3.1_Methodology.pdf)



Performance areas and indicators used in MOPAN 3.1 are shown in Table 4.

**TABLE 4. PERFORMANCE AREAS AND KEY PERFORMANCE INDICATORS**

Performance area	Key performance indicator (KPI)
Strategic management	<b>KPI 1:</b> Organisational architecture and financial framework enable mandate implementation and achievement of expected results
	<b>KPI 2:</b> Structures and mechanisms support the implementation of global frameworks for cross-cutting issues at all levels in line with the 2030 Sustainable Development Agenda principles
Operational management	<b>KPI 3:</b> Operating model and human and financial resources support relevance and agility
	<b>KPI 4:</b> Organisational systems are cost- and value-conscious and enable financial transparency and accountability
Relationship management	<b>KPI 5:</b> Operational planning and intervention design tools support relevance and agility in partnerships
	<b>KPI 6:</b> Working in coherent partnerships directed at leveraging and catalysing the use of resources
Performance management	<b>KPI 7:</b> Strong and transparent results focus, explicitly geared towards function
	<b>KPI 8:</b> Evidence-based planning and programming applied
Results	<b>KPI 9:</b> Development and humanitarian objectives are achieved, and results contribute to normative and cross-cutting goals
	<b>KPI 10:</b> Interventions are relevant to the needs and priorities of partner countries and beneficiaries, as the organisation works towards results in areas within its mandate
	<b>KPI 11:</b> Results are implemented efficiently
	<b>KPI 12:</b> Results are sustainable

Source: MOPAN 3.1 Methodology Manual, 2020 Assessment Cycle,  
[http://www.mopanonline.org/ourwork/themopanapproach/MOPAN\\_3.1\\_Methodology.pdf](http://www.mopanonline.org/ourwork/themopanapproach/MOPAN_3.1_Methodology.pdf)

## APPLYING MOPAN 3.1 TO UN WOMEN

### Interpretations of and adaptations to the methodology

The application of the MOPAN 3.1 methodology to UN Women has followed a structured and comprehensive approach, maintaining full alignment with the entity's triple mandate while ensuring that key cross-cutting issues, including gender, human rights, and humanitarian action, are appropriately reflected as part of the assessment framework. Given UN Women's normative, coordination, and operational roles, the methodology required no significant adaptations.

From the inception phase, it was established that all MIs would be fully applied, reflecting the broad scope of UN Women's work. Unlike some other entities assessed under MOPAN, where elements of the framework may require modification due to specific institutional models, the structure and strategic focus of UN Women allowed for a direct, unaltered application of the framework. This approach ensured congruence with the 2017-18 assessment, allowing for a certain degree of comparison and an evaluation of progress in key areas.

A notable refinement in this assessment was the explicit inclusion of humanitarian action as a cross-cutting issue as MI 2.5, in recognition of UN Women's increasing engagement in humanitarian response. This decision builds upon

