



EUROPEAN
INSTITUTE
OF PEACE

CREATING CONDITIONS FOR PEACE

STRATEGIC PLAN 2023 - 2025



CONTENTS

FOREWORD	04
ABOUT THIS STRATEGIC PLAN	06
PART 1: STORY	07
INTRODUCTION	07
A DECADE OF THE EUROPEAN INSTITUTE OF PEACE	07
A CHANGING STRATEGIC LANDSCAPE	08
VISION, MISSION, VALUES	09
STAND-OUT FEATURES AT THE INSTITUTE	10
OUR 360-DEGREE APPROACH	11
ILLUSTRATING OUR WORK	12
PART 2: STRATEGY	14
STRATEGIC PLAN 2023-2025 CREATING CONDITIONS FOR PEACE	14
STRATEGIC OBJECTIVES 2023-2025	14
Strategic Objective 1	15
Strategic Objective 2	16
Strategic Objective 3	17
Strategic Objective 4	18
OUR THEORY OF CHANGE	19
MONITORING, EVALUATION AND LEARNING: REFINING OUR APPROACH	19
PART 3: STRUCTURE	20
GOVERNANCE	20
FINANCE AND SUPPORT	22
THE INSTITUTE IN NUMBERS	23
MAP OF ENGAGEMENTS	24



Cover page: Kabul (Afghanistan) [© photographer, Sohaib Chyasi]
This page: Shibam, Yemen [© photographer, Michel Tahar]



FOREWORD

WE LIVE IN AN ERA OF RAPID AND ACCELERATING CHANGE. DEMOGRAPHIC SHIFTS, GLOBAL WARMING, ECOLOGICAL COLLAPSE, GREATER VULNERABILITY TO DISEASE AND DISINFORMATION ARE CREATING NEW AND UNPREDICTABLE DYNAMICS. THE RISKS OF VIOLENT CONFLICT ARE INCREASING.

Violence affects a growing number of people, harming their physical and mental health, their livelihoods and culture, their hopes and aspirations. We are witnessing a regression in the protection of human rights, especially for women.

The landscape of conflict has also been transformed. States are prioritising the use of hard and cyber power, including artificial intelligence, as a means to assert their interests and authority. Levels of trust and the quality of dialogue between states are diminishing. The authority of the United Nations as global security referee and last resort for preventing and resolving conflict has been damaged.

Europeans are caught in this maelstrom. As a result of the Russian invasion of Ukraine, they find themselves implicated in a major conflict on their own soil. Inter-state war in Europe has also complicated efforts to contain, let alone resolve, the many chronic, internationalised civil wars around the world.

In this context, *our mission is more necessary than ever.*

Deals between powerful actors are indispensable and can save lives. But they fall apart if they do not address the basic concerns of broader constituencies, and secure the popular buy-in necessary for those agreements to work.

We want to go the extra mile: to engage parties to conflict, including the most controversial and difficult to reach, and catalyse dialogue even when it seems impossible or politically risky. We are entrepreneurs for peace, using skills, experience and partnerships to facilitate negotiations, support mediation and prepare formal agreements. We strengthen the voice and agency of victims and people directly affected by conflict— even when doing so is inconvenient for powerful actors.

Making our case is not always easy. At a time when humanitarian and security demands on budgets are growing, some even question the value of dialogue, particularly with adversaries whose values and objectives are unpalatable. But we know, through hard experience, that conflicts resolved solely through military means, rather than a political process, are less likely to stay resolved, or to deliver peace dividends.

Our work anticipates the moment when political progress and agreements are possible. And our role is to save lives, and to help stop wars in ways that minimise the chances of them restarting.

We combine the operational flexibility of an independent organisation with the diplomatic reach associated with our board, and our proximity to European states and to the EU.

We employ a “360-degree approach.” This is a deliberate recasting of conventional bottom-up and top-down distinctions. We are fully aware of the essential role of armed parties in pursuing the end to conflict, but we are equally convinced that lasting solutions to conflict require the meaningful engagement of society as a whole, across all sectors and strata, including politically and numerically marginalised groups. So we support dialogue and mediation between powerful actors whilst working to ensure that the needs and perspectives of those affected by conflict shape the agenda of resolution.

Commitment to inclusivity and sustainability is not enough; we are both making the case and acting practically to make it a reality – in an increasingly challenging environment.

We bring unlikely combinations of actors together, drawing upon networks both on the ground and in the corridors of power, creating safe spaces and relationships that are conducive to ideas and practical initiatives.



Michael Keating,
Executive Director at the European Institute of Peace [© EIP]

We seek partnerships that are in the interest of conflict resolution, while respecting the need for confidentiality and discretion.

We have clear strategic objectives and goals for the period covered by this plan, set out in the pages that follow. We will focus on measuring and communicating our impact, while recognising that much of our work is about building trusted relationships and is rarely mediagenic. Success can be hard to measure and is anyway often best attributed to others.

Through our motivated staff and a growing global network of advisors with extensive diplomatic and mediation experience, we will further deploy our knowledge, making it available to parties to conflict, civil society actors, diplomats and politicians.

