

Nonviolent Peaceforce Strategy

2015 - 2020

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Executive Summary

Nonviolent Peaceforce is a global civil society organisation. We protect civilians in violent conflicts through unarmed strategies. We build peace side by side with local communities. We advocate for the wider adoption of these approaches to safeguard human lives and dignity.

Unarmed Civilian Protection (UCP) is a proven way to reduce violence before, during, and after armed conflict; the effectiveness stems from providing direct physical protection, while empowering local peace processes and infrastructures. Unlike traditional military peacekeeping or armed private security firms, there is no reliance on weapons; this paradigm uses relationships rather than threat.

To increase our impact, we have two mutually reinforcing strategic aims for the next five years:

- Enhance protection for civilians in armed conflicts and strengthen local peace processes. We will expand our programme implementation by increasing field activities, enhancing civilian participation in peace processes, and building local protection capacities.
- Mainstream UCP policy and practices as an effective response to violent conflicts. We will step up our advocacy to advance unarmed civilian protection by influencing decision makers, advancing the methodology, and promoting greater adoption of unarmed civilian protection by others across the world stage.

Nonviolent Peaceforce is endorsed by many world leaders, from Nobel Peace Laureates to heads of state, such as Justin Trudeau, Rigoberta Menchú, Desmond Tutu, Jose Ramos Horta, Oscar Arias Sánchez, Lech Wałęsa and the Dalai Lama. They believe that our approach offers an innovative and effective solution to civilian protection and conflict transformation. In June 2015, the High-level Independent Panel on United Nations Peace Operations, commissioned by the United Nations Secretary General, concluded that "Unarmed strategies must be at the forefront of UN efforts to protect civilians."(United Nations, 2015, p. 23)

Nonviolent Peaceforce Five-Year Strategy (2015-2020)

We envision a worldwide culture of peace in which conflicts within and between communities and countries are managed through nonviolent means.

We protect civilians in violent conflicts through unarmed strategies. We build peace side by side with local communities. We advocate for the wider adoption of these approaches to safeguard human lives and dignity.

Strengthen local peace processes

Mainstream UCP policy and practices as an effective response to violent conflicts

Specific Objectives	I.I Scale up current field activities and expand into new programmes	1.2 Increase civilian participation in local peace processes	1.3 Strengthen local capacities to self-protect and build peace	2.1 Prove effectiveness of and further develop UCP methodology	2.2 Increase understanding and practice of UCP among governments, international institutions, and civil society organizations
Enabling Actions	partner with other organizations build training capacity extend influence increase financial resources advance monitoring, evaluation, and learning enhance communications harness technology				

The Need for Unarmed Civilian Protection

According to the Global Peace Index, the world has become less peaceful since 2008 (Institute for Economics and Peace, 2015). The World Bank (2011) reports that more than 1.5 billion people live in countries affected by repeated cycles of violence, and the principle of civilian immunity to war has eroded to the point where the vast majority of casualties are now civilians. According to the United Nations (UN), the number of people forcibly displaced in 2014 was more than 59 million, the highest-level ever recorded (UNHCR, 2015). Remedies that are efficient, cost-effective, and easily-replicable urgently need to be scaled up throughout the world.

Nonviolent Peaceforce believes that Unarmed Civilian Protection (UCP) can effectively reduce violence, increase the security of vulnerable civilians, and promote mechanisms of peace. UCP is a relatively new but field-tested approach that meets the needs of vulnerable populations caught in zones of war and conflict.

Nonviolent Peaceforce Vision, Mission and Guiding Principles

Vision

We envision a worldwide culture of peace in which conflicts within and between communities and countries are managed through nonviolent means.

Mission

We protect civilians in violent conflicts through unarmed strategies. We build peace side by side with local communities. We advocate for the wider adoption of these approaches to safeguard human lives and dignity.

