

Independent Evaluation Service



FOR ALL  
WOMEN  
AND GIRLS

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The Magazine for  
Gender-Responsive  
Evaluation

# TRANSFORM





## Dear Readers,

Here we are with the 30th issue of TRANSFORM! This issue focuses on the role that UN Women plays in supporting the participation of women in peace processes. There is strong evidence that women's participation enhances the effectiveness of peace processes, including their stability. Despite this, women remain underrepresented in peace negotiations and peacekeeping.

UN Women has been a strong advocate for change, ensuring not only that women's organizations are included at all levels of peace processes, but also making sure their perspectives meaningfully influence peace agreements. Through these efforts, UN Women continues to push for a more inclusive and effective approach to peace and security.

In line with the corporate evaluation plan for 2022–2025, IES conducted a corporate thematic evaluation of UN Women's Support to Women's Participation in Peace Processes, from 2018 to 2023. The evaluation aimed to understand what types of support worked, in which contexts, in what ways it worked and for whom. The evaluation also examined the different factors that enabled or hindered UN Women's support for women's participation in peace processes and identified lessons learned.

What emerged is that UN Women contributed to results through five broad mechanisms (building partnerships and relationships; convening multiple stakeholders; developing awareness and commitment; supporting women's civil society influence; and embedding Women, Peace and Security and women's participation within institutions) and that the Entity's unique mandate and strong relationships with women's civil society organizations brought women's voices to peace processes in a way that no other agency can. Sustainable results were found mostly where UN Women contributed to developing the institutions, policies and capacities that can support women's participation, even in the face of significant setbacks.

We hope you find this new TRANSFORM issue inspiring and the information within it useful to increase awareness and understanding of the importance of including women at all levels of peace efforts.

**Inga Kaplan**

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# WHY EVALUATE UN WOMEN'S SUPPORT TO WOMEN'S PARTICIPATION IN PEACE PROCESSES?

Photo: ©UN Women/Ryan Brown

**Advancing women's participation in peace processes is a cornerstone of the Women, Peace and Security (WPS) agenda. UN Women champions this work by supporting gender equality, women's rights and ensuring women's meaningful participation at every stage and level of peace processes.**

Such work faces significant challenges. Peace processes are inherently sensitive and political, often limiting UN Women's access. Global trends of backlash against gender equality and rejection of multilateral frameworks further complicate efforts to advance women's roles in peacemaking.

Against this challenging backdrop, the evaluation was conducted to assess how UN Women contributes to advancing women's participation in peace processes across various contexts, providing insights into what works. The evaluation also examined the factors that enabled or hindered UN Women's efforts, identifying lessons learned and offering recommendations to strengthen the Entity's work in this area.

The corporate evaluation focused on work between 2018 and 2023. Its purpose was to inform strategic decisions, foster organizational learning and ensure accountability within UN Women's WPS portfolio in aligning with the current UN Women Strategic Plan.

The evaluation team approached "peace processes" as one aspect of the broader WPS agenda. Therefore, other critical UN Women workstreams such as the adoption, implementation and localization of WPS National Action Plans, capacity-building, organizational strengthening and movement consolidation were explored only when directly linked to peace processes.

The evaluation was presented to the UN Women Executive Board in June 2025, with a management response. The UN Women Peace, Security and Resilience Section (which sits within the Policy, Programme and Intergovernmental Division), in collaboration with other divisions as required, led on development of the management response.

The primary users of the evaluation are expected to be the UN Women Executive Board, senior management, UN Women's Peace, Security and Resilience Section, and Regional and Country Offices operating in conflict settings, in addition to other personnel directly working on or with an interest in WPS.

## EVALUATION OBJECTIVES



Assess the results of UN Women's support to women's participation in peace processes. What worked where; in which contexts, for whom and in what ways. It also assessed the different factors that enabled or hindered UN Women's support to contribute to the desired results



Identify best practices to scale up UN Women's support to women's participation in peace processes.



Identify lessons learned and provide action-oriented recommendations to solidify work in this area.

