



EVALUATION REPORT

EVALUATION OF THE UN WOMEN KNOWLEDGE AND PARTNERSHIPS CENTRE – REPUBLIC OF KOREA



EVALUATION OF THE UN WOMEN KNOWLEDGE AND PARTNERSHIPS CENTRE – REPUBLIC OF KOREA

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

Independent Evaluation Service

Bangkok, February 2026

ACKNOWLEDGEMENTS

This report and the overall evaluation process were informed by the participation of more than 134 stakeholders from across government, civil society, UN partners, UN Women personnel and other key stakeholder groups. Without the support and active participation of all individuals involved in the evaluation process, this report would not have been possible.

The evaluation team comprised the following team members: Arushi Pankaj Dubey, Regional Evaluation Analyst for Asia and the Pacific, Co-Team Leader; Sabrina Evangelista, Regional Evaluation Specialist for Asia and the Pacific, Co-Team Leader; and Jose Rafael Panlilio, Regional Evaluation Consultant.

The Evaluation Management Group benefitted from the active involvement of personnel from the UN Women Regional Office for Asia and the Pacific, including Maria Holtsberg, Deputy Regional Director; Janelle Weissman, Strategic Partnerships Specialist; and from the UN Women Knowledge and Partnerships Centre in the Republic of Korea, including Yun Jeong Hwang, Director; Vu Phoung Ly, Gender Training Specialist; and all the Regional Office personnel consulted. We thank them for the time they invested in supporting the evaluation process and in facilitating the engagement and inclusion of a wide range of partners and stakeholders.

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We thank the Evaluation Reference Group, a broader group of key stakeholders who provided input on the evaluation process and the evaluation's key products. The Evaluation Reference Group included the following representatives: Katja Freiwald, Regional Programme Manager and Technical Adviser – Regional Women's Economic Empowerment; Jongsoog Kim, President – Korean Women's Development Institute; Ms Minah Kang, Professor of Ewha Women's University; Ms Kumjoo Huh, Executive Director of External Relations, Kyobo Life; Yerin Moon, Programme Officer, Women's Human Rights Institute Korea (WHRİK); Jonghee Choi, Coordinator, UNODC KOSTAT-COE; Dr Jonghun Sun, DEI Lab Team Leader, Root Impact (NGO); Ms Jung-ae Lee, Ministry of Gender Equality and Family, Director for International Cooperation; Mr Tony Clemson, Country Director, Business & Trade; Major Suyeun Lee, Planning & International Cooperation Officer; and Hoang Thi Ngoc Ha, Director-Centre for Eco-Community Development (ECODE).

We thank Lisa Sutton, Director, Independent Evaluation, Audit and Investigation Services, and Inga Kaplan, Chief, Independent Evaluation Service, whose strategic guidance and review strengthened the quality of this report.

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ACRONYMS AND ABBREVIATIONS

| | |
|-----------------|--|
| AI | Artificial Intelligence |
| ASEAN | Association of Southeast Asian Nations |
| CEDAW | Convention on the Elimination of All Forms of Discrimination Against Women |
| CSO | Civil Society Organization |
| IEAIS | Independent Evaluation, Audit and Investigation Services |
| IES | Independent Evaluation Service |
| SDG | Sustainable Development Goal |
| TFGBV | Technology-Facilitated Gender-Based Violence |
| UNEG | United Nations Evaluation Group |
| UNODC | United Nations Office on Drugs and Crime |
| UN Women | United Nations Entity for Gender Equality and the Empowerment of Women |
| WEP | Women's Empowerment Principles |
| WPS | Women, Peace and Security |

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EXECUTIVE SUMMARY

EVALUATION OF THE UN WOMEN KNOWLEDGE AND PARTNERSHIPS CENTRE – REPUBLIC OF KOREA

Introduction

This report presents the main findings, conclusions and recommendations arising from the evaluation of the UN Women Knowledge and Partnerships Centre in the Republic of Korea (“the Centre”). The evaluation assesses the Centre’s contributions to advancing gender equality and women’s empowerment across Asia and the Pacific. The evaluation covers activities from December 2021 to October 2025, focusing on achievements, lessons learned and recommendations for the Centre moving forward. The evaluation aims to inform decision-making as the Centre enters a new phase of implementation; accountability; learning; and capacity development for the Centre and its stakeholders, including government, civil society, development partners and UN Women offices.

Methodology

The evaluation employed a non-experimental, theory-based and gender-responsive approach, integrating feminist analytical frameworks and intersectional analysis. Data collection was both qualitative and quantitative, involving 134 respondents (majority female) from diverse stakeholder groups. Methods included interviews, surveys, case studies and document reviews. Triangulation and NVIVO software were used to ensure robust findings. Ethical standards were rigorously applied, with informed consent and secure data management. Key limitations included low survey response rates and potential responder bias, which were mitigated through triangulation and assurances of confidentiality.

DATA COLLECTED



Key findings and conclusions

The Centre has demonstrated how UN Women can operationalize its universal mandate in a high-income context by strategically leveraging both UN Women and the Republic of Korea's comparative advantages for advancing gender equality. Stakeholders consistently valued the Centre's role as a convener and knowledge hub, recognizing its ability to translate global frameworks into actionable strategies for governments, civil society, academia and the private sector. While the Centre's efforts were found to be highly relevant and responsive to stakeholder needs, enhancing internal coherence will ensure the Centre better contextualizes its efforts towards diverse groups and country contexts. In collaboration with UN Women and partners, the Centre could also strengthen its approach to structured follow-up to ensure the application of knowledge and skills gained through its training activities.

Strategic partnerships have expanded the Centre's regional influence and technical credibility, supporting policy development and the strengthening of gender data systems. Although generous funding was received from the Government of Korea, continued reliance on a single donor remains a potential constraint to the Centre's sustainability: in line with donor expectations around resource mobilisation, where feasible, diversification and institutionalization of funding partners is essential for long-term continuity. Operationally, the Centre's model demonstrated cost-efficiencies by leveraging internal resources and partnerships to ensure quality delivery. However, monitoring and clarity of roles between the Centre and the Regional Office could be enhanced for greater efficiency and ownership.

Finally, while the Centre has advanced gender-equality dialogues and institutional change, there is a clear need to strengthen intersectional inclusion, particularly for marginalized groups.

RECOMMENDATIONS



RECOMMENDATION 1

Strengthen the Centre's regional role by establishing a streamlined coordination model that unifies internal teams and formalizes strategic, multi-stakeholder partnerships across priority themes.



RECOMMENDATION 2

To realize the Centre's theory of change, ensure that capacity gains translate into sustained institutional change by improving follow-up and supporting the application of knowledge through systematic engagement with UN Women offices.



RECOMMENDATION 3

Strengthen organizational efficiency by establishing clear, accountable roles and responsibilities between the Regional Office and the Centre; optimizing staffing to ensure complementarity and avoid parallel efforts; streamline review and approval workflows for greater agility; implement integrated tools for coordination and knowledge management; and proactively diversify financial resources to ensure resilience and sustained impact.



RECOMMENDATION 4

Systematically strengthen intersectional inclusion by proactively engaging marginalized groups and embedding social norms considerations across training and partnerships.



Korea Peacekeeping Workshop for Women's Empowerment

UN Uniformed Women Peacekeepers' Training

23 - 24 JUNE. 2025, Seoul Global Center

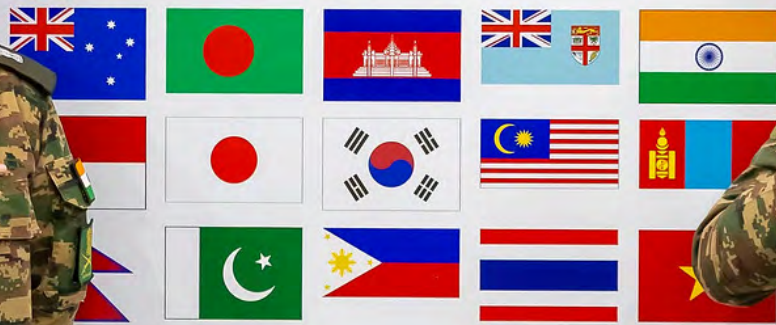


Photo: UN Women/Jaeyeon Jeong

1

BACKGROUND

1.1 PURPOSE, OBJECTIVES AND SCOPE

Purpose

The primary purpose of this evaluation was to assess the contributions the UN Women Knowledge and Partnerships Centre, Republic of Korea (“the Centre”) made to advancing gender equality and women’s empowerment in the Asia and Pacific region. The aim of the evaluation was to review the Centre’s achievements and identify lessons learned to serve as an accountability mechanism and to provide recommendations for the Centre moving forward.

The primary intended users of the evaluation are the Centre and its key stakeholders, including the government through the Ministry of Gender Equality and Family, civil society organizations (CSOs), development partners, the UN Women Regional Office for Asia and the Pacific, and relevant headquarters units. Secondary users include UN Women’s partners and relevant organizations in the Asia and Pacific region who may wish to learn from the Centre’s experiences.

The primary intended uses of the evaluation include:

- Support for decision-making regarding the Centre moving forward (2027–2031).
- Accountability for development effectiveness in terms of UN Women’s contribution to gender equality and women’s empowerment, as well as organizational effectiveness, learning and knowledge management.
- Learning on effective, promising and innovative strategies and practices.
- Capacity development and mobilization of national stakeholders to advance gender equality and the empowerment of women.

Evaluation scope

The evaluation considered activities undertaken by the Centre between December 2021–December 2026) and aimed to answer the evaluation questions noted in Table 1 (the full evaluation matrix can be found in annex 4). The evaluation analysed work completed until January 2025 (with some selected 2025 initiatives also included); enabling a formative analysis of the Centre’s strategy.

The evaluation engaged a diverse range of stakeholders, including participating governments, CSOs and the broader region involved in the Centre’s activities, the UN Women Regional Office for Asia and the Pacific, UN Women headquarters, other partnering UN agencies and Korean-based organizations including private-sector entities, international organizations and public institutions that have collaborated with the Centre.

The geographic coverage of the evaluation included the Republic of Korea where the Centre is located and where most efforts were implemented (some efforts were implemented at regional and country levels where the Centre provided support, e.g. training).

TABLE 1**Evaluation criteria and key questions**

| CRITERIA | KEY QUESTION |
|---|--|
| Relevance | To what extent did the Centre's design and implementation align with and respond to the evolving needs, priorities, and expectations of key stakeholders and programme participants? |
| Coherence | To what extent has the Centre ensured internal coherence in its design and implementation, and external coherence by facilitating and strengthening partnerships with the Republic of Korea and other key international development actors? |
| Effectiveness | To what extent has the Centre made progress toward achieving the results envisioned in the Project Document, and how effective have the strategies been in delivering these results and engaging key stakeholders in the Asia-Pacific region? |
| Organizational Efficiency | To what extent were UN Women's resources, both financial and human, employed in the most efficient manner (including timely delivery of services, opportunities for optimizing resource utilization, human resources portfolio to support the programmes, results-based management and knowledge management)? How well is the Centre positioned, governed, and integrated within UN Women's organizational structure to support efficient operations, accountability, and strategic engagement across global, regional, and country levels? |
| Sustainability | To what extent is the Centre's operational and institutional model designed to be sustainable within UN Women's broader organizational structure and funding environment? |
| Gender Equality and Human Rights | To what extent does the Centre address the underlying social norms and gender stereotypes to promote gender equality? |

Source: developed by the evaluation team

1.2 EVALUATION APPROACH AND METHODOLOGY

The overall approach of the evaluation was non-experimental, theory-based and gender-responsive. This included disaggregating data by sex and applying feminist analytical frameworks that supported an intersectional analysis. The evaluation was transparent and participatory, involving relevant UN Women stakeholders and partners. It was carried out in accordance with UN Women internal and external guidelines for evaluation,¹ and explicit emphasis was placed on the integration of gender equality and human rights principles in the evaluation process. The

evaluation employed several different methods for data collection, driven by the key evaluation questions² (see Annex 4) and selected with the aim of providing the most useful information possible to the Centre. Primary data collection was largely qualitative with some quantitative data collected (see Annex 9 for data collection tools). All evaluation products were subject to quality review by IES management, a peer reviewer, the Evaluation Reference Group and the Evaluation Management Group.

¹ UN Women, *UN Women Country Portfolio Evaluations: Revised Guidelines* (2022). Available at UN Women country portfolio evaluations: Revised guidelines | Publications | UN Women – Headquarters; UN Women, *Guidance on Integrating Disability Inclusion in Evaluations and Reporting on the UNDIS Entity Accountability Framework Evaluation Indicator* (March 2022). Available at https://www.unevaluation.org/uneq_publications/guidance-integrating-disability-inclusion-evaluations-and-reporting-undis-entity; United Nations Evaluation Group, *Integrating Human Rights and Gender Equality in Evaluations* (August 2014). Available at https://www.unevaluation.org/uneq_publications/integrating-human-rights-and-gender-equality-evaluations

² Evaluation questions were developed using the theory of change and assessed against the Development Assistance Committee of the Organisation for Economic Co-operation and Development criteria comprising relevance, coherence, effectiveness, sustainability, gender equality and human rights and organizational efficiency

Data collection

The evaluation employed qualitative and quantitative data collection from multiple data sources (see Figure 1), reaching 134 respondents (100 females, 29 males and 5 non-binary) across all key stakeholder groups, with the majority comprising civil society stakeholders followed by government stakeholders. Two case studies provided insight into the impact and influence of the Centre's training activities, knowledge products and partnerships; and more than 100 documents were reviewed, including ProDocs, annual reports, donor reports and training documents.

