

**TS. JUSTICE. ACTION. FOR ALL WOMEN AND GIRLS**



EVALUATION REPORT

# CORPORATE EVALUATION ON UN WOMEN'S SUPPORT TO INTERGOVERNMENTAL PROCESSES 2022–2025



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**UN Women Independent Evaluation,  
Audit and Investigation Services**

Independent Evaluation Service

New York, 2026



# ACKNOWLEDGEMENTS

This report and the overall evaluation process, was informed and enriched by the participation of more than 150 stakeholders, personnel, Member States and partners – many of whom actively contributed to the evaluation by serving as reference group members, survey respondents and key informants in interviews and focus groups discussions. Without the support and active participation of these individuals, this report would not have been possible.

The evaluation was conducted by the UN Women Independent Evaluation Service (IES). The IES team included Florencia Tateossian and Tara Kaul, Evaluation Specialists as Co-Team leaders; Ekaterina Dorodnykh, Data and Evaluation Specialist, Tania Gatto, Evaluation Consultant and Aileen Allen, Evaluation Consultant.

We are grateful to the Internal and External Reference Group members for their thoughtful comments and insights and for investing significant time and effort to ensure that the evaluation would be of maximum value and use to the organization.

We also extend our thanks to UN Women's Senior Management Team for its feedback and contribution to the evaluation.

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# ACRONYMS

<b>CEDAW</b>	Convention on the Elimination of All Forms of Discrimination Against Women
<b>COP</b>	Conference of Parties on Environmental Multilateral Agreements to the United Nations Framework Convention on Climate Change
<b>CSO</b>	Civil Society Organization
<b>CSW</b>	Commission on the Status of Women
<b>ECLAC</b>	United Nations Economic Commission for Latin America and the Caribbean
<b>HLPF</b>	High-Level Political Forum
<b>HRC</b>	Human Rights Council
<b>IEAIS</b>	Independent Evaluation, Audit and Investigation Services
<b>IES</b>	Independent Evaluation Service
<b>NGO</b>	Non-Governmental Organization
<b>RMS</b>	Results Management System
<b>UN</b>	United Nations
<b>UNCT</b>	United Nations Country Team
<b>UNFPA</b>	United Nations Population Fund
<b>UNICEF</b>	United Nations Children's Fund
<b>UNOHCHR</b>	Office of the United Nations High Commissioner for Human Rights
<b>UN Women</b>	United Nations Entity for Gender Equality and the Empowerment of Women

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# FOREWORD

UN Women was established by General Assembly resolution 64/289 (2010) with a mandate to lead, coordinate and promote the accountability of the United Nations system in advancing gender equality and the empowerment of women. Support to intergovernmental processes is central to this mandate: as substantive secretariat of the Commission on the Status of Women (CSW) and as the leading UN entity for the review and implementation of the Beijing Declaration and Platform for Action, UN Women holds a unique normative role in the global multilateral architecture. As part of its mandate, UN Women supports Member States during intergovernmental processes by providing technical support, conducting research and sharing best practices and lessons learned to inform intergovernmental processes. UN Women also facilitates the participation of civil society to ensure women's perspectives are included in intergovernmental processes.

The Independent Evaluation Service assessed the relevance, effectiveness and adaptability of UN Women's support to intergovernmental processes between 2022 and 2025. The evaluation identified six core modalities of support provided by UN Women that led to a substantive contribution to results across global, regional and country levels. UN Women's technical and strategic advisory support was consistently rated as among its most effective contributions to intergovernmental processes, with the clearest evidence of results found in UN Women's CSW engagement. UN Women's convening role contributed to influential regional consensus and elevated emerging policy priorities for the advancement of gender equality. Strategic collaboration with the Economic Commission for Latin America and the Caribbean, elevated "care" as a regional political priority, leading to the 2022 Buenos Aires and the 2025 Tlatelolco Commitments.

The evaluation also found that UN Women's effectiveness is rooted in its reputation as a neutral and trusted broker, capable of facilitating consensus on sensitive issues through "informed language". Critical to this work are evidence-based inputs and internal intergovernmental coordination innovations which allowed UN Women to operate with authority, even as regular budget resources for normative work come under increasing pressure.

This evaluation is presented at a critical juncture for UN Women and the broader multilateral system, characterized by growing backlash against longstanding commitments on gender equality and women and girl's human rights, declining official development assistance and the UN80 reform initiative. UN Women demonstrated adaptability and resilience in these challenging conditions, including through its substantive secretariat role in the CSW revitalization process.

To sustain these gains, the evaluation encourages UN Women to consolidate its intergovernmental coordination innovations and to invest in an explicit intergovernmental support strategy and more systematic partnerships arrangements to strengthen its normative leadership in the current context.

This evaluation confirms UN Women's commitment to learn from its experience and use evidence to achieve gender equality and women's empowerment. We are hopeful that this evaluation will further advance UN Women's vital support to intergovernmental processes.



**Lisa Sutton**

*Director, Independent Evaluation, Audit and Investigation Services (IEAIS)*



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## EXECUTIVE SUMMARY

# CORPORATE EVALUATION ON UN WOMEN'S SUPPORT TO INTERGOVERNMENTAL PROCESSES 2022–2025

Photo: UN Women/Ryan Brown

This report presents the findings, conclusions and recommendations of the corporate thematic evaluation of UN Women's support to intergovernmental processes.

This evaluation was conducted by UN Women's Independent Evaluation Service (IES) of the Independent Evaluation, Audit and Investigation Services (IEAIS), which undertakes independent corporate evaluations with the aim of enhancing accountability, informing decision-making and contributing to learning. The evaluation, initiated in May and completed in December 2025, will be presented to the UN Women Executive Board during its Annual Session in June 2026.

## Background

Intergovernmental forums provide a space for Member States to discuss and agree on global and regional norms and standards, including those related to gender equality and the empowerment of women and girls. These norms and standards guide actions by governments and stakeholders at global, regional and national levels, influencing the development and improvement of laws, policies and programmes that promote gender equality, rights and women's empowerment. As part of its mandate, UN Women supports Member States by providing technical support, conducting research and sharing best practices and lessons learned to

inform intergovernmental decisions. It also supports policy advocacy; brokers dialogue among key stakeholders; and facilitates the participation of civil society to ensure women's perspectives in intergovernmental spaces. At the request of Member States, UN Women helps to implement standards through country programmes and leads the coordination of UN system-wide efforts to promote gender equality. The current context, characterized by growing backlash on longstanding commitments on women's rights and gender equality and challenges to multilateralism, underscores the relevance of UN Women's intergovernmental support work.

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## Evaluation purpose, approach and methodology

The purpose of this corporate evaluation was to assess the support that UN Women provided to Member States in relation to key intergovernmental processes between 2022 and 2025 at global, regional and country level to contribute to strategic decision-making, learning and accountability. The evaluation acknowledges that primary responsibility for driving intergovernmental processes and implementing their outcomes lies with Member States, while UN Women's role is strictly supportive.

The primary intended users of the evaluation are the UN Women Executive Board, senior management and programme personnel directly working on or with an interest in UN Women's support to intergovernmental processes.

### Methodology

The evaluation employed a theory-informed, mixed methods and "utilization-focused" approach designed to maximize the usefulness of the findings and the process itself for UN Women personnel and their work in this area. A combination of theory-based and utilization-focused evaluation methodologies were employed including contribution analysis and mapping, appreciative inquiry and thematic analysis.

The evaluation relied on a mix of primary and secondary data. Primary data collection included direct observation of events related to intergovernmental processes organized by UN Women Global Offices and the Geneva Office; key informant interviews with 73 interviewees (65 women and 8 men); and three online surveys targeting (i) UN Women Country Offices (39 per cent response rate N=30/76), (ii) internal UN Women personnel working on intergovernmental processes at global and regional levels (65 per cent response rate N=36/55) and (iii) Member State representatives (16 per cent response rate N=14/89). Primary data were collected through a combination of remote and in-person data collection, with in-person interviews held in New York and Geneva and the rest conducted online.

Secondary data were drawn from a detailed portfolio review of UN Women's engagement in intergovernmental processes and a desk review of relevant evaluations, strategic documents and other key reports. In addition to undertaking a comprehensive mapping of UN Women's broader support to intergovernmental processes, to assess contribution to results the evaluation conducted seven case reviews that included four key global processes (the Commission on the Status of Women [CSW], the High-Level Political Forum (HLPF), the Human Rights Council [HRC] and the Conference of the Parties [COP] to the United Nations Framework Convention on Climate Change) and three regional processes (African Union processes, the Economic Commission for Latin America and the Caribbean [ECLAC] Regional Conference on Women in Latin America and the Caribbean, and intergovernmental processes in the Europe and Central Asia region).

### Findings

As part of its objectives, the evaluation mapped the intergovernmental processes that UN Women supported between 2022 and 2025. The mapping exercise identified 29 intergovernmental processes supported and led by different offices across UN Women. The mapping also identified six types of support provided throughout the intergovernmental processes: technical and strategic advisory support; convening and multi-stakeholder engagement; advocacy and political engagement with governments; implementation support; capacity-building and knowledge sharing; and amplification of women's voices including organizational and logistical support for women's group participation at key events. Together with the analytical framework, these six categories were used to assess how UN Women's support contributed to outcomes in intergovernmental processes. While the evaluation has categorized UN Women's support into distinct types, the practical examples often reveal significant overlap. For instance, technical support frequently underpins capacity development initiatives and convening is embedded within efforts to amplify women's perspectives. This interconnectedness reflects the integrated nature of UN Women's

work and mandate, where different support modalities reinforce each other to achieve broader outcomes for gender equality and women's empowerment.

The evaluation found that UN Women's support to intergovernmental processes during 2022–2025 was highly valued by stakeholders, mainly Member States and strategically relevant for advancing global normative framework on women's rights and gender equality; however, it was also constrained by structural and resource limitations.

UN Women's technical and strategic advisory support was consistently identified as one of its most effective contributions to advancing gender-responsive outcomes in intergovernmental spaces. UN Women's evidence-based inputs, most notably the flagship Gender Snapshot, were repeatedly used by Member States to strengthen negotiations across processes such as CSW, HLPF and HRC. UN Women's annual policy guidance to CSW also had demonstrable influence: 91 per cent, 97 per cent and 94 per cent of recommendations from the Secretary General's report were reflected in the Agreed Conclusions in 2022–2024 respectively. UN Women's support to HRC58 was also cited as instrumental in securing a stronger resolution on women and diplomacy.

Convening and multi-stakeholder engagement emerged as a central comparative advantage, reinforcing coherence among governments, UN agencies and civil society. As substantive secretariat of CSW, UN Women convened inclusive high-level dialogues and expert groups that substantially contributed to consensus outcomes and more robust global commitments. At regional level, joint convening with ECLAC enabled Member States to adopt influential agreements such as the 2022 Buenos Aires Commitment and the 2025 Tlatelolco Commitment, elevating "care" as a regional political priority and contributing to a bi-regional Pact for Care between the EU and Latin America and the Caribbean. UN Women's support also enabled increased participation of women's civil society organizations (CSOs), including at HRC and COPs.

Strategic collaboration with Member States, UN agencies and CSOs was generally strong and perceived as central to the Entity's effectiveness. Coordination with UNICEF, UNFPA and OHCHR at the HRC sessions facilitated collective responses to the challenges and discussions trying to undermine the long-standing agreements on gender equality and the empowerment of women and girls, while joint work with ECLAC strengthened regional norm setting processes. However, engagement with CSOs, especially youth-led, rural and disability-focused groups, remained uneven, indicating a need for more institutionalized approaches, especially at regional levels.

The evaluation found that UN Women's unique normative mandate and role as a neutral broker continued to underpin its credibility. Member States consistently recognized the Entity as the authoritative source on gender equality and welcomed its ability to provide guidance, at their request, during negotiations on sensitive issues. The Entity was perceived as strongly including intersectionality in its work, particularly through technical guidance and advocacy for marginalized groups, including indigenous women, women with disabilities and youth. Examples include facilitating indigenous women's participation at HRC sessions supporting OHCHR in the provision of technical assistance to the Committee, notably through the organization of regional consultations and contributing to CEDAW's General Recommendation 40. Nonetheless, sensitivities around LGBTIQ+ rights resulted in inconsistent application of intersectional approaches across regions.

In terms of organizational efficiency, the evaluation found that UN Women introduced effective measures to strengthen coordination and alignment across the organization; however, structural challenges persisted. For instance, in June 2025, UN Women created a new section on Human Rights and Non-Discrimination within the Geneva Office, under the Policy, Programme and Intergovernmental Division, aimed at strengthening coordination and coherence in its work in these areas and ensuring a more direct connection with Regional and Country Offices to further advance accountability for normative commitments at the

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country level. Other measures to strengthen coordination include the introduction of regional personnel “sherpas” in 2023, aimed at ensuring that country and regional priorities are systematically reflected or taken into account in intergovernmental processes, while also supporting the implementation of global commitments at the regional level. In parallel, dedicated task forces have been established for major processes, including CSW and COP, to enhance coherence, alignment and follow-through across the system. Nevertheless, structural and coordination challenges were found and perceived by stakeholders, including fragmented internal communication between Global, Regional and Liaison Offices and insufficient communication on standardized processes for CSW preparation. The reliance on regular budget resources for intergovernmental work at a time when those resources have come under increasing pressure, including declining allocations and staffing constraints, was also noted and reiterated as a limitation by stakeholders. This underscored the importance of safeguarding and strengthening the regular budget funding base, while also exploring complementary approaches that can enhance resilience and sustainability in a manner fully consistent with UN Women’s normative mandate.

Assessment of internal UN Women practices showed that monitoring and reporting systems often did not adequately capture contributions to intergovernmental outcomes, limiting visibility of UN Women’s normative impact.

In terms of the translation of global and regional commitments into country-level outcomes, this was found to remain uneven. While many Country Offices embedded intergovernmental work into Strategic Notes, follow-up mechanisms to CSW Agreed Conclusions for example were inconsistent. Strong examples exist, such as the Philippines’ annual CSW Feedback Forum and UN Women’s support leading to adoption of 30 national and local care policies across 11 countries in Latin America and the Caribbean.

UN Women demonstrated adaptability and resilience amid growing pushback on longstanding commitments on gender equality and the empowerment of women and girls, leveraging evidence-based messaging, strengthened partnerships and strategic

political analysis to maintain progress, including through its Secretariat support to the CSW revitalization process and its consensus outcome in 2025. At the same time, the sustainability of intergovernmental support work remains challenged by limited and unpredictable funding, uneven partnerships and broader resource constraints. Stakeholders emphasized the need for more predictable and dedicated financing mechanisms, alongside stronger system-wide coordination to safeguard hard-won gains and ensure continued delivery in an increasingly constrained multilateral environment.

## Conclusions

### CONCLUSION 1:

UN Women has successfully contributed to raising awareness; delivered technical support; and strengthened collaboration among various stakeholders in intergovernmental processes by effectively using its unique normative role, leading global agreements such as the Beijing Declaration and Platform for Action and as the substantive secretariat of CSW, alongside its reputation as a trusted, knowledgeable broker.

Stakeholders highly rated UN Women’s ability to act as a strategic convener and trusted broker to lead multi-stakeholder dialogues. This convening contributed to intergovernmental coherence and the translation of national priorities into normative consensus.

### CONCLUSION 2:

UN Women’s approach to partnerships was found to be comprehensive and valuable in supporting intergovernmental work. UN Women’s multi-stakeholder approach ensured that gender equality expertise and women’s perspectives were integrated into diverse intergovernmental processes.

UN Women was perceived to have successfully cultivated trusting, close working relationships with Member States, acting as a constructive partner providing specialized expertise and often supporting Member States to ensure that governments maintain ownership of strong and forward-looking outcomes that advance gender equality and the empowerment of all women and girls.

UN Women's recognized authority for gender equality and its coordination mandate has enabled systematic collaboration within the UN system.

However, some internal organizational challenges have limited coherence. The evaluation found cases of internal fragmentation where coordination between Global and Liaison, Regional and Country Offices limited a fully effective and coherent approach with all partners undertaking this work.

#### CONCLUSION 3:

During 2025, UN Women introduced a series of innovations to strengthen internal coordination towards a more integrated and cohesive approach. However, there is a need to improve under-leveraged reporting practices and connections between different offices providing intergovernmental support to maximize UN Women's offer in this area.

#### CONCLUSION 4:

The sustainability of UN Women's support to intergovernmental processes is characterized by effective adaptation and resilience in the face of growing backlash against longstanding commitments on gender equality and declining resources.

To ensure the long-term sustainability of UN Women's intergovernmental support work there is a need for enhanced intergovernmental coordination across the UN system; increased organizational effectiveness in this area, especially in terms of maximizing available financial and human resources; and streamlining the Entity's approach to this type of work. Investing in institutional memory; documenting results and good practices; and inclusive participation of CSOs will also be important to sustain progress in an increasingly challenging multilateral landscape.

## Recommendations



### RECOMMENDATION 1

UN Women should lead an internal process to develop a strategy for its support to intergovernmental processes that articulates a clear vision, defined roles and responsibilities and includes the intergovernmental support offer at country, regional and global levels. This would strengthen clarity and coherence on how UN Women operates at intergovernmental level across substantive teams. The strategy should be aligned with UN Women's Strategic Plan.



### RECOMMENDATION 2

UN Women should strengthen its overall engagement with partners (Member States, CSOs and UN system) by developing a systematic approach to its partnership ecosystem based on existing political engagement strategies. This recommendation emphasizes leveraging UN Women's coordination and convening roles to further enhance use of existing mechanisms (at global, regional and local levels) to formalize joint knowledge products, co-lead joint briefings and co-produce policy papers to promote a unified and integrated approach to gender equality in key intergovernmental processes and spaces. Closer and more systematic partnerships with CSOs should also be developed in the context of intergovernmental work, including through more structured and consistent engagement.

The background features several overlapping, semi-transparent geometric shapes. A large, light purple shape is in the top-left corner. A large, bright orange shape is in the top-right corner. A large, pinkish-red shape is in the middle-right area. A large, light purple shape is in the bottom-left area. The overall color palette is vibrant and modern, with a mix of warm and cool tones.

1

**BACKGROUND**

## 1.1 PURPOSE, OBJECTIVES AND SCOPE

The corporate evaluation of UN Women’s support to intergovernmental processes was undertaken as part of the Corporate Evaluation Plan 2022–2025. The purpose of the evaluation was to assess the support that UN Women provided to Member States in relation to key intergovernmental processes between 2022 and 2025 at global, regional and country level and to contribute to strategic decision-making, learning and accountability. The evaluation acknowledges that primary responsibility for driving intergovernmental processes and implementing their outcomes lies with Member States, while UN Women’s role is strictly supportive.

The overall scope of the evaluation was informed by extensive stakeholder interviews; three surveys sent to internal and external stakeholders; detailed portfolio reviews of UN Women’s engagement in intergovernmental processes; and a desk review of relevant evaluations, strategic documents and other key reports. While a comprehensive mapping of UN Women’s broader support to intergovernmental processes (see

Annex 6) was undertaken, the evaluation focused on the following four key global processes and three regional processes to assess contribution to results: CSW, HLPF, HRC, COP, African Union processes, the ECLAC Regional Conference on Women in Latin America and the Caribbean and intergovernmental processes in the Europe and Central Asia region.<sup>1</sup>

The primary intended users of the evaluation are the UN Women Executive Board, senior management and programme personnel directly working on or with an interest in UN Women’s support to intergovernmental processes. The intended use of the evaluation is to inform UN Women on progress related to its support to intergovernmental work and recommend possible actions for improving accountability, learning and decision-making. This corporate evaluation will be presented to the UN Women Executive Board at its Annual Session in 2026.

The preparation of a management response will be led by UN Women’s Intergovernmental Support Team/Policy, Programme and Intergovernmental Division, in collaboration with other divisions as needed.



Source: Developed by the Evaluation Team

<sup>1</sup> UN Women’s support to intergovernmental processes such as the Security Council was not part of the scope of this evaluation as it has been assessed in evaluations focusing on women, peace and security.

## 1.2 EVALUATION APPROACH AND METHODOLOGY

The evaluation employed a theory-informed, mixed methods and “utilization focused” approach designed to maximize the usefulness of the findings and the process itself for UN Women personnel and their work in this area.

A combination of theory-based and utilization-focused evaluation methodologies was employed as follows:

- **Contribution analysis and mapping** were used to understand the contribution of UN Women’s intergovernmental support work to observed results across the selected intergovernmental processes. Given the absence of a theory of change in this area of work, an analytical framework was developed to explore linkages to the Entity’s outputs and systemic outcomes. The approach involved triangulating reported results with primary evidence

against the analytical framework and incorporating additional factors that may have contributed to reaching those results.