Building trust remains the cornerstone of successful conflict resolution – and of our work. At a time when relations between states and peoples are deteriorating, the kind of work that we and our partners do is more essential than ever.

I am grateful for the confidence that our board, donors and partners place in the Institute and its leadership team, not least as we address the perennial challenge of attracting the flexible funding that is so important to optimising our potential.

I hope you find this Plan informative, and that our motivation shines through: to act in the interest of people directly affected by violent conflict.

Michael Keating

Executive Director at the European Institute of Peace



Representatives of national governments, the European Union, and independent conflict resolution organisations, plus the United Nations and the European Peacebuilding Liaison Office (EPLO) attend 'The state of play - Europe's role in conflict resolution and mediation', convened by EIP at Egmont Palace, Brussels (Belgium), September 2021
[© EIP]

ABOUT THIS STRATEGIC PLAN

The plan is organised into three main sections: **Story**, **Strategy**, and **Structure**.

The *Story* section presents our core identity and understanding of the changing environment we work in, and highlights case studies that illustrate the added-value we bring to the field.

PART 1 STORY



INTRODUCTION

A DECADE OF THE EUROPEAN INSTITUTE OF PEACE

On 18 February 2014, the Institute's statutes were signed and, on 5 May 2014, the first Board was constituted.

That founding realised a long-held ambition: to create Europe's own peace institute; one that acts independently to resolve conflict where official actors cannot, for the benefit both of Europeans and, crucially, of those worst affected by violence. We have been on a journey for the last decade towards making this ambitious project a reality.

From a small Brussels-based staff and a 1.5 million euro annual budget, the Institute has grown to become a global network of experts prolonging the work of approximately 50 full-time personnel. It now boasts a wide range of partnerships with actors dedicated to conflict prevention and resolution, both official and independent, in Europe and where we are active.

WORKING ON THE FRONT LINES OF CONFLICT

We work hand-in-hand with the most experienced practitioners, including Nobel prize laureates, activists, officials from multilateral organisations, national and community leaders and others that can help influence just and sustainable outcomes. We are engaged with individuals and groups on the front lines of conflict to hear and amplify their concerns and connect them with those that can make a difference.

We demonstrate reach that official actors cannot or will not. We are creative in designing and supporting dialogue, negotiations and peace processes, ensuring that the interests of people directly affected by violent conflict are front and centre.

Many talk about the importance of inclusivity, whether of women, minorities or civil society; we are finding ways to make it happen.

The *Strategy* section provides the roadmap for the next three years and presents our theory of change for how we help end armed conflict, save lives and improve lasting security intended to create the conditions for peace. We have defined four strategic objectives, each with a set of four sub-objectives, to guide our work towards achieving our mission.

The final part of the strategic plan, the *Structure* section, covers the organisation's governance, senior management team, staff, advisors, and financial resources at our disposal.

Violent conflict is rarely resolved through military means or by deals between powerbrokers. Peace and security depend upon wide buy-in and investment in peacebuilding and crisis prevention. Our work is relatively inexpensive but can make the difference between peace deals that stick and those that fall apart, often resulting in renewed conflict.

Investing in non-violent efforts to prevent and resolve violent conflict is essential. It will require a wide range of actors to join forces. We occupy an important place in the peace ecosystem, demonstrating through our work that it is possible to initiate and maintain dialogue, to identify interests that warring parties have in common, and to design processes that provide an alternative to violent confrontation.

Many have contributed to the story of the European Institute of Peace. We hope to work with partners over the next 2023-25 period to continue our work, **creating conditions for peace.**

A CHANGING STRATEGIC LANDSCAPE

The political space for peaceful resolution of disputes was already narrowing before the full-scale Ukraine invasion. But the impact of that event has been seismic.

Assumptions that have sustained Europe's role in the forefront of inclusive approaches to conflict resolution are being challenged as never before. Attracting funds for peacebuilding, conflict prevention and resolution has become increasingly difficult. The war has affected food, energy and commodity prices, diverted political attention and financial resources from efforts to fight climate

change, and weakened will and capacity to resolve armed conflicts such as in the Sahel, Syria, Yemen or the South Caucasus.

The invasion altered the context in which peace organisations operate. Development and peacebuilding budgets were already under strain as a result of the Covid-19 pandemic. Now, as European states reprioritise their spending towards hard security, defence and humanitarian needs, the political and financial case for investing in non-violent approaches to conflict resolution needs to be strengthened.



The Institute's Executive Director Michael Keating, Deputy Executive Director Stine Lehmann-Larsen, Senior Advisor Steve Brooking and Senior Programme Manager Mariyan Zumbulev join Belgian Foreign Minister Hadja Lahbib (left) at Egmont Palace, Brussels (Belgium), April 2023 [© FPS Foreign Affairs]



Refugees from Ukraine on the border with Slovakia (checkpoint "Uzhgorod-Vyshne Nemeckoe") in the Zakarpattia regions (Ukraine), 26th February 2022 [© Vista's Depositphotos and VistaCreate / photographer, Fotoreserg]

VISION, MISSION, VALUES

The vision, mission, and values defined below provide a roadmap for our work over the next three years, as well as an overarching framework for decision-making and communication:



VISION

A world in which armed conflict and threats to life and livelihoods are addressed and resolved through effective dialogue and inclusive peace processes.



