

**Coexistence International at Brandeis University
2005-2008**

**Strategic Plan
(Including Appendices)**

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Cynthia Cohen, Director of Coexistence Research and International Collaborations at the International Center for Ethics, Justice and Public Life at Brandeis University, provided thoughtful and intelligent insights throughout the planning process and was a patient partner in the thinking, synthesizing, and writing that was required to produce such a document.

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In addition to the generous gift from the Alan B. Slifka Foundation that makes Coexistence International possible, both Alan B. Slifka and Sarah Silver, Executive Director of the Alan B. Slifka Foundation, made the time to participate in lively and thought provoking conversations which greatly helped to shape the current Plan.

Thank you, also, to Anna Davidson, Graduate Student Assistant, for her help with a variety of assignments throughout this process, in particular conducting the research found in Appendix 4, and providing detail oriented help in the production of the Plan. Christopher Moore, Communications Specialist at the International Center for Ethics, Justice and Public Life, was a thorough editor.

I. Executive Summary

Coexistence International at Brandeis University proposes the following Strategic Plan designed to strengthen the coexistence field. This Executive Summary highlights the most salient points raised in the Plan. It presents a synthesized version of the findings, analyses, and proposals present in the Strategic Plan. There is, however, much that cannot be captured in an Executive Summary, and we urge readers to refer to the full Plan for more breadth and detail. For easy reference, the Summary is organized by the same section headings as the full document.

Introduction

The current strategic planning process responds to a need articulated by the Alan B. Slifka Foundation (ABSF), the Chair of CI's Advisory Board, and staff and faculty of the International Center for Ethics, Justice and Public Life to carefully define Coexistence International's (CI) mission, vision, goals, and programs before designing and executing a work plan.

The strategic planning process incorporates insights from four important processes:

1. Conversations with coexistence practitioners, scholars, networkers and policymakers, friends of The Coexistence Initiative (TCI), and others about the coexistence field and CI's work.
2. Analysis of the Strengths and Weaknesses of CI and the Opportunities and Threats it faces in relevant contexts (SWOT).
3. A comparative analysis between different INGOs, regional NGOs, think tanks, and networks focused on coexistence and peacebuilding.
4. Two gatherings held in NYC in conjunction with the Global Platform for the Prevention of Armed Conflict conference.

The comprehensive, collaborative, and participatory process serves to strengthen the substance of the plan, to establish credibility, and to enlist commitment from diverse partners.

The plan is consistent with the agreement between Brandeis University and the ABSF, which sets the broad terms for the next three years. That agreement establishes CI's central focus as creating opportunities for coexistence advocates to learn, grow, and act together. Among the actions it calls for are four to six yearly gatherings; facilitation of information sharing and the creation of communication tools; networking; the development of leadership within the coexistence field; and including arts and culture as one focal topic.

The agreement establishes an initial time period of three years, presented in the current Strategic Plan as Phase One of a ten-year vision for Coexistence International.

Lessons Learned from TCI

In its early years, TCI grappled with the meaning of the term "coexistence"; currently, there is a consensus about a more inclusive understanding of the word that is focused on shared objectives, and one that embraces a wide variety of approaches rather than worrying about distinctions.

TCI appears to have done a solid job networking individuals and organizations working towards coexistence and producing information-sharing tools for that constituency, including an electronic bulletin. TCI also initiated useful research and developed initial work that may still have relevance for CI's future plans.

While the different constituencies valued the communication and networking tools, TCI seems to have had difficulties in maintaining its focus and articulating a clear mission and vision.

SWOT (Strengths, Weaknesses, Opportunities and Threats)

A SWOT analysis was carried out to acquire an overview of the strengths, weaknesses, opportunities, and threats facing CI. Strengths and weaknesses refer to the internal framework and organization of CI, while opportunities and threats are external. The meeting of strengths and opportunities indicate that with clear goals and the substantive and administrative support of many actors, CI is well positioned to contribute to the strengthening of the coexistence field. There are few other organizations whose explicit mission is to strengthen and build a comprehensive and inclusive coexistence field. CI's complementary approach and its capacity to partner with existing networks will help it to facilitate dynamic new synergies and collaborations instead of creating overly formal, structured networks.

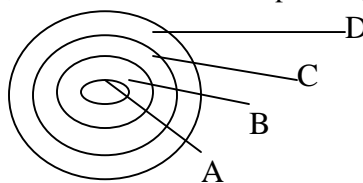
Vision

Coexistence International envisions a world in which people of different religions, races, ethnicities and cultures relate with respect and recognize their interdependence, where diversity is embraced for its positive potential, and where equality is valued and actively pursued.

Emerging Conceptual Framework

The strategic planning process greatly contributed to a new understanding by CI of the current state of the coexistence field and the different players and relationships in the field. This understanding has been converted into a conceptual framework that is diagrammed in the full Strategic Plan. The framework helps to define how we approach our work and to articulate the goals CI has for the different constituencies identified in the framework.

The framework takes as its starting point the observation, identified by the strategic planning process, that the coexistence field is fragmented. There are different disciplines working to build peace, but practitioners of the different disciplines lack an awareness of the extent to which they are working towards the same goal and the way in which their assumptions and practices differ from each other. There is a lack of clarity about commonalities and differences among those working in distinct but related fields and a lack of coordination and sharing of knowledge. With this as a starting point, the framework maps out four layers of actors working on coexistence. While the layers are distinct, there is, of course, movement and overlap among them.



