



SAFERWORLD
PREVENTING VIOLENT CONFLICT. BUILDING SAFER LIVES

PEOPLE FIRST

**SAFERWORLD'S
STRATEGIC
PLAN 2014-17**



UNABRIDGED VERSION

Saferworld is an independent organisation that works internationally to achieve effective security, justice and peacebuilding practice through advocacy, research and policy development, and by supporting the actions of others.

OUR VISION

We believe in a world where everyone can lead peaceful, fulfilling lives, free from fear and insecurity.

OUR MISSION

We work to prevent violent conflict and build safer lives.

We believe there are essential conditions necessary for peace to become established. We work to create environments where:

- people play an active role in preventing and transforming conflict and building peace
- people have access to fair and effective paths to address the grievances and inequalities that drive conflict
- people with influence exercise power to promote just and equitable societies

These are not the only conditions needed to bring about peace, but we believe they are particularly important and that Saferworld, with its partners, can help achieve them.

This strategy sets out how we will do this.

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A woman with her child near a rehabilitated well in Mogadishu, Somalia. Saferworld has worked with local partners in Somalia to help make recommendations on the draft constitution and to support local people. © TOBIN JONES/UN PHOTO



EXECUTIVE SUMMARY

This strategy takes as its starting point the long-term view set out in Saferworld's 2011–14 strategic plan. At the core of this vision is a belief that we can make a greater difference to people's lives by extending a global perspective to our efforts, and demonstrating that our approach can work at different levels of intensity and scale.

Our objectives

Our strategy for 2014–17 is shaped around five strategic objectives that build on our experience and learning to date. Over the next three years we aim to:

- strengthen people's security and access to justice through the development and effective delivery of responsive, accountable and locally-appropriate security and justice
- challenge gender norms that cause and perpetuate conflict and insecurity
- reduce the impact of external conflict drivers, including weapons flows, illicit finance, and militarised responses to security threats
- ensure international political, economic, development and security engagement in conflict-affected contexts is sensitive to conflict dynamics and contributes to sustainable peace
- promote peacebuilding processes and governance systems that are inclusive, fair, responsive and accountable, and address the root causes of conflict.

Together these strategic objectives connect development with security and justice, conflict prevention and peace-building processes at local, national and international levels. We believe by addressing these objectives we can most effectively fulfil our mission to prevent violent conflict and build safer lives.

Our programmes

We will implement programmes in over 20 contexts, adopting regional or sub-regional perspectives in our analysis and response, where appropriate. We want to see the positive effects of our work reach beyond the contexts we work in directly, so we will also focus on influencing international policies, frameworks and processes that can increase the chance of building peace and stability. We will continue to develop our ability to monitor, analyse and where appropriate respond to exceptional or unforeseen crises.

Making it happen

We will introduce practical measures to ensure that our programmes, and all the processes and procedures that support them, strive for higher standards of quality and effectiveness. We will invest in people through the People in Aid code and through training and development; introduce new financial management systems; institute a rolling process of programme review to test the quality and effectiveness of our programmes; and enhance our institutional capacity in monitoring, evaluation and learning.

We will also consolidate the growth we have experienced in recent years and build on it strategically. We will ensure that our future organisational development maintains progress on our commitment to working to scale, continues to devolve decision making and develop Saferworld's core function capacity in local offices, and focuses on sustainability – while safeguarding our values.

Being accountable

We have committed to work in an open and transparent way and are ready to be held to account by our beneficiaries, funders, and the wider international cooperation sector. Throughout this strategy period we will communicate the outcomes of our efforts to those who benefit from our contributions, and to those who work with us and support us locally, nationally and internationally.

In 2016 we will take stock and review how successful this overall strategy has performed over five years, and how far we have been able to translate our organisational growth and development into substantially better outcomes in the places where we work.

1 INTRODUCTION

In 2014 Saferworld marks 25 years of work. Our new strategy for 2014–17 represents another significant step in the organisation's impressive evolution as an independent international organisation dedicated to preventing violent conflict and building safer lives.

This strategy takes as its starting point the long term view set out in Saferworld's previous 2011–14 strategic plan. At the core of this vision is a belief that we can make a greater difference to people's lives by extending a *global perspective* to our efforts, and demonstrating that our approach can work at different levels of *intensity and scale*.

When adopting this course in 2011, Saferworld committed to an ambitious agenda for organisational change to achieve its goals (see *2011–14 strategic priorities in box, right*). As a result we established new structures, systems, and quality standards so we could achieve and measure better results, including at scale. We developed a new North Africa and Middle East regional programme, scaled up work substantially in South Sudan, Somalia and Bangladesh, and extended the reach of our programmes in China and other influential new powers, among other achievements.

Over the next three years we will continue to improve our operational model so we can increase capacity and devolve decision-making across our regional programmes; reliably document our results and communicate them successfully; integrate relevant technologies, including how we better collaborate, share information and learn lessons; and improve our ability to track performance and prioritise more effectively. In short, we will continue to invest to become more effective. Therefore this strategy for future organisational development anticipates a further phase of managed growth – not for its own sake, but to allow us to build on the experiences and gains already made, and work more effectively to achieve our mission.

Factors and trends shaping our response

A significant influence on Saferworld's overall understanding of development and peacebuilding, and reflected in this strategic plan, has come through our work to advocate for integrating peace, conflict and security in a post-2015 development framework to succeed the Millennium Development Goals (MDGs). By the end of 2014, 50% or more of the world's poor are predicted to live in fragile states, up from 20% in 2005. The tentative but growing acknowledgment that violent conflict is a principal obstacle to achieving the MDGs was captured succinctly in the report of the High Level Panel on the Post-2015 Development Framework in 2013, when it said peace and justice are not only fundamental human aspirations, 'but cornerstones of sustainable development', and 'core elements of wellbeing'.

Saferworld's work with influential new powers including Brazil, China, India, South Africa, and Turkey has thrown into sharp relief how 'aid' is being redefined and, in many parts of the world, is declining in significance. To remain relevant, we need the widest possible understanding of the impact development, commercial and security actors have in fragile and conflict-affected settings, and to encourage them to support global frameworks for conflict prevention and peace.

Horizontal division between and within communities shaped by ethnic and tribal identities, or along sectarian lines, remains a familiar conflict dynamic in many contexts. The sudden impact geo-politics can have on stability and peace continues to persist, most recently in Ukraine, while violent extremism and sectarianism pose enormous challenges to conflict prevention and peacebuilding. In addition, other drivers and manifestations of conflict have become more apparent in recent years, partly due to demographic changes including youth bulges, unemployment and urbanisation, and partly shaped by the complex

contexts of recent violent conflict, such as Syria, Sudan, Central African Republic and South Sudan.

Elsewhere, we are witnessing growing competition over natural resources that cross state boundaries (such as in the Middle East, the Nile Basin, or between the Democratic Republic of Congo and Uganda), along with a relative decrease in influence of international mechanisms to mediate these tensions. The risk of conflict in otherwise growing economies, such as Bangladesh, has become more evident and there are clear examples where losing sight of inclusivity and accountability has led even middle-income countries into violence and instability, such as recent unrest in Turkey and Brazil. These and other trends are shaping the way Saferworld considers and responds to insecurity and conflict.

The importance of governance for stability, peace and development is reflected in our strategy through prioritising meaningful participation in decision-making, and recognising how social inequalities drive conflict. Fostering better governance is sensitive and challenging, and requires a deep knowledge of the political drivers of conflict. Popular protests and democratisation can not only be transformative – they can also be destabilising, as has become evident in the events of the 'Arab spring' and their aftermath.

Broadening our approach

Two additional dimensions in this plan will give breadth to our security and conflict prevention approach. Firstly, the relationship between gender, peace and security has tended to be limited to a focus on 'women' rather than gender roles, and with relatively little attention given to conflict prevention. We are making it a priority to address this gap across our portfolio. Secondly, we will proactively integrate justice further into our work through a process of pilot projects and joint learning. This aims to build justice institutions with a focus on service delivery and capacity, while incorporating broader experiences of injustice, marginalisation and exclusion as underlying causes of conflict into our analysis and programming.

Most importantly, we will continue to address the fundamental question of how to provide security and justice services that prioritise the needs of local people. To a large extent policy makers have accepted that more inclusive security and justice provision assists conflict prevention and development. However, we are not currently seeing this translated into practice, especially at a scale that benefits people locally.

In response, our security and justice approach promotes a people-centred *community security* methodology, which Saferworld and its partners have championed and continue to develop. This approach brings communities together with authorities and security providers to address local sources of insecurity, and creates a more enabling environment for wider reforms. Support for security and justice reform needs to move beyond an emphasis on building technical capacities, and start to address the political processes that are required to achieve meaningful change. Only through this shift will we see outcomes that truly put people first.



Saferworld's previous strategic priorities as set out in our 2011–14 strategic plan:

- Developing a more global perspective to Saferworld's work (through advocacy and in-country programming)
- Increasing our responsiveness to crises and conflict
- Working to the level of scale required to maximise our effective contribution
- Strengthening our impact, learning and accountability
- Investing in people
- Enhancing our organisational structure and capacity
- Consolidating and diversifying our funding base
- Strengthening our finance and operations

Women members of a community security working group in Kalika, Nepal, hand over a mobile phone to local police. Interaction between community and police on local safety and security issues has led to the working group supporting the police with some basic hardware, including phones and bicycles.
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Participants at a workshop in Alexandria, Egypt. Saferworld's regional project in Egypt, Libya and Yemen is working to strengthen women's voices and engagement in policy dialogue and political processes. © HANNAH WRIGHT/SAFERWORLD

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OUR THEORY OF CHANGE

Our change model provides the framework for all our programming and summarises our overall theory of change. To achieve our vision, action and change is needed at the local, national and international level, across a broad range of sectors. This change model sets out the five strategic objectives our work is focused around and the types of behaviour change we aim to bring about as a result. It also sets out the approaches that we will use to achieve change.

Our vision

We believe in a world where everyone can lead peaceful, fulfilling lives, free from fear and insecurity.

