



PROJECT CLOSURE NARRATIVE REPORT – FLEXIBLE PROJECT FINANCING (FPF)

The information collected on this form will be used solely for the purpose of meeting the monitoring and reporting requirements of the EIF Secretariat.

PART 1: PROJECT DETAILS

Project name:	The Uruguayan Armed Forces' Elsie Project. Strategies and actions to overcome the barriers that prevent the meaningful participation of women in UN peacekeeping operations.
Fund beneficiary:	UN Women
Country:	Uruguay
Name of the project coordinator:	Carina de los Santos Gilomén
Government coordinating body (GCE)	Ministry of National Defence
National entity (NE)	Ministry of National Defence
Original project duration	26 months
Original start date:	22 October 2022
Original completion date:	31 December 2024
Original GSU end date (if applicable):	N/A
Project extension dates (if applicable):	31 December 2025 / 30 September 2026.
GSU extension dates (if applicable):	N/A
Date for submission of the project closure report:	29/9/2026
MPTFO project number (all projects)	00133395

Quantum project number (UN projects)	00133395
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Authorised signatories

BENEFICIARIO DEL FONDO T/PCC: <i>Cuando el beneficiario del fondo sea un T/PCC, se requieren los siguientes firmantes</i>	
Firmante del GCE: <i>Debe ser el Jefe de Defensa, del Ministerio de Defensa, el Comisionado de Policía, del Ministerio del Interior o del Ministerio de Asuntos Internos, según el RODOC</i>	Signatario de la EN: <i>Debe ser el jefe de la Entidad Nacional (EN), según lo establecido en el PRODOC</i>
Nombre de la GCE	Nombre de la NE
Ministerio de Defensa Nacional	Ministerio de Defensa Nacional, República Oriental del Uruguay
Nombre de la firmante	
Cargo	
Firma	
Fecha:	
28/09/2026	
Correo electrónico	
BENEFICIARY OF THE PUNO FUND: <i>The signatory must be the head or representative of the United Nations organisation as per PRODOC; for example, the head or representative of the PUNO national office.</i>	
Name of the United Nations organisation	
UN Women	
Name of signatory	
Magdalena Furtado	
Position	
UN Women Country Programme Coordinator	
Signature	
Date	
28 September 2026	

Email
magdalena.furtado@unwomen.org

PART 2: Summary of results

Outcome framework

Select the primary (P) and secondary (S) outcomes to which this project has contributed.	☒ S1. Expansion of country-specific knowledge regarding the barriers preventing the deployment of women in United Nations peacekeeping operations ☒ P2. A significant increase in the deployment of women in uniform as peacekeepers in United Nations peacekeeping operations ☒ S3. Increase in the number of women in uniform eligible for deployment as United Nations peacekeepers ☒ S4. Improved working and/or living conditions for women in uniform who form part of the peacekeeping forces in United Nations peacekeeping operations
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[INSERT THE PROJECT OUTCOMES FRAMEWORK TABLE AND ADD TWO COLUMNS: one for 'KEY OUTCOMES' and another for 'COMMENTS', in order to explain whether the outcomes were achieved and the targets met]

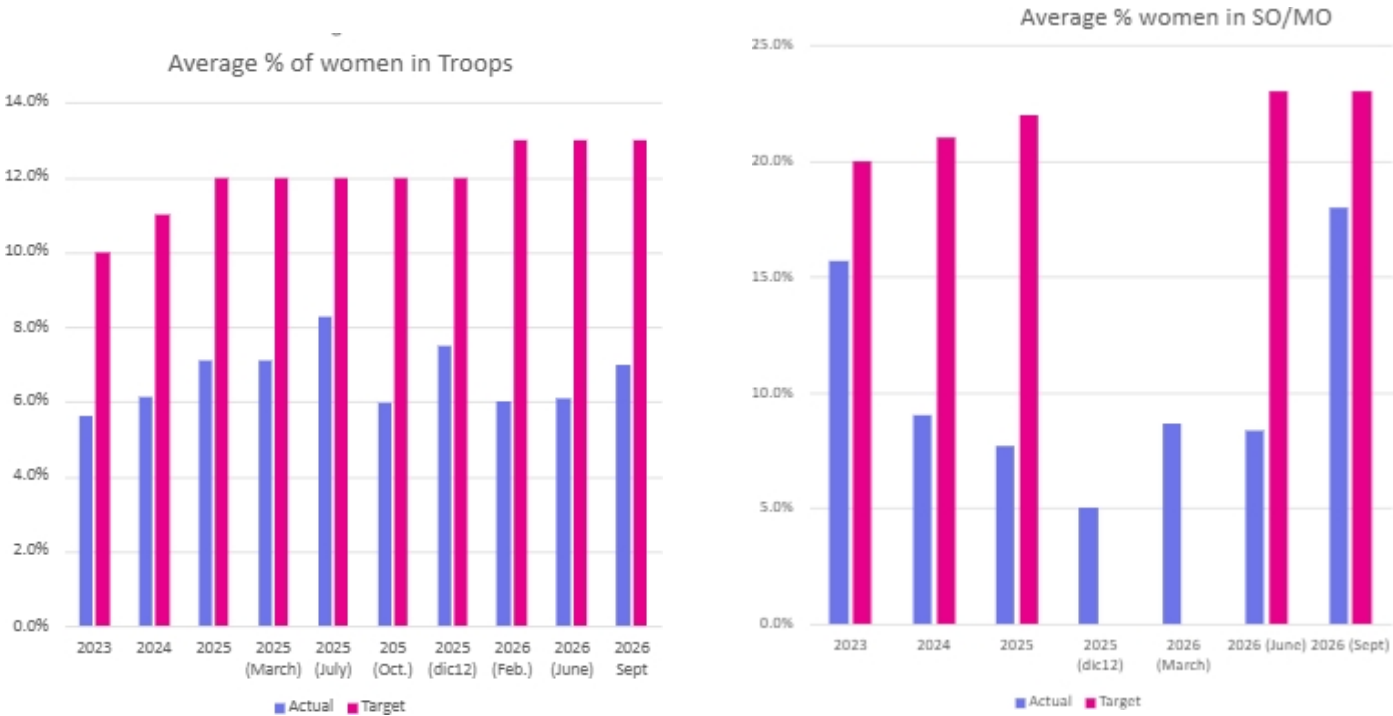
EIF Secondary Outcome 1: Expansion of country-specific knowledge on barriers to the deployment of women in United Nations peacekeeping operations						
Barrier 9 (High): Gender roles: over-representation of women in administrative and logistical roles and under-representation in operational and combat roles						
Project Activity 6: Systemic study to identify the obstacles preventing greater participation by women in operational and combat roles within the Armed Forces						
Objective		Indicators	Initial situation	Goal	Key results	Comments
Outcomes (impacts)	Knowledge generation: greater awareness of the obstacles to the deployment of female uniformed personnel in UN peacekeeping operations and possible solutions based on recommendations	Number (#) of times the reports are discussed at high-level events.	0	Present the findings of the systemic study at the project's second international conference	4th quarter of 2025: A report was presented during the project's closing event on 5 December. ppt CALEH presentation	Achieved. The report on the systemic study was shared with the Ministry of Defence and the project partners, providing important insights into the methodology and scope of social research within the Armed Forces.

Results	1. To design, carry out and share the results of a systemic study on the role of women in the armed forces and in peacekeeping operations, as well as on the existing barriers to holding combat posts	Number of reports on the root causes of women's participation in all branches, including combat roles, and recommendations	0	1 report Work plan and methodology: first quarter of 2024 (25 per cent) Fieldwork: March 2024 (25 per cent) Analysis: May 2024 (25 per cent) Conclusions and recommendations: August 2024 (25 per cent)	Second quarter of 2024: (25 per cent) Work plan and methodology finalised in the second quarter of 2024. Third quarter of 2024: Fieldwork began in the third quarter of 2024 (interviews ongoing). Fourth quarter of 2024: The qualitative sample was collected. (Quantitative sample ongoing). First quarter of 2025: The quantitative questionnaire was submitted for validation. Second quarter of 2025: The quantitative phase of the study (questionnaires) is currently being carried out. Third quarter of 2025: Fieldwork report finalised. View the report in Spanish here.	Partially achieved: The quantitative phase of the study remained incomplete because the surveys were voluntary (a legal requirement in Uruguay). Despite the Ministry of Defence's efforts to encourage Armed Forces personnel to respond, a representative number of responses was not achieved to enable the data analysis phase. However, the results report presents relevant recommendations on methodological aspects to be taken into account in future studies of this nature.
	2. To design, carry out and publicise the results of a public opinion survey on the participation of the Uruguayan Armed Forces in UN peacekeeping operations, the role of women in the Armed Forces, and their participation in these operations.	Number (#) of reports on the results of the public opinion survey	0	1 report Start: October 2023 Fieldwork: November 2023 Results: January 2024. Conclusions: March 2024.	4th quarter of 2023: 1 report completed and disseminated by the MDN and project partners.	Achieved

Final impact of the project	An increased number of female uniformed personnel from the Uruguayan Armed Forces are deployed on UN peacekeeping operations.				
Key result No. 2 of the EIF. A significant increase in the deployment of women in uniform to United Nations peacekeeping operations. Targets set by the Strategy for Gender Parity among Uniformed Personnel (UGPS).					
Indicator	Dec. 2022	2023	2024	2025	2026

Increase in the annual rate of change (in per cent) in the proportion of female uniformed personnel deployed on United Nations peacekeeping operations	Target	Baseline	Target	Actual data (annual average)	Target	Actual data (annual average)	Target	Actual data (annual average)	Target	Actual (annual average)
Military units	9 %	6.6%	10 per cent	5.6 per cent	11 per cent	6.1 per cent	12 per cent	8.2 per cent	13 per cent	6.5%
SO/MO	19 per cent	12.5%	20 per cent	15.7%	21 per cent	9 %	22 per cent	7.3 per cent	23 per cent	11.5%

Taking into account the project’s baseline, the increase in women’s participation in military units of the Armed Forces in UN peacekeeping operations, up to September 2026, represents 1.5 per cent in absolute terms and 25 per cent in relative terms.



Source: Compiled by the Elsie Project team using data provided by SINOMAPA. Access: [Deployment data.xlsx](#)

Deployment of women in UN peacekeeping operations at the start and end of the project, by rank/position:

	Deployment data at the start of the project (31 October 2022)				Deployment data at the end of the project (September 2026)							
					Projected deployment for 2026 (UGPS)				Actual deployment (September 2026)			
Staff	Men	Women	T	%M	Men	Women	T	%M	Men	Women	T	%M
Military observers	15	1	16	6.25%	11	3	14	23 %	11	3	14	21.4%

General Staff officers	18	4	22	18.18%	13	4	17	23 %	12	2	14	14.3%
Military unit(s)	976	58	1,034	5.6%	788	124	912	13.6%	852	60	912	7%
Police officers individual	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Police unit(s) established	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Total	1009	64	1072	5.97%	812	131	940	14 per cent	875	65	940	7%
Please refer to Annex A and provide comments on the change, why the targets were or were not met, and how the project contributed to these results.												

The Elsie Project contributed to a measurable increase in women’s participation in UN peacekeeping operations, rising from 5.6 per cent to 6 per cent in 2023–2024 (the first deployment period in which the Elsie Project was implemented) and to 7 per cent in 2025–2026 (the final deployment period during which the Elsie Project was implemented). The increase of 1.5 percentage points is equivalent to a relative increase of 25 per cent and is particularly significant given the current context of a reduction in the total number of personnel deployed by the UN and the decline in the number of men, in the case of Uruguay. Whilst the number of women increased, the number of men fell from 976 at the start of the project to 852 at the end, representing a relative decrease of 1 per cent.

Although the deployment data show an increase in women’s participation during the project period, the report (and the activities) do not appear to isolate the project’s effect from other factors that may also have influenced deployment. This observation also takes into account that several project activities were only partially implemented or could not be measured as designed for reasons beyond the control of the project team, and that some of the strongest evidence obtained relates more to reach, awareness, participation and reported usefulness than to direct causal impact on deployment.

