

PEACE IQC

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MITIGATING & MANAGING CONFLICT  
Through Knowledge Sharing, Training & Field Implementation

  
CREATIVE

## The Creative Consortium Differential

1

### Local Solutions to Local Conflicts

Creative's PEACE IQC Consortium engages communities in identifying the causes of conflict—as well as local strengths and resilience—that allow them to develop solutions that align with local culture. This provides a more stable foundation for durable, peaceful relationships.

2

### Conflict Mapping For Analysis and Response

Creative's PEACE IQC Consortium offers support to fragile countries and regions, regardless of what stage of conflict they are in. From a community-based early warning system that reports incidences of conflict as they occur to an intervention to guide diverse local stakeholders through disputes, the Consortium members have the solutions.

3

### Peace and Conflict Community of Practice

Creative's PEACE IQC Consortium represents a diverse conflict and peacebuilding community of organizations, donors, academic institutions and experts. It facilitates the exchange of ideas, shares the latest research and field implementation trends, and identifies best practices in conflict management and mitigation.

4

### Rapid Response to Global Conflict

Creative's PEACE IQC Consortium's global footprint can be leveraged to support the U.S. government's activities in fragile and conflict countries. Using U.S. government-approved documents and procedures, along with decades of successful implementation experience, Creative and its partners are able to quickly and efficiently respond to requests from USAID Missions and other U.S. government offices.

## Creative's Consortium Partners

#### Knowledge Generation, Dissemination & Management



#### Training Missions & Peace-Builders



#### Field Program Implementation



# Executive Summary

Conflict is one of the primary obstacles to successful development. Indeed, the most well-meaning, best-designed development activity may actually inadvertently exacerbate conflict.

Creative Associates International and its Consortium of globally recognized partners offer USAID Missions an effective mechanism to quickly respond to the causes of conflict and open the way for meaningful development initiatives.

Through USAID's Programming Effectively Against Conflict and Extremism (PEACE) Indefinite Quantity Contract (IQC), Creative's Consortium can design and implement activities that mitigate the sources and consequences of violent conflict through three primary areas: knowledge sharing; training; and field program implementation.

The PEACE IQC, which allows USAID Missions to use Creative's Consortium members through sole-sourcing or limited competitive bidding, is a \$600 million, five-year contract mechanism. Sole-source task orders may be up to \$2 million.

Three key principles drive Creative's Consortium's philosophy of practice for PEACE:

- **Analysis:** Through objective analysis and a better understanding of the root causes of a particular conflict, the foundation is set for the development of appropriately tailored solutions.

- **Response:** Engaging local stakeholders is the key to ensuring lasting peace. They are empowered and guided through the process of creating and implementing solutions.
- **Adaptation:** Diverse local stakeholders are included in actively monitoring the results, which allows quick course corrections—as well as refining conflict frameworks.

Identifying the root causes of conflict is vital to its prevention. Creative's Consortium can work with Missions to develop an early warning system that tracks emerging and potential flashpoints for violent conflict and the underlying sources of grievances countrywide. An early warning system allows a Mission to get ahead of a situation before it becomes a problem.

## ABOUT CREATIVE'S PEACE IQC CONSORTIUM

Creative's Consortium is comprised of a versatile range of large and small businesses, not-for-profit organizations and universities that are leaders in researching, analyzing, sharing knowledge, and programming in conflict management and mitigation.

Creative Associates International, which leads the PEACE IQC, has nearly four decades of solid program development and implementation experience in conflict and post-conflict countries. It is the second-largest government contractor that is owned and operated by minority women.

## PRINCIPLES for PEACE

identify the root of conflict,  
empower the local community  
& refine through careful  
monitoring





## “WICKED PROBLEM ANALYTICS:

Irregular conflicts make them largely  
impervious to template-driven initiatives  
and traditional, linear program designs.”





# Approach by Creative's Consortium

Creative's Consortium has a deep understanding of conflict dynamics and the emerging trends that drive them—particularly as they relate to development. While traditional nation-states continue their role in conflicts, today's situations are dominated by complex, non-linear conflicts increasingly involving non-state actors.

Non-state actors—such as narco-traffickers in Colombia and Mexico, gangs in Central America, terrorist networks in the Maghreb—thrive in ungoverned spaces where they prey on and benefit from local vulnerabilities. They possess behavioral dynamics that allow greater capacity for versatility, adaptation, survivability, and effectiveness.

