



Alliance for  
Peacebuilding

# PEACEBUILDING 2.0

---

## MAPPING THE BOUNDARIES OF AN EXPANDING FIELD

FALL 2012

This report was made possible by support  
from the United States Institute of Peace

# CONTENTS

**3 Foreword by  
Dr. David A. Hamburg**

**4 Executive Summary**

**8 Introduction**

**14 Evolution of the Field:  
From Peacebuilding 1.0  
to Peacebuilding 2.0**

Frames the development of the field

**18 Institutionalization  
of Peacebuilding**

A snapshot of the national and international institutions in which peacebuilding operates

**22 The Peacebuilding  
Mapping Project: Overview  
and Methodology**

A brief overview of the project and the analytical methods and tools applied in the research and statistical analysis

**24 Mapping the Community of  
Practice: Key Survey Findings**

Examines the scale, scope of work, age, resources, principles, practices, interlocutors, and partners of AfP members and the profile and peacebuilding approaches of organizations working in related sectors

**38 Implications and  
Recommendations**

Draws conclusions about the overall community of practice and provides recommendations on how the peacebuilding community can improve collaboration, expand its resources, and increase its impact

**44 Conclusion**

Reflects on the prospects and challenges for the expanding field

**46 Appendix 1 Survey Respondents**

**48 Appendix 2 Complete  
Survey Data**

**56 Mission Statements**

**74 Works Cited**

Fall 2012 Published by the Alliance for Peacebuilding, a product of the AfP Peacebuilding Mapping Project Team: Melanie Greenberg, Emily Mallozzi, and Sarah Cechvala. In collaboration with the Joan B. Kroc Institute for Peace & Justice at the University of San Diego: Necla Tschirgi, Elena McCollim, and Jill Covert. Support for this project was provided by the United States Institute of Peace.

# Foreword by Dr. David A. Hamburg

**T**he vision of Peacebuilding 2.0 emerging from this report—an integrated, multidisciplinary field of scholars, practitioners, and policymakers reaching across boundaries to forge peace in the most fragile and vulnerable areas of the world—resonates with all my work on preventing deadly violence over the past 40 years. When Cyrus Vance and I reviewed the prodigious research developing from the Carnegie Commission on Preventing Deadly Conflict, we recognized that preventing deadly violence in complex, chaotic areas of conflict needs to be a deeply cooperative and interdisciplinary enterprise. Structural prevention—building societies resilient enough to manage conflict through political means rather than deadly violence—depends on the interaction between an enormous number of actors. Development agencies sensitive to conflict dynamics must work with democracy activists who can help build democratic institutions that mediate between the needs of all citizens. Physicians who can heal the wounds of war, agricultural experts who can assure a steady food supply, religious leaders who can inspire a holistic vision for a shared future, and artists who can capture through metaphor what is too painful to discuss in plain language—all play a crucial role in creating sustainable peace and preventing downward spirals into violence.

This report focuses on the US peacebuilding community and demonstrates, through survey data and analysis of recent developments in the field, that the trends we predicted in the Carnegie Commission final report are now being borne out in a powerful way. It is clear from this research that a far larger community of practice is now engaged in a common peacebuilding enterprise, with theorists and practitioners working across disciplines to find common purpose in new approaches to preventing deadly conflict. The challenge for the US community will be to join with the rest of the world in creating overarching frameworks that combine the best of early warning, advocacy, structural prevention, and post-conflict reconciliation.

In my work as a psychiatrist, an educational reformer, a foundation president, and an analyst in the prevention of genocide, I know that to heal the world requires a brave leap of faith outside comfortable boundaries. Peacebuilding 2.0 will emerge in its most evolved form when everyone from inspirational political leaders to schoolchildren envisions their work as deeply interconnected and when the hopes of all citizens find their way into the institutions that undergird resilient and sustainable societies. This report points the way to that integrated vision of peacebuilding and reinforces the efforts so many have made over the years to build a holistic and responsive field and a more peaceful world.



**Dr. David A. Hamburg**

Visiting Scholar at the American Association for the Advancement of Science

President Emeritus of the Carnegie Corporation of New York



# Executive Summary

Changes in the political environment have a direct effect on peacebuilding policies. During the tense budget battles in the 2011 US Congress over the foreign assistance budget and related programs, the very existence of the United States Institute of Peace (USIP) was thrown into doubt.

Rumors circulated that lawmakers might recommend the revocation of the USIP charter. This political turmoil highlighted the need to better define the US-based peacebuilding community with the goal of informing government officials, funders, and the wider public of the value and impact of peacebuilding work.<sup>1</sup> To fill this void, the Alliance for Peacebuilding, in collaboration with the Joan B. Kroc Institute for Peace & Justice at the University of San Diego and with funding from USIP, undertook the Peacebuilding Mapping Project (PMP). Through two surveys of US-based peacebuilding and related organizations, valuable data on the current state of the US peacebuilding field were gathered and analyzed to chart a path for the future. This report presents the survey findings and their wide-ranging implications for the future shape of peacebuilding.

The US peacebuilding field has deep roots in peace studies, nuclear disarmament, alternative dispute

resolution, mediation, and conflict resolution. Johan Galtung, often considered one of the key theorists in the peacebuilding field, laid the foundations for conflict resolution and peacebuilding in the mid-20th century with his work on positive peace and the direct, structural, and cultural levels of violence.<sup>2</sup> The field did not start to take its current shape until the end of the Cold War. Throughout the 1990s, in response to the fall of the Berlin Wall and the conflagrations in Rwanda and Bosnia, the field matured into a rich array of organizations operating in the spheres of both process (such as mediation and negotiation) and structure (building resilient institutions). During this time the field evolved into what we recognize as Peacebuilding 1.0.

However, the terrorist attack on September 11, 2001 and the wars in Afghanistan and Iraq radically changed the international landscape and the American public's perception of peacebuilding. Over the past decade, the peacebuilding sector has continued to grow, expanding

---

1 For two global peacebuilding inventories, see United Nations (2006) and the Geneva Peacebuilding Platform (2008). For a very useful online resource on peacebuilding, see the Peacebuilding Initiative of HPCR International, 2008, [www.peacebuildinginitiative.org](http://www.peacebuildinginitiative.org) (accessed on August 16, 2012).

---

2 Note that the relationship between "peacebuilding" and "conflict resolution" tends to vary according to different theorists and practitioners and at different points in time. Conflict resolution is usually considered a more process-oriented enterprise, while peacebuilding encompasses both process-oriented and structural approaches.

into key related sectors such as development, democracy, food security, health, and genocide prevention. As of 2012, peacebuilding has been woven inextricably into the missions of the United Nations, the United States Armed Forces, the US Government, the private sector, large development organizations, and a broad range of social change organizations.

While the field has grown exponentially in both impact and influence, it lacks the cohesion to operate most effectively in fragile, chaotic zones of conflict around the world. In order to reach its full potential, the field must move from Peacebuilding 1.0—the existing dynamic yet disconnected series of peacebuilding activities across a broad range of sectors—to Peacebuilding 2.0—a more unified field that harnesses the collective energy of all peacebuilding interventions and creates joint impact that leads to more stable, resilient societies. The challenge of Peacebuilding 2.0 is to coordinate, communicate, and learn across the current disparate sectors as well as understand how a more expansive field can operate beyond the sum of its individual parts.

### Key Survey Findings

The Peacebuilding Mapping Project conducted two separate surveys of a total of 119 nongovernmental organizations (NGOs): one of 44 US-based peacebuilding organizations (all members of the Alliance for Peacebuilding) and the other of 75 NGOs in closely related fields. The latter included those that self-identify as peacebuilders and those that do not but whose work intersects with peacebuilding and whose personnel operate congruently with peacebuilders in zones of conflict. The survey data have helped us identify key principles and modalities of peacebuilding across a wide range of NGOs and outline the parameters of a much more expansive community of peacebuilding practice.<sup>3</sup>

---

<sup>3</sup> See appendices 4 and 5 for complete survey instruments online at [www.allianceforpeacebuilding.org/pmp](http://www.allianceforpeacebuilding.org/pmp).

Data emerging from the surveys suggest the following:

#### AfP Members<sup>4</sup>

- Focus primarily on core peacebuilding and conflict resolution processes, with over 90 percent working on social cohesion and trust building. Interestingly, while their work focuses on these core peacebuilding activities, AfP members also work within a diverse array of other sectors, including development, human rights, women, and youth.
- Work across 153 countries and at all points on the conflict spectrum.<sup>5</sup> Given the fiscal constraints and substantial demands on these organizations, many have found it difficult to successfully implement their full scope of work.
- Function with extremely limited financial and human resources, with more than 60 percent operating on peacebuilding budgets of less than \$500,000 per year.

#### Organizations from Related Sectors<sup>6</sup>

Fifty-six organizations indicated that they consider themselves peacebuilders, while 15 organizations stated that they are not peacebuilding organizations.<sup>7</sup>

- These organizations perform peacebuilding work within a wide spectrum of other sectors,<sup>8</sup> with over

---

<sup>4</sup> See appendix 1, list A for survey 1 participants (AfP members).

<sup>5</sup> Pre-conflict, during conflict, and post-conflict.

<sup>6</sup> See appendix 1, lists B and C for survey 2 participants (related organizations).

<sup>7</sup> Four organizations only provided demographic information, thus the total number of organizations surveyed was 75.

<sup>8</sup> The sectors included in this survey do not cover all the potential fields; however, they provide a comprehensive overview of those working in and around conflict contexts and include academic, conflict prevention, conflict resolution and transformation, democracy and governance, development, environment, food security, genocide prevention, health, human rights, human security, humanitarian aid, nuclear proliferation, refugees and internally displaced persons, religion, rule of law, science and technology, security, women, and youth.

half of the self-identified peacebuilders working in areas such as women, development, human rights, democracy and governance, youth, and environment.

- More than half of these organizations indicated that they use key peacebuilding processes in their work, specifically capacity building, alliance building, and training.<sup>9</sup>
- Notably, of the 15 organizations that do not identify as peacebuilders, 11 reported having peacebuilding projects.

### Implications

The survey data suggest the following implications for the peacebuilding field:

- The peacebuilding field must identify itself as a far more expansive community of practice, recognizing that peacebuilding takes place within a broad range of sectors. To be truly effective, the field must coordinate its efforts across these sectors.
- **Like ripples in a pond moving from the core to the periphery, peacebuilding is simultaneously:**
  - a profession with a core of professionals trained in and dedicated to key skills;
  - a broader community of practice using peacebuilding modalities in a wide range of related fields; and
  - a lens through which practitioners in closely related fields integrate key “do no harm” principles of peacebuilding into the structure of their work.

---

<sup>9</sup> This statistic comes from the total response of survey 2 participants and includes capacity building with a response rate of 59.2 percent, alliance building with 56.3 percent, and training with 53.5 percent.

- Increasingly, even organizations that do not consider themselves peacebuilders do understand the importance of this “conflict lens” and attempt to carry out their work in ways that will, at a minimum, not aggravate tensions, and, at best, lead to increased capacity for peace. We predict that the “conflict lens” will become a far-reaching philosophy, embedded into social change at all levels of intervention.
- While a wide range of peacebuilding professionals work across the conflict spectrum in chaotic, fragile conflict zones, coordination and collaboration between organizations and sectors still prove to be a key difficulty for the field. Staying within silos only weakens impact. Organizations lose valuable opportunities for working together on the ground in conflict areas to create more sustainable peace across the conflict spectrum.
- Rather than focusing on micro-level interventions, a systems approach to peace allows for macro-level planning and cumulative impact.
- In measuring the impact of peacebuilding, evaluation techniques must be as interdisciplinary as the field itself, and the field must be willing to experiment with unconventional indicators of social change.
- Expanding the community of practice for peacebuilding has serious implications for the education of a new generation of peacebuilders. There is a significant disjunction in the field currently between the large number of students who want to enter the peacebuilding field as professionals and the minimal number of jobs available in any given year. The peacebuilding field needs to think of itself as educating a broad swathe of social entrepreneurs who can take the analytical tools and practical experience they gain in their advanced-degree peacebuilding programs and apply them in related fields.



## PEACEBUILDING 2.0 RECOGNIZES THAT:

**1** **Peacebuilding is a far larger community of practice** than just the relatively small number of organizations specifically operating in areas of conflict resolution and/or conflict transformation. Durable peace requires efforts at the intersection of many fields, including conflict resolution, development, democracy and governance, human rights, and many more. In complex, chaotic conflict environments, these sectors must interact in a systematic and coordinated way to magnify positive impact.


**2** **In the deeply divided societies in which peacebuilders operate**, every intervention, from building a school to negotiating a peace agreement, can serve to reduce or augment conflict, often in unpredictable ways. A more cohesive and systemized field can help avoid unintended negative consequences.

**3** **A “conflict-sensitive” lens<sup>1</sup> must permeate all work** in and around conflict environments to ensure that interventions seemingly tangential to conflict resolution do not adversely affect the conflict dynamics of a fragile society.

---

<sup>1</sup> A conflict lens or conflict-sensitive approach is a key principle of peacebuilding practice. This approach arises from concepts such as “do no harm,” which suggest that any action in an intervention can have negative, unintended consequences. A conflict lens might manifest itself in all actors working in and around conflict settings using tools such as conflict mapping and analysis prior to entering a conflict zone and subsequently monitoring all actions of the intervention in order to mitigate unforeseen negative outcomes.

# Introduction



**Dramatic shifts in the international landscape have brought the peacebuilding field to a significant turning point.**

On one hand, the world has become increasingly peaceful (Pinker 2011, Human Security Report Project 2011). The number and severity of state-based armed conflicts<sup>10</sup> have declined markedly since the end of the Cold War (Mack 2007). Moreover, humans at large have become much less violent in the 20th and 21st centuries than our ancestors 500 years ago, for example: “[F]rom the 13th century to the 20th, homicide in various parts of England plummeted by a factor of ten, fifty, and in some cases a hundred” (Pinker 2011, 60). The global rates of violent deaths have vastly declined.

On the other hand, while the number of deaths from civil war has declined since the 1980s, one in four people (more than 1.5 billion) still live in fragile and conflict-affected states and suffer acute levels of violence (World Bank 2011). Violence in the 21st century has been transformed and is now rooted more firmly in the interlinkages between political conflict, state fragility, organized crime, and porous borders for the movement of (legal and illegal) capital (World Bank 2011, 5). The proliferation of small arms, environmental degradation, volatile energy and food prices, as well as the lack of regional mechanisms for policing and law enforcement, have augmented the spread of violence.

To meet these challenges, the peacebuilding field has burgeoned over the past 20 years. Heightened intervention by the United Nations and civil society organizations in conflict-affected regions has been cited as a key driver in reducing civil war over the past decade (Human Security Report Project 2011). Peacebuilding has become not only a set of actions by a small number of professionals but also a core set of principles driving social change. Governments, militaries, and regional and international institutions, as well as fields like democracy and development, have begun to use conflict-sensitive approaches in their work in areas of violent conflict, even when they do not necessarily define their work as peacebuilding.

While the peacebuilding field is growing exponentially in both its impact and influence, it lacks the cohesion to operate most effectively in fragile, chaotic zones of conflict around the world. Peacebuilding spans so many dimensions and encompasses so many related fields that, without definition, it risks becoming a “theory of everything” rather than a focused, pragmatic enterprise with clear goals, modalities, and outcomes. In many ways, this tension is unavoidable, since in the deeply divided societies in which peacebuilders operate, every intervention, from building a school to negotiating a peace agreement, affects so many other elements in society and can have profound positive and negative ripple effects.

---

<sup>10</sup> Violent clashes with more than 1,000 casualties.



## SELECTED DEFINITIONS OF PEACEBUILDING

This list is not exhaustive and only provides some of the most prominent academic and institutional definitions of peacebuilding. The US Government does not have a publicly available definition of peacebuilding, other than the definition provided by USIP.

*“...peacebuilding is a process that facilitates the establishment of durable peace and tries to prevent the recurrence of violence by addressing root causes and effects of conflict through reconciliation, institution building, and political as well as economic transformation. This consists of a set of physical, social, and structural initiatives that are often an integral part of post-conflict reconstruction and rehabilitation.”*

— Conflict Information Consortium,  
University of Colorado

*“Peacebuilding is the process of creating self-supporting structures that “remove causes of wars and offer alternatives to war in situations where wars might occur.” Conflict resolution mechanisms “should be built into the structure and be present there as a reservoir for the system itself to draw upon, just as a healthy body has the ability to generate its own antibodies and does not need ad hoc administration of medicine.”*

— Galtung, Johan

*“Peacebuilding involves addressing social and political sources of conflict as well as reconciliation.”*

— Global Partnership for the  
Prevention of Armed Conflict








MORE THAN  
**1.5 BILLION  
PEOPLE  
STILL LIVE IN**

**FRAGILE AND CONFLICT AFFECTED STATES  
AND SUFFER ACUTE LEVELS OF VIOLENCE.**

The time is ripe for the peacebuilding field to evolve from Peacebuilding 1.0—a dynamic yet disconnected series of peacebuilding activities across a broad range of sectors—to Peacebuilding 2.0, a more unified field that harnesses the collective energy of all peacebuilding interventions and creates joint impact that leads to more stable, resilient societies. We are on the verge of this transition but have not fully realized Peacebuilding 2.0. We hope that outlining the field’s parameters and principles will encourage this transition, enabling more effective cooperation and coordination between different actors, while bringing more resources to fragile societies and amplifying the voices for peace in the world’s most complex zones of conflict.

### Defining Peacebuilding

Debates over the size, shape, and scope of the peacebuilding field are rife in trade association meetings, classrooms, academic journals, and informal conversations among peacebuilders. Some argue for a rigid definition of peacebuilding, which would include only a small number of professionals operating in very discrete settings. Others assert that peacebuilding should be defined broadly to encompass a wide range of activities that take place in the conflict “space” and that aim to reduce human suffering in conflict zones. This distinction is characterized as “working in and around” conflict, with a conflict lens (the broad definition) as opposed to “working on” conflict (the narrow definition).



**PEACEBUILDING 2.0: A MORE UNIFIED FIELD THAT HARNESSSES THE COLLECTIVE ENERGY OF ALL PEACEBUILDING INTERVENTIONS AND CREATES JOINT IMPACT THAT LEADS TO MORE STABLE, RESILIENT SOCIETIES.**

### “Strategic Peacebuilding Principles:

1. *Peacebuilding is complex and has multiple actors.*
2. *Peacebuilding requires values, goals, commitment to human rights and needs.*
3. *Peacebuilding goes beyond conflict transformation.*
4. *Peacebuilding cannot ignore structural forms of injustice and violence.*
5. *Peacebuilding is founded on an ethic of inter-dependence, partnership, and limiting violence.*
6. *Peacebuilding depends on relational skills.*
7. *Peacebuilding analysis is complex; underlying cultures, histories, root causes and immediate stressors are essential.*
8. *Peacebuilding creates spaces where people interact in new ways, expanding experience and honing new means of communication.*
9. *Peacebuilding heals trauma, promotes justice and transforms relationships.*
10. *Peacebuilding requires capacity and relationship building at multiple levels.”*

— Joan B. Kroc Institute for Peace & Justice, University of San Diego



Many definitions converge on the idea that peacebuilding is a set of long-term endeavors undertaken continuously through multiple stages of conflict (before, during, and after) and involving collaboration at several levels of society (see sidebar). Furthermore, peacebuilding emphasizes transformative social change that is accomplished both at the process-oriented level, through tools such as negotiation, mediation, and reconciliation, and on the structural level, through the development of resilient institutions and social processes that allow conflict to be resolved through political, rather than violent, means. This broad notion embraces the work not only of the traditional peacebuilding community but also of the democracy, humanitarian assistance, human rights, and development communities as well as sectors ranging from civil society to

governmental bodies and even the armed forces, which all operate in conflict spaces. This report helps bridge peacebuilding with other related fields, identifies the actors working in complex conflict zones across sectoral lines, and describes a more expansive vision of the field. Throughout this report, we refer to “peacebuilding” as a field, a lens, an approach, a strategy, and an aspirational goal—a plethora of metaphors that illuminate the wide-ranging understanding of the term among actors operating within the conflict spectrum.

*“[Peacebuilding] is understood as a comprehensive concept that encompasses, generates, and sustains the full array of processes, approaches, and stages needed to transform conflict toward more sustainable, peaceful relationships. The term thus involves a wide range of activities that both precede and follow formal peace accords. Metaphorically, peace is seen not merely as a stage in time or a condition. It is a dynamic social construct.”*

— John Paul Lederach

*“[Peacebuilding] includes activities designed to prevent conflict through addressing structural and proximate causes of violence, promoting sustainable peace, delegitimizing violence as a dispute resolution strategy, building capacity within society to peacefully manage disputes, and reducing vulnerability to triggers that may spark violence.”*

— Organization for Economic Cooperation and Development (OECD)

*“Peacebuilding is a term used within the international development community to describe the processes and activities involved in resolving violent conflict and establishing a sustainable peace. It is an overarching concept that includes conflict transformation, restorative justice, trauma healing, reconciliation, development, and leadership, underlain by spirituality and religion. It is similar in meaning to conflict resolution but highlights the difficult reality that the end of a conflict does not automatically lead to peaceful, stable social or economic development. A number of national and international organizations describe their activities in conflict zones as peacebuilding.”*

— School of Conflict Analysis and Resolution at George Mason University



**“IN A LARGER SENSE, PEACEBUILDING INVOLVES A TRANSFORMATION TOWARD MORE MANAGEABLE, PEACEFUL RELATIONSHIPS AND GOVERNANCE STRUCTURES”**

*“Peacebuilding involves a range of measures targeted to reduce the risk of lapsing or relapsing into conflict by strengthening national capacities at all levels for conflict management, and laying the foundations for sustainable peace and development. Peacebuilding strategies must be coherent and tailored to the specific needs of the country concerned, based on national ownership, and should comprise a carefully prioritized, sequenced, and therefore relatively narrow set of activities aimed at achieving the above objectives.”*

— United Nations Development Program

*“Peacebuilding is rather the continuum of strategy, processes and activities aimed at sustaining peace over the long-term with a clear focus on reducing chances for the relapse into conflict.... [It] is useful to see peacebuilding as a broader policy framework that strengthens the synergy among the related efforts of conflict prevention, peacemaking, peacekeeping, recovery and development, as part of a collective and sustained effort to build lasting peace.”*

— United Nations: Peacebuilding Support Office

*“Originally conceived in the context of post-conflict recovery efforts to promote reconciliation and reconstruction, the term peacebuilding has more recently taken on a broader meaning. It may include providing humanitarian relief, protecting human rights, ensuring security, establishing nonviolent modes of resolving conflicts, fostering reconciliation, providing trauma healing services, repatriating refugees and resettling internally displaced persons, supporting broad-based education, and aiding in economic reconstruction. As such, it also includes conflict prevention in the sense of preventing the recurrence of violence, as well as conflict management and post-conflict recovery. In a larger sense, peacebuilding involves a transformation toward more manageable, peaceful relationships and governance structures—the long-term process of addressing root causes and effects, reconciling differences, normalizing relations, and building institutions that can manage conflict without resort to violence.”*

— United States Institute of Peace



# Evolution of the Field: From Peacebuilding 1.0 to Peacebuilding 2.0

A full history of the field is beyond the scope of this report, but a few highlights trace the evolution from Peacebuilding 1.0 to Peacebuilding 2.0.

