



# EVALUATION REPORT

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## Final Joint Evaluation of the PBF GPI project: Capacitated Women CSOs Sustaining Peace in Kyrgyzstan

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## **DISCLAIMER**

This evaluation report has been prepared by an independent evaluation team. The findings, interpretations, and conclusions expressed herein are those of the evaluators and do not necessarily reflect the views of UN Women, FAO, Public Foundation Roza Otunbaeva's Initiative, project stakeholders, or any other entities referenced in the report.

While every effort has been made to ensure the accuracy of the information presented, any errors or omissions are the sole responsibility of the evaluation team.

## ACRONYMS

AO	Aiyi Okmotu
CEDAW	Convention on the Elimination of All Forms of Discrimination Against Women
COP	Conference of the Parties
CSO	Civil society organization
DAC	Development Assistance Committee
FAO	Food and Agricultural Organization
FCDO	Foreign, Commonwealth and Development Office, UK Government
FGD	Focus Group Discussion
GPI	Gender Promotion Initiative
ERG	Evaluation Reference Group
KI	Key Informant
KII	Key Informant Interview
LSEDP	Local Social Economic Development Plan
LSG	Local Self-Government
MEL	Monitoring, Evaluation and Learning
MSC	Most Significant Change
NAP	National Action Plan
NCE	No-Cost Extension
PBF	The UN Secretary-General's Peacebuilding Fund
OECD	Organization for Economic Co-operation and Development
OH	Outcome Harvesting
ROI	Public Foundation Roza Otunbaeva's Initiative
RUNO	Recipient UN Organization
SDG	Sustainable Development Goals
ToC	Theory of Change
TOR	Terms of Reference
UNEG	United Nations Evaluation Group
UNDP	United Nations Development Programme
UNICEF	United Nations Children's Fund
UN Women	United Nations Entity for Gender Equality and the Empowerment of Women
WCSSO	Women's Civil Society Organisation
WPHF	The United Nations Women's Peace and Humanitarian Fund
WPS	Women, Peace and Security

## EXECUTIVE SUMMARY

The project “Capacitated Women CSOs Sustaining Peace in Kyrgyzstan” (PBF/IRF: 514) was implemented under the UN Peacebuilding Fund (PBF) Gender Promotion Initiative (GPI) by UN Women, FAO, and the Roza Otunbaeva Initiative (ROI) between 22 February 2023 to 19 August 2025. With a total budget of USD 1.9 million, the project aimed to strengthen the role of Women’s Civil Society Organizations (WCSOs) in mitigating climate-related security risks and advancing gender-responsive peacebuilding, particularly in Batken Province, a region facing border tensions, water scarcity, and climate vulnerability.

The final evaluation (May–July 2025, with June fieldwork) had a dual purpose: accountability to the PBF and stakeholders, and learning to inform future nexus programming. Primary users include the PBF Secretariat, implementing partners, government counterparts, and WCSOs. Secondary users include UN agencies, development partners, and civil society.

The evaluation used a mixed-methods approach consistent with UNEG and OECD-DAC standards, integrating gender equality, human rights, conflict sensitivity, and Leave No One Behind (LNOB) principles. Data collection included document review, 111 stakeholder consultations (key informant interviews and focus group discussion), site visits, and participatory methods such as Most Significant Change (MSC). Limitations, including the absence of an endline stakeholder survey and late availability of some monitoring and evaluation data, were mitigated through triangulation, and participatory validation. Final monitoring data received before report finalisation were systematically reviewed and integrated.

### Key Findings

The project was **highly relevant** to Kyrgyzstan’s national strategies, including the UNSCR 1325 National Action Plan, and addressed the complex needs of border communities where climate and resource pressures intersect with inter-communal dynamics, straining local governance. It was also well aligned with the UN Sustainable Development Cooperation Framework (2023–2027) and the PBF Strategic Results Framework. Its triple-nexus approach, linking gender equality, climate resilience, and peace, was contextually responsive but conceptually challenging for many stakeholders. The project’s Theory of Change (ToC) lacked a clearly defined causal pathway to peace outcomes, limiting the ability to systematically track higher-level results.

**Coherence** was mixed. Internally, UN Women, FAO, and ROI collaborated effectively, leveraging complementary mandates through joint workplans, shared MEL systems, and regular coordination. Nationally, engagement with UNSDCF Results Groups and the PBF Joint Steering Committee did not consistently translate into alignment, joint oversight, or policy uptake. By contrast, local coherence was a clear strength: participatory planning and small-grant initiatives successfully brought together WCSOs, local self-governments (LSGs), and community actors around shared priorities.

The project was **effective** at output and local outcome levels, with most Results Framework indicators achieved or exceeded. Nineteen WCSOs were strengthened through the Kadam Lab, enhancing their capacity in strategic planning, governance, and adaptive leadership. Sixty-two small-grant initiatives generated locally relevant responses to climate and social cohesion challenges, while seven LSEDPs

integrated gender and climate-security considerations. Participatory methods such as Outcome Harvesting and MSC revealed tangible shifts in women's civic leadership, collaborative governance, and community trust. These were evident in the election of 44 women to local councils, surpassing statutory gender quotas, and in WCSOs securing new grants and sustaining outreach. National engagement remained limited to early contributions, including WCSO participation in UNSCR 1325 dialogues and draft NAP 1325 consultations. While these efforts aligned with the Results Framework, they have not yet translated into sustained policy uptake or institutional mechanisms.

**Efficiency** improved over time. Initial delays caused by procurement, staff transitions, and administrative-territorial reform were mitigated through adaptive management and a six-month no-cost extension, enabling >95 per cent budget execution as of June 2025, with 98 per cent of funds contributing to gender equality outcomes. Flexible grant design, shared MEL systems, and local co-financing enhanced value for money.

**Sustainability** is emerging but not guaranteed. Participatory planning tools are being adopted by some local governments, and WCSOs continue community outreach. However, systemic sustainability remains uncertain. Most practices have not yet been institutionalised in planning mandates or budget cycles, and replication beyond target sites is ad hoc. The Kadam Lab strengthened WCSO resilience, but lasting gains depend on predictable financing, formal handover strategies, and a supportive legal environment. Growing civic space restrictions pose a risk to long-term impact.

**Emerging impacts** include strengthened women's leadership, more inclusive local governance, and early signs of community cohesion. Small grants, such as hydroponic greenhouses, artificial glaciers, and rosehip cultivation, addressed shared water and resource stressors, fostering collaboration in water-scarce, cross-ethnic communities. Outcome Harvesting and MSC narratives highlight shifts in community perceptions of women as leaders and agents of change. While it is too early to confirm measurable conflict mitigation, these interventions illustrate potential pathways for contributing indirectly to peace outcomes.

## Good Practices

1. **Participatory local development planning:** Tools such as speed dating, design thinking, and visioning workshops effectively engaged diverse stakeholders in Local Social Economic Development Plan (LSEDP) processes, strengthened trust between communities and Local Self-Governments (LSGs), increased WCSO visibility, and built local ownership of inclusive governance.
2. **Women-led climate adaptation in conflict-prone areas:** Initiatives like hydroponics, artificial glaciers, and rosehip cultivation addressed shared environmental stressors and offered tangible benefits, serving as entry points for cross-ethnic collaboration.
3. **Kadam Lab for WCSO strengthening:** The peer-learning and capacity-building model enhanced WCSO resilience in strategic planning, governance, and adaptive leadership, supporting sustained outreach and external resource mobilisation.
4. **Promotion of women's civic leadership:** Activities contributed to the election of 44 women to local councils, surpassing quotas and shifting community perceptions of women as decision-makers.

5. **Grassroots initiatives for social cohesion and resilience:** Joint small grants and shared community infrastructure created informal spaces for intergroup interaction, fostering early signs of horizontal and vertical trust.

These practices show that integrating gender equality and climate adaptation into locally led initiatives can produce early peace dividends, even where direct conflict transformation is limited.

### Lessons Learned

1. **Triple-nexus clarity is critical:** Integrated gender–climate–peace programming requires clearly defined pathways to peace. Theories of Change should articulate how each dimension interacts, and ensure these linkages are reflected in project design, MEL systems, and results frameworks.
2. **Social cohesion and inclusive governance are strong entry points:** These offer locally resonant pathways to peace but must be strategically framed. Their contributions should be explicitly linked to national policy processes and supported by peace-specific indicators to demonstrate their relevance to sustainable peacebuilding.
3. **Institutionalisation and sustainability require early planning:** Locally led models—such as participatory LSEDP planning and women-led climate adaptation—can deliver catalytic results but require clear handover strategies, predictable financing, and alignment with formal planning and budgeting processes to endure beyond the project cycle.
4. **Inclusive design improves equity and participation:** Language and cultural accessibility in multi-ethnic, multilingual settings are essential to enabling the participation of marginalised groups and fulfilling LNOB commitments.
5. **Anticipating sustainability challenges is essential:** Without policy integration, long-term financing, and civic space protections, local models risk remaining fragmented pilots. MEL systems must combine participatory methods (e.g., Outcome Harvesting) with conflict-sensitive baselines and disaggregated data to demonstrate both local impact and progress toward systemic change.

### Conclusions

The project demonstrated that women-led, locally grounded initiatives can catalyse meaningful progress across the gender–climate–peace nexus in fragile border regions. It created a strong foundation for inclusive governance, WCSO leadership, and local resilience, generating early peace dividends through strengthened social cohesion and trust.

Triple-nexus integration was most effective in gender and climate domains, with peace contributions emerging indirectly via collaboration and participation rather than direct conflict transformation. Limited articulation of peace pathways and absence of peace-specific indicators constrained measurement of higher-order outcomes.

Internal coherence and adaptive efficiency were notable strengths, while national-level institutionalisation and UN system integration were less consistent, limiting policy influence and scale-up. Sustainability is emerging but remains partial due to weak exit strategies and civic space risks.

The project also generated catalytic effects, including replication interest in small-grant innovations, cross-border knowledge exchange, and local co-financing, though most were organic and require structured follow-up for systemic change.

Finally, while the project contributed to gender equality and inclusion, gaps in intersectional design and measurement limited its ability to fully evidence LNOB outcomes. Strengthening policy linkages, robust MEL, and national ownership is essential to translate local success into durable, peace-positive impact.

## Recommendations

1. **Move from pilots to sustainable systems:** Prioritise scalable models formally embedded in local and national governance. Co-develop approaches like LSEDP planning, speed dating, and Kadam Lab with government partners while maintaining space for WCSO engagement, supported by handover strategies and peer learning. The UN should focus on catalytic roles (i.e., convening, policy alignment, and multi-stakeholder dialogue) within existing UN-Government platforms, including the UNSDCF and PBF Joint Steering Committees.
2. **Deepen context-responsive triple-nexus integration:** Future programmes should be context-specific, recognising when immediate conflict transformation may be unrealistic. Social cohesion and inclusive governance can serve as peace entry points. Link community initiatives to policy processes, maintain women-led models at the centre, and frame social cohesion as a peace-relevant outcome to leverage synergies with UN and donor portfolios.
3. **Clarify small grant purpose:** Position small grants as catalytic investments tied to policy uptake institutionalisation, or replication and scaling. Align grant delivery with existing fit-for-purpose financing mechanisms where possible (e.g., UN Women's Peace and Humanitarian Fund), ensuring grants are time-bound, collaborative, and linked to strategic outcomes and systems change.
4. **Strengthen MEL systems:** Embed robust, outcome-focused, and conflict-sensitive MEL from the outset. Use baselines, disaggregated data, and participatory methods to capture behavioural, institutional, and peace-related changes, and track enabling conditions like civic space and WCSO roles.
5. **Use limited funding strategically:** Target politically or institutionally challenging areas, such as women's leadership and conflict-sensitive governance, to de-risk innovation and unlock systemic reforms. Structure support to incentivise domestic ownership and long-term systems change.
6. **Advance inclusive programming and safeguard civic space:** Future nexus programming should ensure that diverse and underrepresented groups are included across design, MEL, and implementation by addressing structural barriers and tracking disaggregated outcomes. Build on efforts to safeguard civic space, ensuring that WCSOs and marginalised groups can actively participate in planning and decision-making.

This project shows that women-led, localised approaches can operationalise the gender–climate–peace nexus, generating early peace dividends. Consolidating and scaling these gains will depend on national policy integration, sustainable financing, robust MEL, and continued protection of civic space.

## CONTENTS

i.	Acknowledgements .....	2
ii.	Disclaimer .....	2
iii.	Acronyms .....	3
	<b>Executive Summary .....</b>	<b>4</b>
	<b>PART I. Introduction .....</b>	<b>9</b>
1.1.	Purpose of this evaluation .....	9
1.2	Evaluation scope and objectives .....	9
1.3	Evaluation use.....	10
1.4	Methodology .....	10
1.5	Limitations and mitigation measures .....	11
1.6	Report structure .....	12
	<b>PART II. Project Background and Description .....</b>	<b>13</b>
2.1.	Context and conflict analysis .....	13
2.2.	Project description and geographic focus .....	14
2.3	Theory of change .....	15
2.4	Implementing partners.....	17
2.5	Project beneficiaries .....	17
2.6	Governance arrangements .....	18
2.7	Strategic alignment .....	18
	<b>PART III. Evaluation Findings .....</b>	<b>19</b>
3.1	Relevance .....	19
3.2	Coherence .....	22
3.3	Effectiveness .....	25
3.4	Efficiency .....	32
3.5.	Emerging impact .....	34
3.6.	Sustainability .....	38
	<b>PART IV. Conclusions, Good Practices and Lessons Learnt .....</b>	<b>42</b>
4.1	Conclusions .....	42
4.2	Good practices .....	44
4.3	Lessons learnt .....	47
	<b>PART V. Recommendations .....</b>	<b>49</b>
5.1	General framework of the recommendations .....	49
5.2	Detailed recommendations .....	50
	<b>PART VI. Annexes .....</b>	<b>54</b>
6.1	Results Chain/Logical Framework .....	55
6.2	Evaluation Matrix .....	58
6.3	Stakeholders Consulted .....	67
6.4	Site Visits .....	70
6.5	Documents Reviewed .....	73
6.6	Data Collection Tools .....	82
6.7	Mapping Table on Conclusions and Recommendations .....	94
6.8	Evaluation Team .....	98
6.9	Evaluation Terms of Reference .....	99

## I. INTRODUCTION

### 1.1 Purpose of the evaluation

1. This report presents the findings, conclusions, and recommendations of the final evaluation of the project PBF/IRF: 514 – “*Blossoming Aigul – Capacitated Women Civil Society Organizations Sustaining Peace in Kyrgyzstan*,” jointly implemented by UN Women, the Food and Agriculture Organization (FAO), and the Roza Otunbaeva Initiative (ROI) with funding from the UN Secretary-General’s Peacebuilding Fund (PBF) under its Gender Promotion Initiative (GPI). The project had a total budget of USD 1.9 million and was implemented over a 30-month period from February 2023 to August 2025.
2. The evaluation was a requirement set out in the Project Document and has been conducted in accordance with United Nations Evaluation Group (UNEG) norms and standards. It serves both accountability and learning functions and provides an independent, evidence-based assessment of the project’s performance, results, and relevance within the complex peacebuilding and climate security landscape of Kyrgyzstan. The evaluation assesses the project’s design and implementation against six OECD-DAC criteria (relevance, coherence, effectiveness, efficiency, sustainability, and emerging impact) while also considering cross-cutting priorities including conflict sensitivity, gender equality, and innovation. Special attention is given to the project’s contributions at the nexus of gender equality, climate resilience, and peacebuilding.
3. The evaluation aims to determine the extent to which the project achieved its intended results and to identify lessons and recommendations to inform future programming. It adopts a human rights-based and gender-responsive approach, with particular attention to rights holders, women’s civil society organizations (WCOSs), and marginalised or vulnerable groups in the conflict-affected and climate-exposed regions of Batken Province. As set out in the Project Document, a dedicated dissemination and use plan will be developed to ensure the findings are accessible and actionable. Within six weeks of approval of the final report, a joint Management Response (MR) will be prepared by partner entities in consultation with key stakeholders. The evaluation report and MR will be widely disseminated to development partners, national and local governments, civil society, and other relevant actors.

### 1.2 Evaluation scope and objectives

4. The scope of this evaluation is the entire project implementation period, from February 2023 to August 2025. It was conducted during the final phase of implementation (May–July 2025), with primary data collection and analysis carried out in June. The evaluation is both summative and forward-looking: it assesses project performance and results while also identifying good practices, lessons learned, and recommendations for the design of future programming aiming to address the interconnectedness of gender, climate and peace (the “triple nexus”). Particular attention is given to the effectiveness of WCOS engagement, the joint implementation approach, and the potential for replicability or scale-up of project models.
5. The evaluation is structured around the six OECD-DAC criteria (relevance, coherence, effectiveness, efficiency, emerging impact, and sustainability) while also integrating cross-cutting dimensions such as

gender equality, human rights, innovation, and conflict sensitivity. It reflects a commitment to the Leave No One Behind (LNOB) principle and elevates the perspectives of rights holders, particularly women from marginalised groups, in assessing the project's results and legacy. A key objective of the evaluation is to assess the project's contribution to advancing gender equality and the realization of human rights, reflecting the evaluation's gender-responsive and human rights-based approach as outlined in the Terms of Reference (see **Annex 6.9**).

6. The evaluation was guided by a set of overarching questions that were contextualised to the project's theory of change, implementation strategies, and stakeholder landscape. These questions, shown in **Annex 6.9**, were used to develop an evaluation matrix with corresponding sub-questions, indicators, and data sources (**Annex 6.2**). The matrix and data collection tools were finalised during the inception phase in consultation with the Evaluation Reference Group (ERG).

### 1.3 Evaluation use

7. The primary intended users of this evaluation are the PBF, UN Women, FAO, and ROI, who jointly designed and implemented the project. The evaluation is also expected to inform the broader UN system in Kyrgyzstan, including agencies working on gender equality and women's empowerment, climate security, social cohesion, peacebuilding, and civil society engagement. Other key users include national and local government counterparts, participating Women's Civil Society Organizations (WCSOs), civil society and development partners. The evaluation will be used to inform strategic decision-making, organizational learning, and accountability for the implementing partners. Its findings and recommendations are also intended to guide future programming on gender equality, climate security, and peacebuilding, and to support knowledge sharing among national stakeholders, development partners, and the wider UN system in Kyrgyzstan.

### 1.4 Methodology

8. The evaluation adopted a mixed-methods approach informed by the project's theory of change and grounded in gender equality, human rights, and conflict sensitivity. It combined quantitative and qualitative methods to assess both planned results and emerging effects. Data were collected from document review, key informant interviews (KIIs), focus group discussions (FGDs), community site visits, and direct observation of selected project activities. Emphasis was placed on capturing the views of WCSO members, community beneficiaries, local government representatives, and underrepresented groups. Fieldwork was conducted across four municipalities in Batken and Leilek districts over a 10-day period in June 2025. In total, 111 individuals (81 female, 30 male) were consulted (see **Annex 6.3** for a disaggregated list of stakeholders). Interviews and group discussions were stratified by stakeholder type and gender to ensure inclusive representation.
9. The evaluation was conducted in accordance with UNEG Norms and Standards and guided by the evaluation policies of UN Women and FAO. It applied a gender-responsive and rights-based lens across all criteria and methods. The team worked in close collaboration with the ERG to ensure quality assurance and transparency throughout the evaluation process. Attention was paid to intersectionality and power dynamics, with a view to surfacing the experiences of marginalised women, youth, and other excluded groups.

10. Primary and secondary (**Annex 6.5**) data sources were triangulated to validate findings. The evaluation matrix (**Annex 6.2**) served as the analytical framework, aligning methods and tools with each evaluation question. Evaluation criteria and questions were derived from the original TOR (**Annex 6.9**) and further refined during the inception phase to enhance coherence and feasibility.
11. Specific data collection tools (**Annex 6.6**) included:
  - Observation at project sites to verify outputs and implementation quality.
  - Key Informant Interviews (KIIs) with government officials, implementing partners, project staff, and other stakeholders.
  - Structured Focus Group Discussions (FGDs) with WCSO members, community participants, and local officials.
  - Document review, including project reports, strategic frameworks, and planning documents, among others (see **Annex 6.5**).
12. The evaluation was managed by UN Women in close collaboration with FAO and ROI, with oversight from the Peacebuilding Fund (PBF). The ERG comprising representatives from implementing agencies and key stakeholders was established to provide technical guidance, facilitate access to stakeholders, and ensure relevance and credibility of the process. Quality assurance mechanisms were embedded throughout the evaluation cycle, including systematic peer review of tools, triangulation of data sources, and validation of preliminary findings through a debriefing session with ERG members. The evaluation adhered to ethical standards for safeguarding, confidentiality, and informed consent, and was conducted in accordance with UNEG Norms and Standards and the evaluation policies of UN Women and FAO.

### 1.5 Limitations and mitigation measures

13. Limitation challenges were identified and responded to with various strategies throughout the evaluation. Key elements are highlighted below:
14. **Baseline values:** Baseline values were not established during the project design stage for several outcome- and output-level indicators, including those intended to capture changes in perceptions and attitudes. While some baseline data were collected during the first year of implementation, the delay limited the evaluation team's ability to conduct a robust comparative analysis of pre- and post-intervention conditions. Although an endline survey was designed to support retrospective estimation, it could not be implemented (see below). To mitigate this, the evaluation triangulated qualitative data from KIIs, FGDs, and relevant monitoring, evaluation and learning (MEL) outputs, including outcome harvesting workshops. An adapted Most Significant Change (MSC) approach was also applied to capture stakeholder narratives of change and assess perceived contributions to institutional and community-level shifts.
15. **Data availability:** Data availability posed some challenges, as certain monitoring and results data remained pending during analysis. To mitigate these gaps, the evaluation team applied a mixed-methods approach that emphasized triangulation across multiple evidence sources. Programme documentation and available MEL data were cross-checked against qualitative insights from key informant interviews

(KIIs), focus group discussions (FGDs), and site visit observations to strengthen validity. Where sex-, age-, and disability-disaggregated data were incomplete, purposive sampling and tailored interview protocols were used to explore differential experiences among stakeholder groups. This approach allowed the evaluation to capture robust, evidence-based findings despite initial data limitations, and final MEL outputs received before report finalisation were systematically reviewed and integrated.

16. **Respondent availability and bias risk:** Data collection was affected by limited availability of key informants due to staff turnover, shifts in government roles, and constrained access to national stakeholders. This reduced institutional memory and limited the depth of analysis on policy-level engagement. Mitigation measures included early outreach, remote interviews, extensive document review, and triangulation across data sources. To minimise response and selection bias, the evaluation team ensured informed consent, confidentiality, and purposive sampling to capture diverse perspectives. Where initial contact lists were adjusted due to ongoing partner updates, supplementary interviews were conducted to broaden representation and minimise potential bias.
17. **Survey implementation:** A stakeholder survey was included in the approved methodology to supplement other data sources. Although the tool was developed, the evaluation team was unable to implement the survey due to unforeseen changes in project focal points: one focal person went on compassionate leave and another's contract ended before alternative arrangements could be made. To mitigate this, targeted key informant interviews were conducted with intended respondent groups, and survey content was partially integrated into interview and focus group protocols. Triangulation was reinforced across qualitative data, direct observation, and secondary sources, including relevant MEL outputs. If survey data is made available prior to finalisation, it will be reviewed and incorporated. While the absence of survey responses limited quantification of stakeholder perceptions, the credibility and depth of the evidence base were preserved through these mitigation measures.

## 1.6 Report structure

18. Following this introductory section, the remainder of the report is organised as follows:
  - **Part II** provides an overview of the project's background and implementation context, including its objectives, core components, geographic focus, and theory of change.
  - **Part III** presents the main evaluation findings, structured around the six OECD-DAC criteria: relevance, coherence, effectiveness, efficiency, sustainability, and emerging impact.
  - **Part IV** summarises the key conclusions, good practices, and lessons learned.
  - **Part V** sets out actionable recommendations to inform future programming at the intersection of gender equality, climate security, and peacebuilding.
  - **Part VI** contains the annexes, including the evaluation matrix, list of stakeholders consulted, site visit details, and other supporting documentation.

## II. PROJECT DESCRIPTION

### 2.1 Context and conflict analysis

19. Kyrgyzstan, a lower-middle-income country in Central Asia with a population of approximately seven million, is characterized by its multi-ethnic composition, predominantly rural population, and challenging socio-economic conditions.<sup>1</sup> Although the country has achieved notable progress in governance reforms and poverty reduction over the past two decades, deep structural vulnerabilities persist, particularly in southern Kyrgyzstan. Border regions such as Batken Province face a complex mix of inter-ethnic tensions, economic marginalisation, and competition over scarce natural resources, including water and pastureland.<sup>2</sup>
20. These pressures are compounded by the impacts of climate change, including rising temperatures, erratic precipitation, glacier melt, and climate-induced hazards, all of which threaten agricultural productivity and water security.<sup>3</sup> Rural households, especially women, are disproportionately affected due to their reliance on small-scale farming and livestock and unequal access to land ownership and decision-making.<sup>4</sup> Women make up nearly half of the agricultural workforce in the country but hold only about 20 percent of land titles, limiting their capacity to cope with climate and conflict risks.<sup>5</sup> Social norms often place the burden of adaptation on women without providing corresponding authority or support, reducing their ability to participate meaningfully in resilience-building and peacebuilding efforts.
21. The southern provinces of Kyrgyzstan have experienced repeated episodes of violent conflict, primarily along the Kyrgyz – Tajik border. In April 2021 and September 2022, cross-border clashes in Batken Province resulted in over 100 deaths, the destruction of hundreds of homes and public facilities, and the displacement of more than 100,000 people.<sup>6</sup> These incidents were triggered by disputes over water and land, exacerbated by unresolved border demarcation, low trust in state institutions, and fragile inter-community relations.<sup>7</sup> Although Kyrgyzstan and Tajikistan signed a formal border delimitation agreement in March 2025, tensions persist in some areas. In this context, local civil society, particularly women-led groups, has played an essential yet under-recognised role in delivering crisis response, fostering social cohesion, and supporting community resilience.<sup>8</sup> The project was designed to address these intersecting risks by strengthening local peacebuilding ecosystems, building the capacities of WCSOs, promoting climate-resilient livelihoods, and embedding inclusive governance mechanisms to empower women and local institutions as agents of sustainable peace.

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<sup>1</sup> World Bank Group. [World Bank Group in the Kyrgyz Republic](#). Accessed 27 May 2025.

<sup>2</sup> UNDP. 2022. Country Programme Document for Kyrgyzstan; World Bank. 2023. Kyrgyz Republic Country Climate and Development Report.

<sup>3</sup> World Bank. 2021. [Climate Risk Country Profile: Kyrgyz Republic](#). Washington, DC; Adaptation Fund. 2022. Proposal for Kyrgyzstan: Enhancing Climate Resilience of Rural Communities; IPCC. 2021. [Sixth Assessment Report, Working Group II, Regional Factsheet: Asia](#).

<sup>4</sup> UN Women. 2022. Kyrgyzstan Country Gender Equality Brief; FAO. 2021. Gender, Agriculture and Rural Development in Kyrgyzstan: Country Profile; Satybaldieva, E. et al. 2025. Climate Change and Its Impact on Natural Resources and Rural Livelihoods: Gendered Perspectives from Naryn, Kyrgyzstan. *Climate*, 13(3), 57.

<sup>5</sup> Dr. B. Sulaimanova & D. Jasoolov. The Gender Gap in Agricultural Productivity in Kyrgyzstan. International Conference on Eurasian Economies 2018.

<sup>6</sup> Central Asia-Caucasus Analyst. [Kyrgyzstan and Tajikistan Resolve Final Border Dispute: A Historic but Fragile Peace](#). 15 May 2025.

<sup>7</sup> International Crisis Group. 2022. Tajikistan and Kyrgyzstan: Border Disputes and Conflict. ICG Asia Report; OSCE. 2022. Kyrgyzstan–Tajikistan Border Area Assessment Report.

<sup>8</sup> Ismailbekova, A., & Megoran, N. (2020). Peace in the Family is the Basis of Peace in the Country: How Women Contribute to Local Peace in Southern Kyrgyzstan. *Journal of Intervention and Statebuilding*, 14(4), 483–500.

## 2.2 Project description and geographic focus

22. Based on the conflict analysis conducted for the project, cross-border tensions in Batken and climate-related pressures on natural resources and livelihoods were identified as underlying causes of conflict in the selected project sites. These dynamic have contributed to heightened insecurity, displacement, and the erosion of community resilience.<sup>9</sup> As reflected in the project documentation, the causal linkages, though not fully articulated, suggest that environmental degradation, limited economic opportunities (particularly for women), and weak institutional mechanisms for inclusive decision-making exacerbate community-level vulnerabilities and intercommunal tensions. The analysis also highlights that the exclusion of women and WCSOs from formal peace processes limits the effectiveness of conflict prevention and response efforts, further intensifying insecurity in affected areas.
23. In response to these challenges, the project sought to strengthen the institutional capacities of Women’s Civil Society Organizations (WCSOs) and support their leadership in addressing climate-related security risks in southern Kyrgyzstan. The project’s overarching outcome was: *“Women civil society organizations in Kyrgyzstan mitigate climate-related security risks in target localities and at national level, contributing towards sustained peace.”* This was pursued through three interconnected outputs:
1. Strengthening institutional capacities of WCSOs involved in peacebuilding, particularly in the South;
  2. Supporting central and local government to develop inclusive mechanisms for partnering with WCSOs;
  3. Testing new collaboration models between WCSOs and government actors to mitigate climate-related risks.

The theory of change underpinning this project did not follow a linear or conventional model. Instead, it adopted a systems thinking approach to address the complexity of the gender–climate–security nexus, focusing on shifting mindsets and enabling new forms of collaboration among WCSOs, communities, and local authorities. The premise was that if WCSOs are institutionally strengthened, supported by inclusive governance mechanisms, and meaningfully engaged in addressing climate-security challenges, they will be better positioned to act as agents of peacebuilding and resilience. This, in turn, can contribute to more inclusive and sustainable peace outcomes at both local and national levels. Through participatory and adaptive methods, the project promoted women’s leadership, inclusive governance, and innovation in climate-smart and peacebuilding solutions. Activities included capacity-building, alliance-building with mainstream CSOs, support for gender-responsive local development plans, and piloting of grassroots initiatives ranging from green entrepreneurship to digital agriculture and mediation.

24. The project budget was USD 1.9 million, distributed among recipient entities in the following ways, with 50 per cent of the budget intended to be managed by WCSOs:
- UN Women: USD 900,000
  - FAO: USD 450,000
  - ROI: USD 550,000 (women-led CSO)

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<sup>9</sup> Conflict analyses Lessons Learnt, what worked well and what needs to be addresses differently in Batken. July 2022 [Internal project document].

The UK Foreign, Commonwealth and Development Office (FCDO) provided additional funding in the sum of USD 180,000 implemented through UN Women, to complement project activities between April 2023 and March 2024.

25. The project was originally designed as a 24-month initiative, running from February 2023 to February 2025. However, due partly to shifts in the legal and political environment and seasonal constraints affecting the implementation of small grants, the timeline was extended by six months, with the project concluding in August 2025.
26. While the project has national reach, particularly through its engagement with ministries, parliament, and national platforms, it focuses its implementation on nine target municipalities in Batken Province:
  - **Batken District:** Dara AO, Kyshtut AO, Kara-Bulak AO, Suu-Bashi, and Tortkul AO
  - **Leilek District:** Toguz-Bulak, Ken-Talaa, Sumbulla, and Leilek AO

These municipalities were selected due to their direct exposure to recent cross-border violence, socio-economic vulnerability, and the presence of active WCSOs. The project aims to benefit both the WCSOs directly engaged in capacity-building efforts and the broader population (approximately 75,000 residents) through improved community resilience, institutional responsiveness, and climate-smart local development.

Figure 1: Project location map and selection criteria



\*Blue locations: Presence of WCSOs, thus organization level interventions (no community level engagement). Yellow locations: target villages for community level activities.

Source: Project Document, 2022. Annex G.

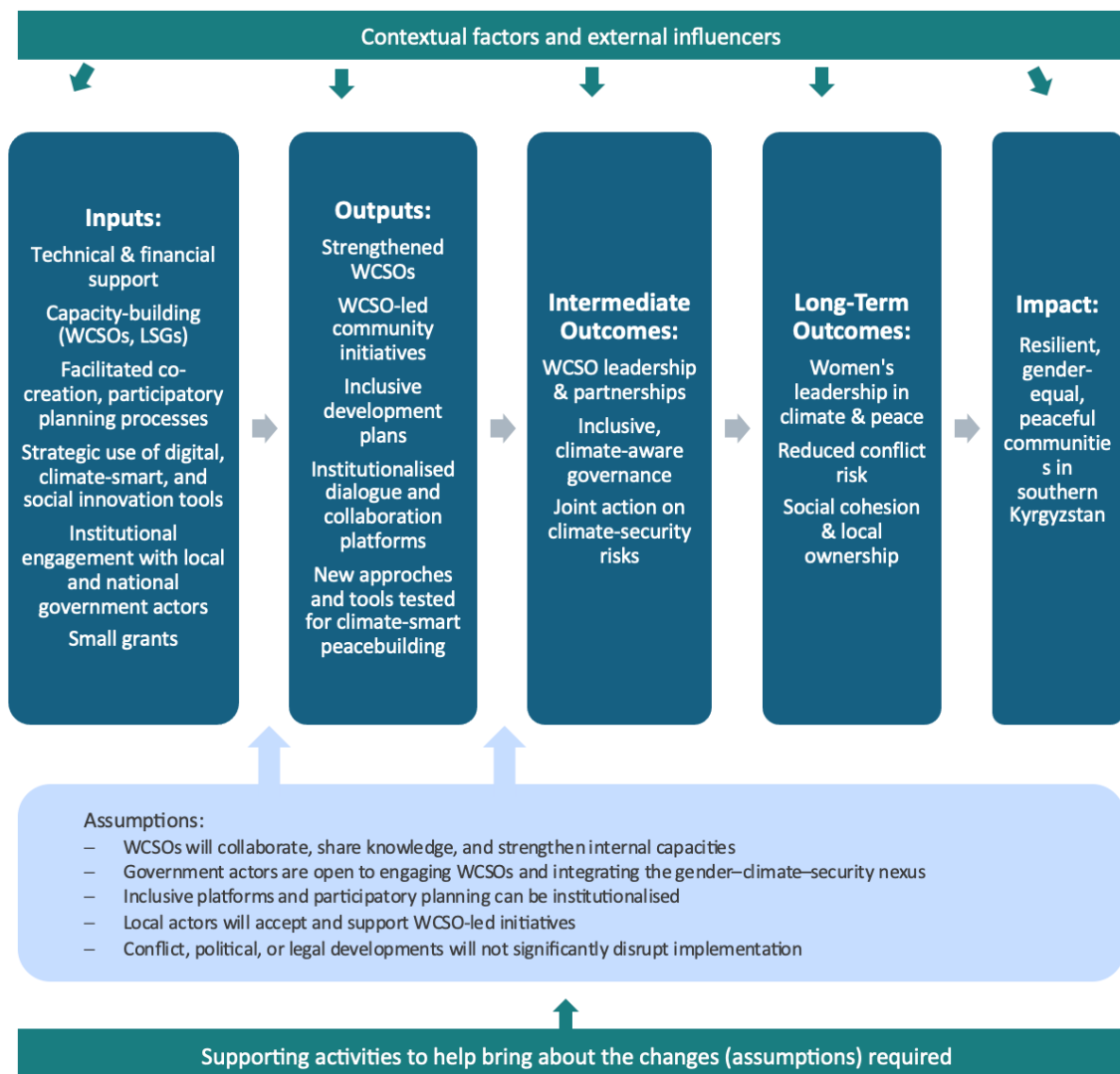
### 2.3 Theory of change

27. While the theory of change (ToC) included in the Project Document offers valuable contextual insight and highlights key assumptions underpinning the project’s rationale, it lacks the structured, results-oriented design typically needed to support implementation, monitoring, and evaluation. The narrative lacks a clearly defined causal pathway, with limited articulation of intended outcomes,

intermediate changes, and the specific roles of key stakeholders. Although it identifies important challenges related to institutional capacity, inclusivity, and awareness, it does not clearly outline the interventions through which the project aims to effect change. This design choice may have reflected the experimental nature of the project and the need to retain flexibility amid an unpredictable operating context in late 2022 and 2023, including unresolved cross-border tensions and uncertainty about community responses to government actions, such as resettlement. As such, the evaluation team has developed a retrospective theory of change, informed by document review and stakeholder input, with a simplified diagram presented below.

**Reconstructed ToC Narrative:** *If* WCSOs are institutionally strengthened and supported to collaborate, innovate, and lead on issues of climate and peace, and *if* local and national government actors are equipped with knowledge, tools, and inclusive mechanisms to engage WCSOs meaningfully, *then* both groups will be better positioned to jointly address climate-related security risks and advance gender-responsive peacebuilding solutions. This, in turn, will lead to more resilient, cohesive, and peaceful communities, particularly in border regions like Batken, where conflict and climate risks are high.

