Implementing a MOWIP Assessment

Practitioners' Insights

THE ELSIE INITIATIVE
FOR WOMEN IN PEACE OPERATIONS

DCAF Geneva Centre for Security Sector Governance

Canada

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Learning Brief:

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- The Elsie Initiative Fund (EIF)

- Cornell University, Gender & Security Sector Lab

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Content

Introduction

Conducting a Measuring Opportunities for Women in Peace Operations (MOWIP) assessment is an ambitious undertaking. It requires a dedicated team with a variety of skills and commitment of the security institution being assessed.

The first Troop and Police Contributing Countries (TPCCs) to conduct the assessment began as pilots, pioneering the methodology. Like any pioneers, they faced many challenges, ranging from overcoming bureaucratic obstacles to monsoon flooding. These pioneering institutions and countries have shown commitment through a rigorous process and taken steps along the way to create a roadmap for gender equality and women's meaningful participation in UN peace operations.

Conducting a MOWIP assessment within an institution is transformative in itself. The assessment engages staff across the security institution, including senior leadership, and lays a solid foundation for sustainable change in awareness, attitudes and behaviors related to gender equality. In addition, the findings contribute to an evidence base that enables the design of transformative interventions to improve women's meaningful participation.

The process increases the knowledge and capacity of institutions to implement the recommendations of their respective MOWIP reports. Therefore, the assessment is a worthwhile investment in gender equality within security institutions, peace operations and beyond, and sheds light on the factors that impede women's full, equal, and meaningful participation in UN peace operations.

The purpose of this brief is to share lessons learned from conducting a Measuring Opportunities for Women in Peace Operations (MOWIP) assessment. It provides advice to practitioners about how to conduct a MOWIP by describing key moments in the process and presenting insider advice for successful implementation. The brief was written in collaboration with MOWIP experts with experience conducting assessments with one or more security institutions. We thank them for sharing their invaluable expertise and hope that their insights will help others embarking on the MOWIP journey.

The Learning Brief complements DCAF's MOWIP Toolbox and the support offered by the DCAF MOWIP Helpdesk. The publication uses concepts and terminology from the MOWIP methodology. Therefore, we strongly recommend that you familiarize yourself with the MOWIP Methodology Handbook and the accompanying MOWIP Toolbox.

For any further advice and support, please contact the DCAF MOWIP Helpdesk: elsie@dcaf.ch

The 5 steps of implementing the MOWIP methodology

The brief is comprised of five sections that outline the steps required to complete a MOWIP assessment: **preparation, data collection, data analysis, validation, and launch**. Each section begins with a brief introduction and continues with a checklist of recommendations from MOWIP practitioners. Some sections also present "good practice" boxes with examples from previous assessments. The five steps are valid for all institutions implementing a MOWIP, regardless of the partnership model A, B or C (more information in Explainer 1 of the MOWIP Toolbox).

However, some of the recommendations on working closely with DCAF, the Elsie Initiative Fund (EIF) and the Cornell Gender and Security Sector (GSS) Lab may not apply to a national assessment team implementing the methodology more independently using partnership model C.

In addition to the five steps, there are some cross-cutting lessons that need to be considered in each of the five steps. These should be seen as ongoing processes rather than one-off activities: **contextualization, ownership, and trust-building**.

A. Contextualization

☑ Ensure that your assessment team has relevant cultural awareness to contextualize research tools, communicate with key stakeholders and interpret cultural contexts and situations.

☑ Map political developments, actors and events that can help or hinder the process.

☑ Consider the timing of the key events in the process based on the current political landscape and security priorities. For example, you may want to avoid scheduling activities close to elections because of the potential for disruption or turnover in key positions.

☑ Align the process with national and institutional frameworks, such as institutional action plans or gender policies, legal commitments, or reporting on national action plans on women, peace, and security, in order to gain leverage and increase impact.

☑ Take time at the beginning of the project to discuss gender, unconscious bias, and the socio-cultural context with the security institution being assessed to understand any concerns, biases, or blind spots.