## EVALUATION QUESTIONS

1

**What were the outcomes/results of UN Women's support to women's participation in peace processes in different contexts?**

*What worked where and why*

**1.1** In what contexts were they achieved and in what contexts were they not?

**1.2** Why were they achieved, and why were they not?

**EFFECTIVENESS, RELEVANCE**

2

**What were the outcomes/results for different stakeholder groups?**

*What worked for whom*

**2.1** Were the outcomes the same for different groups/and sub-groups and in different contexts?

**2.2** Were there any groups for whom the results have not been effective? In what ways and why was it not effective for them?

**HUMAN RIGHTS, GENDER EQUALITY, LNOB, EFFECTIVENESS, RELEVANCE**

3

**What were the mechanisms through which outcomes were achieved?**

*In what ways it worked*

**3.1** When results were achieved, through what mechanisms/pathways were they achieved?

**3.2** Were there unexpected mechanisms/pathways through which results were achieved?

**3.3.** Have the results been sustained over time? If so, how have they been sustained? If not, why not?

**EFFECTIVENESS, COORDINATION, SUSTAINABILITY**

4

**How could outcomes/results have been improved?**

**4.1** What could UN Women have done better or differently to ensure that its results were achieved in different contexts and for all groups of beneficiaries?

**4.2** What has been UN Women added value, in relation to other actors?

**4.3** What else does the evaluation need to know to understand how UN Women's results were achieved?

**VALUE ADDED, WAYS OF WORKING**



# **CORPORATE EVALUATION OF UN WOMEN'S APPROACH TO VIOLENCE AGAINST WOMEN PREVENTION AND RESPONSE**

Navigating changes in global and regional contexts



Read the full report and brief [here](#)



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# FINDINGS AND CONCLUSIONS: WHAT DOES THE EVALUATION EVIDENCE TELL US?

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## CONCLUSION 1.

**There were five broad mechanisms through which UN Women contributes to results: building relationships; convening multiple stakeholders; developing awareness and commitment; supporting women's civil society influence; and embedding WPS and women's participation within institutions. Although these mechanisms looked very different in different settings, together they contributed to most positive results from UN Women's work in this area.**

There was significant variation in how effectively UN Women supports change through these mechanisms. In some cases, UN Women's engagement built on existing dynamics, processes and opportunities to successfully foster change through a given mechanism. For example, through embedding gender in peace implementation processes and institutions in Colombia and the Philippines; developing structured and sustainable platforms for convening women and duty bearers in Georgia; or engaging key actors within the African Union for partnership and influence. However, in two case studies, UN Women faced challenges in fully accounting for existing local dynamics and interests while promoting change. These experiences highlight valuable lessons for more effective engagement. For example, in Libya, a more politically informed approach to WPS and women's participation could have enhanced impact. Similarly, ensuring a more cohesive strategy with UN partners in supporting women's presence at the third consultation round of the Nairobi process (Nairobi III) under the East African Community (EAC-led Nairobi process) could have strengthened women's influence on the peace process.

The extent to which the results enabled through these different mechanisms were sustained highly depended on context, and particularly on trajectories of conflict and peacebuilding. However, patterns did emerge in terms of what types of results were most likely to be sustained. Notably, where UN Women was able to embed WPS and women's participation within nationally owned policies and institutions, results were more likely to be sustained over time and without further support. However, the most sustainable results came from strengthened capacities within government and civil society. Examples from various cases studies indicated that where women's capacities are developed, women continue to use the skills gained to influence peacebuilding whatever trajectory the conflict takes – whether peace consolidation in the Philippines or a return to conflict in Sudan.

Excellent context awareness, strong networks, relationships of trust, political skills, ongoing information gathering and analysis all emerged as crucial for UN Women to identify and support the most realistic and effective mechanisms for change in a given context.