The **inner core (A)** includes those directly working on the mission of coexistence. The focus of their work is strengthening relationships across difference, whether through facilitation of groups, reconciliation of conflicts, directing organizations, doing advocacy work, coordinating networks, conducting research, or developing policy at local, national, regional, or international levels. Gatherings with participation from Layer A will provide opportunities for sharing lessons learned, nurturing leadership, and discussing possibilities to coordinate strategies among various sectors and across levels (local, national, etc.).

The **next layer (B)** includes practitioners and researchers who are working in related disciplines, and whose work affects the quality of intergroup relations even though that is not the articulated focus. Layer B includes, for instance, people and organizations working in humanitarian assistance, refugee resettlement, sustainable development, community development, cultural development, education, recreation and sport, etc. Members of this group may not see themselves as part of the coexistence field. The field will benefit from gatherings that focus on players in B or bring actors from A and B together.

Layer C includes policymakers, funders, and IGOs who influence coexistence work through financial contributions and policy decisions. Work within Layer C, and between Layer C and the others, will concentrate on raising awareness of the importance of the field, placing coexistence issues on policy agendas and developing a cohort of influential coexistence advocates. There will also be opportunities to reach out to policymakers from Layer B.

Those reflecting on the field from a meta-perspective are represented in the **outermost layer (D)**. They come from circles A, B, or C and from varied regions, but they possess a consciousness and concern about the field in general. CI hopes to engage with all these actors in thinking about the fuller coexistence picture and encourage more players to think and act at this level.

Mission

Coexistence International strengthens the field of policymakers, practitioners, researchers, advocates, organizations, and networks promoting coexistence at local, national, and international levels.

Goals

The long-term goals for CI are defined as:

1. To contribute to a complementary, inter-disciplinary vision of the coexistence field that includes Layers A, B, C, and D across local, national, and international levels.
2. To strengthen coexistence leadership at all levels, with a special focus on leaders from developing countries and minority communities.
3. To encourage the development and coherence of coexistence policies.
4. To promote a commitment to coexistence and an acceptance of holistic vision of coexistence by public and private funders, leading to increased financial support for coexistence work.

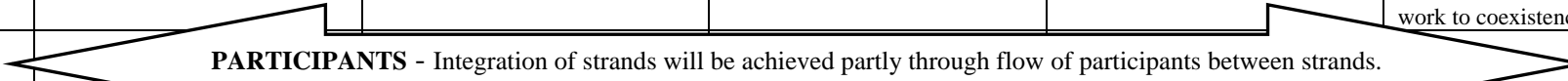
5. To create a change in public awareness and governmental policies towards the vision of coexistence.
6. To reflect coexistence values and principles in the working of CI as an organization.

Objectives

Concrete three-year objectives for Phase One have been developed as a means to achieving CI's long-term goals. There are multiple objectives corresponding to each of the above-mentioned goals. See the objectives on page 23 of the full Strategic Plan.

Program Activities

The full Strategic Plan develops programs for five strands of work: meta-level networking, regional, policy, funders, and arts/culture. The five strands are summarized in the chart on the next page. Although the Strategic Plan proposes five strands of work to be developed in parallel, the strands would each develop at their own pace and under different circumstances, making the full implementation of CI's programs more manageable.

	Strand 1: Meta-level networking	Strand 2: Regional	Strand3: Policy	Strand 4: Funders	Strand 5: Arts / Culture
PHASE ONE Years 1-3	Participants, mainly from Layer D meet to draft a <i>Coexistence Charter</i> . The drafting process will also serve to initiate discussions about commonness and differences in the field. Outcomes: Document drafted. Functioning network of coexistence networkers/meta-level thinkers. Campaign designed.	Gatherings of participants from Layers A–D from within a particular region. Gatherings would help those in the core of the coexistence field to see their work in relation to others in the field and to coordinate efforts. They would also enlarge the cohort of coexistence workers by reaching out to allies in Layer B. Outcomes: Attempts to coordinate activities, leadership cohort developed, learning consolidated.	Work w/ two policy groups: (i) Governance and Democracy (ii) Police, Military and Security. Research and meetings to assess the state of the field, its coexistence policies, and lessons learned. Outcomes: Booklets on best practice produced and leadership cohort developed in both fields.	Gatherings of “champion” funders and meta thinkers to raise awareness and examine how to reach out to other funders. Funders could include foundations, bi- and multilaterals. Outcomes: Cohort of funders committed to funding coexistence work. Funders leadership group sustains its work.	Gatherings with following participant mix: (i) theatre artists/cultural workers, (ii) peacebuilding practitioners, and (iii) scholars from both fields, to strengthen artists’ awareness of themselves as coexistence workers, provide them with a new knowledge base, and contribute to an expanded view of peace work. Outcomes: Theatre/peacebuilding anthology produced. A handbook for policymakers on the contributions of arts and cultural work to coexistence.
PHASE TWO Years 4-7	Campaigns. Test-run of <i>Charter</i> .	Learning model adapted and continued in same region. Other regions would be identified and the learning would be introduced the regions.	Booklets would be more widely disseminated and used for advocacy. Workshops to disseminate the key messages. New policy field introduced.	Cohort of funders committed to working in cooperation and to funding coexistence work. Outreach to new funders underway.	Awareness-raising of arts/culture work using anthology. Also, gatherings of artists from new genre underway.
PHASE THREE Years 8-10	<i>Charter</i> adopted	Model of networking and reflection carried out in other regions. Funding secured. Gatherings ongoing.	Good coexistence policy being widely developed and implemented in selected policy areas. A working group of professional associations and policymakers from these select areas is established.	Funders commit to support campaigns for adoption of <i>Charter</i> . Increased funding for coexistence and peacebuilding work, including CI’s initiatives.	Awareness-raising and outreach continued. Second anthology produced. Third anthology underway. Funders and policymakers commit funding and have increased awareness of key contributions of arts and cultural work to coexistence.
 <p>PARTICIPANTS - Integration of strands will be achieved partly through flow of participants between strands.</p>					