- **Appreciative inquiry** was used as a forward-looking perspective on improving the support provided to intergovernmental processes. Appreciative inquiry made it possible to follow the intent of intergovernmental support, focusing on what the Entity has done well and what it can reinforce and replicate.
- **Thematic analysis** was used to answer evaluation questions that are formative and therefore do not require formal claims testing. This involved coding data to identify common themes and gather insights in relation to future priorities for UN Women’s support to intergovernmental processes.

The evaluation was guided by the questions outlined in Figure 2.

**FIGURE 2.**  
Evaluation questions

1 RELEVANCE/COHERENCE/ EFFECTIVENESS/LNOB	2 ORGANIZATIONAL EFFICIENCY	3 FORWARD LOOKING/ SUSTAINABILITY
<p><b>What were UN Women’s key contributions to intergovernmental processes?</b></p> <ul style="list-style-type: none"> <li>→ What types of support does UN Women provide across various intergovernmental processes?</li> <li>→ How does UN Women coordinate with partners, including Member States, UN agencies, Civil Society, to support intergovernmental processes? How does support align with the goals of partners?</li> <li>→ What is the perceived value of UN Women in this space? How do partners see UN Women’s role evolving in the coming years?</li> <li>→ How does UN Women’s support to Intergovernmental processes advance the agenda of leaving no one behind? (Equity/Gender Equality /Disability Inclusion)</li> </ul>	<p><b>How does UN Women’s organizational structure drive coherence and alignment in its support to intergovernmental processes across global, regional and country-levels?</b></p> <ul style="list-style-type: none"> <li>→ What internal systems and mechanisms does UN Women use to track initiatives/results, and what are the roles of regional sherpas and regional/global coordination mechanisms in this process?</li> <li>→ To what extent have UN Women’s country offices engaged with or leveraged intergovernmental processes to design country strategies and tailor country level support?</li> <li>→ What types of organizational support are provided to translate global and regional normative frameworks into outcomes at the country level? What are the good practices and what gaps exist?</li> </ul>	<p><b>How does UN Women adapt its support to intergovernmental processes to changing priorities, constraints and opportunities within this space?</b></p> <ul style="list-style-type: none"> <li>→ How is UN Women responding to emerging challenges such as global crises, growing pushback and financial shifts?</li> <li>→ What is UN Women’s approach to strengthening sustainability of its support to intergovernmental processes?</li> </ul>

Source: Developed by the Evaluation Team

### 1.3 DATA COLLECTION AND ANALYSIS

The evaluation relied on a mix of primary and secondary data. Primary data collection included direct observation of events related to intergovernmental processes organized by UN Women in New York and Geneva; key informant interviews with 73 interviewees (65 women and 8 men); and three online surveys targeting UN Women Country Offices<sup>2</sup> (39 per cent response rate n=30/76), internal UN Women personnel<sup>3</sup> working on intergovernmental processes at global and regional levels (65 per cent response rate n=36/55) and Member States representatives (16 per cent response rate n=14/89). For Member States survey, the team used a purposive sampling of Member States engaged in global and regional intergovernmental processes. Primary data were collected through a combination of remote and in-person data

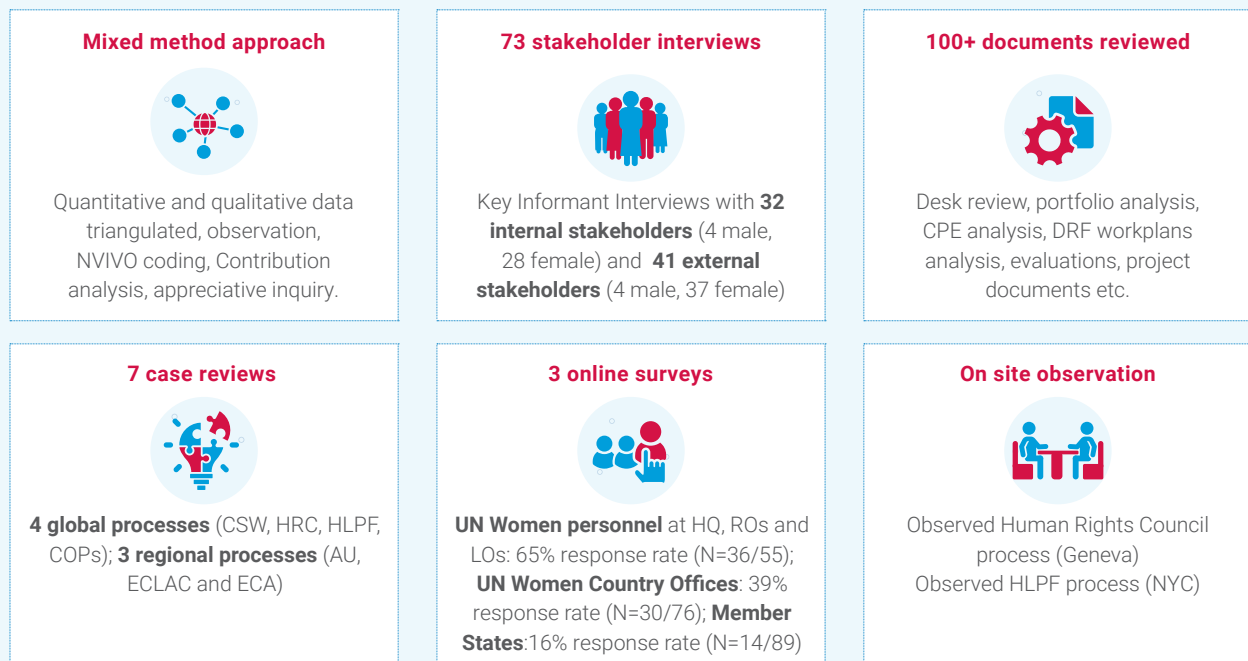
collection, with in-person interviews taking place in New York and Geneva. The remaining data collection was undertaken virtually.

The evaluation also conducted seven case reviews reflecting relevant processes within the global and regional spectrum of UN Women's work.<sup>4</sup>

Stakeholders involved in consultations spanned across UN Women Global Offices, Liaison Offices and country/regional personnel, representatives of Member States, women's rights organizations, CSOs and United Nations partners. These were selected through a stakeholder mapping exercise (see Section 2.3) based on an initial desk review and suggestions provided by key internal stakeholders during the inception, with a view to ensuring a fair geographical and representative distribution.

The voices of rights holders were captured by the organizations and groups that represent them, including networks of women human rights defenders.

**FIGURE 3.**  
**Evaluation data collection**



Source: Developed by the Evaluation Team

<sup>2</sup> The survey was sent to a total of 76 contacts (mainly Country Representatives), representing 103 Country Offices. In some cases, the same person represents more than one office.

<sup>3</sup> This included key personnel from Global, Regional and Liaison Offices.

<sup>4</sup> CSW, HLPF, HRC, COP, the African Union processes, ECLAC Regional Conference on Women in Latin America and the Caribbean and intergovernmental processes in the Europe and Central Asia region.

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To support efficiencies in data collection while ensuring inclusion of insights from other regions, the evaluation leveraged primary data from recently undertaken and ongoing relevant regional evaluations and case studies.

Data analysis also included an in-depth desk review of secondary data including relevant key internal and external documents, such as intergovernmental resolutions and reports; UN Women Strategic Plans, country/regional Strategic Notes, annual reports, workplans, budgets and coordination strategies, Results Management System (RMS) data, UN Women evaluations and other UN entities' evaluations, together with other key documents and reports related to intergovernmental processes.

A gender-responsive and human rights-based approach has been 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.<sup>5</sup> To that effect, the evaluation included an analysis of the contribution of UN Women's support to intergovernmental processes to advance the agenda of leaving no one behind, looking at intersectionality and inclusion; and the evaluation process itself was participatory and inclusive of different stakeholder groups.

The evaluation design and conduct were transparent and accountable, with internal and external reference groups established as quality assurance mechanisms as per UN Women's Evaluation Policy and standard practice.

The evaluation utilized AI tools (ChatGPT, Google Gemini and NotebookLM) to synthesize publicly available evidence of UN Women's contributions to intergovernmental processes, using IES-led evaluation reports published between 2022 and March 2025. These AI analytics offered the capability to systematically analyse both quantitative and qualitative data in a timely and cost-effective manner. The sample included 119 publicly available reports – corporate, regional and country portfolio evaluations. As per the United Nations Evaluation Group's Ethical Principles for Harnessing AI in United Nations Evaluations (2025), ethical principles in AI were adopted in the handling of sensitive data, including personal data protection, data privacy and security measures aligned with UN standards.

#### 1.4 ANALYTICAL FRAMEWORK

An analytical framework was developed to provide a comprehensive structure for assessing UN Women's contributions to advancing gender equality through intergovernmental processes. This framework integrates UN Women's thematic priorities with systemic outcomes that focus on institutional accountability, normative advancement and equitable access to services, based on the UN Women Strategic Plan Development Results Framework 2026–2029. It spans country, regional and global levels, enabling a multi-tiered analysis of UN Women interventions related outputs.

30. The analytical framework and evaluation matrix<sup>6</sup> guided the team in identifying, collecting and analysing the necessary evidence to understand which of and how, UN Women's outputs contributed to outcomes, as well as their connection with the Strategic Plan's systemic outcomes.

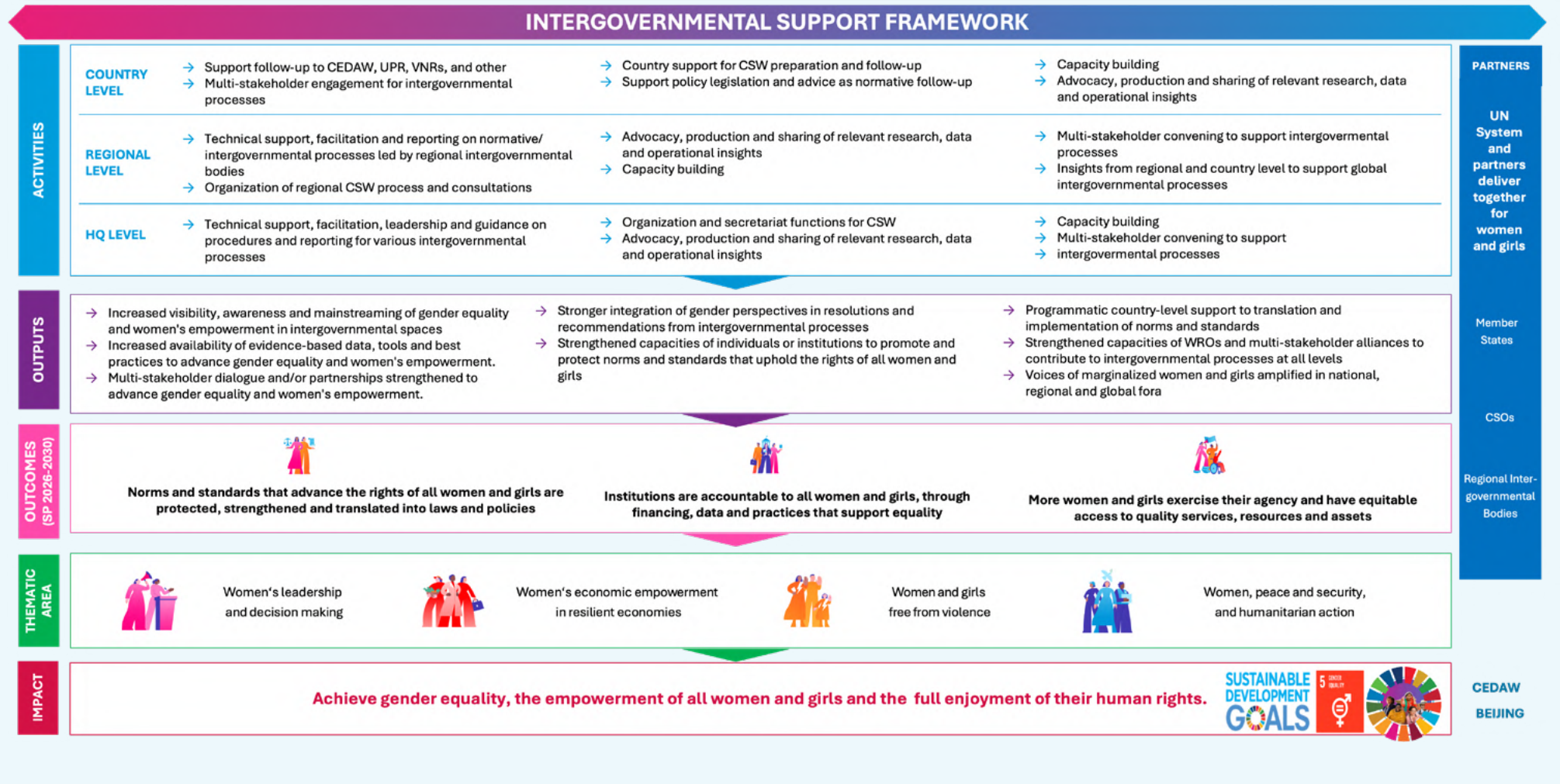
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<sup>5</sup> United Nations Evaluation Group (2024) UNEG Guidance on Integrating Human Rights and Gender Equality in Evaluations

<sup>6</sup> The analytical framework guided the design of the evaluation matrix, a tool that provides the standard for what type of evidence is needed to respond to the evaluation questions

FIGURE 4.

Analytical Framework for Intergovernmental Support



Source: Developed by the Evaluation Team

## 1.5 ETHICS, GENDER EQUALITY AND NO ONE LEFT BEHIND

The evaluation was conducted in accordance with the UN Women Evaluation Policy,<sup>7</sup> United Nations Evaluation Group's Ethical Guidelines and Code of Conduct for Evaluation in the UN System.<sup>8</sup> All members of the evaluation team signed and submitted an Evaluation Consultants Agreement Form indicating their individual commitment to these standards.<sup>9</sup>

The evaluation team also acknowledged sensitivities related to the direct engagement of Member State representatives in the data collection process as well as representatives of marginalized women's civil society organizations. Acknowledging the right of stakeholders to provide information in confidence, the evaluation made explicit mention of ethical considerations in all its interview protocols, clarifying issues of confidentiality and seeking explicit verbal consent prior to starting interviews (see Annex 13).

The evaluation methodology and evaluation questions included a focus on issues of equity and aimed at capturing perspectives of rights holders and marginalized groups. Representatives of such groups were included in the data collection (see Section 2.3).

## 1.6 EVALUATION CONSTRAINTS AND LIMITATIONS

Given that UN Women plays a supportive role and the outcomes of intergovernmental processes are primarily attributable to Member States, there was a risk of not being able to identify the direct results of UN Women's contribution, as separate from the outcomes of intergovernmental processes. The evaluation adopted a specific methodology to capture UN Women's role in supporting outcomes, utilizing methods like contribution analysis, results mapping and appreciative inquiry. This allowed the evaluation team to triangulate reported results with primary evidence against the analytical framework and trace the contribution of UN Women to results, particularly through the identification of the most effective types of support.

The evaluation faced some limitations related to the availability of stakeholders to engage in key informant interviews during the data collection process, limiting the extent of primary data. In the case of government stakeholders, this challenge was mitigated by extracting secondary data from Country Portfolio Evaluations; for Country Offices, it was mitigated by the administration of a dedicated survey; and, in the case of regional organizations, the team relied on secondary data from past evaluations and regional case studies. These mitigation strategies allowed the team to collect primary data (survey) and triangulate it against already validated evidence (past evaluations). Another challenge related to the accelerated timeline of the evaluation, which is scheduled for presentation to the Executive Board in 2026. The team adjusted the scope of the evaluation based on the feasibility of data collection and analysis, ensuring the report maintained high-quality standards despite the deadline.

<sup>7</sup> <https://www.unwomen.org/en/digital-library/publications/2020/08/evaluation-policy-of-the-united-nations-entity-for-gender-equality-and-the-empowerment-of-women>

<sup>8</sup> United Nations Evaluation Group, UNEG Ethical Guidelines, accessible at: [http://www.uneval.org/papersandpubs/documentdetail.jsp?doc\\_id=102](http://www.uneval.org/papersandpubs/documentdetail.jsp?doc_id=102)

<sup>9</sup> United Nations Evaluation Group, Norms and Standards for evaluation in the UN system, accessible at: <http://www.uneval.org/document/detail/1914>; United Nations Evaluation Group, UNEG guidance on Integrating Human Rights and Gender Equality in Evaluations accessible at <http://www.uneval.org/document/detail/1616>.



2

**EVALUATION  
CONTEXT**

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## 2.1 UN WOMEN'S KEY CONTRIBUTION TO INTERGOVERNMENTAL PROCESSES

Today's global context – characterized by multiple intersecting crises such as armed conflicts, environment-related disasters, economic instability and growing humanitarian needs – offers a dire backdrop to intergovernmental discussions and agreements.<sup>10</sup> Political polarization, shrinking civic space, decreasing trends in Official Development Assistance, competing priorities and growing backlash on longstanding commitments on gender equality and women's rights add to the challenges in building consensus within intergovernmental spaces for advancing women's rights and gender equality. This context underscores the relevance of UN Women's intergovernmental support work.

At intergovernmental forums, Member States convene to discuss and agree on global standards and norms, including those related to gender equality. These agreements guide actions by governments, the UN system and stakeholders at global, regional and national levels, influencing the development and improvement of laws, policies, regional and national strategies and programmes that promote gender equality, rights and the empowerment of women and girls and advance the inclusion of marginalized populations.

As part of its mandate, UN Women supports Member States in establishing global and regional norms and standards by providing technical support, conducting research and sharing best practices, tools and lessons learned to inform intergovernmental dialogue and decisions. UN Women also supports policy advocacy,

brokers dialogue among key stakeholders and facilitates the participation of civil society to ensure women's perspectives in intergovernmental spaces. UN Women helps implement these standards through country programmes and leads the coordination of UN system-wide efforts to promote gender equality.

UN Women engages in a wide range of intergovernmental processes to varying degrees, playing a significant role in advancing the global agenda for women's rights by ensuring gender equality is integrated into intergovernmental outcomes.

The evaluation team conducted a mapping of the processes UN Women has engaged with between 2022 and 2025. A total of 29 processes were identified: 13 global and 15 regional processes, including CSW; HLPF and Financing for Development Forum within the Economic and Social Council; the Security Council; the General Assembly; HRC; the United Nations Peacebuilding Commission; the Global Platform for Disaster Risk Reduction; and COPs to Multilateral Environmental Agreements. Similarly, at the regional level, UN Women supports regional groups/convenings such as the Pacific Island Forum, the Caribbean Community, the Association of Southeast Asian Nations, the regional League of Arab States and UN Regional Economic Commissions.

Mapping of the key processes that UN Women has supported, including the types of support provided and the leading offices involved, is shown in Tables 1 and 2.<sup>11</sup> A more detailed version of the mapping exercise with outputs that the work contributes to and the main activities undertaken is available in Annex 6.

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<sup>10</sup> [https://reports.weforum.org/docs/WEF\\_Global\\_Cooperation\\_Barometer\\_2025.pdf](https://reports.weforum.org/docs/WEF_Global_Cooperation_Barometer_2025.pdf)

<sup>11</sup> This refers to the organization's intergovernmental support architecture mapping as per Figure 1.