Photo: ©UN Women/Ryan Brown





Photo: ©UN Women/Allison Joyce

## CONCLUSION 2.

**UN Women's approach to leave no one behind in terms of women's participation within the WPS context has been somewhat successful in engaging diverse, marginalized, conflict-affected and grassroots groups, and in employing participatory and bottom-up approaches.**

UN Women's territorial presence; the scale up of Women's Peace and Humanitarian Fund funding for women's grassroots peace efforts; and the resourcing of women's networks, coalitions and alliances amplified the voices of diverse women across various case studies. While successful in facilitating bottom-up consultations and amplifying diverse women's voices at national, regional and global levels, these efforts must be accompanied by purposeful follow-up to ensure women's contributions are considered and acted upon by peace process decision makers and their supporters.

At higher level, UN Women needs to balance efforts on the "supply" side of the WPS agenda – supporting women's knowledge, capacities and skills – with efforts on the "demand" side, which involves engaging with gatekeepers, holding UN counterparts accountable and challenging stakeholders and partners with differing views. This requires addressing power dynamics and understanding gendered hierarchies within peace processes, as well as pushing back against patriarchal diversion strategies that suggest women lack the necessary capacities, networks or expertise to participate.

### CONCLUSION 3.

**UN Women's widely recognized capacity, mandate and leadership on WPS combined with its strong relationships with women's civil society, mean that the Entity, in partnership with the Department of Political and Peacebuilding Affairs (DPPA) and United Nations Department of Peace Operations (DPO), has the potential to lead where it has a presence and to develop the agenda on women's participation in peace processes.**

UN Women is living up to this potential and delivering added value in some areas. For example, in keeping the issue of women's participation in peace processes on the agenda at every level and across multiple spaces and processes; and in developing strong relationships with women's civil society, supporting the development of civil society and acting as a trusted broker for women's civil society to engage with a range of stakeholders and duty bearers. UN Women is also providing thought leadership to advance the WPS agenda in some contexts and in relation to some issues, although the Entity could do more on this or make its work in this area more visible.

However, there are areas where UN Women has potential to add value but is not doing so. Despite being uniquely placed to share learning and experiences (both internally and externally) on WPS and women's participation in peace processes, UN Women is not visibly and systematically doing this although efforts exist. There is significant demand from Country Offices for this type of experience sharing, and the value it could bring in terms of consolidating and strengthening UN Women's work in this area. UN Women does not always have adequate capacity on gender and peace processes in some contexts to meet expectations and demand.



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Photo: ©UNWOMEN/Joseph A. Meki

#### CONCLUSION 4.

**UN Women has effective ways of working to support women's participation in peace processes. Politically skilled personnel, senior representatives, a decentralized presence and enabling procedures were the most critical corporate elements for effective work to support women's participation in peace processes. Navigating backlash against gender equality initiatives should be further explored.**

Some elements of UN Women's structures were adequate and conducive to producing results in conflict contexts, such as the presence of senior representatives and WPS regional experts. However, other elements hindered results, such as limited flexibility to operate in fragile settings; lack of clarity on programmatic security protocols for partners; and limited presence in some critical areas. In specific cases, UN Women effectively combined the human resources and flexibility needed to navigate fragile contexts, with strong intentionality in recruitment and a deep understanding of the context, which allowed Country Offices to overcome barriers and achieve results.

However, some cases demonstrated that personnel are operating under severe limitations due to the inadequate resourcing of offices compared to the complexity of the settings, as well as some organizational processes that were perceived as impeding the operations required for effective WPS delivery.

The lack of clarity on standardized programmatic security protocols to manage risks related to the safety of both personnel and the rights holders with whom UN Women works needs to be addressed to safely work in restrictive conflict contexts. The ability to navigate backlash against gender work was another element not fully incorporated into UN Women's risk preparedness.



Photo: ©UN Women/Pedro Pio

**The evaluation identified six lessons that could be applied to other contexts in relation to UN Women's work in supporting women's participation in peace processes.**

## LESSON 1

**Advancing women's participation in peace processes is a highly political endeavour, which is different in nature to other more development-focused aspects of UN Women's work.**



Effective engagement in this area therefore requires a "political lens" that focuses on how the power, conflict dynamics and political interests at play within peace processes shape opportunities for women's participation, and which understands that UN Women is a political actor within this space. This political lens is necessary for work in this area at all levels, from global advocacy around women's participation, to work on specific conflicts and peace processes at national and subnational level.