Equally important, non-state actors respond dynamically and unpredictably to external influence, including development interventions. These traits allow conflicts to be increasingly mobile and durable. Consequently, interventions that fail to take into account regional dynamics can cause a “balloon” effect to occur, whereby the mitigation of a conflict in one country causes it to reappear in a neighboring area.

It is this more dynamic and complex type of conflict that the PEACE IQC seeks to address by gaining a better understanding of its causes, implementing more inclusive and effective programming for its prevention or mitigation of its affects, and creating the conditions for safe, secure development once violence is waning.

## SYSTEMS APPROACH TO IRREGULAR CONFLICTS

A majority of today's conflicts are defined as “irregular”—which are intrinsically interconnected or symptomatic of another problem.

Creative's Consortium uses systems approaches that focus on core drivers and mitigators of conflict to understand the complex interweaving of conflict dynamics and to discover effective points of entry or leverage. Evolving from systems thinking is “Wicked Problem Analytics,” which allows for a:

- More effective understanding of a particular conflict and identification of grievances and resiliencies among diverse groups, including women and youth.
- Case-by-case approach to each conflict and application of context-specific interventions to prevent key actors from mobilizing around core grievances and from exploiting the shocks and triggers that spur violence; and
- Combination of historical lessons learned with continued situational analysis to enhance the generation of best practices and the ability to spot trends.

Overall, Wicked Problem Analytics is comprehensive enough to identify the interrelationship of diverse influences, wide-angled enough to spot patterns and trends and robust enough to capture learning.





“UTILIZING LOCAL IDENTIFICATION  
of potential conflict zones to build a  
comprehensive mapping system”





# Knowledge Generation, Dissemination and Management

The PEACE IQC's work in knowledge generation, dissemination and management is one of three critical elements of the program. A number of activities combine to provide USAID and its Missions with outstanding, practical tools that will assist programs and shape thinking.

## CONFLICT MAPPING AND ASSESSMENT

Creative's Consortium can implement conflict mapping to help USAID Missions to understand and track emerging and potential flashpoints for violent conflict and the underlying sources of grievances.

One of the ever-present challenges in conflict early warning and post-conflict reconstruction is obtaining relevant and reliable data. The most persistent shortcoming is the absence of input from populations living in conflict zones, whose varied perspectives are vital for accurate analysis.

Creative's Consortium member, The Fund for Peace (FFP), has developed its Universal Network of Local Knowledge (UNLock), a project that links global information technologies with local social networks. FFP will train local populations to report incidents of conflict into the mapping system. The data is then aggregated and analyzed to identify emerging conflict trends.

## MONITORING AND EVALUATION

Creative's Consortium will employ appropriate M&E methods to learn, adapt program direction to better meet objectives and capture data that can support impact evaluation.

Creative's Consortium has identified four key themes to conducting successful M&E in conflict zones:

- Increase access to data through local staff and technology;
- Use participatory and inclusive processes to generate both qualitative and quantitative data;
- Employ data security measures to protect sensitive information; and
- Link M&E to learning and knowledge generation.

## KNOWLEDGE MANAGEMENT PORTAL

Consortium member QED, a recognized knowledge management leader, will design and build an

innovative portal for the Office of Conflict Management and Mitigation called "PEACElinks." The portal's structure and platform will be based on the existing Knowledge-Driven International Development (KDID) system customized for CMM and the larger community of conflict mitigation practitioners.

## RESEARCH AGENDA AND PRODUCTS

Creative's Consortium research agenda will critically examine the emerging trends that drive and shape conflict dynamics.

The research agenda will provide USAID with deliverables it can use to inform future programming that either empowers non-state actors to mitigate conflict or prevent them from fueling violence.

Creative's Consortium will produce a *Technical Guide on the Role of Non-State Actors in Conflict Programming*, which will provide comparative analyses, gather information on pro-peace and pro-conflict non-state actors and provide guidance on engaging these groups.

Rutgers University will develop briefs and other research on topics such as the drivers and mitigating factors in genocide and the role of narratives in counterterrorism. George Mason University's experts will travel to selected countries to validate the approach, design the data collection, and train the local interviewers.





Photo by Creative

## Training Missions & Peace-Builders

Today, a majority of U.S. international assistance is directed to areas in conflict. USAID staff, along with other U.S. government officials and implementing partners, are incorporating more conflict sensitivity into their strategic planning and ongoing programs.

Creative's PEACE IQC Consortium members are a timely, reliable resource that will help personnel to:

- Identify and prioritize the causes and consequences of violence and instability in a country context as well as local strengths that promote health and vitality;
- Understand how existing development programs interact with these factors; and
- Determine where development and humanitarian assistance can most effectively support local efforts to manage conflict and build peace.