EIF Outcome 3: Increase in the number of female uniformed personnel eligible for deployment as UN peacekeepers						
Barrier 2 (medium): Women lack information on deployment criteria and opportunities						
Project Activity 1						
Internal information campaigns to address the lack of information on deployment criteria and women’s perception that they are not suitable for deployment						
Objective	Indicators	Baseline	Target	Key results		Comments
Outcomes Increase in the number of women in the armed forces who have been informed about peacekeeping operations (requirements, opportunities and the selection process) and the contribution of women to such operations.	Number (#) and percentage (%) of women in uniform who have been made aware of these issues through projects supported by the EIF	0	900 (60 per cent) to through MIET sessions. 70 through international conferences. 25 through awareness-raising sessions. New development in 2024: Information sessions organised by the	Cumulative total: 1,077 women First and second quarters of 2023: 379 women (58 per cent) received information during MIET sessions. 4th quarter of 2023: 35 women (59 per cent) received information at the International Conference. Second quarter of 2024: 377 women (49 per cent) received information during the MIET sessions. 4th quarter of 2024: 36 women (56 per cent) received information at the international conference.		Target achieved

				New in 2025: Guidelines were drawn up for the planning and implementation of the MIET sessions and the MPS Communication Workshop (mentoring), designed to sustain the impact and systematise the knowledge generated by these activities. (29 December 2025) New in 2026: The Guidelines were submitted to the Ministry of Defence and the Armed Forces for dissemination and incorporation into their structures.	29 women received information at the briefing sessions held for units gathered prior to deployment. First quarter of 2025: 64 women took part in the discussion forum to mark International Women's Day (8 March). Third quarter of 2025: 2 new trainers for the MIET sessions. 143 women (60 per cent) received information during the MIET sessions. Fourth quarter of 2025: 12 female officers received information during the MPS Mentoring Workshop. First and second quarters of 2026: The guidelines for the MIET sessions and the MPS Communication Workshop (mentoring) were shared with the Ministry of Defence and the Armed Forces. See: Elsie Uruguay Project – MIET Session Guide Elsie Uruguay Project: Guide to Communication Workshops on Women, Peace and Security	
Results	Greater understanding of the rationale behind focusing primarily on women to benefit from the Elsie Project (6-month deployment and family allowances), whilst addressing the medium-level risk that uniformed men may feel discriminated against.	Number (#) of staff members (men and women) attending awareness-raising sessions aimed at personnel deployed to UN peacekeeping operations on the benefits of the project.	0	N/A	4th quarter of 2024: 608 participants (cumulative total): 29 female officers and 579 men. Click here to view the report on the awareness-raising and information sessions on the Elsie Project held for units prior to deployment.	Target met
		Number (#) of awareness-raising sessions aimed at personnel deploying to UN peacekeeping operations on the benefits of the project.	0	To hold sessions at each of the pre-deployment assembly points in the fourth quarter of 2024.	Cumulative total: 5 sessions fourth quarter of 2024: 5 awareness-raising sessions. Montevideo, 17 October. Tacuarembó, 21 October. Montevideo, 22 October. San José, 24 October. Lavalleja, 5 November.	Objective achieved All staff due to be deployed were reached through this activity

Results	Dissemination of information on: United Nations peacekeeping operations (requirements, opportunities and the selection process). The benefits of the Elsie Project (6-month deployment and family allowances).	Number (#) of leaflets distributed to military force-generating units containing information on peacekeeping operations and the benefits of the Project.	0	2023: 1,000 leaflets 2024: 2,000 leaflets in the fourth quarter of 2024	Cumulative total: 1,000 leaflets 2,103 leaflets 103 infographics 2023: 1,000 leaflets. 2024: 1,500 leaflets. 26 September 2024: 250 in Army Division I. 250 in Army Division II. 250 in Army Division III. 250 in Army Division IV. 250 in the Army General Reserve. 250 in the Army Logistics Support Command. 603 leaflets distributed during the pre-deployment sessions for MONUSCO: 120 leaflets distributed at the Army Logistics Support Command. 72 leaflets distributed at the Army's 3rd Artillery Battalion. 160 leaflets at the Army's 1st Infantry Brigade. 105 leaflets at the Army's 6th Infantry Battalion. 146 leaflets in Minas, Lavalleja department. 2,025 27 project infographics were displayed during the workshop on MPS held on 2 December. 41 project infographics and 20 copies of "Stories of Peace" were distributed at the project's closing event (5 Dec 2025). 2026 35 project infographics (v. 2026) distributed at the launch event for "Stories of Peace 2' on Military Aviation Day.	Objective achieved
		Number (#) of WhatsApp messages and official communications regarding the benefits offered by the Elsie Project (6-month deployment and family benefits).	0	N/A	Cumulative total: 3 WhatsApp messages, 4,669 recipients WhatsApp 2023: No. of recipients: not measured WhatsApp 2024:	

					Second quarter: 1 message calling for people to share PK stories, 1,469 recipients. Q3: 1 message about family support benefits, 1,469 recipients. WhatsApp 2025: First quarter: 1 message inviting people to the International Women's Day roundtable , 1,731 recipients.	
	Carry out awareness-raising activities within the Armed Forces aimed at senior officers to encourage women to serve in combat units and in peacekeeping operations.	Number (#) of senior officers (men and women) attending awareness-raising activities relating to recruitment, promotion or deployment to UN peacekeeping operations UN.	0	50 (10 per session).	Cumulative total: 1 senior officer first quarter of 2025 1 colonel (head of the Northern Regional Division)	
		Number (#) of awareness-raising activities within the Uruguayan Armed Forces aimed at senior officers (men and women) to encourage women to serve in combat units and in peacekeeping operations.	0	5 sessions over the course of the project.	Cumulative total: 1 session First quarter of 2025: Commander of Division III on 13 March.	

Project Activity 2 External communication campaigns to recruit and retain personnel in the United States Air Force (USAF)						
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Objective		Indicators	Baseline Baseline	Target	Key results	Comments
Outcomes (effects)	Increase in the number of new female recruits to the armed forces thanks to information on deployment opportunities, specifically for women.	Number (#) of women who state they have enlisted in the Armed Forces as a result of messages from the Elsie Project (according to a survey).	0	5 % A survey will be carried out in March 2025 (covering new recruits from the fourth quarter of 2024 and the first quarter of 2025). Survey to be carried out in December 2025 (covering the second, third and fourth quarters of 2025).	Surveys were planned for March and December 2025. However, the data previously required to verify the information was not provided to the project team. Consequently, the interviews were not carried out.	The measurement was not carried out
	Increase in the number of new female recruits in the Uruguayan Armed Forces.	Number (#) of women recruited into the armed forces and change in the percentage (%) of women, compared with the previous year and at the end of the project.	2022: 256 Navy 217 Army	Annual increase in female recruitment: 1 per cent	Cumulative total: new recruits to the Armed Forces in 2023: (annual) Army: 375 Royal Navy: 240 Air Force: 120 Cumulative total for women: 735 (Comparative figure for men in the not collected).	Target achieved Breakdown by target: Percentage of women admitted by branch:

			108 Air Force		2024: (data available: July to December) Army: 84 women / 756 men Navy: 141 women / 90 men Air Force: 67 women / 69 men Cumulative total of women: 292 = 24% 2025: Army: 228 Navy: 149 Air Force: 84 Cumulative total of women: 461 = 22% 2026 (information available as of July 2026): Army: 166 Navy: 46 Air Force: 38 Cumulative total of women: 250 = 24%	<table><tr><td>Year</td><td>E.N.</td><td>N.A.</td><td>Air Force</td></tr><tr><td>2024:</td><td>10%</td><td>61%</td><td>49%</td></tr><tr><td>2025:</td><td>14%</td><td>49%</td><td>54%</td></tr><tr><td>2026:</td><td>19%</td><td>43%</td><td>47%</td></tr></table> The figures do not include 2023 because the data for men, which is required for the calculation, was not collected.	Year	E.N.	N.A.	Air Force	2024:	10%	61%	49%	2025:	14%	49%	54%	2026:	19%	43%	47%
Year	E.N.	N.A.	Air Force																			
2024:	10%	61%	49%																			
2025:	14%	49%	54%																			
2026:	19%	43%	47%																			
Results	Dissemination of information to the general public about the Elsie Project via television, radio and websites.	Number (#) of television appearances.	0	At least one television appearance per quarter.	Cumulative total: 9 television appearances 4th quarter of 2022: 1 television appearance: Project launch. First quarter of 2023: 1 television appearance: Session 1 of the MIET. Third quarter of 2023: 1 television appearance: ‘Mujeres en PK’. First quarter of 2024: 1 television appearance: ‘Public opinion poll results’. Third quarter of 2024: 1 television appearance regarding the visit by the EIF Fund administrator. Fourth quarter of 2024: 2 television appearances to mark the launch of a children’s booklet. (Appearance 1 here and Appearance 2 here.) 1 television appearance on the 2nd International Conference. First quarter of 2025: 1 television appearance regarding the International Women’s Day round table (no link, as it was it was broadcast live).	Objective achieved, target not met.																
		Number (#) of radio broadcasts.	0	At least one radio broadcast per quarter.	Cumulative total: 2 radio broadcasts Third quarter of 2023: 1 ‘Women in PK’ radio broadcast. First quarter of 2024: 1. Radio programme featuring the results of a public opinion survey.	Target achieved																

		Number (#) of publications on websites and in newsletters (Ministry of Defence, Army, UN Women for Latin America and the Caribbean, and AUCI).	0	1 publication per month. Publish information on the family support offered by the Elsie Project in October 2023. Publish the first conference report by the first quarter of 2024 at the latest. Publish the results of the public opinion survey before the first quarter of 2024. Publish information on the family support offered by the Elsie Project in October 2024. Publish the second conference report by the first quarter of 2025. Publish the results of the systemic study by the second quarter of 2025 at the latest.	Cumulative total: 58 publications 2022: Ministry of Defence website: 9 September 2022 Project launch. 2023: Ministry of Defence website: 4 January 2023 Project presentation. 20 March 2023 Announcement of MIET sessions. 5 April 2023 MIET Session 3. 26/04/2023 The Elsie Project. 26/04/2023 MIET Session 5. 26/04/2023 Benefits of the project. 04/05/2023 MIET Session 7. 10 May 2023 MIET Session 8. 18 May 2023 MIET Session 10. 19 May 2023 The project email address was shared. 18 October 2023 MIET 2023 closing event. 7 December 2023 1st International Conference. 2024: UN Women website for Latin America and the Caribbean: 4 March 2024 Results of the public opinion survey. 2 September 2024 International Day of Peacekeepers event. 11 December 2024 Digital copy of the child-friendly leaflet. Ministry of Defence website: 26 February 2024 Results of the public opinion survey. 5 April 2024 MIET 2024 sessions. 10 June 2024 International Day of Peacekeepers event. 14 June 2024 Call for PK stories. 13 August 2024 Visit by the EIF manager. 28 August 2024 MIET 2024 closing event. 17 September 2024 Workshop on women, peace and security (WPS). 3 October 2024 Systemic study. 16 October 2024 Project benefits. 13 December 2024 International conference. Army website: 27 August 2024 Project benefits. 15 October 2024 Project benefits. 23 October 2024 Session on the benefits. 12 September 2024. Presentation of a child-friendly leaflet. 12 December 2024 International conference.	Objective achieved. Target exceeded
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					2025 AUCI website: 23/01/2025 Digital copy of the child-friendly leaflet 23 May 2025 Launch of the second child-friendly leaflet. 28 May 2025: International Day of Peacekeepers. Ministry of Defence website: 6 June 2025 Call for stories on peacekeeping, second round. 27 June 2025 Results of the 2023–2024 project impact assessment. 28 October 2025 Peacekeepers’ Families Day. Army website: 28/02/2025 Invitation to a round-table discussion. 08/03/2025 Women in peacekeeping operations and testimonies from family members. 17/03/2025 Round-table event. 13 August 2025 The Elsie Project in figures. 26 October 2025 Day for the Families of Peacekeepers. UN Women website: 18 August 2025 The Elsie Project in figures. 12 September 2025: Launch of a book of stories about peacekeeping in the province of San José. Other events: 11 September 2025 Launch of a book of stories about peacekeeping in the province of San José. 12 September 2025 Launch of a book of stories about peacekeeping in the province of San José. 26 October 2025 Family Day for peacekeeping personnel. 2026: First half of the year: Closing event for the 2025 Project: UN Women LAC website 2 January 26 Uruguay successfully completes the Elsie Project to strengthen women’s participation in peace operations UN Women – Latin America and the Caribbean	
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					Closing event for the 2025 Project: Navy website 2 January 2026 Uruguay successfully completes the Elsie Project to strengthen women's participation in peacekeeping operations – National Navy Closing event for the Elsie Project: Army website 5 January 2026 Uruguay successfully completes the Elsie Project to strengthen women's participation in peace operations – National Army Second quarter: Presentation of 'Stories of Peace' on National Military Aviation Day: UN Women LAC website Stories of Peace 2. New Uruguayan stories. Publications UN Women – Latin America and the Caribbean Presentation of 'Stories of Peace' on Traditions and Books Day at the Military Academy: Army website 8 June 2026 Presentation of the book 'Stories of Peace 2' – National Army	
Activity 7 of the project Coordination Unit – Project visibility and project-related events aimed at mixed audiences (internal and external)						
	Objective	Indicators	Baseline	Target	Key results	Comments
Outcomes	Events in which members of the Elsie Project team and project partners have participated and discussed the project's content.	Number of external events at which the project's content is discussed or presented (broken down by date)	0	1 attendance per quarter	Cumulative total: 19 events 4th quarter of 2022: Project launch event on 9 September. Second quarter of 2023: Workshop on WPS organised by Hemispheric Defense Studies from 12 to 14 April in Washington D.C. (Department of Defence). Third quarter of 2023: Online seminar on the third round of EIF programming on 9 May. United Nations ministerial preparatory meeting on peacekeeping, on the theme 'Women in Peacekeeping', from 25 to 26 June in Dhaka, Bangladesh (Ministry of Defence). Fourth quarter of 2023:	Objective and objectives achieved. Depending on the quarter, events were held at which project members shared the project's content.