## LESSON 2

**Engaging with peace processes requires working with a range of political, conflict and peace process actors that might be outside UN Women's usual interlocutors, such as armed groups or peace mediators.**



Identifying and building relationships with these actors can be challenging but can be supported by engaging collaboratively with political and peacekeeping missions, and by taking an "ecological" approach to stakeholder mapping. Such stakeholder mapping centres the peace process as the unit of analysis to understand which are the most relevant peace process actors for the purpose of advancing women's participation.



## LESSON 3

**A promising practice is the development of context-specific mechanisms that can channel women's voice and demands to key peace process actors.**



The evaluation found that, in various contexts, UN Women has developed bespoke mechanisms to link women to peace processes, which have helped to ensure that women's voices are heard by peace process actors. Crucially, these mechanisms have been designed to fit with and build upon existing peace structures and processes, which contributes to their acceptance and effectiveness.

## LESSON 4

**Sustained support for grassroots women peacebuilders has an important role to play in creating the conditions for more inclusive peacemaking.**



Supporting grassroots women's work in areas such as conflict mediation or community awareness-raising not only helps build peace at community level, it also contributes to the development of grassroots women's peace agendas and gives grassroots women credibility and legitimacy to engage with power holders and in the peace arena. However, for this to contribute to more inclusive peacemaking, it is important that support for grassroots women peacebuilders is combined with work to meaningfully connect them to wider women's networks and Track 2 peace processes in order for their voices to be heard.

## LESSON 5

**Bringing women together across conflict lines can be of significant value in overcoming prejudices; identifying common experiences and concerns; and developing shared agendas and actions in relation to peace processes.**



Fostering women's engagement across conflict lines not only has value in advancing goals related to women's participation and WPS, but can also advance broader peace goals, as women may maintain such dialogue even when negotiations among men from different sides of the conflict have broken down. While this is a promising area of work that could be scaled up, it is important such engagement is conducted in a way that advances women's rights priorities and allows the women involved to engage in sustained dialogue or common action. Simply providing one-off opportunities for engagement across conflict lines that cannot be followed up has limited value.

## LESSON 6

**Global trends of backlash against gender equality and women's rights and rejection of international norms and multilateral institutions are preventing progress on women's participation in peace processes and threatening to reverse achievements.**



It is critical to understand and address these trends, and the ways in which they interact with local patterns of power, conflict and gender discrimination to shape resistance to women's inclusion in specific peacebuilding contexts. While UN Women has strong awareness of the challenges related to backlash and resistance, the Entity's response is often ad hoc. A more systematic and organization-wide approach would be valuable.



# UN WOMEN'S EVALUATION HANDBOOK

How to manage gender-responsive evaluation  
(2022 Edition)



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# OPPORTUNITIES FOR IMPROVEMENT AND THE WAY FORWARD

The following recommendations are based on the evaluation findings and conclusions. See the full evaluation report for steps to be taken, timelines and the key actors responsible for implementation of the recommendations

## Recommendations

**1 UN Women should maintain and strengthen its support for women's capacity in relation to peace processes, while increasing its efforts to build appetite for women's participation among key peace process actors in close coordination with other relevant UN entities.**



Photo: © UN Women/Ryan Brown

UN Women should aim to consistently connect women's civil society with peace process actors in meaningful, politically smart and timely ways to provide real opportunities for influence. UN Women should also aim to ensure that support for women's civil society provides sufficient space and time for women to develop their own agenda, and that diverse women's voices and rights are included in developing this agenda.

It is important for UN Women to develop stronger and more consistent collaboration with DPPA. This should be driven by senior leadership at headquarters level but also critically in the field, which requires Country Offices to proactively reach out to DPPA missions and demonstrate how they can add value to DPPA-led political peace processes. UN Women should develop internal guidelines for Country Offices on how to work with DPPA and DPO, identifying key counterparts and enabling the building of trust among parties.