OUR MISSION

To catalyse and invest in opportunities for non-violent conflict resolution in ways that respond to the needs and hopes of people most at risk and that optimise Europe's contribution to sustainable peace.



OUR VALUES

Quality, Integrity, Respect

Quality represents our commitment to delivering the highest standards of work as a centre of excellence in conflict resolution, ensuring that our activities produce just and sustainable outcomes for those worst affected by conflict. **Integrity** is at the core of our operations and helps us to maintain the trust of our stakeholders, which is essential for conflict resolution. **Respect** for diversity, human rights, and gender equality is fundamental for delivering processes resulting in reconciliation and is reflected in our commitment to promoting inclusive dialogue with conflict affected populations and engaging with all parties to conflict. These values are not only important in a conflict resolution context, but they also guide our actions and inform our decisions as we continue to develop our operational capacity to deliver.



STAND-OUT FEATURES AT THE INSTITUTE

The following stand-out features define and distinguish us as a leading conflict resolution actor:



01 ACCESS TO EUROPEAN DECISION MAKERS

As an independent Brussels-based foundation, we have direct access to European decision makers, European institutions and civil society with a board drawn from nine states.



02 OPERATIONAL INDEPENDENCE

Our independence as a not-for-profit public interest foundation allows us to set our own agenda based on in-depth conflict analysis, partnerships, and initiatives that allow us to complement and fill gaps in Europe's foreign policy toolkit.



03 ABILITY TO ACCESS HARD-TO-REACH PARTIES

The Institute has a track record of establishing channels of communication with hard-to-reach conflict parties in locations such as the Great Lakes, Afghanistan, Northeast Syria, and southern Yemen. We are able to engage with them in ways that are often difficult for official actors, and to convey the perspectives and expectations of conflict parties and affected populations.



04 INNOVATIVE COMMITMENT TO INCLUSIVE ENGAGEMENT

We make hard and ambitious choices to help create space for conflict affected communities to exercise agency in shaping the sustainable end to violence.



05 NETWORK OF EXPERIENCED PROFESSIONALS

The Institute has a network of senior advisors, consultants, and personnel from around the world who bring with them decades of wide-ranging regional and thematic experience. This network enables us to deploy negotiators, mediators, and policymakers across a range of files and develop new ways to design inclusive peace processes.

These five features, combined with our ability to respond, adapt, and innovate in rapidly changing conflict settings, are built upon our unique approach to conflict resolution: what we call a “360-degree approach”

OUR 360-DEGREE APPROACH

Silencing the guns is necessary in any conflict to reach some kind of peace. Ceasefires and agreements for permanent cessation of hostilities among armed groups are self-evidently essential. But creating the conditions for a sustainable and positive peace requires much more than the consent of armed groups. The path towards peace provides an enormous opportunity to engage or re-engage society affected by violent conflict. This helps to create the basis for broader commitment to resolution efforts, but also to improve their quality, making sure they are relevant to the challenges ordinary people face in their real lives in an immediate context.

The 360-degree approach is about engaging all parts of the society involved in and affected by the conflict from armed groups of whatever stripe, to marginalised communities; from media influencers and academics to women's movements, trades unions, and business leaders; political activists and representatives to tribal and religious representatives. At some points that means relatively targeted work with identifiable leaders and personalities. In other cases, especially with affected communities, it may mean helping to energise and catalyse movements to allow them to engage in a meaningful way on the shape peace takes in their societies or countries.



Women community leaders from different areas of the country meet within the framework of the “National Confluence of Community Leaders for Peace”, Municipality of Restrepo, department of Meta (Colombia), 29-30 October 2022 [© El Movimiento de Mujeres y Jóvenes Yo Puedo]

ILLUSTRATING OUR WORK

In Yemen, we facilitate inclusive **POLITICAL DIALOGUE** in the south, engaging diverse actors and fostering trust and convergence. Our flexible approach and process has helped southern Yemenis identify common needs and interests, leading to a reduction of tensions between groups and more alignment in their political agendas.

The Institute helps **EMPOWER GRASSROOTS ORGANISATIONS** and engages with civil society actors in conflict-affected regions and diaspora communities. In Yemen, our Pathways for Reconciliation initiative involved over 16,000 Yemenis, resulting in the creation of an active grassroots movement that advocates for the needs of those worst affected by conflict.

PREPARING FOR DIALOGUE behind the scenes is crucial for building trust, testing proposals, and developing practical ideas away from the media glare. In the Gulf and Arabian Peninsula, for example, we have initiated confidential dialogue among high-level individuals from the countries bordering the Gulf, exploring practical initiatives to de-escalate tension.

PROMOTING RIGHTS-BASED INCLUSIVE PEACE is our ongoing focus. In Syria, we have an enhanced understanding of security and detentions, fostering an informal hub for analysis, research, and dialogue. Engaging with Track 1 and Track 2 actors, civil society, and think tanks, we advance rights-based approaches for inclusive peace.

