
UN80 INITIATIVE

System-wide Results Management

Secretary-General's Information Brief

Work Package 21

September 2026

UN80 INITIATIVE

System-wide Results Management

Work Package 21

September 2026

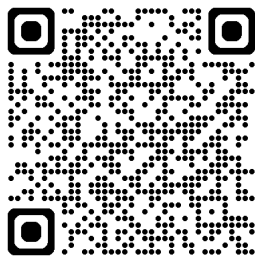
Table of Contents

CHALLENGE	2
OBJECTIVE	3
ADVANCING A SYSTEM-WIDE APPROACH TO MANAGING FOR RESULTS	3
PROPOSED MANAGEMENT FOR RESULTS (MFR) MECHANISM	5
1. Elevate results management at system level	5
2. Strengthen and harmonize across the UN system	6
MUTUALLY REINFORCING WORK AND PRINCIPLES	6
ACTION PLAN AND TIMELINE	7
Phase 1: Build ownership and develop recommendations	7
Phase 2: Establish and institutionalize the MfR Mechanism	8
EXPECTED END STATE	9

System-wide Results Management

UN80 INITIATIVE

Visit the [UN80 Work Package](#)



CHALLENGE: CONNECTING MANDATES, RESOURCES & COLLECTIVE RESULTS

The Mandate Implementation Review has sharpened a core management question¹: how do the mandates entrusted to UN system entities translate into resources, activities and collective results? The Secretary-General's report on the Mandate Implementation Review identified results-based management as a way to connect these elements. It also found that, despite improvements, considerable differences persist in how UN system entities manage for results, limiting the ability of individual entities and the UN system as a whole to demonstrate achievements. General Assembly resolution A/RES/80/251 reinforced this assessment and the need for stronger and more harmonized results management across the UN system.

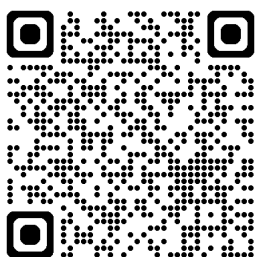
At the entity level, UN system entities vary significantly in how they manage and demonstrate results. Many have well-established approaches to define intended results, track progress and report on performance. Others still lack important elements needed to show clearly how mandates, resources and activities lead to results. Strengthening these arrangements, and aligning approaches where possible, is therefore an important objective.

At the UN system level, these differences create a critical gap: they make it difficult to construct a credible picture of collective action and impact. Senior leadership and Member States lack a sufficiently consolidated view of what the UN system delivers together, how resources support those results, where constraints and trade-offs arise, and where strategic attention may be required.

The consequences are both managerial and political. Internally, these gaps limit the ability of senior leaders to steer the UN system collectively. At the intergovernmental level, Member States receive multiple reports from the Secretary-General and individual UN system entities, but rarely a unified and candid account of collective results, limitations and capacity to deliver. This contributes to a fragmented external narrative that can weaken confidence in the UN system's accountability and erode support for its work.

SECRETARY-GENERAL'S REPORT (A/80/318, page 31)

Mandate Implementation Review



OBJECTIVE: ELEVATE AND STRENGTHEN

The objective of this work package is to strengthen management for results across the UN system by addressing both dimensions of the challenge, including in support of UN80 Workstream 2:

- **elevating management for results as a strategic concern at system level**, including through more structured, forward-looking dialogue among the Secretary-General and Executive Heads and, where useful, with Member States; and
- **strengthening and harmonizing the underlying practices of results management within and across UN system entities**, including the quality and consistency of approaches, in line with A/RES/80/251.

These two mutually reinforcing lines of work would strengthen the UN system's ability to connect mandates, resources, activities and results into a coherent picture of collective action and impact. The approach would build on existing entity-level arrangements, without altering existing mandates, reporting lines or decision-making by intergovernmental organs.