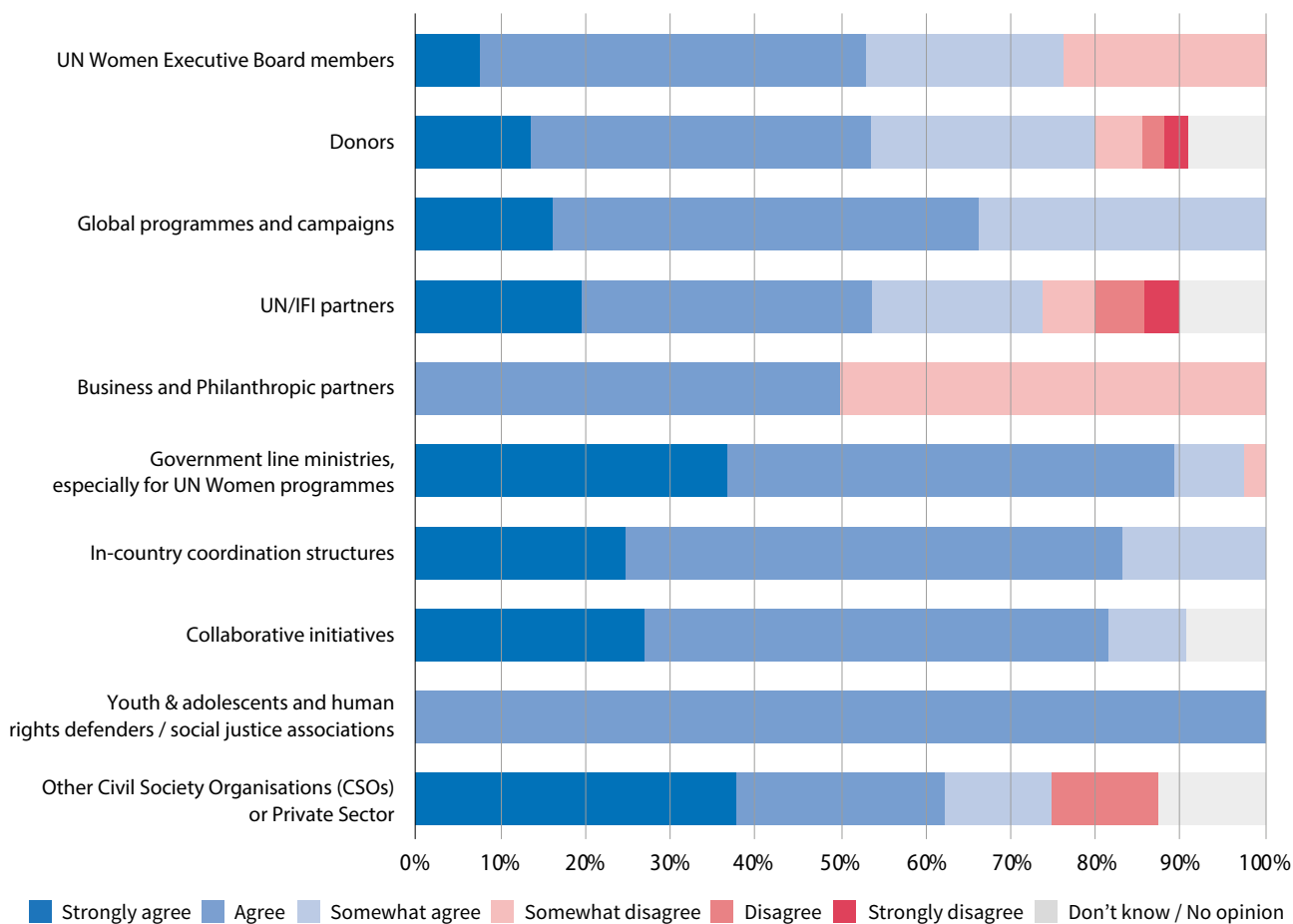
the approach taken in the 2017-18 assessment, ensuring that the assessment captures the entity's ability to integrate gender-responsive approaches across the humanitarian-development-peace nexus. The inclusion of this theme was particularly relevant given UN Women's growing focus on gender in crisis settings, displacement, and conflict resolution.

### Lines of Evidence

This assessment relies on three lines of evidence: a document review, a partner survey, and staff interviews and consultations. The assessment team collected and reviewed a significant body of evidence:

