SEESAC

RMDS/G 05.90

4th Edition
2006-07-20

Safer Community Plans

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Foreword

On 08 May 2003 the development of regional micro-disarmament[1] standards and guidelines was discussed during the RACVIAC sponsored seminar on '***SALW - A year after Implementation of the Stability Pact Plan*** '. The consensus was that such standards and guidelines were desirable, and SEESAC agreed to develop a framework and then take responsibility for the future development of regional standards. It was agreed RMDS/G would be designed to support the work at the operational level, and would go further than the more generic 'best practice' documents currently available. After a wide-ranging discussion between stakeholders as to the status of RMDS/G it has been agreed that the term 'standards' will refer to the technical issues, whilst 'guidelines' will apply to 'programme' issues.

This RMDS/G [2] reflects the development of operational procedures, practices and norms, which have occurred over the past four years in the area of Small Arms and Light Weapons (SALW)[3] control. Best operational practices have been identified and reviewed from within the region and beyond, and included as appropriate within this RMDS/G.

SEESAC has a mandate under the Stability Pact Regional Implementation Plan to fulfil, among others, operational objectives of 1) sharing information on and enhancing co-operation in the establishment and implementation of SALW control and reduction programmes and approaches among regional actors; and 2) providing linkage and co-ordination with the other relevant regional initiatives. The development of RMDS/G is one means of fulfilling that mandate.

The work of preparing, reviewing and revising these standards and guidelines is conducted by SEESAC, with the support of international, governmental and non-governmental organisations and consultants. The latest version of each standard, together with background information on the development work, can be found at www.seesac.org. RMDS/G will be reviewed at least every three years to reflect developing SALW control norms and practices, and to incorporate changes to international regulations and requirements. The latest review was conducted on 01 March 2006, which has reflected the development of the UN Integrated Disarmament, Demobilization and Reintegration Standards (IDDRS) www.unddr.org, which include RMDS/G as a normative reference in the Disarmament and the SALW Control modules.

[1] Defined as: 'The monitoring, collection, control and final disposal of small arms, related ammunition and explosives and light weapons of combatants and often also of the civilian population. It includes the development of responsible weapons and ammunition management programmes'. Often used interchangeably with SALW control in the past, but SALW Control is now the recognised terminology. The term Micro-Disarmament has only been used here to ensure consistency of the RMDS/G concept, rather than renaming the standards.

[2] The layout and format of RMDS/G are based on the highly successful International Mine Action Standards (IMAS). The cooperation of the UN Mine Action Service (UNMAS) is acknowledged by SEESAC during the development of RMDS/G.

[3] There is no agreed international definition of SALW. For the purposes of RMDS/G the following definition will apply: '***All lethal conventional munitions that can be carried by an individual combatant or a light vehicle, that also do not require a substantial logistic and maintenance capability***'

Introduction

'We owe our children – the most vulnerable in any society – a life free from violence and fear. In order to ensure this, we must be tireless in our efforts to attain peace, justice and prosperity for countries, but also for communities and members of the same family. We must address the roots of violence.'

Nelson Mandela

Small arms, light weapons and ammunition (SALW) are inherently dangerous. In the wrong hands, and in sufficient quantities, they can be politically destabilising, and lead to and exacerbate conflict. As such, they can present grave dangers, both to national governments and to international and regional peace-building efforts. One of the most effective ways that they can be kept in check is by programmes for SALW control.

Since the late 1980s, there has been an increasing focus on community safety issues in Europe, and a realization of the social and economic implications that impact on local communities. Under the framework of community planning, 'Safer Communities' is now a strategic priority of key players who can **collectively** build safer, more inclusive, healthier, more economically attractive and vibrant communities.

Although ideally accompanied by a public collection of weapons, safer community development, through the adoption of Safer Community Plans (SCP), can be effected even in cases when there is no formal national amnesty period for weapons surrender, (local amnesties may be agreed with the appropriate authorities). They can be linked to ongoing development activities and focus on risk education and public information in the community in order to reduce risk and improve perceptions of human security. SCP can provide useful information for developing, for example:

a) local Community Based Policing (CBP) plans;

b) initiatives for the reduction of armed violence and youth crime;

c) supporting drug and HIV initiatives;

d) road safety plans;

e) local community plans for mine risk education and/or SALW risk education programmes;

f) alternatives to the use or production of weapons; or

g) improving trust in local and national government institutions.