Guiding Principles

- **Nonviolence:** We believe nonviolence is the strongest and most effective force for achieving the peaceful settlement of conflicts. We will not engage in nor support actions which may result in harm or loss of life. NP's adherence to nonviolence is unconditional, because it asserts that conflict transformation cannot be achieved by violent means.
- **Non-partisanship:** We do not take sides nor advocate for partisan positions in any conflict. Instead, we are guided by international laws and norms, including International Humanitarian Law, Refugee Law, Human Rights Law, and relevant UN Resolutions. We are committed to the dignity, human security, and well-being of all and are independent from any interest group, political party, ideology or religion.
- **Primacy of local actors:** We facilitate and create safer spaces for local actors to work out their own solutions to their problems.
- **Civilian-to-civilian action**: We employ civilians to protect civilians in communities affected by violent conflicts.

Unarmed Civilian Protection (UCP) Approach

Unarmed Civilian Protection (UCP) is a strategic mix of key principles, sources of guidance, and a set of methods with specific skills. Applied together, they constitute the core of UCP (see figure below). UCP is the practice of deploying professionally-trained unarmed civilians before, during, and after violent conflict to prevent or reduce violence, provide direct physical protection to non-combatants, and strengthen local peace infrastructures. Unlike traditional military peacekeeping or armed private security firms, with UCP there is no reliance on weapons; this paradigm uses relationships rather than threat.

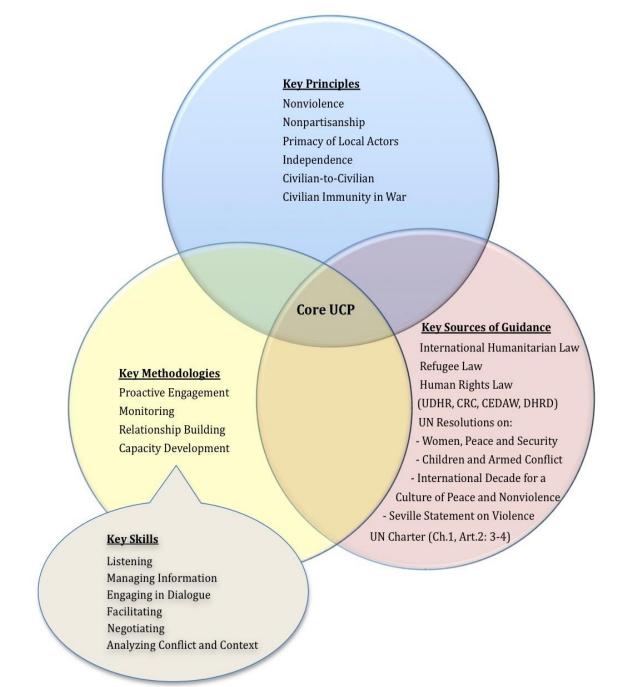


Figure 1: Core UCP

Over the past 12 years, Nonviolent Peaceforce has developed and field-tested unarmed civilian protection techniques, which are based on four main methods: proactive engagement, monitoring, relationship building, and capacity development. Each of these methods has a number of applications as detailed in the graphic below. Frequently, UCP methods and applications are used in a dynamic interaction, reinforcing and complementing each other. Actual implementation activities are based on specific context, conflict analysis, and risk assessment.



Figure II: UCP Methodology and Activities

By creating networks of relationships, strengthening self-protection strategies, developing local peace infrastructures, and creating safe spaces for civilians to address urgent issues, UCP broadens the options for civilians to choose their own security priorities.

NP's civilian teams are diverse and comprised of staff from the violence-affected communities as well as from outside. All NP personnel are rigorously trained in the tools and strategies of unarmed civilian protection. They are committed to a code of conduct focused on mutual respect, equity, and non-discrimination. NP works in partnership with local communities, organisations, and complementary international organisations to create locally owned, sustainable solutions that protect and support civilians struggling to survive in conflict zones.

Strategy

Nonviolent Peaceforce will pursue two mutually-reinforcing strategic aims.