☑ Organize awareness-raising sessions on gender equality and unconscious bias for senior and middle management, who are key actors for transformative change within the institution. Support from subject matter experts on gender equality, although requiring additional budget, can be helpful to conduct the trainings.

☑ Understand and leverage the right narrative. For example, in some contexts, focusing the narrative on gender equality rather than on women can have a positive impact.

B. Ownership

☑ Manage expectations (e.g. regarding the scope and duration of the assessment, responbilities, and data storage) from the outset, and communicate clearly with the security institution about the length and scope of the research. Otherwise, ownership may wane as the length and breadth of the assessment process unfolds.

☑ Ensure that the security institution perceives and conducts the study as an internally facing assessment, not an internationally driven evaluation.

☑ Remember that the report and the process belong to the security institution, not to the implementing research institution.

☑ Remember that the data belongs to the security institution.

☑ If applicable to your partnership model, ensure that the data collected during the survey is stored on a secure server owned by the security institution so that they can access it and decide how it will be used.

☑ Remind the security institution that the full data belongs to them and that they will decide which parts of the report will be made public.

☑ Involve senior management in the design and implementation of the project. In particular, involve key decision-makers who can be enablers of the process.

☑ Identify gender advisory structures (gender advisors, gender focal points) within the security institution and work with them to establish a technical working group to coordinate the implementation of the assessment.

☑ Ensure that the technical working group includes representatives from units/departments relevant to the assessment (e.g. human resources, training, UN operations, gender, etc.).

Good practice

1 Some security institutions established a working group to monitor the MOWIP assessment, with members from both the Working Group on Peacekeeping Operations and the Working Group on the Implementation of the National Action Plan on WPS. They found it particularly useful to use existing communication and coordination mechanisms.

2 One security institution established a project coordination unit composed of staff from UN Women and the two ministries responsible for security, which facilitated the exchange of information and the mobilization of uniformed men and women to support the implementation of preparatory activities.

C. Trust-building

☑ It is advantageous to let a national research partner institute conduct the research, as the topic is perceived as sensitive to national security.

☑ Take time to understand the institutional structure of the security organization. Identify gatekeepers (internal/external) and address their concerns.

☑ Maintain consistent relationships based on mutual respect - for example, weekly coordination meetings, monthly invitations to senior leadership, or regular status updates on the progress of the MOWIP (including lessons learned and challenges).

☑ Encourage key actors to maintain detailed handover documents in case they are transferred or deployed outside the project. Institutional memory is essential to ensure project momentum.

☑ As key players change or rotate, spend time building new relationships with their successors.

☑ Remember to monitor results along the way (e.g. observed changes in attitudes and behaviors).

☑ Use stakeholder mapping to develop a communication strategy tailored to stakeholders who are 1) supportive, 2) hesitant, or 3) resistant to the assessment.

☑ A set of tailored communication tools and engagement in various communication activities during the assessment and its follow-up will be necessary.

Good practice

1 Most security institutions identified regular communication as a good practice. Examples of strong coordination and communication included regular communication among project stakeholders through WhatsApp groups, regular calls between the coordination team, and regular working group meetings. One security institution reported that DCAF coordination and support helped the project team to implement activities. Another security institution reported that strong communication and a good relationship with the top management facilitated project implementation.

2 In Sierra Leone, researchers responded to the need for informal face-to-face meetings with key leaders within the security institution to address their concerns about the process. This opened doors to move the process forwards.

Data Collection

- **Localize** the tools.
- **Have** regular coordination meetings.
- **Ask** support from the security institution leadership to facilitate the conduct of surveys and interviews.

Validation

- **Include** pre-validation and focus groups for an inclusive validation process.
- **Write** specific and feasible recommendations.
- **Make** sure that all relevant stakeholders are involved.

Waiting for research permits
Stay on this square until further notice.

Change in political situation
Stay on this square until further notice.

2

Rotation of staff at headquarters
Go back to square one.

Not enough women in the sample
Go back to data collection.

Strong support from commanders
Move forward to the next step.

4

3

Data Analysis

- **Make** sure that you have adequate software and technical support.
- **If** you have a tight deadline, plan for a large data analysis team.
- **Contextualize** the answers.