Figure 2. Simplified Theory of Change diagram



28. Whilst the project document does not present the ToC as a coherent causal pathway, it does set out key assumptions and identifies potential risks such as political instability, rising tensions between local communities and border guards, and socio-economic pressures driven by high migrant flows and increased commodity prices due to regional instability (e.g., Afghanistan and the war in Ukraine).
29. Based on the project document and reconstructed ToC, assumptions to test in the evaluation include:
- WCSOs will engage meaningfully if provided adequate support and platforms.
  - Local and national duty-bearers are willing and able to integrate inclusive approaches.
  - Collaboration between rights holders and duty bearers will enhance legitimacy and sustainability.
  - Climate-smart, gender-sensitive approaches are feasible and culturally acceptable at the local level.
  - External risks (e.g., renewed conflict, political instability) remain manageable.

## 2.4 Implementing partners

30. The project was implemented through a collaborative, multi-level partnership structure engaging national institutions, local authorities, and community-based actors. At the national level, key implementing partners included the Ministry of Labour, Social Protection and Migration; the Ministry of Agriculture; the Ministry of Emergency Situations; and the Ministry of Interior. These stakeholders contributed technical input and participated in select policy dialogues and capacity-building activities, helping to connect project activities with national strategies on gender equality, climate adaptation, and peacebuilding, though integration was only partially realised by the end of the project. Engagement with the Security Council provided some linkages to national peace and security priorities, while collaboration with the Parliamentary Gender Council on Women and Children Affairs offered opportunities to promote gender-responsive and inclusive approaches. The Cabinet of Ministers and the Commissioner for Children's Rights were engaged for coordination and visibility, though pathways for sustained policy uptake remain at an early stage.
31. At the local level, the project partnered with nine Local Self-Governments (LSGs) in Batken Province (later consolidated to seven following the 2024 administrative reform), as well as women's self-help groups, cooperatives, and youth networks. These actors were central to project implementation, serving as the primary interface between women's civil society, local communities, and national stakeholders. LSGs benefitted from hands-on experience in participatory governance and integrated planning, which improved their ability to co-develop Local Socio-Economic Development Plans (LSEDPs) reflecting climate and gender considerations. National ministries and local authorities reported that project engagement strengthened communication channels and facilitated linkages between community-level initiatives and policy frameworks, laying groundwork for future institutionalisation of inclusive governance approaches.

## 2.5 Project beneficiaries

32. The project's primary beneficiaries were 19 Women's Civil Society Organizations (WCSOs), youth networks, and nine Local Self-Governments (LSGs) in Batken and Leilek districts (later reduced to seven LSGs following administrative reforms), engaged as key implementing partners and agents of

change in addressing climate-related security risks and promoting community-level peacebuilding. Line ministries and local authorities were also considered direct beneficiaries through planned capacity-strengthening and participatory planning processes. The Project Results Framework set clear targets for WCSO engagement - 15 WCSOs to receive institutional capacity support (Output 1.1) and 19 to actively participate in regional and national dialogue platforms on climate security and peace (Output 1.2) - but did not include numerical targets for individual beneficiaries (e.g., numbers of women, men, or youth). Indirect beneficiaries were broadly described as community members, particularly women and girls, expected to benefit from more inclusive governance, improved institutional mechanisms, and increased community resilience.

33. Evaluator observations, KIIs, and FGDs confirmed that WCSOs benefitted most directly through institutional strengthening, peer learning, and access to small grants, while LSG representatives gained practical experience in inclusive planning and participatory governance. Secondary beneficiaries included community members (primarily women but also men and adolescent girls and boys) who engaged in co-designed initiatives on climate adaptation and social cohesion, indirectly benefitting from enhanced local governance and resilience. Field data also suggest that while most intended groups were reached, participation of some vulnerable populations, such as women with disabilities or Tajik-speaking households in remote areas, was uneven due to language and access constraints. Overall, the project strengthened WCSO visibility and fostered collaboration with local authorities, enhancing trust and inclusive governance in line with the project's theory of change.

## 2.6 Governance arrangements

34. The project was designed to be implemented through a coordinated governance structure led by a Joint Steering Committee (JSC), intended to serve as the main decision-making body. The JSC was expected to include the UN Resident Coordinator, representatives of recipient organizations, the Secretariat of the Security Council, and key line ministries such as those of Foreign Affairs, Interior, Health and Social Development, and Agriculture. It was responsible for ensuring coherence, reviewing progress, and endorsing annual work plans. Recipient organization (UN Women, FAO, and ROI) were to jointly manage project implementation, supported by field coordination from the UN Women Osh sub-office. Oversight and strategic guidance were to be further supported by the UN Peace and Development Advisors (PDA) team and the Peacebuilding Support Office in Bishkek.

## 2.7 Strategic alignment

35. The project aligns with Kyrgyzstan's second National Action Plan on Women, Peace and Security (2022–2024) and with key objectives under the UN Sustainable Development Cooperation Framework (UNSDCF) 2023–2027, particularly those related to gender equality (SDG 5), climate action (SDG 13), and peace, justice and strong institutions (SDG 16). It also contributes directly to the outcomes of the PBF Strategic Results Framework (2020–2024), particularly Outcome 2 on inclusive and gender-responsive governance and Outcome 4 on strengthened local peacebuilding capacities.

### III. FINDINGS

#### 3.1 Relevance

**Finding 1: The project made a timely contribution to localising the gender–climate–security nexus in Kyrgyzstan. Its design and implementation were aligned with national priorities and responsive to stakeholder-identified needs. Although early design-stage limitations affected the clarity of change pathways and scope of consultation, adaptive and participatory implementation helped strengthen its contextual relevance over time.**

36. The project’s thematic focus was well-aligned with national strategies and global frameworks addressing gender equality, climate resilience, and peacebuilding. At the national level, it supported key policy priorities, including the National Gender Equality Strategy (2012–2022), the National Adaptation Planning process, and the second National Action Plan on UNSCR 1325 (2022–2024).<sup>10</sup> It also contributed to broader strategic outcomes articulated in the UN Sustainable Development Cooperation Framework (2023–2027) and the PBF Strategic Results Framework (2020–2024), particularly in the areas of inclusive governance and local peacebuilding.<sup>11</sup>
37. Government stakeholders from key line Ministries confirmed that the project directly addressed priority concerns in Batken Province (identified as the most climate-vulnerable region in the country), particularly in the areas of disaster preparedness, water access, and inclusive governance.<sup>12</sup>
38. Conceptually, the project introduced a novel and timely approach to operationalising the gender–climate–security nexus. It combined participatory planning, governance support, and climate-sensitive approaches with a strong emphasis on women’s agency. Stakeholders across government, civil society, and the UN system viewed this framing as a valuable lens for understanding Kyrgyzstan’s interconnected conflict and climate risks. For many local actors, the project introduced new language and entry points for action on these issues.<sup>13</sup>
39. However, the original project design (as presented in the project document) exhibited structural gaps that limited early clarity. The theory of change (ToC), presented in narrative form rather than a structured logic model, did not define how core interventions would contribute to peacebuilding outcomes. Key terms (e.g., “WCSO”) were undefined, and there was no explicit pathway showing how engagement on gender and climate would lead to conflict prevention. Several stakeholders also highlighted that the Results Framework lacked sufficient indicators to track the integration of climate, gender, and peace dimensions. A deeper review of the Results Framework is provided in Section 3.3.<sup>14</sup>
40. Despite these gaps, the design was broadly responsive to the needs of its primary stakeholder groups, especially WCSOs and local governments.<sup>15</sup> Women’s organisations were engaged during the inception phase through visioning workshops and consultation forums and their inputs shaped

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<sup>10</sup> JSC minutes 2024; KIIs/FGDs with RUNOs, National and local government stakeholders.

<sup>11</sup> Project Documentation; FGDs RUNOs.

<sup>12</sup> KIIs Govt, RUNOs, Project documentation

<sup>13</sup> KIIs RUNOs, UN.

<sup>14</sup> Project Documentation; KIIs RUNOs, WCSO Questionnaire (self-assessed engagement)

<sup>15</sup> KIIs and FGDs - WCSOs, LSG representatives, WCSO Questionnaire (self-assessed engagement); Project documentation including UN Women IP Final Narrative Report (Feb 2025).

project tools and approaches.<sup>16</sup> Local government representatives similarly expressed that the project's thematic focus and tools aligned with institutional priorities around inclusive development, disaster response, and community trust-building.<sup>17</sup> Community stakeholders across different project sites noted that this was among the first initiatives they had encountered that sought to engage them at the intersection of gender equality, climate vulnerability and community-level conflict dynamics, as they understood them.<sup>18</sup>

41. In summary, the project was highly relevant in concept and direction, with strong alignment to national frameworks and stakeholder priorities. While early design-stage gaps in strategic clarity and inclusion were evident, these were progressively addressed through participatory co-design and adaptive implementation.<sup>19</sup>

**Finding 2: The project was grounded in inclusive principles and made meaningful efforts to engage national and regional stakeholders and underrepresented groups. However, the depth and consistency of consultation during the design stage varied across actors and locations, and the project missed opportunities for systematic integration of LNOB priorities.**

42. Government stakeholders confirmed the project's relevance, but several national institutions were brought into substantive discussions only after funding had been approved.<sup>20</sup> Initial engagement with local government actors (Batken Governor's Office, district officials, and LSGs) was supported by formal communication and their involvement expanded during implementation.<sup>21</sup> While stakeholders agreed the project aligned with subnational development priorities, some noted that earlier consultation could have helped refine targeting.<sup>22</sup>
43. Project documentation, including lists of consultation participants and field reports, indicates a concerted effort to engage diverse stakeholders, including women from minority backgrounds and rural communities. However, perceptions gathered during the evaluation suggest that some rights-holders, particularly current local officials and underrepresented groups, did not recall being consulted, pointing to gaps in continuity or depth of engagement over time.
44. The main mechanism for inclusive design was the set of visioning workshops, held early in the project cycle, which engaged over 100 women's civil society organisations (WCSOs), including informal and rural groups. These forums surfaced local concerns related to climate risks, security, and governance, and were widely appreciated for creating space for grassroots perspectives.<sup>23</sup> Project documentation, including participant lists and consultation summaries, confirms a genuine intent to engage diverse stakeholder groups.<sup>24</sup>

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<sup>16</sup> FGD WCSOs, Small Grants Beneficiaries, WCSO Endline Report (triangulated findings across 45 groups), FAO IP Final Report (WCSO Extension Services); Project Progress Report October 2024.

<sup>17</sup> ; KIIs/FGDs with local government stakeholders including representatives of LSGs, local government district officials.

<sup>18</sup> FGD LSGs; WCSO Endline Report (triangulated findings across 45 groups/organisations); FAO IP Final Report (WCSO Extension Services).

<sup>19</sup> FGD RUNOs, KII RUNOs, KIIs and FGDs WCSOs and small grants beneficiaries.

<sup>20</sup> Such as the Secretariat of the Security Council, the Parliamentary Gender Council, and relevant line ministries (e.g. Agriculture, Emergency Situations); KIIs; FGDs with national level stakeholders.

<sup>21</sup> Peacebuilding GPI workshop outcome May 2024: KIIs/FGDs with local government officials; Outcome harvesting reports (Batken and Leilek); Letter from the authorized representative [Governor's Office] of the President of the Kyrgyz Republic (undated).

<sup>22</sup> Peacebuilding GPI workshop outcome May 2024: KIIs/FGDs with local government officials.

<sup>23</sup> Project Progress Report October 2024 and UN Women IP Final Narrative Report (Feb 2025).; KIIs WCSOs/CSOs.

<sup>24</sup> Project documentation (2022 – 2023), KII and FGDs WCSOs, community participants/beneficiaries, LSGs, KII RUNOs.

45. Despite this, the design phase did not fully capture the perspectives of all groups within the targeted areas. Some current representatives from Tajik communities and LSGs in selected project sites noted they had not been directly consulted during planning and were unclear about the criteria used for site selection. Structural and contextual challenges, such as language barriers, prevailing social norms, ongoing administrative reforms, and staff turnover, likely constrained opportunities for fully inclusive and sustained engagement at the outset.
46. While the project’s framing reflected normative commitments to gender equality, women’s rights, and inclusive governance, the LNOB principle was not explicitly referenced in the project document. Nevertheless, its spirit was present in certain design features, e.g., in the targeting of conflict-affected municipalities; outreach to rural and minority women; and an emphasis on inclusive participation in local development planning.<sup>25</sup> However, the integration of LNOB was not systematic. The design lacked disaggregated baseline data on ethnicity, age, or disability, and the project document did not include explicit strategies for engaging harder-to-reach populations such as young women, ethnic minorities in remote villages, or persons with disabilities. Several of these groups reported they were unaware of the project until implementation had already begun.<sup>26</sup>
47. Feedback on design-stage engagement was mixed. WCSOs generally viewed their involvement positively, especially those that had participated in the visioning workshops or been involved in previous UN-supported programmes.<sup>27</sup> National government actors expressed appreciation for the project’s thematic relevance, but some noted that earlier strategic engagement could have enhanced contextual alignment and sustainability prospects.<sup>28</sup> Some local authority representatives felt they were more involved as implementers than as co-designers.<sup>29</sup>
48. Although many of these design-stage gaps were addressed through adaptive and participatory approaches during implementation, a more systematic application of LNOB principles from the outset, such as the use of disaggregated baseline data and clearer strategies for reaching underrepresented groups, might have supported more inclusive targeting and enhanced the project’s ability to track its equity-related outcomes.

**Finding 3: The project was highly responsive to political, legal, and security developments, making practical adjustments to maintain relevance and stakeholder engagement in a dynamic and evolving context.**

49. The project was implemented during a period of change in the regulatory environment for civil society, including proposals for new legal frameworks affecting non-governmental organisations. Several stakeholders reported that these developments created uncertainty for WCSOs operating at the local level, particularly in border regions. In response, project partners facilitated dialogue with civil society actors to explore ways to continue collaboration in line with evolving national regulations and guidance.<sup>30</sup>

<sup>25</sup> FGDs WCSOs and women activists; KII WCSOs, CSOs; FAO IP Final Report (WCSO Extension Services) and Project Progress Report October 2024.

<sup>26</sup> FGDs WCSOs and women activists; LSGs, KII WCSOs, CSOs; FAO IP Final Report (WCSO Extension Services).

<sup>27</sup> KIIs, FGDs with WCSOs; FAO IP Final Report (WCSO Extension Services).

<sup>28</sup> KIIs, FGDs with national government partners; Project Progress Report October 2024; JSC Minutes 2024.

<sup>29</sup> KIIs/FGDs with local government/authority stakeholders.

<sup>30</sup> KII RUNOs; KII National government level stakeholder.

50. The Kadam Lab, a key mechanism within the project’s design, played an important role in supporting WCSOs during this period. According to project partners, it provided a platform for practical peer exchange and discussion on institutional resilience and local engagement strategies.<sup>31</sup> For example, sessions with WCSOs included consideration of how to align their activities with national frameworks, sustain their roles in community development, and adapt institutional structures where necessary.<sup>32</sup>
51. The project’s participatory and decentralised implementation model supported this flexibility. Its emphasis on locally driven planning, co-creation with WCSOs and LSGs, and tailored approaches by region allowed project partners to make context-specific adjustments while preserving continuity of engagement and safeguarding participants.
52. The project also responded to the 2024 administrative-territorial reforms, which led to the restructuring of several municipalities, including two of the originally targeted AOs.<sup>33</sup> Implementing partners confirmed that they adjusted programme delivery by aligning activities with new administrative boundaries, reallocating resources, and maintaining outreach in affected areas. Stakeholders from local government and civil society affirmed that project support remained consistent and responsive during this transition.<sup>34</sup>
53. In areas along the Kyrgyz–Tajik border impacted by the 2022 conflict and subsequent border negotiations, the project remained active and engaged. Project partners and local actors noted that planning processes such as the LSEDPs integrated context-specific risks, and that outreach and grant-making strategies were adjusted to reflect local conditions. Examples included support for inclusive planning sessions, community consultations in areas affected by population movement, and implementation of small-scale initiatives that responded to evolving local priorities.<sup>35</sup>
54. While these adjustments did not involve formal redesigns, they reflected the project’s flexible and locally embedded approach. Its structure enabled project teams and stakeholders to respond constructively to contextual shifts and to maintain relevance across diverse implementation settings.

## 3.2 Coherence

**Finding 4: The project demonstrated strong internal coherence and operational synergies among UN partners, with comparatively lower levels of coherence observed across national coordination platforms and wider UN system engagement.**

55. The project was jointly implemented by UN Women, FAO, and ROI (hereafter referred to as RUNOs)<sup>36</sup>, each contributing distinct technical expertise and mandates to deliver on the project’s objectives. UN Women led on gender equality and peacebuilding, FAO on climate resilience and rural livelihoods, and

<sup>31</sup> KII RUNOs; FGDs/KIIs WCSOs and CSOs; Project documentation including Peacebuilding GPI workshop outcome May 2023

<sup>32</sup> KII RUNOs; FGDs/KIIs WCSOs and CSOs; Project documentation including Peacebuilding GPI workshop outcome May 2023 and UN Women IP Final Narrative Report (Feb 2025).

<sup>33</sup> AO stands for Aiy! Okmotu, which is the local self-government body or municipal authority at the village level in Kyrgyzstan

<sup>34</sup> KIIs LSGs; FGDs with district authorities; Project Progress Report October 2024.

<sup>35</sup> KIIs/FGDs with WCSOs, CSOs, community members and small grant beneficiaries; FAO IP Final Report (WCSO Extension Services).

<sup>36</sup> In the context of the UN Peacebuilding Fund, RUNO refers to Recipient United Nations Organization and NUNO to Non-United Nations Organization. For this project, UN Women and FAO are RUNOs and the Roza Otunbaeva Initiative (ROI) is a NUNO. For simplicity, to preserve the joint-project spirit, and to help maintain the confidentiality of key informant interviews, this report uses the term ‘RUNOs’ collectively to refer to all three implementing partners (UN Women, FAO, and ROI), rather than repeating RUNO/NUNO throughout.

ROI on capacity building and leadership development at the local level.<sup>37</sup> KIIs with RUNO staff and implementing partners consistently emphasized the value of these complementary roles.<sup>38</sup> Collaboration was supported by regular coordination meetings, a shared results framework, joint workplan, and a low turnover of technical staff, which helped sustain institutional memory and cohesion across components.<sup>39</sup>

56. The evaluation found strong internal coherence between the project design and the core mandates and strategic priorities of the implementing agencies.<sup>40</sup> Project outcomes align with the UNSDCF 2023–2027, particularly Outcome 4, which calls for *inclusive and accountable governance for people-centered services and social cohesion*.<sup>41</sup> However, evidence of broader UN system engagement beyond the RUNOs was comparatively limited. For example, UNSDCF Results Groups and national coordination mechanisms intended to ensure joint oversight and coherence between the UN and government, particularly the Joint Steering Committee (JSC), were not fully utilised during implementation.<sup>42</sup> While the RUNOs participated in other coordination meetings with development partners in the south of Kyrgyzstan, these did not appear directly linked to UNSDCF mechanisms.<sup>43</sup>
57. The JSC, established as the primary governance and decision-making platform for Peacebuilding Fund projects in Kyrgyzstan, convened only once during the project cycle, in June 2024.<sup>44</sup> While the GPI project was presented at this meeting, the discussion focused largely on pipeline proposals and did not facilitate structured follow-up on implementation progress, shared risks, or lessons learned.<sup>45</sup> Government representatives used the opportunity to call for clearer and more coherent presentation of project interventions, including their alignment with national strategies and other donor-funded efforts.<sup>46</sup> Although the JSC Co-Chairs highlighted the importance of the platform for collective engagement, the limited frequency of meetings and the absence of a proactive steering role curtailed its value as a space for strategic dialogue, accountability, and cross-agency learning between the UN and government.<sup>47</sup>

**Finding 5: The project established strong collaborative structures at the local level, fostering coherence among WCSOs, local governments, and community actors. However, efforts to embed coordination, policy uptake, and replication at the national level were not fully realised.**

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<sup>37</sup> UNW IP Final Report, FAO IP Final Report\_ Extension Services; KII with RUNOs; FGD implementing partners; KII national partners.

<sup>38</sup> KII RUNOs; FGD with implementing partners.

<sup>39</sup> Project documentation including GPI MEL plan 20230726, Power Point Presentation on progress results for a meeting with PBF, Peacebuilding GPI program team workshop outcome May 2024, GPI coordination correspondence/emails; KII RUNOs; KII PBF Secretariat.

<sup>40</sup> UN Women Strategic Plan 2022-2025, FAO's Country Programming Framework for the Kyrgyz Republic for the period 2023-2027, ROI's Strategic Development Plan for the period 2023-2025 ;; Peacebuilding GPI Workshop; KII with RUNOs.

<sup>41</sup> UNSDCF 2023-2027, UNW IP Final Narrative Report 202502, PBF Progress Reports (i.e PBF June 2024 Project Progress Report\_15.06.2024\_UPD); KII with RUNOs.

<sup>42</sup> Minutes of the Joint Steering Committee Meeting – Peacebuilding Fund Projects, 20 June 2024; GPI Progress Report – October 2024; KIIs UN staff.

<sup>43</sup> Minutes from the coordination meeting with development partners in the South of Kyrgyzstan.

<sup>44</sup> Minutes of the Joint Steering Committee Meeting – Peacebuilding Fund Projects, 20 June 2024.

<sup>45</sup> Ibid.

<sup>46</sup> Ibid.

<sup>47</sup> Minutes of the Joint Steering Committee Meeting – Peacebuilding Fund Projects, 20 June 2024; GPI Progress Report – October 2024; KIIs UN staff.

58. At the sub-national level, the project promoted joint planning and coordination through mechanisms such as speed dating consultations, district-level dialogues, and Kadam Lab.<sup>48</sup> These facilitated collaboration between WCSOs, local authorities, and community initiative groups, contributing to more inclusive decision-making and trust building.<sup>49</sup> Key informant interviews with WCSO leaders and local officials confirmed that small grant initiatives acted as practical entry points for aligning duty bearers' and rights-holders' priorities and strengthening local governance.<sup>50</sup>
59. These platforms also supported the inclusion of underrepresented groups. Rural youth, ethnic minority women, and community leaders were engaged through Kadam Lab and participatory planning platforms.<sup>51</sup> This reflects the comparative advantage of each RUNO: UN Women's partnerships with WCSOs enabled gender-responsive outreach; FAO's role extended engagement to climate-affected rural communities; and ROI contributed expertise in inclusive civic mobilisation.<sup>52</sup> Several small grant recipients explicitly targeted youth or ethnic community groups, though engagement of women with disabilities was more limited and not systematically monitored.<sup>53</sup> While meaningful efforts were made to promote inclusion at the community level, the absence of a structured, intersectional inclusion strategy and lack of disaggregated monitoring data constrained opportunities for broader learning and policy influence.<sup>54</sup>
60. Successful local coordination models were only partially replicated at the national level. The project did not systematically engage national platforms to ensure ongoing cross-agency learning, joint advocacy, or policy influence.<sup>55</sup> For instance, while the project supported events such as the National Dialogue on UNSCR 1325 and regional forums through the Central Asia Women Leaders' Caucus, it was not formally linked to implementation of the 2022–2024 National Action Plan on UNSCR 1325, which sets out a coordinated national framework for advancing women's roles in peace and security.<sup>56</sup> This limited coherence at the policy level may affect the sustainability and scale-up of the project's results.
61. Despite local-level alignment, mechanisms for replication and institutional learning across the country remained ad hoc.<sup>57</sup> While Kadam Lab fostered valuable peer learning among WCSOs, the evaluation found no formal pathways to extend this network's influence or integrate its practices into national strategies, even though it generated outcome-level results at the WCSO (organizational) level (see Finding 14).<sup>58</sup> Although the project participated annually in broader peacebuilding platforms, such as Yntymak/Peace Week, strengthening coherence at the national level will require closer coordination

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<sup>48</sup> UNW IP Final Narrative Report 202502, PBF GPI Consolidated Outcome Harvesting report; KII local government; KII WCSO; KIIs RUNOs.

<sup>49</sup> PBF GPI Consolidated Outcome Harvesting report; FGD with WCSOs; MSC Stories.

<sup>50</sup> KII with implementing partners; KII with WCSO.

<sup>51</sup> Batken district outcome harvesting report (April 2024); Outputs Indicators Review (April 2024); Leilek district outcome harvesting report (April 2024); Peacebuilding GPI Workshop Outcome – May 2024; FGD Project IPs; MSC Stories.

<sup>52</sup> WCSO Questionnaire Endline Study (2025); Analysis Report of the WCSO Survey; FAO IP Final Report\_Extension Services; MSC Stories); KIIs RUNOs; FGDs Local Government Officials; KII WCSO and CSO; KII RUNOs; FGD Project IPs; Peacebuilding GPI Workshop Outcome – May 2024; KII PBF; Batken district outcome harvesting report (April 2024).

<sup>53</sup> MSC Stories; FGD Community Participants; FGDs Community Participants and Beneficiaries; KII LSG; Outputs Indicators Review (April 2024); GPI MEL Plan 20230726; FGD Project IPs; Batken district outcome harvesting report (April 2024).

<sup>54</sup> Outputs Indicators Review (April 2024); FGD Project IPs; FGD National Government Stakeholders.

<sup>55</sup> KII UN staff member; National Government.

<sup>56</sup> NAP 1325 for 2022-2024, National Dialogue in Parliament 2025 report, CAWLC report 2024.

<sup>57</sup> MEL documentation, learning document KADAM lab; KII national partners; RUNOs.

<sup>58</sup> Learning document KADAM Lab; FGD Kadam Lab participants; KII 1325 experts.

with key line ministries (Ministry of Labor, Social Security and Migration, and the Ministry of Internal Affairs).<sup>59</sup>

62. The project sought to embed its work in national frameworks, including the Batken Regional Development Plan, the 2035 Gender Development Strategy, and the 2022 - 2024 NAP on UNSCR 1325, and piloted WPS-linked climate measures such as the Green Heritage initiative.<sup>60</sup> Nevertheless, KIIs revealed that coordination with other ongoing programmes in Batken and Osh (e.g., WFP climate-resilience projects and activities led by the Agency for Reconstruction and Community Investment) was mostly informal.<sup>61</sup> Some stakeholders involved in related WPS initiatives noted that they became aware of parallel PBF-funded activities only midway through implementation, which at times created uncertainty regarding attribution and visibility. Site visit observations similarly suggested that overlapping activities were not always clearly delineated to local actors. Taken together, these cases highlight the need for clearer mapping of related initiatives, transparent donor-visibility protocols, and routine updates through national or UNCT coordination platforms to prevent duplication and enhance synergies.<sup>62</sup>

### 3.3 Effectiveness

**Finding 6: The project strengthened WCSOs' and informal groups' capacities to plan, engage, and lead local gender–climate–peacebuilding initiatives, though this only partially translated into sustained change at the national level.**

63. Under Outcome 1, the project demonstrated substantial progress towards its intended objectives, with two of three outcome indicators achieved or mostly achieved (see Table 1. below). WCSOs reporting increased participation in the WPS agenda rose from 4 to 14 (target: 15), and contribution grew from 4 to 18 (target: 10).<sup>63</sup> Confidence among women in local institutions' ability to prevent and address conflict increased from 62.5% to 75.1%, a 13% point gain toward the targeted 20% increase.<sup>64</sup>
64. The project enhanced WCSO engagement and contributed to more inclusive local governance; however, national-level institutional change remained limited. Outcome harvesting was introduced to capture higher-level effects - such as increased awareness, empowerment, social cohesion, and climate adaptation – but clear attribution to national-level outcomes was lacking.<sup>65</sup> MSC stories suggest national engagement was participatory but yielded limited institutional change for sustaining impact.<sup>66</sup> This was largely due to the project's local focus, short duration, and the absence of formal mechanisms for scaling or institutionalization. National-level institutional change was limited to early signs of WCSO engagement in policy dialogue, including the National Dialogue on UNSCR 1325, the Central Asia Women Leaders' Caucus, and draft NAP 1325 (2025–2027) discussions. These contributions align with

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<sup>59</sup> Yntymak Week Agenda, YW Gender Day Presentation for partners, YW 2024 report, Reflection meeting October 14.

<sup>60</sup> KII local government; FGD with WCSOs.

<sup>61</sup> KIIs RUNOs; KII local government.

<sup>62</sup> KII international donor; evaluation team observations during site visits.

<sup>63</sup> GPI PBF Progress Report May 2025, WCSOs survey results 20250626.

<sup>64</sup> GPI PBF Progress Report May 2025, PBF GPI Endline community perception survey 202505

<sup>65</sup> Project Document, Batken district outcome harvesting report, Leilek district outcome harvesting report, PBF GPI consolidated outcome harvesting report, UNW IP final report; KIIs with RUNOs; KIIs with national partners.

<sup>66</sup> FGD WCSOs; KIIs RUNOs; national partners; FGDs with LSGs; FGDs community activists and leaders of initiative groups.

the project’s Results Framework indicators on WCSO participation in WPS processes, but they did not yet translate into formal policy uptake or lasting coordination mechanisms. To achieve stronger national impact, future initiatives should focus on replicating successful local models and formally handing them over to national institutions. Linking approaches such as inclusive LSEDPs, Kadam Lab, and WCSO-led climate adaptation pilots to national policy processes and frameworks would help sustain and scale their benefits.

**Table 1: Achievements – Outcome 1**

Indicator	Baseline	Target	Endline	Status
Outcome Indicator 1a # of WCSOs in local and national level indicating increased level of participation in WPS agenda.	4 <sup>67</sup>	15	14 <sup>68</sup>	Mostly achieved
Outcome Indicator 1.b # of WCSOs in local and national level indicating increased level of contributing to the WPS agenda.	4 <sup>69</sup>	10	18 <sup>70</sup>	Achieved
Outcome indicator 1.c % increase of women in the target localities who are confident in the performance of formal and informal local institutions in preventing and mitigating conflicts (disaggregated by gender, age, host/displaced, livelihood category).	62.5% <sup>71</sup>	20%	13% (75.1%) <sup>72</sup>	Partially achieved

65. At the output level, most targets were met. Under Output 1.1, four of six output indicators fully achieved or mostly achieved and partially achieved (see Table 2 below). The project supported the institutional strengthening of 19 WCSOs<sup>73</sup>, including 12 Kadam Lab<sup>74</sup> participants with six of them based in Batken province.<sup>75</sup> A total of 12 WCSOs reported improvements in institutional functioning, increased confidence, more frequent engagement with local authorities, and extended partnerships with mainstream CSOs – partially and mostly achieving its targets under respective Output Indicators 1.1.2 and 1.1.4.<sup>76</sup> The inclusive approach, which engage both formally registered WCSOs and informal initiative and community-based groups, enhanced local relevance but made assessment of results against the originally planned institutional-level outcomes more challenging.<sup>77</sup>
66. WCSOs partnered with local municipalities to implement 62 small-grant initiatives addressing the gender–climate–security nexus, including the establishment of women-led resource centers, promotion of climate-smart techniques, economic empowerment activities, and community events promoting social cohesion.<sup>78</sup> While locally relevant and participatory, most interventions remained small in scale and somewhat fragmented, limiting their potential to drive systemic or sustained change. Only a few

<sup>67</sup> This indicator was marked as “TBD” in the original project document. Baseline data was established during implementation in November 2023 at the time of donor reporting, based on formalized partnerships by that time with Search For Common Ground, Civic Platform, Camp-Alatoo as implementing partners and Roza Otunbaeva Initiative as one of the RUNOs.

<sup>68</sup> GPI PBF Progress Report May 2025, WCSOs survey results 20250626.

<sup>69</sup> This indicator was marked as “TBD” in the original project document. Baseline data was established during implementation in November 2023 at the time of donor reporting, based on formalized partnerships by that time with Search For Common Ground, Civic Platform, Camp-Alatoo as implementing partners and Roza Otunbaeva Initiative as one of the RUNOs.

<sup>70</sup> GPI PBF Progress Report May 2025, WCSOs survey results 20250626.

<sup>71</sup> This indicator was marked as “TBD” in the original project document. Baseline data was established during implementation in November 2023, based on the results of the PBF GPI Baseline community perception survey [Baseline Project Report on Speed Dating].

<sup>72</sup> GPI PBF Progress Report May 2025, PBF GPI Endline community perception survey 202505

<sup>73</sup> For the purpose of this report, WCSOs refers to both formally registered women’s civil society organizations and informal initiative groups, self-help groups, and community-based organizations.

<sup>74</sup> Kadam lab was a capacity-strengthening initiative implemented by Search for Common Ground to support 12 women’s and youth CSOs in Southern Kyrgyzstan through mentorship, training, and peer learning on gender, climate, and peacebuilding.

<sup>75</sup> UNW IP final report; Learning Document KADAM Lab; FGD WCSOs.

<sup>76</sup> UNW IP final report, Batken district outcome harvesting report, Leilek district outcome harvesting report, UNW IP final report; FGDs Kadam Lab participants; FGDs WCSOs; FGD with leaders of initiative groups.

<sup>77</sup> UNW IP final report; KII with RUNOs; project document.

<sup>78</sup> UNW IP final report, Small Grants Presentation, GPI PBF Progress Report 2024; FGD with WCSOs, KII with RUNOs.

initiatives directly addressed specific conflict drivers, typically those that combined climate adaptation with practical, livelihood-focused benefits, such as improved water access or agricultural cooperation.<sup>79</sup> The project’s peacebuilding framing focused on social cohesion enhanced local engagement. A more strategic approach to integrating specific conflict drivers may have yielded stronger synergy across gender, climate, and peace dimensions (further explored in Finding 8).

Table 2: Achievements – Output 1.1

Indicator	Baseline	Target	Endline	Status
Output Indicator 1.1.1.a A tool created to undertake organizational capacity assessment of WCSOs in peacebuilding.	0	1	1 <sup>80</sup>	Achieved
Output Indicator 1.1.1.b A Methodology created to undertake a mapping of a broader range of actors at the local and national levels.	0	1	1 <sup>81</sup>	Achieved
Output Indicator 1.1.2 # WCSOs representatives report increased institutional capacities on management, partnerships and analytical skills and knowledge (disaggregated by sex and age).	0	19	12 <sup>82</sup>	Partially achieved
Output Indicator 1.1.3 One strategic vision document around the interlinkages of gender, climate, peace and security developed.	0	1	1 <sup>83</sup>	Achieved
Output Indicator 1.1.4 # of partnerships established between target WCSOs and mainstream CSOs.	0	8	7 <sup>84</sup>	Mostly achieved
Output Indicator 1.1.5 # scenarios created based on new generated data on gender, climate, peace and security to define effective means to address climate-related security risks and sustain peace.	0	3	3 <sup>85</sup>	Achieved

67. Under Output 1.2, the project met three of four indicators (see Table 3 below), with one partially achieved. Seven local socio-economic development plans integrated gender and climate-security considerations (target: five), and two mechanisms for WCSO engagement were created. Additionally, 66.7% of WCSO representatives reported confidence in inclusive and responsive local decision-making. A total of 32.5% of government authorities reported increased knowledge on WPS and triple nexus, falling short of the 50% target.
68. The project strengthened LSGs capacities to collaborate with WCSOs and to incorporate gender, climate, and peace issues into planning, with almost third of LSG participants reporting increased skills and knowledge on the triple nexus and WPS localization.<sup>86</sup> Interviewed LSGs reported improved understanding of participatory planning, and the preparation of local socio-economic development plans,<sup>87</sup> with right holders noting greater trust in local authorities, driven by more inclusive planning processes and perceived ownership of local development priorities.<sup>88</sup>

<sup>79</sup> FGD WCSOs; KII with leader of the small grant initiative; KII PBF Secretariat.

<sup>80</sup> GPI PBF Progress Report May 2025, Methodology for Conducting a Rapid Assessment of Organizations [Annex 2. Методология проведения экспресс-оценки организаций].

<sup>81</sup> GPI PBF Progress Report May 2025, SDGs partnership manual localized: document and learning course that will be introduced as obligatory for LSG staff, Learning Course, Order on introduction of the course in AofMuPKR.

<sup>82</sup> GPI PBF Progress Report May 2025, Kadam Survey tool, Kadam Assessment Report; note that pre/post survey results were not made available to the evaluation team at the time of report writing.

<sup>83</sup> GPI PBF Progress Report May 2025, GPI workshop report on vision development [GPI ОТЧЕТ О СЕМИНАРЕ по разработке видения].

<sup>84</sup> GPI PBF Progress Report May 2025, UNW IP final report.

<sup>85</sup> Climate risk assessment report, SIMEX report, Visioning Workshop Annex 4.

<sup>86</sup> UNW IP final report, GPI Progress Report to PBF 2024, Project Document.

<sup>87</sup> UNW IP final report; FGDs with LSGs; KIIs LSGs; RUNOs.

<sup>88</sup> UNW IP final report; FGDs with WCSOs; KII national partners; FGD LSGs.

