



# **Good Practices in Nonviolent, Unarmed, Civilian to Civilian Protection**

Documentation of the Workshop in Nairobi,  
12-14 November, 2018

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## **Abstract**

This report summarizes the most important discussions, issues and findings of the Workshop with the title “Good Practices in Nonviolent, Unarmed, Civilian to Civilian Protection” that Nonviolent Peaceforce organized in Nairobi/Kenya between the 12<sup>th</sup> and 14<sup>th</sup> of November, 2018. It convened Unarmed Civilian Protection (UCP) practitioners, field partners, beneficiaries and academics from or working in sub-Saharan Africa, namely: South Sudan, Kenya, Uganda, Burundi, Rwanda and Nigeria, to reflect on their work.

The full documentation is available online under: <http://www.nonviolentpeaceforce.org/what-we-do/about-3/new-report-good-practices2>

Nonviolent Peaceforce

Summary of the Documentation of Workshop on Good Practices in Nonviolent, Unarmed, Civilian to Civilian Protection; 12<sup>th</sup> to 14<sup>th</sup> of November, 2018.

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## Good Practices in Unarmed Civilian Protection

The workshop took place in Nairobi/Kenya between the 12th and 14th of November, 2018. Unarmed Civilian Protection (UCP), sometimes also called civilian peacekeeping or protective accompaniment, is the practice of deploying specially trained unarmed civilians before, during, or after violent conflict in order to prevent or reduce violence, to provide direct physical protection to civilian populations under threat, and to strengthen or build resilient local peace infrastructures.

The workshop was one element in the second stage of a four-stage good practices process the INGO Nonviolent Peaceforce started in order to improve and expand UCP, and to influence policy for protecting civilians, preventing violence, supporting local initiatives and sustaining peace. After the publication of four case studies (“Wielding Nonviolence in the Midst of Violence”<sup>1</sup>, edited by Ellen Furnari, 2016), five to six<sup>2</sup> workshops organized on a regional basis are being held. They are made up of UCP practitioners, field partners, beneficiaries and academics who meet for three-day sessions to review their work, analyze findings of stage one and validate good practices and emerging themes as well as identify dilemmas or challenges raised but not answered by the cases. This then will be followed by an international conference and, as the last step, the publication and dissemination of the findings. Two workshops addressing work in S.E. Asia and the Middle East (in Manila and Beirut) were held previous to this one.<sup>3</sup>

### The Workshop

The workshop in Nairobi convened about 40 Unarmed Civilian Protection (UCP) practitioners, field partners, beneficiaries from countries of sub-Saharan Africa, namely: South Sudan, Kenya, Uganda, Burundi, Rwanda and Nigeria, and academics from Europe and the United States, to reflect on case studies and learn from one another. The participants of the workshop were carefully chosen for their current or previous work doing civilian to civilian protection; receiving protection from such organizations; and/or their academic research and writing on the topic. Many were interviewed before the workshop took place, to get their input on the most pressing topics to address.

The workshop was carried out through a mixture of panel presentations, in-depth small group work, and plenary discussions of group findings, putting specific focus on good practices, but also on potential challenges and dilemmas of UCP work. The documentation was done on the basis of notes and recordings of the various workshops and plenary discussions.

The workshop generally followed the same model as the earlier two. It started with an introductory plenary which ended with participants given the task to mark on a “wheel of UCP practices”, generated by NP, which activities they were involved in and what practices they would like to learn more about. This was followed with a “World Café” on principles of accompaniment/UCP – a method where participants move from table to table to discuss certain points.

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<sup>1</sup> Furnari, Ellen (2016): *Wielding Nonviolence in the Midst of Violence*, Institute for Peace Work and Nonviolent Conflict Transformation, Norderstedt: book on demand.

<sup>2</sup> In the first report, the number of five workshops was given but in the meantime it has been decided to separate Europe and North America, so the total is six: South-East Asia, Middle East, Subsaharan Africa, South and Middle America, Europe and North America.

<sup>3</sup> See <http://www.nonviolentpeaceforce.org/what-we-do/about-3/new-report-good-practices2>

Then the participants broke into the first of five rounds of working groups which stretched over the next 2.5 days. These groups received a list of questions to discuss based on the pre-workshop interviews with participants, and the facilitators decided whether to go through them all or pick only some. Each session of working groups was followed by a plenary where the groups reported on good practices and challenges identified. (See the agenda of the workshop under 6.3.)

On the third day, there was a plenary where participants were asked to name good practices discussed during the workshop that they had found of particular importance. When the list had been created, everybody was asked to mark those three good practices they thought were the most important, and mark all those they may not agree with or felt warranted more discussion. Four topics were then chosen to be discussed in more depth in small groups, before the workshop closed with short reports from these groups and some farewell messages by the hosts. These were topics that either were considered very important or had not come up sufficiently in earlier working groups. However, as to findings of these additional groups, there was considerable overlap with what earlier groups had stated as important practices and challenges.

The findings of this workshop have been significantly influenced by the practice of NP in South Sudan, though experiences from INGOs and networks working in other countries came in at many points, in particular in the break-out groups on youth, elections, gender and staff welfare. However, unlike the other workshops the findings here cannot really be considered to be a comparison of practices in one geographic region. The organizers of the workshop cannot be blamed for this – UCP is far less developed as an approach of its own in sub-Saharan Africa than it is in the regions the previous workshops focused on. The validation of what was suggested as good practices came more from the other participants comparing what was suggested by NP to the situations in their countries and – this was made quite explicit at times – asking themselves the question, “would this work in my country?” Again and again requests were made to NP to start working in other African countries, both in situations of civil war and in a preventive capacity in places where violence (for example around upcoming elections) threatens.

In the following sections, some important findings will be described. The appendices contain a list of all good practices and a list of attendees.

## Framework and Tactics of UCP

### Principles

The different principles of UCP – nonviolence, nonpartisanship, independence, primacy of local actors and do no harm that had been identified in the earlier workshops - were confirmed as being important, and a few more added, among them “non-discrimination when choosing whom to help”, “responsibility and accountability” and the “humanitarian principle to help”. Unlike the earlier workshops, nonpartisanship was not questioned, though people spoke of this principle as



The “UCP Wheel”

being a challenge to maintain. It was observed that all these principles are context-specific regarding how they are interpreted, and that they are very interrelated. For example the distinction between nonpartisanship and independence was defined as nonpartisanship being the overarching principle and independence the principle describing how to implement UCP. Good practices required to avoid doing harm include careful consultation with communities, independent context analysis and an inclusive approach.