					The Elsie Project team joined UN Women’s WPS network for Latin America and the Caribbean on 8 September. Workshop on women, peace and security at the ENOPU on 12 September (Ministry of Defence and UN Women) First quarter of 2024: Presentation of the results of the public opinion survey on 26 February (Poll Consultants) Second quarter of 2024: A video call was held with Lieutenant Colonel Hope Carr of the Canadian Armed Forces during the final session of the MIET on 4 June (Elsie team) Third quarter of 2024: Closing event for the 2024 MIET sessions on 1 August. ‘Women in Diplomacy’ seminar on 28, 29 and 30 August. International Day for South-South Cooperation on 12 September (AUCI). Workshop on Women, Peace and Security (WPS) on 17 and 18 September (Elsie team). 4th quarter of 2024: 18–22 November 2024: regional WPS event. (See photos here). 27 November 2024: courtesy visit to UN Women and the Elsie Project by the new Canadian military attaché, Captain Chantal Desormeaux, accompanied by Ambassador Carmen Sorger. (See photo here.) 10–11 December: Preparatory ministerial meeting on peacekeeping. First quarter of 2025: The Elsie Project team attended the launch event with UN Women’s offices in Argentina from 17 to 19 February. See photos of the event here. Second quarter of 2025: The seminar on Women, Peace and Security (WPS) took place at ENOPU from 21 to 25 April, and the Elsie Project formed a separate module during the seminar, led by the project coordinator . View photos of the event here.	
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					Fourth quarter of 2025: On 7 October, an event was held at the United Nations Complex to commemorate UN Security Council Resolution 1325. The monitoring and evaluation specialist highlighted the importance of the sustainability component following the completion of the Elsie Project. See the coverage here. On 3 December, the Conference of the Council of Ministers of the Americas, Ad Hoc Working Group: Women, Peace and Security, took place, where the Elsie Project manager presented on the experience of implementing the project. See here. First half of 2026: National Action Plans Academy (19–21 May): See: NAP Academy Uruguay agenda The Elsie Armed Forces project in Uruguay was presented as a concrete initiative to raise awareness and demonstrate the impact on the pace of change in women's participation in peace operations.	
	Organise events related to the project's activities (launch or closing events) and celebrations of commemorative dates.	Number (#) of participants in project-related events (broken down by type)	0	1 event per quarter	Cumulative total: 1,451 participants 2022: 998 views on YouTube. 2023: 22 participants in the MIET sessions and at the 2023 closing event. 2024: 40 participants at the International Day of Peacekeepers event. A total of 47 participants + 100 schoolchildren at the book launch. 2025: 123 participants in the International Women's Day round-table discussion: 90 military participants (64 women and 26 men). 33 civilian participants (29 women and 4 men). 118 participants at the second launch of the children's booklets at Canada School. (90 children, 6 teachers and 18 officials, 4 authors).	Target achieved

				62 participants at the International Day of Peacekeepers on 29 May 2025.				
				(16 members of the Uruguayan Armed Forces and participants from the Ministry of Defence, the Ministry of Foreign Affairs, the intelligence services and embassies).				
				41 participants at the closing event of the Elsie Project (7 military personnel and 34 civilians).				
	Number (#) of project-related events (broken down by date)	0	2023: MIET closing event on 17 October. 2024: Peace Forces Day celebration on 29 May. MIET closing event at the end of July. End of the year. Project event on 12 December (to be confirmed) and presentation of certificates to the winners of the short story competition.	Cumulative total: 9 events 2022: Project launch event on 9 September. 2023: Closing event for the MIET 2023 sessions on 17 October. 2024: International Day of Peacekeepers event on 29 May. Launch of the child-friendly leaflets at the United Nations School in Montevideo on 9 December. (See article here). 2025: Round-table discussion to mark International Women’s Day on 17 March. Second presentation of the child-friendly leaflets at the Canadian-supported school in Montevideo on 22 May. International Day of Peacekeepers on 29 May 2025. Training workshop for stakeholders in peacekeeping to raise awareness and improve communication skills regarding the Women, Peace and Security Agenda, held on 2 December. See here . Closing event for the Elsie Project, held on 5 December.				
	Sharing of audiovisual materials on social media containing information on the project’s activities.	Number (#) of testimonial videos on women’s contribution to peacekeeping.	0	8 videos in 2023. 8 videos in 2024.	Cumulative total: 32 videos 4,606 views 106 interactions			
Sharing of audiovisual content on social media containing		0	8 videos in 2023. 8 videos in 2024.	YouTube 2023:				
				# videos	# views	No. inter		
				7	1421	29		

information on the project's activities.				YouTube 2024: <table><tr><td># videos</td><td># views</td><td># inter</td><td></td></tr><tr><td>5</td><td>444</td><td>12</td><td></td></tr></table> YouTube 2025: Testimonials from officials. Testimonials from women in Pakistan and from families. Stories of peace 'My Word' video Video of the Peacemakers' Family Day. Video marking the end of the project. Video on mentoring.	# videos	# views	# inter		5	444	12								
	# videos	# views	# inter																
	5	444	12																
				# videos # views # inter 4 438 12															
	Number (#) of publications, reach and interactions in project activities.	0	Monthly publications on project activities and events during 2023 and 2024	Cumulative total: Instagram 153 posts 279,631 people reached 5,738 interactions on Facebook 98 posts 196,091 people reached 3,381 interactions															
				2023 <table><tr><td></td><td># posts</td><td>People reached</td><td># inter</td><td></td></tr><tr><td>IG</td><td>18</td><td>59808</td><td>3004</td><td></td></tr><tr><td>FB</td><td>15</td><td>19,433</td><td>680</td><td></td></tr></table>		# posts	People reached	# inter		IG	18	59808	3004		FB	15	19,433	680	
					# posts	People reached	# inter												
				IG	18	59808	3004												
				FB	15	19,433	680												
				2024 <table><tr><td></td><td># posts</td><td>People reached</td><td># inter</td><td></td></tr><tr><td>IG</td><td>113</td><td>159,057</td><td>2,195</td><td></td></tr><tr><td>FB</td><td>41</td><td>68,181</td><td>1,238</td><td></td></tr></table>		# posts	People reached	# inter		IG	113	159,057	2,195		FB	41	68,181	1,238	
				# posts	People reached	# inter													
IG				113	159,057	2,195													
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2025 <table><tr><td></td><td># posts</td><td>People reached</td><td># inter</td><td></td></tr><tr><td>IG</td><td>22</td><td>60,766</td><td>539</td><td></td></tr><tr><td>FB</td><td>34</td><td>91,893</td><td>1119</td><td></td></tr></table>					# posts	People reached	# inter		IG	22	60,766	539		FB	34	91,893	1119		
				# posts	People reached	# inter													
IG				22	60,766	539													
FB				34	91,893	1119													
Visibility of the project to the general public through the dissemination and promotion of products related to the project.				Number (#) of promotional items (project notebooks, pens, banners, water bottles and child-friendly leaflets).	0	2023: 2 banners 600 folders 300 exercise books 300 pens													
Cumulative total: 2 banners 777 folders 1,055 exercise books 600 pens 200 bottles		Target achieved																	

				2024: 600 exercise books 200 pens 150 folders 1,000 leaflets adapted for children 200 bottles	1,306 illustrated books for families, ‘Stories of Peace’ 2 digital editions of “Stories of Peace” in Spanish 1 digital edition of “Stories of Peace” in English. 2023: 2 banners 600 folders 300 exercise books 300 pens 2024: 600 exercise books 200 pens 150 folders 200 bottles 250 illustrated books for families, ‘Stories of Peace’ 2025: 100 pens and 100 folders from the Elsie Project at the discussion session on International Women’s Day. 455 “Stories of Peace”, illustrated books for families: 115 at the discussion session, 190 at the Military School and 150 at the Military College. 155 exercise books. 22 May: Distribution of 15 books. 29 May, Peacekeepers’ Day (10 books). 1 digital version of ‘Stories of Peace’ in English; 70 copies of ‘Stories of Peace’ at the International Book Fair in San José. 140 copies of “Stories of Peace” were distributed on UN Peacekeepers’ Family Day. Workshop on women, peace and security: 27 copies of “Stories of Peace” 27 infographics 2026 National Military Aviation Day: -100 copies of ‘Stories of Peace 2’ -24 “Stories of Peace” books -30 infographics from the project Academy on National Action Plans for Military Police: 35 copies of “Stories of Peace 2” Tradition and Book Day at the “General Artigas” Military School: 140 copies of “Stories of Peace 2” 40 copies of “Stories of Peace.	
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Barrera 9 (Alta): Gender roles: over-representation of women in administrative and logistical roles and under-representation in combat roles

Activity 4 of the project

Mobile Information and Education Teams (MIET)

to inform and educate on operational roles, peacekeeping skills and deployment scenarios, with an emphasis on women's participation

Objective	Indicators	Baseline	Target	Key results	Comments
Results (effects)	Increase in the percentage of women who express an interest in being deployed and who are actually deployed.	Percentage (%) of female uniformed personnel who attended the information session and who are actually deployed (broken down by role).	0	10 per cent of participants in the MIET sessions are subsequently deployed.	Deployment 2023/2024: 4 per cent of participants were deployed in 2023 (14 out of 379) 1 per cent were deployed in 2024 (4 out of 377) Target met Target not met However, in terms of impact on deployment, participants in the 2023 MIET sessions accounted for 23 per cent of the total number deployed (61 women). Deployment in 2024: they accounted for 6.5 per cent of the total number deployed (61 women)
	Percentage (%) of female participants expressing an interest in deployment.	0	30% of women express an interest in deployment following the sessions.	Cumulative total: 55 per cent of women expressed an interest in deployment. First and second quarters of 2023: 59 per cent of women (198 out of 338) expressed an interest in the roll-out. Second quarter of 2024: 52 per cent of women (196 out of 377) expressed an interest in the roll-out. Fourth quarter of 2025: 59 per cent of women (72 out of 122) expressed an interest in deployment.	Objective and target achieved.
	Greater awareness of gaps in combat training to refer them to the appropriate	Percentage (%) of women attending MIET sessions who require combat training	0	N/A Up to 60 per cent of women attending MIET sessions lack combat training.	Cumulative total: 11 per cent of women require combat training. 1st and 2nd quarters of 2023: 9 per cent of women (32 out of 338) require combat training. Second quarter of 2024: 13 per cent of women (49 out of 377) require combat training. 4th quarter of 2025: Target met. A better understanding of the barrier was achieved.

Results					9 per cent of women (11 out of 122) require combat training.	
	Greater awareness of the operations peacekeeping operations of the UN (UNPKO), the scenarios development, the criteria for deployment, functions and tasks, and the key for the analysis of the situation	Percentage (%) of participants who feel they have improved their knowledge of the peacekeeping operations UN peacekeeping, the development scenarios, the deployment criteria, the roles and tasks that might they could carry out, and the elements key to the analysis of the situation following the information sessions	0	1,200 participants 80 per cent	Cumulative total: 92 per cent of participants considered that had improved their knowledge of peacekeeping (1,353 out of 1,467 respondents) 1st and 2nd quarters of 2023: 508 out of 560 respondents 91 per cent of participants. Second quarter of 2024: 666 out of 718 respondents 93 per cent of participants. 4th quarter of 2025: 179 out of 189 respondents 95 per cent of participants.	the objective and target had been met.
	Information sessions (MIET) are held on United Nations peacekeeping operations.	Number (#) of participants attending the information sessions (broken down by gender and rank).	0	2023 and 2024: 1,500 participants (60 per cent women and 40 per cent men). 5 additional sessions in 2025: 300 participants (60 per cent women and 40 per cent men)	Cumulative total: 1,673 participants (899 women and 774 men). 54 per cent women First and second quarters of 2023: 656 in total 379 women (58 per cent) (21 officers and 358 non-commissioned officers) 277 men (42 per cent) (16 officers and 261 enlisted personnel) Second quarter of 2024: 777 in total 377 (49 per cent) women in uniform (8 officers and 369 non-commissioned officers and enlisted personnel) 400 men in uniform (16 officers and 384 enlisted personnel). 4th quarter of 2025: 240 in total 143 (60 per cent) women in uniform (3 officers and 140 non-commissioned officers) 97 men in uniform (3 officers and 94 non-commissioned officers)	Target met. Target not met
		Number (#) of information sessions held (broken down by location).	0	2023 and 2024: 28 face-to-face information sessions (12 in 2023 and 16 in 2024). 5 in 2025	Cumulative total: 32 MIET information sessions. First and second quarters of 2023: 12 face-to-face information sessions (9 in Montevideo and 3 in the provinces). Second quarter of 2024:	the objective and target had been met.

					16 face-to-face information sessions (9 in Montevideo and 7 in the provinces).	
	Instructors are trained to join the mobile training teams.	Number (#) of trainers trained to join the mobile teams (broken down by gender and rank).	0	12 in total 4 women 4 men 2 female substitutes 2 male substitutes	4th quarter of 2025: 5 face-to-face information sessions (4 in Montevideo and 1 in the provinces). First and second quarters of 2023: 11 instructors 6 women (4 officers, 2 non-commissioned officers) 5 men (4 officers, 1 non-commissioned officer) First quarter of 2024: 9 instructors 4 women (3 officers and 1 non-commissioned officer) 5 men (4 officers and 1 non-commissioned officer) Third quarter of 2025: 6 instructors (3 officers and 3 non-commissioned officers)	Objective and target achieved. Guidelines containing content for the planning and delivery of MIMET sessions were shared with focal points at the Ministry of Defence and the Armed Forces to ensure the sustainability of the activity.
		Number (#) of mobile information and education teams.	0	2 (Team A and Team B).	2023–2024: 2 units (Unit A and Unit B) 2025: 1 team	Objective and target achieved.
		Number (#) of training courses for trainers delivered (broken down by type and location).	0	1	3 in total 1st quarter of 2025: 1 training-of-trainers course 1st quarter of 2024: 1 refresher course for trainers 1st quarter of 2023: 1 training for trainers	Target met

Barrier 6 (High): Negative experiences in peacekeeping deter women (and men) from volunteering to take part in deployments

Project Activity 5						
International conferences to share positive experiences in peacekeeping operations						
	Objective	Indicators	Reference	Target	Key results	Comments
Results (effects)	Increase in the deployment rate following information sessions and conferences.	Percentage (%) of women who attended international conferences, volunteered for deployment, were nominated and were ultimately deployed.	0	10 %	Deployment 2023/2024: 6.3 per cent of female service personnel who attended the international conference in 2023 were deployed (2 out of the 32 women who attended). Deployment 2024/2025: 9.1 per cent of female service personnel who attended the international conference in 2024 were deployed (3 out of the 33 female attendees). Key finding on the impact on deployment not included in the indicator :	Target not met However, an additional impact on deployment was observed that was not anticipated in the initial measurement: 100 per cent of women in the armed forces deployed as part of UNMEM (S.O./military observers) participated as speakers at the international conferences.

