

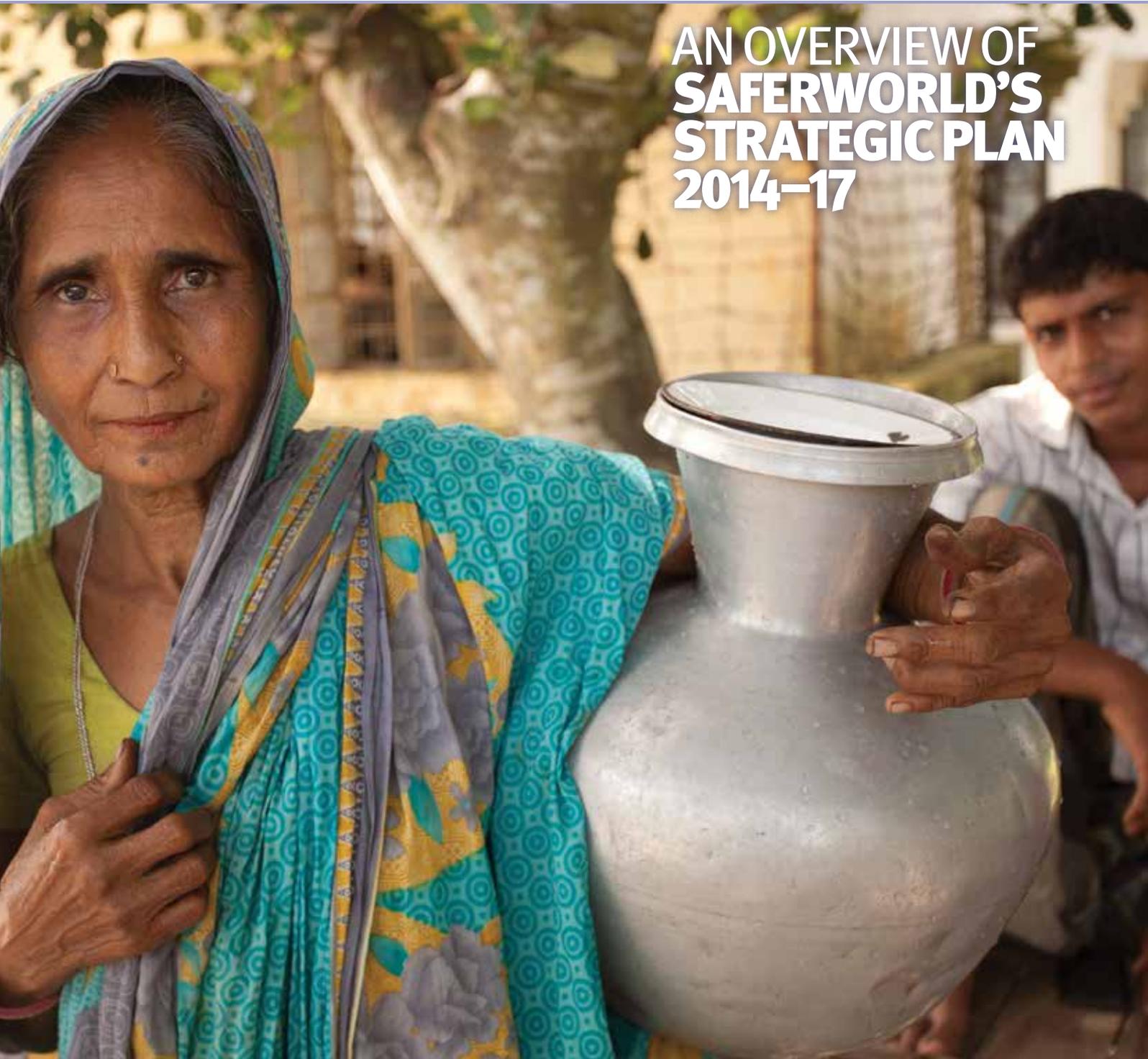


SAFERWORLD

PREVENTING VIOLENT CONFLICT. BUILDING SAFER LIVES

PEOPLE FIRST

AN OVERVIEW OF
SAFERWORLD'S
STRATEGIC PLAN
2014-17



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.

PUTTING PEOPLE FIRST

2014 marks 25 years of Saferworld's work to put people at the centre of peace and security responses. Our revised strategy for 2014–17 represents another significant step in our evolution as an independent international organisation dedicated to preventing violent conflict and building safer lives.

The new strategy takes as its starting point the long-term view set out in the previous Saferworld 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. A number of other factors and external trends have also shaped our priorities.

Factors and trends shaping our strategy

A significant influence on Saferworld's overall understanding of development and peacebuilding, and reflected in the strategic plan, has come through our work advocating that peace, conflict and security be integrated 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.

Division between and within communities shaped by ethnic and tribal identities, remains a familiar conflict dynamic in many contexts where we work, and the sudden impact geo-politics can have on stability and peace also persists, while violent extremism and sectarianism pose challenges to conflict prevention and peacebuilding efforts.