Sometimes principles are compromised because they may conflict with each other. Saving lives – the humanitarian imperative – was in some shared examples given priority over any of the other principles, in particular independence and nonviolence. It was also stated that when principles are compromised, the consequences of that must be mitigated. Interesting and perhaps to explore in future workshops is the implicit hierarchy of principles in people’s thinking. It is probably not a random process of deciding which principles may be compromised for others, and where absolute boundary lines are drawn.

### Deterrence and Relationship-building

While other workshops in this series (see references) discussed the intertwining strategies of deterrence and encouragement, the discussion in Nairobi focused almost exclusively on relationship-building, its importance and how to do it. These relationships were used primarily in encouragement strategies – that is encouraging people to do the right thing. Deterrence was only implicitly referred to as something that plays a role in protection. The presence of internationals was described as a deterring factor, which seems to stem primarily from the quality of being “international”. However, there is also a mutual relationship of protection between national and international staff – in many ways the national staff feels responsible for the safety and security of its international colleagues.

Relationship-building is an ongoing activity, it has to happen with a multitude of actors at all levels of society, and in many ways is the basis for all other UCP work. It requires long-term engagement that leads to trust and sustainable relationships. For international NGOs, staff turnover is probably the biggest challenge here because it makes it more difficult to maintain stable, ongoing relationships.

### How UCP Works in Sub-Saharan Africa

There are different levels of conflict in many countries in sub-Saharan Africa, and they are often related because of the different layers of identity people have: conflicts within a family, between families in a community, conflicts between clans and/or communities of the same ethnic group, and conflicts between armed actors identifying with different ethnic groups (like Nuer and Dinka in South Sudan). In some countries, religious identities (e.g. Christian vs. Muslim) also play an important role. And politicians mobilize using these identities/ethnicities to fight their political opponents. A “small” conflict can easily escalate to massive fighting between large groups, and therefore UCP may need to deal with all the layers.

Identification of community capacities is an essential aspect of UCP work. There are always existing capacities in any community. Each community identified for UCP work has to be engaged with to get information on local values and local practices for protection. These capacities can be harnessed and used to provide protection to communities facing protection risks. Local experts (for example women who then join the Women Peacekeeping Teams that are set up by NP in South Sudan) can also be identified in the process and be trained as facilitators to advance UCP work in the communities. At the same time this helps to increase communities’ resilience as well as strategies for self-protection.

UCP starts best from the grassroots. It was said that mini-dialogues and conflict resolution within the community, from family to family, clan to clan, and only then from community to community, has proven to be a good practice.

Multi-level engagement ('protection advocacy') and inclusivity are required to build a safety net, involving local leadership, higher level national and even international leaders/organizations, and armed actors from all sides of the conflict.

Identification of moderate actors (tracking of intermarriages, cohabitation, moderate clans that are not identifying with a side in the conflict), and looking for capacities and people who can be change makers (role models) within the communities, are the most promising approaches to ethnic and religious conflict. When you find moderates from all sides who are willing to talk to each other and to cooperate, they in turn will influence others to follow suit. Since they are often threatened by radicals, the role of UCP here can be to protect them so that they can do their work.

### Special Target Groups

Generally, it was stated that traditional values (marginalization of women and social acceptance of domestic violence, identification of being a young male with being a fighter) can be obstacles for UCP. They come into play when working with different target groups. The workshop discussed three categories of target groups with whom UCP work is taking place:

1. Women: The mainstreaming of gender has moved forward in many organizations and in many countries to a degree that both men and women acknowledge the importance of gender issues. NP has developed Women Peacekeeping Teams, a special instrument of UCP that works very successfully on GBV and other intracommunal conflicts as well.

The workshop noted that in regards to LGBTQI+ however, people who do not fit into the dichotomy of heterosexual men and women are marginalized, threatened, and also human rights and UCP organizations find it difficult to address these issues.

2. Youth: The importance of working with youth – of both/all genders – is very high. This is certainly not only true for sub-Saharan Africa. Special approaches are needed to working with youth, keeping in mind that youth fall into several categories – for example youth in IDP camps, young men (or women) as fighters, young girls, young women with children etc. Much of what was discussed about this work might, however, fall more under peacebuilding in general than under UCP in particular. That said, it clearly contributes to violence prevention and civilian protection, to engage youth in nonviolent and peace oriented activities and training. As already noted, small conflict involving youth can easily become large conflicts.

3. IDPs and refugees: UCP can play a very important role protecting IDPs and refugees. In South Sudan, but probably also in other countries suffering from civil war, this mostly refers to three scenarios: First, working with local communities to prepare and secure evacuation/flight if it becomes necessary. EWER systems here are very essential, as are concrete material preparations for displacements (where to go to, what to take, how to make sure that families meet each other again).

The second is work in IDP camps (in South Sudan some of them are UN Protection of Civilians Sites - PoCs) where there are multiple security challenges and internal conflicts.

The third is working with IDPs who are outside such formal infrastructures, be it in towns or just somewhere in the bush. Typical conflicts are *inter alia* between IDPs who may belong to different factions, outcomes of criminal activities, conflicts between IDPs and host communities and conflicts between IDPs and authorities.

## Cooperation Among Agencies Working in the Field

Another point raised in several groups was the complex nature of the relationship between the different agencies working in the field. It was emphasized that coordination and cooperation are important but different mandates and Standard Operating Procedures (SOPs) are sometimes a challenge and barrier to closer cooperation. This is not only true for the relationship between national and international agencies but also for that between different international agencies. NP seems to have found a niche as being the INGO that is often first in a place and opens the way for others, but it is also cooperating with (I)NGOs after that first phase. A special issue discussed are the limitations the military peacekeepers have compared to the unarmed ones: Participants attributed it mostly to the SOPs of the military and the bureaucracy of the UN peacekeeping mission. The mission command structure requires local commanders to check back with their national HQs before acting, so that often they are unable to respond in a timely manner to threats.

## UCP and Elections

UCP tactics have definitely been useful during election periods in African countries in order to contain or prevent violence that so often accompanies these elections. Again, there is a thin line between general civic engagement and a more particular role for UCP. If NP or other UCP organizations become more active in this field, it might mean shorter-term missions, not necessarily a multi-year long presence, but it would be necessary to be in the place long enough for proactive work before the elections as well as staying on long enough after to watch for and help prevent potential conflict post elections.