					100 per cent of women from the Armed Forces deployed as part of UNMEM were speakers at the conferences: An Army officer who was a speaker at the 2023 international conference (and a participant in the communication campaign) was deployed as a military observer with MINUSCA. An Army officer who was a speaker at the 2024 international conference (and author of one of the stories in 'Stories of Peace 2') was deployed as a staff officer with UNDOF. A Navy officer who was a speaker at the 2024 international conference (and a participant in the 'Uruguayan Women in Peacekeeping Operations' campaign) was deployed as military observer with MONUSCO.	
	Greater positive perception of peacekeeping operations amongst women in uniform.	Percentage (%) of women who stated that their perception of the peacekeeping experience changed following the conferences.	0	30%	2023: 80 per cent of women who had no information about peacekeeping operations or held a negative perception of them went on to hold a positive perception after the conference. 2024: 70 per cent of women who had no information about peacekeeping operations (PKOs) or who had both positive and negative perceptions of PKOs went on to have a positive view of them after the conference.	Target achieved
Outcomes	Conference outputs are developed and published.	Number (#) of knowledge products developed.	0	1 conference report by December 2023 and 1 conference report by December 2024	Cumulative total: 2 conference reports First quarter of 2024: 1 conference report. 4th quarter of 2024: 1 conference report (here).	Target achieved
	International conferences are held to share positive experiences in peacekeeping.	Number (#) of women in uniform involved in peacekeeping who participated in the conferences as panellists (broken down by rank / corps /	0	6 women in uniform	Cumulative total: 12 female panellists 2023: 7 women in uniform as panellists: 1 colonel (Air Force) 2 lieutenant colonels (Army) 2 captains (Navy)	Target achieved

		specialism / post to which they were deployed)			1 second lieutenant (Army) 1 second lieutenant (Air Force) 2024: 5 women in uniform as panellists. <u>Army</u>: 2 captains () 1 lieutenant colonel (Brazil) <u>Navy</u>: 1 captain () <u>Air Force</u>: 1 captain ()	
		Number (#) of participants at international conferences (broken down by gender, rank and affiliation)	0	By 2023: 100–120 in-person participants (with online streaming available) By 2024: A maximum of 120 in total. 20 officials 10 members of the Armed Forces of Brazil, Argentina, Chile and Paraguay. 59 members of the Armed Forces' personnel (34 women and 25 men). 30 members of civil society and from universities. Live stream available.	Cumulative total: 735 conference participants 2023: 500 participants in total. 120 participants attending in person. 380 online participants. 60 military participants (32 women, 28 men). 60 civilian participants. 41 views on Zoom. 339 views on YouTube. 2024: 235 participants in total. 117 in-person participants. (64 military participants and 53 civilians) (33 female military personnel and 31 male military personnel) (16 international participants) 118 online participants.	Target achieved
		Number (#) of international conferences held	0	2 conferences (fourth quarter of 2023 and third quarter of 2024)	Cumulative total: 2 international conferences 2023: 1 conference held on 19 December 2023 2024: 1 conference held on 12 December 2024. (Watch the recording of the conference here).	Target achieved

	Sessions are held to share experiences on peacekeeping.	Number (#) of female uniformed personnel with experience and expertise in UN peacekeeping operations participating in these briefing sessions as panellists (broken down by rank / corps / specialism / position in which they are deployed)	0	8 women in peacekeeping forces	0	Target not met. (The implementation of these sub-activities was not supported by the institutions involved)
		Number (#) of Armed Forces personnel participating in the annual sessions for the exchange of experiences on peacekeeping (broken down by gender, rank and affiliation)	0	160 (40 participants per session)	2024: 20 participants (15 women and 5 men).	Target partially met
		Number (#) of experience-sharing sessions held.	0	4 information sessions in total (2 in 2023 and 2 in 2024)	Third quarter of 2024: 1 session held on 31 July.	Target partially met.

EIF Outcome 4: Improved working and/or living conditions for women in uniform participating in United Nations peacekeeping operations

Barrier 4 (High): Domestic constraints that hinder women's deployment opportunities

Project Activity 3

Additional family support for women applying for deployment

	Objective	Indicators	Baseline	Target	Key results	Comments
Outcomes (effects)	Reduction in the heaviest childcare burden experienced by mothers due to be deployed and by single parents who are heads of household.	Number and percentage (%) of US Armed Forces personnel who state that support with education, transport and extracurricular activities made their deployment easier (as per survey).	0	70 % Surveys will be conducted in October for UNDOF and in November for MONUSCO.	Second quarter of 2025: 100 per cent of all beneficiaries stated that the benefit facilitated their deployment.	Target met.
	Increase in the number of women and single parents deployed with children aged up to 12.	Number (#) and percentage (%) of women and single parents who are deployed with children aged up to 12, who apply for and receive family allowances (broken down by force and type of deployment) from the group of eligible beneficiaries.	0	100 per cent of deployed women and single parents who wish to make use of these benefits	Cumulative total: 11 beneficiaries: 10 women and 1 man Deployment 2023–2024: 8 women in the Army applied for the benefits. Four of them were ultimately designated as beneficiaries following the eligibility verification process.	Target partially met: It was not possible to measure the impact on the willingness of staff with children to volunteer, as the benefits were made available by the Ministry of Defence (MDN)/Armed Forces once the selection process for deployment had concluded,

				they have access to them. They accounted for 33 per cent of all women with children aged up to 12 who were deployed. The remaining 77 per cent did not apply. Four of the eight applicants were not designated as beneficiaries: in three cases because they were not ultimately selected for deployment, and in one case because they were unable to provide official receipts for the services used with financial support. No men applied for the benefit. Deployment 2025–2026 The number of applicants for the family support benefit doubled in 2024, to take effect in 2025–2026, compared with 2023: 16 members of the Army applied: 8 women and 8 men. Eight people were designated as beneficiaries: seven women and one man. Women accounted for 60 per cent of those eligible to receive the support (with children aged up to 12), whilst the man accounted for 100 per cent of men eligible to receive it. 6 women and 1 man actually received the benefits. 1 woman was removed from the Mission at her own request and therefore did not receive the support.	reaching only those who had already been designated as beneficiaries. Nevertheless, the activity provided evidence regarding the impact of the barrier: The low number of women with children aged 12 or under who are deployed is confirmed. Taking MONUSCO 2025 as an example, of the 46 women deployed there, 38 do not have children aged 12 or under. The requirement to submit a statement of account for the use of family support was, in some cases, a difficulty and led some beneficiaries to stop receiving it. Communicating the benefits and ensuring that information reached the target audience was a constant challenge, attributed to the hierarchical and vertical institutional structure and dynamics.
	Number (#) and percentage (%) of women and single parents deployed with children aged 12 or under, compared with the total number of those deployed.	2023: 8 women with children (12 per cent) (Army: 3 personnel; Air Force: 4; Navy: 1 member of staff). No data is available on single .	A 5 per cent increase in the number of single mothers and fathers deployed with children aged up to 12 by the end of the project.	Cumulative total: 21 women deployed 19% of women deployed = 7% increase 2023/2024 allocations: 21 per cent of women assigned have children aged up to 12 (12 out of 57) = 9 per cent increase 2024/2025 deployment (data available for UNDOF only): 28 per cent of women deployed to UNDOF have children aged between 0 and 12 (5 out of 18) = 16 per cent increase 2025 deployment (data available only for MONUSCO):	Target met A 7 per cent increase compared with the baseline set for 2023 for women (mothers). No data was available for comparison in the case of single men (fathers).

					11 per cent of women deployed to MONUSCO have children aged between 0 and 12 (4 out of 38) = 11 per cent	
Results	Take-up of benefits by single mothers and fathers deployed with school-age children.	Number (#) of deployed personnel from the Union’s Armed Forces (women and single fathers) receiving the benefit (broken down by type of benefit, rank, corps, specialism and deployment location).	0	Year 1 (2023/2024): Maximum 50 beneficiaries Year 2 (2024/2025): 20 beneficiaries (based on the experience of implementing from Year 1).	Cumulative total: 11 grants awarded Year 1 – 2023–2024: 3 female beneficiaries and one male beneficiary (Army) (2 for transport, 1 for a school grant) Year 2 – 2025–2026: 3 female beneficiaries and one male beneficiary (Army) (2 for transport, 1 for a school grant) 3 female beneficiaries (Army) deployed to UNDOF (2 for transport, 1 for extracurricular activities).	
		Number (#) of deployed personnel from the Union’s Armed Forces (women and single parents) applying for the benefit (broken down by type of benefit, rank, corps, specialism and posting).		Year 1 (2023/2024): Maximum of 50 beneficiaries Year 2 (2024/2025): 20 beneficiaries (based on the implementation experience from Year 1).	Cumulative total: 31 applicants 4th quarter of 2023: 7 female applicants 0 male applicants First quarter of 2024: 4 eligible female candidates (2 for UNDOF and 2 for MONUSCO). 0 male candidates Third quarter of 2024: 4 female candidates (UNDOF) 0 male candidates Fourth quarter of 2024: 8 female candidates (4 for UNDOF and 4 for MONUSCO). 8 male candidates (all for MONUSCO).	Target met
Sub-activity 3 of the Peacekeeping Personnel Family Day to help raise families’ awareness of peacekeeping deployments, assist them in preparing for them and address domestic constraints that may affect women’s willingness to be deployed						
Objective	Indicators	Baseline	Target	Key results	Comments	

Outcomes (effects)	Greater understanding amongst the families and friends of peacekeeping personnel regarding UN peacekeeping operations and, in particular, regarding women's contributions to peacekeeping and their perceptions of their participation. This addresses the greater burden of childcare faced by single mothers and fathers, which consequently influences the willingness of single mothers and fathers to be deployed whilst having children aged up to 12 years of age.	Number (#) and percentage (%) of participants taking part in awareness-raising activities.	0	200 participants 50%	All 170 participants attended the awards ceremony honouring the authors of 'Stories of Peace 2' (100 per cent), during which officials from the Project Steering Committee discussed the importance of women's contribution to peacekeeping.	Objective and target achieved.
Results	Greater awareness of peacekeeping scenarios and women's contributions to UN peacekeeping.	Number (#) of attendees (broken down by military and civilian personnel, children and adults, boys and girls)	0	400 participants	160 participants: 58 members of the Armed Forces with and without experience in peacekeeping missions. - 28 women - 26 men - 106 civilians, family members and acquaintances (55 adults and 51 children).	Objective achieved: Family members and people close to peacekeeping personnel received information, awareness-raising and a better understanding of women's contribution to UN peacekeeping operations. Target not met: the target of 400 participants was not reached.
		Number (#) of activities in which family members and friends of military personnel took part	0	1 Feedback book available. 1 rating button 1 sheet of stickers. 1 questionnaire to assess perceptions and prior and subsequent knowledge of peacekeeping operations and	1 station for children's drawings and representations. Six interviews were conducted with family members. See the photos here . Due to institutional requirements for implementing the programme, it was not possible to carry out: 1 open feedback book. 1 rating button 1 sticker chart. 1 questionnaire to assess perceptions and prior and subsequent knowledge of peacekeeping operations and women's	

				women's contributions. 1 station for drawings and representations by children.		
Project Activity 8 Six-month deployments within the contingents						
	Objective	Indicators	Baseline	Target	Key results	Comments
Outcomes (effects)	More women with children aged 12 or under are volunteering to take part in deployments, motivated by the opportunity for shorter periods of service. According to the MOWIP report, there is a stigma attached to mothers taking part in deployments when their children are young. Women who responded to the survey considered that the ideal duration of a deployment on a peacekeeping mission should be eight months, compared with men, who considered that the ideal duration of a deployment should be ten months. The recent public opinion survey (conducted as part of the Systemic Study) showed that 93 per cent of the population supports women's participation in peacekeeping operations, but the level of support for the participation of Armed Forces personnel in peacekeeping operations decreases when the variable 'with children' and falls even further when the variable 'women with children'.	Percentage (%) of women and single parents deployed with children aged up to 12 who are deployed for 6 months, compared with those who also have children over the age of 12 and are deployed for a full year (broken down by service branch and type of deployment).	0	80 %	Measurement not carried out.	Objectives and target not achieved. It was not implemented by the Ministry of Defence due to changes in the operational context and the security situation.
		Number (#) and percentage (%) of personnel in the Uruguayan Armed Forces who state that the six-month deployment facilitated their participation (based on a survey).	0	70 % Surveys will be conducted in October for UNDOF and in November for MONUSCO.	0	
		Number (#) of qualitative reports on responses to the perception survey and the contingent commander's report reflecting how the 6-month deployment contributed to the meaningful participation of women and the effects of a shorter deployment (positive and negative)	0	1 report	1 report submitted by the National Support System for Peacekeeping Operations on 20 November. It explores and argues that it is impossible to implement the activity. View the report here . 1 report produced by the Elsie project team presents an analysis and lessons learnt from the planning and implementation process.	Target achieved The project team's report provided the Ministry of Defence (MDN) and the Armed Forces with evidence and content to continue exploring courses of action relating to the short-term deployment impact trial. See: UAF Elsie Project Activity 8 6m Deployment Final Report

Results	To provide women and single parents with the opportunity to take part in a 6-month deployment as a pilot scheme to measure the effect this has on women's deployment rates.	Number (#) of one-way tickets (inbound or outbound) for those deployed for 6 months.	0	Maximum of 60 return tickets. The Ministry of Defence has set a maximum of 60 tickets (up to 30 one-way and 30 return). However, based on the experience of implementing the project during the first year, the aim is for 30 per cent to be deployed for 6 months (9 people on the outward journey and 9 on the return).	0	Activity not implemented
		Number (#) and percentage (%) of Armed Forces families (women and single parents) deployed for 6 months	0	30 people 100 per cent of women and single parents who wish to be deployed for 6 months are deployed for 6 months.	0	Activity not implemented.
		Number (#) of Armed Forces personnel (women and single parents) requesting a 6-month deployment	0	30 applicants	3rd quarter of 2024: No applicants. 4th quarter of 2024: No applicants.	Further information can be found in the Ministry of Defence/SINOMAPA report and in the activity report of the Elsie Armed Forces project.