We established a dedicated programme in 2019 **TO ADDRESS THE INTERRELATED CHALLENGES OF CONFLICT, CLIMATE CHANGE, AND ENVIRONMENTAL DEGRADATION**. With diverse projects in the Sahel, Somalia, and Yemen, we collaborate with local and national authorities, as well as affected communities, to identify innovative solutions through an environmental lens.

Our **MEDIATION SUPPORT** has helped to create a more conducive environment for the EU facilitated normalisation dialogue between Kosovo and Serbia. Our detailed proposal for an Association/Community of Municipalities in Kosovo gained significant public attention, revitalising the discourse on how to resolve one of the most controversial issues in process.



Our work in Ukraine showcases our commitment to **SUPPORTING CONFLICT PARTIES**, evident in our efforts both before and after the Russian invasion in February 2022. We provided the Ukrainian authorities with targeted advice and extended our comparative expertise and assistance to address the consequences of the conflict, while also anticipating and addressing forthcoming challenges.

We are **DEDICATED TO SUPPORTING WOMEN IN CONFLICT ZONES**. After the Taliban takeover in 2021, we engaged with Afghan women to understand their priorities and concerns. The findings were shared with humanitarian organisations and decision-makers. We continue to support women's engagement in policy dialogues about peace, security and human rights.

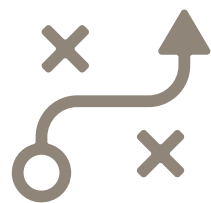
In Latin America, our **LINKING THE TRACKS** approach has been successful in connecting diverse actors and promoting comprehensive engagement in political processes. In Venezuela, we facilitated discussions on structural conflict challenges, bringing together civil society, national, and international political actors. Through consensus-based proposals, we bridged communication gaps and fostered cooperation to address key issues.

Our long-standing work in North East Syria has focused on the camps containing women and children. We have advised and assisted local authorities in improving immediate conditions, facilitating dialogue among states regarding their nationals, and **FACILITATING THE SAFE RETURN OF SEVERAL HUNDRED INDIVIDUALS**.

In Somalia, our Strength Through Tolerance project, in collaboration with the EU, **PROMOTES SOCIAL INCLUSION** and addresses P/CVE. By linking federal and local governments with the Somali community, we promote a collaborative approach with international and national actors. Strong community engagement and bottom-up activities contribute to the improved political climate in Somalia.

The Great Lakes and Southern Africa Programme aims to foster non-military approaches to conflict resolution within the region. It employs a **COMPREHENSIVE STAKEHOLDER ENGAGEMENT** process that involves analysing national, regional, and international stakeholders, as well as potential spoilers. This approach is instrumental in designing and facilitating political dialogue processes, while also garnering support for mediation efforts.

PART 2 STRATEGY



CREATING CONDITIONS FOR PEACE STRATEGIC PLAN 2023-2025

The Institute is able to create conditions for peace in contexts where we have access, are knowledgeable and are trusted. Lasting peace needs to be owned by those who can implement the peace but does not come from agreements among powerful actors alone. It requires well-designed and creative processes that address the fundamental drivers of conflict with long-term objectives.

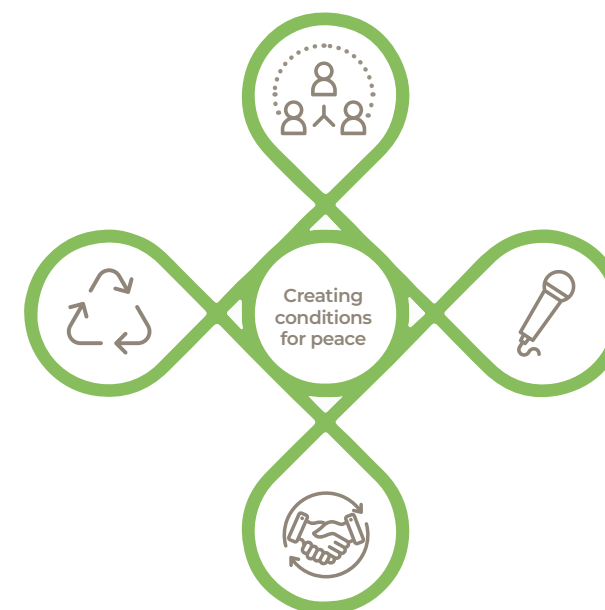
STRATEGIC OBJECTIVES 2023-2025

Continuity in funding is key in nurturing and expanding our networks and building connections with hard-to-reach actors. The following strategic objectives for the period 2023-2025 represent a shared commitment to work in the interests of those worst affected by conflict to help create conditions for peace across a range of conflict contexts. These objectives cannot be viewed in isolation but should be seen within the context of a mutually reinforcing feedback loop that will bolster our resilience over this three-year period.

All of this work takes time, is characterised by stops and starts and rarely proceeds in a straight line. Success is never guaranteed but can bring incalculable benefits in terms of reducing violence, saving lives and creating hope.



