



EUROPEAN
INSTITUTE
OF PEACE

TOWARDS INCLUSIVE PEACE

GENDER AND PEACEMAKING

STRATEGY 2.0

2024-2025

ABRIDGED VERSION



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FOREWORD

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. – *European Institute of Peace, Strategic Plan 'Creating Conditions for Peace,' 2023-2025.*

The Institute's three core values are quality, integrity and respect. These 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. Respect for gender equality is part of these values for broader inclusion and comprehensive efforts to promote lasting peace.

At the Institute, we support dialogue and mediation between powerful actors whilst working to ensure that the needs and perspectives of those affected by conflict help shape the agenda of resolution. This is fundamental for delivering processes resulting in sustainable peace and is reflected in our commitment to promoting inclusive dialogue with conflict-affected populations and engaging with all parties to conflict. Evidence over past decades indicates that effective and consistent gender inclusion in conflict resolution can contribute to inclusive political dialogue and sustained peace.

This strategy sets out ways in which the Institute will advance a whole-of-organisation approach to including gender perspectives and women's meaningful participation in conflict resolution. Spanning from January 2024 to December 2025, this document updates the [first Gender and Peacemaking Strategy \(2020-2023\)](#), which outlined our approach to evidence-informed gender inclusion and implementation of the political ambition defined in the Women Peace and Security (WPS) Agenda.

We believe that creating conditions for peace among societies and powerful actors is indispensable and can save lives. However, commitment to inclusivity and sustainability is not enough; we are both making the case and acting to make it a reality – in an increasingly challenging environment. We want to go the extra mile: to engage parties to the conflict, including the most controversial and difficult to reach, and catalyse dialogue even when it seems impossible or politically risky. We strengthen the voice and agency of people directly affected by conflict – and help powerful actors understand the value of broader inclusion in conflict resolution. Armed parties play an essential role in pursuing the end to conflict – and so do civil society and women as politically marginalised groups in society. We are committed to connecting these parties, fostering understanding for the value and necessity to meaningfully engage with one another for lasting solutions to conflict.



Michael Keating, Executive Director
March 2024



KEY CONCEPTS IN OUR APPROACH TO GENDER INCLUSION

Our approach to inclusivity encompasses the integration of gender perspectives and meaningful participation of women to create conditions for sustainable peace, based on the following concepts:

Women, Peace and Security Agenda: Our approach to gender integration is guided by the Women Peace and Security Agenda, which we ensure is integrated into all of our workstreams ([EIP, Creating Conditions for Peace, p.16](#)).

Gender: Gender encompasses social attributes, norms and attitudes considered appropriate for women and men, girls and boys in a given society at a given point in time. We seek to understand gender as a power variable, in the same way that other forms of political and social power are interrogated and inform analysis and programming. We use gender as an analytical tool to better understand conflict and other power dynamics.

Meaningful Participation: Due to the historic exclusion of women from peace processes (see Evidence Note 1), we understand meaningful participation, in line with the Women, Peace and Security Agenda, as direct, substantive inclusion of diverse women in positions of power so that they can influence the outcome of processes as well as their implementation.

Context specificity: We recognize that gender inclusion needs to be context- and project-specific. Therefore, we apply tailored strategies to gender integration. Gender-sensitive conflict analysis and diverse expertise are necessary elements to ensure our engagements are informed by local realities.

Intersecting identities: For us, inclusion in conflict resolution is intersectional. It goes beyond gender, and understands power dynamics to be shaped by other diversity factors that can multiply marginalisation or discrimination, such as but not limited to economic, race, age, sexuality, religious, and ability status.

Climate-sensitivity: We apply a climate and environmental lens to our gender-inclusive conflict resolution efforts. This means that we consider how security risks caused by climate change and environmental degradation impact affected populations differently, depending on their gender and other intersecting identities, and that we identify entry points for inclusive environmental peacemaking efforts.