69. Several stakeholders referenced SDGs and UNSCR 1325 as relevant to the project’s objectives, and several local plans reflected these frameworks.<sup>89</sup> Three of the seven reviewed plans—Toguz-Bulak, Ken-Talaa, and Tort-Gul Aiyl Aimaks—explicitly reference UNSCR 1325. Survey findings suggest that WCSOs showed growing influence in local WPS processes, with periodic engagement in national mechanisms.<sup>90</sup> However, national-level influence remains inconsistent and non-systematic.<sup>91</sup>

Table 3: Achievements – Output 1.2

Indicator	Baseline	Target	Endline	Status
Output Indicator 1.2.1 # of local socio-economic development plans that integrate gender and climate-security considerations including costing.	0	5	7 <sup>92</sup> [9 <sup>93</sup> ]	Achieved
Output indicator 1.2.2 # mechanism and procedures created and tested to engage WCSOs at local and national levels on gender, climate, peace and security.	0 <sup>94</sup>	2	2 <sup>95</sup>	Achieved
Output indicator 1.2.3 % of the government authorities in the target localities report increased skills and knowledge on localization of WPS agenda and gender, climate, peace and security (disaggregated by sex and age).	0	50%	32.5% <sup>96</sup>	Partially achieved
Output indicator 1.2.4 % of the targeted WCSOs representatives who report confidence that local decision-making is inclusive and responsive around gender, climate, peace and security (disaggregated by sex and age).	0 <sup>97</sup>	50%	66.7% <sup>98</sup>	Achieved

70. Under Output 1.3, the project achieved all five indicators, demonstrating strong results in promoting WCSO-led action on gender, climate, peace, and security (see Table 4 below). It implemented ten action plans, piloted ten local initiatives, tested ten climate-smart technologies, and conducted ten awareness campaigns.<sup>99</sup> Additionally, 15 external partners—including representatives from academia, media, and the private sector—collaborated with WCSOs to advance the peace and climate agenda.<sup>100</sup>

71. Through 62 small-grant initiatives, WCSOs and LSGs strengthened collaboration and revealed early signs of localized systems change.<sup>101</sup> FGDs and MSC stories from the implementation period indicated that the initiatives raised the visibility of women leaders and introduced new civic spaces, some of which may be contributing to longer-term governance changes (see Finding 12).<sup>102</sup> While a few pilot projects demonstrated strong potential for replication—most interventions remained small in scale and limited in reach.<sup>103</sup> Delays in grant disbursement undermined the timely implementation of some initiatives and

<sup>89</sup> NAP 1325 resolution and local initiative assessment, local socio-economic development plans; KII local government official; RUNO.

<sup>90</sup> WCSOs survey results 20250626 ENG.

<sup>91</sup> NAP 1325 of the Kyrgyz Republic, Presentation of 1325 NAP monitoring results; KII with experts on 1325; KII with national partners.

<sup>92</sup> Project documentation including all 7 local socio-economic development plans.

<sup>93</sup> Nine local socio-economic development plans reflecting triple nexus priorities were developed and later adapted following the consolidation of localities from nine to seven due to administrative reforms.

<sup>94</sup> This indicator was marked as “TBD” in the original project document. Baseline data was established during implementation in November 2023, based on RUNOs assumption that work with WCSOs on triple nexus is a new area in the country.

<sup>95</sup> GPI PBF Progress Report May 2025, Learning document on speed dating and design thinking [Юлия Annex 22. SD.DT Learning document final], National Dialogue in Parliament 2025 report RUS.

<sup>96</sup> PBF GPI Endline capacity development survey 20250804.

<sup>97</sup> This indicator was marked as “TBD” in the original project document. Baseline data was established during implementation in November 2023, based on RUNOs’ assumption that work with WCSOs on triple nexus is new.

<sup>98</sup> GPI Progress Report to PBF 2024, WCSOs survey results 20250626 ENG.

<sup>99</sup> GPI Progress Report to PBF 2024, UNW and ROI grants presentation, FAO brief papers for UN Women.

<sup>100</sup> GPI Progress Report to PBF 2024.

<sup>101</sup> UNW IP final report, PBF GPI consolidated outcome harvesting report; FGDs WCSOs; LSGs; KIIs RUNOs; national partners.

<sup>102</sup> PBF GPI consolidated outcome harvesting report; KII with national partner; KII UN personnel.

<sup>103</sup> UNW IP final report, report on construction of artificial glaciers by FAO; KII national partner.

temporarily affected momentum.<sup>104</sup> Stakeholders emphasized the importance of sustained investment to consolidate emerging outcomes and enable future scaling of promising models.<sup>105</sup>

**Table 4: Achievements – Output 1.3**

Indicator	Baseline	Target	Endline	Status
Output 1.3.1 # of models/action plans for women-led initiatives to test new means to address climate-related security risks around gender, climate, peace and security.	0	10	10 <sup>106</sup>	Achieved
Output Indicator 1.3.2 # of local initiatives by WCSOs conducted through grant mechanisms to test and implement social innovations around gender, climate, peace and security.	0	10	10 <sup>107</sup>	Achieved
Output Indicator 1.3.3 # of local, joint digital and climate-smart agriculture technologies tested and implemented for addressing climate-related security risks.	0	10	10 <sup>108</sup>	Achieved
Output Indicator 1.3.4 # of awareness raising campaigns led by WCSOs in collaboration with government and other actors to increase knowledge on interlinkages of gender, climate, peace and security.	0	10	10 <sup>109</sup>	Achieved
Output indicator 1.3.5 # number of partners external to WPS agenda (academia, media, private sector) collaborating with WCSOs to accelerate Peace Agenda around gender and climate (disaggregated by sex, age, occupation, sector, geographic location).	0 <sup>110</sup>	15	15 <sup>111</sup>	Achieved

**Finding 7: The project generated several positive unintended outcomes and demonstrated adaptive learning; however, the compressed timeline constrained the full realization and institutionalization of some emerging gains.**

72. The project catalysed a range of positive outcomes beyond its original scope, including the election of 44 women project participants to local councils, surpassing the statutory 30 per cent gender quota in all target localities.<sup>112</sup> This reflected early signs of civic confidence, leadership emerging during implementation (further explored in Finding 12), and shifting community attitudes toward women’s participation.<sup>113</sup> Project activities played an enabling role, encouraging women to assume public roles, strengthening their confidence, increasing their visibility within their communities, and building agency among women.<sup>114</sup>
73. Several small grant initiatives had broader than expected impacts, such as the artificial glacier and hydroponics pilots, which showed potential for longer-term economic and resilience dividends.<sup>115</sup> In some cases, these small-scale initiatives yielded catalytic economic benefits, especially in a region with the country’s highest levels of outward migration.<sup>116</sup> One notable example is a 25-year-old

<sup>104</sup> FGDs WCSOs; implementing partners.

<sup>105</sup> KII national partner.

<sup>106</sup> GPI Progress Report to PBF 2024, UNW and ROI grants presentation.

<sup>107</sup> GPI PBF Progress Report May 2025, UNW and ROI grants presentation.

<sup>108</sup> GPI PBF Progress Report May 2025, FAO brief papers for UN Women.

<sup>109</sup> GPI PBF Progress Report May 2025, PBF GPI report on awareness raising initiatives.

<sup>110</sup> This indicator was marked as “TBD” in the original project document. Baseline data was established during implementation in November 2023, based on RUNO’s assumption that triple nexus area is new.

<sup>111</sup> GPI PBF Progress Report May 2025, PBF GPI report on partnerships established.

<sup>112</sup> UNW IP final report; FGDs with WCSOs; FGDs with leaders of initiative groups; FGDs with LSGs; KIIs with national partners.

<sup>113</sup> Ibid; MSCs stories.

<sup>114</sup> PBF GPI outcome harvesting report, UNW IP final report; FGDs WCSOs; initiative group leaders; LSGs; KIIs national partners; MSC stories.

<sup>115</sup> KII with RUNO; leader of initiative group; local government official; FGDs LSGs.

<sup>116</sup> Batken and Leilek district outcome harvesting report; FGDs WCSOs; community activists and beneficiaries; LSGs.

beneficiary who launched a climate-smart strawberry farm and is now exporting to Kazakhstan and Russia - demonstrating a viable alternative to labour migration .<sup>117</sup>

74. Government commitment also exceeded original expectations. While some co-financing was anticipated, local authorities expanded their support by allocating additional land for agriculture, subsidizing irrigation infrastructure, covering utility costs (e.g., for women’s health centers), and providing rent-free venues for civic initiatives.<sup>118</sup> These actions reflect strong local government interest in scaling high-potential models.
75. Alongside positive unintended results, the project highlighted an important lesson related to language accessibility in multi-ethnic communities. In one site, Tajik-speaking participants experienced challenges in accessing training and information due to the primary use of Kyrgyz (and to a lesser extent, Russian), in line with national language norms.<sup>119</sup> This experience underscores the importance of context-specific language planning to ensure that linguistic minorities are fully included in future programming (see Lesson 4 in Lessons Learned).

**Finding 8: Project strategies built early momentum around the gender–climate–security nexus and introduced transformative methods, yet most stakeholders found the triple-nexus concept difficult to grasp and applied it only partially.**

76. The project was intentionally designed to test approaches that integrate gender equality, climate adaptation, and peacebuilding. This framing was reflected in outputs such as the development of a strategic vision document (Output 1.1.3), local development planning, and 62 community-led initiatives addressing intersectional risks (Output 1.3.2). However, for most partners, the triple-nexus framing was new and conceptually complex.<sup>120</sup> While WCSOs and local governments recognized the importance of gender and climate issues, few had experience working across all three dimensions simultaneously.<sup>121</sup> In practice, the themes were often addressed separately or in pairs—particularly gender and climate—with peace and security referenced in more general terms.<sup>122</sup> Despite frequent mention of the “triple nexus,” its holistic application in project design or delivery remained partial.<sup>123</sup>
77. Despite this, project methodologies helped translate abstract concepts into practice. Participatory tools such as speed dating, design thinking, and inclusive consultations were praised by both duty bearers and right holders for their accessibility and inclusiveness.<sup>124</sup> These methods enabled diverse groups, including women, youth, and persons with disabilities, to engage in development planning and co-create solutions with local authorities.<sup>125</sup> WCSO representatives reported improved trust,

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<sup>117</sup> Presentation/booklet of small grants initiatives; KII RUNO.

<sup>118</sup> Leilek district outcome harvesting report; FGD LSGs; WCSOs; KIIs RUNOs.

<sup>119</sup> KIIs members of the Tajik-speaking community and a representative of the women’s council; FGD small grants beneficiaries.

<sup>120</sup> FGDs implementing partners; KII UN personnel; KII PBF Secretariat; RUNO.

<sup>121</sup> Ibid.

<sup>122</sup> PBF GPI consolidated outcome harvest report, Grant mechanism guidelines, Minutes from speed dating consultations; KII with leader of initiative group.

<sup>123</sup> Grant mechanism guidelines, Minutes from speed dating consultations, training materials for various trainings, UNW IP final report.

<sup>124</sup> KIIs RUNOs; national partners; FGDs LSGs; WCSOs; community leaders and beneficiaries; initiative groups; implementing partners.

<sup>125</sup> Ibid.

stronger women’s agency, and more responsive governance processes.<sup>126</sup> In Suu-Bashi AO, for example, these methods were adapted for other purposes, including on domestic violence.<sup>127</sup>

78. Small grants helped operationalize the climate component of the nexus, demonstrating tangible solutions such as climate-smart agriculture and water-saving technologies. However, most initiatives lacked a targeted gender or peace focus making the climate aspect the most visible and understood element of the nexus. This highlights a key learning: while full triple-nexus integration proved challenging, the project successfully piloted practical, nexus-sensitive approaches that offer valuable lessons for future programming (see Lesson 2 and Good Practice 2 in Section IV).
79. The project strengthened women’s roles in local activism, economic participation, and community leadership through small grants, capacity-building, participatory planning, national forums, and the Gender Action Learning System (GALS).<sup>128</sup> While aligned with the ToC, which envisioned WCSOs as key actors in addressing climate-related security risks and advancing gender-responsive peacebuilding solutions, it placed less emphasis on women as strategic actors.<sup>129</sup> That said, WCSOs actively contributed to the localization of the NAP on UNSCR 1325 by participating in implementation dialogues and integrating WPS priorities to local development plans – closing the gap between global normative framework and localization of NAP 1325.<sup>130</sup>

**Finding 9: The project fostered meaningful engagement with WCSOs and LSGs, although broader institutional uptake is more limited.**

80. The project’s participatory model engaged WCSOs, local authorities, and communities as co-creators. WCSOs helped draft local development plans, shaped grant proposals, and sat alongside district officials and residents in speed-dating consultations.<sup>131</sup> Many women’s groups report greater visibility and credibility in local decision-making, while LSG staff note they now draw on community priorities instead of relying on generic, pre-formulated language in socio-economic plans.<sup>132</sup> As shown in the Kyshtut development plan, effective engagement with WCSOs and LSGs led to measures focused on gender equality promotion and adaptation to climate change, including the introduction of organic farming, waste management, and public education campaigns targeting both women and youth.<sup>133</sup>
81. The small-grant mechanism reinforced collaboration by requiring joint applications from initiative groups and local governments, and the Kadam Lab provided a networking space that participants expect to use beyond the project cycle.<sup>134</sup> As a result, stakeholders cite stronger trust, a clearer sense of shared purpose, and new channels for women and youth to influence local agendas.<sup>135</sup>

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<sup>126</sup> KIIs RUNOs; FGDs WCSOs; implementing partners.

<sup>127</sup> KII LSG; FGDs LSGs.

<sup>128</sup> UNW IP final report, PBF GPI consolidated outcome harvest report; FGDs WCSOs; KIIs RUNOs.

<sup>129</sup> PBF GPI consolidated outcome harvest report; KII with leader of initiative group, PBF Secretariat, RUNOs; FGDs WCSOs.

<sup>130</sup> WCSO survey report, UNW IP final report, NAP 1325 resolution and local initiative assessment; KIIs RUNOs; national government partner.

<sup>131</sup> UNW IP narrative report, PBF GPI Progress Reports; KII RUNOs; FGD WCSOs; local authorities.

<sup>132</sup> UNW IP narrative report, WCSO survey results, PBF GPI Consolidated Outcome Harvesting report; FGDs WCSOs, LSGs; KIIs RUNOs, project implementing partners; national partners.

<sup>133</sup> Local Socio-Economic Development Plan – Kyshtut AO [Копия Кыштут ПСЭР план].

<sup>134</sup> UNW IP narrative report, SFCG Assessment Report on the Laboratory Kadam initiative; KII Kadam lab participants; KII 1325 experts.

<sup>135</sup> FGD community beneficiaries, WCSOs.

82. Institutional uptake, however, is still partial. There are no formal mechanisms to replicate successful models, and developed LSG training programs lack coverage of the gender-climate-security nexus.<sup>136</sup> While representatives from LSGs and WCSOs expressed their intention to continue using consultative mechanisms in local development planning, there are currently no formal mechanisms or policy frameworks at the local or national level to support their institutionalization.<sup>137</sup>
83. National forums as the annual National Dialogue of Women Leaders in Parliament, “Yntymak” Friendship Weeks, and the Central Asia Women Leaders’ Caucus, raised WPS issues and linked resource management to climate risk. While these forums contributed to national awareness and agenda-setting, practical pathways for embedding these discussions into both local and national policy and budgeting processes remain underdeveloped at time of project closure.

### 3.4 Efficiency

**Finding 10: While the project experienced initial delays linked to internal and external factors, it ultimately delivered its resources and activities in a timely and adaptive manner, with gender-responsive allocation supported by a strategically used no-cost extension.**

84. The project’s implementation faced early delays due to both internal and external factors including administrative-territorial reform, local elections, staffing transitions, and procurement bottlenecks.<sup>138</sup> These factors prompted a request for a six-month no-cost extension (NCE) with a new proposed end date of 19 August 2025, endorsed by the PBF Secretariat to ensure sufficient time for grant completion, MEL consolidation, and outcome harvesting.<sup>139</sup> The NCE was used strategically to finalise grant implementation and strengthen local sustainability, without altering the overall scope or budget.<sup>140</sup>
85. Financial management was broadly effective by the second year of implementation, following an initially slow disbursement phase that necessitated adjustments in scheduling and coordination.<sup>141</sup> By mid-2023, only 4.95% of the total \$1.35M project budget had been expended (UN Women: 3.56%; FAO: 7.73%).<sup>142</sup> However, by late 2023, approximately 41% of the combined budget had been delivered, reaching beneficiaries across Batken, Leilek, and adjacent areas.<sup>143</sup> The remaining funds were primarily allocated to ongoing grants, endline assessments, and final capacity-building activities.<sup>144</sup> As of June 2025, budget execution reached over 95%, with WCSO-related outputs consistently prioritised across UN Women and ROI budget lines.<sup>145</sup>

<sup>136</sup> UNW IP final report, PBF GPI Progress Report May 2025; KII RUNO, national government official.

<sup>137</sup> FGDs local authorities, WCSOs; KII RUNOs; KII national partners.

<sup>138</sup> Leilek district outcome harvesting; PBF Project Annual Report (Nov 2023); Peacebuilding Fund Project Progress Report (June 2023); project financial data; FGD Project IPs – 9 June PM; KII RUNOs.

<sup>139</sup> GPI October 2024 Progress Report; June 2025 Project Progress Report; Internal coordination emails between RUNOs/PBF Secretariat; FGDs project implementing partners; KII RUNOs.

<sup>140</sup> UN Women FAO ROI NCE Prodoc-signed; June 2025 Project Progress Report; October 2024 Progress Report

<sup>141</sup> Peacebuilding Fund Project Progress Report\_14.06.23; PBF Project Annual Report November 2023; PBF June 2025 Project Progress Report; project financial data.

<sup>142</sup> Peacebuilding Fund Project Progress Report (Update May 2023); Financial Report\_GPI\_UNW\_FAO\_ROI\_14.06.2023\_final.

<sup>143</sup> PBF Project Annual Report November 2023; Financial Report\_GPI\_UNW\_FAO\_November\_2023.

<sup>144</sup> PBF June 2025 Project Progress Report; Financial Report\_GPI\_UNW\_FAO\_ROI\_15.06.24.

<sup>145</sup> June 2025 financial report (Financial report\_UNW\_FAO\_ROI\_pbf\_110625); KII RUNOs; FGD project implementing partners.

86. As a PBF Gender Promotion Initiative (GPI), the project was explicitly gender-responsive in its resource allocation. It received a UN PBF gender marker score of 3, with 98% of the total budget contributing to gender equality and women's empowerment as of June 2025.<sup>146</sup> The Project Document specified that approximately 50% of the total budget would be channelled through women civil society organisations (WCSOs), including direct funding of \$400,000 from UN Women and implementation responsibility assigned to ROI. While final reporting does not disaggregate WCSO-managed expenditure, project documentation confirms that nearly all small grants were allocated to women-led CSOs, with ROI itself functioning as a WCSO recipient.<sup>147</sup> Small grants prioritised women-led CSOs, particularly from marginalised groups, and supported initiatives on climate adaptation, social cohesion, and peace advocacy.<sup>148</sup> The grant design also included simplified entry-level options for grassroots and unregistered groups, increasing accessibility and reducing barriers.<sup>149</sup>
87. While grant and MEL functions required substantial staff time and coordination, the project adapted well, providing mentorship to less experienced CSOs, adjusting procurement approaches to local contexts, and coordinating joint training and learning sessions to improve delivery efficiency.<sup>150</sup> Strong coordination with local authorities and in-kind contributions from AOs further enhanced value for money.<sup>151</sup>

**Finding 11: Project delivery was supported by clearly defined leadership roles, adaptive management, and inter-agency coordination systems that responded flexibly to contextual challenges.**

88. The project's operational arrangements were a key enabler of efficiency. The tripartite structure, with UN Women as convenor and grants lead, FAO managing agricultural components, and ROI leading social mobilization processes, allowed for task specialisation while maintaining cohesion through shared MEL and planning systems.<sup>152</sup>
89. Coordination was underpinned by regular meetings, joint reviews, and clear governance structures.<sup>153</sup> At the local level, memoranda of understanding with AOs (e.g. Kara-Bulak, Leilek) enabled access to venues, support for mobilisation, and alignment with municipal development plans, reducing costs and increasing ownership.<sup>154</sup>
90. Operational systems, including a unified MEL Plan, were largely implemented as planned.<sup>155</sup> While the original MEL approach outlined in the Project Document included results-based monitoring and learning systems, subsequent implementation revealed key limitations in the Results Framework.

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<sup>146</sup> Project Document; PBF June 2025 Project Progress Report\_KOBO\_FINAL\_15\_06\_25; June 2025 financial report (financial report\_UNW\_FAO\_ROI\_pbf\_110625)

<sup>147</sup> Peacebuilding GPI workshop outcome May 2024 DK; PBF Project Annual Report November 2023; FGD project implementing partners; KII RUNOs.

<sup>148</sup> Peacebuilding GPI workshop outcome May 2024 DK.docx; GPI Progress Report October 2024; Batken Outcome Harvesting Report (April 2025), documentation outlining small grants selection criteria; FGD 1325 Experts; KII RUNOs; KII WCSO and CSO.

<sup>149</sup> Batken district outcome harvesting 20250401.docx; KII RUNOs; KII LSG; FGD Project Beneficiaries (Sumbula).

<sup>150</sup> Peacebuilding GPI workshop outcome May 2024 DK; Peacebuilding Fund Project Progress Report (Update May 2023); Batken district outcome harvesting 20250401; KII RUNOs.

<sup>151</sup> PBF Project Annual Report November 2023; Project Document; KII LSGs (two AOs); FGD Small Grants Beneficiaries (Suu-Bushi).

<sup>152</sup> Project Document; GPI outcome plan Jan-Mar 2024\_UNW\_FAO\_ROI\_SFCG\_CP\_CampA-T\_experts; KII RUNOs; KII UN staff.

<sup>153</sup> Project documentation including Inter Office Memo PBF GPI evaluation; Peacebuilding GPI workshop outcome May 2024 DK (May retreat); KII RUNOs.

<sup>154</sup> Memorandum of Understanding with AO – Kara-Bulak; Memorandum of Understanding with AO – Leilek; FAO Initiatives.xlsx and Accompanying Documentation; FGD with LSG Heads; KII LSG Leilek AO

<sup>155</sup> GPI MEL plan 20230726; Peacebuilding Fund Project Progress Report\_14.06.23; PBF Project Annual Report – November 2023; KII RUNO, PBF.

These included insufficiently articulated outcome-level indicators, inadequate baseline data, and a narrow focus on WCSO outputs, failing to fully capture the higher-order changes and cross-cutting results envisioned in the ToC, particularly in relation to climate security and social cohesion (see Findings 1, 6).<sup>156</sup> In response, and with active technical support from the PBF M&E Specialist based in Bishkek, the project team adopted a more adaptive MEL approach. This included the integration of outcome harvesting methods to surface and verify unintended and non-linear changes that were otherwise invisible in the Results Framework.<sup>157</sup> This pivot was instrumental in strengthening results verification and learning, and enabled better alignment between project-level learning and strategic outcomes.<sup>158</sup>

91. These systems enabled adaptive management, particularly during key disruptions. Activity sequencing was adjusted to accommodate elections, field staff were reallocated to support delayed districts, and data collection was harmonised across agencies.<sup>159</sup> Budget flexibility allowed for resource reprogramming in response to community feedback and procurement delays.<sup>160</sup>
92. Early delays that compromised efficient delivery were acknowledged, particularly during 2023, but mitigation strategies were consistently applied.<sup>161</sup> These included staggered disbursement, redistribution of technical assistance, and expanded mentoring for WCSOs.<sup>162</sup> Project progress reports and coordination meeting minutes reflect a culture of joint problem-solving, with iterative adjustments made to both budget execution and delivery schedules.<sup>163</sup>

### 3.5 Emerging Impact

#### **Finding 12: Women-led civil society and inclusive local governance practices have catalysed emerging shifts in participation, trust and leadership, reinforcing the pathways envisioned in the project's theory of change**

93. The project contributed to a visible shift in how WCSOs are recognized as legitimate actors in local governance and public life.<sup>164</sup> These developments build on implementation-phase results outlined in Finding 6, where WCSOs and informal groups deepened collaboration with LSGs and implemented small-grant initiatives. They are grounded in strengthened civic confidence, more inclusive decision-making, and greater coordination between WCSOs and LSGs across project sites.<sup>165</sup> While still early-stage, these shifts align with the theory of change assumption that participatory governance can

<sup>156</sup> Project document; GPI MEL plan 20230726; KIIs RUNOs, PBF.

<sup>157</sup> PBF June 2025 Project Progress Report; KIIs RUNOs, PBF.

<sup>158</sup> Outline for the Blossoming Aigul Endline Study; KIIs RUNOs, PBF.

<sup>159</sup> PBF Project Annual Report November 2023; GPI MEL plan 20230726; KII RUNOs,

<sup>160</sup> Peacebuilding Fund Project Progress Report (Update May 2023); KII RUNOs; FGD Project IPs; KII LSG; FGD Beneficiaries Small Grants.

<sup>161</sup> Project documentation including Peacebuilding Fund Project Progress Report\_14.06.23; Peacebuilding Fund GPI workshop outcome May 2024 DK; NCE-related documentation; KIIs RUNOs; FGD project implementing partners.

<sup>162</sup> Ibid.

<sup>163</sup> PBF Project Annual Report – November 2023; Meeting Minutes November 2023; Meeting Minutes 7 May2024; Peacebuilding Fund Project Progress Report (Update May 2023); KIIs RUNOs.

<sup>164</sup> Project documentation including UNW IP Final Narrative Report 202502; PBF GPI Consolidated Outcome Harvesting Report 202505; Outcome Harvesting – Batken District, WCSO Survey Report (Endline), MSC Stories, KIIs with LSG Leilek AO 4 Jun...KII LSG\_Sumbula AO\_4 Ju....; KIIs with RUNOs, National Government Stakeholders; FDGs LSGs; FGD project implementing partners; KII WCSO and CSO; FGD National Ministries; FGD 1325 Experts.

<sup>165</sup> Project documentation including OH – Batken and Leilek Districts, WCSO Survey Report (Endline), MSC Stories; FGD LSG Officials; KII WCSO and CSO.

foster vertical and horizontal trust and contribute to sustainable peace, while also reflecting the project's integration of gender equality and human rights principles into local governance practices.<sup>166</sup>

94. Building on the civic engagement efforts described in Finding 6, a total of 44 women were elected to local councils in the 2024 elections, surpassing gender quotas and reflecting a visible increase in civic visibility and leadership.<sup>167</sup> Many of these women had not previously held public roles.<sup>168</sup> Their emergence as elected leaders signals a broader shift in community perceptions of women's participation, enabled by the project's integrated support for mentoring, civic engagement, and co-designed community initiatives, and reflects progress towards advancing women's political empowerment.<sup>169</sup> This outcome reflects how sustained, locally rooted programming can expand leadership pathways and transform attitudes toward women in public life.
95. At the governance level, LSG representatives reported increased confidence in participatory planning tools such as speed dating, design thinking, and inclusive consultations.<sup>170</sup> These approaches were applied in revising LSEDPs, leading to greater responsiveness and co-ownership of municipal priorities.<sup>171</sup> As noted in Finding 6, these tools were not only adopted but, in some contexts, institutionalised into planning processes.<sup>172</sup>
96. Outcome harvesting and FGDs also indicated a growing sense of community ownership and trust. Marginalised groups, including unemployed women, Tajik women, and young women from traditional households, actively engaged in local planning and micro-grant processes.<sup>173</sup> While many of these mechanisms remain project-dependent, their uptake across multiple municipalities suggests that inclusive and responsive governance is both feasible and valued in border communities facing security concerns.<sup>174</sup>
97. These developments are consistent with Strategic Outcome 1 of the PBF Results Framework, which emphasises *vertical trust through inclusive decision-making and horizontal trust through intergroup dialogue*.<sup>175</sup> They also align with national priorities, including the localisation of NAP 1325, where WCSOs actively contributed to implementation dialogues and monitoring processes.<sup>176</sup> These shifts were enabled by the strategic roles of UN Women, FAO, and ROI in embedding global normative

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<sup>166</sup> Project documentation including PBF meeting\_30.01.25\_GP...PBF Annex I SRF 2022-20.

<sup>167</sup> Project documentation including PBF meeting\_30.01.25\_G; UNW IP Final Narrative Report, Inter-Office Memo, WCSO Survey Report (Endline), MSC Stories, OH – Batken and Leilek Districts, FGD Community Beneficiaries; KII LSG Batken; FGD LSG Officials; FGD 1325 Experts.

<sup>168</sup> FGDs LSG Officials; FGD Community Beneficiaries and Participants.

<sup>169</sup> KII\_WCSO and CSOI FGD LSGs, KII LSG Leilek AO; KII RUNOs; MSC stories; Outcome Harvesting documentation; GPI October 2024 Progress Report.

<sup>170</sup> Project documentation including UNW IP Final Narrative Report 202502; Outcome Harvesting – Leilek District, WCSO Survey Report, KII LSG; FGD LSG Officials; KII WCSO and other CSO.

<sup>171</sup> FGD Local Government officials; KII LSG; GPI October 2024 Progress Report; UN Women IP Final Narrative Report; MSC Stories.

<sup>172</sup> FGD Local Govt officials; FGD Community Participants and Beneficiaries; UN Women IP Final Narrative Report; GPI October 2024 Progress Report.

<sup>173</sup> Project documentation including UNW IP Final Narrative Report 202502: Outcome Harvesting – Batken District, WCSO Survey Report (Endline), FGD Comm Participants S...FGD Beneficiaries Small...; FGD LSG, project implementing partners.

<sup>174</sup> KII RUNO; KII LSG; FGD Local Government Officials; UN Women IP Final Narrative Report; Peacebuilding GPI Workshop Outcome May 2024.

<sup>175</sup> PBF Annex I SRF 2022–2026; Project documentation including GPI MEL Plan *and* Outcome Harvesting reports; FDG National Ministries; FGD LSG Officials.

<sup>176</sup> Project documentation including WCSO survey report (endline), PBF meeting\_30.01.25\_GP; KIIs RUNOs, National Government Stakeholder.

frameworks within project design and delivery.<sup>177</sup> UN Women facilitated WCSO engagement in local and national platforms related to UNSCR 1325. FAO contributed tools and guidance aligned with UNFCCC principles to address climate-security risks, while ROI advanced civic participation in border communities. Collectively, these efforts supported the localisation of global norms on gender equality, climate resilience, and civic inclusion. However, the integration of peacebuilding objectives was less explicit. As noted in the evaluation’s lessons learned, the project’s ability to systematically track or influence peacebuilding outcomes, beyond strengthening local cohesion and participatory governance, was constrained by gaps in conceptual clarity and indicator design. As such, while the project made important contributions to the gender–climate dimensions of the nexus, the institutional uptake of the full triple nexus remains at an early stage.

**Finding 13: Women-led initiatives in climate adaptation and social cohesion contributed to locally relevant resilience strategies, advancing elements of the project’s theory of change for inclusive governance and peace**

98. Alongside governance changes, the project catalysed a diverse range of women-led initiatives that addressed climate risks, strengthened local resilience, and fostered social cohesion. Implemented primarily through the small grants mechanism, these efforts illustrate how local actors are navigating the interlinkages between gender equality and women’s empowerment, climate adaptation, and peace (see Finding 7). While many remain at an early stage, their local relevance and legitimacy point to potential pathways for longer-term resilience and more inclusive governance – key objectives within the project’s theory of change.<sup>178</sup>

99. Initiatives included hydroponic greenhouses, drip irrigation systems, women’s centres, eco-tourism activities, and dried fruit production.<sup>179</sup> These addressed shared resource stressors—particularly water scarcity—and offered locally tailored responses to climate-related risks. FGD participants frequently described how these efforts enhanced women’s visibility as leaders and strengthened their role in community wellbeing.<sup>180</sup> At the same time, these initiatives highlighted the challenges of fully integrating gender into climate–security and peacebuilding work. A frequently cited example of the project’s engagement with local conflict drivers—especially water resource management—was the construction of an artificial glacier in Leilek.<sup>181</sup> While women were involved in outreach and consultation, technical leadership and infrastructure maintenance roles remained male-dominated.<sup>182</sup> This underscores that although elements of the gender–climate and climate–peace nexus were addressed, achieving full integration of all three dimensions remains complex, highlighting the operational challenges of implementing the triple nexus in practice.

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<sup>177</sup> Inter-Office Memo, GPI Progress Report October 2024; OH reports; UNW IP Final Narrative Report 202502; FAO IP Final Report\_Extension Services\_WCSO\_EN\_18FEB25; KII RUNOs.

<sup>178</sup> UNW IP Final Narrative Report 202502; GPI Progress Report October 2024; KII Community Activist and small grants implementer; FGD Beneficiaries Small Grants.

<sup>179</sup> UNW IP Final Narrative Report 202502; FAO IP Final Report\_Extension Services\_WCSO\_EN\_18FEB25; PBF GPI consolidated outcome harvesting report 202505; PBF meeting\_30.01.25\_GP....; FGDs Beneficiaries Small Grants, Community Beneficiaries and Participants (multiple AOs/districts)

<sup>180</sup> FGDs Beneficiaries Small Grants, Community Beneficiaries and Participants (multiple AOs/districts); KII LSG.

<sup>181</sup> FAO IP Final Report; FGD Local Government Officials; KII Community Participant; FGD Small Grant Beneficiaries; KII LSG.

<sup>182</sup> KII Community Participant and implementer of Artificial Glacier technology.

100. Stakeholders noted that some project-supported interventions, such as drip irrigation, artificial glaciers, and drought-resistant rosehip plantings, created shared benefits and were perceived as fostering collaboration in water-stressed, cross-ethnic communities.<sup>183</sup> While it is too early to confirm measurable effects on competition or conflict risks, these initiatives demonstrate potential pathways for climate adaptation measures to contribute indirectly to peace outcomes. In addition, the project fostered broader cohesion dividends: joint grants, cross-ethnic initiatives, and shared community infrastructure created spaces for intergroup interaction and informal trust-building.<sup>184</sup> In some cases, these activities contributed to positive youth engagement and return migration, signalling a shift in perceptions of opportunity in underserved areas.<sup>185</sup>

101. To complement gaps in the Results Framework's ability to capture higher-order change (see also Findings 1,6,11) the project introduced an OH exercise toward the end of implementation. Conducted through multi-stakeholder workshops in Batken and Leilek, the process surfaced community-defined outcomes related to gender equality, climate adaptation, and social cohesion, many of which reflected contributions to the project's ToC pathways. To further triangulate these findings, the evaluation team applied an adapted MSC methodology, gathering stakeholder narratives about meaningful changes to which the programme had contributed.

102. Insights from both exercises converged around several commonly cited areas of emerging impact:

- **Inclusive planning tools** such as speed dating and design thinking were seen as catalytic across stakeholder groups, with some local governments adapting the approach to other priorities, including GBV response.
- **Women's leadership trajectories** strengthened visibly, including the election of women to local councils in numbers exceeding gender quotas—a shift attributed by both rights holders and duty bearers to project support.
- **Mindset shifts** were widely reported, with women, LSGs, and community members increasingly viewing themselves as agents of change in relation to gender, climate, and peace.
- **Emerging collaboration and replication** were observed across Batken communities and beyond, including local interest in scaling initiatives like hydroponics and artificial glacier technology, as well as informal cross-border exchanges—such as aspirations for joint sports activities with neighbouring communities in Tajikistan and interest from ACTED (INGO) Tajikistan in replicating project innovations, suggesting organic regional knowledge exchange (see also Finding 7).<sup>186</sup>

These emerging impacts collectively demonstrate the project's contribution to advancing gender equality and the realization of human rights, in line with its gender-responsive and human rights-based approach.

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<sup>183</sup> FGDs Beneficiaries Small Grants, Community Beneficiaries and Participants (multiple AOs/districts); KII LSG; KII Community Participant and implementer of Artificial Glacier technology.

<sup>184</sup> UNW IP Final Narrative Report 202502; PBF GPI Consolidated Outcome Harvesting Report 20250; Leilek District Outcome Harvesting Report 20250402; FGD Small grant beneficiaries.

<sup>185</sup> Leilek Outcome Harvesting Report; PBF GPI Consolidated Outcome Harvesting Report; Peacebuilding GPI Workshop Outcome (May 2024); FGD Small Grants Beneficiaries ; KII\_WCSO and CSO.

<sup>186</sup> UN Women IP Final Narrative Report; KII Community Participant and implementer of Artificial Glacier technology; FGDs community beneficiaries and participants (Leilek).

103. Taken together, the OH and MSC exercises highlighted catalytic effects in women’s civic and economic leadership, institutionalisation of inclusive planning tools, and strengthened collective agency. While systemic change remains at an early stage, these participatory methods reinforced that the project helped lay foundations for longer-term behavioural, relational, and institutional shifts aligned with its triple nexus aspirations.
104. These emerging outcomes align with the project’s ToC pathways and reflect localised uptake of global frameworks such as UNSCR 1325, SDG 5, CEDAW, and UNFCCC.<sup>187</sup> Through their involvement in the Central Asian Women Leaders’ Caucus and events such as the COP29,<sup>188</sup> WCSO representatives showcased locally grounded approaches and gained recognition as contributors to national and regional climate–peace dialogues.<sup>189</sup>
105. While integration of gender, peace, and climate approaches into national institutional frameworks is still at an early stage (see Findings 5, 9, 15),<sup>190</sup> recent developments suggest growing policy traction. For example, the draft 2025 - 2027 National Action Plan on UNSCR 1325 (NAP 1325) includes proposed measures to institutionalise the WPS agenda across ministries, strengthen inter-agency coordination, and embed conflict prevention within gender and climate strategies (e.g. through interactive mapping, municipal budgeting, and multi-actor forums).<sup>191</sup> This signals the type of systemic shift the project sought to catalyse. The project contributed to this enabling environment by piloting localised, gender-responsive approaches that are reportedly being considered for scaling.<sup>192</sup> However, sustained investment and civic space protections remain critical to ensure that such frameworks are fully operationalised and translate into tangible peacebuilding outcomes. These emerging developments illustrate how achievements during implementation (see Section 3.3) are beginning to influence policy and institutional directions, laying the groundwork for longer-term impact.