ADVANCING A SYSTEM-WIDE APPROACH TO MANAGING FOR RESULTS

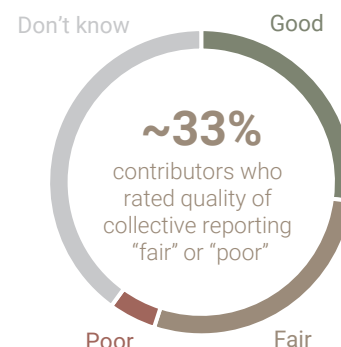
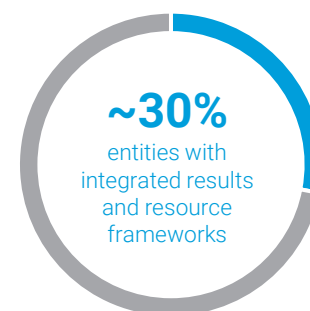
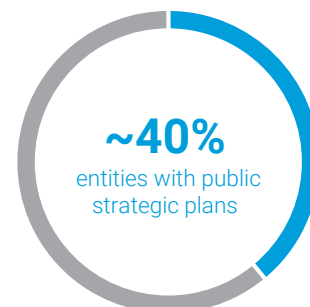
Work Package 21 gives effect to the recommendation in the Secretary-General's Report of the Mandate Implementation Review (A/80/318) to "strengthen and harmonize mechanisms to manage for results across the UN system, including how results are measured and communicated."

The UN80 Initiative Action Plan translated this recommendation into Action 93, to "develop an action plan to strengthen and harmonize management for results mechanisms across the UN system, including how results are measured and communicated."

General Assembly resolution A/RES/80/251 subsequently reinforced this direction, by calling for stronger and more consistent results management across entities and a clearer system-wide view.

GAPS PERSIST

UN system entities with key planning, results management and reporting instruments



Source: Report of the Mandate Implementation Review, A/80/318

FROM MANDATES, RESOURCES AND IMPLEMENTATION TO COLLECTIVE RESULTS & IMPACT

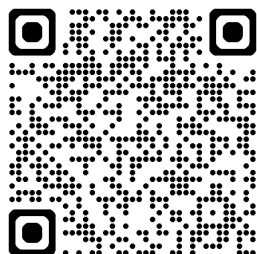
Connecting each stage of the mandate life cycle through better results management approaches



Source: Secretary-General's UN80 Initiative Progress Report (May 2026), A/80/732

GENERAL ASSEMBLY RESOLUTION (A/RES/80/251)

Mandate creation, implementation and review for an efficient and effective United Nations



In particular, the resolution:

- **establishes** that “mandates shall be resourced to ensure effective implementation” and “implemented in an efficient and effective manner to ensure maximum impact on the ground” (paras. 1(l) and 12), making the link between mandates, resources, implementation and results;
- **requests** the Secretary-General “to strengthen and harmonize management for results mechanisms across the United Nations system, including how results are measured and communicated, based on system-wide reporting standards” (para. 19);
- **requests** the development of tools providing “consolidated, timely and comparable information on mandates, resources, activities and results, using common definitions and reporting standards to the extent possible” in support of a system-wide perspective and coherence (para. 29);
- **calls** upon presiding officers and bureaux of intergovernmental organs across the United Nations system “to improve the efficiency and effectiveness of their working methods, share best practice where relevant, and strive for harmonization, through enhanced collaboration” (para. 31), and upon all organs across the UN system “to take a consistent approach to mandate creation, implementation and review by applying the principles and actions outlined in the present resolution” (para. 32).

This work is also closely linked to 3 other UN80 work packages:

- **Work Packages 20 and 10** address internal strategic oversight and senior management coordination arrangements. Together, they will help clarify where the strategic leadership discussion on collective results should be anchored and how better results information can inform system-wide coordination and delivery.
- **Work Package 18** addresses the relationship between resources and results. Its work can help connect funding practices and information to the system-wide results picture and dialogue.

In addition, the Joint Inspection Unit (JIU) review of strategic planning in the UN system, once finalized, may also provide further findings and recommendations.

For the purpose of this information brief, the term “United Nations system” is understood to encompass the United Nations, specialized agencies and related organizations. There are currently 17 specialized agencies (Food and Agriculture Organization of the United Nations, International Bank for Reconstruction and Development, International Civil Aviation Organization, International Development Association, International Fund for Agricultural Development, International Finance Corporation, International Labour Organization, International Monetary Fund, International Maritime Organization, International Telecommunication Union, United Nations Educational, Scientific and Cultural Organization, United Nations Industrial Development Organization, Universal Postal Union, World Health Organization, World Intellectual Property Organization, World Meteorological Organization, World Tourism Organization). The

PROPOSED MANAGEMENT FOR RESULTS (MFR) MECHANISM

The proposed Management for Results (MfR) mechanism would address the two dimensions of the challenge through two mutually reinforcing lines of work:

- **elevating management for results as a strategic concern at system level; and**
- **working to strengthen and harmonize the underlying practices of management for results** within and across UN system entities, in line with the goals set out by the Secretary-General and resolution 80/251.