**TABLE 1.**

**Intergovernmental processes mapping with types of support and leading offices – global level**

MAIN PROCESSES/MECHANISMS → Sub Process	PURPOSE	LED BY	TYPES OF SUPPORT					
			Technical and strategic advisory support	Convening and multistakeholder engagement	Advocacy, political engagement with Governments	Implementation support/ Accountability and tracking	Capacity building and knowledge sharing	Amplification of Women's Voices / Organizational & Logistical Support
<b>ECONOMIC AND SOCIAL COUNCIL (ECOSOC)</b>	Oversees UN's sustainable development agenda across economic, social, and environmental dimensions.	●	💡		📢	🔄		
→ Commission on the Status of Women (CSW)	Global forum for gender equality and women's empowerment, it reviews progress on the Beijing Declaration and Platform for Action	●●●●●	💡	👥	📢	🔄	📖	👤
→ Beijing Declaration and Platform for Action review	UN's five-year assessment of the 1995 Beijing Declaration and Platform for Action	●●●●●	💡	👥	📢	🔄	📖	👤
→ High-level Political Forum (HLPF)	Monitors the implementation of the 2030 Agenda , reviewing progress through Voluntary National Reviews (VNRs).	●●	💡	👥	📢	🔄	📖	👤
→ Financing for Development Forum (Ffd)	Review the Addis Ababa Action Agenda and other financing mechanisms for achieving the SDGs.	●			📢	🔄		
<b>GENERAL ASSEMBLY OF THE UNITED NATIONS (UNGA)</b>	UNGA addresses broad global issues and adopts resolutions through consensus or voting	●	💡		📢	🔄		👤
<b>UNITED NATIONS PEACEBUILDING COMMISSION (PBC)</b>	Advisory body of both the General Assembly and the Security Council, it supports peace efforts in conflict-affected countries	●	💡		📢			👤
<b>SECURITY COUNCIL (UNSC)</b>	Monitors the implementation of the 2030 Agenda , reviewing progress through Voluntary National Reviews (VNRs).	●	💡		📢			
<b>HUMAN RIGHTS COUNCIL (HRC)</b>	Principal UN body responsible for strengthening the promotion and protection of human rights	●	💡		📢		📖	👤
<b>CONFERENCES OF PARTIES (COPS) TO MULTILATERAL ENVIRONMENTAL AGREEMENTS</b>	The COPs are the governing bodies of the three multilateral environmental agreements	●●●	💡	👥	📢	🔄		👤
<b>COMMITTEE ON WORLD FOOD SECURITY</b>	Intergovernmental platform in the field of food security and nutrition.	●●	💡			🔄		
<b>GLOBAL PLATFORM FOR DISASTER RISK REDUCTION (GPDR)</b>	Monitors the implementation of the 2030 Agenda , reviewing progress through Voluntary National Reviews (VNRs).	●	💡	👥				👤
<b>SUMMIT OF THE FUTURE (UN80 INITIATIVE)</b>	Monitors the implementation of the 2030 Agenda , reviewing progress through Voluntary National Reviews (VNRs).	●	💡		📢			
<b>GLOBAL DIGITAL COMPACT</b>	UN framework to foster an open, safe, and inclusive digital future	●	💡	👥	📢			

● HQ – Intergovernmental Support Section  
 ● HQ – Research & Data Section  
 ● HQ – Thematic Sections  
 ● RO – sherpas at regional level  
 ● CO at country level  
 ● HQ – Peace and Security, Prevention and Resilience section  
 ● Geneva Office

Source: Developed by the Evaluation Team

**TABLE 2.**

**Intergovernmental processes mapping with types of support and leading offices – regional level**

REGIONAL PROCESSES, GROUPS, CONVENINGS, TREATY BODIES AND REGIONAL CONVENTIONS	PURPOSE	LED BY	Technical and strategic advisory support	Convening and multistakeholder engagement	TYPES OF SUPPORT			
					Advocacy, political engagement with Governments	Implementation support/ Accountability and tracking	Capacity building and knowledge sharing	Amplification of Women's Voices / Organizational & Logistical Support
<b>AFRICAN UNION PROCESSES (AU)</b>	African Union processes cover the collective efforts of 55 Member States to set the continent's policy agenda							
<b>EUROPEAN PROCESSES</b>	Association of 27 Member States to promote peace, liberty, democracy, equality, rule of law, human rights.							
<b>ASEAN</b>	Association of Southeast Asian Nations is a regional grouping of all 11 states in Southeast Asia							
<b>PACIFIC ISLAND FORUM</b>	Inter-governmental organisation which aims to enhance cooperation among countries and territories of Oceania							
<b>THE GROUP OF SEVEN (G7)</b>	Intergovernmental political and economic forum (Canada, France, Germany, Italy, Japan, UK and US, plus the EU).							
<b>THE GROUP OF TWENTY (G20)</b>	Intergovernmental forum comprising 19 sovereign countries, the EU, and the African Union.							
<b>REGIONAL PRE-CSW MEETINGS</b>	Annual forums designed to align regional priorities and find common positions on gender equality issues, in preparation for the global UN CSW.							
<b>BEIJING+30 REGIONAL REVIEW</b>	A series of UN-organized events to assess progress and challenges 30 years after the 1995 Beijing Declaration and Platform for Action (BPfA)							
<b>REGIONAL FORUM ON SUSTAINABLE DEVELOPMENT (RFSD)</b>	Follows up on and reviews the implementation of the 2030 Agenda and its Sustainable Development Goals in UNECE region							
<b>REGIONAL CONFERENCE ON WOMEN IN LATIN AMERICA AND THE CARIBBEAN</b>	Subsidiary body of ECLAC and foremost intergovernmental forum on women's rights and gender equality in the region.							
<b>MINISTERIAL CONFERENCE ON FEMINIST FOREIGN POLICIES</b>	It aims to strengthen efforts to promote gender equality and women's rights through foreign policy.							
<b>CEDAW</b>	Universal treaty adopted by the UN General Assembly in 1979 to promote women's rights and equality							
<b>INSTANBUL CONVENTION</b>	Council of Europe Convention on preventing and combating violence against women and domestic violence							
<b>ESCAZU AGREEMENT</b>	Regional Agreement on Access to Information, Public Participation and Justice in Environmental matters in LAC							
<b>CARTAGENA+40</b>	Multi-stakeholder pledge to a concrete application of the Global Compact for Refugees in the Americas							

HQ – Intergovernmental Support Section    
 Geneva Office    
 RO – sherpas at regional level    
 African Union Liaison Office    
 Brussels Liaison Office

Source: Developed by the Evaluation Team

## 2.2 INTERGOVERNMENTAL SUPPORT IN UN WOMEN'S STRATEGIC PLAN 2022-2025

UN Women's Strategic Plan (2022–2025) emphasized the importance of intergovernmental engagement to advance gender equality, in line with the Entity's mandate. This area of work is most closely aligned with systemic outcome 1 (Global normative frameworks and gender responsive laws, policies and institutions). As shown in Table 3, between 2022 and 2024, UN Women reported to have consistently met or exceeded most strategic targets for key indicators related to intergovernmental support. The Entity integrated gender equality in UN resolutions as per established targets. UN Women also maintained a strong influence in shaping CSW outcomes,

effectively integrating recommendations from the Secretary-General's Report into Agreed Conclusions. With regards to governments undertaking voluntary national review processes, UN Women expanded national-level engagement significantly by 2024 and ensured the timely delivery of technical knowledge products to support intergovernmental decision-making. Overall, UN Women's performance over the period reflects the Entity's growing impact on advancing gender equality through global and national policy frameworks. A full overview of reported results on UN Women's normative work can be found in the Report of the Executive Director of UN Women (see Annex 8).

**TABLE 3.**

### Strategic Plan (2022–2025) results reporting by management on intergovernmental work

INDICATOR	INDICATOR STATEMENT	2022 RESULT (TARGET)	2023 RESULT (TARGET)	2024 RESULT (TARGET)	2025 (TARGET)
Outcome 1 D_0.1.1	Per centage of <b>resolutions adopted</b> by the General Assembly, the Security Council and the Human Rights Council that integrate a gender perspective	62% (54%)	55% (53%)	60% (56%)	(55%)
Outcome 1 D_0.1.2	Per centage of <b>recommendations</b> in the Secretary-General's report on the priority theme of the CSW that are <b>reflected in the agreed conclusions</b>	91% (88%)	97% (88%)	94% (90%)	N/A
Output 1 D_0.1.a	Number of governments that undertake <b>national review processes</b> in response to global intergovernmental outcomes	28 (16)	30 (37)	89 (68)	(19)
Output 1 D_0.1.c	Number of <b>tailored knowledge products</b> made available by UN Women to the CSW and the Security Council to strengthen the development of gender-responsive intergovernmental outcomes	33 (33)	37 (32)	41 (37)	(37)

Source: 2024, UN Women Transparency Portal

## 2.3 STAKEHOLDER MAPPING

The evaluation team conducted a stakeholder mapping exercise to identify groups and individuals at national, regional and global level that were engaged in and/or affected by intergovernmental processes. The exercise divided stakeholders into two main categories: duty bearers (internal and external) and rights holders.

**Duty bearers (internal stakeholders):** At the global level, key internal stakeholders include units directly involved in UN Women's support to intergovernmental processes – primarily the Intergovernmental Support Section, Policy, Programme and Intergovernmental Division, the Civil Society Division, Executive Management and thematic normative specialists. At the regional level, Regional Directors and regional sherpas were identified for their role in advancing and linking regional and global normative work. Country Office staff working on normative issues are also relevant.

**Duty bearers (external stakeholders):** Externally, the main stakeholders are Member State representatives, who are key actors in intergovernmental processes. National gender machineries and line ministries

also play important roles, alongside UN system entities, civil society and international non-governmental organizations. At the regional level, relevant actors include regional organizations (e.g. League of Arab States, European Union, Council of Europe, African Union, Caribbean Community) and Regional Economic Commissions (United Nations Economic Commissions for Latin America and Caribbean, Africa and Europe and the Economic and Social Commissions for Western Asia and Asia and the Pacific). Private sector and academia were noted as groups that should be more engaged.

**Rights holders:** Rights holders include women and girls – the ultimate beneficiaries of gender-responsive intergovernmental and normative processes – and women's organizations and civil society networks.

A more comprehensive stakeholder mapping that details stakeholders and their involvement in intergovernmental processes; their level of contribution to the evaluation; the priority of their engagement; and the proposed means of engagement throughout the evaluation process is available in Annex 4.



Photo: UN Women/Ryan Brown

3

**PORTFOLIO  
ANALYSIS**

### 3.1 FINANCIAL ANALYSIS

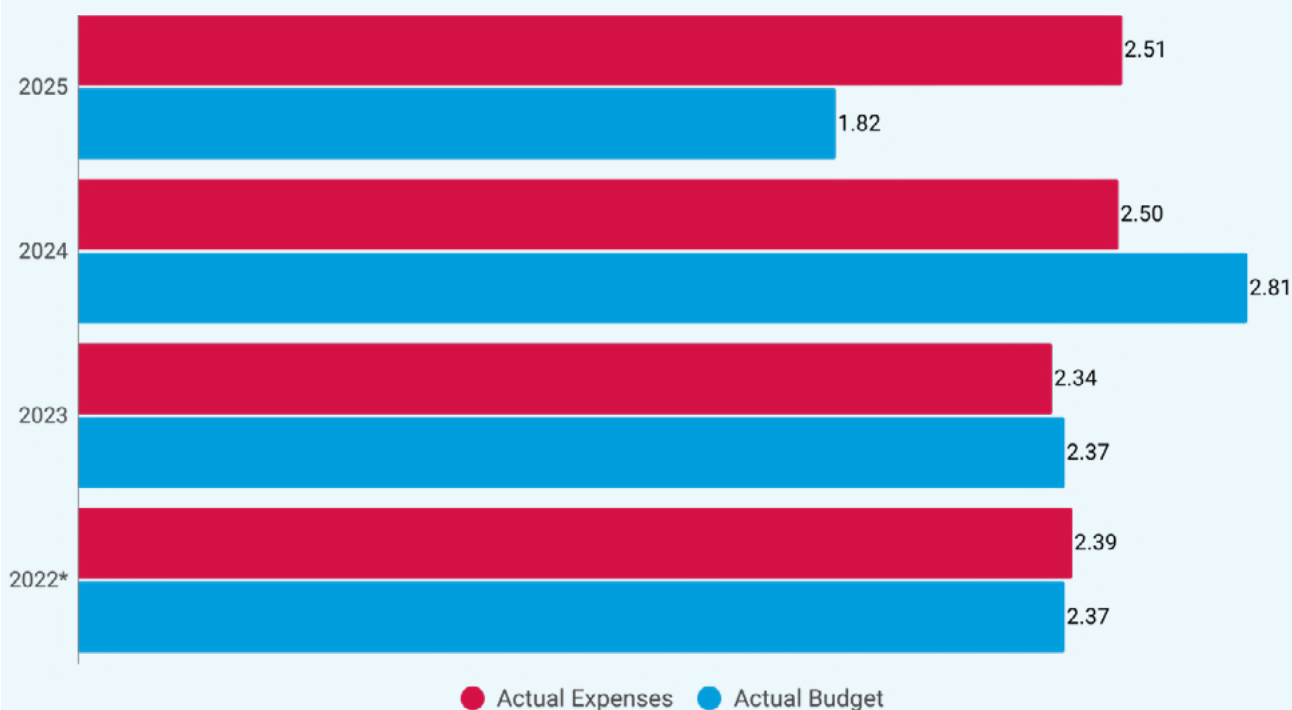
To analyse resource allocation for UN Women’s support to intergovernmental processes, the evaluation team gathered financial data available through UN Women’s Enterprise Resource Planning system, Quantum.<sup>12</sup> As shown in Figure 5 below, the total budget of the Intergovernmental Support Section across the four years under review (2022–2025) was US\$ 9.4 million, with expenditure generally aligned with the budget except in 2025 (see note in source).

An analysis of the funding types for the Intergovernmental Support Section during 2022–2025 showed that the majority of funds came from

Regular Budget/Assessed Contributions (63 per cent), followed by non-core funding (17 per cent), institutional budget (9 per cent), extrabudgetary sources (9 per cent) and core programmable (3 per cent) (see Figure 6).

Figure 7 shows the per centage contributions from different funding sources (donors) to the Intergovernmental Support Section’s budget during 2022–2025. The data indicated only five funding sources (donors): the United Nations was the largest funding source, contributing 62.2 per cent of the total through its regular budget, followed by UN Women contributing 25 per cent of core resources.

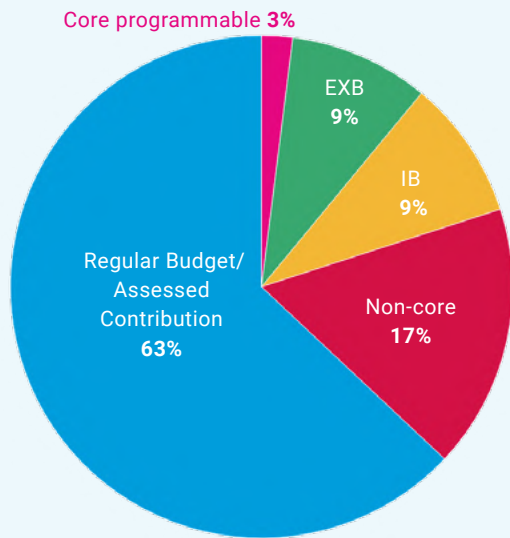
**FIGURE 5.**  
Intergovernmental Support Section budget and expenses 2022\*–2025 (US\$ million)



Source: Prepared by the evaluation team in July 2025 and updated in November 2025. The actual budget was sourced from Quantum and represents the actual budget received each year by the IGS Division. Between June and November 2025, there was a reduction in regular budget funds linked to Corporate regular budget staff costs. For 2023-2025, data were sourced from UN Women’s corporate system Quantum, UN Women, Actual Budget – Utilization Report  
\*Note that data for 2022 were collected from UN Women’s corporate system Atlas (currently discontinued) as 2022 data are not available from the Quantum Utilization Report.

<sup>12</sup> UN Women internal corporate management system. Note that for 2022, archived data from the previous Atlas System were used as the data for 2022 were not available in Quantum.

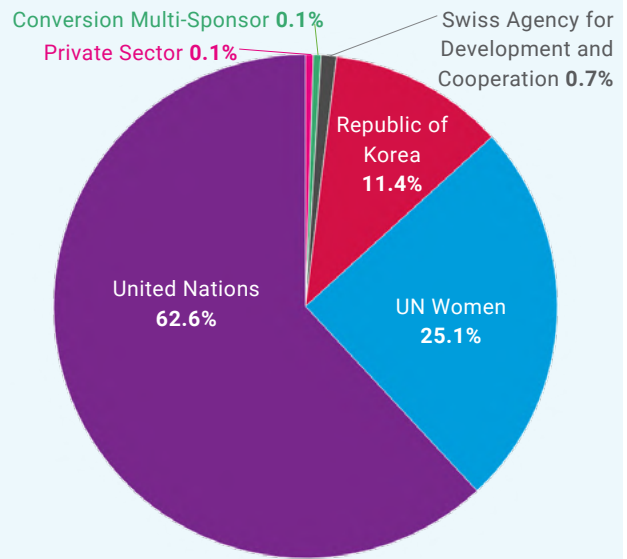
**FIGURE 6.**  
**Funding type: Intergovernmental Support Section Budget 2022\*\*–2025**



Source: Prepared by the evaluation team. For 2023-2025, data were sourced from UN Women’s corporate system Quantum, UN Women, Actual Budget – Utilization Report, as of July 2025.

Notes: \*\*Data for 2022 were collected from UN Women’s corporate system Atlas (currently discontinued) as 2022 data are not available from the Quantum Utilization Report

**FIGURE 7.**  
**Funding sources: Intergovernmental Support Section budget 2022\*–2025**



Source: Prepared by the evaluation team. For 2023-2025, data were sourced from UN Women’s corporate system Quantum, UN Women, Actual Budget, as of July 2025.

Notes: \*Data for 2022 were collected from UN Women’s corporate system Atlas (currently discontinued) as 2022 data are not available from the Quantum Utilization Report.\*\* Conversion Multi-Sponsor refers to how UN Women converts its multi-donor funding into support for programmes and projects.

The Government of the Republic of Korea contributed 11.4 per cent and the Swiss Agency for Development and Cooperation contributed 0.7 per cent indicating some governmental support from Member States. A private sector partner<sup>13</sup> was also a minor contributor, at 0.1 per cent, suggesting limited private sector involvement. “Conversion multi-sponsor” (with a 0.1 per cent contribution) refers to UN Women’s role in receiving funds from diverse donors, including governments, philanthropic foundations and corporations and then directing those resources to implement concrete actions and initiatives. The United Nations allocates resources for intergovernmental work from its regular budget and UN Women provides a combination of core, institutional budget, extrabudgetary and non-core resources.

<sup>13</sup> SICPA SA, a Private Swiss company

<sup>14</sup> It is important to note that the scope of work of the Geneva Office and Brussels and African Union Liaison Offices is greater than only support to intergovernmental processes.

The evaluation team undertook a budget analysis of UN Women Liaison Offices to understand their contribution to intergovernmental processes (see Table 4). The Geneva Office and the Brussels and African Union Liaison Offices anchor UN Women’s engagement in major intergovernmental centres by leveraging human rights mechanisms (Geneva/HRC); shaping European Union and global policy processes (Brussels/European Union); and support, collaborate and coordinate with the African Union (Addis Ababa/African Union ) to keep gender equality high on the continental agenda and to influence African Union norms, standards and policy outcomes.<sup>14</sup>

The data shows that the Brussels and Geneva offices played more targeted roles with relatively moderate budgets, while the African Union Liaison Office significantly increased its budget from 2023 to 2025.

**TABLE 4.****Budget allocation for Liaison Offices\* 2022–2025 (US\$ million)**

OFFICE	2022**	2023	2024	2025	TOTAL
African Union Liaison Office	n/a	0.06	1.75	1.92	3.73
Brussels Liaison Office	0.92	1.28	0.70	0.64	2.61
Geneva Office***	n/a	n/a	0.29	0.73	1.02

Source: UN Women's corporate system Quantum, UN Women, Actual Budget – Utilization Report, prepared by evaluation team, July 2025.

Notes: \*Liaison Offices spend a small amount of the budget on intergovernmental support. \*\*Data for 2022 were collected from UN Women's corporate system Atlas (currently discontinued) as the 2022 data are not available from the Actual Budget – Utilization Report. \*\*\* There is no separate budget for Geneva Office for 2022 and 2023 as this office was part of Intergovernmental Support Section.

### Analysis of planned budget for intergovernmental processes across selected offices and divisions

To better capture how other Global Office thematic teams and regional personnel are involved in intergovernmental processes and to reconstruct the budget allocated to intergovernmental work across the organization, the evaluation team reviewed the annual workplans of selected thematic offices and all Regional Offices for the 2022–2025 period. The purpose was to understand the scope of intergovernmental work beyond the Intergovernmental Support Section. The following sections and divisions in global offices were selected as having substantive intergovernmental work: Civil Society Division, UN System Coordination Division, Economic Empowerment Section, Ending Violence Against Women Section, Peace, Security and Resilience Section,<sup>15</sup> Research and Data Section and the former Leadership and Governance Section.

The evaluation team used RMS planning data from 2022–2025 (Strategic Note Development Results Framework workplans) and examined all listed activities, extracting only those that explicitly referenced

intergovernmental processes falling within the scope of this evaluation (e.g. CSW, HRC, HLPF, COP, African Union processes etc.). The team tagged the activities explicitly mentioning intergovernmental processes and, for each activity, extracted the types of function categorization as well as budget categories. For a detailed explanation of the methodology used, see Annex 9.

Figure 8 shows the distribution of planned budgets across various functional areas for 2022–2025.<sup>16</sup> It highlights that resources across different sections and divisions were allocated to intergovernmental support through other functions and were not always tagged under intergovernmental support work. Work related to intergovernmental processes was also tagged under other functions such as policy and advocacy, operational support, data and coordination.