Deputy Executive Director and Engagement, Dialogue and Process Design Director, Stine Lehmann-Larsen (left), and Peace Process and Innovation Director, Paul Seils (right), talk at a donors' conference in Egmont Palace, Brussels (Belgium), September 2021 [© EIP]



We will improve the prospects for peace by engaging conflict parties, creating dialogue and mediation opportunities, and supporting existing peace efforts.



We will design strategic interventions in some of the most complex or intractable crises in conflict settings by applying innovative technical and thematic expertise through tailored approaches that will contribute to a just, inclusive and sustainable peace.



We will strengthen our relationship with European actors focusing on conflict resolution.



We will ensure the long-term sustainability of the Institute.

STRATEGIC OBJECTIVE 1



We will improve the prospects for peace by engaging conflict parties, creating dialogue and mediation opportunities, and supporting existing peace efforts.

SUB - OBJECTIVES:

- » **Act early** - be agile and responsive to emerging political crises which could escalate into violent conflict – pre-emptively and as they erupt.
- » **Access the key players** - engage and build relations with the most hard-to-reach conflict actors, regardless of their affiliation, to bring them closer towards non-violent ways of pursuing their objectives and resolving conflict.

- » **Catalyse dialogue** - be in a trusted position that allows us to construct and facilitate political dialogue involving participants beyond the usual suspects, making good use of our hybrid board structure and proximity to the EU.

- » **Design processes** - be in demand for creative, solid, and inclusive mediation and process support to help negotiators, mediators, and policymakers think through and develop new ways to design peace processes.



The Institute's Programme Manager Jamie Pleydell-Bouverie and Regional Advisor Thanos Petouris meet members of the Supreme Council of Hirak at their headquarters, Aden (Yemen), July 2022 [© EIP]



The Institute will continue to work constructively with those who can effect change at the higher political level. We will work in partnership with actors that have negotiation, mediation, or facilitation roles and responsibilities, and seek to assist, support and advise them.

We will take an interest-based problem-solving approach to generate mutual trust, elaborate a joint understanding of conflict dynamics, and act as a decisive player in formulating ways forward that enable parties to manage their differences.

We will formulate strategies that reflect the requirements of any given conflict situation, pre-emptively and responsively by running interconnected and mutually beneficial multi-track initiatives. We will always take a regional approach which enables us to identify transnational drivers and dynamics, harness the support of regional actors, and maximise our cumulative impact.

STRATEGIC OBJECTIVE 2



We will design strategic interventions in some of the most complex or intractable crises in conflict settings by applying innovative technical and thematic expertise through tailored approaches that will contribute to a just, inclusive and sustainable peace.

SUB OBJECTIVES:

- » **Empower conflict affected populations in peace efforts** - facilitate and promote the agency of populations affected by conflict, and engage policymakers to ensure they meaningfully address the rights and interests of those populations.
- » **Apply a climate and environmental lens** - ensure that climate change and environmental degradation are actively considered in peacebuilding processes, identify possible leverage in conflict prevention and resolution opportunities.
- » **Mainstream gender** – ensure that the Women, Peace and Security agenda is integrated into all the workstreams of the Institute.
- » **Prevent and respond to security crises** - provide advice and assistance, sharing analysis and devising approaches that will support longer term resolutions focusing on the promotion of social inclusion.



The Al-Hol camp in northeastern Syria, 2019
[© photographer, Y. Boechat]



Dialogue between powerful actors needs to be complemented by strategic interventions addressing particular challenges and circumstances. These include catalysing the agency of conflict affected populations, including women, youth and marginalised groups so that they can meaningfully contribute to a just and sustainable peace; providing advice and assistance to governments and international actors on specific social and political contexts of violence and the nuanced solutions needed to facilitate prevention, reintegration and recovery; the practical integration of gender sensitivity in all of our engagements; and ensuring that the immediate climate and environmental challenges facing several conflict affected countries are understood as part of both the problem and sustainable solutions to violence.

We will build on our successes of the period 2020-2022 in these thematic challenges. To do this, the Institute will maintain a presence on the field and invest in developing long-term and trusted relations with people across affected regions as well as context-specific expertise.



MEP and Observer at the European Institute of Peace, Alviina Alametsä, takes the floor at a European Parliament plenary session, Strasbourg (France), 2023
[© European Union / photographer, Fred Marvaux]



STRATEGIC OBJECTIVE 3



We will strengthen our relationship with European actors focusing on conflict resolution.

SUB OBJECTIVES:

- » **Share expertise** - provide input and policy advice to the EU and European states on specific geographic situations or thematic issues.
- » **Support the EU** - work in support of the EU's objectives and activities, whether directly, by making the Institute's expertise available to EU officials, or indirectly, by coordinating and reinforcing strategies and activities.
- » **Make the case** - support efforts to strengthen political and financial support for conflict resolution and ensure that European funding in other fields is conflict sensitive.
- » **Raise standards** - contribute to the strengthening of standards, good practices, and communities of practice in the field of conflict resolution.

