

Evaluation of Women's Participation in the Uniformed Components of United Nations Peacekeeping Missions

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INSPECTION AND EVALUATION DIVISION

Function *“The Office shall evaluate the efficiency and effectiveness of the implementation of the programmes and legislative mandates of the Organization. It shall conduct programme evaluations with the purpose of establishing analytical and critical evaluations of the implementation of programmes and legislative mandates, examining whether changes therein require review of the methods of delivery, the continued relevance of administrative procedures and whether the activities correspond to the mandates as they may be reflected in the approved budgets and the medium-term plan of the Organization;”* ([General Assembly Resolution 48/218 B](#)).

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Summary

The Office of Internal Oversight Services (OIOS) evaluated the relevance, effectiveness and efficiency of United Nations efforts to enhance women's participation in the uniformed components of peacekeeping missions. The evaluation assessed the implementation of the Uniformed Gender Parity Strategy (UGPS) and related initiatives at Headquarters and in three peacekeeping missions: the United Nations Multidimensional Integrated Stabilization Mission in the Central African Republic (MINUSCA); the United Nations Interim Security Force for Abyei (UNISFA); and the United Nations Mission in South Sudan (UNMISS).

United Nations efforts appropriately targeted the key challenges limiting women's meaningful participation in peacekeeping, with targeted interventions addressing the principal structural, institutional and operational barriers to women's participation. The Organization adopted a differentiated mix of interventions combining engagement with Member States, reforms to United Nations policies and processes and targeted operational measures at mission level. These efforts contributed to sustained increases in women's participation across all uniformed personnel categories: the proportion of women in uniformed peacekeeping more than doubled from less than 5 per cent in 2018 to over 10 per cent in 2025.

Conditions supporting women's meaningful participation also improved, with better strategies for addressing structural and institutional barriers, a strengthened enabling environment and expanded opportunities for women to contribute across a wide range of mission functions. However, women remained underrepresented in some operational, leadership and technical roles and progress was uneven across personnel categories and mission settings.

Women's participation in mixed-gender teams contributed positively to mission effectiveness, by contributing to building trust, enhancing community engagement and facilitating access to information and protection concerns that might otherwise have been more difficult to obtain. This expanded the missions' access and information base for early warning and operational planning, which supported a more responsive and inclusive mandate delivery.

While the UGPS implementation was strengthened by Headquarters–mission coordination and partnerships, several gaps remained. These included: weak mission-level leadership accountability mechanisms; inadequate internal mission integration; reliance on extrabudgetary funding; and dependence on national systems. Importantly, continued advancement depended on factors extending beyond the direct control of the United Nations, including national recruitment systems, the availability of qualified women within troop- and police-contributing countries and broader social and institutional barriers.

OIOS makes three important recommendations to the Department of Peace Operations (DPO) and the three missions to:

- i) strengthen existing data systems;
- ii) reinforce existing reporting and review mechanisms for women's participation; and
- iii) establish and regularly use gender task forces or other suitable coordination mechanisms in missions.

I. Introduction and objective

1. The objective of this Office of Internal Oversight Services (OIOS) evaluation was to assess, as systematically and objectively as possible, the relevance, effectiveness and efficiency of United Nations efforts to enhance women's participation in the uniformed components of United Nations peacekeeping missions and to assess how greater gender balance and integration have contributed to a more inclusive and effective United Nations peacekeeping. The evaluation was conducted in conformity with the norms and standards for evaluation in the United Nations System.¹

2. Management responses from the Department of Peace Operations (DPO), the United Nations Multidimensional Integrated Stabilization Mission in the Central African Republic (MINUSCA), the United Nations Interim Security Force for Abyei (UNISFA) and the United Nations Mission in South Sudan (UNMISS) on the draft report are included in Annex I. OIOS wishes to also acknowledge and thank the evaluation focal points who assisted with the conduct of the evaluation.

II. Background

Mandate, objectives and resources

3. Since the landmark Security Council resolution 1325 (2000) on Women, Peace and Security, which recognized women's participation as essential to international peace and security, the United Nations has progressively strengthened the agenda on women's participation in peacekeeping. Subsequent Security Council resolutions called for increased representation of women in uniformed components and for measures to support their full, effective and meaningful participation.²

Subsequent United Nations policies and peacekeeping reform initiatives also identified women's participation as a priority for strengthening peacekeeping effectiveness.

4. To operationalize these commitments, the United Nations adopted the Uniformed Gender Parity Strategy (UGPS) in 2018, which set time-bound targets for increasing women's representation across the uniformed components of peacekeeping missions including military, police and corrections personnel. The UGPS is a 10-year strategy structured around four focus areas that form the framework for efforts to increase women's participation in uniformed peacekeeping, including:

- i. Strengthening recruitment and training;
- ii. Advancing communications and outreach;
- iii. Promoting leadership and accountability; and
- iv. Creating enabling environments.

5. Women's participation in uniformed peacekeeping spans distinct personnel categories, including:

- i. Individually recruited personnel such as Military Observers (MOs), Military Staff Officers (MSOs), Individual Police Officers (IPOs) and justice and corrections government-provided personnel (GPP); and

¹ https://www.unevaluation.org/uneg_publications/uneg-norms-and-standards-evaluation-un-system.

² See Security Council resolutions 2122 (2013), 2242 (2015), 2382 (2017), 2436 (2018), 2493 (2019), 2538 (2020) and 2518 (2020).

- ii. Formed units including military contingents and Formed Police Units (FPUs). These categories are subject to distinct recruitment, assessment and deployment processes within the United Nations peacekeeping system.

6. The Office for Coordination and Shared Services (OCSS) in the Department of Political and Peacebuilding Affairs (DPPA) and DPO coordinates UGPS implementation in collaboration with the DPO Office of Military Affairs (OMA), the Police Division (PD) and the DPPA-DPO Justice and Corrections Service (JCS), while mission leadership is responsible for implementation at the field level.

7. Secretariat-level resources dedicated to UGPS implementation in 2025 were approximately \$2.4 million, with 86 per cent financed through extra-budgetary sources, as shown in Table 1. Mission-level initiatives, such as adjustments to facilities and gender advisory functions, are supported through separate mission budgets and extrabudgetary contributions, including donor mechanisms such as the Elsie Initiative Fund (EIF), which is hosted by UN Women to support and incentivize efforts to increase women's meaningful participation in peacekeeping and the Department of Operational Support (DOS) Elsie Initiative for Field Missions (EIFM) to support gender-responsive infrastructure developments across missions.

Table 1: Estimated 2025 Secretariat budgeted resources for UGPS implementation³

Entity	Expenditure type	Budget for 2025 (\$)	Funding sources*	% XB
OCSS (UGPS Coordination)	Staff costs	594,392	XB	100%
OCSS (Network for Uniformed Women Peacekeepers)	Staff costs	899,782	XB	100%
OCSS (Data capacity)	Staff costs	156,478	XB	100%
OMA	Staff costs	311,488	SA, XB	45%
PD	Staff costs & non-post activities	234,174	RB, XB	34%
JCS	Staff costs	162,341	XB	100%
Total		2,358,655		86%

Source: OCSS

*Note: RB – regular budget, XB- extrabudgetary, SA – peacekeeping support account.

III. Scope and Methodology

8. The evaluation focused on the implementation of UGPS and related initiatives to enhance women's participation in uniformed peacekeeping between 2018 and 2025 across both headquarters and field missions. At headquarters, the evaluation focused on the policy, coordination, technical implementation and support functions of DPO. At field level, it examined implementation in MINUSCA, UNISFA and UNMISS. It used a mixed-methods approach incorporating the quantitative and qualitative data sources shown in Table 2.

³ The table only highlights resources specifically dedicated to supporting the UGPS and does not reflect resources that contribute to this agenda through regular peacekeeping tasks such as recruitment, selection processes or leadership engagement and outreach.