Information-sharing Tools

An important and appreciated component of TCI's work was communication and outreach and CI will develop information-sharing tools as part of its work. Some possible tools include:

1. **Coexistence International website**
2. **Forums**
3. **E-bulletin**
4. **Press releases**

Communications and Advocacy

In addition to the advocacy tools mentioned in the summary of programs above, and the information-sharing tools, CI needs to promote itself and lend substance to debates in the general public in an ongoing fashion. This is important in establishing CI's presence, credibility, and prestige, and it could serve to support CI's fundraising efforts. Furthermore, expressions and ideas presented in the media are a way to influence policy. Ideas to consider include:

1. **Website**
2. **Brochure**
3. **Op Eds**
4. **Events/Networking**
5. **Articles penned by CI friends**
6. **General media presence**
7. **Documenting gatherings**

Evaluation

It is important for CI to consider early-on possible indicators of success for CI over the next three years. CI and the ABSF may want to consider working with an outside evaluator to develop more specific evaluation criteria and to assess CI's work during this three-year period. As a matter of course, CI will also work to ensure that at each gathering there is an opportunity for feedback and evaluation and to assess programs in each strand.

Division of Responsibilities

On a day-to-day level, the three primary roles are that of Program Manager (PM), Administrative Assistant, and Director of Coexistence Research and International Collaborations. The PM has primary responsibility for the development and implementation of CI's strategy and programs. CI's Administrative Assistant's tasks will fall into three main categories: office management, event planning, and communications. The Director of Coexistence Research and International Collaborations has ultimate oversight for the decisions and programs of CI and is an active participant in the development and implementation of CI's plans.

The former TCI Board has now been converted to an Advisory Board whose role is to advise on strategic questions and serve as a sounding board in an ad-hoc fashion. Concrete tasks for the Advisory Board might include: reviewing the strategic plan, participating in a teleconference twice a year with the PM, recommending resources and contacts for CI's programs, and participation in one to three gatherings over the next three years.

Allocation of Resources

Once there is approval of the strategic plan, a work plan and corresponding budget will be drafted. However, it should be noted that certain strategic decisions will have implications on the existing budget, and there are initiatives that will likely not be covered by present resources. Committed resources can be maximized through partnerships, involving Brandeis students as short-term workers, and perhaps piggybacking CI gatherings on other conferences and events. Nevertheless, once the present Plan is approved and a detailed work plan and budget are developed, the PM may need to propose revisions in the pace of work and the need of additional resources. In any event, the PM will begin to focus on fundraising in years 2 and 3.

Links to the Ethics Center and Brandeis University

CI will gain in administrative and substantive terms from its presence at the International Center for Ethics, Justice and Public Life and Brandeis University. At the same time, CI is also in a position to contribute to the intellectual life on campus and at the Center and is poised to create synergies and links between its work and existing programs.

Next Steps

The most critical next steps are finalizing the Strategic Plan, drafting a work plan and budget, hiring the Administrative Assistant, beginning to work on communication tools and planning for a gathering to be held in December 2005.

Appendices

The following five Appendices can be found at the conclusion of the Plan:

1. List of interviews
2. SWOT
3. Arts and Culture SWOT
4. Comparative analysis
5. Brandeis House participants

II. Introduction

Coexistence International at Brandeis University (CI) is a program of the Slifka Program in Intercommunal Coexistence at the International Center for Ethics, Justice and Public Life. Coexistence International is funded by a gift from the Alan B. Slifka Foundation (ABSF).

The current strategic planning process responds to a need articulated by the ABSF, the Chair of CI's Advisory Board, and staff and faculty of the International Center for Ethics, Justice and Public Life to carefully define CI's mission, vision, goals, and programs before designing and executing a work plan. There has been consensus to think strategically about CI's role before actually engaging in the work.

The strategic planning process incorporates four important processes:

- (a) Conversations with coexistence policymakers, practitioners, researchers, networkers, friends of TCI, and others about the coexistence field and CI's work. A list of these interviews can be found in Appendix 1.¹
- (b) An analysis of the Strengths and Weaknesses of CI and the Opportunities and Threats it faces in relevant contexts (SWOT, see Appendix 2). A SWOT analysis of arts and culture in peacebuilding can be found in Appendix 3.
- (c) A comparative analysis between different INGOs, regional NGOs, think tanks, and networks focused on coexistence and peacebuilding (see Appendix 4).
- (d) Two gatherings held in NYC in conjunction with the Global Platform for the Prevention of Armed Conflict conference: one with Alan Slifka (President, ABSF; Chairman of the Board, The Abraham Fund Initiatives), Sarah Silver (Executive Director, ABSF), Mari Fitzduff (Chair of CI's Advisory Board), Cynthia Cohen (Director of Coexistence Research and International Collaborations), and Jessica Berns (CI Program Manager); the second gathering included these five individuals plus coexistence actors from across the spectrum of the field (see Appendix 5 for a list of participants).