UN Women should also strengthen relationships with other key peace process actors, including member states undertaking peace mediation, regional bodies involved in mediation, NGOs and other mediating actors, national government counterparts involved in negotiations or parties to conflict.

This requires liaising effectively with Special Political Missions and Peacekeeping Missions; effectively leveraging gender analysis to inform political and conflict analysis; linking up civil society partners with political processes; and the ability to demonstrate UN Women's relevance.

UN Women should leverage the UN's advocacy, support and convening roles to advance women's participation in peace processes; identify and advance concrete measures (i.e. targets and implementing measures); and mobilize support for women's participation and rights. Activities will be different in each context, but could include developing opportunities for influence through providing technical support or funding to peace process actors, or demonstrating how supporting women's participation can help meet peace process actors' own goals.

Finally, UN Women should develop compelling evidence that demonstrates the value of women's participation and use this as a basis for strategic advocacy with key peace process actors.



**2 UN Women should ensure it has strong political and diplomatic capacities at country level to advance women's participation in peace processes and engage in effective partnerships.**

UN Women to:

- Ensure that personnel in Country Offices operating in conflict-affected settings have the necessary political and diplomatic skills to engage with political actors, including mediator parties to peace processes. This could include providing mandatory gender-sensitive conflict analysis and political negotiation training for personnel operating in conflict settings.
- Ensure Country Offices develop context, gender and politically informed conflict analysis to inform ways to engage with political actors on an ongoing basis. This would strengthen UN Women's position in the peace process field, and enable Country Offices to engage in politically informed and context-relevant ways with a wider range of actors.
- Invest UN Women personnel's time in building relationships of trust with key actors engaged in peace processes beyond UN Women's usual interlocutors.
- Develop an organization-wide approach to map stakeholders according to their role in the peace process. This would help Country Office personnel to deepen their understanding of the context and engage in strategic relationship building actions with key actors.



Photo: ©UN Women/Ryan Brown

**3 UN Women should continue to build on its WPS leadership role to share new lessons, approaches and models on women's participation in peace processes that others can adopt and develop.**

This should be coupled with strengthening the production of data on WPS and monitoring its use in building a strong evidence base on women's participation in peace processes.

UN Women to:

- Ensure regular and systematic information-sharing about UN Women's work on women's participation in peace processes. This could be in the form of country exchanges on specific experiences or mechanisms of change.

- Ensure the Entity contributes leadership to the thinking in emerging areas of WPS, such as climate and WPS, and cybersecurity and WPS. This could be achieved by systematically documenting and sharing good practices; facilitating exchanges at multiple levels on emerging areas; and ensuring that UN Women personnel have the technical expertise to advance these issues.
- Continue to strengthen the production and dissemination of data, for example through the Women Count platform and development of the Women in Peace Processes Monitor.

**4 UN Women should continue to operationalize the leave no one behind principle and sharpen efforts to engage with marginalized groups in peace processes. UN Women also needs to proactively engage with peace process decision makers to ensure diverse women's contributions are considered and acted upon.**

By being more open to engaging with those that have critical or contrary positions, UN Women could strengthen and broaden its partnerships and increase the diversity of the women's voices it supports.

UN Women to:

- Continue to leverage its territorial presence.
- Scale up Women's Peace and Humanitarian Fund funding to reach the most marginalized groups including ethnic, disability and LGBTIQ+ groups.
- Continue to document and share good practices across regions and countries.

- Draft context-specific, tailored engagement road maps with young women, ethnic minority women, women with disabilities and the LGBTIQ+ community to ensure their priorities are integrated and their needs considered in eventual peace processes.
- Develop more diversified engagements with stakeholders who are critical of the peace negotiation process and its set-up, and UN Women itself. This should be a joint collaborative process among Regional and Country Offices, with inputs from headquarters and in conjunction with other entities.