Table 2: Evaluation data sources

Document Review	200 documents reviewed, including Security Council resolutions, United Nations policies and guidance, programme documents, Secretary-General's reports, UGPS progress reports and relevant external research
Interviews	71 interviews with 91 individuals (52% women), including mission leadership, uniformed personnel and staff at Headquarters and in the field
Focus group discussions (FGDs)	40 FGDs with 225 participants (89% women), including uniformed personnel and local population across three missions
Secondary data analysis	Administrative data, mission reports and internal datasets (e.g., DPO-Uniformed Contributions Historical dataset, Justice and Corrections Services dataset) analysed to identify trends in participation, deployment and institutional support
Survey	Online survey administered in English and French to 704 individuals across Headquarters and the three missions, including relevant Headquarters staff and women uniformed personnel; 397 responses were received (56% response rate), of which 98% were women and 96% were women uniformed personnel.
Case studies	6 case studies were examined in depth, selected based on their significance and centrality to United Nations efforts to enhance women's participation: (i) the all-female Selection Assistance and Assessment Team (SAAT); (ii) the EIF and the DOS EIFM; (iii) engagement platoons; (iv) the Corrections Officers Recruitment Exercise (CORE) initiative; (v) the Network for Uniformed Women Peacekeepers; and (vi) the Female Senior Police Officer Command Development Course.
Direct observation	Field visits to MINUSCA, UNISFA and UNMISS to examine accommodation, sanitation facilities, equipment and selected operational activities.

9. The evaluation was constrained by incomplete administrative data across missions on the roles and functions of women personnel in military contingents, as well as limited disaggregation of data by role and rank. Systematic mission-wide data on the distribution of women across operational and support roles were not consistently captured, limiting the assessment of role assignment patterns.

IV. Evaluation Results

A. The United Nations appropriately targeted the key challenges limiting women's meaningful participation in peacekeeping

The United Nations focused on the key challenges limiting women's meaningful operational participation

10. Four main barriers have been the most consequential to limiting women's participation in the uniformed components of United Nations peacekeeping, and United Nations interventions were well aligned to these barriers. As shown in Table 3, the Organization thus delivered a targeted response to the most significant constraints affecting women's participation.

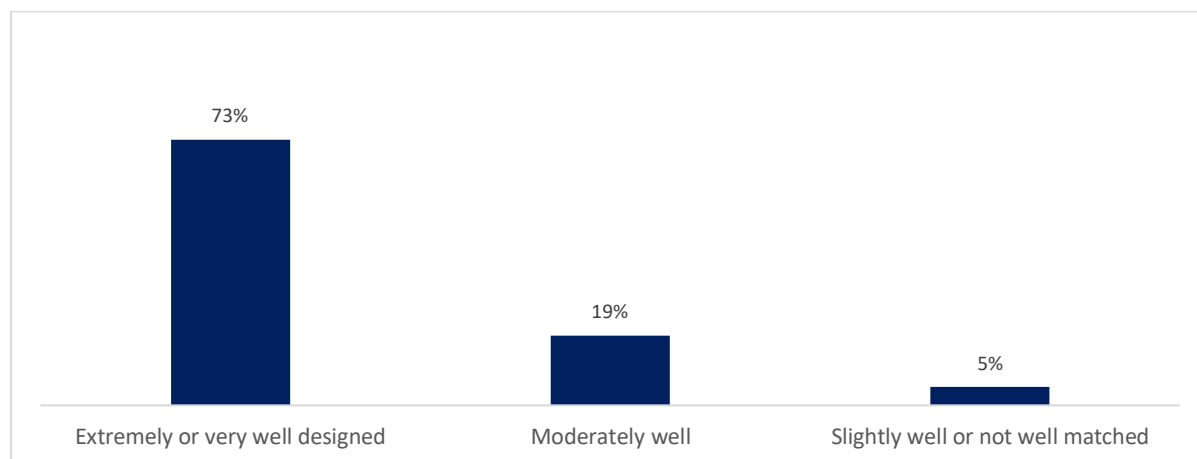
Table 3: United Nations interventions addressed the most consequential barriers to women's participation

Main barriers to women's participation	United Nations interventions
i) Limited nomination of women by Member States to deployable positions, especially to formed units and leadership roles	- Set participation targets under the UGPS to define expectations and monitor progress - Engaged Member States through multiple mechanisms, including the Peacekeeping Ministerial process and force generation processes, to encourage commitments related to women's participation - Issued targeted calls for nominations and other measures to expand pools of qualified women candidates for peacekeeping deployment
ii) Unequal access to information, preparation and support for United Nations assessment processes	- Introduced preparatory training, including the all-female Selection Assistance and Assessment Team (SAAT) training and the Corrections Officers Recruitment Exercise (CORE) - Adjusted requirements for nominations to assessment processes by introducing a requirement for minimum representation of female candidates in police assessments - Incorporated gender balance as a selection criterion for military units alongside other criteria - Implemented structured recruitment initiatives in police and corrections streams
iii) Concentration of women in non-operational roles	- Promoted the deployment of women in patrol, tactical and other frontline functions through policy guidance, force generation processes and operational initiatives, such as mixed engagement teams and mixed gender FPUs
iv) Inadequate accommodation and sanitation facilities affecting deployment and retention	- Invested in accommodation and sanitation upgrades, including through the EIF and the DOS EIFM funded improvements - Provided gender-responsive facilities and equipment and technical assistance to support deployment in field locations

11. A majority of survey respondents and interviewed Headquarters and mission personnel considered United Nations interventions as broadly targeting key barriers to women's participation, although with variation across barrier types. Interventions addressing institutional barriers, particularly those related to assessment, selection and recruitment, were more consistently reported as directly targeting these barriers. In contrast, interventions addressing operational and welfare-

related barriers, including equipment, caregiving responsibilities and medical services, were less consistently reported as directly targeting these barriers. Survey findings complement this by indicating that respondents generally perceived the design of United Nations interventions as appropriately matched to the barriers identified (Figure 1).

Figure 1: Survey respondents' assessment of the design of United Nations interventions to address barriers to women's participation (N=339)



Source: OIOS survey

The use of mission and Headquarters modalities were appropriately tailored based on the Organization's sphere of control

12. The intervention modalities were appropriately aligned to the level of United Nations control in addressing the participation barriers. Headquarters and mission personnel indicated that the choice of interventions varied depending on whether the barrier fell primarily within Member State or United Nations influence. Where the United Nations had a greater degree of influence over the process, interventions were implemented through existing United Nations systems and processes to better enable quicker and more predictable adjustments, although implementation remained dependent on Member State nominations. For example, measures to improve women's access to and preparation for United Nations assessment processes, together with preparatory training and targeted recruitment mechanisms were introduced through existing United Nations assessment, training and roster management systems to address identified bottlenecks. By contrast, where progress relied on Member States' systems, including national recruitment, training and promotion pipelines, implementation was slower and less predictable. Interviewed Troop- and Police-Contributing Countries (T/PCCs) representatives noted that progression into operational and senior roles in national uniformed services can take 15 to 20 years, limiting the pace at which policy commitments could translate into deployment outcomes.

13. This differentiation is reflected in the application of distinct modalities across different barrier types, as shown in Table 4. Interventions under direct United Nations control primarily involved capacity development, technical measures and operational guidance. Where authority rests with Member States, the Organization relied on policy, advocacy and partnership-based approaches. Infrastructure-related constraints were addressed through a combination of mission-level investments and interventions supported through partnerships and extrabudgetary funding.

Table 4: Alignment of intervention modalities with barrier types and level of United Nations control

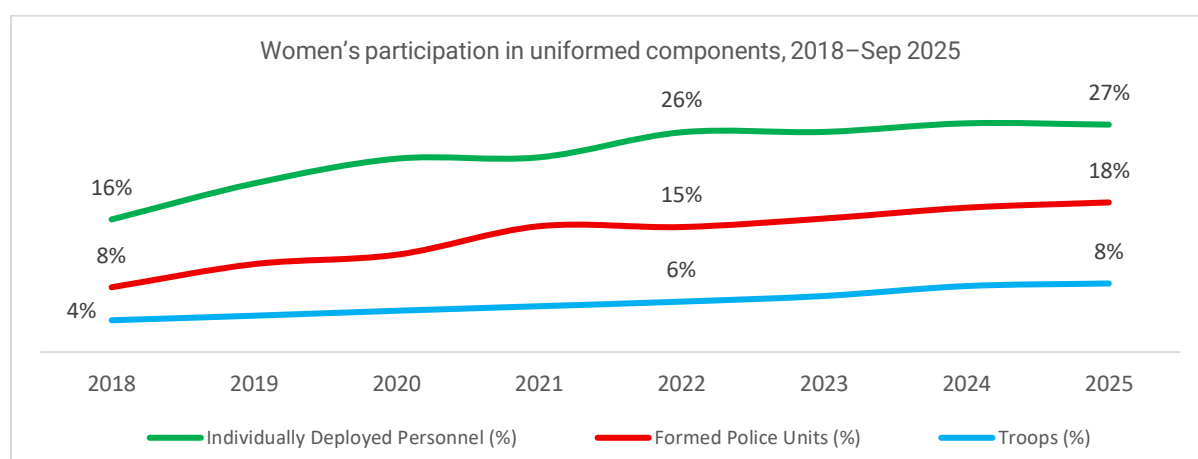
Barrier to women's participation	Extent of United Nations influence	Modalities applied	Examples of modalities
Limited nomination of women by Member States to deployable positions, especially to formed units and leadership roles	Limited influence	Policy, advocacy and partnership-based approaches	UGPS participation targets; Ministerial commitments; Elsie-supported barrier assessments
Unequal access to information, preparation and support for United Nations assessment processes	High influence	Capacity development and technical measures	SAAT and CORE preparatory training; assessment reforms; targeted nomination initiatives
Concentration of women in non-operational roles	High influence	Operational guidance and structured deployment	Engagement Platoon model; PTCCs
Inadequate accommodation and sanitation facilities affecting deployment and retention	Shared influence (mission and partners)	Partnership-based and mission-level financing for infrastructure interventions	Infrastructure upgrades supported through EIF, EIFM and mission funding; gender-responsive facilities