Our mission

Saferworld works to prevent violent conflict and build safer lives.

Conditions for peace

We believe there are essential conditions necessary for peace to become established. We work to make the following three 'peace conditions' a reality, and create environments where:

- people play an active role in preventing and transforming conflict and building peace
- people have access to fair and effective paths to address the grievances and inequalities that drive conflict
- people with influence exercise power to promote just and equitable societies

These are not the only conditions needed to bring about peace, but we believe they are particularly important and that Saferworld, with its partners, can help achieve them.

Strategic objectives

Over the next three years we will use our resources, skills and experience to understand and act on the priorities of people living in the conflict-affected contexts where we work. We will focus our work around five strategic objectives:

- **Strategic objective 1:** Strengthen people's security and access to justice through the development and effective delivery of responsive, accountable and locally-appropriate security and justice
- **Strategic objective 2:** Challenge gender norms that cause and perpetuate conflict and insecurity
- **Strategic objective 3:** Reduce the impact of external conflict drivers, including weapons flows, illicit finance, and militarised responses to security threats
- **Strategic objective 4:** Ensure international political, economic, development and security engagement in conflict-affected contexts is sensitive to conflict dynamics and contributes to sustainable peace
- **Strategic objective 5:** Promote peace-building processes and governance systems that are inclusive, fair, responsive and accountable, and address the root causes of conflict

Changes we contribute to

To help achieve the three fundamental peace conditions (see *theory of change diagram*), we promote and support changes in the actions and attitudes of communities, civil society actors, individuals and institutions that hold power, and among influential external players. We seek a significant improvement in the relationships between them. We aim to achieve the following behaviour changes:

- **Individuals and communities** in conflict-affected and fragile states are confident and active in influencing relevant authorities and external actors to provide effective and accountable governance, and responses to conflict and insecurity. They lead their own peace and security initiatives, and **work in collaboration** with key actors who can make a difference.
- **Civil society** plays an active and effective role in demanding accountability, mobilising action, and identifying opportunities to push for effective governance and responses to conflict and insecurity.
- Key **authorities** that have the power to improve security, safety, and justice, are responsive, effective, fair, and accountable. They commit to **working with communities and civil society** to create viable and sustainable solutions to violent conflict and insecurity.
- **External actors** – including governments, bilateral aid donors, multilateral institutions, multi-mandate organisations, and the corporate sector – use their diplomatic, security, development and economic co-operation to prevent and address the causes of conflict.

How we work

Our work uses a number of complementary approaches:

- We promote and **facilitate dialogue and cooperation** between authorities, communities and civil society actors as a crucial step in the process of building peace.
- We **build the skills, capacity and expertise** of community members, civil society organisations, national/ local government departments, donor governments and regional institutions in areas such as security and justice sector reform and conflict-sensitivity.
- We undertake **research and analysis** to inform our work and to motivate appropriate and effective action by others.
- With our partners, we provide **expert technical support and advice** to policy makers, building on our field experience and our in-depth research and analysis.
- We use **advocacy** to influence and change policies and practices that affect people's security and justice, and to challenge national and international actors to listen to the views and priorities of those living with insecurity.
- We gather **evidence** about what works through our country-level programmes and wider research. We share that knowledge and apply the learning in our own programming.

A central part of our approach is our commitment to working through partnerships:

- We seek long-term partnerships with conflict-affected or at-risk communities, and support them to voice their concerns and aspirations to those in power. In this way, we help empower those who are most affected by violent conflict and insecurity, yet often have the least influence, so they can gain access to security services and justice systems, and play an active role in building peace.
- We work in formal partnerships and through wider collaboration with local civil society organisations that know and understand their context well, building their capacity to become influential agents of change.
- We facilitate and empower networks and coalitions (including coalitions of women and young people) to participate in important reform processes from which they have historically been marginalised or excluded.
- We build links and alliances with development actors, business leaders, elected representatives, academics, international and multilateral bodies, and others, to bring greater pressure to bear where we have a clear comparative advantage.

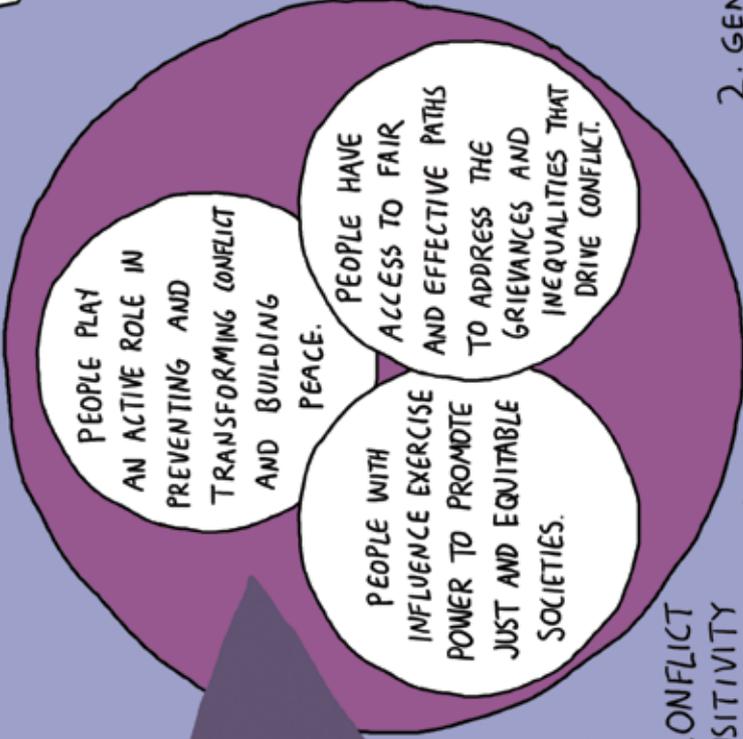
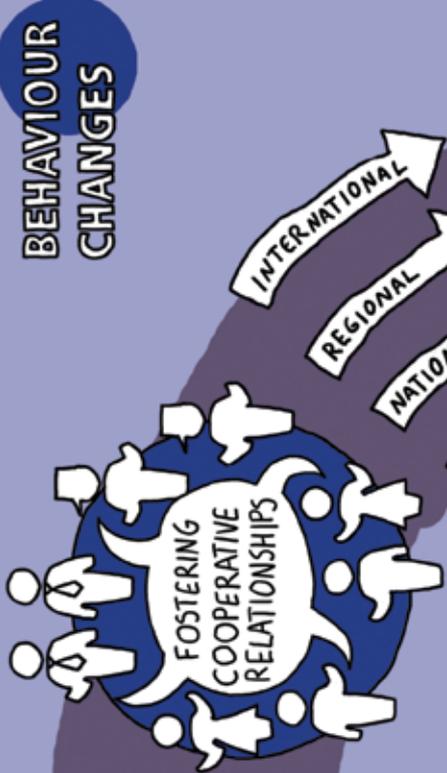
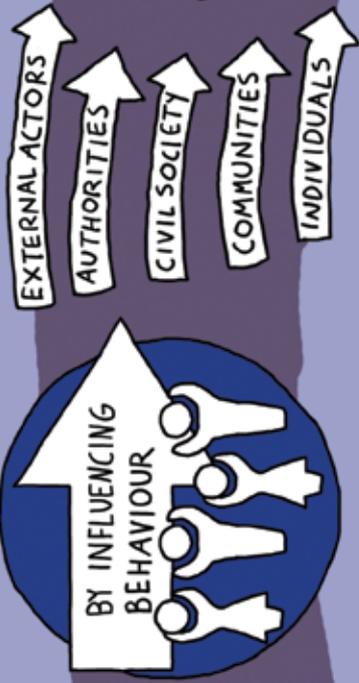
SAFERWORLDS CHANGE MODEL

OUR VISION

WE BELIEVE IN A WORLD WHERE EVERYONE CAN LEAD PEACEFUL, FULFILLING LIVES, FREE FROM FEAR AND INSECURITY.

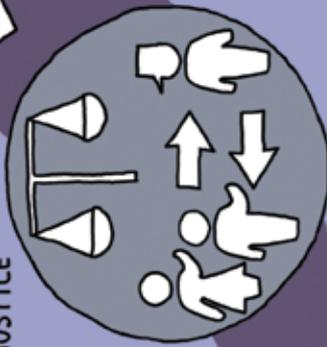
WE WORK TO PREVENT VIOLENT CONFLICT AND BUILD SAFER LIVES

TO CREATE ESSENTIAL CONDITIONS FOR PEACE



IN 5 STRATEGIC AREAS

1. SECURITY AND JUSTICE



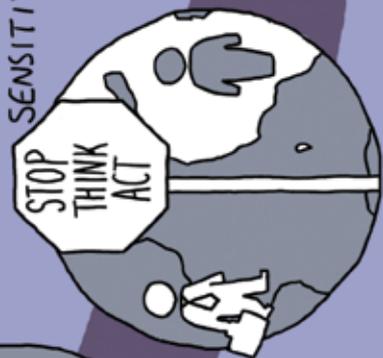
2. GENDER



3. EXTERNAL CONFLICT DRIVERS



4. CONFLICT SENSITIVITY



5. INCLUSIVE PROCESSES



CONDITIONS FOR PEACE

STRATEGIC OBJECTIVES



The Northern Uganda Youth Development Centre, Gulu, Uganda, which delivers formal and informal vocational training to young people in the region. In order to minimise the risk of future instability, Saferworld has supported work to ensure a conflict-sensitive approach is incorporated into the region's development programme.
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OUR PROGRAMME PRIORITIES

Our strategy for 2014–17 is shaped around five strategic objectives that build on our experience and learning:

- security and justice remain central – with an emphasis on developing new approaches to justice
- the relationships between gender, peace and security are given more weight as an intrinsic part of conflict prevention and peacebuilding processes
- arms control is part of Saferworld's core expertise – alongside this we need to develop our work to include other important external conflict drivers such as illicit finance and militarised responses to security threats
- promoting conflict sensitive approaches in insecure and conflict-affected contexts is an essential part of all our programming – we now have the opportunity to engage with influential new powers and commercial actors, as well as traditional actors
- developing a deeper understanding of state-society dynamics so we can promote accountable governance as a conflict prevention and peace-building tool

Together our strategic objectives connect development with security and justice, conflict prevention, and peace-building at local, national and international levels.