Safer Community Plans should take advantage of these linkages in order that an integrated response can be developed to address the different root causes of illicit weapons possession and use; this often does not involve community weapons collection, but more imaginative approaches. As SALW Control is often a difficult area to address and people are reluctant to discuss the issue openly, integrating an effective response into other development initiatives addressing the issue of human security and safety is often more acceptable and easier to 'sell' to donors; governments and communities may agree, but experience outside SEE has also shown that they are often keen from a purely security perspective. This view is substantiated by the very strong evidence linking weapons possession to, for example, drug use, organized crime and unsafe geographical areas or 'no go' zones. Addressing the root causes can lead to safer behaviour and improved perceptions of human security.

This RMDS/G provides guidance on the use of Safer Community Plans as part of a wider, integrated and holistic SALW Control intervention.

Safer Community Plans

1 Scope

This RMDS/G establishes the guiding principles and guidelines for the use of Safer Community Plans (SCP) as part of an integrated SALW programme.

Local authorities and police will be encouraged to take the lead in building safer communities by establishing local strategic partnerships involving public organizations, the private sector and voluntary bodies. To be most effective, it is important that Safer Community Plans are considered during the strategic, operational and detailed mission planning phases of SALW Control programme development. The financial costs of SCP can be low at the local level when compared to total programme costs, yet they have the potential for high impact on programme success. The obvious linkages to Community Based Policing (CBP) initiatives should be considered as soon as is practically feasible.

2 References

A list of normative references is given in Annex A. Normative references are important documents to which reference is made in this standard and which form part of the provisions of this standard.

3 Terms and definitions

A list of terms and definitions used in this standard is given in Annex B. A complete glossary of all the terms and definitions used in the RMDS/G series of standards is given in RMDS/G 02.10.

In the RMDS/G series of standards, the words 'shall', 'should' and 'may' are used to indicate the intended degree of compliance. This use is consistent with the language used in ISO standards and guidelines.

a) 'shall' is used to indicate requirements, methods or specifications, which are to be adopted in order to satisfy the standard in full. It is used infrequently; usually only where there is a safety issue with the potential to negatively impact on human life.

b) 'should' is used to indicate the preferred requirements, methods or specifications.

c) 'may' is used to indicate a possible method or course of action.

The term 'national SALW authority' refers to the government department(s), organisation(s) or institution(s) in each SALW country charged with the regulation, management and co-ordination of SALW activities.

The term ‘Safer Community Plan (SCP)’ refers to a community–based activity, designed to place the needs and priorities of affected communities at the centre of the planning, implementation and monitoring of SALW Control activities.

4 Introduction to SCP

A key form of community–based activity, which is recommended by SASP,[4] is the use of Safer Community Plans. This is a method designed to place the needs and priorities of affected communities at the centre of the planning, implementation and monitoring of SALW Control.

A recent review of safer community strategies found that many strategies;

[4] SEESAC SALW Awareness Support Pack (SASP). (www.seesac.org).

a) do not reflect people's priorities. Consulting local communities has not formed part of the process of identifying community safety problems;

b) are weak on the causes of crime, having failed to undertake a sufficiently rigorous analysis of the risk factors which increase the likelihood of crime, offending behaviour and weapon possession (legal or illegal);

c) fail to invest sufficiently in prevention. They are not based on a rigorous cost-benefit analysis of community safety and rely too heavily on external funding;

d) are unclear on the rationale for working in partnership, which has led to problems in establishing clear ownership of, and accountability for, action;

e) lack integration with mainstream services. They have been unclear about what individual agencies may contribute and how.

One of the purposes of Safer Community Plans should be to ensure future partnerships avoid these pitfalls by concentrating on what works in building safer communities.

A Safer Community Plan shall be based on an exchange of information between SALW Control programme staff and the community, and among the community itself. When used in this way it provides an information-gathering tool that helps programme staff in the crucial matter of understanding the patterns of behaviour in affected communities and the effects of SALW proliferation/misuse at the local level. It is complementary to the SALW Survey.

Community involvement in the planning phase of an intervention helps to reveal how and why people behave as they do. It may assist in the identification of particular functions of weapons within the community, economic factors, security concerns and local traditions. Communities may then subsequently be involved in the planning process in their communities as to the most appropriate SALW Control intervention to be implemented at the local level and, if appropriate, what sort of voluntary collection incentives[5] stand the most chance of success.

Safer Community Plans may also ensure that SALW control measures are inclusive, community focused and guarantee the maximum involvement of all sections in the community. Until such time as the SALW threat can be safely removed, communities should also be involved in the development of specific interim safety strategies promoting individual and community behavioural change.

5 Aim of SCP

The Safer Community Plan is a participatory tool designed to:

a) assist programme staff in the difficult task of gathering detailed and accurate information about SALW at the community level;[6]

b) source local expertise that can be used to improve the analysis of information;

c) analyse the demand side of the need and use of weapons;

d) build grass root support for ongoing or future SALW Control initiatives;

e) monitor and evaluate the safety situation on the ground as a 'village early warning system';

f) provide an immediate response to current safety concerns;

g) provide linkages to other problem solving projects and community policing activities; and

[5] See RMDS/G 01.10.