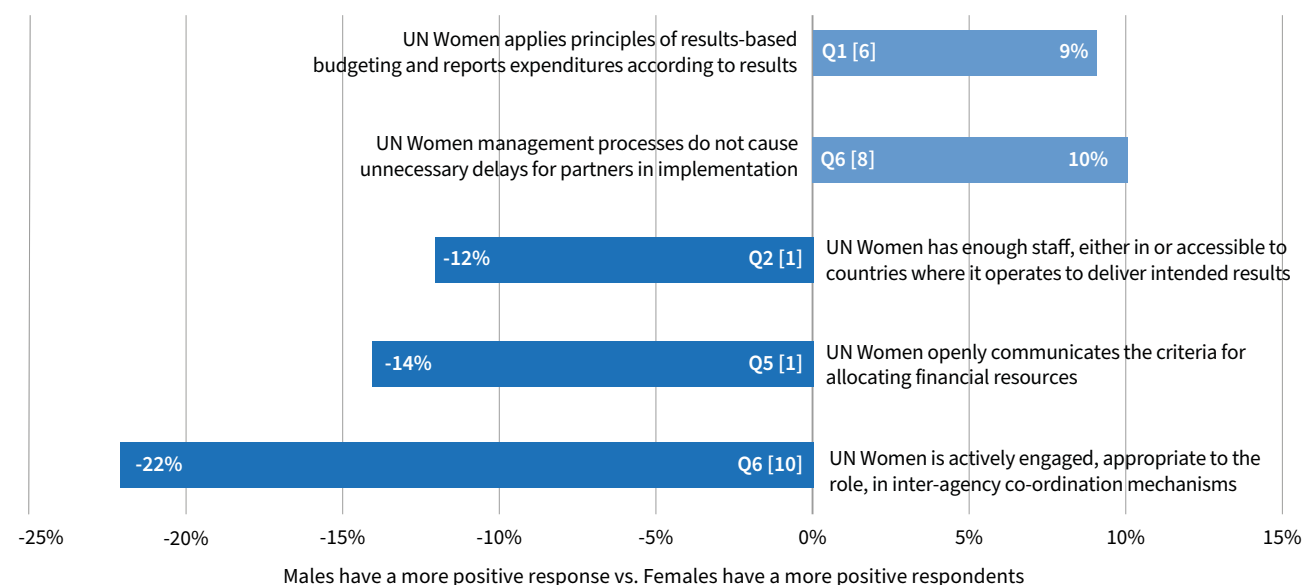
- **A document review:** This comprised publicly available documents published between January 2019 and December 2023. The review period was chosen to ideally capture financial and programme data for the full year of 2023. The submission deadline for documents to be considered was thus set for 30 March 2024. Documents were limited to those in final form (not draft versions), recognised by management, and available in English. The 344 reviewed documents covered a wide range of themes including policies, guidelines, management, operations, relationships and results (evaluations, audits etc.).
- **An online survey:** The survey administered by MOPAN assessed partner perceptions of UN Women's performance over a 9.5-week period from 22 July-27 September 2024, following an extension from the initial closing date of 19 September 2024. The survey achieved an effective response rate of 19% (275 respondents from a sample size of 1,487). Among respondents, 202 identified as female (73%), 72 as male (26%), and 9 preferred not to disclose their gender (3%). Notably, this was the first survey to collect gender identification data, providing an additional lens for analysis. The survey captured responses from partners having varying degrees of familiarity and engagement with UN Women. Most respondents (60%) had been engaged with the organisation for over three years, with interaction frequencies ranging from weekly (28%) to sporadic (22%). Familiarity with UN Women's work was notably high, with half of the respondents describing themselves as very familiar (50%) and nearly one-third as slightly familiar (31%). The groups of partners included members of UN Women's EB, government partners, partner agencies and several types of non-government partners. While the overall sentiment of UN Women's performance was positive, partner agencies and private sector partners were most sceptical. Gender-based analysis further illustrates nuanced differences in perceptions. For five of the forty questions where gender-disaggregated data was collected, notable differences emerged. Male respondents expressed significantly more positive views than female respondents regarding UN Women's engagement in inter-agency coordination mechanisms for planning and implementation (22%), the sufficiency of staff to deliver results (12%), and the transparency of financial resource allocation criteria (14%). Conversely, female respondents were more positive about UN Women's efficiency in avoiding unnecessary delays in partner operations (10%) and its application of results-based budgeting principles (9%). However, for the remaining 35 questions, the difference in perception between male and female respondents was negligible, indicating broad alignment in views across most areas of UN Women's performance.
- **Interviews and consultations:** The interviews took place in two stages. In-person interviews were carried out during the inception phase in January 2024; between May-July 2024, interviews were done virtually and in person, including during three country visits.
  - **Inception phase:** 51 UN Women Senior Management and EB members interviewees
  - **Main evidence collection phase:**
    - 54 focus group discussions with senior managers at HQs and UN Women ROs and COs
    - 22 interviewees with liaison office staff and partners in Geneva
    - 21 interviewees with CO staff, partners and donors in Jordan
    - 62 interviewees with CO staff, partners and donors in Uganda

FIGURE 17: SURVEY: UN WOMEN ORGANISES AND RUNS ITSELF IN A WAY THAT FULLY SUPPORTS ITS VISION



Source: MOPAN Survey.

FIGURE 18: DIFFERENCES IN PERCEPTION BY GENDER, TOP 5 RESPONSES WITH GREATEST DEVIATION



Source: MOPAN Survey.

Discussions were held with the institutional lead of the UN Women assessment as part of the analytical process. These served to gather insights on current priorities for the organisation from the perspective of MOPAN member countries.

