



EVALUATION BRIEF



STRENGTHENING ORGANIZATIONAL STRUCTURE FOR DELIVERING GENDER EQUALITY RESULTS

Corporate evaluation of the Regional Architecture of UN Women

UN Women was created in July 2010 with the goal of achieving gender equality and women's empowerment. The institutional set-up was designed with a regional architecture that aimed to maximise the organization's ability to deliver on its mandate. The regional architecture was intended to bring capacity closer to the field, empower UN Women staff at field level, reduce transaction costs arising from multiple layers of oversight for key business processes, better distinguish higher level programmatic and operational oversight and global policy work at headquarters from the day-to-day oversight and support in the field, and improve UN Women's overall efficiency and effectiveness.

The UN Women Independent Evaluation Office undertook this corporate evaluation to assess the implementation of the regional architecture from its launch in 2012 to the first quarter of 2016, with the aim of informing future plans for strengthening the institutional set-up. The evaluation covers the relevance, organizational effectiveness and administrative efficiency of UN Women's regional architecture, including its organizational capacity to deliver UN Women's mandate across all roles – normative, operational and coordination - at the global, regional and country levels.

What are the main evaluation conclusions?

1. UN Women's overall ability to respond to stakeholder needs has significantly increased at all levels (global, regional and country), with some limitations by different office types.
2. The regional architecture has been rolled out rapidly and in accordance with the Executive Board Papers guidance and expectations with two exceptions: a) Headquarters' structure has not been adequately adjusted to support regions and countries, and b) the prescribed robust knowledge management and internal communication functions have not been adequately developed.
3. The regional architecture has increased UN Women's overall ability to implement the integrated mandate in the field (normative, coordination and operational) with some limitations by programme presence countries.
4. UN Women has some systems and information for monitoring the performance of the regional architecture and is in the process of developing additional systems and refining the existing ones. At the time of the evaluation, gaps remained in information availability due to flaws in systems and processes for monitoring and reporting.

Read the full report at <http://www.unwomen.org/en/about-us/evaluation/corporate-evaluations>

Read TRANSFORM at www.unwomen.org/en/about-us/evaluation/news

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

5. The regional architecture has increased UN Women's overall ability to focus and capacity to apply rigorous gender analysis and human rights approaches in programme design, monitoring and implementation at regional and country levels. At the same time, it has created a need to redefine UN Women's pathways to reach and support the most vulnerable women.

6. Overall, the different levels in the regional architecture support each other well, with some limitations.

7. In the absence of clear criteria for different types of offices, a process for transitioning from one type of office to another and flexibility to make such transition possible, UN Women is constrained in its ability to maximize its effectiveness for a given level of funding.

8. UN Women has made progress in some administrative and management systems in terms of efficiency, yet, there still remain significant inefficiencies in several systems, which UN Women is in the process of studying and improving at a rapid pace.

9. UN Women has been challenged from a regional architecture design based on budget availability assumptions, which had not materialized at the time of the evaluation.

10. UN Women has important strengths in the mix of its staff competencies and culture in the field that, if managed and maintained, help position UN Women well to implement its integrated mandate and deliver on the 2030 Agenda for Sustainable Development.

How can UN Women improve?

RECOMMENDATIONS TO MOVE FORWARD

The following recommendations to UN Women are based on the evaluation framework, the analysis that informed findings and conclusions, and discussions held with stakeholders.



UN Women should build greater flexibility into the regional architecture and deploy its types of presence strategically, while defining a clear process and criteria to be considered in making decisions about typology of presence.



UN Women should strengthen Headquarters integration within the regional architecture framework, as mandated in the Executive Board Papers.



UN Women should make specific adjustments to each level in the regional architecture, adapting to more realistic expectations corresponding to each level's capacity.



UN Women should develop and strengthen knowledge sharing and learning communities.

Stakeholder data collected for this corporate evaluation

EVALUATION APPROACH

Gender-responsive, organizational assessment, appreciative inquiry

FOUR STREAMS OF DATA COLLECTION



300+ documents



6 site visits
209 interviews



32 countries
56 interviews, quantitative analysis



331 respondents

GENDER OF STAKEHOLDERS

265 Interviews: 200 Women, 65 Men
Survey: 241 Women, 76 Men, 13 No answer, 1 Other

COUNTRY CASE STUDY VISITS

Colombia (Country Office), **Liberia** (Country Office), **Morocco** (Multi-country Office), **Tajikistan** (programme presence country) and **Thailand** (Asia Pacific Regional Office)