5

Preparation

- **Train** and choose your research team.
- **Apply** well in advance for the necessary research permits and ethical approvals.
- **Clarify** roles, responsibilities and expectations.

1

Launch

- **Connect** recommendations to national and international frameworks.
- **Use** the momentum of the launch to present an action plan for the next steps.
- **Share** the results with all who participated in the assessment.

Implementing MOWIP recommendations

Preparation

Taking the time to prepare and think through each step of the assessment plan will help you anticipate and avoid some obstacles along the way. Selecting the right team and ensuring buy-in at all levels are essential for successful implementation.

This is also the stage where you should obtain research or ethical approvals and clearances, map major political events or climate impacts (e.g. monsoon weather affecting travel) that may disrupt the process and localize any tools to adapt to the country and security institution context.

At this stage, it is of utmost importance that the assessment team develops an in-depth understanding of the MOWIP methodology, including a thorough review of the Methodology Handbook, its data collection tools, templates and explainers. Reading other institutions' MOWIP assessments is also recommended. You can find a complete list of published MOWIP reports on the Elsie Initiative Fund webpage.

Logistics

☑ When hiring consultants for the MOWIP assessment, include a flexible timeframe to ensure their availability in the event of delays.

☑ Make sure that the Qualtrix Survey software (used by Cornell) can be downloaded in the country using Google Play / Apple.

☑ Good survey preparation is key. Logistical aspects include waiting rooms, snacks, ensuring privacy and anonymity, accompaniment of a security official and/or official letters as well as a private place to conduct the survey where respondents can't be overheard.

☑ Apply well in advance for the necessary research permits and ethical approvals.

Assessment Team

The assessment team consists of all staff and contracted consultants who perform the data collection, analysis, and report writing. More details about the assessment team can be found in the MOWIP methodology Handbook.

Depending on whether the assessment is conducted using partnership model A, B or C, the Cornell GSS Lab and DCAF Helpdesk can support the assessment team in different ways.

## Composition of the team

☑ It is recommended to work with a research institution that has a good relationship and rapport with the security institution.

☑ Have at least one team member (a coordinator) who devotes 100 percent of their time to the project.

☑ Ensure that the coordinator is strategically placed within the research institution or another organisation (e.g. UN Women), with good connections to key stakeholders in the security institution conducting the MOWIP, and to ministries.

☑ Expand the assessment team by hiring additional staff (enumerators and interviewers) to assist with data collection, as needed and within existing means and resources.

☑ Create teams with an equal number of men and women.

☑ Including different age groups in the team enables better coordination and communication with the security institution as a hierarchical organization.

☑ Select enumerators with a research background. This will help them understand the methodology.

☑ If relevant to the context, a team of enumerators representing a diversity of ethnic, tribal, or religious groups that reflect the composition of the security forces and who can speak to the security forces in their own language or dialect is advantageous.

☑ It may be useful to have teams of national and international enumerators to gain access to some actors. Regarding sensitive issues, respondents may be more open with either national or international enumerators.
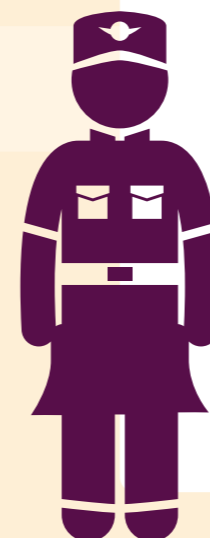
Skill set of the team

☑ Form teams that understand and respect the culture, rank system, and formalities of military and police organizations. Experience working with the military or police would be an advantage.

☑ Ensure that all members of the assessment team are fully committed to the principles of gender equality and equity. At least some of the team members, if not all, need to have prior gender expertise.

☑ The team needs strong quantitative and qualitative data analysis skills complemented by an understanding of gender and security issues. The team must have experience and capacity to conduct large-scale surveys.

☑ If the assessment team does not have the necessary experience to conduct surveys, subcontract a specialized company, institution, or university department that has the necessary equipment, software, and experience to conduct surveys.