### 3.5 Sustainability

**Finding 14: While inclusive planning mechanisms and WCSO capacities show promising early signs of sustainability, their long-term continuation is uneven due to uneven institutionalisation, funding insecurity, and legal constraints.**

106. The project’s ToC assumed that if WCSOs and LSGs were capacitated to jointly plan and act on climate and security risks, then inclusive and sustainable peacebuilding mechanisms would be embedded at the local level. This pathway is reflected in Outputs 1 and 2 of the Results Framework, which focus on strengthened institutional capacities and LSG-WCSO partnerships.

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<sup>187</sup> UNW IP Final Narrative Report 202502; PBF GPI Consolidated Outcome Harvesting Report 202505; GPI Progress Report (October 2024); Peacebuilding GPI Workshop Outcome (May 2024); FGD 1325 Project Experts; KII RUNOs; FGD National Ministries/Government Stakeholders.

<sup>188</sup> 29th session of the Conference of the Parties to the United Nations Framework Convention on Climate Change.

<sup>189</sup> Project documentation including GPI Progress Report October 2024; Outputs Indicators Review (April 2024); Peacebuilding GPI Workshop Outcome (May 2024); PBF meeting\_30.01.25; FGD 1325 Project Experts; KII RUNOs.

<sup>190</sup> GPI Progress Report October 2024; Peacebuilding GPI Workshop Outcome May 2024; FGD national Government Stakeholder/Line Ministries; FGD Local Govt official; KII LSG; KII UN Stakeholder.

<sup>191</sup> Action Plan for the implementation of United Nations Security Council Resolution 1325 on the role of women, peace and security for 2025-2027 (Draft, July 2025).

<sup>192</sup> Project documentation including progress ); KIIs/FGDs LSGs, local government authorities.

107. There is clear evidence of early sustainability prospects. Methodological tools such as speed dating and design thinking were widely adopted in all target AOs and helped embed inclusive and participatory governance in the development of LSEDPs.<sup>193</sup> These tools created space for meaningful input by women, youth, persons with disabilities, and ethnic minorities, with local authorities reporting improved community trust and planning relevance.<sup>194</sup> In several municipalities, these mechanisms are reportedly still in use post-project, and some have been included in internal planning cycles.<sup>195</sup>
108. However, there is mixed evidence that these approaches have been formally institutionalised or sustainably resourced. While some LSGs expressed intent to allocate budget for continued use, this was not universal, and the World Bank’s new methodology for SEDP development may override or dilute these practices.<sup>196</sup> Moreover, project partners raised concerns about external facilitation being necessary for maintaining momentum and quality.<sup>197</sup>
109. While the project embedded participatory tools and tested innovative approaches, there is limited evidence of systematic replication beyond target sites.<sup>198</sup> Some LSGs reported plans to continue the use of speed dating and design thinking tools independently, and select practices (e.g. participatory budgeting approaches and community-driven climate adaptation initiatives) have been informally shared between municipalities via Kadam Lab and RUNO -facilitated forums.<sup>199</sup> However, structured mechanisms for cross-site learning or institutionalised peer exchange were not formalised.<sup>200</sup> Replication or scaling of WCSO-led initiatives supported through the small grants mechanism was not explicitly pursued during the project period, although cross-municipal exchange and documentation of good practices were identified in project documentation as priorities for potential future donor engagement.<sup>201</sup>
110. The Kadam Lab contributed to strengthened WCSO institutional capacities including strategic planning, human resources, financial management, and adaptive leadership in a restrictive legal environment, responding to key dimensions of Output 1.<sup>202</sup> Outcome harvesting and FGDs indicate that several WCSOs have applied for external grants, improved governance systems, and continued community outreach and programming.<sup>203</sup>
111. Nevertheless, these gains remain vulnerable. Many WCSOs cite the shrinking civic space and foreign agents law as existential threats, forcing some to suspend operations or narrow their mandates.<sup>204</sup> The project’s exit strategy was not clearly articulated in available project documentation, and formal

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<sup>193</sup> Peacebuilding GPI workshop outcome May 2024 and Batken Outcome Harvesting; KIIs/FGDs WCSOs, LSGs, local government authorities.

<sup>194</sup> Peacebuilding GPI workshop outcome May 2024; FGD WCSOs, CSOs and implementing partners.

<sup>195</sup> KIIs/FGDs LSGs, local government authorities.

<sup>196</sup> FGD WCSOs, CSOs and implementing partners; KIIs/FGDs LSGs, local government authorities; Peacebuilding GPI workshop outcome May 2024 and Batken Outcome Harvesting.

<sup>197</sup> KIIs RUNOs; KIIs/FGDs WCSOs, LSGs, local government authorities.

<sup>198</sup> FGD WCSOs, CSOs and implementing partners; KII RUNOs.

<sup>199</sup> FGD project implementing partners (WCSOs/CSOs); Peacebuilding GPI workshop outcome May 2024.

<sup>200</sup> FGD WCSOs, CSOs and implementing partners.

<sup>201</sup> Peacebuilding GPI workshop outcome May 2024; KII RUNOs; PBF; FGDs WCSOs/community beneficiaries of small grants initiative.

<sup>202</sup> Peacebuilding GPI workshop outcome May 2024 and UN Women IP Final Report.

<sup>203</sup> FGD project implementing partners including CSOs.

<sup>204</sup> FGD WCSOs, CSOs; KII RUNO, PBF; Project documentation including Interoffice Memo; outcome harvesting reports.

handover or embedding of practices into national systems appear limited.<sup>205</sup> As a result, progress toward the Outcome-level ambition that WCSOs and LSGs independently sustain partnerships and local peacebuilding remains partial.

**Finding 15: The project advanced WCSO leadership and institutional engagement in peacebuilding and climate security, but its sustainability will depend on national policy integration, civic space protections, and continued support for inclusive participation**

112. The project aimed to empower WCSOs to engage with government and other actors through institutional mechanisms to address climate-related security risks (Output 1.3). This was central to the Theory of Change, which anticipated that WCSOs would become recognised, influential actors in peace and climate governance. To this end, the project facilitated WCSO participation in platforms such as local SEDP processes, NAP 1325 implementation dialogues, and national advocacy forums.
113. Evidence suggests meaningful progress. A total of 62 small grants were implemented by WCSOs and initiative groups, many co-designed or endorsed by LSGs.<sup>206</sup> These initiatives addressed local priorities including water access, youth engagement, women’s health, and interethnic collaboration.<sup>207</sup> While these activities enhanced WCSO visibility and helped build relationships with local authorities, their contribution to longer-term institutional mechanisms for WCSO engagement in climate security and peacebuilding was uneven and context-dependent.<sup>208</sup> Few of the small grant interventions appeared formally linked to coordination platforms or policy processes beyond the project period. Furthermore, while WCSOs led or co-led the majority of initiatives, this did not consistently translate into sustainable mechanisms for institutional participation.<sup>209</sup>
114. The project did not articulate a formal exit or transition strategy, and most institutional mechanisms for WCSO engagement remain reliant on donor funding or project-based facilitation.<sup>210</sup> While WCSOs contributed to NAP 1325 dialogues and national forums, their roles have not been formally embedded within national coordination structures, nor were policy linkages or inter-institutional handover plans developed to support continuity.<sup>211</sup> In some localities, LSGs expressed willingness to maintain partnerships, for example, by supporting the operation of Women’s Development Centres housed in municipal buildings or replicating climate-smart initiatives such as hydroponics and artificial glaciers to reduce social tensions over water.<sup>212</sup> However, these arrangements appear to be based on informal relationships rather than institutional mandates. Project partners acknowledged this as a

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<sup>205</sup> MEL documentation available to the evaluators; KIIs national government partners.

<sup>206</sup> Peacebuilding GPI workshop outcome May 2024 and UN Women IP Final Report; KII/FGDs with WCSOs, CSOs, LSGs and community beneficiaries of small grants.

<sup>207</sup> KIIs/FGDs with WCSOs, community beneficiaries of small grants, LSGs; direct observation; Project documentation including Leilek and Batken Outcome Harvesting, endline survey, WCSO survey analysis.

<sup>208</sup> Peacebuilding GPI workshop outcome May 2024; KII/FGDs with WCSOs, CSOs, LSGs.

<sup>209</sup> Peacebuilding GPI workshop outcome May 2024; KII/FGDs with WCSOs, CSOs, LSGs and community beneficiaries of small grants, FGDs with WCSOs, CSOs, community beneficiaries of small grants; KIIs/FGDs with LSGs and local government stakeholders.

<sup>210</sup> Project documentation including UN Women IP Final Report (no exit planning mentioned), Peacebuilding GPI workshop outcome May 2024; FGD with project implementing partners; KII UN stakeholders.

<sup>211</sup> KIIs RUNOs, WCSOs and other project implementing partners; project documentation (specifically absence of evidence that indicates WCSO roles have been formally embedded within national coordination structures, or that there were policy linkages or inter-institutional handover plans developed to support continuity).

<sup>212</sup> KIIs/FGDs with local government stakeholders including LSGs, triangulated with KIIs/FGDs with WCSOs and community beneficiaries of small grants triangulated with project documentation including Batken Outcome Harvesting, FAO IP Final Report.

sustainability gap and proposed follow-up advocacy to embed WCSO roles in national frameworks and secure future funding, although this was not finalised before project closure.<sup>213</sup>

115. WCSO engagement has also expanded recognition and trust among some local decision-makers.<sup>214</sup>

Evidence from KIIs and FGDs indicates that WCSOs are now more visible and more frequently consulted by LSGs and select national actors.<sup>215</sup> However, stakeholders also flagged that these relationships remain fragile, especially in the context of restrictive civic space and the lack of institutionalisation of participatory mechanisms.<sup>216</sup> The project's contribution to shifting norms and relationships is notable but may not be sufficient to secure WCSO engagement in the absence of further policy and legal protections.

116. Efforts were made to reach marginalised women within project sites, including unemployed women, returnee migrants, women with disabilities and women caregivers of children with disabilities, and Tajik women.<sup>217</sup> The small grants mechanism enabled a diversity of actors - the overwhelming majority of whom were women - to lead local initiatives. However, the extent to which these actors were included in formal platforms or decision-making mechanisms is unclear. Disaggregated data to assess outcome-level impact was also limited, making it difficult to track the sustained inclusion of these groups beyond project activities. While inclusion was a cross-cutting goal, there is limited evidence that WCSOs representing these groups were embedded in ongoing coordination mechanisms or institutional spaces. FGDs and KIIs identified barriers to full participation, including language, stigma, and uneven access to local governance processes, which limited the sustainability of inclusive engagement.<sup>218</sup>

117. In sum, the project made notable contributions to WCSO leadership and community-level engagement in climate security and peace. However, the long-term sustainability of this leadership requires policy-level integration, ongoing access to resources and platforms, and an enabling legal and political environment. Evidence from both FGDs and the outcome harvesting exercises indicates that sustainability is most promising where local political will is matched with community ownership and financial co-contributions.<sup>219</sup>

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<sup>213</sup> Peacebuilding GPI workshop outcome May 2024; KIIs with UN stakeholders.

<sup>214</sup> Peacebuilding GPI workshop outcome May 2024; KII and FGDs with WCSOs and LSG representatives; Endline survey (91.2% of WCSOs report enhanced recognition); WCSO survey report.

<sup>215</sup> KII/FGDs with WCSOs, CSOs, LSG representatives.

<sup>216</sup> FGDs WCSOs, KIIs women activists; KIIs RUNOs.

<sup>217</sup> Peacebuilding GPI workshop outcome May 2024, WCSO survey; UN Women IP Final Report; GPI Progress Report October 2024; KII and FGDs with WCSOs, CSOs, community beneficiaries of small grants, and local government/LSG representatives.

<sup>218</sup> KIIs with women participants/beneficiaries in project sites; FGDs with WCSOs/women-led small grants initiatives.

<sup>219</sup> Outcome harvesting documentation and Peacebuilding GPI workshop outcome May 2024; FGDs with project implementing partners; KIIs RUNOs and other UN stakeholders.

## IV. CONCLUSIONS, GOOD PRACTICES AND LESSONS LEARNT

### 4.1 Conclusions

#### **Conclusion 1 (Relevance):**

118. The project was highly relevant to national strategies and local needs at the intersection of gender equality, climate resilience, and peacebuilding. It aligned with key policy frameworks, including the UNSCR 1325 NAP, the National Gender Equality Strategy (2012–2022), and the National Adaptation Planning process, and responded directly to stakeholder-identified vulnerabilities in Batken Province. Despite initial weaknesses in the theory of change during the design phase, the project adapted effectively over time. Participatory planning processes, especially the visioning workshops, improved contextual fit and responsiveness. While the original design under-articulated the peacebuilding pathway, adaptive management and locally grounded methods increased the relevance of project activities to diverse stakeholder priorities. This evolving relevance was supported by flexible responses to shifts in civil society regulation and administrative boundaries, ensuring the project remained contextually responsive and thematically aligned throughout implementation.

#### **Conclusion 2 (Coherence):**

119. The project demonstrated strong internal coherence among implementing agencies (UN Women, FAO, and ROI) who effectively leveraged their respective mandates. Joint tools such as shared workplans and Kadam Lab supported collaboration, especially between WCSOs and local governments. However, coherence at the national level and across the wider UN system was comparatively lower than at the project's internal coordination level. The project was partially integrated into national coordination platforms and did not systematically engage with other UN programmes or existing peacebuilding mechanisms. This reduced opportunities for alignment, learning, and replication. Although the project pursued objectives aligned with UNSCR 1325, it did not engage consistently with the national structures responsible for its implementation, thereby limiting policy influence and coherence. Future initiatives would benefit from more deliberate national engagement, including formal coordination mechanisms and stronger integration with UN and government frameworks.

#### **Conclusion 3 (Effectiveness):**

120. The project demonstrated effectiveness at the output level, with most indicators achieved or mostly achieved. WCSOs reported increased institutional capacity, strengthened partnerships, and enhanced engagement in local planning and implementation processes. Initiatives such as Kadam Lab and co-designed small grants supported tangible results in community resilience, gender-responsive governance, and localized peacebuilding, particularly within the evolving gender–climate–peace nexus. Outcome-level results were more difficult to assess, with progress observed in WCSO leadership and local institutional trust, but attribution to broader peace outcomes remained limited. While national-level engagement occurred, the uptake of successful models was uneven, and institutionalization of approaches is not yet secured. Adaptive MEL approaches captured important learning and emerging change, but gaps in indicator alignment constrained systematic assessment of peace outcomes. Nonetheless, the project established a strong foundation for inclusive governance and WCSO leadership within target communities, with early signs of transformative potential.

**Conclusion 4 (Efficiency):**

121. The project's efficiency improved over time, following an initial implementation period marked by delays linked to internal and external factors. A strategically deployed no-cost extension allowed the project to complete planned activities, consolidate internal learning and reflections, and finalise grant implementation without changes to overall scope or budget. Financial delivery accelerated significantly in the second year, with over 95% budget execution by mid-2025, and 98% of funds contributing to gender equality outcomes as reported in June 2025. Clear partner roles, regular coordination, and shared MEL systems supported effective resource use, while adaptive management measures (e.g., outcome harvesting) together with simplified grant access for grassroots WCSOs, and flexible sequencing, enabled timely adjustments to evolving contexts. Despite initial inefficiencies, the project ultimately delivered most activities as planned and achieved strong alignment between financial inputs and gender-responsive results.

**Conclusion 5 (Sustainability):**

122. Early signs of sustainability are visible, particularly in the adoption of inclusive planning tools by local governments and the strengthened institutional capacity of WCSOs. Mechanisms such as speed dating, design thinking, and Kadam Lab demonstrated potential for longer-term uptake, with some municipalities continuing to use these post-project. However, systemic sustainability remains uncertain. Participatory practices have not yet been formally institutionalised in planning mandates or budget cycles, and WCSO engagement remains largely reliant on external support. The absence of a clear exit or transition strategy, coupled with growing restrictions on civic space, threatens the longevity of project gains. Continued political will and external investment will be required to embed inclusive practices and safeguard WCSO leadership within local governance and peacebuilding frameworks.

**Conclusion 6 (Emerging Impact):**

123. The project catalysed emerging shifts in women's civic leadership, inclusive governance, and local resilience. The election of 44 women to local councils, increased visibility of WCSOs, and the uptake of participatory tools in planning processes reflect meaningful behavioural and institutional changes. These align with the theory of change assumptions around vertical and horizontal trust and indicate movement toward sustainable peace pathways. Community narratives, outcome harvesting, and MSC stories confirm that stakeholders experienced increased ownership, improved intergroup collaboration, and strengthened civic agency. However, peacebuilding effects remain largely localised and informal, with limited structural integration. Institutionalisation and scale-up will require deliberate investments, including in national policy alignment, cross-municipal replication, and sustained support for inclusive governance.

**Conclusion 7 (Catalytic Effects):**

124. The project generated a range of catalytic effects that exceeded initial expectations. These included spillover from small grants (such as hydroponics, artificial glaciers, and women's centres) which sparked replication interest across and beyond project sites. It also supported local income-generating initiatives that, in some cases, reduced pressure to migrate, and fostered cross-border knowledge exchange, including interest from Tajik-based stakeholders in replicating innovations. Contributions of co-financing and in-kind support from local government partners signalled growing ownership and recognition of project value. However, many of these effects emerged organically and were not

embedded in formal strategies for sustainability or scale-up. Capturing and building on these catalytic developments will be essential to extending the project's influence and ensuring its long-term legacy.

**Conclusion 8 (Gender Equality and Inclusion):**

125. The project made important contributions to women's empowerment and the inclusion of marginalised groups, though implementation varied across contexts. WCSOs were positioned as central actors in planning and delivery, with strengthened leadership, greater visibility, and expanded roles in local governance. Participatory tools enabled diverse voices including rural women, people with disabilities, and youth, to shape local development agendas. However, outcome-level measurement of inclusion was constrained by data gaps, and formal mechanisms to sustain the engagement of underrepresented groups remain limited. Ensuring women's full and strategic participation across the triple nexus will require stronger policy frameworks that embed their leadership, systems to track inclusive progress, and deliberate focus on reaching women in conflict-affected settings facing intersecting forms of exclusion.

**Conclusion 9 (Stakeholder Engagement and Ownership):**

126. The project successfully engaged key stakeholders, especially WCSOs and local governments, as active co-creators of solutions. Participatory mechanisms such as co-designed small grants, joint planning consultations, and Kadam Lab exchanges fostered shared ownership, enhanced trust, and empowered women to take leadership roles. Many participants described a shift from passive involvement to meaningful influence over decisions. However, institutional ownership at the national level remains limited, and most engagement mechanisms were project dependent. Embedding defined roles, particularly for WCSOs, within local and national governance structures will be essential to sustaining inclusive approaches. Without such institutionalisation, the progress achieved in promoting local ownership risks weakening once external support ends.

**Conclusion 10 (Triple Nexus Integration):**

127. The project made a strong effort to operationalise the gender–climate–security nexus. While full integration proved challenging, especially in articulating peacebuilding outcomes, the approach was grounded in a structured conflict analysis. Local stakeholders engaged more readily with the gender and climate components, while peacebuilding was interpreted primarily through social cohesion rather than direct conflict transformation. This reflected both community sensitivities and practical entry points in a post-conflict setting. Participatory tools and small grants enabled inclusive, context-specific responses that contributed to resilience and trust-building, even if not all initiatives explicitly targeted conflict drivers. At national level, triple nexus framing featured in strategic discussions and forums, but had not been fully embedded in policy or coordination structures by project end. The project helped lay initial foundations, particularly at the local level, for more integrated approaches to emerge in the future.

## **4.2 Good Practices**

*This section outlines five good practices identified through the joint final project evaluation. These practices reflect catalytic approaches, contextual relevance, early signs of effectiveness, and potential for replication.*

128. Each practice links back to the project's ToC, which posited that strengthening women-led civic structures, inclusive governance, and locally rooted climate adaptation would contribute to sustainable

peace. Through its locally grounded activities, the project brought together elements of gender equality, climate adaptation, and conflict sensitivity, reflecting the intent of the triple nexus approach, even if not always fully integrated in practice (see Evaluation Findings). In the context of Batken province, an area affected by past tensions and located near the border, these practices show how efforts to strengthen community relationships and local governance were used as starting points for building peace, especially in places facing challenges related to natural resources and social inclusion.

### **1. Advancing Inclusive Governance Through Participatory Local Development Planning**

129. The project introduced participatory tools such as "speed dating" consultations, design thinking, and community visioning to support inclusive planning processes for LSEDPs in nine municipalities. These approaches fostered collaboration between WCSOs, LSGs, and diverse community members.

*Why this is a good practice:*

- Created inclusive spaces for women and others in the community who experience intersecting vulnerabilities to engage in local planning.
- Contributed to improved relationships and trust between LSGs and communities in target areas.
- Tools were adapted to local contexts and reportedly continued post-project in some municipalities; however, continued use remains dependent on local leadership and external facilitation.

### **2. Supporting Women-Led Climate Adaptation in Conflict-Prone Areas**

130. Through a small grants mechanism, the project piloted several women-led or women-centred climate-smart agriculture initiatives—such as hydroponics, rosehip cultivation, and creating more sustainable wool value chains – in communities affected by water scarcity and/or intergroup tensions.

*Why this is a good practice:*

- Strengthened community resilience and offered locally appropriate responses to shared environmental risks.
- Showed early signs of reducing resource-related tension.
- While several initiatives generated local interest and co-investment, replication beyond target sites is not yet systematic and would require further institutional support and financing, including stronger integration into local development strategies or national climate planning frameworks.

### **3. Strengthening WCSO Capacity for Local Engagement Amid Civic Space Constraints**

131. The Kadam Laboratory provided tailored support to 18 women-led CSOs in strategic planning, legal compliance, and adaptive leadership. WCSOs reported improved confidence, some diversification of funding, and increased participation in community platforms.

*Why this is a good practice:*

- Built organisational resilience during a period of regulatory uncertainty and political sensitivity.
- Enabled several WCSOs to continue operations, engage local stakeholders, and apply for new grants.

- Institutional linkages and sustainability remain constrained by external risks, including legal pressures and funding dependency. Continued engagement by development partners and national policy recognition will be critical to sustaining gains.

#### **4. Creating Enabling Conditions for Women’s Civic and Political Participation**

132. The project contributed to an enabling environment for women’s leadership through confidence-building, mentoring, and community engagement activities. Some project participants were elected to local councils in 2024, reflecting a broader shift in community attitudes.

*Why this is a good practice:*

- Supported emerging leadership pathways for women, especially in rural and border regions.
- Expanded women's visibility in decision-making processes at local levels.
- The project contributed to the election of several first-time women candidates as local council deputies—many from non-traditional backgrounds—by building their leadership capacity, strengthening their self-belief, and empowering them to see themselves as legitimate public representatives. However, continued support—including mentorship and structured opportunities for women to participate in local decision-making—will be essential to sustain and build on this progress.

#### **5. Strengthening Community-Led Initiatives for Social Cohesion and Local Resilience**

133. The project supported over 60 grassroots initiatives designed by women and community actors to address local needs, foster social cohesion, and strengthen community relationships. While these initiatives were not always explicitly peacebuilding in nature, they created inclusive spaces and partnerships that can support longer-term efforts to reduce tensions and promote local resilience. Although many initiatives were time-bound and project-dependent, they offered models of inclusive engagement and practical responses to shared challenges.

*Why this is a good practice:*

- Enabled diverse groups, including rural women, economically disadvantaged women, youth organizations, and ethnic minorities, to design, lead and participate in context-specific initiatives.
- Fostered community dialogue, informal cooperation, and visible benefits in areas recovering from conflict.
- Contribution to sustained peacebuilding outcomes depends on future support, formal integration into local governance systems, and alignment with broader policy frameworks.

134. These practices demonstrate how locally led, gender-responsive, and climate-aware approaches can serve as meaningful entry points for social cohesion and community resilience in conflict-affected settings. The project made important progress in embedding some of these practices, such as inclusive planning processes, into formal systems like LSEDPs, and helped elevate the role of WCSOs as credible partners in local governance. However, sustaining and scaling this progress will require continued political will, ongoing integration into long-term planning and budget cycles, and an enabling environment that protects civic space and supports WCSO engagement beyond the project lifecycle. Without such conditions, even the most catalytic approaches risk remaining fragmented or short-lived.

### 4.3 Lessons Learnt

135. The evaluation identified several cross-cutting lessons with relevance for future peacebuilding programming at the nexus of gender, climate security, and peace. These lessons go beyond operational delivery to highlight foundational design and measurement issues that shaped the project's implementation, outcomes, and sustainability. They point to the importance of conceptual clarity at the outset, careful distinction between overlapping domains such as social cohesion and peacebuilding, and the need to embed catalytic approaches within longer-term institutional frameworks.

#### **Lesson 1: Conceptual clarity at design stage is critical for coherence and learning**

136. The project's ToC adopted a systems-thinking approach to the gender–climate–peace nexus but lacked a clearly defined causal logic and precise use of key terms. The absence of shared definitions, for example, distinctions between peacebuilding and social cohesion, or how WCSOs are characterised, limited stakeholders' ability to track results and align strategies, affecting both implementation and measurement.

137. These gaps were reflected in the Results Framework, which focused heavily on activities and outputs but lacked a clearly articulated results chain linking outputs to higher-level peace outcomes. While intermediate outcomes are one useful approach to strengthening causal clarity, the core issue was the absence of a logically sequenced framework with SMART indicators and established baselines to capture both operational and strategic change.

138. **Implication for future programming:** Future projects operating at the nexus of peace, climate, and gender should ensure their theories of change and results frameworks clearly articulate causal pathways, whether through intermediate outcomes or other results-chain structures, and include SMART indicators and established baselines from the outset to enable measurement of peace-specific contributions.

#### **Lesson 2: Social cohesion and inclusive and inclusive governance are valuable peacebuilding approaches, but should be clearly distinguished from deeper conflict transformation in triple nexus programming**

139. Many project activities effectively strengthened local trust, participation, and collaboration, especially through inclusive planning, service delivery, and civic engagement. These efforts were appropriate and impactful within the post-conflict context, where communities were not yet positioned to engage in more direct forms of peacebuilding. Social cohesion provided a valid and conflict-sensitive entry point, supported by the project's underlying conflict analysis. However, in integrated (triple nexus) programming, it remains important to distinguish between initiatives that strengthen governance and inclusion, and those that explicitly engage structural drivers of conflict. While these domains are interconnected and mutually reinforcing, clarity of intent helps ensure that peacebuilding contributions are well-defined, measurable, and contextually grounded.

140. In this project, the results framework focused primarily on participation and confidence outcomes, with fewer indicators directly tied to peace-specific results such as intergroup relations, conflict driver shifts, or institutional legitimacy. This limited the visibility of peacebuilding pathways.

141. **Implication for future programming:** Nexus programmes should articulate how social cohesion and governance components contribute to peace outcomes, while also identifying when deeper conflict transformation is required. Results frameworks should reflect this distinction, using conflict-sensitive tools and peace-specific indicators where relevant to the context and project objectives.

### **Lesson 3: Institutionalising nexus approaches requires longer-term support and alignment with formal planning systems**

142. The project showed that locally led, context-specific approaches, such as inclusive planning, climate-smart micro-grants, and WCSO-led initiatives, can generate visible results across gender equality, climate resilience, and social cohesion. These demonstrated early signs of catalytic impact, but their long-term sustainability depends on integration into formal government planning and policy systems.

143. Institutionalising triple nexus approaches requires predictable financing, a supportive policy and civic space environment, and deliberate alignment with government-led planning and budgeting processes. Encouragingly, some municipalities expressed interest in embedding nexus-related tools and approaches into Local Socio-Economic Development Plans (LSEDPs), suggesting a viable pathway for sustaining gender–climate–peace integration at the local level. However, this potential remains nascent and would require further support to translate into systemic uptake. At the national level, nexus framing was present in strategic dialogues and policy discussions, though not yet fully reflected in formal coordination or sector strategies by time of project closure.

144. **Implication for future programming:** Future programming should continue to prioritise the institutionalisation of nexus approaches by working through national and subnational systems, including LSEDPs. This includes aligning tools, indicators, and reporting mechanisms to government frameworks, and tracking not only implementation but also system-level change, replication, and policy influence.

### **Lesson 4: Anticipating language needs can strengthen participation in multilingual and multi-ethnic settings**

145. The project made strong efforts to promote inclusive participation, but experiences in one multi-ethnic site highlighted the value of more tailored language planning. In that setting, some Tajik-speaking community members reportedly faced barriers in accessing training and information due to the primary use of Kyrgyz and Russian. While the project operated within the national linguistic framework, this experience underscores the importance of assessing local language dynamics, especially in border areas where minority language use may be high.

146. **Implication for future programming:** In linguistically diverse contexts, future programming should consider early assessments of local language needs to strengthen communication, ensure equitable access, and enhance the reach of programme benefits across all stakeholder groups.

## V. RECOMMENDATIONS

147. This section presents six actionable recommendations based on the evaluation’s findings, conclusions, and lessons learned. They are intended to inform future programming by the RUNOs, their partners, and the Peacebuilding Fund, including initiatives with a similar thematic focus, those implemented in Batken Province, or those engaging the same stakeholder groups, whether under UN leadership or by other actors.

148. The recommendations were developed by the evaluation team using professional judgment, based on analysis of the evidence and consultations with key stakeholders, including ERG members. Preliminary findings were presented to the ERG in June 2025, with draft conclusions shared in July. Feedback from these discussions helped shape the final recommendations. The recommendations will be further validated for feasibility and prioritization during the Management Response process with implementing agencies.

### 6.1 General Framework of the Recommendations

149. The recommendations below aim to strengthen future nexus programming by sharpening strategic focus, embedding peacebuilding more deliberately, ensuring meaningful inclusion, and strengthening the conditions for institutionalisation, especially at national level, to support sustainability and long-term uptake. They reflect the evaluation team’s professional judgment, based on analysis of the evidence and stakeholder input. Their presentation order is neutral and does not imply sequencing.

N.	Recommendations	Priority	Timeframe	Actors responsible for implementing
1	From pilots to systems: scale, institutionalize and define the UN’s strategic role in nexus programming	High	Immediate to medium-term	UN Women, FAO, ROI, with support to UNCT and PBF for wider uptake.
2	Deepen triple nexus integration through context-responsive and measurable peace approaches, centering women’s leadership	High	Immediate	UN Women, FAO, ROI, while supporting Government partners, UNCT, and PBF as relevant.
3	Clarify the strategic purpose of small grants and channel them through coherent, scalable mechanisms	Medium	Medium-Term	UN Women, FAO
4	Strengthen MEL systems to support scale-up and triple nexus integration	High	Immediate	UN Women, FAO, ROI, while advocating with the PBF Secretariat for additional support and guidance.
5	Use limited funding to unlock difficult reforms that advance triple nexus objectives	Medium	Immediate to medium-term	UN Women, FAO, ROI, with support to UNCT as appropriate.
6	Strengthen inclusion in nexus programming through inclusive design, monitoring and safeguarding civic space	High	Immediate to medium-term	UN Women, FAO, ROI, working with partner representative organizations, while supporting government, UN, and development partners as appropriate.

## 6.2 Detailed Recommendations

### **Recommendation 1: From pilots to systems – scale, institutionalize, and define the UN’s strategic role in nexus programming**

150. Standalone pilot initiatives without clear institutional pathways for uptake risk limited impact. Future programming should prioritise scalable models that can be embedded within public systems and aligned with national development priorities.
151. To strengthen the sustainability and influence of nexus programming, UN Women, FAO and the wider UN system, should move beyond fragmented pilots toward approaches designed for integration into existing institutions and systems. Participatory planning tools (e.g. speed dating consultations, design thinking workshops) and catalytic platforms like Kadam Lab demonstrated strong local ownership and proof of concept. However, their long-term value depends on formal adoption within local self-government systems, national planning processes, or public service training curricula.
152. WCSOs were not only central to implementation but also played a leadership role in shaping inclusive planning tools and participatory approaches. Platforms such as the Central Asia Women Leaders’ Caucus and Yntymak/Peace Week illustrate their potential as institutional partners, bringing gender-responsive, conflict-sensitive, and locally grounded approaches to climate adaptation and peacebuilding. Their leadership should be supported and recognised in the design of future programmes, including those supported by the PBF and other UN entities in Kyrgyzstan, and in broader efforts to institutionalise triple nexus approaches.
153. Building on this foundation, future programmes should adopt a “design for scale” approach from the outset, co-developing tools and models with government counterparts, aligning them with decentralisation reforms or sector strategies, and embedding them in results frameworks that track institutional uptake rather than activity delivery. Technical assistance provided through UN and PBF-funded projects should be integrated with ongoing governance reforms and supported by formal peer-exchange mechanisms to share learning across municipalities. Partnerships with institutions such as the Academy of Public Administration (APAPKR), the Association of Municipalities (LSG Union), or national training centres can further support the institutionalisation of effective practices.
154. In parallel, the UN system should clarify and consolidate its comparative advantage in nexus programming by shifting from short-cycle service delivery to catalytic functions such as convening, policy alignment, and multi-stakeholder dialogue. Future initiatives should continue to align with government priorities while maintaining meaningful WCSO engagement, using existing Government-UN coordination mechanisms (including those for the PBF and UNSDCF) to ensure visibility, evidence uptake, and coherence across UN agencies. MEL frameworks should move beyond output delivery to track structural changes, helping generate and apply transferable learning across sectors and locations.

### **Recommendation 2. Deepen triple nexus integration through context-responsive and measurable peace approaches, centering women’s leadership**

155. Future UN investments in triple nexus programming should recognise that peacebuilding pathways vary by context. In settings like Batken, direct conflict transformation may not be immediately viable.

In such cases, social cohesion and inclusive governance can serve as legitimate and effective peacebuilding entry points.

156. The project demonstrated that inclusive governance and climate adaptation can be effective, locally resonant pathways to peace, especially when women from conflict-affected communities are meaningfully engaged. Future triple nexus or peacebuilding initiatives in Kyrgyzstan, particularly those focused on local governance or climate resilience in conflict-affected areas, should build on this by intentionally designing for peace outcomes. This includes applying conflict and gender analysis to identify convergence points, promoting intergroup collaboration, and centring women's leadership (not just participation) as a core driver of change. Designs should be underpinned by conflict-sensitive MEL systems that reflect local priorities.
157. Rather than treat peacebuilding as a fixed or uniform outcome, triple nexus programming should support differentiated approaches tailored to context-specific risks and opportunities. In Batken, the engagement of women from post-conflict communities in high-level policy processes represents a promising model for inclusive, locally informed peacebuilding. Future initiatives should invest in replicating and strengthening these vertical linkages, while embedding nexus approaches into national and municipal systems.
158. Importantly, framing social cohesion as a peace-relevant outcome can also unlock broader funding opportunities, as it aligns with inclusive governance and resilience agendas beyond traditional peacebuilding streams. To maximise impact and sustainability, nexus programmes should build synergies with other UN and donor-supported initiatives, ensuring integration of tools, lessons, and especially women's leadership models across portfolios.

**Recommendation 3. Clarify the strategic purpose of small grants and channel them through coherent, scalable mechanisms**

159. In fragile and conflict-affected settings, small-scale grants to women-led and grassroots CSOs can serve as critical enablers of trust-building, inclusion, and local innovation. However, to strengthen sustainability and strategic alignment, future programming should clearly define the *purpose* and *delivery model* for small grants, ensuring they function not only as funding for community and/or women-led initiatives, but also as instruments to advance policy influence, institutional change, and the scaling of successful approaches.
160. The Women's Peace and Humanitarian Fund (WPHF), co-managed by UN Women, already offers a dedicated mechanism to deliver flexible, rapid funding to WCSOs, including through its thematic focus on climate security. While not currently active in Central Asia, the WPHF represents a scalable model that avoids duplication, aligns with UN Women's mandate, and strengthens coherence across UN financing instruments.
161. Where feasible, small grant portfolios should be delivered through or aligned with fit-for-purpose mechanisms like the WPHF, which combine flexible funding with institutional partnerships and thematic alignment (e.g. climate security, WPS). If grants are used within nexus programming, they should be pooled, time-bound, and clearly linked to policy, institutional, or collaborative outcomes.

Rather than treating small grants as standalone delivery tools, they should be positioned as catalytic investments linked to systems change, policy dialogue, and institutional ownership, with financing and MEL arrangements designed accordingly.

**Recommendation 4. Strengthen MEL systems to support scale-up and triple nexus integration**

162. To support scale-up and national integration of triple nexus approaches, future programming must invest in robust, outcome-level evidence systems that serve both accountability and policy influence. While project demonstrated effective participatory methods and localised success in WCSO-led planning and dialogue, the absence of baseline data and limited results framework design, particularly around peacebuilding and nexus outcomes, constrained the ability to measure systemic change or inform national strategies.
163. Future efforts should embed strong MEL systems from the outset, capturing behavioural and institutional change beyond activity delivery. This includes conflict-sensitive baselines, perception tools, and tracking of participation, resilience, and institutional legitimacy. Where relevant, enabling conditions, such as civic space, legal frameworks, political will, and women’s leadership, should also be monitored to assess sustainability and gender-responsiveness. Data systems should collect disaggregated data (e.g. by sex, age, ethnicity, disability) and apply participatory methods like Outcome Harvesting and Most Significant Change to elevate stakeholder-defined results and support planning and advocacy.
164. MEL systems must be positioned as tools for learning and influence, not just reporting. They should inform policy decisions, budget allocations, and the scale-up of effective models. Partnering with government and academic institutions can strengthen MEL quality, improve theories of change, and enhance national ownership of triple nexus programming.