Evidence Note 1: Historical exclusion of women and gender perspectives in conflict resolution

- Between 1992 and 2018, women constituted 13% of negotiators, 4% of signatories in major peace processes and only 3% of mediators ([Council of Foreign Relations, 2023](#)).
- In 2021, women's representation in UN-led or co-led peace processes was 19%, compared with 23% in 2020 ([Report of the Secretary General on Women, Peace and Security, 2022](#)).
- Between 1990 and the end of 2018, only 353 of 1,789 agreements (19.7%), relating to more than 150 peace processes, included provisions addressing women, girls, or gender.
- In 2021, 8 out of 25 peace agreements (32%) included provisions referencing women, girls and gender, an increase from 26% in 2020 ([Peace Agreements Database PA-X, 2023](#)).
- Only about 2% of global peace support funding is earmarked for gender equality and women's participation ([EPLO, 2019](#)).
- Men remain the leaders, directors, and most senior personnel in mediation organisations. Women-led peace support organisations remain the exception rather than the norm.

WOMEN, PEACE, AND SECURITY: PROGRESS AND SETBACKS

Our approach to gender integration is guided by the Women Peace and Security (WPS) Agenda, which we ensure is integrated into all of our workstreams ([EIP, Creating Conditions for Peace, p.16](#)). The WPS Agenda frames human rights and gender equality as central elements for effective conflict prevention and sustainable peace. Formally initiated in 2000 with the adoption of UN Security Council Resolution 1325, the Agenda now makes up a suite of ten UN Security Council resolutions that focus explicitly on how women and men experience war, violence, and conflict differently because of gender socialisation, power, and patriarchal dynamics. It consists of four pillars:

PREVENTION

Roles of women and integration of gender perspectives are enhanced in conflict prevention.

PARTICIPATION

Full and equal participation is ensured at all levels of decision-making, including political processes, all dimensions of peace and implementation of agreements and political settlements.

PROTECTION

The rights and needs of women and girls, are fully considered and acted upon during and after conflict; conflict-related sexual violence is prevented.

RELIEF AND RECOVERY

Humanitarian needs and long-term recovery frameworks strategically address gender equality goals and outcomes.

A wide range of WPS action plans, policy positions and strategies are in place to advance WPS at global, regional, national, and sub-national levels. Still, despite decades of effort to transform elite- and male dominated decision-making in conflict resolution, women remain marginalized across all aspects of peace promotion, building, agreements, and implementation. Against this backdrop, the Institute aims to contribute to an inclusive approach in conflict resolution, especially through the WPS pillar of participation and the integration of gender perspectives. The following sections outline what and how the Institute will do this. A summary of actions across the Institute ensures clarity and accountability - what gets done and how it is measured.

Evidence Note 2: Making the Case for Integration of Gender Perspectives and Women's Meaningful Participation in Peace Processes

- Women tend to bring different, more human security-centric priorities to the table than men. This broadens and opens discussion for more 'positive' peace that benefits post-conflict societies (O'Reilly et al., 2015; UNW, 2015)
- Women's meaningful participation can shift dynamics of processes by engaging larger constituencies, including peace dividends beyond the conflicting parties, and minimise spoilers – especially through their linkages and collaboration with women civil society groups (Krause, et al, 2018). This increases community buy-in, adding legitimacy to the negotiations and overall peace process (UNW, 2015; UNW and DPPA, 2020). Increasing evidence links women's participation with improved outcomes in peace agreements, such as increased likelihood of their durability and successful implementation (Stone, 2014; Paffenholz et al., 2016; UNW, 2015)
- Peace agreements signed by both men and women show a higher number of provisions aimed at political reform and a higher implementation rate of these provisions (Krause, et al, 2018).
- A study 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 (True, 2018).

OUR COMMITMENT: WHAT WE ASPIRE TO ACHIEVE THROUGH OUR ACTIONS

SET HIGHER STANDARDS IN CONFLICT PREVENTION AND RESOLUTION.