B. Women's deployment in uniformed components of United Nations peacekeeping missions increased across all personnel categories

Women's deployment increased across all components

14. Deployment data showed a sustained increase in the proportion of women deployed across all uniformed personnel categories between 2018 and September 2025, as shown in Figure 2. The share of women rose consistently over this period, with the strongest gains observed among individually deployed personnel (including MOs, MSOs, IPOs and Justice and Corrections GPP) and FPU, while increases in troop contingents were more gradual. In absolute numbers, the total women deployed across all categories of uniformed personnel rose from 4,320 in January 2018 to 6,153 in September 2025, representing a 42% increase despite a substantial reduction in overall uniformed peacekeeping personnel. Consequently, the proportion of women in uniformed peacekeeping more than doubled, rising from less than 5 per cent in 2018 to over 10 per cent in 2025. This upward trend in deployment was also reflected at the mission level, where the majority of mission interviewees and survey respondents across the missions described a visibly greater presence of women in uniformed roles compared to earlier deployment cycles.

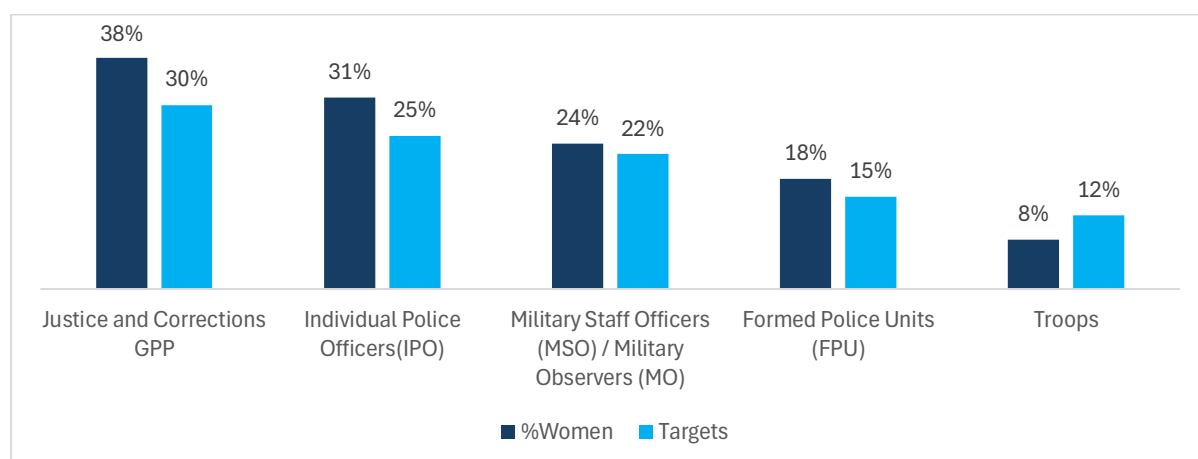
Figure 2: Proportion of women in uniformed components of peacekeeping missions, 2018 - September 2025



Source: DPO deployment data

15. As of September 2025, all categories except troop contingents met or exceeded their respective UGPS targets, as shown in Figure 3. The proportion of women in troop contingents (8%) remained below the 2025 target (12%), corresponding to an estimated gap of 2,070 women in force.

Figure 3: Proportion of women deployed by category of uniformed components as of September 2025 as compared to 2025 UGPS targets



Source: DPO deployment data

16. Differences in women's representation across personnel categories were linked to how personnel were generated and deployed. Categories that met or exceeded targets were those where the United Nations had greater influence over selection and deployment decisions. In contrast, troop contingents were generated through national systems and remained primarily shaped by domestic force composition and career progression structures.

Despite the increase, further progress in women's deployment remains constrained by limitations in national recruitment pools

17. Despite overall gains, progress in women's participation was not evenly distributed across T/PCCs or personnel categories. In some categories, increases were concentrated among a small number of T/PCCs. For example, in 2025, two PCCs – Rwanda and Senegal - accounted for most women overall (53%) in FPU. As a result, overall gains were heavily reliant on a limited number of

contributors, making progress vulnerable to any reduction in their participation and highlighting the need for broader-based increases across T/PCCs.

18. Headquarters staff interviewed, including seconded military and police advisers, indicated that the pool of eligible women within national military, police and corrections services remains limited. In many countries, women's representation across national forces is low, constraining the number of personnel available for deployment. In addition, national nomination practices may further narrow the pool. For example, national nomination practices may include eligibility conditions—such as requirements for extended deployment without family accompaniment, restrictions related to caregiving responsibilities, or perceptions regarding mission safety and the suitability of women for deployment in certain mission environments—that can disproportionately limit women's availability for deployment.

19. Headquarters staff and mission personnel interviewed indicated that the implementation of the contingency plan in peacekeeping missions and the resulting reductions in mission footprints and overall troop numbers may further affect the sustainability of gains. Changes to the Mission Subsistence Allowance (MSA) methodology, which resulted in reduced allowances in some missions, were also cited as an additional factor that may reduce incentives for deployment and affect the sustainability of recent increases in women's participation.

C. Conditions supporting women's meaningful participation in uniformed components improved, with some gaps remaining

Women's deployment in core operational roles has strengthened

20. Staff interviewed and uniformed women focus group participants indicated that women were increasingly deployed in operationally relevant roles that enabled their direct contribution to mandate delivery. Mission staff described how women participated regularly in field-based activities in line with their qualifications, including patrols, investigations, community engagement and coordination and planning functions. Women were more consistently assigned to operational functions aligned with their qualifications among individually deployed personnel, who are recruited and deployed against specific positions. Among personnel deployed as part of formed units, however, women reported more varied experiences regarding the functions they performed, with some serving primarily in operational roles and others in support functions.

21. Furthermore, integration of women into operational roles occurred more consistently where participation was embedded within operational structures. In infantry battalions, the Engagement Platoon model introduced by OMA as part of the United Nations Infantry Battalion framework established mixed-gender units with defined operational tasks related to community engagement, information collection and protection activities. DPO reported that the Engagement Platoon model formed part of its broader efforts to embed women's participation within standardized military capabilities. Field observations in MINUSCA and UNISFA confirmed that Engagement Platoons were routinely deployed for patrol and community engagement tasks, requiring the inclusion of women as part of standard operational composition. These units were structured to include substantial women representation, reflecting their operational requirement to engage across the full population and improve the quality and range of information gathered from communities.