**Recommendation 5. Use limited funding to unlock difficult reforms that advance triple nexus objectives**

165. RUNO and wider UN system resources should be strategically directed toward politically or institutionally “difficult” areas of nexus programming, such as gender-transformative peacebuilding, the inclusion of marginalised women, and conflict-sensitive governance, where innovation is needed but unlikely to advance without external support. These areas are often underfunded due to limited political will or institutional capacity, yet they are critical to achieving durable peace and inclusive development.
166. To maximise impact, the UN should focus on contexts where political commitment is emerging but not yet matched by budgetary or institutional backing. In such cases, catalytic investment can de-risk innovation, demonstrate value, and open space for future reform.
167. UN support should be structured to promote domestic ownership over time, through mechanisms such as joint training, legal and policy review processes, and cross-sectoral coordination platforms. Compared to expanding service delivery in a fragile funding context, this targeted approach could yield more sustainable systems change aligned with triple nexus goals.

**Recommendation 6. Strengthen inclusion in nexus programming through inclusive design, monitoring and safeguarding civic space**

168. Triple nexus programming must embed inclusion of marginalised and underrepresented groups consistent with Leave No One Behind (LNOB) principles from the outset. This requires addressing intersecting vulnerabilities and ensuring that marginalised women, men, girls, and boys from disadvantaged or minority backgrounds are systematically engaged. Programmes should move beyond participation metrics to identify and respond to the specific risks, needs, and capacities of diverse groups, while ensuring their visibility in national systems and protecting the civic space that enables their voice and agency.
169. While the project promoted community engagement and supported women-led CSOs, dimensions such as disability, age, ethnicity, and displacement were not consistently considered in early design. These gaps were partly addressed during implementation but were not reflected in the results framework or early MEL frameworks, limiting the project's ability to demonstrate progress on Leave No One Behind (LNOB) principles or inform inclusive replication.
170. To improve inclusion outcomes, future nexus programmes should:
- Conduct political economy/conflict analyses to identify entry points for women's leadership;
  - Pursue sustainable capacity support models that extend beyond one-off trainings or grants, including peer mentoring, embedded technical assistance, and partnerships with national institutions;
  - Formalise roles for women-led groups in planning and oversight;
  - Align with evolving governance systems and legal reforms;
  - Support peer learning to strengthen women's voice and accountability;
  - Monitor civic space, legal frameworks, and other enablers of women's participation;
  - Identify barriers for marginalised groups and collect sex-, age-, and disability-disaggregated data;
  - Partner with representative organisations to shape design and track intersectional outcomes.
171. Without stronger design and measurement, inclusive results risk remaining anecdotal and under-leveraged in public planning and policy advocacy, especially if civic space is not safeguarded to allow diverse voices to influence decision-making.

## VI. ANNEXES

## ANNEX 6.1. RESULTS CHAIN/LOGICAL FRAMEWORK (as presented in the original Project Document)

Outcomes	Outputs	Performance Indicators	Indicator baseline	Targets and milestones (initial as per project document)
<p><b>Outcome 1:</b> Women Civil Society Organizations in Kyrgyzstan mitigate climate-related security risks in target localities and national level contributing towards sustained peace.</p> <p>SDG 5. targets 5.1; 5.2; 5.4; 5.5; 5.6. 5.a; 5.c SDG 8. targets 8.2; 8.3; 8.5. SDG 10. targets 10.2. SDG 16.targets 16.6; 16. b</p>		<p><b>Outcome Indicator 1a:</b> # of WCSOs in local and national level indicating increased level of participation in WPS agenda</p> <p><b>Outcome Indicator 1.b.</b> # of WCSOs in local and national level indicating increased level of contributing to the WPS agenda.</p> <p><b>Outcome indicator 1.c</b> % increase of women in the target localities who are confident in the performance of formal and informal local institutions in preventing and mitigating conflicts (disaggregated by gender, age, host/displaced, livelihood category)</p> <p><i>This indicator is contributing to PBF Kyrgyzstan SRF, Outcome indicator 3.c</i></p>	<p>Baseline: TBD</p> <p>Baseline: TBD</p> <p>Baseline: TBD</p>	<p>15 WCSOs in local and national level indicate increased level of participation in WPS agenda</p> <ul style="list-style-type: none"> <li>- <i>Project progress reports; advocacy materials; quotes by WCSOs</i></li> </ul> <p>10 WCSO in local and national level indicating increased level of contributing to the WPS agenda.</p> <ul style="list-style-type: none"> <li>- <i>Project progress reports; quotes by WCSOs; national NAP 1325 report.</i></li> </ul> <p>20% increase of women in the target localities who are confident in the performance of formal and informal local institutions in preventing and mitigating conflicts.</p> <ul style="list-style-type: none"> <li>- <i>Project progress reports; quotes by WCSOs; baseline, endline studies</i></li> </ul>
	<p><b>Output 1.1</b></p> <p>WCSOs in the South of Kyrgyzstan have strengthened institutional capacities to plan, engage and act jointly with local and central level authorities and other actors towards sustaining peace.</p>	<p><b>Output Indicator 1.1.1.a.</b> A tool created to undertake organizational capacity assessment of WCSOs in peacebuilding</p> <p><b>Output Indicator 1.1.1.b</b> A Methodology created to undertake a mapping of a broader range of actors at the local and national levels</p> <p><b>Output Indicator 1.1.2</b> # WCSOs representatives report increased institutional capacities on management, partnerships and analytical skills and knowledge. (disaggregated by sex and age)</p>	<p>Baseline: 0</p> <p>Baseline: 0</p> <p>Baseline: 0</p>	<p>1 tool created to undertake organizational capacity assessment of WCSOs in peacebuilding</p> <ul style="list-style-type: none"> <li>- <i>Project progress reports; activity reports; the tool.</i></li> </ul> <p>1 methodology created to undertake a mapping of a broader range of actors at the local and national levels</p> <ul style="list-style-type: none"> <li>- <i>Project progress reports; activity reports; the methodology.</i></li> </ul> <p>19 WCSOs representatives report increased institutional capacities on management, partnerships and analytical skills and knowledge.</p> <ul style="list-style-type: none"> <li>- <i>Assessment reports conducted; institutional development plan; activity reports</i></li> </ul>

	<p><b>Output Indicator 1.1.3</b></p> <p>One strategic vision document around the interlinkages of gender, climate, peace and security developed</p>	Baseline: 0	<p>1 strategic vision document around the interlinkages of gender, climate, peace and security developed</p> <p>- <i>One cumulative report</i></p>
	<p><b>Output Indicator 1.1.4</b></p> <p># of partnerships established between target WCSOs and mainstream CSOs.</p>	Baseline: 0	<p>8 partnerships established between target WCSOs and mainstream CSOs.</p> <p>- <i>Cooperation agreements</i></p>
	<p><b>Output Indicator 1.1.5</b></p> <p># scenarios created based on new generated data on gender, climate, peace and security to define effective means to address climate-related security risks and sustain peace.</p>	Baseline: 0	<p>3 scenarios created based on new generated data on gender, climate, peace and security to define effective means to address climate-related security risks and sustain peace.</p> <p>- <i>Scenarios produced; activity reports.</i></p>
<p><b>Output 1.2</b></p> <p>Targeted Government and Local Self-governing bodies have increased capacities to plan and partner with WCSOs on integrate gender, climate security and peace in line with national priorities in the framework of SDGs and UNSCR 1325</p>	<p><b>Output Indicator 1.2.1</b></p> <p># of local socio-economic development plans that integrate gender and climate-security considerations including costing</p>	Baseline: 0	<p>5 local socio-economic development plans that integrate gender and climate-security considerations including costing.</p> <p>- <i>One cumulative report; protocol upon completion of each WG meeting; Local Socio-Economic Plans</i></p>
	<p><b>Output indicator 1.2.2</b></p> <p># mechanism and procedures created and tested to engage WCSOs at local and national levels on gender, climate, peace and security.</p>	Baseline: TBD	<p>2 mechanism and procedures created and tested to engage WCSOs at local and national levels on gender, climate, peace and security.</p> <p>- <i>One cumulative report.</i></p>
	<p><b>Output indicator 1.2.3</b></p> <p>% of the government authorities in the target localities report increased skills and knowledge on localization of WPS agenda and gender, climate, peace and security. <i>(disaggregated by sex and age)</i></p>	Baseline: 0	<p>50% of the government authorities in the target localities report increased skills and knowledge on localization of WPS agenda and gender, climate, peace and security.</p> <p>- <i>Trainings conducted; activity reports; testimonies; one training report generated.</i></p>
	<p><b>Output indicator 1.2.4</b></p> <p>% of the targeted WCSOs representatives who report confidence that local decision-making is inclusive and responsive around gender, climate, peace and security. <i>(disaggregated by sex and age)</i></p> <p><i>This indicator is contributing to PBF Kyrgyzstan SRF, Outcome indicator 1. d.</i></p>	Baseline: TBD	<p>50% of the targeted WCSOs representatives who report confidence that local decision-making is inclusive and responsive around gender, climate, peace and security.</p> <p>- <i>One cumulative report; survey results.</i></p>

<p><b>Output 1.3</b></p> <p>WCOSs in the South of Kyrgyzstan use institutional mechanisms and procedures to interact with government and other actors to jointly address climate-related security risks and peace building agenda in a sustainable manner.</p>	<p><b>Output 1.3.1</b></p> <p># of models/action plans for women-led initiatives to test new means to address climate-related security risks around gender, climate, peace and security</p>	Baseline: 0	<p>10 models/action plans for women-led initiatives to test new means to address climate-related security risks around gender, climate, peace and security</p> <p>- <i>Models/action plans produced</i></p>
	<p><b>Output Indicator 1.3.2</b></p> <p># of local initiatives by WCOSs conducted through grant mechanisms to test and implement social innovations around gender, climate, peace and security.</p>	Baseline: 0	<p>10 local initiatives by WCOSs conducted through grant mechanisms to test and implement social innovations around gender, climate, peace and security.</p> <p>- <i>Initiatives produced; list of initiatives; activity reports</i></p>
	<p><b>Output Indicator 1.3.3</b></p> <p># of local, joint digital and climate-smart agriculture technologies tested and implemented for addressing climate-related security risks.</p>	Baseline: 0	<p>10 local, joint digital and climate-smart agriculture technologies tested and implemented for addressing climate-related security risks.</p> <p>- <i>List of technologies</i></p>
	<p><b>Output Indicator 1.3.4</b></p> <p># of awareness raising campaigns led by WCOSs in collaboration with government and other actors to increase knowledge on interlinkages of gender, climate, peace and security</p>	Baseline: 0	<p>10 awareness raising campaigns led by WCOSs in collaboration with government and other actors to increase knowledge on interlinkages of gender, climate, peace and security</p> <p>- <i>One cumulative report upon completion of awareness raising activities</i></p>
	<p><b>Output indicator 1.3.5</b></p> <p># number of partners external to WPS agenda (academia, media, private sector) collaborating with WCOSs to accelerate Peace Agenda around gender and climate (<i>disaggregated by sex, age, occupation, sector, geographic location</i>)</p>	Baseline: TBD	<p>15 partners external to WPS agenda (academia, media, private sector) collaborating with WCOSs to accelerate Peace Agenda around gender and climate</p> <p>- <i>List of partners</i></p>

## ANNEX 6.2. EVALUATION MATRIX

Evaluation criterion	Evaluation question	Evaluation sub-questions	Data collection method and source	Evaluation indicator	Evaluation benchmark
Relevance	Q1. To what extent did the project's design and implementation respond to the needs and priorities of its target groups, particularly through the lens of the gender–climate–security nexus?	<ul style="list-style-type: none"> <li>- To what extent did the project design incorporate the interlinkages between gender equality, climate change, and peace and security (triple nexus)?</li> <li>- How well did the theory of change and design logic reflect the priorities and change pathways relevant to the gender–climate–security nexus?</li> <li>- To what extent did the project build on lessons from previous peacebuilding or climate-related initiatives?</li> <li>- To what extent did the project address the specific needs and priorities of its core stakeholder groups (e.g. WCSOs, local government, marginalised communities)?</li> </ul>	Document review: project design, ToC, past evaluation reports, targeting and adaptation strategies KIIs with: UN Women, FAO, ROI, WCSOs, national and local government KIIs/FGDs with community members, including women, youth, persons with disabilities, ethnic minorities Survey: WCSO representatives and community participants	<ul style="list-style-type: none"> <li>– Integration of gender–climate–security nexus in design documentation and stakeholder interviews</li> <li>– Clarity and relevance of ToC as validated by stakeholders</li> <li>– Stakeholder perceptions of the project's responsiveness to their needs</li> <li>– Evidence of project adaptations based on local priorities or prior learning</li> <li>– Representation of WCSOs and marginalised groups in design and planning</li> </ul>	<ul style="list-style-type: none"> <li>• Triple nexus addressed in at least 3 core components (e.g. outcomes, partnerships, indicators)</li> <li>• ToC or design documentation explicitly references conflict and climate-related risks</li> <li>• At least 70% of stakeholders report the project was relevant to their needs</li> <li>• Project documentation shows at least 2 instances of tailored approaches for different stakeholder groups</li> <li>• At least one design or implementation change informed by lessons from prior projects</li> </ul>
	Q2. To what extent was the project aligned with national development strategies on gender equality, climate change adaptation, and security?	<ul style="list-style-type: none"> <li>- How relevant was the project to national and local efforts to implement UNSCR 1325, particularly in relation to climate-related security risks?</li> <li>- Was the project consistent with national policies and strategies on gender equality and women's empowerment?</li> </ul>	Document review: national development strategies, UNSCR 1325 NAP, climate and gender policy frameworks, project design documents KIIs with national and local government representatives, UN Women, FAO, ROI FGDs with local stakeholders engaged in development planning or implementation	<ul style="list-style-type: none"> <li>– Alignment of project objectives with national strategies and action plans (e.g., UNSCR 1325, climate policy, gender equality frameworks)</li> <li>– Stakeholder perceptions of the project's relevance to national/local priorities</li> <li>– References to national frameworks in project design, reporting, or communications</li> <li>– Evidence of government involvement in aligning or shaping project components</li> </ul>	<ul style="list-style-type: none"> <li>• Project aligns with at least one national policy or strategy on gender, peace, or climate</li> <li>• Project activities directly contribute to one or more targets in UNSCR 1325 NAP or a national climate action plan</li> <li>• At least two stakeholders (government or UN) confirm the project supported national implementation priorities</li> <li>• Project documentation cites national frameworks in justification of activities or objectives</li> </ul>
	Q3. To what extent were key national and regional partners meaningfully involved in the project's design and planning?	<ul style="list-style-type: none"> <li>- Were national and regional stakeholders—including government, WCSOs, and technical agencies—consulted during design? If so, how</li> </ul>	Document review: project design records, stakeholder engagement documentation, meeting notes	<ul style="list-style-type: none"> <li>– Number and diversity of stakeholders consulted during design, evidence of incorporation of feedback.</li> </ul>	<ul style="list-style-type: none"> <li>• Minimum of 5 stakeholder groups consulted (validated by stakeholders); at least 3 inputs</li> </ul>

	<p>were their inputs reflected in the final project structure?</p> <ul style="list-style-type: none"> <li>- How satisfied were stakeholders with their level of engagement during the planning phase?</li> </ul>	<p>KIIs with national and regional government representatives, WCSOs, technical partners, project staff and/or any key stakeholders who participated in design processes</p>	<ul style="list-style-type: none"> <li>- Stakeholder satisfaction with their engagement level, based on qualitative scoring or thematic content from KIIs/FGDs.</li> <li>- Documentation of co-design or participatory planning efforts</li> </ul>	<p>visibly reflected in project documents.</p> <ul style="list-style-type: none"> <li>• 50% or more of interviewed stakeholders describe their engagement as meaningful or adequately inclusive</li> <li>• At least one formal or structured mechanism for input documented (e.g., consultation workshop, feedback loop)</li> </ul>
<p>Q4. To what extent has the project remained relevant and responsive to contextual shifts, including political, legal, and security dynamics?</p>	<ul style="list-style-type: none"> <li>- How did the project respond to the evolving political and legal context affecting WCSOs, and was it able to adapt to emerging challenges?</li> <li>- To what extent did the project adjust its strategies and partnerships in response to administrative-territorial reforms and the Kyrgyz–Tajik border agreement, particularly in impacted areas?</li> </ul>	<p>Document review: revised workplans, meeting notes (e.g. steering committee), adaptation memos, project updates</p> <p>KIIs with: UN Women, FAO, ROI, WCSOs, national and local government stakeholders</p> <p>FGDs with WCSOs and community members in affected areas</p> <p>Survey to capture stakeholder perceptions of responsiveness and adaptability</p>	<ul style="list-style-type: none"> <li>- Documentation of project modifications in response to political/legal changes or local developments</li> <li>- Stakeholder awareness and validation of project adaptations</li> <li>- Evidence of shifts in partnerships or implementation approaches to accommodate contextual changes</li> <li>- Responsiveness to WCSO-related legal or institutional challenges</li> </ul>	<ul style="list-style-type: none"> <li>• Documented revisions to activities and/or project strategy in response to key legislative or political changes, validated by implementing partners or other stakeholders</li> <li>• Stakeholders in at least two affected areas validate relevance of project response to territorial or legal changes</li> <li>• Revisions to project implementation clearly linked to contextual shifts (e.g., border agreement, legal frameworks)</li> </ul>
<p>Q5. How well were gender equality, human rights and LNOB principles integrated into the project’s design and implementation?</p>	<ul style="list-style-type: none"> <li>- To what extent did the project address the needs and perspectives of diverse groups of women—including young women, ethnic minorities, and rural WCSOs—through inclusive design and conflict-sensitive implementation?</li> <li>- To what extent did the project apply Leave No One Behind (LNOB) principles by reaching and benefiting youth, ethnic minorities, and persons with disabilities?</li> </ul>	<p>FGDs with diverse groups of women including beneficiaries; KIIs with WCSOs, implementing partners; review of project design documents for evidence of intersectionality and Do No Harm integration; mapping of beneficiary demographics (if available) to assess actual versus intended reach; disaggregated data analysis of project beneficiaries; review of targeting criteria and MEL frameworks.</p> <p>Survey: WCSO representatives and community participants</p>	<ul style="list-style-type: none"> <li>- Inclusion of intersectional needs in design documents; references to conflict sensitivity measures validated by FGD/KII evidence.</li> <li>- Disaggregated data showing outreach and benefit to LNOB groups, triangulated evidence from KIIs/FGDs.</li> </ul>	<ul style="list-style-type: none"> <li>• Evidence of tailored approaches for at least 3 intersecting identities (e.g. ethnicity, rural status, age); at least 3 diverse informants (e.g. from youth, rural, minority groups) confirm project responsiveness to their needs</li> <li>• Outreach data shows inclusion of at least 3 LNOB categories with positive participation feedback</li> </ul>

Evaluation criterion	Evaluation question	Evaluation sub-questions	Data collection method and source	Evaluation indicator	Evaluation benchmark
Coherence	Q1. To what extent did the project align with the strategic priorities and programmes of UN Women, FAO, ROI, and the broader UN system?	<ul style="list-style-type: none"> <li>- To what extent did the project align with and leverage the strategic priorities, mandates, and comparative advantages of UN Women, FAO, ROI, and the Peacebuilding Fund?</li> <li>- How effectively did the project promote UN system-wide coherence and joint delivery on gender-responsive, climate-informed peacebuilding priorities?</li> </ul>	<p>Document review: project design documents, ToC, strategic frameworks (agency and UNCT), UNSDCF, PBF strategy documents, governance records</p> <p>KIIs with: UN Women, FAO, ROI, PBF representatives, project leads, and technical staff</p> <p>KIIs with RCO and agency project leads (if applicable)</p>	<ul style="list-style-type: none"> <li>- Documented alignment of project objectives with strategic plans of UN Women, FAO, ROI, and UNSDCF</li> <li>- Perceptions of alignment and role clarity among agency staff</li> <li>- Evidence of strategic use of agency mandates to enhance delivery and coverage</li> <li>- Examples of joint UN efforts or shared advocacy/policy contributions related to project</li> </ul>	<ul style="list-style-type: none"> <li>• Project objectives align with at least two strategic documents per partner, validated in KIIs</li> <li>• At least one documented example of PBF contribution to strategic or operational adaptation</li> <li>• At least one joint output or cross-agency initiative credited to the project, linked to UNSDCF or PBF objectives</li> <li>• UN staff confirm project activities reflected agency's mandate and comparative strengths</li> </ul>
	Q2. To what extent did the project foster effective coordination and collaboration among UN agencies, government, and civil society actors?	<ul style="list-style-type: none"> <li>- To what extent did the project promote meaningful coordination and joint planning between UN agencies, WCSOs, and government partners at local and national levels?</li> <li>- How effective were any joint platforms or mechanisms established to support cross-stakeholder collaboration and accountability?</li> </ul>	<p>Document review: project coordination mechanisms, joint planning records, meeting minutes, governance structures</p> <p>KIIs with: UN Women, FAO, ROI, WCSOs, national and local government partners, RCO (if applicable)</p> <p>FGDs with WCSOs and local partners who participated in platforms or coordination mechanisms</p>	<ul style="list-style-type: none"> <li>- Number and diversity of stakeholders participating in project coordination and planning</li> <li>- Perceived quality and inclusiveness of coordination from different stakeholder perspectives</li> <li>- Frequency, function, and follow-up of joint planning or accountability platforms</li> <li>- Evidence of shared decision-making, resource-sharing, or mutual accountability</li> </ul>	<ul style="list-style-type: none"> <li>• At least two examples of joint planning or coordination events involving UN, government, and WCSOs</li> <li>• At least 70% of interviewed stakeholders report positive experiences with coordination or communication</li> <li>• Documentation of at least one operational platform (e.g., working group, task force) that contributed to inclusive planning or oversight</li> <li>• Evidence of WCSO participation in project steering, planning, or review processes at national or local level</li> </ul>

	<p>Q3. To what extent do UN Women, FAO, and ROI demonstrate a comparative advantage in delivering peacebuilding, gender equality, and climate security outcomes relative to other actors?</p>	<ul style="list-style-type: none"> <li>- How did UN Women, FAO, ROI contribute based on their respective comparative strengths, mandates, or technical expertise?</li> <li>- How did the different agencies contribute to advancing inclusion of underrepresented groups (e.g., women with disabilities, rural youth, ethnic minorities) to support gender-responsive climate and peacebuilding goals?</li> </ul>	<p>Document review: role definitions, division of labour notes, partnership agreements, progress reports. Output and activity-level records showing partner contributions</p> <p>Partnership mapping and MEL documentation (if available).</p> <p>KIIs with: UN Women, FAO, ROI project leads and technical staff; WCSOs and local partners familiar with the agencies' roles PBF or UNCT coordination focal points (if relevant).</p> <p>FGDs with WCSOs and CSO beneficiaries engaged through different agencies' components; community groups representing underrepresented populations.</p>	<ul style="list-style-type: none"> <li>- Evidence of role clarity and differentiated technical contributions by each partner.</li> <li>- Stakeholder perceptions of entity strengths and value added</li> <li>- Inclusion strategies or tailored activities linked to specific entity strengths/expertise.</li> <li>- Specific outreach or capacity-building efforts for underrepresented groups linked to entity leadership/mandate.</li> <li>- Beneficiary perceptions of inclusion, representation, and access across partner components.</li> </ul>	<ul style="list-style-type: none"> <li>• All three entities (FAO, UN Women, ROI) are cited by stakeholders for a distinct technical or strategic strength</li> <li>• At least two types of inclusion-focused activities (targeting youth, women with disabilities, rural groups, etc.) are linked to entity-led components</li> <li>• Documentation and/or KIIs confirm that inclusion was an intentional focus area for at least two entities.</li> <li>• At least three representatives from underrepresented groups report meaningful inclusion or support from at least one entity-led initiative.</li> </ul>
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Evaluation criterion	Evaluation question	Evaluation sub-questions	Data collection method and source	Evaluation indicator	Evaluation benchmark
Effectiveness	<p>Q1. To what extent has the project achieved its intended objectives and results, and how have these contributed to peacebuilding outcomes?</p>	<ul style="list-style-type: none"> <li>- To what extent were the project's planned outputs and outcomes achieved, particularly in relation to WCSO capacity, inclusive governance, joint climate-security action, and institutional strengthening?</li> <li>- What results were achieved for different groups, including women, men, persons with disabilities, and other marginalised populations?</li> <li>- To what extent have the achieved results contributed to improved local resilience, reduced climate-security risks, or strengthened peacebuilding outcomes?</li> </ul>	<p>Document review (project reports, log frame, MEL data, disaggregated by region, stakeholder group (if available), output and outcome-level results); indicator tracking table; KIIs with FAO, UN Women, ROI project staff, government stakeholders/counterparts (national, local), WCSOs, FGDs with project beneficiaries to triangulate output and outcome-level results; Survey (if feasible) targeting partner organisations or beneficiaries to capture perceived changes in capacity or engagement; FGDs with community beneficiaries/ members and WCSOs engaged in activities (including by age, gender, disability, geography)</p> <p>Most Significant Change (MSC) stories.</p>	<ul style="list-style-type: none"> <li>- Achievement status of planned outputs and outcomes (against targets and logframe)</li> <li>- Stakeholder perceptions of meaningful change (WCSO capacity, governance, peace outcomes)</li> <li>- Qualitative accounts of climate risk mitigation or social cohesion</li> <li>- Degree of inclusion and differential outcomes among diverse groups</li> <li>- Evidence of project contributions to broader institutional strengthening</li> </ul>	<ul style="list-style-type: none"> <li>• At least 80% (12 out of 15) of output indicators and 2 out of 3 outcome indicators met or exceeded targets: validated through triangulation.</li> <li>• KIIs/FGDs confirm that project contributed to improved local stability, cooperation, or climate risk management.</li> <li>• Qualitative data (KIIs/FGDs) link project activities to perceived reduction in conflict or climate vulnerability</li> <li>• Beneficiaries from at least three demographic groups (e.g., women, youth, persons with disabilities) report positive and relevant outcomes</li> </ul>

<p>Q2. Has the project generated any unintended outcomes—positive or negative—and for whom? What were the key lessons, good practices, or challenges encountered, and how were these addressed?</p>	<ul style="list-style-type: none"> <li>- What unintended outcomes—positive or negative—emerged during project implementation, and who was affected?</li> <li>- How did project partners adapt in response to emerging challenges, lessons, or good practices?</li> </ul>	<p>Document Review: risk logs, midterm/internal reviews, outcome harvesting notes (if available), partner learning reflections, MEL data, adaptive management documentation.          KIIs: Project staff (UN Women, FAO, ROI), implementing partners, national and local government counterparts; WCSOs, community-based organisations, and CSOs involved in delivery or observation          FGDs: WCSOs, community beneficiaries, and local leaders to explore unexpected results, missed opportunities, or downstream effects; Partner organisations reflecting on learning and adjustments          MSC stories.</p>	<ul style="list-style-type: none"> <li>– Number and type of unintended outcomes identified by different stakeholder groups</li> <li>– Evidence of course corrections, strategy adaptations, or learning processes in response to challenges</li> <li>– Perceived relevance and timeliness of project responses to unexpected situations</li> <li>– Evidence of documentation or sharing of lessons learned (internally or externally)</li> </ul>	<ul style="list-style-type: none"> <li>• At least one significant unintended effect documented and validated by two or more stakeholder sources</li> <li>• At least one concrete example of adaptive change in implementation (e.g. revised activity, adjusted targeting, new tool introduced)</li> <li>• At least two stakeholders (from different groups) confirm project flexibility or responsiveness to learning</li> <li>• Documented evidence of lessons or good practices shared internally or externally (e.g. reporting, learning products)</li> </ul>
<p>Q3. How effective were the project’s strategies and approaches—particularly those addressing the gender–climate–security nexus—in achieving results in dynamic contexts?</p>	<ul style="list-style-type: none"> <li>- What strategies or models introduced by the project contributed to results, particularly in addressing the gender–climate–security nexus?</li> <li>- What innovative practices or models (if any – such as tools, partnerships, methods) contributed to delivering results, and were these documented for learning or replication?</li> <li>- How inclusive and adaptive were these strategies in meeting the needs of diverse stakeholders, including women with disabilities, youth, and minority groups?</li> <li>-</li> </ul>	<p>Document Review: Project strategy notes, innovation pilots, adaptations, participatory design materials, ToC documentation, activity reports highlighting new approaches or learning cycles; MEL documentation including outcome harvesting documentation (if available).          KIIs: UN Women, FAO, ROI, Local partners, WCSOs, MEL staff          FGDs: WCSOs, local CSOs, and community members involved in piloting or using tools/models; Marginalised groups reflecting on inclusion or adaptation (e.g., youth, persons with disabilities)          MSC Stories.</p>	<ul style="list-style-type: none"> <li>– Number and type of strategies or tools introduced and implemented</li> <li>– Perceived relevance and effectiveness of approaches across stakeholder groups</li> <li>– Examples of strategy adaptation in response to local context, feedback, or monitoring</li> <li>– Evidence of inclusive design and differential results among marginalised or underserved groups</li> </ul>	<ul style="list-style-type: none"> <li>• Strategy or activities adapted in response to at least two identified contextual shifts (e.g. political, legal, economic, etc.).</li> <li>• At least one introduced approach judged as effective and adjusted based on monitoring and feedback.</li> <li>• At least one innovation documented and shared for replication or scale-up; uptake evident among stakeholders.</li> <li>• Stakeholders from at least three underrepresented groups (e.g., women with disabilities, ethnic minorities, rural youth) validate that strategies addressed their needs</li> <li>• Evidence of cross-stakeholder engagement in strategy design or feedback loops documented in reports or KIIs</li> </ul>
<p>Q4. How has the project engaged key stakeholders—including WCSOs, government, and local communities—to support</p>	<ul style="list-style-type: none"> <li>- To what extent were key stakeholders meaningfully engaged in the project cycle, and how did this support ownership and sustainability of results?</li> </ul>	<p>Document Review: Stakeholder engagement documentation, participation logs, minutes from planning or review meetings, MEL</p>	<ul style="list-style-type: none"> <li>– Number and type of stakeholders involved in co-design, implementation, or monitoring</li> </ul>	<ul style="list-style-type: none"> <li>• At least 50% of interviewed stakeholders report meaningful participation in project planning or implementation</li> </ul>

	achievement of results and ownership of outcomes?	<ul style="list-style-type: none"> <li>- How effectively did the project engage underrepresented voices—such as women with disabilities, youth, or ethnic minorities—in co-design, implementation, or decision-making?</li> </ul>	<p>frameworks referencing participatory approaches</p> <p>KIIs: WCSOs, local government, ROI, implementing partners, MEL focal points; UN Women and FAO leads responsible for stakeholder engagement</p> <p>FGDs: WCSOs, community-based organisations, women/youth groups, persons with disabilities; Participants who were involved in project delivery or consultation processes.</p> <p>MSC stories</p>	<ul style="list-style-type: none"> <li>– Perceived quality and influence of engagement by stakeholder type</li> <li>– Representation of underrepresented groups in decision-making processes</li> <li>– Evidence of co-delivery or joint ownership of activities or results</li> </ul>	<ul style="list-style-type: none"> <li>• At least two documented examples of co-implementation with WCSOs or community actors</li> <li>• At least three stakeholder groups confirm increased ownership or recognition due to engagement</li> <li>• At least one initiative or output co-led or co-designed by underrepresented groups</li> </ul>
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Evaluation criterion	Evaluation question	Evaluation sub-questions	Data collection method and source	Evaluation indicator	Evaluation benchmark
Efficiency	Q1. To what extent were project resources and activities efficiently managed and delivered as planned?	<ul style="list-style-type: none"> <li>- To what extent were financial, human, and technical resources used in a timely and efficient manner to support delivery of results?</li> <li>- Were there any inefficiencies, delays, or resource gaps that affected implementation or coordination?</li> <li>- Were resources allocated in a way that supported gender equality and inclusion objectives?</li> </ul>	<p>Document Review: Project budgets and financial reports, HR/staffing records, donor reporting, implementation timelines and revisions, delivery tracking data; risk logs, audit/monitoring summaries; ☐ gender marker or gender budget tagging (if available); targeting strategies, activity budgets, and grant allocation record; MEL framework indicators relating to gender/inclusion; small grant disbursement records to WCSOs or groups supporting marginalised populations</p> <p>KIIs: UN Women, FAO, ROI operations and finance teams, project managers; implementing partners, local CSOs, government counterparts involved in delivery or coordination</p> <p>FGDs (if feasible): Local delivery partners or stakeholders with visibility into timelines, support, or delivery challenges; Women- and disability-led organisations, youth groups, and ethnic minority representatives to assess whether resources reached their constituencies</p>	<ul style="list-style-type: none"> <li>– Budget execution rate by agency and activity</li> <li>– Timeliness of fund disbursement and staffing/recruitment</li> <li>– Stakeholder perceptions of efficiency, responsiveness, and delivery quality</li> <li>– Frequency and nature of delivery challenges or delays reported and addressed</li> <li>– Coordination effectiveness in avoiding duplication or delays</li> <li>– Presence of gender and inclusion targets in budgeting or resource allocation documentation</li> <li>– Evidence of resource alignment with gender-responsive activities or strategies</li> </ul>	<ul style="list-style-type: none"> <li>• At least 80% of planned activities delivered on schedule or with documented, justified delay (disaggregated by entity if possible)</li> <li>• At least one documented adjustment made in response to delivery or resource challenges</li> <li>• Gender and/or inclusion targets referenced in at least one planning or budgeting document</li> <li>• Documented evidence that resource allocations were informed by gender and LNOB considerations (e.g. in proposal selection, activity budgeting)</li> </ul>

	<p>Q2. How well did the project's leadership and operational arrangements support efficient implementation and adaptation?</p>	<ul style="list-style-type: none"> <li>- To what extent were leadership, coordination, and decision-making roles clearly defined and effectively implemented across UN Women, FAO, and ROI?</li> <li>- How effective were the project's operational systems—including planning, reporting, and MEL tools—in supporting timely delivery and adaptive management?</li> </ul>	<p>Document Review: Project governance frameworks, TORs, joint workplans, coordination protocols, decision logs, reporting tools, MEL systems, meeting minutes (e.g., steering committee, task teams)</p> <p>KIIs: Project managers, MEL leads, coordination focal points, operations staff across UN Women, FAO, ROI; Partner organisations involved in co-delivery or coordination</p> <p>FGDs/KIIs: Cross-agency teams or technical leads involved in implementation</p>	<ul style="list-style-type: none"> <li>- Clarity of roles/ responsibilities across agencies as reported by staff</li> <li>- Use of joint tools (e.g., workplans, reporting templates, MEL frameworks) across agencies</li> <li>- Examples of timely decision-making, coordination, or course correction documented</li> <li>- Evidence of shared planning, reporting, or delivery mechanisms functioning smoothly</li> <li>- Stakeholder satisfaction with management processes and adaptive capacity</li> </ul>	<ul style="list-style-type: none"> <li>• At least two documented instances of effective coordination or shared decision-making</li> <li>• Three or more project staff from different agencies confirm clarity of roles and effective leadership</li> <li>• At least two key tools or systems (e.g., joint MEL framework, planning calendar) were used across agencies</li> <li>• At least one documented case of timely course correction or adaptation driven by project governance mechanisms</li> <li>• At least two entities report that joint implementation reduced duplication or improved efficiency</li> </ul>
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Evaluation criterion	Evaluation question	Evaluation sub-question(s)	Data collection method and source	Evaluation indicator	Evaluation benchmark
Sustainability	<p>Q1. What is the likelihood that project results will be sustained, and how effectively did the project build local capacities and partnerships to support this?</p>	<ul style="list-style-type: none"> <li>- Which results or project components show the strongest potential for continuation without external support?</li> <li>- What institutional or individual capacities were strengthened to support ongoing local ownership and delivery—particularly among WCSOs and local authorities—and to sustain inclusive and gender-responsive approaches, including disability inclusion?</li> <li>- What enabling or constraining factors (e.g., political will, funding, institutional support) are likely to influence the sustainability of results?</li> <li>- To what extent did the project support knowledge sharing or promote practices that could be replicated or scaled beyond the project's duration?</li> </ul>	<p>Document Review: Exit or transition strategies, capacity-building records, sustainability plans, knowledge products (e.g. toolkits, guidance), documentation of institutional handover or partnerships.</p> <p>KIIs: WCSOs, local authorities, ROI, national government, UN Women/FAO technical and project leads, MEL staff</p> <p>FGDs: WCSO leaders, trained individuals, local community groups involved in pilot/initiative delivery or follow-up</p> <p>Survey: WCSOs and local government partners on likelihood and confidence in continuation</p> <p>MSC Stories (where appropriate).</p>	<ul style="list-style-type: none"> <li>- Stakeholder perceptions of which results are most likely to continue and why</li> <li>- Evidence of sustained partnerships, capacity application, or local ownership</li> <li>- Documentation of follow-on initiatives or institutionalisation (e.g., formalised roles, budget allocations)</li> <li>- Barriers or risks to sustainability identified and addressed</li> <li>- Number of tools, practices, or learnings documented and shared for potential scale-up</li> <li>- Evidence that project-supported actors (e.g. WCSOs, local authorities) are continuing to apply inclusive and gender-responsive approaches, including those focused on disability inclusion</li> </ul>	<ul style="list-style-type: none"> <li>• At least two project results or initiatives identified by stakeholders as continuing or self-sustaining</li> <li>• At least two WCSOs or government counterparts report active use of knowledge/tools or practices introduced by the project</li> <li>• At least three capacity-building activities are confirmed to have ongoing application post-project</li> <li>• At least two enabling or constraining factors clearly identified and triangulated (e.g., political, financial, institutional)</li> <li>• At least one knowledge product/tool disseminated to multiple stakeholders, with interest in replication expressed</li> <li>• At least two WCSOs or local actors demonstrate continued use of gender- and disability-inclusive practices or tools introduced by the project.</li> </ul>