To achieve that level of understanding, trainers will use proven tools, such as needs assessment surveys and focus groups, with the USAID staff in Washington and in the field. The Creative Consortium will work closely with USAID's Office of Conflict Management and Mitigation to oversee conflict and needs assessments, as well as the implementation of the program.

Trainers will establish environments that allow participants to learn by doing, to share and integrate life experiences, work contexts, successes and challenges. Training will accommodate didactic and interactive learning styles.

Depending on the particular training intent and audience, these activities may span a range of potential conflict situations or focus on the challenges inherent to trainees' specific context.

### LINKAGE TO OTHER PEACE IQC ACTIVITIES

Consistent with USAID's dedication to continuous learning, PEACE IQC training will reflect emerging conflict trends, approaches, best practices and lessons learned. Creative's Consortium will link training to other PEACE activities in the following ways:

- **Knowledge Management:** PEACElinks, the Creative Consortium's KM tool, will be the source for all PEACE IQC training materials, including classroom curriculum and e-learning.
- **Program Implementation:** Training courses will be made available to USG implementers of conflict prevention programs that can then be tailored to their specific circumstances and responsive to the diverse needs within each local community.
- **Thought Leadership and Research:** Through workshops with conflict practitioners, USAID Mission staff and host country counterparts, new and exciting research opportunities will arise. Rutgers University and George Mason University are well placed to research these opportunities, add original thinking and new analysis that can serve as the foundation for future training and learning.



# Field Program Implementation

Creative's Consortium harnesses the geographic depth and breadth of its field programming partners—Creative Associates International, CARE International, Abt Associates and Internews—that have a combined history of nearly 200 years of humanitarian, stabilization, and development assistance experience.

Together, they offer USAID global access to local, state and non-state actors across the health, education, governance, and livelihoods sectors. In 2011, CARE alone had 14 member organizations working in 88 countries to deliver assistance to populations affected by conflict.