[6] The National SALW Survey is designed to collect and consolidate information at the national level, but is not targeted at specific communities.

h) involve communities themselves in decisions about SALW measures.

6 Principles of Safer Community Planning

There are nine key principles that underpin best practices in preventing community safety problems;

a) **Information Collection**. Carrying out a survey, audit or mapping to identify the extent and nature of local community safety problems correctly;

b) **Participatory Processes.** Engaging with local communities through community consultation and involvement;

c) **Learning Approaches.** Developing a learning approach to community safety by acting on good practice and research findings about what works;

d) **Consideration of Options.** Appraising options before drawing up a strategy which applies local solutions to local problems;

e) **Targeted Planning.** Setting measurable and realistic targets for improvement and evaluating outcomes;

f) **Strong Local Partnerships.** Developing accountable and delivery focused partnerships that generate ownership for achieving shared outcomes among each of the partners;

g) **An Investment Approach.** Developing an investment approach to community safety by investing in the people and resources necessary to deliver an effective programme;

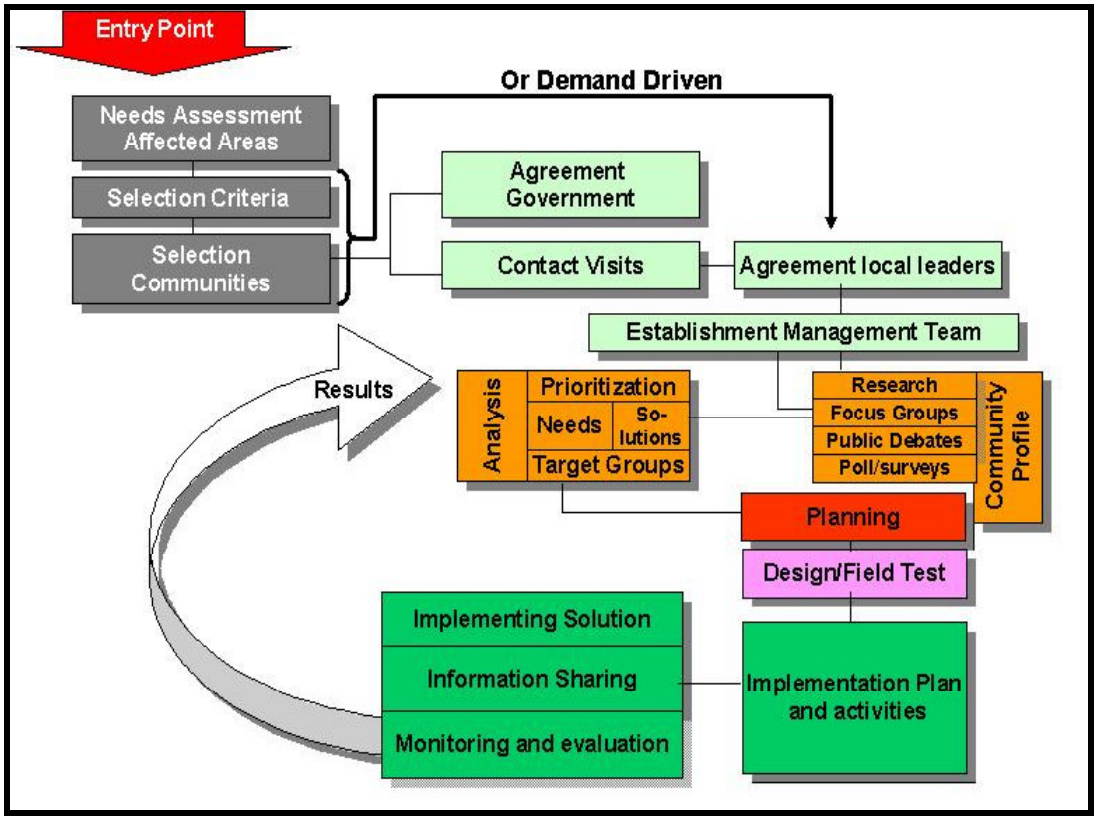
h) **Mainstreaming.** Integrating community safety into the mainstream by making sure that mainstream services achieve tangible community safety outcomes; and

i) **Neutrality.** Providing assistance to disadvantaged populations according to need, demonstrably without bias toward one political or ethnic grouping.