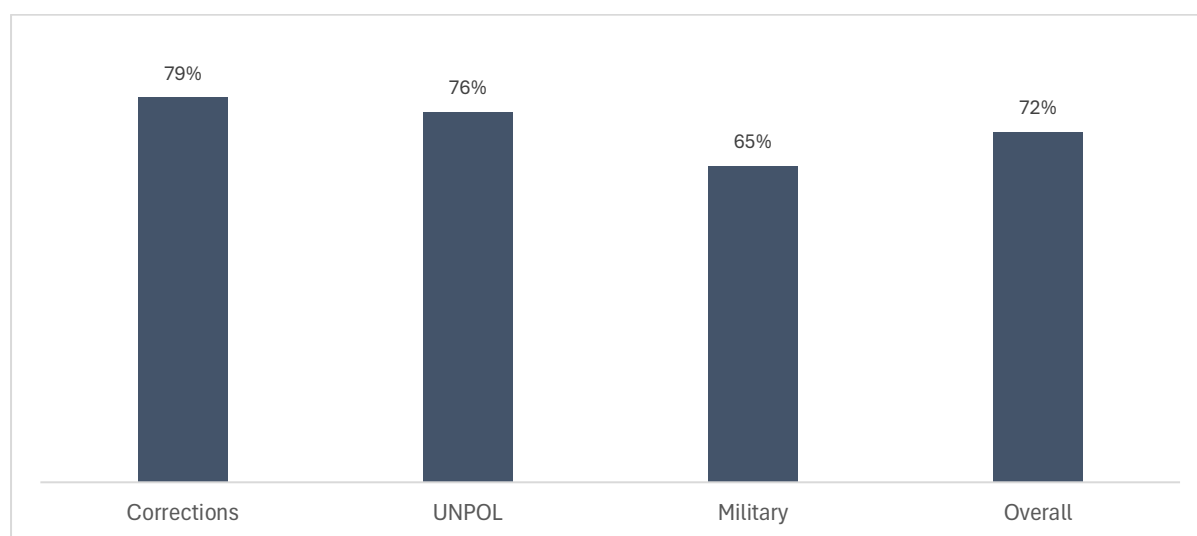
22. A similar requirement for women's participation was observed in operational structures such as the Patrols to Combat Conflict-Related Sexual Violence (PTCCs) in UNMISS and Female Assessment/Analysis and Support Team (FAST) in UNIFIL. These structures define how operational tasks are organized and, in doing so, require the participation of women as part of their standard

composition. Where participation was embedded in such operational structures, women's deployment in operational roles was more systematic and less dependent on unit-level decisions.

23. Despite the overall progress described above, staff interviewed and focus group participants noted that deployment in operational roles remains uneven, particularly within formed units. Staff described variation across units, with some women deployed in operational roles consistent with their qualifications, while others remained concentrated in administrative, medical or support functions. In some cases, women with relevant operational training were assigned to non-operational roles, limiting their contribution. Mission staff also reported that women were more frequently deployed in engagement, outreach and community facing roles than in operational planning, command and technical functions. While these roles contributed to mandate delivery, this concentration may limit women's participation across the full range of operational functions, including planning, decision-making and technical roles. The lack of systematic data on role assignment further limits the ability of missions to monitor these patterns and ensure that women are deployed in roles aligned with their qualifications.

24. Survey findings support the observed increase in women's assignment to operational roles, while also indicating variation across components. A majority of respondents (72%) reported improvement in these assignments, although perceptions of progress were less pronounced in the military component, as shown in Figure 4.

Figure 4: Majority of survey respondents perceived improvement in the operational deployment of women peacekeepers (N=339)



Source: OIOS survey

25. While variation in women's assignment to operational and support roles was consistently reported across interviews and focus group discussions, systematic mission-wide data on the distribution of women across these roles were not consistently captured. This limits the ability of missions to monitor role assignment, assess alignment with qualifications and ensure consistent assignment to operational roles.

Mission leadership responsibility for enhancing women's participation was clearly defined in policy and demonstrated by some leaders, but overall accountability remained weak

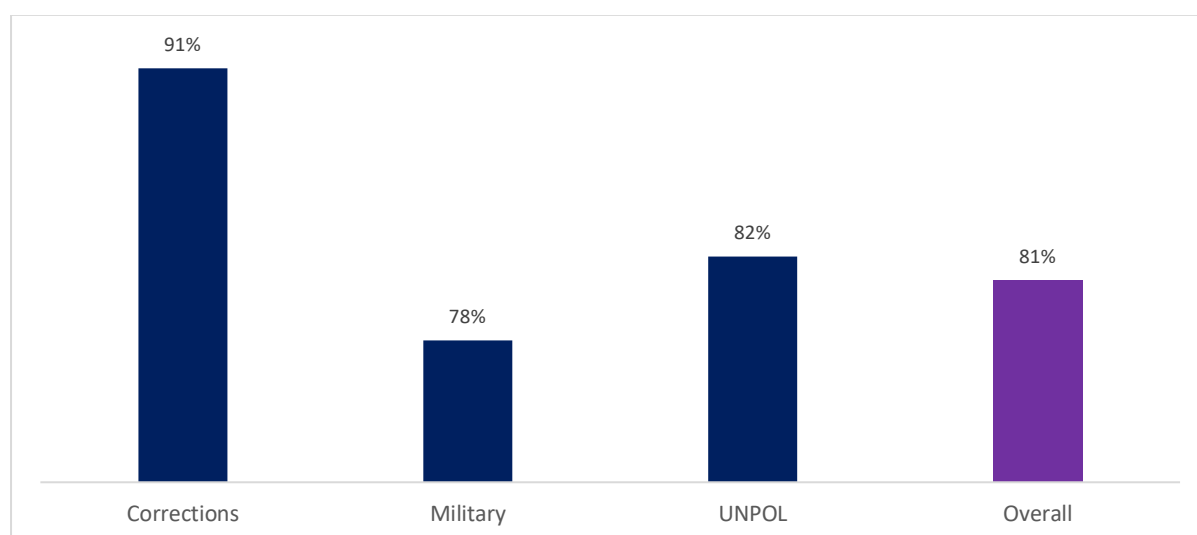
26. The responsibility for advancing women's participation in uniformed peacekeeping was clearly defined in mission-level and institutional policy frameworks. At the mission level, senior leadership including Heads of Mission, Force Commanders, Police Commissioners and Heads of Rule

of Law/Justice and Corrections components were responsible for implementation, with performance compacts and reporting processes used to monitor and assess progress. At the institutional level, DPO monitored progress through established reporting and review mechanisms, through which follow-up was expected where targets were not met. The 2024 Policy on Gender-Responsive Peacekeeping Operations and the UGPS together established this structure, linking mission-level responsibility with Secretariat-level oversight.

27. Mission personnel interviewed highlighted examples of leadership actions that promoted women's participation at mission level. For example, the UNMISS Force Commander regularly met with women personnel separately during visits to field locations and engaged directly with sector commanders on the deployment and utilization of women. In MINUSCA and UNISFA, mission leadership used nomination review and planning processes to influence both who is deployed and how personnel are utilized, including reviewing patrol composition where women were under-utilized. These actions were described as demonstrating that women's participation was an operational requirement subject to leadership oversight.

28. A majority of survey respondents also perceived that leadership prioritization of women's participation had increased across missions, as shown in Figure 5. Among respondents who reported improvement (81%), more than half indicated that the improvement was significant.

Figure 5: Majority of survey respondents perceived improvement in leadership prioritization of women's participation (N=337)



Source: OIOS survey

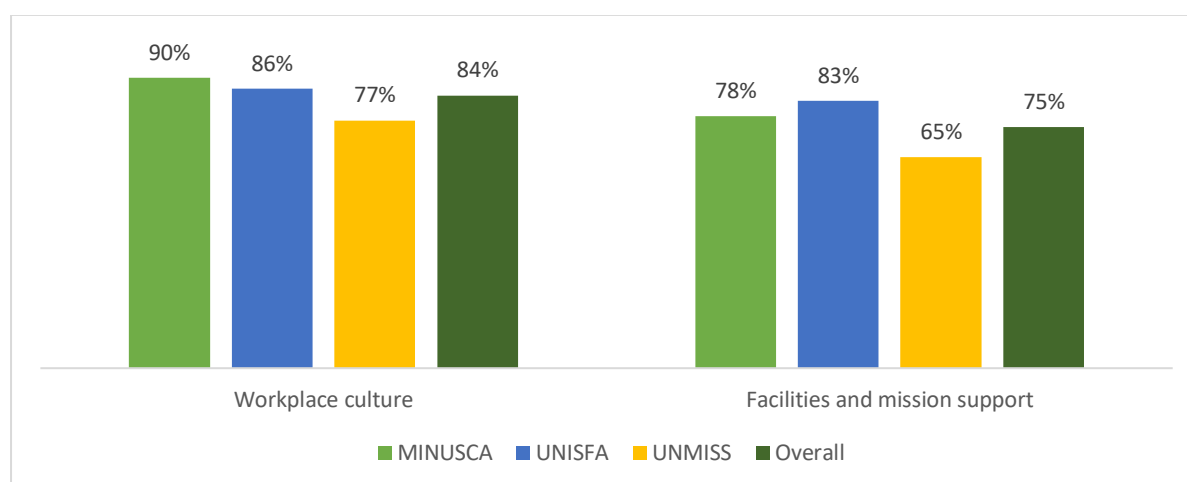
29. Despite the frameworks and reported improvements in leadership prioritization discussed above, mission leadership acknowledged that accountability was not consistently embedded in mission systems. While institutional requirements established responsibility and reporting expectations, clear and systematic consequences for leaders failing to meet participation objectives or demonstrate gender-responsive leadership were not defined, and gaps in participation did not consistently trigger corrective action. In practice, accountability was described as depending largely on individual leaders, with limited evidence of systematic enforcement or follow-up through institutional mechanisms. Furthermore, there was no consistent understanding across missions of what constituted gender-responsive leadership in practice. While policy frameworks defined responsibility and set expectations, interviewees reported variation in how leaders interpreted and operationalized these responsibilities, resulting in differences in the types of actions taken across missions and components. For example, some leaders took active measures to influence deployment

and role assignment, while in other cases, actions were limited to general advocacy or reporting, with less direct impact on participation outcomes.

