

SAFERWORLD
PREVENTING VIOLENT CONFLICT. BUILDING SAFER LIVES



**Working in
solidarity for
a safer world
2021–31**

Working in solidarity for a safer world 2021–31

Saferworld, established in 1989, is an international organisation dedicated to conflict prevention and peacebuilding programming, policy and practice.

We collaborate with institutions and work directly with partners across Asia, Africa, the Middle East and Europe to tackle the diverse factors that drive violent conflict, injustice and insecurity. We participate in the major global policy debates on peace, justice and security to influence change. The name Saferworld embodies our mission and the contributions we make to achieving safer, more inclusive and peaceful societies.

Our vision

A just and peaceful world, in which everyone enjoys the rights and freedom to live and thrive with dignity, free from fear and insecurity

Our commitment

We work in solidarity with communities, civil society and partners to prevent and transform violent conflict, advocate for peace and social justice, and build safer lives.

Peace conditions

We believe there are essential conditions necessary for peace to become the norm. We work to create environments where the following three 'peace conditions' are in place:

- People have the freedom and resources to work together to transform conflict and hold authorities to account
- People have access to fair and effective paths to address the grievances and inequalities that drive conflict
- People and institutions with influence use their power and resources to promote justice, peace and equality for all

We value and embrace the differences and multiple identities implied in the word 'people', and know that peace can only be achieved and sustained by removing structural inequality in all its forms.



Theory of Change

Saferworld is an active participant in creating conditions in which peaceful and inclusive societies can flourish. We work by brokering and facilitating changes – largely in the practice and behaviour of people and institutions, and the relationships between them. These actors all have a role in preventing violence, finding solutions to injustice and insecurity, and advocating for peace:

- communities, and key individuals within them
- civil society organisations, and social movements and networks
- women-led organisations
- authorities – state and non-state, formal and informal – at all levels of society
- the private sector and investors
- youth-led organisations
- external actors who have power and influence, both negative and positive, in conflict-affected environments.

We work in a range of places where communities and civil society partners and movements are ready to take action to prevent open conflict, challenge state institutions to provide them with security and justice, and work across boundaries to develop equitable solutions to long-standing grievances. Using evidence from our programming, we advocate with coalitions and networks for policy changes at sub-national, national, regional and international levels. We research the complex challenges and successes in conflict prevention and peacebuilding, and broker civil society–governmental and –multilateral debate on global issues. We promote wide-ranging approaches that link human rights, humanitarianism, development and peace.

SAFERWORLD WORKING IN SOLIDARITY TO BUILD SAFER LIVES

WHAT WE DO

We work with communities, civil society and partners to prevent and transform violent conflict, advocate for peace and social justice, and build safer lives



INFLUENCE BEHAVIOUR CHANGE

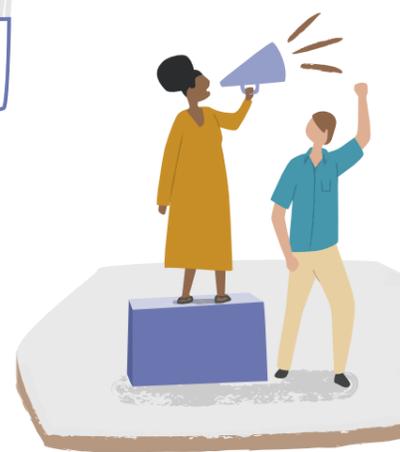


FOSTER COOPERATIVE RELATIONSHIPS

People have access to fair and effective paths to address the grievances and inequalities that drive conflict



TO CREATE THESE ESSENTIAL CONDITIONS FOR PEACE



People have the freedom and resources to work together to transform conflict and hold authorities to account



People and institutions with influence use their power and resources to promote justice, peace and equality for all



Ways of working

We use **gender-sensitive conflict analysis** to identify core drivers of violence and conflict in any conflict system. We analyse the way organisations and people use their influence, and find opportunities for peace.

We work **with and alongside** communities, leaders, partners, networks, movements and coalitions to facilitate community security and peacebuilding processes.

We support communities, civil society organisations (CSOs) and NGOs, authorities, multilateral organisations, donor governments and regional institutions to **strengthen their skills and expertise** in community security, gender and conflict sensitivity, peacebuilding, arms control, justice sector reform and participatory monitoring and evaluation.

We **offer our support as trusted facilitators and brokers** in formal networks that bring diverse organisations and people together to advocate for reform in policy and practice.

We **advocate with our partners for changes** in the policies and practices that affect people's security and justice, and **we challenge national and international actors** to listen to the views and priorities of those living with insecurity and fear.

We **gather evidence** about what works through our country-level programmes and global research. We share that knowledge widely – through roundtables, platforms and networks, conflict sensitivity helpdesks, and our website – and we apply the learning in our own programming.

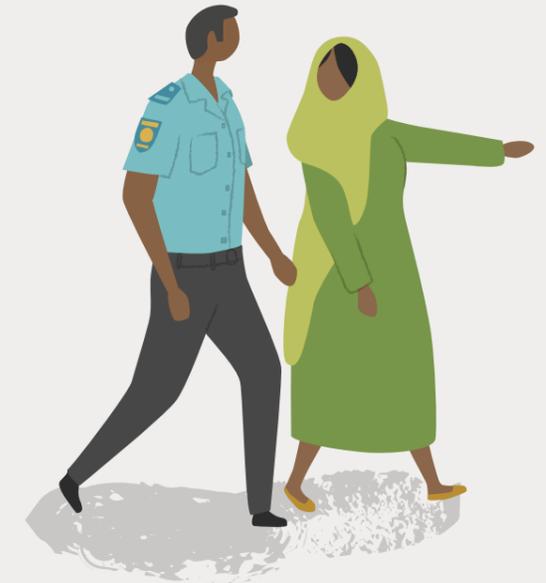
We add value to the combined efforts of all those seeking peaceful and inclusive societies, by **offering and sharing our technical expertise** in conflict prevention and peacebuilding.