General information about the sequence and details related to these evidence lines, the overall analysis, and scoring and rating process as applied to UN Women can be found in the MOPAN 3.1 methodology.

## ASSESSMENT PROCESS

The assessment consisted of four phases: Inception, Evidence Collection, Analysis, and Reporting.

TABLE 5. ASSESSMENT PROCESS

Assessment Phase	Inception (October 2023- January 2024)	Evidence collection (February-July 2024)	Analysis (August 2024- December 2025)	Reporting (January-April 2025)
<b>Key activities</b>	<ul style="list-style-type: none"> <li>Scoping</li> <li>Preparation of evidence collection (country selection, survey partners, key informants, and key documents for review)</li> </ul>	<ul style="list-style-type: none"> <li>Document review</li> <li>Key informant interviews including country visits</li> </ul>	<ul style="list-style-type: none"> <li>Triangulation</li> <li>Learning sessions</li> <li>Evidence documentation</li> </ul>	<ul style="list-style-type: none"> <li>Report drafting</li> <li>Quality Assurance</li> <li>Presentation</li> </ul>
<b>Timeline</b>	<p>Inception Mission: <b>30/01/2024 – 01/02/2024</b></p> <p>Draft Inception Report: <b>29/02/2024</b></p> <p>Final Inception Report: <b>03/05/2024</b></p>	<p>Key informant interviews: <b>08/05/2025 – 04/07/2024</b></p> <p>Document Review: <b>01/03/2024 – 17/09/2024</b></p> <p>Partner survey launch &amp; closure: <b>22/07/2024 – 27/09/2024</b></p>	<p>Preliminary Findings to UN Women: <b>11/10/2024</b></p> <p>Draft Summary Analysis Table (Annex A): <b>19/11/2024</b></p> <p>Feedback received from UN Women on Annex A: <b>11/01/2025</b></p>	<p>Draft Assessment report shared with UN Women: <b>24/02/2025</b></p> <p>Feedback received from UN Women: <b>14/03/2025</b></p> <p>Final Assessment report (published online): <b>08/04/2025</b></p>

## METHODOLOGY FOR SCORING AND RATING

The approach to scoring and rating under MOPAN 3.1 is described in the 2020 Methodology Manual<sup>2</sup>, available on MOPAN's website, which also presents additional information about how the MOPAN framework was adapted for private sector operations.

Each of the 12 KPIs contain several MIs, which vary in number. The KPI rating is calculated by taking the average of the ratings of its constituent MIs.

### Scoring of KPIs 1-8

The scoring of KPIs 1-8 is based upon an aggregated scoring of the MIs. Each MI contains several elements, which vary in number, that represent international good practice. Taking the average of the constituent scores per element, a score is then calculated per MI. Taking the average of the constituent scores per MI, an aggregated score is then calculated per KPI, to ensure a consistent approach.









2. MOPAN 3.1 Methodology Manual, 2020 Assessment Cycle, [http://www.mopanonline.org/ourwork/themopanapproach/MOPAN\\_3.1\\_Methodology.pdf](http://www.mopanonline.org/ourwork/themopanapproach/MOPAN_3.1_Methodology.pdf)

### Scoring of KPIs 9-12

The scoring of KPIs 9-12 is based upon a meta-analysis of evaluations and performance information, rated at the MI level and aggregated to the KPI level. KPIs 9-12 assess results achieved as assessed in evaluations and annual performance reporting from the organisations. Other sources of information are reviewed and included as needed.

### Rating scales

Whenever scores are aggregated, rating scales are used to translate scores into ratings that summarise the assessment across KPIs and MIs. The rating scale used under MOPAN 3.1 is shown below.

 <b>Highly satisfactory</b> (3.51-4.00)	 <b>High evidence confidence</b>
 <b>Satisfactory</b> (2.51-3.50)	 <b>Medium evidence confidence</b>
 <b>Unsatisfactory</b> (1.51-2.50)	 <b>Low evidence confidence</b>
 <b>Highly unsatisfactory</b> (0.00-1.50)	
 <b>No evidence / Not applicable</b>	

A score of “N/E” means “no evidence” and indicates that the assessment team could not find any evidence but was not confident of whether or not there was evidence to be found. The team assumes that “no evidence” does not necessarily mean that the element is not present (which would result in a zero score). Elements rated N/E are excluded from any calculation of the average. A significant number of N/E scores in a report indicates an assessment limitation (see the Limitations section at the beginning of the report). A note indicating “N/A” means that an element is considered “not applicable”. This usually owes to the organisation’s specific nature.