	<p>Q2. To what extent has the project strengthened WCSO leadership and institutional mechanisms for ongoing engagement in climate security and peacebuilding?</p>	<ul style="list-style-type: none"> <li>- What formal or informal mechanisms have been established or strengthened to support continued WCSO engagement in climate security and peacebuilding?</li> <li>- How has the project influenced the recognition, trust, or relationships between WCSOs and decision-makers at local and national levels?</li> <li>- What plans or commitments—such as handover strategies or policy linkages—are in place to support continued WCSO leadership beyond the life of the project?</li> <li>- How inclusive were the platforms or mechanisms established in terms of participation by women with disabilities and other marginalized groups?</li> </ul>	<p>Document Review: Meeting records, participation logs, partnership agreements, policy documents, exit/handover plans, communications between WCSOs and authorities, MEL records.</p> <p>KIIs: WCSO leaders, project staff (UN Women, ROI), national and local government representatives.</p> <p>FGDs: WCSO participants, local partners, government counterparts involved in joint forums/mechanisms/platforms; participants in transition or sustainability planning.</p> <p>MSC Stories (if relevant).</p>	<ul style="list-style-type: none"> <li>– Number and type of mechanisms/platforms for WCSO engagement established or strengthened</li> <li>– Stakeholder perceptions of changes in visibility, voice, or influence of WCSOs</li> <li>– Presence of operational structures or roles for WCSOs post-project (e.g., seats on committees, MOUs)</li> <li>– Documentation of transition/handover planning with defined responsibilities</li> <li>– Examples of policy uptake, institutional alignment, or budget support for WCSO-led efforts</li> <li>– Representation of marginalised groups—especially women with disabilities—in project-supported platforms, mechanisms, or partnerships</li> </ul>	<ul style="list-style-type: none"> <li>• At least one mechanism or structure for WCSO engagement remains operational after project support ends</li> <li>• Stakeholders (e.g., government and WCSOs) in at least two locations report improved recognition and collaboration</li> <li>• At least one handover or sustainability plan in place and referenced by local actors</li> <li>• At least two WCSOs report continued engagement with government or other institutions in climate or peace work</li> <li>• At least one example of WCSO-led initiative being institutionalised (e.g., adopted in a local plan or budget)</li> <li>• At least two examples of marginalised groups (e.g., women with disabilities, youth, or ethnic minorities) being included or represented in ongoing platforms/structures/mechanisms.</li> </ul>
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Evaluation criterion	Evaluation question	Evaluation sub-questions	Data collection method and source	Evaluation indicator	Evaluation benchmark
<p><b>Impact</b></p>	<p>Q1. What higher-level or emerging changes have occurred as a result of the project, and how do these align with the theory of change?</p>	<ul style="list-style-type: none"> <li>- What observable or emerging outcomes can be linked to the project, particularly in relation to WCSO leadership, inclusive governance, and community resilience?</li> <li>- To what extent have these outcomes contributed to the theory of change pathways, especially those related to the gender–climate–security nexus?</li> <li>- Have any new or unintended outcomes emerged that could lead to longer-term change?</li> </ul>	<p>Document Review: Progress reports, outcome tracking logs, learning reviews, MEL data including outcome harvesting documentation, partner updates, output-to-outcome tracing documentation</p> <p>KIIs: UN Women, FAO, ROI, WCSOs, local and national government, MEL staff.</p> <p>FGDs: Beneficiaries, community leaders, WCSO members, CSOs involved in co-implementation or observation.</p> <p>MSC Stories</p>	<ul style="list-style-type: none"> <li>– Stakeholder perceptions of most meaningful project-related changes (local and systemic)</li> <li>– Evidence of WCSO influence in governance or peacebuilding forums beyond the project</li> <li>– Community-level examples of resilience, inclusion, or trust-building linked to project actions</li> <li>– Links between observed outcomes and key ToC pathways (e.g., inclusive platforms, local ownership)</li> <li>– Identification of unexpected outcomes with long-term relevance</li> </ul>	<ul style="list-style-type: none"> <li>• At least three stakeholder groups identify specific, observable changes aligned with project objectives</li> <li>• At least two outcomes linked to WCSO leadership or cross-sector collaboration validated by multiple data sources</li> <li>• At least one emerging or unplanned change identified that has potential for scale or long-term influence</li> <li>• Evidence from at least two sources (e.g., reports, FGDs) confirming alignment with ToC pathways</li> </ul>

<p>Q2: Are there signs that the project has contributed to sustainable peace pathways, such as strengthened local institutions, increased community ownership, or improved intergroup relations?</p>	<ul style="list-style-type: none"> <li>- What evidence exists that project-supported institutions or mechanisms are contributing to local peacebuilding and resilience?</li> <li>- How has the project supported greater local ownership, trust, or collaboration across stakeholder groups?</li> <li>- To what extent have community members—including women, youth, and other underrepresented groups—been engaged in actions that promote social cohesion and peaceful conflict resolution?</li> </ul>	<p>Document Review: Project reports, monitoring tools; local platform records, cross-group dialogue documentation</p> <p>KIIs: Local authorities, WCSOs, community leaders, UN Women/FAO focal points</p> <p>FGDs: community members/conflict-affected stakeholders; participants in peacebuilding or cross-boundary dialogue initiatives</p> <p>MSC stories.</p>	<ul style="list-style-type: none"> <li>– Stakeholder perceptions of improved social cohesion, trust, or inclusion</li> <li>– Number and type of institutions or mechanisms continuing to promote peaceful collaboration</li> <li>– Evidence of joint actions, dialogue, or mediation involving diverse stakeholder groups</li> <li>– Inclusion of underrepresented voices (e.g. women, youth, ethnic minorities) in sustained peacebuilding efforts</li> <li>– Documented follow-up or continuation of peace-related activities post-project</li> </ul>	<ul style="list-style-type: none"> <li>• At least two institutions/platforms remain active in peace-related efforts after project support ends</li> <li>• Stakeholders in at least three communities report improved intergroup dialogue or collaboration</li> <li>• At least one joint initiative (e.g. planning, conflict resolution) continues beyond the project</li> <li>• Evidence that women, youth, or marginalised groups are visibly represented in at least two post-project peacebuilding structures or activities</li> </ul>
<p>Q3: To what extent has the project advanced the implementation of global norms and standards on gender equality and women's empowerment (GEWE) in the context of climate security and peacebuilding?</p>	<ul style="list-style-type: none"> <li>- How has the project contributed to national or local implementation of global frameworks such as UNSCR 1325, SDG 5, CEDAW, or UNFCCC in relation to gender, peace, and climate security?</li> <li>- What role did UN Women, FAO, and ROI play in promoting normative shifts, institutional commitments, or policy uptake related to these frameworks?</li> </ul>	<p>Document Review: National and local policies, action plans, or budget documents referencing global frameworks (e.g., NAPs for UNSCR 1325, gender/climate plans, SDG integration tracking)</p> <p>UN Women, FAO, and ROI policy engagement records, advocacy materials, meeting minutes, project strategy notes.</p> <p>KIIs: UN Women, FAO, ROI policy advisors and programme/project managers; Government officials (e.g., Gender Councils, ministries of climate, peace/security); WCSO leaders involved in GEWE advocacy or norm promotion.</p> <p>FGDs: WCSOs and CSOs engaged in national consultations or GEWE policy dialogue processes; stakeholders familiar with or influenced by policy change/uptake on GEWE issues.</p>	<ul style="list-style-type: none"> <li>– Evidence of GEWE policy references, action plans, or budgets linked to global gender/climate/peace norms</li> <li>– References to global frameworks (UNSCR 1325, SDG 5, CEDAW, UNFCCC) in national/local policy or project outputs</li> <li>– Role of implementing partners in policy formulation, dialogue, or norm advocacy</li> <li>– Evidence of institutional commitments, new procedures, or budget allocations linked to GEWE/climate/peace priorities</li> <li>– Perceptions of GEWE normative influence or awareness-raising among stakeholders.</li> </ul>	<ul style="list-style-type: none"> <li>• At least two stakeholders cite a clear contribution by UN partners to GEWE policy or institutional shifts.</li> <li>• At least one national or local policy or plan influenced by the project refers to a global GEWE framework.</li> <li>• At least two stakeholders (e.g., government or CSOs) validate the contribution of project partners to GEWE policy change or advocacy.</li> </ul>

Note: The evaluation indicators and benchmarks are designed to assess contribution, not attribution, of the project to observed outputs and outcomes. Where benchmarks refer to validation by stakeholders, this typically denotes triangulation across at least two independent sources (e.g. KIIs with different stakeholder groups, FGDs, or documents). References to "at least two" or "at least three" stakeholder groups assume a diverse sample of actors (e.g. WCSOs, CSOs, government, beneficiaries, UN agencies). Percentage thresholds (e.g. 60% or 70%) reflect perception-based indicators and are calibrated to reflect meaningful consensus without requiring statistical generalisation. Indicators emphasise both quantitative and qualitative dimensions of change and should be interpreted with contextual nuance.

## ANNEX 6.3: STAKEHOLDERS CONSULTED

Organization	Position	F/M <sup>220</sup>
State Agency for Civil Service and Local Self-Government under the Cabinet of Ministers of the Kyrgyz Republic	Chief Specialist of the Department for Civil Servants' Professional Development and Personnel Reserve	F
UN Women Kyrgyzstan Country Office	National Program Officer	F
Women Civil Society Organization	Director of "Dialogue and Rights"	F
Jogorku Kenesh of the Kyrgyz Republic	Member of the Parliament	F
Council on Women's rights and children and gender equality under the Parliament of the Kyrgyz Republic	Head of Secretariat	F
Security Council of the Kyrgyz Republic	Inspector of the Secretariat of Security Council of the Kyrgyz Republic	M
Search for Common Ground	Project Coordinator	F
Ministry of Emergency Situations of the Kyrgyz Republic	Head of Monitoring and Evaluation Department	M
Independent expert	Expert on DRR and climate change – worked with FAO	M
Ministry of Water Resources, Agriculture, and Processing Industry of the Kyrgyz Republic	Head of Department on Processing	F
Camp Alattoo	Project Manager	M
UN Women	Former Program Specialist	F
Women Civil Society Organization	Head of Center for Women's Support	F
Local Self Government	Head of Tort-Kul AO, Batken district	M
United Nations in Kyrgyz Republic	Peace and Development Advisor, Resident Coordinator Office	M
United Nations in Kyrgyz Republic	Resident Coordinator, Resident Coordinator Office	F
FAO	Representative	M
Local Self Government	Head of Sumbula AO, Leilek district	M
FAO	Monitoring and Evaluation Specialist	F
Civil Society Organization	Kadam Lab participant, member of CSO, Razzkov city, Leilek District	M
Local Self Government	Main specialist at Leilek AO, Leilek district	M
Local Self Government	Local Council Member, Sumbula AO, Leilek District	F
Roza Otunbaeva Initiative	Executive head of International Foundation	F

<sup>220</sup> No participants self-identified as 'other' in terms of gender.

Civil Society Organization	Kadam Lab participant, member of CSO, Razzakov city, Leilek District	F
Leilek District State Administration	Deputy Head of Leilek District State Administration	F
UN Women Kyrgyzstan Country Office	UN Women Head of Field Office	F
Local Self Government	Social worker, Tort-Kul AO, Batken district	F
Local Self Government	Head of Suu-Bashi AO, Batken district	M
Local Self Government	Head of local council, Altyn-Beshik AO, Batken district	F
UN Women Kyrgyzstan Country Office	Monitoring and Evaluation Officer	F
Women Civil Society Organization	Gender consultant, "Innovation Solutions"	F
Ministry of Water Resources, Agriculture, and Processing Industry of the Kyrgyz Republic	Head of Department on Industry	F
Local Self Government	Social worker, Suu-Bashi AO, Batken district	F
Ministry of Emergency Situations of the KR	Head of the External Relations Sector and International Cooperation Management	F
Search for Common Ground	Country Director	F
Peacebuilding Fund Secretariat	M&E Officer	F
Local Self Government	Local Council member, Leilek AO, Leilek district	F
Ministry of Emergency Situations of the KR	Deputy Director of the Hydrometeorological Service	F
Local Self Government	Head of Toguz-Bulak AO, Leilek District	M
Ministry of Emergency Situations of the Kyrgyz Republic	Head of Leilek District - Ministry of Emergency Situations of the Kyrgyz Republic	M
Independent expert	Trainer	F
Search for Common Ground	Program Assistant	F
Roza Otunbaeva Initiative	Project Manager	M
Women Civil Society Organization	Project coordinator, "Activist", Kadam lab participant	F
Local Self Government	Member of initiative group, AO worker, Sumbula AO, Leilek district	M
Local Self Government	Member of Women Council, Suu- Bashi AO, Batken district	F
Leilek District State Administration	Head of agricultural department, deputy governor	M
UK Foreign and Commonwealth Development Office	Programme Officer	F

UN Women Kyrgyzstan Country Office	Representative	M
Batken Oblast State Administration	Head of Social Development Department	F
Local Self Government	Head of Leilek AO, Leilek district	M
Parliament of the Kyrgyz Republic	Parliamentarian, member of the Parliament Gender Council	F
Local Self Government	Head of Altyn-Beshik AO, Batken district	M
FAO	Project Coordinator	F
Community activist	Leader of initiative group	M
FAO	Deputy Head of FAO	F
Camp Alattoo	Specialist	M
Leilek District State Administration	Head of apparatus of Leilek District State Administration	M
UNDP	CCA & DRM Programme Manager	F
Women Civil Society Organization	Expert, Women Peacebuilding Network, Kadam lab participant	F

#### **Small grants/mini-initiatives beneficiaries (Batken City)**

6 participants	FGD – leaders of initiative groups, members of WCSOs, women activists	3 M, 3 F
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#### **Small grants beneficiaries (Suu-Bashi AO)**

17 participants	FGD – leaders of initiative groups, women activists, local council members	3 M, 14 F
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#### **Small grants beneficiaries (Leilek AO)**

7 participants	FGD – with activists, leaders of initiative groups, head of women council, member of local council,	7 F
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#### **Small grants beneficiaries (Sumbula AO)**

12 participants	Leaders of initiative groups, activists of youth volunteer center, women activists, local council member, women council members (Sumbula AO and Ken Talaa AO)	11 F, 1 M
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#### **Small grants beneficiaries (Toguz Bulak AO)**

8 participants	Leaders of initiative groups, local council members	8 F
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## ANNEX 6.4: SITE VISITS

Date	Location	Activity	Stakeholders / Notes
<b>Mon, June 2</b>	Bishkek		
9:00-10:00	UN Women office	Introduction meeting with Leading agency	Includes Evaluation Steering Group (ESG) and Evaluation Management Group (EMG) briefing
10:00-11:00	UN Women office	Kick-off meetings with UN Women, FAO, ROI and PBF Secretariat representative	
11:00-11:15	UN Women office	Security Briefing	
11:30-13:00	UN Women office	KIIs with ROI	
	UN Women office	KII with FAO	
13:00-13:45		Lunch	
14:00-15:15	UN Women office	KII with UN Women	
15:30-17:00	Parliament	KII with the Parliament Gender Council	
<b>Tue, June 3</b>	Travel by air: Bishkek → Batken	Early morning flight (7:05 AM); arrival and coordination, review of KII & FGD protocols (inc. ethical and safety protocols) with field team	Check-in Aigul-too Hotel, meeting with the field team
9:00-10:00	Batken city Office of “Dialogue”	FGD with WSCOs based in Batken	WSCOs: “Dialogue”, “IT kelinki” – Kadam lab participants
10:30 -12:00	Batken city Governor’s office	FGD with representative of the Batken State Province Administration	Deputy Governor of Batken Region, Head of the Department of Social Development Head of the District Administration of Batken District
12:00-13:00		Lunch	Driving to Suu-Bashi AO
13:00-14:30	Batken district – visit to Suu-Bashi AO Bujum	FGD with heads of Suu-Bashi, Altyn-Beshik, and Tortkul AOs.	Chief Specialist of Suu Bashi Ayil Okmotu (Village Administration)  Chair of the Local Kenesh (Council) and Deputy of Kyshtut Ayil Okmotu  Head of Suu Bashi Ayil Okmotu Head of Tortgul Ayil Okmotu Head of Altyn Beshik Ayil Okmotu

14:30-16:30	Batken District – Visit to Suu-Bashi Ayil Okmotu, Kara- Tokoy village, in the school courtyard	FGD with WCSOs and local activists	Activist, Women’s Health Center “Vitamin” Initiative Leaders of the Women’s Initiative Group Leader of the Youth Initiative Group Women activists who became deputies following the 2024 elections
Return to hotel	Aigul-too Hotel		
<b>Wed, Jun 4</b>	7:00	Departure to Leilek district	Alatoo or Asman Hotel to be reserved
9:00-12:00	Leilek AO office, Korgon village (Korgon Street 53)  Leilek AO	Site visits and FGD with LSG and WCSOs in Leilek AO  Visit to rosehips project and project site Resource Center “Sezim”	Chief Specialist of the Ayil Okmotu (Village Administration)  Women’s Councils
13:00-14:00	Razzakov	Lunch in Razzakov and travel to Sumbula	
14:00-17:00	Sumbula AO: (multi-ethnic)  Youth Center Office (Iskra village)	FGD with AO representatives, Local Council, activists, and WCSOs  KII with LSG representative Daniyar KII with Ferusa Women Councillor KII with FAO activist (glacier)	Deputy Head of the Ayil Okmotu (Village Administration) Youth Volunteer Center
17:00	Razzakov	Return to Razzakov and check- in at Razzakov Hotel	
<b>5 June</b> 9:00 – 10:30	G. Razzakov Building of the State Administration of Leilek District (46 Koshmuratov Street)	FGD with the Deputy Head of the Regional State Administration, representatives of the Ministries of Emergency Situations and Agriculture, and the Toguz-Bulak Ayil Okmotu.	Deputy Head, Chief of Staff, Head of Toguz Bulak Ayil Okmotu (Village Administration) FAO: Ministry of Emergency Situations, RUAR
10:30-12:00	Razzakov Office of Activist	FGD with Kadam lab WCSOs	Members of the Kadam Lab.
12:00-13:00		Lunch	
13:30-15:00	Sonunbu Kamchybekova, Raikan Kamalova,	FGD and KII with women activists	Fitness Center

	Jayloobek Zhakshylykov – Members of the Kadam Lab.		
<b>6 June</b> 9:15-10:30 13:00- 17:00	Departure from Razzakov to Bishkek	Travel from Razzakov to Bishkek  Preparation of preliminary findings presentation	
<b>Sat-Sun 7-8</b>	<b>Weekend in Bishkek</b>	Finalize preliminary findings presentation (pending inclusion of additional insights from Monday meetings).	
<b>Mon, 9 Jun</b> 9:00-10:30	Bishkek UN House	KII with PBF Secretariat	
10:45-12:15	Bishkek FAO office	FGD with Ministries (technical level)	FAO: Emergency Situations, Agriculture, Natural Resources Management
12:15-13:00		Lunch  Online interview with FAO specialist	FAO specialist
13:00-14:30	UN Women office	FGD with Project IPs: Search for Common Ground, Camp-Alatoo, FAO experts	
15:00-16:30	UN Women office	FGD with project experts on monitoring of 1325:	
<b>Tue, 10 June</b> 9:30-12:00	Bishkek UN Women Office	Preliminary Findings discussion: presentation of preliminary findings by the project final evaluation team to key project stakeholders including from Batken	ESG+EMG+ERG + 5 people from Batken:
13:00-14:00	UN Women office	KII with the Security Council	
16:00-17:00	UN House	KII with UN Resident Coordinator	

## ANNEX 6.5: DOCUMENTS REVIEWED

### SDG Partnership

- Training Module on SDG Partnership in Kyrgyzstan
- Registration Activity List on SDG Partnership

### PBF GPI Project Document and Reports

- UN Women Implementing Partner Final Narrative Report [UNW IP Final Narrative Report 202502]
- UN Women, FAO & ROI NCE Project Document (Signed) [UN Women FAO ROI NCE Prodoc-signed]
- UN Sustainable Development Cooperation Framework Kyrgyzstan 2023–2027 [SN Kyrgyzstan 2023-2027 Fin 021222]
- CO Presentation on SN Kyrgyzstan [PPT SN KYR CO 101022]
- PBF Coordination Meeting Minutes (30 Jan 2025) [PBF meeting\_30.01.25\_GPI UNW\_FAO\_ROI]
- PBF Annex I – Strategic Results Framework 2022–2026 [PBF Annex I SRF 2022-2026]
- GPI Progress Report (Oct 2024) [GPI\_progress\_report\_october\_2024\_06.11.24]
- FAO Implementing Partner Final Report – Extension Services & WCSO [FAO IP Final Report\_Extension Services\_WCSO\_EN\_18FEB25]
- PBF Joint Steering Committee Minutes (20 Jun 2024) [2024-06-20\_PBF JSC\_Minutes]

### UN Women IP Reports' Annexes

- Annex 1 – Selection Methodology – Kadam Laboratory
- Annex 2 – Self-Assessment Tool – Kadam Laboratory
- Annex 3 – Capacity Assessment Matrix – Kadam Laboratory
- Annex 4 – Consolidated Assessment Report – Kadam Laboratory
- Annex 5 – General Capacity Action Plan – Kadam Laboratory
- Annex 6 – Agenda & LOP: Anxiety Management & Team Collaboration Training
- Annex 7 – Agenda & LOP: Adaptive Strategy Training
- Annex 8 – Agenda & LOP: Yntymak Week
- Annex 9 – Agenda & LOP: Gender-Transformative, Climate-Adaptive & Peacebuilding Programmes Training
- Annex 10 – Agenda & LOP: Financial Reporting & Fund-Raising Training
- Annex 11 – Agenda & LOP: Communication Strategy & Partnerships Training
- Annex 12 – Agenda & LOP: Document Digitalisation & Digital Security Training
- Annex 13 – Agenda & LOP: [Title Not Specified]
- Annex 14 – FAQ for NGOs
- Annex 15 – Kadam Network Survey Results
- Annex 16 – Consolidated Small-Grant Programme Guidelines
- Annex 17 – Small-Grant Programme One-Pager
- Annex 18 – Small-Grant Programme FAQ Form
- Annex 19 – Agenda & LOP: Climate Adaptation Training
- Annex 20 – List of Participants: Opening of “Tattuu Aiymdar” (28 Oct 2024)
- Annex 21 – LOP: Financial Literacy & Soft-Skills Training – “Natural Soap Production Workshop”
- Annex 22 – Registration Lists: “Center for the Support of Women Entrepreneurs” Project
- Annex 23 – LOP: Opening Ceremony “Liquid Wallpapers” (29 Oct 2024)
- Annex 24 – LOP: Opening Ceremony “Zirek Tattuulary” (29 Oct 2024)
- Annex 25 – LOP: Opening Ceremony “Aruuzhan” (29 Oct 2024)
- Annex 26 – LOP: Opening Ceremony “Kyzgaldak” (30 Oct 2024)
- Annex 27 – LOP: Opening Ceremony “Gaz Coworking” (30 Oct 2024)
- Annex 28 – LOP: Opening Ceremony “Vitamin++” (30 Oct 2024)
- Annex 29 – LOP: Opening Ceremony “Oruk Kurut” (31 Oct 2024)
- Annex 30 – LOP: Opening Ceremony “Ecotourism” (31 Oct 2024)

- Annex 31 – IT Kelinki (IT Daughters-in-Law) Workshop [IT келинки.pdf]
- Annex 32 – LOP: Museum Exhibition
- Annex 33 – LOP: Opening Hydroponic Production (12 Nov 2024)
- Annex 34 – LOP: Women Agronomists
- Annex 35 – Participation List: Suu-Bashy Center
- Annex 36 – Opening Ceremony “Boz-Adyr”
- Annex 37 – Speed-Dating / Design-Thinking Learning Document
- Annex 38 – Kadam Lab Learning Document
- Annex 39 – Small-Grant Learning Document
- Annex 40 – Assessment Report on UNSCR 1325 National Action Plan
- Annex 41 – Speed-Dating Protocol
- Annex 42 – Kadam Survey
- Annex 43 – Assessment Report: Kadam Laboratory Initiative

#### Outcome Harvesting

- Consolidated Outcome-Harvesting Report (May 2025) [PBF GPI consolidated outcome harvesting report 202505]
- Outcome-Harvesting Report – Women Councillors (30 Apr 2025) [OH Women councillors 20250430]

#### Leilek District Outcome-Harvesting

- Compiled FGD Report – Leilek District (1) [Компилированный отчет ФГД по Лейлекскому району (1)]
- Social Cohesion Group – Outcome-Harvesting Notes [Social cohesion group OH]
- List of Participants – Leilek Reflection Session [LoP Leilek Reflection session]
- Outcome-Harvesting Report – Leilek District (02 Apr 2025) [Leilek district outcome harvesting 20250402]
- Gender Group – Outcome-Harvesting Notes, Leilek [Gender group OH]
- Climate Group – Outcome-Harvesting Notes, Leilek [Climate group OH Leilek]
- Supplement – Climate Outcome-Harvesting, Leilek [Addition\_OH\_climate Leilek]

#### Batken District Outcome-Harvesting

- FGD Report – Batken District, Climate [Отчет ФГД Баткенский Климат]
- Compiled FGD Report – Batken District (2) [Отчет ФГД Баткен\_компилированный (2)]
- Supplement – Climate Outcome-Harvesting, Batken [Дополн\_OH\_климат\_Баткен]
- Supplement – Climate Outcome-Harvesting, Batken (1) [Дополн\_OH\_климат\_Баткен (1)]
- FGD Report – Batken District, Gender [Гендер Отчет ФГД Баткен]
- List of Participants – Batken Reflection Session [LoP Batken Reflection session]
- Outcome-Harvesting Report – Batken District (01 Apr 2025) [Batken district outcome harvesting 20250401]
- Gender Outcome-Harvesting Form – Batken (01 Apr) [01.04 Гендер Баткен OH form\_ru]

#### Mechanisms and Procedures to Engage WCSOs

- Yntymak Week Report 2024 (Final, EN) [YW Report 2024\_EnFinal]
- Yntymak Week Report 2023 (Designed, Final) [Yntymak Week Report 2023 designed FINAL]
- Yntymak Week Hub Presentation [Presentation\_Hub\_Yntymak Week]
- Peace Week Report (EN) [Peace Week Report \_ENG]
- Government Response to Appeals – National Dialogue (KYR/RU, 2024) [Response fo appeals from the Government\_National Dialogue\_KYR\_RU 2024]
- Report on National Dialogue (March 2024, RU) [Report on March Dialogue 2024\_RUS]

- National Dialogue in Parliament – Report 2025 (RU) [National Dialogue in Parliament 2025 report RUS]
- CA Women Leaders Caucus Report 2024 [CAWLC\_report 2024]
- CAWLC Forum on WPS – Report Oct 2024 (RU) [CAWLC on WPS 202410\_Отчет по проведенному Форуму ЖМБ]
- Speed-Dating / Design-Thinking Learning Document [SD.DT Learning document]

#### Local Socioeconomic Development Plans

- Local Socio-Economic Development Plan – Tort-Kul
- Local Socio-Economic Development Plan – Dara
- Local Socio-Economic Development Plan – Tough-Bulak
- Local Socio-Economic Development Plan – Suu-Bashy
- Local Socio-Economic Development Plan – Sumbula
- Local Socio-Economic Development Plan – Leilek
- Local Socio-Economic Development Plan – Kyshtut
- Local Socio-Economic Development Plan – Ken Talaa
- Local Socio-Economic Development Plan – Kara-Bulak

#### CSOs

- Visioning Workshop Report – GPI [GPI ОТЧЕТ О СЕМИНАРЕ по разработке видения]
- Assessment Report – Kadam Laboratory Initiative (SFCG) [SFCG Assessment Report on the Laboratory KADAM Initiative]
- WCSO Survey Results (26 Jun 2025, EN) [WCSOs survey results 20250626 ENG]
- CSO Partnerships Established – Registry [CSO partnerships established]
- Small-Grant Mechanism Guidelines – Annex VI [AnnexVI\_Grant Mechanism Guidelines (3)]
- WCSO Survey Results (Final, RU) [WCSO survey results\_FINAL RUS]

#### Community Perception

- End-Line Community Perception Survey (May 2025) [PBF GPI Endline community perception survey 202505]
- Baseline Project Report – Speed-Dating [Baseline Project Report on Speed Dating]
- CSV Dataset: "Active Women's CSOs for Peace – Women, Pillar of Peace" Project [«Кыргызстандын жарандык коомундагы активдүү аялдар уюмдары тынчтык үчүн – Аялдар – тынчтык тиреги” долбоору .csv]

#### Climate

- Analysis of Climate Risk – Final Report (EN) [Report\_Analysis of climate risk\_Final (ENG)]
- Extension Services & WCSO – Final Report (FAO) [Final\_Report\_Extension Services\_WCSO\_EN\_18FEB25]
- FAO Briefing Pagers for UN Women [FAO brief pagers for UN Women]
- GPI Mid-Term Review Workshop Outcome (May 2024) [GPI midterm review workshop outcome May 2024]
- GPI Mid-Term Review Workshop (27–28 May 2024, Bishkek) [GPI mid-term review workshop on 27-28 May 2024 Bishkek]
- Evaluation Team Questions & Documentation Request to UN Women/RUNOs [Evaluation Team Questions and Documentation Request for UN Women-RUNOS]
- Documentation Requested to Support Efficiency Findings

#### Addressing Climate-Security Priorities by Women’s Organisations

- Report on Construction of Artificial Glaciers in Batken Province [Отчет по строительству искусственных ледников в Баткенской области]

- Small-Grant One-Pagers Presentation [Копия Annex 39\_Small grants one pagers presentation]
- List of Adaptation Measures Aimed at Reducing Climate Risks [List of adaptation measures aimed at reducing climate risks]

#### Additional M&E Documents

- Report on LSG Survey Analysis (26 May) [Отчет по анализу опроса ЖОГО\_26.05]
- WCSO Questionnaire – End-Line Study (Final, RU) [WCSO questionnaire endline study\_FINAL RUS]
- Peace-Building GPI Workshop Outcome (May 2024) [Peacebuilding GPI workshop outcome May 2024 DK]
- Outputs Indicators Review (17 Apr 2025) [Outputs indicators review 20250417]
- Outline for "Blossoming Aigul" End-Line Study (Final) [Outline for the Blossoming Aigul Endline Study of PBF GPI project FINAL]
- Outcome-Harvesting Report – Leilek District (02 Apr 2025) [Leilek district outcome harvesting 20250402]
- Inter-Office Memo – PBF GPI Evaluation [Inter Office Memo PBF GPI evaluation]
- GPI Monitoring, Evaluation & Learning Plan (Revised 28 May 2024) [GPI MEL plan 20230726\_after the M&E workshop revised 20240528]
- End-Line Survey GPI (Mar 2025, EN) [Endline survey GPI 202503\_final ENG]
- Outcome-Harvesting Report – Batken District (01 Apr 2025) [Batken district outcome harvesting 20250401]
- List of Communication Products

#### MoUs and Related Agreements

- Memorandum of Understanding – Tort-Kul Municipality [Меморандум АО Торт-Куль]
- Memorandum of Understanding – Suu Bashy Municipality [Меморандум АО Суу Башы]
- Memorandum of Understanding – Kyshtut Municipality [Меморандум АО Кыштут]
- Memorandum of Understanding – Dara Municipality [Меморандум АО Дара]
- Memorandum of Understanding – Toguz-Bulak Municipality [Меморандум АО – Тогуз Булак]
- Memorandum of Understanding – Sumbula Municipality [Меморандум АО – Сумбула]
- Memorandum of Understanding – Leilek Municipality [Меморандум АО – Лейлек]
- Memorandum of Understanding – Ken-Talaa Municipality [Меморандум АО – Кен-Талаа]
- Memorandum of Understanding – Kara-Bulak Municipality [Меморандум АО – Кара-Булак]
- Gender Council Work Plan (includes GPI activities) [work plan of Gender council which includes GPI activities]
- Partnership Note – UN Women, FAO & ROI (27 Nov 2023) [PBF\_UNW\_FAO\_ROI\_27.11.23]
- Partnership Brief – Governor’s Office Collaboration [Partnerships with Governor’s office (1)]
- Meeting Record – UN Women & Minister Baatyrova (2 Apr 2024) [FW Встреча ... 2 апреля 2024]
- Cooperation Note – Batken Administration [Batken Administration]
- Agenda – PBF RUNO Coordination Meeting (27 Nov 2023) [20231127 Agenda for meeting with PBF RUNOs]

#### Grant Initiatives

- “Volunteer Initiative” Project [Ыктыярчы долбоору]
- Small-Grant Project – Sumbula Sewing Workshop [Чакан гранттык долбоор Сумбула\_швейн.цех]
- Selection Protocol – 32 Initiatives (MOF IRO) [Протокол отбора 32 инициатив МОФ ИРО]
- “Organic Zone” Project – Sumbula [Органикалык аймак долбоору Сумбула]
- UN Women Small-Grant Initiatives – Compilation [UN Women small grant initiatives]
- FAO Small-Grant Initiatives – Compilation [FAO initiatives]
- Youth Contest – First Prize (Ethnic Tajik Girl) [Ethnic tajik girl won first prize during the contest among the youth]

- Women's Small-Grant Initiatives – Temporary File [~\$ Women small grant initiatives]

### GPI Reports

- PBF Project Progress Report (14 Jun 2023) [Peacebuilding Fund Project Progress Report\_14.06.23]
- PBF Project Progress Update (May 2023) [Peacebuilding Fund Project Progress Report (Update May 2023)\_GPI]
- Annual Project Report – “Blossoming Aigul” (Nov 2023) [PBF\_project\_annual\_report\_Blossoming Aigul\_UNW\_FAO\_ROI\_November 2023]
- Project Progress Report (15 Jun 2025) [PBF June 2025 Project Progress Report\_KOBO\_FINAL\_15\_06\_25]
- Project Progress Report (15 Jun 2024) [PBF June 2024 Project Progress Report\_15.06.2024\_UPD]

### GPI Coordination / Meeting Records

- Leadership-Level GPI Coordination Meeting – Summary [Vstrecha na urovne rukovodstva po GPI]
- Email Notice – Urgent Meeting [RE Urgent Meeting tomorrow morning]
- Email Chain – RC Trip to the South (site visits) [RE RC trip to the south ...]
- Email Chain – RC Trip to the South (updated) [RE RC trip to the south ... UPD]
- Inquiry – Small-Grant Support within PBF Project [RE Question on small grant support within PBF funded project]
- Payment Notification – PBF Tranche Disbursement [RE Payment Notification\_ Peacebuilding fund ...]
- Coordination Meeting – Peace Week Preparation [RE Meeting to discuss the preparation to Peace Week]
- Informal Coordination Meeting – Bishkek (Minutes) [RE Informal meeting in Bishkek\_minutes]
- Quick Coordination Meeting with FAO [Quick meeting with FAO]
- Training Launch Notice – GPI Trainings [Pismo o zapuske treningov]
- Partners' Coordination Meeting (Apr 2024) [Meeting with partners\_April2024]
- Peace Week Preparation – Follow-Up Minutes [Meeting to discuss the preparation to Peace Week]
- Coordination Minutes (Nov 2023) [MEETING MINUTES\_November 2023]
- M&E Coordination Minutes [Meeting Minutes\_M&E meeting]
- Coordination Minutes (11 Apr 2024) [MEETING MINUTES\_11 April 2024]
- Coordination Minutes (7 May 2024) [Meeting Minutes\_7 May 2024]
- Outcome Plan (Jul 2023) [GPI outcome plan July 2023\_UNW\_FAO\_ROI]
- Outcome Plan (Jan–Mar 2024) [GPI outcome plan Jan-Mar 2024\_UNW\_FAO\_ROI\_SFCG\_CP\_CampA-T\_experts]
- GPI MEL Plan (26 Jul 2023) [GPI MEL plan 20230726]
- Coordination Meeting – Summary [GPI meeting]
- Events Log – Jan–Mar (no year) [GPI events Jan-March]
- Field Mission Memo – Batken (20–23 Dec 2023) [FW По поездке ... 20-23 декабря 2023 г.]
- Early-Childhood Seminar – Batken Province [FW ... Семинар ... в Баткенской области]
- Meeting Record – UN Women & Minister Baatyrova (duplicate) [FW Встреча ... 2 апреля 2024]
- Invitation – M&E Workshop (1 Aug, 14:00) [FW Invitation to the ME workshop of GPI project 1st of August 1400]
- Proposal Evaluation – Email Chain [FW Evaluation of proposals / Evaluation of proposals]

### Financial Documentation

- Receipt – USD 630,000 Tranche (23 Feb 2023) [Receipt UNW-230223-2 \_USD 630000.00\_Peacebuilding Fund]
- Project Info Sheet – UNW–FAO–ROI [RE UNW-FAO-ROI Blossoming Aigul project info]
- Call-for-Proposals Clearance Email [RE Clearance of CfP]
- Financial Report – 15 Jun 2024 [Financial Report\_GPI\_UNW\_FAO\_ROI\_15.06.24]