Strategic Aim I: Enhance Protection for Civilians in Armed Conflicts and Strengthen Local Peace Processes

	Objective	Expected Outcomes	Enabling Actions
1.1	Scale up current field activities and expand into new programmes	 Majority of civilians in areas of operations report increased sense of security as a result of NP's presence Up to a maximum of 10 country programmes operating simultaneously Staff resilience and well-being increased by new skills 	 Utilise existing field resources for regional expansion Partner with like-minded organisations to establish presence in new areas Build quantitative and qualitative impact analysis into every stage Training staff in security, safety and health, including trauma and post-trauma
1.2	Increase civilian participation in local peace processes	 Local women's participation in NP programmes increases by 50% At least 20% of local people engaged in country programmes are younger than 30 In countries of operation, local and national mechanisms of civilian participation in peace processes are introduced Conflict parties recognise effectiveness of civilian-based ceasefire monitoring 	 Partner with local and international organisations working on peace processes Advise stakeholders on tailored mechanisms to increase civilians' involvement, especially women and youth Develop and disseminate training for civilian-based ceasefire monitoring
1.3	Strengthen local capacities to self- protect and build peace	 Communities where NP is working are organised, have self- protection capacities, and use conflict resolution techniques NP protection mechanisms are provided by humanitarian and local organisations 	 Partner with local organisations and train them Train and coach humanitarian actors on protection techniques

Objective I.I Scale Up Current Field Activities and Expand into New Programmes

In future years, violent conflicts could emerge in new areas where protection and peace building approaches become an urgent need. To determine regions in which to expand operations, we will use a rationale based on the following criteria:

- 1) Conflict analysis indicates that UCP will be an effective tool for reducing violence and increasing the safety and security of civilians.
- 2) NP can work legally within the country or territory.
- 3) There is sufficient donor interest to facilitate funding.
- 4) Security assessment indicates that NP will be able to manage risk to staff and assets.
- 5) Credible local civil society validates NP's assumptions regarding the efficacy of UCP in the context.
- 6) NP's presence is likely to enhance and enable local action.

In making these assessments NP will also consider information from international organisations, as well as policy and research institutes so as to acquire an objective perspective concerning the conflicts and the relevance of its presence. When exploring new field operations, NP will assess existing peace processes on all levels, from local to international, as part of the conflict analysis.

As to funding new programmes, once relevant institutions see NP's work on the ground, we are able to attract their funding. However, our initial exploration, conflict analysis and startup requires self-funding.

To sustain funding, it is increasingly essential to document programme impact. During the next five years, NP will build quantitative and qualitative impact analysis into every stage of our field programming. This will require the refinement of conflict-sensitive measurement tools, the inclusion of measurement costs into every grant application, and, where appropriate, partnering with organisations that have expertise in monitoring and evaluation.

Finally, field staff is NP's core resource and their security, health, and safety are vital to our success. Some of our teams work in challenging and sometimes dangerous contexts. The constant exposure to others' suffering takes a toll on their own well-being, and they may also become direct victims of violence. To enhance field staff resilience, NP will step up training of staff in security, safety, and health, and how to spot trauma and deal with it in order to prevent the onset of post-traumatic stress disorder (PTSD).

Objective I.2 Increase Civilian Participation in Peace Processes

NP works in places where conflicting parties sometimes reach negotiated agreements aimed at facilitating a sustainable end to armed conflicts; these negotiations may involve a series of agreements, each building on the previous one. Achieving lasting peace is a process that extends well beyond the signing phase of the agreements. New or reoccurring issues, during or after the dialogue, can restart the fighting. The failure rate of negotiated agreements is high: between 1950 and 2004, 32% of peace agreements and 38% of ceasefires were followed by a recurring violence (Mack, 2012). As a nonpartisan actor within a conflict environment, NP is able to build trusting relationships with all parties to the conflict, as well as with the conflictaffected communities. It is well positioned to support the successful implementation of negotiated agreements through participation in the monitoring process.

Where possible, NP will work directly in conflict-affected communities and with all stakeholders to establish robust, participatory, and effective mechanisms for assisting stakeholders, consolidating civilian protection related structure, and monitoring ceasefires. NP, along with international and local partners, will also facilitate the inclusion of community viewpoints and information into the peace dialogues, and, ultimately, agreements. Inclusivity is a key factor in the success of a peace process. NP works in the midst of conflict-affected communities to promote positive dialogue among civil society groups, government agencies, state military bodies, and non-state armed groups. Involvement of as many groups as possible strengthens the community's investment in peace.

Participation of local women in peace processes increases the likelihood of ending violence within a year by 24%; nevertheless, women make up just 4% of participants in peace processes around the world (Stone, 2014). NP will build on its experience with women's peacekeeping teams and replicate them as possible.