To underpin our work on these objectives we will:

- define more clearly the political economy drivers of conflict in the contexts where we work
- better understand the more fundamental political changes that are needed to pursue sustainable peace
- ensure our theories of change – about how our contributions are relevant – are both credible and promote synergy between our policy and regional programmes

PREVENTING CONFLICT UPSTREAM

Outbreaks of violent conflict are typically symptoms of long-standing tensions, resulting from issues such as political exclusion, social inequalities or inadequate access to basic services such as security and justice, health or education. By identifying and addressing the root causes of conflict, societies can become more cohesive, resilient and able to manage tensions without resorting to violence. So we view conflict prevention as a long-term approach that seeks to understand and respond to the underlying causes of conflict and instability 'upstream' – before they result in violence. Saferworld works at national, regional and international levels to promote comprehensive approaches to prevent and reduce violent conflict, and build safer lives.

Regional programmes

We will implement programmes in over 20 contexts. In places where conflict systems stretch across national boundaries and affect our work (such as Afghanistan and its impact on Central Asia and Pakistan) we will adopt regional or sub-regional perspectives in our analysis and response. (See page 20 for more on our country/regional programmes.)

We want to see the positive effects of our work reach beyond the contexts we work in directly, so we also focus on influencing international policies, frameworks and processes that can influence the chance of building peace and stability. For example, we will maintain the pressure to implement the Arms Trade Treaty, aim to enhance the effectiveness and widen the scope of the post-2015 development agenda, and work on issues related to conflict sensitivity, development and peacebuilding with China and a number of influential new powers including Brazil, India, South Africa, and Turkey. Our commitment to advocate internationally for positive change will prioritise policy centres including London, Brussels, Beijing and Washington.

We will also support advocacy in Saferworld's country and regional programme capitals, and target key institutions and regional bodies affecting conflict prevention practice, such as the World Bank, Organisation for Economic Co-Operation and Development (OECD), Organisation for Security and Cooperation in Europe (OSCE), the United Nations (UN), the African Union, and the European Union (EU).

Responding to crisis

We will continue to develop our ability to monitor, analyse and where appropriate respond to exceptional or unforeseen crises – such as Syria or more recently Ukraine – both in countries where we have a presence and elsewhere. Where appropriate we will contribute Saferworld's experience and perspective – and ensure our in-country programming is re-oriented where necessary.



STRATEGIC OBJECTIVES

STRATEGIC OBJECTIVE 1

Strengthen people's security and access to justice through the development and effective delivery of responsive, accountable and locally-appropriate security and justice

Security and justice systems that provide safety, uphold the rule of law, and deliver accessible and accountable services to all play an important part in building and maintaining state legitimacy and underpinning post-conflict recovery and development. Fundamentally, improving human security relies on allowing local people to play a role in decision-making – which itself implies changes in power and resource relationships.

While there is growing recognition of this among international policy makers, many donor institutions shy away from the political nature of these relationships, or continue to see security interventions as a means of meeting their own national security objectives – either way failing to prioritise community needs. Likewise, governments in conflict-affected and fragile contexts often welcome external support to build their technical capacity, but fail to tackle the political changes needed to deliver more sustainable security and justice services. Divisions along sectarian, ethnic or tribal lines can be replicated through security and justice policies and institutions that marginalise or target certain groups.

Saferworld's approach aims to understand these dynamics and strengthen relationships between communities and the institutions that serve them, so security and justice provision prioritises the needs and concerns of local people, including those who are marginalised or vulnerable. For example in the **Southern Caucasus** and **Central Asia** we work with communities in disputed or conflict-affected border areas to take a lead in identifying, articulating and addressing their security needs – working together with relevant authorities – as a way of building confidence and empowering those who feel abandoned and marginalised. We are doing similar 'community security' work in **Bangladesh**, **Kenya**, **Nepal**, and **Yemen** (see box, right).

In Pakistan we are addressing marginalisation in Southern Punjab and the Federally Administered Tribal Areas by building the capacity of appropriate civil society organisations to work in this way with communities.

In **Kosovo**, work that started at community-level has developed into a fully-fledged role for civil society advising on and advocating for community-led policing reforms at a national level. Work in **Kenya** with the National Police Service is leading to positive changes in police practices, greater accountability, and better service delivery for the public. We have also helped shape **international policy**, inputting into an OECD DAC handbook and monitoring and evaluation guidelines on security sector reform.

In the last decade the value of this bottom-up, people-focused approach to security has been recognised by actors such as the UN Development Programme, the World Bank and the UK Department for International Development, as well as within multilateral policy agreements such as the New Deal for Engagement in Fragile States and the Busan Partnership for Effective Development Cooperation. As a result there has been a discernable shift in promoting human security as a fundamental part of development policy. However, efforts to take a more community-based perspective are not yet systematic or replicated at sufficient scale.

Saferworld recognises that lasting solutions to drivers of conflict require as much attention be paid to justice as to safety and security. Justice-based programming in the peacebuilding field is as much about being forward-looking, and seeing 'justice as prevention', as it is about retrospective accountability or 'dealing with the past'. Where patterns of conflict evolve and change, the challenge is to transform relationships over the long term – both between people in society, and between society and the state.

Saferworld will contribute to the building of justice institutions, with a focus on service delivery and capacity, while promoting the larger agenda of building just and fair societies. We will work to support justice institutions and civic trust in them, while encouraging alternatives to state-centric approaches that exclusively focus on the service delivery capacity of state institutions. It is clear from the contexts where we work that the reform of courts, judicial bodies and prisons frequently doesn't deliver for people at the local level. We also aim therefore to understand and support the potential of informal, local or traditional justice systems which can act both as conflict resolution and justice mechanisms. They are crucial in contexts where state systems are weak, absent or illegitimate. Nevertheless, we will pursue an approach that is respectful of the boundaries and obligations of international criminal, human rights and humanitarian law, and subject informal systems to the same critical scrutiny as any other systems of law for their inclusivity, fairness, responsiveness, and accountability. At the same time we will be ready to adapt these approaches when justice systems are underdeveloped or ineffective, or reflect inter-ethnic, tribal or sectarian divisions, but where people still urgently seek recourse to justice as a means to reduce or resolve violent conflict.

PRIORITIES

Over the next three years we aim to:

- **expand on and increase our community security programming, and integrate justice into our work at a range of different levels, investing resources and building skills where needed. We will pilot a 'justice as prevention' approach in three country/regional programmes**
- **promote a broader concept of justice that addresses the wider experiences of marginalisation, exclusion and abuse that fuel conflict**
- **influence security sector reform policies so that they are based on concepts of human security and are conflict sensitive**
- **use the learning and evidence base we are creating through our cross-programme Community Security Learning and Practice Group to advocate at the highest levels of influence in the UK and US governments, and within the European Union and United Nations, for security and justice approaches that put people at their centre**

A 'COMMUNITY SECURITY' APPROACH



Community security is a powerful approach that builds human security and contributes to wider peace and development goals. Saferworld has many years' experience developing and implementing this approach, built up in a range of contexts.

- Community security is a people-centred approach to tackle interlinked peace, security and development needs.
- It aims to build positive relationships between communities, authorities and institutions – providing opportunities to identify security concerns and plan collective responses. It enables communities to be their own agents of change.
- Community security is achieved when communities have ways to articulate their security needs, and there is the local and institutional capacity to respond to them.
- Community inclusivity and participation are a core part of the approach, so activities can be designed and implemented reflecting people's actual needs.
- Community security approaches attempt to link local improvements up to sub-national and national levels through advocacy, and by including higher level actors in consultation and decision-making processes.

Saferworld believes that when actors at each level cooperate, people in societies, countries, and regions have greater capacity to collectively and peacefully manage their own security concerns and build greater resilience.

Members of the police and local community have worked together as part of the Police Community Relations Committee in Kuajok, South Sudan, to find practical solutions to local security issues.

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STRATEGIC OBJECTIVE 2

Challenge gender norms that cause and perpetuate conflict and insecurity

Evidence suggests that it is not gender inequality in itself that fuels conflict but the gender norms which lie at the heart of gender inequality. In certain societies, these norms of what it means to be a man or a woman promote behaviours that support the use of violence to resolve conflict. For example, in Northern **Uganda** (and in other neighbouring pastoral economies) the link between masculinity and violence is closely connected with the cattle economy, as participation in violent cattle raids – which perpetuate conflict between communities – is seen as an essential part of manhood. The bride price system, in which cattle are exchanged for girls and women, exacerbates this cycle of violence. Efforts to reduce cattle raiding by encouraging men to seek alternative livelihoods through agriculture, for example, have been challenged by the perception that men who take up agriculture have 'become women'.

In addition to driving armed conflict, attitudes toward gender roles also drive gender-based violence and increase insecurity among particular groups. In the conflicts in Egypt, Libya and Yemen, for example, women's insecurity has been exacerbated by restrictions on how they can participate in public life. Men are often vulnerable to violence because of an assumption that they are actual or potential combatants.

Saferworld's approach works at two levels. We support direct action to address gender, peace and security issues – such as violence against women – through community security initiatives at the local level. We also invest in longer-term approaches to change attitudes and behaviours, particularly those of men and boys, and work at the international level feeding into initiatives to tackle sexual and gender-based violence in conflict – such as the UK-led Preventing Sexual Violence Initiative.

For example, in **Nepal** we focus on gender inequalities in the design, demand for and delivery of security, and seek to change traditional concepts, attitudes and behaviour that perpetuate these inequalities. Our research in Nepal has indicated that one way to start successfully changing any harmful attitudes around masculinity that undermine equality is through training, awareness-raising, and policy advocacy.