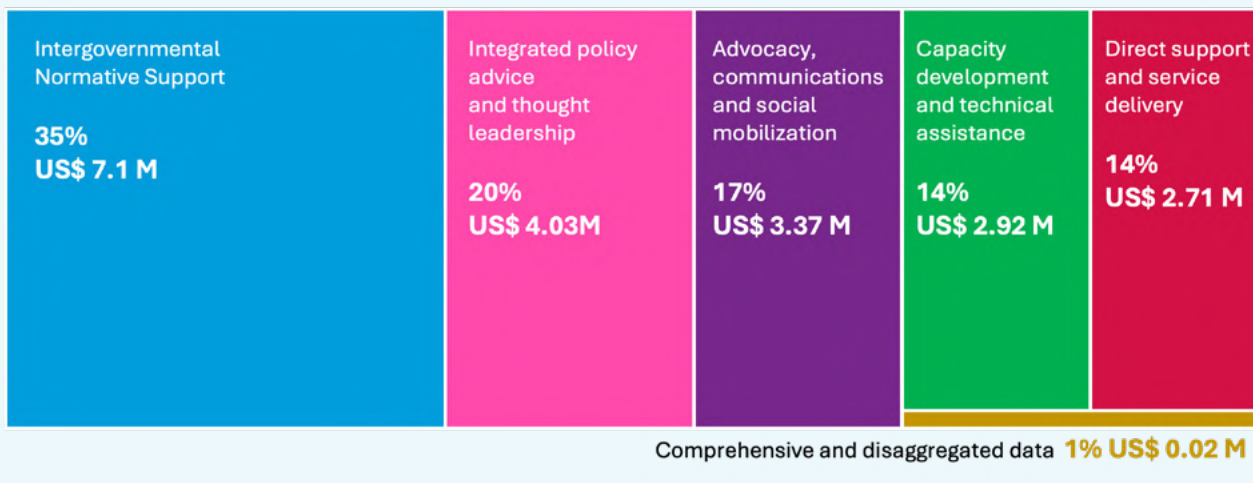
Figure 9 shows the planned budget for intergovernmental support 2022–2025 as a percentage of the total planned budget for each office. The data provides a broad overview how resources were allocated within offices/regions.

<sup>15</sup> The support to the Security Council as an intergovernmental process was not included as it was the subject of past evaluations.

<sup>16</sup> While the budget analysis shows a substantial amount of funding allocated to intergovernmental support work beyond the IGS Section, the evaluation team is unable to ascertain this due to the limitations of the tagging system, particularly in terms of conceptual clarity about what falls under IGS and its coherent/cohesive implementation across the organization. In addition, it is not possible to estimate the actual expenditures on intergovernmental support due to the lack of tagging in the corporate system Quantum.

**FIGURE 8.**

**Planned budgets across various functional areas 2022–2025**



Source: Categorized and compiled by the evaluation team based on Strategic Note Development Results Framework workplans from RMS. The Intergovernmental Support Section is not included in this estimation, as all planned functions are 100 per cent intergovernmental normative support work.

**FIGURE 9.**

**Planned budget for intergovernmental support among Regional Offices\* and selected thematic divisions and sections 2022–2025**

	Planned budget allocation for IG work (USD)	Total DRF Planned Budget (USD)	Per centage of IG work
ESARO	719,412	14,666,237	5%
ECARO	1,872,180	21,171,825	9%
ACRO	1,566,155	26,118,036	6%
ASRO	450,536	24,518,755	2%
WCARO	1,025,000	31,635,284	3%
APRO	1,129,410	52,198,356	2%
CSO	2,834,740	8,705,190	33%
EVAW	2,372,557	35,100,932	7%
WPS	1,394,159	91,710,872	2%
UN Coordination	96,500	1,017,383	9%
WEE	2,833,002	20,287,104	14%
R&D	1,677,261	20,133,106	8%
L&G	2,452,944	41,824,332	6%

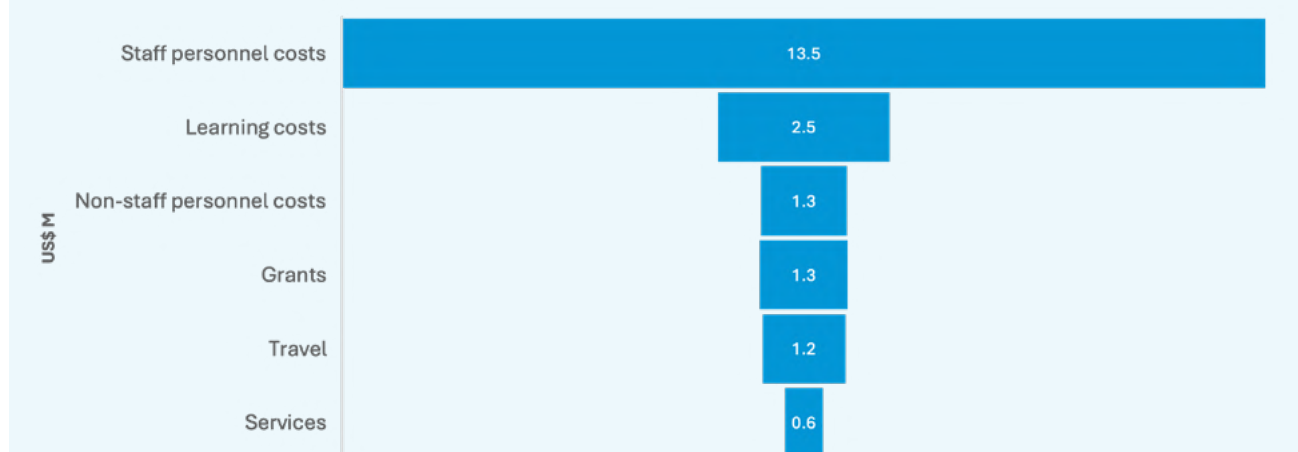
Source: Categorized and compiled by the evaluation team based on Strategic Note Development Results Framework workplans from RMS. \*Liaison Offices were excluded from this analysis due to a lack of comparable data in RMS.

Among the Regional Offices, the data highlight the Europe and Central Asia Regional Office's higher planned budget allocation to intergovernmental support work for 2022–2025, while the Asia and the Pacific and Arab States Regional Offices allocated less resources. Among thematic sections and divisions at global offices, the data show a high per centage allocation for intergovernmental work as a per centage of total planned budget corresponding to the Civil Society Division between 2022 and 2025.

Figure 10 illustrates the planned budget by cost category across selected thematic sections and divisions. It shows the proportional breakdown of total planned expenses across various cost categories. The data reveal that staff costs, with a planned budget of US\$ 13.5 million, stood out within the budget, while other operational and administrative categories were smaller.

**FIGURE 10.**

**Planned budget expenses by cost category for intergovernmental support among Regional Offices and selected thematic divisions and sections 2022–2025 (US\$ million)**



Source: Categorized and compiled by the evaluation team based on Strategic Note Development Results Framework workplans from RMS. \*Liaison Offices were excluded from this analysis due to a lack of comparable workplans data in RMS.

### 3.2 HUMAN RESOURCES ANALYSIS

To further understand capacity allocations for UN Women's support to intergovernmental processes, the evaluation team analysed human resources data available through Quantum. As of June 2025,<sup>17</sup> the Intergovernmental Support Section had eight active positions (see Table 5), including one administrative assistant. All positions are located at global offices, spanning different professional categories and contract arrangements.

In addition, six regional "sherpa" positions were identified in Regional and Country Offices. These positions directly support UN Women's intergovernmental work, but not exclusively and do not report to the Intergovernmental Support Section. These positions are not embedded in the formal intergovernmental support architecture. As shown in Table 6, the sherpa positions are located across all regions and include one P5, three P4s, one P3 and one service contract (consultant) position.

Analysis of the Intergovernmental Support Section's planned budget for 2022–2025 revealed a concentration of resources under one category – staff personnel costs – with all other cost categories contributing minimally to the total.

<sup>17</sup> Data beyond June 2025 was not available to the IES team at the time of the evaluation

**TABLE 5.****Human resources in the Intergovernmental Support Section**

POST TITLE	GRADE / CONTRACT TYPE / FUNDING
Chief	D1 / FTA / RB
Executive Secretary of CSW and Policy Advisor	P5 / FTA / RB
Intergovernmental Specialist	P4 / TA / RB
Programme Analyst	P2 / FTA / RB
Programme Analyst	P2 / FTA / IB
Intergovernmental Specialist	P4 / FTA / RB
Policy Advisor	P5 / TA / Cost-sharing
Administrative Assistant	G5 / PA / RB

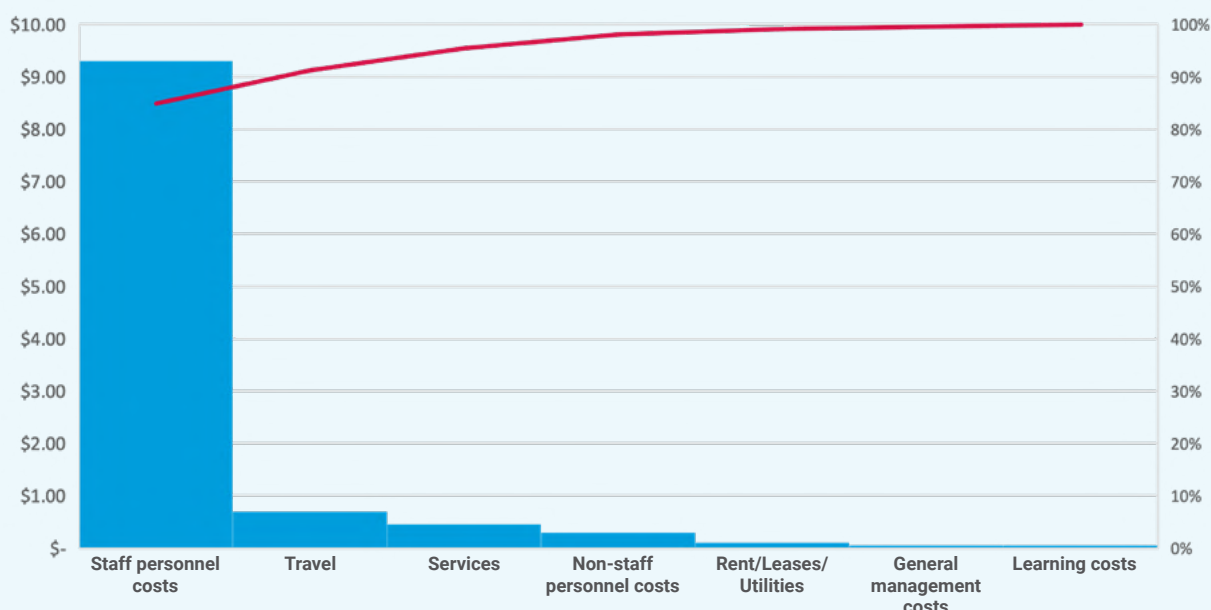
Source: Compiled by the evaluation team based on the organigram of Intergovernmental Support Section, shared with the evaluation team in February 2026 by PPID.

**TABLE 6.****Regional sherpa positions\***

POSITION TITLE	LOCATION
Political Participation Adviser	Arab States Regional Office
Regional Coordination Specialist	Asia and the Pacific Regional Office
Programme Specialist	Latin America and the Caribbean Regional Office
Programme Specialist	Europe and Central Asia Regional Office
Regional Coordination & Normative Specialist	East and Southern Africa Regional Office
Planning and Coordination Specialist	Caribbean Multi-Country Office

Source: Categorized and compiled by the evaluation team based on UN Women Quantum human resources data as of June 2025.

\* "Sherpa positions" do not work exclusively on intergovernmental support work.

**FIGURE 11.****Planned budget by the Intergovernmental Support Section 2022–2025 (US\$ million)**

Source: Categorized and compiled by the evaluation team based on Strategic Note Development Results Framework workplans from RMS.



4

**FINDINGS**

RELEVANCE/EFFECTIVENESS/LEAVE NO ONE BEHIND

EQ1. What have been UN Women’s key contributions to intergovernmental processes?

**FINDING 1.**

**Technical and strategic advisory support to intergovernmental processes was a key type of support that contributed effectively to advancing norms and standards. When coupled with solid evidence and data produced by UN Women, such support contributed towards stronger integration of gender perspectives in intergovernmental processes and increased the availability of evidence-based data and tools to advance gender equality and women’s empowerment.**

Between 2022 and 2025, UN Women supported 29<sup>18</sup> intergovernmental processes led by different offices across UN Women (See Figure 12; Table 1 and 2 for further details) and contributed to all the outputs as per the analytical framework (see Annex 7).

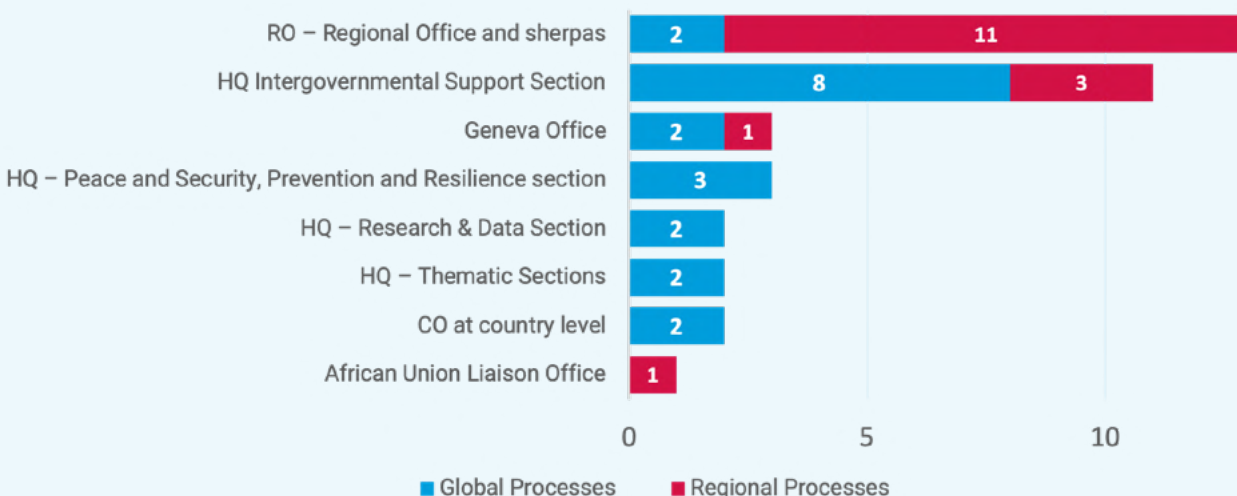
The mapping exercise carried out as part of the evaluation identified six types of support provided (see Figure 14). Together with the analytical framework, these six categories were used to assess how UN Women’s support contributed to outcomes in intergovernmental processes. While the evaluation has categorized UN Women’s support into distinct types, the practical examples often reveal significant inter-connectedness. For instance, technical support

frequently underpins capacity development initiatives and convening is embedded within efforts to amplify women’s perspectives. This interconnectedness reflects the integrated nature of UN Women’s work and mandate, where different support modalities reinforce each other to achieve broader outcomes for gender equality and women’s empowerment.

Analysis of the mapping exercise revealed the five main processes UN Women has supported. Figures 13 and 14 provide an overview of the type of support provided, how many outputs such support contributed to and how many offices (or type of offices, e.g. Regional Offices) were involved.

**FIGURE 12.**

**Number of global and regional processes led by different UN Women offices**

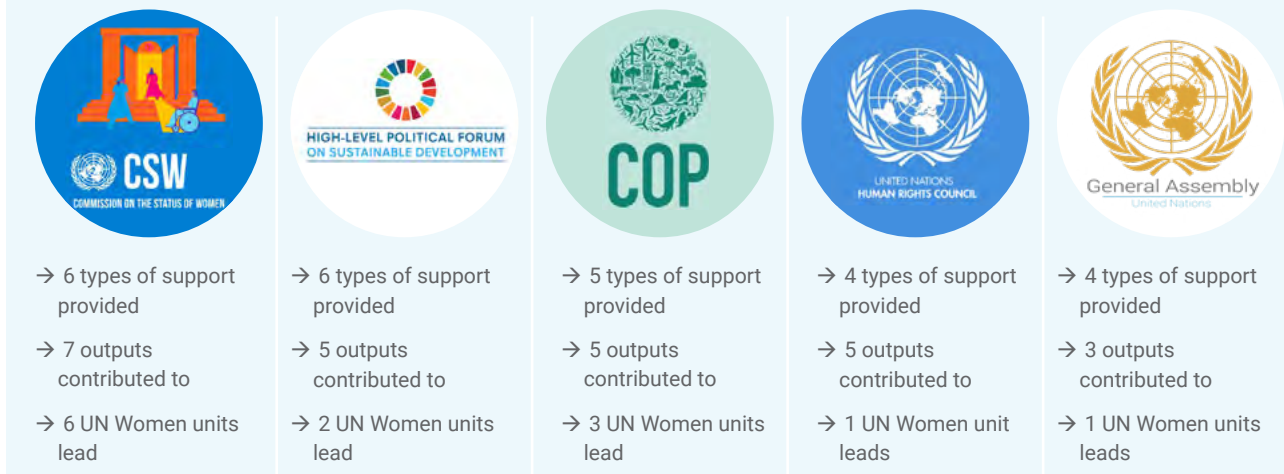


Source: Developed by the Evaluation Team

<sup>18</sup> This number is a calculation of the processes cited in Table 1 and Table 2. Please note that the tables might not be exhaustive as they encompass the processes for which the evaluation team was able to triangulate evidence of support from different sources. In addition, each entry in Table 1 and Table 2 is counted as one; this means, for example, that “AU processes” is counted as one although it might include support to more than one African Union mechanisms.

**FIGURE 13.**

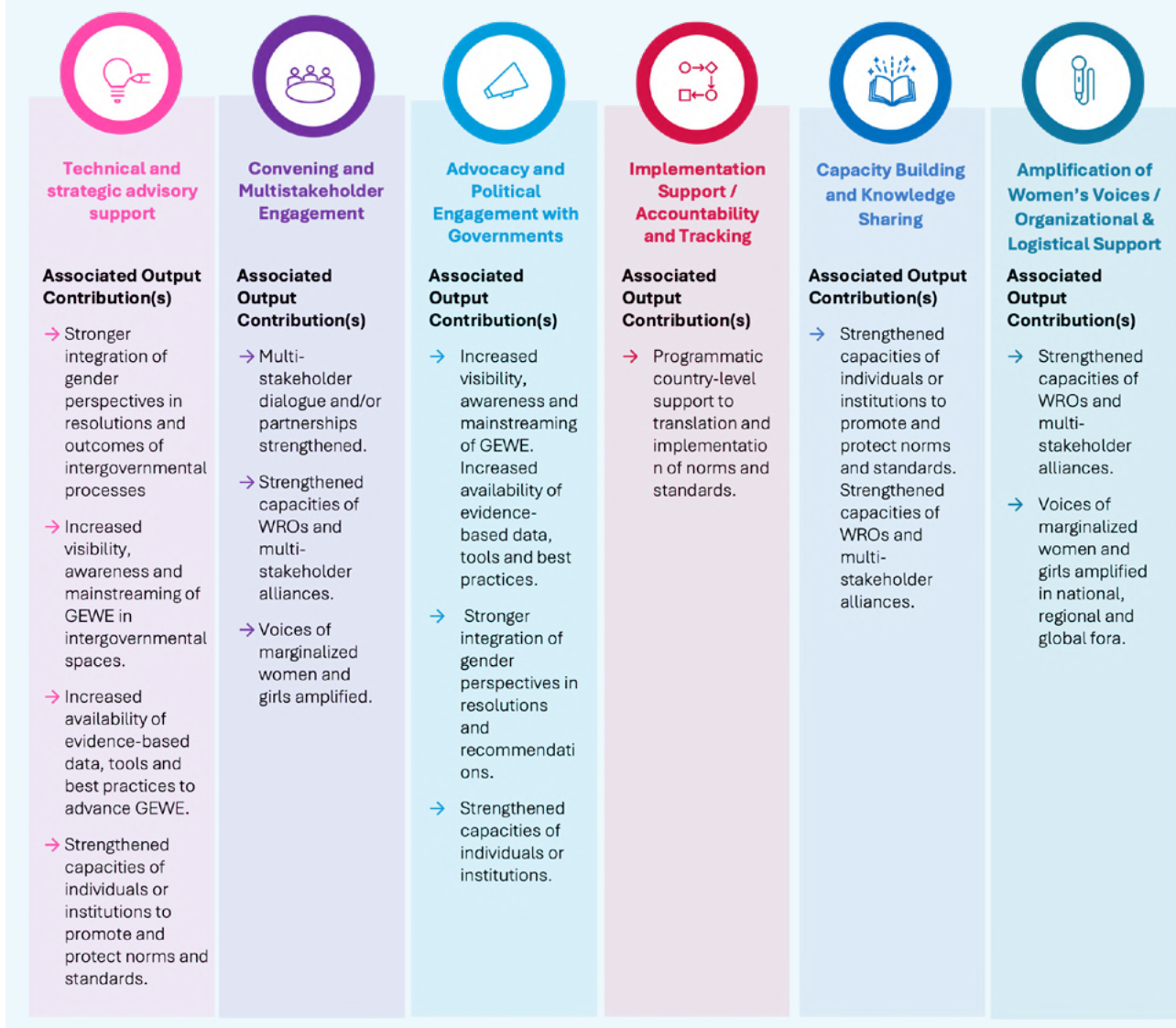
**Five processes most supported by UN Women**



Source: Developed by the Evaluation Team

**FIGURE 14.**

**Key activities by type of support and link to the associated output contribution**



Source: Developed by the Evaluation Team

The evaluation found solid evidence that technical and strategic advisory support was among the most effective types of support (see Annex 7) and has contributed widely to the output on integration of gender perspectives in recommendations and resolutions from intergovernmental processes.<sup>19</sup> This type of support was rated among the top types of support by Country Offices (67 per cent n=24/36) and by personnel at Global, Regional and Liaison Offices (57 per cent n=17/30) (see Figure 15). In particular, the Entity's annual support to CSW was uniformly cited by internal and external stakeholders (including Member States) as a key contribution to the adoption of Agreed Conclusions. This type of support was also ranked high in terms of effectiveness. UN Women's critical technical and organizational support prior to and during negotiations was found to have contributed to the adoption of Agreed Conclusions and political declarations by consensus. Successful support to CSW is largely attributed to UN Women's institutional and historical knowledge, strong relationships with Member States and ability to maintain a "neutral" stance while providing relevant research/reports, intelligence and other tailored forms of support. For instance, the Secretary-General's report that UN Women prepares includes recommendations that form the basis of the zero draft of Agreed Conclusions and provide guidance and policy advice to the CSW Bureau. The uptake of these recommendations in the approved CSW Agreed Conclusions has been maintained at a consistently high level (91 per cent in 2022 on climate change and environmental risk reduction; 97 per cent in 2023 on innovation, technology and education in the digital age; and 94 per cent in 2024 on sustainable finance for gender equality and poverty alleviation).