The peacebuilding field stretches back decades and has firm foundations in the theory and practice of peace studies, mediation, and conflict resolution. For years before the end of the Cold War, Soviet-American dialogue groups met in secret, and groups of citizens quietly held conversations across the Israeli-Palestinian conflict, the Northern Ireland conflict, and other struggles around the world. Johan Galtung's work on positive peace and structural violence in the late 1970s laid the foundation for present-day conflict resolution theory, and he is often credited with creating the term "peacebuilding" (Galtung 1976, 297-98). However, some confusion still reigns on the difference between peacebuilding and conflict resolution, and the relationship between the two varies depending on the context and sector (for example, academic programs tend to be labeled "conflict resolution" rather than peacebuilding, even when they encompass courses and research clearly linked to peacebuilding). For the purposes of this report, conflict resolution—with its focus on process—falls under the umbrella of peacebuilding, which encompasses both process and structural approaches in its work. Several processes inherent to conflict resolution, which we discuss later in this report, include negotiation, mediation, conflict transformation, and dialogue.

While the theoretical foundation of the field was built far earlier, the end of the Cold War represented the key turning point in the modern development of peacebuilding. The breakdown of the superpower rivalry between the United States and the Soviet Union opened the floodgates for citizen engagement and allowed for more powerful norms of international intervention, while creating ample opportunities for creative organizations to bring conflict resolution skills to regions such as Eastern Europe, which had not been possible before.

After the Cold War, the US-based international conflict resolution field—what we recognize as the initial phase of Peacebuilding 1.0—arose out of dual streams of activity: (1) the explosion of negotiation, mediation, and alternative dispute resolution in the legal field and private sector in the 1980s and (2) the energy arising from the nuclear freeze and anti-Apartheid movements that needed new outlets after the fall of the Berlin Wall and the end of Apartheid in South Africa. During this time, mediators like Raymond Shonholtz who had developed domestic mediation programs turned their sights internationally and created "train the trainer" programs in former Soviet republics, while negotiation experts such as Roger Fisher created the Conflict Management Group to apply negotiation theory to post-Cold War disputes around the world. NGOs such as Beyond War, which had once advocated for a nuclear



freeze, began citizen dialogues focusing on peace and reconciliation between citizens in areas such as the Middle East and the Caucasus.

Most of the activity in the conflict resolution field, as it was then known, focused on process, with an emphasis on mediation, negotiation, dialogue, and reconciliation. Gradually, however, the field began to realize that process was a necessary, but not sufficient, dimension of building peace and, therefore, that institutional structures were critical components of resilient societies. The Hewlett Foundation played a critical role in the metamorphosis of the field. From the 1980s through the early 2000s, the Foundation very consciously “created a field” by giving generous institutional support to a wide range of the most important actors working in the area of conflict resolution. Many of these were domestically focused, but after 1995 funding increased significantly for work outside US borders. The Hewlett Foundation also created “theory centers” in top US universities, which developed some of the most innovative theories on peacebuilding and helped define modern peacebuilding (Kovick 2005).

Simultaneously, former United Nations Secretary General Boutros Boutros-Ghali set forth his vision for peace in a post-Cold War world through his 1992 report, *An Agenda for Peace: Preventive Diplomacy, Peacemaking and Peacekeeping*. An important element of the report was the development of the concept of post-conflict peacebuilding, which included “action to identify and support structures which will tend to strengthen and solidify peace in order to avoid a relapse into conflict” (Boutros-Ghali 1992, II.21). In 1994, the United Nations’ *Human Development Report* intensified the trend toward defining security in human rather than national terms. The key concepts of “freedom from want” and “freedom from fear” helped direct the processes inherent in conflict resolution into the development of institutions that could protect human security (UNDP 1994, 24).

The conflagrations in Bosnia and Rwanda shocked the world out of its post-Cold War optimism and intensified the field’s search for more sustainable systems of peace. The Carnegie Corporation’s Commission on Preventing Deadly Conflict, led by David Hamburg and Cyrus Vance, marked a seminal moment in the development of the field. The Commission, established in 1994, consisted of 16 prominent scholars, diplomats, and peacebuilding experts, along with an advisory committee of eminent government leaders and experts in a wide range of fields related to peace and violence. Perhaps the most important ideas to emerge from the Commission—ideas that set the course of important research and action for the next 15 years in the field—were the concepts of “operational” and “structural” prevention (Carnegie Commission on Preventing Deadly Conflict 1997).

Operational prevention focuses on dialogue, mediation, sanctions, cease-fire negotiations, and preventive diplomacy necessary to stop imminent violence in its tracks. Structural prevention, by contrast, focuses on the deeper institutional changes in development, education, governance, and other sectors that help societies channel conflict into politics, rather than deadly violence. The Carnegie Commission, which published a large number of books, reports, and white papers under its auspices, was instrumental in linking the conflict resolution field to the broader sectors of democracy, governance, human rights, and development. Moreover, the Carnegie Commission laid the foundation for the eventual shape of Peacebuilding 2.0.<sup>11</sup>

During the 1990s, vibrant conflict resolution institutions, many of which would become AfP members, developed in the United States, working in every region of the world and supported by a

---

11 Other theorists were also writing about the links between process and structure in peacebuilding. For example, John Paul Lederach (1999) wrote about the process-structure gap in conflict resolution and how mediation and conflict resolution processes were not sufficient in themselves, without the development of more permanent institutions, for ensuring stable peace.

wide variety of foundations, such as the Hewlett Foundation, the Carnegie Corporation, the MacArthur Foundation, the Open Society Institute, and others. The term “peacebuilding” was not yet used extensively to describe this work, but gradually practitioners and academics began to recognize that their work intersected in some ways with the larger processes of democratic change sweeping through Central and Eastern Europe, the former Soviet Union, Central America, and many regions of Africa.

At the same time, other fields were beginning to examine their substantive ties to peace and conflict resolution. In the democracy arena, theories of “democratic peace”<sup>12</sup> gained great favor, and a new focus on democratic institutions as the mainstay of stable societies began to take hold. In the development field, innovative practices of “conflict-sensitive development” and theories of “do no harm” took into account the impacts—positive and negative—of introducing resources into a conflict zone, which forced the development field to reflect on how to deliver aid without igniting conflicts (see, for example, Anderson 1999). The human rights field grappled with issues of post-conflict reconciliation with its focus on transitional justice and the establishment of the International Criminal Court. Slowly the conflict resolution field was turning into a broader peacebuilding field, through thoughtful sectoral collaborations and holistic implementation of collective practices in conflict-related contexts.

The terrorist attacks on US soil on September 11, 2001 radically altered the landscape of peacebuilding yet again. Suddenly, counterterrorism became the lens through which US policymakers viewed conflict, and in many policy circles, peacebuilding was considered light and inconsequential in the wake of existential questions about terrorism and national security. Foundations shifted their focus from grassroots dialogue to an examination of America’s role in the world and how US

foreign policy should address the threat of terrorism. The wars in Afghanistan and later Iraq posed great challenges as to how peace and development actors could work in war zones and to what extent these nongovernmental activities might be linked, in the minds of local citizens, to the occupying force of the US military. For the first time, the significance of the NGO community working side-by-side with the US military in these zones of conflict was recognized, and it presented new questions about the capacity for collaboration between these two sectors. Moreover, the idea of “prevention” was subverted by President George W. Bush’s use of the term “preventive war” to describe the US invasion of Iraq.

Despite this restrictive environment, the peacebuilding field found ways to grow. The United Nations Development Program (UNDP) began focusing more squarely on conflict prevention as part of its development mandate, and the United Nations established its first Office for the Prevention of Genocide in 2004. At the 2005 World Summit, then UN Secretary General Kofi Annan proposed the creation of a Peacebuilding Commission focusing on post-conflict reconstruction and the great challenge of implementing peace agreements. Around this time the term “peacebuilding” became entrenched into the common vernacular—even though Galtung’s theory had conceptualized peacebuilding for decades. In 2005 as well, aid officials and representatives of donor and recipient countries endorsed the Paris Declaration on Aid Effectiveness, where they committed to working more effectively in the area of peacebuilding. The emergence of social media vastly transformed the dynamics of communication in conflict and disaster zones. New platforms such as Ushahidi, Twitter, and Facebook allowed citizens to broadcast news of conflicts and demonstrations instantaneously. These advances in communication and social media have also heavily influenced the use of geographic information system crisis mapping, which visually illustrates the complex and interconnected nature of conflict situations. Finally, the Arab Spring in 2011 unleashed a new wave of citizen power, upending years of despotic rule across the Middle East and North Africa. See box 1.

---

12 This is also known as democratic peace theory, which argues that democracies do not go to war against one another.

## BOX 1: TOWARD PEACEBUILDING 2.0



Peacebuilding is no longer a single silo but a diverse and expansive community of practice.

**Peacebuilding is simultaneously a profession**—with a core of professionals trained in and dedicated to key skills; **a broader community of practice**—with professionals related to one another in their peacebuilding modalities; and **a lens**—through which practitioners in closely related fields integrate key principles of peacebuilding into the structure of their work. In order to reach its full potential, the field must move from Peacebuilding 1.0, a dynamic yet disconnected series of peacebuilding activities across a broad range of sectors, to Peacebuilding 2.0, a more unified field that harnesses the collective energy of all peacebuilding interventions and creates joint impact that leads to more stable, resilient societies.

**Peacebuilding is a far larger community of practice** than just the relatively small number of organizations specifically operating in the areas of conflict resolution and/or conflict transformation. Durable peace requires efforts at the intersection of many fields, including conflict resolution, development, democracy and governance, and human rights. In complex, chaotic conflict environments, these sectors must interact in a systematic and coordinated way to magnify positive impact.

**In the deeply divided societies in which peacebuilders operate**, every intervention, from building a school to negotiating a peace agreement, can serve to reduce or augment conflict, often in unpredictable ways. A more cohesive and systemized field can help avoid unintended negative consequences.

**A “conflict-sensitive” lens must permeate all work in and around conflict environments** to ensure that even interventions seemingly tangential to conflict resolution do not adversely affect the conflict dynamics of a fragile society. The recognition that interventions in conflict settings have the capacity to exacerbate existing tensions or ignite new struggles is central to the principle of “do no harm” and forms the basis for requiring a broad conflict lens in areas prone to deadly violence. Utilizing tools like conflict mapping and analysis prior to an intervention and monitoring actions while working in conflict zones are key elements of a conflict sensitive lens in any work and will mitigate the potential negative consequences of outside interventions. Note, however, that in discussing the conflict lens, there must be a deliberate recognition of the difference between conflict sensitivity and peacebuilding, two terms that are commonly conflated.<sup>1</sup>

<sup>1</sup> For more information on the distinction between peacebuilding and conflict sensitivity, see Woodrow and Chigas (2009).





# Institutionalization of Peacebuilding

A summary of a variety of key civilian and security sectors shows how profoundly the peacebuilding perspective has permeated governmental and nongovernmental operations, even when described as nation-building, stabilization, or statebuilding.

## United Nations

Since the mid-1990s, the United Nations has been an essential driver in the expansion of global peacebuilding efforts and the norms allowing international intervention and protection of vulnerable civilians. UN Peacekeepers now operate in 16 missions around the world, with a total of 98,000 military and 24,000 civilian personnel (United Nations Peacekeeping 2012). The UN Peacebuilding Commission<sup>13</sup> currently works in six countries, and the United Nations Development Program (UNDP) has a robust unit dedicated to violence prevention. Additionally, the Department of Political Affairs' Mediation Support Unit works closely with UN mediators in the field and provides technical and resource assistance. In 2004, the UN Office for the Coordination of Humanitarian Affairs (OCHA) established the “cluster approach” in an attempt to have all agencies operating in complex contexts on humanitarian interventions and disaster relief work across silos in a more coordinated way.

---

<sup>13</sup> See United Nations Peacebuilding Commission, available at <http://www.un.org/en/peacebuilding/> (accessed on May 7, 2012).

## United States Government

In 2010, the US Department of State issued the *First Quadrennial Diplomacy and Development Review* (QDDR), designed to elevate civilian power in American foreign policy. At its unveiling, Secretary Hillary Rodham Clinton asserted that, “[a] hard-earned lesson of recent years is that the failure of even the most remote state can have serious implications for national security in this interconnected world. America’s civilian power must be able to strengthen fragile states, stop conflicts before they start and respond quickly when prevention fails. We will make conflict prevention and response a core mission of the State Department and USAID” (Rodham Clinton 2010). A key institutional outcome of the QDDR has been the development of the Bureau of Conflict and Stabilization Operations (CSO),<sup>14</sup> whose mission is to “help countries and people find the road away from conflict and toward peace.”

---

<sup>14</sup> See Bureau of Conflict and Stabilization Operations, US Department of State, at <http://www.state.gov/j/cso> (accessed on May 7, 2012).

In addition, the Obama Administration established Presidential Study Directive 10, an interagency process led by the National Security Council, for acting on intelligence of impending mass atrocities (White House 2011a). The establishment of an expansive architecture focusing on prevention—including the Atrocities Prevention Board, changes in military doctrine, and the CSO—signals serious US intent to make “never again” a policy rather than wishful rhetoric (White House 2011b, US Department of State 2010, US Department of Defense 2010).

It is clear that the US Government has shifted peacebuilding, prevention, conflict resolution, and stabilization to the forefront of many of its foreign policy agendas and has initiated policies intended to promote conflict sensitivity and peacebuilding within the work of the State Department, US Agency for International Development (USAID), and the National Security Council.

### **United States Institute of Peace**

The founding of the United States Institute of Peace (USIP) by President Ronald Reagan in 1984 created a powerful voice for peacebuilding in US foreign policy in the post-Cold War era, particularly with regard to installing mechanisms of post-conflict reconstruction in the former Soviet nations. Since its founding, USIP has been a leader in the reconceptualization of peacebuilding both geographically and thematically. Its work has been essential in shifting American peacebuilding practices from reconstruction to prevention and more sustainable interventions. USIP is also a key partner for the peacebuilding field, serving important roles as a funder, thought leader, trainer, and convenor across governmental departments and bureaus, the academic community, and the NGO sector.

### **United States Armed Forces**

After a decade of wars in Afghanistan and Iraq, the US military has increasingly come to rely on “stability operations” in volatile regions of the world, using cooperation with governmental and nongovernmental

entities as a means for achieving lasting peace on the ground and preventing future conflict. Military doctrine around stability operations holds that, “[e]xecuted early enough and in support of broader national policy goals and interests, stability operations (including trainings and development work) provide an effective tool for reducing the risk of politically motivated violence. It does this by addressing the possible drivers of conflict long before the onset of hostilities. Providing the authority and resources to conduct these stability operations as part of peacetime military engagement may be the most effective and efficient method to mitigate the risk of lengthy post-conflict interventions” (Headquarters, US Department of the Army 2008). These advancements indicate a significant shift in military operations, which have assumed more prominent conflict-sensitive approaches and conflict prevention and stabilization strategies.

### **International Development**

The governmental and nongovernmental international development communities have been rapidly embracing a “do no harm” approach to conflict-sensitive development over the past decade (Anderson 1999). Development organizations have increasingly realized that bringing additional resources such as capital, personnel, and equipment to a conflict-prone region can fuel further violence rather than fostering positive development. Therefore, the development community has been comprehensively working to generate collaborative processes for providing aid and assistance through avenues that work to resolve, rather than incite, conflict.

The Fourth High Level Forum on Aid Effectiveness, held in Busan, South Korea, in December 2011, affirmed the importance of peacebuilding as a critical component of the development agenda. Delegates endorsed the “New Deal,” an ambitious framework that more firmly links peacebuilding to statebuilding goals in fragile states (OECD 2011). The New Deal “proposes key peacebuilding and statebuilding goals, focuses on new ways of engaging, and identifies commitments to build mutual trust and achieve better results in fragile states.”

The New Deal is now being implemented in seven pilot countries (South Sudan, the Central African Republic, Democratic Republic of the Congo, Timor Leste, Sierra Leone, Liberia, and Afghanistan), with cooperation between donors, host-country governments, and a robust range of peacebuilding and development civil society actors. The New Deal has also sparked discussion at the United Nations, which is currently considering whether to include peacebuilding goals in the post-2015 development architecture that will replace the Millennium Development Goals.

### Private Sector

The business community has become considerably more aware over the past ten years of the role it plays in contributing to conflict and the positive force for peace that it can be in areas prone to violence. While mining for minerals and diamonds has created or financed violence in places such as the Democratic Republic of the Congo (DRC) and Sierra Leone, there is movement for change. In some cases, extractive industries are working with local communities to lessen the impact of environmental damage and to ensure that profits reach the local level. Some technology companies are ensuring that their supply chains minimize the use of “conflict minerals” mined by militias to support local campaigns of violence in the DRC and other conflict-prone states.

The Kimberley Process was instituted to harness consumer advocacy to put pressure on industry to change their diamond mining practices. While this process of certifying diamonds as “conflict free” is still problematic, particularly since corruption plagues much of the system, it is one of the premier attempts of private industry to acknowledge the correlations between its work and violent conflicts.<sup>15</sup> Private companies are

also working on innovative partnerships with human rights groups and development organizations to ensure conflict-sensitive development and economic growth (CSIS 2012). Microfinancing—financial services for small entrepreneurs and businesses that would otherwise not have access to banks and related financial institutions—has been especially useful as a way of developing capacity in desperately poor areas of the world and discouraging local violence.

### Human Rights

The human rights community has played a leading role in advocating for the prevention of genocide and mass atrocities, through groups like United to End Genocide, the ENOUGH Project, and the Holocaust Museum’s Committee on Conscience. ENOUGH and related groups have also worked very successfully to raise awareness of conflict minerals, child soldiers, and sexual violence related to conflict. Human Rights Watch has been central to altering the way governments perceive and mitigate conflict.

The Responsibility to Protect (R2P) movement sprang from the human rights field and has fundamentally changed the way the international community regards states that oppress their own people. The field of transitional justice also arose through the human rights field and has made great strides to ensure that leaders cannot kill with impunity and that peace must be linked with justice. The creation of the International Criminal Court (ICC) in 1998, with the adoption of the Rome Statute, exemplifies this movement. It has been argued that the ICC has significantly shifted international accountability for human rights violations and has assisted in holding leaders legally responsible for human rights offenses against their own citizens (Sikkink 2011).

---

15 Organizations such as Partners for Democratic Change and RESOLVE have worked at the local level to improve the relationships between mining companies and citizens, helping facilitate healthier initiatives for the mining industry. The ENOUGH Project has focused on the supply chain between industry and the suppliers of conflict minerals.



## Democracy

In its *2011 World Development Report*, the World Bank focused on the links between security, conflict, and economic development. A key finding of that report is the critical role that democratic institutions play in preventing violent conflict. Not only do stable democratic institutions act as important venues for participation and conflict resolution but also the consensus-building processes needed to construct and operate the institutions serve as key building blocks for resilience and flexibility. For a strong argument on the key role that democratic organizations play in stabilization efforts, see Acemoglu and Robinson (2012). Furthermore, the National Democratic Institute and the International Republican Institute, both funded by the National Endowment for Democracy, are involved in democracy promotion and have begun to recognize the connection between their work and conflict prevention, particularly as these agencies have begun to use a systems approach in their work and evaluation processes.

## Environment

The environmental community has been at the forefront of using conflict resolution processes to resolve environmental disputes. Processes such as alternative dispute resolution, mediation, consensus building, and negotiation have become integral to the work of many environmental organizations that work on resource, land, and water disputes both in the United States and internationally. The Center for Conflict Prevention and Resolution within the Environmental Protection Agency is solely focused on the intersection of conflict and the environment, and the federally funded US Institute for Environmental Conflict Resolution concentrates on providing assistance to resolve environmental disputes, such as conflicts over public land and natural resources, that involve the US Government.

The synergy between conflict resolution practices and environmental disputes has expanded internationally, with peace and the environment closely linked. Organizations such as the International Environmental

Data Rescue Organization (IEDRO) see their work on climate change and flood and famine forecasting as peacebuilding initiatives. As the late environmentalist and Nobel Laureate Wangari Maathai suggested, “Recognizing that sustainable development, democracy and peace are indivisible is an idea whose time has come. Our work over the past 30 years has always appreciated and engaged these linkages.”<sup>16</sup> Maathai’s assertion that global conflicts are entwined in issues of democracy, development, and the environment highlights the essential nature of collaboration and whole-of-community practices when working toward peace.


## Graduate Programs

While peacebuilding has blossomed into these related fields, the number of peacebuilding programs in American and international universities has also grown exponentially over the past decade. There are over 150 master’s degree programs in conflict and peace studies, both domestically and internationally (Center for Conflict Resolution at Salisbury University 2007, 2009). Students in these programs may not all find positions directly in the peacebuilding field, but they will spread their skills throughout the private and public sectors, bringing a peacebuilding/conflict-sensitive lens to a wide range of governmental and civil society activities.

---

16 Wangari Maathai, Nobel Lecture delivered after receiving the 2004 Nobel Peace Prize, Oslo City Hall, Oslo, Norway, December 10, 2004, [http://www.nobelprize.org/nobel\\_prizes/peace/laureates/2004/maathai-lecture-text.html#](http://www.nobelprize.org/nobel_prizes/peace/laureates/2004/maathai-lecture-text.html#) (accessed on August 16, 2012).

# The Peacebuilding Mapping Project: Overview and Methodology



The Peacebuilding Mapping Project (PMP) was designed to map the current state of the American NGO peacebuilding field and gain insights that would enable the field to evolve to Peacebuilding 2.0.

International organizations, NGOs, governmental actors, and others often operate within narrow silos despite similar peacebuilding goals. This project aims to identify the connections between American NGOs that self-identify as peacebuilders and those that do not and highlight key working methods and demographics of the field.

Two separate surveys were conducted of a total of 119 NGOs: one of 44 peacebuilding organizations (all members of the Alliance for Peacebuilding) and the other of 75 NGOs in closely related fields. These organizations include those that self-identify as peacebuilders and those that do not but whose work intersects with peacebuilding and whose personnel work congruently with peacebuilders in zones of conflict.