Our newest programme in the Middle East and North Africa is particularly concerned with the exclusion of women. In **Egypt** and **Libya** the lack of gender-sensitive security provision is one of the top security concerns of women across the country, and further excludes women from participating in many reform processes. In **Yemen**, the transition processes need greater diversity and an agenda for change that will address key concerns around violence against women. Saferworld is working with vibrant networks of youth and women, actors for positive change at all levels, who are challenging existing power models and creating alternatives.

PRIORITIES

Over the next three years we will particularly focus on work to:

- **tackle gender as a system of power that creates inequality and conflict**
- **prevent and respond to gender-based violence through our security and justice programming**
- **strengthen the evidence base around gender as a driver of conflict – and develop and promote gender-sensitive peacebuilding policy and practice**

Our policy work and our programmes will reinforce each other, with detailed research in a range of country contexts feeding into a small number of pilot projects to trial programming models adapted from the research. One example will be models identified in the masculinities research commissioned in 2013. We will also step up our efforts to integrate a gender perspective across all our programming and policy work, building staff and partners' capacity on the issue and learning from the different contexts we are engaged in.

STRATEGIC OBJECTIVE 3

Reduce the impact of external conflict drivers, including weapons flows, illicit finance, and militarised responses to security threats

A number of transnational factors can increase stress on countries already affected by conflict and insecurity. These include the international trade in conventional weapons; the negative side effects of mainstream approaches to stabilisation, counter-terrorism and statebuilding; and illicit financial flows and the global trade in drugs and other commodities that fuel conflict and sustain transnational organised crime. Many other issues can also have an impact on conflict, such as the spread of extremist ideologies, migration or climate change.

At the international level there is growing recognition that these conflict drivers warrant collective international responses and need innovative work to strengthen resilience on the ground. Saferworld recognises that we cannot address all these conflict drivers, but we will work on a selection of them by factoring them into our research, conflict analyses, and advocacy, and by fostering initiatives that offer genuine added value.

Arms and ammunition trade

Transnational flows of arms and ammunition continue to play a critical role in fuelling conflict. In conflict-affected and fragile contexts, easy access to arms and ammunition complicates and undermines attempts to build peace, foster development, and create effective governance structures. Although this is widely understood by states it does not necessarily translate into greater restraint in the international trade in conventional arms or effective arms management within states. However, while controlling conventional arms transfers, use and ownership is a national prerogative, many states have acknowledged that limiting their proliferation and misuse is an area that requires regional and international co-operation.

Over nearly two decades, Saferworld has played a central role in the civil society effort to stop irresponsible arms transfers through a global **Arms Trade Treaty** (ATT). A treaty was finally adopted at the UN in April 2013, with 116 state signatures and a growing number of ratifications. The impact of the ATT on states' practice is as yet unknown, but at a minimum the treaty will require them to amend and improve their national control systems and will legitimise a broader discussion about what constitutes appropriate behaviour.

Saferworld has also fostered discussions between **Chinese** and international researchers, experts and officials on small arms proliferation, export controls, and the ATT, and have supported the government of **South Sudan** to develop more comprehensive legislation to regulate small arms and light weapons.

Stabilisation and state-building

Constructive peacebuilding solutions also need to be identified to address the complex challenges associated with mainstream approaches to stabilisation, state-building and countering violent extremism. Current, largely Western, approaches often produce harmful effects in many contexts where Saferworld operates, exacerbating conflict dynamics and drivers, and neglecting the concerns, priorities and potential of local people.

PRIORITIES

From 2014–17 we will:

- **maintain our long-term focus on ensuring that commitments made under the ATT are translated into meaningful action by an ever-wider group of states**
- **support appropriate controls on new weapons technologies that are currently emerging and scale up efforts to address specific problems such as ammunition transfers, diversion and embargoes**
- **continue to integrate measures to address the proliferation and misuse of arms in conflict-affected and insecure contexts into our wider conflict prevention and peacebuilding programmes on the ground**
- **strengthen the evidence base on the shortcomings of current approaches to countering violent extremism and supporting stabilisation and state-building, raise awareness on issues of particular concern, and promote the adoption of less violent, more people-focused alternatives**
- **explore options for other external conflict drivers, such as illicit financial flows, through research, policy advice and advocacy**

STRATEGIC OBJECTIVE 4

Ensure international political, economic, development and security engagement in conflict-affected contexts is sensitive to conflict dynamics and contributes to sustainable peace

Saferworld has a history of promoting conflict-sensitive approaches to development and raising awareness of the impact created by external interventions in conflict-affected states as well as international policy decisions. In recent years, an increasing number of international agencies have recognised that a 'conflict-sensitive approach' is important to ensure aid promotes peace and does not reinforce conflict dynamics. Our research, technical advice and accompaniment have been supporting this shift.

At the international level, Saferworld and civil society partners were closely involved in negotiating the **New Deal for Engagement in Fragile States**, and have worked since with other civil society groups to encourage governments and the **UN** to include key peacebuilding priorities and approaches in the **post-2015** development framework that will replace the Millennium Development Goals. We have also provided conflict sensitivity training to the **British** and **Swedish** governments, the Irish government in Uganda, the **EU** in **Central Asia**, the **EU** and Oxfam in **Sri Lanka**, and international agencies and local NGOs in **Georgia** – and supported **Uganda's** National Planning Authority to make the second phase of its National Development Plan more conflict sensitive. We have used evidence of success from our country programmes to advocate for improved action on conflict prevention by the governments of the **US** and **UK**, and by **EU** institutions.

However, two important factors have become clear in recent years. Firstly, a recognition that diplomatic, economic and security engagement by external actors has at least as critical an impact as aid and development processes on conflict-affected contexts. Secondly, driven in part by globalisation and increasing economic interdependence, a growing number of influential new powers now play an increasingly important role on the world stage. **China, India, Brazil, South Africa** and **Turkey** operate in conflict-affected states – both as state actors with growing development cooperation and diplomatic roles, and through their countries' expanding commercial activities.

As a result of this changing context Saferworld has started to draw a wider range of government, civil society, and corporate actors into the debate to understand the factors that cause conflict including divisions based on ethnicity and religion, and to foster approaches that are more conflict-sensitive. For example, we have undertaken analysis and dialogue about development and peacebuilding with policy actors from these influential new powers, to better understand the impact of their engagement and to reduce conflict risks. We have also facilitated a series of activities and meetings in **South Sudan** to examine how **China's** economic cooperation in the development, infrastructure, and the extractive sectors could be more conflict-sensitive.

PRIORITIES

From 2014–17 we will continue to expand the range of government, civil society, development and commercial actors we work with. We will:

- **work to ensure that major international development actors support peace within international processes such as the post-2015 development framework, the implementation of the New Deal for Engagement in Fragile States, and in the adoption of appropriate national and regional policies, strategies, approaches, workplans and programmes**
- **encourage policy actors in influential new powers to address conflict and violence through global development frameworks and processes, by means of policy dialogue and advocacy, technical advice, and practical support**
- **promote more coherent and cooperative approaches towards conflict-affected states between influential new powers and OECD actors**
- **strengthen conflict-sensitive approaches among international aid agencies, donor governments, national governments of conflict affected states, and civil society actors through technical support**
- **encourage and assist a wider range of commercial and non-development organisations – in OECD states as well as influential new powers, such as China and Turkey – to take account of conflict in the design and implementation of their activities in, or impacting on, conflict-affected contexts whether their principal objective is peace, development or commercial success**

STRATEGIC OBJECTIVE 5

Promote peacebuilding processes and governance systems that are inclusive, fair, responsive and accountable, and address the root causes of conflict

Sustainable peace comes when power and resources in a society are distributed so *everybody* feels they have a stake in the future, regardless of ethnicity, religion or other forms of identity. A functioning state is essential to manage tensions within society, prevent violence, and build peace. However, a strong state is not enough to build sustainable peace. Laws that are unfair or inconsistently applied, revenues that are not managed effectively, and poor services – or unfair or unequal access to them – may drive conflict and violence within a society.

Corruption, elite capture of institutions or revenue, and the exclusion of certain parts of society along ethnic, tribal or sectarian lines also erode the legitimacy of the state. They break down trust between state and society, and between different groups in society, creating or exacerbating conflict. By contrast, governance and decision-making that is inclusive, responsive, fair, and accountable – and which encourages participation – can positively transform relationships between state and society and between different parts of society, building sustainable peace.

Saferworld works to ensure that peacebuilding processes and governance systems are inclusive and legitimate. This means helping to create the space and structures for participation, and supporting people to engage in policy- and decision-making in an informed and constructive way. In parallel we carry out research and advocacy to improve decision-makers' understanding of local people's needs and fears, particularly of groups that are marginalised. For example, in **Somalia/Somaliland**, we have been working to strengthen the capacity and confidence of civil society to participate effectively in processes of policy- and decision-making. We have also supported domestic election and voter registration observation missions in Somaliland and conducted broader analysis on democracy issues there.

In **Kenya**, ahead of the March 2013 elections, Saferworld worked on preparedness and coordination with key peace, security and election management actors across the country to help ensure peaceful, free and fair elections. We also worked with grassroots peace actors in six potential hotspots to build resilience to conflict, promote peacebuilding and strengthen the capacity of community members to hold their leaders to account on issues of governance, security and service delivery.

We recognise our approach to the peacebuilding dimensions of governance requires further exploration and development, as this area is complex and sensitive in nature. Approaches to governance and peacebuilding that are purely technical in nature or overly averse to popular demands for political change can reinforce the status quo. At the same time, even small changes can be destabilising as well as transformative.

