

Gender Action for Peace and Security

2014 – 2017 Strategy



gender action for peace and security

Gender Action for Peace and Security (GAPS) is the UK's Women, Peace and Security Network. As a coalition of UK-based development, humanitarian, human rights and peacebuilding organisations, GAPS promotes and monitors the inclusion of Women, Peace and Security in all UK conflict prevention, security and peacebuilding policies, systems, programmes and funding. This GAPS strategy period is from 2014 to 2017. It outlines GAPS Vision (1), Mission (2), Aims (3), Objectives (4), Priority Countries (5) Approaches (6), and Resources (7) for that period.

1. **Vision:**

A world where peace and gender equality is a reality.

2. **Mission:**

To maximise the UK's work on Women, Peace and Security to promote, support and monitor the participation of women in all levels of peacebuilding including with protection mechanisms protect women from violence, and ultimately prevent all forms of violence and the disproportionate impact conflict has on women.

3. **Aims:**

During the Strategy period, GAPS aims to:

- Ensure Women, Peace and Security is fully integrated into all UK government conflict, prevention, security and peacebuilding policies and funding streams.
- Increase the understanding among government officials in London and overseas of Women, Peace and Security so that the principles of international Women, Peace and Security are institutionalised across government departments.
- Increase political will within Government and parliament towards the implementation of Women, Peace and Security and women's rights in conflict and peacebuilding.
- Increase GAPS international networks with Women, Peace and Security leads in international and multilateral organisations and civil society.
- Be a strong, fast moving and sustainable network of development, humanitarian, human rights and peacebuilding organisations and practitioners that is able to react quickly to upcoming Women, Peace and Security issues.

4. **Strategic Priorities:**

4.1. **Conflict and Women, Peace and Security Policy**

4.1.1. **Objective:**

Strengthen an integrated approach to Women, Peace and Security which results in sound analysis that is included in all UK peace and security policy, systems, programmes and funding.

4.1.2. **Background:**

GAPS conducts advocacy on cross government policy and practice to strengthen the UK's achievements against Women, Peace and Security commitments and to integrate gender, women's rights, and Women, Peace and Security analysis into all related UK government policy and practice. Government policies that GAPS works on include the National Action Plan on Women, Peace and Security (NAP), the Building Stability Overseas Strategy (BSOS), Preventing Sexual Violence Initiative (PSVI), Violence Against Women and Girls (VAWG) in Emergencies, and the development of Women, Peace and Security policy into the military.

4.1.3. **Outcomes:**

- The implementation of the new NAP serves as an effective tool to institutionalise Women, Peace and Security within the Foreign and Commonwealth Office (FCO), Department for International Development (DFID) and Ministry of Defence (MOD) including their offices in in Fragile and Conflict Affected States (FCAS).
- The new NAP has improved monitoring and evaluation mechanisms, with outcome rather than activity focused measurements, and accountability to women in FCAS as well as to UK civil society and parliament
- Integration of women's rights and gender analysis into implementation of conflict policy, systems, programmes and funding.
- Civil society and parliament actively engage in holding government to account on their Women, Peace and Security commitments to ensure the implementation of Women, Peace and Security frameworks.
- The UK Government commits to dedicated Women, Peace and Security funding in addition to the development of Women, Peace and Security funding guidance which is implemented for all UK Government funding in FCAS.
- Increased communication and networks with the global Women, Peace and Security movement, campaigns and organisations, including in FCAS.
- Maximise the converging women's rights, development and security events in 2015 to outline progress, challenges and recommendations of action on Women, Peace and Security.

4.1.4. Annual Indicators:

GAPS will:

- Organise four meetings with the DFID and FCO Women, Peace and Security Team leaders
- Organise eight meetings with the FCO NAP lead.
- Organise four meetings with the MOD NAP lead or other representatives of the MOD or military.
- Meet with the PSVI Team at least three times.
- Organise five meetings of the NAP Working Group.
- Produce at least two briefings on the NAP and Women, Peace and Security Policy.
- Organise and support at least four public APG meetings.
- Organise and support at least six private APG or parliamentary meetings with parliamentarians, other APGs or APPGs and Chairs of Committees.
- Assess and respond to UK Government NAP-related documents, including the M&E, NAP itself, the NAP Implementation Plan, or annual NAP Report at least twice.
- Brief parliamentarians ahead of four debates, meetings or pieces of government policy
- Produce a joint report with GADN and the SRHR network on 2015.
- Meet with five officials and parliamentarians to discuss the recommendations in the 2015 report.
- Present the recommendations in the 2015 report to GAPS members and other interested NGOs.
- Meet with and have calls with 6 global Women, Peace and Security organisations.
- Speak or present at 4 public or private events.
- Produce three Women, Peace and Security blogs.