We will elevate attention to the engagement of youth as active participants, partners, and leaders in creating peace. Today's generation of young people, at 1.8 billion, is the largest the world has ever known. NP is well positioned to explore ways to support youth peace building efforts. We work closely with youth impacted by conflict, and most of our own field staff is less than 35 years of age. There is a new generation of peace builders growing up, and we want to help them learn and appreciate the relevance of UCP. It is also important to inspire and engage youth as supporters, donors, and stakeholders of NP.

Objective 1.3 Strengthen Local Capacities to Self-Protect and Build Peace

Sustainable violence reduction requires that local stakeholders develop the capacities to engage in protection and nonviolent conflict resolution. NP will continue providing training and mentoring to a range of local stakeholders by focusing on the strengthening of local peace structures and working with all forms of local organisations. Where there is little organised civil society, we will help form Women's Peacekeeping Teams, Community Protection Teams, and Child Protection Committees. Our field teams will provide training on early warning/early response mechanisms, emergency child protection, and nonviolent conflict resolution. Participatory workshops will build the skills of local civilian actors, and NP will accompany them as they implement newly learned strategies. Where it is necessary and appropriate, NP might also train civil authorities, as well as police and military forces, to heighten their capacity for civilian protection.

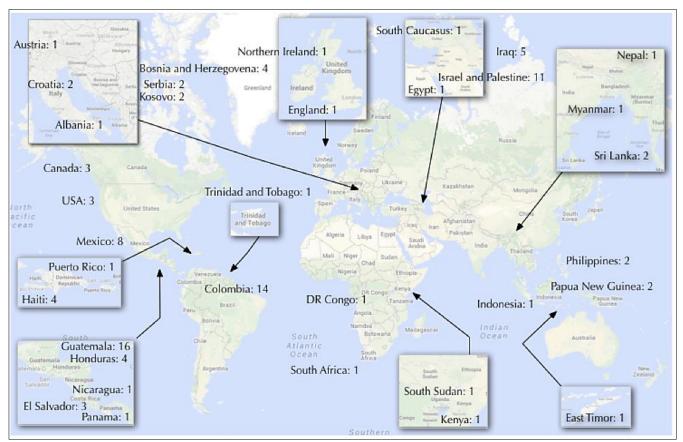
Given the extensive need for civilian protection, NP urgently aims to transfer UCP skills and knowledge to an ever-widening range of groups. Even though there are many humanitarian service providers in conflict-affected areas around the world, NP is typically one of the few focused on protection. NP provides training in protection that can be tailored to differing types of organisations and to a variety of sectors, such as humanitarian and development fields.

NP will continue to explore options for partnerships with training institutions, such as those providing pre-deployment training for peacekeeping troops or UN civilian staff. NP will seek out opportunities to institute pilot programmes for the training and mentoring of international peacekeeping missions of the UN, the Organisation for Security and Co-operation in Europe (OSCE), the European Union and the African Union.

Strategic Aim 2: Mainstream Unarmed Civilian Protection Policy and Practices as an Effective Response to Violent Conflicts

	Objective	Expected Outcome	Enabling Activities
2.1	Prove effectiveness of and further develop UCP methodology	 UCP practitioners are brought together to share lessons and experiences UCP good practices identified UCP good practices included in NP's and at least three other organisation's training and strategies 	 Conduct and publish rigorous case studies Integrate good practices from other organisations into NP training materials Organise conference on good UCP practices for practitioners, academics and policy makers Publish conference results
2.2	Increase understanding and practice of UCP among governments, international institutions, and civil society organisations	 Active E-learning course on UCP hosted by UNITAR, accredited by at least 3 universities and completed by at least 300 students UCP topic appears in at least 10 publications and at least 10 conferences hosted by other civil society organisations UCP included in at least 3 peace operations by the UN or regional bodies (European Union and African Union) 100% aggregate increase in funding of UCP by the UN, European Union and single states Joint advocacy work with NP Alliance members in at least 3 settings¹ 	 Expand presence at the United Nations, the European Union, and the African Union by providing real time information from our field sites and delivering more documentation of our impact Promote UCP through joint trainings, programmes, and fellowships with NP Alliance and compatible civil society organisations Develop a powerful communications programme and implement it with appropriate technology

 $^{^{1}}$ The NP Alliance is made up of individuals and organisations that commit themselves to the vision and mission of Nonviolent Peaceforce in order to build the link from NP to civil society all over the world.