### LIMITATIONS

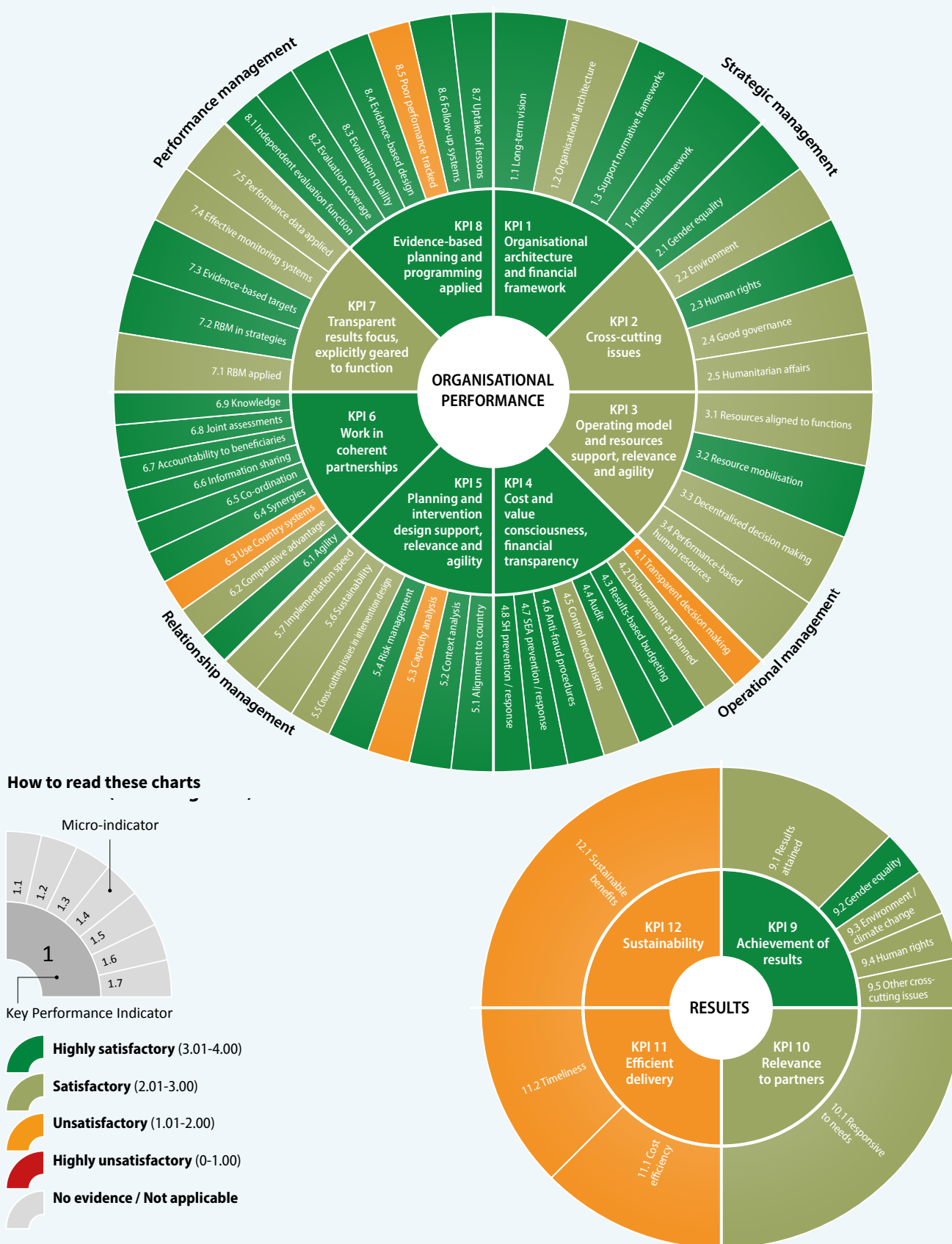
This assessment applied a standardised framework that provides a picture of the organisation’s performance. Thus, any general strengths and limitations of the MOPAN 3.1 methodology, which are laid out in MOPAN 3.1, Section 8, apply to this assessment too.