**5 In close coordination with other UN entities, UN Women should document analytical practices across offices to unpack “resistance to gender equality” and develop concrete action plans in line with the UN Women Push Forward Strategy and the UN Gender Equality Acceleration Plan.**

UN Women to:

- Initiate an agency-wide consultation with women’s movements and allies at Country Office level and develop tailored plans to address resistance to gender equality, harmful gender norms and the push back against women’s rights in peace negotiation contexts.
- Map and explore partnerships with stakeholders involved in the protection of women human rights defenders and leverage UN Women’s coordination mandate for quarterly reports on peace operations and reporting efforts under the UN Clarion Call for Gender Equality.
- Update guidance and internal protocols for protecting women human rights defenders, and integrate them into UN Women’s processes and training of relevant personnel.
- Disseminate research findings, such as efforts in Colombia on indigenous and afro-descendants’ ancestral knowledge of self-protection.
- Set up an in-house working group on navigating backlash that captures good practices across contexts; documents and disseminates advances; and is available to advise and serve as a sounding board to different Country Offices.



Photo: ©UN Women Africa

## Reclaiming Spaces, Reimagining Futures: A Reflection on My Participation in the UN Evaluation of WPS Programmes

It was both an honour and a responsibility to have been invited to contribute to the United Nations' evaluation on Women, Peace and Security (WPS) programmes. I carried with me not just my name or title, but the stories and hopes of many – especially those from the Bangsamoro region.

My inclusion in the process was not incidental. It reflected years of work rooted in the commitment of the Mindanao State University, Maguindanao to peace and development. We carry with pride our offering of the **Diploma in Women, Peace and Security** – the first of its kind in Southeast Asia. But more than the milestone of being “first,” it is the heart and soul behind the programme that truly matters. Our work through the **Institute for Peace and Development in Mindanao** has been intentional and grounded. We don't only teach peace; we live its complexities. We don't only theorize gender; we walk with women whose lives have been shaped by war, resilience and quiet strength.

Participating in the UN evaluation reminded me of the **critical role of academia**. Universities are often boxed into producing graduates. But this moment reminded me that we are, more importantly, tasked with **building better environments** – where our graduates can thrive, and where they can be agents of meaningful change. Instruction, research and community service are not silos, they are bridges. They are powerful tools to weave the WPS agenda into everyday realities. And we must do this consciously and courageously.

WPS is not just a framework. It is a **guiding principle**. It is both anchor and compass. And for us in the academe, this means nurturing not just skills, but also vision. It means engaging students in conversations that matter, involving them in communities where peace is unfinished work, and reminding them that to care is already a political act.

Lastly, this journey affirms the value of **whole-of-nation support**. There were (and still are) gaps in how the Diploma in Women, Peace and Security is implemented. But what keeps us moving forward is the realization that we are not alone. Collaborations, institutional support and even moments of uncomfortable critique have allowed us to grow. WPS, after all, is not a destination. It is a living, breathing movement. And the only way to sustain it is **together**.

**Grant Warren D. Lu, RSW**

Associate Professor V of MSU-Maguindanao & Chair of the TWG-Diploma in Women, Peace and Security



# FORMATIVE EVALUATION OF UN WOMEN'S WORK IN SUSTAINABLE FINANCE

2025



Read the full report and brief [here](#)



# PERSPECTIVES FROM MANAGEMENT

Photo: ©UN Women/Ryan Brown

**This article was developed based on UN Women management's response presented to the UN Women Executive Board.**

The corporate evaluation of UN Women's Support to Women's Participation in Peace Processes provides a timely and valuable opportunity for UN Women and its partners to reflect on progress, challenges and lessons learned. The evaluation comes at a critical moment, amid high levels of global conflict, militarization, a changing and complex mediation landscape and increasingly issue-based and transactional peace agreements.

Coinciding with the twenty-fifth anniversary of UN Security Council Resolution 1325, the evaluation is the first to review and assess UN Women's support to women in peace processes and highlights progress and areas of improvement for the organization to advance women's full, equal and meaningful participation in peace processes.