We are serious about integrating gender perspectives and WPS in our work. To achieve this, we seek to be recognised by constituencies in conflict-affected contexts and by peers for being a genuine leader in this space. We seek to understand gender as a power variable, in the same way that other forms of political and social power are interrogated and inform analysis and programming. In doing so, we go beyond patchy, superficial and performative efforts but acknowledge gender inequality as a complex system of power. By increasing women's substantive representation and participation, and protecting women's rights in this era of rollback, we seek to contribute to conflict resolution with gender equality at the forefront.

ENHANCE AND INFLUENCE EUROPEAN UNION CONFLICT PREVENTION AND RESOLUTION EFFORTS.

As a leading conflict resolution organisation based in the heart of the EU, we have unique access to EU decision-makers. The EU is extensively involved in conflict resolution including in direct support to peace processes, and has a strong policy commitment to the WPS agenda through its [Gender Action Plan III](#). European actors, including the EU, regularly turn to the Institute for policy input, advise on process design and to enhance their access to conflict parties. As a part of this, we advise our European partners on how to operationalise and fulfil the EU's policy commitments on gender and WPS.

BE ACCOUNTABLE FOR WHAT WE SAY AND WHAT WE DO.

We will be transparent and accountable for what we say – in policies, frameworks, strategies – and for what we do. Internally, we will be aware of culture, policies, and gender power dynamics. We commit ourselves to an external evaluation of this GPM Strategy 2.0 for the implementation period of 2024-2025. Externally, we will be reflective of who we interact and speak with and proactive in making engagements as inclusive as possible.

OBJECTIVES AND OUTCOMES

The Theory of Change for our Gender and Peacemaking Strategy 2.0 follows four objectives. These align with gender-relevant sub-objectives of our [Strategic Plan 2023-2025: Creating Conditions for Peace](#).

THEORY OF CHANGE:

IF we strengthen the roles of women in our processes by identifying barriers and enhancing opportunities for their meaningful participation; **IF** we mainstream gender throughout the outcomes of our programmatic work; **IF** we integrate gender perspectives and WPS in our external engagements, and **IF** we lead by example on gender equality in our internal structures **THEN** women's meaningful participation and integration of gender perspectives are increased and substantive at all levels in conflict prevention and resolution.

With this Theory of Change, we are striving for the following impact, objectives and outcomes:

IMPACT:

WOMEN'S MEANINGFUL PARTICIPATION AND INTEGRATION OF GENDER PERSPECTIVES ARE INCREASED AND SUBSTANTIVE AT ALL LEVELS IN CONFLICT PREVENTION AND RESOLUTION.

OBJECTIVE 1:

WE STRENGTHEN THE ROLES OF WOMEN IN OUR PROCESSES BY IDENTIFYING BARRIERS AND ENHANCING OPPORTUNITIES FOR THEIR MEANINGFUL PARTICIPATION.

The Institute aims to "be in a trusted position that allows us to construct and facilitate political dialogue involving participants beyond the usual suspects" and to "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." - [European Institute of Peace, Strategic Plan 'Creating Conditions for Peace,' 2023-2025, Strategic Objective 1.](#)

Outcome 1.1: We create opportunities for the increased and meaningful participation of women in our engagements and processes.

Meaningful participation of women means the direct, substantive inclusion of diverse women in positions of power so that they can influence the outcome processes as well as their implementation. We acknowledge that meaningfully engaging women in addressing gendered security risks, as well as conflict resolution opportunities of environmental and climate change impacts, can contribute to tackling root causes of conflict and promoting more inclusive and peaceful societies.

Therefore, we will aim to create a better understanding among policy makers and practitioners of the roles and the barriers to the meaningful participation of women peace actors, particularly through gender-sensitive conflict analysis. We will identify and enable opportunities for their meaningful participation in our own activities in (1) mediation and political dialogue, including process design and mediation support, multi-track engagement and formal negotiations; and in (2) peace practice, including political participation and constituencies, environmental and climate conflict resolution, implementation, and consultations.