In addition, a few limitations are specific to this assessment of UN Women:

- MOPAN assessments typically focus on assessing the existence and effectiveness of policies rather than on reviewing procedural aspects. However, in the case of UN Women, certain procedures extend beyond standard workflow descriptions and incorporate provisions that, in other entities, would typically be included in policy documents. Given this, the assessment reviewed selected procedures, particularly those relevant to KPI 4 (Strategic Management) and KPI 5 (Operational Management), to ensure a comprehensive assessment of UN Women’s governance and operational frameworks.
- The assessment of KPIs 9-12 under the MOPAN 3.1 methodology was constrained by limitations in the granularity of available evaluative evidence. UN Women’s corporate evaluations, with a strategic, global scope, synthesise findings and recommendations at a high level, making them less connected to regional and country-level operations (as also noted under KPI 8, MI 8.3, Element 2). This detachment reduced their utility for the assessment, limiting the triangulation of performance data, and thereby challenging the application of the MOPAN 3.1 methodology. As for the country case studies, the focus was shifted to the three country visits that were conducted, allowing for a more in-depth and details analysis for these cases.



FIGURE 19: UN WOMEN PERFORMANCE RATING SUMMARY (PREVIOUS RATING SCALE)

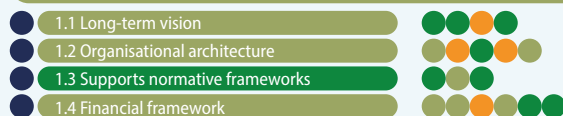


# ANNEX

FIGURE 20: UN WOMEN PERFORMANCE OVERVIEW CURRENT RATING

## Strategic management

### KPI 1: Organisational and financial framework

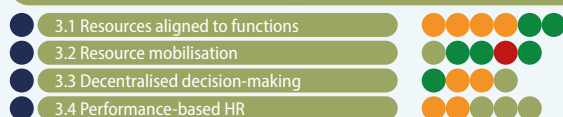


### KPI 2: Structures for cross-cutting issues



## Operational management

### KPI 3: Relevance and agility

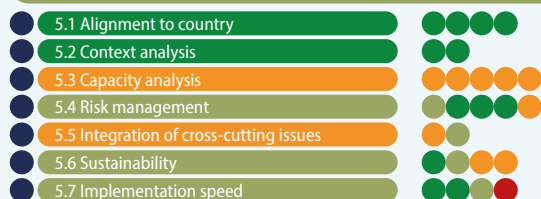


### KPI 4: Cost- and value-conscious systems

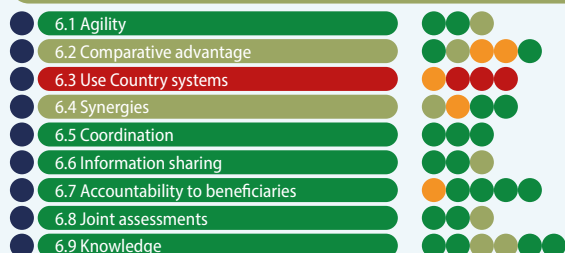


## Relationship management

### KPI 5: Relevance and agility in partnership



### KPI 6: Coherent partnerships



## Performance management

### KPI 7: Results management



### KPI 8: Evidence-based planning and programming

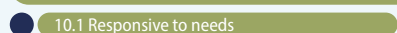


## Results

### KPI 9: Achievement of results



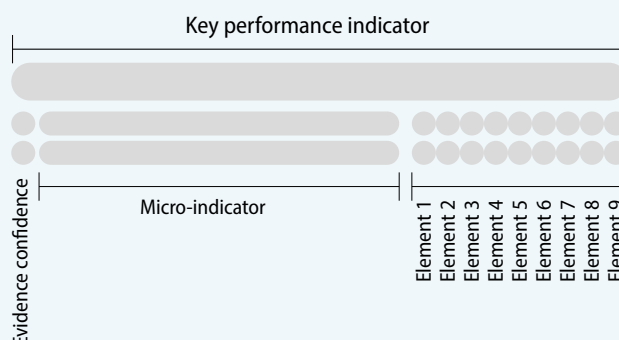
### KPI 10: Relevance to partners



### KPI 11: Efficient delivery



### KPI 12: Sustainability





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