- Financial Report – 14 Jun 2023 (Final) [Financial Report\_GPI\_UNW\_FAO\_ROI\_14.06.2023\_final]
- Financial Report – Nov 2023 [Financial Report\_GPI\_UNW\_FAO\_November\_2023]
- Financial Report – Copy (11 Jun 2025) [Copy of Financial report\_UNW\_FAO\_ROI\_pbf\_110625]

#### Other Key Documents

- Email – Project Completion Date (NCE) [RE Project completion date\_NCE]
- Email – Preparatory Call for SRF M&E Workshop [RE Preparatory call for SRF ME workshop\_PBF]
- Email – No-Cost Extension Approval (NCE) [RE No cost extension of GPI project\_NCE]
- Mid-Term Review Workshop Outcome (May 2024) [GPI midterm review workshop outcome May 2024]
- Mid-Term Review Workshop – Bishkek (27–28 May 2024) [GPI mid-term review workshop on 27-28 May 2024 Bishkek]
- Evaluation Team – Questions & Documentation Request [Evaluation Team Questions and Documentation Request for UN Women-RUNOS]
- Efficiency Findings – Supplemental Documentation [Documentation Requested to Support Efficiency Findings]

#### Visioning Workshop

- List of CSOs Responding and Participating in Visioning Workshop (Apr 2023) [List of CSOs repoding and participating in Visioning workshop April 2023]
- Baseline CSOs Questionnaire (Apr 2023) [Baseline CSOs questionnaire April 2023]

#### National Dialogue

- Gender Equality Plan – Parliament of the Kyrgyz Republic [План ЖК КР\_Гендерное равенство\_RUS]
- Gender Council Workplan Approved [Gender council workplan approved]
- Response for Appeals from the Government – National Dialogue (2024) [Response for appeals from the Government\_National Dialogue\_KYR\_RU 2024]
- Report on March Dialogue (2024) [Report on March Dialogue 2024\_RUS]
- National Dialogue in Parliament Report (2025) [National Dialogue in Parliament 2025 report RUS]

#### SDG Partnership

- SDG Cards – Set 2 [ЦУР карточки-2]
- Stakeholder Cards [карточки тараптар]
- Thematic Paper on Community Engagement (EN/KG) [Thematic\_paper\_dpet\_community\_engagement (en-kg)]
- SDG Partnership Guidebook v1.0 (EN/KG) [SDG-Partnership-Guidebook-1.0 (en-kg) (1)]
- SDG Partnership Training Program (5–6 Apr 2025) [SDG Partnership Тренинг программасы 5-6 апрель 2025 финал (1)]
- Order on Course Introduction in AUPKR [Order on the course introduction in AUPKR]

#### Yntymak Week

- Yntymak Week 2025 – Sessions and Budget [Re Yntymak Week 2025\_Sessions and budget]
- Draft Concept Note – Peace Week and GEWE (15 Jul 2025) [Draft CN\_PW\_GEWE\_15Jul2025]
- Agenda of Yntymak Week 2024 [Agenda of Yntymak Week]
- Concept of Yntymak Week 2024 [Concept of Yntymak Week 2024]
- Guiding Questions for YW Sessions [Guiding questions YW (2)]
- Masterfile: Yntymak Week Activities [Masterfile \_Yntymak Week (2)]
- Introductory Speech – Yntymak Week [intro speech]
- ToR – Engagement PeaceHub [ToR Engagement PeaceHub (1)]
- Official Letter to State Administration [Official letter to state administration]

- Official Letter to Mayor’s Office [Official letter to mayors office]
- Reflection Meeting Notes (14 Oct) [Reflection meeting October 14]
- Presentation Template – Yntymak Week [Шаблон презентации\_Неделя Ынтымак]
- Session Design Questions – Yntymak Week (2024) [Руководящие вопросы для разработки сессий и процесса рефлексии на Неделе Ынтымак 2024 (1)]
- Women’s Empowerment Presentation (20 Sep) [Расширение прав и возможностей женщин 20 Сен фмнал]
- Final YW Agenda with Times [Программа Недели Ынтымак 2024 со временем (002)]
- M. Sagynaliyeva Presentation [Презентация Марал Сагыналиева (005)]
- Freska Presentation – Yntymak Week [Презентации\_Неделя Ынтымак\_Фреска (1)]
- Presentation by Райхан [презентация райхан]
- Gender Assessment Presentation – Yntymak Week [Гендерная оценка\_ Презентация на Неделе Ынтымак]
- Gender Day Presentation for Partners [YW Gender Day Presentation for partners]
- Final Report – Yntymak Week (14 Jan 2025) [YW FINAL REP\_ENG 14 01 25]
- Draft Report – Yntymak Week (2024) [YW 2024 Report\_draft]
- Aigul Inputs – Yntymak Week [Yntymak Week inputs\_Aigul]

#### GPI Coordination Meetings and Planning

- GPI MEL Plan (26 Jul 2023) [GPI MEL plan 20230726]
- GPI Outcome Plan (Jul 2023) [GPI outcome plan July 2023\_UNW\_FAO\_ROI]
- GPI Outcome Plan (Jan–Mar 2024) [GPI outcome plan Jan-Mar 2024\_UNW\_FAO\_ROI\_SFCG\_CP\_CampA-T\_experts]
- GPI Midterm Review Workshop Outcome (May 2024) [GPI midterm review workshop outcome May 2024]
- GPI Midterm Workshop Summary (27–28 May 2024) [GPI mid-term review workshop on 27-28 May 2024 Bishkek]
- Informal Coordination Meeting in Bishkek – Minutes [RE Informal meeting in Bishkek\_minutes]
- Preparatory Call – SRF ME Workshop [RE Preparatory call for SRF ME workshop\_PBF]
- Invitation to GPI ME Workshop (1 Aug) [FW Invitation to the ME workshop of GPI project 1st of August 1400]
- Evaluation of Proposals – Internal Communication [Evaluation of proposals]
- Clarifications on Evaluation Proposals [Documentation and Clarifications\_Requested\_Effectiveness RRF]
- Proposal Evaluation Notes [FW Evaluation of proposals]
- Project Completion Date – NCE [RE Project completion date\_NCE]
- No-Cost Extension Request – GPI [RE No cost extention of GPI project\_NCE]
- Payment Notification – PBF Tranche 1 [RE Payment Notification\_Peacebuilding fund \_Funding of the First Tranche to FAO UNWOMEN and ROI for 00140074-PBFIRF-514 Kyrgyzstan]
- Coordination Meeting with UN South [Coordination Meeting with UN agencies\_South]
- Urgent Meeting Notification [RE Urgent Meeting tomorrow morning]
- RC Trip Notification (Original & Update) [RE RC trip to the south incl. to visit PBF projects] [RE RC trip to the south incl. to visit PBF projects\_UPD]
- Meeting with Partners (Apr 2024) [Meeting with partners\_April2024]
- Meeting on Peace Week Prep [Meeting to discuss the preparation to Peace Week]
- M&E Coordination Meeting Minutes [Meeting Minutes\_M&E meeting]
- General Meeting Minutes (Nov 2023) [MEETING MINUTES\_November 2023]
- Meeting Notes (11 Apr 2024) [MEETING MINUTES\_11 April 2024]
- Meeting Notes (7 May 2024) [Meeting Minutes\_7 May2024]
- PBF GPI Work Plan Shared with RUNOs (27 Nov 2023) [PBF\_UNW\_FAO\_ROI\_27.11.23]

- Field Visit Memo – Batken (20–23 Dec 2023) [FW По поездке в Баткенскую область 20-23 декабря 2023 г.]
- Seminar Note – Early Development in Batken [FW Для информации Семинар о важности раннего развития и по созданию частных детских садов в Баткенской области]
- Meeting with Minister Baatyrova (2 Apr 2024) [FW Встреча представителей структуры ООН Женщины с Министром МТСОМ Баатыровой Г.М. 2 апреля 2024]

### Batken Consultations

- Yntymak Week Presentation Template [Шаблон презентации\_Неделя Ынтымак]
- Yntymak Week Topic 1 [Топик 1]
- Reflection Session Guidelines – Yntymak Week (2024) [Руководящие вопросы для разработки сессий и процесса рефлексии на Неделе Ынтымак 2024 (1)]
- Women's Empowerment Presentation (20 Sep) [Расширение прав и возможностей женщин 20 Сен фмнал]
- Yntymak Week Agenda with Time (2024) [Программа Недели Ынтымак 2024 со временем (002)]
- Presentation – Maral Sagynaliyeva (005) [Презентация Марал Сагыналиева (005)]
- Freska Presentations – Yntymak Week [Презентации\_Неделя Ынтымак\_Фреска (1)]
- Presentation – Raykhan [презентация райхан]
- Gender Assessment Presentation – Yntymak Week [Гендерная оценка\_ Презентация на Неделе Ынтымак]
- Gender Day Partner Presentation [YW Gender Day Presentation for partners]
- Yntymak Week Final Report (14 Jan 2025) [YW FINAL REP\_ENG 14 01 25]
- Yntymak Week Draft Report (2024) [YW 2024 Report\_draft]
- Aigul's Inputs – Yntymak Week [Yntymak Week inputs\_Aigul]
- Yntymak Week Agenda [Yntymak week agenda]
- ToR – Engagement PeaceHub [ToR Engagement PeaceHub (1)]
- Reflection Meeting Summary (14 Oct) [Reflection meeting October 14]
- Official Letter – State Administration [Official letter to state administration]
- Official Letter – Mayor's Office [Official letter to mayors office]
- Masterfile – Yntymak Week [Masterfile \_Yntymak Week (2)]
- Introductory Speech – Yntymak Week [intro speech]
- Guiding Questions – Yntymak Week [Guiding questions YW (2)]
- Concept – Yntymak Week (2024) [Concept of Yntymak Week 2024]
- Agenda – Yntymak Week [Agenda of Yntymak Week]
- National Action Plan 1325 (2025–2027) [ПД 1325 на 2025-2027 г.г]
- Signed Letter of Partnership – Dialogue Process [Signed LoP Dialogue]
- NAP 1325 Monitoring Report [Monitroing report NAP 1325]
- Letter of Partnership – Batken Consultations [LOP Batken Consultations]
- Suggestions from HCT Members (22 Feb 2023) [KGZ\_Suggestions from some HCT members\_22.0.22023]
- Document – Batken Office [Document from Batken office]
- Dialogue Report – IPF/ROI [Dialogue report (IPF ROI)]
- Batken University Dialogue Session (14 Apr 2022) [Dialogue in Batken university\_14 April 2022\_Eng]
- UN Coordination Meeting – South [Coordination Meeting with UN agencies\_South]
- Consultations – Women in Peace and Security [Consultations\_Women in peace and security\_ru]
- Conflict Analyses [Conflict analyses]
- Mission Reflections – Batken [Batken mission methodological reflection and findings]
- Agenda – Batken Dialogue [Agenda of Batken Dialogue]
- Mission to Soghd and Batken – UNW Comments (23 Mar 2022) [20220323 Mission to the Soghd and Batken regions\_comments UNW]

## Other

- Strategic Plan – MOF IRO [Стратегический план развития МОФ ИРО на]
- Feedback Matrix – PBF GPI (15 Jul 2025) [Matrix PBF GPI FR RUNO Feedback\_20250715]
- Documentation for Efficiency Findings [Documentation Requested to Support Efficiency Findings]
- Country Programme Framework – Kyrgyzstan (5 Dec 2022) [CPF Kyrgyzstan 2023-2027 - 5.12.2022 signed\_ENG]
- SIMEX Report – Scenario 3 [SIMEX report Scenario 3]
- Annex 22 – SD/DT Learning Document [Копия Annex 22. SD.DT Learning document final (1)]
- Endline Community Perception Survey (May 2025) [PBF GPI Endline community perception survey 202505]
- Awareness Raising Report – GPI [PBF GPI report on awareness raising initiatives]
- Partnerships Established – GPI [PBF GPI report on partnerships established]
- CSO Partnership Geography – GPI [PBF GPI report on partnerships established geography]
- Batken Women's Human Stories Post-Conflict [Batken Women Human Stories after the conflict on the border]
- Gender Council Work Plan – Including GPI Activities [work plan of Gender council which includes GPI activities]
- Governor's Office Partnerships [Partnerships with Governor's office (1)]
- Meeting with Minister Baatyrova (2 Apr 2024) [FW Встреча представителей структуры ООН Женщины с Министром МТКОМ Баатыровой Г.М.\_2 апреля 2024]
- Batken Oblast Administration Document [Batken Administration]
- Agenda – PBF RUNOs Meeting (27 Nov 2023) [20231127 Agenda for meeting with PBF RUNOs]
- Volunteer Project Document [Ыктыярчы долбоору]
- Sumbula Mini-Grant – Sewing Workshop [Чакан гранттык долбоор Сумбула\_швейн.цех]
- Selection Protocol – 32 ROI Initiatives [Протокол отбора 32 инициатив МОФ ИРО]
- Organic Area Project – Sumbula [Органалык аймак долбоору Сумбула]
- UN Women – Small Grant Initiatives Overview [UN Women small grant initiatives]
- FAO Initiatives Overview [FAO initiatives]
- Youth Contest Winner – Ethnic Tajik Girl [Ethnic tajik girl won first prize during the contest among the youth]
- Peacebuilding Fund Progress Report (14 Jun 2023) [Peacebuilding Fund Project Progress Report\_14.06.23]
- Peacebuilding Fund Progress Report (May 2023 Update) [Peacebuilding Fund Project Progress Report (Update May 2023)\_GPI]
- Annual Report – Blossoming Aigul (Nov 2023) [PBF\_project\_annual\_report\_Blossoming Aigul\_UNW\_FAO\_ROI\_November 2023]
- Project Progress Report – Kobo Final (15 Jun 2025) [PBF June 2025 Project Progress Report\_KOBO\_FINAL\_15\_06\_25]
- Project Progress Report – Update (15 Jun 2024) [PBF June 2024 Project Progress Report\_15.06.2024\_UPD]
- Climate Risk Assessment Report [Climate risk assessment]
- UNW and ROI Grants Presentation [UNW and ROI grants presentation.pdf (4)]

## ANNEX 6.6. DATA COLLECTION TOOLS

### A) KEY INFORMANT INTERVIEW QUESTIONNAIRES

#### I. Stakeholder Group: UN and Project Management Stakeholders

##### 1. RELEVANCE (~10 min)

- To what extent did the project design reflect the needs of target groups and integrate gender, climate, and peacebuilding in line with the triple nexus approach?
- How relevant was the project to national policies and strategies on gender equality and climate-related security risks (e.g., UNSCR 1325)?
- Were national and local stakeholders involved in the design process, and how were their inputs reflected?

*Optional Probe: How did the project address evolving legal/political contexts affecting WCSOs?*

##### 2. COHERENCE (~8 min)

- How well did the project align with the strategic priorities and existing programmes of UN Women, FAO, and ROI?
- To what extent did the project promote coordination and collaboration among UN agencies and with national/local governments?

*Optional Probe: How did the PBF team support the design and implementation?*

##### 3. EFFECTIVENESS (~10 min)

- What key results were achieved, particularly in terms of WCSO capacity, inclusive governance, and climate-security action?
- To what extent did the project generate different results for women, men, youth, and persons with disabilities? *Probe: Can you give examples of outcomes that were particularly relevant or impactful for specific groups?*
- What approaches or strategies were most effective, and how were they adapted during implementation?
- What, if anything, do you consider to be innovative about the approaches used in this project? *Probe: Was anything tried here that hadn't been used in this context before? Were there opportunities for testing, adaptation, or iteration? What worked and what didn't?*
- Were there any unintended outcomes—positive or negative?

##### 4. EFFICIENCY (~8 min)

- Were financial, human, and technical resources used efficiently and appropriately allocated across agencies and components? Can you provide specific examples?
- How effective were leadership and coordination arrangements in enabling timely and accountable delivery?

*Optional Probe: Did the joint implementation model enhance or hinder efficiency?*

## 5. SUSTAINABILITY (~10 min)

- What elements of the project are most likely to be sustained, and why?
- How have partnerships and local capacities been strengthened to support sustainability?  
*Probe: Did these efforts consider the capacities of underrepresented groups (e.g., WCSOs led by women with disabilities)?*
- Have any models, tools, or approaches been institutionalized or scaled?

## 6. IMPACT (~8–10 min)

- What has been the most significant change that can be attributed at least in part to the project?
- How has the project contributed to national or local implementation of global frameworks (e.g., UNSCR 1325, SDG 5)?
- Were there any unintended or negative impacts for vulnerable groups?

## II. Stakeholder Group: National Government Stakeholders

### 1. RELEVANCE (~10 min)

1. In your view, how relevant was this project to national and local government priorities—particularly those related to UNSCR 1325, climate-related security risks, and gender equality?
2. Was your ministry or agency involved in the project design phase? If so, how were your inputs reflected? How satisfied were you with your level of engagement?
3. Did the project target the right areas and populations, especially underserved groups (e.g., youth, ethnic minorities, women in rural areas)?

*Optional Probes: Was the project responsive to any evolving political or legal issues affecting civil society or gender policies? To what extent did the project address existing peacebuilding gaps? Did the project address barriers faced by women with disabilities or other marginalised groups as it related to your areas of work?*

### 2. COHERENCE (~8–10 min)

4. How well did the project support coordination between UN agencies (UN Women, FAO, ROI) and government actors—both at national and local levels?
5. Were there any mechanisms or working groups that helped align efforts across ministries, or between government and civil society (especially women’s organizations)?
6. How would you describe the added value of the UN partners involved in this project?

*Optional Probe: Did the project help align national efforts with broader UN or development partner strategies?*

### 3. EFFECTIVENESS (~10 min)

7. What results did you observe from the project, especially in terms of strengthening WCSOs, improving joint governance, or advancing climate-security action?
8. What worked well—and what didn’t—in terms of project strategies or approaches?
9. Can you describe any new models, tools, or partnerships introduced by the project? What made them different or valuable?

*Optional Probe: Were there any unintended positive or negative outcomes, and how were they managed?*

#### **4. EFFICIENCY (~8 min)**

10. Did the project use its resources (funds, staff, time) efficiently, from your perspective as a government partner?
11. Were coordination roles and responsibilities between UN agencies and government partners clearly defined and followed?

*Optional Probe: Were there any delays in implementation? If yes, what caused them and how were they addressed?*

#### **5. SUSTAINABILITY (~10 min)**

12. Which elements of the project are most likely to continue after its completion? Why?
13. Have any tools, platforms, or practices from the project been taken up into national policies, budgets, or institutional routines? If yes, what?
14. From your perspective to what extent did the project help strengthen government ownership and build capacities to continue the work after the project ends?
15. Has your ministry or agency made any commitments to support more inclusive approaches (e.g., gender- and disability-inclusive planning) as a result of the project?
16. What commitments has your ministry/agency made (or could make) to sustain or scale the project's approaches?

*Optional Probe: How has the project affected trust or collaboration between government and civil society?*

#### **6. IMPACT (~8–10 min)**

17. What is the most significant change you've observed since the project began, and to what do you attribute this change?
18. Has the project contributed to advancing national commitments under global frameworks like UNSCR 1325, SDG 5, or CEDAW?
19. Were there any unintended or negative consequences?

*Optional Probe: Are there examples of how the project influenced national discourse, policy, or institutional behaviour?*

### **III. Stakeholder Group: Local Government (LSG) Stakeholders**

Note: Interviewers are encouraged to adapt language further in the field to match local terminology and comprehension levels, while keeping to the intent of each question, using follow-up/probing questions (e.g., Can you explain more? Can you provide an example?) to deepen responses.

#### **Relevance (~8 min)**

1. Did the project focus on problems that matter to your community (e.g., safety, climate issues, women's participation)?
2. Were you or people from your area asked to give input into the project? If yes, how?

3. To what extent did the project include people who are usually left out (e.g., women, youth, minorities, or people with disabilities)?

#### **Coherence (~5–8 min)**

4. Can you describe how your office or others worked together with different groups (e.g., UN, CSOs, other government agencies) during the project?
5. How did this project relate to other work already happening in your community or local plans?

#### **Effectiveness (~10 min)**

6. To what extent did the project help you work on gender issues, climate change, and peace or security in your community? (e.g. localization of NAP1325, inclusion of these issues in Local Development Plans, etc.)
7. What kinds of skills, knowledge, practices, or opportunities were developed during the project? Follow-up probe: Were there any new ways of working, tools, or ideas introduced through the project?
8. Have people in the community worked together more or differently because of this project? How and in what ways? Follow-up probe: to what extent did this involve or reach out to groups in your community who are usually left out, like women with disabilities, rural youth, or ethnic minorities?

#### **Efficiency (~5–7 min)**

9. How would you describe the way the project was organised and managed?
10. Were roles and responsibilities clear between your office and other partners?
11. How well were resources (staff, funding, time) used during the project?

#### **Sustainability (~10 min)**

12. Are any project-related activities, partnerships, or changes continuing today?
13. To what extent did the project build local capacity and ownership to continue the work after it ends?
14. What has helped your community become more prepared to manage risks (like conflict or climate issues)?
15. Have there been any changes in who is involved in decision-making at the local level? Are women, youth, WCSOs, or other groups more involved in decisions in your community?
16. Are any new practices or tools still being used that help include underrepresented groups in decision-making?

#### **Impact (~10 min)**

17. What was the most significant change you have seen in your life or your community that can be attributed, at least in part, to this project?
18. Do you think these changes will continue? Why or why not?
19. Were there any challenges or negative effects linked to the project?

## IV. Stakeholder Group: Women's Civil Society Organizations

### Relevance (~8 min)

1. What problems or needs - either of your organization or the women you work with - did the project help address?
2. Were you or your organization involved in shaping the project before it began? If so, how?
3. Which groups were most involved or included in the project? Were any groups left out?

### Coherence (~5–8 min)

4. Did your organization collaborate with other actors during the project? Can you give examples?
5. How well did the project fit with your other work or with other things happening in your community?

### Effectiveness (~10 min)

6. Which parts of the project were most helpful for your organization or the communities you work with?
7. What, if anything, changed in your organization's skills, tools, practices, or opportunities during the project?
8. Have you incorporated gender–climate–security strategies into your ongoing work? Probe: If yes, can you share some examples...
9. Did the project affect how you work with others, such as local leaders or civil society groups?
10. How did the project support women from marginalised groups (e.g., with disabilities, from ethnic minorities, or rural areas)?
11. Were any new approaches, tools, or ways of working introduced? What was different about them?

### Efficiency (~5–7 min)

12. Have there been any changes in who is involved in decision-making at the local level?
13. How would you describe the way the project was managed?
14. What types of support did your organization receive? Was anything missing?
15. How well were the project's resources (time, money, support) used, from your perspective?

### Sustainability (~10 min)

16. Are there any project activities or partnerships that are continuing now?
17. Is your organisation continuing to use any inclusive tools or approaches introduced by the project (e.g., related to disability or intersectionality)?
18. What has helped your organization continue its work after the project? What makes it difficult?

19. Have you noticed any changes in women's or WCSOs' involvement in decision-making in your area?

#### **Impact (~10 min)**

20. What was the most significant change you have seen in your organization or community that can at least in part be attributed to the project?
21. Do you think these changes will continue in the future? Why or why not?
22. Were there any challenges or problems caused by the project? Who was affected and how?

#### **V. Stakeholder Group: Other Civil Society Actors**

##### **Relevance (~8 min)**

1. How relevant was the project to your organization's work and mission— especially in relation to peacebuilding, climate action, or civil society development?
2. Were you or your organization involved in any way in shaping the project before it started?
3. In your view, did the project focus on the right issues and partners (e.g., climate issues, community harmony, peace and women's issues)?

##### **Coherence (~5–8 min)**

4. How did the project relate to other work or partnerships you were involved in?
5. Did the project help you connect or work more with WCSOs or other actors? How?
6. Were there formal mechanisms for cross-sector coordination or learning (e.g., joint workshops or platforms)?

##### **Effectiveness (~10 min)**

7. What changes or results have you observed because of the project (e.g., WCSO visibility, collaboration, local initiatives)?
8. What parts of the project worked well? Why do you think they were successful?
9. Were there any new tools, partnerships, or ways of working introduced? What made them different or useful?

*Optional Probes: Did your organization adapt or learn from these experiences? What contributions did you make to promoting inclusive approaches (e.g., gender, disability inclusion, youth representation etc) or amplifying WCSO voices?*

##### **Efficiency (~5–7 min)**

10. How would you describe your organization's collaboration with other project partners?
11. Were there any challenges or successes in coordination, timing, or communication?

*Optional Probe: Were you adequately resourced or recognized for your role in alliance-building or technical support?*

### **Sustainability (~10 min)**

12. Are there any partnerships, tools, or practices from the project that are still being used? If yes, what would help make these efforts last longer or grow further?
13. Have you incorporated gender–climate–security strategies into your ongoing work?
14. Are there mechanisms or platforms where you now regularly engage with WCSOs?

### **Impact (~10 min)**

15. What has been the most significant change you've observed in your organization, network, or community that can be attributed, at least in part, to the project?
16. Did the project influence your work or how your organization engages on peace or climate issues?
17. Have there been any broader effect for example, on policy discussions, participation of WCSOs, or new collaborations?

## **VI. Stakeholder Group: Community Beneficiaries and Participants**

### **Relevance**

1. What problems or needs in your life—or in the lives of other women, men, boys or girls in your community—did the project help to address?
2. Were you or other people from your community asked to share ideas or give input before the project began?
3. Who in your community was included in the project? Were there any groups that were left out?
4. Were women with disabilities, young people, or others from marginalised groups included in project activities or decisions?

### **Coherence**

5. Did you notice different groups (like local leaders, government, UN agencies, WCSOs or others) working together during the project?
6. How did the project connect with other activities or efforts already happening in your community?

### **Effectiveness**

7. What project activities or support were most useful for you or your community?
8. Did you or others learn something new or gain any new opportunities through the project?

9. Did people in the community start working together in different or better ways during the project?
10. Was anything in the project done in a new or different way compared to other projects you've seen?
10. Did the project respond when local needs or situations changed?

### **Efficiency**

11. How well were the project activities planned and delivered?
12. Were the right local people or groups involved in making the project work?
13. How well do you think the project used its time, money, and support?

### **Sustainability**

14. Are any of the things started during the project still going on now?
15. Has the project helped you or your community become more prepared to handle problems (like lack of harmony in the community or climate issues)?
16. Are any of the things you learned or did during the project still helping you or others to speak up or be more involved?
17. Are women, youth, or other community members more involved in decisions or leadership now?
18. Are you or others continuing to use the knowledge or tools from the project? If yes, in what ways/how?

### **Impact**

19. What is the most significant change you've seen in your life or in your community that can be attributed at least in part to this project?
20. Do you think these changes will continue? Why or why not?
21. Were there any problems or challenges caused by the project? Who was affected?

## **B) TOOL ADAPTATION FOR FOCUS GROUP DISCUSSIONS**

While the core content of the KII questionnaires is applicable to both individual and group settings, this addendum provides guidance on adapting the tool for use in focus group discussions (FGDs).

### **Purpose**

This FGD adaptation is intended for discussions with community-level stakeholders, including beneficiaries, WCSOs, and local actors. The goal is to capture shared experiences, group dynamics, and collective reflections on project outcomes, processes, and impacts.

### **Adaptation Guidance**

- **Language and facilitation style** should be adjusted to encourage inclusive group participation and open dialogue (e.g., "In your community..." instead of "In your role...").
- **Probing questions** should be used flexibly, depending on how the discussion evolves and the level of engagement across participants.

- **Sensitive topics** should be approached with caution in group settings; any question that may raise confidentiality or protection concerns should be omitted or rephrased accordingly.
- Where appropriate, facilitators may use **participatory methods** (e.g., ranking exercises, group mapping, or scenario discussion) to encourage interaction and elicit a range of perspectives.

### Time Management

FGDs are expected to run for 60–90 minutes, depending on group size and context. Facilitators will prioritise key thematic areas based on the stakeholder group and adapt depth of questioning as needed.

### Note

The evaluation team recognises the limitations of applying the same protocol across diverse formats and will remain flexible in real time, drawing on facilitator judgment to adapt questions and ensure relevance, inclusivity, and comfort of participants.

## C) FGD PROTOCOL FOR BENEFICIARIES (WCSOS AND/OR COMMUNITY MEMBERS)

**Purpose:** This protocol is designed for FGDs with project beneficiaries, including representatives of WCSOs, community members, and participants in project-supported initiatives. The aim is to explore beneficiaries’ perspectives on project relevance, benefits, participation, inclusion, and sustainability.

### Target Participants:

- Representatives of WCSOs (particularly those who received capacity support or small grants)
- Community members in project-affected areas

**Duration:** 60–90 minutes **Group Size:** Three to eight participants

### 1. Welcome and Introduction (5 minutes)

- Welcome participants and introduce the evaluation team.
- Explain the purpose of the discussion.
- Emphasise confidentiality, voluntary participation, and right to withdraw.
- Obtain verbal informed consent.

### 2. Warm-up / Icebreaker (5 minutes)

- Please tell us your name and how you were involved in the project.

### 3. Main Discussion Questions (45–60 minutes)

#### A. *Relevance and Needs*

- What were the main challenges your community or organisation faced before this project?
- Did the project help address any of these problems? How?

#### B. *Participation and Voice*

- Were you or your organisation involved in planning or making decisions about the project?
- Did you feel your views and ideas were listened to?

#### C. *Capacity and Learning*

- Did you or your organisation receive any training or support from the project?
- What did you learn, and how have you used it?
- Have you shared what you learned with others?

#### D. *Inclusion and Equity*

- Did the project include people from different backgrounds (e.g., age, ethnicity, disability)?
- Were any special efforts made to include people who often don’t get invited—like women with disabilities or people from small or rural communities?

- Are these groups still involved in community discussions or activities now?
- Were any groups left out or not reached by the project?

#### *E. Benefits and Changes*

- What was the most significant change you have seen in your community or organizations that can be at least in part attributed to the project?
- What part of the project helped you the most? Why?

#### *F. Innovation and New Approaches*

- Did the project introduce anything new or different in your community or organisation?
- Was there an activity, idea, or way of working that you hadn't seen before? Optional prompt for facilitator if needed: For example, this could include the way you worked with local government, new tools or technologies, or different ways of solving problems.
- What made it helpful – or not helpful – for you?

#### *G. Challenges and Suggestions*

- Were there any challenges or things that did not work well?
- What would you change or improve about the project?

#### *H. Sustainability*

- Do you think the changes from the project will last after it ends?
- What would help you continue the work or activities started by the project?

#### *I. Overall Satisfaction*

- Overall, how satisfied are you with the project?
- Would you participate in a similar project again?

#### **4. Wrap-up (5 minutes)**

- Thank participants for their time and contributions.
- Ask if there is anything else they would like to share.
- Explain what will happen next in the evaluation process.

#### **Facilitator Notes:**

- Use open-ended follow-up questions (e.g., "Can you tell me more about that?") to encourage deeper discussion.
- Ensure everyone has an opportunity to speak.
- Be sensitive to power dynamics and cultural context.
- Avoid leading questions or judgemental responses.

## **D) DIRECT OBSERVATION TEMPLATE**

Date:

Site/location:

Women Civil Society Organization (WCSO) name:

Small grant title/theme:

Brief description of site:

(e.g., community garden, peace mural site, youth space, women's sewing collective)

### **1. Signs of implementation and ownership**

- Is the small grant initiative being implemented as described during the interview?
- Any visible signs of local ownership or leadership by the WCSO or community members?

Notes:

## 2. Observed outcomes – gender, climate, and peace dimensions

- Any visible outcomes or cues related to the grant’s focus areas? (e.g., women facilitating, gender messaging, eco-friendly practices, peacebuilding visuals or collaboration)

Notes:

## 3. Reflections (optional)

- Was anything unexpected, particularly strong or weak? Any visible early results or changes?

Notes:

## 4. Photos (optional)

### Consent and ethics checklist

- Verbal consent obtained for observation
- Verbal consent obtained for photos
- Confidentiality and anonymity maintained

## E) DIRECT OBSERVATION PROTOCOL

### Purpose:

To observe and document visible signs of small grant initiative implementation, local ownership, and outcomes related to gender equality, climate adaptation, and peacebuilding at selected project sites. These observations will complement interview and focus group data to support a comprehensive evaluation.

### Scope:

- Observations will be conducted at two small grant initiative sites.
- Observations are brief and will follow interviews with WCSO representatives.

### Observation focus areas:

1. Implementation: Signs that the grant is active and implemented as described.
2. Ownership: Evidence of local leadership or community engagement.
3. Thematic outcomes: Visible indications related to gender equality, climate adaptation, and peacebuilding (e.g., women’s participation, eco-friendly practices, peace messages).

### Ethical considerations:

- Obtain verbal consent from WCSO representatives or site leaders before starting observations.
- Seek verbal consent before taking any photographs; no photos will be taken without consent.

- Maintain confidentiality and anonymity; do not record personal identifying information without explicit permission.
- Respect community norms and sensitivities; avoid disrupting ongoing activities.

**Documentation:**

- Use the Direct Observation Template to record notes and reflections systematically.
- Note any unexpected findings, strengths, or challenges observed on site.
- Describe any photos taken and ensure all ethical checks are documented.

**Observer responsibilities:**

- Prepare by reviewing the observation focus areas and template before site visits.
- Conduct observations discreetly and respectfully, minimizing intrusion.
- Ensure all ethical protocols are followed consistently.
- Share observations promptly with the evaluation lead for integration and analysis.

## ANNEX 6.7: MAPPING TABLE ON CONCLUSIONS AND RECOMMENDATIONS

No.	Recommendation Summary	Conclusions
1	<p><b>From pilots to systems: scale, institutionalize and define the UN’s strategic role in nexus programming</b></p> <p>Shift from fragmented pilots to scalable, institutionalized nexus approaches, clarifying the UN’s strategic role as a catalyst for convening, policy alignment, and multi-stakeholder dialogue. Develop and institutionalize models jointly with government and WCSOs, embed results frameworks that track institutional uptake, and use existing PBF and UNSDCF coordination mechanisms to ensure coherence and transferable learning.</p>	<p><b>Conclusion 1:</b> Relevance to national strategies and evolving needs.  <b>Conclusion 2:</b> Coherence gaps at national level constrain uptake.  <b>Conclusion 5:</b> Sustainability dependent on institutionalisation.  <b>Conclusion 9:</b> Stakeholder ownership strong locally, but less so at national level.  <b>Conclusion 6:</b> Institutionalisation and systemic gaps</p> <p><i>Derived from: Finding 3 (adaptive responsiveness to shifting political and regulatory context); Finding 4 (strong internal coherence; opportunities for broader UN-system alignment); Finding 5 (local coordination strong; national coherence and replication limited); Finding 9 (partial institutional uptake; tools and methods not yet scaled); Finding 14 (planning tools show promise but institutionalisation uneven);</i></p>
2	<p><b>Deepen triple nexus integration through context-responsive and measurable peace approaches, centering women’s leadership</b></p> <p>Tailor peacebuilding approaches to local conflict dynamics and integrate them visibly within triple nexus designs. Invest in inclusive governance, apply gender and conflict analysis, and centre women’s leadership as a driver of cohesion, resilience, and peace outcomes.</p>	<p><b>Conclusion 3:</b> Effectiveness more visible at local level; peace outcomes underarticulated.  <b>Conclusion 6:</b> Emerging impact in cohesion and leadership, not systemic peacebuilding.  <b>Conclusion 10:</b> Nexus ambition partially operationalised; climate &amp; gender better addressed than peace.</p> <p><i>Derived from: Finding 6 (peacebuilding outcomes underdeveloped; shift toward social cohesion); Finding 8 (nexus not always fully applied; peace dimension least understood); Findings 12 &amp; 13 (local resilience and cohesion initiatives strong, but not always conflict focused).</i></p>
3	<p><b>Clarify the strategic purpose of small grants and channel them through coherent, scalable mechanisms</b></p> <p>Clarify the strategic purpose of small grants and use them as catalytic tools for policy influence, institutional change, and scaling. Align grant delivery with existing fit-for-purpose financing mechanisms where possible (e.g., UN Women’s Peace and Humanitarian Fund), ensuring grants are time-bound, collaborative, and linked to strategic outcomes and systems change.</p>	<p><b>Conclusion 6:</b> Grants spurred local change, but need for structured scale-up.  <b>Conclusion 7:</b> Catalytic effects not formalised into systemic change.</p> <p><i>Derived from: Finding 5 (grant initiatives strong locally but disconnected from national structures); Finding 6 (grants foster collaboration but vary in strategic focus); Finding 10 (strategic use of no-cost extension improved grant delivery and learning outcomes; simplified entry points increased access for marginalised groups); Finding 9 (grants collaboration and uptake gaps).</i></p>

<p><b>4</b></p>	<p><b>Strengthen MEL systems to support scale-up and triple nexus integration</b> Invest in MEL systems that track behavioural, institutional, and structural change. Use participatory and conflict-sensitive methods from the outset, and position evidence to inform national policy, replication, and cross-sector learning.</p>	<p><b>Conclusion 3:</b> Outcome-level results under-captured. <b>Conclusion 4:</b> Adaptive MEL improved measurement but came late. <b>Conclusion 6:</b> Evidence of behavioural shifts, but systems change not yet tracked.</p> <p><i>Derived from: Finding 1 (original results framework lacked outcome logic and baselines); Finding 6 (results difficult to track; shift from ToC not well measured); Finding 11 (MEL adapted but constrained by early design gaps); Finding 13 (evidence of use of outcome harvesting and Most Significant Change to supplement MEL).</i></p>
<p><b>5</b></p>	<p><b>Use limited funding to unlock difficult reforms that advance triple nexus objectives</b> Use catalytic funding to unlock politically sensitive or underfunded reform areas, such as gender-transformative peacebuilding. Structure support to incentivise domestic ownership and long-term systems change.</p>	<p><b>Conclusion 6:</b> Local resilience building evident. <b>Conclusion 7:</b> Strong catalytic effects emerged, but not embedded in systems. <b>Conclusion 9:</b> Stakeholder ownership strongest where co-investment and risk were shared.</p> <p><i>Derived from: Finding 7: (catalytic outcomes emerged where innovation was supported); Finding 12 (participation and trust gains when ownership was encouraged); Finding 13 (institutional change stronger where local political will aligned with catalytic support).</i></p>
<p><b>6</b></p>	<p><b>Strengthen inclusion in nexus programming through inclusive design, monitoring and safeguarding civic space</b> Ensure that diverse and underrepresented groups are included across design, MEL, and implementation by addressing structural barriers and tracking disaggregated outcomes. Partner with representative organisations to institutionalise inclusive approaches in governance systems and build on efforts to safeguard civic space.</p>	<p><b>Conclusion 8:</b> Strong local inclusion; not captured or positioned for system change.</p> <p><i>Derived from: Finding 2 (targeting and baseline gaps in inclusion); Findings 6 &amp; 11 (MEL didn't systematically track equity outcomes); Finding 15 (inclusion sustainability and challenges); Finding 15 (limited sustainability of inclusive outcomes without policy uptake).</i></p>

## ANNEX 6.8: EVALUATION TEAM

**Katy Pullen – Evaluation Team Leader.** Katy holds a master’s degree in Gender and Development and has over 15 years of experience leading and contributing to evaluations and assessments for UN agencies, bilateral donors (including former USAID and DFID), and multilateral organisations such as the Global Fund and the European Commission. She brings strong expertise in gender equality, women’s rights, and social inclusion, and has worked extensively in complex and fragile environments, including conflict-affected and post-conflict settings, and in regions impacted by climate change. Katy is experienced in applying OECD DAC evaluation criteria and theory-based, participatory approaches, and has led multi-country assessments/evaluations across Central Asia, West Africa, Sub-Saharan Africa, and South and Southeast Asia. Her portfolio includes work with UNDP, UN Women, UNICEF, and UNAIDS on large-scale programmes (including joint UN programmes) focused on women’s empowerment, gender norms, peacebuilding, and inclusion. She brings technical rigour alongside a commitment to equity, learning, and context-sensitive evaluation practice.