Objective 2.1 Prove Effectiveness of and Further Develop UCP Methodology

Figure III: countries and regions where UCP organisations have operated since 1990, and the aggregated number of organisations that have operated in each country or region. Source: (Janzen, 2014, p. 51)

The map above shows how UCP has developed and spread over the last 25 years. As scholars and bureaucrats grapple with the burgeoning need for protection of civilians, several organisations have been employing various elements of UCP. More than a dozen organisations now employ UCP in 17 regions of the globe. Though all have developed useful techniques, they have never come together to share and analyse their strategies and methods. By such exchange, NP will learn from the experiences of others and will incorporate their successful methods into its own practices.

In the coming years, NP will conduct rigorous case studies on four long-term UCP projects, including the work of at least five organisations. This will serve as a foundation for a working conference where practitioners, policy makers, and academics can review and identify UCP good practices. Results of the conference will be published and disseminated to all UCP organisations, current and potential funders, and interested multi-lateral organisations. These events and publications will help to demonstrate and communicate the effectiveness of UCP to peace builders, policymakers and governments.

Objective 2.2 Increase Understanding and Practice of UCP among Governments, International Institutions and Civil Society Organisations

At the UN and among regional organisations, NP is the leading advocate for UCP. This advocacy is beginning to produce tangible results. In December 2014, the UN General Assembly for the first time included language in an adopted resolution noting the contribution of civilians protecting civilians. In June 2015, the High-level Independent Panel on UN Peace Operations, commissioned by the UN Secretary General concluded that "Unarmed strategies must be at the forefront of UN efforts to protect civilians (...) Missions should make every effort to harness or leverage the non-violent practices and capabilities of local communities and non-governmental organisations to support the creation of a protective environment." (United Nations, 2015, pp. 23-24) Further, the chair of the Panel singled out unarmed civilian protection by stating that "The Panel reviewed the excellent input by Nonviolent Peaceforce which shared with us its positive experience in protecting civilians in war torn situations. In our Report we recommend that the UN engages more those brave people working in the field, unarmed, in protection of civilians." (Ramos-Horta, 2015)

A major joint initiative of NP and United Nations Institute for Training and Research (UNITAR) is the development of the UCP E-learning course that represents the most comprehensive academic compilation of UCP and its methods thus far produced.

Building on this, NP will expand its advocacy presence at the United Nations, the European Union, and the African Union by designing a system that integrates real-time information from our field sites, provides more documentation of our impact, and integrates work in all three organisations. NP will also undertake complementary advocacy in selected national capitals.

In addition to scaling up its own UCP work, NP will work with others to help spread the practice. NP will partner with a broad array of mainstream civil society organisations that have sympathetic missions. These include but are not limited to NP Alliance, Rotary International, Graduate Women International, World Council of Churches, and International Federation of the Red Cross. In each instance, NP will work to support, incorporate, and advance UCP through its inclusion in their programmes.

Implications of the Strategy

To achieve the strategic aims and objectives that we have set out, we need to mobilise additional resources and expertise and change how we do business. The table below identifies the areas we will focus on and describes enabling actions we will take in order to scale our ideas and our impact.

Area	Enabling Actions
Partnerships	Establish and leverage systemic strategic partnerships with like-minded organisations
Training	Build and professionalise our training capacity
Extend influence in strategic locations	• Explore presence in places with influence and resources ,including but not limited to Geneva, Addis Ababa, London, Washington DC
Financial Resources	 Develop a comprehensive fundraising programme, US and global, private and institutional Grow the "Emerging Crises Fund" to enable timely programme start-up in new conflict areas Leverage Board of Directors and Board of Advisers
Monitoring, Evaluation and Learning (MEL)	 Build an integrated organisation-wide monitoring, evaluation and learning system
Communications	Enhance strategic communications to support advocacy and fundraising
Technology	Harness technology for programme effectiveness

Partner with Other Organisations

Insights derived from the Ashoka Globalizer programme, which focuses on social sector innovation and impact, teach us that organisations can increase their impact greatly by building "smart networks" centred around a common mission. We will focus on scaling up UCP by seeking strategic partnerships with like-minded organisations to develop programmes. These will be formal, mutually beneficial relationships based on shared values and goals (in contrast to transactional relationships NP might have with other organisations such as a one-time field-based partnership in a single country for a particular purpose). By engaging and harnessing the energy of others, we have a greater chance of realising the impact we seek.

