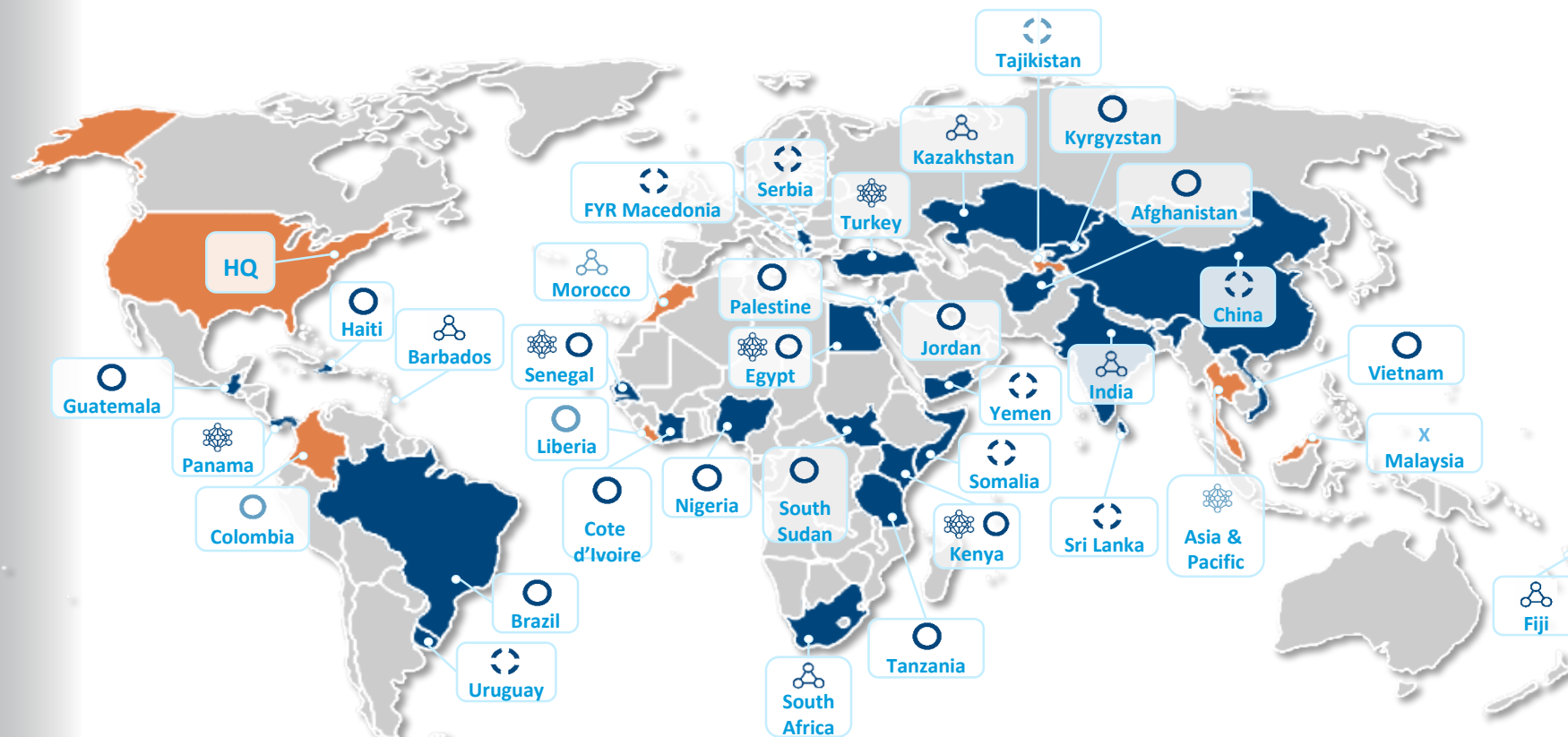




United Nations Entity for Gender Equality
and the Empowerment of Women

Corporate Evaluation of UN Women's Regional Architecture

**Marco Segone, Director
Independent Evaluation Office**



- Document Review**
 - 300+ documents
- Case Studies**
 - 6 site visits, 209 interviews
- In-Depth Portfolio Review**
 - 32 countries, 56 interviews, quantitative analysis
- Survey**
 - 331 respondents

Regional Office

Multi-Country Office

Country Office

Programme Presence

Non-Programme Presence

Case Studies Portfolio Reviews

32 Findings

10 Conclusions

4 Recommendations

UN Women's overall ability to respond to stakeholder needs has significantly increased at all levels with some limitations by different office types

The Regional Architecture has been rolled out rapidly, and in accordance with the Executive Board papers' guidance with two exceptions:

1. HQ's structure has not been adequately adjusted to support regions and countries, and
2. the prescribed robust KM and internal communication functions have not been adequately developed

The regional architecture has increased UN Women's overall ability to implement the integrated mandate in the field with some limitations by programme presence countries

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.

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

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

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 maximise its effectiveness for a given level of funding.

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

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

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

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.



Thank You