These four components have been discussed regularly by Jessica Berns and Cynthia Cohen, and they have formed the basis for the development of this draft plan.

This strategic planning process was participatory and reflects the ideas, needs, hopes, and cautions expressed by a diverse range of coexistence stakeholders. Furthermore, by the time the plan is finalized, it will have been reviewed and commented on by a number of individuals in addition to CI's Advisory Board. These are individuals affiliated with Brandeis and CI, and also those representing other institutions and backgrounds. The collaborative and participatory process serves to strengthen the substance of the plan, to establish credibility, and to enlist commitment from diverse partners.

¹ For more detail on the content of the interviews please contact Jessica Berns, Coexistence International Program Manager at: jberns@brandeis.edu

Preliminary conclusions

Sections X-XII detail the conclusions of the planning process and the corresponding program implications, but the most salient trends are highlighted here.

1. There is general consensus around the definition of coexistence. Coexistence refers to social contexts where diverse groups relate with respect and recognize their interdependence; where diversity in religion, ethnicity, etc. is embraced for its positive potential; and where equality is valued and actively pursued.

The coexistence field includes all of the individuals and institutions that work to strengthen intergroup relations, including policymakers, practitioners, advocates, researchers, and funders; those working at local, national, and international levels; and those who define their work in terms such as peacebuilding, diversity work, multiculturalism, dialogue, reconciliation, non-violence, conflict resolution, and conflict transformation. The field also includes those from related disciplines such as human rights, democracy and governance, refugee assistance, humanitarian aid, and transitional justice, among others, who seek to proactively build equitable, just, and peaceful societies.

Despite the existence of an agreed upon definition, CI must still be sensitive to the meaning of coexistence in different local contexts and adjust accordingly.

2. It has been widely observed that the coexistence field is fragmented. There are different disciplines working to build peace, and often the practitioners of these different disciplines lack both a consciousness about the extent to which they are working towards the same goal and the way in which their assumptions and practices differ from each other. Practitioners and researchers rarely adopt a complementary approach; rather, they work independently without awareness about their roles in relation to others who are building peace. There is a lack of clarity about commonalities and differences among those working in distinct but related fields, and a lack of coordination and sharing of knowledge.

3. While many people we spoke to identified “network fatigue” as a potential risk for CI, these same individuals emphasized that defining a clear mandate and niche would help avoid this pitfall, as would an approach that encourages organic networks over formal, structured ones. Creating opportunities for organic, fluid networks to develop and offering a space for dialogue and common action will help assure that energy and capacities are focused more on content than on structure.

A strategic plan that prioritizes space for reflection and dialogue about the coexistence field appears to be most welcome at this time.

Parameters as established in the agreement between Brandeis University and the ABSF

The current Strategic Plan is consistent with the agreement between Brandeis University and the ABSF, which sets the broad terms for the next three years. That agreement establishes CI’s central focus as creating opportunities for coexistence advocates to learn,

grow, and act together. Among the actions it calls for are four to six yearly gatherings; facilitation of information sharing and the creation of communication tools; networking; and the development of leadership within the coexistence field; and including arts and culture as one focal topic.

The agreement establishes an initial time period of three years, presented in the current Strategic Plan as Phase One of a ten-year vision for Coexistence International.

Next steps

After the draft Strategic Plan is finalized, a work plan for year one will be drafted. The months of September and October will be dedicated to hiring an Administrative Assistant and student worker, developing initial communication tools for CI, including a website, and beginning to execute the work plan. For more detail on next steps, see Section XVII.

III. Lessons Learned from TCI

In its early years, TCI grappled with the meaning of the term “coexistence.” At times, these discussions may have distracted the focus away from its substantive work. The current consensus about a more inclusive understanding of the word, one that embraces a wide variety of approaches rather than worrying about distinctions, is an example of organizational learning.

TCI appears to have done a solid job networking some of those individuals and organizations working on coexistence and producing information-sharing tools for that constituency, including an electronic bulletin. The Belfast gathering was remembered as being particularly useful. TCI also initiated valuable research and developed preliminary work into areas such as coexistence policy, the role of Ministers in promoting coexistence, and the possibility of a coexistence index. These are all initiatives that may still have relevance for CI’s future plans.

While the different constituencies valued the communication and networking tools, the non-networking component of TCI’s work moved in many different directions. TCI seems to have had difficulties in maintaining its focus and articulating a clear mission and vision. TCI also struggled to develop itself as an organization and define its management structure. The move to Brandeis represents a responsible exploration of an alternative management scheme and is intended to provide CI with the opportunity to identify and build a solid strategic core.

The difficulties that TCI encountered in defining its vision and maintaining focus informed the decision by ABSF, the Chair of CI’s Advisory Board and the Ethics Center staff to carefully define CI’s mission early on. Once a mission is agreed upon it will be critical for CI to stay on course, and to resist the temptation to respond to all opportunities and ideas. That said, CI should be open to considering new opportunities as they arise as long as they further the goals established in this plan. Revisions to the strategic plan should be made thoughtfully, considering what commitments will need to be reduced or redefined if new activities are agreed upon.²

² A process for determining what areas of work fit into CI’s mission is laid out in the Agreement between Brandeis and the ABSF. The decision-making process is delegated to a CI-Brandeis-Funder Group.