WHAT SAFERWORLD OFFERS TO COMMUNITIES, PARTNERS AND DONORS

SAFERWORLD OFFERS EXPERTISE AND ACCOMPANIMENT IN THE FOLLOWING AREAS:

- **community-led peacebuilding and security approaches and practice**, in specific conflict-affected environments, that are valued and taken up by others
- **technical support on conflict sensitivity and Monitoring, Evaluation and Learning**, for partners, donors, the EU and other multilateral institutions, financial institutions, and Chinese companies, through help-desks, resource facilities, training and bespoke consultancies
- **advocacy and research on women's peace and security, and gender-transformative peacebuilding practice**, leading to practical approaches that are used by others
- technical expertise on **arms transfer controls**, at UK, EU, UN and state level, recognised as a leading civil society organisation on these issues
- **support to young people as change makers in peace and security**, in Myanmar, Sudan, South Sudan, Yemen and Central Asia, and advocacy at the multilateral level to ensure the Youth, Peace and Security agenda is supported, resourced and protected



- **multi-track dialogue processes at many levels** – facilitation and problem solving at sub-national level, at the Asia regional level, and through EU/China/Africa forums – **one of the few agencies focused on civil society dialogue about China's role and responsibilities in the places where it invests**
- **the brokering, facilitation and/or leadership of national and international networks, consortia and coalitions** for conflict sensitivity, conflict transformation and policy change, at sub-national, national, and international levels, in territories including Somalia, Somaliland and Sudan, and on issues including SDG16+, arms control and alternative security policies
- **conflict and security policy** – research, analysis, advocacy and policy influencing on global, regional and national policies relating to conflict prevention, counter-terrorism, stabilisation, security assistance and forced migration
- **participatory research on security, justice, gender norms, inclusive governance and peacebuilding**, using community security assessments, gendered conflict analyses, analysis of armed actors, and national and international interventions and comparative analyses of federalisation
- a **diverse range of communication** approaches within our community-led peacebuilding – WhatsApp peacebuilding courses, participatory photography, animations

Strategic objectives

The action we take is guided by five strategic objectives. Together these contribute to creating necessary conditions for social and political change. They allow us to work flexibly to ensure we remain relevant to specific conflict dynamics.



STRATEGIC OBJECTIVE 1 Inclusive peace and justice

Work for conflict transformation and political transitions rooted in equality and justice, and built on inclusive institutions and processes

We listen to the needs and concerns of people affected by conflict, and work with them to change relationships both within their communities and with neighbouring groups. We support them in creating practical solutions, and negotiating and advocating for meaningful participation in the decisions and processes that affect them. We act with them to create horizontal and vertical linkages with others, and hold informal and formal power-holders, decision-makers and institutions to account. Our aim is to build joined-up strategies for achieving inclusive peace, along with responsive and accountable governance arrangements between communities and authorities in the long term.



STRATEGIC OBJECTIVE 2 People-centred security

Drive momentum to put people at the heart of 'security' everywhere

Without people experiencing security, peacebuilding strategies are unsustainable. We listen to the needs and concerns of people affected by insecurity and poor access to services, and to communities who want to control the use of small arms and light weapons. We support them to analyse, create practical solutions, negotiate with security providers, and hold authorities to account. We advocate for the changes necessary to put people at the heart of security policy and practice – nationally, regionally and internationally – and provide technical expertise on the responsible control of arms transfers.



STRATEGIC OBJECTIVE 3 Gender equality

Challenge and transform the gender norms that drive violent conflict and gender-based violence, and support the leadership of women and girls in peacebuilding

We develop research, guidelines and programming tools in order to reveal and understand how deeply embedded social norms about gender roles contribute to repeating cycles of conflict and violence. We work to challenge and transform these gender norms, and the related attitudes, behaviours and relationships that perpetuate insecurity and the use of violence. We partner with women-led and other organisations that lead in this area to bring change.



STRATEGIC OBJECTIVE 4 Redesigning international engagement

Contribute to redesigning the way international institutions and systems engage in conflict-affected places and work with peacebuilders and decision-makers to create humanitarian, peace and development systems that prevent and transform violent conflict

We advocate for positive international collaboration in the arena of global peace and security. We encourage national governments and the international community to commit at the highest level to investing in conflict prevention and to rethinking harmful responses to crises and threats, including irresponsible arms sales, militarised interventions, and partnerships that reinforce authoritarianism.

We provide technical expertise on gender and conflict analysis to ensure international development cooperation makes a positive contribution to peace. We embrace the drive to decolonise international engagement in conflict settings, and promote the talent, creativity and leadership of peace leaders from conflict-affected places, advancing their ideas for less harmful, more accountable international interventions and more equitable peacebuilding, humanitarian and development systems.



STRATEGIC OBJECTIVE 5 Climate, conflict and the environment

Provide conflict and peacebuilding expertise to support urgent solutions to the combined threats of the climate crisis, conflict and environmental degradation

We will build on work Saferworld has done on the complex ways that the climate crisis and conflict dynamics can reinforce one another, and the important role that people – communities, civil society organisations and decision-makers – can play in finding innovative responses. We will work with communities and build partnerships to address the specific ways environmental degradation creates greater insecurity, poverty and marginalisation in each place. We will seek out cross-sectoral alliances and use our expertise on conflict sensitivity to support better solutions and more comprehensive policy options. We will reduce our own carbon footprint, and support our partners to do the same.

