The lessons in this leaflet have been extracted from the following evaluations:

- UN Women Independent Evaluation Office (2014): What can we learn from UN Women evaluations?
  A Meta-analysis of evaluations managed by UN Women in 2013.
- Rwanda (2013) Final Evaluation of Rwandan Government and ONE UN ISANGE One Stop Centre
- Zimbabwe (2013): Final Evaluation of The Gender Support Programme (GSP)
- Uganda (2013): Mid-Term Evaluation of the WP on Gender Equality (UNFPA)
- Regional/Thematic (2012): Thematic Evaluation of UN Women action to end violence against women in the East & Horn of Africa sub-region
- Sudan (2011) Final Evaluation: Defending and securing the human rights of women and girls in the humanitarian crisis, South Darfur, Sudan, July 2008 - July 2010

All UN Women evaluations are available on GATE (www.gate.unwomen.org) & the Gender Equality Evaluation Portal (http://genderevaluation.unwomen.org/en)

UN Women: Organizational Effectiveness
UN Women’s Strategic Plan (2014—2017) states that UN Women will continue to strengthen its capacity to deliver results. The UNW Results Framework then elaborates the following four priorities for operational effectiveness and efficiency:

1. to drive more effective and efficient UN system coordination and strategic partnerships;
2. to institutionalise a strong culture of results-based management, reporting, knowledge management and evaluation;
3. to enhance organisational effectiveness featuring robust capacity and efficiency at country and regional levels;
4. to mobilise and leverage adequate resources.

Lessons Learned from Evaluations: Promoting Organizational Effectiveness in UN Women Programmes

1. WHY is Organizational Effectiveness in UN Women programmes important?

WHY is Organizational Effectiveness important?

This issue focuses on questions of Organizational Effectiveness which is based on the meta-analysis conducted. Results seemed applicable across all thematic areas of work.

UN Women continues to strengthen organizational effectiveness through working, for example, to enhance capacity and efficiency at country and regional level. Under this Output Cluster, UN Women seeks to:

1. Promote effective leadership and direction to advance the mandate and mission of the organization;
2. Ensure staff have the capacity and accountability for delivering results in gender equality and women’s empowerment;
3. Promote in its operations a culture of risk management, accountability and transparency.

In addition to these elements, as an organization UN Women needs to give consideration to the means in which they can better facilitate the delivery of results and build confidence among partners. Evaluations have shown that elements such as financing constraints and weak knowledge management—especially in terms of sharing lessons between country level and global work—are issues that UN Women needs to address in order to enhance organizational effectiveness.
What do we know?

Lessons on ‘Organizational Effectiveness from UN Women programmes across the region

**2 WHAT challenges are faced for ensuring Organizational Effectiveness in UN Women programmes?**

- UN Women is facing many of the challenges of a relatively young organization, especially in terms of clarifying roles and mandate, and developing synergies across different areas of work. Nevertheless, the creation of UN Women has increased the strategic presence and credibility of gender work in the UN system. This enhanced visibility has brought with it high expectations that are proving to be a challenge for the organization to meet, especially at country level.

- At the center of these issues are 3 factors repeatedly highlighted by evaluations: knowledge management and financing.

**Knowledge management:** UN Women is strategically positioned to contribute to knowledge generation and management around gender issues. However, evaluations show this area of work is stronger at the global level—with HQ making more contribution than CDs to knowledge generation. As such, these areas of work need to be strengthened at the decentralized level.

**Financing:** lack of availability of funds is a constraint to organizational effectiveness that is identified in many evaluations. This is exacerbated by delays in disbursement at the programme level.

**3 HOW can UN Women better ensure Organizational Effectiveness and Efficiency?**

- Build capacity for UN Women staff, particularly on financial management, programme management, monitoring and evaluation—to aid programme implementation processes and increase overall organizational efficiency.

- Maximize resources and expertise: as a young UN Agency, UN Women has to position itself strategically in order to maximize resources and expertise. Joint Programmes can potentially be a particularly good avenue for this.

- Smoothen funds transfers to partners by putting in place critical financial management capacities at the programme level. In cases where full Delegation of Authority in a CD has not been established, alternative solutions are required to reduce time lag from approval to disbursement of funds. This is particularly critical in emergency situations.

- Ensure the development of adequate policies, systems & structures: responsive structures and controls to monitor operational, financial, development and reputational risk are required; and for the elevation of issues to decision makers as necessary.

- Knowledge management capabilities need to be decentralized and linked to global knowledge management systems. Global policy and normative work and knowledge needs to be better connected with, and grounded in country level work and experiences. CDs will need to work to identify their key KM requirements and link with, for example, the Regional Office KM Specialist for further practical guidance. Knowledge & Information Management systems should be integrated into programmes.

- Foster Inter-agency partnerships: UNW programme evaluations have identified the benefits for efficiency from fostering inter-agency work; this strengthens the enabling environment and also engages existing structures for broader & more sustainable impact.

- Encourage a long-term approach & partnerships: Partnership agreements should be made for longer periods and projects should be implemented with partners in 3-5 year cycles. The longer duration of projects will provide sufficient time and resources to address underlying issues and move towards desired impacts.

- Ensure sound programme design: robust and high quality logical frameworks and performance monitoring frameworks should be developed for all programmes without exception.

- Put in place rigorous monitoring: to ensure, for example, early detection of financial irregularities between reports & disbursements, and to maintain oversight of activity implementation.