## Protective Accompaniment (PA)

The discussion in the Nairobi workshop focused on accompaniment in the situation in South Sudan, a setting that is different from the “classical” PA with Human Rights Defenders (HRDs) who are threatened for their human rights work. However, the lessons and the challenges described are very much the same as PA with HRDs, especially when it is not PA only for certain occasions (like taking someone to a hospital and back) but a general, longer term accompaniment. Such PA with individuals is considered to be amongst the most time consuming and also the riskiest work UCP actors can do. Threats – overt or covert - often come from within the power structure. The targets are often people who struggle for rights, so those in power feel threatened. That may put the accompanying organization at risk – up to the point of risking its continued stay in the field. For that reason, it was emphasized that organizations must be ready to refuse to do PA if the risk is deemed too high.

Even when a PA is agreed, it is important to manage expectations. It is necessary that both sides – the UCP organization and the person accompanied – understand and agree on the commitment and what the UCP organization can and cannot do. Ending/Exit strategies are also needed. This may be through referral or if the threat diminishes.

It is very easy to fall into the trap of making decisions for the person the organization seeks to protect. The primacy of decision-making must remain with the person even if the accompaniers do not agree with choices s/he makes, though in the worst case that may mean that the accompaniment has to be ended.

## Early Warning Early Response (EWER) and Preparing for Flight

Preparation for self-protection by communities and EWER systems have become a central part of

UCP work by NP in South Sudan. Probably the central lessons are that conscious and early preparation for such emergencies is necessary, building whenever possible on preexisting strengths and mechanisms the communities have used but helping to elaborate and improve them. This work focuses on civilian protection not through prevention of violence and conflict but by responding to it by getting civilians out of harms' way.

A presentation by Casey Barrs on the topic of self-protection can be found in the full documentation of the workshop (which can be found at <http://www.nonviolentpeaceforce.org/what-we-do/about-3/new-report-good-practices2>) under 6.6.

### Local Mediation

Mediation at the local level is often something UCP actors need to engage in. However, the preferable way to do this is to work with mediators from the local community who may already be in place or who have been identified and trained by the UCP organization. It is important to recognize that these mediation efforts are often long, slow processes. However, processes to settle conflicts are sometimes made more complicated by various other actors like large agencies that also engage in mediation efforts but operate on extremely short deadlines or without having the necessary local knowledge. Doing mediation without proper preparation or long-term commitment, sometimes does more harm than good.

## **Managing UCP Projects**

### Overcoming Resource-caused Limitations

Have mobile teams that allow flexible interventions, using a window of opportunity in moments of calm to access displaced populations and also ensuring that hard to reach populations are served was referred to as a good practice when there is not enough staff to cover all areas. Expanding the scale and reach of projects was an important topic in the workshop; here the dependency on grants by donors and the lack of extra budget lines for UCP were points raised.

### Infrastructural Challenges

The workshop identified a number of good practices and challenges regarding infrastructure challenges. Most of these seem to be of a general nature and not at all limited to countries like South Sudan, although the lack of physical infrastructure (good roads etc.) certainly adds to the infrastructure challenges and makes UCP work more difficult. But protecting digital and other information, safe places etc. are issues to be found anywhere.

### Staff Welfare

Staff welfare should be considered a condition for good UCP work – people who are burnt out or traumatized are challenged to meet the expectations of the hard work. They tend to either leave or become dysfunctional, thereby adding to the stress of the whole team. Therefore, it seems to be essential that all organizations take care of their staff and make all services that may be necessary available, and in ways that normalize or avoid stigmatization for utilization. However, there may be a lack of resources, failure by management to understand the importance and last not least, resistance from the side of staff itself to invest enough in this field.



## Actor mapping

Actor mapping is a well-developed and very useful tool which everyone can easily learn and use. It is essential to regularly update the actor mapping analysis, and as an ongoing activity helps when planning UCP activities in different fields, from GBV through village mediation to safe routes for IDPs. The methodology is described more in detail in the full documentation under 4.4.

## **Comparison to Earlier Workshops and Studies**

The focus on NP also allows a direct comparison with the findings of Ellen Furnari in her study on South Sudan. She had finished her field work at the beginning of 2015. Some of her findings on good practices are identical to the ones here, for example regarding the principles of UCP, links of different types of violence and the primacy of local actors, relationship to authorities, EWER, IDPs. In addition, her study focused on organizational questions (program development, culture of the organization, team relationships, security etc.) which did not play much of a role in Nairobi. Therefore, it could probably be best said that the two studies complement each other in some regards. For example the workshop in Nairobi went into more detail regarding HOW things are being done, such as how good relationships to communities are being built. And it also looked in more detail at what role work with particular target groups plays and what challenges come with working with some of these groups. The rapporteur did not find contradictions to Furnari's study. Interesting differences especially to the good practice workshop on UCP in Beirut that focused on the Middle East came up in two regards: Dealing with gender-based violence and work with IDPs. As to gender-based violence, organizations in sub-Saharan-Africa seem, as mentioned earlier, far less hesitant to raise GBV that occurs in family contexts than organizations in the Middle East are. In both areas, it is sensitive. At first glance, the assumptions may be that in the sub-Saharan Africa context either the danger of such "private" conflicts to escalate to larger-scale violence is higher, or the taboo is a little less. However, the rapporteur rather tends to believe that at least part of the explanation lies in the identity of the UCP actors: In the Middle East, the international (foreign) component of the actors was rather high. In Sub-Saharan Africa, local people (Women Peacekeeping Teams or local NGOs) are much more in the lead of UCP activities. And they may have better access and find more acceptance to deal with such issues.<sup>4</sup>

On IDPs, in Beirut the discussion identified three types of activities:

1. Preventing displacement through rumor control, approaching fighters to move away, and other supportive measures.
2. Protective accompaniment or presence to directly prevent violence, be it from external forces or among the IDPs/refugees themselves, and in various situations, from fleeing through living in camps to returning home.
3. Peacebuilding activities, empowerment, capacity-building etc. with refugees/IDPs to lessen tensions and to strengthen people's capacity, and reconstruction activities where people came from.

This is very similar to what has been said on the situation in sub-Saharan Africa though in Beirut the discussion focused perhaps a bit more on return of IDPs and refugees and how to prepare them for that. This latter being an issue which will come up at least in South Sudan in the future but seemed not to play a big role at the moment.

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<sup>4</sup> The rapporteur also knows for example of local Pakistani NGOs working successfully on GBV but they were not present at the Beirut workshop. This report is not the place to follow this up but is mentioned here to strengthen the suggestion above.