While mission Headquarters work environments enabled women's participation, gaps persisted in remote field locations

30. Uniformed women focus group participants observed that mission headquarters were more supportive of women's participation, describing improvements in workplace culture, including greater acceptance of women in operational roles and more explicit institutional messaging on respectful conduct. OIOS field observations across the three missions also confirmed improvements in physical infrastructure at mission headquarters and sector headquarters: accommodation and sanitation facilities generally provided appropriate separation, privacy and adequate living conditions for women personnel. The level 1 hospitals visited across missions offered gynaecological services, reflecting increased attention to gender-responsive medical support. Survey participants also largely perceived improvements in the overall mission environment, with some difference across the three missions, as shown in Figure 6.

Figure 6: Majority of survey respondents observed improvements in workplace culture and mission facilities, by mission (N=330)



Source: OIOS survey

31. Women uniformed personnel focus group participants further pointed to operational support measures intended to address constraints affecting deployment. For example, in UNMISS, portable sanitation arrangements and personal field-use equipment were being introduced to support longer patrol rotations and greater participation in extended field deployments. Such measures were described by women uniformed personnel as having the potential to facilitate greater operational participation by women uniformed personnel.

32. However, the improvements discussed above were not consistently seen across all locations, particularly in remote field settings, which constrained the ability of women personnel to remain in certain locations for extended periods and to participate fully in field-based activities. Focus group participants further indicated that gender-appropriate accommodation and sanitation facilities were less consistently available in field locations compared to mission headquarters settings. OIOS also directly observed specific gaps across mission locations, with some more frequently noted in remote and field settings. These included:

- i. overcrowding in women's accommodation in one FPU unit located near a mission headquarters;

- ii. shared facilities with male personnel in a remote deployment site;
- iii. sanitation facilities located at a distance from living quarters in a sector headquarters outside the main mission base.

Institutional mechanisms to prevent and address harassment were established, but concerns about confidentiality and trust limited their use

33. Mechanisms to prevent and address harassment were established and widely known across missions. Mission personnel and uniformed women focus group participants were generally able to describe formal reporting procedures, indicating a high level of awareness. However, women uniformed personnel in focus group discussions consistently expressed concerns regarding confidentiality, fear of retaliation and potential reputational consequences, which affected their willingness to use formal reporting mechanisms.

34. In UNMISS, mission personnel described the introduction of an informal reporting channel through the Force Ombudsperson and Welfare Officer system, intended to provide a more immediate response to harassment concerns in a context where formal processes were perceived as slow. While some personnel described this mechanism as more accessible and responsive, others highlighted potential tensions with established accountability frameworks, including questions regarding due process and its relationship with formal conduct and discipline procedures.⁴ While intended to address barriers to reporting, this example illustrated the challenge of balancing responsiveness with adherence to established accountability mechanisms.

D. Participation of women in mixed-gender teams contributed to mission effectiveness

Women's participation in mixed-gender teams contributed to building trust and enabling safe disclosure of Sexual and Gender-based Violence (SGBV) and other sensitive protection concerns

35. Focus group discussions with community members consistently indicated that women's participation in mixed-gender teams made patrols more approachable and strengthened trust between communities and mission personnel. Participants described women peacekeepers as easier to approach and, in some contexts, more appropriate to engage with, particularly where social and cultural norms limited interaction with male personnel. In these settings, the presence of women reduced barriers to engagement between the mission and local community and enabled contact with groups that might otherwise have been more challenging to interact with.

36. Community members who participated in focus groups further indicated that this trust and improved engagement enabled the disclosure of sensitive protection concerns. Focus group participants reported that women felt more comfortable speaking to women peacekeepers, particularly on issues related to SGBV, domestic violence and other threats to personal safety. Across missions, focus group participants indicated that certain protection concerns were less likely to be disclosed in the absence of women personnel.

37. The presence of women peacekeepers was perceived to contribute to increased participation of women in community-level protection activities. Community members reported greater engagement of women in reporting incidents, interacting with patrols and participating in local

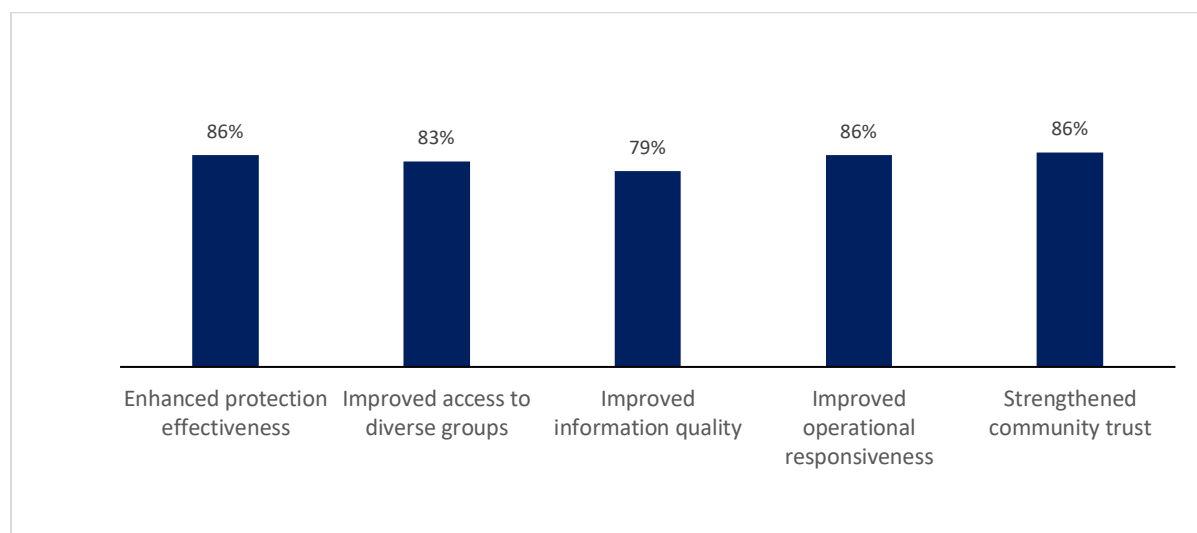
⁴ As per the administrative instruction on 'Unsatisfactory conduct, investigations and the disciplinary process' (ST/AI/2017/1), heads of missions are required to forward information of unsatisfactory conduct received to OIOS, and OIOS retains the ultimate authority to decide whether such conducts are handled by OIOS or the heads of missions. Any informal reporting and response mechanism could therefore undermine this accountability arrangement.

security discussions. Women peacekeepers were also described as visible role models, contributing to increased willingness among women to engage in protection and security processes.

Women's participation in mixed-gender teams expanded access and strengthened the information base for early warning and operational planning, thus contributing to overall effectiveness

38. Across missions, women's participation was perceived to have a positive impact on overall mission effectiveness. Component leaders and contingent commanders interviewed consistently indicated that women's participation in mixed-gender teams expanded their operational access and improved the information available for planning and decision-making. Teams including women engaged more with local populations, particularly women and children, who were less likely to interact with male-only patrols, thereby increasing the range and diversity of information available to mission operations. Most survey respondents also agreed that increased women's participation improved different indicators of mission effectiveness, as shown in Figure 7.