Concretely, this entails creating opportunities for women's substantive roles as experts, opinion leaders, keynote speakers, advisors, analysts, panel members, facilitators, negotiators and similar. We will enable women peace promoters to fulfil these roles through targeted advice, capacity building and support, including to think through and develop new ways to design conflict resolution processes.

Outcome 1.2: We promote the agency of conflict-affected women in our engagements and processes.

We acknowledge that different groups of society experience conflict differently, including women and girls. As a consequence, their concerns or priorities cannot be met with a one-size-fits-all approach to conflict resolution. Towards our goal to create conditions for peace, the Institute promotes “the agency of populations affected by conflict and engage[s] policymakers to ensure they meaningfully address the rights and interests of those populations” ([Strategic Plan, 2023-2025, Strategic Objective 2](#)).

Concretely, this means that, our processes and engagements are informed by the experiences and interests of women affected by the conflict. We will act on findings from such analyses by identifying opportunities and entry points to promote the implementation of the WPS Agenda in processes and engagements.

We strive to promote cooperation with local, regional, and international women's groups, networks, and individuals, and building direct partnerships with women-led civil society organisations and relationships between conflict-affected women and peace actors. Building on women's experiences and leadership, we aim to develop policy recommendations on a rights-based approach for inclusive conflict resolution. We will exchange with gender experts to develop key lessons learned and recommendations to inform our activities.

OBJECTIVE 2:

WE MAINSTREAM GENDER THROUGHOUT THE OUTCOMES OF OUR PROGRAMMATIC WORK.

The Institute commits to “mainstream gender [and to] ensure that the Women, Peace and Security Agenda is integrated into all the workstreams of the Institute” – [European Institute of Peace, Strategic Plan, 2023-2025, Strategic Objective 2](#).

Outcome 2.1: We mainstream gender and WPS throughout our programmatic work.

In our [Strategic Plan \(2023-2025\)](#), we commit ourselves to mainstream gender and integrate the WPS Agenda into all our workstreams and throughout the entire project cycle. As a basis to this, **gender-sensitive and conflict analysis and mappings** will be institutionalised to inform project and programme design from the start, as well as to ensure our engagements Do No Harm nor exacerbate preexisting inequalities. Project teams will integrate findings from the analyses into programming, particularly to address the identified barriers to women's participation and inclusion of gender perspectives and WPS in a context-sensitive way.

However, gender analysis and inclusion does not merely equal women. It encompasses understanding gender as an analytical tool to comprehensively analyse power and conflict dynamics in a given context, and how women, men, gender and sexual minorities are affected differently by conflict. It also entails examining how expectations towards gender roles can be drivers of conflict, such as narrow concepts of masculinities drive some boys and men towards radicalisation, violence, or expose them to conscription into armed group activities. It entails how gender interacts with other relevant themes, including violent extremism, climate and conflict-related migration, natural resource use or tribal and clan conflict resolution mechanisms, for example. At a minimum, projects are expected to reflect sensitivity towards gender power dynamics, to ensure that their engagements do not exacerbate pre-existing power inequalities (see Figure 2: Project Gender Spectrum).

Outcome 2.2: Our personnel assume responsibility to integrate gender.

Personnel assumes collective responsibility towards integrating gender, within policies, practices, systems, and capacities in place to do so. The GPM team supports development of personnel capacity and understanding for the implementation of the WPS Agenda through guidance notes, training of personnel, knowledge sharing, and targeted programmatic advice. Through an annual survey, GPM will assess personnel capacity for gender integration and identify room for adjustment and improvement of GPM support. Personnel will periodically update SMT on the efforts that were made in their projects.

