



EUROPEAN  
INSTITUTE  
OF PEACE



# GENDER AND PEACEMAKING STRATEGY



2020-2023



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## INTRODUCTION – TAKING STOCK-TAKING ACTION

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The European Institute of Peace is committed to ensuring that gender perspectives, women’s meaningful participation and protection of their rights are a central component of our work. By using the Women, Peace and Security Agenda as a framework for a localised and rights-based approach to conflict prevention, resolution and peacebuilding we can contribute to international efforts to prevent conflict and create a more sustainable peace.

The European Institute of Peace is scaling up its efforts to incorporate the Women, Peace and Security Agenda across its work. In order to do this the Institute has developed a “Gender and Peacemaking” Strategy. This will contribute to achieving our vision of a world where people live in safety and peace because conflicts and grievances are resolved through inclusive dialogue and lasting political agreements. The Strategy will set out a “whole-of institute” approach to ensure that we are effectively contributing to the bottom-up implementation of the Women, Peace and Security Agenda.

The Women, Peace and Security Agenda, initiated in 2000, with the adoption of UNSC Resolution 1325, is now a comprehensive set of ten UNSC Resolutions which recognises that conflict affects people differently due to the power dynamics of gender.

It consists of four pillars: 1) The role of women in conflict prevention, 2) their participation in peacebuilding, 3) the protection of their rights during and after conflict, and

Gender Perspectives require the understanding of the differences and impact experienced by men and women, and other gender identities due to status, power, roles, and needs. They should consider the impact of gender on people’s opportunities and interactions in wider society and their daily lives.

4) their specific needs during repatriation, resettlement and for rehabilitation, reintegration and post-conflict reconstruction. The Agenda, frames human rights and gender equality as indispensable elements to consolidating peace. This is supported by the WPS Agenda’s firm grounding in the Beijing Declaration and Platform for Action and the Convention on the Elimination of all forms of Discrimination Against Women, particularly Recommendation 30.

The Institute believes that we can make a key contribution to sustainable peace by having an integrated rights-based approach to peacebuilding, bringing new perspectives into the process and allowing the space for more voices to be heard. Rights-based approaches demand agency from citizens, both men and women, in asserting their rights. It also provides a clear roadmap for governments to prove that the dignity of citizenship is meaningful in the new conditions of peace, a reason to believe in something positive for the present, not just



the future. We recognise that special efforts must be made to take into account gender perspectives. For example, in a (post-)conflict context, women are often the ones who have been most adversely affected by the conflict among the surviving population. However, they are also rebuilding the communities, developing community resilience, addressing injustice and human rights violations, and preventing conflict from erupting again. These efforts will be in line with the new EU Strategic Approach's commitment to integrating a gender perspective and women's participation in all contexts, from conflict analysis to subsequent actions, including dialogue facilitation, mediation, peace negotiations and other conflict prevention and resolution tools.

The Institute will ensure that the voices of women are strongly supported in conflict resolution and peacebuilding efforts in any of the contexts where we work. This support aims to contribute to having more women setting the agenda as formal mediators, negotiators, and as equal citizens, for any future peace deal. By addressing discriminatory gender norms, increasing women's participation, and protecting their rights we can also contribute to de-escalation of the crises and conflict prevention. The beneficiaries of this will not just be limited to women. By addressing gender norms and promoting positive masculinities the whole of society is more likely to achieve peace.

## **INTEGRATION, INCLUSIVENESS, INTEGRITY**

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Integration is about guaranteeing that gender equality is a core part of all the Institute's policies, programs, and projects. It promotes gender mainstreaming as a process and seeks to integrate a gender perspective into all of the Institute's work. Inclusiveness is about increasing the numbers of women across the Institute, as well as promoting more women in leadership positions. Greater representation of women is vital to enhancing diversity, which, in turn, improves the effectiveness of the Institute's policies. This applies in Brussels and in countries we are working in, where the strategic context frequently demands local cultural understanding, which flows from organizational diversity. Finally, integrity means that those working on the Institute's interventions need to observe the highest standards of behaviour, including zero tolerance to sexual harassment and exploitation and abuse, whatever the circumstances<sup>1</sup>.