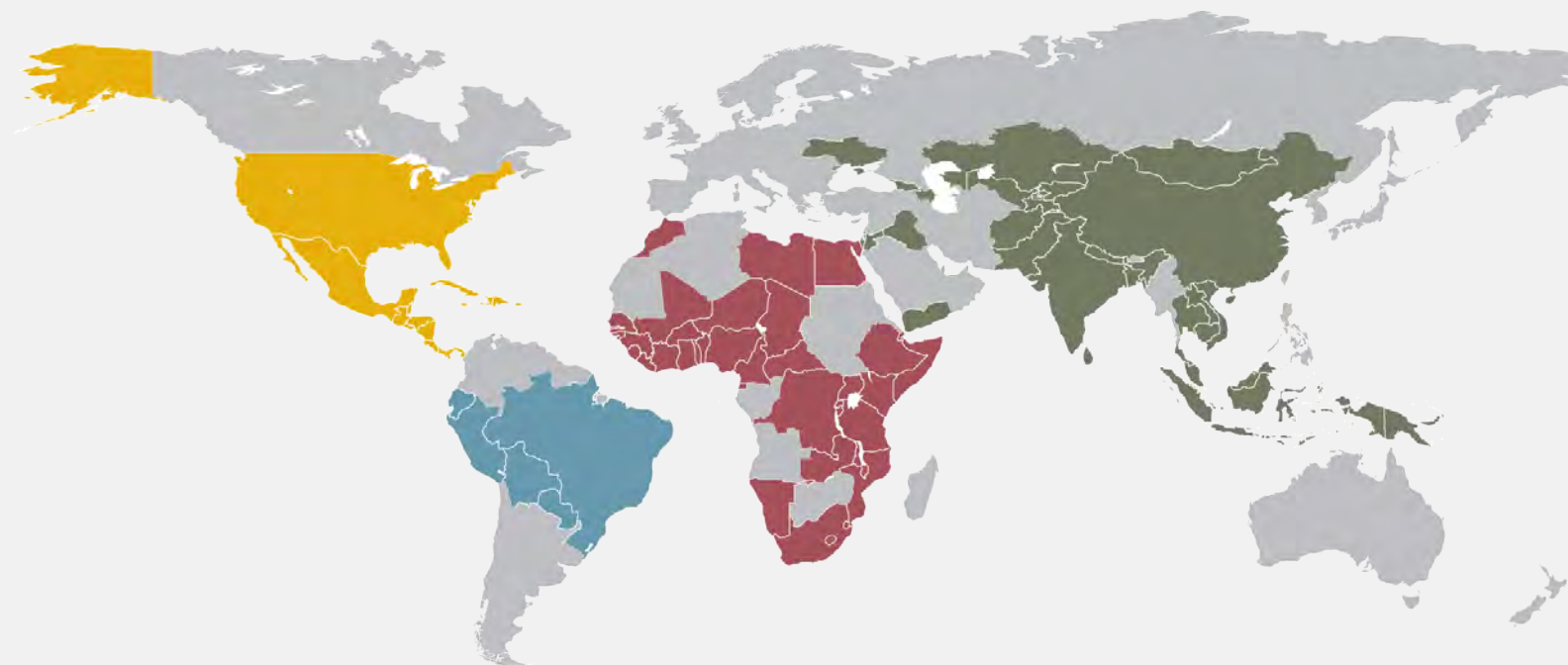
## RAPID IMPLEMENTATION

As a proven and reliable provider of stabilization and development services for USAID programs, Creative recognizes the urgency required to rapidly implement activities soon after a project is awarded.

With 36 years as an OTI prime contractor, Creative has the requisite management systems and operational protocols in place to facilitate this rapid implementation, in multiple places, at any one time. These systems and protocols will be used to support any and all PEACE IQC task orders, ranging from opening field offices to rapid grant making.

## GLOBAL CONSORTIUM LOCATIONS

Countries where Creative and its Consortium currently operate







JOVENES  
CONTRA LA  
VIOLENCIA

DANILLO RIVERA

JOVENES  
CONTRA LA  
VIOLENCIA  
¡PONETE BUENO!

JOVENES  
CONTRA LA  
VIOLENCIA  
¡PONETE BUENO!

JOVENES  
CONTRA LA  
VIOLENCIA  
¡PONETE BUENO!



# Creative's PEACE IQC Consortium

To support USAID's Office for Conflict Management and Mitigation, Creative has assembled a Consortium that is designed specifically to respond to the PEACE IQC requirements.

The following key personnel will manage the PEACE IQC:

## **Tom Wheelock**

***Vice President & Senior Director  
Creative Associates International***

Wheelock is a development executive with more than 25 years of management experience implementing stabilization programming in conflict settings.

Since 2009, he has served as Creative's Vice President and Senior Director of its Communities in Transition Division and is responsible for the successful implementation of the company's stabilization and conflict transformation portfolio, including programs in the Middle East, North Africa, Central Asia and Central America. He manages a \$1.6 billion IQC that implements rapid response, flexible programming in response to changing conflict dynamics.

## **Elizabeth Villarroel**

***Senior Associate  
Creative Associates International***

Villarroel has a decade of experience in designing and managing programs in conflict and post-conflict environments, particularly in Africa, Central Asia and Latin America.

In Afghanistan, for example, she was Creative's Deputy Chief of Party for Programs for the \$161 million USAID-funded Community Cohesion Initiative, where she provided technical guidance on conflict management and helped to establish an enabling environment for sustainable peace. While at the United Nations, she was the Provincial Governance and Public Administration Officer for the UN Assistance Mission in Afghanistan, where she worked with civilian, military, and international donors to analyze shifts in political dynamics and how they may contribute to or mitigate conflict in the Faizabad province.

## **Olivia Stokes Dreier**

***Executive Director  
Karuna Center for Peacebuilding***

Dreier has more than 12 years of experience leading peace-building trainings for diverse stakeholders in more than 15 conflict regions around the world.

Karuna Center's trainings have covered a number of themes, including conflict analysis, conflict transformation, negotiations and mediation, inter-communal dialogue, reconciliation, transitional justice, conflict prevention, conflict sensitive development, and constitution-making as a peace-building tool. Participants have included development and human rights workers, parliamentarians, government officials, educators, and religious leaders, as well as the World Bank and the Asian Development Bank.

Dreier conducts trainings in both French and English and has helped develop Karuna Center's recently published peacebuilding training guide.

## **ABOUT CREATIVE ASSOCIATES INTERNATIONAL**

Creative is the lead organization on the PEACE IQC. With nearly four decades of working in conflict and post-conflict zones and experience in more than 85 countries, Creative has earned a reputation for integrity, dedication, and sustainable programs.

Today, it is improving education in northern Nigeria, legitimizing the government in the eyes of its citizens in Pakistan, and providing youth with alternatives to gangs in Honduras.