7 SCP planning

7.1 SCP programme cycle

The SCP programme cycle is summarised in the following schematic:



7.2 Development of SCP

Although the structure of individual initiatives should depend to a large extent on local needs, the lack of a structured approach will increase the risks of failure, therefore it is suggested that there be six stages in the development of a SCP:

7.2.1. Stage One - Determine the affected areas and selection of the communities

7.2.1.1 Part 1: Determine the affected areas

Through analysis of the SALW Survey, a geographical map(s) should be developed where the affected areas within the community are indicated. The map(s) should also reflect the following characteristics:

a) different cultures;

b) primary language;

c) ethnicity;

d) rural or urban areas;

e) media coverage;

f) trading patterns; and

g) relief and transport routes.

7.2.1.2 Part 2: Selection criteria and selection of the targeted communities

In a post conflict area, communities that are affected are numerous, so it will be necessary to develop selection criteria for which communities to choose. Criteria may include: public perception, agreement with the national government, impact indicators as described in the project document, level of expected involvement, development resources, and linkages to other projects if available. Also, criteria can be used to explain to the media why these communities have been selected. (Because they are not always the most affected areas and exposure to the media can have a negative investment result, if these areas are seen as a 'Black' spot on the map.)

If the project document is written as demand driven (application filed by communities) then these selection criteria should be helpful for the selection committee to choose the communities that can be funded in accordance to the resources available.

7.2.1.3 Part 3: Detailed information on the selected community

The maximum amount of detailed information on the community itself should be obtained. This will be highly dependent on geography, social and political considerations, the security situation and culture. Information that may be obtained could include:

a) consideration of the ethnic balance of the community versus administrative boundaries;

b) decision-making mechanisms and influential individuals;

c) population density and balance of the community;

d) geographical location;

e) crime statistics;

f) involvement in earlier weapon control initiatives;

g) effectiveness of state security architecture within the community;

h) other development and security sector reform projects in the area and their previous experience;

i) history of violent behaviour;

j) economical development of the region;

k) poverty levels; and

l) media impact.

7.2.1.4 Part 4: Contact visits and agreement of communities

An initial contact visit to the targeted communities should be implemented as soon as possible during the planning process if SCP is to be considered as part of the SALW control intervention. It is critical to future success that; 1) the initiative has the support of community leaders, and therefore they should be consulted at the outset; and 2) the project planning team understand the community within which it plans to operate; and 3) to convince the community these plans will be developed **for them** and **by them**. By doing this, the plan becomes 'demand driven'. At this stage an initial discussion on the formation of a management team can be started, because it is important that the community is included in the planning process.

7.2.2. Stage Two – Analysis, Strategy and Formation of Management Team

7.2.2.1 Part 1: Development of the community profile

The next step is to develop a Community Profile, which is an in-depth study of the community and the impact of SALW on that community. It is largely based on the information collected at Stage 2, and often the two phases are integrated. They have been shown separately here for further clarity. The Community Profile should initially consider the following, although the more detailed the information gained, the higher the probability of a positive impact;

a) SALW generally available or used within the community;

b) root causes for weapons possession;

c) vulnerabilities of the communities;

d) trust in the state institutions and in the security providers;

e) social behaviour;

f) crime and the role of SALW in it;

g) potential allies and obstacles;

h) target audiences, key communicators and information sources; and

i) knowledge of safe storage and safe weapon handling.

An example of a community profile is at Annex C.

This study should initially be research based on open sources for the first phase and then further supplemented with a SALW Demand Survey.[7] In the second phase further in-depth information can be obtained through participatory techniques used in focus groups or group mapping exercises and 'mini' household surveys. Detailed information on such techniques may be found in SASP or the SALW Survey Protocols, although the following may be used as a guideline for the second phase;

a) all sectors of the community should be included in the consultation or mapping process, this requires the use of methods which give access to the needs and habits of both sexes, all age groups and ethnicities. (Special consideration shall be given to the most vulnerable groups in the community, as there is a risk that they may not be represented);

b) the following should be considered for inclusion in focus groups and as members of the SCP development team:
   - Mayor or Village Head;
   - Representative of Police;
   - Representative of Health Sector;
   - Representative of the Municipality;
   - Representative private sector and business;
   - Representative Local Educational System;
   - Representative of Social Services sector;
   - Representatives of local religious institutions;
   - Representative of local NGOs, (including women and youth organizations);
   - 2 Representatives of local society; and

[7] The guidelines and methodology for SALW Demand Survey are outlined in Survey Protocol 4 available from the SEESAC website: www.seesac.org

- Representatives of the different communities or villages.

Examples of participatory techniques and methodology can be found in Annex D.