Case studies included:

- **Institutional influence through strategic training and knowledge modalities** assessed the extent to which Centre-led training initiatives contributed to institutional change.
- **Advancing gender equality through strategic partnerships** examined how the Centre has built and leveraged advocacy efforts, partnerships and convening platforms with diverse stakeholders.

Several targeted analyses of secondary data were undertaken, including analysis of social media web analytics.

Overall analysis

Multiple lines of evidence fed into the contribution analysis.³ An evidence map (see Annex 13) was utilized to map information obtained from different sources on the same results area, including UN Women reports (donor reports, training survey reports, midterm review) and information collected through interviews, surveys and case studies. NVIVO software was utilized for qualitative data analysis.⁴ Triangulation of sources and information was undertaken to ensure robust findings that can be used with confidence.

1.3 ETHICS, GENDER EQUALITY AND NO ONE LEFT BEHIND

The evaluation was guided by the [UNEG Norms and Standards \(2016\)](#) and [UNEG Ethical Guidelines \(2020\)](#), upholding the principles of integrity, accountability, respect and beneficence throughout all stages of the evaluation. The evaluation team ensured that ethical standards were rigorously applied during the design, implementation and data collection stages.

Informed consent was systematically obtained from all participants, with evaluators clearly introducing themselves; explaining the purpose of the evaluation; and securing consent in the participant's preferred language. No audio recordings of individual interviews were made. Where discussions involved potentially sensitive topics, interviews were conducted in private, safe settings and respondents' comfort and safety were prioritized, in line with the [WHO Ethical and Safety Recommendations for research on violence against women](#) and [UN Women's Safe Consultations with Survivors of Violence Against Women and Girls \(2022\)](#). In all cases, participants' anonymity was preserved, and no personal identifiers were included in the final report. All team members were trained on ethical protocols in advance of fieldwork. Data was stored securely on the UN Women SharePoint, with access limited to the evaluation team. A dedicated Gender-Responsive and Ethical Procedures Data Management Plan can be found in Annex 7.

³ Better Evaluation, "Contribution Analysis" (2024). Available from <https://www.betterevaluation.org/methods-approaches/approaches/contribution-analysis>

⁴ To learn more about NVIVO: <https://www.qsrinternational.com/nvivo-qualitative-data-analysis-software/about/nvivo>

1.4 EVALUATION CONSTRAINTS AND LIMITATIONS

Data collection was conducted directly by the IES team through both online and in-person methods.

The following were key limitations:

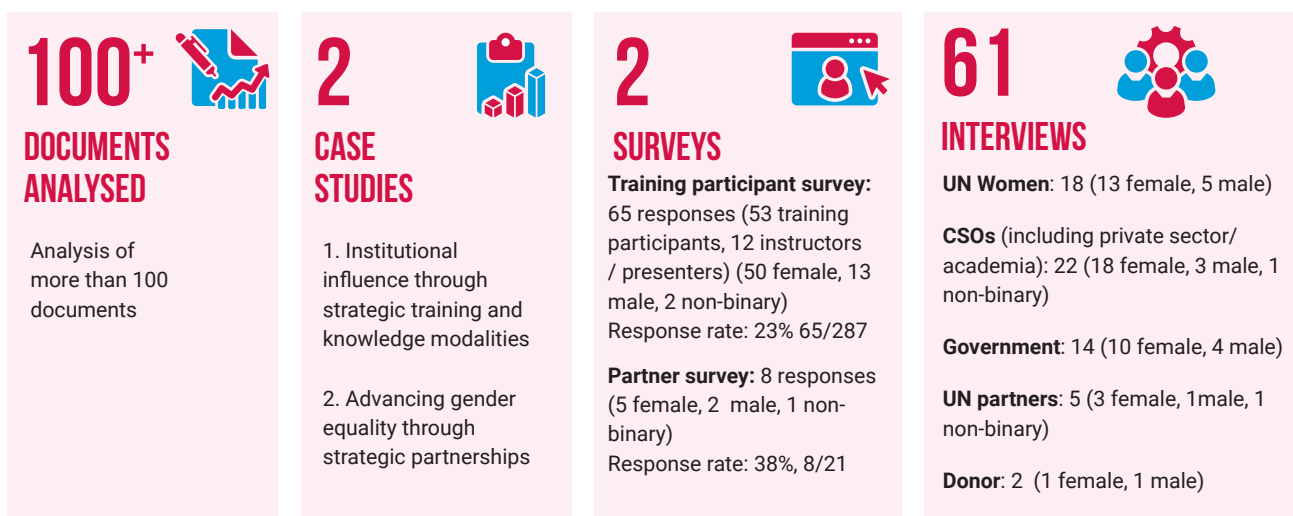
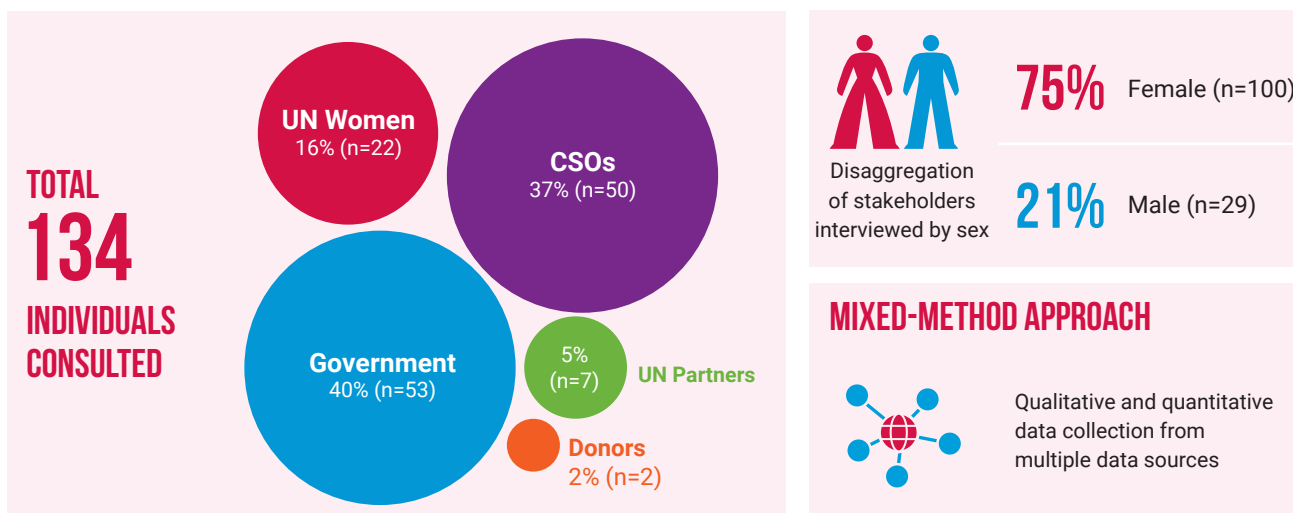
- **Low response rate for evaluation surveys:** There was a low response rate to the evaluation surveys (23 per cent, N=65/287 for the training participant survey and overall low [8 of 21] responses to the partner survey) which may limit the representativeness of quantitative findings. To address this limitation, survey results were triangulated with

qualitative evidence from key informant interviews with training participants and focus group discussions, ensuring that findings were validated and contextualized through multiple data sources.

- **Responder bias:** Responder bias may have influenced findings, as the list of key informant interviewees was provided by the Centre. More trainers than training participants were interviewed, with the majority being government stakeholders. To reduce this bias, evaluators conducted additional interviews with partner CSOs and training participants and ensured confidentiality to encourage open and candid responses.

FIGURE 1
Overview of qualitative and quantitative data collected

APPROACH: NON-EXPERIMENTAL, THEORY-BASED, GENDER-RESPONSIVE, UTILIZATION FOCUSED



Source: developed by the evaluation team



Photo: OCHAWON/Younghoon Kim

2

EVALUATION CONTEXT

2.1. ASIA AND THE PACIFIC CONTEXT

Progress in gender equality and women's empowerment in Asia and the Pacific has accelerated through frameworks such as the Beijing Declaration and Platform for Action, Convention on the Elimination of All Forms of Discrimination Against Women (CEDAW) and the 2030 Agenda for Sustainable Development. In the last decade, more than 700 legal reforms and 25 gender-responsive constitutions have fortified protections. Most countries in the region are CEDAW signatories. However, reservations in areas such as marriage and the family persist, leaving millions of women without full justice or equal rights.

The current financial crisis has highlighted and deepened structural inequalities, with projected declines affecting particularly vulnerable sectors, including those dominated by women. During downturns, women are often the first to lose jobs and the last to access emerging opportunities.⁵ With respect to women's economic empowerment, Asia and the Pacific remains the only region where women's participation in the labour force continues to decline, with even sharper disparities in South and Southwest Asia. Women in the region experience high rates of informal, insecure employment especially in unpaid care work. Many women still experience institutionalized sexism and discrimination in society including sexual harassment; limited employment and promotion opportunities; and unfair burdens in terms of household and childcare responsibilities. Despite high female educational attainment in the Republic of Korea, women remain underrepresented in executive roles in major companies highlighting the strong need for multi-stakeholder partnerships to change social norms related to gender equality.⁶

BOX 1

Snapshot of gender equality and the empowerment of women in the region

- Female labour force participation rate has decreased from 56 per cent in 1990 to under 50 per cent in recent years.⁷
- Women participate in unpaid care work up to 11 times more than men.⁸
- Only 5 per cent of executive roles in major companies in the Republic of Korea are held by women.⁹
- 19 per cent of women in South Asia, 9 per cent in Southeast Asia and up to 30 per cent in the Pacific have experienced physical and/or sexual intimate partner violence in the previous 12 months.¹⁰
- In Southeast Asia, gender data exists for just 41 per cent of gender-related SDG indicators.¹¹
- Only a quarter of countries in the Asia and Pacific region have dedicated laws on gender statistics.
- 14 countries now have National Action Plans on WPS and 59 per cent of peace agreements incorporate gender-specific provisions.¹²
- In Asia and the Pacific, only 5 of the 26 national Disaster Risk Reduction strategies meaningfully integrate both gender and disability considerations in their resource allocation and implementation frameworks.¹³

(source: compiled by the evaluation team)

⁵ World Bank. (2020). [Women, business and the law 2020](#). World Bank.

⁶ Statista. (2024, June 26). Number of board of directors at listed companies in South Korea from 2019 to 2021, by gender. Retrieved July 17, 2025 from <https://www.statista.com/statistics/1219873/south-korea-gender-distribution-board-of-directors/>

⁷ World Bank. (2025). Labor force participation rate, female (per cent of female population ages 15+) (modeled ILO estimate) [Data set]. Retrieved July 17, 2025, from <https://data.worldbank.org/indicator/SL.TLE.CACT.FE.ZS>

⁸ McKinsey Global Institute. (2018). [The power of parity: Advancing women's equality in Asia Pacific](#) (Briefing note). McKinsey & Company.

⁹ Statista. (2024, June 26). Number of board of directors at listed companies in South Korea from 2019 to 2021, by gender. Retrieved July 17, 2025, from <https://www.statista.com/statistics/1219873/south-korea-gender-distribution-board-of-directors/>

¹⁰ WHO (2021) Violence Against Women Prevalence Estimates, 2018 – Global, regional and national prevalence estimates for intimate partner violence against women and global and regional prevalence estimates for non-partner sexual violence against women.

¹¹ Association of Southeast Asian Nations (ASEAN), ASEAN Committee on Women, ASEAN Secretariat, & UN Women. (2024). ASEAN Gender Outlook. UN Women. <https://data.unwomen.org/publications/asean-gender-outlook>

¹² Pacific Islands Forum. (2012). Pacific Regional Action Plan on Women, Peace and Security 2012–2015. Pacific Islands Forum Secretariat. <https://wpsfocalpointsnetwork.org/wp-content/uploads/2021/07/RAP-2012-2015-Pacific.pdf>

¹³ UN Women & Stockholm Environment Institute. (2020). [Review of gender-responsiveness and disability-inclusion in disaster risk reduction in Asia and the Pacific](#).

Violence is worsening for many women and girls in the region, especially Technology Facilitated Gender Based Violence (TFGBV) with women and girls at higher risks in digital spaces. As artificial intelligence (AI) continues to grow and cases of deepfake exploitation start to rise, the Republic of Korea has made addressing technology-facilitated gender-based violence (TFGBV) a top policy priority.

Despite these challenges, many of the policies in place do not fully respond to the needs of the most disadvantaged women and girls due to lack of evidence-based policymaking across the region. The availability of Sustainable Development Goal (SDG)-related gender data is lowest in the Pacific, i.e. data is lacking for more than half of the gender indicators.

While the Women, Peace and Security (WPS) agenda in the region is advancing, women's participation in peace negotiations and security institutions remains limited.