4.2. Women's Rights in Afghanistan

4.2.1. Objective:

UK support to women's rights in Afghanistan continues after the drawdown of International Security Assistance Force (ISAF) troops and reflects all pillars of Women, Peace and Security frameworks.

4.2.2. Background:

GAPS is committed to working on women's rights in Afghanistan until and after the drawdown of ISAF troops at the end of 2014. Against a backdrop of continued attacks against women's rights activists, marginalisation of women in peace and transition negotiations and discussions, and undermining of national women's rights standards such as the Elimination of Violence against Women (EVAW) Law, GAPS will continue to focus on Afghanistan. GAPS Afghanistan work will use a combination of policy

and advocacy as well as its public facing campaign: *No Women, No Peace*. GAPS will utilise strategic opportunities such as UK-hosted Afghanistan-related conferences as well as UK commitments to maintain its level of donor funding to Afghanistan. GAPS will hold the UK Government to account on the commitments it makes to women's rights in Afghanistan and ensure they fulfil the commitments. In addition to working with members, GAPS will work alongside international networks and with civil society in Afghanistan to fulfil its objective.

4.2.3. Outcomes:

- Women's rights prioritised and women consulted in the agreement between donors and the Government of Afghanistan with funding going towards women's rights.
- Afghan women, including Government and Civil Society representatives, are meaningfully represented in all decision-making, reconciliation and reintegration processes.
- DFID and the UK Embassy in Kabul develop a clear plan to implement EU human rights defenders guidelines to support women human rights defenders, and support the Government of Afghanistan to develop a clear plan to defend the rights of women in public sphere by 2015.
- The UK government prioritises women's rights in the next DFID operational plan for Afghanistan (2015 – 2020), including the development of a meaningful VAWG Strategic Priority and the full and prompt implementation of the EVAW law.
- The UK Government advocates for and funds increased recruitment and retention of women in Security and Justice mechanisms and ensures women fully participate in the design, review and implementation of security and justice programming and interventions.
- The UK Government maintains political will towards Women's Rights in Afghanistan, including funding, dedicated women's rights programming and diplomacy, and gender mainstreamed throughout UK programming, through public and parliamentary engagement, including through the Associate Parliamentary Group on Women, Peace and Security (APG), campaign and social media.

4.2.4. Annual Indicators:

GAPS will:

- Produce two briefing papers for officials and parliamentarians.
- Issue one press release
- Speak at one public event.
- Have five meetings with the UK Government.
- Lead one No Women, No Peace. campaign action.
- Have five calls or meetings with Afghan women's rights activists or organisations.
- Briefs four parliamentarians on priorities for Afghan women.
- Organise two public or private meetings with parliamentarians on women's rights in Afghanistan.
- Organise four Afghanistan Working Group meetings.
- Produce two Afghanistan related blogs.
- Send 50 tweets relating to women's rights in Afghanistan.

4.3. Women, Peace and Security in Emerging Conflicts

4.3.1. Objective:

React and respond effectively, and flexibly and in a timely way to emerging and re-emerging conflicts and opportunities to promote Women, Peace and Security and the Network.

4.3.2. Background:

As the UK's network on Women, Peace and Security, it is essential that GAPS promotes women's participation in peacebuilding and highlight the impact of conflict of women during emerging conflicts building on its expertise and sharing valuable lessons that the network has learned about Women, Peace and Security in other contexts. With the support of GAPS members, GAPS will therefore react

and respond to emerging conflicts. Recognising that GAPS capacity, work on emerging and re-emerging conflicts will be undertaken in conjunction with GAPS members and agreed with the member(s) and GAPS director.