## What is UCP and How Does it Relate to the Wider Peace Strategies?

This question was touched upon in the two earlier workshops but came up with more urgency in Nairobi. UCP has been defined here in line with Nonviolent Peaceforce's definition as "the practice of deploying specially trained unarmed civilians before, during, or after violent conflict in order to prevent or reduce violence, to provide direct physical protection to civilian populations under threat, and to strengthen or build resilient local peace infrastructures". The general peace strategies - peacebuilding, peacekeeping and peacemaking<sup>5</sup> - as they were first defined by Johan Galtung<sup>6</sup> are seen as three approaches to peace that must complement each other. In the working group on youth, several approaches to working with this target group were shared that can hardly be considered UCP in a stricter sense – for example offering vocational training or micro credits to set up businesses, work in youth clubs or organizing sports and other activities.

Anything that reduces conflict of course also contributes to the prevention of violence, so much if not all of **peacebuilding** has an angle of UCP. And vice versa, UCP can definitely contribute to peacebuilding as researchers on UCP have been demonstrating.<sup>7</sup> However, there is in the eyes of the rapporteur a risk that UCP disappears as a category of its own when all peacebuilding tactics are assumed to be also UCP tactics. The line between peacebuilding and UCP gets more and more diffuse the more UCP stops being identified with the macro strategy of peacekeeping (dealing with the aspect of violence in a conflict).

The question came up again in a second working group, that on elections and election monitoring. Is **election monitoring** UCP, or is the role of UCP to train monitors and other stakeholders, including the political parties, in prevention of violence around the elections? Or is UCP only the protection of civilian election monitors when threatened with violence? Participants of the group tended to the second interpretation. General civic education, it was said, would rather be left to partner organizations.

A very clear dividing line is made by NP in South Sudan between UCP and the delivery of **material aid** (food, medical aid etc.). Humanitarian aid is not a peace strategy per se but conflict-sensitive aid meets the widely acknowledged principle of Do No Harm, and clearly has an overlap with peacebuilding. And NP is at times involved in protecting aid delivery and increasing the conflict sensitivity of aid delivery programs. Regarding the delivery of material aid directly, NP sticks to its policy of not offering such services but referring people in need to other agencies. However – is this really a policy held by all UCP actors? So far, nothing contrary has been mentioned in the

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<sup>5</sup> Peacemaking: the search for a negotiated resolution of the perceived conflicts of interests between the parties. (Ryan, Stephen (1995) 2nd edn.: *Ethnic Conflict and International Relations*. Aldershot: Dartmouth Publishing Company Ltd, pp. 106).

Peacekeeping: "control the actors so that they at least stop destroying things, others, and themselves." (Galtung, Johan (1996): Galtung, Johan (1996) *Peace by Peaceful Means*. Peace and Conflict, Development and Civilization. London: Sage Publications, pp. 103

Peacebuilding: „addresses structural issues and relationships between the conflict parties or that otherwise seek to reverse the destructive processes of conflict and war.“ (Schweitzer, Christine (2010): *Strategies of Intervention in Protracted Violent Conflicts by Civil Society Actors*. The Example of Interventions in the Violent Conflicts in the Area of Former Yugoslavia, 1990 – 2002. Vehrte: Soziopublishing, pp. 44)

<sup>6</sup> Galtung, Johan (1976) ,Three approaches to peace. Peacekeeping, peacemaking and peacebuilding. 'In: *Peace, War and Defence - Essays in Peace Research* Vol II. Ed. Galtung, Johan. Copenhagen:Christian Ejlers: 282-304

<sup>7</sup> Furnari, Ellen (2015): Securing Space for local peacebuilding: the role of national and international civilian peacekeepers. In *Peacebuilding*, Vol 3, issues 3 2015., <https://www.tandfonline.com/doi/full/10.1080/21647259.2015.1040628>

workshops but there definitely are such organizations – for example in the Western Balkans some such examples could have been found in the 1990s.<sup>8</sup>

Another field where overlaps between categories of peace strategies can be found will probably come up in the next workshop, that on UCP/accompaniment in Latin and Middle America: The relationship between UCP and **human rights work**. Without wishing to preempt the findings of that workshop, it can be assumed that an answer that some of the organizations will give is the classic PBI formula: Protective Accompaniment opens space so that the HRDs can do their work safely and securely.

The fifth field, the relationship between nonpartisan UCP and **solidarity work**, was explored in the Beirut workshop. There, two types of UCP work were distinguished: Protection work by organizations that consider themselves nonpartisan to the conflict issues and focusing on violence from any side, and organizations that come into a territory to support a political struggle through protecting its activists. Examples are various initiatives coming in solidarity with the struggle of the Palestinians to Palestine. This latter approach did not play a role in Nairobi.

Of course, the question can be raised why these distinctions matter at all. The issue is not raised to say that one approach is better than the other. Perhaps the basic question is if there is a need for organizations focusing on UCP – as NP, PBI and others do – or if the final objective could and should not be to mainstream protection in all activities by agencies working in conflict areas. This is what many of them are already doing. If there is a need for specialists – and so far many seems to speak in favour of that – then a distinction between UCP and other areas of intervention in and dealing with conflicts is needed.

## Questions and Recommendations

There were at least four general questions and suggestions regarding UCP work identified:

1. UCP as a proactive engagement before a conflict has escalated to violence: There are a number of countries in the continent where for example national elections are upcoming in the next two years, and many of them are fraud with the potential of interethnic or factional fighting. NGO representatives from different countries expressed a need for UCP organizations to get involved in a preventive capacity. The challenge is how UCP actors can mobilize the capacities to meet these needs.
2. The second challenge has been raised before in the earlier workshops: UCP and armed actors. In the region here, it is often not easy to distinguish the two because fighters may stay in IDP locations, or youth organized to protect their village in which they live. To what degree does the firm distinction “civilians” vs. “armed fighters” work under such circumstances, and SHOULD it even be applied? Or should the concept of protection be widened to encompass everybody, not just civilians?
3. Scaling up a UCP mission was a topic where the reality of how this may happen was illustrated by NP’s experience in South Sudan. It was less a planned effort than responses to upcoming needs plus opportunities in form of new funding lines by donors and requests by international agencies. Still, though NPSS considers itself to be the largest sustained UCP operation ever, comparing the barely 200 staff NP has with the numbers of UNMISS (19,000 staff) or worldwide operating humanitarian agencies like MSF (40,000 staff), it becomes clear that there is potential for much growth still.

What did not become clear from the discussions: What would NP (or others) consider an ideal size of an operation if there were no financial or staff-induced limits? It was mentioned that NP would like to cover all regions in South Sudan but there were no figures mentioned

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<sup>8</sup> See Schweitzer 2010 *ibid*.

what that might mean staff and budget-wise.

And a third point that needs consideration: Time is needed to build up efficient UCP work – relationship building is central for UCP and that cannot happen overnight. How does this matches ideas of quick growth or large deployments?