☑ Researchers who can use a language that works for both academics and practitioners/ security personnel will find it easier to connect with all relevant partners.
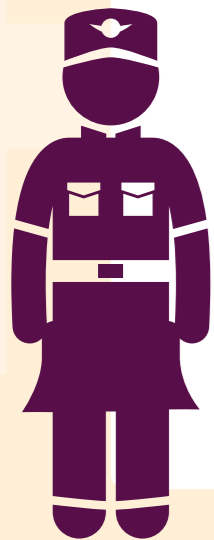
Training of the team

☑ Localized training is needed for the whole assessment team, including the enumerators. This includes training on topics such as the specific country and security institution context, UN peace operations, gender and women's meaningful participation.

☑ Researchers and project coordinators need in-depth training in all aspects of the MOWIP methodology. Monitoring and evaluation, data management and sharing are important topics to be covered.

☑ A minimum of 3-4 days is required for separate enumerator training. For trainings supported by DCAF Helpdesk and GSS Lab, see Explainer 1.

☑ The enumerators need specific training on survey techniques and technical aspects of the MOWIP methodology, as well as on the overall purpose of the research.

☑ Training for the team completing the Fact Finding Form (FFF) should include a tutorial on internet research, how to access national archives, how to search for legislation in the relevant country, and how to conduct informal interviews.

☑ Include practical training and simulations, such as test interviews.

Clear division of responsibilities

☑ Develop an organogram explaining the distribution of tasks and accountability for the involved organizations.

☑ The organogram could be accompanied by a project governance structure that defines how the collaboration works, who does what, who reports to whom and who makes specific decisions throughout the project cycle.

☑ Ensure a clear division of responsibilities for the sharing and storage of collected data.

☑ A good practice is to establish a common email account for the project within the security institution.

☑ Establish clear lines of communication (and agree on modes of communication) between the security institution to be assessed, the assessment team/national research institution, a partner UN agency or other organization responsible for project management, consultants, etc., including the EIF, the Cornell GSS Lab and the DCAF Helpdesk, if applicable.

☑ Establish clear information management policies and instructions within the security institution - to ensure that there is no loss of institutional memory if the project focal point is replaced.

☑ For partnership models A and B, maintain ongoing communication between the evaluation team and the Cornell GSS Lab. Share challenges and best practices throughout the process.

☑ Include the security institution's team that manages/coordinates the MOWIP assessment activity in the technical training workshop on the MOWIP methodology (this facilitates coordination between the implementing research institution and the security institution).

Good practice

1 In Togo, the implementing research organization CADERDT hired additional staff as "resource persons" to assist the researchers with their tasks, particularly with the key decision-maker interviews and the survey. This enabled the evaluation team to increase the number of enumerators during the survey and to set up pairs to conduct decision-maker interviews. When interviews could not be recorded, pairing allowed for a smoother discussion and facilitated notetaking during the interviews.

2 During assessments in Uruguay and Mexico, the implementing research organization RESDAL included members with experience of working in the security forces in their team of enumerators. They found this to help respondents to open up.

Data collection

The next step in the MOWIP assessment is data collection. The clear advice from MOWIP experts is not to underestimate the time required for this part of the assessment.

In previous assessments, the full assessment (from the start of data collection to the completion of the report) has taken 12-18 months to complete. Three data collection tools are used in the data collection phase. For each tool, there are numerous templates and explainers to guide you through the process in the MOWIP Toolbox.

Below, you find a checklist with recommendations for the data collection phase complied by MOWIP experts, including: 1) Localization of the tools; 2) Sampling; 3) Fact-Finding Form; 4) Key Decision Maker Interviews; and 5) Survey.

Localization of the data collection tools

The tools provided in the MOWIP Toolbox are generic versions, which means that assessment teams must ensure that the tools are localized and contextualized. This includes reviewing each of the interview and survey questions to ensure that they are contextually relevant and use correct terms that translate well into the target language.

☑ This process takes time, but it is critical. One culturally unacceptable question can undermine the entire data collection phase.