The Asia and the Pacific region has also regularly been labelled as the most disaster-prone in the world. Disaster impacts often reflect and reinforce gender inequality through increased unpaid care work; increased sexual and gender-based violence risks; disproportionate impacts on livelihoods; and adverse impacts on sexual and reproductive health. Many disaster management agencies lack the resources or gender/disability-inclusive frameworks needed to better understand and address the vulnerability of women and people with disabilities in disaster contexts.

The 2025 regional review of the Beijing Declaration and Platform for Action acknowledged that, while legislative progress is real, deeper systemic change requires political will, resources and robust gender mainstreaming across all spheres of government and society. More efforts are required to advance the means of implementation, including awareness-raising and capacity-building initiatives that reinforce the need for stronger advocacy to accelerate progress on gender equality and women's empowerment; applying the analyses and findings from gender statistics and research to ensure a strong gender lens in the development of government policies and frameworks; forging stronger partnerships for regional cooperation; and financing to advance commitments made towards gender equality.

2.2. OVERVIEW OF THE KNOWLEDGE AND PARTNERSHIPS CENTRE

In 2022, UN Women opened the Centre in the Republic of Korea with support from the Ministry of Gender Equality and Family through the project "UN Women Centre of Excellence for Gender Equality in the Republic of Korea." The Centre is directly managed by UN Women staff with the Director of the Centre operating in a matrix management model, primarily accountable to and reporting to the UN Women Regional Director for Asia and the Pacific, with a secondary line of reporting to Chief - Public Partnerships (Strategic Partnerships Division (SPD) and the Public Sector Partnerships Section (PPS)) in UN Women headquarters. Both the Regional Office and headquarters, also provide the Centre with additional technical partnerships and operational support. In 2024, the Centre was renamed the UN Women Knowledge and Partnerships Centre in the Republic of Korea to more accurately reflect its role as a knowledge and partnership hub for the Asia and Pacific region. The Centre's primary activities include providing training programmes to diverse stakeholders from government entities, academia, CSOs and the private sector; conducting research and promoting gender statistics; and facilitating multi-stakeholder partnerships at national, regional and global levels.

Designed as a regional knowledge hub, the Centre seeks to leverage Korea's technological innovation and research strengths to develop "global goods" such as training modules and data frameworks. It focuses on amplifying Korea's policy lessons and fostering cross-learning throughout the region. The Centre's role emphasizes strategic visibility and influence rather than direct development implementation.

In 2024, the Centre revised its footprint to increase the attention given to the care economy and its crucial role in women's empowerment amid shifting demographics and the increasing prevalence of TFGBV and measures to address it.

2.3 THEORY OF CHANGE

In 2023, indicators under the Centre's results framework were amended to be more realistic and to respond to data collection challenges for reporting purposes: outcomes and outputs remained the same (the full Theory of Change can be found in annex 6.2). Given this revision, and in consultation with the Centre team it was decided that the theory of change will not be reconstructed as part of the evaluation as the current version accurately outlines the underlying theoretical framework for guiding and assessing the Centre's rights-based and empowerment approach to creating change.

The Centre is based on the theory of change that:

1. If selected governments, academia, civil society and private-sector actors within the Asia and Pacific region have capacity to operationalize international normative frameworks for gender equality and the empowerment of women, including as it relates to WPS, women's economic empowerment, and humanitarian action and disaster risk reduction (Output 1.1); and
2. If gender data and research on the drivers and impacts of gender inequalities, and responses (policies, laws, strategies, institutional measures and others) are made available to inform monitoring and reporting on the SDGs and to inform innovative interventions towards their achievement in Asia and the Pacific (Output 1.2); and
3. If multi-stakeholder partnerships are supported for gender equality and women's empowerment across sectors in the Asia and Pacific region (Output 1.3); then
4. Governments, academia, civil society and private-sector actors within the Asia and Pacific region will be better equipped to implement, monitor and report on progress on the 2030 Agenda for Sustainable Development and other global gender equality and women's empowerment normative frameworks (Outcome 1; Regional Office Strategic Note outcome 6.1) because government and non-governmental

actors will have capacities, skills and knowledge, as well as data, evidence and partnerships, to leverage and effectively address gaps and challenges in the implementation of global norms and standards to achieving gender equality and the empowerment of women.

The theory of change is based on the following overall assumptions:

- Political will of leadership in government entities/institutions, benefitting from specialized training, gender statistics and research to advance gender equality and women's empowerment normative commitments, and to address negative social norms and practices as critical to their development priorities.
- Governments are increasingly committed and willing to increase investments in the generation, promotion, availability and use of gender statistics by diverse stakeholders in various sectors to inform policymaking and budgeting (notably gender-responsive budgeting).

The following are risks to implementation:

- Limited application of training and research by governmental and non-governmental actors translates into limited action to advance gender equality and women's empowerment within national and regional efforts.
- Limited political will and openness on the part of national governments to collect and apply gender statistics, and to promote access to such data for non-governmental actors, impacts results.

This theory of change was used as the primary framework to assess the Centre's contributions towards results.



Photo: UN Women/Jaeyeon Jeong

3

PORTFOLIO ANALYSIS

3.1 FINANCIAL ANALYSIS

The Republic of Korea's Ministry of Gender Equality and Family is the sole donor supporting the Centre. Across 2021–2026, the Centre's Total Contribution Revenue is projected at US \$ 12.37 million (the contribution from the Ministry)¹⁴ and total budget (planned allocation of resources for activities) is estimated at US\$ 10.35 million¹⁵ (see Figure 2). These figures showed a steady increase as the Centre transitioned from its start-up phase to full implementation. Allocated annual budget and contribution revenue rose significantly between 2021 and 2023, reaching just over US\$ 3 million in 2023, before levelling off in 2024. Expenditure follows a similar pattern, increasing sharply in 2022 and 2023, then stabilizing in 2024. Figures for 2025 and 2026 represent estimated values based on the first tranche of donor funding received and projected commitments.¹⁴

Expenditure distribution across 2021–2024 showed a consistent pattern in which staffing constituted the largest share of annual spending, ranging from 34 per cent to 47 per cent in the years with full programme implementation. Training and education accounts for 14–17 per cent of expenditure, reflecting ongoing investment in capacity development. Expenditure for external relations had the greatest fluctuation, peaking at 26 per cent in 2023 due to intensified convening and partnership activities before returning to 14 per cent in 2024. Research and data remained a steady share of expenditure at 9–11 per cent, while operations ranged between 7 and 24 per cent, reflecting variability in administrative and implementation support costs.

Other support costs, including evaluation, reporting, audit and legal services, remained a small but stable portion (5–8 per cent) of total expenditure.

3.2 HUMAN RESOURCES

The UN Women Knowledge and Partnerships Centre, as of July 2025, consisted of a team of 10 personnel¹⁵ based in Seoul, Republic of Korea, comprising one Director (D1), two General Service staff (GS6) providing finance and administrative support, and three technical personnel covering respectively: Gender Training, Research and Data, and External Relations (including communications), with all technical areas being supported by UN Volunteers (UNVs). All personnel are funded by non-core resources. The full organigram can be found in annex 6.3.

3.3 KEY PARTNERS

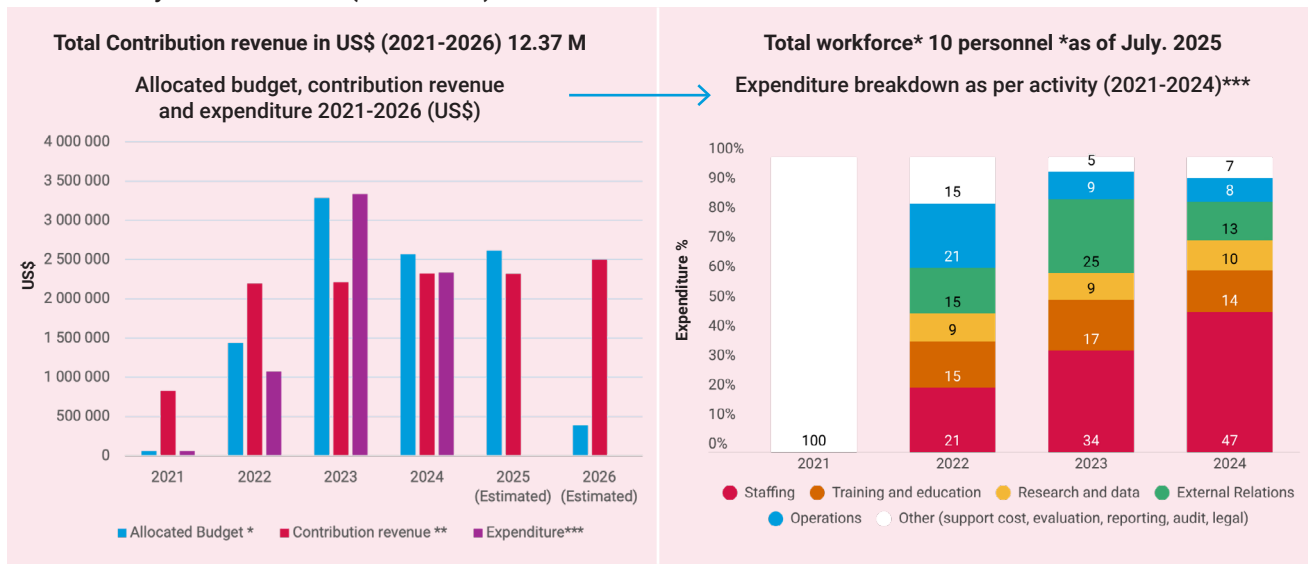
The portfolio review included a mapping exercise of stakeholders from across programme interventions and activities to identify key duty bearers¹⁶ and rights holders. Analysis of approximately 74 stakeholder groups reflected that the majority align with the Centre's dominant thematic areas (Gender Statistics, Climate Change and Disaster Risk Reduction and WPS), with a range of groups represented across sectors. The Centre has several strategic partnerships across Asia and the Pacific region as shown in Figure 3 and further discussed in finding 4.

¹⁴ As per Certified Financial Statements

¹⁵ One position of a P3 Research & Data Specialist was vacant as of July, 2025.

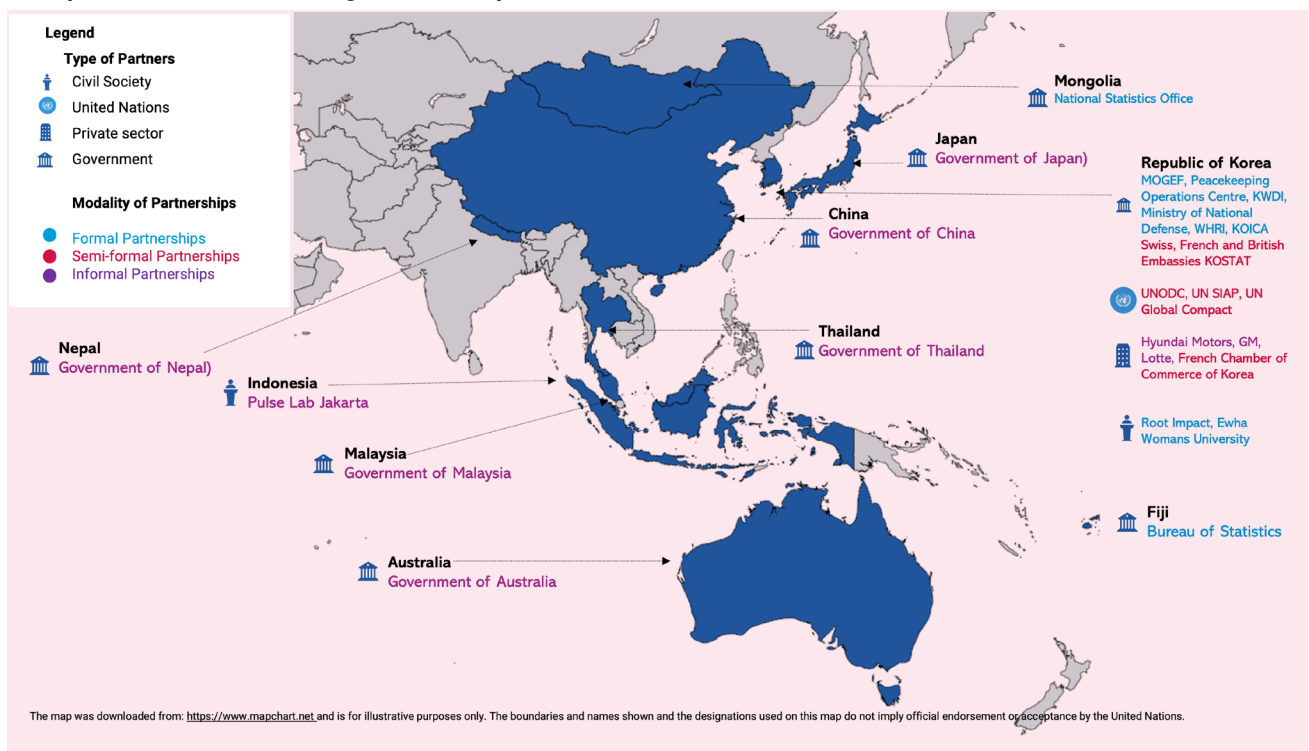
¹⁶ In accordance with [UNEG Guidance on Integrating Human Rights and Gender Equality in Evaluation](#), the evaluation recognizes "duty bearers" as both state and non-state actors with either duties or responsibilities for a development intervention.