4. Following up from the discussion of principles, the suggestion was made to develop a basic Code of Conduct for UCP organizations or interventions.<sup>9</sup> Perhaps that could be a question to discuss in future workshops of the series.

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<sup>9</sup> Perhaps it is worth checking out the Code that International Alert created twenty years ago for conflict transformation work. See <https://www.international-alert.org/sites/default/files/library/Code%20of%20Conduct.pdf>

# Appendices

## 1. Summary of Good Practices

### Outlining the Framework of UCP

#### *Use of Principles*

Generally, the discussion on the principles went beyond what is UCP practice in its strict meaning of the word, due to the fact that there were representatives of organizations present that have an interest in UCP but do not focus on it alone.

#### Nonviolence

- Indirectly engage soldiers by engaging their wives.
- When someone is armed but claims to be nonviolent, this can be an opening for a dialogue on violence and nonviolence.
- When facing a violent situation as third party, first observe, and then try to slow things down so people can come up with other options.
- It is important to get people who are fighting to talk. If they don't want to talk, go to their community and/or the leaders.
- Important is to have constant engagement and consultations. The role of UCP can be to provide room for people to talk openly, so that fear dissipates.
- Get nonviolence into the education system and teach it to children, design interventions that are appropriate to children.

#### Nonpartisanship

- Trust and confidence-building are decisive. There was an example given for traditional juridical mechanisms in Rwanda. There, in cases of conflict or crimes in the community, nine judges are chosen by the community who are considered to be the most neutral. Then the offenders can choose two of them for their hearing in the community.
- Interventions need to be balanced. For example advise aid agencies that they should distribute to all civilians, not only to one group.
- Working together on a common goal in spite of differences is a good example for putting nonpartisanship into practice.
- Formulate criteria for humanitarian aid, and then simply see that all criteria are met. If they are, you help, no matter who the person/group in need is.
- Symbols are important, for examples colors. They often have political meanings of which

the UCP organization needs to be aware.

- Regarding press statements, one organization has the policy to separate the organization and the individual: They do not prevent people from making statements to the press but they have to say they do it as individuals, and are not speaking for the organization.

#### Independence

- Allowing the organization to be seen as sharing information and letting authorities know what it is doing, but not seeking permission, can be an expression of balanced communication.
- Developing a common understanding of independence is important, as is training and coaching for staff on this subject.
- Ensuring balanced teams in regard to ethnicity and gender is also part of independence.
- Education of all stakeholders and to be patient and firm were also listed.

#### Primacy of local actors / local leadership

- Deliberate consultation with local actors to get their experiences, values and protection needs and valuing the contributions from all levels of the communities, are imperative in implementing UCP methodologies. This engagement and participation of local actors in UCP allows communities to be at centre of their own protection.
- Identification of community capacities is another important aspect of UCP emphasizing the primacy of local actors and local leadership in the implementation of UCP strategies. There are always existing capacities in communities that have been affected by conflict or those facing various types of protection risks. Therefore, these capacities can be harnessed and used to provide protection to the communities facing protection risks. Local experts can also be identified in the process and be trained as facilitators to advance UCP work in the communities. At the same time this helps in building on communities' resilience as well as strategies for self-protection.
- There is no ready-made template in UCP work that can be brought to the community – each community identified for UCP work has to be consulted and engaged to get information on local values and local practices for protection. One example is

trainings on UCP - communities are consulted and engaged in the adaptation and contextualization of trainings. So any training on UCP will take into account the values and the experiences of local actors.

- Engaging/consulting and encouraging local communities' participation in UCP and the bottom up approach helps to foster ownership of the protection work by communities. This is also very helpful when it comes to beneficiary selection.
- Respect of local leadership facilitates goodwill and helps in entry to the communities where UCP strategies can be implemented with communities being fully on board once they see acceptance by local leaders. It is worth noting that respecting leadership and local authorities is important but it is equally important to be aware of any hidden interest/blurred lines.
- Strategies for holding local leadership to account include working with a wide range of local actors in addition to local leadership. In some cases UCP practitioners have had to find effective strategies for working with traditional leaders who are working for/with the political elites who create confusion in the communities, which may in turn cause further protection risks.
- Creating an environment which fosters participation of all sections of the community is very important in UCP work. This starts with actor mapping, which helps to identify and reach all sections of the community including youth, women, men, children, elderly and so forth. The mapping also allows for the identification of people who are likely to support UCP strategies and those who may not be welcoming. This in turn allows the development of strategies to reach and work with these different groups within the community.
- Meaningful community participation and the grassroots approach is time consuming but once achieved the work picks up and communities become more responsible for their own protection.
- Feedback to communities and taking feedback from communities are another demonstration of the primacy of local actors/local leadership. This is mutuality is especially true in humanitarian settings where many actors work in communities and some do not provide information to communities about why certain projects are not implemented after assessments.

Do no harm

- Careful consultation with local actors, independent context analysis and an

inclusive approach to communities are three good practices to avoid doing harm.

Other principles

- Duty of care for staff (national staff: security, insurance, pension, retirement);
- Not paying bribes nor ransom;
- Gender equity and equality;
- Collaboration / partnership / coordination: avoid duplication, competition, territorial coverage, fill the missing gaps.
- Non-discrimination when choosing whom to help.

### ***Deterrence and Encouragement***

- It is important to set up an alarm system (early warning-early response) in communities which makes them being involved and accountable. In the process all the leaders and youth should be included in the EWER, thereby creating an alarm mechanism that provides early information from leader to leader to understand any movement and to avoid miscommunication.
- Training of youth is important to stop a cycle of revenge killings.
- Building local capacity for dialogue and mediations in general is a good practice.
- To understand the context, a context analysis and an actor mapping are necessary in order to understand what is happening. This requires also 'cultural fluency' to grasp the cultural factors.
- It is important to identify positive change makers, "peace champions" – a group or person who can become a catalyst for change.
- To invest in building local capacities (e.g. through training) is another good practice in this context.
- To establish safe spaces is important: This is a space where conflicting communities will feel safe and comfortable to discuss their differences and gives them an opportunity to find alternative solution to their conflicts.
- Multi-level engagement ('protection advocacy') and inclusivity are required to build a safety net.
- As to how to go about this, mini-dialogues within the community, from family to family, clan to clan, before going from community to community has proven to be a good practice.
- Building local agreements (small conflicts) is meaningful: Sometimes a small conflict grows big, but UCP teams can take slices to deal with, for example conflicts between families.