☑ A localization process should be conducted jointly with the security institution, for example during a localization workshop.

☑ You may need to make compromises with the security institutions regarding language or certain sensitive issues, but you must also ensure that the academic integrity of the methodology is maintained.

☑ Follow the security institution's internal approval processes to validate survey questions.

☑ Engage the assessment team and the security institution to ensure that the survey questionnaire uses appropriate language (including the use of certain terms in different languages or consideration of local dialects).

☑ For non-English speaking countries, it is recommended that the tools be checked against the English version of the data collection tools (original versions). Even if the quality of translation is good, there may be contextual biases or nuances that require rephrasing of questions to capture the intended meaning and tone.

☑ Ensure that the language is not too academic for the target audience.

Good practice

1 Before the MOWIP methodology could be implemented in Zambia, it had to be localized and tailored to the Zambian context through a process which they refer to as "Zambianization". The "Zambianization" of the survey involved a rigorous and careful review of each question in terms of the language and understanding it would elicit from a Zambian. The representative survey was only administered once everyone involved in the research, including representatives from the security institution, were satisfied that the survey had passed the localization test and was considered relevant and appropriate.

2 In Jordan, the researchers conducted an in-person localization workshop to tailor the survey and the Fact Finding Form according to the Jordanian context and approve them. The tools went through formal approval procedures at the Jordanian Public Security Directorate
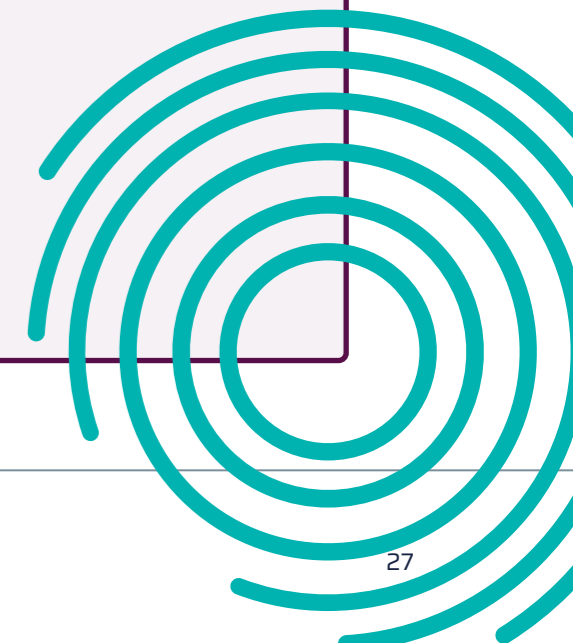
Fact Finding Form (FFF)

☑ Designate specific focal points within the security institution for the different issue areas in the Fact Finding Form.

☑ Be as specific as possible about the information you need from the start.

☑ If some numbers (such as the size of the security forces) are too sensitive to share, ask for percentages or estimates.

☑ The assessment team members responsible for completing the FFF must coordinate with the team members conducting the key decision maker interviews, for example, through regular coordination meetings.

☑ In discussions with the security institution, clearly communicate how the institution will maintain control over the release of the information it provides. For example, the final report may be prepared in two versions: an internal confidential version and an external version that removes any information the institution does not wish to make public.

Ensure that the tools are localized and contextualized. This process takes time, but it is critical. You may need to make compromises for example language or certain sensitive issues, but you must also ensure that the academic integrity of the methodology is maintained.

Key decision maker interviews

☑ Assessment team members should research the profile of the people they will be interviewing, and conduct practice interviews with other assessment team members.

☑ Use snowball sampling to complete the list of key decision makers.

☑ Rely on an internal technical committee or working group within the security institution to identify actual decision makers rather than symbolic leaders.

☑ Consider organizing a women's focus group, including women with a lower rank, if there are not enough women in key decision making positions to interview. Keep in mind that focus groups complement but do not replace interviews.

☑ Ask one additional note-taker to attend the interview to take notes if you are not given permission to record and transcribe the interview.

☑ Notes must be stored in a secure location, accessible only to the assessment team.