IV. SWOT (Strengths, Weaknesses, Opportunities and Threats)

A SWOT analysis was carried out to acquire an overview of the strengths, weaknesses, opportunities, and threats facing CI. A SWOT analysis helps CI to understand where its strengths meet its opportunities, to address weaknesses before they become true obstacles, and to see the organization in relation to others. Strengths and weaknesses refer to the internal framework and organization of CI, while opportunities and threats are external.

The most important observations of the SWOT include:³

Strengths

- CI reaps intellectual and institutional benefits from its association with Brandeis University and the International Center for Ethics, Justice and Public Life.
- The International Center for Ethics, Justice and Public Life has well-developed networks that will be useful to CI.
- The Chair of CI's Advisory Board contributes expertise and name recognition.
- There is a new CI team with capacity and motivation.⁴
- Within CI, there is consensus around the definition of coexistence so that it includes various other disciplines such as conflict resolution, peacebuilding, etc.
- Resources are ensured for at least three years.

Weaknesses

- Lack of staff from developing countries at day-to-day level of CI.
- Track record not yet established.
- Unique contribution of CI to field not yet defined.
- Other related organizations and networks already exist and offer services such as capacity building, events listing, and database.

Opportunities

- The coexistence field needs a stronger cohort of leaders who see themselves as strengthening the field and advancing a shared vision both regionally and within and across different disciplines.
- Work in pre- and post-violence situations creates opportunities for coexistence interventions.
- An alternative to the discourse of fear that now exists in the public realm is needed.
- There is need for linking and understanding different disciplines that are now fragmented.

³ The full SWOT can be found in Appendix 2, and the SWOT of arts/culture, and peacebuilding in Appendix 3.

⁴ Particular capacities can be summarized as follows: The Program Manager contributes networking, coordination, and management skills along with knowledge of Latin America, civil society, good governance, and communications. The Director of Coexistence Research and International Collaborations at Brandeis University possesses years of experience in outreach and building international cooperation in the coexistence field. Her expertise in the contributions of arts and culture to coexistence and reconciliation are recognized internationally. The Chair of the Advisory Board is an internationally renowned coexistence and conflict resolution expert who focuses on coexistence policy within governments and national and international institutions.

- There are many like-minded organizations and networks at national, regional, and international levels that are potential allies.

Threats

- The coexistence field does not have as many well-known or obvious champions or legitimizers as other issue areas (HIV/AIDS, debt relief).
- The conceptual framework for the field emphasizes distinct problems and solutions instead of a complementary approach.
- There is a lack of reciprocal learning and a gap between fieldwork and theory.
- Caution and skepticism surrounding networks and gatherings could cause disinterest on the part of practitioners.

Where CI's strengths meet opportunities

With clear goals and the substantive and administrative support of many actors, CI is well positioned to contribute to the strengthening of the coexistence field.

As revealed in the comparative analysis document (Appendix 4), there are few other organizations whose explicit mission is to strengthen and build a comprehensive and inclusive coexistence field. Focusing CI's work on this aspect – whether by cultivating a leadership cohort or by encouraging the use of complementary, inter-disciplinary teams in conflict settings – clearly has the potential to add value to the organizations with which it works.

CI's complementary approach and its capacity to partner with existing networks will help it to facilitate new and dynamic synergies and collaborations.

V. Vision

Coexistence International envisions a world in which people of different religions, races, ethnicities and cultures relate with respect and recognize their interdependence, where diversity is embraced for its positive potential, and where equality is valued and actively pursued.

VI. Emerging Conceptual Framework

The following diagram lays out CI's understanding of the current state of the coexistence field and maps the different players and relationships in the field. It is a conceptual framework that helps to define how we approach our work and describe our aspirations for it. Although the layers are distinct, there is, of course, movement and overlap among them.

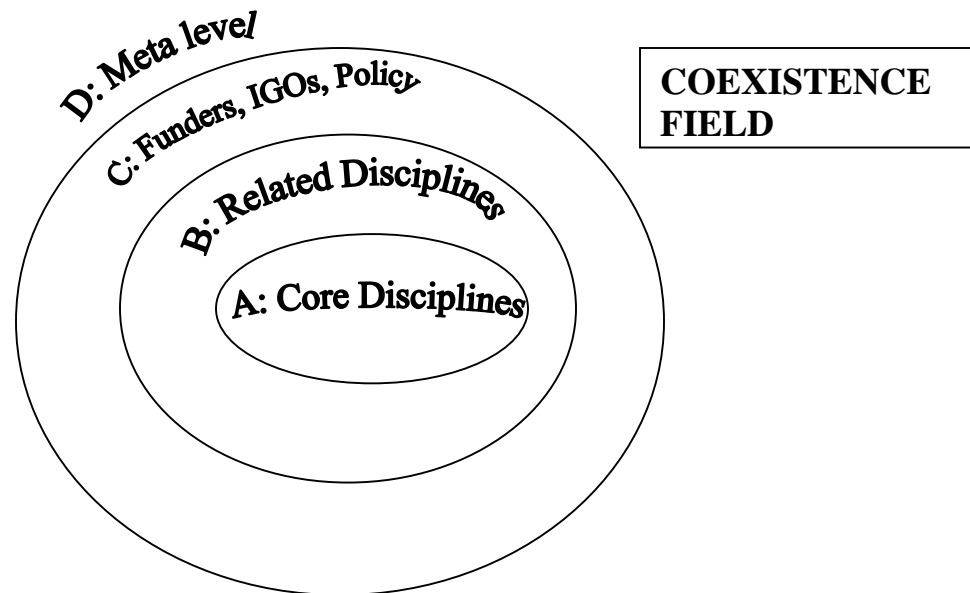


Diagram 1

Note: Once the Strategic Plan is finalized the visual aspects of Diagram 1 will be improved with input from a graphic designer.