### ***UCP and the Role of Gender***

- It is a guiding principle that a female victim of GBV is interviewed by a female staff for confidentiality and comfort.
- Accompaniment is not gender-neutral. Often it is better to have males protect males, women protect women.
- When it comes to EWER and rumor control, the information-gathering should rely on women in the communities.
- Introduce the women trained as WPT to the leaders of their community, thereby making their role more official.
- Work with elder women (the “mamas”) who can bring their voice to different platforms.
- Elder women can engage the perpetrators more easily and with less risk.
- Involving men in gender/women issues: Creating mixed teams, including males as Women Protection Officers or those responsible for gender issues in the organization as one way to prevent that certain issues are considered “women issues” only.
- Young men are expected to be fighters and join armed groups. Those who refuse to do so are quickly called “cowards” and “women”. The role of UCP can be to strengthen and to protect these youth. Here the WPT play an important role in South Sudan.
- Including men in the work against GBV helped NP to be more effective. In the South Sudan context even the women find gender based violence as normal. When WPT speak against it, even the women don’t trust them. But men who are role models and who work against GBV can help convince the women.

### ***UCP and the Role of Identity***

- One good practice is the promotion of good stereotypes and the identification of connectors between the groups to diffuse violence in the community. For example, if an ethnic group is known to be hospitable, this could be such a connector.
- Bad and negative stereotypes need to be addressed as well (like “all Muslim are Boko Haram”).
- Identification of moderate actors (tracking of intermarriages, people in mixed villages), and looking for capacities and people that have more value strategically so that they can be change makers (role models) within the communities, is a proven approach.
- The UCP organizations themselves can set role models by balancing the identities of

their teams so that they demonstrate that people can work together.

- Another good practice is to delink real grievances from their religious / identity justification through
  - religious-based interaction
  - protecting the religious/ethnic leaders who promote religious dialogue
- Setting up early warning systems like those that have been set up in Kenya worked well: In Kenya an NGO civic education reporters after the election, and gave them mobile phones to quickly spread alarms.
- Working with media to encourage them not to spread hatred is important.

### ***Cooperation Between UCP and Other Actors in the Field***

- Partnership between the different agencies is a good practice. Joint or coordinated activities allow the community to see humanitarian agencies as one.
- Facilitation between agencies and peacebuilding groups is very useful - assisting each other in filling the gaps, and coordinating resources and activities.
- Providing protection by arms, contradicts the message of peace in the perception of the community. If unarmed people come it is a better fit with humanitarian principles and with the principles of Do No Harm.
- UCP actors have a different, more accurate perception of local communities, and put the communities in their focus.
- Consider the locals to be the experts in where you are working and wanting to work.
- Actors should rely on the community and the leadership on the ground to implement their activities.
- Government and NGOs: UCP actors rely on civilians to know who is who in community. So they can use their knowledge to know to whom to talk first or last.
- Proactive engagement and ability to respond to possible escalation are important.

### ***UCP, Elections and Governance***

a) From a broader peacebuilding angle:

- Proactivity is generally important.
- Need to do a lot of training for those who are handling elections and those who participate. It is often taken for granted that those who are handling elections have all necessary skills but that may not be always the case.
- There is a need to train people not to just

follow politicians but to actually understand the importance of elections and to make good decisions. Also police, army and militias should have such training.

- Target hot spots and train civil education reporters – use WhatsApp to report.
- Train youth from opposite sides together.
- Hotlines – develop App to call for help.
- Support civil society in forming independent election commission.
- Engage regional bodies on election issues and violence threatening.
- Coordinate international monitor missions.
- Training of election monitors on what their role is.
- Civic engagement and education are providers of entry points.
- Mainstream civic education in nonviolence.
- Positive messaging by media is important to reduce rumours and prevent violence.
- Empower people to participate and not lose hope.
- Early warning is essential.
- Advocacy and lobbying for civic space are important.
- Engage high level stakeholders.

#### b) UCP in particular

- Proactivity is generally important, and to be on the place early on. Track and record pre-election violence, because that will predict where greater post-election violence occurs. Scenario building on what could happen and proper planning are good practices.
- Very useful to make interaction between the armed parties, so that misperceptions are removed.
- Protect those who are politically vulnerable.
- Training of election monitors on their personal security and safety.
- Adapt to different forms of violence: state, gangs, spontaneous, communal.

### **Tactics of Protection**

#### ***Protective Accompaniment of Individuals***

- Preparations for PA: What is needed, are
  1. safe space.
  2. allies.
  3. communication plans.
  4. criteria for accompaniment.
  5. safety planning.
- As to info gathering and analysis, the categories to heed are:

1. the person(s).
2. the threat.
3. the lines of influence.
4. network options.

- Network building is important, namely with:
  1. allies.
  2. share risks.
  3. diffuse attention.
  4. different strengths.
- Examples for categories of people to be contacted: diplomats, government, airports, military, religious communities, health care
- Relationships play an important role in PA:
  1. pre-existing relationships.
  2. awareness raising.
  3. who can you turn to.
  4. influence lines.
- Deciding cases
  1. clearly defined mandates and definitions.
  2. contingency guidelines for decision-making in emergencies.
  3. impact on broader context.
- Communication:
  1. data security.
  2. who is involved.
  3. what is shared.
- Primacy of Protectee(s)
  1. avoid temptation to decision-making on their behalf.
  2. centrality of person.
  3. suspend opinions.

#### ***UCP and Local Mediation and Negotiation***

What?

- Early interventions at micro-level are required.
- It is important to be proactive and prepared rather than reactive.
- When there are local conflicts involving foreign nationals, any regional factors / interests behind conflicts need to be investigated.
- One should separate intent (e.g. raiding cattle) from impact (e.g. deaths).
- It is important to slow things down to give space for mediation.
- Mediation is best not done in isolation but often coupled with e.g. interpositioning etc.

Who?

- A complimentary approach is recommended. The situation will inform who will be better mediator/ has better access, international or national staff of NGO or local mediators.
- It is good practice to enable grassroots' actors to influence leaders in the community. This can be done by bringing together actors who influence change.



- It is better to empower / train mediators in the community than to attempt mediation oneself.
- Women should be trained and used as mediators.
- There is a need for transfer of experience, for example to advise international organizations and agencies in order to help them to avoid mistakes.

#### How?

- Mediation must be seen as a process, not as one high-level event.
- Keep mediation at lowest level.
- Keep mediation process open, without deadlines.
- Link local mediation with livelihood benefits, e.g. vaccinations of animals.
- Participants' not carrying weapons should be a condition for mediation and negotiation meetings.
- Realize that small steps may be fine, not just big agreements.
- Diplomatic behavior: Ability to remain calm and consistent; don't get provoked.
- Provide safe space for meetings.
- Listening is the main strength of mediation.
- Trauma healing happens through recognition of grievances.