☑ Consider conducting interviews in pairs - one man and one woman. This allows one person to ask questions and listen to the answers, and the other to take notes.

☑ Think about the interviewer effect. Does the interviewer's view of peace operations or the security institution affect their approach? Does the interviewer influence how respondents answer questions?

Good practice

In Togo, the assessment team had difficulty finding enough women in "key decision maker" positions. They then interviewed women in "junior" decision making positions, such as women commanding small units, deputy directors, and women working in some key departments, such as human resources, the gender unit, the national peacekeeping training center, etc.

Survey

☑ Practice the survey with enumerators to familiarize them with the questions.

☑ Prepare a strategy for how the enumerators will manage participants' survey fatigue.

☑ Typically, the ideal implementation strategy is to conduct face-to-face surveys.

☑ If virtual surveys must be conducted, consider how this influences attention span, confidentiality, trust, etc., and mitigate risks accordingly. For example, ensure that participants have access to a good internet connection and a private space to complete the survey.

☑ It may be helpful for all enumerators to carry a permission letter from the leadership of the security institution to conduct surveys at the site.

☑ If possible, the security institution should assign one or more of its staff to follow the enumerators and help them overcome difficulties that may arise during data collection. However, they should not be present during the interview as this may influence the responses.

☑ Encourage senior leadership to issue general orders to battalions to support the data collection.

☑ It may be useful for enumerators to have the phone number of an assigned security focal point to contact if necessary.

☑ Reflect on the positionality of the enumerators and researchers – what relative (power) position do they have in relation to the people they are interviewing (e.g. as civilians or outsiders)? Prefer women enumerators to interview women respondents.

☑ Create a safe space for the enumerators to ask questions, for example by creating a WhatsApp or Telegram group between the enumerators and the Cornell GSS Lab focal point or national lead researcher (with a limited number of people in the group).

☑ During data review and validation: make sure the survey data is coming in daily and address any issues along the way. For example, if a question seems to be misunderstood by most respondents, consider rephrasing it during the process.

☑ Consider planning for two rounds of data collection (main survey and supplementary survey) when assessing security institutions where the proportion of women staff is relatively low. It is likely that some quotas will not be met after the first round, especially the quota of women in service.

Good practice

1 The senior leadership of one security institution issued a general order to all battalion and company commanders to support implementation and allow enumerators unimpeded access to all military barracks and enlisted personnel.

2 In Togo, the assessment team had difficulty reaching the quota of deployed women. The implementing research organization addressed the issue by organizing a second round of interviews, which allowed them to talk to deployed women who had not been reached in the first round.

Data analysis

A solid foundation in statistical methods is necessary to fully understand the data analysis phase. The assessment team must ensure that it has the necessary skills and software not only to establish the sampling frame but also to conduct the data analysis. If not, it is strongly recommended that a suitably qualified consultant/institution be contracted. Report writing takes place during and after data analysis.

When it comes to data storage, research ethics and confidentiality are particularly important.

Expectations and limitations of data sharing and storage between the research institution, the security institution, and Cornell University must be communicated during the preparation phase, as data collection may be sensitive to national security. Ensuring good communication regarding data collection and storage is an important part of the overarching trust-building component.

Good practice

Contextualizing data analysis: In one country, the MOWIP results showed that very few women knew how to drive. However, after contextualizing the results, the assessment team found that it is common for both women and men in this country to not know how to drive. Therefore, these results were given less weight as a barrier to women's meaningful participation.

Data analysis and storage

☑ Use software that provides confidentiality and security for data transfer and storage, including a sufficient internet connection to upload results.

☑ If necessary, obtain assistance from a software technician.

☑ If necessary, conduct trials of data synchronization (using fake data).

☑ Clearly communicate expectations for data storage and sharing among the Cornell GSS Lab, the national research organization, and the security institution.

☑ For partnership models A and B, maintain daily communication with the Cornell GSS Lab regarding the number of uploads performed by the national research team and the number received by Cornell to mitigate loss of information due to software problems.

☑ For partnership models A and B, liaise with the GSS Lab for technical questions, such as thresholds for indicators during data analysis.