Figure 7: Survey respondents linked increased participation of women in uniformed components to improved mission effectiveness (N=345)



Source: OIOS survey

39. Across the three missions, staff and focus group participants identified three main ways increased women's participation in uniformed components benefited missions, including:

- i. **Expanded access to otherwise inaccessible populations**, improving engagement with women, children and other groups less likely to interact with male-only patrols. In MINUSCA and UNMISS, community representatives reported that the presence of women personnel enabled engagement in sensitive settings, including protection-of-civilians sites, where access had previously been limited.
- ii. **Improved operational information and response planning**, as the participation of women in patrols expanded the range and relevance of information gathered. In UNMISS, patrols addressing conflict-related sexual violence that included substantial women participation facilitated disclosure of threats that contributed to operational responses, including the prevention of the abduction of 96 girls. In UNISFA, engagement with women personnel supported referral of SGBV cases to judicial authorities.
- iii. **Influence on host-state practices**, through exposure to gender-responsive approaches in joint operations and mentoring. In UNISFA, female members of Community Protection Committees (CPCs) reported that interaction with women peacekeepers enabled women to

raise protection concerns directly and informed community-level responses. In UNMISS, women police officers of the South Sudan Police Service and community members reported that patrols more consistently included engagement with women. They also reported improvements in police practices, including the handling of SGBV cases (reporting and referral), adherence to procedures for interacting with women detainees, and the inclusion of women in community-level security engagement.

- E. While UGPS implementation was strengthened by Headquarters–mission coordination and partnerships, internal mission integration remained limited, and continued progress was dependent on national systems and external funding

Formal coordination mechanisms linked Headquarters and missions, but cross-component coordination within missions remained inconsistent

40. Formal Headquarters-level mechanisms improved coordination by linking missions with relevant Headquarters entities, including OCSS, OMA, PD, JCS, DOS and the Department of Management Strategy, Policy and Compliance (DMSPC). Headquarters staff across these entities indicated that OCSS-led senior review meetings and working-level coordination mechanisms helped align priorities, assign responsibilities and limit duplication.

41. These mechanisms also strengthened vertical coordination between Headquarters and missions. Structured reporting processes, gender adviser networks and the Network for Uniformed Women Peacekeepers⁵ enabled missions and uniformed women personnel to communicate operational constraints to Headquarters and provide feedback for policy and operational decision-making. Within missions, gender focal point systems and task forces supported coordination between mission leadership and field locations, particularly where they were formally integrated into command structures.

42. However, coordination on issues related to women’s participation across military, police and civilian components at mission level was limited. Coordination mechanisms and reporting processes typically operated within, rather than across, components, with few structures supporting joint planning or implementation related to women’s participation. Mission personnel indicated that separate reporting lines and parallel processes constrained information sharing and limited alignment across components on issues such as role assignment, operational deployment and enabling conditions affecting women’s participation.

43. Structured cross-component coordination mechanisms related to women’s participation were not consistently present across missions. UNIFIL presented a notable exception through cross-component gender task forces at multiple levels, including a high-level mechanism chaired by mission leadership and structures embedded across sectors. These mechanisms brought together military, police and civilian actors within a single coordination framework, enabling joint planning and alignment of priorities. Comparable mechanisms were not observed in MINUSCA, UNISFA and UNMISS, where mission personnel and field observations indicated that coordination remained largely component-specific, with limited structured platforms for cross-component planning. This suggests that while integrated coordination mechanisms exist, they were not systematically adopted across the missions visited.

⁵ The Network for Uniformed Women Peacekeepers (NUWP) is a United Nations-supported platform that connects uniformed women across missions for peer support, information sharing and feedback on operational challenges. It was piloted in UNMISS in 2023 and later expanded to UNISFA and MINURSO.

Partnerships supporting women's participation expanded delivery capacity beyond core resources, but the sustainability of such gains remained conditional on continued funding and the sovereign decisions of T/PCCs

44. Partnerships enhanced women's participation by expanding delivery capacity, mobilizing flexible resources, and enabling access to national systems outside direct United Nations control. They also enabled implementation through existing delivery platforms, including regional training centres, allowing the United Nations to expand training and capacity development without establishing parallel structures. This allowed the United Nations to address constraints across recruitment, preparation and deployment that could not be tackled through core budgets and internal mechanisms alone. The division of roles across partners enabled:

- i. Standards, coordination and technical oversight by the United Nations (policy frameworks, assessment standards, convening of T/PCCs);
- ii. Flexible financing by donors to fund training, barrier assessments and targeted interventions;
- iii. Access to national recruitment and deployment systems by T/PCCs through nominations and policy reforms; and
- iv. Technical implementation support by specialized United Nations entities, including:
 - UN Women managing the EIF and DOS through the EIFM provided targeted financial support, technical assistance and incentives to T/PCCs to address barriers to recruitment, preparation and deployment.
 - UN Women also supporting the design and delivery of training programmes, including the Women's Military Peace Operations Course.
 - UNITAR contributing to training design and methodological support for recruitment of correction officers through the CORE initiative and to the Military and Police Gender Advisor Course.

45. Partnership-supported initiatives and the division of roles expanded delivery capacity beyond core resources and strengthened the pipeline of women available for deployment. They also contributed to improved deployment readiness through initiatives such as the all-female SAAT project and the CORE corrections exercise, which expanded the pool of deployable women. Mission leadership and Headquarters personnel reported improvements in pass rates, roster inclusion and candidate confidence, particularly in police and corrections categories where targeted training and assessment reforms were implemented.

46. Partnerships also supported infrastructure improvements that addressed constraints affecting the deployment and retention of women. Through the EIF and the EIFM, accommodation, sanitation and welfare facilities were improved to create more gender-responsive mission environments. For example, in UNIFIL, construction of four accommodation blocks, an ablution unit and a welfare facility for women peacekeepers addressed long-standing infrastructure constraints that had limited women's deployment.

47. Partnerships further enabled resource mobilization, with donor financing supporting targeted policy reforms at T/PCCs that could not be implemented through core budgets alone. For example, in Ghana, the Elsie funding supported construction of two women-only barracks and deployment of a Gender-Strong Unit to UNIFIL with 20 per cent women, exceeding prior rotations. In Senegal, adoption of a national gender policy and creation of a roster of 145 women were accompanied by an increase in women's share of gendarmes from 4.25% to 6.34%.

48. Despite these contributions, the gains achieved through partnerships remained constrained by factors outside direct United Nations control. While training and roster-building expanded the pool of qualified women, deployment decisions remained sovereign T/PCC decisions, and qualified women were not always subsequently deployed. Additionally, initiatives dependent on extra-budgetary funding also showed uneven implementation and limited scalability across missions, with expansion constrained by the availability and continuity of resources. This reliance affected the sustainability and predictability of interventions, with some slowing or ceasing when funding ended, indicating that support for women's participation is not yet fully embedded in core programme planning and budgeting.

V. Conclusion

49. Since 2018, the United Nations has strengthened women's participation in peacekeeping, with the proportion of women in uniformed peacekeeping more than doubling over the period. By aligning interventions with the Organization's sphere of influence—reforming internal hurdles while advocating for national-level shifts—the Organization has demonstrated that meaningful progress towards gender parity is possible even in complex environments. Evidence from the field suggests that mixed-gender teams were associated with improved access to marginalized groups and facilitated the disclosure of sensitive protection concerns, contributing to more responsive and inclusive mandate delivery. These gains were accompanied by sustained increases in women's deployment and the achievement of deployment targets across most individually deployed personnel categories and Formed Police Units.

50. However, as the 2018 UGPS nears its conclusion in 2028, the gains achieved in uniformed women's participation remain fragile, unevenly distributed and still inadequate. Progress is currently vulnerable to the sovereign decisions of a small group of T/PCCs and a heavy reliance on volatile, extra-budgetary funding. While numerical targets are being met, women are still frequently siloed in support or engagement roles. There is a risk of a plateau effect where women remain present in the field but excluded from core command, planning, and technical leadership.

51. To ensure long-term impact, the United Nations may need to complement gains in women's representation with greater attention to their deployment in operational, technical and leadership roles. While the Organization has made significant progress in implementing policy commitments and increasing women's participation, sustaining these gains will require stronger accountability, more predictable funding, and the integration of gender-responsive infrastructure, training and planning into core peacekeeping systems. This would help ensure that women's participation becomes an enduring feature of peacekeeping operations rather than a set of time-bound initiatives.

VI. Recommendations

52. OIOS makes the following three important recommendations to DPO and peacekeeping missions, all of which were accepted.

Recommendation 1:

53. **DPO should strengthen existing data systems to capture and report the operational, command, planning/capacity-building and support/administrative roles performed by women in uniformed components of peacekeeping missions.** This should include: (a) systematic data collection and reporting within military, police and corrections components; and (b) consolidation of data across components by the Office for Coordination and Shared Services.

Indicator of implementation: Data systems capture and report the representation of women across functional roles based on information provided by missions.