OPPOSITE TOP: Saferworld photography project participant Teresa Akyong Akel in Kuajok, Warrap State, South Sudan. Teresa is also a member of the Police Community Relations Committee which brings communities, police and local authorities together to find practical solutions to local security issues. © THOMAS MARTIN/SAFERWORLD

OPPOSITE RIGHT: Internally displaced people from FATA in Jalozai camp, outside of Peshawar. Saferworld's Pakistan programme is building the peacebuilding capacities of local CSOs in KP and FATA. © AHMAD ABDUL-KARIM

OPPOSITE FAR RIGHT: Inside the Old City in Tripoli, Libya. © HANNAH WRIGHT/SAFERWORLD





We have observed additional drivers and manifestations of conflict becoming 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 greater 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.

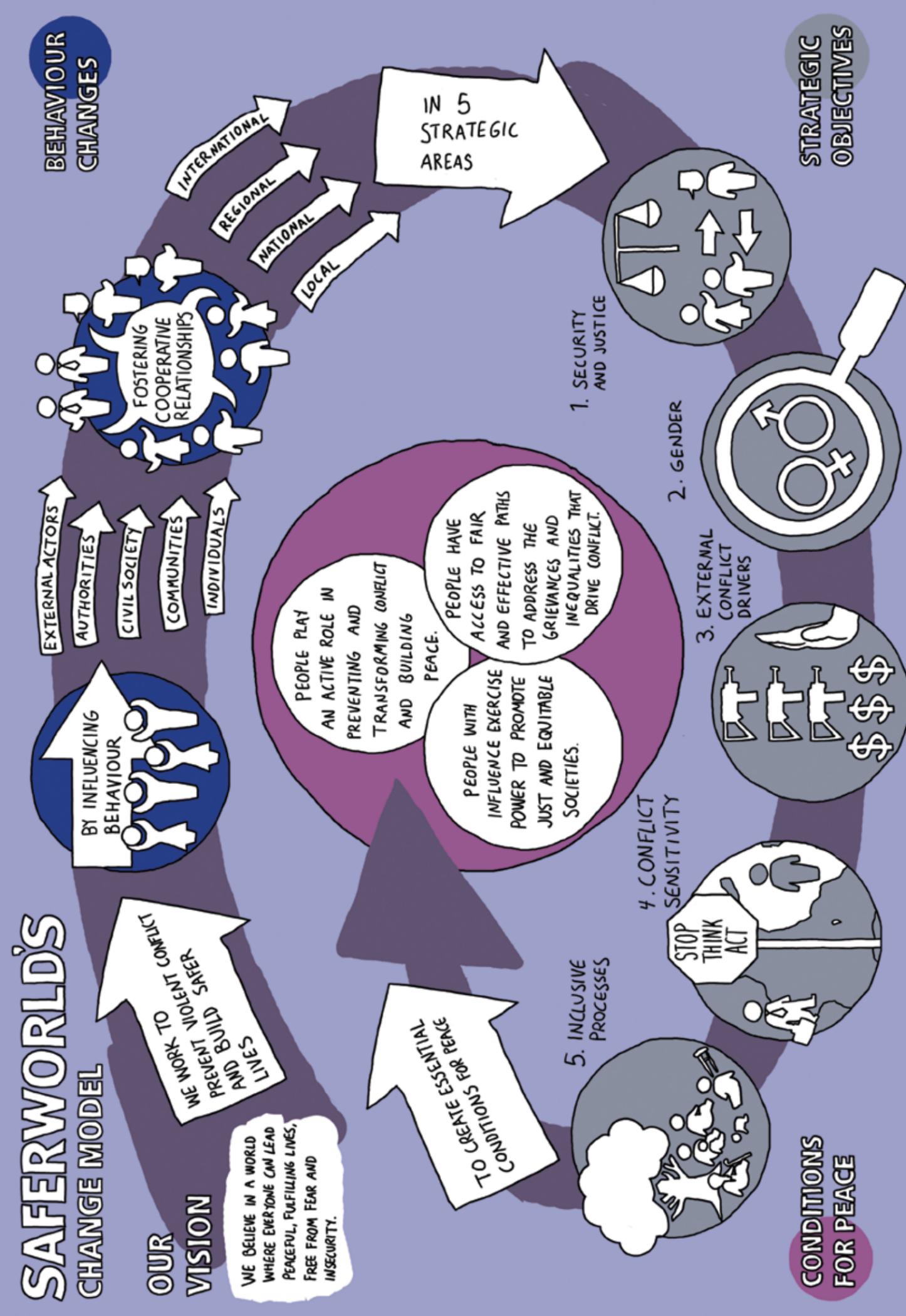
Most importantly, we will continue to address the fundamental question of how to provide security and justice services that prioritise the needs of local people. To a large extent policy makers have accepted that more inclusive security and justice provision assists conflict prevention and development. 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.

These and other concerns are reflected in the five strategic objectives set out below.