FIGURE 2:
Portfolio analysis of the Centre (2021–2026)



Source: *UN Women Corporate database Quantum, Utilization Report, July 2025. Data for 2021–2022 was collected from PDR database (Atlas).
 **As per certified financial statements, figures for 2021–2024 are actuals. For 2025 this includes the first tranche received, and for both 2025 and 2026 the figures are Centre estimates based on donor commitment
 ***As per certified financial statements
 In addition to funding received from MOGEF, the Centre also received core funding in 2024 (US\$ 40,777) and 2025 (US\$ 4,208).

FIGURE 3:
Examples of the Centre's Strategic Partnerships



Source: compiled by the evaluation team



Photo: UN Women/Kwanju Kim

4

FINDINGS

4.1 RELEVANCE

To what extent did the Centre's design and implementation align with and respond to the evolving needs, priorities and expectations of key stakeholders and programme participants?

FINDING 1

The Centre's thematic focus is highly relevant to UN Women's global and regional priorities, reflecting frontier areas of gender equality that are uniquely pertinent to the Korean context and resonate with broader regional priorities.

The Centre's thematic focus has remained closely aligned with UN Women's global normative frameworks, including the Beijing Declaration and Platform for Action, CEDAW, UN Security Council Resolution 1325, the SDGs, and Asia and Pacific region priorities. In its initial years, the Centre's portfolio covered a broad set of areas, including gender statistics, women's economic empowerment, WPS, climate and disaster risk reduction and the prevention of gender-based violence. Stakeholders consulted found these themes to be substantively relevant. Government and UN partners described gender-statistics support as timely and practical, particularly in contexts such as Fiji and Mongolia where capacity to produce and use femicide and gender-sensitive crime data is still developing. Climate and disaster risk reduction-related training were reported as directly useful for national planning processes in countries such as Indonesia, Viet Nam and the Philippines, where governments were actively integrating gender considerations into national adaptation frameworks. Similarly, Women's Empowerment Principles (WEPs)¹⁷ engagement with the private sector was seen as relevant in the Korean context where gender barriers in recruitment, retention and leadership in the corporate sector remain pronounced.

Stakeholder feedback indicated that the Centre's value was its convening role, translating global frameworks into a shared language that could be used by governments, civil society, academia and the private sector,

and its ability to frame gender equality in ways that resonate within policy and political debates in the Republic of Korea and beyond. The Centre's approach to framing gender equality through economic narratives, especially when working with ministries, corporate networks and start-ups, was noted by multiple stakeholders as enabling dialogue in contexts where gender equality can be politically sensitive. This approach allowed, for example, WEP discussions to centre on productivity, innovation and demographic resilience. Such framing was described by several stakeholders as key to opening doors to these topics.

Within this broader portfolio, the two thematic areas identified in the revised footprint, TFGBV and the care economy, were consistently viewed by stakeholders as highly relevant and well aligned with the Centre's positioning. Stakeholders described TFGBV as a rapidly escalating regional concern, particularly acute in the Republic of Korea where misogyny and harassment increasingly take digital forms, including image-based abuse and deepfake circulation.¹⁸ Feedback from the stakeholders consulted emphasized the absence of regional platforms addressing TFGBV beyond punitive measures, underscoring the Centre's potential to convene prevention-oriented, research-informed dialogue among policymakers, technology actors and feminist networks. One partner highlighted that the Centre was a valuable space for learning about broader TFGBV efforts and for sharing good practices,

¹⁷ The WEPS are a set of seven principles developed by UN Women and the UN Global Compact to guide businesses in promoting gender equality and women's empowerment in the workplace, marketplace and community. Further details on the WEPS can be found here: <https://www.weps.org/>

¹⁸ <https://koreajoongangdaily.joins.com/news/2025-04-10/national/socialAffairs/Deepfake-Related-digital-sex-crimes-targeting-women-children-surge-in-Korea/2282432>

including experiences from the Republic of Korea.¹⁹ Korean partners also noted that demographic decline and labour market pressures have elevated care system reform from a gender issue to a central economic policy priority, and they viewed the Centre's ability to frame care as an economic strategy, rather than a social welfare burden, as directly aligned with emerging national and regional priorities.

Evaluation survey data reinforced the overall relevance of the Centre's thematic priorities, with 62 per cent (N=33/53) of training participants rating training as very relevant and 64 per cent (N=34/53) confirming alignment with institutional priorities. However, feedback across stakeholder groups consistently pointed to the need for stronger contextual tailoring of training in terms of design and delivery. At least 14 of 16 training participants interviewed noted that the context, content and depth of training did not always match participant profiles. Some sessions were felt to be too introductory for technical specialists, while others were overly technical for senior policy audiences seeking strategic guidance.²⁰ Participants suggested that the Centre conduct both a participant needs assessment and an organizational-level assessment

to determine each institution's maturity and readiness on specific topics. Participants also emphasized the importance of greater adaptability to country contexts (including Pacific countries), e.g. the use of national case examples and clearer pathways to apply learning within institutional processes. The WPS training for uniformed personnel highlighted this broader pattern: while WPS itself is a strategically important focus area, half of the interviewed participants reported that the course did not sufficiently reflect their operational environments, which now involve hybrid security and stabilization contexts rather than traditional peace-keeping missions. However, the Centre personnel noted that the course follows the standard UN Department of Peacekeeping Operations (DPKO) curriculum, which the Centre is required to deliver as part of the global certification framework and therefore cannot influence its design. Yet, stakeholders suggested that, across the Centre's training portfolio, while relevance is high at the thematic level, the Centre's impact would be strengthened by more deliberately calibrating the depth of training, language, examples and application pathways for different professional audiences and regional contexts.

¹⁹ For example, through the Women's Human Rights Institute of Korea that supports survivors of TFGBV. <https://www.stop.or.kr/home/eng/M610622730/contents.do?>

²⁰ For example, sessions on coding using R (programming language used to analyze data, perform statistics, and create visualization) and on working with big data would benefit from differentiated tracks for beginners and more advanced users to strengthen learning outcomes and usability.

FINDING 2

The Centre has demonstrated adaptability and strategic pragmatism by recalibrating its focus and partnerships in response to political shifts and evolving country and regional priorities.

From its establishment, the Centre has operated in a dynamic policy environment in the Republic of Korea, marked by shifting political discourse on gender equality. In this context, the Centre has taken a pragmatic approach to sustaining momentum on gender equality issues, adjusting both its thematic emphasis and partnership strategies to maintain credibility, space for dialogue and strategic alignment with UN Women's regional priorities. Interview evidence suggested that this adaptability was anchored in a deliberate effort to identify non-contentious entry points, allowing the Centre to remain at the table while advancing gender equality goals.

The Centre's adaptability is most clearly reflected in the 2024 revised footprint, which refocused the Centre around the care economy and TFGBV. The shift was informed by both a reassessment of regional needs and changes in the domestic political context. Stakeholders reported that these two areas allowed the Centre to leverage Korea's demographic and technological landscape while aligning closely with the UN Women Regional Office's strategic directions and UN Women's global frameworks. The revised footprint also signalled a move towards depth over breadth,

transitioning the Centre from a broad programming orientation towards a clearer identity as a knowledge and partnership hub.

Partnerships have been central to how the Centre has navigated these shifts. Diplomatic partners helped sustain visibility and legitimacy during periods of domestic political tension, while research institutions and private-sector actors provided technical grounding and innovation capacity (as noted in Finding 6).

The Centre also adapted how training was delivered. Feedback from participants and trainers led to adjustments in training formats, with increased use of blended online and in-person modalities and the introduction of sector-specific modules.

Across interviews, stakeholders described the Centre as a "laboratory" within the UN Women structure, testing approaches for how UN Women can maintain a meaningful presence in high-income donor countries; and applying its universal mandate while contributing to regional and global agendas. This has required continuous adaptation and careful balancing of expectations from the Government of Korea, Regional Office, and partners across the region.

4.2 COHERENCE

To what extent has the Centre ensured internal coherence in its design and implementation, and external coherence by facilitating and strengthening partnerships with the Republic of Korea and other key international development actors?

FINDING 3

The Centre effectively advanced Regional Office priorities through capacity-building and peer learning, but greater internal coordination and improved linkages with Country Offices would enhance coherence.

The Centre is well positioned within UN Women's architecture and demonstrates strong vertical alignment with both global and regional priorities. Table 2 maps the Centre's Results Framework to the UN Women Strategic Plan 2022–2025 and Regional Office Strategic Note 2023–2025 demonstrating this alignment. Each of the Centre's outcomes and outputs reinforced a Strategic Plan or Strategic Note pathway, especially those related to gender-responsive institutions and multi-stakeholder partnerships.

At the normative level, the Centre strengthened UN Women's internal coherence by translating global and regional commitments (e.g. CEDAW, the Beijing Platform for Action, the SDGs, the WPS agenda and the Association of Southeast Asian Nations [ASEAN] gender-related frameworks) already advanced by Regional and Country Offices into practical, skills-focused capacity-building. Its targeted training, peer-learning exchanges and thematic dialogues mostly mirrored and extended the same normative topical areas emphasized at the Country/Regional Office level. The stakeholders consulted noted²¹ that this approach has enabled Regional/Country Office teams and partners to move from high-level frameworks to actionable practice, particularly in areas such as gender data, social norms, climate resilience and private-sector engagement.

For instance, the Regional EmPower programme,²² led by the Regional Office, advanced policy engagement and normative framing, while the Centre

complemented this by facilitating cross-country practitioner learning. Participants from Cambodia, Viet Nam, Indonesia, Bangladesh and the Philippines reported that Centre-led workshops helped them interpret climate and disaster risk reduction commitments within their own institutional mandates, building an understanding on how to translate regional dialogue and learning into national policy formulation.

Collaboration across the Centre's workstreams has been strong on delivery, with some opportunities leveraged to better connect complementary efforts to deepen partner engagement. For instance, Seoul Gender Equality Dialogues and policy dialogues were intentionally used to convene Empower alumni, academic partners and private-sector actors, providing continued networking, visibility and shared learning opportunities beyond individual activities. At the same time, while the Empower cohort²³ programme and the Centre's work with WEP signatories were both managed under the partnership portfolio, they largely progressed as separate streams. This did not affect the quality of either initiative; however, linking them more intentionally could have added value. For example, WEP signatories could have been encouraged to nominate participants for the Empower programme, which would have reinforced their commitments; supported practical leadership development within their organizations; and expanded the reach and relevance of the WEP platform.

²¹ Through interviews conducted as part of the [Regional Office Strategic Note evaluation](#) and interviews with UN Women Regional Office and headquarters conducted as part of this evaluation

²² <https://asiapacific.unwomen.org/sites/default/files/2024-05/empower-overview-may-2024.pdf>

²³ The EMPOWER cohort refers to a group of mid-career women participating in British Chamber of Commerce in Korea's leadership and women's empowerment programme delivered in collaboration with the Centre.

TABLE 2:

Alignment of the Centre with the UN Women Global Strategic Plan and Regional Office Strategic Note

| Global Strategic Plan (2022–2025) | Regional Office Strategic Note DRF (2023–2025) | Centre results (ProDoc 2023) | Revised footprint and 2025–2026 workplan |
|---|--|---|---|
| <p>Outcome 6: Gender data and statistics used for decision-making.</p> | <p>Outcome 1.5: Gender data for decision-making.</p> | <p>Outcome: Regional actors (government, CSOs, academia, private sector) better equipped to implement and monitor global gender equality and women’s empowerment frameworks.</p> <p>Output 1.2: Gender data and research available to inform SDG monitoring and innovation.</p> | <p>Repositioned as a Knowledge and Partnership Hub, the Centre bridges regional practice with global practice, with the workplan embedding TFGBV and AI-focused gender data research and SDG indicator mapping.</p> |
| <p>Outcome 1 across Strategic Plan impact areas: Gender-responsive laws and policies.</p> | <p>Outcome 1.1: Institutions implement gender-responsive policies.</p> | <p>Output 1.1: Capacity of governments, academia, CSOs, and the private sector to operationalize normative frameworks (Women’s Economic Empowerment, WPS, Disaster Risk Reduction).</p> | <p>Workplan expands into cross-country learning on care systems and AI-enabled public policy.</p> |
| <p>Outcome 7: Partnerships and coordination for gender equality and the empowerment of women.</p> <p>Outcome 3: Social norms and engaging men and boys.</p> | <p>Outcome 1.2: Collaboration to promote zero tolerance of harmful norms.</p> <p>Outcome 1.6: Coordinated action for gender equality and the empowerment of women.</p> | <p>Output 1.3: Multi-stakeholder partnerships promoted to advance gender equality and the empowerment of women and social norms change.</p> | <p>Footprint and workplan scale partnerships with academia, the private sector (WEPS) and AI innovators; expand advocacy (Asia-Pacific Economic Cooperation men and boys engagement).</p> |

(source: developed by the evaluation team)

FINDING 4

The Centre's institutional partnerships are strategically aligned and mutually reinforcing, with the potential to deepen impact by more systematically engaging grassroots civil society and rights-holder groups to bring local perspectives into regional initiatives.

As part of this evaluation and drawing on the analysis undertaken in Case Study 2 on strategic partnerships, the evaluation examined four core questions related to the Centre's partnership model. The first three questions explored what makes the Centre's partnerships strategic, how these partnerships are structured and what enabled successful partnerships, which are covered under this finding. The fourth question, concerning the results achieved through these partnerships, is discussed separately under Finding 6.