PRIORITIES

Over the course of the coming three years we will:

- **foster more inclusive, responsive, fair and accountable state-society relations in the contexts where we work, and where appropriate, deepen our work on strengthening voice and participation in decision-making**
- **increase sustained participation of representative civil society in governance and key peacebuilding processes**
- **contribute to the successful outcome of critical peace milestones such as elections, national peace dialogues, referenda and constitution-building processes**
- **use and promote evidence-based advocacy with national and international actors to encourage conflict-sensitive approaches to good governance**



An Uzbek girl and Kyrgyz boy reading at the 'The Tolerance Club', a meeting club within an ethnically mixed school with a small library and equipment for the pupils to meet up. Saferworld supported the establishment of the Tolerance Club through our community security work.
© ERKIN KOCHKAROV/SAFERWORLD

4

PROMOTING QUALITY AND EFFECTIVENESS

Saferworld will further develop systems and practical measures to ensure that our programmes, and all the processes and procedures that support them, produce higher standards of quality and effectiveness. We will prioritise a number of areas that we believe can bring about significant change internally. These include investing in people through the People in Aid code and through training and development; introducing new financial management systems; instituting a rolling process of programme review to test the quality and effectiveness of our programmes; and enhancing our institutional capacity in monitoring, evaluation and learning.

'People in Aid'

This code of good practice for the management and support of aid personnel is the recognised standard for international NGOs. Its framework helps assess and improve performance in human resource management. We will review our systems, policies and practices against these standards, consult staff, maintain a survey of staff skills, and create an action plan in order to achieve the People in Aid's quality mark.

Learning and development

Saferworld is committed to providing opportunities and support to staff as a way to catalyse a dynamic, thoughtful and creative environment. We will continue to provide mentoring, training, effective management support, and challenging and varied work programmes. We will also introduce a leadership development programme to:

- provide staff with strategic direction and inspiration, and encourage new learning
- build on our distinct organisational culture and identity and ensure staff can communicate about and represent Saferworld well
- internalise and promote high performing leadership behaviours

Financial systems

As a result of organisational growth, Saferworld will require new financial tools to deliver multi-year budgets and multi-currency functionality. We will assess potential software solutions, map finance systems against current management systems, research possible efficiency gains using a global model, and implement in phases during 2015–16.

Programme review and improvement

Saferworld will establish a review process for six programme areas over three years. A hybrid cross-organisational and external team will work to a) understand progress towards objectives and determine where we achieve sustainable outcomes, and b) build consensus with key stakeholders around a common analysis, and strengthen partnerships for change. We expect to see improved theories of change and higher standards of evidence as a result. Our revised **cross-organisational learning strategy** will support this, building on our Learning and Practice Group approach.

Measuring and understanding change

Saferworld will develop further expertise and champions in measuring and understanding change by training existing staff and recruiting new specialist staff. Our innovative outcome monitoring and harvesting approach, and our programming and monitoring framework, combined with our new online system *Karacel*, will enable us to streamline cross-organisational learning and evidence collection. We will also identify opportunities to incorporate new technology to improve programme effectiveness, building organisational capacity and understanding on the use of **Information and Communication Technology for Peacebuilding**.

Research design

Finally, Saferworld will analyse and strengthen its **research design** and methodology, paying attention to ethical best practice and higher quality assurance.

5

DELIVERING THE STRATEGIC PLAN

Following a period of expansion, this three-year plan embodies a second phase in Saferworld's drive to work at appropriate levels of intensity and scale. To achieve our new strategy we anticipate both a consolidation of the growth we experienced in recent years – by continuing to make internal systems, procedures, and management structures more effective – alongside further development and targeted expansion at a rate not in excess of recent levels.



A generation apart – grandpa and his grandson at a community mapping meeting in Gugutiantkari, Shida Kartli, Georgia. Saferworld works in Shida Kartli as part of its community security initiative.

When embarking on any future developments, we will be informed from the outset by the following provisions. We will:

- ensure our values are safeguarded and retain an enabling and collaborative working culture internally
- maintain progress on our commitment to working to scale, and agree on a limited number of programmes (not more than six) with opportunity to achieve change at significant scale
- invest proportionally in the management and delivery of larger more complex programmes
- use key performance indicators (KPIs) to demonstrate compliance with key policies and procedures, and ensure delivery of programme goals
- continue to bring decision making closer to programmes and develop Saferworld's core function capacity in local offices, including grant management and learning and evaluation competencies (particularly in programmes/offices with a turnover in excess of £1m), while reviewing alternative models of working in contexts where programmes rely on smaller levels of income
- ensure all programmes focus on improved cost recovery

To deliver our ambitious strategic objectives we need to increase and diversify our income and achieve a sustainable donor base. Building on our fundraising achievements and positive interactions with donors over the past three years, we will continue to improve the quality of our donor relationships and organisational funding, by increasing the effectiveness of organisational systems and support functions. The core funding Saferworld received over the past three years enabled us to develop more effective internal systems and procedures to manage growth and to deliver more *consistently* on our policy analysis, advocacy and shorter-term projects. Securing unrestricted institutional funding will remain critical

to the realisation of our 2014–17 plan. We will also focus on securing high quality programmatic and project funding; attracting relevant foundation and trusts; and exploring commercial tenders where appropriate.

Governance, oversight and accountability

Saferworld's Board of Trustees sets the organisation's strategic direction and ensures that good practice and the values of the organisation are embedded in our operations. Trustees meet formally four times a year, as well as through a number of specialist Board sub-committees. The Board will continue to attract new members over the coming period, inviting additional expertise to reflect the changing nature of a growing organisation.

The responsibility for operationalising the plan lies with Saferworld's management teams, under the leadership of the Executive Team. Finance teams and budget holders will ensure adequate financial controls are in place and working effectively. Core financial management processes will be used to monitor the business and ensure delivery of key goals. These include monthly management accounts; quarterly financial reporting to the Board; and regular financial, system and donor audits.

At an operational level, progress on our commitment to strengthen core organisational functions will be reflected annually through key performance indicators set and tracked in our business plans. We aim to measure, for example, core processes such as annual staff appraisals, use of our intranet, and training plans for staff – as well as the timeliness of financial reporting and donor reports, and cost recovery on key contracts. We will further develop a Saferworld-specific 'value for money' approach, based on current good practice, and track this across the organisation.

We have committed to work in an open and transparent way and are ready to be held to account by our beneficiaries, funders, and the wider international

cooperation sector. Throughout this strategy period we will communicate the outcomes of our efforts to those who benefit from our contributions, and to those who work with us and support us locally, nationally and internationally. We are committed to the **International Aid Transparency Initiative** and will publish data on our projects quarterly as part of efforts to increase information on aid.

In 2016 we will be in a position to take stock and review how successful this overall strategy has performed over five years, and how far we have been able to translate our organisational growth and development into substantially better outcomes in the places where we work. For example, we will combine the requirement to undertake a final evaluation for our Programme Partnership Arrangement with the UK Department for International Development with research into the wider outcomes resulting from our strategy.

Staff safety and risk management

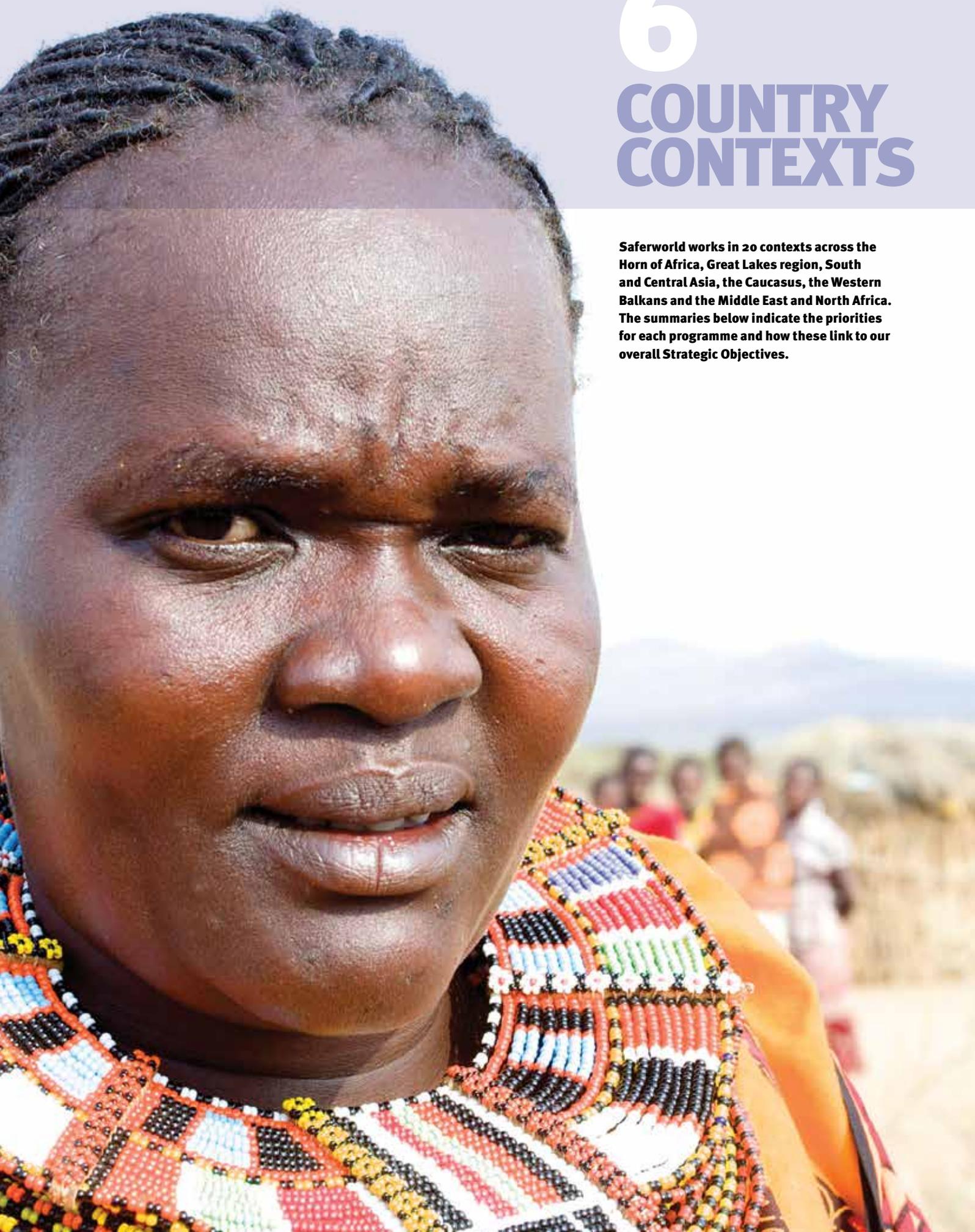
Risk management is critical to the success of our work, especially given the increased number of risk-prone and challenging environments Saferworld plans to work in (such as Somalia, Yemen and Pakistan). Saferworld has established Risk Management Teams overseen by the Executive Director, demonstrating the importance we place on ensuring duty of care for our staff.