Expected change: Improved visibility of women's deployment by role, enabling identification of gaps in operational and leadership functions and informing corrective action.

Recommendation 2:

54. **DPO should reinforce existing reporting and review mechanisms for women's participation to assess progress and follow up on gaps.** This should aim to strengthen institutional accountability for women's participation across missions and Headquarters.

Indicator of implementation: Reporting and review mechanisms systematically identify gaps in women's participation and track follow-up actions taken across missions.

Expected change: Accountability for women's participation is applied more consistently, with clearer follow-up where progress is limited.

Recommendation 3:

55. **MINUSCA, UNMISS and UNISFA should establish and regularly use gender task forces or similar mechanisms adaptable to peacekeeping dynamics as set out in the 2024 DPO Policy on Gender-Responsive Peacekeeping Operations.** These task forces should facilitate more effective cross-component coordination on women's participation in uniformed components.

Indicator of implementation: Gender/WPS task forces or similar mechanisms regularly convene military, police and civilian components to coordinate planning and review women's participation.

Expected change: Women's participation is coordinated across components, reducing siloed implementation.

Annex 1: Management responses from DPO and peacekeeping missions

DPO management response

DPO appreciates the work undertaken by OIOS in conducting this evaluation, including the constructive engagement throughout the process. The findings demonstrate how key initiatives have contributed to an increased participation of uniformed women in peacekeeping and help to highlight areas where further progress can be made. DPO accepts the recommendations addressed to the Department. An Action Plan has been developed to support implementation within available resources.

We welcome the evaluation's confirmation of findings consistent with our own UN Secretariat assessments, including the review of the implementation of the Uniformed Gender Parity Strategy in 2025, as well as feedback from missions, peacekeepers and Member States: women's participation in mixed teams has a positive impact on mission effectiveness by strengthening trust, enhancing community engagement, improving access to information and protection concerns, and supporting early warning and operational planning. This, in turn, contributes to more responsive and inclusive mandate delivery.

We are encouraged that the evaluation recognizes that United Nations efforts appropriately target the key barriers to women's meaningful participation in peacekeeping through a combination of engagement with Member States, reforms to policies and processes, and targeted operational measures at the mission level. These efforts have contributed to sustained progress across all uniformed personnel categories: the proportion of women has more than doubled, from below 5 per cent in 2018 to over 10 per cent in 2025, alongside improvements in enabling environments.

The evaluation points to opportunities to further reinforce accountability arrangements and integrate this agenda into core peacekeeping systems, which we fully intend to pursue. Importantly, it also underscores that continued progress will depend on more predictable funding and ongoing support from Troop- and Police-Contributing Countries. Specifically, the reliance on extra-budgetary resources for the implementation of the Uniformed Gender Parity Strategy has implications for the sustainability of the initiatives highlighted in the report, as well as its recommendations.

DPO nevertheless remains committed to advancing the agenda on women's participation in peacekeeping, as set by the Security Council and the General Assembly, in close partnership with all stakeholders.

DPO Recommendation Action Plan

Report of the Office of Internal Oversight Services on the Evaluation of Women's Participation in the Uniformed Components of United Nations Peacekeeping Missions

Date: 19 June 2026

IED Recommendation	Acceptance status	Anticipated Actions	Responsible Entity(ies)	Target date for completion
<u>Recommendation 1</u> DPO should strengthen existing data systems to capture and report the operational, command, planning/capacity-building and support/administrative roles performed by women in uniformed components of peacekeeping missions. This should include: a. Systematic data collection and reporting within military, police and corrections components; and b. Consolidation of data across components by the Office for Coordination and Shared Services. Indicator of implementation: Data systems capture and report the representation of women across functional roles based on information provided by missions. Expected change: Improved visibility of women's deployment by role, enabling identification of gaps in operational and leadership functions and informing corrective action.	X Accepted ☐ Not accepted (please provide justification)	DPO will improve data systems or processes to better capture and report information on uniformed women's operational, command, planning/capacity-building and support/administrative roles. This action will be implemented within the limitations of available resources.	OMA, PD, JCS to lead with OCSS support	March 2027

IED Recommendation	Acceptance status	Anticipated Actions	Responsible Entity(ies)	Target date for completion
Recommendation 2 DPO should reinforce existing reporting and review mechanisms for women's participation to assess progress and follow up on gaps. This should aim to strengthen institutional accountability for women's participation across missions and Headquarters. Indicator of implementation: Reporting and review mechanisms systematically identify gaps in women's participation and track follow-up actions taken across missions. Expected change: Accountability for women's participation is applied more consistently, with clearer follow-up where progress is limited.	X Accepted ☐ Not accepted (please provide justification)	DPO will continue to conduct an annual senior review of progress on implementation of the Uniformed Gender Parity Strategy. DPO will improve this process and ensure clearer follow-up, where progress is limited: we will conduct a specific analysis of gaps in mission actions reported through the mission reports and other feedback channels; communicate an overview of gaps to all missions; maintain a tracker of follow-up actions by HQ and missions; request missions and relevant offices to report on progress in next year's annual report. This action will be implemented within the limitations of available resources.	OCSS to lead with OMA, PD and JCS support	March 2027

MINUSCA Management Response

United Nations
United Nations Multidimensional Integrated
Stabilization Mission in the Central African Republic



Nations Unies

Mission Multidimensionnelle Intégrée des Nations Unies
pour la Stabilisation en République centrafricaine

INTEROFFICE MEMORANDUM

MEMORANDUM INTERIEUR

TO: Ms. Demetra Arapakos
A: Director, Inspection and Evaluation Division
Office of Internal Oversight Services

DATE: 24 June 2026

FROM: Valentine Rugwabiza
DE: SRSR and Head of MINUSCA

REFERENCE: MINUSCA/OSRSG/103/2026
CLASSIFICATION: Unclassified

SUBJECT: **Management Response – OIOS Evaluation of Women's Participation in the**
OBJET: **Uniformed Components of Peacekeeping missions**

1. Reference is made to your inter-office memorandum transmitting the draft report of the Office of Internal Oversight Services on the Evaluation of Women's Participation in the Uniformed Components of United Nations Peacekeeping Missions (Ref.: IED-25-022) dated 09 June 2026.
2. MINUSCA has taken note and accepted the recommendation relevant to MINUSCA (Recommendation 3) and has proposed actions in the attached Action Plan.
3. We express our sincere appreciation to OIOS for the constructive collaboration throughout the evaluation process and MINUSCA will work closely with Inspection and Evaluation Division, OIOS to ensure the full implementation of the recommendation.

Thank you.

cc: Lt. Gen. Humphrey Nyone, FC
Mr. Renner Onana, COS
Ms. Tiphaine Dickson, CRMCU

MINUSCA Recommendation Action Plan
Report of the Office of Internal Oversight Services on the Evaluation of Women's
Participation in the Uniformed Components of United Nations Peacekeeping Missions

Date: 23 June 2026

IED Recommendation	Acceptance status	Anticipated Actions	Responsible Entity(ies)	Target date for completion
Recommendation 3 MINUSCA, UNMISS and UNISFA should establish and regularly use gender task forces as set out in the 2024 DPO Policy on Gender-Responsive Peacekeeping Operations. These task forces should facilitate more effective cross-component coordination on women's participation in uniformed components. Indicator of implementation: Gender/WPS task forces regularly convene military, police and civilian components to coordinate planning and review women's participation. Expected change: Women's participation is coordinated across components, reducing siloed implementation.	x Accepted ☐ Not accepted (please provide justification)	• Create a Women, Peace and Security (WPS)/Gender Task Force that unites military, police, and civilian personnel to promote coordinated action. • Implement periodic coordination meetings (weekly, monthly, or quarterly) to assess progress, address challenges, and advance initiatives that support women's participation and an inclusive working environment. • Build on existing coordination mechanisms by strengthening collaboration between gender advisors from military, police, and civilian components, and formalizing a structured task force arrangement. • Improve information exchange and	- MINUSCA Leadership - Force Commander - Police Commissioner - Mission Gender Advisor - Component Gender Advisors/Focal Points (Military and Police)	Q1 2027

IED Recommendation	Acceptance status	Anticipated Actions	Responsible Entity(ies)	Target date for completion
		reporting processes (such as SAGE reporting and gender-related forums) to enhance data-driven decision-making, monitoring, and evaluation. • Assign the task force responsibility for overseeing critical areas, including recruitment and deployment, retention, capacity-building and training, and measures that foster an enabling and supportive environment across all mission components.		