1. What makes the Centre's partnerships strategic?

Stakeholders noted that the Centre's partnerships are strategic because they leverage comparative advantages: governments expand policy reach and potential institutional impact, while UN entities provide technical depth, credibility and convening power. Although CSO engagement is limited, their engagement has the potential to strengthen advocacy and rights-based perspectives, and private-sector actors have the potential to contribute innovation and scale interventions.

These partnerships have the potential to catalyse system-level change across thematic areas. Regional collaborations with the United Nations Statistical Institute for Asia and the Pacific, the United Nations Office on Drugs and Crime (UNODC), the United Nations University and the International Organization for Migration have strengthened gender-data systems and supported SDG monitoring; partnerships with Merry Year Social Company and the British Chamber of Commerce in Korea have embedded the WEPS into business practices; and military and government partnerships have institutionalized annual gender training and convenings such as the Korea Peacekeeping Forum. The Centre's regional workshops, coordination groups (e.g. TFGBV), and multi-country exchanges on

climate action, violence against women prevention and TFGBV have created platforms for co-creation and policy learning, reinforcing the Centre's role as a regional hub for gender knowledge, policy exchange and partnership development.

Stakeholders emphasized that the Centre brings strong global linkages, a multi-stakeholder perspective and a "bird's-eye" regional view grounded in field experience by leveraging UN Women Country Offices, as noted in Finding 3. Stakeholders noted that the Centre enabled partners to reflect on the bigger picture; contributed practical and nuanced insights from work across countries; and broadened policy narratives by connecting national actors to regional and global debates. Several stakeholders consulted noted that UN Women's partnership broadened and strengthened partners' agendas, e.g. by shaping regional priorities through TFGBV-focused conferences, linking them to global experiences and including representatives discussing the concrete realities of women and girls in the region.²⁴

2. How are the Centre's strategic partnerships structured?

The Centre engaged a diverse set of partners across government, the UN system, civil society, academia and the private sector to advance gender equality regionally and within the Republic of Korea. A partner mapping exercise (see Figure 4) revealed that these engagements vary widely in purpose and modality, from joint advocacy, training and research to policy dialogues and technical exchanges. While some partnerships are formalized through Memorandums of Understanding, many operate through flexible, activity-based collaboration.

A network analysis conducted for this evaluation (see Annex 5) shows that partnerships are structured around thematic and sectoral specialization:

²⁴ For example, the situation of women in Afghanistan.

- **National government partners** engaged across multiple thematic areas including WPS, TFGBV, care and gender data through a reciprocal model of sharing expertise, co-developing policy solutions and strengthening institutional capacity.
- **Private sector** engaged on women’s economic empowerment and expanding gender equality and the empowerment of women discourse to new audiences through the WEPs and corporate Diversity, Equity and Inclusion mechanisms.
- **UN entities** mainly engaged in gender statistics, research and global frameworks.
- **Diplomatic missions** contributed advocacy reach, visibility and coordination for high-profile events.
- **Civil society** contributed specialized expertise and joint training implementation.

This structuring supported synergies by enabling each partner to contribute in areas of their specialization. Stakeholders highlighted that the Centre played an important convening role in Korea bringing together diverse actors from the private sector, including small and medium enterprises, start-ups and smaller organizations, through conferences and events. This approach, described as “igniting the agenda” in Korea, reportedly helped expand gender equality and the empowerment of women discourse beyond large institutions.

Feedback from a couple of UN counterparts based in the Republic of Korea highlighted emerging synergies between the Centre and other UN agencies. Partners from UNODC and the UN Statistical Institute for Asia and the Pacific noted that the Centre’s gender statistics expertise has helped shift regional discussions from a

focus on data production towards stronger emphasis on data use for policy and SDG monitoring. These UN partners described the Centre’s contributions as filling an important technical gap in their collaborative work. However, the evaluation was not able to interview several other UN entities active in the Republic of Korea, such as UNFPA, UNDP’s Policy Centre, and the Green Climate Fund; therefore their perspectives are not reflected in this analysis.

While the Centre engaged a wide range of institutions, the evaluation identified that the Centre’s collaboration with civil society (both national and among the countries it invites to its training and events), especially grassroots and rights-holder groups, remains limited in depth and frequency. The evaluation noted that partners from government, UN entities and academia consistently outnumbered CSOs in the training conducted by the Centre and participants representing CSOs represented just 12 per cent of training participants compared to 28 per cent from government.²⁵ Several stakeholders consulted stressed that the limited grassroots engagement reduced opportunities to integrate local insights, community-driven solutions and lived experiences into regional dialogues, particularly on issues such as violence against women prevention, TFGBV and climate resilience. Respondents also noted gaps in the breadth of government engagement, observing that some national events could have been strengthened through the participation of other relevant Korean ministries, such as Justice, Education and Science and Technology, to ensure a more comprehensive and multisectoral approach.

²⁵ This figure is an approximation based on information available in the 2022–2024 donor reports. Participant sheets do not consistently indicate stakeholder group classifications (e.g. civil society, private sector, government), resulting in some gaps in categorization.

FIGURE 4:

Overview of the Centre's partnerships by type and modality

| UN Women Knowledge and Partnerships Centre | | | |
|--|--|---|--|
| | FORMAL PARTNERSHIPS* Longer-term, structured collaborations governed by formal agreements such as Memorandums of Understanding | SEMI-FORMAL PARTNERSHIPS* Collaborations based on recurring engagement, shared activities or co-delivery | INFORMAL PARTNERSHIPS* Ad hoc collaboration focused on shared advocacy, knowledge exchange or co-hosted events |
| GOVERNMENT (REPUBLIC OF KOREA) | <ul style="list-style-type: none"> • MOGEF: Joint advocacy and funding partnerships • Ministry of National Defence: Joint training implementation and joint advocacy • PKO Centre: Joint training implementation and joint advocacy • KWDI: Joint training implementation • WHRIK: Joint advocacy (e.g. through events) | <ul style="list-style-type: none"> • Statistics Korea: Joint training implementation | |
| GOVERNMENT (OUTSIDE REPUBLIC OF KOREA) | <ul style="list-style-type: none"> • Governments of Fiji & Mongolia: Research or knowledge co-production | <ul style="list-style-type: none"> • Swiss, French and British Embassies: Joint advocacy (e.g. through events) | <ul style="list-style-type: none"> • National Statistics Office of Malaysia: Joint training implementation |
| PRIVATE SECTOR (including private companies and chambers of commerce) | <ul style="list-style-type: none"> • British Chamber of Commerce: Joint training implementation and joint advocacy | <ul style="list-style-type: none"> • French Chamber of Commerce of Korea/ MYSC: Joint advocacy (e.g. through events) • MYSC: Joint advocacy and capacity-building | <ul style="list-style-type: none"> • Hyundai Motors/GM/ Lotte: Joint advocacy (e.g. through events) |
| UN PARTNERS | | <ul style="list-style-type: none"> • UNDP/UN Global Compact Network Korea: Joint advocacy (e.g. through events) • IOM/UNEP/UNDRR/ UNITAR/UNDESA/ UNODC/UNHCR/ UNSIAP: Joint training implementation | |
| CIVIL SOCIETY (including CSOs, academia and research institutions) | <ul style="list-style-type: none"> • Root Impact: Joint training implementation • Ewha Womans University: Research or knowledge co-production | | <ul style="list-style-type: none"> • Equipundo: Research or knowledge co-production • International Disability Alliance/ Pulse Lab Jakarta: Joint advocacy (e.g. through events) |

* Definitions adapted from [corporate evaluation of UN Women's strategic partnerships for gender equality and the empowerment of women](#)

Source: developed by the evaluation team based on desk review

3. What makes the Centre's partnerships successful?

Successful partnerships were characterized by formal collaboration, clear modalities and strong relationship management.

Partners consistently described the Centre's team as approachable, responsive and proactive. Two partners reported having clear governance mechanisms, while 67 per cent (N=4/6) of partner survey respondents rated interaction and communication as excellent. Equity and accountability between partners were also viewed positively of partner survey respondents: 67 per cent (N=4/6) considered the partnership "very equitable," and 63 per cent (N=5/8) rated accountability as moderate to high. Although the number of survey respondents was small, interview evidence across UN entities, government institutions, and private-sector partners similarly highlighted transparent communication, responsiveness, and clarity of expectations as strengths of the Centre's partnership approach. Donor reports also described partnerships as constructive and mutually reinforcing, providing further confirmation beyond the survey sample.

Overall, partnerships were widely perceived as mutually valuable and transformative. All surveyed partners (N=8/8) agreed that collaboration with the Centre contributed directly to their mission, drove innovation and built mutual capacity. Although the evaluation did not find conclusive evidence that MoUs directly lead to stronger results, partnerships underpinned by formal agreements generally displayed more structured collaboration. These partnerships, such as those with the Ministry of National Defense, British Chamber of Commerce, Root Impact, WHRIK and Ewha Women's University, tended to involve recurring joint trainings, co-hosted advocacy events, or ongoing technical cooperation. This aligns with findings from the [Corporate evaluation on strategic partnerships for gender equality and the empowerment of women](#), which emphasized the value of having clearly defined partnership arrangements to support strategic focus and sustained engagement. By contrast, some stakeholders consulted in this valuation who are engaged in ad-hoc collaborations expressed the need to formalize partnerships; for greater representation of Korean and global actors within international platforms; and more sustained partner networks moving beyond event-based engagement.

4.3 EFFECTIVENESS

To what extent has the Centre made progress towards achieving the results envisioned in the project document, and how effective have strategies been in delivering results and engaging key stakeholders in the Asia–Pacific region?

FINDING 5

The Centre’s participatory and regionally diverse training model enhanced individual and institutional capacity to advance gender equality. Greater localization and structured post-training engagement are needed to sustain results.

Training is a core pillar of the Centre’s mandate, and UN Women-reported performance data showed strong delivery. As shown in Table 3, the Centre exceeded its targets for Output 1.1, with strong progress across both reach and reported capacity improvement indicators (based on donor reporting from 2022–2024). Between 2022 and 2024, the Centre reported reaching 1,754 participants, more than double the planned target of 800 (219 per cent achievement). In 2024 alone, training engaged 1,055

participants (582 female, 473 male) from 96 countries through a mix of in-person (N=236) and online (N=819) modalities. The training portfolio reflected broad thematic coverage: Disaster Risk Reduction and Climate Change (908 participants), International Cooperation and Development (78), Gender Statistics (47) and Women, Peace and Security (22). A full list of the training delivered between 2022 and 2024 is presented in Annex 10.

TABLE 3:
UN Women reported indicator progress for output indicator 1.1

| OUTPUT 1.1 | | | | |
|---|---|--------|--------------|--------------------------------------|
| Result | Indicator | Actual | Final Target | Progress |
| Output 1.1: Selected governments, academia, civil society and private sector actors within the Asia-Pacific region have the capacity to operationalize international normative frameworks for gender equality and the empowerment of women, including as it relates to women, peace and security, women’s economic empowerment, and humanitarian action and disaster risk reduction | OP Indicator 1.1a: Number of stakeholders benefitting from trainings delivered through this centre (disaggregated by (i) type of course (online/offline); (ii) by thematic area and (iii) type of stakeholder (govt/private sector, civil society etc.) | 1754 | 800 | Exceeded: 219 per cent |
| | OP Indicator 1.1b: Number of training beneficiaries who report increased capacities to integrate gender equality and women’s empowerment through the trainings. | 1754 | 680 | Exceeded: 258 per cent ²⁶ |

(source: compiled by the evaluation team based on information reported by UN Women in donor reports 2022-2024)

²⁶ Taken from donor reports for 2022, 2023 and 2024.

Evidence from interviews and the training participant survey indicated that the Centre’s training design was interactive, practical and rooted in regional evidence, which was highly valued. A majority of survey respondents (89 per cent, N=47/52) rated the content as “very good” and 75 per cent (N=40/52) reported that “engagement and interactivity” were of “very good quality”. Participants emphasized the usefulness of group work, case studies and problem-solving exercises that directly related to their institutional roles. The diversity of participants further enhanced cross-country learning, with respondents highlighting how policy solutions from other countries informed their own programming and analysis.²⁷ For example, participants noted that exposure to the approaches used in other Asia and the Pacific countries helped them adapt programme models in areas such as psychosocial support, legal services for gender-based violence survivors and gender-responsive policy design, demonstrating the value of cross-country exchange for practical application. Several participants shared that the intentional networking spaces, including set networking times, lunches and the dinner, strengthened opportunities for peer learning and collaboration. There was also notable evidence of institutional uptake: 60 per cent (N=31/53) of participants surveyed reported that training insights influenced their organization’s decisions (see Box 2 for examples).

BOX 2:**Examples of the influence of training insights on organizational decision-making: Reflections from training participants**

- Using RESPECT framework and theory of change to train social workers, police and policymakers on developing monitoring indicators and raising awareness.
- Integration of insights on alternative aging-support solutions – drawn from policy discussions and experiences in the Republic of Korea and Japan – into research on low fertility and the care economy. These findings informed a policy recommendation paper for the Chinese government.
- Introduced gender-responsive risk assessment and planning within the Department of Disaster Management in Bangladesh.
- Development of a supplemental guidebook on gender-responsive disaster risk reduction in the Philippines.
- Integrated gender dimensions into the National Action Plan for gender and climate change in Indonesia.
- Training on big data for gender equality facilitated collaboration between national statistics offices and regional peers, leading to the development of gender-sensitive data models in Indonesia.