Member States also appreciated UN Women's support for ensuring strong gender mainstreaming language in other intergovernmental processes, such as resolutions at the United Nations Economic and Social Council, General Assembly and negotiations at HRC. UN Women's ability to provide data and research and counsel on the use of "politically informed language" to address delicate issues without weakening

international normative frameworks was particularly highlighted. Stakeholders mentioned specific examples, such as UN Women advising on the difference between "gender-responsive" and "gender-sensitive" language in different resolutions presented to the Third Committee of the UN General Assembly, including those on women in development, ending violence against women and girls, and women migrant workers. Specific examples include the role UN Women played in supporting Member States in drafting the resolution on promoting care and support systems for social development (United Nations Economic and Social Council 2024/4) and similarly, during HRC 58, UN Women was substantially engaged in supporting negotiation of the HRC resolution on women and diplomacy and human rights.

The evaluation found that providing technical and strategic advisory support was more effective when it was grounded in robust evidence, well-defined concepts and reliable data. Stakeholders consistently acknowledged UN Women's knowledge products as key assets for the organization, which was validated through survey findings. As an example, the Gender Snapshot<sup>20</sup> (developed jointly by the UN Women Research and Data Section with DESA), was consistently cited by Member States as an important tool providing evidence to support negotiations during intergovernmental processes, including the HLPF.

Other examples included knowledge products (e.g. expert group papers) to support CSW negotiations prior to, within and following the official sessions. In the context of climate change, stakeholders also mentioned the use of knowledge products such as the recently published Gender Equality and Climate Policy Scorecard<sup>21</sup> to track how effectively countries are responding to the gendered impacts of climate change while promoting women's participation and leadership in climate action. However, although UN Women reported developing 52 knowledge products for CSW between 2022 and 2024 (17 in 2022, 17 in 2023 and 18 in 2024),<sup>22</sup> the UN Women public website only shows 24 entries

<sup>19</sup> Refer to the analytical framework – Figure 4

<sup>20</sup> <https://www.unwomen.org/en/resources/gender-snapshot>

<sup>21</sup> <https://www.unwomen.org/en/climate-scorecard>

<sup>22</sup> IGS Annual Reports and UN Women website

when filtering by “intergovernmental processes”. UN Women also publishes the expert group papers as part of CSW processes.<sup>23</sup>

Development and dissemination of knowledge, evidence and data was an additional strategy used to support intergovernmental work as part of UN Women’s capacity-building assistance. Despite not being ranked among the most effective type of support in the surveys, there is evidence that it was perceived as relevant for intergovernmental work. For example, every five years, UN Women develops and submits the quinquennial World Survey on the Role of Women in Development. The latest release was presented in 2024 to the United Nations Economic and Social Council and the Second Committee and provided important guidance for the implementation of

normative commitments, including Beijing Declaration and CSW Agreed Conclusions. To socialize the findings and recommendations of the report, UN Women conducted an intensive outreach and dissemination campaign, together with relevant partners, that culminated in March 2025. “

Another key example of institutional capacity-building cited by external stakeholders was the establishment of the Gender Advisory Board to the HRC and the various training programmes for diplomatic missions in Geneva. Similarly, for COPs, UN Women engages with Parties, through high-level meetings and workshops, to support their efforts to raise the visibility of and champion gender issues, particularly in the UNFCCC context.

## BOX 1

### UN Women’s support to the General Assembly

As part of the support that UN Women provides to the General Assembly, the Entity engages mostly with the Economic and Financial Committee (Second committee) and the Social, Humanitarian & Cultural Issues Committee (Third committee). UN Women’s engagement spans multiple types of support, from high-level advocacy and political engagement to ensuring that gender perspectives are fully integrated into resolutions. As an example, UN Women provides technical support for the biennial resolution on Women in Development, engaging with the G77 for the tabling of the resolution and providing technical support to the facilitators. Supporting the General Assembly requires a coordinated organizational effort, with multiple units, particularly thematic divisions, providing technical expertise on priority issues such as ending violence against women and advancing women’s economic empowerment to inform broader intergovernmental work.

#### Key contributions include:

- UN Women provides technical support to Member States during negotiations. UN Women puts its strong technical leadership on gender and its historical knowledge on negotiations at the disposal of all Member States beyond its role as co-facilitator. Through its deep expertise on policies and use of evidence, UN Women supports Member States in addressing practical and ideological challenges during negotiations and ensures they have all the technical knowledge needed to facilitate the negotiations.
- UN Women plays a central role in supporting the General Assembly’s reporting processes by preparing dedicated reports; advising other divisions on reporting mandates; timelines; and providing substantive comments to drafts. Notably, UN Women prepares the Secretary-General’s report to the General Assembly on the follow-up to the Fourth World Conference on Women and is also the pen holder for the following reports: Intensification of efforts to eliminate all forms of violence against women; Trafficking in women and girls; and Improvement of the situation of women and girls in rural areas. Every five years, UN Women also prepares the World Survey on the Role of Women in Development.

Source: Developed by the Evaluation Team

<sup>23</sup> Expert group papers are published under the CSW page. For example: <https://www.unwomen.org/en/csw/csw68-2024/preparations/expert-group-meeting>

At the regional level, UN Women has worked with the African Union Commission to support implementation of continental normative frameworks, including the Maputo Protocol. As cited in the evaluation of the East and Southern Africa Regional Office Strategic Note, the Entity supported regional capacity-building workshops for national and regional governments and other partners and fostered cross-learning on best practices on the ratification, domestication and implementation of international and regional human rights instruments on ending violence against women and girls.

The evaluation also found evidence of UN Women's contributions to the increased visibility, awareness and mainstreaming of gender equality and women's empowerment in intergovernmental processes. This included co-sponsorship and participation in several side events organized alongside different processes including the HLPF, COPs and HRC. For instance, UN Women organized Voluntary National Review Labs in 2025 on the margins of the HLPF to provide an informal platform for experience sharing and reflection on the Reviews reporting and follow-up processes.

Finally, the evaluation compared the results of its three surveys to understand trends in relation to the perceived frequency versus perceived effectiveness of the types of support provided. Perceived frequency data refer to the number of times respondents across the three surveys selected a particular type of support. These data were extracted from question 8 of the

UN Women Personnel and UN Women Country Office surveys (Q.8 Please select the top three types of support you provided to intergovernmental processes) and question 3 of the survey to Member States (Please select the top three areas where you received the most support from UN Women). Similarly, Data on the perceived effectiveness were extracted from the following same question asked in the three surveys – In your view, which areas of support to intergovernmental processes has UN Women been the most effective in?

**Technical and Strategic Advisory and Advocacy/ Political Engagement** were consistently seen as the most frequent and effective types of support, with overall agreement among stakeholders who positioned these two types of support among the most effective.

**Convening and Multi-stakeholder Engagement** was one of the most frequently offered types of support, especially by UN Women personnel, but its perceived effectiveness rate was lower. The largest gap was in implementation support, which was often provided but largely rated as least effective. This gap will be further explained in Finding 7.

Lastly, **Amplification of Women's Voices** stood out as a very effective type of support (especially in the survey of Country Offices and UN Women personnel at Global, Regional and Liaison Offices) but it was not widely reported as being provided on a frequent basis.

## BOX 2

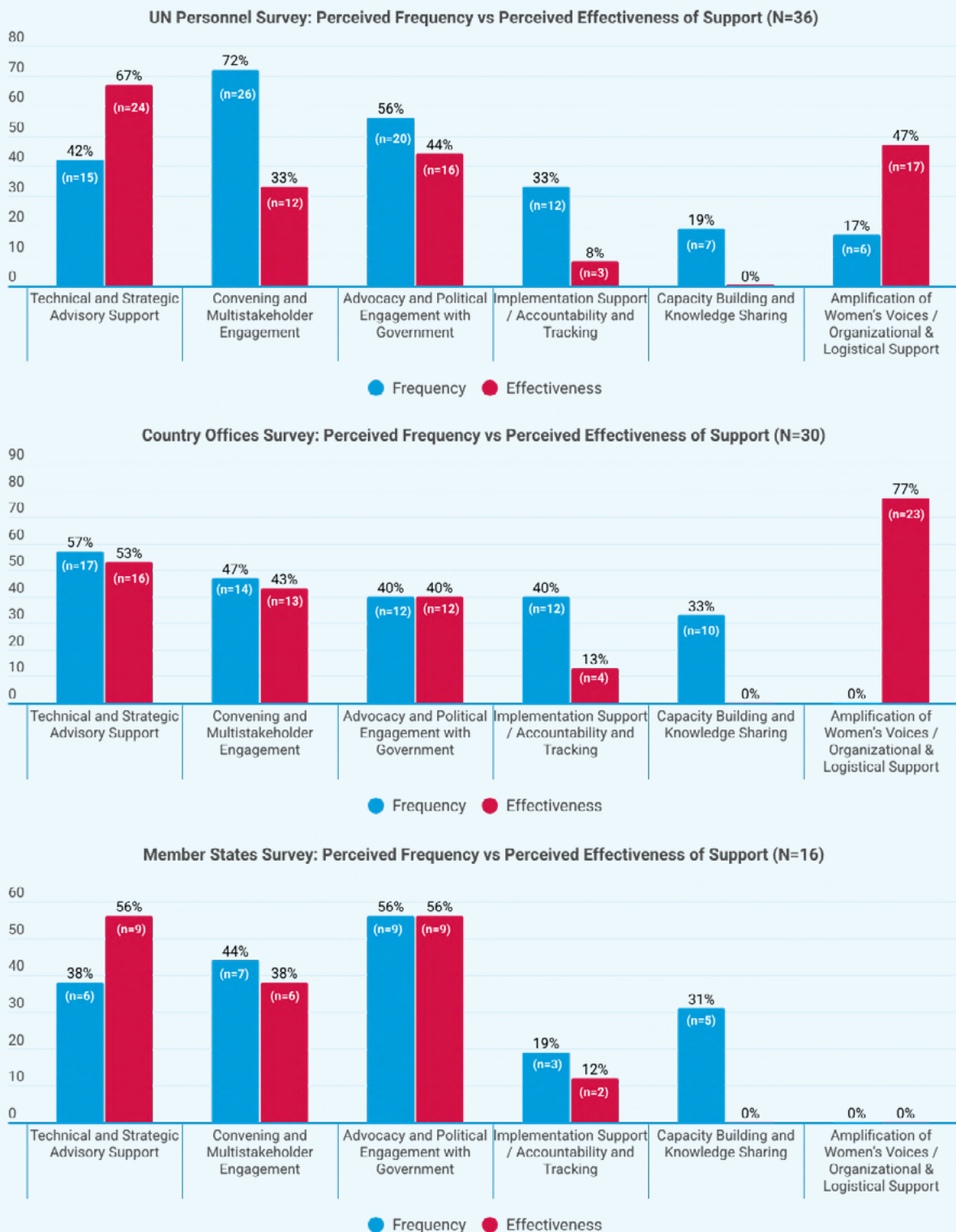
### Beijing +30: A good practice approach to political engagement

The B+30 process, centred on CSW69 and the UNGA High-Level Meeting, stands as a comprehensive whole-of-organization endeavour that utilized internal coordination and strategic information-sharing across all levels of UN Women. This unified strategy was executed through a multi-level approach, where the UN Women Global Office in New York facilitated global intergovernmental negotiations and high-level leadership engagements, while Regional and Country Offices led five ministerial reviews and developed tailored national political engagement plans to secure "Country Impact Actions". UN Women further applied good practices by systematically mobilizing the UN system, engaging leadership bodies such as the CEB and EC/DC while providing technical guidance to Resident Coordinators and UN Country Teams to align gender equality targets with national development frameworks. Finally, the Entity fostered expansive multi-stakeholder partnerships, incorporating insights from over 16,000 global youth submissions and convening dialogues with civil society, the private sector and foundations to ensure the "Action Agenda" remains a collective, accountability-driven effort.

Source: Developed by the Evaluation Team based on the UN Women engagement strategies

**FIGURE 15.**

**Analysis of the frequency<sup>24</sup> and effectiveness of the different types of support provided across the three surveys (UN Women personnel – Global, Regional and Liaison Offices, UN Women personnel in Country Offices and Member State representatives<sup>25</sup>)**



Source: Developed by the Evaluation Team

<sup>24</sup> As mentioned in the main report, frequency data refer to the number of times respondents across the three surveys have selected a particular type of support and were extracted from the survey questions asking to rank the top three types of support provided to intergovernmental processes (top three types of support received in the case of Member States survey). Since these were ranking questions with multiple responses allowed, per centages do not total 100%.

<sup>25</sup> As mentioned, the survey to Country Offices was sent mainly to Country Representatives), representing 103 Country Offices. The survey to UN Women personnel included key personnel from Global, Regional and Liaison Offices. For Member States survey, the team used a purposive sampling of Member States engaged in global and regional intergovernmental processes.

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## FINDING 2.

**The convening and multi-stakeholder engagement support provided by UN Women, together with the amplification of women’s voices, effectively contributed to intergovernmental coherence; translating national priorities into unified regional and global normative consensus; and ensuring voices from marginalized groups were reflected in policy outcomes.**

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UN Women’s ability to act as a strategic convener and trusted broker and to lead multi-stakeholder dialogues was among the most frequent form of support provided and was consistently valued by stakeholders in interviews. This type of support leveraged the Entity’s comprehensive triple mandate and technical expertise, contributing to the credibility of its evidence-based advocacy within global and regional work.<sup>26</sup> This support has contributed to strengthened multi-stakeholder dialogues and partnerships.<sup>27</sup>

The effectiveness of UN Women’s strategic convening, coupled with the inclusion of marginalized voices, was perceived as particularly positive in driving coherence throughout intergovernmental processes. It was cited by stakeholders as a key achievement, where UN Women was able to organize high-level and

inclusive meetings that served as essential platforms to build consensus and unified positions for global and regional negotiations. The main example of this type of support was found through UN Women’s role as the substantive secretariat of CSW, which has been instrumental in advancing the gender equality, rights and women’s empowerment normative agenda and enabled effective consensus among Member States in the form of Agreed Conclusions (see Box 3). Within CSW processes, UN Women successfully convened expert group meetings and generated evidence-based inputs on annual themes such as innovation and technological change for gender equality at CSW67 (2023) and poverty alleviation with a gender perspective at CSW68 (2024).

### BOX 3

#### Commission on the Status of Women and UN Women’s support

##### Institutional affiliation and composition

CSW is the main intergovernmental body dedicated exclusively to promoting gender equality and the empowerment of women. Established in 1946 as a functional commission of the United Nations Economic and Social Council, it is comprised of 45 Member States elected for four-year terms and meets annually, with a Bureau guiding the session. UN Women acts as the secretariat and provides substantive and technical support.

##### Geographic scope

CSW has global reach, addressing issues affecting women and girls in all regions. Its policies and agreed outcomes influence global, regional and national frameworks on gender equality.

##### Function/mandate

CSW formulates policies, standards and recommendations to promote women’s rights and gender equality; reviews and monitors the implementation of global commitments such as the Beijing Platform for Action and the 2030 Agenda for Sustainable Development; and provides a forum for exchange among governments, civil society and UN entities.

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<sup>26</sup> This type of support was rated among the top three types of support by 47 per cent (N=14/30) of Country Offices and 72 per cent (N=26/36) of personnel at Global, Regional and Liaison Offices.

<sup>27</sup> See Annex 7 for Contribution to Outputs table

## Process

CSW meets annually, usually in March, at UN headquarters in New York. Each session focuses on a priority theme and reviews progress on previously agreed areas. Deliberations include ministerial and expert panels, general debates and negotiations on the session's outcome document – the Agreed Conclusions.

## Expected outcomes

- Agreed Conclusions – negotiated commitments with policy guidance for governments and stakeholders.
- Reports and recommendations to the United Nations Economic and Social Council.
- Strengthened norms and cooperation to advance gender equality at national and international levels.

## Type of participants

- Member States: 45 voting members plus observers from all UN Member States.
- UN system: UN Women and other UN agencies, funds and programmes.
- Civil society: Non-Governmental Organizations (NGOs) with United Nations Economic and Social Council consultative status participate in official sessions and parallel NGO forums.
- Experts, academics, youth and private-sector representatives in side events and panels.

## Types of UN Women support to CSW

CATEGORY	TYPE OF SUPPORT	EXAMPLES
Substantive	Research, data and policy analysis	Secretary-General's reports, issue briefs, background notes
Organizational/ Secretariat	Logistical and secretariat support	Session organization, documentation, registration, webcasting
Advisory/Technical	Expert input to negotiations and national delegations	Policy language guidance, facilitation of expert meetings
Capacity development	Orientation for the Bureau in providing pre-session briefings for delegates and civil society	Pre-session briefings, youth and NGO sessions

Source: Developed by the Evaluation Team

Another example relates to UN Women's role in HLPF where, through support to multi-stakeholder partnerships, UN Women was able to bring CSOs, key experts and Member States to high-level dialogues as part of expert group meetings and side events. More examples were found at the regional level, with UN Women coordinating the Beijing review process with respective economic commissions, such as with the UNEconomic Commission for Europe during the Beijing+30 regional review meeting for CSW69 (2025); and participating in regional forums on sustainable development, such as

the Asia-Pacific Forum on Sustainable Development, where UN Women plays a key role in driving the gender equality agenda in the region and integrating the gender perspective into other key topics. Similarly, UN Women has coordinated with the African Union Commission and CSOs to convene pre-CSW consultations towards building a common Africa position.<sup>28</sup> With financial and technical support from UN Women, regional bodies such as the African Union, Southern African Development Community, Intergovernmental Authority on Development and Common Market for

<sup>28</sup> UN Women acted as a convener and knowledge broker, supporting the development of Common Africa Position Documents for CSW67 (2023), CSW68 (2024) and preparation for CSW69 (2025)

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Eastern and Southern Africa convened high-level dialogues and developed advocacy tools and legal gap assessments.<sup>29</sup> Regional Economic Commissions reported that these mechanisms enabled them to identify countries lagging behind on gender equality and women's empowerment commitments and apply targeted peer pressure. In the Arab States region, UN Women supported members of the League of Arab States to undertake a regional dialogue to achieve a common position on the CSW topic of the year.

