

**Independent Evaluation and Audit Services (IEAS)**

Independent Evaluation Service (IES)



# INSIGHTS ON ORGANIZATIONAL EFFECTIVENESS AND EFFICIENCY

**A meta-synthesis of UN Women Evaluations**

## PURPOSE



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**

# 68

evaluations\*  
2017-2019

53 country-level  
evaluations

9 global  
evaluations

6 regional  
evaluations

## OEEF OUTPUTS



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



**OUTPUT 2:** Increased **engagement of partners** in support of UN-Women's mandate



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



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



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

## 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



#### HARNESSING SYNERGIES

Harnessing implementation synergies and leveraging comparative advantages of partners



#### LACK OF STREAMLINED COMMUNICATION

Lack of streamlined communication and implementation (e.g. in UN Country Teams)



#### INADEQUACY OF RESOURCES

Inadequacy of resources (human, financial and technical) allocated to coordination

### IMPEDIMENTS



**OUTPUT 2:** Increased **engagement of partners** in support of UN-Women's mandate

## KEY INSIGHTS

- ▶ 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.

### GOOD PRACTICES



#### STRONG LOCAL PARTNERS

Selecting strong local partners and building partner capacities



#### MULTI-STAKEHOLDER NETWORKS

Strengthening multi-stakeholder networks of gender-equality advocates



#### INADEQUATE OUTREACH

Inadequate outreach and weak coordination with partners



#### CAPACITY OF PARTNER AND TURNOVER

Weaknesses in partner capacity and partner staff turnover

### IMPEDIMENTS




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

**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.

**GOOD PRACTICES**



**INNOVATIVE KNOWLEDGE PLATFORMS**

Innovative knowledge platforms to help identify strategic priorities and provide gender statistics




**RESPONSIVE MANAGEMENT**

Adaptive approach to M&E and responsive management



**LIMITED AVAILABILITY OF DATA**

Limited availability and validation of monitoring data



**INADEQUATE USE OF RESULTS FRAMEWORKS**

Inadequate use of results management frameworks and weak output-level indicators

**IMPEDIMENTS**



## OUTPUT 4: Improved management of financial and human resources in pursuit of results

### KEY INSIGHTS

- ▶ 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.

#### GOOD PRACTICES



#### POOLED FUNDING

Multi-donor coalitions and pooled funding



#### FINANCIAL TRAINING

Financial training for implementing partner staff



#### UNCOORDINATED RESOURCE MOBILIZATION

Uncoordinated resource mobilization efforts



#### INADEQUATE STAFFING

Inadequate staffing and in-country expertise

#### IMPEDIMENTS

# 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.



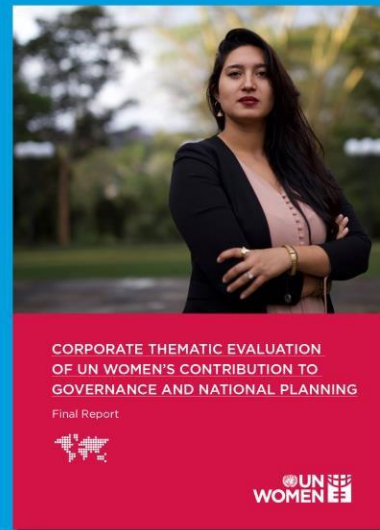
Continue to **ADDRESS KEY CONSTRAINTS IN FINANCIAL AND HUMAN RESOURCES** through prioritization, resource mobilization and improved efficacy of business processes.



# THANK YOU

Find all corporate evaluations at:

<http://www.unwomen.org/en/about-us/accountability/evaluation/corporate-evaluations>



Find us on Twitter



@unwomenEval