(source: compiled by the evaluation team based on feedback from the stakeholders consulted)

²⁷ An analysis of the profile of training participants showed that participants were from countries across the Asia-Pacific region including Afghanistan, Bangladesh, Bhutan, Cambodia, Cameroon, Federal States of Micronesia, Fiji, India, Indonesia, Kazakhstan, Kiribati, Laos, Malaysia, Mongolia, Nauru, Nepal, Pakistan, Palau, Papua New Guinea, Republic of Korea, Thailand, The Philippines, Timor-Leste, Tonga and Viet Nam.

The participants consulted also noted several challenges that limited the sustainability of outcomes. While participants often maintained informal connections with peers, there was limited structured follow-up from trainers on the practical application of knowledge. Only 27 per cent (N=14/52) reported maintaining informal post-training contact, and just 4 per cent (N=2/52) received formal mentoring.

Practical coordination between UN Women Country Offices and the Centre remained uneven. Training participants and Country Office personnel highlighted that while referrals of participants to the Centre's training opportunities were common, structured follow-up between Country Offices and the Centre was limited. Several participants consulted by the evaluation team stated that, after attending the training, they were unsure how to apply insights in ongoing programming and would have benefitted from linkages to Country Office-led technical processes, work

planning discussions or peer networks. UN Women Centre personnel noted that systematic post-training follow-up was challenging prior to 2025 due to the Centre's broad thematic scope and the absence of a mandate to provide technical support beyond training delivery. This gap is reportedly being addressed under the revised 2025 workplan through closer collaboration with Country Offices and greater involvement of UN Women personnel in trainings to facilitate continuity at the country level.

Participants highlighted several opportunities to reinforce learning and ensure the practical application of training insights. These included developing small proposals to access international funding; fostering partnerships with countries across the region; and documenting solutions to operationalize global conventions, such as the [United Nations Convention against Cybercrime](#) signed in 2024, to combat cyber-enabled offences.

FINDING 6

Strategic partnerships have expanded the Centre's regional influence and technical credibility, in several cases advancing gender-responsive policy, data and capacity in the region.

During 2022–2025, the Centre's partnerships generated a broad range of convenings, dialogues and collaborative platforms which contributed to shaping regional policy discussions, strengthening institutional capacities and advancing gender equality efforts across thematic areas of focus. Stakeholders highlighted the Centre's role in major advocacy events, such as International Women's Day and the "Ring the Bell" initiative, which expanded visibility for gender equality and women's rights among diplomatic, private sector and development partners. Korea-based embassies co-hosted the Centre's deepfake awareness campaign during the Republic of Korea's legally designated week to eliminate violence against women, significantly amplifying its reach and political traction. By 2024, the Centre reportedly exceeded its targets for supporting dialogues, platforms and coalitions (see Table 4).

Partnerships that used a holistic, multi-entry approach, combining evidence generation, capacity strengthening and policy dialogue, were found to be the most effective in advancing progress on gender equality. Collaboration with the UN Women Regional Office for Asia and the Pacific, and UNODC KOSTAT-Centre of Excellence employed this integrated model. The Centre, the UNODC-KOSTAT Centre of Excellence for Statistics on Crime and Criminal Justice in Asia and the Pacific, and the UN Women Regional Office for Asia and the Pacific co-organised the [International Conference on Ending Gender-Based Killings](#) in Seoul, Republic of Korea in 2023 ; and subsequently the Centre supported the technical roll-out of the pilot study on the statistical framework for measuring femicide in [Fiji](#) and [Mongolia](#) in 2024. Training and

engagement around this work contributed to reported commitments from Indonesia to incorporate gender analysis into national data systems.

Private-sector partnerships contributed to advancing the WEPs, which provided companies with a clear framework to strengthen gender-inclusive business practices. Through collaboration with the UN Global Compact Network Korea and engagement with business associations and diplomatic missions, the Centre supported WEP workshops, policy dialogues and awareness-raising initiatives. Interviewed partners noted that these engagements helped companies translate global WEP standards into practical steps, such as improving gender data reporting; revising

internal Diversity, Equity and Inclusion policies; and embedding gender considerations into supply-chain or human resource practices. While these initiatives remain at an early stage, stakeholders emphasized that the Centre’s convening role created incentives for private-sector actors to adopt more gender-responsive approaches, demonstrating the potential of the WEPs as an entry point for system-level change. For instance, an impact investing company also noted the practical use of WEPs and how it had adapted the principles into a gender-screening tool now used by investors to assess companies’ gender performance before making portfolio decisions.

TABLE 4:
Indicator progress for output indicator 1.3 based on information reported by UN Women in the donor reports

| RESULT | INDICATOR | ACTUAL | FINAL TARGET | PROGRESS |
|---|--|--------|--------------|-----------------------------------|
| Output 1.3: Multi-stakeholder partnerships are promoted to advance gender equality and women’s empowerment across sectors in the Asia–Pacific region | OP Indicator 1.3a: Number of dialogues, platforms and/or coalitions created with support from the Centre and sustained to advance gender equality and the empowerment of women. | 36 | 20 | Exceeded: 180 per cent |

(source: compiled by the evaluation team)

4.4 ORGANIZATIONAL EFFICIENCY

To what extent were UN Women’s resources, both financial and human, employed in the most efficient manner (including timely delivery of services, opportunities for optimizing resource utilization, human resources portfolio to support programmes, results-based management and knowledge management)?

How well is the Centre positioned, governed and integrated within UN Women’s organizational structure to support efficient operations, accountability and strategic engagement across global, regional and country levels?

FINDING 7

While the Centre’s operational model demonstrated cost-efficiencies and supported quality delivery, gaps in follow-up and quality monitoring limited the Centre’s ability to demonstrate results.

During 2022–2025 the Centre rapidly scaled its operations. Expenditure rose from US\$ 1 million in 2022 to US\$ 3.3 million in 2023, before stabilizing at US\$ 2.3 million in 2024. The utilization of military and government facilities for the Uniformed Women Military Peacekeepers Training and Women’s Military Peace Operations Course was identified as an example of how the Centre contributed to cost-efficiency. Another example was that the Centre minimized reliance on external vendors for organization of events, taking on the logistics in-house. No concerns regarding delays or untimely delivery were raised by either UN Women or external stakeholders during the evaluation period, suggesting that activities were delivered in a timely manner despite the rapid scale-up in operation

This approach is reflected in the Centre’s cost structure, anchored in staffing (approximately 45 per cent of the Centre’s budget) and external relations (20–25 per cent), which is aligned with its core function

as a knowledge and partnership hub, where high-quality training delivery, convening and relationship management require sustained personnel investment. Both UN Women and external stakeholders noted that prioritizing expenditure on personnel and relationship-building has enabled the Centre to deliver consistent, well-regarded training and maintain an active partnership ecosystem across diverse actors. However, allocations to research and data remained comparatively small (approximately 8 per cent). While the overall model of the Centre operates through a small core team,²⁸ with capacity augmented through the strategic use of Regional Office personnel to deliver and scale activities (as discussed in finding 8), there is further opportunity for the Centre to leverage the Regional Office’s established expertise in gender data and statistics. This may allow the Centre to scale efforts, avoid duplication and allocate resources more strategically towards specialized training, convening and partnership-building.

²⁸ The UN Women Knowledge and Partnerships Centre, as of July 2025, consisted of a team of 10 personnel. Details on staffing breakdown are presented in section 3.2, with the full organigram in annex 6.3.

The Centre has established basic monitoring practices, including pre and post-training assessments and participant feedback surveys. However, only 4 per cent (N=2/53) of training participants surveyed by the evaluation reported receiving formal follow-up; and one third (33 per cent or N=17/53) described post-training engagement as largely informal.

The evaluability assessment conducted as part of this evaluation noted that monitoring remained focused on activity-level outputs (e.g. tracking the number

of events and participants) rather than longer-term institutional or behavioural change resulting from the Centre's efforts, limiting the ability to track how training results contributed to national capacity or normative progress. The review of donor reports from 2022, 2023 and 2024 showed that while narrative reporting was coherent, the results framework would benefit from greater clarity and consistency in how indicators are defined, counted, sourced and validated.

FINDING 8

The Centre's institutional placement and governance arrangements supported operational coherence; however, clearer role delineation and streamlined processes are needed to enhance synergies and strengthen strategic oversight.

The Centre's placement under the Regional Office for Asia and the Pacific positioned the Centre as an extension of regional capacity, enabling the Regional Office to extend learning, convening and partnership-building (see Finding 6). UN Women personnel in the Regional Office and headquarters underscored that this structure has supported operational coherence. Annual workplan reviews through the Centre's Steering Committee and regular exchanges with headquarters divisions/units including the Policy Programme and Intergovernmental Division, Strategic Partnerships Division, Ending Violence Against Women unit, and Research and Data units helped maintain operational efficiencies.

At the same time, evaluation evidence²⁹ highlighted that roles and responsibilities between the Centre, and Regional Office were not always clearly communicated. While there is strong thematic complementarity internally within UN Women, with the Regional Office providing technical depth and regional policy leadership; headquarters offering normative direction and niche expertise' and the Centre leading partnerships,

logistics and convening, overlaps occurred in practice, especially where coordination processes and matrixed reporting structures were informal. Different units were working on the same thematic areas, such as gender statistics, Women's Economic Empowerment/WEPS and TFGBV, in parallel, in ways that were complementary but not fully coordinated. The evaluation noted the potential for a more structured matrixed collaboration mechanism to ensure coherence and shared visibility.

The Centre drew on the Regional Office personnel for technical expertise on topical areas, joint event management, cost-sharing models and shared systems for procurement, finance and communications. These arrangements contributed to cost-efficiency and financial accountability, as reflected in stakeholder perception of the Centre's well-managed events and lean operational model. However, dependence on the Regional Office for approval processes sometimes limited autonomy and delayed turnaround, particularly for procurement, communications clearance and quality assurance of knowledge products that often required a substantial amount of time.

²⁹ Stakeholders interviewed and the Regional Office-Strategic Note Evaluation

FINDING 9

The Centre has significantly expanded its visibility and outreach through a multi-platform social-media presence and a rapidly growing body of knowledge products. These efforts create opportunities to strategically integrate social media dissemination with capacity-building efforts and knowledge generation.

Since 2022, the Centre has used a wide ecosystem of social media channels including Twitter/X, LinkedIn, Facebook, Instagram, YouTube, Naver Blog, Flickr, email newsletters and Naver TV to publicize events, celebrate partnerships and amplify gender-equality messages. Table 5 provides a summary of the Centre’s social media engagement drivers across 2022–2025. Overall, the evaluation team’s analysis of the Centre’s social media posts indicated that posts tied to training, high-profile speakers or flagship thematic areas attracted the most traction, while event-only announcements or posts without a narrative had low-engagement. This trend suggests potential for strategic integration between the Centre’s capacity-building work and its social-media dissemination, i.e. using training outcomes, participant stories and evidence from regional workshops to extend learning beyond the event itself and deepen ongoing engagement.

Since 2022, the Centre has also produced 17 knowledge products focused on the topics such as violence against women and gender-based violence, women’s economic empowerment and WPS, including regional policy briefs, research papers, training modules, data tools and collaborative publications with the Regional Office such as [Closing the Justice Gap](#), the [ASEAN Gender Outlook 2024](#), [cybersecurity e-learning](#)

[modules](#) and the [Localization Toolkit for ASEAN WPS](#). UN Women reported the Centre far exceeded its indicator target on knowledge production (283 per cent achievement). However, only 38 per cent of partners (N=3/8) that responded to the evaluation survey reported using the knowledge products produced by the Centre. However, these three respondents indicated that the knowledge products had shaped decision-making within their institution; and indicated the likelihood that they would recommend these knowledge products to colleagues.

The low engagement and visibility of knowledge products may have been caused by the Centre’s reliance on isolated web stories rather than an integrated dissemination strategy that connected publications to training, regional dialogues and post-event communication.

Stakeholders consulted also noted that while knowledge exchange through workshops and forums was valuable, the absence of structured follow-up, alumni mechanisms or a digital repository limited longer-term application and made it difficult to track how knowledge products were used. The Centre’s newly established UN Women Civil Society Network on Gender-Based Violence in the Republic of Korea represents a positive step towards more systematic knowledge exchange.

TABLE 5:
Social media engagement drivers across 2022–2025

| HIGH ENGAGEMENT | MEDIUM TO LOW ENGAGEMENT |
|--|---|
| <ul style="list-style-type: none"> • Training-related posts, especially regional workshops on climate action, TFGBV, gender data, WPS and peacekeeping, which performed strongly when they highlighted regional participation, results or expert voices. • Posts featuring Goodwill Ambassadors or high-profile partners (e.g. climate action, TFGBV, care/AI forums). • Youth-focused campaigns (Beijing+30 Youth Challenge) and large multi-stakeholder events (APEC Women & Economy Forum, International Women’s Day celebrations). | <ul style="list-style-type: none"> • Stand-alone training notices without follow-up stories or outcomes. • Event-only announcements without clear narrative or evidence. • Posts not featuring partners, testimonies or expert voices. • Posts with limited thematic linkage to regional priorities (e.g. one-off visibility posts). |

Source: developed by the evaluation team based on posts from social media (190), websites (101), YouTube (86), the Naver Blog/TV (131), knowledge products (4), media coverage (404) and others (8) across 2022, 2023, 2024 and 2025

4.5 SUSTAINABILITY

To what extent is the Centre’s operational and institutional model designed to be sustainable within UN Women’s broader organizational structure and funding environment?