The **inner core (A)** includes those directly working on the mission of coexistence. The focus of their work is strengthening relationships across difference, whether through facilitation of groups, reconciliation of conflicts, directing organizations, doing advocacy work, coordinating networks, conducting research, or developing policy. They may or may not see their work as part of a coexistence field. These are practitioners and scholars working on issues of difference and diversity at local, national, regional, and international levels. Examples of actors in A include: Seeds of Peace, Wi'am Palestinian Conflict Resolution, Community Relations Centers of N. Ireland, Studio Ijambu in the Great Lakes Region, and The Abraham Fund Initiative. Human rights organizations, scholars, and practitioners are a special case and fall both within and outside of A.

CI's work with the individuals and groups within A will focus on strengthening awareness of others in the field and enhancing coordination. Gatherings with participation from Layer A will provide opportunities for sharing lessons learned, nurturing leadership and discussing possibilities to coordinate strategies among various sectors and across levels (local, national, etc.).

The **next layer (B)** includes practitioners and scholars working in related disciplines, whose work affects the quality of intergroup relations even though that is not the articulated focus. This layer is as complex as Layer A and perhaps even more varied. Layer B includes, for instance, people and organizations working in humanitarian assistance, refugee resettlement, sustainable development, community cultural development, education, recreation and sport, etc. This group may not see themselves as part of the coexistence field. Examples might include: UNHCR, YWCA, and the Trickle Up Program.

The field will benefit from gatherings that focus on players in B or bring actors from A and B together. Questions to look at might include: How does work in B influence the coexistence context? What are the commonalities and differences between work in A and B? How can B be sensitive to conflict in their work? How does B see their work in relation to A and A's work in relation to B? How can the coexistence component of their work be strengthened? What is the relevant coexistence theory and practice that is important for their work? What are opportunities for coordination between Layers A and B?

Layer C includes policymakers, funders, and IGOs who influence coexistence work through financial contributions and policy decisions at local, national, and international levels. Actors in Layer C include: the EU, ABSF, U.S. Institute of Peace, and Open Society Institute.

Work within Layer C, and between Layer C and the others, will concentrate on raising awareness of the importance of the field, placing coexistence issues on policy agendas and developing a cohort of influential coexistence advocates. There will also be opportunities to reach out to policymakers from Layer B.

Those reflecting on the field from a meta-perspective are represented in the **outermost layer (D)**. They come from circles A, B, or C and from varied regions, but they possess a consciousness and concern about the field in general. Actors in this group include: International Peace Research Association, Global Reconciliation Network, and European Centre for Conflict Prevention, as well as researchers from distinct institutions, among others. CI hopes to engage with these actors in thinking about the fuller coexistence picture, and to encourage more players to engage in this level of thinking and acting.

VII. Mission

Coexistence International strengthens the field of policymakers, practitioners, researchers, advocates, organizations, and networks promoting coexistence at local, national, and international levels.

The coexistence field includes all of the individuals and institutions that work to strengthen intergroup relations, including policymakers, practitioners, advocates, researchers, and funders; those working at local, regional, national, and international levels; and those who define their work in terms such as conflict resolution conflict transformation, dialogue, diversity work, multiculturalism, non-violence, peacebuilding and reconciliation. The field also includes those from related disciplines such as democracy and governance, human rights, humanitarian aid, refugee assistance and transitional justice, among others, who seek to proactively build equitable, just, and peaceful societies.

VIII. Goals

While the agreement between Brandeis University and the ABSF establishes a three-year time frame, the current Strategic Plan views CI's work through a ten-year lens made up of three phases. The first three years are Phase One. A ten-year framework creates possibilities for a more ambitious vision where Phase One is used to establish professional networks and create spaces for reflection and planning that will then be carried out in Phases Two and Three.

The following goals are consistent with CI's vision and mission and should be understood as goals that remain constant throughout Phases One, Two, and Three, although the emphasis of certain goals in certain phases may differ.