PART 3: Description of project results and lessons learnt

Summary of results

Provide a general summary of the **project's final results at the time of its completion**, focusing on what was achieved rather than on the detailed steps. If the project comprised more than one activity, summarise the results in the same order as in the Results Framework table.

In your summary, highlight:

- Key results and outputs achieved
- Any unexpected results (positive or negative)
- How all the activities together contributed to the overall impact of the project
- **The potential long-term impact** of the project
- Key observations on how the project was implemented

How is your organisation or its partners ensuring the sustainability of the project's results or tools (for example, through ongoing training, budget allocation, infrastructure maintenance or integration into institutional policies or procedures)?

The project's implementation has adopted an evidence-based approach, focusing on expected outcomes and the priority barriers addressed, with a strong monitoring and evaluation (M&E) component, which is in line with the principles of results-based management (RBM) and UN Women's reporting standards.

Secondary outcome 2 – EIF: Expanding country-specific knowledge on the barriers to women's participation in UN peace operations.

The underlying objective is to expand existing knowledge on obstacles and strengths, situating them within the national and organisational context of the armed forces. The systemic study was designed to generate further knowledge on the barriers. However, the project's integrated approach enabled knowledge to be generated across the board, such that all the activities implemented provided information on the impact of the barriers.

The study, which was carried out between 2024 and 2025, consisted of three phases: a literature review, a qualitative phase (interviews) and a quantitative phase (surveys). A study of this nature was unprecedented in Uruguay and, as such, faced certain challenges – such as defining the sample, which required close collaboration with the Ministry of Defence – but also yielded significant results that led to relevant recommendations for the Ministry's future actions. The sample comprised members of the Armed Forces (men and women) aged between 19 and 55 (the authorised deployment age) from various ranks, taking into account gender and deployment experience. The information gathered during the qualitative phase was collected through semi-structured, in-depth, specific and general interviews. The findings from the 21 interviews are summarised as follows:

1. The motivation for joining the Armed Forces does not differ significantly between men and women; it is linked to a sense of vocation and family tradition.

2. As regards the role of women, they do not currently perceive any discrimination, to quote verbatim, ‘beyond natural physical differences’. Certain objections were observed only in relation to the Navy. Furthermore, the interviewees pointed out that whilst this is the case today, it was not so when women were first admitted.

4. The majority believe that women can carry out operational duties in any field.

5. Those interviewed accept gender equality, understanding that this exists when no differential measures are applied, for example, in physically demanding activities. There is unanimity regarding the concept of ‘meritocracy’, that is, that promotions should be based on each person’s ability and on equal opportunities.

6. The main motivation driving women to deploy is to improve their financial situation, followed by the desire to learn about and contribute to other cultures.

With regard to the quantitative phase, the survey questionnaire was designed on the basis of the insights gained from the interviews and the variables identified from the information collected during the documentary phase. It took the form of a self-administered questionnaire, sent to email addresses or mobile phone numbers. The quantitative phase could not be completed, as insufficient responses were received for data analysis, despite the Ministry of Defence’s efforts to encourage personnel from the Uruguayan Armed Forces to respond.

It was concluded that the methodology proved to be inadequate, and valuable lessons were learnt regarding the methodology and approach required to continue generating data analysis on the barriers.

As a complementary activity to the systemic study, a public opinion survey was carried out to gauge society’s perceptions of the Armed Forces and their participation in peace operations. This was an unprecedented survey, unique in the region due to the factors measured and its incorporation of a gender perspective. The results show that 8 out of 10 respondents agree with the country’s participation in peacekeeping operations abroad and, with regard to women’s participation in these operations, 93 per cent of the population agrees. It is noteworthy that the level of approval for participation in peacekeeping operations decreases when the variable

‘with children’ is introduced, and falls even further when it comes to ‘women with children’.

EIF Primary Outcome 2. Increased meaningful participation by women.

The measurable increase in women’s participation in UN peacekeeping operations achieved during the Project reflects the effectiveness of efforts to address gender barriers and promote women’s participation. The fact that women’s participation has grown despite a reduction in the number of armed forces personnel deployed by the UN and, in the case of Uruguay, a slight decrease in the number of men, suggests that the project’s impact was not merely a reflection of a general trend, but rather acted as a specific driver of sustainable change.

This progress reflects the project’s effectiveness in advancing the strategic objectives of Uruguay and UN Women by addressing gender barriers and promoting women’s participation. The fact that women’s participation has increased despite the overall reduction in the number of armed forces personnel deployed by the UN and, in the case of Uruguay, a slight decrease in the number of men, suggests that the project’s impact was not merely a reflection of a general trend, but rather acted as a specific driver of change. This progress reflects the project’s effectiveness in advancing UN Women’s strategic objectives by addressing gender barriers and enhancing women’s participation.

EIF Secondary Outcome 3: Increased availability of women from the armed forces for deployment.

Empowerment through communication and improved access to information.

Women in uniform were empowered by receiving clear and personalised information on the selection criteria for deployment, opportunities and scenarios, as well as on the Women, Peace and Security (WPS) Agenda. This outcome directly addresses a key barrier identified in the Armed Forces’ MOWIP assessment (2020) — the lack of information on deployment processes — which discourages women from volunteering.

936 women in uniform from across the country, representing 19 per cent of all women in the Armed Forces, expanded their knowledge in these areas. The 32 MIET information sessions, the international conferences in 2023 and 2024, the five additional information sessions focusing on the Elsie project and its benefits, and the communication workshop on

the MPS agenda, reached personnel from across the country, with this geographical reach contributing to the diversity of those involved.

Indeed, the information sessions run by the Mobile Information and Evaluation Teams (MIETs) took place in eleven of the country's nineteen departments. They were thoroughly planned and organised, and were successfully implemented in each year of the project, through smooth interaction between the Armed Forces authorities and the project team. As a result, 1,710 members of the Armed Forces, 55 per cent of whom were women, received training on operational roles in UN peacekeeping operations, the necessary skills, requirements, and the criteria and scenarios for deployment.

The annual implementation generated valuable experience and knowledge, which were systematically applied to improve the efficiency and effectiveness of the sessions. In preparation for these sessions, two train-the-trainer (ToT) courses were delivered to the twelve selected instructors during 2023 and 2024. The knowledge generated and lessons learnt from this activity were carefully compiled into Guidelines for the Planning and Delivery of MIET Sessions, which were submitted to the Ministry of Defence to ensure the programme's sustainability and strengthen its capabilities.

Identification of women volunteers for deployment and potential gaps in military training. The evaluation surveys carried out as part of the Monitoring and Evaluation process identified women's interest or willingness to be deployed, particularly in combat roles, as well as the military training requirements for deployment. Fifty-nine per cent of the participating women expressed an interest in deployment; when compared with the actual deployment rate of 7 per cent, this highlights a gap between interest and actual deployment. The surveys also showed that 91 per cent of the women in the Armed Forces who took part in the information sessions had completed the military training that would make them eligible for deployment. The aim of this indicator was to increase awareness of gaps in combat training so that these could be referred to the appropriate training bodies within the Armed Forces. The target set was that no more than 60 per cent of women should lack basic combat training; this target was comfortably exceeded by 2025.

Inclusive and diverse training. The 32 MIET sessions held during the project cycle brought together experienced instructors to form a single, cohesive Mobile Training Team comprising Armed Forces personnel from various ranks and branches. This approach fostered knowledge-sharing and mentoring, enhancing the overall quality of instruction. These practices align with UN Women's emphasis on adaptive learning, participatory approaches and gender-sensitive monitoring.

Institutional capacity was strengthened. The project helped to strengthen institutional capacities by providing communication strategies and skills for discussing women's meaningful participation in UN peace operations and the MPS agenda, whilst promoting development conditions with a gender perspective. By September 2026, 5,347 members of the armed forces, civil servants and academics had participated in the project's activities. Its implementation also demonstrated that a comprehensive approach to incorporating a gender perspective into recruitment, retention, promotion, training and deployment processes is more effective than isolated interventions.

Twelve trainers, both male and female, who have been trained to lead MIET information sessions on various aspects relating to deployment in UN peacekeeping operations, are strengthening the capabilities of the Armed Forces and reinforcing the project's sustainability component. During the surveys, some female participants particularly highlighted the sessions as a unique opportunity to receive clear, systematic, first-hand information. It is worth noting that the instructors took ownership of this activity; they have informed the project team and expressed to their senior commanders their willingness to continue delivering similar sessions and to incorporate them as part of pre-deployment training once the project concludes.

Greater visibility and community participation were achieved. The information and communication campaigns carried out both within the Armed Forces and externally within Uruguayan society aimed to highlight and emphasise the role of women in the Armed Forces and in UN peacekeeping operations. Although annual recruitment campaigns exist, these are not widely publicised and do not directly address the recruitment of women. These activities helped to highlight the opportunities available to women in the Armed Forces, including deployments to peacekeeping operations. A total of 5,347 people, of whom 1,071 were women, were reached through activities promoted by the Elsie Project. In the case of female service personnel, they were particularly empowered to

to take part in UN peacekeeping operations. The launch of *'Historias de Paz'* (*Stories of Peace*), an illustrated book for the whole family that recounts experiences of deployment – nine of which feature women – raised the profile of women's roles in these operations and fostered community support.

The project's communication events successfully engaged key stakeholders in Uruguay's participation in peacekeeping operations, highlighting the role of women in these missions. M&E data relating to the reach of communication materials disseminated by the Armed Forces and via the project partners' social media channels and websites exceeded the expectations set out in the project document.

Barriers related to the domestic sphere were successfully mitigated. The project's implementation enabled family support to be provided during deployment to women with children aged up to 12. This consisted of financial support to cover extended school hours, extracurricular activities (languages, sports and arts) and school transport for children aged up to 12. The Directorate-General for Armed Forces Services (DGSSFFAA), which reports to the Ministry of Defence and is responsible for managing the social security system for Armed Forces personnel, was the implementing partner for this activity. This financial support helped to alleviate family pressures during deployment, but it also revealed important information about the impact this barrier has on women in the Armed Forces, providing the Ministry of Defence with valuable insights for taking action in the future. All the beneficiaries of the family support emphasised that having this benefit made family life easier for those staying at home, improving the children's quality of life whilst their mothers were deployed. It also enabled the development of positive and enriching personal stories that serve as an inspiring model and help to expand the pool of women eligible for deployment on UN peacekeeping operations.

However, the report also revealed that information about the benefits reached potential beneficiaries only after the selection process for deployment had been completed; consequently, its impact on women's willingness or decision to deploy could not be measured.

Active family participation was fostered during the UN Peacekeepers' Family Day. The Family Day succeeded in involving spouses, partners and children in activities designed to address concerns about participating in peacekeeping operations and to foster family support for women's willingness to deploy. This unprecedented initiative in Uruguay yielded positive results. It offered an inclusive approach to fostering open dialogue and understanding, and helped to change institutional norms by demonstrating the importance of family and community support for women serving in peacekeeping forces. Through the family-oriented recreational activities that took place, awareness was raised and the importance of women's contribution in these contexts was highlighted.

Family Day set a precedent for ongoing institutional support, making women's operational roles more visible and accepted.

Leadership capacity and confidence in promoting the Women, Peace and Security (WPS) agenda have been strengthened. Senior and middle-ranking officers took part in a dedicated workshop designed to raise awareness and improve communication skills on issues relating to the WPS agenda and the deployment of women in peacekeeping operations. Perception surveys on the activity showed that 94 per cent of participants reported feeling more secure and confident when discussing and promoting the WPS agenda within the scope of their duties.

Recognition and visibility were achieved through the production and dissemination of *'Stories of Peace'*. The two calls for Uruguayan peacekeepers to share their experiences in peacekeeping operations, linking communication and family support, resulted in the launch of *'Stories of Peace: Uruguayan Accounts'* and *'Stories of Peace 2: New Uruguayan Accounts'*. Fourteen powerful deployment experiences – nine of them by women – were compiled into two illustrated books for families (in print and digital formats, with the first edition also available in English).