While the primary responsibility for implementing these actions rests with individual stakeholders working on programmes and projects across peacebuilding, the Institute has significant contributions to make. The continuous commitment of the Institute and its partners to the WPS priorities is woven through the Institute's core tasks and activities.

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<sup>1</sup> See The Institute's Code of Conduct

## RATIONALE/CONTEXT

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Despite the widespread commitment to the WPS Agenda, it has sometimes become a tokenistic box checking exercise for the international community. Efforts can be focussed solely at getting the most powerful individuals, often perpetrators of violence, to the negotiation table. While this can be essential, it often results in the perspectives and needs of those with less access to social, economic and political forms of power being excluded. This can be demonstrated by the following statistics from the UN Secretary General's 2019 report on WPS:

- Between 1992 and 2018, women constituted 13% of negotiators, 3% of mediators and only 4% of signatories in major peace processes tracked by the Council on Foreign Relations.<sup>2</sup>
- Between 1990 and the end of 2018, according to the Peace Agreements database only 353 of 1,789 agreements (19.7%), relating to more than 150 peace processes, included provisions addressing women, girls or gender. In 2018, of 52 agreements across a range of issues included in that database, only 4 (7.7%) contained provisions relating to gender, down from 39% in 2015. The data underline that the vast majority of agreements do not explicitly address gender equality or the rights of women<sup>3</sup>.
- About 2% of global peacebuilding support funding is earmarked for gender equality and women participation<sup>4</sup>.

The Institute sees women's inclusion in peacemaking not only as a question of fundamental rights. There is evidence of women's participation and influence over peace processes correlating with a greater likelihood of agreements being reached and maintained. A study investigating 82 peace agreements in 42 armed conflicts between 1989 and 2011 found that peace agreements with women signatories are associated with durable peace<sup>5</sup>. The same study also found that peace agreements signed by both men and women show a higher number of agreement provisions aimed at political reform and a higher implementation rate of these provisions. Another study based on an analysis of 98 peace agreements across 55 countries between 2000 and 2016 found that peace agreements are more likely to have gender provisions when women participate in track 1 or 2 peace processes<sup>6</sup>.

The Institute has had a number of successes in our Women, Peace and Security efforts, including providing a senior advisor to the High Peace Council's Women Caucus in Afghanistan, conducting a gender analysis of the

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<sup>2</sup> The data come from the Council on Foreign Relations (accessed on 23 October 2019). Women's Participation in Peace Processes.

<sup>3</sup> The Peace Agreements Database (PA-X) is hosted by the University of Edinburgh and available at [www.peaceagreements.org/](http://www.peaceagreements.org/). It

<sup>4</sup> Laura Davies, 2019, EU Support to Women Mediators: Moving Beyond Stereotypes, [http://eplo.org/wp-content/uploads/2019/05/EPLO\\_CSDN\\_Background-Paper\\_EU-Support-to-Women-Mediators.pdf](http://eplo.org/wp-content/uploads/2019/05/EPLO_CSDN_Background-Paper_EU-Support-to-Women-Mediators.pdf)

<sup>5</sup> Krause, J. Krause, W & Bränfors, P. (2018). Women's Participation in Peace Negotiations and the Durability of Peace, *International Interactions*, 44:6, 985-1016, DOI: 10.1080/03050629.2018.1492386.

<sup>6</sup> True, J. & Riveros-Morales, Y. (2018). Towards inclusive peace: Analysing gender-sensitive peace agreements 2000–2016.

crisis in Venezuela, and successfully engaging a diverse group of women from Southern Yemen in track I and II processes.

As a Track II influence can be limited, the Institute is committed, in partnership with our donors, board members and stakeholders, to contribute to closing the WPS implementation gap and better integrate gender analysis and perspectives in all projects, improving accountability in experiences and expertise.

## THE INSTITUTE'S THEORY OF CHANGE

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In order to achieve this the European Institute of Peace has developed a theory of change that sets out: a) the long-term impact the Institute aims to contribute to b) the short-term objectives to achieve this and c) the specific outputs which are the services and activities delivered by an intervention (project or programme) to a target group. The objectives of this strategy are interlinking and mutually reinforcing.