Our Culture and Core Values

Diversity We listen to and learn from the perspectives of the diverse cultures and communities represented among our staff, our partners and others who we work with around the world. Our unique differences – in age, gender, ethnicity, religion, disability, sexual orientation, education, national origin or opportunity – make us who we are. We embrace everyone's unique background and identity without prejudice or bias, knowing that this enriches our environment and the effectiveness of our work.

Inclusion Saferworld strives to be a place where everyone feels comfortable, included and valued, where difference is respected and where every person has an equal and full opportunity to make a difference through their work. We know that our partners and staff are our greatest assets. As people and as an institution we are committed to creativity, learning and reflection.

Solidarity We act in solidarity with others working collaboratively for positive change. We commit to playing our part in confronting discriminatory attitudes, biases and 'colonial' mindsets where they exist in the systems and processes we engage with, including within the international development sector.

Transparency We believe that our actions must be transparent and consistent with our principles and mission both inside and outside of the workplace.

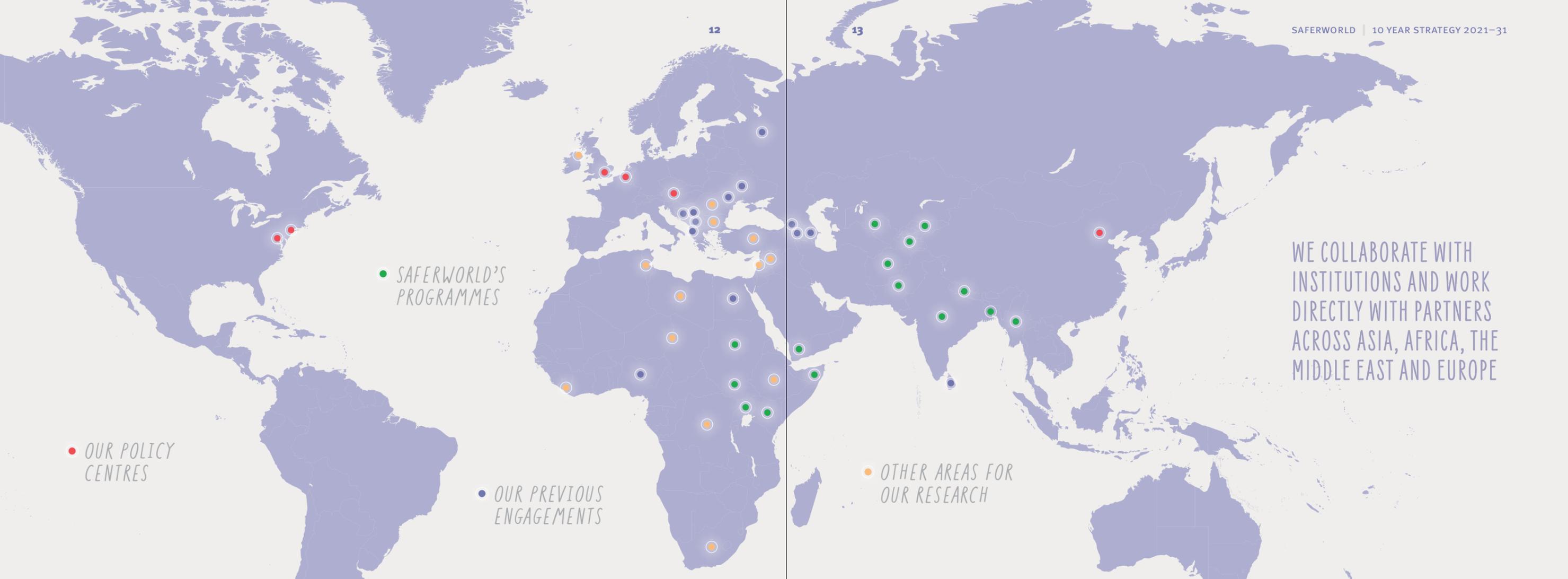
Respect We may hold positions of power in relation to people we work or engage with, including colleagues and those we work with. We are aware of the responsibility that comes with this and are respectful and honest in our work.

Safety We recognise that imbalances of power in the humanitarian and development sectors have led, and continue to lead, to many forms of exploitation and abuse. Providing a safe and trusted environment that safeguards our staff, partners and programme participants is a priority for Saferworld.

PEACE ROOTED IN GENDER EQUALITY

Advancing peace rooted in gender equality requires both acting differently and thinking differently about peace conditions, integrating gender perspectives and equal participation at all levels and in all political and peacebuilding processes. In practice this means addressing the root causes of violence through a feminist lens – integrating a gender analysis of power and questioning systems and practices that deepen inequalities and normalise the discrimination and abuse of women and other marginalised groups.