FINDING 10

The Centre’s sustainability hinges on securing stable funding and maintaining political adaptability; however, its heavy reliance on a single donor poses a critical vulnerability.

The Centre is funded by the Government of the Republic of Korea (Ministry of Gender Equality and Family), which has expressed a strong commitment to continue resourcing the Centre to ensure operational stability. UN Women and the Ministry of Gender Equality and Family jointly revised the Centre’s footprint in 2024, which further reinforced the strong partnership and narrowed the Centre’s focus to two priority areas – the care economy and TFGBV – allowing consolidation of expertise and closer alignment with both donor and UN Women regional priorities, as noted in Finding 1.

However, several UN Women personnel from headquarters and the Regional Office emphasized that sustainability would be strengthened through modest diversification, such as cost-sharing or multi-partner arrangements with other ministries, foundations or regional organizations. The evaluation team identified

a promising example in the Centre’s WPS training collaboration with the Ministry of Defence, where logistical and financial contributions were shared and the ministry expressed commitment to continue the initiative independently (as noted in Finding 7). Similarly, the Centre noted growing collaboration with private-sector actors, who have contributed venues and sponsorships for WEP events; and with research institutions such as the Korean Women’s Development Institute and Korean Development Institute School, which co-produced gender-data workshops. Moving forward, and aligned to donor expectations around resource mobilization, the Centre could explore potential for similar co-ownership models within its revised footprint, such as data partnerships on TFGBV or caregiving innovation platforms, to enhance national ownership and reduce reliance on a single partner.

4.6 HUMAN RIGHTS AND GENDER EQUALITY

To what extent does the Centre address underlying social norms and gender stereotypes to promote gender equality?

What strategies has the Centre employed to ensure that its work adopts an intersectional perspective?

FINDING 11

The Centre has advanced conversations on harmful gender norms through its convening role and to a limited extent through its training. Strengthening intentional outreach and meaningful participation pathways for marginalized groups would enhance the inclusivity of these dialogues and their overall quality.

The evaluation applied the Gender@Work Framework³⁰ to examine changes across individual and systemic dimensions across formal and informal systems (see Figure 5). This identified the Centre's main engagement was focused on the formal level. At the formal individual level, the Centre has delivered capacity-building through facilitating a wide range of training covering diverse thematic areas (see Finding 5) in addition to developing research and knowledge products focused on gender equality and women's empowerment (see Finding 9). The Centre also provided workshops and learning opportunities for participants to understand and implement gender equality actions in the private sector, e.g. through the "Empower" programme in collaboration with the British Embassy and the British Chamber of Commerce in Korea. At the formal systemic level, the Centre capitalized on its partnerships and supported policy-level discussions focused on care, ageing, AI and femicide data (see Finding 6).

Thirty-eight per cent of respondents (N=3/8) to the partner survey strongly agreed that their partnerships with the Centre represented a long-term commitment to transformational change in gender relations. Seventy-seven per cent of respondents (N=40/52) to the training participant survey reported that participation in training activities resulted in improved gender responsiveness within their organization and 50 per

cent (N=26/52) reported integration of gender equality principles into policies, programmes or strategies as a result of training.

At the informal individual level, the Centre supported networks and platforms for dialogue on gender equality and women's empowerment through facilitating events and dialogues; seminars for reflection on gender bias; and encouraged men's participation in domestic and corporate equality initiatives.³¹

The Centre provided a safe space to model norms within institutions through initiatives such as the Papa School Programme,³² challenging gender stereotypes in the caregiving industry. However, while the partners consulted recognized that the Centre is gradually addressing underlying gender norms, efforts to shift social norms are often implicit within programme curricula and training content and would benefit from clearer linkages to gender power relations and systemic discrimination.

Representation of marginalized groups, such as women with disabilities, LGBTQI+ persons, youth from marginalized communities and ethnic was done only to some extent across most Centre initiatives, partly due to the need to operate within donor-approved priorities. The Centre's engagements focused primarily on youth engagement, with knowledge products and events related to engaging youth from across Asia and the Pacific on ending gender-based

³⁰ The Gender at Work framework analyses change across formal and informal systems, individual consciousness and collective action. Methodology available at: <https://genderatwork.org>

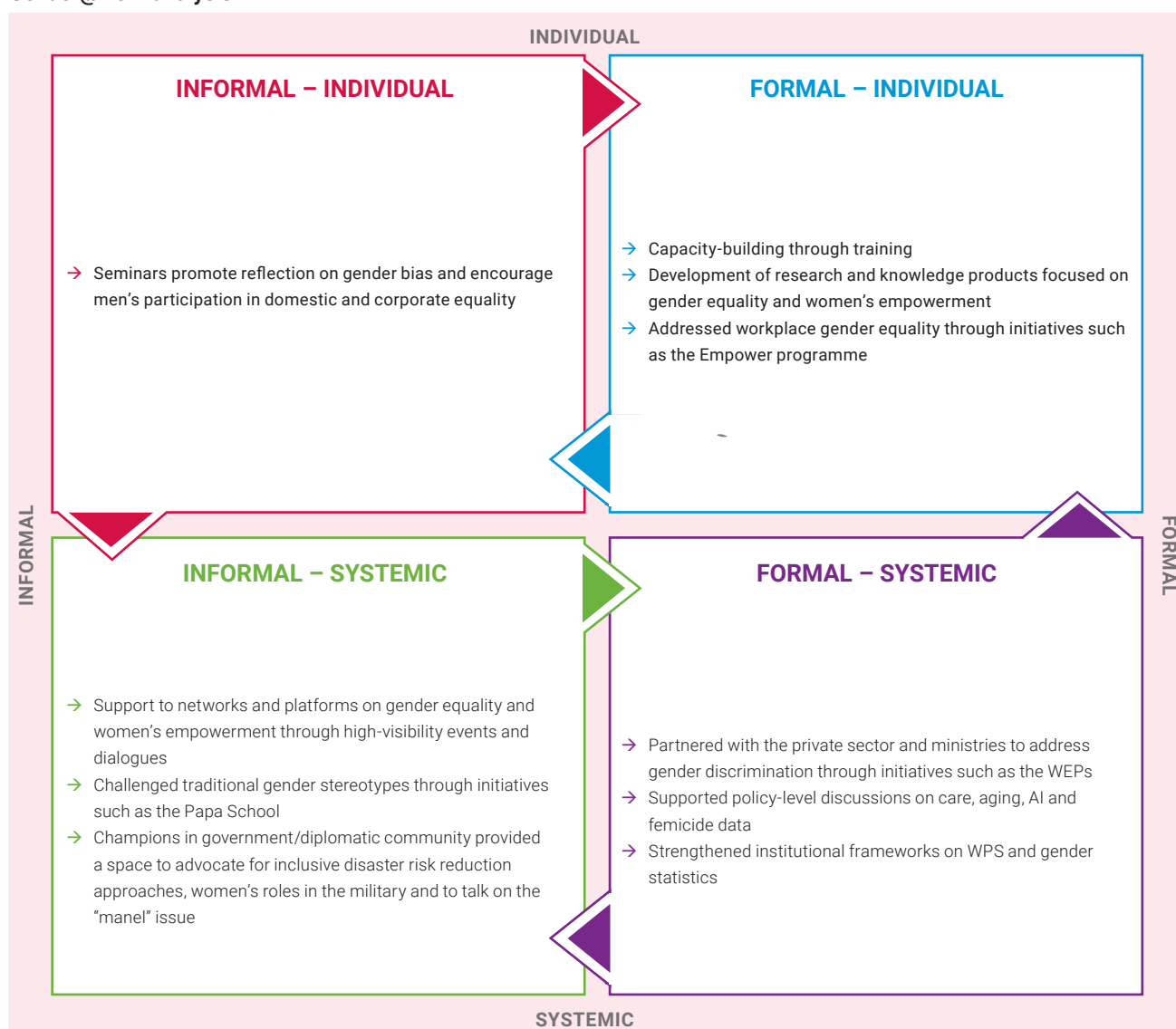
³¹ Examples of seminars include the "Seoul Dialogue on How to Create Inclusive Workplaces that Attract and Retain Talent", the "Ring the Bell for Gender Equality" event, the "Seoul Gender Equality Dialogue" and the "Financing for Gender Equality" forum.

³² In partnership with Root Impact, the UN Women Knowledge and Partnerships Centre in the Republic of Korea co-hosted the "Papa School: Fatherhood Care Capacity-Building Workshop" to promote more gender-equitable family dynamics by creating opportunities for men to engage more fully in caregiving.

violence.³³ While participant lists indicated some inclusion of other marginalized groups (e.g. Organizations of Persons with Disabilities or LGBTQI+ advocates in selected TFGBV or disaster risk reduction sessions), outreach and engagement were not systematically integrated in training. Only a few dedicated training modules or presentations could be considered inclusive, and evidence on their depth, reach and long-term impact remains unknown.³⁴ Partners also observed that without intentional outreach and targeted support, barriers such as language, accessibility and

cost of travel further limit equitable participation in regional convenings. Interviewees also emphasized that although a small number of representatives from marginalized group were present in some events, their participation was not proportional and not systematically planned for, reducing opportunities to embed intersectional perspectives into regional dialogues on climate action, violence against women prevention, TFGBV and care.

FIGURE 5:
Gender@work analysis



Source: developed by the evaluation team

³³ For example, in 2022, the Centre produced “The Youth Guide to End Online Gender-Based Violence Toolkit” to strengthen youth engagement in preventing violence against women and promoting gender equality. In August 2023, the Centre convened the “Addressing Online Gender-Based Violence” training, bringing together 42 youth leaders including 30 members of the 2030 Network Youth Cohort from across the Asia–Pacific region as well as experts from 13 countries. The workshop equipped participants to develop strategies and action plans to combat online gender-based violence through youth empowerment. These efforts informed the creation of the second edition of “The Youth Guide to End Online Gender-Based Violence Toolkit”, which was launched during the 16 Days of Activism in December 2023.

³⁴ Stakeholders consulted during the evaluation cited limited engagement on the topic. Limited anecdotal evidence from donor reports exists from one training: during the Gender Transformative Disaster Risk Reduction training session in 2023, a representative for Gender Equality and Social Inclusion at the National Disaster Risk Reduction and Management Authority of Nepal gave a presentation on involving women with disabilities in transformative disaster risk reduction efforts.

5. LESSONS LEARNED AND PROMISING PRACTICES

The lessons learned draw on insights from the evaluation and are intended to inform broader efforts working to advance gender equality and the empowerment of women in the Asia and Pacific region through the efforts of the Centre. They offer evidence-based reflections that may be relevant beyond the Centre, particularly for models to strengthen or develop centres of excellence focused on knowledge production, convening and strategic partnerships.

1 The knowledge hub-and-partnership model not only created space to address and drive frontier topics that may not be feasible through traditional development programming alone, but also demonstrated how UN Women can operationalize its universal mandate.

2 When partnerships move beyond one-off events towards integrated models, they can generate stronger uptake, reinforce institutional capacities and enable system-level change.

3 Multi-stakeholder and diverse engagement across training and convening platforms significantly enhances the relevance and quality of learning and policy dialogue. However, deeper inclusion of community-based and rights-holder organizations is essential to ensure contextually informed regional approaches.

4 Moving beyond event-driven communication to coordinated, evidence-linked messaging across training, partnerships and regional platforms improves uptake and strengthens institutional identity.
Operating with a single donor creates structural dependence that may limit long-term sustainability and diversification.

5 Creating structured spaces for reflection on gender norms is valuable; however, sustained impact requires intentionally including marginalized groups such as women with disabilities, LGBTQI+ persons, ethnic minorities and youth.



Photo: UN Women/Hwang Chang Kyu

6

CONCLUSIONS

Relevance and coherence

CONCLUSION 1

The Centre has demonstrated how UN Women can operationalize its universal mandate in a high-income context by strategically leveraging both UN Women and the Republic of Korea's comparative advantages in advancing gender equality. While the Centre's efforts are highly relevant and responsive to stakeholder needs, enhancing internal coherence will ensure the Centre better contextualizes its efforts towards diverse groups and country contexts.

The establishment of the Centre by the Republic of Korea underscores the government's strong commitment to advancing gender equality. As an advanced economy and a global leader in research and technology, Korea brings unique assets that enrich the Centre's work. These strengths complement UN Women's distinctive value as a UN organization, e.g. its ability to convene diverse stakeholders; facilitate cross-fertilization of ideas; leverage a wide range of technical expertise; and amplify and contextualize gender equality issues across varied national and regional settings. Together, the partnership between Korea and UN Women enables the Centre to serve as a dynamic platform for innovation, learning and influence, benefitting the Asia and Pacific region and informing global practice. This approach exemplifies how UN Women's universal mandate can be advanced in diverse contexts, including those where traditional development programming may be less applicable.