**Overall impact: Gender perspectives and women's meaningful participation at all levels is increased in conflict prevention and resolution.**

### **Objective 1: Gender perspectives are integrated across the Institute's work<sup>7</sup>**

Gender analysis is generally included too late or not at all in programmatic initiatives, design process design, and developing new tools and approaches to peace practice based on women's and political strategy. This results in efforts that only lead to, at best, temporary empowerment of women. In order to have a transformative approach to peace-making, it is necessary for the process to be informed by gender perspectives that enhance the understanding of the crisis. In our programmes the Institute will capture the specific gendered issues and barriers to achieving rights-based approach to conflict prevention, resolution and peacebuilding. The gender assessments will become more institutionalised and ensure the Institute has comprehensive and up-to-date gender analysis mainstreamed into our initiatives. This analysis must be integrated with other key aspects of any conflict mapping such as political economy, political accessibility and power structures. They will be informed by field-missions to the region and meaningful consultations with women and civil society based.

The assessments and mappings will focus on identifying:

- a. gender dynamics and issues in a specific context (e.g. geographic, institutional and thematic such as environmental peacemaking)

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<sup>7</sup> This will be piloted in programmes: Afghanistan, Venezuela, Yemen and DRC.

- b. the structural impact of these gender dynamics, relations and issues on all of society. This will take into account that women (and men) are not a homogenous group. They can have multiple identities and face a variety of discriminations that can intersect with class, race, ethnicity, age, religion, and being members of the LGBTQI community.
- c. obstacles and opportunities for the meaningful participation of women, gender perspectives and protection of their rights in peace processes and peacebuilding.

### **Output 2: Operationalising of the findings of gender analysis in the Institute's programming**

The findings of the gender assessments will inform the follow-up programming, in order to address the identified barriers to women's participation and inclusion of gender perspectives. Activities can include but are not limited to capacity building workshops, provision of experts, and specific research papers. A key part of this will be ensuring that facilitators are mixed genders (when there is more than one) for all workshops and roundtables at the Institute and that they will be briefed on gender perspectives and norms. The Institute's Directors will avoid male only panels.

**Objective II: The role of women negotiators and mediators in peace processes is better understood and strategies for their meaningful participation are established and utilised.**

**Output: Convenings for experts, practitioners and civil society actors to apply the knowledge and expertise available both at the grassroots and in the WPS community of practice.**

These meetings will aim to work together with local, regional and international women's groups, networks, and individuals, which can contribute directly to the Institute's context-specific assessments and gender sensitive programme development and implementation. The convenings can also take the form of a broader thematic discussion aiming at developing key lessons learned and policy recommendations. These convenings will serve multiple purposes:

- a. ensuring that the Institute's programmatic work is informed by women's experiences and expertise
- b. enhancing women's substantive involvement in peacemaking efforts on the ground
- c. creating a space for women to exchange lessons learned and perspectives and develop a peer-to-peer network
- d. developing policy recommendations based on a rights-based approach by building on women's experiences, leadership and conceptualisations of rights, peace and security.

**Objective III: The EU and Member States (and their policies) are effectively informed and supported on WPS by the findings of the Institute's work.**

**Output: Policy Engagement with donors, board members and the EU on WPS**

The Institute works closely with the EU Informal Taskforce on WPS, EEAS Country teams, and liaises with other peacemaking organisations in Brussels and beyond. This direct access ensures that the findings of our work will be continuously fed into the policymaking process and not limited to specific publications. The Institute is an active member of the EU Informal Task Force for WPS, which provides regular input to policy developments and discussions for the office of the EEAS Principal Advisor on Gender. This taskforce was significantly involved in the development of the new EU Strategic Approach to WPS and in the subsequent Action Plan to ensure its implementation. The Institute's direct access to these processes enables the institute to influence and give input into policy development in the EU.

In addition to this work, the Institute's will provide donors with context specific and thematic briefings via reports or in person meetings on their cross-cutting WPS priorities and across our thematic envelopes. Analysis, reports, and findings of our programmes will be shared with partners and policy-makers in the form of longer mappings and short policy papers, articles, and blogposts based on our programmes. These can be aligned with donors' strategic priorities such as UN Security Council engagement, OECD DAC Recommendations, CEDAW periodical reviews and ensuring compliance with the EU Strategic Approach on WPS and wider EU frameworks. The Institute will also have further engagement with Global Alliance of Mediation Networks, which includes several regional Women Mediator Networks (WMNs), representing the Nordic, Mediterranean, African and Commonwealth regions amongst others. This will have a particularly focus on collective efforts to make them more operational. The Institute can assist and advise on development of National Action Plans, with a particular focus on Monitoring and Evaluation and meaningful inclusion of Civil Society.