We will deepen our analysis and awareness of the often complex contexts we work in, including an understanding of how we are perceived and what our role is, so we maintain an ongoing sensitivity to conflict dynamics and remain adept at adapting to changing circumstances. We will continuously review and update security protocols, conduct regular security risk assessments, and ensure oversight and management. Each country completes a risk matrix annually (reviewed centrally and updated quarterly) to make sure mitigating actions are applied if required.

Grace, a Turkana Elder, from Emeret village, Isiolo, Kenya. Isiolo was one of six election hotspots identified by Saferworld ahead of the 2013 elections. Saferworld worked with local partner Isiolo Working Group to promote peaceful elections. © ABRAHAM ALI/SAFERWORLD

6 COUNTRY CONTEXTS

Saferworld works in 20 contexts across the Horn of Africa, Great Lakes region, South and Central Asia, the Caucasus, the Western Balkans and the Middle East and North Africa. The summaries below indicate the priorities for each programme and how these link to our overall Strategic Objectives.



HORN OF AFRICA

KENYA

Kenya's national elections in March 2013 passed mainly peacefully, reflecting significant progress on constitutional, legal and institutional reform. However, the population remains deeply divided, with inter-ethnic and tribal divisions and tensions over land and access to resources continuing to drive violent conflict at the local level. Justice for past political violence and other historical grievances also remains unaddressed. This undermines prospects for reconciliation between communities and improved trust in the security services.

Comprehensive police reform has started, but has been beset by delays and internal wrangling. While the ongoing devolution process should bring decision-making closer to the people, it also threatens to exacerbate local conflict dynamics if not implemented in a conflict-sensitive manner. Inequality, a legacy of corruption and impunity, the proliferation of weapons, radicalisation and terrorism, growing insecurity, and International Criminal Court charges against the president and vice-president, will also test peace and stability.

Working in Kenya since 2000, the overall goal of our work is to support accountable governance, security and justice provision that results in sustainable peace for all. From 2014–17 our focus will be to:

- ensure that governance and peace-building structures adopt conflict-sensitive approaches to decision-making and development that enhance peace and social cohesion **(S04, S05)**
- ensure security sector reforms result in improved professionalism, greater accountability, and better service delivery to the public **(S01)**
- empower people to play an active role in keeping their communities secure, and generate evidence from community-focused security initiatives to inform national and international policy **(S01, S05)**
- ensure gender dimensions of conflict and insecurity are understood and reflected in the policy and practice of peace, justice and security actors **(S02)**

SOMALIA/SOMALILAND

While a new federal government has been in place since September 2012, substantial safety and security concerns remain. The security situation in South Central remains volatile with al-Shabaab continuing to hold territory and an ongoing military offensive to dislodge it. A New Deal Compact was signed in 2013 to coordinate and support peacebuilding and statebuilding efforts but lacked consultation and outreach, and implementation has not yet begun.

In South-Central Somalia establishing governance structures that have legitimacy across communities often divided along clan lines is a key challenge. In Puntland a relatively peaceful political transition has raised the prospects for increased stability, while Somaliland heads towards elections in 2015.

Saferworld has been working since 2004 to strengthen the systematic participation and influence of Somali non-state actors in key decision-making processes on peace, security, and development. Our overall goal is to influence peacebuilding and statebuilding processes in Somalia and Somaliland so they become more inclusive, conflict and culturally-sensitive, and owned and led by Somalis. From 2014–17 our focus will be to:

- advocate and support security and justice services that are accountable and responsible, including from established institutions **(S01)**
- promote participatory, inclusive and transparent governance processes at regional, national and international levels **(S05)**
- support high-quality research and other opportunities that enable authorities and non-state actors to work together to create a conducive environment for reconciliation **(S05)**

GREAT LAKES

SOUTH SUDAN

South Sudan, the world's newest state, faces wide-ranging failures of governance and political and security sector reform, as well as inequitable distribution of resources and access to justice and reconciliation initiatives. This led to renewed factional fighting in late 2013, inflaming old civil war grievances. South Sudan must overcome the underlying weaknesses of the 2005 Comprehensive Peace Agreement and seek sustainable solutions to its legacy of war through an inclusive political process that engages South Sudanese communities and deals with the underlying causes of unrest, including inter-ethnic and tribal divisions.

Saferworld has been working in South Sudan since 2002 and established an office in Juba in 2007. Our community security work has expanded from two to seven states and engaging China in our work on conflict sensitivity has become increasingly important. From 2014–17 our focus will be to:

- build the capacity of communities, civil society and government actors (Including security services) to identify, prioritise, and resolve local security issues through collaborative, problem-solving partnerships **(S01)**
- support a comprehensive approach by government, civil society and communities to actively address the proliferation of small arms and light weapons. This includes supporting the government to develop and implement arms control policy, legislation and regulations, and to conduct inclusive awareness-raising activities **(S03)**
- strengthen sustainable good governance by promoting conflict-sensitive approaches as a way to resolve embedded causes of conflict and potential violence **(S04)**
- promote and engage in inclusive community-based reconciliation processes so all South Sudanese can participate in a comprehensive peace and reconciliation process **(S05)**

SUDAN

Following decades of war, and numerous failed peace agreements, large swathes of the Republic of Sudan continue to be affected by violent conflict, primarily driven by struggles between the central government in Khartoum and armed groups from the country's peripheries. Numerous local conflicts, often related to competition for national resources, overlap with national conflicts. Recent violence has displaced hundreds of thousands of civilians, and years of marginalisation and violence has created a society characterised by fragmentation and mistrust.

Continuing to pursue a piecemeal approach to peace-making in Sudan, involving only elites, will not work. Sudan needs a broad-based, inclusive and accountable process for peace and governance reform that is led by Sudanese themselves, as well as local processes of conflict mitigation and reconciliation.

Saferworld has been working on conflict prevention issues in Sudan since 2002. Our overall goal is to support local and national conflict transformation, primarily through research, analysis and advocacy.

UGANDA

Violent conflict has significantly reduced in Uganda since the end of hostilities and departure of the Lord's Resistance Army (LRA) from Northern Uganda in 2006. However, with unaddressed war legacies and deep-seated grievances against government institutions, Northern Uganda in particular remains vulnerable to a relapse into violence. Major issues include land disputes, ethnic and regional tensions, sexual and gender-based violence, and high youth unemployment. Investments have been made to develop areas affected by the LRA conflict, and to support peace in the pastoralist Karamoja sub-region, but higher than national average levels of poverty and political exclusion persist.

Saferworld has been working in Uganda since 2001 on a range of issues including civil society participation in security provision, conflict-sensitive approaches to development, and small arms and light weapons proliferation.

Our overall goal is institutions and processes that are conflict-sensitive, inclusive, and responsive to communities' governance and security needs. From 2014–17 our focus will be to:

- improve community safety in the Karamoja/Kenyan border region, and other areas of the country experiencing insecurity, by promoting community-based and conflict-sensitive approaches locally and nationally **(S01)**
- promote and strengthen conflict-sensitive approaches to good governance and development at local, national, regional, and international levels **(S04)**
- promote conflict-sensitive approaches to the management of land and minerals to reduce resource-based conflicts **(S04)**

SOUTH AND SOUTH EAST ASIA



BANGLADESH

Over the past decade Bangladesh has made substantial progress economically and towards achieving the Millennium Development Goals. However the country faces multiple challenges to public security, the rule of law and access to justice, made worse by the January 2014 elections. There is political deadlock, violent protests resulting from war crimes tribunal verdicts, and serious concern about new extremism and violence against minorities.

Saferworld has been working to promote security and justice in Bangladesh since 2006. We have established a community safety and security programme with local partner BRAC, provided support to Bangladesh's Police Reform Programme, researched perceptions of human security and the impact of climate change, and promoted small arms controls. From 2014–17 our focus will be to:

- support youth and community involvement in peacebuilding and conflict transformation, and reduce their vulnerability to exploitation by political parties and extremist groups **(S02, S05)**
- build state-citizen trust by promoting locally-driven approaches to security and justice and partnerships between civil society, communities, authorities, and security and justice providers **(S01)**
- support civil society organisations to engage in policy dialogue and better advocate for improved national and local-level policy and practice – focusing on fair and effective delivery of security and justice services that reflect the rights of poor and vulnerable groups **(S02, S04)**

CHINA

China's growing economic power and status gives it opportunities – and responsibilities – to play a greater role in supporting peace. As its global trade, investment, and development assistance grow, China's government, businesses, and citizens are increasingly operating in conflict-affected and fragile states. It is becoming clear to Beijing that insecurity overseas puts its commercial investments, energy security, and the lives of Chinese nationals, at direct risk. It is in these states where China's image as a responsible power is being forged.

China is also an increasingly significant producer and exporter of conventional arms. However, its record on arms transfers to regions affected by conflict and human rights abuses is often poor. Transforming the government of China's positive rhetoric and growing openness into tangible improvements in arms transfer controls would make an important contribution to international conflict prevention and peacebuilding efforts.

Saferworld has been working on China since 2004. We work with Chinese officials, diplomats, think tanks, academics, military and commercial actors to understand and address the new challenges China faces in supporting stability overseas. We encourage co-operation between Western policy makers and their Chinese counterparts, and work with officials and civil society in conflict-affected and fragile states – particularly South Sudan – focusing on how China's economic cooperation can be more conflict sensitive.