☑ For partnership models A and B, ensure that GSS Lab support is available through communication channels that work for everyone (e.g. WhatsApp, or Telegram).

☑ If there are large discrepancies between the responses of survey respondents and key leaders, find out why.

☑ Allow sufficient time for data analysis as this phase is likely to be time consuming. If you have a tight deadline, plan for a large data analysis team.

Drafting the report

☑ Use color coding in the MOWIP report to clearly indicate which actors should input what and where.

☑ If an incomplete version of the report is submitted to the security institution, include an official letter outlining the status of the report and expectations.

☑ Contextualize the report to evaluate what the findings really convey.

☑ Prior to validation, the draft MOWIP report is a confidential internal document that should not be shared outside the institution being evaluated.
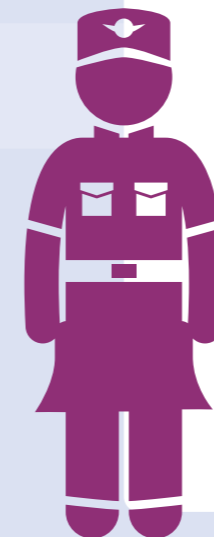
Step 4

Validation

The validation process is a participatory process in which the assessment team presents and discusses the findings of the assessment with the security institution. The purpose is to gather additional insights and feedback from institutional representatives on the findings, identify additional good practices, develop good practice narratives, and jointly develop a set of actionable recommendations. It also serves to strengthen the security institution's buy-in and ownership of the assessment results. The final report outlines opportunities and best practices to be leveraged, barriers to be addressed, and recommendations on how to overcome them. It is important to ensure that senior women and men are involved and provide input during the validation process.

Developing recommendations

☑ Review the MOWIP Explainer 6 "Developing effective recommendations based on MOWIP findings".

☑ Be as specific as possible in your recommendations and ensure that they are directly linked to the specific issue area and identify the person or institutional position responsible for implementing the recommendations.

☑ Pay attention to the wording of the recommendations. While the security institution may be reluctant to share challenges publicly, concrete recommendations provide better funding opportunities.

☑ Ensure that all relevant stakeholders are involved and own the recommendations.

☑ Develop an action plan for the key recommendations to ensure their implementation. Some of the recommendations may require a feasibility study.

☑ Name *who* is responsible for implementing the recommendations. The recommendations should usually name the department or institution, rather than individuals. In some cases, a key decision maker could be identified.

☑ Name *what* is to be done. Recommendations can be developed along four complementary axes: policies, training and professional development, practices, and organizational culture.

☑ Specify *when* recommendations are to be implemented.

☑ Specify what the follow-up mechanisms will be.

Validation

Pre-validation

☑ Pre-validation is the interactive process leading up to the validation workshop and final validation of the results. Pre-validation is important as it supports ongoing communication, trust and ownership of the security institution and paves way for a smooth validation process at higher level.

☑ The validation process is powerful in itself - use it strategically to leverage the implementation of recommendations and continued work on gender equality.

☑ Organize the validation process as a phased approach with different steps, from ensuring buy-in, information, and role preparation to ensuring authority to validate and that participants are aware of the project or have read the report.

☑ Note that it may take time for security institutions to review and provide feedback on the preliminary MOWIP report. Be sure to allow for this in your planning schedules. Send reminders at 4, 3, and 2 weeks.

☑ Making the process an institutional evaluation rather than a political process can reduce the risk that new political leadership will discard the results.

☑ Include a preliminary oral report with initial research findings for senior staff to help them prepare for the validation workshop.

☑ Pre-validate with a women's focus group separately.

☑ Conduct pre-validation meetings, preferably with a group of "supporters" within the security institution who understand the purpose of the study and the methodology.

☑ Create a 1-2 pager to present the results and to ensure that participants come to the validation workshop prepared and with written comments.

Validation workshop

☑ In-person workshops tend to be significantly more effective than online workshops.

☑ Have a high-ranking official attend the workshop to endorse the project. This creates good leverage and increases the credibility of the report. Encourage them to give a briefing on the assessment at the beginning of the validation workshop to set the stage.