Partnerships are important, for example:

- Use religious leaders from different sides to bring communities together.

#### ***UCP with IDPs and Refugees***

##### Strategies

- Relationship-building on a daily basis is important, since relations are established and maintained.
- Try to verify the civilian status of people seeking protection is necessary.
- Continuous, consistent exposure of IDPs to UCP actors, methods and theories is important.
- The creation of Weapon-Free Zones, and mounting patrols, protective presence and monitoring of them is useful.
- Trainings and dialogues with IDPs and local communities is important.
- Listening is a good practice and can help with trauma healing.
- Psychological first aid, counselling, reminders about accessing services and what to do are important.
- Re-exposure to nonviolence can shift mindsets and behaviors.

- To do a follow up after security incidents is needed for the sake of communication and transparency.
- UCP actors should be present at hotspot areas (e.g. water points) to prevent violence.
- Advocate for IDP representation in community leadership structures is a good practice
- Focusing on EWER with communities at risk of displacement, and ensure their participation as UCP actors is important.
- Consult communities before humanitarians 'descend on a place' is important in order to not to do harm.
- There is the need to mediate tensions between NGOs and IDPs, as between host community and IDPs.
- UCP actors should ensure that other partners are giving certain and tangible information.
- Advocate for "take away" rations rather than something that is a pull factor for armed actors is a good practice.
- When conflict happens, engage in reparations and restoration of relationships as a primary tenet.
- To slow things down in situations of emergency displacement is useful.
- If EWER is a hot topic, approach EWER strategies through the lens of preventing family separation.
- Mobile protection teams and semi-static missions for hard-to reach areas are good practice for UCP.
- Partnerships and accompaniments matter a lot in areas with no infrastructure.
- Protective accompaniments are a tool that has to be used in circumstances of multiple displacements.

##### Identity as UCP

- Be careful as UCP actors not to take on role of security, rather highlight issues of community-safety.
- Utilize community connections to identify spoilers and those doing criminal activities or joining armed groups.
- Repair local infrastructures rather than build dependency.
- Division of labor: UCP actors are taking care of security inside the POCs; UN soldiers should make sure no one enters with weapons.

#### ***UCP and the Role of Youth***

a) From a broader peacebuilding angle:

- Trainings of various kinds: Vocational

trainings have proven very useful, as have leadership trainings.

- Economic empowerment of youth has been found to be important, for example providing equipment to start small businesses, because poverty and unemployment are big problems.
- Sports stand out as an activity/offer to which youth respond positively.
- Some organizations successfully used arts (theatre, video productions), to help youth express their issues and to communicate with the wider community.
- Youth clubs in schools or outside schools that include kids and youth from various ethnicities and religion have been found to be a useful tool in some countries.
- Giving youth particular roles or titles – like that of “Peace Ambassadors” have proven to encourage youth to become and stay active on peace issues.
- Engagement with young mothers (and fathers) is important because at least the women otherwise fall out of the category of “youth”. This requires community engagement.
- Generally, it was said, acting like a youth ensures that you get their attention and interest. Hence one has to act, dress and use the same language like them.
- It is necessary to provide space for youth to state what they care about.

#### b) UCP in particular

- NP has made good experiences with building relationship with youth on a very low key level, just meeting and talking with them. NP also used sports (soccer) as a tool for building a relationship with youth.
- NP has made good experiences with UCP and GBV trainings combined with visioning exercises, asking youth how they envision themselves to be in five years’ time.

#### ***Self-protection of Local Communities***

- Do not overlook but facilitate communities learning from one another. One community is learning from others how to protect themselves.
- Organizations facilitating conversation between team members post evacuation is important
- Another good practice is to build on community’s history of safety planning for exit (EWER)
- Communication of exit plans and strategies is essential.

- It is good practice not to pay stipends for participants in EWER systems because that changes the motivation to participate in them.

#### ***Relationship-building***

- One strategy to build relationships is to start with capacity building offered to key stakeholders.
- Election monitoring is also a possibility to build relationships with important actors in many countries.
- Organize regular meetings to which all stakeholders are invited and discuss community issues lies the ground for specific interventions by UCP actors.
- Usually it is necessary to start by talking to those in authority when entering a new community, and then broaden the range of stakeholders in order to include them all.
- Capacity recognition comes before capacity building.
- In order to build community relations, consistency, sustained engagement and long term work are needed.
- While well trained in the principles, methods and procedures, local teams should be encouraged to innovate to respond to dynamic situations.
- Building personal relationships through social occasions - parties to invite stakeholders including Commissioners etc.; just dropping by to say ‘hello’ whenever passing a community, giving condolences when somebody has died etc. - helps to build sustainable relationships.
- Sharing reports with authorities and other stakeholders gives an organization visibility.
- Having relationship with everyone is very important because you never know who may be a leader in future.
- To reach national leaders, making use of persons that are respected throughout the country without being high level leaders themselves can help to get introduced.
- Being present in a community every day helps enormously with building relationships.
- Learning at least a little of the local language helps with building relationships.
- Diversity (gender, religion, ethnic and national background) in teams is important.
- To mitigate the effect of staff turnover, one of the good practices is to refer to former staff and ride on his back.
- A positive relationship with international

military forces on the ground as peacekeepers (like UNMISS in South Sudan) is important and helpful because of their logistical capacities that can be tapped.

## **Managing UCP Projects**

### ***Scaling Up UCP***

- Linking up advocacy with field work is necessary to find the financial and political support needed for larger-scale missions.
- To be opportunistic to some degree in terms of responding to funding that opens up is helpful as long as one stays true to oneself.
- Strong support and administrative capacity facilitate growth.
- Others know they can turn to NP for help facilitating safe visits for them.
- Being the only ones there (esp. in remote areas that other agencies shunned) is helpful.
- NP is a front line organization that establishes a presence to respond to needs. It then draws other NGOs and UN to the areas. It is seen as “forward-facing” and “risk taking”, being often the first in, the last out.
- Being proactive to respond to humanitarian crises is important.
- Conducting independent assessment in advance is necessary.
- Having built up the capital to build and expand would be a good practice.
- Being known to donors and considered to be trustworthy is important.
- Having key relationships in place is important.
- Take opportunities to spread UCP methodology to others actors.
- UCP practitioners with deep experience are needed, as is good staff development.
- Tying UCP to specific themes is a good strategy, for example to child protection, women, IDPs.
- Ability to work with difficult authorities is important.
- Looking for good partnerships is important.

### ***Ending of Projects***

- Timely preparation for exiting from a location is needed.