4.3.3. Outcomes:

- Inclusion of Women, Peace and Security principles in the UK Government's response to emerging conflicts such as South Sudan in 2013.
- Undertake reactive media and communications work on Women, Peace and Security.
- Maximise the No Women, No Peace. Campaign to highlight the impact of emerging and re-emerging conflicts on women and the importance of their role in peacebuilding via social media, campaign actions, mainstream media and press releases.
- Increase involvement with the global Women, Peace and Security movement, policy and campaigns, including those in FCAS.
- Where possible, support messaging of national Women's Rights Organisations in conflict affected countries.

4.3.4. Annual Indicators:

- Produce or sign onto one briefing paper for officials and/or parliamentarians.
- Issue or sign onto one press release
- Have two meetings with the UK Government.
- Lead one No Women, No Peace. campaign action.
- Have one call or meeting with women's rights activists or organisations from FCAS.
- Brief four parliamentarians on priorities for Afghan women.
- Organise or support in organising two public or private meetings with parliamentarians on women's rights in Afghanistan.
- Organise or attend three meetings on emerging or re-emerging conflicts.
- Produce at least one blog on an emerging or re-emerging conflict.
- Send 200 tweets on an emerging or re-emerging conflict.

4.4. Impact, Stability and Sustainability of the Network

4.4.1. Objective:

GAPS has worked to build up organisational reserves. The 2014-2017 strategic period should consolidate this progress and build GAPS capacity.

4.4.2. Outcomes:

- GAPS remains the "go-to" organisation for government on Women, Peace and Security.
- Increased breadth and depth of member engagement with GAPS work more evenly shared among members and members more actively involved in the achievement of GAPS objectives and including commitment at the management level.
- Strong communication with and between network members, including sharing new research and approaches.
- Increasing capacity and knowledge of members on women's rights, gender, peace and security.
- Strong and engaged Management Committee and Advisory Board to ensure proper governance of the network with at least 2 meetings of each entity separately and 2 joint meetings a year.
- Sustainable plan to achieve objectives developed by the Management Committee and Advisory Board.
- External communications are accessible, engaging and informative.
- Where appropriate strong partnerships are formed with other relevant networks such as the GADN to maximise impact
- M&E approach to track outcomes of GAPS work and to feed into fundraising work.

- Continue role as secretariat of APG on Women, Peace and Security with parliamentarians actively engaged in APG's work on Women, Peace and Security, and continuation of member secondments to the APG on a rotating basis.
- Fully comply with UK legislation, including the Lobbying Act (2014).
- Increased funding to increase the reach and impact of GAPS work and to cement the sustainability of the Network.
- Recruitment of an additional member of staff to support fundraising, Monitoring and Evaluation (M&E), campaigning and administration.

4.4.3. Annual Indicators:

- Organise four members meetings.
- Support active chairs of GAPS Working Groups.
- Produce and review Working Group work plans.
- Facilitate or support four meetings for members to share research findings (including presentations at members meetings).
- Organise four Management Committee and Advisory Board Meetings.
- Review and update the GAPS website.
- Integrate the No Women, No Peace. website into the GAPS website.
- Send two tweets per day.
- Produce 8 blogs.
- Meet with other networks or attend or present at three meetings of other networks per year.
- Produce and update GAPS M&E approach.
- Organise meetings of the APG, including the Annual General Meeting.
- Produce a GAPS position of the Lobbying Act and review No Women, No Peace. campaign inline with the Lobbying Act.
- Achieve required GAPS funding surplus.
- Approach two potential new donors.
- Recruit an additional staff member.

5. Priority Countries:

GAPS will focus on the NAP focus countries:

1. Afghanistan
2. Democratic Republic of Congo
3. Libya
4. Myanmar
5. Somalia and
6. Syria

GAPS will also continue to work on Women, Peace and Security in Northern Ireland. As outlined in Objective 3 (see 4.3.1), GAPS will not limit its work to these countries and will, where possible respond in a timely manner to emerging and re-emerging conflict. This work reflects the impact emerging conflicts have on women and importance of the inclusion of Women, Peace and Security principles in all conflicts.