In order to consistently integrate gender into our external engagements, the Institute's personnel strive to be familiar with the [EU Action Plan on WPS 2019-2024 \(EU NAP\)](#) and the [Gender Action Plan \(2021-2025\)](#). To elevate awareness, the GPM Team will convene annual seminars to ensure all-personnel understanding of EU frameworks on gender and WPS, what objectives and outcomes have been set and how this relates to specific country or thematic work within the Institute.

OBJECTIVE 3:

WE INTEGRATE GENDER PERSPECTIVES AND WPS IN OUR EXTERNAL ENGAGEMENTS.

We are committed to “provide input and policy advice to the EU and European states on specific geographic situations or thematic issues” and “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.” - [European Institute of Peace, Strategic Plan ‘Creating Conditions for Peace,’ 2023-2025, Strategic Objective 3.](#)

Outcome 3.1: We engage with our European partners on WPS.

We work closely in support of the EU’s objectives and activities – both directly and indirectly. This includes support on the area of WPS and gender inclusive conflict resolution. As an active member of the EU Informal Task Force for WPS, which was central in the development of the new EU Strategic Approach to WPS and its Action Plan, we provide regular input to policy developments and discussions for the office of the EEAS Ambassador for Gender and Diversity. We brief donors on cross-cutting WPS priorities across our thematic envelopes and share analysis, reports, and findings with partners and policymakers. These can be aligned with donors’ strategic priorities on gender equality and WPS.[1] We engage with the Global Alliance of Mediation Networks, which includes several regional Women Mediator Networks (WMNs), with a particular focus to making them operational.

[1] Such as UN Security Council engagement, OECD DAC Recommendations, Convention on the Elimination of All Forms of Discrimination Against Women (CEDAW) periodical reviews and ensuring compliance with the EU Strategic Approach on WPS and wider EU frameworks.

We contribute "to the strengthening of standards, good practices, and communities of practice in the field of conflict resolution." - [European Institute of Peace, Strategic Plan: Creating Conditions for Peace, 2023-2025, Strategic Objective 3.](#)

Outcome 3.2: We set higher standards in the field of conflict resolution.

The Institute leads by example in the field of conflict resolution by raising standards and good practices among peers and the mediation and peace support community at large (Strategic Objective 3). This translates into the WPS field and gender-inclusive conflict resolution, where the Institute strives to be self-reflective, transparent, and committed to learning and improving its approaches to gender-inclusive conflict resolution. This includes continued engagement, exchange and learning with peers on gender inclusion as part of setting higher standards in our field, and inclusion of gender-differentiated understandings of environmental and climate change security risks.[2]

OBJECTIVE 4:

WE LEAD BY EXAMPLE ON GENDER EQUALITY WITHIN OUR OWN STRUCTURES.

The Institute ensures long-term sustainability by actively promoting "a diverse workforce with equal opportunities for all, attract and retain high-quality staff and advisors, and support them to perform and communities of practice in the field of conflict resolution." – [European Institute of Peace, Strategic Plan, 2023-2025, Strategic Objective 4.](#)

Outcome 4.1: We promote gender equality, diversity and inclusion in our own structures.

To meaningfully implement the WPS Agenda within our own structures, we commit to diversity and equal opportunities among our personnel and advisors. We follow gender inclusive recruitment procedures and strive to achieve diversity and equal pay for equal work among personnel, regardless of their genders, nationality or ability status. Diversity and pay equality among personnel will be analysed and will inform SMT decisions. Diversity of advisors is also a critical area for attention. GPM will create a database of women experts to help personnel to draw on context and thematic expertise of women.

To excel operationally with the goal to lead by example with the implementation of the WPS Agenda, the Institute "ensure[s] that policies, practices, systems, and capacities are fit for purpose." – [European Institute of Peace, Strategic Plan, 2023-2025, Strategic Objective 4.](#)

Outcome 4.2: We ensure that internal policies, practices and systems are gender inclusive.

We will ensure that our internal operational policies and practices are gender inclusive and underpinned by data. This includes but is not limited to access to learning opportunities, career advancement, consultancy policies, recruitment policies, zero tolerance policies and code of conduct.