The Centre's efforts are highly relevant and responsive to stakeholder needs, with its convening power fostering meaningful dialogue and collaboration among governments, civil society, academia and the private sector. The 2025 decision to narrow the Centre's programmatic focus to the care economy and TFGBV, while maintaining its role as a partnership hub, marks a clear strategic shift towards deeper, evidence-driven engagement. This evolution demonstrates adaptability to political and regional needs and reflects a maturing role, focused where the Centre is best positioned to lead, convene and generate policy-relevant knowledge.

The Centre's strong vertical coherence with UN Women's global and regional priorities, and its role as a platform for peer learning and multi-stakeholder dialogue, further reinforce its strategic value. To remain relevant, the Centre must continue to strengthen the contextual tailoring of its activities to diverse participant profiles, regional priorities and country contexts.

However, internal coherence needs further strengthening. More strategic coordination between training, external relations and knowledge functions with stronger links to Country Offices and structured follow-through will ensure lessons are shared, activities are aligned and offerings remain relevant to evolving stakeholder needs. This integration has the potential to enhance contextual relevance and support long-term sustainability, increasing the likelihood that knowledge is applied, policy change is supported and visibility is cumulative rather than episodic.

Based on Findings 1, 2 and 5.

Effectiveness and sustainability

CONCLUSION 2

The Centre's operational model and partnership ecosystem have laid a strong foundation for achieving its theory of change. Continued progress will depend on more intentional integration of training, knowledge and partnerships, as well as expanded engagement with civil society and marginalized groups, ensuring that all actors are empowered to apply their knowledge, translating theory into action for gender equality. Ensuring long-term continuity demands strategic diversification of funding sources and formalizing institutional partnerships.

The Centre has delivered high-quality, regionally relevant training and convenings, strengthening the capacities, skills and knowledge of diverse stakeholders. The evaluation evidence shows that participants gained practical tools and insights, with many reporting their direct application in institutional decision-making and policy development. The Centre's activities have enhanced the ability of government and non-governmental actors to leverage new capacities, evidence and partnerships to address challenges in gender equality implementation. Through its role as a platform, the Centre has curated relationships and fostered communities of practice, enabling shared learning and the exchange of evidence and data. Strategic partnerships have expanded technical credibility and regional influence, in some cases supporting the uptake of gender-responsive policies and data systems. However, to fully realize its theory of change, the Centre must further strengthen internal coordination, as noted in Conclusion 1; deepen post-training engagement; and systematically include marginalized voices. This will ensure that capacity gains translate into sustained institutional change.

To strengthen sustainability, the Centre should proactively pursue multi-partner funding models, co-ownership of initiatives and broader institutional partnerships. Such diversification would not only

reduce financial vulnerability but would also enhance national ownership, foster innovation and reinforce the Centre's role as a regional knowledge and partnership hub. Without these strategic shifts, the Centre risks undermining its long-term sustainability and its potential to drive transformative change for gender equality in the Asia-Pacific region.

Based on Findings 3, 4 and 6.

Efficiency

CONCLUSION 3

The Centre has made notable progress in building an efficient and coherent operational model; however, persistent gaps in follow-up, clarity of roles and integrated knowledge dissemination continue to limit the full realization of its organizational effectiveness.

The Centre has progressed towards a cost-efficient and well-managed operational model, leveraging internal resources and partnerships to deliver high-quality training and knowledge products. Its institutional placement under the Regional Office has reinforced operational coherence and provided a strong institutional anchor that reinforced its role as a regional knowledge and partnership hub. The Regional Office and Centre's joint systems for event management, procurement and communications have contributed to financial accountability and streamlined delivery.

However, efficiency is constrained by several factors: gaps in structured follow-up and quality monitoring limit the Centre's ability to demonstrate longer-term results; roles and responsibilities between the Centre and the Regional Office were not always clearly delineated, leading to occasional lack of synergies and delays; and the absence of an integrated strategy for disseminating knowledge products and connecting social media outreach with capacity-building efforts reduced the full value and uptake of the Centre's outputs.

Based on findings 7, 8, 9 and 10

Human rights and gender equality

CONCLUSION 4

The Centre has advanced gender-equality dialogues and institutional change through training, partnerships and policy engagement. As a UN entity committed to gender equality, it can further strengthen intersectional inclusion, essential for upholding human rights, challenging discriminatory norms and ensuring marginalized voices shape policies for lasting, transformative change.

Evidence shows the Centre has created meaningful, safe spaces for learning and has supported shifts at the formal individual and systemic levels through capacity-building and dialogue on policy platforms. However, participation of women with disabilities, LGBTQI+ persons, ethnic minorities and youth from marginalized communities remains limited and largely ad hoc. Barriers such as language, accessibility needs and the cost of participation, combined with the absence of intentional outreach pathways, restrict equitable engagement. While initiatives such as the Papa School and some informal discussions model positive norms, efforts to challenge underlying gender power relations, biases and discriminatory norms remain less systematic. Integrating intersectionality more deliberately into participant selection, training design and convening platforms will be essential for the Centre to deepen its contribution to shifting norms and strengthen inclusive, rights-based gender equality in the region.

Based on Finding 11



Photo: UN Women/Jaeyeon Jeong

7

RECOMMENDATIONS

The recommendations aim to build on the Centre’s significant achievements; further strengthen its strategic focus; deepen its regional influence; and enhance the effectiveness and inclusivity of its capacity-building, partnership and knowledge functions. The recommendations are based on the conclusions and were discussed during the Evaluation Reference Group to ensure feasibility.

Coherence

RECOMMENDATION 1:

Strengthen the Centre’s regional role by establishing a streamlined coordination model that unifies internal teams and formalizes strategic, multi-stakeholder partnerships across priority themes.

Based on Conclusion 1

Priority: MEDIUM

Timeline: SHORT-TERM

Suggested steps to be taken:

- Internally, establish a light coordination mechanism (e.g. quarterly joint planning) between Training, External Relations and Research and Data teams to link learning, follow-up and partnerships into a coherent learning pathway related to the revised footprint (care and TFGBV).
- Externally, develop joint workplans or thematic platforms (e.g. on care, as has already taken place for TFGBV) to formalize multi-stakeholder cooperation, including with the UN system. Enhance inclusion of national CSO and grassroots perspectives by leveraging the UN Women Civil Society Network on Gender-Based Violence in the Republic of Korea and Regional Office coordination expertise to co-convene dialogue and inform research.
- Continue to balance diplomatic, technical and private-sector partnerships, and where appropriate, formalize currently ad-hoc partnerships to ensure complementarity, clearer roles, more sustained engagement, and stronger representation of Korean and global partners in regional and international platforms.

To be led by: The Gender Training Team at the Centre, in consultation with Regional Office thematic leads and in collaboration with the Country Offices the Centre is closely engaged with.

Impact: This integration will ensure lessons are shared, activities are aligned and the Centre’s offerings remain responsive to evolving stakeholder needs, supporting long-term impact and visibility.

Difficulty: Low – requires internal process adjustments and strengthened external outreach, particularly to engage grassroots CSOs and rights-holder groups in a more systematic way.

If not implemented: Continued fragmentation across workstreams; limited localization of training results; and reduced ability to position the Centre as an integrated regional platform. Risk of isolating grassroots women’s movements and rights-holder groups from regional dialogue.

Relevance, effectiveness and sustainability

RECOMMENDATION 2:

To realize the Centre's theory of change, ensure that capacity gains translate into sustained institutional change by improving follow-up and supporting the application of knowledge through systematic engagement with UN Women offices.

Based on Conclusion 1 and 2

Priority: MEDIUM

Timeline: LONG-TERM

Suggested steps to be taken:

- Customize training modules based on participants' technical backgrounds and institutional roles and develop localized resources where feasible (including translations and country case studies) to enhance relevance, usability and alignment with country-level priorities and policy processes.
- Strengthen collaboration with the Regional Office and Country Offices to localize outcomes and enhance national ownership.
- Develop an integrated knowledge platform linking training, research and partnerships to enhance system-wide access, cross-fertilization and feedback loops. Introduce systematic pre-training assessments to calibrate content depth, language and examples for participant roles and country contexts. Develop a structured post-training engagement model (e.g. technical follow-ups, alumni groups, peer-exchange channels) to reinforce learning and track application.
- Introduce light-touch post-training follow-up mechanisms (e.g. 3–9 month check-ins and optional thematic mailing lists) and occasional virtual knowledge circles to sustain engagement and track application of learning.

To be led by: The Centre in collaboration with the Regional Office coordination unit.

Impact: Improved internal alignment will increase the relevance and uptake of the Centre's outputs; strengthen regional coherence; and expand the Centre's credibility as a knowledge and partnership hub.

Difficulty: High – investments are primarily in coordination and planning; however, some level of financial resources will be required to tailor resources. Sustained effort from Regional Office, Country Offices and partners will also be needed

If not implemented: The Centre continues to have high visibility but risks limited depth of influence; training results may remain short-lived; and the revised footprint may not translate into meaningful policy or institutional change across the region.

Organizational Efficiency

RECOMMENDATION 3:

Strengthen organizational efficiency by establishing clear, accountable roles and responsibilities between the Regional Office and the Centre; optimizing staffing to ensure complementarity and avoid parallel efforts; streamline review and approval workflows for greater agility; implement integrated tools for coordination and knowledge management; and proactively diversify financial resources to ensure resilience and sustained impact.

Based on Conclusion 3

Priority: HIGH

Timeline: LONG-TERM

Suggested steps to be taken:

1. Strengthen internal efficiency and coordination

- Clarify the respective roles of the Regional Office and the Centre, while monitoring evolving institutional decisions regarding the UN Women Training Centre to explore potential synergies. Adopt a matrixed structure that leverages the Regional Office's technical expertise while the Centre leads on knowledge generation and partnerships.
- Assess staffing moving forward to ensure adequate capacity and to enhance synergies between functions of functions between the Centre and the Regional Office.
- Introduce a monitoring tool (e.g. SharePoint/Teams Planner) to record draft submissions, assign reviewers and monitor clearance timelines across the Centre, Regional Office and headquarters.
- Ensure that the Centre's mandate is clearly communicated across UN Women, sharing lessons learned in application of UN Women's universal mandate.

2. Enhance resource diversification

- Introduce modest diversification through cost-sharing models, co-funded research and multi-partner collaborations tied to TFGBV and the care economy.
- Pilot co-financing models (e.g. with ASEAN Member States) for selected regional training (e.g. governments covering participant travel/per diem or national roll-out of workshops) to signal shared ownership.
- Expand hybrid and low-cost delivery formats (e.g. virtual sessions, alumni follow-ups) to maintain regional reach while containing costs.

3. Strengthening results-based management and knowledge integration

- Leverage the Regional Office's current knowledge management strengthening process to track and document how the Centre's knowledge products are being accessed, used and informing practice, especially normative work.
- Introduce outcome-level monitoring tools and analytics to track how training and knowledge outputs are applied.

To be led by: The Centre in collaboration with Regional Office.

Impact: A more coherent, visible and strategically positioned Centre that enhances regional influence, strengthens sustainability and improves the long-term utilization of knowledge, partnerships and training results.

Difficulty: Medium – requires internal process adjustments, cross-unit agreements, new follow-up workflows and partner outreach, but no major restructuring.

If not implemented: Fragmented workstreams; weak retention of training outcomes; continued dependence on a single donor; and limited ability to position the Centre as an integrated, high-impact regional platform within UN Women.

Human rights and gender equality

RECOMMENDATION 4:

Systematically strengthen intersectional inclusion by proactively engaging marginalized groups and embedding social norms considerations across training and partnerships.

Based on Conclusion 4

Priority: HIGH

Timeline: LONG-TERM

Suggested steps to be taken:

- Where feasible, systematically integrate and develop intentional outreach pathways with CSOs representing women with disabilities, LGBTQI+ groups, ethnic minority networks, youth-led feminist groups and community-based organizations to ensure representation is planned rather than incidental.
- Integrate intersectionality into training and convening design, including tailored modules, context-specific case studies and adaptations for language, accessibility, digital inclusion and diverse learning needs.
- Introduce structured participation support mechanisms, such as travel stipends, accessible materials, remote participation options and pre-engagement preparation for participants from marginalized groups.
- Strengthen informal norm-shifting components by expanding safe-dialogue spaces, engaging men and boys meaningfully and incorporating reflection on bias, power dynamics and discrimination into programme design. Continue addressing gender norms through thematic entry points (care, AI, TFGBV) while explicitly linking discussions to gender power relations.
- Establish light-touch monitoring of inclusion, tracking who participates, who benefits and whose voices remain absent to inform future targeting.

To be led by: The Centre in collaboration with the Regional Office.

Impact: Deepened influence of the Centre by ensuring its dialogues, training and partnerships drive more inclusive, intersectional and norm-transformative gender-equality outcomes across the region.

Difficulty: High – Requires targeted outreach and curriculum adaptations which depends on resource availability, but can be integrated gradually within planned activities and existing partnerships.

If not implemented: Risk of reinforcing existing power hierarchies, limiting the Centre's credibility on gender norms and reducing its ability to support transformative, inclusive change.

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

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

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



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