Following the Russian invasion of Ukraine, the EU's credibility and capacity as an agent for non-violent approaches to conflict resolution around the world are being challenged as never before. This critical moment presents a significant opening to help shape and influence the EU's future profile and capabilities. The Institute will continually upgrade its capacity to support the EU in conflict resolution. We will work side-by-side with the European External Action Service (EEAS), the EU Special Representatives (EUSRs) and EU Member States to provide comprehensive support that strengthens policymaking and operational capacity.

We will persist in positively impacting the involvement of EU and European actors in dialogues and peace processes that the Institute participates in or supports. Our field-level engagement will be complemented by policy labs, which will convene Member States, the EEAS, and key experts to find common ground on addressing specific issues. Additionally, the Institute will maintain its role in conveying messages and facilitating contact between conflict parties and the EU.

The war in Ukraine has brought about an unparalleled impact on the distribution of resources, capacities, political orientation and geopolitical considerations in conflict contexts far beyond Europe, affecting donor presence and international support for peace processes. As a result, the Institute will partner with others to make the case for the use of mediation and dialogue tools as an essential investment to resolve conflict both within and outside Europe, while also reexamining how its work can be more comprehensively integrated with policy developments and challenging decisions at the EU level.

In pursuit of this objective, the Institute will collaborate with civil society, parliamentarians and other actors to ensure that Europe's commitment to the rule of law, human rights and democratic accountability remain at the heart of its geopolitical vision and role in conflict resolution.

STRATEGIC OBJECTIVE 4



We will ensure the long-term sustainability of the Institute.

SUB OBJECTIVES:

- » **Motivate our team** - actively promote a diverse workforce with equal opportunities for all, attract and retain high-quality staff and advisors, and support them to perform.
- » **Tell the story well** - strengthen monitoring, evaluation, and communication of our work both for donors and key external audiences.
- » **Attract smart funding** - increase the predictability, sources, and flexibility of donor funding in a way that allows us to deliver, including by ensuring that 25% of our budget is unrestricted and a further 25% semi-flexible.
- » **Excel operationally** - ensure that policies, practices, systems, and capacities are fit for purpose and able to support the growth of the Institute.

To achieve these objectives, we will invest in our team, promoting a diverse and inclusive workforce, attracting and retaining high-quality staff and advisors, and supporting them to perform at their best.

We will also improve Monitoring, Evaluation and Learning (MEL) with dedicated funds and strengthen our potential for targeted and conflict sensitive communications.

Operational excellence will be achieved by ensuring that our policies, practices, systems, and operations team are fit for purpose and support the growth of the Institute and by improving our Management Control and Risk Assessment Systems so as to ensure the highest standards of efficiency, effectiveness, and predictability.

Implementing this Strategic Plan will require flexible, predictable, and long-term funding, even if these resources are scarce.

With these investments over the next three years we are confident that we can achieve our goal of long-term sustainability and continue to make meaningful contributions to peacebuilding efforts.

OUR THEORY OF CHANGE

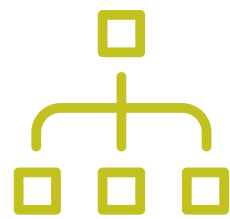
- » **IF** we are successful in engaging parties to conflict in dialogue;
- » **IF** the needs and interests of people affected by violence inform processes and agreements; and
- » **IF** European policymakers are willing, in a rapidly evolving and increasingly militarised geopolitical situation, to continue investing in creative approaches to crisis prevention and non-violent resolution of conflict including through us;
- » **THEN** we can save lives and increase the prospects for a more peaceful world for millions of people.

MONITORING, EVALUATION AND LEARNING: REFINING OUR APPROACH

During the period covered by this strategic plan, we will put in place a robust Monitoring, Evaluation and Learning (MEL) system based on the strategic objectives and sub-objectives outlined in this plan.

We are committed to refining MEL strategies and aligning them with the expectations of donors as well as the needs of those affected by conflict. Success in conflict resolution cannot be determined by a standard measurement template but must be subjected to continual revision and practical and technical improvement and be informed by local knowledge and understanding. Through this iterative process we hope to remain at the forefront of innovative thinking on conflict resolution.

PART 3 STRUCTURE



The Institute is a public interest foundation in accordance with Belgian law, and we rely on various sources of funding to carry out our mission. Donations are received through membership fees from European states and project funding from other national governments, the European Commission and foundations.

GOVERNANCE

The Board of Governors plays a supporting and guiding role in the work of the European Institute of Peace, allowing us to achieve our core mission in alignment with our vision and values. They also provide the Institute with invaluable unrestricted funding. In 2023, the board comprised nine members representing European states (Belgium, Finland, Germany, Ireland, Italy, Luxembourg, Poland, Spain, Sweden).

During the 2020-2022 period, the board expanded to include Ireland (2020) and Germany (2022) increasing our legitimacy and reach. In 2021, the European Parliament nominated five MEP Observers representing the five biggest political groups to the Institute's Board of Governors, reflecting the importance of conflict resolution in the European policy landscape. Other EU institutions, including the European External Action Service (EEAS) and the European Commission also informally join board sessions in an Observer capacity.