Information gathered using participatory techniques should then be analysed to highlight the concerns of the community and possible target audiences:

a) List and prioritise.

b) Determine the target groups which you will address, this can best be done by using PARE (Problem-Analysis-Response-Evaluation) Analysis. An explanation of PARE Analysis can be found in Annex E.

c) Determine which target audience is affected and which target audience is able to help you implementing the plan. For more information on Target Group Analysis see Annex F.

At this point it is also important to analyse the existing measures and the earlier implemented measures in order to see what works and what doesn't. Alternatively, analyse where gaps in the strategy exist in order to assure a better impact.

7.2.2.2 Part 2: Development of a Safer Community Strategy

Developing a Safer Community Strategy involves planning to deliver services, infrastructure or products that benefit local communities by; 1) identifying local concerns; and then 2) working with local people to address those concerns. To be of any value, it has not only to reflect local people's concerns about the threat of weapons, crime, anti-social behaviour as well as other issues such as social and economic development, but also to be built through a community planning process which is as fully owned as possible by the community in question.

To engender a problem-solving approach to community safety, the problems within an area or community should be condensed into a clear definition, based on which the community can plan possible responses. This approach has the advantages of:

a) focusing on the problems of most concern to the local community, particularly as they relate to the root causes of SALW problems;

b) targeting the response, thereby making the most effective use of limited resources to resolve the problems in greatest need of attention;

c) providing a baseline for monitoring and evaluating progress so that targets can be set for success and changes of direction can be made through the implementation of the plan; and

d) communicating clearly to the target community what the project intends to address .

The scale and nature of the problem should be tested through public debates, small surveys or frequent meetings with a community problem-solving group, to see if the concerns of mapping exercises or focus groups reflect the real situation on the ground, which may be subject to rapid change.

7.2.2.3 Part 3: Formation of Community Based Entity (CBE)

A Community Based Entity (CBE) should be established to ensure the necessary involvement of the community is in place, and a direct access to the community is provided. The format of the CBE will be dependent on the wishes of the community, although it is likely to reflect the composition of the SCP development team. It should normally have the following tasks:

a) administrative support;

b) logistical planning;

c) act as a source of information for both the community and the project team;

d) provide a direct link to the local community;

e) provide a direct link to the local media; and

f) assist in the monitoring and evaluation of the SCP.

The CBE should be approved by secret voting by the members of the focus groups in order to make them more responsible and acceptable for the community. The project staff should be working closely with the CBE to develop capacity and make the initiative sustainable in the long term.

7.2.3. Stage three - Planning and Field testing

Once the SCP development team and management team have established the community profile, prioritized the problems and determined a limited number of objectives it will need to develop a strategy for achieving each of the objectives, which will constitute the detailed SCP. This should be based on PARE Analysis (Annex E). The partnership may decide to establish small task groups to draft a strategy for each objective, or a small team to draft all of the strategies for the partnership.

Strategic options should be carefully considered and a strategy for achieving each objective drawn up before drafting the detailed action plan. Action planning cannot start in earnest until a strategy has been drafted. There are four key stages in developing the strategy:

a) Analysis of the key elements of the problem to be tackled (including its underlying causes and associated risk factors). This has already been established in the PARE Analysis.

b) Systematic consideration of all possible ways of tackling the problem.

c) Linkage of the strategies to the target audience analysis to determine which target audience can be the most influential to contribute to the objective and to determine what could eb the impact on the intended target audience but also what would be the impact on the non intended audience in order not to disturb their quality of life.

d) Appraisal and selection of interventions to include in the SCP.

In order not to waist resources a risk assessment and a SWOT (Strengths, Weaknesses, Opportunities and Threats) analysis should be done immediately to field test the plan in order to assure its success.

Additional bilateral meetings with, for example, the police could be done to synchronise the existing community policing activities with the safer community plan.

The Plan should be broken down in the following topics: objectives[8], activities, output indicators, outcome indicator and means of verification.[9]

7.2.4. Stage four - Implementation of the plan

Implement the plan as foreseen.

7.2.5. Monitoring and evaluation

In terms of monitoring and evaluation; 1) performance indicators should be established with baselines agreed and systematic methods in place for monitoring variations; and 2) a simple

[8] As prescribed in SEESAC SASP P.49, all objectives should be SMART (Specific, Measurable, Achievable, Relevant, and Timetabled).

[9] Example of planning and an extract of a plan can be found in SEESAC SASP page 76.

'success indicators' system should be set up to inform the target community regularly about progress in the SCP implementation. Development of a monitoring and evaluation plan should follow the method outlined SEESAC SASP chapter 8, but be aware that a plan should be monitored from the early beginning in order to reach the expected results.

