INSIGHTS ON ORGANIZATIONAL EFFECTIVENESS AND EFFICIENCY

A meta-synthesis of UN Women Evaluations
Contribute to UN-Women’s knowledge base and learning on **organizational effectiveness and efficiency** outputs of the Strategic Plan 2018–2021.

Highlight evidence-based results, good practices and impediments from **corporate** and **decentralized** evaluations.
**Scope and Methodology**

- **Theory-based analytical framework**
- **Combination of quantitative and qualitative methods**
- **Analysis and findings organized around four OEEF outputs**

**OEEF Outputs**

1. **Output 1:** Enhanced coordination, coherence, and accountability of the **UN system commitments** to gender equality and women's empowerment

2. **Output 2:** Increased **engagement of partners** in support of UN-Women’s mandate

3. **Output 3:** **High quality of programmes** through knowledge, innovation, results-based management, and evaluation

4. **Output 4:** Improved management of financial and human resources in pursuit of results

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**68 evaluations**

- 53 country-level evaluations
- 9 global evaluations
- 6 regional evaluations

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*From 2017-2019*
KEY INSIGHTS

UN-Women plays a **pivotal role** in UN coordination and has **established technical expertise** on gender equality and the empowerment of women.

**Successful coordination** within the UN system, particularly at the country level and in joint programming, is achieved by establishing clear governance frameworks and leveraging relative comparative advantages of partners.

**Effective partnerships** contribute to the delivery of stronger and more comprehensive programmes.

**GOOD PRACTICES**

- CLEAR GOVERNANCE STRUCTURE
  
  Establishing clarity on roles and governance structure

- LACK OF STREAMLINED COMMUNICATION
  
  Lack of streamlined communication and implementation (e.g. in UN Country Teams)

- HARNESING SYNERGIES
  
  Harnessing implementation synergies and leveraging comparative advantages of partners

- INADEQUACY OF RESOURCES
  
  Inadequacy of resources (human, financial and technical) allocated to coordination
UN-Women has been successful in identifying and engaging with a **wide range of partners** including national gender machineries, various government ministries (national and municipal), private sector, civil society organizations (CSO).

**Alignment** with existing programmes of government and CSOs, and at the community level supports local ownership and boosts potential for programme sustainability.
KEY INSIGHTS

Results-based management is most successful when accompanied by **strong theories of change**, well defined indicators and **sufficient capacity** to implement and monitor systems.

Project oversight bodies, with representatives of different groups of stakeholders, can support achievement of a wide range of results including **strengthening of knowledge platforms**.

UN Women should continue to identify and address **data-related challenges** to guide planning and monitoring activities.
Available resources are allocated in a responsive and efficient way with committed personnel managing demanding workloads.

**Insufficient funds** can limit the scope, effectiveness and impact of UN-Women interventions.

**High turnover rates** of technical personnel, lack of continuity in management and delays in recruitment are hindering factors.
OPPORTUNITIES AND THE WAY FORWARD

STRENGTHEN ORGANIZATION-WIDE LEARNING and a broader application of lessons from previous successful engagements on UN Coordination.

ENHANCE PARTNERSHIP GOVERNANCE and engagement frameworks to foster strong partnerships and build on existing local relationships.

FURTHER STRENGTHEN PARTNER NETWORKS and expand outreach to include diverse actors and donors.

IMPROVE THE EFFECTIVENESS OF MONITORING SYSTEMS and strengthen institutional mechanisms for results-based management, learning and planning.

Intensify efforts towards STRENGTHENING GENDER DATABASES and knowledge platforms.

Continue to ADDRESS KEY CONSTRAINTS IN FINANCIAL AND HUMAN RESOURCES through prioritization, resource mobilization and improved efficacy of business processes.
THANK YOU

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