From 2014–17 our focus will be to:

- support and advocate more cooperative approaches by China to conventional arms transfer controls and the UN Arms Trade Treaty process **(S03)**
- ensure Chinese economic and development actors become more open to dialogue with civil society actors from conflict-affected and fragile states, cooperate on conflict analyses, and adopt and implement conflict-sensitive policy guidelines **(S04)**
- increase opportunities for dialogue on conflict prevention at official levels between Chinese and international interlocutors, leading to China's adoption of specific conflict prevention policies and practices **(S04)**
- establish an office in Beijing in financial year 2015–16, subject to funding



NEPAL

Nepal has made significant progress since the 2006 Comprehensive Peace Agreement ended a decade-long conflict. After a period of political chaos and blockage culminating in the dissolution of the Constituent Assembly in May 2012, peaceful elections to the Constituent Assembly in late 2013/2014 can be seen as a positive sign.

However across Nepal, social, gender and economic inequalities, ineffective and corrupt government institutions, oppositional views on federalism and the risk of radicalisation along ethnic lines, unemployment, lack of development, and mismanagement of national resources, all continue to fuel grievances. Security agencies and the justice sector are also often viewed as corrupt, unaccountable and highly politicised, and gender discrimination and gender-based violence, especially violence against women, are widespread.

Saferworld established an office in Nepal in 2009. Our work aims to bring government actors, civil society and communities together to work constructively for the social, political and institutional conditions that support sustainable peace. From 2014–17 our focus will be to:

- enable communities and civil society to engage constructively with government stakeholders for more effective, accountable, transparent and inclusive security and justice provision **(S01, S02)**
- empower communities to take action on gender and social inequalities, and the attitudes and behaviours that perpetuate them **(S02)**
- strengthen the conflict-sensitive planning, design and implementation of programmes and policies in Nepal by supporting communities, civil society, media, government and external stakeholders to better understand and integrate conflict-sensitivity into their policies and programming **(S02, S04)**

PAKISTAN

Pakistan's 2013 election marked a historic moment – the first time one elected government had transitioned to another. However, the country faces multiple challenges, including militancy in the north-west, rising sectarian tensions, concerns about radicalisation and extremism, and the potentially destabilising effects of the international troop drawdown in Afghanistan. Issues related to governance, underdevelopment and unemployment, civilian deaths, internally displaced people, and constraints on access to basic services – including access to security and justice provision – all make the situation difficult for ordinary people.

Saferworld has been working to promote peace, security, and justice in Pakistan since 2002, focusing on Khyber Pakhtunkhwa (KP) Province and the Federally Administered Tribal Areas (FATA) in the north-west. Our overall aim is to improve state-citizen relations and support security and justice provision that is more responsive to people's needs, enabling all Pakistanis to lead secure and peaceful lives. From 2014–17 our focus will be to:

- build the capacity of communities and civil society organisations in KP/FATA and Southern Punjab to prevent and manage the risks posed by militancy and sectarian violence **(S03)**
- address feelings of marginalisation, and strengthen the legitimacy of state institutions, by supporting partnerships between citizens and local and provincial authorities in KP/FATA and Southern Punjab to address security and justice needs **(S01)**



Josna and Nargis look for scenes to try out their cameras at a photography workshop in Jessore, Bangladesh. Saferworld is running an innovative participatory photography project as part of our wider community security work in 16 sites across south-western Bangladesh, with participants recording personal perspectives of 'what makes them feel safe'. © SAFERWORLD

EUROPE AND CENTRAL ASIA

SOUTH CAUCASUS

The number and nature of the conflicts in the Caucasus region reflect its diversity. 2014 is the twentieth anniversary of a fragile ceasefire, regularly violated by both sides, in the conflict between Armenia and Azerbaijan over Nagorno Karabakh – the only conflict in the OSCE area where hostile troops face each other from behind fortifications. The wounds of war and failure to achieve progress have hardened rhetoric on both sides. In Eastern Abkhazia, while the security situation has improved, rural ethnic Georgian communities experience higher levels of insecurity and isolation because of difficulties in accessing documentation and commuting across the Ingur/i River.

In South Ossetia sensitivities and the prevailing politics mean contacts between ethnic Georgians and Ossetians along the divide have decreased. Russia is perceived as the sole effective security provider in South Ossetia and there is a lack of meaningful debate in the society about what long-term security means. International organisations lack presence and credibility and are viewed with suspicion. In the Shida Kartli region of Georgia, insecurity is increasingly linked to socio-economic problems as the unilateral demarcation measures by Russians and South Ossetians mean people living near the divide cannot use their lands for cultivation, grazing, or firewood. Formal negotiation mechanisms lack perspectives from the affected communities and community participation in decision-making remains low.

Saferworld has been active in the South Caucasus since 1999. We aim to raise awareness and increase understanding of the safety concerns of conflict-affected communities and to help authorities in the region, and the international community, find ways to respond to local needs effectively, even in advance of political resolution of the conflicts.

The overall goal of our work is that people in conflict areas in the South Caucasus enjoy improved security and a more stable environment through greater community engagement in decision-making and the implementation of policies that are informed by and accountable to communities' needs. From 2014–17 our focus will be to:

- support community representatives from across divides to work together on research, and to identify shared problems, better understand each other's perspectives, and see areas of mutual advantage **(S01, S05)**
- improve relations and accountability between security actors and communities **(S01)**
- ensure that community-informed monitoring of incidents targeting civilians and their properties in Armenia and Azerbaijan are shared widely and used as a deterrent **(S01)**

CENTRAL ASIA

The five Central Asian states of Kyrgyzstan, Tajikistan, Uzbekistan, Kazakhstan and Turkmenistan, shaped by a shared Soviet legacy, suffer from a wide range of security issues. These include ethno-nationalist tensions, resource shortages, poor border management, narcotics, extremism, organised crime and weak national and local governance.

A key driver of conflict is the unfinished process of delimitation and demarcation of state borders. Law enforcement agencies often exacerbate tensions and local communities report harassment, intimidation and extortion. Community members who have been mistreated by neighbouring state representatives sometimes transfer their grievances against members of their community from that ethnicity or nationality.

Saferworld works in the Ferghana Valley, which spans Kyrgyzstan, Tajikistan and Uzbekistan, to enable communities and civil society to respond more effectively to conflict and security issues. Our goals are for governments in Kyrgyzstan and Tajikistan to adopt a conflict and gender-sensitive approach to police reform and border policies that responds to the needs and priorities of the public and is accountable to them; and for people in conflict-prone communities in the Ferghana Valley to feel safe, with cooperation between authorities, civil society and communities creating an environment conducive to peaceful development. From 2014–17 our focus will be to:

- increase community confidence and build relationships between communities and security providers to change the way that security is managed and provided **(S01)**
- build the know-how and capacity of civil society organisations to advocate for police reform and hold authorities to account **(S01)**

KOSOVO AND WESTERN BALKANS

Despite progress in strengthening the rule of law, improving relations with Serbia, and developing closer ties with the EU, Kosovo remains very isolated with the highest poverty rate in Europe. Communities feel cut-off from the significant developments that will shape their future, exacerbated by a lack of transparency and inclusive dialogue in the EU-facilitated normalisation process. High levels of corruption and organised crime result in low public trust. In the north of Kosovo tensions, violent incidents, and refusal to integrate into Kosovo's political and legal system pose further challenges to security and stability.

Regionally, a major challenge in the Western Balkans is to overcome the legacy of unresolved bilateral disputes including inter-ethnic and minority issues in the south of Serbia, Macedonia, Bosnia and Herzegovina, and Kosovo. These disputes have led to violent incidents and are a serious challenge to peace and stability.

Saferworld has worked in Kosovo and the Western Balkans since 2001, focusing on community security and capacity building for civil society. Looking ahead, Saferworld will focus on security and justice issues in northern Kosovo; and address regional security concerns related to the Former Yugoslav Republic of Macedonia, Serbia, and Bosnia and Herzegovina – with the aim of contributing to regional peace and stability.

From 2014–17 our focus will be to:

- strengthen dialogue and cooperation between civil society and other actors to influence policies and approaches on conflict and insecurity affecting people in the Western Balkans **(S03, S04)**
- enhance the research and advocacy capacity of local CSOs in Kosovo to contribute to improved accountability and responsiveness of security and justice actors **(S01)**
- support local CSOs in Northern Kosovo to implement community-based approaches to security, and promote accountable, responsive and conflict-sensitive policies and approaches by other actors **(S01)**

MIDDLE EAST AND NORTH AFRICA

EGYPT AND LIBYA

Egypt's transition is increasingly dominated by the military and established elites. Space for dissent has shrunk and systematic violence by security forces has returned to pre-2011 levels – with a dramatic increase in public violence against women. The justice system has become increasingly arbitrary and selective. Attacks on the military and police by Islamist groups are now also a regular phenomenon. At the same time, Egypt's population remains politicised and cares deeply about the original grievances that fed the 2011 uprising – from abusive security providers and sclerotic politics to economic concerns.

Libya after Qaddafi is divided on many lines. Local dynamics are key to understanding a fragmented and volatile country and though nominally united under a government umbrella, security provision in particular remains in the hands of local armed groups and militias, feeding overall insecurity. Delayed constitutional decisions around federalism and the distribution of oil rents are sensitive and contentious. Dysfunctional government service provision, especially basic security and justice, has steadily eroded government legitimacy. There is a much higher level of armed crime and gender-based violence than before the 2011 uprising.

Saferworld has worked on Egypt and Libya since 2011–12. In both countries we are supporting women to engage in policy dialogue and political processes by strengthening their public voice. In Egypt we support stronger and more co-operative relations between the state and society, with a special emphasis on the police and wider security and justice sectors. From 2014–17 our focus will be to:

- build momentum around police reform and gender-sensitive policing in Egypt (**S01, S02**)
- influence the design and implementation of internationally-sponsored security sector reform in Libya and other transition countries in the region to be more responsive to citizens' concerns and priorities, with a particular focus on gender sensitivity and community level voices (**S01, S02**)
- improve the conflict sensitivity of international donors, private sector actors and national authorities by improving their understanding of local-level conflict dynamics in Libya (**S04**)
- determine the feasibility and appropriate locations for piloting a community security model in Egypt and Libya (**S01**)

YEMEN

Conflict in Yemen is fuelled by chronic and increasing poverty, dwindling natural resources, limited services, and increasing unemployment – especially among young people – with a weak transitional government unable to guarantee security. Conflicts between Yemen's powerful tribal elites, between the north and south, and over religious divisions, are often exacerbated by poor and corrupt governance in a context where the population is largely excluded from decision-making.