6. Tool GAPS will Utilise:

GAPS will use the following tools to achieve its four Strategic Priorities and Objectives:

6.1. Network Expertise and Capacity:

- Mid Term Review: GAPS will undertake a mid-term review of this Strategy in January 2016.
- Working Groups: GAPS will move to a system of active Working Groups which are co-Chaired by two GAPS member organisations. GAPS has used this approach for the Afghanistan Working Group, and will expand this to Objective 1. Each Working Group will develop an Annual Plan,

which will be agreed with the Director. The Director will sit on all Working Groups and input into the plan, activities and work of the Group.

- Annual Indicators: GAPS will review the Annual Indicators in the Strategy each year and amend based on annual plans.

6.2. Influencing:

- APG: GAPS will continue to provide the secretariat for the APG on Women, Peace and Security through secondments by member agencies on a rotational basis.
- Strong links to HMG: GAPS will continue to maximise and expand its strong links with the UK Government to achieve its objectives.

6.3. Research:

- Research and Analysis: Develop accessible research and analysis papers on examples of good practice and recommendations for UK Government action.

6.4. M&E:

- M&E Framework: GAPS will develop a M&E approach to monitor achievement against objectives and outcomes. The results of this will be used in the Mid Term Review and funding applications.

6.5. Networking:

- Global Networking: Develop relationships and collaboration with civil society and international and multilateral organisations to ensure that GAPS is embedded in the global Women, Peace and Security movement. This will include increased links with civil society, particularly Women, Peace and Security organisations and networks in FCAS, the Global Network of Women Peacebuilders, Operation 1325, Kvinna till Kvinna, UNWomen, 1325 Network (Canada), NGO Working Group on Women, Peace and Security, WILPF, and Democratic Control of Armed Forces.
- UK Networking: Provide a forum to share research and analysis among members and other organisations including women's rights activists from FCAS, officials, and academics.

6.6. Communications and Outreach:

- Social Media and Campaigns: GAPS will maximise the use of social media and its *No Women, No Peace* campaign to highlight issues of Women, Peace and Security to a broader, public audience, and where necessary, use social media and the Campaign to increase public pressure on the UK Government to meet its Women, Peace and Security commitments.
- Communications: GAPS website that serves as a resource on GAPS work and women's rights, gender, peace and security and provides a platform for GAPS and member agency work.
- E-Newsletters: GAPS will pilot e-newsletters for members and supports that outline GAPS social media over the previous month, which include blogs posts, updated website content, and the most retweeted tweets.

6.7. Fundraising:

- Membership Funding: In line with the Membership Funding Structure, increase income from membership fees by 2017.
- Expert Consultancy: Where possible and within its capacity and expertise, GAPS will undertake expert consultancies to increase revenue and to increase its networks within the UK Government and civil society. GAPS will approach its members that are part of roles on DFID-funded consortia to initiate this work.

7. Resources:

GAPS is a relatively small, niche network. Its resources are as follows:

- A permanent Director, Management Committee and Advisory Board. The Director's time will be divided as per the table below.

Item	% of Times	Days per Week
Objective 1 (40%)		
Women, Peace and Security Policy, Systems, Programmes and Funding	30%	1.5
Conflict and Emergencies Policy, Systems, Programmes and Funding	10%	0.5
Objective 2 (20%)		
Afghanistan Policy and Campaign	20%	1
Objective 3 (40%)		
Network Management	10%	0.5
Administration	10%	0.5
Funding	10%	0.5
Reactive Work	5%	0.25
Line Management	5%	0.25

- GAPS is hosted by one of its member agencies (Womankind Worldwide). The Director is employed by the host and is line managed by the Chair of the Management Committee, who is on the Senior Management Team of the host agency.
- GAPS funding and legal status managed by the host organisation and is audited as such.
- GAPS is supported by members with a seconded APG Coordinator (one day per week for a 6 month period).
- The majority of GAPS funding is supplied by members and trusts and foundations.
- During the strategy period, GAPS plans to recruit a Junior Consultant initially on a Part Time basis, but hopes to increase this to a full time, permanent post should funding be sourced. The Junior Consultant role will focus on funding, communications, campaigns and support to Network.