The book raised the profile of women's roles and provided an innovative way of bringing families and the community closer together. It also served as a tool to connect women with their families and communities, which helped to mitigate the stigma associated with women's deployment and domestic responsibilities, as identified in the MOWIP study.

Secondary Outcome 3, EIF: Improved working conditions for women in the armed forces in UN peacekeeping operations, which also benefited deployed men.

The measure of success for this outcome is the reduction in the childcare burden on mothers wishing to be deployed and on single parents. Family support was provided to families to ease the dynamics during deployment. Systematic monitoring of deployment data confirmed the impact of the barrier relating to domestic considerations on women's availability for deployment. Only 16 per cent of women deployed in the period 2024–2025 had children aged 12 or under, highlighting the ongoing challenge of balancing family and professional responsibilities.

The option of a six-month deployment for women in Armed Forces contingents (Activity 8) was subsequently introduced, with the expected outcome of mitigating the impact of excessive deployment duration (12 months) on women serving in deployed units, based on the experience of the UN's six-month deployment policy for female observers and staff officers. This was added to the project at the request of the Ministry of Defence (MDN) following negotiations between Uruguay and the UN Department of Peacekeeping Operations. The country was approved to trial this initiative subject to a series of conditions, which were taken into account in the planning carried out by the project team, whose role was to provide financial support for the six-month rotation. However, the activity was not implemented by the Ministry of Defence (MDN) on the grounds of operational reasons and the security context in the deployment areas, which made proper planning and implementation impossible.

As a financial consequence of this, the budget allocation earmarked for this activity (USD 126,440) will be repaid in full to the EIF.

Data collection and monitoring systems within the Ministry of Defence (MDN) and the Armed Forces were strengthened. The project's evidence-based approach highlighted the need to systematise institutional commitment to the exchange of information for the purposes of monitoring, evaluation and knowledge generation, including information on voluntary deployment. It was noted that no records are kept of those who volunteer for deployment. Having an 'eligible pool' (men and women) would facilitate the tracking of their deployment process and the monitoring of their availability.

PART 4: Good practices and recommendations.

This section should not exceed one page.

a. Emerging and good practices:

- What worked well during the project?
- Describe any good practices that proved effective and could be replicated in future projects.

b. Recommendations and lessons learnt

- What recommendations or lessons have you identified based on how the project was designed and implemented?
- Please provide details and include suggestions for improvement.

c. Reflections

- **Looking back, is there anything you would have done differently in the design or implementation of the project?**

Please consider the following areas:

- Project partners and roles
- Project management
- Monitoring and evaluation
- Communications and dissemination

- d. Where relevant, please indicate any approaches or systems that your organisation intends to continue or expand, either using its own resources or as part of future planning.

The implementation of the Elsie Project demonstrated that increasing women's meaningful participation in peace operations requires a comprehensive approach combining institutional capacity, leadership commitment, data-driven decision-making and cultural change.

The role of women leaders generates multiplier effects. Project participants have become advocates for the importance of women's meaningful participation in peace operations, organising events, acting as speakers and sharing operational experiences. An impact is also evident in deployments; 100 per cent of women from the FFA currently deployed as military observers and staff officers took part in the Elsie Project's activities. During 2026, female instructors from the MIET sessions participated in other events on peace operations in Uruguay and abroad.

Project identity and leadership at national level. Positioning national institutions as leaders has been key to the project's implementation. Efforts have been sustained to foster a sense of ownership of the project within the Ministry of Defence (MDN) and the Armed Forces' command structure, which is essential for institutionalising change. As a lesson learnt at a strategic level, the project's national identity must be secured from the outset, with clear access to information mechanisms and defined institutional responsibilities. In this regard, the impact and level of progress of the activities were largely guided by the coordination and oversight capabilities of the Ministry of Defence (MDN) and the Armed Forces. Establishing direct working arrangements between the project team and a designated human resources focal point proved essential to ensuring timely access to accurate, disaggregated data.

Strength of the project coordination and implementation team. A strong and cohesive project team, supported by project management, was essential for the implementation of the various activities. It worked persistently with the designated focal point at the Ministry of Defence and the focal point within the Armed Forces to ensure that information was transmitted through official channels, thereby securing direct support for the project's activities. It was observed that these activities were very well received by Armed Forces personnel, who demonstrated openness and a willingness to participate; this was subsequently evaluated and confirmed as a positive assessment (usefulness of the activities). As for the beneficiaries, the coordination team's perception is that personnel particularly valued the opportunities to share and reflect on their contribution to peacekeeping.

Support at the family level was strengthened. By encouraging the participation of partners and male family members, the project's activities promoted shared responsibility for care work within households, increasing family support for women's participation in peace operations and helping to normalise the idea of women taking on operational roles. The UN Peacekeepers' Family Day – the first of its kind in Uruguay – was innovative and highly appreciated by participants, offering an opportunity for families and peacekeepers to share their experiences, thereby making an impact at community level. This activity stood out as a replicable good practice for facilitating women's meaningful participation.

Combining technical information with interactive and participatory activities during the MPS workshop proved to be a good practice for better internalisation of concepts and improved application by participants in their workplaces. This approach supports adult learning and enhances the practical impact of capacity-building initiatives. The guidelines developed were shared by the Ministry of Defence (MDN) to ensure sustainability.

A robust monitoring and evaluation (M&E) component served as a best practice for generating evidence. Having an M&E specialist on the project team provided evidence-based results and produced disaggregated data on deployments linked to project activities. This enabled more objective and transparent decision-making based on the project's progress and expected outcomes, and provided evidence to make adjustments where necessary. It also led to the identification of data gaps that are institutionally essential for the monitoring and evaluation of the activities implemented, thereby ensuring the sustainability of any results achieved. Evidence-based planning is particularly recommended for the design and subsequent implementation of projects. The use of baselines and institutional assessments provided by the MOWIP evaluation helped to identify priority barriers to women's meaningful participation in peace operations; however, the project's implementation revealed new gaps in data collection and monitoring systems.

Lessons learnt from the provision of family support. Family support was conceived as an incentive for women to join the volunteer scheme. However, it could not be effectively measured due to the way it was communicated. Only those who had already been selected for deployment were informed of the benefits, thereby eliminating the opportunity to influence the application process. Consequently, its impact as an incentive for women to apply for deployment could not be measured. The initiative provides valuable insights for the Ministry of Defence to continue exploring the impact of the barrier it seeks to address.

Lessons learnt from the implementation of the systemic study. The systemic study generated valuable information on the best approach to continue assessing the impact of barriers within the Armed Forces. It was observed that it is not common for Armed Forces personnel to respond anonymously and outside the hierarchical structure, which demonstrates that voluntary surveys (and even less so self-administered ones) are not suitable for analysing this population. Furthermore, this is not an issue perceived as a priority, least of all by the men in the sample; a normalisation of the roles of women and men in family life and within the Armed Forces was also observed, with a consequent rejection of affirmative action measures aimed at promoting women's participation.

Effective financial monitoring of the project. Financial implementation involved detailed planning and monitoring of the funds available for each activity, as set out in the budget that formed part of the project's project document (PRODOC), in line with the policies of UN Women and the EIF. This enabled the effective use of funds and the continuous monitoring of accounts and finances. Any surpluses resulting from the inability to implement activities as planned, and identified upon the Project's closure, will be reimbursed to the EIF.

PART 5: Risks and Mitigation Measures

This section must not exceed one page.

Describe the main risks faced by the project and how they were addressed. Include both the risks identified during the project design phase and any new risks that arose during implementation

a. **Key risks.**

- What were the main risks to achieving the project's outcomes? (e.g. security situation, partners' capacity, political changes)
- What measures were taken to reduce or manage each risk?
- Were the risks successfully mitigated? (Yes / No / Partially)

Use the table below to list each key risk and the corresponding measures taken.

Description of the key risk	Measure(s) taken to mitigate the risk	Effectiveness of the measure (high/medium/low)	Was the risk reduced?
Limited staff availability: Throughout the project, work was carried out with one focal point at the Ministry of Defence (MDN) and one within the Armed Forces. Combined with the overlap of other institutional commitments, this reduced the number of staff available, which affected certain aspects of implementation, monitoring and data collection.	The project team worked continuously with the project focal points at the Ministry of Defence and within the Armed Forces to ensure that information was communicated in a timely manner through official channels. Post-activity surveys, conducted for monitoring and evaluation purposes, consistently confirmed that briefing sessions at senior and unit levels were the most reliable and effective channels of communication for personnel, highlighting the fundamental role of senior officers in communicating the project's messages.	Medium	Yes
Policy changes: Institutional changes took place including a change of government during the project's implementation, which made it necessary to establish new channels of communication with the new authorities.	The new authorities' full understanding of and support for the MPS agenda in general, and particularly regarding the participation of women from the armed forces in peace operations, facilitated the transition to new coordination arrangements.	High	Yes

Security situation: the unstable operational context was an external factor that affected deployment timetables and the subsequent willingness to deploy.	The six-month deployment activity incorporated via an amendment to the project in 2023 could not be implemented due to these factors external to the project. A more comprehensive risk mitigation strategy that takes external factors into account is recommended for the design of future projects.	Low	No
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b. Human Rights Due Diligence Policy (HRDDP) Risks: N/A

PART 6: Challenges and issues

Describe the main challenges faced by the project and how they were managed. Challenges are distinct from risks: they are problems that actually occurred during implementation:

a. Project outcomes

- Challenges relating to the achievement of results (e.g. delays in activities, difficulty in meeting targets, limited participation)
- Difficulties in achieving the expected results
- Delays in meeting objectives
- Measures taken to overcome them

b. Project implementation

- Challenges relating to the way the project was carried out (e.g. coordination between partners, changes in the country context).
- Administrative or financial delays.
- Coordination or communication problems between partners.
- Measures taken to overcome them.

Use the table below to list each key challenge and the corresponding measures taken

Description of key challenges: list the key challenges faced	Key measures taken to address them.	Was the problem resolved? (Yes/No/Partially)
Uneven understanding of the Elsie Project's approach, resulting in information about the project's activities and impact not always reaching Armed Forces personnel.	Efforts were maintained to secure the support of senior leadership, so that acceptance of and ownership of the project would not be affected. This is necessary to ensure that projects are not perceived as being driven from outside, which enhances sustainability and overall impact Creating more systematic and robust internal teams and communication channels is key to this type of project.	Partially

Delays and a lack of data to measure the project's progress and report on its impact.	The project team worked closely with the Ministry of Defence's focal point and the Armed Forces' focal point to channel data requests through official channels within the Armed Forces. Data request protocol templates were issued to standardise and simplify the exchange of information. During Steering Committee meetings, the M&E specialist provided technical support and guidance on data collection and monitoring and evaluation practices. The project team occasionally had to resort to alternative data sources, such as surveys and external sources, when data was delayed or unavailable.	Partially
There was some institutional resistance within the Armed Forces to affirmative measures aimed at bringing about change, stemming from the normalisation of gender roles for women and men in the Armed Forces and in family life.	A training and awareness-raising workshop on gender equality and the MPS agenda was held for key personnel involved in peace operations, including senior and mid-ranking officers from the Uruguayan Armed Forces. Information sessions were also held to present the benefits of the project and highlight the importance of affirmative action in accelerating the pace of change towards women's participation in peace operations.	Yes
The highly hierarchical nature of communication, both within the Ministry of Defence and the Uruguayan Armed Forces. Information flows almost exclusively through formal chains of command. Furthermore, the project relied on partners' websites and communication channels to disseminate communication outputs in a timely and accurate manner.	Advance planning and the frequent, timely dissemination of communication outputs to partners proved effective in ensuring their reach.	Yes

Uneven understanding and dissemination of family support. During the project's implementation, it was observed that information about the benefit was disseminated mainly through the activities of the Elsie project (MIET sessions and communication materials produced). Consequently, there is no evidence as to the extent to which women in the Armed Forces eligible for deployment actually became aware of it.	Efforts were made to strengthen communication of the benefits for the second round (2024–2025), and to raise awareness within the Armed Forces regarding the rationale behind these measures.	Partially
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PART 7: Advocacy and Knowledge Generation

Describe the activities that promoted the project and helped raise international awareness, whilst supporting the exchange of knowledge on the participation of women in uniform in UN peacekeeping operations. Please include:

- Type of activity (e.g. event, consultation, report, publication, blog post)
- Objective and target audience
- Your role in the activity
- Links to online content (press cuttings, media coverage, publications, etc.)
- a. Promotional activities**
 - Events, campaigns or consultations organised or attended to promote the project's results.
 - Key messages or themes shared during these activities.
 - Who were the main audiences (e.g. government, the UN, the general public, the media)?
- b. Knowledge-sharing outputs**
 - Reports, research articles, blog posts, videos or case studies produced.
 - Any press cuttings, media coverage, meeting reports, publications or websites mentioning the project.
 - If the information is online, include the link or URL.

The activities of the Elsie Project were an example of robust knowledge generation, which contributes to institutional learning, sustainability and visibility.

All activity planning documents — annual work plans, the communication and visibility plan, the monitoring and evaluation (M&E) plan and the procurement operational plan — were designed using a results-based management approach. In addition, each activity generated a post-action review report, where applicable. These outputs have been shared with the Ministry of Defence (MDN) and the Armed Forces, project partners and the EIF. For monitoring and evaluation purposes, they have also been shared with the EIF in quarterly reports. They are categorised into three main areas: planning documents, progress and results reports on activities, and communication guidelines and outputs.