**Objective IV: The European Institute of Peace leads by example on the implementation of the WPS Agenda.**

**Output 1: The Institute's staff understand and take collective responsibility regarding the implementation of WPS**

By introducing its gender strategy, the Institute is committing itself to strengthening gender equality throughout the organisation and within the scope of its policies and interventions. This also comprises an obligation to report to the WPS Steering Committee (see membership below) annually regarding the efforts that were made to achieve this goal. Specifically, the Institute endeavours to take different situations, needs and concerns of women and men into consideration in all its work, and to actively contribute to address gender-based inequalities and discrimination by:

- a. undertaking work outlined in Objectives 1-3;

- b. systematically documenting effects that the Institute's activities and interventions have on gender relations and on the different life situations and concerns of women and men by setting up an adequate monitoring system.

Only if gender-relevant aspects are explicitly mentioned in the objectives system and the indicators of the projects (i.e., if they are firmly entrenched in the monitoring system), can we ensure that gender equality is adequately taken into account when steering and implementing interventions and reporting to our donors. We can thereby ensure that our objectives of integrating gender perspectives can be achieved.

**Output 2: The Institute promotes gender equality within the whole organisation:**

In order to meaningfully implement WPS, the Institute applies the principles of the Agenda to its own work, including within its HR systems, particularly its code of conduct, hiring practices and financial priorities, as well as all intervention and projects steering out of Institute's portfolio. The Institute Staff Committee will regularly support events on this issue.

## METHODOLOGY

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A firm commitment to integrating this Strategy focusing on gender equality, overcoming gender discrimination and realising equal opportunities is a key feature of the Institute's work and an indicator of its quality. Therefore, gender equality must be taken into consideration in all phases of implementation and in the standard processes of management. Taking the gender perspective into account will be provided along the steps for designing and using a result- based management for Institute's intervention.

1. Preparation: Assessment of the project based on the gender analysis. The aim is to analyse gender relations, identify gender-specific needs and suggest specific measures to strengthen women's rights or eliminate gender discrimination. On the basis of the findings of the gender analysis, gender-specific cause-effect relationships (results hypotheses) are then formulated in regard to a country or sector.
2. Design: Incorporating the relevant gender aspects into the project design, and identifying the gender marker<sup>8</sup>. The gender analysis provides information on potentials, challenges and risks specific to gender, and on how the project can contribute to promoting gender equality. This information should be considered in the design of the project and the development of the results model.