Drawing on the experience of seasoned technical staff members, Creative applies its community-focused, people-to-people approach to identify, respond, and reconcile drivers of conflict in fragile states around the globe.

# Knowledge Generation, Dissemination & Management



**QED Group**, which will lead this area, will focus on knowledge management, M&E and democratic governance. It will also develop USAID's Office of Conflict Management and Mitigation's PEACElinks portal. QED has served as USAID's leading knowledge management provider during the past decade.



**George Mason University's School for Conflict Analysis and Resolution** will focus on conflict analysis. It uses research, training, practice and outreach to understand deeply-rooted conflict. It brings conflict groups together to share perspectives and promote non-violence and conflict resolution.



**Rutgers University's Center for the Study of Genocide, Conflict, and Human Rights** will focus on genocide and human rights issues. It is a leader in the study of genocide and mass violence. CGCHR conducts research related to peace building and hosts events to promote outreach and increase awareness.



**Fund for Peace** will focus on conflict mapping and analysis. A leader in conflict assessment and early warning, the Fund for Peace is best known for its annual Failed States Index that ranks the world's 178 nations across 12 social, political and economic indicators.



RESEARCH | PLANNING | DESIGN

**Momentum** is a boutique consulting firm, focused on designing high-impact programs and improving the performance of ongoing activities. Momentum initiatives are tailored to mitigate the consequences of violence and to lay the foundations for sustained development in the world's most complex, dynamic operating environments. Momentum draws on the experience and expertise of respected conflict-focused, transition and development professionals to assess and analyze conflict environments, to design impactful programs, and to evaluate program effectiveness.



# Training Missions & Peace-Builders



**Karuna Center for Peacebuilding**, which will lead this area, will focus on conflict mitigation training. It has provided reconciliation and peacebuilding training to conflict-affected groups around the globe since 1994. Currently, Karuna Center is implementing training programs in countries such as Sri Lanka, Pakistan, Nepal, Rwanda, and Senegal. In partnership with the Institute for Inclusive Security, Karuna Center has facilitated dialogues between a coalition of women leaders from Sudan and South Sudan.



**Consensus Building Institute** will focus on extractive industries and mediation. The institute empowers governments, the private sector and communities to resolve issues, reach durable agreements and build strong relationships. It trains mediators in consensus building skills and has served as lead facilitator between Chevron Nigeria and the communities affected by its Niger Delta operations.



**The Institute for Inclusive Security** will focus on social change and gender equity. It uses research, training and advocacy to promote the inclusion of stakeholders in the peace process, especially women. Founder of the Women Waging Peace Network, the institute brings together more than 1,000 women peacemakers from various conflict regions to share perspectives and skills to better direct peace-building efforts around the globe.



**Mega-Tech, Inc** will focus on training and event logistics. Mega-Tech, a woman-owned small disadvantaged business, provides logistical and program support services to government clients. It has an outstanding record working in countries such as Uganda, South Africa, Ukraine and Armenia.



**LTL Strategies** will focus on training USAID Missions and other stakeholders. LTL has a global network of more than 1,500 development experts with expertise in conflict management, democracy and governance. LTL is a small, disadvantaged business based in Washington, D.C.

# Field Program Implementation



**Creative Associates International** will lead this area. It draws on nearly four decades of successful experience programming in conflict, post-conflict and restrictive countries. Critical to Creative's success is its emphasis on host country-led approaches, securing community buy-in during program design and rapid grant-making capabilities.



**Abt Associates** will focus on livelihoods and health. Abt is a global leader in research and implementation in the fields of health, social and environmental policy and international development. Abt forges public-private partnerships in support of rural development and economic growth in conflict areas.



**Banyan Global** will focus on access to finance, value chain assessments, economic empowerment of women, and enterprise development initiatives. Banyan Global is a women-owned, small business with over a decade of experience operating field programs in conflict settings. Building on community priorities coupled with private sector innovation, Banyan Global's programs create synergies that generate sustainable and positive impacts.



**CARE International** will focus on community engagement. CARE implements community-based efforts to improve basic education, increase access to clean water and sanitation, expand economic opportunity and protect natural resources. CARE also delivers emergency aid to survivors of war and natural disasters.



**Internews** will focus on media and communications. Internews is a leading USAID provider of media services with work in more than 70 countries, including Uganda, Kenya, Zimbabwe and Somalia. Internews focuses on conflict mitigation and reconciliation, including the production of innovative programming to foster peaceful solutions to conflict and stimulate dialogue and debate.







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