1. ELEVATE RESULTS MANAGEMENT AT SYSTEM LEVEL

The first line of work would explore how results can be considered more strategically by UN system leadership and in dialogue with Member States. It would have two interconnected functions:

a. System-wide results synthesis and leadership dialogue

Develop and test a structured leadership dialogue, to be anchored in existing principal-level fora, where the Secretary-General and Executive Heads can focus on a limited number of areas, within existing mandates and agreed priorities, **where collective UN system action matters most, consider what progress should be made over the coming period, and examine whether the UN system is organized, resourced and positioned to deliver.** A focused System-wide Results Synthesis would support this forward-looking discussion, structured around those areas and drawing on existing information to show opportunities, constraints, and trade-offs. The scope would be determined through consultation and testing.

b. Exploratory dialogue with Member States

Explore a structured, informal, leadership-level dialogue between Executive Heads of UN system entities and Member States on collective results, constraints and lessons. The aim would be to create space for discussion on **how the UN system can best advance collective results through the implementation of existing mandates, and the factors affecting its ability to deliver.** Such dialogue would complement, rather than replace, entity-level strategies and existing formal reporting to intergovernmental bodies, in line with the goals of A/RES/80/251 (paras. 31 and 32).

term “related organizations” includes the International Atomic Energy Agency, the International Criminal Court, the International Organization for Migration, the International Seabed Authority, the International Tribunal for the Law of the Sea, the Organisation for the Prohibition of Chemical Weapons, the Preparatory Commission for the Comprehensive Nuclear-Test-Ban Treaty Organization and the World Trade Organization. Reference is also made to the UN System chart published by the Department of Global Communications of the UN Secretariat: <https://www.un.org/en/delegate/page/un-system-chart>

2. STRENGTHEN AND HARMONIZE ACROSS THE UN SYSTEM

Underpinning the strategic approach, the second line of work would strengthen and harmonize the underlying approaches, standards and information on which strong management for results, system-wide synthesis and strategic dialogue depend. For the UN Secretariat, Workstream 2 provides an immediate opportunity to accelerate this work. Across all UN system entities, it would build on existing good practice to address differences in maturity, consistency and comparability. In line with resolution 80/251 (paragraphs 19 and 29), this would include:

- **developing high-level system-wide standards and common definitions for relevant data**, while allowing sufficient flexibility for different mandates and business models;
- **improving the consistency, quality and comparability of the information needed for system-wide analysis and synthesis**, as well as the systems needed to manage it;
- **identifying and sharing good practice through existing technical and inter-agency mechanisms**, peer learning and common methodologies.

The aim is not to impose a single results-management model across diverse UN system entities, but to establish sufficient commonality and quality to enable more consistent management, measurement and communication of results across the UN system.

MUTUALLY REINFORCING WORK AND PRINCIPLES

The two lines of work are mutually reinforcing. Stronger and more consistent results management within and across entities is necessary for system-wide synthesis and strategic dialogue, which in turn can reinforce further improvement.

The approach would build on existing arrangements. For the internal UN system leadership dialogue, the CEB could provide the mechanism, given its role in bringing together the Secretary-General and Executive Heads, as well as the specific references in resolution A/RES/80/251. The exact arrangement would be developed together with the leaders of the UN system. The technical work on harmonization would also build on existing inter-agency mechanisms, as well as existing results, programme, budget and reporting processes.

Member State dialogue would take place through existing inter-governmental fora and processes, as appropriate.

Overall, work on the mechanism should be guided by three principles:

- 1. Light-touch:** build on existing mechanisms, information and coordination arrangements, avoid new reporting requirements, and do not create new administrative layers.
- 2. Synthetic:** connect and make better use of existing information while strengthening its quality, consistency and comparability over time.
- 3. Learning- and dialogue-focused:** use results information to support collective action, learning, transparency and strategic discussion, rather than additional compliance.