The **Senior Management Team (SMT)** is responsible for setting and implementing the strategy of the Institute, including resource mobilisation, programmatic, financial and human resources management, accountability and public affairs. There are four Senior Managers: Executive Director, Michael Keating; Deputy Executive Director and Director for Engagement, Dialogue, and Process Design, Stine Lehmann-Larsen; Director for Peace Practice and Innovation, Paul Seils; and Chief Operating Officer, Angelo Caserta.

The Institute's programmatic work is divided into two main units. The **Engagement, Dialogue, and Process Design** unit employs a range of strategies to maximise impact, including political dialogue facilitation and mediation support. The **Peace Practice and Innovation** unit applies innovative technical and thematic expertise through tailored approaches focusing on inclusion. Additionally, the **Executive Director's Office** provides communications, fundraising, and administrative support to the Executive Director and the Institute as a whole, while the **Operations** team ensures the smooth daily running of the Institute by managing human resources, logistics, finance, and IT.



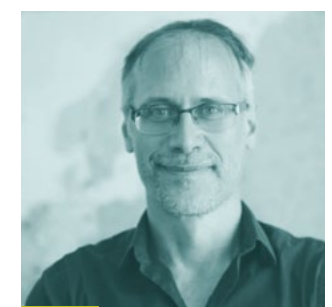
MICHAEL KEATING
Executive Director



STINE LEHMANN-LARSEN
Director, Engagement, Dialogue and Process Design and Deputy Executive Director



PAUL SEILS
Director, Peace Practice and Innovation



ANGELO CASERTA
Chief Operating Officer



The European Institute of Peace's Board of Governors convene at the Permanent Representation of the Republic of Poland to the European Union for its bi-annual meeting, Brussels (Belgium), September 2022 [© EIP]

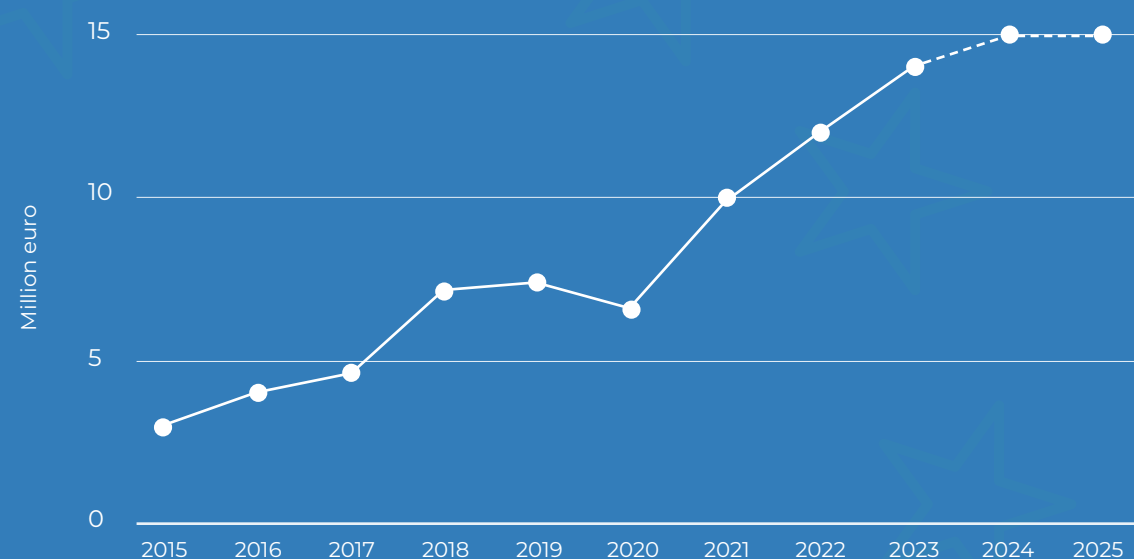
FINANCE AND SUPPORT

During the period covered by our previous strategic plan, the operating income of the Institute increased from 8 to 12 million euro. Our membership also grew with the inclusion of Ireland in 2020 and Germany in 2022, which significantly increased our access to unearmarked funds.

The Institute will continue to attract members to the board and the funding associated with that. Our financial targets 2023-25 include increasing core and unrestricted funding to 25% of our total budget and increasing funding from the private sector with a target of it becoming 20% of our budget. We expect continued growth with a target of 15 million euro by 2025.

In the 2023-2025 period, further measures will be taken to strengthen governance, accountability and resource mobilisation including an Enterprise Resource Planning system, a Monitoring, Evaluation and Learning system and the appointment of a Development/Fundraising Manager. Funds will be earmarked to support the professional growth and training of our people.