ABOVE LEFT: Ali Salim Fujo, member of Saferworld partner Peacenet theatre group in Mombasa County, Kenya. Ali worked with the group putting on performances to spread peace messages in the run up to the March 2013 Kenyan elections. © ABRAHAM ALI/SAFERWORLD

ABOVE RIGHT: A Reconciliation and Development Forum member from Kachanapur VDC of Banke, Nepal fills out a training needs assessment. © ANIL POUDET/SAFERWORLD



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

OUR 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 services

PRIORITIES

- Expand 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.

STRATEGIC OBJECTIVE 2: Challenge gender norms that cause and perpetuate conflict and insecurity

PRIORITIES

- 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.

STRATEGIC OBJECTIVE 3: Reduce the impact of external conflict drivers, including weapons flows, illicit finance, and militarised responses to security threats

PRIORITIES

- Maintain our long-term focus on ensuring that commitments made under the Arms Trade Treaty 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 to mitigate the negative effects of 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

PRIORITIES

- 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 peace-building processes and governance systems that are inclusive, fair, responsive and accountable, and address the root causes of conflict

PRIORITIES

- 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 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.

Together, these strategic objectives aim to connect development processes with security and justice concerns, conflict prevention efforts, and peacebuilding at local, national and inter-national levels. To underpin our work on these objectives we will also:

- 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 credible and promote synergy between our policy and regional programmes.

We believe through this work we can most effectively fulfil our mission to prevent violent conflict and build safer lives.

OPPOSITE PAGE: Members of the community action committee in Kotalipara, Gopalganj, Bangladesh discuss safety and security concerns, identifying priorities with support from Saferworld and BRAC. © THOMAS MARTIN/SAFERWORLD

ABOVE LEFT: An elderly woman in the Lira district of Northern Uganda gives her perspective on the struggle for land and minerals in the region, for a Saferworld research study. © CAPSON SAUSI/SAFERWORLD

ABOVE RIGHT: El Khidir Daloum, Director of Programmes, Africa and MENA, spoke on a high level panel on 'Peace and post-2015' at the European Development Days 2013. © PATRICK MASCART/EUROPEAN COMMISSION

OUR APPROACH

Changes we contribute to

Our work helps achieve three conditions that are considered fundamental for peace (see *change model diagram*). To do this 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 support 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 over the next three years will focus on the five strategic areas set out on the previous pages. We will use a number of complementary approaches to achieve the changes we seek:

- 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.



WHERE WE WILL WORK

Our strategy prioritises programmes in over 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. 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.

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. Our commitment to advocate internationally for positive change will prioritise policy centres including London, Brussels, Beijing, Addis Ababa, Vienna 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.

We will continue to develop our ability to monitor, analyse and where appropriate respond to exceptional or unforeseen crises – 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.



OPPOSITE TOP: Saferworld partners at a community security event in Kosovo. Leading Kosovar security experts came together at an international conference in Pristina to explore the role of civil society in security building. © SAFERWORLD

OPPOSITE BOTTOM: The chief of the district police addresses a community's local security concerns, building better police-public partnerships at an event in Bardiya, Nepal. © ANIL POUDEL/SAFERWORLD

ABOVE TOP: Participatory photography project participant Milon Kumar Das's image of a woman working in a waterlogged field illustrates a local security concern in Satkhira, Bangladesh. Photo project participants were given cameras to document their local safety concerns. © MILON KUMAR/SAFERWORLD

ABOVE: Residents of Kabul reside amongst the destruction caused by Afghanistan's civil war. © ESKINDER DEBEBE/UN PHOTO

QUALITY AND ACCOUNTABILITY

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. For example, 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; identify opportunities to incorporate **new technology** to improve programme effectiveness; and enhance our institutional capacity in **monitoring, evaluation and learning**.

This strategy anticipates a further phase of managed growth – not for its own sake, but to allow us to build strategically on the experiences and gains already made, and work more effectively to achieve our mission.

Being accountable

We are committed to working 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 work, and to those who work with us and support us locally, nationally and internationally.

In 2016 we will take stock and review how successful our overall strategy has been since 2011, and how far we have been able to translate our organisational growth and development into substantially better outcomes in the places where we work.



Our priority is people – we believe that everyone should be able to lead peaceful, fulfilling lives, free from insecurity and violent conflict.

ABOVE: Kuajok, Warrap State, South Sudan. Community security focus group.
© THOMAS MARTIN/SAFERWORLD

ABOVE RIGHT: Members of Kirball's Community Representative Group in Shida Kartli, Georgia, chat informally after the presentation of the government ministers. Communities living along the Administrative Boundary Line were able to air their problems and share their perspectives.
© KAREN WYKURZ



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.

FRONT COVER: A woman carrying water in Gopalganj. Saferworld is working with Bangladeshi NGO BRAC on a four year community security project across 16 sites in Bangladesh. © THOMAS MARTIN/SAFERWORLD

BACK COVER: Saferworld works in Shida Kartli, Georgia, as as part of its community security initiative. Community representatives meet with locals to discuss issues and engage on problem mapping. © KAREN WYKURZ



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Saferworld has staff based in:

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(Vienna), Belgium (Brussels), and the
United States (Washington).