The two surveys reveal that there is a diverse and vibrant community of peacebuilding practice in the United States, whose work spans multiple sectors, a wide range of activities, and distinct methodologies and approaches. Although many organizations come to peacebuilding from areas other than peace and conflict resolution (such as development, human rights, humanitarian relief, and democracy promotion), they have clearly repositioned and/or retooled themselves to work in a wide variety of conflict contexts. Since

peacebuilding is a rapidly evolving field encompassing many new actors, it is difficult to define its scope and boundaries definitively. Nonetheless, it is clear that a critical mass of organizations now consider the type of work they do in the United States and around the world as peacebuilding, which has led us to conclude that peacebuilding is on the cusp of a true revolution—that is, moving from being a series of disconnected dots operating at multiple levels of complex, chaotic conflict (Peacebuilding 1.0) to becoming a sophisticated grid of interconnected, mutually reinforcing interventions that can lead to real and sustainable peace (Peacebuilding 2.0). This integration of communities that use peacebuilding and the development of a systemic, holistic, whole-of-community approach will lead to more effective intervention and cumulative impact.



**PEACEBUILDING IS ON THE  
CUSP OF A TRUE REVOLUTION**

## Methodology

During the early stages of project development, we considered, but rejected, a deductive approach to scoping and defining peacebuilding. Rather than starting with an *a priori* definition of peacebuilding that would help establish the boundaries of the field, we decided to adopt an inductive approach to defining the field through the work of peacebuilding organizations and other institutions working on issues broadly related to conflict and peace.

To better understand the organizations that identify as peacebuilders, as well as similar organizations, we designed a two-phase survey.<sup>17</sup> The first survey instrument was quite detailed, since it targeted AfP members, to establish a baseline for the study's core peacebuilding constituency. The second survey instrument<sup>18</sup> was streamlined and tailored for a broader community of practitioners whose work intersected with that of self-identified peacebuilders or ran in tandem in related fields.<sup>19</sup>

Organizations included in the second survey were chosen through a variety of methods, including internet-based research, recommendations from the Steering Committee and other key stakeholders, partners of AfP members that participated in the first survey, and rosters provided by InterAction, the Global Partnership for the Prevention of Armed Conflict (GPPAC), and the Association for Conflict Resolution (ACR). Additionally, we analyzed the pool of organizations for the second survey through a sectoral lens to ensure that it was representative of key actors from a wide range of fields, including academia, conflict prevention, democracy and governance, development, environment,

faith-based and religion, food security, genocide prevention, health, human rights, humanitarian aid, human security, nuclear proliferation, peacebuilding,<sup>20</sup> refugees and internally displaced persons, rule of law, science and technology, security, women, and youth. While not exhaustive, we considered this list to cover the sectors most closely connected with peacebuilding.

Finally, the second survey asked the qualifying question, "Do you consider your organization's work as peacebuilding?" in order to separate organizations that self-identify as peacebuilders and those that do not. This identifier allowed us to compare peacebuilding organizations and those whose work may be congruent. Through this process of self-definition we were able to examine the various approaches and working methods of the wide range of organizations that currently occupy the same conflict space as peacebuilders.

---

<sup>20</sup> Peacebuilding was also considered its own sector, and many organizations identified themselves as belonging to the peacebuilding field.

---

<sup>17</sup> The complete responses from the two surveys are available in appendix 2 on AfP's website, <http://www.allianceforpeacebuilding.org/pmp>.

<sup>18</sup> See appendices 4 and 5 online for complete survey instruments.

<sup>19</sup> The first survey (n=66) was conducted from August through December 2011 and the second (n=262) from November 2011 through January 2012.





# Mapping the Community of Practice: Key Survey Findings

This section analyzes the key findings from the two surveys. The first subsection focuses on data from the first survey and analyzes the institutional profile and working methods of the Alliance for Peacebuilding's 44 US-based member organizations. The next subsection reviews data from the second survey, which covered a larger community of organizations selected from the sectors listed earlier. It is important to note that the respondents to this second survey fall into two distinct subgroups:

- A. 56 organizations that, like AfP members, consider their work as peacebuilding, and
- B. 15 organizations that do not consider their work as peacebuilding (although 11 of them reported having peacebuilding programs).<sup>21</sup>

In short, the respondents to the two surveys are clearly part of an expanded peacebuilding community of practice. Their institutional profile and working methods provide important insights into the state of peacebuilding practice today and its prospects for the foreseeable future. For Peacebuilding 2.0 to become a viable strategy to address conflict, it is essential that we better understand its principles and methodologies as reflected in the work of its current practitioners in the US-based NGO community (box 2). We hope that the findings of this study, and their policy and operational implications discussed in the next section of this report, will be of direct interest to the peacebuilding community, policymakers, funders, government representatives, professionals in fields related to peacebuilding, and other stakeholders.

---

<sup>21</sup> The second survey had a total of 75 respondents. However, only 71 submitted complete responses to the questions related to whether or not they viewed their work as peacebuilding (with 56 stating yes and 15 stating no).

## BOX 2: THE SHAPE OF PEACEBUILDING 2.0



### PEACEBUILDING

The data from this study point to a middle ground between various understandings of peacebuilding,

At the core of the peacebuilding community is a group of dedicated professionals whose central goals, tools, and modalities focus on processes of conflict resolution, conflict transformation, and dialogue. Consensus building, negotiation, and bridging divides in highly fractured societies lie at the heart of their work. This core constituency is heavily represented in the AfP membership and has strong counterparts around the world.

Like ripples in a pond, moving outward from the core peacebuilding community, peacebuilding activity is found to be embedded in fields related to—but distinct from—the more traditional peacebuilding sector. These fields include democracy building, development, health, business, security, civil society building, microfinance, women’s empowerment, and a vast range of other endeavors related to social change and the development of more resilient societies. The data demonstrate that the peacebuilding activities of organizations in these related fields are often almost identical to those of traditional peacebuilding organizations, and in nearly all the cases, these groups even identified themselves as peacebuilding organizations, despite the fact that they are clearly situated in fields outside the traditional peacebuilding core.

Imagine this dynamic as Venn diagrams, with peacebuilding at the center and other fields overlapping in some areas but not in others. There is clearly some area of intersection between peacebuilding and other fields, where goals and modalities are perceptibly aligned despite the differing sectoral locations. Moving outside these intersecting areas, like the ripples radiating farthest from the center, we find that the work done here may be highly relevant to peacebuilding, and may be taking place in a conflict space, but may not actually be considered a core peacebuilding activity in itself.

For example, in the democracy sector, groups working to prevent election violence may consider that they are contributing to peacebuilding, while technicians working on more effective voting machines may not (even though having effective voting machines may lead to more credible elections, which themselves might lead to reduced violence; however, this link is more attenuated). In the development sector, specialists who work with warring neighbors to place a water well in a neutral space may see themselves as peacebuilders, whereas the scientists developing the water purification system for the well may not. Thus, the question is not what these organizations do but how they conduct their work in order to contribute to nonviolent and sustainable outcomes. The larger point here is that we can identify key peacebuilding activities within sectors related to—but separate from—the core peacebuilding profession.

## PROFILE OF ALLIANCE FOR PEACEBUILDING MEMBERS: SURVEY 1

In joining the Alliance for Peacebuilding, members self-identify as peacebuilders and go through a vetting process including letters of recommendation and review by the AfP Board of Directors. At the time of the survey, AfP was composed of 66 member organizations, both within the United States and internationally. For the purposes of this project, we analyzed only US-based AfP member organizations, and the group comprised 44 respondents.<sup>22</sup>

**Organizational Profile:** AfP's member organizations are a diverse group of faith-based NGOs, academic and research institutions, alliances and consortiums of practitioners, conflict resolution NGOs as well as for-profit conflict resolution companies. Seventy-nine percent of AfP members were established after 1990, when peacebuilding emerged as a discrete area of work, and the vast majority reported that their mission has not changed in the last ten years. Despite their varying organizational features described below, what seems to unite AfP members is their self-identification under the peacebuilding umbrella.

**Financial Resources:** With a few exceptions, AfP members operate with extremely limited financial resources.<sup>23</sup> Over 60 percent of AfP members have a budget of less than \$500,000, while 25 percent have a budget of less than \$90,000 annually. With respect to funding sources, 70 percent receive at least some funding from individual donors, 57 percent receive funding from private foundations, and less than half receive funding from other sources.<sup>24</sup> An analysis of the budgets of AfP members suggests that the financial



resources available to them is roughly \$52 million,<sup>25</sup> compared with over \$13 billion (2009 estimates) available to US-based international development NGOs (InterAction 2012). Moreover, the estimated \$52 million is spread across 153 countries to address a wide range of issues facing multiple target groups, including children, refugees, internally displaced persons, women, and youth.

**Human Resources:** AfP members vary greatly in terms of human resources, ranging from one organization that relies largely on interns and volunteers to another that has over 5,400 full-time employees. Seventy-five percent have 25 or fewer staff (including interns and volunteers), and more than 45 percent have ten or fewer paid and unpaid staff members. Nearly half (45 percent) have five or fewer paid staff members.<sup>26</sup> As a result, many organizations rely heavily on volunteers.

22 See appendix 1, list A for a complete list of respondents to survey 1.

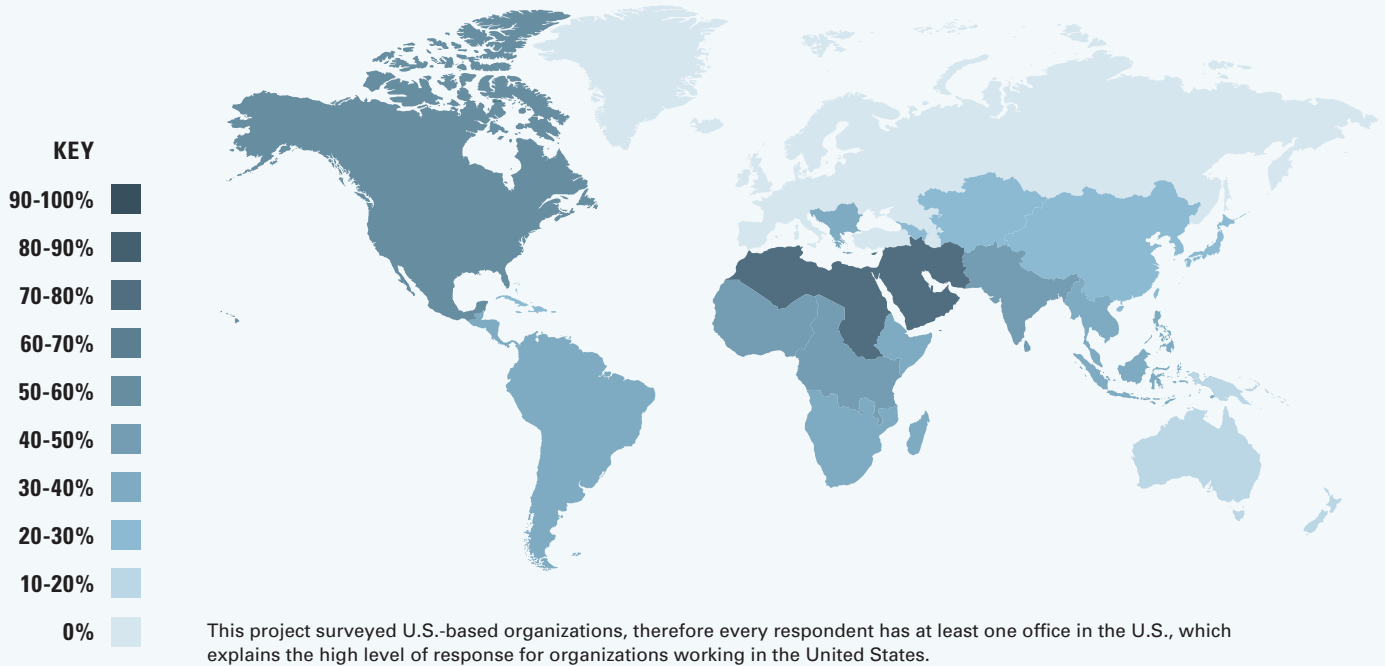
23 See appendix 2, chart A2.1: Annual budget for peacebuilding, AfP members, survey 1.

24 See appendix 2, chart A2.2: Primary sources of funding, AfP members, survey 1.

25 This figure excludes the top three organizations with the largest budgets and was derived from the survey data based on midpoint ranges after removing the three outliers.

26 See appendix 2, chart A2.3: Current employment at organization, AfP members, survey 1.

**FIGURE 1** | Geographic areas of work, AfP members, survey 1



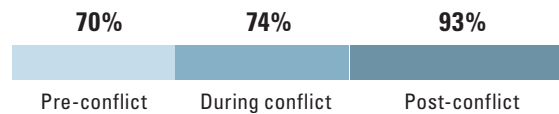
**Geographic Areas of Work:** AfP members are active in 153 countries around the world, with 74 percent working in the Middle East and North Africa (see figure 1). Overall, Africa is the continent hosting the largest number of organizations.<sup>27</sup> Nearly two-thirds of AfP members have just one office while four organizations have more than 10 offices. Besides the United States, AfP members have offices in a total of 40 countries.<sup>28</sup>

**Context of Work:** AfP members work across the conflict spectrum, pre-conflict (70 percent), during conflict (74 percent), and post-conflict (93 percent), confirming their recognition of the relevance of peacebuilding work at all stages of the conflict cycle (see figure 2).

27 See also appendix 2, chart A2.4: Geographic areas of work, AfP members, survey 1.

28 See appendix 2, chart A2.5: Total number of offices, AfP members, survey 1.

**FIGURE 2** | Work on the conflict spectrum, AfP members, survey 1

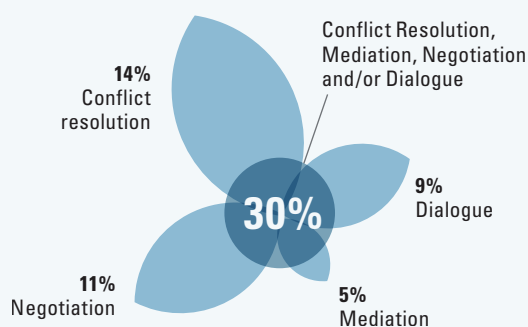


**Approaches to Peacebuilding:** Since all the respondents to the first survey consider themselves peacebuilders, the questionnaire sought to ascertain their understanding of and approaches to peacebuilding through their mission statements, areas of substantive focus, organizational expertise, methodologies, and other practices. These provide a fascinating profile of the richness and diversity of the US-based NGOs engaged in peacebuilding.<sup>29</sup>

29 Since many of the questions were interlinked and the questionnaire allowed respondents to write in additional comments, the analysis inevitably involves some consolidation and interpretation.



**FIGURE 3** | AfP members' mission statements, peacebuilding processes, survey 1



**Organizational Mission:** The majority of the organizations provided explicit mission statements.<sup>30</sup> Using a content-analysis approach, we found that AfP members use the words “peace” and “conflict” most often in their mission statements, with 61 and 55 percent of the organizations, respectively, using these words.<sup>31</sup> Figure 3 illustrates the number of AfP members mentioning process-oriented conflict resolution approaches—conflict resolution, mediation, dialogue, and/or negotiation—in their mission statements. Thirty percent of all AfP members mentioned at least one of these terms. Moreover, 12 organizations (27 percent) included some form of the word “peace” in their names, with six using the actual term “peacebuilding.”

**Sectors/Areas of Substantive Focus:** The survey asked about an organization’s area of substantive focus, providing 20 options in addition to peacebuilding. AfP members listed three areas above all others: 86 percent named peacebuilding, 81 percent named conflict analysis and management, and 74 percent listed civil society promotion.<sup>32</sup> As seen in figure 4, after these top

30 Five organizations did not provide mission statements but instead described their organization’s work. See appendix 3, list A online for AfP members’ mission statements.

31 Many of the organizations included information about their work and/or principles, values, philosophies, and methodologies, which was useful to cross-check responses to other questions.

32 See also appendix 2, chart A2.6: Current areas of substantive focus, AfP members, survey 1.

three areas, there is a steep dropoff, with the next group of substantive areas of focus garnering only lower percentages: governance and democracy support at 49 percent; women and gender at 44 percent; environment, human rights, transitional justice, development, and youth and children each at 37 percent. The remaining responses were spread across a number of fields, including agriculture and rural development, economic policy, health, humanitarian relief, micro-enterprise, and security sector reform, among others. This breakdown suggests the surprisingly rich range of sectors in which peacebuilding processes are being used, even among AfP members.

**Defining Peacebuilding:** Despite their central identity as peacebuilding organizations, half the members of AfP reported that they do not subscribe to an explicit definition of peacebuilding. Their reasons were diverse and often mirrored their institutional perspectives, such as:

- “Peacebuilding must be defined in context by people living in a conflict zone.”
- “Due to the plurality of ... [the] academic environment, there is no definitive, shared definition of peace or peacebuilding.”

**FIGURE 4** | Areas of substantive focus, AfP members, survey 1

%	AREA OF FOCUS
86	Peacebuilding
81	Conflict Analysis and Management
74	Civil Society Promotion
49	Governance and Democracy Support
44	Women and Gender
37	Development
37	Environment
37	Human Rights
37	Transitional Justice
37	Youth and Children

**FIGURE 5** | Key features of peacebuilding based on organization’s work, AfP members, survey 1

%	FEATURE
93	Building Trust
91	Social Cohesion and Inclusion
77	Nonviolence

A review of definitions provided by the remaining AfP members confirms that there is no universally accepted definition.<sup>33</sup> Although there are overlaps and complementarities, it is clear that the various definitions are informed by and reflect the mission of each organization. Respondents generally equated peacebuilding to their own area of work rather than framing their work within a larger conceptual or operational framework. This might explain the broad and fluid scope of peacebuilding as a field and the absence of a common paradigm.

**Key Strategies and Approaches to Work:**

A review of AfP members’ understanding of peacebuilding based on its key features, main approaches, relevant skill sets, and principles reveals a diverse and eclectic picture, with some identifiable patterns and practices. For example, when asked to list the key features of peacebuilding, 93 and 91 percent of respondents, respectively, cited building trust and social cohesion and inclusion as key features of peacebuilding, followed by nonviolence at 77 percent (see figure 5).<sup>34</sup> Fifteen organizations provided additional comments ranging from building micro and macro relationships and inclusive security to an all-encompassing view of peacebuilding as embracing all of these features.

33 See section on Defining Peacebuilding earlier in the report.

34 See also appendix 2, chart A2.7: Key features of peacebuilding, AfP members, survey 1.

**FIGURE 6** | Most effective approaches to peacebuilding based on organization’s work, AfP members, survey 1

%	APPROACH
72	Reconciliation
70	Mediation
70	Socioeconomic Development
67	Negotiation

When asked about the most effective approaches to peacebuilding, the more process-oriented conflict resolution approaches (mediation, negotiation, and reconciliation) received the highest scores, alongside socioeconomic development (see figure 6).<sup>35</sup> Sectoral approaches such as security sector reform, human rights and justice, and rule of law got somewhat lower responses. On areas of expertise and skill sets (as distinct from approaches), capacity building, training, and project implementation received the highest response rates.<sup>36</sup>

35 See also appendix 2, chart A2.8: Most effective approaches to peacebuilding, AfP members, survey 1.

36 See appendix 2, chart A2.9: Areas of peacebuilding expertise and skill sets, AfP members, survey 1. A review of the open-ended responses, however, reveals that organizations defined their expertise in different ways. Some defined it in terms of the sector in which they work (e.g., media) or the target group (e.g., youth, children, or women). Many defined it in terms of the services they provide (e.g., training, capacity building, leadership development, facilitation, convening, coaching, consultation, information sharing, advocacy, collaborative learning, cooperation and dialogue, mediation, negotiation, problem solving, and policy dialogue). These skills are not necessarily unique to peacebuilding; nonetheless, only a few organizations indicated how they related to peacebuilding.

**FIGURE 7** | Guiding principles of organization's peacebuilding work, AfP members, survey 1

%	PRINCIPLE
77	Capacity Building for Conflict Management
63	Nonviolent Conflict Transformation
51	Peace Education
40	Empowerment of Women
40	Do No Harm
37	Conflict-Sensitive Development
35	Human Security
35	Justice and Rule of Law

Perhaps most notably, when respondents were asked to name the principles of their peacebuilding work, 77 percent named capacity building for conflict management, while 63 percent named nonviolent conflict transformation, and 51 percent listed peace education. The next most frequently named categories were “do no harm” and empowerment of women, both at 40 percent. Conflict-sensitive development followed at 37 percent, then human security and justice and rule of law at 35 percent (see figure 7). However, the open-ended answers were even more revealing since the answers corresponded to each organization’s particular niche or mandate rather than to a generic principle, for example:

- “use of higher education as a platform for shifting paradigms related to peace and conflict,”
- “mainstreaming coexistence work into all aspects of the work of public government, corporations, and NGOs,”
- “empowerment of youth,”
- “health, food, security, and governance,”
- “deep democracy,” and
- “women’s leadership.”

These responses paint a portrait of peacebuilding as a rich repertoire of diverse initiatives that is nonetheless difficult to define with any degree of uniformity.<sup>37</sup>

**Partnerships:** Recognizing the importance of collaboration for effective peacebuilding, AfP members were asked about their partners both in the United States and abroad, and the levels at which they worked. Other civil society organizations were by far the most commonly cited partners. Respondents named 39 different organizations as key collaborators in their peacebuilding work. Of these:

- 16 might be classified as academic or research organizations,<sup>38</sup>
- 11 as NGOs (mainly large international development NGOs),
- 4 as civic associations or educational NGOs,
- 3 as advocacy organizations,
- 2 as funders,
- 1 as a consulting organization, and
- 2 that each fit into its own category: the US Conference of Catholic Bishops and the United States Institute of Peace.

The types of partnerships that peacebuilding organizations maintain with other groups roughly fall into the following categories:

- partnerships with local organizations that are the implementing agencies (these were rarely characterized as donor relationships),
- horizontal relationships with fellow specialist organizations (including, in one case, a specialist organization based in the host country),
- horizontal relationships with fellow academic institutions,

<sup>37</sup> The survey itself did not adequately distinguish between various questions in gauging the respondents’ operationalization of peacebuilding in their work. As a result, there was considerable cross-over between different questions (including the open-ended responses) in terms of respondents’ areas of work, guiding principles, activities, sectors, and functions.

<sup>38</sup> Including a few think tanks that could be described as “think and do tanks.”

- recipient relationships with private donors or donor governments, and
- contractual relationships with clients who are employing the respondents to provide expertise.

These results shed light on a rich variety of partnerships and types of partner organizations.<sup>39</sup> One organization even indicated that in 2010 it worked with around 1,250 local partners.

### **Challenges to Effective Peacebuilding:**

AfP members seem well attuned to the challenges confronting peacebuilding. Inadequate financial resources (81 percent), lack of political will internationally (61 percent), and the domestic political environment (51 percent) topped the list of concerns. However, AfP members also identified a wide range of policy, implementation, and knowledge deficits (such as hidden political agendas, donor budget cycles, and the micro-macro gap) as hampering peacebuilding.<sup>40</sup>

In short, although a relatively small group, AfP members represent the diversity of the US-based nongovernmental peacebuilding community in terms of their organizational characteristics as well as the range of tools, approaches, and methodologies they employ. While 30 percent of AfP members are involved in traditional conflict resolution processes, they are not significantly different from their counterparts in other sectors, as was reflected in the second survey.