Since adoption of Security Council Resolution 1325 in 2000, the commitment to women's full, equal and meaningful participation in peace processes has been firmly embedded across UN frameworks and regional and national policies. UN Women has played a pivotal role in shaping the policy framework and supporting its implementation at local, national, regional and global levels. This includes advocating for minimum standards for women's meaningful participation (representation and substantively) in peace negotiations and mediation; supporting the adoption and implementation of national, regional and international frameworks, such as Regional and National Action Plans on WPS; partnering with and convening women peacebuilders, diverse women's networks and civil society organizations, including women mediator networks; strengthening data collection and public access to data on women's participation; and providing rapid financing to support women's engagement. Globally, UN Women promotes women's participation in peace processes through coordination and advocacy efforts within the UN system, including with the Security Council and DPPA.

UN Women welcomes the findings of the evaluation and the confirmation of the Entity's positive contributions to women's participation in peace processes. The evaluation highlights UN Women's unique mandate, leadership role and its strong relationship with women's civil society. The positive observation of the sustainability of UN Women's efforts, particularly in supporting the integration of women's participation in peace processes into National Action Plans and capacity-building of government and civil society partners is also welcomed. The report further commends UN Women's strong partnerships with regional organizations, which have strengthened its political access and influence, especially in sensitive contexts. At the global level, UN Women's work in raising awareness of women's experiences and perspectives in conflict has ensured that these issues remain visible on the international agenda including through the UN Security Council and the Security Council's Informal Expert Group on WPS.

UN Women appreciates the evaluation's recommendations, including the need to expand engagement and partnerships with peace process actors to build

a stronger and more consistent demand for women's participation. The Entity recognizes that increasing women's full, equal and meaningful participation in mediation and negotiation efforts will require a political and integrated approach at headquarters, regional and country level with a strategy on how to engage new peace process actors and counter opposition to implementation of the WPS agenda. Currently, UN Women tracks the representation of women in peace processes as mediators, negotiators and signatories. Within available resources, UN Women will increase its efforts to leverage this data to more effectively inform evidence-based advocacy. Beyond increasing women's representation, strengthening women's capacity to participate and substantively contribute to peace processes is one of UN Women's core approaches and strategies. The Entity will continue to prioritize efforts to increase and facilitate the linkages for women to meaningfully contribute across Tracks 1, 2 and 3, promoting multi-track approaches and responding to one of the significant challenges to advancing women's meaningful participation.



Photo: ©UN Women/Christopher Herwig



In response to the evaluation's recommendation for strengthened gender and conflict analysis, and political and diplomatic expertise within Country Offices, UN Women will enhance personnel capacity through several measures, within available resources. This will include strengthening recruitment processes for conflict-affected countries; creating surge capacity within the organization for quick deployment; and increasing utilization of existing local expertise and women mediator networks in relevant contexts. In parallel, the active internal WPS Community of Practice will continue to support personnel with ongoing education and sharing of experience and resources, including learning sessions on gender-sensitive conflict analysis. UN Women is also updating its internal guidance on gender and conflict analysis to include strengthened elements on gender-responsive analysis of peace process dynamics, actors and root causes. As the Secretariat of the Security Council's Informal Expert Group on WPS, UN Women will continue supporting the preparation of regular group meetings and the related WPS analysis and recommendations to the Security Council on country-specific situations.

The protection of women human rights defenders was also noted as an area in need of attention. UN Women is already leading efforts across the UN system on the protection of women human rights defenders, including through the UN System-Wide Gender Equality Acceleration Plan. The Entity is updating its guidance on the promotion and protection of women human rights defenders and will maintain the "do no harm" principle in all its initiatives. It will also expand and disseminate research findings, such as efforts in Colombia on indigenous and afro-descendants' ancestral knowledge of self-protection. UN Women is advancing a coordinated UN system approach to the global gender backlash and will strengthen analysis of diverse women's contributions and participation in peace processes to include the most marginalized groups and raise their visibility in global, regional and country WPS platforms.