2] UNDP (2022), A UNDP Practice Note: The Implications of Climate Change for Mediation and Peace Processes, p.13; UNDP (2020), Gender, Climate and Security Report: Sustaining inclusive peace on the frontlines of climate change.

ROLES AND RESPONSIBILITIES

Board: The Institute is guided by a Board which has a significant leadership role and contribution to ensure that gender equality, inclusion and the WPS Agenda are consistently implemented. Representation of women in the Board itself sends a powerful signal. As of January 2024, the Board members are comprised of five women and five men, with a woman in the role of President. This Strategy commits the Board to an annual discussion in on the integration of gender perspectives and WPS to track progress, identify blockages, and contribute to learning and reflection.

Management: The Senior Management Team and Programme Managers are responsible for achieving the objectives of this Strategy. This involves ensuring that gender-sensitive conflict analysis and WPS concerns are actively and consistently applied across programme and project cycles. It includes paying attention to qualitative measures and interventions that substantially focus on integration of gender perspectives and women's meaningful participation. Two dedicated meetings per year will be convened by the SMT to track progress of this Strategy.

Personnel: All personnel are responsible for the implementation of the Gender and Peacemaking Strategy. This encompasses integrating gender and WPS throughout their work, striving to build their capacity on gender and proactively identifying opportunities for gender integration within their projects. Personnel are supported by, but not reliant on, the Gender and Peacemaking Team (GPM). This support consists of training sessions and guidance notes offered by GPM, regular internal communication, sharing learnings via the internal newsletter, the GPM Quarterly, as well as ad-hoc support to gender-sensitive engagements and facilitation.

Gender and Peacemaking Working Group: The GPWG will meet quarterly to reflect on implementation of the Strategy, ensure active flow of data and analysis to track achievements, progress, and areas of underperformance. The GPWG will comprise of a PPI Manager; EDP Manager; OPE Manager; a Communications representative from the Executive Director's Office; and the Gender and Peacemaking Team. Attention to gender diversity and representation will be maintained by a gender balance in the Working Group. At least 40% of the WG should be men, to ensure that gender mainstreaming work does not merely fall on the shoulders of women and non-binary colleagues. The GPWG will develop a short report to inform the bi-annual briefings on GPM to the SMT outlined above.

Gender and Peacemaking Team: As of March 2024, there are two full-time positions in the Gender and Peacemaking Team (GPM). The core focus of GPM is implementing dedicated projects with a core objective on including gender perspectives and women's participation in conflict resolution efforts. Such projects are designed to complement and underpin ongoing programming but are not a substitute for cross-Institute implementation of the Strategy. Instead, GPM is an active resource for all personnel to seek advice, ideas, information, and guidance towards implementing the Strategy. The GPM Team also includes external advisors who can support personnel on inclusive process design and relevant activities.

Human Resources: In line with the Institute's commitment to promoting a diverse workforce with equal opportunities for all, the Human Resources team strives to annually assess personnel satisfaction, including the personnel wellbeing, diversity of the personnel body, equal opportunities and personnel turnover based on gender- and age-disaggregated data. To acknowledge all personnel' responsibility, new or updated contracts will include the staff member's responsibility on the implementation of the GPM Strategy.

ACTIONS ACROSS THE INSTITUTE

At the Institute, we strive to be in a trusted position from which we can support dialogue and mediation between conflict parties, while working to ensure that the needs and perspectives of those affected by conflict shape the agenda of resolution (EIP, *Creating Conditions for Peace*, p.5). Such an approach requires trust building, as well as sensitivity that each context and partnership we engage in is different. In line with this, we acknowledge that gender and WPS inclusion needs to be context- and project-specific. Therefore, we apply tailored strategies to gender integration.