---

<sup>39</sup> See appendix 2, chart A2.10: Level of society at which organizations work within the United States and in conflict contexts, AfP members, survey 1; and chart A2. 11: Main groups with which organizations work, AfP members, survey 1.

<sup>40</sup> See appendix 2, chart A2.12: Challenges facing the peacebuilding field at present and for its future development, AfP members, survey 1.



## PROFILE OF RELATED SECTORS SURVEY 2

The second survey was of a larger pool of organizations working in sectors relevant to peacebuilding.<sup>41</sup> As with AfP members, they are a diverse group in terms of their organizational profile. On the whole, they represent longer-lived and better-endowed organizations in terms of their human and financial resources. The sectors in which they work frequently adjoin the more traditional, conflict resolution-related sectors in which many AfP members work. What is particularly interesting about these organizations is that 56 of them also consider themselves peacebuilders, while 15 do not. The main difference between these two subgroups does not lie in their organizational profile but in their areas of focus. We, therefore, present their combined organizational profile below, followed by a differentiated analysis of their substantive areas of work and methodologies.

### All Survey 2 Respondents

**Organizational Profile:** The 75 respondents include academic institutions, social enterprise organizations, foundations, faith-based NGOs, and dialogue groups. Fourteen academic institutions represent the largest single group making up 19 percent of the respondents. US-based NGOs, faith-based NGOs, and advocacy organizations are the next largest groups (17, 16, and 13 percent, respectively). The large majority (69 percent) were founded during the ending decade of the Cold War in the 1980s and after.

---

41 Seventy-five organizations responded to the questionnaire; however, four did not answer all the questions.



**Financial Resources:** The annual budgets of the 75 organizations vary from five organizations operating on less than \$50,000 to six organizations with budgets exceeding \$50 million annually. Twenty-two percent make up the largest category, operating on a budget between \$500,001 and \$1.5 million annually.<sup>42</sup>

**Human Resources:** Human resource capacities range widely, with one organization employing 40,000 full-time staff. Forty percent of organizations operate on 25 or fewer staff members, including interns, while 23 percent operate on 10 or fewer staff members.<sup>43</sup>

---

42 See appendix 2, chart A2.13: Annual budgets, all survey 2 respondents.

43 See appendix 2, chart A2.14: Current employment at organization, all survey 2 respondents.

**FIGURE 8** | Geographic regions of work, all survey 2 respondents



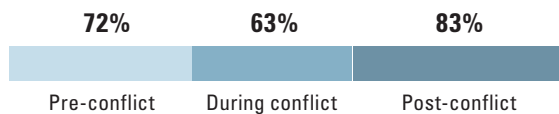
**Geographic Regions of Work:** Of the 71 organizations that answered this question, 52 percent work in East Africa and 51 percent work in the Middle East and North Africa (see figure 8). Each region, with the exception of Australia, New Zealand, and the Pacific Islands, has at least 10 organizations working in it.<sup>44</sup> Nearly half the organizations have at least one office abroad.<sup>45</sup>

**Working in Conflict Settings:** As with AfP members, respondents work across the conflict spectrum: pre-conflict (72 percent), during conflict (63 percent), and post-conflict (83 percent). See figure 9.

<sup>44</sup> See also appendix 2, chart A2.15: Geographic regions of work, all survey 2 respondents.

<sup>45</sup> See appendix 2, chart A2.16: Total number of offices, all survey 2 respondents.

**FIGURE 9** | Work on the conflict spectrum, all survey 2 respondents



**WHAT IS PARTICULARLY INTERESTING ABOUT THESE ORGANIZATIONS IS THAT 56 OF THEM ALSO CONSIDER THEMSELVES PEACEBUILDERS, WHILE 15 DO NOT**

### Subgroup A: Self-Identified Peacebuilding Organizations<sup>46</sup>

As we noted earlier, the organizations in the second survey, while similar in terms of organizational profile, differ in their areas of work and methodologies. We therefore analyze them in two subgroups to gain insights into the broadening and deepening of the peacebuilding field with the engagement of organizations working in similar or parallel areas.<sup>47</sup>

**Organizational Mission:** Similar to AfP members, organizations that self-identified as peacebuilders use the word “peace” most often in their mission statements.<sup>48</sup> However, the percentage is only 36 percent compared with 61 percent of AfP members. Twenty-one percent of respondents included some variation of the word “peace” in their organization’s name.

Interestingly, when we searched the mission statements for words related to conflict-related processes, only 9 percent mentioned at least one of these processes (compared with 30 percent of AfP members).<sup>49</sup> Additionally, the word “conflict” was used by only 29 percent compared with 55 percent of AfP members. As described below, however, peacebuilding and conflict resolution are still present in these organizations’ sectoral areas of work and in the programs they implement.<sup>50</sup>

46 See appendix 1, list B for a list of self-identified peacebuilders, also referred to as subgroup A.

47 Since there was no guarantee that the organizations receiving the second survey were necessarily involved in peacebuilding, the response options were generic but not significantly different from the methodologies employed by peacebuilding organizations.

48 Unlike the first survey, respondents to the second survey were not asked to provide their mission statements. Instead, this information was collected from their organization websites and analyzed by the research team.

49 Several processes inherent to conflict resolution include negotiation, mediation, conflict transformation, and dialogue.

50 See appendix 3, list B online for mission statements of self-identified peacebuilding organizations (subgroup A).

**FIGURE 10** | Sectoral areas of work of self-identified peacebuilding organizations (subgroup A), survey 2

%	SECTOR
70	Peacebuilding
61	Conflict Prevention
54	Women
43	Democracy and Governance
43	Development
43	Human Rights
43	Human Security
43	Youth

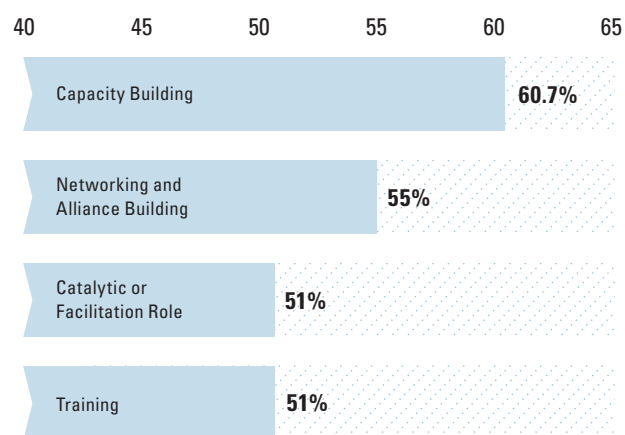
**Sectors of Work:** In addition to peacebuilding, the survey instrument included 20 specific sectors and the option to add other sectors. As shown in figure 10, 70 percent identified their sectoral area of work as peacebuilding, followed by conflict prevention at 61 percent.<sup>51</sup> Women came in at 54 percent, and development, human rights, democracy and governance, youth, and human security each came in at 43 percent—figures roughly similar to those for comparable categories in the first survey.<sup>52</sup>

Perhaps the most interesting finding is that while these self-identified peacebuilders see peacebuilding and conflict resolution as discrete sectors, they also see peacebuilding as a set of principles and practices within these other sectors. Thus, they consider peacebuilding as both a sector and a lens or a set of principles that shapes the context in which they work.

51 See also appendix 2, chart A2.17: Sectoral areas of work of self-identified peacebuilders (subgroup A), survey 2.

52 This may indicate that respondents to the first survey were simply more prone to categorizing their work as peacebuilding than those in the second survey, even as the distribution across other sectors remained broadly similar.

**FIGURE 11** | Strategies of work of self-identified peacebuilding organizations (subgroup A), survey 2



**Strategies and Approaches to Work:** The respondents use an impressive range of approaches including civil society support, conflict analysis, and conflict prevention.<sup>53</sup> Figure 11 shows the strategies of work, which include capacity building, networking and alliance building, training, and catalytic or facilitation roles.<sup>54</sup> If this larger subgroup of respondents in the second survey is heavily engaged in networking and alliance building in particular, these capabilities can and should be increasingly harnessed in support of the peacebuilding field itself.

**Organizational Projects:** A content analysis of the projects of self-identified peacebuilders<sup>55</sup> shows that dialogue is the most commonly used keyword; however, other peacebuilding processes are also mentioned. This coincides with the finding that these organizations consider their work peacebuilding and therefore the projects they undertake reflect a combination of traditional peacebuilding and related areas of work.

<sup>53</sup> See appendix 2, chart A2.18: Approaches to work of self-identified peacebuilders (subgroup A), survey 2.

<sup>54</sup> See also appendix 2, chart A2.19: Strategies of work of self-identified peacebuilders (subgroup A), survey 2.

<sup>55</sup> As extracted from the organizations' websites.

**Organizational Challenges:** Seventy percent of the respondents considered inadequate financial resources as the single largest challenge in working in conflict contexts. While this starkly outweighed all the other options, challenges such as diversity, number, magnitude of regions and projects that require attention, and foreign government political and policy environment had high response rates. Other challenges volunteered by respondents included xenophobia, racism, sexism, and other forms of biases, as well as issues of security for workers.<sup>56</sup>

However, it is notable that very few of these organizations identified lobbying or other tactics to raise public awareness of the fundamental and expansive purposes of their work, which was a more common response from organizations that do not self-identify as peacebuilders.

**Partnerships:** When aggregated, the respondents listed a total of 151 strategic partners.<sup>57</sup> These can be classified into the following types:

- international organizations (other than the United Nations);
- United Nations
- national governments;
- departments or ministries of national governments;
- think tanks/research institutes;
- universities;

<sup>56</sup> See appendix 2, chart A2.20: Challenges facing self-identified peacebuilders (subgroup A) in conflict contexts, survey 2.

<sup>57</sup> The second survey asked respondents to list up to five organizations they considered as strategic partners. A number of respondents named the same partner organizations and therefore the number 151 was derived after eliminating duplication. There are problems of comparability since the respondents used different levels of specificity. For example, some listed merely "the UN" or "UN agencies" while others specified, for example, UN Women or UNDP. For purposes of this analysis, the United Nations and its agencies were treated as one overarching organization, meaning that responses of "UN" or any type of UN agency were counted as duplicates. These responses, by far, accounted for the bulk of duplicates. The rest of the responses revealed a wide variety of partner organizations.



- US-based NGOs;
- host country-based NGOs;
- grassroots NGOs (as distinct from large NGOs);
- social movements or bodies representing social movements;
- religious denominations or structures;
- foundations;
- private businesses and/or consulting firms;
- educational organizations; and
- advocacy organizations.

The broader point is that apart from the United Nations, as noted above, almost no partner organization was named by more than one respondent.<sup>58</sup> This means that the universe of partner organizations, far from being a thickly woven network, is considerably dispersed.<sup>59</sup>

When asked to characterize their partnerships, 82 percent of respondents listed donors as partners, and 69 percent stated that they have partnerships with organizations that are specialists in the same fields as themselves. Fifty-nine percent stated that they have partnerships with academic institutions, and 53 percent said that local organizations (implementing agencies) are their partners.<sup>60</sup>

### **Subgroup B: Organizations that Do Not Self-Identify as Peacebuilders<sup>61</sup>**

When participants in the second survey were asked if their organization considers itself a peacebuilding organization, 15 organizations gave a negative response. While this subgroup is quite small and does not lend itself to the same level of analysis as AfP members or second survey respondents overall, it is

<sup>58</sup> The exception is the United States Institute of Peace, which was named by three respondents.

<sup>59</sup> Further research employing social network analysis techniques could shed more light on the nature of these connections.

<sup>60</sup> See appendix 2, chart A2.21: Organization of partnerships of self-identified peacebuilders (subgroup A), survey 2.

<sup>61</sup> See appendix 1, list C for a list of organizations that do not self-identify as peacebuilders, also referred to as subgroup B.

interesting to note that among the 15 organizations that do not identify as peacebuilders, 11 indicated that they have ongoing programs directly related to peacebuilding. This perhaps illustrates the reality that organizations working in conflict contexts have increasingly had to take on peacebuilding tasks alongside their core mandates.

**Organizational Mission:** The mission statements of this group reflect the fact that they do not consider themselves peacebuilders. The most frequent term, used by 40 percent of respondents in their mission statements, is some variation on the word “prevent.” However, “prevention” is not used exclusively in relation to conflict but also with regard to famine, starvation, and disease, which are key elements of structural conflict prevention. The next most used words are peace, security, and conflict, each used by 20 percent of the organizations. Of the organizations that use some form of the word “peace” in their mission statements, none include the actual term “peacebuilding.”<sup>62</sup> Despite the fact that many of these organizations have peacebuilding programs, only one mentioned any of the key traditional conflict resolution processes in its mission statement.

**Sectors of Work:** For organizations that do not self-identify as peacebuilders, the top three sectors of work are development, health, and human rights, which distinguish them from the subgroup A as well as from members of AfP.<sup>63</sup>

<sup>62</sup> See appendix 3, list C online for mission statements of organizations that do not self-identify as peacebuilding organizations (subgroup B). Additionally, four organizations did not complete the survey and therefore did not indicate if they are peacebuilding organizations. Their mission statements are presented in appendix 3, list D online.

<sup>63</sup> See appendix 2, chart A2.22: Sectoral areas of work of organizations that do not self-identify as peacebuilders (subgroup B), survey 2.

**Strategies and Approaches to Work:** Similar to the other survey respondents, members of this subgroup also employ the following strategies in their work: networking and alliance building, training, catalytic or facilitation role, and capacity building (see figure 12).<sup>64</sup> Most respondents (53 percent) use civil society support as the primary approach in their work. It is important, however, to note that none of the organizations in this subgroup reported using the following approaches: societal reconciliation, psychosocial healing, reconciliation, and conflict-sensitive development (see figure 13).<sup>65</sup>

These findings further indicate that while these groups do not consider themselves as peacebuilders, when asked to list the strategies of work, the dominant responses comprised critical strategies such as networking, alliance building, training, facilitation, and capacity building, which are also used by peacebuilding organizations.

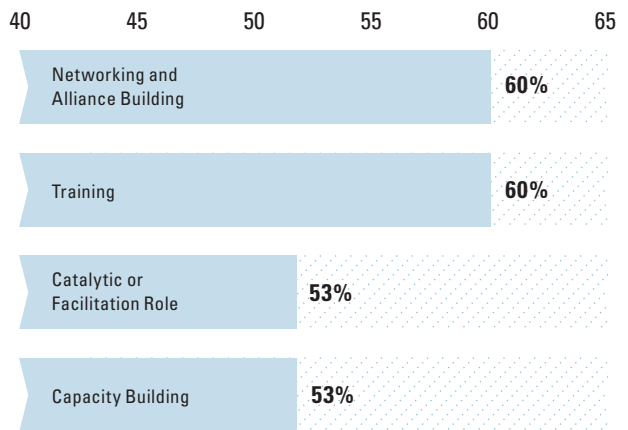
### Conclusion on Survey Findings

The US-based nongovernmental peacebuilding community is diverse and eclectic—defying efforts to conclusively define the scope and boundaries of the field. The overriding conclusion of this report is that there are different ways of understanding peacebuilding: as a profession, a sector, and a lens for work in other areas. For the field to evolve to Peacebuilding 2.0, there needs to be greater collaboration and cross-pollination between these different understandings of peacebuilding as well as their effective application in different conflict contexts.

<sup>64</sup> See also appendix 2, chart A2.23: Strategies of work of organizations that do not self-identify as peacebuilders (subgroup B), survey 2.

<sup>65</sup> See also appendix 2, chart A2.24: Approaches to work of organizations that do not self-identify as peacebuilders (subgroup B), survey 2.

**FIGURE 12** | Strategies of work of organizations that do not self-identify as peacebuilders (subgroup B), survey 2



**FIGURE 13** | Peacebuilding approaches employed by organizations that do not self-identify as peacebuilders (subgroup B), survey 2

%	APPROACH
53	Civil Society Support
27	Democratic Engagement
27	Good Governance

RESPONSE COUNT	APPROACH
0	Conflict-Sensitive Development
0	Psychosocial Healing
0	Reconciliation
0	Societal Reconciliation

# Implications and Recommendations

## Embracing a Larger Community of Practice to Amplify the Strength of Peacebuilding

This report makes amply clear that peacebuilding is a much larger community of practice than the relatively small “core” of dedicated peacebuilding professionals working on nonviolent conflict resolution and transformation. While conceptually the links between peacebuilding activities in related sectors seem easy to grasp, in practice, practitioners working on peacebuilding in different sectors too often do not have easy ways of communicating or collaborating. The larger community of practice remains deeply siloed, with relatively few actors able to move easily between disciplines. For example, at the time of the survey, none of the 75 respondents to the second survey was a member of the Alliance for Peacebuilding—the key umbrella organization for peacebuilders.<sup>66</sup>

This lack of communication and collaboration has serious consequences. First, a great deal of cumulative impact and knowledge is lost without sharing experiences, best practices and information about peacebuilding across sectoral lines. Second, political impact wanes. Furthermore, scarce financial resources create competition for funding and reduce the incentives for collaboration within the field. The nonprofit sector

is tiny in both size and resources compared with for-profit contractors, private industry, the military, and other actors in the conflict space. The nonprofit sector needs to join together to augment impact and magnify its collective voice. Staying in narrow and limiting sectors only weakens its overall impact. Finally, the field risks losing valuable opportunities for working together on the ground, in conflict areas, to create more sustainable peace across the conflict spectrum.

It would not be difficult to develop a more cohesive and expansive field of peacebuilding without watering down core principles (like “do no harm” or fair process) or diminishing standards of practice. Joining one another’s umbrella organizations is a start, whether the Alliance for Peacebuilding, InterAction, or related platforms in other fields. We must attend each other’s conferences, read each other’s literature, and connect in the field. We must develop joint planning exercises

**THE FIELD RISKS LOSING VALUABLE OPPORTUNITIES FOR WORKING TOGETHER ON THE GROUND, IN CONFLICT AREAS, TO CREATE MORE SUSTAINABLE PEACE ACROSS THE CONFLICT SPECTRUM.**

<sup>66</sup> Note, however, that three of the second survey organizations have since joined the Alliance for Peacebuilding.









## **WE MUST WORK TO BRIDGE EASILY IDENTIFIABLE GAPS WITHIN THE LARGER COMMUNITY OF PRACTICE, WHICH SEEM POLITICALLY RIPE FOR RESOLUTION**

in areas of conflict where complementary expertise is essential. We must become “multilingual” to master terminology that might, on the surface, prevent related fields from communicating. Finally, we must work to bridge easily identifiable gaps within the larger community of practice, which seem politically ripe for resolution, such as the relative lack of communication and coordination between groups working on conflict prevention and organizations focusing on the prevention of mass atrocities.

Moreover, US-based peacebuilding organizations need to be more effectively linked to the wider international peacebuilding community. The UN Peacebuilding Community of Practice, Global Partnership for the Prevention of Armed Conflict, the Geneva Peacebuilding Platform, the European Peacebuilding Initiative, and the West Africa Network for Peacebuilding are all natural partners and allies that struggle with the same challenges that we do. Thus, joining forces with them to address common challenges is an obvious, and relatively low-cost, imperative.

## **Recognizing Peacebuilding as a Profession, a Community of Practice, and a Lens**

It has become clear that peacebuilding is simultaneously developing as a dedicated profession, as a larger community of practice, and as a broader lens through which practitioners in many fields approach their work in conflict zones. This lens takes the form of conflict-sensitive approaches in sectors ranging from health, development, democracy building, education, women’s empowerment, and security sector reform to the numerous other sectors in fragile and chaotic conflict environments.<sup>67</sup> Actors in conflict zones are increasingly recognizing that every action within a fragile, chaotic environment can serve to either reduce or augment violence, often in ways that are very difficult to ascertain in advance. Decisions about where to place water wells, what textbooks to use in schools, where to house health clinics, how to introduce microfinance to women, all have the potential to either fan the flames of violence or help quell potential conflict. Even organizations that do not consider themselves peacebuilders are increasingly recognizing the relevance of this conflict lens and are attempting to carry out their work in ways that will, at a minimum, not aggravate tensions and, at best, lead to increased capacity for peace.<sup>68</sup>

In many ways, this evolution is similar to the growth of the “green” movement over the past 40 years. Whereas the environmental movement began as a group of core activists and scientists working to develop new models of sustainability and advocating for legislative change, the field has expanded to such a degree that “green” practices are now woven into the fabric of innumerable areas of life and commerce. Environmentalism is not only a profession but also a philosophy of “do no

---

67 The development community has been an early adopter of a conflict lens in its championing of conflict-sensitive development.

68 For an elegant elaboration of “do no harm” principles, see Anderson (1999).

harm” to the environment that extends far beyond any individual sector and into the deepest corners of culture and commerce.

We predict that peacebuilding will become an equally far-reaching lens, embedded into social change at all levels of intervention. The Alliance for Peacebuilding can help generate this social movement by working with a wide range of social sectors on accessible messaging for peacebuilding and principles of “do no harm.” Educating students on the principles of peacebuilding from elementary school through college will help drive conflict-sensitive practices into areas that might never traditionally associate with the core of the field. Working with corporations on “branding” for peace and developing other nontraditional partnerships to help spread the idea of conflict sensitivity in unfamiliar spaces might also contribute to developing conflict-sensitive practices.

## Systems Approach Needed for Real Impact

The real revolution in peacebuilding will occur when actors in all the fields related to human security can collaborate in a true “whole of community” approach. Rather than focusing on micro-level interventions, a systems approach to peace allows for macro-level planning and cumulative impact. Systems theory can be distilled to the study of “wholeness”—the idea that interventions do not take place in a vacuum but within a system in which every action has an effect on every other part of the system (Ricigliano 2012).

Systems thinking provides crucial new insights for the peacebuilding community and helps foster more cohesive and sustainable approaches to work in chaotic settings. This approach suggests that conflict situations are complex organisms, where each and every intervention can have a catalytic effect on the entire conflict environment. Systems thinking asserts that there is often a gap between individual interventions and “peace writ large,” since individual interventions do not often occur at the most effective leverage point

in a conflict system. By contrast, if peacebuilding actors were to think systemically, they would map the system in which they were operating, identify key points of leverage for intervention, and then coordinate across the wide range of actors for more collective impact. The ability to recognize patterns within a changing complex situation and to coordinate at the whole-of-community level promises to provide a fundamental shift in the effectiveness of peacebuilding (Ricigliano 2012).