The evaluation found that UN Women played a key role in co-coordinating the Regional Conference on Women in Latin America and the Caribbean alongside ECLAC.<sup>30</sup> This strategic collaboration, initiated in 2020, included co-organizing the 15th Conference in Buenos Aires in 2022 and the 16th Conference in Mexico City in 2025. In between conferences, both UN entities continued to facilitate crucial intergovernmental discussions through the meeting of Presiding Officers (Mesa Directiva), which acts as a mechanism for continued action and through pre-CSW regional deliberations. This co-convening role bolstered governmental and women's rights organizations' capacity to report on implementation of global and regional gender equality frameworks. Stakeholders noted that UN Women's efforts helped secure political agreements advancing the regional gender agenda, notably establishing "care" as a core political priority. This is evidenced by major agreements such as the Commitments of Buenos Aires (2022)<sup>31</sup> and Tlatelolco (2025),<sup>32</sup> and the recently adopted bi-regional Pact for Care between the European Union and 16 Latin America and Caribbean countries.<sup>33 34</sup>

Stakeholders strongly validated UN Women's contribution to strengthening the capacity and space for CSOs/women's rights organizations to engage in inter-governmental processes. In many cases this encompassed including groups that represent the voices of marginalized women and girls (see Finding 5). Through logistical and financial support, UN Women has enabled civil society participation in key global and regional intergovernmental forums at global and regional levels, including notably CSW, HRC, COPs, African Union processes and the Regional Women's Conference in Latin America and the Caribbean. In processes where participation was restricted, UN Women has worked to remove said barriers.

Member States also validated the key role that UN Women played in bringing together actors that may not always have shared the same spaces and its ability to bring in voices from women's organizations in a constructive way. For instance, through UN Women support, CSO representatives from Tunisia were able to connect with representatives from the Ministry of Women, Family and Childhood during CSW, enabling important discussions and helping bridge divides on critical issues. This was the case for Tunisia, where these interactions were made possible thanks to the participation support provided. For the Escazú Treaty process, UN Women, in partnership with ECLAC, UNEP and OHCHR, ensured the participation of women human rights defenders to mainstream gender in action plans and bring their perspectives into the deliberations after noting human rights defenders in the formal process for civil society participation were not reflecting feminist or women's rights issues.

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<sup>29</sup> UN Women East and Southern Africa Regional Office Strategic Note Evaluation

<sup>30</sup> This conference, unique in its kind as the oldest and only permanent UN mandated intergovernmental forum dedicated to women's rights and gender equality at the regional level, is a subsidiary organ of ECLAC, which acts as its Secretariat and has been held uninterrupted since 1977, driving forward a regional agenda for gender equality <https://www.cepal.org/en/infographics/what-regional-conference-women-latin-america-and-caribbean>

<sup>31</sup> <https://conferenciamujer.cepal.org/15/en/documents/buenos-aires-commitment>

<sup>32</sup> <https://lac.unwomen.org/en/digital-library/publications/2025/08/compromiso-de-tlatelolco>

<sup>33</sup> UN Women also played a leading role in the consultative process on the right to care before the Inter-American Court of Human Rights, submitting an advisory opinion. Reportedly, evidence-based knowledge products developed were highly valued by the judges. (Key informant interviews)

<sup>34</sup> [https://www.eeas.europa.eu/eeas/press-statement-eu%E2%80%93lac-bi-regional-pact-care\\_en](https://www.eeas.europa.eu/eeas/press-statement-eu%E2%80%93lac-bi-regional-pact-care_en)

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### FINDING 3.

**UN Women was perceived as effective and strategic in its collaboration with partners (especially through close cooperation with Member States and CSOs), which is central to supporting intergovernmental work, even when engagement with CSOs sometimes remained uneven. While the Entity's UN coordination for intergovernmental work was perceived as effective, there is potential for UN Women to further leverage coordination mechanisms, especially at the regional and country level to enhance coherence across different contexts.**

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UN Women's strategic approach in working with partners has been crucial for its intergovernmental work, particularly in fostering engagement with Member States, the UN system and CSOs. As per evaluation survey results, there was consensus among personnel at all levels (67 per cent) that UN Women is perceived as highly effective in building partnerships for the purposes of advancing gender equality in intergovernmental processes.<sup>35</sup>

Evidence from interviews found that Member States widely recognized UN Women as a trusted and responsive partner, particularly for its ability to provide timely technical support, constructive insights and relevant data, often supporting Member States in trying to reach consensus and advance the Beijing agenda. Stakeholders also valued UN Women's "hub and spoke approach", with information being transmitted in a transparent way, without interfering in Member State-led processes or engaging in polarized debates.

Some Member States particularly praised UN Women's responsiveness compared to other UN agencies, while others indicated the need to strengthen outreach to all Member States across the political spectrum. While these strengths were more evident for processes such as CSW and HRC, other examples included UN Women's engagement with different partners to advance the effective monitoring of gender-responsive climate policies, as well as the roles and protections of women environmental human rights defenders and rural women in COP discussions. However, the level of engagement on intergovernmental processes with

governments/ministries at the national level appeared to vary significantly across different contexts, and was also dependent on UN Women's presence in the country.

The evaluation found that engagement with civil society was recognized as a core strength. UN Women played a key role in linking national and international human rights mechanisms, supporting women human rights defenders and amplifying grassroots voices in intergovernmental spaces, including ensuring the participation of women in advocacy spaces, both official panels and side events. CSOs particularly appreciated the briefings that took place prior to CSW; the organization and support of parallel events during CSW; and the cooperation with the CSW NGO Committee. UN agency partners also highlighted UN Women's critical role in supporting the engagement of CSOs. UN Women's role as a bridge between governments and civil society was particularly appreciated, given the steadily shrinking civic space in many countries and the reluctance of some governments to include civil society in intergovernmental processes and national plans.

Regionally, there are positive examples of CSOs and women organizations' engagement in intergovernmental processes. Evaluation of the East and Southern Africa Regional Office's Strategic Note<sup>36</sup> found that UN Women leveraged initiatives such as the Spotlight Initiative and regional care economy dialogues to facilitate CSO participation in regional platforms and supported advocacy, gender-responsive budgeting

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<sup>35</sup> Survey Question 10: Country Offices survey: 67 per cent (N=20/30), UN Women personnel survey at global, regional and Liaison Offices: 67 per cent (N=24/36).

<sup>36</sup> UN Women, [East and Southern Africa Regional Office's Strategic Note Evaluation](#), 2025

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and data-driven monitoring of normative instruments. Stakeholders also highlighted the important role played by UN Women in supporting CSO participation in Eastern African regional platforms and cross-border campaigns led by networks such as Solidarity for African Women's Rights and the NALA Feminist Collective, thereby enhancing continental institutional accountability. In the Arab States region, the documents reviewed referred to the support provided by the UN Women Regional Office to feminist Arab voices from CSOs to provide policy recommendations for consideration by Arab governments; engagement in intergovernmental processes and advocacy work; and production of the Arab CSO policy brief on climate change and gender which was launched at COP27 in Cairo.

Despite these advances, civil society engagement remained uneven with many partnerships being ad hoc, or short-term, especially for youth-led, rural and disability/vulnerability-focused organizations, mostly at the regional level

Some civil society stakeholders expressed mixed feelings towards UN Women, indicating that, as a key political ally, UN Women could do more to push the women's agenda forward, vis-à-vis certain Member States. Some internal stakeholders echoed this sentiment, highlighting the difficulty of inviting CSOs to intergovernmental processes due to restrictions imposed by governments and the limited ability of CSOs (particularly young women who are not part of accredited CSOs) to truly influence discussions.

The evaluation found that UN Women demonstrated strategic partnership building with other UN agencies. UN agency partners appreciated UN Women's collaboration in organizing side events, conducting research and sharing information for common messaging. As an example, there is a concerted effort among UN agencies at HRC to present a coherent front, with weekly coordination meetings during HRC sessions between UNICEF, UNFPA, OHCHR and UN Women to coordinate work and share information; develop a systematic approach to monitor negotiations of different resolutions; and provide joint responses to emerging challenges.<sup>37</sup> Similarly, for CSW, UN Women worked

closely with other agencies (including UNDP, UNFPA, UNICEF, ITU, UNAIDS, UNESCO, UNOSSC, UNDRR, OHCHR) to organize side events, gather inputs for the Secretary-General's report and develop knowledge products. For instance, during CSW68, UN Women organized 17 side events with other UN organizations. While these achievements were self-reported, they are consistent with stakeholder inputs during the evaluation. In the context of Beijing +30, UN Women worked collaboratively through UN Development Coordination Office and the Resident Coordinator system to bring the Beijing+30 Action Agenda to the attention to governments. Briefings with Inter-Agency Network on Women and Gender Equality were also organized.

Similarly, in the Pacific region, UN Women worked with UNESCAP to create space for regional review dialogues, in order to advance gender-responsive policy frameworks and promote women participation in decision-making.

UN Women also worked to mainstream gender in processes led by other UN agencies. For instance, UN Women worked closely with the United Nations Office on Drugs and Crime on the UN Convention on Cybercrime (adopted by the UN General Assembly in December 2024) and is working jointly to provide Member States with concrete implementation guidance. As mentioned in the stakeholder mapping section (Section 2.3), at the regional level, UN Women partnered with Regional Economic Commissions. A standout example is the Regional Conference on Women in Latin America and the Caribbean, which UN Women has co-organized with ECLAC since 2020. This strategic collaboration has contributed to building a regional gender agenda led by Member States which advances key issues for women's rights, such as care work and helped streamline convening and reporting processes for Member States (See Finding 2). Areas of collaboration with the UN Economic Commission for Europe include mainstreaming gender in the Regional Forum on Sustainable Development, joint chairing of the Issue-Based Coalition on Gender Equality with UNFPA and strengthening gender statistics.

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<sup>37</sup> These informal meetings take place during HRC sessions

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Despite these positive examples, some external stakeholders expressed the need to deepen and further leverage coordination, including by co-leading joint briefings prior to key intergovernmental sessions to promote a more coherent gender perspective; planning and amplifying the impact of joint work; and addressing duplication in thematic areas. Furthermore, some stakeholders expressed the need to strengthen communication between Member State diplomatic missions to the UN, governments and Country Offices to better showcase the links between normative frameworks and country-level results. UN coordination at the country level was found to work well in UN Country Team (UNCT)-led work related to CEDAW reporting.

The evaluation also found areas for improvement, particularly in relation to weak internal coordination in the management of partners. UN Women engages with Member States through regional/continental bodies such as the African Union, League of Arab States and the European Union, Council of Europe and Organization for Security and Co-operation in Europe. These partnerships were supported through various Regional and Liaison Offices and typically involved advocacy support for regional normative frameworks, multi-stakeholder convenings and production of briefs and knowledge products. However, some stakeholders reported misalignment between different UN Women offices implementing their own activities without coherence and duplicating communications and requests. One example comes from the

European region, where some disconnects between the Geneva and Brussels Liaison Offices and the Europe and Central Asia Regional Office were reported, undermining a coherent EU partnership approach. Similarly, a lack of coordination between the Arab States Regional Office and Country Offices operating at different levels created confusion and additional layers of bureaucracy for partners. A disconnect around requests between Global and Regional Offices during the Beijing+30 review convening process also led to reduced efficiencies and gave the impression that UN Women lacks clarity on task ownership.

Finally, both internal and external stakeholders indicated a need for further systematization of UN Women's regional convening efforts. In the context of African Union processes, UN Women's coordination among UN agencies, Regional Economic Commissions and civil society was seen to be inconsistent, affecting the coherence of gender equality efforts and highlighting the need for harmonized planning, inclusive engagement and joint accountability mechanisms. Similarly, stakeholders indicated the need for better coordination between UN Women and partners such as the UN Economic and Social Commission for Western Asia and League of Arab States. Lastly stakeholders suggested UN Women could expand its engagement with less conventional partners, such as the private sector, particularly in relation to processes addressing women's economic empowerment and climate change.

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## FINDING 4.

**UN Women is widely recognized by stakeholders for its unique and authoritative normative mandate on gender equality and women and girl's human rights. Its normative leadership, especially in supporting global processes such as the Beijing Declaration and Platform for Action review and CSW, sets it apart in intergovernmental work. The Entity's perceived value in its normative mandate is complemented by its reputation as a neutral broker, which is equally highly rated by stakeholders.**

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UN Women's clear mandate and normative leadership on gender equality and women's empowerment were universally cited by stakeholders as the Entity's unique contribution to intergovernmental spaces. UN Women's role of leading the global women's normative agenda, including frameworks such as the Beijing Declaration and Platform for Action and intergovernmental bodies like CSW. The Entity's triple mandate also strengthens its ability to provide substantive and detailed inputs to intergovernmental processes. For instance, UN Women's direct relationships with national mechanisms for gender equality and civil society and operational insights due to its presence in many countries were seen as vital to advancing the gender equality, rights and women's and girls' empowerment agenda and sharing evidence-based comparative analysis from various countries and regions. Evaluation surveys further highlighted that most internal stakeholders (Country Offices and personnel at Global, Regional and Liaison Offices) agreed there are synergies between UN Women's support to intergovernmental processes and other aspects of UN Women's triple mandate (87 per cent [N=26/30] of Country Offices and 85 per cent of Global, Regional and Liaison Office personnel [N=28/36]). Outcomes from support to intergovernmental processes directly generated demand for more technical support to governments, which fed into intergovernmental processes at the global level. Specific examples, such as the support provided during HRC, showcased valuable synergies, where UN Women was able

to organize briefings related to its operational work (e.g. in Afghanistan and Sudan) that directly fed into discussions at HRC.

Evidence from evaluation interviews and surveys highlighted that UN Women has maintained its reputation as a neutral broker. Member States appreciated UN Women's ability to provide timely technical support during negotiations and its role in hosting regional consultations, e.g. CSW negotiations and alignment with regional frameworks such as the European Union Gender Equality Acquis.<sup>38</sup> UN Women has built strong relationships, particularly with Member States and is frequently described as the "go-to" organization for gender equality expertise and advocacy in intergovernmental spaces. UN Women personnel working in this area were recognized as having significant expertise in building strong relationships, organizing events and fostering networks in a credible way.

The Entity's strong network of women's organizations and civil society was also seen as a unique asset which helped guide and inform intergovernmental processes. UN Women's credibility and capacity have enabled it to bring grassroots voices into intergovernmental spaces.

As indicated by CSO stakeholders, while other UN agencies have gender focal points, UN Women has both comprehensive expertise and strength on gender equality and women's empowerment. This makes UN Women a key actor in bringing grassroots voices to Member States during negotiations.

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<sup>38</sup> [The EU Gender Equality Acquis is a comprehensive body of binding law, treaties and policies establishing equality between women and men as a core EU value](#)

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## FINDING 5.

**UN Women was widely acknowledged for its intersectional approach to intergovernmental support work, particularly through technical support, evidence-based advocacy and facilitating the participation of all women and girls, including marginalized groups of women. While there is evidence of progress in including an intersectional lens, the translation of guidance into concrete language, capacity-building and representation of marginalized groups remained uneven in intergovernmental processes.**

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UN Women has applied a human rights-based approach and places considerable attention on issues of intersectionality within intergovernmental processes, as strongly validated by internal and external stakeholders. The Entity's strategies were focused on promoting intersectionality through language proposals for negotiations on resolutions (for instance, at the HRC for resolutions on indigenous women and girls, women and girls with disabilities and LGBTIQ+), side events and advocacy, ensuring the visibility and inclusion of marginalized groups and leveraging evidence-based advocacy. A core component of the Entity's leave no one behind strategy involved systematically advocating for inclusive language and providing technical advice to Member States.

UN Women was recognized for sharing evidence/information on vulnerable groups and liaising with other UN agencies to ensure inclusion of diverse perspectives within processes such as CSW, HRC and the UN General Assembly. Given the politically sensitive and closed nature of formal negotiations, UN Women has effectively supported side events that feature marginalized voices.

Stakeholders also highlighted UN Women's work with indigenous women. For example, the Entity facilitated the participation of indigenous women from Guatemala to attend the HRC session in 2024 and advocated for references to indigenous women's rights and distinct needs in discussions at the HRC Geneva processes related to water and sanitation, climate change and human rights generally. In the 2024 working paper "[Advancing gender responsive synergies across the Rio Convention](#)", UN Women called upon the Parties to the Conferences to protect indigenous women's human rights; promote their full

participation in any decision-making process; guarantee land tenure; and support their practices to restore and protect their territories.

UN Women's work to support women with disabilities was cited by several stakeholders, although some Member States indicated somewhat limited visibility. UN Women has worked to ensure that resolutions address the needs of persons with disabilities, especially women and girls, in contexts such as cyberbullying, participation in sport, arbitrary detention and data collection, explicitly noting that persons with disabilities experience multiple and intersecting forms of discrimination. For example, in the Latin America and Caribbean region, UN Women worked with the Regional Women with Disabilities Network to make the Regional Conference on Women and Presiding Officer meeting venues accessible and financially supported the attendance of women with disabilities and their support persons. In the Arab States region, UN Women's efforts to include women and youth culminated in a regional Arab position Outcome Document on the priorities of women and girls with disabilities.<sup>39</sup>

UN Women has also worked to include the voices of young women. For instance, the Youth Dialogue at CSW provides a space for young activists, experts and leaders to engage with and influence policy makers. At regional level, UN Women's East and Southern Africa Regional Office supported the integration of youth perspectives into Southern African Development Community parliamentary hearings, the Common Africa Position for Beijing+30 (reportedly informed by 20 youth activists and online consultations with over 1,400 participants) and youth-led Beijing+30 reports.

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<sup>39</sup> <https://www.unescwa.org/news/beijing30-older-women-and-organizations-women-and-girls-disabilities>

UN Women faced some structural and political challenges in strengthening the direct contribution of diverse groups to the policy drafting process. A key issue raised by several stakeholders was the inclusion of aspects such as sex work and diverse sexual orientation, gender identity, expression and sex characteristics that do not yet have clear normative frameworks.<sup>40</sup>

UN Women is therefore required to play a careful balancing act, which has led to some inconsistency of messaging across different global and regional inter-governmental spaces. Some Member States indicated a desire for UN Women to provide a stronger position on these issues, while others cautioned against alienating certain partners. Some partners indicated that the intersectional approach remains challenging to implement and perceived there was insufficient allocation of resources to the issue, even within UN Women

Member States suggested that UN Women could further strengthen its communication by grounding its work in the principles of human rights, fundamental freedoms and non-discrimination, while simplifying and operationalizing concepts such as intersectionality to make them more accessible and actionable for policymakers and governments, particularly in politically sensitive contexts. UN Women could also provide more research/data and spaces for constructive conversations on these topics.

CSO partners indicated a desire for UN Women to play a part in expanding governments' understanding of intersectionality and helping civil society to clarify and advance on these issues. Given its historical and unique relationship with the women's movement, UN Women was seen as the only UN agency that could play this important role.



Photo: UN Women/Amanda Voisard

<sup>40</sup> Even when core international human rights treaties do not explicitly mention sexual orientation, gender identity and expression and/or sex characteristics as prohibited grounds of discrimination, in practice jurisprudence, general comments/recommendations and concluding observations from United Nations human rights treaty bodies have consistently held so (except for gender expression, which is a relatively recent concept). For more information, see [UN Women's Internal Resource Guide on Strengthening Programming and Advocacy on the Rights and Empowerment of LGBTI People \(2018\)](#)

## ORGANIZATIONAL EFFICIENCY AND TRACKING OF RESULTS

EQ2. How does UN Women's organizational structure drive coherence and alignment in its support to intergovernmental processes across global, regional and country levels?

### FINDING 6.

**UN Women introduced effective measures to strengthen coordination and alignment across the organization, introducing changes in its structure and developing innovative mechanisms. Despite this, some structural and efficiency challenges exist, such as inconsistent communication flow and some uncoordinated planning; reliance on regular resources; and reporting that does not fully capture results related to support to intergovernmental processes.**

UN Women's intergovernmental work is spread across the organization, with multiple offices contributing to the achievement of results. While its cross-cutting nature reflects the relevance of intergovernmental work to the Entity's mandate, it also creates challenges in ensuring coherence and internal coordination.