8 Areas of responsibility

8.1 United Nations Development Programme (UNDP)

UNDP has a general responsibility for enabling and encouraging the effective management of SALW control programmes by continuously maintaining an overview of RMDS/G to reflect developing SALW control norms and practices, and to inform of any changes to international regulations and requirements.

UNDP should apply RMDS/G to its SALW Control interventions within South Eastern and Eastern Europe unless the local situation precludes their effective application. In such circumstances, when one or more clauses of the RMDS/G is not appropriate, UNDP will provide alternative specifications, requirements and guidance.

8.2 Regional organizations

In certain areas of the world, regional organizations have been given a mandate by their member states to coordinate and support SALW control programmes within a state's national boundaries. (For example, EUFOR within Bosnia and Herzegovina).

In these circumstances the regional organization should assume many of the responsibilities and roles of the national SALW authority, and could also act as a conduit for donor resources. The responsibilities and roles of regional organizations for SALW control, including SALW survey, will vary from state to state and may be subject to a specific Memorandum of Understanding, or similar agreement.

8.3 SEESAC

SEESAC shall provide operational assistance, technical assistance and management information, within resources and on request, to all SALW Control and SCP programmes within South Eastern and Eastern Europe.

8.4 National SALW authority

The national SALW authority should be responsible for ensuring the conditions that enable the effective management of national SALW projects. The national SALW authority is ultimately responsible for developing and managing the SALW intervention programme within its national boundaries.

The national SALW authority should be responsible for establishing and maintaining national regulations and procedures for the management of SALW Control activities. These national regulations and procedures should be consistent with RMDS/G, and other relevant national and international standards, regulations and requirements.

8.5 SALW control organizations

NGOs, commercial companies and other organizations involved in SALW Control intervention activities should establish Standing Operating Procedures (SOP), instructions or procedures, which enable the development of SCP activities to be conducted effectively, efficiently and safely in accordance with sound quality management principles. These SOPs should be based on the appropriate national regulations, or in their absence RMDS/G.

8.6 National and Regional Communities

It is the responsibility of national and regional communities and factions to assist the national SALW authority, and other regional and international authorities in the establishment and implementation of SALW control measures, including direct support for SCP.

Annex A
(Normative)
References

The following normative documents contain provisions, which, through reference in this text, constitute provisions of this part of the standard. For dated references, subsequent amendments to, or revisions of, any of these publications do not apply. However, parties to agreements based on this part of the standard are encouraged to investigate the possibility of applying the most recent editions of the normative documents indicated below. For undated references, the latest edition of the normative document referred to applies. Members of ISO and IEC maintain registers of currently valid ISO or EN:

a) RMDS/G 01.10;

b) SALW Survey Protocol 4; and

c) SALW Awareness Support Pack (SASP 2).

The latest version/edition of these references should be used. SEESAC hold copies of all references used in this standard. A register of the latest version/edition of the RMDS/G standards, guides and references is maintained by SEESAC, and can be read on the RMDS/G website: www.seesac.org. National SALW authorities, employers and other interested bodies and organisations should obtain copies before commencing SALW programmes.

Annex B
(Informative)
Terms and definitions

B.1.1
micro-disarmament
the collection, control and disposal of small arms, ammunition, explosives, light and heavy weapons of combatants and often also of the civilian population. It includes the development of responsible arms management programmes.

B.1.2
national authority
the government department(s), organization(s) or institution(s) in a country charged with the regulation, management and coordination of **SALW** activities.

B.1.3
Safer Community Plan (SCP)
a community–based activity, designed to place the needs and priorities of affected communities at the centre of the planning, implementation and monitoring of SALW Control activities.

B.1.4
Small Arms and Light Weapons (SALW)
all lethal conventional munitions that can be carried by an individual combatant or a light vehicle, that also do not require a substantial logistic and maintenance capability.

Note: There are a variety of definitions for SALW circulating and international consensus on a 'correct' definition has yet to be agreed. For the purposes of this RMDS/G the above definition will be used.

B.1.5
standard
a standard is a documented agreement containing technical specifications or other precise criteria to be used consistently as rules, guidelines, or definitions of characteristics to ensure that materials, products, processes and services are fit for their purpose.

Note: RMDS/G aim to improve safety and efficiency in SALW Control by promoting the preferred procedures and practices at both headquarters and field level. To be effective, the standards should be definable, measurable, achievable and verifiable.

B.1.6
survey (SALW Survey)
a systematic and logical process to determine the nature and extent of SALW proliferation and impact within a region, nation or community in order to provide accurate data and information for a safe, effective and efficient intervention by an appropriate organisation.

Annex C
(Informative)
Example Safer Community Profile layout

1. Introduction.

2. Location.

3. Population.

a. Total.
b. National Structure and Distribution.
c. Age Distribution.
d. Gender Balance.