Improved communication and coordination within the larger peacebuilding community of practice will serve as an important bridge for better datasharing and interaction, potential joint action, and learning among entire sectors currently working independently, and often at cross purposes, in zones of conflict. Embracing new technologies such as crowd sourcing, geographic information systems mapping, and Ushahidi-type platforms will make the job of coordinating in conflict zones much easier, thus facilitating one of the most important elements of Peacebuilding 2.0. This improved communication and collaboration for greater impact could be the first steps toward a more systemic approach to peace.

## Measuring Success

Just as the peacebuilding field has become more nuanced and sophisticated in the last decade, so have the methods, tools, and vehicles it uses to measure impact and success. These include the Learning Portal for Design, Monitoring and Evaluation in Peacebuilding, the Organization for Economic Cooperation and Development—Development Assistance Committee (OECD-DAC) evaluation guidelines, the CDA Collaborative Learning Projects’ Toolbox, Church and Roger’s Designing for Results, and the individual indicator databases and toolkits

from NGOs that focus on working in conflict-affected settings.<sup>69</sup> Additionally, “whole of community” conversations on the field’s evaluation practices and principles are occurring, translating into a real-world system in which these practices and principles interact.<sup>70</sup>

Despite this progress, however, further improvements need to be made on structures currently in place that support or hinder good evaluation practices and learning at the organizational and aggregate field levels. The latter will be particularly important as the peacebuilding field expands its scope and presence in the international development field. On a technical level, measuring the success of interdisciplinary ventures is more difficult than tracking change within a narrower sectoral sphere. As peacebuilding moves into other sectors and becomes a larger community of practice, the evaluation methods and structures currently in place will need to move and shift as well. This may include using unfamiliar techniques, learning from peer fields, and even changing the structure of relationships among stakeholders in the field. As daunting as this may sound, peacebuilding funders, implementers, practitioners, and analysts have been consistently willing, as seen during the Peacebuilding Evaluation Project, to learn from each other, refine their tools, and work toward better proof and practice.

---

69 Learning Portal for Design, Monitoring and Evaluation (DM&E) in Peacebuilding, available at <http://dmeformpeace.org> (accessed on August 16, 2012); OECD (2008); Church and Rogers (2006); Lederach, Neufeldt, and Culbertson (2007); Catholic Relief Services (2010); Allen Nan (2010); and Ross and Rothman (1999).

70 In addition to the communities of practice that arise, conversations among funders, practitioners, and analysts include the Peacebuilding Evaluation Project. Started by USIP and AfP in 2010, the initiative has resulted in joint consensus and learning on the evaluation challenges of the field as outlined in Blum (2011), Kawano-Chiu (2011), and the report learnings from the first Peacebuilding Evaluation Evidence Summit at USIP in December 2011 in Washington, DC published in Blum and Kawano-Chiu (2012).

## PEACEBUILDING HAS A DEEP AND PASSIONATE FOLLOWING AMONG STUDENTS AT THE HIGH SCHOOL AND COLLEGE LEVELS.

### Implications for the Education of a New Generation

Peacebuilding has a deep and passionate following among students at the high school and college levels. Students can now major in peace studies at the undergraduate and the certificate levels, and graduate programs in peace studies are proliferating.<sup>71</sup> George Mason University in Virginia now has one of the few programs in the world elevated to a degree-granting School for Conflict Analysis and Resolution (S-CAR), a trend we predict will become more pronounced in the broader field of peace and conflict studies. The USIP report on the growth of graduate-level programs in peace and conflict resolution explains that this expansion in academic programs correlates with the overlapping nature of peacebuilding practices across sectors and a gradual recognition by agencies of the importance of peacebuilding in their work (Carstarphen et al. 2010).

However, even with this emerging awareness of conflict-sensitive skill sets, very serious questions still exist about the current disjuncture between the appetite of students for nonviolent social transformation, the

---

71 Peace studies and conflict resolution, which once were separate areas of study, have now become almost analogous in many academic settings.

increasing number of graduate programs, and the small number of jobs available in the core peacebuilding community. Furthermore, several studies indicate that there is a significant gap between the skill sets desired by employers and the training offered within these graduate programs. The same USIP report argues that this disconnect arises out of the inadequate instruction and experience in program management and fieldwork by these students and their respective programs. In order to close this gap, employers and graduate institutions must better collaborate to prepare higher quality candidates for the field (Carstarphen et al. 2010).

Identifying stronger links between theory and practice at the graduate level might begin to address the disparities between an eager new generation and the needs of employers. Additionally, there should be a greater awareness of the capacity for students to employ their skills in broader areas of work in fields related to peacebuilding.<sup>72</sup> Both these measures will foster a more holistic field of professionals working to achieve the same goals. However, we need to think further about how students can translate their skills into these broader fields and use their education to help provide a conflict lens and peacebuilding perspective in multiple areas of social change.

One potential avenue is the UN-led initiative on International Civilian Capacities, which promises to strengthen the international community's support for peacebuilding through a wide range of civilian activities that pertain specifically to the country or region in conflict. Jean-Marie Guéhenno, the head of the UN Senior Advisory Group for the Review of International Civilian Capacities, addressing the UN Security Council, explained the importance of this initiative, "Conflict-affected countries have increasingly specialized needs, in fields that vary from natural resources management in Liberia to land management in Darfur. The UN cannot hope to fill all these from its own ranks" (UN News Centre 2011).

---

72 The sectors represented in our second survey.

Again, the environmental field provides an instructive analogy. Students graduating with technical or social science degrees in the environmental area do not necessarily move into jobs focusing strictly on environmental protection. They can choose to work in organizations dedicated strictly to environmental issues, but they are just as likely to work in corporations, law firms, factories, municipal governments, schools, the military, or NGOs. Similarly, peacebuilding graduates are beginning to work in a broad range of related fields, bringing to their work the perspective of peacebuilding but operating in a different context.

Furthermore, majors that combine peacebuilding with other sectoral areas may become increasingly popular. Leaders in the peacebuilding community must train students to look farther ahead after school and simultaneously send a message to employers in related fields that students graduating with peacebuilding skills can be tremendously valuable assets.





# Conclusion



Peacebuilding 2.0 recognizes that the field is not a single silo of peacebuilding actors but rather a rich mosaic of interlocking institutions whose work in concert can be far more effective than any single organization working alone.

Peacebuilding 2.0 encompasses new ideas of “wholeness” and systems thinking and envisions harnessing technology in creative and innovative ways in order to share data and information in conflict zones. Under Peacebuilding 2.0, organizations must learn to speak each other’s language and understand each other’s modalities for intervening in conflict to find new ways of collaborating for greater impact. Yet, we still need to learn a great deal about the theory and practice of these new, cross-sectoral practices. Universities must cross their own disciplinary lines, and practitioners must reach outside their comfort zones, to find creative paths toward peace in volatile regions. Even groups working outside the peacebuilding field must use a conflict lens to examine all their interventions in fragile situations, ensuring that they “do no harm” while doing good. Whether describing a development organization that builds water systems using a consensus process among village leaders or a doctor who makes sure that a polio vaccination program does not stir up resentment or political violence, Peacebuilding 2.0 offers an expansive vision for change.

Note, however, that this report focuses on the US peacebuilding field and barely scratches the surface of the *international* peacebuilding community, which, of course, intersects with a vast range of other regional and international organizations. Questions of how international peacebuilding organizations align their interests and collaborate with local civil society organizations in conflict zones constitute fertile ground for study. Furthermore, analysis of how the international peacebuilding field—writ large—intersects with global, regional and local actors would offer fruitful insight into the shape of the global peacebuilding community. An important component of Peacebuilding 2.0 will be the coordination of this larger community, with a special focus on how international civil society meshes with local peacebuilding efforts in conflict areas around the world.

In the meantime, the US peacebuilding community has much work to do in restructuring its practices and aligning its ambitions to achieve the substantive impact envisioned in Peacebuilding 2.0. In addition to the



conceptual challenges of coordinating joint action and shifting to a more systemic approach to peacebuilding, the field faces more practical challenges, especially in the areas of funding and advocacy.

Scarcity of resources is a very serious obstacle in the peacebuilding field. Peacebuilding 2.0 will be effective and sustainable only if there is ample funding to support the expensive and time-consuming process of coordinating action across a wider cross-section of practice. Addressing this funding scarcity requires joint advocacy, creative methods to request or seek funding from new and traditional donors, linking with the energy and resources of the private sector, and joint fundraising (as opposed to competing for scarce resources in the field).

For Peacebuilding 2.0 to become a reality, the US peacebuilding field—and its allies around the world—must not only embrace a more expansive and coordinated vision of its community but also advocate strongly for the importance and relevance of peacebuilding in policy circles and among citizens far removed from Washington politics. Peace has taken on a somewhat negative connotation in Washington, with peacebuilding increasingly being dismissed as a utopian vision in a world dominated by a counterterrorism narrative. The peacebuilding field needs strong proponents to deliver the message that peace is a deeply held core value of the United States and that peacebuilding delivers concrete, achievable,

and measurable results in conflicts that pose significant threats to human and global stability. An expanded field, joined by dedicated citizens with a vision for peace, has the power to create positive social change in the most unstable conflict zones around the world and to help citizens in those regions attain their own dreams for a peaceful and sustainable future.

Peacebuilding 2.0 presents a powerful vision for joint action and a shared future. Join us in the mission to make Peacebuilding 2.0 a strong and vibrant force for resolving deadly violence, thereby creating sustainable communities where peace takes a just, sure, and lasting hold.

**AN EXPANDED FIELD, JOINED BY DEDICATED CITIZENS WITH A VISION FOR PEACE, HAS THE POWER TO CREATE POSITIVE SOCIAL CHANGE IN THE MOST UNSTABLE CONFLICT ZONES AROUND THE WORLD.**

# Appendix 1 Survey Respondents

## A. AfP Members, Survey 1

3P Human Security  
Alan B. Slifka Program in Intercommunal Coexistence, Brandeis University  
Alliance for Conflict Transformation  
Alliance for Peacebuilding  
American Friends Service Committee  
BoldLeaders  
Bridgeway Group/The  
Catholic Relief Services  
CDA Collaborative Learning Projects  
CDR Associates  
Center for Citizen Peacebuilding, University of California, Irvine  
Center for Global Affairs, New York University  
Center for Global Health and Peacebuilding  
Center for Justice & Peacebuilding, Eastern Mennonite University  
Conflict Information Consortium, University of Colorado  
Conflict Resolution Institute, University of Denver  
Consensus  
Global Process Institute  
HasNa, Inc.  
Institute for Economics and Peace  
Institute for Horn of Africa Studies and Affairs  
Institute for Inclusive Security/The  
Institute for Multi-Track Diplomacy/The  
Institute of World Affairs  
Institute of World Affairs, University of Wisconsin-Milwaukee  
International Peace and Conflict Resolution Program, American University  
Joan B. Kroc Institute for Peace & Justice, University of San Diego  
Karuna Center for Peacebuilding  
Kroc Institute for International Peace Studies, University of Notre Dame  
Lincoln Institute/The  
Mediators Beyond Borders International

Mercy Corps  
Partners for Democratic Change  
Peace Alliance/The  
Peace X Peace  
Program for the Advancement of Research on Conflict and Collaboration, Syracuse University  
Program on Negotiation, Harvard Law School  
Project on Justice in Times of Transition/The  
Project on Leadership and Building State Capacity, Woodrow Wilson International Center for Scholars  
Public Conversations Project  
Quaker United Nations Office, New York  
RESOLVE, Inc.  
The School for Conflict Analysis and Resolution, George Mason University  
Search for Common Ground

## B. Self-Identified Peacebuilders (Subgroup A), Survey 2

Amala Foundation  
Ashoka  
Asylum Access  
Carter Center/The  
Catholic Charities USA  
Center for Education in Law and Democracy  
Center for Global Peace and Conflict Studies, University of California, Irvine  
Center for International Security and Cooperation, Freeman Spogli Institute for International Studies, Stanford University  
Center for Unconventional Security Affairs, University of California, Irvine  
CHF International  
Christian Peacemaker Teams  
Christian Reformed World Relief Committee  
Concern America  
Conflict Prevention and Peace Forum, Social Science Research Council  
Conflict Resolution Program, Georgetown University  
Conflict and Dispute Resolution Program, University of Oregon, School of Law

El-Hibri Charitable Foundation  
 Enough Project, Center for American Progress  
 Fellowship of Reconciliation  
 Friends Committee on National Legislation  
 Future Generations  
 Global Centre for the Responsibility to Protect, Ralph Bunche  
 Institute for International Studies, CUNY  
 Global Fund for Women  
 Global Peace Initiative of Women/The  
 Harvard Humanitarian Initiative, Harvard University  
 Henry L. Stimson Center/The  
 Human Friends International Inc.  
 Humanity United  
 Interfaith Peacebuilding and Community Revitalization  
 Initiative/The  
 International Peace and Conflict Resolution Program, Arcadia  
 University  
 Institute for Resource and Security Studies  
 Institute for State Effectiveness/The  
 Institute for the Study of Conflict Transformation, Inc./The,  
 School of Law at Hofstra University  
 Institute for Sustainable Peace/The  
 International Association for Public Participation  
 International Civil Society Action Network  
 International Institute for Sustained Dialogue  
 International Peace & Security Institute  
 Mennonite Central Committee  
 Metta Center for Nonviolence  
 Program on Justice and Peace, Georgetown University  
 Outward Bound Center for Peacebuilding  
 Pact, Inc.  
 Parliamentarians for Global Action  
 PeacePlayers International  
 Plant with Purpose  
 Project on International Courts and Tribunals  
 Stop Hunger Now  
 Teachers Without Borders  
 United Nations Association of the United States of America

Unitarian Universalist Service Committee  
 United Methodist Committee on Relief  
 United to End Genocide  
 Women in International Security, Center for Strategic and  
 International Studies  
 Women's International League for Peace and Freedom: U.S.  
 Section  
 World Vision International

### **C. Organizations that Do Not Self-Identify as Peacebuilders (Subgroup B), Survey 2**

Auschwitz Institute for Peace and Reconciliation/The  
 Convergence, Center for Policy Resolution  
 Center for Preventive Action, Council on Foreign Relations  
 German Marshall Fund of the United States/The  
 Hunger Project/The  
 International Environmental Data Rescue Organization  
 International Rescue Committee  
 International Stability Operations Association  
 Nuclear Threat Initiative  
 One Economy Corporation  
 Pathfinder International  
 Peace & Conflict Studies Program, Swarthmore College  
 Population Action International  
 Social Science Research Council  
 Trickle Up

### **D. Organizations that Only Provided Demographic Information**

*Four organizations only provided demographic information, thus the total number of organizations surveyed was 75.*

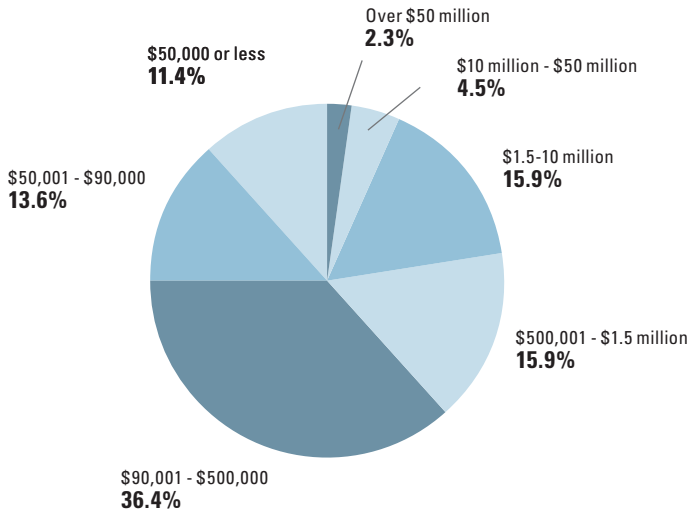
Center for Peacebuilding and Development, American  
 University  
 International Peace Research Association Foundation  
 U.S. Global Leadership Coalition  
 World Peace Foundation, The Fletcher School, Tufts  
 University



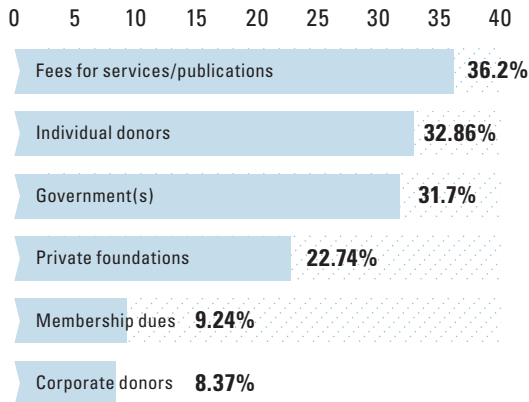
# Appendix 2 Complete Survey Data

\*Respondents could indicate more than one response.

**FIGURE A2.1** | Annual budget for peacebuilding, AfP members, survey 1



**FIGURE A2.2** | Primary sources of funding, AfP members, survey 1



**FIGURE A2.3** | Current employment at organization, AfP members, survey 1\*

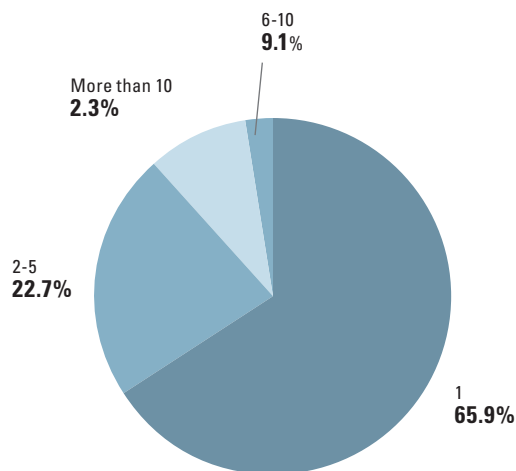
Raw data was used to derive the percentages referred to on page 26 of the report

Respondent	Full-Time	Part-time	Interns	Volunteers
1	3	3	2	5
2	6	3	2	
3	3	3	1	0
4	1	3		
5	3			46
6	11	1	1	0
7	172			
8	3	3	1	0
9	3	0	1	0
10	17	4		
11	17	55		
12		1	1	20
13	3000			
14	0	1		
15	2	2	2	
16	40	20	5	5
17	0	0	0	3
18	18	12		
19	2	1	1	0
20	2	6	6	
21	11	1	5	0
22	5	2	1	
23	387	38	30	
24	3	2		
25	4	1	3	
26	21	0	3	0
27		1		10
28				8
29		5	3	1
30	0	0	6	15
31				10
32	8	4		
33	5479			
34	2			
35	1	3	1	
36	8	1		
37	22	4	2	0
38	11	2	4	15
39	0	6	0	0
40	0	0	6	10
41	7	2		
42	28	10		
43	2	1	2	15
44	3	2	2	

**FIGURE A2.4** | Geographic areas of work, AfP members, survey 1\*

%	REGION
74.4	Middle East and North Africa
53.5	North America
48.8	West Africa
44.2	Central Africa
39.5	Southeast Asia
37.2	Horn of Africa
37.2	South Asia
34.9	Southern Africa
34.9	South America
32.6	Balkans
30.2	Central America
27.9	Central Asia
23.3	Caucasus
23.3	The Caribbean
20.9	Northeast Asia
14.0	Australia, New Zealand and the Pacific Islands

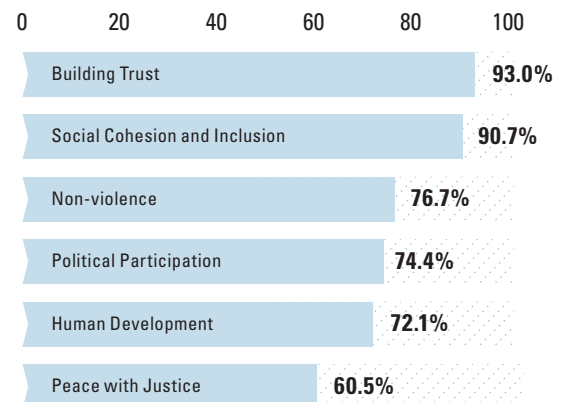
**FIGURE A2.5** | Total number of offices, AfP members, survey 1



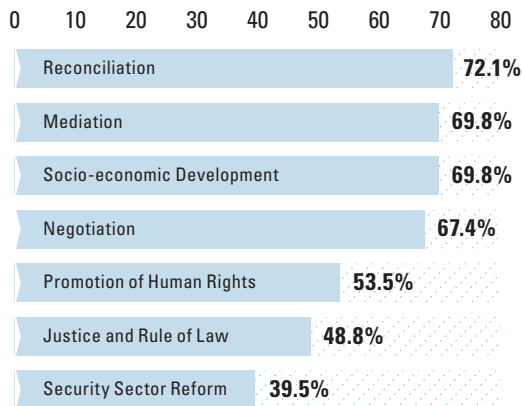
**FIGURE A2.6** | Current areas of substantive focus, AfP members, survey 1\*

%	SUBSTANTIVE FOCUS
86.0	Peacebuilding
81.4	Conflict Analysis and Management
74.4	Civil Society Promotion
48.8	Governance and Democracy Support
44.2	Women and Gender
37.2	Development
37.2	Environment
37.2	Human Rights
37.2	Transitional Justice
37.2	Youth and Children
32.6	Research and Policy Advocacy
27.9	Security Sector Reform
20.9	Health
20.9	Rule of Law
16.3	Agriculture and Rural Development
16.3	Private Sector Development
14.0	Humanitarian Relief
14.0	Micro-enterprise
11.6	Economic Policy
11.6	Water and Sanitation
9.3	Media Promotion

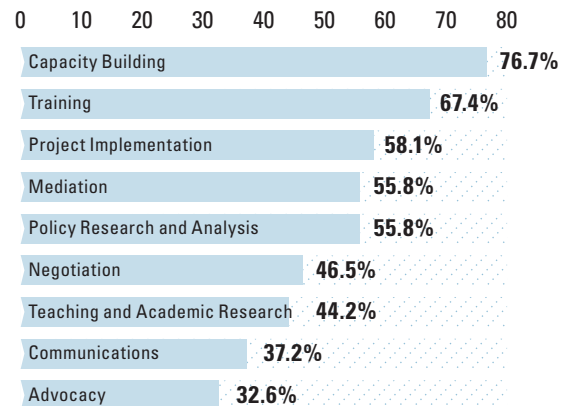
**FIGURE A2.7** | Key features of peacebuilding, AfP members, survey 1\*



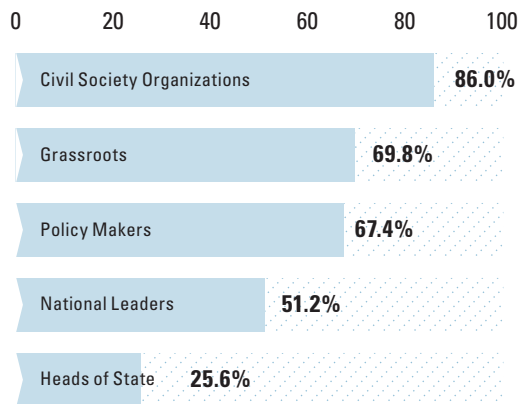
**FIGURE A2.8** | Most effective approaches to peacebuilding, AfP members, survey 1\*