Activities 1 and 2: communication and information campaigns. Based on the project's expected outcomes and the communication strategy provided by the communications agency, these focused on raising the profile of women's role in the Armed Forces and in peace operations, as well as on generating social and cultural impact.

Activity 3, support for families: the UN Peacekeepers' Family Day, held as part of a strategy to promote family involvement whilst women are deployed, was publicised on the websites of the Ministry of Defence and the project partners, as well as in the media, encouraging families to support the deployment of women. 'Stories of Peace' established itself as an unprecedented and innovative tool for bringing

peacekeepers to their families, their wider communities and the school community, raising awareness of and highlighting the contribution of women (and men) in peacekeeping operations.

Activity 4: MIET briefing sessions. The reports for 2023, 2024 and 2025 detail the implementation process, results and outputs of this successful activity. Planning and implementation guidelines were drawn up and shared with the Ministry of Defence and the Armed Forces to ensure sustainability.

Activity 5: international conferences. An annual report (2023, 2024) and the dissemination of activities amongst project partners supported the positive impact of promoting regional and international events for the exchange of experiences, with a view to raising the profile of and encouraging women's participation in UN peacekeeping operations.

Activity 6: The systemic study, unprecedented in Uruguay, not only helped to understand the national context in which women are deployed, but also contributed to the dialogue on promoting the project and to the global debate on the representation of women in uniform in UN peacekeeping operations.

The project team promoted advocacy throughout the cycle. Some examples are provided below:

Promoting sustainability and stakeholder engagement. The presentation by the Monitoring and Evaluation specialist at the event commemorating UN Security Council Resolution 1325 emphasised the importance of follow-up to the project by the Ministry of Defence. This reinforced the sustainability component and encouraged stakeholders to institutionalise the best practices derived from the project's implementation.

Exchange of experiences and lessons learnt. The coordinator of the Elsie Project within the Armed Forces actively participated in international forums, including the launch of the fourth round of programming at UN Women's headquarters and the Third Latin American and Caribbean Conference on UN Peace Operations. By presenting Uruguay's experience, best practices, lessons learnt and challenges, she contributed to the exchange of knowledge between countries and to regional learning. The findings of the systemic study, as well as the results and impact of the Armed Forces presented during the event on 5 December, highlighted the fundamental importance of systematically collecting and presenting data disaggregated by sex, together with qualitative evidence.

National recognition from the private sector and increased visibility and impact. '*Historias de Paz*' earned the communications agency associated with the Armed Forces' Elsie project – and responsible for its production – a national award at a ceremony held annually in Uruguay to recognise the social impact of private-sector communications services. This demonstrates how creative outputs can serve to amplify impact and foster broader understanding in previously unrelated sectors, going beyond the project's initial expectations and target audience.

Sharing inspiring testimonies from women. Four women from the Uruguayan Army shared their experiences of how the family support provided by the Elsie project changed their lives and those of their families during their deployments, offering testimonies and reflections on the effectiveness of this initiative in addressing the care gap amongst peacekeeping personnel.

<https://elsiefund.org/2025/11/05/peacekeeping-and-parenting-how-uruguays-women-in-uniform-balance-duty-and-family/>

<https://elsiefund.org/2025/11/04/when-women-lead-carolina-bandeira-on-challenging-gender-norms-in-the-security-sector/>

<https://lac.unwomen.org/es/stories/noticia/2025/07/cuidar-y-servir-the-challenge-facing-female-service-personnel-on-peacekeeping-missions>

For further information, see: Part 9: Additional information, details of knowledge products

PART 8: Sustainability and institutional follow-up

This section should not exceed one page.

Explain how the security institution will maintain and build on the project's results and outputs once EIF funding has ended, so as to continue making progress towards the meaningful participation of women in the security institution and in UN peacekeeping operations.

- a. **Follow-up and commitment:** address the following points:

- How the project's results are being incorporated into policies, procedures or training systems
- Any follow-up activities already initiated or planned by the fund beneficiary or its partners.
- The formal commitments made by the security institution to continue addressing the barriers identified
- Who is responsible for sustaining the results and how this responsibility is being integrated into the institution's work.
- Have human, financial or technical resources been allocated or planned to sustain and build on the project's achievements?

b. Interest in similar projects

- Has this project generated interest in similar projects within your organisation, in other branches, in other organisations or in other countries? Please describe this briefly.
- If so, what plans, discussions or initiatives have been set in motion as a result?

Institutionalisation of the Elsie project's experiences. The progress reports and surveys carried out as part of M&E confirmed the effectiveness of activities such as the MIET sessions, international conferences, communication workshops on MPS, and the call for Armed Forces personnel to share their deployment experiences in *'Stories of Peace'*. Furthermore, the implementation guidelines for the MIET sessions and the MPS workshop, as well as the trained instructors, lay the foundations for institutionalising these activities within the Ministry of Defence.

The gaps identified during the project's implementation are seen as opportunities for strengthening and ensuring sustainability. The implementation enabled the Ministry of Defence to identify further barriers to women's meaningful participation in UN peacekeeping operations, prompting work on:

1. During the selection process, a lack of systematised data on female volunteers to be deployed was identified. The Ministry of Defence will work in close collaboration with the Armed Forces' peacekeeping units to ensure monitoring mechanisms regarding the voluntary nature of deployment and the gaps between the number of women volunteers and those actually deployed. In this regard, efforts will continue to standardise the selection and registration process for volunteers, which currently does not allow for monitoring and relies on decisions by middle management.
2. In terms of access to information and communication, the need was identified to strengthen communication strategies and access to information, with clear and systematised channels. The experience gained from the MIET sessions and the communication workshop on Women, Peace and Security, along with the guidelines produced, will provide valuable input.
3. There is confirmed interest in continuing to assess support for women during deployment. A dialogue will be opened so that other national stakeholders, including the care system, can contribute to the development of these benefits, including their budgeting. In any case, the Elsie project highlighted that greater dissemination before and during the selection-to-deployment process, supported by a robust communication strategy, will be key to effective implementation.
4. Work will also be carried out on conducting a national census with a gender perspective within the Armed Forces, which will enable the systematisation of information for the development of public policies that contribute to the meaningful participation of women in peace operations.
5. The findings of the systemic study are being taken into account to develop future strategies that promote women's participation in these operations. These include strengthening the system of psychological support and follow-up for families during deployment; providing educational support and childcare services for children whilst their mothers are deployed; ensuring adequate facilities for women at their destination; and the ongoing strengthening of pre-deployment training with a human rights-based approach and a gender perspective.
6. The Elsie project identified mentoring schemes as a best practice, promoting them so that women who have been deployed can support and encourage those who aspire to do so.

The impact of the Elsie project on Uruguay's role in international cooperation. International cooperation is currently undergoing a process of profound transformation, within a global context characterised by growing complexity and uncertainty. Traditional models of co-operation are proving increasingly inadequate to address these challenges, giving way to more horizontal, multi-stakeholder, multidimensional and sustainable-results-oriented approaches. These challenges are of particular relevance to Uruguay, a country classified as high-income on the basis of a one-dimensional measure of per capita income.

In this context, the fact that Uruguay has been selected to receive this cooperation is a sign of confidence in the country's capabilities, in its commitment to the agreements and obligations it has undertaken, in its defence of multilateralism and in the strength of its institutions. It also reflects recognition of an institutional capacity that enables not only the effective implementation of initiatives, but also the sustainable integration of their outcomes and lessons learnt, extending beyond the timeframes and cycles typical of projects.

This perspective, in turn, helps to strengthen Uruguay's dual role within the international cooperation system: as a recipient of cooperation, but also as a provider and partner, capable of sharing knowledge, capacities, solutions and good practices with other countries in the region and around the world. Cooperation, understood from this perspective, ceases to be a relationship based exclusively on the transfer of resources and becomes a space for exchange, the joint generation of knowledge and the development of solutions.

In this regard, this project reaffirms the importance of promoting strategic, multi-stakeholder partnerships as an essential component for achieving increasingly complex development objectives. Current challenges transcend borders, sectors and institutions, and require coordinated responses. No single institution, sector or country can, on its own, adequately address issues that are, by their very nature, increasingly interdependent and global. It is precisely through cooperation, coordination and the building of partnerships that we can generate more sustainable, innovative and impactful responses.

PART 9: Further information

a. Other project-related activities

Use this section to share any additional information about the project that has not been covered in other sections, for example:

- Support, coordination, mentoring or the exchange of experiences with other T/PCCs.
- Any communication or outreach activities related to the project, such as:
 - Press articles or press releases
 - Radio or television coverage
 - Social media posts
 - Website content

If these are available online, please include the link (URL) for each item.

b. Photographs and visual materials

Please share **between 5 and 6 high-quality final photos** of men and women in uniform from your organisation that best represent the project's outcomes.

- The photos must have been approved by your organisation.
- They may show personnel:
 - Deployed on UN peacekeeping operations, or
 - Taking part in training or exercises in their home country.

Note: These images may be used in the EIF's communication materials, including the Annual Report and project impact summaries.

Please refer to the **EIF's Photography Guidelines** below for details on image quality, format and the required information that must accompany each photo.

Photography guidelines: what to include with each photo

Please provide the following information for each photo submitted:

- Name of the photographer (or organisation)
- Name(s) of the person(s) appearing in the photo
- Description of what they are doing
- Name of the mission and/or location

Photo quality and format

- Use a high-quality camera or mobile phone set to the highest resolution
- Hold the camera horizontally (landscape) for best use in reports and online
- Send the original photos without cropping them or applying filters
- Share them via email or file transfer tools (not via WhatsApp)
- Ask someone else to take the photo; no selfies

Tips for taking good photos

- Composition: Use the rule of thirds. Keep backgrounds simple and uncluttered
- Lighting: use natural light; avoid dark or poorly lit areas
- Background: keep it clean and free from distractions

A catalyst for broader initiatives. *'Stories of Peace'* reached audiences beyond the military sphere and exceeded expectations, inspiring other state actors to launch similar initiatives. In 2026, the Ministry of Foreign Affairs, with the support of UN Women, launched a similar publication on 'Women in Diplomacy and Multilateralism', whilst the Association of Women in Energy followed suit with a book to promote women's participation in this sector.

The Elsie project as a contribution to the second National Action Plan (NAP) on MPS. The implementation of the Elsie project has generated evidence that may constitute a valuable contribution to the process of Uruguay's second Plan. Two areas deserve particular emphasis: the importance of access to information so that women can make timely and appropriate decisions, and the need to coordinate with other national stakeholders to achieve greater effectiveness in mitigating care-related barriers. Furthermore, the evidence generated can be extrapolated to other areas related to the MPS agenda and its expanding framework. For example, the need to raise the profile of women's role in peace and security activities – which often involves women being separated from their families – or to address issues of masculinity as a means of strengthening systems and supporting women's economic autonomy.

Knowledge generation and communication and visibility outputs.

Detailed coverage of the project's activities, photos and publications were systematically presented in quarterly reports and can be found in the 'key results' column of the results framework, earlier in this document.

However, attached to this report as an ANNEX is a note written by two female Army officers who took part in the project's activities and are currently deployed on UN peacekeeping operations; this has been shared with the UN Women Regional Office and the project partners for dissemination. The main knowledge outputs generated are summarised below.

All of the above is available at: [OUTPUTS GENERATED](#)

Details of the knowledge products generated	Document type	Date
Communication and visibility. Executive summary of the project Infographics: The Elsie project in figures (2) Leaflet on the benefits Stories of Peace and Stories of Peace 2. Testimonials: Uruguayan women in peacekeeping operations. https://www.youtube.com/watch?v=37dl0gMQNMw Video summary – results of the Elsie Project. https://www.youtube.com/watch?v=Hx82BTdT3SA Video: Peacekeeping in one word https://www.youtube.com/watch?v=zVS_V-X2Zg Interview with women deployed in 2026	Communication materials Virtual interviews Proj Elsie Impact of impact 2026	2024, 2025 2203, 2024 2026
Activities implemented Strategy for implementing (Activities 1 and 2) Family support policy document Implementation guidelines for Activity 3: Support (2) Proposal and planning – Family Day for Peacekeepers’ Family Day Activity 3 reports, family support Activity Reports 4, information sessions on mobile teams (MIET) (2) Activity reports 5, international conferences 2023 and 2024 (2) Work plan and design of the systemic study, Activity 6 (2) Report on the results of the systemic study, Activity 6 (2) Final report and presentation of the public opinion survey, activity 6 (2) Implementation plan for Activity 8, covering a 6-month period. (1) Final report on Activity 8	Planning Planning Reports on Progress and results Planning Reports on progress and results Reports on results Planning Results report	2023 2023, 2024 2024, 2025 2023, 2024, 205 2023, 2024 2023, 2024, 2025 2023, 2024 2023 2025 2023 2024 2025

Coordination: Work and Operational Plan for the Elsie Project (coordinator) M&E Plan (M&E specialist) Elsie Project Visibility and Communication Plan (Communications Specialist) Project Work Plan and Improvement Plan (Coordinator) Reports on progress on the activities (coordinator) Progress reports to the EIF (M&E specialist)	Planning Reports on progress and results	2023 2023 2023 2024 2023, 2024, 2025, 2026 2023, 2024, 2025, 2026
Project Executive Summary Infographics: The Elsie project in figures (2) Brochure on the benefits Stories of Peace and Stories of Peace 2.	Communication materials and visibility	2023, 2024, 2025 2024, 2025 2024 2024, 2025

Appendix A: Details of security institution personnel

Please provide details of the security institution's personnel at the start and end of the project. For the tables of military and police ranks, please list the individual ranks in the relevant categories.