Stakeholder interviews indicated that UN Women's organizational structure is not always conducive to achieving intended results and survey responses were mixed regarding internal coordination.<sup>41</sup> Some disconnects were reported in relation to the alignment of activities, communication flow and internal planning and coordination, including around timelines and efficiency of recurrent processes. As an example, while the evaluation noted there was a comprehensive manual on CSW preparation,<sup>42</sup> internal stakeholders highlighted the lack of communication of standardized processes for working on CSW (i.e. requests that arrive with no context or sequencing and often very short deadlines), adding to already heavy workloads. Coordination gaps were also reported between Global and Liaison Offices, where it was suggested that colleagues in Global Offices need to improve information-sharing and the provision of technical input

to processes that are undertaken outside of Global Offices. Similarly, disconnection and silos between Global and Regional Offices were mentioned, with stakeholders indicating the need for more strategic engagement. At the national level, Country Offices valued Global Offices' technical assistance and quality assurance but highlighted gaps in linking programmes to regional normative frameworks, calling for more coordinated cross-thematic programming.

To address these gaps, UN Women has introduced measures that have improved internal coordination: innovations include the introduction of regional "sherpas" in 2023 who support regional preparatory processes and act as an important link between regional intergovernmental preparations and global negotiations; support political engagement with governments from their region in the negotiation process coordinate follow-up implementation of global commitments in the regions; and cross-division/office task forces for major processes (e.g. CSW, COP), which have enhanced coordination across global, regional and country levels.<sup>43</sup> Similarly, the Intergovernmental Support Section has institutionalized monthly meetings with all Regional and Liaison

<sup>41</sup> The survey of UN Women personnel revealed that 52 per cent of respondents (17 of 33) agree or strongly agree that there is adequate coordination between Global, Liaison Offices, Regional Offices and Country Offices, while 48 per cent (16 of 33) disagree, strongly disagree or don't know. The Country Office survey showed that shows that 73 per cent of respondents (22 of 30) agree or strongly agree that there is adequate coordination between Global Offices, Liaison Offices, Regional Offices and Country Offices; while 27 per cent (8 of 30) disagree, strongly disagree or don't know.

<sup>42</sup> This is an internal manual developed in 2021. It is available [here](#).

<sup>43</sup> "Sherpas" were introduced in 2023 for CSW67

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Offices. The creation in June 2025 of a new section on Human Rights and Non-Discrimination within the Geneva Office, under the Policy, Programme and Intergovernmental Division aims to (a) address the lack of coordination and coherence in UN Women’s work on human rights, rule of law and non-discrimination and is perceived by the stakeholders consulted as breaking the siloes between Global Offices and the Geneva Office; and (b) ensure a more direct connection with Regional and Country Offices, supporting them in advancing accountability for human rights normative commitments at the country level. This restructuring also aims to overcome the disconnect between Global Offices-led coordination efforts in the intergovernmental sphere and the needs of Geneva-based UN agencies and international organizations.

Nevertheless, some significant efficiency challenges persist. Resource constraints reduce the organization’s ability to maintain a strong presence in critical intergovernmental spaces or expand it where needed. A key issue is that intergovernmental work, especially at Global Office level (as seen in the Portfolio analysis of the Intergovernmental Support Section), has depended on regular resources, at a time when those resources have come under increasing pressure, including declining allocations and staffing constraints. This underscores the importance of strengthening and safeguarding regular budget funding while also exploring complementary approaches that can enhance resilience and sustainability in a manner fully consistent with UN Women’s normative mandate.<sup>44</sup>

In the context of system-wide financial constraints, this may limit UN Women’s ability to sustain its current level of support or rely even more on voluntary contributions to deliver this work, a concern that has been consistently recognized by the General Assembly in successive resolutions.

Limited human resources in some offices (e.g. Liaison Offices) limits UN Women’s capacity to keep or expand the scope of its intergovernmental work, despite explicit requests for increased engagement from Member State representatives. For example, some Liaison Offices (e.g. Brussels and the African Union office) struggle with severe understaffing (few personnel covering the entire office<sup>45</sup>). Survey data revealed that nearly 40 per cent of respondents (N=11/30) from Country Offices highlighted the lack of dedicated personnel for intergovernmental support work. Where personnel exist, more than half work part-time on intergovernmental support: around two thirds of UN Women personnel who responded to the survey (64 per cent/N=23/36) dedicate 60 per cent or less of their time to intergovernmental processes and 57 per cent of Country Offices respondents (n=17/30) dedicate 50 per cent or less of their time. While there is recognition that UN Women has a dedicated section working on intergovernmental support, the breadth of the work is quite extensive (UN Women supports 29 global and regional intergovernmental processes, groups and bodies, providing a wide variety of support – see Annex 6). Sherpas and ad hoc coordination mechanisms, such as task forces, help bridge gaps but cannot compensate for the lack of adequate resources in many regions and countries.<sup>46</sup> Increased coordination and better strategies for efficiency and resource allocation are needed to sustain the present level of engagement.

Another notable structural gap is the absence of a results framework for intergovernmental work, which would foster a clearer conceptualization of expected outcomes, a clear division of roles and stronger alignment. This lack of a conceptual framework makes the pathways of change less clear and therefore potentially weakens monitoring and reporting.

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<sup>44</sup> UN Women’s founding resolution clearly “decides that the resources required to service the normative intergovernmental processes shall be funded from the regular budget”. United Nations General Assembly Resolution 64/289, adopted on 2 July 2010, page 12.

<sup>45</sup> As of the latest data extracted from Quantum in June 2025, the African Union Liaison Office has a D1 and a Service Contractor; the Brussels Liaison Office has three P staff and one G staff. The Geneva Office has one D, 26 P staff and four G staff.

<sup>46</sup> See table 6 under portfolio analysis

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Tracking and measuring results remained a major weakness. UN Women relies on internal systems such as RMS and, most recently, the Performance and Results Integrated System for Management (PRISM) for tracking initiatives and reporting. All Country Offices surveyed (n=30/30) confirmed that they report results in RMS on an annual basis. However, practices using the systems tend to mainly capture activities and outputs – such as events, consultations and publications – rather than actual outcomes or the effectiveness of intergovernmental support. This finding was supported by interviews with several internal stakeholders who noted the limited practices in the use of corporate systems or methodology to systematically track intergovernmental work or measure its significance.

The analysis of Development Results Framework workplans and RMS reporting conducted by the evaluation team highlighted inconsistencies within practices in the use of systems: while workplans allow tagging of activities according to type of function (including “intergovernmental support”), RMS does not.<sup>47</sup> Results of activities linked to intergovernmental work are often

reported under a wide variety of output and outcome indicators that have no reference to intergovernmental work. Similarly, the indicators that reference intergovernmental work (see Table 3), do not fully reflect the breadth of the work the Entity undertakes in this area. Furthermore, weak alignment between planning and reporting practices hinders the collection of results and makes data extraction and analysis challenging.

As a result, much of UN Women’s contribution remains invisible in corporate reporting. Substantial collaborations – such as with regional partners like the Council of Europe – and technical support to Member States are rarely captured in ways that demonstrate effectiveness. While some Regional Offices have piloted studies (e.g. the East and Southern Africa Regional Office conducted a study on the status of implementation of CSW Agreed Conclusions in the region<sup>48</sup>) and external accountability mechanisms exist for certain processes (such as the Beijing+30 dashboard collecting actions to achieve the agenda), practices in the use of internal systems to effectively capture UN Women’s contribution in this area remain limited.

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## **FINDING 7.**

### **While UN Women has designed country programmes to leverage intergovernmental processes effectively, their translation into actual outcomes at the country level remains uneven.**

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Evidence showed that UN Women Country Offices leveraged intergovernmental processes to guide their strategic engagement at national level. This materialized as integrating intergovernmental support into Country Office Strategic Notes and designing programmes to support national partners directly translate global and regional normative frameworks into concrete country-level outcomes.

Survey results confirmed that 97 per cent (n=29/30) of Country Office Strategic Notes encompass support to intergovernmental work, reflecting how strategic it is considered in fulfilling UN Women’s mandate. Analysis

of Country Portfolio Evaluations also shows that 22 Country Offices explicitly aligned their Strategic Notes and programmes with regional conventions and agendas, ensuring coherence between national efforts and broader intergovernmental commitments. As an example, the Zimbabwe Country Office’s portfolio aligned with the international standards set by Agenda 2063,<sup>49</sup> which establishes gender equality and women’s empowerment as an aspiration for all African nations. Similarly, the Strategic Notes for Tanzania and Somalia aligned with the African Union Protocol on the Rights of Women in Africa.

<sup>47</sup> This might be addressed in the new PRISM system if there are agreed coding frameworks when self-reporting results.

<sup>48</sup> The State of Implementation of agreed conclusions adopted by the CSW-Assessment of Implementation in the East and Southern Africa. UN Women East and Southern Africa Regional Office, 2025. Link available [here](#).

<sup>49</sup> Agenda 2063 is the African Union’s strategic framework for the inclusive and sustainable socioeconomic transformation of Africa over the next 50 years. Launched in 2015, it aims to create a unified, prosperous and peaceful continent by focusing on seven key aspirations, such as an integrated economy, good governance and peace and security. An Africa of full gender equality and empowered youth and women is one of the key aspirations.

In terms of implementation, UN Women's Country Offices provided comprehensive technical, financial, coordination and advocacy support to help national partners translate global and regional gender equality frameworks into tangible normative outcomes. This was accompanied by the key technical and capacity development support Country Offices provided to countries during their reporting against international commitments including for the Beijing +30 National Review reports in 2024.

The data collected suggest UN Women has provided significant support to normative human rights processes, with CEDAW and Universal Periodic Reviews the mechanisms most strongly leveraged. While CEDAW is a normative framework functioning as a Human Rights Treaty Body, it directly interacts with UN Women's support to HRC. CEDAW has often been used as guidance for both designing country programmes and supporting countries to implement the CEDAW Committee's recommendations. At country level, the evaluation found that UN Women usually leads inter-agency groups on UNCT reporting to CEDAW; coordinates the preparation of UNCT submissions to the CEDAW Committee; and supports governments in fulfilling their periodic reporting obligations by gathering disaggregated data. In the Pacific region, for example, UN Women invested in capacity building to enhance governments accountability and follow-up on human rights treaty commitments. Similarly, UN Women has assisted Member States in preparation of Universal Periodic Reviews, resulting in strengthened national awareness on the reviews' outcomes; contributed to the UNCT report; and supported civil society in submitting alternative ("shadow") reports.

Examples of support for translation of regional commitments into national outcomes include Malawi,<sup>50</sup> where UN Women facilitated the development and review of various national gender-related laws and frameworks in alignment with Agenda 2063 (i.e. Prevention of Domestic Violence Act; Gender Equality Act; Marriage, Divorce and Family Relations Act; Penal Code; Child Care, Protection and Justice Act); and implementation of a regional agenda for the

promotion of integrated care systems in the Americas and Caribbean region, directly derived from intergovernmental commitments reached at the regional level through the Regional Conference of Women co-convened with ECLAC (See Finding 2). The UN Women Regional Office for the Americas and the Caribbean provided technical assistance and policy support to 14 countries (Argentina, Brazil, Chile, Colombia, Ecuador, Guatemala, Honduras, Costa Rica, Mexico, Panama, Paraguay, Peru, Dominican Republic, Uruguay) to advance care normative frameworks, which resulted in a total of 30 national and local strategies, policies and/or action plans for the promotion of integrated care systems across 11 of the 14 countries supported.<sup>51</sup>

#### BOX 4

##### Examples of translation of CEDAW recommendations into national laws with UN Women's support

1. **Brazil (Gender-based violence)** Following the CEDAW Committee's 2003 recommendation to "adopt, without delay, legislation on domestic violence," Brazil enacted the Maria da Penha Law in 2006. UN Women subsequently provided technical assistance to support drafting of the Femicide Law (2015) and advocated for legislative amendments, directly responding to follow-up recommendations and strengthening the legal framework against violence.
2. **Albania (Gender-Responsive Governance):** In response to increasingly ambitious CEDAW Committee recommendations, including calls for gender-responsive budgeting, Albania significantly shifted its approach. With technical and financial assistance from UN Women, Albania integrated gender-responsive budgeting principles into its Law on Local Self-Government Finances (2017) and its National Strategy on Gender Equality, resulting in a significant increase in the budget allocated to gender equality objectives (rising from 1 per cent in 2015 to 9.6 per cent by 2025).

Source: Prepared by the evaluation team based on desk review from Geneva Office documentation

<sup>50</sup> UN Women Malawi Country Portfolio Evaluation: 2018-2021 (2022).

<sup>51</sup> UN Women Regional Office for the Americas and the Caribbean Annual Reports from 2022 through 2025.

Despite the positive examples highlighted above, translation of global commitments into normative outcomes remains uneven across processes and countries. Survey results indicate a need to adopt more practical and actionable recommendations to strengthen country follow-up on global intergovernmental commitments and reporting on these instruments. As mentioned in Finding 6, an important weakness was found in Country Offices' monitoring of intergovernmental work, with results including the translation of global agreements into country actions, often reported under output and outcome indicators that do not explicitly reference intergovernmental support work. At the same time, the evaluation team's review of RMS found that internal reporting on intergovernmental support work has tended to be narrative and descriptive rather than analytical, with limited mechanisms to monitor or measure change (see Finding 6).

A particularly relevant example concerns CSW, as it serves as a universal engagement platform for Country Offices. Evidence highlighted the need for stronger mechanisms to ensure that CSW outcomes are not only discussed but effectively followed up and implemented at the country level. Stakeholders mentioned a persistent gap between the adoption of CSW Agreed Conclusions and their practical implementation, highlighting the need for more actionable, on-the-ground activities and robust tracking systems. Stakeholders emphasized the need for UN Women to strengthen its global coordination and normative role to better support results delivery at the national level. Many referenced the CSW revitalization process (see Box 6 and Finding 8) and the recently approved resolution as an opportunity to reinforce follow-up mechanisms for Agreed Conclusions. Initiatives such as involving regional sherpas and holding regular meetings with regional and international bodies (e.g. African Union, Human Rights Council) were also cited as steps towards more effective Country Office engagement with CSW.

A strong example of implementing CSW Agreed Conclusions comes from the Philippines. Every year, after the adoption of Agreed Conclusions in New York, the Philippines Commission on Women organizes a Feedback Forum in the Philippines (a large national meeting with civil society), which focuses on developing

a road map for implementation and monitoring. The UN Women Country Office team in the Philippines has actively supported these conferences and the follow-up process, ensuring that global commitments are translated into concrete national actions.

#### **BOX 5**

##### **CSW67 on translating guidance for addressing technology-facilitated violence against women**

In 2023, the recognition of technology-facilitated violence against women (TFVAW) in the Agreed Conclusions of CSW 67 and the Global Digital Compact marked a pivotal moment in addressing gender-based violence. UN Women was able to translate these high-level agreements into concrete programming aimed at fostering real change at the country level. To empower nations in their fight against TFVAW, UN Women has developed comprehensive guidance that serves as a road map for implementing effective strategies. By facilitating the exchange of good practices, the Entity encouraged collaboration among stakeholders, ensuring that successful interventions are adapted to meet the unique needs of various contexts. Recently, the UN Women EAW Section launched a strategic framework to prevent and eliminate TFVAW, directly linking CSW commitments to actionable steps on the ground.

Source: Developed by the Evaluation Team

#### **BOX 6**

##### **CSW revitalization process**

The United Nations Economic and Social Council adopted a resolution to revitalize CSW on 19 September 2025, as pursuant to the Pact for the Future adopted in September 2024. Key provisions include a new annual high-level meeting that will focus on critical priorities; rotating locations for the five-year review sessions; measures to improve accountability and accelerate implementation of commitments; outcome documents that are more succinct and ambitious with concrete recommendations; and a reaffirmation of the critical role played by civil society in a revitalized CSW.

Source: Developed by the Evaluation Team

## EQ3. How does UN Women adapt its support to intergovernmental processes to changing priorities, constraints and opportunities within this space?

**FINDING 8.**

**UN Women was able to effectively adapt its intergovernmental support to changing priorities, constraints and opportunities within the intergovernmental space, particularly responding to the growing backlash on longstanding commitments on gender equality and women and girls' human rights. While there is evidence of good practices, increasing UN system coordination in intergovernmental spaces would further strengthen efforts to counter backlash.**

Stakeholders across the board highlighted an increasingly vocal and coordinated backlash on longstanding commitments on gender equality and women and girls' human rights as a key contextual challenge, expressed in intergovernmental spaces as challenges to the use of previously approved language and to the work of the UN and multilateralism more broadly.

This backlash has been especially evident in intergovernmental negotiations in CSW, HRC and other intergovernmental bodies. Concern for ensuring the effective implementation of gender equality commitments was among the driving forces behind the CSW revitalization process (see Box 6), where the UN Women secretariat played a key role in providing substantive inputs and facilitating multi-stakeholder engagement. This process culminated in the adoption of a resolution in September 2025<sup>52</sup> to make CSW more accountable and dynamic, albeit to mixed reviews that underscore present-day challenges of navigating intergovernmental spaces.<sup>53</sup> While CSW revitalization brings important reforms, it has limits, including capacity strains, uneven civil society access, weak accountability mechanisms and continued politicization, all of which may constrain its overall impact.

The evidence shows UN Women has been mostly able to adapt to shifting priorities, constraints and opportunities within the intergovernmental arena, showing flexibility and resilience, particularly in relation to

growing pushback mentioned above. The Entity has deployed a range of strategies to ensure that Member States and all stakeholders have access to data and evidence-based knowledge to inform decision-making and support effective engagement; by providing substantive inputs and language during negotiations; and by deploying experienced and politically skilled staff to support intergovernmental processes.

Building the capacities of government officials and developing partnerships with different stakeholders for greater synergies have also been used as strategies (see Finding 4). In Latin America and the Caribbean, UN agencies have come together through the Gender Inter-Agency Group to arrive at common messaging, with UN Women and UN OHCHR working together to promote a human rights-based approach discourse.

UN Women's newly established section on Human Rights and Non-Discrimination is framed as a strategic response to support normative thought leadership and high-level political advocacy, harmonizing engagement with all human rights mechanisms and strengthening coordination (See Finding 6).

Stakeholders underscored UN Women's role as a thought leader on gender equality and how its presence, engagement in dialogue, building connections and convening of CSOs have prevented further roll-back of women's rights commitments made in intergovernmental spaces. At the same time, some civil

<sup>52</sup> <https://docs.un.org/en/E/2026/L.2>

<sup>53</sup> [https://press.un.org/en/2025/ecosoc7219.doc.htm#:~:text=The%20Economic%20and%20Social%20Council%20\(ECOSOC\)%20adopted,remaining%20gaps%2C%20meet%20challenges%2C%20and%20accelerate%20implementation](https://press.un.org/en/2025/ecosoc7219.doc.htm#:~:text=The%20Economic%20and%20Social%20Council%20(ECOSOC)%20adopted,remaining%20gaps%2C%20meet%20challenges%2C%20and%20accelerate%20implementation)

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society stakeholders have called for a more assertive role vis-à-vis Member States that push a regressive agenda and pointed to a moral obligation of UN Women to uphold its agenda as “representative of the world’s women”. The need to undertake a more strategic and nuanced political analysis on backlash was highlighted to inform UN Women’s response in intergovernmental spaces given the heterogeneity of regional scenarios.

Finally, stakeholders highlighted the CSW 69 Political Declaration<sup>54</sup> as a stronger than anticipated outcome in a context of strong pushback against women’s rights and gender equality commitments. The document reaffirms the Beijing Declaration and Platform for Action; addresses issues such as digital violence, the care economy and the digital divide; and sets a clear road map for Member States to strengthen national women’s machineries, advance women’s participation in decision-making and secure funding for implementation. As the substantive secretariat of CSW, UN Women contributed to reaching this consensus among Member States. UN Women’s provision of guidance and advice to the co-facilitators, as well as support in drafting bridging proposals during the negotiations have been highlighted as key components of success.

The UN80 reform initiative and the undermining of multilateralism were highlighted as critical contextual factors that will require UN Women to rethink and further adapt its intergovernmental support work. Even when the Entity was found to be adaptable and resilient in its capacity to sustain intergovernmental support amid dwindling resources, these contextual factors are likely to shape intergovernmental work during the new Strategic Plan period and beyond.<sup>55</sup>

In moving forward, evidence points to the need to further strengthen UN Women’s role in fostering dialogue and collaboration with other actors. In particular, there is a need for coordination with UN agencies for greater synergies (including convening the entire UN system on pushback),<sup>56</sup> especially considering the scale of intergovernmental work and the dearth of resources. Stakeholders mentioned increasing advocacy efforts and having a larger team in place to preserve the gender equality agenda in the face of backlash in intergovernmental processes.

Lastly, drawing lessons from what worked well and what did not in an adverse context was also underscored, given the prospect that challenges will remain or even be exacerbated.