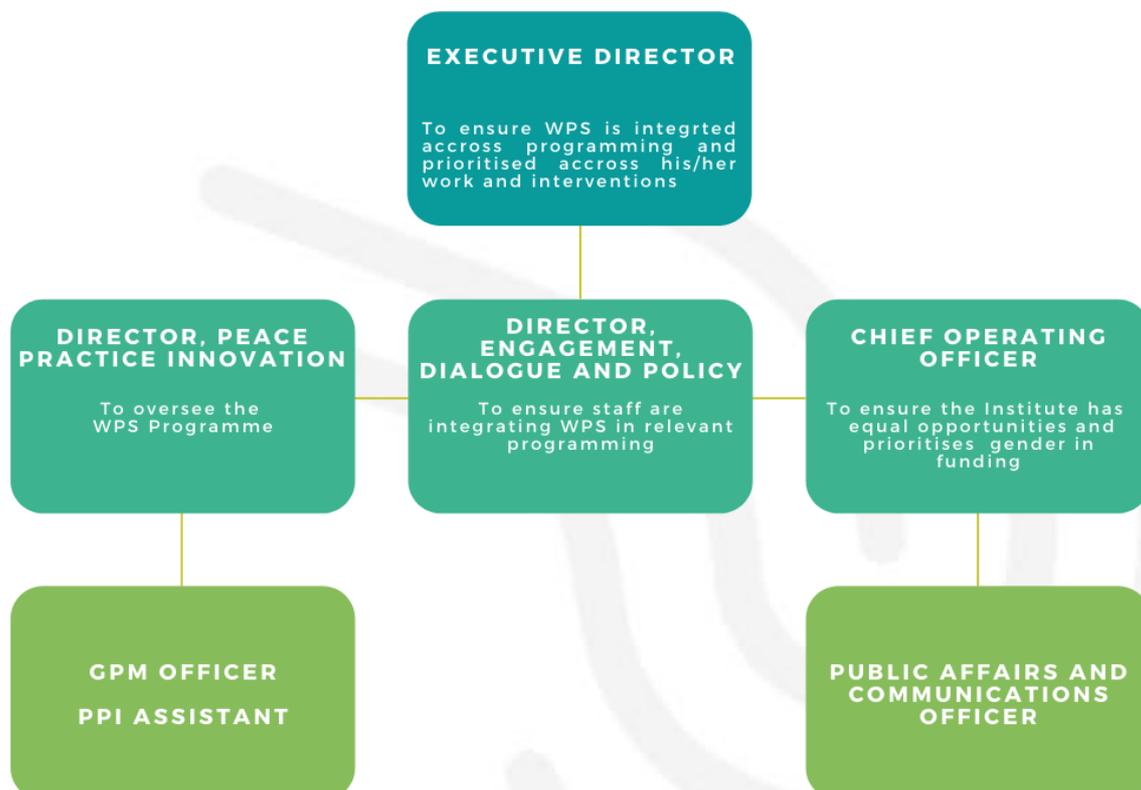
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<sup>8</sup> In line with the OECD Development Assistance Committee (DAC) gender equality policy marker, Principal means that gender equality/women peace and security is the main objective of the project/programme and is fundamental to its design and expected results. The project/programme would not have been undertaken without this objective. Significant means that gender equality/women, peace and security is an important and deliberate objective, but not the principal reason for undertaking the project/programme. Gender blind means that there are no objectives relating to gender.

3. **Results:** the major results related to gender are identified and indicators are developed and transferred to the results framework matrix.

## ROLES AND RESPONSIBILITIES

The Institute will take a “whole of institute” approach in the implementation of this Strategy. Every member should therefore be aware of the agenda and how to integrate gender in their work. The Gender and Peacemaking Officer will be responsible for ensuring that staff are aware of the Agenda by providing a WPS training and consulting with Managers, Officers and Assistants. In a programme where WPS is a key activity (Venezuela, Yemen, DRC, and Afghanistan) Managers for the programme are responsible for ensuring compliance with the Strategy and that all team members are integrating WPS in their work. In addition to specific programmatic commitments, a WPS Steering Committee will be set up to ensure the effective support of the Strategy. The Steering Committee meetings will be held quarterly to discuss strategic direction of the Strategy and oversee the process of the implementation. Specific details with roles and responsibilities will be addressed in the Implementation and Activities plan of the Strategy. The Committee will be made up of the following staff members:



## MONITORING AND EVALUATION

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The fundamental purpose of the results framework for this strategy was to examine all results and activities for their gender relevance as a basis for documenting and monitoring all gender-relevant results during intervention, implementation and steering. The results framework of the Strategy (see Annex 1) will be the guiding vehicle through which progress will be measured throughout the duration of this Strategy. As with all effective monitoring models, indicators need to be specific, measurable and focus on information that is meaningful and relevant to the issue at hand. Furthermore, it is important that baselines are established in order to track progress. Baselines marked N/A will be established within the first year of the Strategy implementation so the impact can be measured by the end of its duration. Following results framework matrix, a detailed Monitoring and Evaluation Plan will be developed.

The results that interventions of this Strategy intend to achieve regarding gender related perspectives are identified during the project appraisal and conceptualisation and are then depicted in the results model. The results matrix contains core results that have to be agreed upon with the participating stakeholders. The results model needs to be further differentiated and other results and hypotheses will be added if necessary. The more clearly the gender results and corresponding hypotheses of the planned activities and measures are formulated, the easier it becomes to identify indicators for the objective level and the level of other results depicted in the results model.

To measure Institute's commitments our projects are establishing and putting to use effective results-based monitoring (RBM) systems to manage and report on progress. In order to improve gender mainstreaming and ensure that we have a sustainable impact in the long run, it is vital to integrate a gender perspective into our RBM systems for projects. This also enables us to substantiate the contributions of our work on gender equality, which is a key issue in our dialogue with partners and stakeholders.



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