ACTION PLAN AND TIMELINE

No single system-wide Management for Results arrangement currently performs the functions described above. At the same time, substantial results-management, strategic planning, reporting and coordination arrangements already exist across the UN system.

The next step is therefore to build a common understanding of the challenge, identify what can be strengthened or better connected, and test where a more coherent MfR approach can add value, including in support of UN80 Workstream 2. The action plan would proceed in two phases.

PHASE 1: BUILD OWNERSHIP AND DEVELOP RECOMMENDATIONS (Q4 2026 TO Q1 2027)

The first phase would develop a shared understanding of the challenge across the UN system and prepare recommendations for consideration by the Secretary-General. This would include:

- **Engaging Executive Heads of UN system entities on the system-level challenge and the value of a more strategic discussion of collective results;** and – drawing on relevant work under Work Packages 10, 18 and 20 – exploring the possible use of the CEB and its mechanisms for this purpose.
- **Developing and testing a first forward-looking System-wide Results Synthesis**, structured around a limited number of areas arising from existing mandates and agreed priorities, to demonstrate what a focused evidence base for strategic leadership discussion could look like. It would draw on existing information on mandates, resources and results, without comprehensively aggregating entity-level results.

- **Engaging Member States through existing intergovernmental processes**, including the implementation of A/RES/80/251, to inform the proposed approach to system-wide dialogue.
- **Initiating the mapping of results-management approaches within and across UN system entities**, identifying strong practices as well as significant gaps in maturity, consistency and comparability.
- **Preparing recommendations for the Secretary-General on the MfR approach**, including the proposed leadership dialogue, system-wide synthesis, harmonization work and the institutional arrangements required to support them.

PHASE 2: ESTABLISH AND INSTITUTIONALIZE THE MfR MECHANISM (FROM Q2 2027)

The second phase would institutionalize the MfR approach by embedding it in existing system-wide arrangements. This would include:

- **Establishing a regular forward-looking strategic leadership dialogue on collective results**, potentially through the CEB, supported by a System-wide Results Synthesis.
- **Maintaining a focused System-wide Results Synthesis for strategic leadership discussion**, structured around a limited number of areas selected for principal-level attention and drawing on existing information, without creating new reporting requirements or seeking comprehensive coverage of entity-level results.
- **Developing proposals for system-wide standards and common definitions**, building on best practice and allowing for diverse mandates and business models, and supporting their progressive implementation.
- **Identifying and putting in place the technical and inter-agency mechanisms to support the MfR**, including the methodologies, peer learning and preparation of the System-wide Results Synthesis.
- **Establishing, where there is sufficient support and added value, a regular strategic dialogue with Member States** through existing intergovernmental processes and fora.
- **Reviewing the operation of the approach after an initial period** of at least 12 months and making adjustments where needed.

The Secretary-General's Office would coordinate implementation of Phase 1, working closely with the CEB Secretariat and relevant inter-agency mechanisms. Longer-term coordination responsibilities would be confirmed as part of the arrangements agreed under Phase 2.

EXPECTED END STATE

If successful, Work Package 21 would leave the UN system with a more coherent and credible approach to managing for results at both entity and system level.

At system level, the MfR approach would support a more coherent understanding of collective action and impact. UN system leaders would have a regular opportunity to consider what has been learned from performance in a limited number of areas requiring collective attention, what further progress is needed to advance existing mandates and agreed priorities, and whether the system is organized, resourced and positioned to deliver. This would help identify constraints and trade-offs, and show where better coordination or adjustment is needed.

Member States would have a complementary opportunity for more strategic dialogue on collective results and the factors affecting delivery through existing intergovernmental processes, as well as to support harmonized practices that strengthen system-wide coherence. Taken together, these changes would provide UN system leaders and Member States with a clearer, more consistent and more candid understanding of how mandates and resources translate into results and impact.

At the entity level, UN system entities would continue to use results-management approaches suited to their mandates and business models, against a stronger common foundation. System-wide standards and common definitions would support greater consistency in how strategic results are defined, measured and communicated. Entities would have stronger opportunities for peer learning and exchange of good practice, and a basis for progressively strengthening less mature arrangements. Over time, this should improve the quality and comparability of underlying results information across the system.