Photo: ©UN Photo/ Ley Uwera

UN Women appreciates the recommendation to strengthen and expand its knowledge and guidance on emerging areas and to disseminate good practices on women's participation in peace processes both internally and externally. This will require a cross-level strategy to enable systematic data collection, reporting and knowledge-sharing. This includes utilizing the aforementioned Community of Practice and scaling up with the Women in Peace Processes Monitor (a tool to collect, track, analyse and disseminate global data and qualitative content on women in peace processes) which will soon be hosted on a dedicated website. UN Women will continue to support evidence-informed policy discussions and advocacy through its engagement with the Security Council; the Informal Expert Group on WPS; and the Secretary-General's Annual Report on WPS. The Annual Report provides global data and analysis on women in

peace processes, informed by UN Women's work and partnerships across the UN system, with regional organizations, member states, women's civil society organizations and other peace actors at regional and country level.

At a time when the world is facing escalating levels of conflict, shrinking civic space and reduced investment in inclusive peace processes, UN Women and its personnel remain committed to advancing the WPS agenda. Implementation of the evaluation's recommendations will be contingent on the availability of funding. As we mark the twenty-fifth anniversary of UN Security Council Resolution 1325, the evaluation's findings and recommendations provide an opportunity to reinvest in this critical area of work beyond its well-established policy frameworks, with renewed urgency and collective commitment.



Photo: ©UN Women/Pedro Pio

# UN WOMEN COUNTRY PORTFOLIO EVALUATIONS (CPE)

CPE REVISED GUIDELINES  
(2022 Edition)



Download the interactive PDF [here](#)



# COMPREHENSIVE METHODOLOGY FOR THE EVALUATION

The evaluation used a theory-informed, realist and “utilization-focused” approach designed to ensure that both the findings and the process itself are as useful as possible for UN Women. A conceptual framework and a theory of change were developed for the evaluation and used to develop evaluation questions; guide stakeholder analysis; design data collection tools; inform fieldwork; and assist the analysis and triangulation of different data sources.

The evaluation applied a realist approach, which recognizes that interventions function within complex and dynamic political and social systems that are subject to constant negotiation, resistance and adaptation. To address this complexity, the approach focused on understanding an intervention’s

underlying generative mechanisms, the surrounding contextual factors that mediate the mechanisms and the resulting pattern of outcomes. It answered the following question: “Which elements of UN Women’s support worked for whom, in what circumstances, and how?”

The evaluation relied on a mix of primary and secondary data. Primary data were collected through a combination of remote and in-person data collection. The evaluation conducted six country case studies (Georgia, Democratic Republic of Congo, Libya, the Philippines, Colombia and Sudan) and five comparative thematic case studies (Navigating restrictive context Afghanistan-Myanmar; Women Advisory Boards Syria-Yemen; regional organizations – the case of Africa; the UN Women-DPPA partnerships;

and multi-track linkages). It is important to acknowledge that all case studies were located in rapidly changing contexts. For that reason, the evaluation has mainly drawn from the past, as in the case of Sudan and Syria.

Secondary data consisted of an extensive document review, including relevant Strategic Notes and annual workplans, programme and project documents and donor reports, studies, country gender profiles and conflict analyses.

A gender-responsive and human rights-based approach was applied throughout the evaluation process, in line with the United Nations Evaluation Group Guidance for Integrating Human Rights and Gender Equality Perspectives in Evaluations in the UN System .

## MIXED METHOD DATA



Qualitative and quantitative data collection and triangulated.  
Sources: OneApp Dashboard, DAMs, ATLAS and RMS systems reviewed

## 215 STAKEHOLDERS ENGAGED



Internal 67 (9 men-58 women)  
External 148 (21 men-127 women)

## 300+ DOCUMENTS REVIEWED



Desk review of evaluations, reports, prodocs, etc; portfolio analysis

## 11 CASE STUDIES



6 Country case studies  
5 Deep dive case studies

## 2 ONLINE SURVEYS



UN Women COs, ROs and business units(N= 33/51; 65% response rate)  
UN Women’s partners (N= 239/700; 34% response rate)

## 5 FOCUS GROUP DISCUSSIONS



1 in Libya, 1 in Colombia, 1 in DRC, 1 in Georgia, 1 in the Philippines

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AND GIRLS**