Our track record, contribution and expertise

In the last 30 years Saferworld, with its programme and policy partners and allies, has made specific and unique contributions to security and peacebuilding. Notable contributions include:

- Unceasing commitment to the control of arms flows and the creation and enforcement of the Arms Trade Treaty – Saferworld is recognised as a world leader in the civil society sphere on arms transfer controls
- Investing in and co-creating approaches to community security – championing community-led models of responding to conflict and insecurity in conflict-affected places. The groups Saferworld works with have established community action groups in Bangladesh, the southern Caucasus, Kenya, Kosovo, Kyrgyzstan, Myanmar, Nepal, Pakistan, Somalia, South Sudan, Sudan, Tajikistan, Uganda, Uzbekistan and Yemen
- Co-creating partnerships with organisations in conflict-affected places based on principles of accompaniment – long-term partnerships in Kosovo, Kyrgyzstan, Myanmar, Somalia, South Sudan, Tajikistan and Yemen
- Promoting and enabling dialogue, trust-building and mediation between communities, civil society, authorities and international organisations in multiple conflict-affected places – Kosovo, Georgia/Abkhazia, Armenia/Azerbaijan, Central Asia, South and South East Asia, Horn of Africa and Yemen
- Leading on international policy processes that tackle conflict and insecurity – the New Deal, the inclusion of SDG 16+ in the Sustainable Development Goals (SDGs), promoting alternatives to hard security policies
- Highlighting the vital importance of women as leaders in peace and security – leadership, research and toolkits on Women, Peace and Security; advancing gender equality through peacebuilding; promoting the meaningful participation of women
- Drawing attention to the important role that young people have to play as contributors and leaders in peace and security; policy advocacy on Youth, Peace and Security
- Providing technical support, training and guidance, and using our expertise in influencing policy, in matters of conflict sensitivity and conflict-sensitive action – in programming and policy at sub-national, national and international levels, through accompaniment, partner support, help-desks, help-desks, and bespoke consultancies
- Engaging with Chinese policy and economic entities on conflict prevention, arms control and conflict-sensitive overseas investments
- Playing a lead role in global policy debates on the harm caused by mainstream strategies and approaches to counter-terrorism, violent extremism and migration, and promoting alternative peacebuilding policy options
- Providing in-depth research and analysis of conflict, security and governance challenges at sub-national, national and international levels, and tailored recommendations for those crafting and implementing policy
- Influencing governments and institutions in the UK, US and EU to prioritise conflict prevention and address the issues that drive violence, conflict and insecurity
- Pioneering outcome monitoring and harvesting as an inclusive, participatory approach to measuring what matters

A ten-year strategy – Our ambition for 2031

Saferworld's strategy for the approaching decade is based on over 30 years' experience and expertise in conflict prevention and transformative peacebuilding. In 2011 we made several long-term commitments: to work at the right level of scale to make a difference, to respond more effectively to crises, to expand our policy reach, and to invest in learning and accountability. Our subsequent strategic plans gave focus to this agenda, and our track record shows how far we have come. The next decade holds different challenges, however, and we know that transformative change for those experiencing violence, war, exclusion, exploitation and injustice is more urgent and necessary than ever.

Collective challenges

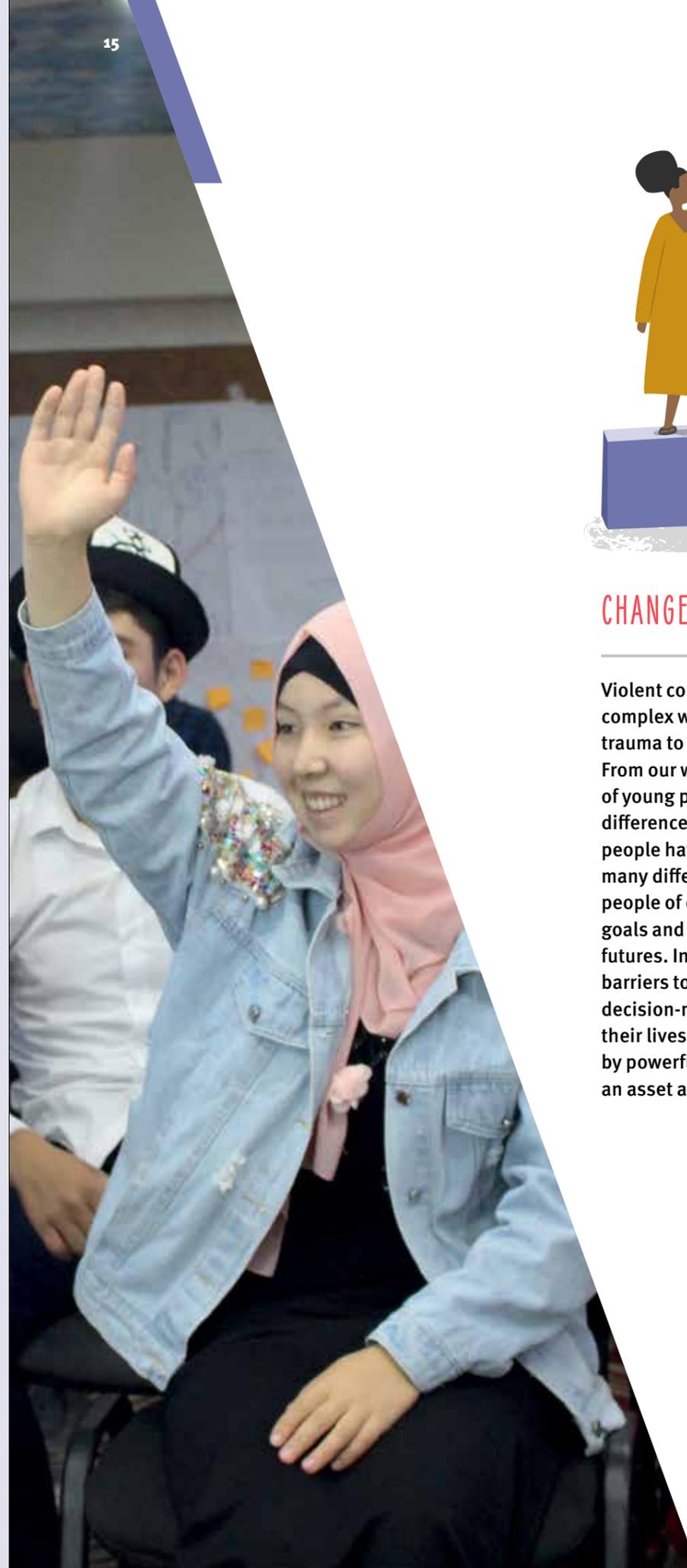
As peacebuilders we face many significant challenges, ones that are deeply rooted, persistent and resistant to change:

- The rise of authoritarianism and populism as forms of governance, accompanied by divisive narratives, propaganda and the spread of misinformation online
- The use of war, violence, oppression and censorship to squeeze civic space and silence protests against deep social injustice
- Expenditure of vast resources on weapons, digital surveillance, and the use of force to respond to social, economic and political problems
- Systemic discrimination and exclusion based on patriarchal cultures and racist assumptions, along with enormous financial inequality
- Poverty and persistent debt in low income countries, leaving weakened economies with few resources to invest in health, education and housing
- Corrupt and incompetent governance at many levels, which risks being reinforced rather than solved through inadequate local government and federalisation processes
- A fracturing of collective, multilateral responses to global problems
- Peace processes that continue to be dominated by armed parties and unaccountable elites, and privileging the strategic interests of external powers
- International development and humanitarian systems that foster dependency and disempower those best placed to provide creative, locally led responses to complex problems and dynamics
- Slow and inconsistent commitment to the urgent and radical solutions needed to stop the climate emergency and consequent social breakdown
- Persistent gender inequality and gender-based violence
- Young people shut out from decision-making and manipulated by elites to commit violence, fuelled by a lack of opportunities and employment
- The long-term impact of the global pandemic, which has overwhelmed and weakened health and economic systems and widened existing inequalities



CHANGE LED BY YOUNG PEOPLE

Violent conflict affects young people in many complex ways, from physical and psychological trauma to unemployment or underemployment. From our work we know that the active engagement of young people of all genders can make a critical difference in averting violence and war. Young people have a range of intersecting identities and many different roles in society. We work with young people of differing backgrounds to find common goals and create collective spaces to build peaceful futures. In practice this means they address the barriers to realising their potential, and work with decision-makers to influence policies that affect their lives. This includes shifting perceptions held by powerful elites, so that they see young people as an asset and not a problem.





Our pledge

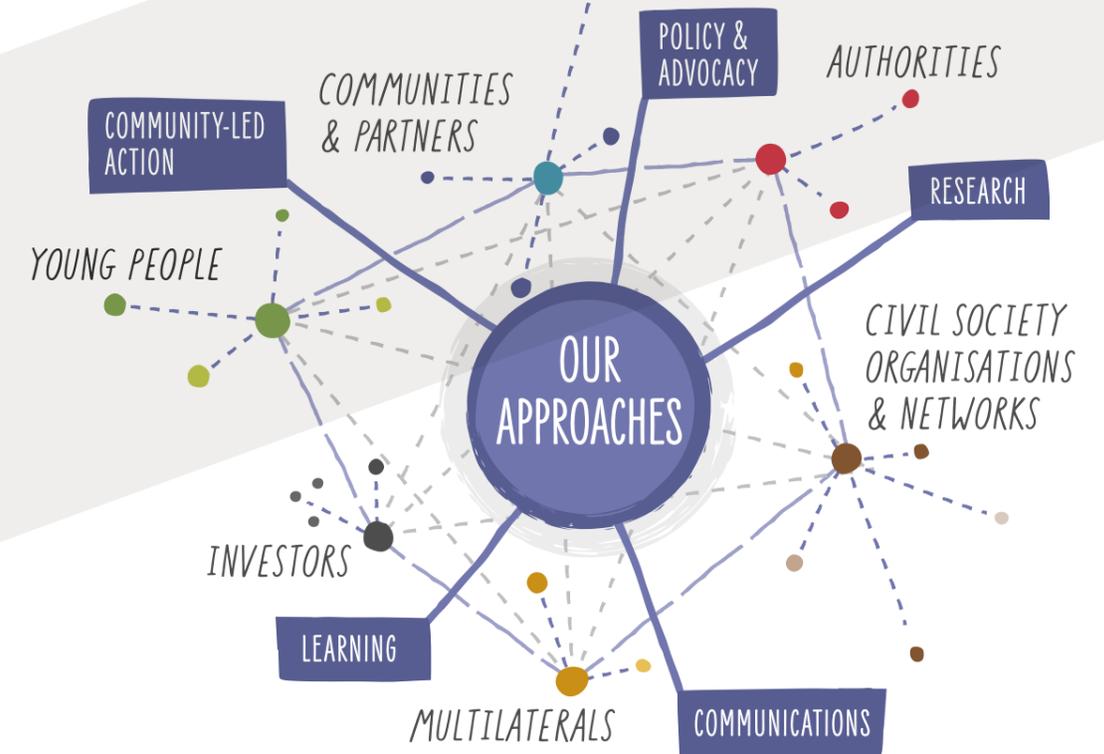
The collective challenges are huge, reinforcing the need for creativity in situations of protracted crises. Saferworld is committed to playing its role as part of a collective response to these challenges, using its experience, expertise, knowledge and positioning. The coming decade is framed by many global and national policy commitments, including the Sustainable Development Goals, Youth 2030, and various development plans. For Saferworld, **solidarity with those most affected by conflict, injustice and inequality** will be our watchword in this era. To speed progress in creating conditions for peace to flourish, we will work collaboratively to: shift power and resources to the communities, leaders, organisations and networks that lead on change; share more of the burden of the dangers and challenges in their peacebuilding work; and support their creativity, political commitment and dynamism. Together we will co-create peacebuilding approaches and help protect and expand space for people to express their demands for peace, justice, and transparent and accountable governance.