UNMISS Management Response

UNITED NATIONS

United Nations Mission
in South Sudan



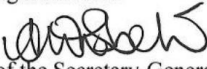
NATIONS UNIES

Mission des Nations Unies
au Soudan du Sud

United Nations Mission in South Sudan

(UNMISS)

INTEROFFICE MEMORANDUM

Ms. Demetra Arapakos
TO: Director, Inspection and Evaluation Division
Office of Internal Oversight Services
DATE: 22 June 2026
Ms. Anita Kiki Gbeho, 
FROM: Special Representative of the Secretary-General and
Head of Mission, UNMISS
SUBJECT: **Management Response to the Draft OIOS Evaluation Report on Women's
Participation in the Uniformed Components of United Nations Peacekeeping
Missions**

1. UNMISS acknowledges receipt of the draft OIOS Evaluation Report on Women's Participation in the Uniformed Components of United Nations Peacekeeping Missions.
2. The Mission appreciates the opportunity to provide its formal management response and acknowledges the importance of continued efforts to enhance women's meaningful participation in uniformed components, including through strengthened cross-component coordination and regular review of progress, gaps and follow-up actions.
3. UNMISS accepts Recommendation 3, addressed to MINUSCA, UNMISS and UNISFA, to establish and regularly use gender task forces as set out in the 2024 DPO Policy on Gender-Responsive Peacekeeping Operations, in order to facilitate more effective cross-component coordination on women's participation in uniformed components.
4. UNMISS wishes to note that a Gender Parity Working Group already exists within the Mission and brings together Mission components and sections, including substantive, support and uniformed components. Due to the implementation of the contingency plan and related operational pressures, the Working Group has not been able to meet regularly since the second half of 2025. The Mission will therefore strengthen and regularize the use of this existing mechanism to support cross-component coordination on women's participation in uniformed components.
5. Following the implementation of the Contingency Plan, the Mission will review and, as required, update the composition and terms of reference of the Gender Parity Working Group to ensure alignment with the 2024 DPO Policy on Gender-Responsive Peacekeeping Operations and the intent of the recommendation. The Mission will also resume regular quarterly meetings of the Working Group and ensure the participation of relevant civilian, police and

UNITED NATIONS



NATIONS UNIES

United Nations Mission
in South Sudan

Mission des Nations Unies
au Soudan du Sud

**United Nations Mission in South Sudan
(UNMISS)**

INTEROFFICE MEMORANDUM

military components to coordinate planning, review progress and identify follow-up actions related to women's participation in uniformed components.

6. Please find attached the completed UNMISS Recommendation Action Plan for your consideration.

7. I would like to express my appreciation to OIOS for the excellent collaboration and for the conduct of this evaluation.

Thank you.

Attachments:

1. UNMISS Recommendation Action Plan
2. UNMISS comments matrix on the informal draft report

Mr. Jean-Pierre Lacroix, DPO
Ms. Catherine Pollard, DMSPC
Mr. Atul Khare, DOS
Mr. Mika Tapio, JIU
Mr. Sejong Lee, BOA
Mr. Moses Bamuwanye, IAAC
Ms. Andrea Cook, SWE, EOSG
Mr. Kevin Summersgill, DMSPC
cc: Mr. Zachary Ikiara, DMSPC
Mr. Henri Fourie, DOS
Ms. Fatemeh Ziai, DPO
Ms. Ana Garcia Alvarez, DPO
Mr. Frederic Renoux, DPPA-DPO-SS
Ms. Sakshi Verma, UNMISS
Ms. Millicent Achieng Alambo, UNMISS
Mr. Joel Beasca, UNMISS
Ms. Jane Nakoboji, UNMISS
Ms. Tina Pihl, UNMISS

UNMISS Recommendation Action Plan

Report of the Office of Internal Oversight Services on the Evaluation of Women's Participation in the Uniformed Components of United Nations Peacekeeping Missions

Date: 19 June 2026

IED Recommendation	Acceptance status	Anticipated Actions	Responsible Entity(ies)	Target date for completion
Recommendation 3 MINUSCA, UNMISS and UNISFA should establish and regularly use gender task forces as set out in the 2024 DPO Policy on Gender-Responsive Peacekeeping Operations. These task forces should facilitate more effective cross-component coordination on women's participation in uniformed components. Indicator of implementation: Gender/WPS task forces regularly convene military, police and civilian components to coordinate planning and review women's participation. Expected change: Women's participation is coordinated across components, reducing siloed implementation.	x Accepted ☐ Not accepted (please provide justification) UNMISS accepts Recommendation 3. The Mission acknowledges the importance of structured, cross-component coordination to support women's meaningful participation in uniformed components and to ensure that related issues are addressed in an integrated and sustained manner across the Mission.	UNMISS has an existing Gender Parity Working Group that brings together Mission components and sections, including substantive, support and uniformed components. While the Working Group has not met regularly since the second half of 2025 due to the implementation of the contingency plan and related operational pressures, the Mission will strengthen and regularize the use of this mechanism to support cross-component coordination on women's participation in uniformed components. Following the implementation of the Contingency Plan, UNMISS will review and, as required, update the composition and terms of reference of the existing Gender Parity Working Group to	Office of the Chief of Staff, in coordination with Gender Affairs Unit, Force, UNPOL, Mission Support and relevant substantive sections.	30 June 2027

IED Recommendation	Acceptance status	Anticipated Actions	Responsible Entity(ies)	Target date for completion
		ensure alignment with the 2024 DPO Policy on Gender-Responsive Peacekeeping Operations and the intent of the recommendation. The Mission will also resume regular quarterly meetings of the Working Group and ensure the participation of relevant civilian, police and military components to coordinate planning, review progress and identify follow-up actions related to women's participation in uniformed components.		

UNISFA Management Response

UNITED NATIONS NATIONS UNIES
UNISFA
United Nations Interim Security Force for Abyei
قوة الأمم المتحدة المؤقتة في أبيي

INTER OFFICE MEMORANDUM

Date: 25 June 2026

Reference: UNISFA/MHQ/IOM/020-2026

To: Ms. Demetra Arapakos
Director, Inspection and Evaluation Division
Office of Internal Oversight Services

From: ^{For} Major General Ganesh Kumar Shrestha
Acting Head of Mission and Force Commander
United Nations Interim Security Force for Abyei



Subject: Draft Report of the Office of Internal Oversight Services on the Evaluation of Women's Participation in the Uniformed Components of United Nations Peacekeeping Missions

1. Your interoffice memorandum OIOS-2026-01143 dated 9 June 2026 on the above subject refers.
2. We are pleased to submit management comments in the attached recommendation action plan.
3. Thank you and best regards.

cc: Mr. Rakib Hossain, Chief of Section, Inspection and Evaluation Division, OIOS
Alexander Rose, Chief of Staff, UNISFA
Helmey Hilma Laudika Abraham, Police Commissioner, UNISFA

UNISFA Recommendation Action Plan

Report of the Office of Internal Oversight Services on the Evaluation of Women's Participation in the Uniformed Components of United Nations Peacekeeping Missions

Date: 22 June 2026

IED Recommendation	Acceptance status	Anticipated Actions	Responsible Entity(ies)	Target date for completion
Recommendation 3 MINUSCA, UNMISS and UNISFA should establish and regularly use gender task forces as set out in the 2024 DPO Policy on Gender-Responsive Peacekeeping Operations. These task forces should facilitate more effective cross-component coordination on women's participation in uniformed components. Indicator of implementation: Gender/WPS task forces regularly convene military, police and civilian components to coordinate planning and review women's participation. Expected change: Women's participation is coordinated across components, reducing siloed implementation.	☒ Accepted ☐ Not accepted (please provide justification)	- Establish a Gender/Women, Peace and Security (WPS) Task Force bringing together military, police, and civilian components. - Institutionalize regular coordination meetings (e.g., weekly, monthly/quarterly) to review progress on women's participation and enabling environment initiatives. - Leverage existing coordination structures (e.g., gender advisor engagement with police and military gender advisors) to formalize a task force mechanism. - Strengthen information-sharing systems (e.g., SAGE reporting, gender meetings) to support evidence-based planning and monitoring. - Ensure task force oversight of key issues such as deployment, retention, training, and enabling environment measures across components.	- UNISFA Leadership (Ag Head of Mission and Force Commander) - Police Commissioner MCoS Office - Mission Gender Advisor (Lead coordination role) - Component Gender Advisors/Focal Points (Military and Police)	Q1 2027