**FIGURE A2.9** | Areas of peacebuilding expertise and skill sets, AfP members, survey 1\*



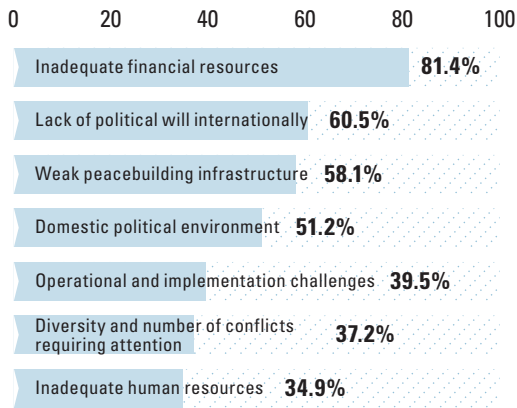
**FIGURE A2.10** | Level of society at which organizations work within the United States and in conflict contexts, AfP members, survey 1\*



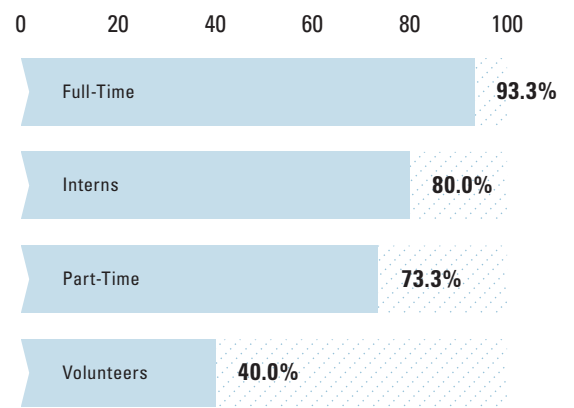
**FIGURE A2.11** | Main groups with which organizations work, AfP members, survey 1\*

%	GROUP
93.0	Civil Society Organizations
62.8	Academics and Researchers
60.5	Non-State Leaders
55.8	Women
53.5	State Leaders/Politicians
53.5	Youth
23.3	Armed State Actors
23.3	Internally Displaced Persons
20.9	Refugees
16.3	Armed Non-State Actors

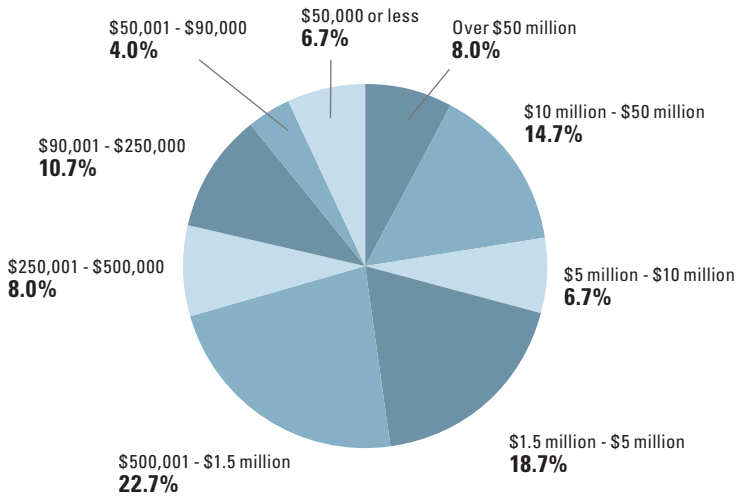
**FIGURE A2.12** | Main challenges the field of peacebuilding faces at present for its future development, AfP members, survey 1\*



**FIGURE A2.14** | Current employment at organization, all survey 2 respondents\*



**FIGURE A2.13** | Annual budgets, all survey 2 respondents

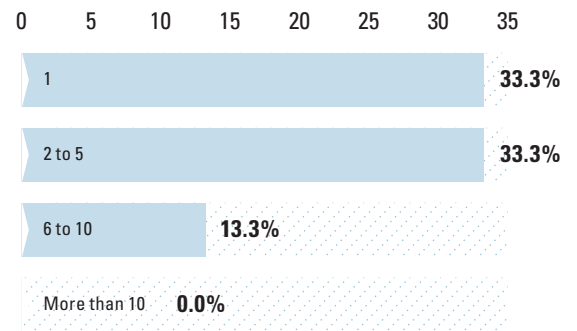




**FIGURE A2.15** | Geographic regions of work, all survey 2 respondents\*

%	REGION
60.0	West Africa
53.3	East Africa
46.7	South Asia
40.0	Central America & Mexico
40.0	North America
40.0	Middle East and North Africa
40.0	Central Africa
40.0	Horn of Africa
40.0	Southern Africa
33.3	South America
26.7	Europe
26.7	Southeast Asia
20.0	Caribbean
20.0	Caucasus
20.0	Central Asia
13.3	Balkans
13.3	Eurasia
6.7	Australia, New Zealand and Pacific Islands
6.7	Northeast Asia

**FIGURE A2.16** | Total number of offices, all survey 2 respondents



**FIGURE A2.17** | Sectoral areas of work of self-identified peacebuilders (subgroup A), survey 2\*

%	SECTOR
69.6	Peacebuilding
60.7	Conflict Prevention
53.6	Women
42.9	Democracy and Governance
42.9	Development
42.9	Human Rights
42.9	Human Security
42.9	Youth
41.1	Environment
37.5	Health
37.5	Refugees and IDPs
32.1	Security
30.4	Academic
28.6	Humanitarian Aid
28.6	Rule of Law
25.0	Genocide Prevention
23.2	Hunger
19.6	Nuclear Proliferation
19.6	Religion
12.5	Science and Technology

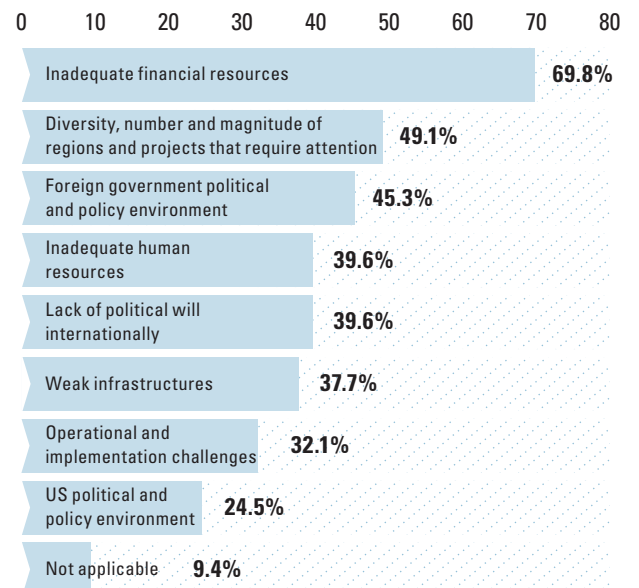
**FIGURE A2.18** | Approaches to work of self-identified peacebuilders (subgroup A), survey 2\*

%	APPROACH
58.9	Civil Society Support
57.1	Conflict Analysis
53.6	Conflict Prevention
53.6	Women
50.0	Peace Education
48.2	People-to-People Dialogues
46.4	Non-Violent Conflict Transformation
44.6	Social Inclusion/Societal Cohesion
42.9	Youth
39.3	Good Governance
39.3	Reconciliation
37.5	Justice and Rule of Law
37.5	Refugees and IDPs
33.9	Conflict-Sensitive Development
33.9	Democratic Engagement
33.9	Societal Reconciliation
33.9	Transitional and Restorative Justice
32.1	Conflict Management
32.1	Do No Harm
32.1	Security
28.6	Humanitarian Dialogue
28.6	Rule of Law
25.0	Multi-track Diplomacy
25.0	Negotiation
23.2	Mediation
23.2	Rule of Law
21.4	Psychosocial Healing
19.6	Religion
17.9	Security Sector Reform
12.5	Science and Technology

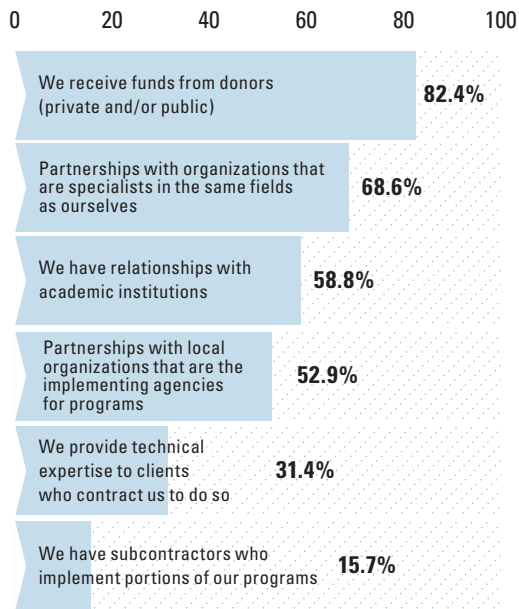
**FIGURE A2.19** | Strategies of work of self-identified peacebuilders (subgroup A), survey 2\*

%	STRATEGY
60.7	Capacity-Building
55.4	Networking and Alliance-building
51.8	Catalytic or Facilitation Role
51.8	Training
42.9	Research and Policy Analysis
37.5	Full Participation of Women
35.7	Advocacy
28.6	Data Collection and Analysis
28.6	Monitoring and Evaluation
25.0	Strategic Intervention
23.2	Faith-Based Engagement
21.4	Other
19.6	Private Sector Engagement
17.9	Technical and Scientific Support Interventions

**FIGURE A2.20** | Challenges facing self-identified peacebuilders (subgroup A) in conflict contexts, survey 2\*



**FIGURE A2.21** | Organization of partnerships of self-identified peacebuilders (subgroup A), survey 2\*



**FIGURE A2.22** | Sectoral areas of work of organizations that do not self-identify as peacebuilders (subgroup B), survey 2\*

%	SECTOR
46.7	Development
40.0	Health
40.0	Human Rights
26.7	Academic
26.7	Democracy and Governance
26.7	Environment
20.0	Human Security
20.0	Peacebuilding
13.3	Conflict Prevention
13.3	Genocide Prevention
13.3	Humanitarian Aid
13.3	Hunger
6.7	Nuclear Proliferation

**FIGURE A2.23** | Strategies of work of organizations that do not self-identify as peacebuilders (subgroup B), survey 2\*

%	STRATEGY
60.0	Networking and Alliance-building
60.0	Training
53.3	Catalytic or Facilitation Role
53.3	Capacity-Building
46.7	Research and Policy Analysis
46.7	Strategic Intervention
40.0	Advocacy
33.3	Monitoring and Evaluation
26.7	Full Participation of Women
26.7	Private Sector Engagement
26.7	Technical and Scientific Support Interventions
20.0	Data Collection and Analysis
0.0	Faith-Based Engagement

**FIGURE A2.24** | Approaches to work of organizations that do not self-identify as peacebuilders (subgroup B), survey 2\*

%	APPROACH
53.3	Civil Society Support
26.7	Democratic Engagement
26.7	Good Governance
26.7	People-to-People Dialogues
20.0	Justice and Rule of Law
20.0	Social Inclusion/Societal Cohesion
13.3	Conflict Prevention
13.3	Multi-track Diplomacy
13.3	Negotiation
13.3	Security Sector Reform
13.3	Transitional and Restorative Justice
6.7	Conflict Analysis
6.7	Conflict Management
6.7	Do No Harm
6.7	Humanitarian Dialogue
6.7	Mediation
6.7	Non-Violent Conflict Transformation
6.7	Peace Education
6.7	Rule of Law
0.0	Conflict-Sensitive Development
0.0	Psychosocial Healing
0.0	Reconciliation
0.0	Societal Reconciliation

# Appendix 3 Mission Statements

## A. AFP MEMBERS, SURVEY 1

---

<b>3P Human Security</b>	The mission of 3P Human Security is to foster understanding and support for conflict prevention and peacebuilding in the US government. 3P emphasizes the need for local civil society perspectives, principled negotiation, peace process support strategies, and sustainable development in security policymaking.
<b>Alan B. Slifka Program In Intercommunal Coexistence, Brandeis University</b>	The program aims to prepare experienced graduates to undertake peacebuilding in a focused and effective manner throughout the world.
<b>Alliance for Conflict Transformation</b>	The Alliance for Conflict Transformation is dedicated to building peace through innovative education, training, research, and practice worldwide.
<b>Alliance for Peacebuilding</b>	The Alliance for Peacebuilding’s mission is to build sustainable peace and security worldwide.
<b>American Friends Service Committee</b>	<p>The American Friends Service Committee (AFSC) is a practical expression of the faith of the Religious Society of Friends (Quakers). Committed to the principles of nonviolence and justice, it seeks in its work and witness to draw on the transforming power of love, human and divine.</p> <p>AFSC recognizes that the leadings of the Spirit and the principles of truth found through Friends’ experience and practice are not the exclusive possession of any group. Thus, AFSC draws into its work people of many faiths and backgrounds who share the values that animate its life and who bring to it a rich variety of experiences and spiritual insights.</p> <p>The AFSC community works to transform conditions and relationships both in the world and in ourselves, which threaten to overwhelm what is precious in human beings. AFSC nurtures the faith that conflicts can be resolved nonviolently, that enmity can be transformed into friendship, strife into cooperation, poverty into well-being, and injustice into dignity and participation. AFSC believes that ultimately goodness can prevail over evil, and oppression in all its many forms can give way.</p>
<b>BoldLeaders</b>	The intention of BoldLeaders’ collaborations and projects is to invent new reference points and vocabularies for how people work together, while allowing for individual perspective. BoldLeaders thinks of its programs as laboratories for the development of new ways for people and communities to interact based on alignment rather than agreement.

---



---

**Bridgeway Group/The**

The Bridgeway Group works in partnership with parties in conflict to promote the effective and sustainable management of differences. It does so by bringing best practice tools, techniques, and advice to bear in developing and implementing high-impact strategic processes to support the changing of mindsets and build critical leadership and dialogue skills.

---

**Catholic Relief Services**

Catholic Relief Services (CRS) carries out the commitment of the Bishops of the United States to assist the poor and vulnerable overseas. CRS is motivated by the Gospel of Jesus Christ to cherish, preserve, and uphold the sacredness and dignity of all human life, foster charity and justice, and embody Catholic social and moral teaching as it acts to:

- promote human development by responding to major emergencies, fighting disease and poverty, and nurturing peaceful and just societies; and
- serve Catholics in the United States as they live their faith in solidarity with their brothers and sisters around the world.

As part of the universal mission of the Catholic Church, CRS works with local, national, and international Catholic institutions and structures, as well as other organizations, to assist people on the basis of need, not creed, race, or nationality.

---

**CDA Collaborative Learning Projects**

CDA seeks to improve the effectiveness of organizations working internationally through processes of collaborative learning.

---

**CDR Associates**

CDR Associates (CDR) is an international collaborative problem-solving, conflict management, and stakeholder engagement firm. It is dedicated to transforming difficult issues, problems, or conflicts into opportunities for mutual gain and positive change.

CDR assists diverse parties—governments, corporations, nongovernmental organizations, and members of civil society—to conduct successful talks and negotiations on contentious public and organizational issues. It helps people develop innovative, mutually beneficial, and implementable agreements. Additionally, CDR consults on the design and implementation of effective grievance resolution systems to settle public and institutional conflicts.

---

**Center for Citizen Peacebuilding, University of California, Irvine**

Since 1999, the Center for Citizen Peacebuilding has been working with ordinary citizens around the world to explore paths to peace and reconciliation and share what they have learned.

1. The Center studies citizen peacebuilding through research fellowships, conferences and hands-on participation.
2. It offers education through the University of California, Irvine and training in conflict resolution for a wide variety of organizations, from gang prevention to international negotiation.
3. It encourages and supports citizen peacebuilding in conflict zones around the globe, ranging from the Middle East to Northern Ireland, from the former Soviet Union to Bosnia/Herzegovina.

By integrating all three aspects, the Center promotes knowledge about positive role models and fosters constructive change.

---

**Center for Global Affairs,  
New York University**

The Center for Global Affairs at NYU-SCPS fosters dialogue about global affairs that is accessible, relevant, provocative, creative, and at the leading edge, so that its constituents, be they students, faculty, or the engaged public, become informed and effective agents of change. The Center implements this mission through its graduate, noncredit, and public programs featuring international practitioners and policymakers in courses and conversations that examine world affairs with a unique and rigorous approach, an approach that places academic theory in a practical, real-world context.

---

**Center for Global Health  
and Peacebuilding**

The Center for Global Health and Peacebuilding aims to advance humanitarian practices and principles in healthcare and peacebuilding globally. The Center is organized to develop innovative concepts, methodologies, and programs for advancing a comprehensive and interdependent concept for human development that can be applied locally as well as globally.

---

**Center for Justice &  
Peacebuilding, Eastern  
Mennonite University**

The Center for Justice & Peacebuilding equips and sustains individuals, institutions, and communities to work for justice and peace through education, training, practice, and research.

---

**Conflict Information  
Consortium, University  
of Colorado**

The Consortium collects, organizes, and disseminates information over the Web on conflict and peacebuilding-related issues.

---

**Conflict Resolution Institute,  
University of Denver**

The Conflict Resolution Institute's goal—to establish an intellectually rich environment for exploring central issues to help understand and explain mechanisms of conflict de-escalation, peaceful solutions, and reconciliation between parties—derives from a mission to encourage commitment to a harmonious world by exploring the deeper struggles that traditionally separate people and developing ideas to build an overall organic relationship.

---

**Consensus**

Consensus seeks to support organizations and groups across all sectors, industries, and functions tackle their most critical negotiations, relationships, and social challenges.

---

**Global Process Institute**

The Global Process Institute (GPI) is an international consortium of practitioners trained in Process Work working around the world as conflict facilitators, peacebuilders, organizational consultants, and therapists. Founded in 1989 by Dr. Arnold Mindell and colleagues, GPI's mission is to facilitate an international learning and research community with a special focus on conflict facilitation and transformation, psycho-social capacity building, and training of conflict facilitators. GPI provides conflict facilitation trainings, conducts worldwork seminars, and organizes town meetings providing public forums to bring opposing groups together to address the conflicts between them, serving a vision of building sustainable communities based on deep democracy. GPI members conduct training programs in various locations throughout the world.

---

**HasNa Inc.**

HasNa's mission is to promote cross-cultural understanding and economic empowerment in culturally divided areas of the world and to encourage individuals and communities in such areas to work together toward advancement and peaceful coexistence.

---

**Institute for Economics  
and Peace**

The Institute for Economics and Peace is an independent, nonpartisan, nonprofit research organization dedicated to promoting a better understanding of the social and economic factors that develop a more peaceful society. It particularly aims to quantify the economic benefits of peace.

---

<b>Institute for Horn of Africa Studies and Affairs</b>	The Institute for Horn of Africa Studies and Affairs (IHASA) is a national nonprofit organization whose mission is to document, research, analyze, publish, and disseminate information on the political and socio-economic justice issues affecting the people in the Horn of Africa and in the diaspora community. IHASA promotes peace, justice, equality, development, and supports policies and actions that contribute to the advancement of good governance and the elimination of conflicts in the Horn of Africa.
<b>Institute for Inclusive Security/The</b>	The Institute seeks to advance women's participation in international peace processes through advocacy, training, and research.
<b>Institute for Multi-Track Diplomacy/The</b>	The mission of the Institute for Multi-Track Diplomacy is to promote a systems-based approach to peacebuilding and to facilitate the transformation of deep-rooted social conflict.
<b>Institute of World Affairs</b>	The Institute of World Affairs is a not-for-profit, non-governmental organization working across cultural and political boundaries to advance creative approaches to conflict analysis, conflict management, and post-conflict peacebuilding.
<b>Institute of World Affairs, University of Wisconsin-Milwaukee</b>	The mission of IWA's Program on Sustainable Peacebuilding is to further the theory and practice of using systemic approaches to peacebuilding to achieve sustainable human security.
<b>International Peace and Conflict Resolution Program, American University</b>	The International Peace and Conflict Resolution Program seeks to understand the causes of war and organized violence, develop strategies for resolving conflict, and construct conditions for peace. Peace, in this context, encompasses social justice and human rights, political pluralism, cultural diversity, ecological balance, and nonviolent conflict resolution and transformation.
<b>Joan B. Kroc Institute for Peace &amp; Justice, University of San Diego</b>	<p>IPJ's mission is to:</p> <p>A) build peace with justice by strengthening women peacemakers, youth leaders, and human rights defenders,</p> <p>B) broaden constituencies for peace and justice by convening a wide range of stakeholders and serve as a resource to local communities, students, academics, and practitioners, and</p> <p>C) develop, distill, and disseminate innovative approaches to peacebuilding leadership, policy, practice, and advocacy.</p>
<b>Karuna Center for Peacebuilding</b>	The Karuna Center for Peacebuilding is committed to the development and implementation of innovative, sustainable strategies for community reconciliation and transformation in societies where ethnic, religious, and sectarian conflicts threaten the possibility of stable democracy.
<b>Kroc Institute for International Peace Studies, University of Notre Dame</b>	The Kroc Institute's mission is to understand the causes of violent conflict and promote the conditions for sustainable peace. Kroc faculty conduct research on war, genocide, terrorism, ethnic and religious conflict, and violation of human rights. In a world enmeshed in deadly conflict, Kroc scholars focus not only on international conflicts but on hundreds of local and regional armed conflicts large and small.

<b>Lincoln Institute /The</b>	The Lincoln Institute promotes civility in conflict and equity in resolution in our communities, our nation, and the world.
<b>Mediators Beyond Borders International</b>	Mediators Beyond Borders International (MBB) brings together mediators and allied professionals to volunteer worldwide to collaborate on building conflict resolution capacity in underserved areas to make local peacebuilding more effective and sustainable. MBB also advocates to advance the use of mediation to resolve public policy disputes and other conflicts.
<b>Mercy Corps</b>	Mercy Corps aims to alleviate suffering, poverty, and oppression by helping people build secure, productive, and just communities.
<b>Partners for Democratic Change</b>	Partners for Democratic Change is an international organization committed to building sustainable capacity to advance civil society and a culture of change and conflict management worldwide.
<b>Peace Alliance/The</b>	The Peace Alliance seeks to engage civic activism for a culture of peace.
<b>Peace X Peace</b>	Peace X Peace lifts and multiplies women's voices, strengthens women's capacity to connect across divides, promotes leadership and gender equity, and nurtures our global network of peacebuilders in 120 countries.
<b>Program for the Advancement of Research on Conflict and Collaboration, Syracuse University</b>	The Program for the Advancement of Research on Conflict and Collaboration at the Maxwell School of Syracuse University is a multi-faceted, interdisciplinary research center that advances both theory and practice in the fields of conflict and collaboration.
<b>Program on Negotiation, Harvard Law School</b>	The mission of the Program on Negotiation is to improve the theory and practice of negotiation and conflict resolution; to encourage new thinking in negotiation theory; help prepare graduate students to assume leadership roles in the world community; nurture the next generation of negotiation teachers and scholars; provide a forum for the discussion of ideas and practices; increase public awareness of successful conflict resolution processes; and connect the discussion of conflict resolution with current events and real-world contexts.
<b>Project on Justice in Times of Transition/The</b>	The Project on Justice in Times of Transition assists leaders in divided societies struggling with conflict, reconciliation, and societal change by facilitating direct contact with leaders who have successfully addressed similar challenges in other settings.