To achieve significant change, we will increase our engagement with decision-makers, authorities at all levels, global institutions and funders to invest more resources and political will in conflict prevention and transformation as a security priority, and reduce the budgets for weapons, ammunition, surveillance and the use of force. For peace to take root, we need conflict-sensitive and long-term investment – in justice systems, especially for those marginalised or experiencing gender-based or other forms of violence; and in inclusive processes that transform state–society relations, protect and value civic freedom and space, and promote conditions for stable peace.

As we forge ahead with a truly transformative and inclusive peace and security agenda, one which challenges patriarchal systems, militarisation and authoritarianism, we will continue to act as broker and facilitator where requested. We are known for our work with platforms, coalitions, networks and consortia, challenging key decision- and policy-makers on issues where we have significant expertise.

The urgency of the effects of climate breakdown and environmental degradation challenge us to integrate action on these deepening crises into our work at all levels – where climate change, environmental collapse, access to natural resources and conflict interact and reinforce one another. To respond to climate-induced change as a conflict driver, we will work with associates and partners to revamp both our analytical and programming approaches, innovating to ensure we stay relevant.

Finally, we need international conflict prevention and peacebuilding norms, and development and humanitarian systems, free from cultural and ‘colonial’ assumptions and practices, and fit for the 21st Century – one that sees conflict transformation as essential and necessary for poverty reduction and the full enjoyment of rights. We will do our part to tackle injustices within these systems, by redesigning the way we work as an organisation, and rethinking our operational model and internal systems. We will also advocate for money and decision-making power to shift to more accountable, responsive and inclusive mechanisms designed and led by those with lived experience of conflict.



We will partner in different ways

- Partner and work with more women-led organisations, and a wider spectrum of groups, coalitions, and networks.
- Work with youth-led organisations.
- Act in solidarity and support our partners’ proposals and projects.
- Advocate with partners, taking a step back where needed.
- Multiply and spread our partners’ ideas and solutions through our communications, linking up our partners with the media/platforms to tell their stories, to challenge perceptions and change narratives.
- Share resources more equitably, advocate for core funding for partners, and measure our added value.
- Develop accountability processes and mechanisms that allow for mutual challenge and evaluation.
- Explore deeper strategic alliances with other organisations.

We will focus our work on changes sought by:

- those communities, and civil society groups, and organisations affected by war, violent conflict, insecurity and climate breakdown, who are disempowered by exploitation, division and exclusion, and who have been abandoned by the state
- young people, embracing their complexity and differing identities as catalysts for positive change
- women, the most excluded and under-resourced global providers of human security
- those seeking justice for grievances as part of the healing work of transition
- those seeking to eradicate gender-based violence and tackle violent masculinities

We will work to challenge the injustices in systems at global, multi-national, national, and sub-national levels – the actions of those within them, the policies that underpin them, and their practice of engagement with civil society, inclusion and power-sharing.

We will hold ourselves to account, ask our partners and funders to hold us to account, and hold them to account in turn.

ACCOMPANIMENT AND SUPPORT ON CONFLICT AND CONFLICT SENSITIVITY

Saferworld offers a range of advisory support services on conflict analysis and conflict sensitivity: bespoke help-desks to donors, international/multilateral institutions and investors; programme support to partners and staff; conflict sensitivity resource facilities based in conflict-affected places; and ad-hoc consultancies. These offer practical policy and programme support grounded in the lived experience of people affected by conflict. We review policies, practices and structures to ensure conflict risks are taken into account, and propose ways to take advantage of peacebuilding opportunities. All our work is gender-sensitive, highlighting the ways that violent conflict and insecurity affect all genders differently.



SOLIDARITY THROUGH PARTNERSHIP

We understand partnership as a mutual, equal, respectful and committed relationship through which we effect change and build peace together. We believe that sustained change will only be possible if power and resources are shifted towards the people and places that are most affected by conflict. We work with civil society organisations, networks and groups under a model of solidarity: shared values and burdens, long-term investment and a commitment to a strong, active and independent civil society that represents the views of people affected by conflict, and advocates for their rights and interests.

Large-scale outcomes to which we contribute

We work towards a world in which:

- **communities and trusted organisations** have the freedom, power and resources to propose, design, lead and benefit from programming funded by the international community
- **women** experience less violence and discrimination and take up their rightful place as leaders and shapers of peace, security and justice policy and practice at all levels
- **civil society organisations, community-based and social justice movements** work together to defend civic space, oppose injustice and hold their governments to account
- **young people's perspectives and needs are meaningfully included in decisions** on policies and practices that will affect their futures
- **authorities at all levels** use their power, policies and resources to foster peace, justice, equality and people-centred security, while reducing their reliance on repressive security approaches and taking urgent action on the climate crisis
- **leaders in international, development and humanitarian systems** dismantle colonial and patriarchal policies, structures and practices, and undertake significant reform to prioritise flexible, locally led responses
- **international investors** prioritise conflict prevention and conflict sensitivity in their policies and practices
- **multilateral bodies** invest in conflict prevention, peacebuilding and climate action as essential and core elements of global governance





From Strategy to Practice

Programming that responds to drivers of conflict, injustice and insecurity

In the next decade we will use our strategic objectives and the large-scale outcomes as guiding stars for our work.