**Diana Mamatova – Evaluation Specialist.** Diana is a Monitoring, Evaluation, and Learning (MEL) specialist with over 10 years of experience supporting UN agencies, governments, and civil society in the Kyrgyz Republic and globally. She brings expertise in MEL design, data analysis, and gender-sensitive programming, with a strong background in peacebuilding, governance, and strategic planning. She has led evaluations and learning initiatives with UN Women, IREX, and others and is skilled in participatory and utilization-focused approaches that promote evidence-based decision-making, national ownership, and culturally grounded insights informed by her deep understanding of the local context.

## ANNEX 6.9: EVALUATION TERMS OF REFERENCE

The evaluation questions listed in this annex are drawn directly and without modification from the original Terms of Reference (TOR) for the evaluation.

In the Evaluation Matrix presented in Annex 4, these questions have been adapted by the Evaluation Team to enhance clarity, reduce overlap, and better align with the evaluation methodology and available data sources. These adaptations also respond to feedback from the ERG during the inception phase, which emphasised the importance of simplifying and streamlining the questions to support a focused, coherent, and feasible inquiry within the evaluation's scope and timeframe.

The evaluation will address questions under the OECD-DAC evaluation criteria: relevance, coherence, effectiveness, efficiency, sustainability, and impact. In line with the mandates of UN Women and FAO to mainstream human rights and gender equality—and in accordance with their evaluation policies—these dimensions will be integrated throughout the evaluation and considered across all criteria.

### Relevance

- To what extent was the design of the programme and its results relevant to the needs and priorities of the beneficiaries?
- To what extent the programme addresses the main needs of the project's target groups?
- To what extent is the programme consistent with the national development strategies in promoting gender equality, climate change adaptation and security?
- To what extent has the programme been aligned to country strategies and policies on gender equality and women's empowerment?
- To what extent key national and regional level partners were involved in the programme's conceptualization and design process?
- To what extent have gender and human rights principles and strategies been integrated into the programme design and implementation?

### Coherence

- To what extent the programme adheres to corporate strategic priorities of UN Women, FAO and ROI?
- Is the programme achieving synergies between the larger UN Women's and FAO's portfolios and the work of the UN Country Team?
- Is the programme achieving synergies between UN Women and FAO and the national and local government counterparts?
- Is the programme achieving synergies between FAO, UN Women, ROI and CSOs working at national and regional level?
- How was the development and implementation of the project document supported by the UN PBF team?
- To what extent UN Women, FAO and ROI possess a comparative advantage in the programme's area of work in comparison with other UN entities and relevant stakeholders?

### Effectiveness

- To what extent have the expected results of the programme been achieved on both objectives and results levels? How have they contributed to peacebuilding?

- Has programme achieved any unforeseen results, either positive or negative? For whom? What are the good practices, and the obstacles or shortcomings encountered? How were they overcome?
- How effective have the selected strategies and approaches been in achieving programme results?
- Has the programme managed to pilot effective approaches to address triple nexus of gender/climate/security and affect?
- To what extent are the programme approaches and strategies innovative for achieving actual stated objectives? What, if any, types of innovative good practices have been introduced in the programme for the achievement of the results?

### Efficiency

- Have resources (financial, human, technical support, etc.) been allocated strategically to achieve the programme outcomes?
- Has there been effective leadership and management of the programme including the structuring of management and administration roles to maximize results? Where does accountability lie?
- Have the programme's results been delivered in a timely manner?
- To what extent has the programme's management structure facilitated (or hindered) good results and efficient delivery?

### Sustainability

- What is the likelihood that the benefits from the programme will be maintained for a reasonably long period of time after the programme phase out?
- How effectively has the programme generated national ownership of the results achieved, the establishment of partnerships with relevant stakeholders and the development of in-country capacities to ensure sustainability of efforts and benefits?
- To what extent the programme fostered the participation of WCSOs in strategic level decision-making to address climate security leading to towards sustaining peace in the country?
- To what extent has the programme been able to create and promote conducive environment for WCSOs to participate in strategic decision making to address climate security?
- To what extent have different strategies fostered been successful in establishing the mechanisms that would ensure the continuation of work WCSOs in climate security after programme's implementation? What factors are/will be critical to maintain programmes' results in the long term?

## ANNEX 6.9: EVALUATION TERMS OF REFERENCE

### Terms of Reference

#### Final Joint Evaluation of the PBF GPI project “Capacitated Women CSOs sustaining peace in Kyrgyzstan”

#### UN Women, FAO and Roza Otunbaeva Initiative

##### 1. Background of the programme

Since February 2023, UN Women, FAO and Public Foundation Roza Otunbaeva’s Initiative (ROI) are implementing a project funded by the Peacebuilding Fund “Capacitated Women CSOs sustaining peace in Kyrgyzstan”. The project is implemented in 9 localities of the two districts of Batken province, that had experienced violent cross-border conflicts in 2021 and 2022.

Although women very often led community-level socio-economic initiatives addressing cross-border issues and are holders of local knowledge of climate-smart livelihood practices, they remain underrepresented at different levels of decision-making and are absent from the mainstream peace processes. The wide range of ways in which climate change and environmental degradation impact women’s security is well acknowledged in Kyrgyzstan and includes internal displacements, decreased incomes, increased incidents of gender-based violence, malnutrition and waterborne diseases because of droughts and floods to mention few. At the same time, since approval of National Action Plan (NAP) UNSCR 1325 in 2022 there has been a lot of challenges with its implementation lacking sufficient data and understanding of the interlinkages between the gender, peace and climate security.

The current project is focused on institutional capacity building of Women Civil Society Organizations (WCSOs) and creating a conducive environment for their participation in strategic level decision-making as a basis for addressing climate security leading towards sustaining peace in Kyrgyzstan. The expected outcome of the project is ‘Women civil society organizations in Kyrgyzstan mitigate climate-related security risks in target localities and national level contributing towards sustained peace’. This outcome is planned to be achieved through the following three outputs focusing on:

- 1) Strengthening the institutional capacities of WCSOs engaged in peacebuilding, especially in the South of the country;
- 2) Supporting central and local government in creating sustainable and inclusive mechanisms and practices for partnering with WCSOs; and
- 3) Creating opportunities to test new ways of collaboration between WCSOs and the Government towards mitigating climate-related security risks and thus contributing to sustaining peace.

The current project is implemented within the Peacebuilding Fund (PBF) Country Programme Strategy for the period of 2021-2026 developed and approved following the request of the President of the Kyrgyz Republic to the UN Secretary General. The PBF Strategy focuses on supporting social cohesion and addressing risks of border conflicts as key peacebuilding priorities, identified under the following three broad areas of implementation:

- 1) Strengthening trust between the citizens and authorities;
- 2) Fostering greater mutual trust between different identity groups; and

### 3) Facilitating cooperation between border communities

The PBF GPI project “Capacitated Women CSOs sustaining peace in Kyrgyzstan” contributes to the Outcome 1: “Horizontal and vertical trust are enhanced due to improved government mechanisms for inter-group dialogue, inclusivity, and accountability”; and Outcome 3: “Mutual understanding and cooperation within and between border communities are strengthened”. It also contributes to the UNSDCF Priority Area 4” Support national efforts to promote just, accountable, and inclusive institutions and a civil society that fosters peace, cohesion and human rights for all; UNSDCF Outcome 4: By 2027, all people in the Kyrgyz Republic enjoy the benefits of fair and accountable democratic institutions that are free from corruption and apply innovative solutions that promote respect for human rights, and strengthen peace and cohesion.

Sustainable Development Goals (SDG) and Targets to which the project contributes include SDG 5, SDG8, SDG 10 and SDG16:

- SDG 5. Achieve gender equality and empower all women and girls, end all forms of discrimination against all women and girls everywhere, contributing to targets 5.1; 5.2; 5.4; 5.5; 5.6; 5.a; 5.c
- SDG 8. Promote sustained, inclusive, and sustainable economic growth, full and productive employment and decent work for all, contributing to targets 8.2; 8.3; 8.5;
- SDG 10. Reduce inequality within and among countries, contributing to targets 10.2;
- SDG 16. Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective accountable and inclusive institutions at all levels, contributing to targets 16.6; 16.b

To lead and accelerate for transformative change, the project is engaging a wide range of partners to jointly learn and practice social innovation tools and techniques including digital and climate smart technologies in the target communities as new entry points of mitigating climate related security risks. The project has been adapting its strategies throughout the implementation to respond to the identified challenges and engaging the following approaches to ensure its outcome:

- 1) Systems thinking approach to address complexities of the peace-building context through revisiting women movements as a separate issue and seeking for improved understanding of interconnectedness of the WPS agenda leading to actions address these interlinkages;
- 2) Do no harm approach to consciously look for and mitigate possible negative impacts on WCSO and other actors;
- 3) Human-centric approach to ensure the collective process of learning and iteration to ensure participation and leadership of WCSOs at Women, Peace, and Security (WPS) agenda;
- 4) Recognition and respect of local knowledge through facilitation of defining local solutions;
- 5) Reconsidering of the concept of WCSOs’ participation based on revised HRBA methodology ensuring right-centered approach when developing models for support;
- 6) Transformative experimental processes to capacity building engaging diverse range of perspectives and experiences, including through Design Thinking, to re-frame problems and encourage collaborative work to find new solutions.

### 1.1. Project beneficiaries and key stakeholders

The project targeted 19 WSCOs mainly representing southern regions of the country as the main partners and beneficiaries of the project. They have been benefitting from extensive capacity development initiatives of the project but also participating as agents of change providing support to local communities, and partnership with other mainstream WSCOs with a peacebuilding mandate to engage them in peer-to-peer support and exchanges with the WCSOs.

The project also targeted nine Local Self-Governments, five in the Batken district and four in the Leilek district, with total population of 75,000 citizens who directly or indirectly benefited from project interventions, as well as the whole population of Batken province that learned about climate-smart initiatives and agro-technologies.

On the stakeholder's side, the project engaged several national authorities including relevant ministries such as the Ministry of Emergency Situations, Ministry of Water Resources, Agriculture and Food Processing, Minister of Natural Resources, Environment and Technical Supervision, Ministry of Interior and Ministry of Labor, Social Welfare and Migration. It has also worked closely with the Security Council of the Kyrgyz Republic, the State Agency on Civil Service and Local Self-Government, and the office of Plenipotentiary Representative of the President in the Batken Region. On several initiatives and key policy-making processes, the project has been cooperating with the Cabinet of the Ministers of the Kyrgyz Republic, the Commissioner for Children's rights, and the Gender Council on Women and Children Affairs of the National Parliament, Jogorku Kenesh.

The project also partnered with WSCOs and CSOs which are external to WPS agenda such as academia, think tanks, private sector and media, engaged in climate change agenda, security and youth.

As the result of the first 1.5 years of implementation, the project managed to:

- Conduct climate risk assessment in a participatory manner in all the 9 target locations;
- Integrate climate change, conflict prevention, and promotion of gender equality priorities including measures on preschool education into 9 Local Socio-Economic Development Plans (LSEDP) in target municipalities;
- Enhance the capacity of 149 LSG representatives from targeted communities to engage community members into LSEDP and integrate gender and climate security as priority areas;
- Provide knowledge to WSCOs on efficient natural resource management, including land and water resources, UNSCR 1325 and peacebuilding, and green entrepreneurship;
- Launching of 'Laboratory KADAM' to build institutional capacities of WSCOs with 12 of them being its active members and testing new models of interaction between LSGs and WSCOs;
- Test and introduce three mechanisms with the participation of 772 (486 w/286m) of community residents incl. 109 representatives of LSGs (Speed dating, Design Thinking, Visioning);
- Conduct several dialogues to discuss related policies between the WSCOs and the Government and institutionalize annual forum with engagement of WSCOs including from affected cross-border areas at the Jogorku Kenesh (National Parliament) platform;
- Finance and implement 60 out of 140 co-created by WSCOs and LSGs small-scale initiatives to address the climate, conflict prevention and gender equality.

## **1.2. Budget, timeframe and geographic scope**

The project budget is 1,9 million USD and it was distributed among the recipient agencies in the following way with 50% of the budget intended to be managed by WSCOs:

UN Women – 900,000 USD

FAO – 450,000 USD

ROI – 550,000 USD (women led CSO)

Project duration was initially planned for 24 months, starting from February 2023 to February 2025. But due to various changes in the legislative context and seasonal factors related to small grants initiatives implementation, it was extended for 6 months until August 2025.

The project is nationwide by its scope, with the focus on community-level activities in Batken Province, Batken and Leilek districts in the South of Kyrgyzstan bordering Tajikistan. The following 9 municipalities in Batken Province were targeted: Dara AO, Kyshtut AO, Kara-Bulak AO, Suu-Bashi, Tortkul AO in Batken district and Toguz-Bulak, Ken-Talaa, Sumbulla and Leilek AO in Leilek district.

## **1.3. Management arrangements of the project**

This project was designed to be implemented through a joint working team of UN Women, FAO and ROI under the coordinated management structure. The UN Women sub-office in Osh coordinated fieldwork by Recipient organizations and ensured cooperation with local authorities. Recipient organizations worked closely with national counterparts and supported their implementation by liaising with authorities in cross-border areas. Recipient organizations in Bishkek worked directly with the project team and field specialists based in Osh.

Project Coordination and oversight arrangements included the following:

- 1) The PBF Joint Steering Committee (JSC), as the main decision-making body, included UN Resident Coordinator, representatives of Recipient organizations, Secretariat of the Security Council, Ministries: of Foreign Affairs, of Interior, of Health and Social Development, and of Agriculture, and the implementing partners. The joint program (JP) team conducted regular meetings to review its progress and ensure coherence, adjust programming to remain conflict-sensitive and prepare joint annual work plans that were presented and approved by the JSC. Key staff from Recipient organizations and partners based in Osh and Bishkek contributed to these planning sessions and engaged in the implementation of the annual work plans approved.
- 2) The Recipient organizations collaborated actively with the UN Peace and Development Advisors (PDA) and the Peace-Building Support Office in Bishkek. This PDA-team provided strategic guidance in joint planning, framing monitoring and evaluation, and quality assurance of the project.
- 3) The project team that comprised the Project Manager, Responsible for the entire project coordination and implementation (UNW), Monitoring, Evaluation and Learning (MEL) Associate, responsible for monitoring and reporting of the project implementation and learning from and communication of project results (UNW); Two coordinators responsible for

project technical aspects of activities implementation by FAO and ROI, 3 project assistants, Climate security specialist responsible for agriculture related activities, and Social mobilization specialist of ROI).

## **2. Evaluation purpose, objectives, and use**

A final joint evaluation of the PBF GPI project is taking place during the last year of the project implementation with a focus on assessing the relevance, coherence, effectiveness, and sustainability of the project.

The objectives of this evaluation are to:

- Assess how the project design matches with the complexity of addressing the triple nexus of gender, climate and security;
- Assess how effective have the selected programme strategies and approaches been in progressing towards achieving project results and contributing to peacebuilding;
- Assess to what extent expected outputs and outcomes have been achieved;
- Assess how adaptably and rapidly did the project react to the changing country context, including political and legal;
- Assess if the coordination mechanism established led to better project results;
- Analyze if targeted WSCOs have voice and influence to mitigate climate-related security risks in target localities and national level;
- Provide recommendations about future work to address the triple nexus of gender, climate, and security to implement WPS and CPS agendas.

The findings of the evaluation are expected to contribute to strategic decision-making, organization learning, and accountability, and will be used for the design of future related interventions in the country. The evaluation should provide specific recommendations as to the priority areas that should be considered to inform future programming. They will also be a key input to knowledge management on gender, security and climate programming and actions in the region.

Targeted users of the evaluation are WCSOs, government counterparts and development partners, UN agencies and the personnel working in this field of climate and gender, and UN Women, which also administers the joint evaluation adhering to the United Nations Evaluation Group (UNEG) norms and standards for evaluation.

Within six weeks after the approval of the final evaluation report partner entities will produce a joint Management Response (MR) to evaluation recommendations in consultation with key partners. The final evaluation and related MR will be disseminated among development partners, national and local governments, CSOs and other relevant partners.

## **3. Scope of evaluation**

The final project evaluation of the project will be conducted during the final stage of the project implementation and will cover the period from March 2023 to June 2025. The project's social innovation approach with its scope and broad range of partners and stakeholders engaged in a series of co-creation activities to contribute to an enabling environment for WCSOs to participate in strategic level decision-making for addressing climate security leading towards sustaining peace has been one

of the key challenges in its implementation. New way of doing “business” from one hand, and changes in the political and normative spheres from the other hand like an adaption of amendments to the Law “On non-commercial organizations” or the so-called “Foreign Representatives” law initiated in 2023 and adopted in March 2024 introducing new procedures for the ways local CSOs will operate, demanded project’s strategy and activities adaptation, resulting in the project extension for another 6 months period.

The evaluation will be conducted during March- June 2025 and will include data collection and missions to the country and its targeted communities to cover all aspects of the programme implementation.

#### **4. Evaluation methodology and evaluation questions**

##### **4.1. Evaluation methodology**

The joint evaluation will be a transparent and participatory process involving relevant stakeholders and partners in the countries. The evaluation will be based on gender and human rights principles and adhere to the United Nations Evaluation Group (UNEG) Norms and Standards and Ethical Code of Conduct and UN Women Evaluation Policy and guidelines<sup>221</sup>.

This is a final project evaluation but there is an ambition to continue support of the programme related to gender and climate security, especially under the ongoing effects of climate change impacting lives of thousands of women in various communities. The evaluation will hence follow both a summative approach (backwards looking) to support enhanced accountability, assessing the achievement of the objectives and results, as well as a formative (forward-looking) approach, focusing on capturing the lessons learned during the implementation of the project to foster strategic planning and decision-making for the next possible programme.

The evaluation methodology will follow a Theory of Change approach and employ mixed methods including quantitative and qualitative data collection methods and analytical approaches to account for the complexity of triple nexus (gender/climate/security), and gender relations in general to ensure participatory and inclusive processes of decision-making.

Methods may include but are not limited to:

- Desk review of relevant documents such as project and programme documents, project progress reports and implementing partners reports, baseline and endline study, financial records, meeting minutes and monitoring reports, and secondary data or studies relating to the country and region context.
- Semi-structured interviews, focus group discussions, surveys, including perception ones, with direct and indirect beneficiaries, implementing partners, donor and other key stakeholders.
- Field visits and observation at selected programme sites.
- Interviews with key stakeholders to ensure further triangulation.

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<sup>221</sup> Please see TOR Annex 1 Evaluation References below

Data from different research sources will be triangulated to increase its validity. The proposed approach and methodology must be considered as flexible guidelines rather than final requirements, and the evaluators will have to revise and make a refined methodological proposal at the inception phase of the evaluation. It is expected that the Evaluation Team, the service provider for this evaluation, will further refine the approach and methodology and submit a detailed description in the inception report. The methodology and approach must, however, incorporate human rights and gender equality perspectives.

Evaluation team must consider the evaluation's management structure (see section 4. Evaluation governance structure and process) to validate all evaluation products. Comments provided by the Internal Evaluation Reference Group (IERG) and External Evaluation Reference Group (EERG) are aimed at fostering high level of stakeholder's participation, enhancing methodological rigor, factual errors, errors of interpretation, or omission of information and must be considered by the evaluators to ensure high-quality products.

#### **4.2. Evaluation questions**

The evaluation will address questions under the OCDE/DAC evaluation criteria, including relevance, effectiveness, efficiency, sustainability and impact. Given the mandates to mainstream human rights and gender equality in all their work, and the UN Women and FAO evaluation policies that promote the integration of women's rights and gender equality principles, these dimensions will receive special attention in this evaluation and will be considered under each evaluation criterion

It is anticipated that the evaluation team will develop an evaluation matrix, which will address the questions below<sup>222</sup> (and refine them as necessary), the areas they pertain to, the criteria for evaluating them, the indicators and the means for verification as a tool for the evaluation. The final evaluation matrix will be validated by the evaluation task manager and the evaluation reference groups constituted in the framework of this evaluation process and approved in the evaluation inception report.

#### **Relevance**

- To what extent was the design of the programme and its results relevant to the needs and priorities of the beneficiaries?
- To what extent the programme addresses the main needs of the project's target groups?
- To what extent is the programme consistent with the national development strategies in promoting gender equality, climate change adaptation and security?
- To what extent has the programme been aligned to country strategies and policies on gender equality and women's empowerment?
- To what extent key national and regional level partners were involved in the programme's conceptualization and design process?
- To what extent have gender and human rights principles and strategies been integrated into the programme design and implementation?

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<sup>222</sup> The evaluation team is expected to revise and refine the questions included in this ToR, as needed and relevant, during the inception phase of the evaluation.

## **Coherence**

- To what extent the programme adheres to corporate strategic priorities of UN Women, FAO and ROI?
- Is the programme achieving synergies between the larger UN Women's and FAO's portfolios and the work of the UN Country Team?
- Is the programme achieving synergies between UN Women and FAO and the national and local government counterparts?
- Is the programme achieving synergies between FAO, UN Women, ROI and CSOs working at national and regional level?
- How was the development and implementation of the project document supported by the UN PBF team?
- To what extent UN Women, FAO and ROI possess a comparative advantage in the programme's area of work in comparison with other UN entities and relevant stakeholders?

## **Effectiveness**

- To what extent have the expected results of the programme been achieved on both objectives and results levels? How they have contributed to peacebuilding?
- Has programme achieved any unforeseen results, either positive or negative? For whom? What are the good practices and the obstacles or shortcomings encountered? How were they overcome?
- How effective have the selected strategies and approaches been in achieving programme results?
- Has the programme managed to pilot effective approaches to address triple nexus of gender/climate/security and affect ?
- To what extent are the programme approaches and strategies innovative for achieving actual stated objectives? What, if any, types of innovative good practices have been introduced in the programme for the achievement of the results?

## **Efficiency**

- Have resources (financial, human, technical support, etc.) been allocated strategically to achieve the programme outcomes?
- Has there been effective leadership and management of the programme including the structuring of management and administration roles to maximize results? Where does accountability lie?
- Have the programme's results been delivered in a timely manner?
- To what extent has the programme's management structure facilitated (or hindered) good results and efficient delivery?

## **Sustainability**

- What is the likelihood that the benefits from the programme will be maintained for a reasonably long period of time after the programme phase out?

- How effectively has the programme generated national ownership of the results achieved, the establishment of partnerships with relevant stakeholders and the development of in-country capacities to ensure sustainability of efforts and benefits?
- To what extent the programme fostered the participation of WCSOs in strategic level decision-making to address climate security leading to towards sustaining peace in the country?
- To what extent has the programme been able to create and promote conducive environment for WCSOs to participate in strategic decision making to address climate security?
- To what extent have different strategies fostered been successful in establishing the mechanisms that would ensure the continuation of work WCSOs in climate security after programme's implementation? What factors are/will be critical to maintain programmes's results in the long term?

## 5. Evaluation governance structure and process

### 5.1. Evaluation governance structure

A threefold management structure will be established comprising a joint Evaluation Steering Committee (ESC), a joint Evaluation Management Group (EMG), and a joint Evaluation Reference Group (ERG).

An Evaluation Steering Committee (ESC) will be the key accountable body that will ultimately endorse the evaluation report and will be responsible for the development of an evaluation Management Response (MR) to address the recommendations included in the report. The ESC will be co-chaired by the UN Women Country Representative, FAO Country Representative and Director of the Public Foundation of ROI .

The Joint Evaluation Management Group (EMG) will be formed by a designated Monitoring and Evaluation Specialists of UN Women, FAO and ROI and will provide oversight and quality assurance to the evaluation process. The UN Women Monitoring and Evaluation Specialist will be assigned as the task manager to oversee the evaluation process and will be responsible for quality assurance of different deliverables and for the day-to-day management of the evaluation (in close coordination with UN WOMen Programme Manager and FAO and ROI programme coordinators). The ESC will endorse the evaluation products and, once the evaluation process is completed, will issue a joint evaluation Management Response (MR) to act on the evaluation recommendations.

A joint Evaluation Reference Group (ERG) will also be conformed to foster a highly participatory approach and will be consulted throughout the evaluation process. Specific ToRs for the different bodies that integrate the evaluation management structure will be developed and endorsed by the implementing entities. The role of the ERG will include the following tasks, but not limited to:

- Participates in any relevant ERG meeting;
- Facilitates access of the evaluation team to information sources (documents and interviewees) to support data collection;
- Advises on the quality of the work done by the evaluation team;
- Provides comments on the main deliverables of the evaluation, including the draft final report;
- Assists in feedback of the findings, conclusions and recommendations from the evaluation into future programme design and implementation.

To ensure the greatest degree of independency of the evaluation process, the UN Women Regional Evaluation Specialist will provide guidance ensuring that the evaluation is conducted in accordance with the UN Women and FAO Evaluation Policies, and UNEG Norms and Standards for evaluation in the UN System.

## 5.2. Phases of the evaluation process

The evaluation process has five phases:

1) Preparation: gathering and analysing programme data, conceptualizing the evaluation approach, internal consultations on the approach, preparing the TOR, establishment of the evaluation management's structure, stakeholders mapping and selection of evaluation team.

2) Inception: consultations between the evaluation team and the Steering Committee, programme portfolio review, finalization of stakeholder mapping, inception meetings with the ERG, review of the result logics, analysis of information relevant to the initiative, finalization of evaluation methodology and preparation and validation of inception report.

3) Data collection and analysis: in-depth desk research, in-depth review of the programme documents and monitoring frameworks, in-depth online interviews as necessary, staff and partner survey/s, and field visits<sup>223</sup>.

4) Analysis, validation and synthesis stage: analysis of data and interpretation of findings and drafting and validation of an evaluation report and other communication products.

5) Dissemination and follow-up: once the evaluation is completed UN Women, FAO and ROI are responsible for the development of a joint Management Response to evaluation recommendations within 6 weeks after the final approval of the evaluation report, publishing the evaluation report, uploading the final evaluation report on the UN Women and FAO evaluation databases and the dissemination of evaluation findings amongst key stakeholders.

The evaluation team will be responsible for phases 2, 3 and 4 with the support of UN Women and FAO, while UN Women and FAO are entirely responsible for phases 1 and 5.

## 6. Expected deliverables and timeframe

### 6.1. Evaluation deliverables

The evaluation team is responsible for the following deliverables:

- **An inception report:** The evaluation team will present a refined scope, a detailed outline of the evaluation design and methodology, evaluation questions, and criteria for the approach for in-depth desk review and field work to be conducted in the data collection phase. An inception workshop will be planned in the context of the inception phase. The report will include an evaluation matrix and detailed work plan.

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<sup>223</sup> Field visits to all the six countries where the intervention is implemented are initially foreseen. Field missions to some countries might be replaced by online data collection depending on limitations to travel to certain geographical areas and following UNSDSS advice.

- **Presentation of preliminary findings:** A PowerPoint presentation detailing the emerging findings of the evaluation will be shared with the evaluation task manager for feedback. The revised presentation will be delivered to the reference groups for comment and validation. The evaluation team will incorporate the feedback received into the draft report.
- **A draft evaluation report:** the first draft report which structure will be defined in the inception phase of the evaluation and will include a background, methodology, limitations, findings, conclusions, lessons learned and recommendations sections.
- **The final evaluation report:** The final report will include a concise Executive Summary and annexes detailing the methodological approach and any analytical products developed during the evaluation.
- **Evaluation communication products:** A PowerPoint presentation of the final key evaluation findings and recommendations, and a 2-pager/infographics on the final key findings, lessons learned and recommendations.

Regarding the validation process of all products, those will be shared with the evaluation reference groups for feedback and validation. The evaluation team will maintain an audit trail of the comments received and provide a response on how the comments were addressed in the final inception report. Final evaluation report will be approved by the ESC.

## 6.2. Evaluation timeframe

The evaluation team will be expected to complete the tasks within the indicative timeframe:

Tasks/deliverables	Expected delivery date
<b>Inception phase</b>	
Desk review of background documentation	<b>May 2025</b>
Inception meeting with EMG and ERG	<b>May 2025</b>
Inception report (including one round of revision)	<b>May 2025</b>
<b>Data collection phase</b>	
Additional documents review, (online) interviews	<b>June 2025</b>
Visit to programme site, debriefing with EMG and ERG	<b>June 2025</b>
<b>Analysis and reporting phase</b>	
Presentation of preliminary findings	<b>June 2025</b>
Draft report (including two rounds of revision)	<b>June 2025</b>
Final report and evaluation communication products (brief PPT, two-pager)	<b>July 2025</b>
Final presentation of the evaluation	<b>July 2025</b>

## 7. Evaluation team composition and requirements

An evaluation team will be assembled consisting of an international consultant acting as the evaluation Team Leader who will be the main responsible person for the satisfactory delivery of all the deliverables listed above, and a local consultant who will support all substantive aspects of the

evaluation. The international consultant, as a Team Leader, is responsible for overall coordination of the production of deliverables during all phases of the evaluation process, ensuring the quality of outputs and application of methodology as well as timely delivery of all evaluation products in close collaboration with the evaluation team, the evaluation task manager and the evaluation management group. The international Team Leader is expected to lead the data collection mission including through the field mission to Batken province.

The estimated number of working days per team members is detailed in the table included below:

	<b>Estimated number of working days</b>
Team Leader	30
National Evaluation Specialist	30

#### **Duties and responsibilities of the international evaluation team leader**

- Leading the inception phase and developing an inception report outlining design, approach and methodology of the evaluation and an the workplan of the evaluation team
- Directing and supervising the work of the local evaluation consultant in carrying out collection, research and analysis of relevant documentation and other data
- Leading data collection missions in selected locations
- Overseeing and assuring quality of data collection and leading the analysis of the evaluation evidence
- Preparing for meetings with the reference groups and other stakeholders
- Leading the preparation of the draft and final evaluation reports and evaluation communication products

#### **Duties and responsibilities of the national evaluation consultant:**

- Provide advice on gender equality and women’s empowerment and related to the programme normative and legal frameworks
- Carrying out collection, research and analysis of relevant documentation and other data
- Liaises with national counterparts, conduct interviews and collect additional data as needed
- Provide support and work under the overall leadership and guidance of the evaluation team leader under different stages of the evaluation
- Supporting the preparation of all evaluation deliverables, including the analyses and synthesis of evaluation evidence and reports drafting

#### **Qualifications and requirements of the team leader:**

- At least a master’s degree in social sciences, economics, international relations, gender studies or a relevant social science related area
- 10 years of relevant experience of periodically conducting evaluations of strategies, policies and/or development programmes and projects
- Proven experience of designing and leading or participating in gender-responsive and human rights-based evaluations utilising participatory approaches and methodologies
- Knowledge and experience in gender equality and women’s empowerment, gender mainstreaming and gender analysis

- Demonstrated facilitation and communications skills, experience in participatory approaches and ability to negotiate amongst a wide range of stakeholders
- Ability to produce well-written analytical reports
- Previous experience working in the Central Asian countries will be considered an asset
- Experience with the United Nations system will be considered an asset
- Proficiency in English
- Knowledge of Kyrgyz or Russian in this evaluation will be considered an asset.

**Qualification and requirements of the National Consultant:**

- At least a master's degree in social sciences, international relations, gender studies or a relevant social science related area
- Over 5 years of relevant experience of work in GEWE
- Previous experience participating in gender-responsive and human rights-based evaluations and/or applied research utilizing a wide range of approaches and methods
- Ability to produce well-written reports
- Experience with the United Nations system is an asset
- Proficiency in English, Kyrgyz and Russian

**Competencies and core values for international and local consultants:**

- Strong analytical, writing and reporting abilities
- Strong interpersonal and communication skills, ability to lead a team and negotiate amongst a wide range of stakeholders
- Commitment to quality products and deadlines
- Builds strong relationships
- Focuses on impact and results and responds positively to feedback
- Approaches work with energy and a positive, constructive attitude
- Demonstrates/safeguards ethics and integrity
- Demonstrated corporate knowledge and sound judgment
- Acts as a team player and facilitates teamwork
- Facilitates and encourages open communication in the team, communicating effectively
- Learns and shares knowledge and encourages learning of others
- Demonstrates integrity and fairness by modelling UN values and ethical standards
- Demonstrates professional competence and is conscientious and efficient in meeting commitments; observing deadlines and achieving results
- Displays cultural, gender, nationality, religion and age sensitivity and adaptability.

Please visit this link for more information on UN Women's Core Values and Competencies:

<http://www.unwomen.org/-/media/headquarters/attachments/sections/about%20us/employment/un-women-employment-values-and-competencies-definitions-en.pdf>

## **Evaluation Terms of Reference Annex 1: Relevant references**

Strategic plan of UN Women: <https://www.unwomen.org/en/digital-library/publications/2021/09/un-women-strategic-plan-2022-2025>

Strategic Framework FAO: [Strategic Framework](#)

Evaluation Policy of the United Nations Entity for Gender Equality and the Empowerment of Women (UNW/2012/8): [www.un.org/ga/search/view\\_doc.asp?symbol=UNW/2012/12&Lang=E](http://www.un.org/ga/search/view_doc.asp?symbol=UNW/2012/12&Lang=E)

How to Manage Gender Responsive Evaluation. Evaluation Handbook: [www.unwomen.org/en/digital-library/publications/2015/4/un-women-evaluation-handbook-how-to-manage-gender-responsive-evaluation](http://www.unwomen.org/en/digital-library/publications/2015/4/un-women-evaluation-handbook-how-to-manage-gender-responsive-evaluation)

UN Women Global Evaluation Reports Assessment and Analysis System (GERAAS): [www.unwomen.org/~media/headquarters/attachments/sections/about%20us/evaluation/evaluation-geraasmethodology-en.pdf](http://www.unwomen.org/~media/headquarters/attachments/sections/about%20us/evaluation/evaluation-geraasmethodology-en.pdf)

Standards for Evaluation in the UN System: [www.uneval.org/document/detail/22](http://www.uneval.org/document/detail/22)

Norms for Evaluation in the UN System: [www.uneval.org/document/detail/21](http://www.uneval.org/document/detail/21)

Integrating Human Rights and Gender Equality in Evaluation – towards UNEG Guidance: [www.uneval.org/document/detail/980](http://www.uneval.org/document/detail/980)

UNEG Guidance Integrating Human Rights and Gender into Evaluation: [www.uneval.org/document/detail/1616](http://www.uneval.org/document/detail/1616)

UN SWAP Evaluation Performance Indicator: [www.uneval.org/document/detail/1452](http://www.uneval.org/document/detail/1452)

UNEG Quality Checklist for Evaluation Reports: [www.uneval.org/document/detail/607](http://www.uneval.org/document/detail/607)

UNEG Ethical Guidelines: [www.unevaluation.org/document/detail/102](http://www.unevaluation.org/document/detail/102)

UNEG Code of Conduct for Evaluation in the UN: [www.unevaluation.org/document/detail/100](http://www.unevaluation.org/document/detail/100)