OPERATIONAL BUDGET



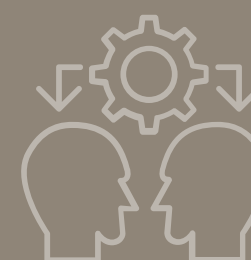
THE INSTITUTE IN NUMBERS*

ACTIVE IN **20+**
CONFLICT-AFFECTED
REGIONS

9
EUROPEAN
STATES ON
THE BOARD OF
GOVERNORS

5
MEP
OBSERVERS
ON THE
BOARD

10
YEARS
OF SHAPING
CONFLICT
RESOLUTION



11K+ 
FOLLOWERS ON TWITTER

 **40K+**
FOLLOWERS ON LINKEDIN

MANAGING A
PORTFOLIO OF
PROJECTS AND
ACTIVITIES WORTH
AS OF 2023 OVER

€ 10 million



50+
PERSONNEL

100+
PRACTITIONERS AND
SENIOR ADVISORS

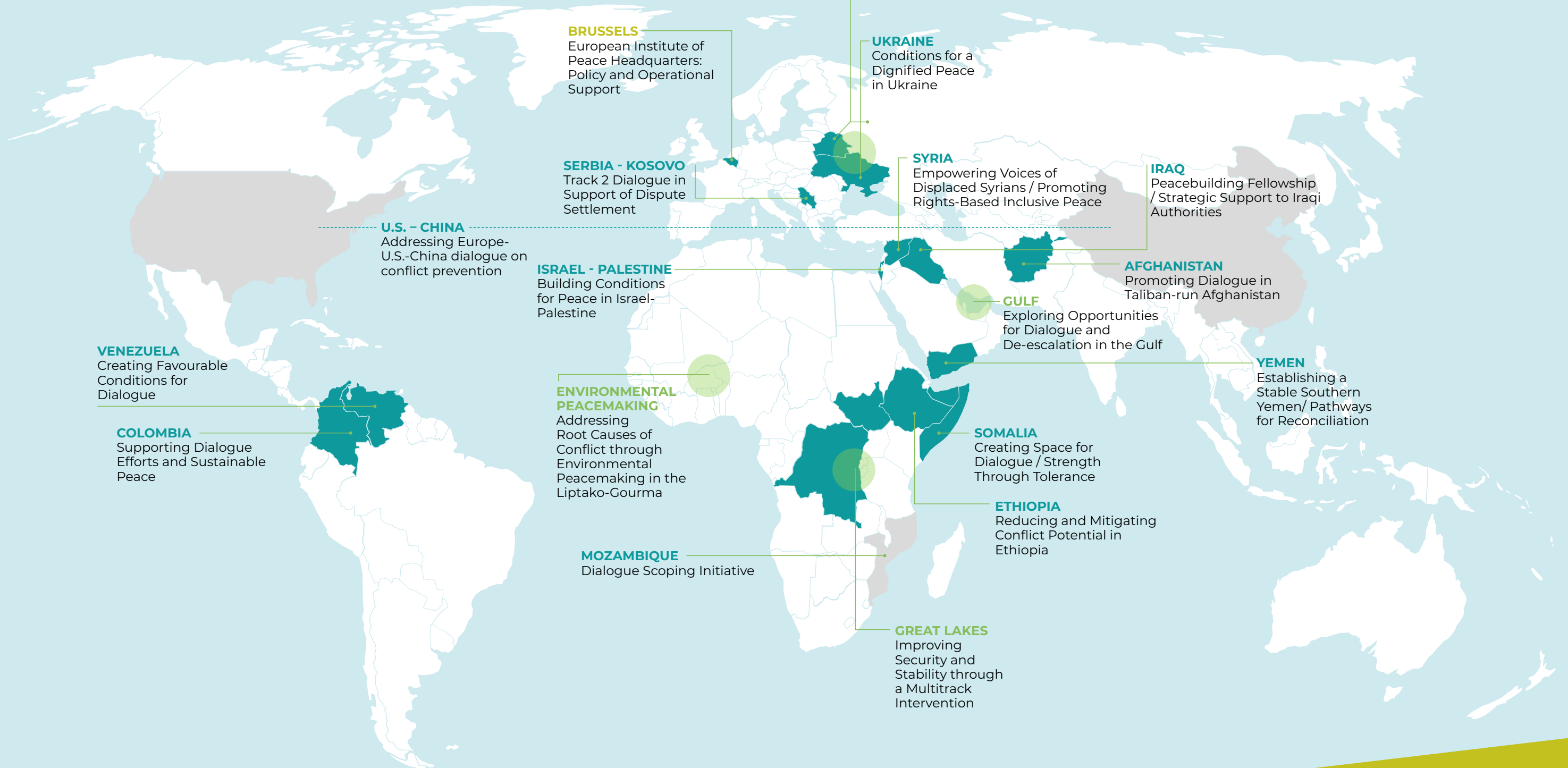


* Based on 2023 figures

EUROPEAN INSTITUTE OF PEACE

MAP OF ENGAGEMENTS 2023 (EXCLUDING GLOBAL ENVELOPES)

PROGRAMMES & PROJECTS





The Minaret of Qaytbay, Umayyad Mosque (Damascus, Syria)
[© photographer, Abd Sarakbi]



EUROPEAN
INSTITUTE
OF PEACE

EUROPEAN INSTITUTE
OF PEACE (EIP)

Rue des Deux Eglises 25
1000 Brussels, Belgium

www.eip.org
info@eip.org