Throughout this ten-year strategy we will use our expertise, knowledge and creativity to design our programming so that communities, respected leaders and partners take more and more of the lead in defining priorities and solutions. This means we will work to raise and facilitate funds for their ideas and proposals, and open up access and space for them to advocate for solutions where it is safe to do so.

We will expand our support to coalition- and movement-building at different levels – particularly those led by women, young people and those who are marginalised from decision-making. Coalitions and movements drive change in the countries where we work, where we can act as a connector, amplifying collective visions for conflict transformation and change across and between countries. Through these collective endeavours we can co-create successful policy alternatives, advocate for them at sub-national, national, regional and international levels, and work with decision-makers and authorities to implement them.

Our programming will weave together the complementary approaches and themes from our strategic objectives in a way that contributes to transformative change. Each response on our part will be based on joint analyses of conflict dynamics and opportunities for peace, rooted in the vision for change held by those experiencing injustice and conflict. We will draw on our expertise and networks, combining community-led work, participatory research, and policy and advocacy for wider systemic change at community, national and international levels.

We will regularly review the strategy and evaluate our achievements every three years, creating multi-year plans to make progress on implementation. This will allow for nimble and agile management, ensuring that our programming and operational model respond and adapt quickly to context shifts and global changes.

Strategic Objectives

The strategic objectives allow the organisation to work flexibly, respond to requests for engagement and ensure we remain relevant to conflict dynamics. Saferworld supports partners and associates to develop work in the following areas, and is proactive in developing policy options on many of these issues.

STRATEGIC OBJECTIVE 1

Inclusive peace and justice

Work for conflict transformation and political transitions rooted in equality and justice, and built on inclusive institutions and processes

- **Paths to justice and reconciliation** (Myanmar, Somalia, South Sudan, Sudan, Uganda)
- Multi-track **dialogues** and inclusive **peace processes** (South Sudan, Somalia, Myanmar, Sudan, Yemen, South Asia)
- **Electoral processes and development of inclusive institutions** (Kenya, Nepal, Uganda, Tajikistan, Kyrgyzstan, cross-programmatic research)
- **Youth-led change**, providing support to young people to devise and lead responses to conflict and violence, address barriers affecting their participation in decision-making processes (Kyrgyzstan, South Sudan, Sudan, Yemen)

STRATEGIC OBJECTIVE 2

People-centred security

Drive momentum to put people at the heart of 'security' everywhere

- **Community security and responsive community policing as an underlying factor of effective security sector reform** (Myanmar, Kyrgyzstan, Somalia, South Sudan, Tajikistan, Uganda, Yemen)
- International, regional, national and sub-national **advocacy on peace and security-related agendas** including the **defence of civic space** and promoting **alternatives to hard security responses and repression** (Saferworld Europe, Saferworld USA, Kyrgyzstan, Tajikistan)
- Research and Advocacy on **migration, counter-terrorism, stabilisation and security engagement** to mitigate security-first approaches designed to harden borders, contain migrants and combat violent movements (Saferworld Europe, Saferworld USA)
- Implementation of the **Arms Trade Treaty (ATT)** and **effective small arms and light weapons control**
- **Youth-led change**, providing support to young people to devise and lead responses to conflict and violence, and spearhead deeper implementation of the Youth, Peace and Security agenda (Kyrgyzstan, South Sudan, Yemen)
- **Civil society and Track II dialogue** on weapons proliferation and regional connectivity (Saferworld Europe, China, Africa)

STRATEGIC OBJECTIVE 3

Gender equality

Challenge and transform the gender norms that drive violent conflict and gender-based violence, and support the leadership of women and girls in peacebuilding

- **Gender equality**, and **ending gender-based violence** (all programmes)
- **Challenging negative gender norms and patriarchal and exclusionary systems** (all programmes)
- **Promoting the social empowerment of women** (all programmes)
- **Promoting gender-transformative and intersectional approaches**, identifying causes of discrimination and exclusion, and incorporating diverse experiences (all programmes)

STRATEGIC OBJECTIVE 4

Redesigning international engagement for sustainable peace

Contribute to redesigning the way international institutions and systems engage in conflict-affected places, and work with peacebuilders and decision-makers to create humanitarian, peace and development systems that prevent and transform violent conflict

- **Deep technical support** and partnership on **conflict sensitivity** – with the European and other Investment Banks, and with strategic donor partners in the UK, Europe and US (China, Somalia, South Sudan, Sudan)
- Working in coalition to **'decolonise' international peacebuilding and development cooperation systems**, challenging racism, discrimination and historical inequalities where appropriate (all programmes)
- Advocating for and practising **participatory monitoring, evaluation and learning systems and processes** (all programmes)

STRATEGIC OBJECTIVE 5

Climate, conflict and the environment

Provide conflict and peacebuilding expertise to support urgent solutions to the combined threats of the climate crisis, conflict and environmental degradation

- **Integrate land-use planning and community-based natural resource management into community peacebuilding programmes** (Kenya, Somalia, South Sudan, Tajikistan, Uganda)
- **Address the exploitation of local climate-related grievances**
- Reconfigure our own systems and practices to **become carbon neutral** (all programmes)



DATA AND EVIDENCE ON WHAT WE ARE ACHIEVING AND HOW WE LEARN

SAFERWORLD FOCUSES ON BEHAVIOUR, RELATIONSHIP AND SYSTEM CHANGE.

By **behaviour change**, we mean **observable acts** that show a **change in the normal ways of doing things**. This is easier to monitor than attitude change, but provides indications that attitudes might be shifting.

By **relationship change**, we mean **observable evidence** that **relationships are altering, through the actions of those in any given relationship**.