Quality outcomes on gender inclusion require early and consistent attention throughout the phases of (1) project design and planning, (2) implementation, and (3) monitoring, evaluation, and learning:

PLANNING & DESIGN

- GENDER-SENSITIVE CONFLICT ANALYSIS
- REFLECTION AND AMBITION: PROJECT GENDER SPECTRUM
- DEFINING GENDER OBJECTIVES AND INDICATORS
- GENDER-RESPONSIVE BUDGETING

PROJECT IMPLEMENTATION

- IMPLEMENT PROJECT ACTIVITIES THAT RESPOND TO FINDINGS FROM ANALYSIS
- SUPPORT FROM AND CONSULTATIONS WITH GPM
- GENDER-SENSITIVE FACILITATION AND MISSION RISK ASSESSMENTS

MONITORING, EVALUATION & LEARNING

- CONTINUOUS DATA COLLECTION
- REPORTING PROGRESS TO GPM AND GPWG
- INTERNAL SHARING OF LESSONS AND GOOD PRACTICE
- CONTINUOUS EVALUATION FOR LEARNING AND IMPROVEMENT

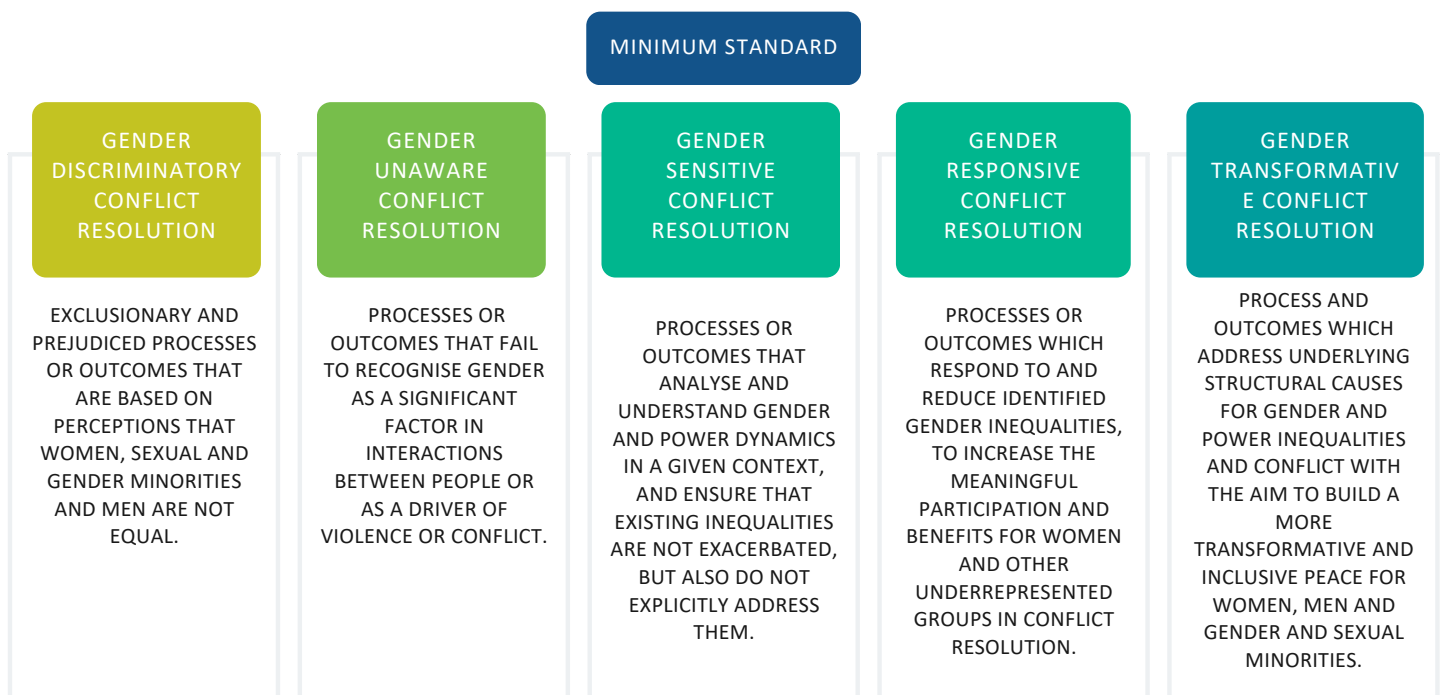


PROJECT DESIGN AND PLANNING:

Gender-sensitive conflict analysis: Integrating gender from the very start of the design and planning phase requires a deeper understanding of a given context. This can be done by using gender as an analytical tool through comprehensive and regularly updated gender-sensitive conflict analysis. Such analysis fosters an understanding of conflict dynamics and how societal groups are affected and experience conflict differently, depending on their genders and other intersecting identities. It also allows project teams to identify entry points and methods for the integration of gender perspectives and women's meaningful participation in our engagements. The Gender and Peacemaking Guidance Note 2: Gender, Political and Conflict Analysis provides orientation and advice on this stage for project teams.

Reflection along the Project Gender Spectrum: Based on the findings of the gender-sensitive conflict analysis, project teams reflect upon their overarching project ambition to integrate gender perspectives and women's meaningful participation into project design and planning. The Project Gender Spectrum^[1] (Figure 2) is a tool for required reflection during the project design and planning.

This will promote qualitative approaches to gender inclusion and WPS, by encouraging explicit integration of gender-relevant objectives and indicators in projects. It ensures that gender equality is considered when planning for, steering and implementing interventions and reporting to our donors. It also sets a baseline and provides an Institutional overview of gender integration into projects.



[1] The Project Gender Spectrum is adopted from a peer learning initiative in 2020-2021, which the Institute took part in. One output of the initiative the report: CMI and Conciliation Resources, Integrating Gender into the DNA of Peacebuilding: Learning with Peers.

The Institute acknowledges that our programme teams work in diverse environments and different conditions, with some engagements allowing for more direct gender-responsive processes and outcomes than others. However, sensitivity of gender and power dynamics is crucial for ensuring that we do no harm and, at a minimum, do not exacerbate preexisting gender inequalities through our engagements.

(2) PROJECT IMPLEMENTATION

Implementation spans multiple action, including applying findings from gender analysis to implementing meeting, to staffing and quality partnerships. In essence, implementation measures how practical project activities support women's meaningful participation in mediation and conflict resolution or the mainstreaming of gender perspectives into outcomes.

Evidence Note 3: Funding to Women's Rights Organisations

- The OECD-DAC notes that while funding for gender equality has improved, it still represented only 5% of all bilateral aid for the period of 2018–19 (OECD-DAC, Gender-Net, 2021).
- Funding rarely flows directly to women's rights organisations – only 1% in 2016–17 (OECD-DAC, 2019).
- The OECD-DAC (2016) has stated: 'Where resources are reaching women's rights organisations, they are typically small-scale and short-term. Small amounts of money can stimulate learning and innovation, but they do not enable vital expansion, scale-up and strengthening of organisational and operational capacity.'
- The Association for Women in Development reported in 2021 that 99% of development aid and foundation grants do not directly reach women's rights and feminist organisations (Dolker, 2021). This is called 'watering the leaves, starving the roots' (Arutyunova and Clark, 2013).

(3) MONITORING, EVALUATION AND LEARNING

In 2023 the Institute developed its first institutional Monitoring, Evaluation and Learning (MEL) framework and strategy. This includes gender as a cross-cutting theme for all projects, ensuring that the WPS Agenda is integrated into all the workstreams of the Institute. The MEL framework will capture elements of this GPM 2.0 Strategy, as it includes gender-specific numeric and illustrative indicators to measure the qualitative and meaningful participation of women and/or illustrative examples of integration of gender perspectives. In addition to the Institutional MEL approach, this GPM Strategy will include a results framework for personnel to measure its full implementation.

For all three areas, key actions, goals, timeframes and relevant staff responsibility are outlined in an internal version of this Strategy.

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