---

**Project on Leadership and Building State Capacity, Woodrow Wilson International Center for Scholars**

Over the past ten years, there has been an emerging awareness among policymakers and academics of the importance of leadership training as a component of state-building in the process towards achieving sustainable peace. On a technical level, the art of building democratic state capacity is well understood. But the harder political task—helping the leaders of warring factions achieve their objectives, to work collaboratively in avoiding war or supporting postwar reconstruction, and to build democratically accountable links between the governors and the governed—requires a careful examination of the underappreciated “leadership factor” in peacebuilding and post-conflict reconstruction.

Since 2005, the Project on Leadership and Building State Capacity, established at the Woodrow Wilson International Center for Scholars by then Director Howard Wolpe, seeks to fill this gap by promoting holistic and sustainable approaches to international conflict resolution, prevention and post-conflict recovery. It achieves this objective in two ways: first, through the organization and implementation of in-country training programs designed to strengthen the trust, communication, and negotiation skills among key leaders in countries emerging from violent conflict; and, second, by stimulating discussion and analysis of ways to achieve more effective and collaborative strategies for peace building and strengthening state capacity through organizing public and private conferences and meetings and promoting ways in which the “voices” of those impacted in peace-building endeavors can be heard in the policy community.

---

**Public Conversations Project**

The Public Conversations Project prevents and transforms conflicts driven by deep differences in identity, beliefs, or values.

---

**Quaker United Nations Office, New York**

QUNO’s mission is to help the United Nations (UN) fully carry out its responsibility to prevent violent conflict and build sustainable peace around the world. QUNO works with diplomats, UN officials, and civil society groups to change the way the UN community thinks and acts at a policy level in New York, which then impacts UN actions on the ground.

---

**RESOLVE Inc.**

RESOLVE builds strong, enduring solutions to environmental, social, and health challenges. It helps community, business, government, and NGO leaders get results and create lasting relationships through collaboration.

---

**The School for Conflict Analysis and Resolution, George Mason University**

The School for Conflict Analysis and Resolution (S-CAR) is an innovative academic resource for people and institutions worldwide. It comprises a community of scholars, graduate and undergraduate students, alumni, practitioners, and organizations in the field of peacemaking and conflict resolution.

S-CAR is committed to:

- advancing the understanding of deeply rooted conflicts between individuals, groups, organizations, and communities in the United States and all over the world through research, teaching, practice, and outreach;
- carrying on a systematic and ongoing study of the nature, origins, and types of social conflicts; and
- developing the requisite processes and conditions for the productive resolution of conflicts.

---

**Search for Common Ground**

Search for Common Grounds aims to transform the way the world deals with conflict— away from adversarial approaches and towards collaborative problem solving. By transforming how people deal with conflict, we can make significant strides in addressing the major issues facing the world.



## B. SELF-IDENTIFIED PEACEBUILDERS (SUBGROUP A), SURVEY 2

---

<b>Amala Foundation</b>	The Amala Foundation is a humanitarian service organization that inspires the diverse youth of the world to live in unity, serve compassionately, and lead peacefully.
<b>Ashoka</b>	Ashoka strives to shape a global, entrepreneurial, and competitive citizen sector, one that allows social entrepreneurs to thrive and enables the world's citizens to think and act as changemakers.
<b>Asylum Access</b>	Asylum Access's mission is to make refugee rights a reality in Africa, Asia, and Latin America. It is the only international organization working to make refugee rights a reality in first countries of refuge. Its unique combination of five integrated strategies provides grassroots assistance and changes the legal landscape for refugees and their host communities. By helping refugees assert their rights, Asylum Access is putting power back into their hands. Its work transforms the traditional approach of endless humanitarian handouts to a sustainable solution that gives refugees the tools to provide for themselves and make choices about their own lives.
<b>Carter Center/The</b>	The Carter Center, in partnership with Emory University, is guided by a fundamental commitment to human rights and the alleviation of human suffering; it seeks to prevent and resolve conflicts, enhance freedom and democracy, and improve health. While the program agenda may change, the Carter Center is guided by five principles: (1) The Center emphasizes action and results. Based on careful research and analysis, it is prepared to take timely action on important and pressing issues. (2) The Center does not duplicate the effective efforts of others. (3) The Center addresses difficult problems and recognizes the possibility of failure as an acceptable risk. (4) The Center is nonpartisan and acts as a neutral in dispute resolution activities. (5) The Center believes that people can improve their lives when provided with the necessary skills, knowledge, and access to resources. The Carter Center collaborates with other organizations, public or private, in carrying out its mission.
<b>Catholic Charities USA</b>	The mission of Catholic Charities is to provide service to people in need, to advocate for justice in social structures, and to call the entire church and other people of goodwill to do the same.
<b>Center for Education in Law and Democracy</b>	The Center for Education in Law and Democracy (CELD) promotes and supports the development of responsible citizens committed to democratic principles and active participation in representative government. CELD achieves its mission through: Enhancing civic literacy and competence of students by providing opportunities for them to study, practice, and engage in active democratic citizenship; Providing professional development for teachers who work directly with young people as they learn to be successful, active citizens; Creating timely resources for instruction and assessment of learning; Collaborating with other organizations to promote civic and law-related education; and Cultivating partnerships between educators and lawyers, judges, law enforcement officers, legislators and other public officials.

---

---

**Center for Global Peace and Conflict Studies, University of California, Irvine**

The Center for Global Peace and Conflict Studies (CGPACS) is a multi-disciplinary program, housed in the Social Sciences, dedicated to promoting scholarly, student, and public understanding of international peace and conflict.

---

**Center for International Security and Cooperation, Freeman Spogli Institute for International Studies, Stanford University**

The Center for International Security and Cooperation (CISAC) is Stanford University's hub for researchers tackling some of the world's most pressing security and international cooperation problems.

Founded more than 25 years ago, CISAC in its early years brought together scholars focused on US-Soviet-China relations, arms control and nonproliferation, and the scientific and technical aspects of international security issues. Today it is building on its historic strengths in arms control to seek solutions to the many longstanding and emerging challenges associated with an increasingly complex world.

From early in its history, CISAC has emphasized a three-part mission, which continues today:

- To produce policy-relevant research on international security problems;
  - To teach and train the next generation of security specialists;
  - To influence policymaking in international security
- 

**Center for Unconventional Security Affairs, University of California Irvine**

The Center for Unconventional Security Affairs (CUSA) addresses the human and environmental security challenges of the twenty-first century through innovative research and education programs that integrate experts from the public and private sector. CUSA's education programs prepare the next generation of leaders and researchers and our public service activities enhance awareness, preparedness and response to help address emerging security challenges that impact our families, communities, and nation.

---

**CHF International**

CHF International is an international development organization whose mission is to be a catalyst for long-lasting positive change in low- and moderate-income communities around the world, helping them improve their social, economic, and environmental conditions.

---

**Christian Peacemaker Teams**

Christian Peacemaker Teams (CPT) offers an organized, nonviolent alternative to war and other forms of lethal inter-group conflict. CPT provides organizational support to persons committed to faith-based nonviolent alternatives in situations where lethal conflict is an immediate reality or is supported by public policy. CPT seeks to enlist the response of the whole church in conscientious objection to war and in the development of nonviolent institutions, skills, and training for intervention in conflict situations.

---

**Christian Reformed World Relief Committee**

The Christian Reformed World Relief Committee (CRWRC) is the relief and development arm of the Christian Reformed Church. CRWRC reaches out in God's name to people, both in North America and around the world, who are struggling with poverty, hunger, disaster, and injustice to help them find lasting ways to improve their lives. CRWRC's mission is to engage God's people in redeeming resources and developing gifts in collaborative acts of love, mercy, justice, and compassion.

---

---

**Concern America**

Concern America is a unique nonprofit, nonsectarian, nongovernmental development and refugee aid organization, whose philosophy emphasizes the transference of skills and thus the creation of opportunity (seen as a more permanent solution), not just the placement of resources into impoverished regions. Concern America trains local populations in health, education, agriculture, and/or environmental health (appropriate technology), and accompanies these populations from eight to ten years, working with and through them to build local, functional social systems that meet their basic needs. Eventually, the Concern America team can be withdrawn, leaving in place trained local people who are "capacitated" to continue the work and to bring it to neighboring communities.

---

**Conflict Prevention and Peace Forum, Social Science Research Council**

The Conflict Prevention and Peace Forum seeks to strengthen the knowledge base and analytical capacity of the United Nations in conflict prevention and management, peacemaking, and peacebuilding. It supports UN policymaking and operations by providing UN decision-makers rapid access to leading scholars, experts, and practitioners outside the UN system through informal consultations, off the record briefings, and commissioned research.

---

**Conflict Resolution Program, Georgetown University**

The mission of the Master of Arts Program in Conflict Resolution is to train the next generation of leading researchers and practitioners with the skills and knowledge required to effectively analyze and intervene in the complex conflicts confronting humankind. The Program is guided by Georgetown University's historic commitment to social justice and constructive intergroup relations that support the holistic development of its students. As a world-class center of training and research in conflict resolution, the Program provides a multi-disciplinary path to academic excellence. A major focus of the Program is conflict mainstreaming, which prepares students to apply conflict resolution skills and analysis across diverse sectors, ranging from domestic organizational and intergroup conflict to humanitarian emergencies and collective violence overseas.

---

**Conflict and Dispute Resolution Program, University of Oregon, School of Law**

The Master's Degree Program in Conflict and Dispute Resolution at the University of Oregon is dedicated to: Providing an educational program that develops in its students a substantial understanding of conflict and its constructive management; Delivering a curriculum that embodies the multi-disciplinary nature of conflict studies; Fostering the mutually reinforcing links among research, theory, and practice; Promoting a culture of collaborative decision-making and joint problem solving; Supporting students in the pursuit of their educational, career, and life goals; and Sponsoring events and establishing institutional relationships that contribute to the law school, the university, and to the local and global communities.

---

**El-Hibri Charitable Foundation**

El-Hibri seeks to build a better world by encouraging interfaith dialogue and by promoting the universally shared values of Islam: peace, charity, and civic responsibility.

---

**ENOUGH Project, Center for American Progress**

The ENOUGH Project fights to end genocide and crimes against humanity, focused on areas where some of the world's worst atrocities occur. The Project gets the facts on the ground, uses rigorous analysis to determine the most sustainable solutions, influences political leaders to adopt our proposals, and mobilizes the American public to demand change.

---

**Fellowship of Reconciliation**

The Fellowship of Reconciliation (FOR) is composed of women and men who recognize the essential unity of all creation and have joined together to explore the power of love and truth for resolving human conflict. While it has always been vigorous in its opposition to war, FOR has insisted equally that this effort must be based on a commitment to the achieving of a just and peaceful world community, with full dignity and freedom for every human being.

---

---

**Friends Committee on National Legislation**

The Friends Committee on National Legislation (FCNL) fields the largest team of registered peace lobbyists in Washington, DC. Founded in 1943 by members of the Religious Society of Friends (Quakers), FCNL's multi-issue advocacy connects historic Quaker testimonies on peace, equality, simplicity, and truth with peace and social justice issues which the United States government is or should be addressing.

---

**Future Generations**

Future Generations teaches and enables a process for equitable community change that integrates environmental conservation with development.

---

**Global Centre for the Responsibility to Protect, Ralph Bunche Institute for International Studies, CUNY**

The Global Centre for the Responsibility to Protect's mission is to help transform the principle of the responsibility to protect into a practical guide for action in the face of mass atrocities.

---

**Global Fund for Women**

The Global Fund for Women plays a leading role in advancing women's rights by making grants that support and strengthen women's groups around the world. It mobilizes and redistributes resources that enable women to develop creative solutions to local, regional, and transnational challenges. It brings grantees and donors together in an international network that promotes women's action for social change, equality, peace, and justice worldwide

---

**Global Peace Initiative of Women/The**

The Global Peace Initiative of Women (GPIW) was founded to help awaken and mobilize spiritual energies in places of great need with the goal of aiding in healing and unifying the world community. GPIW facilitates this by seeking to gather together those of great insight, wisdom, compassion, and dedication, many of whom are working quietly for the upliftment of the world. A major focus of GPIW's work is to aid in building a global network of contemplative leaders who through their inner work can help transform the causes and conditions that lead to suffering at both the individual and collective levels.

---

**Harvard Humanitarian Initiative, Harvard University**

The Harvard Humanitarian Initiative is a university-wide center involving multiple entities within the Harvard community that provide expertise in public health, medicine, social science, management, and other disciplines to promote evidence-based approaches to humanitarian assistance.

---

**Henry L. Stimson Center/The**

The Henry L. Stimson Center is a nonprofit, nonpartisan institution devoted to enhancing international peace and security through a unique combination of rigorous analysis and outreach.

---

**Human Friends International Inc.**

A nonprofit organization, Human Friends International promotes religious freedom and inter-faith harmony as an effective means of achieving global justice and peace and advocates for the rights of religious minorities to assure equal justice and dignity for all people.

---

---

**Humanity United**

More than simply supporting the most credible, capable, and creative policymakers, researchers, and advocates, Humanity United helps these often disparate communities share ideas, build on each other's work, and collaborate in ways that amplify their individual impact. In its work in conflict and post-conflict zones, Humanity United supports global, regional, and local actors working to mitigate the fighting; monitors and exposes perpetrators of human rights abuses; amplifies the voices of those directly affected; and seeks to prevent future hostilities. Humanity United's efforts to abolish modern-day slavery include supporting an ambitious worldwide advocacy and awareness-raising agenda and making investments that help fight human trafficking and reduce the number of people living under the conditions of forced labor, bondage, and other forms of slavery.

---

**Institute for Resource and Security Studies**

The Institute for Resource and Security Studies (IRSS), an independent, nonprofit, tax-exempt corporation, conducts technical and policy research and public education, with the objective of promoting international security and sustainable use of natural resources. IRSS programs always reflect an interest in practical solutions to resource, environment, and security problems

---

**Institute for State Effectiveness /The**

The Institute for State Effectiveness seeks to develop integrated approaches to state-building and provide independent, authoritative, and practical policy advice to the international community and national leaders who are tasked with creating effective states in a globalized world.

---

**Institute for Sustainable Peace/The**

The Institute's mission is to reconcile leaders of groups in conflict, train them to work together in their diversity, and mentor them as they serve their communities.

---

**Institute for the Study of Conflict Transformation, Inc./ The, School of Law at Hofstra University**

The Institute's work coalesced with the 1994 publication of *The Promise of Mediation* by Robert A. Baruch Bush and Joseph P. Folger, which articulated a Relational vision of society and a transformative approach to conflict. This approach to conflict and mediation has come to be known commonly as transformative mediation.

---

**Interfaith Peacebuilding and Community Revitalization Initiative/The**

The IPCR Initiative's approach to peacebuilding and community revitalization is a combination of innovative strategies that take into account the complexities of contemporary societies—and ways of cultivating wisdom and compassion that have been a part of the heritage of humanity for thousands of years.

---

**International Association for Public Participation**

The International Association for Public Participation (IAP2) is an international association of members who seek to promote and improve the practice of public participation in relation to individuals, governments, institutions, and other entities that affect the public interest in nations throughout the world. IAP2 carries out its mission by organizing and conducting activities to: Serve the learning needs of members through events, publications, and communication technology; Advocate for public participation throughout the world; Promote a results-oriented research agenda and use research to support educational and advocacy goals; and Provide technical assistance to improve public participation.

---

**International Civil Society Action Network**

The Network's aim is to strengthen civil society and women's participation and influence in conflict prevention, social justice, coexistence, and peacebuilding efforts, in situations of closed political space and conflict affected states.

---



---

**International Institute for Sustained Dialogue**

The International Institute for Sustained Dialogue (IISD) is rooted in three decades of experience in deep-rooted human conflict. The process of Sustained Dialogue conceptualizes that experience. Bringing the same group together repeatedly, IISD began to see that relationships among participants changed through a recognizable pattern. The Institute seeks to define this pattern to transfer the experience of changing relationships to other conflicts and to teach the process to others.

---

**International Peace and Conflict Resolution Program, Arcadia University**

The International Peace and Conflict Resolution Program offers an innovative curriculum that allows students to develop an area of concentration within the discipline of international peace and conflict resolution, build an international network of contacts among the international conflict resolution community, and gain practical experience in the field. Students in this program don't just read about peace and conflict studies, they travel to key sites of international conflict and research real-world solutions. The problem-based research model lets students combine peace studies with examination of international law and organizations, mediation and conflict transformation, public health issues, economic development, environmental sustainability, and international relations. This international peace program goes well beyond the concepts of peace studies and human rights by incorporating field work and problem-based learning focused on conflict resolution and sustainable development.

---

**International Peace & Security Institute**

The International Peace & Security Institute aims to empower the next generation of peacemakers. Founded on the core belief that education can mitigate violent conflict, IPSI facilitates the transfer of knowledge and skills to a global audience from the world's premier political leaders, academic experts, practitioners, and advocates. The Institute develops comprehensive training programs, advances scholarly research, and promotes efforts to raise public awareness of peace and security issues. In all of its ventures, IPSI supports social entrepreneurs, including program alumni, who generate innovative projects to positively impact their communities and the world. Through the combination of educational training and material assistance, the Institute speeds the development of future peace and security leaders and encourages the creation of sustainable initiatives.

---

**Mennonite Central Committee**

A worldwide ministry of Anabaptist churches, MCC shares God's love and compassion for all in the name of Christ by responding to basic human needs and working for peace and justice. MCC envisions communities worldwide in right relationship with God, one another, and creation.

---

**Metta Center for Nonviolence**

The Metta Center for Nonviolence aims to promote the transition to a nonviolent future by making the logic, history, and yet-unexplored potential of nonviolence available to activists and agents of cultural change (which ultimately includes all of us). The Center helps practitioners use nonviolence more safely and effectively, and anyone interested to understand and articulate it more fully.

---

**Outward Bound Center for Peacebuilding**

Outward Bound seeks to challenge and inspire emerging leaders in divided societies to work together to build peace. It applies expertise in experiential education and its global capacity to the needs of individuals living in regions of conflict around the world.

---

**Program on Justice and Peace, Georgetown University**

Outward Bound seeks to challenge and inspire emerging leaders in divided societies to work together to build peace. It applies expertise in experiential education and its global capacity to the needs of individuals living in regions of conflict around the world.

---

---

**Pact, Inc.**

Pact believes that the best assistance leaves behind knowledge, expertise, and a framework for people to pull themselves out of poverty. It delivers top-level technical assistance in multiple fields such as HIV/AIDS, economic opportunity, the environment, democracy/governance, and peace building.

---

**Parliamentarians for Global Action**

The ultimate goal of Peace Studies in the university context, however phrased, is to produce practically useful scholarship on how to create a more just and peaceful world. Students in the program can expect to acquire understanding and demonstrate knowledge of the major concepts, theories, and methods in the study of peace, justice, conflict transformation, and nonviolence; develop a more thorough understanding of the economic, social, political, philosophical, and theological dimensions of justice and conflict in neighborhoods, countries, and the global community; understand and begin to critically assess alternative conceptions of a just society; be able to develop and execute research projects integrating theory, analysis, and practice; develop their writing and speaking skills so that they can effectively convey their knowledge; develop skills of synthesis and imagination that allow them to bring multiple perspectives to bear in creative ways; and engage in work in the community in a way that is both informed by theory and that provides crucial tests of theory.

---

**PeacePlayers International**

PeacePlayers International's mission is to unite, educate, and inspire young people in divided communities through basketball. It was founded on the premise that "children who play together can learn to live together."

Through a groundbreaking peacebuilding-and-leadership development curriculum, PeacePlayers International uses basketball to bring children together and teach them proven tactics for improving their communities.

---

**Plant With Purpose**

Plant With Purpose seeks to transform lives in rural areas worldwide where poverty is caused by deforestation. Focusing on holistic solutions to poverty, Plant With Purpose has been restoring the lives of the rural poor for over 25 years by planting trees, creating economic opportunity through micro-credit and micro-enterprise, implementing sustainable agriculture programs, and encouraging spiritual renewal.

---

**Project on International Courts and Tribunals**

The Project on International Courts and Tribunals (PICT) has evolved into a network of researchers and practitioners sharing a common interest in the study of international courts and tribunals and the implications of their operation for the broader field of international law. PICT's research focuses primarily on the systemic issues associated with the sharp rise in the number of international courts and tribunals since the early 1990s and the parallel increase in their powers. PICT researchers embrace in their work a broad perspective to international adjudication, trying to identify across-the-board problems and solutions.

---

**Stop Hunger Now**

The mission of Stop Hunger Now is to end hunger in our lifetime by providing food and life-saving aid to the world's most vulnerable and by creating a global commitment to mobilize the necessary resources.

---

**Teachers Without Borders**

Teachers Without Borders (TWB) connects teachers to information and each other to create local change on a global scale. TWB aims to enhance education globally by supporting teachers locally. A world with well-trained, well-informed teachers is a world with smarter, healthier, wealthier, more peaceful individuals and societies. Support for a single teacher can foster the well-being of hundreds, even thousands, of learners and their communities.

---

---

**United Nations Association of the United States of America**

UNA-USA is dedicated to building understanding of and support for the ideals and work of the UN among the American people. Its education, membership, and advocacy programs emphasize the importance of cooperation among nations and the need for American leadership at the UN. UNA-USA is affiliated with the World Federation of United Nations Associations, which began in 1946 as a public movement for the UN.

---

**Unitarian Universalist Service Committee**

The Unitarian Universalist Service Committee is a nonsectarian organization that advances human rights and social justice in the United States and around the world. It envisions a world free from oppression and injustice, where all can realize their full human rights.

---

**United Methodist Committee on Relief**

The United Methodist Committee on Relief (UMCOR) is the humanitarian relief and development agency of the United Methodist Church, a worldwide denomination. UMCOR responds to natural or human made disasters—those interruptions of such magnitude that they overwhelm a community's ability to recover on its own.

---

**United to End Genocide**

United to End Genocide, the largest activist organization in America dedicated to preventing and ending genocide and mass atrocities worldwide, believes the only way to prevent mass atrocities and to end genocide once and for all, is to build a large, powerful activist network—a sustainable movement—that will sound the alarm and demand action by our elected leaders to protect all who face these threats, anywhere in the world.