By **system change**, we mean how behaviour change is being embedded in the **processes and policies that regulate the behaviour of any given system** – be that through regulations, codes of conduct, policy changes, training, recruitment, transparency, accountability mechanisms, global frameworks and treaties, participation mechanisms, feedback mechanisms, and others.

We work with affected communities to hold Saferworld and partners to account by assessing the extent to which peacebuilding responses are inclusive and making a tangible impact on their lives.

Saferworld monitors and evaluates all programmes of work, and learns with its partners through:

- **Regular practice of outcome harvesting, and adaptations based on what we learn** – together with partners and communities, we ‘harvest’ and analyse outcomes twice a year, and adapt our subsequent actions on the basis of this.
- **Evaluation exercises** – Saferworld regularly **asks others to evaluate our work**. In the next three years we will put greater emphasis on **inviting partners to evaluate us** as partners, and support partners to evaluate each other’s achievements.
- **Participatory research** – we will integrate this more deeply into our programming models, to ensure partners and other stakeholders take part in identifying the research focus, design, methodology, data-collection, analysis and communication of findings and recommendations.
- **Understanding perceptions of peace** – through our programming, community analyses, and research.
- **Knowledge and Learning @ Saferworld Hub** – the KL@S brings together research, programme and policy/advocacy knowledge, and fosters innovative learning spaces to put them to use.
- **Learning partnerships** – Saferworld will expand its role as a learning partner to other organisations, such as the Security Policy Alternatives Network, and the Knowledge Platform on Security and Rule of Law, and increase its support for learning, exchange and peer support between partners.



How our organisation will support our ambition

Our communications approach

- Invest in participatory communications, supporting CSOs and communities to tailor their own messages, using creative means to reach the audiences they choose
- Challenge divisive narratives by making the most of free and wide-reaching digital space to promote the stories of communities, young people, women and peacebuilders/activists
- Promote anti-colonial/anti-racist communications, ensuring that the language we use everywhere reflects our values
- Share alternative narratives about contexts to those in the mainstream media
- Use accessible, plain and understandable language

Our fundraising approach

- Use our knowledge and research to ensure community concerns and priorities are reflected in donor strategies
- Advocate for and work with donors to bring changes in Western development cooperation and aid policies and practices, including a greater share of appropriate resources (such as core funding) for organisations from conflict affected contexts
- Support partners to bid for larger and more complex grants
- Offer our services as sub-contractors to partners
- Increase our capacity to raise funds from new donors, diversify our funding base and grow income through commercial tendering and working in consortia

Our structure and systems

- Reshape our operating model to ensure our structure and systems respond to the challenges we've set out, and review and reform our financial and compliance systems to meet the needs of this working model. This will facilitate greater transfers of resources and power to collaborating organisations in conflict-affected environments, making us more efficient and better able to access and make use of relevant data
- Reconfigure our management and governance to create more inclusive and representative leadership
- Improve our digital and information security, and invest in relevant skills and technology

Our culture

- Implement an organisation-wide strategy on diversity, inclusion and solidarity with colleagues, partners and communities affected by conflict
- Assess and audit our practice and policy on partnership, gender, anti-racism and climate action as part of our regular reviews
- Innovate in the way we work and use technology, building understanding and skills within our organisation and our programming
- Continue to employ talented, analytical, principled, and committed staff who care about making the world a better place



Our commitment to safeguarding

Saferworld's integrity as an organisation is derived from the values and principles that underpin and guide our work. We have strong policies and systems to protect people – particularly women and children, and other adults at risk (these can include staff, volunteers, interns and all other programme participants) – from potential harm that may be caused by contact with Saferworld and our partners. This includes harm that could arise from the conduct of staff and personnel associated with Saferworld and/or the design and implementation of Saferworld's programmes and activities.

Our Safeguarding policy has been developed to prevent all forms of harassment, abuse and exploitation, including: sexual exploitation, abuse and harassment; harassment and bullying in the workplace; and abuse and harm against children and vulnerable adults. The Safeguarding policy is supported by our Code of Conduct. This outlines the expectations of professional and personal behaviour all Saferworld staff and associated personnel are required to adhere to, and forms an integral part of the terms and conditions of employment of all staff members.

Our governance

Saferworld is constituted as a company limited by guarantee, governed by a memorandum and articles of association. Its headquarters is in London, where it is registered with the Charity Commission for England and Wales. It has an international Board of Trustees who steer the organisation towards a sustainable future in fulfilment of its mission through financial and programme oversight, and ethical and legal governance – guided by Saferworld's core principles and values.

Saferworld has also put in place diverse institutional arrangements ('affiliates') in the USA, Belgium and China to further complement and advance its mission, and thus add to the effectiveness of our overall efforts. Registered Saferworld affiliates share the same Saferworld global vision and mission, while prioritising specific regional or thematic areas of emphasis. The relationship between Saferworld and its affiliate organisations is guided by clear administrative and management procedures within a coherent governance framework. Each Board has full legal responsibility for the respective registered entity, according to regulations set down in each jurisdiction.

This strategy is the result of a co-creation process over 2020/21. We asked our key partners what they wanted to see Saferworld do differently. We held organisational conversations with external influencers who challenged us on how factors such as racism, colonialism or patriarchy influence our own practices. We consulted every staff member on the draft of the plan and revised it in the light of their feedback, taking care to balance the strategy so that it is inclusive and representative of the many different cultures and priorities of our partners and teams.

About Saferworld

Saferworld is an independent not-for-profit international organisation working to prevent violent conflict and build safer lives – working in countries and territories across Africa, Asia and the Middle East. We work in solidarity with 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 in a world where everyone can lead peaceful, fulfilling lives, free from fear and insecurity.

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