4. Social Infrastructure.

a. Education
b. Health.
c. Culture.
d. Communal Infrastructure Differences.

5. Local Economic Situation.

6. Local Political Situation.

a. Political Parties.
b. Local Political Balance.
c. Community Leaders.
d. Community Power Structure
e. Relations with state authorities and other communities

7. Media/Communications Aspects and Influence.

a. TV.
b. Radio.
c. Print.
d. Other Communication Systems.

8. NGO and Civil Society Organizations.

9. Community Statistics and Issues.

a. Crime.
b. SALW Possession and Seizures.
c. SALW Accidents.
d. Legal Prosecutions related to SALW.
e. Victims.
f. Anti-Social Behaviour Issues.
g. Environmental Problems
h. Poverty levels.
i. Impact costs of community safety problems

10. Human Security and Safety Concerns and Issues.

11. Target Audiences.

12. Community Priorities.

Annex D
(Informative)
Participatory techniques

Identify and prioritize problems.

Golden rule: A problem occurs where something goes wrong.

After having listened to the focus groups or public debates, it is very important to prioritize the problems.

1. Is the problem important for everybody/ geographically related or related to one target audience?
2. Will the approach have immediate impact or not?
3. What are the underlying causes of the problem?
4. Where do things go wrong?

The best solution can be found by different participatory techniques, below you can find some ways to have the best results:

1. Matrix Ranking

Put the identified problems in a matrix and let people rank them from 1 to 5.

PROBLEMS:	1	2	3	4	5
Drug addicts			x		
Multi Ethnic relations			x		
Robberies				x	
Domestic Violence				x	
…					
…					

1 = low importance, 5 = high importance

Out of this chart then analyze what is the most important for the people in the community, this chart can also summarise what is important by gender, ethnicity, different part of the communities, elders, youth. You just have to send out the formula and get a reply and let people list their gender or location, etc… on the paper, do not ask them to put their name.

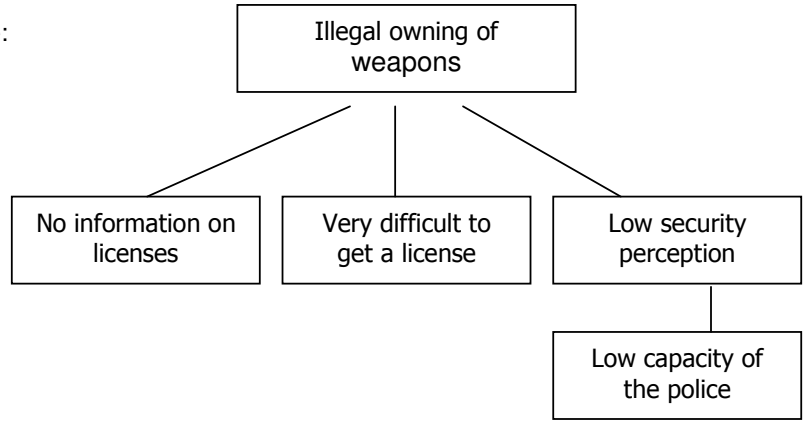
2. Mapping exercise

Map the location of the problem. This exercise is meant to localize the problem geographically. Give the community a sketch of the community and ask then to draw the non-safety areas and why they are unsafe on the map.

3. Linkage Diagrams

Draft linkage diagrams between the problem and the root causes and/or target audience that are influencing them in the positive or the negative way.

Example:



This chart can be very helpful to analyze where to address the problem.

4. Develop sociograms of the community.

Sociograms are a visual way of showing how different people or institutions relate to one another. The physical position and size of an organization may indicate its importance, and lines between organizations their connections. A series of organigrams can be used to examine the perspectives of different subgroups and to understand. Try to develop these sociograms from the view of the organizations and the view of the citizens. It will be interesting to see if there are differences between the perceptions of importance.

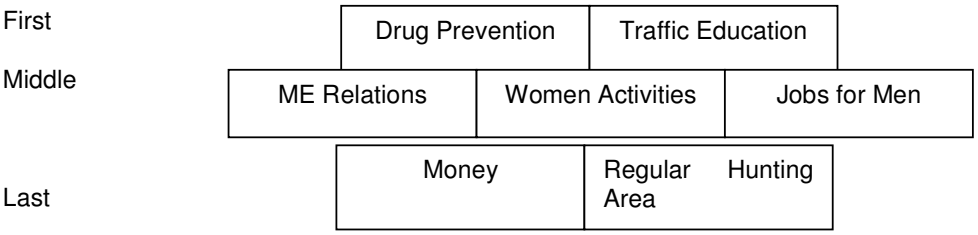
5. Seasonal calendars

Seasonal calendars can show when to address what, for example celebratory fire is most frequent around New Year, around April and in July and August because of the marriage season. This can also be done for other problems.