Saferworld has been working on Yemen since 2010 and opened an office in Sana'a in 2012. The overall goal of our work is for communities and civil society to play an active role in shaping the country's transition process, and for governance and security systems to become more accountable and inclusive, leading to sustained peace.

From 2014–17 our focus will be to:

- build relationships between communities and security providers and change the way that security is planned and provided, for women particularly (**S01, S02**)
- promote more accountable and inclusive systems of governance, and empower previously marginalised groups, such as youth and women, as positive political forces that can build and sustain peace (**S02, S05**)
- improve the conflict-sensitivity of Yemen's national transition processes – including support for local actors to advocate for more conflict-sensitive national and international approaches, and work to reduce the impact of external stresses on conflict dynamics in Yemen (**S03, S04**)

OTHER CONTEXTS

Working on regional peace and conflict systems

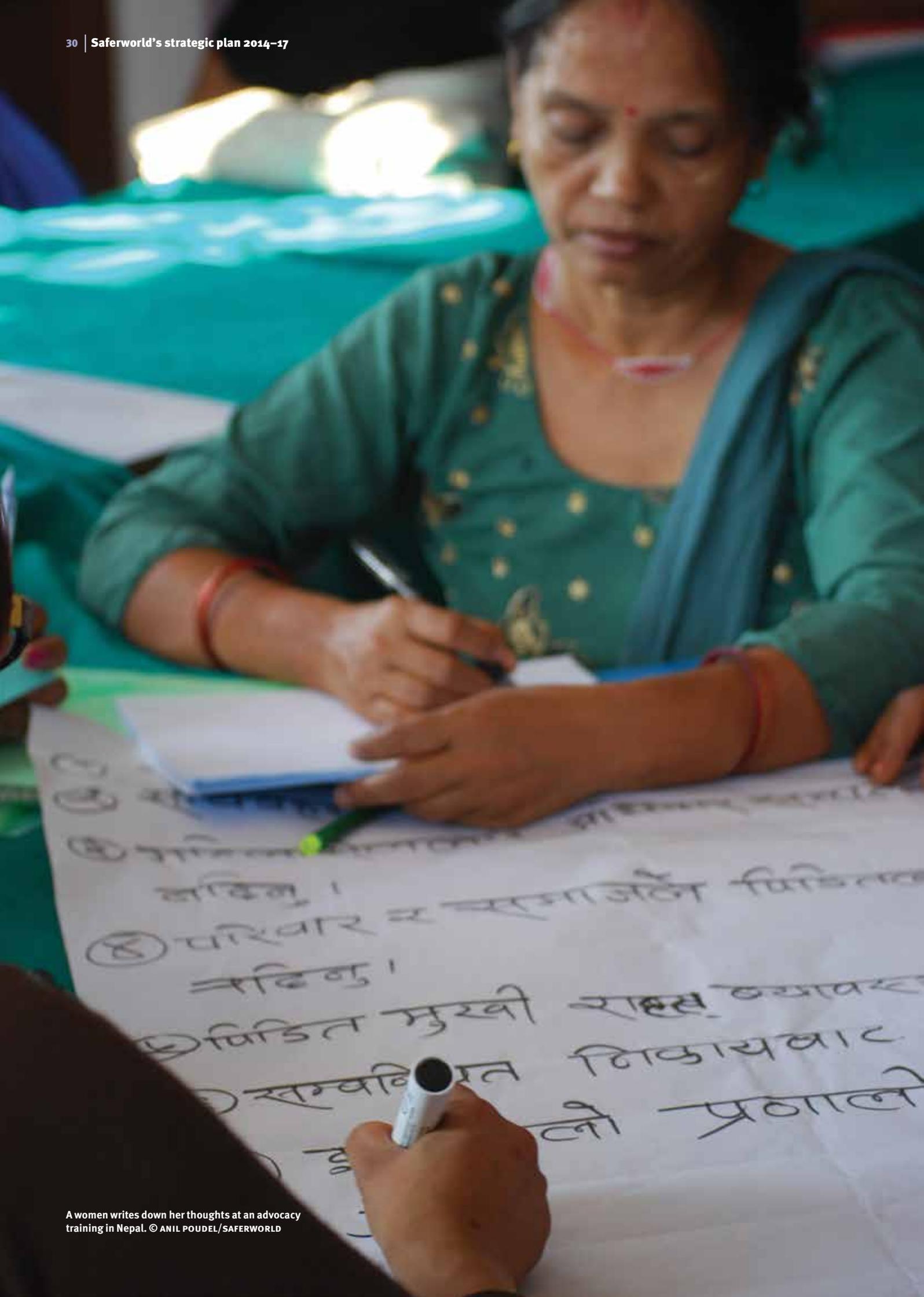
Conflict and instability in Afghanistan is rooted in wider regional dynamics in South and Central Asia. In 2014, Afghanistan is at a crossroads with presidential and provincial elections and preparation for the withdrawal of international forces. A political crisis or further instability in Afghanistan would have significant impact in Pakistan, Kyrgyzstan and Tajikistan, and more widely. Similarly, Syria remains in a state of slow collapse, and the civil war is causing major refugee influxes for Syria's neighbours: especially Lebanon, Jordan and Turkey, with potential for further political instability. The trend towards Sunni-Shia sectarianism is a major threat, and having negative consequences across the region. The conflict has also become a battleground between regional powers. We will explore the regional impact of Afghanistan's peacebuilding and statebuilding processes and the spill-over effects of the Syrian crisis (**S03, S04**).

The geo-political position of Ethiopia makes it influential in the region, especially with Somalia, Sudan, South Sudan, Eritrea and Djibouti. Its reputation as a stable country in an unstable region has also led to increasing economic and commercial engagement by India, China, and Brazil (as well as the Gulf States). Saferworld will explore the feasibility of working in Ethiopia in 2014, by contributing to conflict-sensitive approaches to development and peacebuilding programming in the country (**S04**).

Working in new contexts

Myanmar is undergoing dramatic changes since the establishment of a quasi-civilian government in March 2011. It now finds itself at the centre of intense geo-political and economic competition, featuring China, Japan, the US, EU and many lesser actors. Under our Rising Powers agenda, we plan to work with and strengthen the capacities of Myanmar civil society to analyse the peace/conflict impact of international interventions, while planning longer-term security and governance development (**S01, S04, S05**).

Over the course of the next three years, we will also scope out new contexts in Africa that face major challenges around governance and peacebuilding, and gender-based violence, such as the Democratic Republic of Congo. We are not envisioning full programme engagement in more than one new African country during this period.



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A woman writes down her thoughts at an advocacy training in Nepal. © ANIL POUDEL/SAFERWORLD

OUR VALUES

Our integrity as an organisation is derived from the values and principles that underpin and guide our own work and the work of those we build relationships with.

We believe

- in the worth, **equality** and **dignity** of every person, and respect the richness of social and cultural diversity
- **inclusivity** and **accountability** are essential in society if people are to enjoy security, justice and peaceful coexistence
- our actions must show **honesty**, **transparency** and **consistency** with our principles and the mission we profess

These values are put into practice through a set of guiding principles.

Principles that guide our work

We put **people at the centre of our work**, by supporting change that empowers local organisations and communities to take action and influence decision-making

We promote and support **inclusive and cooperative approaches to decision-making** as the most effective way for states and people to address conflict and insecurity. We design and implement our work in the understanding that sustainable solutions are best found in the priorities, perspectives and participation of those affected by conflict and insecurity.

We understand that everything we do can have a positive or negative impact on local conflict dynamics and gender relationships. Being **sensitive** to the influence that our programmes and the interventions of others have – including the differing effects on women and men – is central to our work.

We understand that context is everything. We start from a **conflict analysis** – to distinguish the key factors driving conflict and supporting peace in each context, and to understand what needs to change in order to achieve and maintain peace. We recognise that social norms – and the roles women, men, girls and boys are expected to play – have an effect on the context.

We are a **learning organisation** – we systematically draw upon and share our experiences and learning, and the lessons of others, to promote innovation and improve the impact of our work. We learn from each other and value the contribution staff and partners make at all levels to address the problems of conflict and insecurity.

We are **accountable** to the communities we work with, the partners we cooperate with, and to the donors and the general public that support our conflict prevention work generally. We expect the same accountability from others. Consequently, we aim to capture and communicate the results and positive sustainable change brought about by our efforts.

Saferworld is an independent international organisation working to prevent violent conflict and build safer lives. We work with local people affected by conflict to improve their safety and sense of security, and conduct wider research and analysis. We use this evidence and learning to improve local, national and international policies and practices that can help build lasting peace. Our priority is people – we believe that everyone should be able to lead peaceful, fulfilling lives, free from insecurity and violent conflict.

FRONT COVER: Saferworld partner CAMP carries out a disaster preparedness capacity building workshop in a village in Charsadda district, Khyber Pakhtunkhwa, Pakistan. © CAMP

BACK COVER: Youth action committee members sit at a community meeting in Faridpur, Bangladesh. Saferworld is working with partner BRAC on a community security project in 16 sites across south-western Bangladesh. © THOMAS MARTIN / SAFERWORLD



SAFERWORLD

UK OFFICE

The Grayston Centre, 28 Charles Square
London N1 6HT, UK

Phone: +44 (0)20 7324 4646

Fax: +44 (0)20 7324 4647

Web: www.saferworld.org.uk

Email: general@saferworld.org.uk

Company no. 3015948 (England and Wales)

Charity no. 1043843

Saferworld has staff based in:

Bangladesh, Georgia, Kenya, Kosovo,
Kyrgyzstan, Nepal, Pakistan, South Sudan,
Uganda, and Yemen – as well as Austria
(Vienna), Belgium (Brussels), and the
United States (Washington).