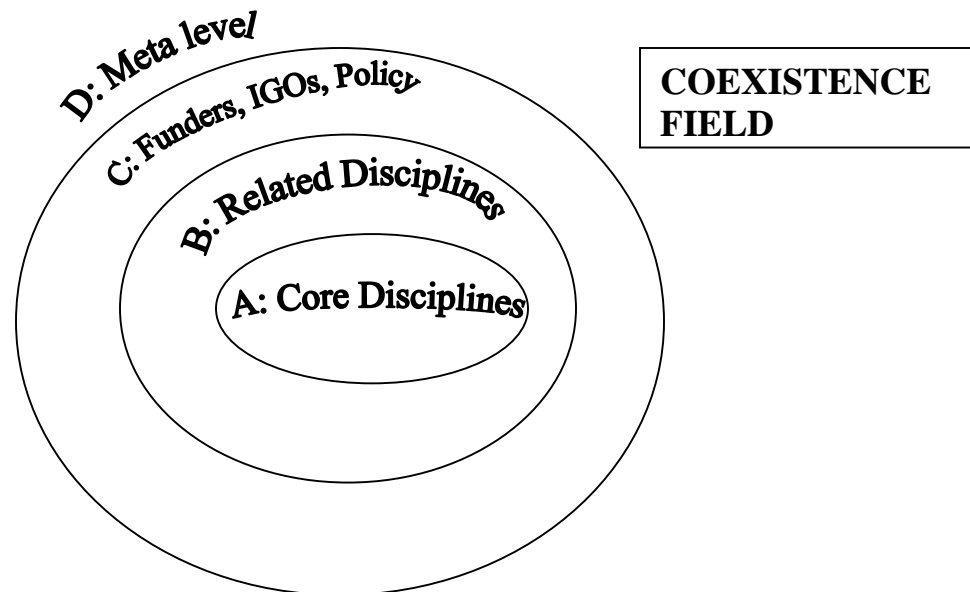


Diagram 1

Note: Once the Strategic Plan is finalized the visual aspects of Diagram 1 will be improved with input from a graphic designer.

1. **INTERDISCIPLINARITY** - **To contribute to a complementary, inter-disciplinary vision of the coexistence field that includes Layers A, B, C, and D across local, national, and international levels.** This vision of the field requires communication, cooperation and coordination, a space for reflection and dialogue, and opportunities for meta-networking.
2. **LEADERSHIP** – **To strengthen coexistence leadership at all levels,** with a special focus on leaders from developing countries and minority communities. CI will work with emerging and experienced leaders to enhance the efficacy of coexistence work.

3. **POLICY – To encourage the development and coherence of coexistence policies.**
Policymakers at all levels (local to global) in government, educational institutions, INGOs, professional associations, and public, private, and civil society sectors will develop and implement policies reflecting CI's vision of coexistence.
4. **RESOURCES – To promote a commitment to coexistence and an acceptance of a complementary, inter-disciplinary vision of coexistence by public and private funders, leading to increased financial support for coexistence work.**
5. **ADVOCACY – To create a change in public awareness and governmental policies towards the vision of coexistence.**
6. **INTERNAL – To reflect coexistence values and principles in the working of CI as an organization.**

IX. Objectives

In ten years' time, it is hoped that the creation of professional networks, the facilitation of dialogue between disciplines, and the design and execution of common advocacy work will have helped to achieve CI's mission and goals. While keeping this ten-year trajectory in mind, CI must initially focus on the following objectives for the first three years:

Corresponding to the INTERDISCIPLINARITY goal:

1. To produce and disseminate written documentation (print and/or electronic) that articulates CI's vision of a complementary coexistence field and to regularly promote this view through communication materials.
2. To plan and execute a series of gatherings over the next three years that bring together coexistence actors working in different disciplines and different levels (local and global).
3. To build relationships with other international networks to enlist their partnership in this integrated view of the field.

Corresponding to the LEADERSHIP goal:

1. To develop cohorts of leaders in different regions and sectors of coexistence work; or work with existing cohorts of leaders.
2. To cultivate coexistence leadership among people from developing countries and minority communities.
3. To facilitate mutually beneficial professional relationships between emerging and experienced leaders.
4. To increase effectiveness of coexistence work by promoting development and use of evaluation tools and reflective practices.
5. To convene gatherings of coexistence leaders and articulate a set of shared principles to unify and demarcate CI's constituencies.
6. To develop knowledge management and information-sharing tools to enhance the work of coexistence leaders.

Corresponding to the POLICY goal:

1. To identify like-minded policymakers from specific sectors to promote awareness of coexistence and to develop advocacy strategies.
2. To create and disseminate documents on policy and advocacy strategies.
3. To develop an informal network of like-minded policymakers from specific sectors.

Corresponding to the RESOURCES goal:

1. To identify funders from public and private sectors already interested in coexistence work.
2. To enlist support from additional funders and sensitize them to coexistence work.
3. To generate new resources for the next stage of CI and fieldwork.

Corresponding to the ADVOCACY goals:

1. To develop and implement a communications and advocacy plan.
2. To identify advocacy opportunities (e.g., editorials, PSAs, concerts, professional conferences, conversations with influential people).

3. To develop a pool of coexistence “experts” to promote CI vision through writings and speeches.

Corresponding to the INTERNAL goal:

1. Biannual assessment of CI programs and operations in relation to vision of coexistence.

X. Program Activities

In a field as complex and multifaceted as the coexistence field, and so early in its stage of development, it is possible to devise many different combinations of gatherings. The following scenario is based on the aforementioned analysis of the strengths and weaknesses of CI and the opportunities and threats present in the field. This scenario also imagines synergies among different strands of work that cannot be planned but that might logically emerge once work begins.

The scenario is divided into five strands, each with its own line of work and its own gatherings. Each strand responds to some, but not all, of the articulated goals and objectives. To address the admittedly ambitious nature of implementing this scenario, opportunities for partnership and cooperation with other organizations and networks will be actively pursued. Also, although each strand will be executed during the course of Phase One, the pace, rhythm, and intensity of each strand will differ. This way each strand will require a different level of investment at different moments in time. Furthermore, the five strands will be staggered, so that they do not all begin at the same time.