☑ Understand the power dynamics in the validation workshop room and use techniques that allow everyone to express themselves and feel safe.

☑ If the validation workshop environment does not allow for the meaningful participation of all individuals, consider creating focus groups that separate women/men and/or low/high ranking officers to create a more inclusive environment.

Good practice

In Sierra Leone, researchers realized that women had not had a meaningful opportunity to be heard during the validation workshop. The assessment team organized a separate women's focus group with women from different ranks to get their perspective on the results - and received input that was essential for validating the results.

Launching the MOWIP report

A public launch of the MOWIP at the national, institutional, or international level can build political momentum to support the implementation of the report's recommendations and enhance the reputation of the security institution.

It is an opportunity for the national government and the security institution to demonstrate their commitment to promoting gender equality and to use the report's findings to pave the way for institutional change. The launch event can also be used to strengthen global partnerships, share best practices internationally, and demonstrate the positive impact on the well-being of its personnel.

It is important to note that each security institution will have unique requirements and expectations for the launch, which can range from a small conference to a large event with 100+ invitees. It is essential that the security institution take the lead in planning and executing the event.

Launching the report

☑ Consider coordinating the launch with existing institutional, national, or international events rather than creating a stand-alone event.

☑ Use the momentum of the launch to present an action plan for activities that will address one or more of the barriers identified in the MOWIP report.

☑ Use the launch as a networking opportunity to engage civil society, national and international actors who can play a key role in supporting and/or monitoring the implementation of follow-up activities.

☑ Consider a follow-up workshop after the publication of the report to discuss how to take the recommendations forward within the institutions and, ideally, in collaboration with potential donors.

☑ Disseminate the results throughout the organization to ensure that all levels involved in the study are aware of the results.

☑ Consider developing communication materials for internal and external audiences on the report's findings and possible next steps.

Good practice

1 In Sierra Leone, the researchers decided to disseminate the results not only at the strategic and leadership levels, but also at regional workshops. This meant that people who had contributed to the study could also take part of the results in a meaningful way.

2 In Uruguay and Zambia, resources were used to produce material such as YouTube videos and communication campaigns to spread awareness about the MOWIP assessment.

Implementing recommendations

☑ Identify institutional follow-up mechanisms for the recommendations, e.g. institutional follow-up committees. These could be the same as the technical committees that supported the implementation of the assessment.

☑ Develop and regularly monitor indicators (e.g. changes in institutional culture, women's meaningful participation) that can highlight improvements in women's meaningful participation within institutions as recommendations are implemented.

☑ Use the implementation of recommendations as an opportunity for international visibility.

☑ Consider linking the MOWIP report to the WPS agenda and national action plans for sustainability and financing.

☑ Ensure that best practices in learning and implementation are documented and can be shared with other actors to make progress in this area.

☑ Consider a follow-up MOWIP in 3-5 years to track progress in advancing gender equality.

Good practice

In Jordan, MOWIP's recommendations were linked to the objectives of the Jordanian National Action Plan on Women, Peace and Security (JONAP), the security institution's own gender mainstreaming strategy, and the National Strategy for Women, giving implementation greater leverage by aligning it with national policy and existing reporting requirements.

Final remarks

The Measuring Opportunities for Women in Peace Operations (MOWIP) methodology assesses opportunities for and barriers to women's meaningful participation in peace operations from the perspective of troop and police contributing countries (TPCCs).

The rigorous methodology, which consists of three data collection methods, measures the extent to which ten issue areas (eligibility pool, mission criteria, mission selection, budget constraints, peace operations infrastructure, peace operations experience, career value, top-down leadership, gender roles, and social exclusion) are barriers to women's meaningful participation or the extent to which they have created opportunities for meaningful participation. Therefore, the MOWIP methodology not only assesses barriers, but also identifies good practices that could be used by the institution or shared with other TPCCs.

DCAF's Elsie Helpdesk offers support to security institutions aiming to implement a MOWIP assessment. Reach out at elsie@dcaf.ch to find out more.

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