---

**Women in International Security, Center for Strategic and International Studies**

Women in International Security (WIIS) identifies the barriers to advancement—through its groundbreaking reports on women's leadership. WIIS closes the leadership gap in women's participation—through collaborations with key institutions to improve women's recruitment, retention, and advancement. WIIS prepares women to succeed in leadership roles—through mentoring, networking, and training. WIIS provides visibility and support to women at all levels—through its worldwide network of members, mentors, and partners.

---

**Women's International League for Peace and Freedom: U.S. Section**

The Women's International League for Peace and Freedom works to achieve through peaceful means world disarmament, full rights for women, racial and economic justice, an end to all forms of violence, and to establish those political, social, and psychological conditions that can assure peace, freedom, and justice for all.

---

**World Vision International**

World Vision is a Christian humanitarian organization dedicated to working with children, families, and their communities worldwide to reach their full potential by tackling the causes of poverty and injustice.

---

## C. ORGANIZATIONS THAT DO NOT SELF-IDENTIFY AS PEACEBUILDERS (SUBGROUP B), SURVEY 2

---

### **Auschwitz Institute for Peace and Reconciliation/The**

The Auschwitz Institute for Peace and Reconciliation seeks to build a worldwide network of leaders with the professional tools and the personal commitment to prevent genocide. In the 20th century, genocide caused the death of more human beings than all wars combined. In light of the international community's failure to prevent the mass killing of innocent civilians, the Auschwitz Institute is dedicated to fostering a community of government, military, civil society, and academic leaders with the knowledge and the capacity to cooperate across borders to deter and halt genocide. The work of the Auschwitz Institute represents a challenge to Albert Einstein's statement in 1934: "The brotherhood of the well-intentioned exists even though it is impossible to organize it anywhere."

---

### **Convergence | Center for Policy Resolution**

Convergence aims to create wise and widely supportable solutions to major policy challenges and a groundswell in the use of cooperative problem-solving. Convergence envisions a nation and world that forthrightly and effectively address the daunting problems we face in a spirit of collaboration and mutual respect.

---

### **Center for Preventive Action, Council on Foreign Relations**

The Center for Preventive Action (CPA) seeks to help prevent, defuse, or resolve deadly conflicts around the world and to expand the body of knowledge on conflict prevention. It does so by creating a forum in which representatives of governments, international organizations, nongovernmental organizations, corporations, and civil society can gather to develop operational and timely strategies for promoting peace in specific conflict situations. The Center focuses on conflicts in countries or regions that affect U.S. interests but may be otherwise overlooked; where prevention appears possible; and when the resources of the Council on Foreign Relations can make a difference.

---

### **German Marshall Fund of the United States/The**

The German Marshall Fund is a non-partisan American public policy and grantmaking institution dedicated to promoting better understanding and cooperation between North America and Europe on transatlantic and global issues.

---

### **Hunger Project/The**

The Hunger Project's mission is for the world to achieve the sustainable end of hunger and poverty—a world where all people have a healthy and productive life in harmony with nature, a life of self-reliance and dignity.

---

### **International Environmental Data Rescue Organization**

The Organization enables the meteorological and scientific communities to provide more accurate severe weather forecasting and to understand climate change. This knowledge offers the world community a greater ability to more accurately predict long-range weather patterns, and thus it enables meteorological professionals to: Prevent famine and starvation, Provide more accurate lifesaving flood forecast, Prevent the spread of airborne and insect-borne disease, Construct and reinforce buildings, bridges, and public services to withstand predicted severe weather, Better understand the nature and extent of global warming and climate change, as well as the rate at which our climate is changing, and Gain a clearer understanding of human history.

---

---

**International Rescue Committee**

The International Rescue Committee (IRC) responds to the world's worst humanitarian crises and helps people to survive and rebuild their lives. Founded in 1933 at the request of Albert Einstein, the IRC offers lifesaving care and life-changing assistance to refugees forced to flee from war or disaster.

---

**International Stability Operations Association**

The International Stability Operations Association seeks to promote high operational and ethical standards of firms active in the peace and stability operations industry; engage in a constructive dialogue and advocacy with policymakers about the growing and positive contribution of these firms to the enhancement of international peace, development, and human security; provide unique networking and business development opportunities for its member companies; and inform the concerned public about the activities and role of the industry.

---

**Nuclear Threat Initiative**

The Nuclear Threat Initiative is a nonprofit, nonpartisan organization with a mission to strengthen global security by reducing the risk of use and preventing the spread of nuclear, biological, and chemical weapons and to work to build the trust, transparency, and security that are preconditions to the ultimate fulfillment of the Non-Proliferation Treaty's goals and ambitions.

---

**One Economy Corporation**

One Economy Corporation is a global nonprofit organization that leverages the power of technology and connects underserved communities around the world to vital information that will improve their lives. It helps bring broadband into the homes of low-income people, employs youth to train their community members to use technology effectively, and provides public-purpose media properties that offer a wealth of information on education, jobs, health care, and other vital issues.

---

**Pathfinder International**

Pathfinder International's mission is to ensure that people everywhere have the right and opportunity to live a healthy sexual and reproductive life. Pathfinder International places reproductive health services at the center of all that it does—believing that health care is not only a fundamental human right but is critical for expanding opportunities for women, families, communities, and nations, while paving the way for transformations in environmental stewardship, decreases in population pressures, and innovations in poverty reduction. In more than 25 countries, Pathfinder provides women, men, and adolescents with a range of quality health services—from contraception and maternal care to HIV prevention and AIDS care and treatment. Pathfinder strives to strengthen access to family planning, ensure availability of safe abortion services, advocate for sound reproductive health policies, and, through all of its work, improve the rights and lives of the people it serves.

---

**Peace & Conflict Studies Program, Swarthmore College**

The Peace and Conflict Studies Program at Swarthmore College provides students with the opportunity to examine conflict in various forms and at levels stretching from the interpersonal to the global. The multidisciplinary curriculum explores the causes, practice, and consequences of collective violence as well as peaceful or nonviolent methods of dealing with conflict.

---

**Population Action International**

Population Action International (PAI) advocates for women and families to have access to contraception in order to improve their health, reduce poverty, and protect their environment. Its research and advocacy strengthen US and international assistance for family planning. PAI works with local and national leaders in developing countries to improve their reproductive health care programs and policies. PAI shows how these programs are critical to global concerns, such as preventing HIV, combating the effects of environmental degradation and climate change, and strengthening national security.

---



---

**Social Science Research Council**

The Social Science Research Council (SSRC) leads innovation, builds interdisciplinary and international networks, and focuses research on important public issues. Independent and not-for-profit, the SSRC is guided by the belief that justice, prosperity, and democracy all require better understanding of complex social, cultural, economic, and political processes. It works with practitioners, policymakers, and academic researchers in all the social sciences, related professions, and the humanities and natural sciences. With partners around the world, SSRC mobilizes existing knowledge for new problems, links research to practice and policy, strengthens individual and institutional capacities for learning, and enhances public access to information. It brings necessary knowledge to public action.

---

**Trickle Up**

Trickle Up empowers people living on less than \$1.25 a day to take the first steps out of poverty, providing them with resources to build sustainable livelihoods for a better quality of life. In partnership with local agencies, it provides training and seed capital grants to launch or expand a microenterprise and savings support to build assets.

---

## D. ORGANIZATIONS THAT ONLY PROVIDED DEMOGRAPHIC INFORMATION

---

**Center for Peacebuilding and Development, American University**

The Center for Peacebuilding and Development’s mission is to promote a cross-cultural approach to developing and expanding research and practices in peace education, civic engagement, nonviolent resistance, conflict resolution, religion and peace, and peacebuilding in sustainable development context.

---

**International Peace Research Association Foundation**

The International Peace Research Association (IPRA) Foundation was founded in 1990 by peace researchers who wanted to create a permanent funding base to support worldwide exchanges of peace research. The Foundation was established to further the purposes and activities of the International Peace Research Association. The Foundation has engaged in peacemaking projects in the Middle East and the Balkans, provided scholarships for women from the developing world to pursue graduate education, allowed peace researchers from all around the world to travel to peace research conferences, and funded small peace research grants in places as diverse as Argentina, Bosnia, the Philippines, and Uganda.

---

**U.S. Global Leadership Coalition**

The U.S. Global Leadership Coalition (USGLC) works in our nation’s capital and across the country to educate and inspire support from the American public and policymakers on the importance of America’s civilian-led tools of diplomacy and development. By advocating for increases in the International Affairs Budget, the USGLC is working to make the smart power tools of diplomacy and development a keystone of America’s engagement with the world.

---

**World Peace Foundation, The Fletcher School, Tufts University**

The World Peace Foundation (WPF) is an operating foundation affiliated solely with the Fletcher School at Tufts University. It aims to provide intellectual leadership on issues of peace, justice and security and believes that innovative research and teaching are critical to the challenges of making peace around the world and should go hand in hand with advocacy and practical engagement with the toughest issues.

---

# Works Cited

- Acemoglu, Daron, and James A. Robinson. 2012. *Why Nations Fail: The Origins of Power, Prosperity and Poverty*. New York: Crown Publishers.
- Allen Nan, Susan. 2010. *Theories of Change and Indicator Development in Conflict Management and Mitigation*. Washington: US Agency for International Development. Available at [http://pdf.usaid.gov/pdf\\_docs/PNADS460.pdf](http://pdf.usaid.gov/pdf_docs/PNADS460.pdf) (accessed on August 16, 2012).
- Alliance for Peacebuilding. 2012. *Peacebuilding Mapping Project*. Washington: Alliance for Peacebuilding. Available at <http://www.allianceforpeacebuilding.org/pmp> (accessed on August 16, 2012).
- Anderson, Mary B. 1999. *Do No Harm: How Aid Can Support Peace—Or War*. Boulder, CO: Lynne Rienner Publishers.
- Blum, Andrew. 2011. *Improving Peacebuilding Evaluation A Whole-of-Field Approach*. Special Report. Washington: United States Institute of Peace. Available at [http://www.usip.org/files/resources/Improving\\_Peacebuilding\\_Evaluation.pdf](http://www.usip.org/files/resources/Improving_Peacebuilding_Evaluation.pdf) (accessed on August 16, 2012).
- Blum, Andrew, and Melanie Kawano-Chiu. 2012. *Proof of Concept: Learning from Nine Examples of Peacebuilding Evaluation*. Washington: Alliance for Peacebuilding and United States Institute of Peace. Available at [http://www.allianceforpeacebuilding.org/resource/resmgr/Docs/USIP-AfP\\_2011\\_Peacebuilding\\_.pdf](http://www.allianceforpeacebuilding.org/resource/resmgr/Docs/USIP-AfP_2011_Peacebuilding_.pdf) (accessed on August 16, 2012).
- Boutros-Ghali, Boutros. 1992. *An Agenda for Peace: Preventive Diplomacy, Peacemaking and Peacekeeping*. Report of the Secretary General, June 17. Available at [http://www.unrol.org/files/A\\_47\\_277.pdf](http://www.unrol.org/files/A_47_277.pdf) (accessed on August 16, 2012).
- Carnegie Commission on Preventing Deadly Conflict. 1997. *Preventing Deadly Conflict: Final Report with Executive Summary*. Washington: Carnegie Corporation of New York.
- Carstarphen, Nike, Craig Zelizer, Robert Harris, and David J. Smith. 2010. *Graduate Education and Professional Practice in International Peace and Conflict*. Washington: US Institute of Peace. Available at <http://purl.fdlp.gov/GPO/gpo19388> (accessed on August 16, 2012).
- Catholic Relief Services. 2010. *GAIN Peacebuilding Indicators*. Baltimore: Catholic Relief Services. Available at <http://www.crsprogramquality.org/storage/pubs/peacebuilding/GAIN.pdf> (accessed on August 16, 2012).
- Center for Conflict Resolution at Salisbury University. 2007. International Graduate Program in the field of ADR. Available at <http://www.conflict-resolution.org/sitebody/education/international.htm> (accessed on August 16, 2012).
- Center for Conflict Resolution at Salisbury University. 2009. Graduate ADR Programs in the United States. Available at <http://www.conflict-resolution.org/sitebody/education/domestic.htm> (accessed on August 16, 2012).
- CSIS (Center for Strategic and International Studies). 2012. Global Prosperity. <http://csis.org/category/topics/economic-development-and-reconstruction/global-prosperity> (accessed on July 13, 2012).
- Church, Cheyanne, and Mark Rogers. 2006. *Designing for Results: Integrating Monitoring and Evaluation in Conflict Transformation Programs*. Washington: Search for Common Ground.
- Galtung, Johan. 1976. Three Approaches to Peace: Peacekeeping, Peacemaking, and Peacebuilding. In *Peace, War and Defense: Essays in Peace Research*, Volume II, ed. Johan Galtung. Copenhagen: Christian Ejlertsen.
- Geneva Peacebuilding Platform. 2008. GPPlatform | The Knowledge Hub for Better Peacebuilding. Available at <http://www.gpplatform.ch> (accessed on July 13, 2012).

- Headquarters, US Department of the Army. 2008. Chapter 1: The Strategic Context. In *Stability Operations*. Washington, DC. Available at <http://www.fas.org/irp/doddir/army/fm3-07.pdf> (accessed on August 16, 2012).
- Human Security Report Project (Simon Fraser University). 2011. *Human Security Report 2009/2010: The Causes for Peace and the Shrinking Costs of War*. New York: Oxford University.
- InterAction. 2012. About InterAction. Available at <http://www.interaction.org/about> (accessed on August 16, 2012).
- Kovick, David. 2005. *The Hewlett Foundation's Conflict Resolution Program: Twenty Years of Field-Building, 1984-2004*. Available at <http://www.hewlett.org/uploads/files/HewlettConflictResolutionProgram.pdf> (accessed on August 16, 2012).
- Kawano-Chiu, Melanie. 2011. *Starting on the Same Page: A Lessons Report from the Peacebuilding Evaluation Project*. Washington: Alliance for Peacebuilding. [http://www.allianceforpeacebuilding.org/resource/collection/9DFBB4C8-CABB-4A5B-8460-0310C54FB3D9/Alliance\\_for\\_Peacebuilding\\_Peacebuilding\\_Evaluation\\_Project\\_Lessons\\_Report\\_June2011\\_FINAL.pdf](http://www.allianceforpeacebuilding.org/resource/collection/9DFBB4C8-CABB-4A5B-8460-0310C54FB3D9/Alliance_for_Peacebuilding_Peacebuilding_Evaluation_Project_Lessons_Report_June2011_FINAL.pdf) (accessed on August 16, 2012).
- Lederach, John Paul 1999. Justpeace—the Challenge of the 21st Century. In *People Building Peace: 35 Inspiring Stories from around the World*. International Books.
- Lederach, John Paul, Reina Neufeldt, and Hal Culbertson. 2007. *Reflective Peacebuilding: A Planning, Monitoring, and Learning Toolkit*. South Bend: Joan B. Kroc Institute and Catholic Relief Services.
- Mack, Andrew. 2007. *Global Political Violence: Explaining the Post-Cold War Decline*. International Peace Institute Working Paper Series. Available at <http://www.isn.ethz.ch/isn/Digital-Library/Publications/Detail/?ots591=0c54e3b3-1e9c-be1e-2c24-a6a8c7060233&lng=en&id=126956> (accessed on August 16, 2012).
- OECD (Organisation for Economic Cooperation and Development). 2005. *Paris Declaration on Aid Effectiveness*. OECDiLibrary. Paris: OECD. Available at <http://www.oecd.org/development/aideffectiveness/34428351.pdf> (accessed on August 16, 2012).
- OECD (Organization for Economic Cooperation and Development). 2008. *Evaluating Conflict Prevention and Peacebuilding Activities: Factsheet 2008*. Paris: OECD. Available at <http://www.oecd.org/dataoecd/36/20/39289596.pdf> (accessed on August 16, 2012).
- OECD (Organization for Economic Cooperation and Development). 2011. *A New Deal for Engagement in Fragile States*. International Dialogue on Peacebuilding and Statebuilding. Paris: OECD. Available at <http://www.oecd.org/dataoecd/35/50/49151944.pdf> (accessed on August 16, 2012).
- Pinker, Steven. 2011. *The Better Angels of Our Nature: Why Violence Has Declined*. New York: Viking.
- Ricigliano, Robert. 2012. *Making Peace Last: A Toolbox for Sustainable Peacebuilding*. Boulder, CO: Paradigm Publishers.
- Rodham Clinton, Hillary. 2010. Remarks at the Town Hall Meeting on Release of the First Quadrennial Diplomacy and Development Review, “Leading Through Civilian Power,” US Department of State, Washington, DC, December 15. Available at <http://www.state.gov/secretary/rm/2010/12/152934.htm> (accessed on August 16, 2012).
- Ross, Marc Howard, and Jay Rothman, eds. 1999. *Theory and Practice in Ethnic Conflict Management: Conceptualizing Success and Failure*. Basingstoke and London: Macmillan.
- Sikkink, Kathryn. 2011. *The Justice Cascade: How Human Rights Prosecutions Are Changing World Politics*. New York: W. W. Norton & Co.

UN News Centre. 2011. *Partnerships and Use of Civilian Capacities Key to Successful UN Peacebuilding*. Available at <http://www.un.org/apps/news/story.asp?NewsID=38362&Cr=peacebuilding&Cr1> (accessed on August 16, 2012).

United Nations. 2006. *Inventory of United Nations Capacity in Peacebuilding*. Available at [http://208.43.245.180/asset/file/9/UN\\_Peacebuilding\\_Inventory\\_-\\_Report\\_FINAL.pdf](http://208.43.245.180/asset/file/9/UN_Peacebuilding_Inventory_-_Report_FINAL.pdf) (accessed on August 16, 2012).

UNDP (United Nations Development Programme). 1994. *Human Development Report 1994*. New York: Oxford University Press for UNDP.

United Nations Peacekeeping. 2012. *Peacekeeping Fact Sheet*. Available at <http://www.un.org/en/peacekeeping/resources/statistics/factsheet.shtml> (accessed on May 7, 2012).

US Department of Defense. 2010. *Quadrennial Defense Review Report*. Washington: US Department of Defense. Available at [http://www.defense.gov/qdr/images/QDR\\_as\\_of\\_12Feb10\\_1000.pdf](http://www.defense.gov/qdr/images/QDR_as_of_12Feb10_1000.pdf) (accessed on August 16, 2012).

US Department of State. 2010. *Leading through Civilian Power: The First Quadrennial Diplomacy and Development Review*. Washington: US Department of State. Available at <http://www.state.gov/documents/organization/153142.pdf> (accessed on August 16, 2012).

White House. 2011a. *Fact Sheet: President Obama Directs New Steps to Prevent Mass Atrocities and Impose Consequences on Serious Human Rights Violators*. Washington: The White House. Available at <http://www.whitehouse.gov/the-press-office/2011/08/04/fact-sheet-president-obama-directs-new-steps-prevent-mass-atrocities-and> (accessed on May 7, 2012).

White House 2011b. *Presidential Study Directive on Mass Atrocities, PSD-10*. Washington: The White House. Available at <http://www.whitehouse.gov/the-press-office/2011/08/04/presidential-study-directive-mass-atrocities> (accessed on August 16, 2012).

Woodrow, Peter, and Diana Chigas. 2009. *A Distinction with a Difference: Conflict Sensitivity and Peacebuilding*. Cambridge: CDA Collaborative Learning Projects. Available at [http://www.cdainc.com/cdawww/pdf/article/RPP\\_Differentiating\\_Conflict\\_Sensitivity\\_and\\_Peacebuilding.pdf](http://www.cdainc.com/cdawww/pdf/article/RPP_Differentiating_Conflict_Sensitivity_and_Peacebuilding.pdf) (accessed on August 16, 2012).

World Bank. 2011. *World Development Report 2011: Conflict, Security, and Development*. Washington: World Bank Group.



# ACKNOWLEDGEMENTS

The leadership and staff of the Alliance for Peacebuilding (AfP) would like to thank the United States Institute of Peace (USIP) for their support of this project, which would not have been possible without USIP's deep knowledge of and commitment to the peacebuilding field.

Additionally, we want to highlight the tireless efforts of the entire team at the University of San Diego, Joan B. Kroc Institute for Peace & Justice (IPJ), including Executive Director Milburn Line for his guidance and support, Neela Tschirgi for her wisdom and deep engagement in all aspects of the research, as well as Elena McCollim and Jill Covert for their constant creativity and insight. The AfP team would also like to recognize the unwavering leadership, particularly in the initial phases of the Peacebuilding Mapping Project (PMP), of Chic Dambach, former President of AfP, Matthew Hodes, former Interim President of AfP, and Melanie Kawano-Chiu, Program Director at AfP.

AfP and IPJ would also like to extend their deepest gratitude for the steadfast guidance provided by the members of the PMP Steering Committee, who served as the core advisors for the project: Ina Breuer, Executive Director, Project on Justice in Times of Transition; Hrach Gregorian, President, Institute of World Affairs and Vice Chair of the AfP Board; Joyce Neu, Founder and Senior Associate, Facilitating Peace; and Robert Ricigliano, Director of the Institute

of World Affairs at the University of Wisconsin-Milwaukee and AfP Board Chair. Each committee member was essential in offering expertise and insights into the peacebuilding field. Additionally, special thanks to Craig Zelizer for his insight and guidance on the direction and language of the report. Moreover, the team sincerely thanks the Global Partnership for the Prevention of Armed Conflict, the Association for Conflict Resolution, and InterAction for their collaboration in the survey outreach process.

The entire PMP staff at AfP and IPJ are also deeply grateful to all the organizations that participated in the PMP survey. Without their input and feedback, we would not have been able to understand the current state of the peacebuilding field. They include all AfP members who participated in the first survey, as well as all the related organizations that participated in the second survey.

Finally, we would like to thank the phenomenal student interns who gave their time and talents to the PMP: Alexandra Copper, Andrew Zorowski, Ariel Gleicher, Hossam Mansour, Meghan Auker Becker, Rebecca Weinstein, Roxanne Knapp, and Jamie Biglow. We owe special thanks to Sarah Cechvala, AfP's PMP Research Assistant, who dedicated countless hours to the survey development, report writing, editing, and overall management of this project.



## ABOUT THE ALLIANCE FOR PEACEBUILDING

The Alliance for Peacebuilding (AfP) serves as a thought leader, advocate and institutional home for the peacebuilding field. AfP connects more than seventy organizations, several hundred practitioners, and a network of over 15,000 people, to develop processes for change around the world. AfP's members are active in 153 countries to build sustainable, durable peace in the world's most complex, turbulent areas of conflict.

[allianceforpeacebuilding.org](http://allianceforpeacebuilding.org)

1726 M Street, NW, Suite 401  
Washington, DC 20036

202.822.2047  
[afp-info@allianceforpeacebuilding.org](mailto:afp-info@allianceforpeacebuilding.org)



Alliance for  
Peacebuilding