### ***Dealing with Infrastructural Issues***

- Building upon low profile actors and letting other voices speak up first about human

rights violations or other problems is a good strategy. When criticism comes from different sides, it is less easy to silence those who criticize.

- There is a need to increase digital security knowledge and to be aware of simple techniques like changing passwords often or using encryption, going online only for short periods of time and then send messages prepared beforehand.
- Sometimes, using non-electronic means of information is safer – for example runners taking messages from place to place. Even drum signals still work in some parts of South Sudan.
- It is necessary to be aware of limitation of transparency.
- Having internal and external reports is a means to protect information and not to become a target for sanctions by authorities.
- Let victims choose venues for interviews rather than suggest such places as UCP actor yourself, but ask smart questions to make person aware of potential risks.
- Children are sometimes are good source of information and should not be overlooked.
- Encourage traditional ways of information sharing that do not rely on literacy. (For example, a map can be drawn in the sand and quickly erased afterwards, or people can show you places in a walk).
- Inform local community about UCP workers.

### ***Staff Care and Staff Welfare***

- Mutual strength in international and national staff should be recognized, and to ensure exchange of ideas and resources between national and international staff is good practice.
- There must be intentionality in organizational planning (e.g. evacuation plans for locals and internationals).
- To take care of oneself and other staff must be part of induction training.
- Managers should receive training on duty of care for staff.
- There should be a resilience check in the hiring process.
- Team leaders or other staff can set a role model by creating space for self-care (respect of working hours and week-ends).
- Hiring an internal counsellor as well as an external service provide for counselling is good practice.
- Organizations should appoint internal focal points.

- Making check-ins mandatory would help to remove the stigma around needing psychological help.
- Giving a month salary as emergency cash is helpful for emergencies.

### ***Ongoing Analysis***

- Ongoing actor mapping is needed.
- Analysis is not enough, must have influential allies.
- National staff is key to mapping, because they know what is going on.
- The purpose of mapping is to find entry points into systems.
- There is a need to take time and listen and support local people in creating the strategies, and to always be out and talk with the communities.
- Regular meetings with the community to review what has happened is useful for analysis.
- Local people trust an organization because they see it advocating for them, e.g. advocating that someone can pass during curfew times.
- Recognize that women have influence on local key actors because they may meet them every day in some function.
- Call on friends and relatives and influencers.
- Write daily reports on activities.
- Maintain an incident tracker updated on a daily/weekly basis helps to target where to place UCPeR's. It contains the location, time, victim and perpetrator.

The full documentation of the workshop contains also a list of challenges that participants identified, and recommendations for future workshops.

## 2. Attendees

| Name                        | Organization(s)                                       | Country      | Country (countries) they work/ have worked in with a UCP organization |
|-----------------------------|---|--------------|---|
| Marna Anderson              | NP  | USA          | n/a   |
| Florington Aseervatham      | NP South Sudan Country Director, earlier NP Sri Lanka | Sri Lanka    | South Sudan, Sri Lanka  |
| Rungano Bakasa              | NP South Sudan  | Zimbabwe     | South Sudan   |
| Casey Barrs                 | Center for Civilians in Harms Way                     | U.S.         | n/a   |
| Berit Bliesemann de Guevara | Aberystwyth University                                | Germany      | n/a   |
| David Bucura                | Friends Peace Teams                                   | Rwanda       | Rwanda  |
| Mel Duncan                  | NP  | USA          |   |
| Tiffany Easthom             | NP, PBI   | Canada       | Indonesia, Sri Lanka, South Sudan, Lebanon                            |
| Zandro Escat                | NP South Sudan, earlier NP Philippines                | Philippines  | South Sudan, Philippines  |
| Claire Finas                | NP Programme Director                                 | France       | n/a   |
| Fatuma Ibrahim              | NP Board  | Kenya        | n/a   |
| Moses John                  | ONAD  | South Sudan  | South Sudan   |
| Rosemary Kabaki             | NP Georgia and Myanmar                                | Kenya        | Georgia, Myanmar  |
| Elija Kengen                | NP South Sudan  | South Sudan  | South Sudan   |
| Grace Lodo Bakster          | NP South Sudan  | South Sudan  | South Sudan   |
| Caca Carrel Mangno          | NP South Sudan  | Philippines  | South Sudan   |
| Yasmin Maydhane             | NP South Sudan  | Somalia / UK | South Sudan   |
| Rufus Moiseemah             | NP South Sudan  | Liberia      | South Sudan   |
| Karis Moses                 | Defend Defenders                                      | Uganda       | Uganda  |
| Tandiwe Ngwenya             | NP South Sudan  | Zimbabwe     | South Sudan   |

|                             |   |             |                        |
|-----------------------------|---|-------------|------------------------|
| Parfaite Ntahuba            | Quaker Minister   | Burundi     | Burundi                |
| Mary Nyachot                | NP South Sudan (WPT)                                      | South Sudan | South Sudan            |
| Yauanness Riek Nyarek       | NP South Sudan  | South Sudan | South Sudan            |
| Angelina Nyakhor. C. Machar | NP South Sudan  | South Sudan | South Sudan            |
| Sarah Nyathieng Lony Machar | NP South Sudan  | South Sudan | South Sudan            |
| Chica Onah                  | NP South Sudan, NP Sri Lanka, UNMISS                      | Nigeria     | South Sudan, Sri Lanka |
| Oloo Otieno                 | NP South Sudan (earlier NP Sri Lanka and Philippines)     | Kenya       | South Sudan            |
| Jan Passion                 | NP  | USA         | Sri Lanka              |
| Keith Ross                  | NP Supporter  | USA         | n/a                    |
| Suzanne Ross                | NP Supporter  | USA         | n/a                    |
| Alessandro Rossi            | NP Board, Network for Religious & Traditional Peacemakers | Italy       | n/a                    |
| Ansoumane Souare Samassi    | WANEP   | Guinea      | Ghana/ West Africa     |
| Christine Schweitzer        | NP, IFGK, BSV   | Germany     | n/a                    |
| Laura Snyder                | NP South Sudan  | USA         | South Sudan            |
| Michael Sodipo              | Peace Direct - N. Nigeria                                 | Nigeria     | Nigeria                |
| Kenneth Solberg             | NP Supporter  | USA         | n/a                    |
| Niklas Van Doorne           | NP South Sudan  | Germany     | South Sudan            |
| Jane Wanjiru                | NP South Sudan, earlier NP Sri Lanka                      | Kenya       | Sri Lanka, South Sudan |
| Edmund Yakani               | NP South Sudan beneficiary                                | South Sudan | South Sudan            |