6. Diamond ranking

Diamond ranking is a way of discussing priorities without the need to agree on the absolute order of first, second, third, etc… They are therefore good for looking at the aims or objectives of an activity, where the first and the last priorities might be clear to everyone, but there will be a group in the middle with no clear advantages or disadvantages over each other. Diamond ranking only works with a certain number of answers to the question; seven or nine are ideal.

Put seven or nine boxes on a flip chart and ask people to rank the suggestions as first, middle and last priority.



Annex E
(Informative)
PARE Analysis

PARE Analysis focuses on Problem Identification, Analysis, Response and Evaluation.

PROBLEM IDENTIFICATION

LIST the perceptions, symptoms

IDENTIFY perceived problems

(but WHY)

ANALYSIS

EXAMINE the problem (s) – (5Ws)

WHO WHAT WHERE WHEN WHY

CONSIDER information on:

- ❑ The victim or people targeted
- ❑ The offender or people held responsible
- ❑ The situation

DETERMINE

- ❑ Impact
- ❑ Seriousness
- ❑ Complexity
- ❑ Solvability

PRIORITIZE the problems

IDENTIFY your problem(s) and goal(s)

- ❑ Eliminate
- ❑ Reduce
- ❑ Reduce harm or impact
- ❑ Redefine responsibility

RESPONSE

IDENTIFY strategies – e.g:

- ❑ Enforcement (synchronization with community policing plans)
- ❑ Policy/laws
- ❑ Visibility
- ❑ Information/ Risk education
- ❑ Interagency cooperation
- ❑ Prevention / target hardening
- ❑ Environmental design
- ❑ Social development

ASSESS and **SELECT** strategies

- ❑ Identify Tasks

WRITE and **IMPLEMENT** action plan

- ❑ Strategies
- ❑ Tasks for each strategy
- ❑ Strategy evaluation
  - o Completion date and objective
  - o Expected results

EVALUATION

CONDUCT plan and evaluation

ANALYZE plan results

DOCUMENT and **SHARE** 'Lessons learned'

Annex F
(Informative)
Target Audience Analysis

A target audience is a group of people with a common set of characteristics that may make them susceptible to the project. An audience can be defined along any lines, for examples, community, to a religious, ethnic, gender, geographical or income groups. Having gathered information on the problems different groups can be identified to address because they can have a particular relationship to the problem.

Clearly identifying audiences will support programme objectives and is the key to success. The following types of audiences can be determined:

Ultimate
Audiences who are the final targets of a strategy, whose knowledge, attitudes and behavior must be influenced.
Intermediary
Audience suitable as a 'vector' to convey core messages to others, (e.g parents to children). Intermediate audiences may, or may not be part of the ultimate audience.
Apparent
Audiences that appear to be the target of the project, but who are in fact not the intended target audience
Unintended
Audiences which are intended to be reached, but who receive messages intended for others

The intended audiences will require to be analyzed and prioritized. Target audience analysis is the process by which audiences of significance to the project objectives are analyzed for:
Conditions
Any environmental situations over which the target audience has virtually no control but may have an effect on the target audience
Effectivity
The ability of the target audience to respond in a desired way (although an audience may be susceptible, its members may not be capable of acting because of constraints. Constraints can be physical, sociological, political, psychological/emotional or economical). In order to judge the potential impact on an audience consider: ☑ The power structure of the community ☑ The position of the target audience within the structure(s) ☑ Who influences the audiences? ☑ Who is influenced by the target audience?
Vulnerabilities
These generally correspond to the conditions previously listed. For example, lack of food creates a vulnerability of hunger.
Susceptibility
The degree to which the target audience can be influenced to respond in such a way as to further project objectives.
Accessibility
The ease with which a target audience can be reached.

Taking all the above-mentioned factors, we can rate the importance and influence of the target audience in order to contribute to a certain project.

Audience	Size of Audience Segment		Importance to project		Likelihood that audience will be cooperative		Rating	Should be integrated in the strategy.	Focus only on this audience to achieve goals?
	A		B		C		=A+B+C		
	Rating	% Pop	Rating	Importance	Rating	Likely			
	1		1		1				
	2		2		2				
	3		3		3				
	4		4		4				
	5		5		5				
Rural	5		5		4		14	Yes	No
Urban	5		4		5		14	Yes	No
Single	2		3		5		10	Yes	No
Married	5		5		3		13	Yes	No
Roma	2		4		2		8	No	No