Armed Forces: by rank

Data on Armed Forces personnel as at the start date (2022)				
Rank	Men	Women	% of women	Total
Officers (list of ranks)*				
Army	1,253	199	13.71%	1,452
Navy	423	56	11.69%	479
Air Force	337	83	19.76%	420
Other ranks (enlisted ranks) *				
Army	11,934	1,936	13.96%	13,870
Navy	3,066	1,292	29.65%	4,358
Air Force	1,409	700	33.19%	2,109
Total	18,422	4,266	18.80% *	22,688

* * The initial project did not require detailed information on grades and, therefore, none was collected.

**The total percentage of women should be calculated based on the total number of women and the total number of staff, not by adding the above percentages together.

Military personnel: by rank

Personnel figures at the end of the project (1 September 2026)				
Rank	Men	Women	% of women	Total
Officers (list ranks)				
Colonel	157	3	1.9%	160
Lieutenant Colonel	196	13	6.6%	209
Major	187	18	9.6%	205
Captain	180	47	26.1%	227
First Lieutenant	194	49	25.3%	243
Second Lieutenant	141	42	29.8%	183

Second Lieutenant	53	17	32.1%	70
Total	1,108	189	14.57%	1,297
Other ranks (list ranks)				
Senior Non-Commissioned Officer	142	21	14.8%	163
First Sergeant	232	37	15.9%	269
Sergeant	1,270	208	16.4%	1,478
First Corporal	1,352	346	25.6%	1698
2nd Corporal	1,436	372	25.9%	1808
Private First Class	6,772	1,276	18.8%	8048
Trainee/Cadet/Apprentice	225	102	45.3%	327
Total	11,429	2,362	17.13%	13,791

* The total percentage of women must be calculated based on the total number of women and the total number of staff, not by adding the above percentages together.

Military personnel: by branch or category

	Staff figures at the start of the project (2022)				Staff figures at the end of the project (2026)			
Branch or category	Men	Women	% of women	Total	Men	Women	% of women	Total
Combat	15,057	2,161	12.55%	17,218	Data not provided or available from third-party sources.			
Support from combat	1,991	1,083	35.24%	3,073				
Combat logistical support	1,374	1,022	42.63%	2,397				
Total	18,422	4,266	18.80%*	22,688				

* The total percentage of women must be calculated based on the total number of women and the total workforce, not by adding the above percentages together.

Appendix B: The Elsie FFAA Project in Uruguay, Stories of Impact 2026

Women as role models for future generations

When a woman decides to join the Armed Forces (FFAA), pursue a professional career and take part in a peacekeeping operation, she charts a course that makes her a role model.

The stories of Lieutenant-Colonel Lorena Cardozo and Captain María Noel Paz of the National Army (Uruguay) are clear examples of this. Their experiences illustrate how, over time, generations of women in the Armed Forces have paved the way for others, becoming role models.

Both took part in activities under **Uruguay's Elsie Armed Forces Project**, led by the Ministry of National Defence and implemented in partnership with UN Women and the Uruguayan Agency for International Cooperation (AUCI) between 2023 and 2025. The project developed strategies and actions to promote the meaningful participation of women in United Nations peacekeeping operations by addressing four priority barriers identified in the *Final Report on the Uruguayan Armed Forces: Study on Opportunities and Barriers for Women in the Armed Forces in UN Peacekeeping Operations (2020)*.

Lorena was a speaker at the first international conference of the Elsie Project and the 'Women for Peace' communication campaign (2023), whilst María was a speaker at the second international conference and shared one of her deployment experiences in 'Stories of Peace 2: New Uruguayan Narratives' (2024). For both of them, these opportunities meant more than simply recounting a professional experience: they were opportunities to highlight the possibilities offered by a career in the Armed Forces, including participation in peacekeeping operations in distant locations.

Women as agents of change

Lorena's career is marked by her having been part of the first generation of women to enter the Military Academy in 1998. She recalls those early years as a demanding experience, in which women were few and far between and had virtually no role models within the institution. "We were like guinea pigs that everyone was watching; they'd observe you to see what you did," she says, recalling that period. The lack of role models and the need to navigate a predominantly male environment made the process particularly challenging.

Over the years, that reality began to change. María, who joined several years later, acknowledges the role played by the first women who paved the way: "When I arrived at the institution, the instructors had already had experience working with women and our presence was starting to feel more natural." María explains that the challenge still existed. She joined alongside other women, but ended up being the only one in her intake. At the same time, she highlights the support she received from her comrades and the importance of working through hard work, preparation and collaboration.

The experiences of both women demonstrate a sense of continuity: those who were pioneers helped to open up spaces that other women were subsequently able to enter.

Raising awareness of these experiences

One of the contributions the interviewees acknowledge that the Elsie Project has made is bringing the experiences of deployed women to the attention of other members of the Armed Forces. For Lorena, taking part in the conference and in communication activities meant consciously taking on the role of a role model. Seeing her at these events, women who had served under her command would approach her to ask questions about opportunities and what it entails to take part in peacekeeping operations. She also highlights that the reach of the Elsie Project extended beyond Montevideo, enabling information and testimonies from peacekeepers to be shared with members of the Armed Forces across the country, thereby raising awareness of deployment opportunities.



Source: Elsie Project, Uruguayan Armed Forces. International Conference on Women and UN Peacekeeping Operations: Opportunities and Challenges for Meaningful Participation. Elsie Project, Uruguayan Armed Forces. Military Institute of Higher Studies, Montevideo, December 2024.

María shares a similar motivation. For her, recounting her experiences through 'Stories of Peace' enables other women to learn about a reality that might otherwise seem difficult to imagine or out of reach. "I like to share," she explains. Her participation in the Project stemmed precisely from this desire to pass on her experience and encourage other women to consider the opportunities offered by peacekeeping operations.

The Project upheld communication as a key component of change: making stories and concrete experiences visible so that other women can identify potential career paths and learn first-hand from the women involved about the opportunities, challenges and impact of being part of a peace operation.

From Uruguay to the field

Her experiences demonstrate that Uruguayan women can fulfil a wide variety of roles.

Lorena is currently deployed with the **United Nations Mission in the Central African Republic (MINUSCA)** in the north-eastern sector of the country, near the borders with Sudan and Chad. She works alongside civilian staff and with various UN departments, including civil affairs, political affairs, child protection and human rights. She is the only military personnel deployed in her sector and the only Spanish-speaking member of the mission.

She has witnessed first-hand the needs of communities affected by the conflict. In her sector, displaced people – including many women, girls and boys – seek protection in the vicinity of UN bases, where they hope to find safety and access to basic necessities such as food, water and assistance. For Lorena, serving as a woman in the Uruguayan Army in this context of extreme vulnerability and complexity allows her to appreciate the true significance of a UN peacekeeping mission.



Source: Lieutenant Colonel Lorena Cardozo, National Army, Uruguay. She is a member of the Joint Coordination and Analysis Centre & Reporting and Coordination Unit, MINUSCA, 2026. Lieutenant Colonel Lorena Cardozo addressing Mission personnel during the security incident briefing.

María, for her part, is on her third peacekeeping mission and serves as an operations officer with the **United Nations Disengagement Observer Force (UNDOF)** in Syria. She has also taken on duties within the COE (Contingent-Owned Equipment) team, conducting inspections of national contingents regarding weapons and ammunition. Her work involves receiving, verifying and passing on operational information to coordinate mission activities and support decision-making. Although she has less direct contact with the local population, María sees her contribution as part of a broader, integrated system, in which every role is essential to the functioning of the entire mission, for the benefit of the local population.

Engaging with women and local communities

Listening to the officers' experiences makes it clear that women's participation in peacekeeping operations is enriching. They describe their work in multinational teams, in environments that are professionally diverse and challenging in social, cultural and human terms, as well as in terms of the environment and climate.

At UNDOF, María is part of a multinational team comprising professionals from different countries. The experience has required her to adapt to different languages, ways of communicating and professional practices, thereby strengthening her teamwork skills. Diversity also takes on particular significance in building links with local communities. She recounts an event organised as part of International Women's Day, which brought together nearly 200 people, including women, men, girls and boys. The day's programme included medical check-ups, information on breast and cervical cancer, and children's games.

Their involvement, along with that of the other women in UNDOF, helped to build closer ties with women across the wider community and made it possible to bring services and support facilities to a population living far from the main urban centres.

Personal growth and institutional change

The impact of promoting the meaningful participation of women in peacekeeping operations – a goal pursued by the Elsie Project – can be seen at various levels, and the stories of Lorena and María bear witness to this.

From an individual perspective, they convey the honour and responsibility that it meant for them to be appointed by the Army to represent their country on UN peacekeeping missions. They see deployment as an opportunity for professional and personal growth. They highlight the chance to apply the knowledge they have acquired during their careers, to face new challenges, to work in multicultural contexts and to develop their skills.

At the collective level, their experiences are transformed into knowledge that can be shared. The fact that, following the Elsie Project conference, people approached them to ask about peacekeeping missions is, for Lorena, a concrete sign of the value of having visible and accessible female role models.

The impact at the institutional level is probably what ensures the sustainability of the actions implemented during the project. Career paths such as those of Lorena and María help to normalise the presence of women in positions of greater responsibility within the armed forces and in other international settings.

Change also involves recognising the barriers so that they can be tackled effectively. Lorena points out that family responsibilities can influence a woman's decision to apply for a mission. This was precisely one of the barriers addressed by the project. In her own case, motherhood was a factor that influenced her decision to deploy. Her experience highlights the importance of continuing to work to ensure that women have access to these opportunities under conditions that take their individual circumstances into account.

“Take heart, have confidence in your abilities”

The female officers send a clear message and lesson: **they encourage women in the Armed Forces to take the plunge, prepare themselves, make the most of opportunities and trust in their own abilities.**

Lorena highlights the value of the experience as an opportunity for professional and personal growth, whilst acknowledging that every woman may face family circumstances or other factors that influence her decision, but this should not be a barrier.

María emphasises the importance of preparation. She recalls the doubts she had before her first mission: whether she was sufficiently prepared, whether her English was up to scratch, or whether she would be able to carry out her assigned duties properly. Her experience taught her that preparation does not mean knowing everything before you arrive, but rather having the necessary tools to tackle new challenges and continue learning.



Source: Captain María Paz, National Army (Uruguay). Accompanied by Captain Aman, in charge of armaments and ammunition for the Kazakhstani contingent, Captain Paz tours UNP 32 base as part of a COE team inspection of the battalion. UNDOF, 2026.

The Elsie Project in Uruguay. A legacy that lives on

The stories of Lorena Cardozo and María Paz illustrate two different stages of the same transformation. Lorena represents a generation of pioneering women who blazed a trail in the Uruguayan Army. María belongs to a generation that was able to follow that path more naturally and who now has her own experiences to share.

The Elsie project in Uruguay helped to raise the profile of these experiences. Now that it has concluded, it leaves behind results that extend beyond its implementation period. It strengthened institutional capacities, generated knowledge and lessons learnt; it provided evidence for a better understanding of, and approach to, the barriers affecting women's participation in peacekeeping operations. Through its innovative actions—unprecedented in Uruguay—it helped to strengthen family support for deployed women, increased the availability of information on opportunities and conditions for participation in peace operations, and reached audiences that had previously been overlooked.

It represents an opportunity for Uruguay to continue with concrete actions that promote the meaningful participation of women in these operations. Sustainability is also reflected in the Ministry of Defence's intention to use the evidence and knowledge products generated to move towards institutionalised mechanisms, defined resources and monitoring. Furthermore, the need to strengthen communication and progressively incorporate the lessons learnt into institutional policies, procedures and services was identified.

Through their testimonies, Lorena and María reaffirm that this experience can be replicated. A conference can spark a conversation; a story can raise awareness; a woman who dares to deploy can become a role model for others.

The value of partnerships and international cooperation

The experience of implementing the Elsie Project in Uruguay makes a significant contribution to the importance of international cooperation in the country. The partnership between the Ministry of National Defence, AUCI and UN Women was unprecedented in the country and demonstrated that an inter-institutional approach to common issues such as gender equality, peace and security is possible, whilst also positioning the country as a leader in promoting the meaningful participation of women.

Indeed, drawing on their experiences in the Central African Republic and Syria, Lorena and María's stories show that women's participation in peacekeeping operations is shaped both by major institutional decisions and by small, everyday gestures.

As they express at the end of their testimonies, peacekeeping missions present challenges and opportunities for growth, and offer a valuable chance: the possibility of representing Uruguay and helping other women to envisage themselves occupying those same roles. Reflecting on her experience, María notes that it is about enabling women to participate, complement each other's skills and contribute based on their own strengths: "Let them take heart, prepare themselves, seize opportunities and have complete confidence in their abilities."

Lorena's words point in the same direction. For her, it is an experience of professional and personal growth that enables her to put the knowledge she has acquired into practice, to learn about other realities and to help transform them.

The Elsie Project leaves a legacy in Uruguay: having helped to make the experiences of women in the armed forces in peacekeeping operations more visible, to ensure that the barriers are better understood, and to create conditions that enable women's meaningful participation in United Nations peacekeeping operations. The challenge now is for these experiences to continue to multiply at an institutional level, and for the women who have already trodden this path to support the next generations.