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<sup>54</sup> <https://docs.un.org/en/E/CN.6/2025/L.1>

<sup>55</sup> According to the Organisation for Economic Co-operation and Development, Official Development Assistance dropped by 9 per cent in 2024 and is expected to drop by 9–17 per cent in 2025, with the outlook beyond remaining highly uncertain. Projections for 2027 estimate that Official Development Assistance will fall back to 2020 levels. The Organisation for Economic Co-operation and Development anticipates that additional cuts to multilateral organizations could trigger a second wave of funding decreases for the poorest countries and vital services. See [https://www.oecd.org/en/publications/cuts-in-official-development-assistance\\_8c530629-en/full-report.html](https://www.oecd.org/en/publications/cuts-in-official-development-assistance_8c530629-en/full-report.html)

<sup>56</sup> In response to growing backlash against women’s rights and gender equality, in 2024, the UN Secretary-General launched a Gender Equality Acceleration Plan that includes a Gender Equality Clarion Call. Emphasis is placed on UN leadership taking a stance for gender equality, strategically addressing pushback through multi-stakeholder engagement and strengthening UN system coordination and joint activities to reverse gender inequalities. See [https://www.unwomen.org/sites/default/files/2024-12/geap\\_detailed\\_final.pdf](https://www.unwomen.org/sites/default/files/2024-12/geap_detailed_final.pdf) A review of the Gender Equality Acceleration Plan shows that progress to date across its five pillars has been uneven and sets forth a series of recommendations to address existing challenges. See [https://www.un.org/sites/un2.un.org/files/2025/03/sg\\_geap\\_progress\\_report.pdf](https://www.un.org/sites/un2.un.org/files/2025/03/sg_geap_progress_report.pdf)

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## FINDING 9.

### **The strengthening and sustainability of intergovernmental support work would benefit from securing predictable dedicated funding, deepening strategic partnerships and ensuring the translation of global and regional frameworks into context-specific actions at the national level.**

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UN Women's approach to sustainability is anchored in leveraging its unique mandate, especially around its normative strength and integrating its intergovernmental support work across different operational levels. Key aspects include continued advocacy and monitoring of normative frameworks that Member States have committed to, such as CSW, Beijing Platform for Action and CEDAW, and ensuring obligations and pledges are reflected in the Entity's work at the national level to advance implementation and enhance accountability of Member States for gender equality.

The evidence, however, indicates there is room to strengthen sustainability for UN Women's support to intergovernmental processes, particularly in terms of securing predictable financing, deepening strategic partnerships and ensuring the translation of global and regional frameworks into programmes at the national level.

In terms of predictable funding, even when UN Women's intergovernmental support work is highly valued and seen as effective by Member States,<sup>57</sup> this has yet to translate into concomitant support. Greater predictability of funding and dedicated support is required, anchored by a strong narrative on why UN Women requires increased resources given its unique normative mandate, especially in a context of growing backlash on longstanding commitments on gender equality and women's rights and reduced resources for the United Nations. In this sense, some stakeholders view UN Women's current approach to resource mobilization in this area as fragmented and not conducive to fundraising for intergovernmental support work. For instance, survey respondents

mentioned that fundraising for the commissioning of research and organizing expert group meetings, which enable the type of evidence and technical support that UN Women provides, proved challenging for the Beijing+30 review (see Finding 6 for additional discussion on funding).

Suggestions included diversifying funding and fostering greater involvement of the Resource Mobilization function in the substantive part of the work. Working on resource diversification with institutional partners, such as the African Union and the Intergovernmental Authority on Development, could also reduce fragmentation and signal shared ownership to donors; while further integrating intergovernmental support into UN Women's work at the national level could enhance the prospects of sustainability.

However, given the current context of diminishing funding for international development cooperation, some stakeholders have stressed the need for UN Women to continue adapting to a resource-scarce scenario that appears to be here to stay. This could include through the growing use of new technologies, e.g. for convening and even rethinking what intergovernmental support is or entails in a resource-scarce context.

While the evidence indicates UN Women has been effective at building strategic partnerships in the context of intergovernmental support, it also signals the need to move towards more strategic collaboration in those cases where engagement remains ad hoc and fragmented to help define common outcomes, align resources and/or clarify accountability. Stakeholders underscored the need for stronger coordination with the UN system based on long-term collaborative

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<sup>57</sup> Based on the survey to Member States conducted by the evaluation team, 86 per cent (N=12/14) considered UN Women to have been very effective and quite effective in the context of intergovernmental support.

processes that prioritize consultation as a means to strengthen the sustainability of UN Women's intergovernmental support. For example, stakeholders mentioned a significant disconnect between Global Office/New York-led intergovernmental coordination efforts and the needs of Geneva-based UN agencies and international organizations (such as WHO, ILO, IOM) (see Finding 6). In relation to African Union intergovernmental processes, while stakeholders widely acknowledged UN Women's normative leadership, coordination mandate and technical expertise, they also pointed to the uneven quality and consistency of the Entity's engagement with UN Regional Economic Commissions and its impact on the coherence and effectiveness of gender equality efforts. In response, UN Women is reportedly refining its engagement strategy by prioritizing select Regional Economic Commissions and clarifying the added value and intended results of each partnership and their alignment on priority areas. In some cases, greater visibility and communication of joint work is needed through the development, for instance, of joint media campaigns and knowledge products to reinforce policy advocacy and public awareness of progress.

Stakeholders also mentioned the need for continuous engagement with Member States, not only during busy negotiation periods, especially given the frequent rotation of diplomats and representatives. This could

assist UN Women in establishing even stronger relationships with Member States and advocating more effectively for advancing gender equality.

The importance of providing greater access to marginalized communities was also emphasized. Greater inclusiveness in intergovernmental processes can be achieved by ensuring participation beyond the usual women's rights organizations, further contributing to amplifying the range of actors engaged in demanding accountability for implementation of government commitments.

In terms of ensuring the translation of global and regional frameworks at the national level, UN Women could further leverage established UN human rights monitoring processes, such as the Universal Periodic Review and CEDAW Committee Review, to enhance reporting on progress in advancing CSW commitments and other intergovernmental processes and to ensure sustainability. This would complement or interact with provisions for the revitalization of CSW, which is expected to contribute to strengthening implementation of commitments at the national level. The development of guidelines from Global to Regional and Country Offices on how to operationalize these commitments at the national level was also suggested, as well as strengthening intergovernmental work at the national level.



Photo: UN Women/Ryan Brown

# 5

**PROMISING  
PRACTICES  
AND LESSONS  
LEARNED**



## PROMISING PRACTICE

### Balancing support and ownership in intergovernmental processes

Member States increasingly seek recommendations, technical guidance and support from UN agencies to advance intergovernmental processes. At the same time, UN entities maintain a neutral supportive role, respecting Member States' leadership and ownership over these processes. UN Women exemplifies a constructive approach by providing tailored technical support such as during negotiations of CSW outcome documents or the revitalization process. This balanced approach fosters trust and enables Member States to achieve ambitious goals without compromising the integrity, legitimacy and ownership of intergovernmental decision-making processes.



## PROMISING PRACTICE

### Translating global commitments into national actions

UN Women's leadership in advancing global norms has been instrumental in shaping international commitments on gender equality. However, experience shows that the real impact occurs when these commitments are translated (and implemented) into national laws, policies and/or programmes. Many countries still face challenges in creating structured pathways for implementation, which can limit the transformative potential of global agreements. Successful examples, such as the adoption of care policy frameworks in Latin America, demonstrate that proactive and sustained engagement makes a difference. When UN Women provides governments with practical tools – such as cost analyses, policy models and technical guidance – countries are better equipped to move from aspiration to action. To this end, the role of Regional and Country Offices has proven essential in connecting global priorities with tailored support to national and regional realities.



## LESSON LEARNED

### Leveraging the value of constant engagement

UN Women's technical expertise and ability to provide language guidance have been instrumental in securing strong Member State commitments to resolutions and in supporting consensus in politically polarized environments. Such achievements demonstrate the value of constant engagement and preparatory work with Member States and regional bodies, which happens well in advance of global intergovernmental processes such as CSW, HLPF and HRC. However, much of UN Women's contribution is in support of Member States' work, making it difficult to make UN Women's contribution visible or attribute outcomes directly to UN Women. This limits recognition of the Entity's role and reduces opportunities to leverage achievements. In the context of reduced funding, finding ways to advocate for this area of work becomes crucial.



## LESSON LEARNED

### Ensuring CSOs maintain an important role

UN Women has a long-standing record of strong partnerships with CSOs, which are critical actors in advancing gender equality. However, in intergovernmental processes – where decision-making is dependent on Member States – and with the current shrinking of civic space, the role of CSOs risks being further diminished. At the same time, the nature of civil mobilization is evolving, e.g. young women are part of larger movements of activism which are not United Nations Economic and Social Council accredited. UN Women's ability to act as a bridge and convening power at CSW in bringing together governments, civil society and other stakeholders is essential to maintain ambition and accountability. Similarly, UN Women requires flexibility to engage with emerging, less structured forms of activism and to identify innovative mechanisms for amplifying their voices. Facilitating civil society's presence in intergovernmental processes is essential. By reinforcing the Entity's role as a connector and advocate, UN Women fulfils an important political function, demonstrating that civil society is a key partner in delivering transformative change.



6

**CONCLUSIONS**

The conclusions presented below are based on comprehensive analysis of both primary and secondary data gathered during this corporate evaluation. The evaluation reviewed UN Women’s support to intergovernmental processes from 2022 to 2025, with particular emphasis on mapping the Entity’s support architecture by examining the processes and types of assistance provided, to evaluate its contribution to effectiveness and added value, across global, regional and country-level initiatives.

### CONCLUSION 1

**UN Women has successfully contributed to raising awareness; delivered technical support; and strengthened collaboration among various stakeholders in intergovernmental processes by effectively using its unique normative role, leading global agreements such as the Beijing Declaration and Platform for Action and as the substantive secretariat of the CSW, alongside its reputation as a trusted and knowledgeable broker.**

(effectiveness/relevance Findings: 1,2,4,5,6)

UN Women’s strategic technical and advisory support (coupled with evidence and data) and its roles as convener and trusted broker have been an effective contribution towards supporting intergovernmental processes that advance norms and standards for gender equality, rights and women and girls’ empowerment. UN Women’s technical expertise contributed to the stronger integration of gender perspectives in recommendations and resolutions arising from intergovernmental processes. This support was underpinned by robust evidence, such as the flagship publication the “Gender Snapshot,” which was repeatedly mentioned as a main source of credible data and evidence for negotiations. The strengthening of institutional and individual capacities was directly linked to UN Women’s provision of knowledge, evidence and data. Stakeholders highly rated UN Women’s ability to act as a strategic convener and trusted broker and to lead multi-stakeholder dialogues. This convening role was crucial for intergovernmental coherence and translating national priorities into shared normative consensus. The work of UN Women has been essential and perceived as relevant to advance the women’s rights agenda.

### CONCLUSION 2

**UN Women’s approach to partnerships was found to be comprehensive and valuable in supporting intergovernmental work. UN Women’s multi-stakeholder approach ensured that gender equality expertise and women’s perspectives were integrated into diverse intergovernmental support processes. UN Women was perceived to have successfully cultivated trusting, close working relationships with Member States, acting as a constructive partner that provides specialized expertise, often supporting Member States to ensure that governments maintain ownership of strong and forward-looking outcomes that advance gender equality and the empowerment of all women and girls.**

(effectiveness/coordination/leave no one behind/value-add Findings: 3,5,4)

UN Women’s recognized authority on gender equality and its coordination mandate has enabled systematic collaboration within the UN system. This is exemplified by coordination meetings with agencies such as UNICEF, UNFPA and OHCHR at the HRC to respond collectively to pushback on longstanding commitments to gender equality, alongside UN Women’s crucial function in coordinating UN engagement with the CEDAW working group. Another example was UN system coordination through the Inter-Agency Network on Women and Gender Equality in preparation for and during CSW sessions. These successes extended to UN Women’s work at the regional level in terms of its partnerships with UN Regional Economic Commissions, where UN Women’s normative leadership has also proven to be a convening power, acting as a central bridge connecting Member States, the UN system and CSOs. The role of UN Women in engaging with CSOs has been valuable, mostly in facilitating

participation and including the voices of women's rights organizations and CSOs, particularly by organizing side events, briefings and providing logistical support that allows a wide range of groups to engage in global forums such as CSW, HRC and regional processes.

However, some internal organizational challenges have limited internal coherence. The evaluation found cases of internal fragmentation where intergovernmental-related coordination between Global, Liaison, Regional and Country Offices limited a fully effective and coherent approach with all partners undertaking this work. The lack of an overall partnership approach to effectively engage with each partner also resulted in some inefficiencies. Finally, engagement with potentially vital stakeholders, particularly the private sector and academia, is recognized as needing much more work and has often focused narrowly on resource mobilization rather than establishing the strategic partnerships necessary for holistic and sustainable impact.

### CONCLUSION 3

**During 2025, UN Women introduced a series of innovations to strengthen internal coordination towards a more integrated and cohesive approach. However, there is a need to improve under-leveraged reporting practices and connections between different offices providing intergovernmental support to maximize UN Women's offer in this area.**

(efficiency/coordination Findings: 3,6,7)

Some evidence shows UN Women needs stronger internal coordination to provide intergovernmental support efficiently. Duplication of efforts, requests and external communication not only created inefficiencies, but also some confusion among stakeholders about who to turn to for support. The measures UN Women introduced to foster internal alignment, such as appointing intergovernmental focal points (sherpas) at regional level and creating a new section

on Human Rights and Non-Discrimination within the Geneva Office, have great potential to ensure that the Entity enhances internal coherence.

Structural challenges, such as reliance on limited funding from the UN regular budget and limited personnel, pose a risk for UN Women in terms of the number of processes it can support and the types of support it can provide to partners. While the relevance of UN Women's support is not questioned, rationalization of internal resources and the introduction of resource mobilization efforts for offices supporting intergovernmental processes that are not exclusively dependent on regular budget<sup>58</sup> might counterbalance current UN system challenges. Ensuring efficient and strategic reporting and the measurement of results would support the organization in these efforts; however, evidence shows that UN Women will need to improve its reporting systems and practices to ensure the significance of its intergovernmental work is effectively captured.

### CONCLUSION 4

**The sustainability of UN Women's support to intergovernmental processes is characterized by effective adaptation and resilience in the face of growing backlash against longstanding commitments on gender equality and declining resources.**

(effectiveness/sustainability Findings: 8,9)

To ensure the long-term sustainability of UN Women's intergovernmental support work there is a need for enhanced coordination across the UN system; increased organizational effectiveness in this area, especially in terms of maximizing available financial and human resources; and streamlining of the Entity's approach to this type of work. Investing in institutional memory; documenting results and good practices; continuous engagement with Member States; and inclusive participation will also be important to sustain progress and navigate future uncertainties against the backdrop of an increasingly challenging multilateral landscape.

<sup>58</sup> UN Women Founding Resolution 64/289 states that "the resources required to service the normative intergovernmental processes shall be funded from the regular budget". United Nations General Assembly Resolution 64/289, adopted on 2 July 2010, page 12.

7

**RECOMMENDATIONS**

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The following recommendations were developed from the findings and conclusions emerging from this evaluation in close consultation with key evaluation stakeholders. To ensure the proposed actions are carried out, each recommendation is accompanied by priority status, timeline, responsible actors, impact, difficulty and a description of what could happen if the recommendation is not implemented.

### RECOMMENDATION 1:

**UN Women should lead an internal process to develop a strategy for its support to intergovernmental processes that articulates a clear vision, defined roles and responsibilities and includes the intergovernmental support offer at country, regional and global levels. This would help strengthen clarity and coherence on how UN Women operates at intergovernmental level across substantive teams. The strategy should be aligned with UN Women's Strategic Plan.**

The strategy should articulate a shared vision, clearly define roles and responsibilities across global, regional and country levels and clarify pathways to results for intergovernmental support work. It should be fully aligned with UN Women's Strategic Plan and explicitly articulate the Entity's comparative advantage and added value as the UN entity with a universal normative mandate to advance gender equality and the empowerment of women.

Priority: Medium

Timeline: Medium

#### Suggested steps to be taken:

- Collaboratively develop a strategy for intergovernmental work that clearly establishes the vision for intergovernmental work along with an institutional and operational framework. The strategy should also include what the intergovernmental support offers entail at country, regional and global levels.
- Define and document roles and responsibilities across divisions, Regional and Country Offices to clarify how different parts of the organization contribute to intergovernmental support work and how this connects across global, regional and national levels.
- Accompany the strategy with a dedicated CSW playbook to support consistent application in key intergovernmental processes.
- Share the strategy widely within the organization and liaise with relevant sections in-house to adjust the vision and roles and responsibilities.
- Use the strategy to inform practices to better capture UN Women's contributions, ensuring regular communication and joint planning across Global, Regional and Liaison Offices to avoid duplication.

**To be led by:** Intergovernmental Support Section, with input from the Civil Society Division and Regional Office Management with sherpas at the regional level, in coordination with PPID Directorate.

**Impact:** A strategy would clarify UN Women's institutional and operational framework in supporting intergovernmental work, strengthen institutional coherence and more clearly articulate the Entity's normative mandate and added value. It would also improve monitoring and evaluation of this area of work and support more strategic planning and learning.

**Difficulty: Medium** – requires coordination across multiple offices and sufficient staff time and capacity, which will need to be balanced against other organizational priorities.

**If not implemented:** UN Women risks continuing to underarticulate and underdocument intergovernmental support work for advancing normative gains at global, regional and national levels.

## RECOMMENDATION 2:

**UN Women should strengthen its overall engagement with partners by developing a systematic approach to its partnership ecosystem based on existing political engagement strategies. This recommendation emphasizes leveraging UN-Women's coordination and convening roles to further enhance use of existing mechanisms (at global, regional and local levels) to formalize joint knowledge products, co-lead joint briefings and co-produce policy papers to promote a unified and integrated approach to gender equality in key intergovernmental processes and spaces. Closer and more systematic partnerships with CSOs should also be developed in the context of intergovernmental work, including through more structured and consistent engagement.**

Priority: Medium

Timeline: Medium

### Suggested steps to be taken:

Partner engagement:

- Building on existing political engagement strategies, systematically map partners engaged in intergovernmental support at global and regional levels, organized by intergovernmental processes. This could include the internal mechanisms UN Women engages with, listing existing formalized partnerships (Memorandums of Understanding) as well as informal collaborations.
- For UN system partners: Strengthen use of existing coordination mechanisms at global, regional and country levels to formalize collaboration through joint knowledge products, co-led briefings and co-produced policy papers, promoting a more unified and integrated approach to gender equality across intergovernmental spaces.
- Civil society organizations: Further institutionalize CSO engagement to support the participation of new and diverse organizations, including by identifying and addressing barriers to inclusion specifically at regional and country levels. This may include capacity-building initiatives, safe spaces for marginalized groups and opportunities for CSOs to contribute as speakers in side events and meetings.
- For Member States: Develop standardized capacity strengthening packages for personnel involved in intergovernmental processes at global, regional and national levels. These could be implemented through partnerships at global level or through ministries of foreign affairs and gender equality at country level.
- Develop a partnership road map that aligns internal organizational support functions and sustains engagement with partners over time.

**To be led by:** Intergovernmental Support Section, with input from the Civil Society Division, regional sherpas, the Strategic Partnerships Division and Coordination Division and the PPID Directorate

**Impact:** A systematic partnership mapping and engagement road map would strengthen UN Women's positioning and visibility as a recognized authority on gender equality in intergovernmental spaces. It would support a more strategic use of the Entity's coordination and normative mandates, improve efficiency and consistency in partner engagement and contribute to reduced fragmentation across the UN system, including in support of system-wide initiatives such as Gender Equality Acceleration Plan and United Nations Economic and Social Council processes.

**Difficulty:** Medium – requires a coordinated mapping exercise across the organization and the development of tailored engagement and capacity strengthening tools

**If not implemented:** Partnership engagement is likely to remain ad hoc, limiting UN Women's ability to strategically leverage partnerships and sustain impact in intergovernmental support work.

# UN WOMEN EXISTS TO ADVANCE WOMEN'S RIGHTS, GENDER EQUALITY AND THE EMPOWERMENT OF ALL WOMEN AND GIRLS.

As the lead United Nations entity on gender equality and secretariat of the UN Commission on the Status of Women, we shift laws, institutions, social norms and services to close the gender gap and build an equal world for all women and girls. Our partnerships with governments, women's movements and the private sector, coupled with our coordination of the broader United Nations, deliver lasting changes. We make strides in four areas: leadership, economic empowerment, freedom from violence, and peace, security and humanitarian action.

UN Women keeps the rights of women and girls at the centre of global progress – always, everywhere. Because gender equality is not just what we do. It is who we are.



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