NP will begin by leveraging its existing partnerships with select academic institutions, international NGOs, and relevant donors. In addition, NP will seek new, complementary partnerships with organisations which would benefit from NP's value proposition – field experience and presence; capacity to directly protect civilians during crises; and innovative strategies with women and children. NP will reciprocally benefit from the experience of other organisations, especially those with expertise in research, policymaking, and multi-track

dialogue. Finally, NP will seek partnerships with organisations that are active in strategic countries where NP is not present but sees the need for a UCP programme.

Build Training Capacity

As we increase our collaboration with and reliance on partner organisations, we will need to significantly build and professionalise our training capacity. We wish to transfer our expertise to others who will replicate our model. This requires further development of differentiated content and methodology for different audiences. Ultimately, the creation of formal teaching and training programmes, such as accredited degrees and certificates, could create a corps of practitioners who not only expand UCP practice, but expand its visibility among academics, civil society organisations, and policymakers. Building professional-quality training, delivered in various languages and tailored to specific scenarios, will support NP's ambition to scale up our expertise and impact. Moreover, in time such training could potentially become a new revenue source that would not only sustain itself, but contribute to the broader mission of NP as well.

Extend Influence

NP's strategy to broaden the understanding and practice of UCP would be advanced by greater presence in strategic locations where policy is made and funds are distributed. With current NP offices in Brussels (European Union Headquarters) and in New York (United Nations Headquarters), presence in other influential venues, such as Geneva (the world's humanitarian capital), Addis Ababa (African Union Headquarters), London, and Washington DC (important capitals), we will enhance our capacity to represent our vision to governments, prominent think tanks, international financial institutions, and NGOs which are disproportionately headquartered there. Expanded presence in other key places of influence and affluence is a key strategy to further our ideas and mobilise funds. Such a presence might leverage local presence of board members or partner organisations rather than locating NP staff.

Increase Financial Resources

NP has been increasingly successful at generating programme funds from institutional donors, and we will continue to foster relationships with key institutional partners. At the same time, we will broaden our private fundraising efforts to grow essential support, both drawing on current donors and cultivating new prospects. We will establish a Development Committee on the Board of Directors and will vigorously expand our global fundraising efforts. Engaged board members and champions will be an important part of this effort. We will grow our newly established "Emerging Crises Fund" to finance conflict analysis, field explorations and start-up activities in order to respond rapidly to emerging conflicts.

Advance Monitoring, Evaluation and Learning (MEL)

Although an objective demonstration of the effectiveness of our work is increasingly important to funders and stakeholders, the necessary monitoring, evaluation, and learning (MEL) is often an afterthought, neither adequately resourced nor properly integrated into programme design. Evidence-based quantitative impact analysis is especially challenging in proving what did or didn't happen in such a complex area as pursuit of peace. We will develop a more robust monitoring, evaluation and learning (MEL) capability, using external expertise to guide us. As the first step, we will integrate MEL function –data collection and lessons learned– into country programmes and employ it in demonstrating the effectiveness of our work. In addition, as we become better informed as a result of MEL, we will incorporate our learning into future activities.

Enhance Communications

Since one of our goals is to influence thinking, policy and practice related to civilian protection, we need to communicate our vision effectively in a way that not only sustains the conviction of existing supporters, but draws in new allies as well. Whether we're fundraising, building partnerships or trying to influence policy, reaching the right audience with the right message via the right channel is critical. We will strengthen our communications capability by mobilising additional expertise and resources.

Harness Technology

To better harness the opportunities that technology offers, NP will identify programmatic challenges where technology might offer effective solutions. Our experience to date has shown that technology developers are eager to help, but we need to articulate the task for which we seek a solution. Because much of our work takes place in environments that are politically sensitive but weak in technical connectivity, it is challenging to harness technology to its full potential. Further consultations with "tech-for-peace" experts from the private sector will be useful in leveraging technology to provide innovative solutions.

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