Nevertheless, at the end of the first year it will be important to assess the status of the work and to consider whether readjustments are necessary. Such an ambitious plan also has implications for the budget and allocation of CI's funds. For more on this, see Section XV.

Evaluation of coexistence work, though important, is not reflected in the gatherings scenario because of competing priorities and the work already being done in this field, most notably by Mary Anderson and Cheyanne Church. However, it might be that the regional strand takes this on as an area to pursue and collaborate on. A gathering on evaluation could also be done as a one-off, or it could be done through cooperation with another organization. In any case, there will be evaluations done of CI's work throughout Phase One. For more on this, see Section XIII.

Strand 1: Meta-level networking

Goals	Interdisciplinarity, leadership, policy, advocacy, resources	
<p>PHASE ONE Years 1-3</p>	<p>Years 1-3</p>	<p>A carefully selected group of participants meets throughout phase one to draft a <i>Coexistence Charter</i>. The <i>Coexistence Charter</i> affirms and defines coexistence ideals for societies. It is a shared set of principles and a rallying point for common strategies. The <i>Charter</i> should serve as both an inspiration and a tool for advocacy. It might also become a basis for a coexistence index.</p> <p>Participants in this process will be from the meta-level (Layer D), although their “home” may be in Layers A-C. The drafting process will also serve to initiate discussions about commonness and differences in the field. Participants might include:</p> <ul style="list-style-type: none"> -The Abraham Fund Initiatives -Alliance for International Conflict Prevention and Resolution (AICPR) -European Platform for Conflict Prevention and Transformation -Global Partnership for the Prevention of Armed Conflict (GPPAC) -Global Reconciliation Network -Human Rights Watch (HRW) -Inter American Democracy Network -International Fellowship of Reconciliation (IFOR) -International Peace Research Association (IPRA) -Theatre without Borders -United Nations High Commissioner for Refugees (UNHCR)
	<p>Outputs</p>	<ul style="list-style-type: none"> • Document drafted and accepted within CI • Dissemination of document initiated • Campaign for Phase Two developed, ready for implementation • Functioning network of coexistence networkers/meta-level thinkers with self-sustaining leadership structure with ongoing relation to CI
	<p>Synergies</p>	<p>This strand will benefit from the participation of funders identified in Strand 4 and artists from Strand 5. Participants from selected region will also be part of this work.</p>
<p>PHASE TWO Years 4-6</p>	<p>Preliminary plans and outputs</p>	<ul style="list-style-type: none"> • Campaigns for widespread endorsement of <i>Charter</i> carried out globally and at regional level via the work of Strand 2. • Test-run of <i>Charter</i> as advocacy tool in different countries, with different institutions in the region defined in regional strand
<p>PHASE THREE Years 7-10</p>	<p>Preliminary plans and outputs</p>	<ul style="list-style-type: none"> • <i>Charter</i> adopted by governments, UN, international and national institutions

Strand 2: **Regional**

Goals	Interdisciplinarity, leadership, resources, eventual advocacy	
PHASE ONE Years 1-3	Years 1-3	Strategically sequenced gatherings of participants from Layers A-D from within a particular region, sub-region or country will take place. These gatherings would help those in the core of the coexistence field to see their work in relation to others in the field and to coordinate efforts. They would also enlarge the cohort of coexistence workers by reaching out to allies in Layer B.
	Outputs	<ul style="list-style-type: none"> • Initial attempts to coordinate activities among those working at various levels (local, national, international, etc.) and across the layers – policymakers, practitioners, researchers, etc. • Concrete contributions made to Coexistence Charter • Small leadership cadre developed of individuals from Layers A-D; this cadre is committed to sustaining work in region • Consolidation of learning about this inter-disciplinary approach in form of “lessons learned” document or “how-to”
	Synergies	There will be regional representation in all Strands.
PHASE TWO Years 4-6	Preliminary plans and outputs	Learning model adapted and continued in same region; regional campaign begins around <i>Charter</i> . Funding from CI would continue, but at reduced level. Model would be open for discussion at international conferences. Other regions would be identified and the learning would be introduced there. <ul style="list-style-type: none"> • Partners identified to carry on work in other regions • Funding of gatherings in different regions is assured • CI has resources to initiate and monitor model of gatherings
PHASE THREE Years 7-10	Preliminary plans and outputs	<ul style="list-style-type: none"> • Model of networking and reflection carried out in other regions • Funding secured • Gatherings ongoing

Strand 3: **Policy**

Goals	Interdisciplinarity, leadership, policy	
PHASE ONE Years 1-3	Years 1-3	Work with two distinct policy groups carried out in parallel: <ol style="list-style-type: none"> 1. Governance and Democracy 2. Police, Military, and Security <p>In each case, research would be commissioned to assess the state of these sectors and their coexistence policies. Key players in each field would be identified, lessons learned would be documented, and established practice would be harnessed. In the case of governance and democracy, this would build on the “Insiders/Outsiders” document. After research is collected, CI will convene two gatherings, one per policy group, to respond to the research and begin the drafting and writing of a booklet on best practice.</p>
	Outputs	<ul style="list-style-type: none"> • A booklet on <i>Models for Coexistence Policies and Pitfalls to Avoid</i> would be produced for each field.⁵ • Leadership cohort developed in both fields.
	Synergies	Select participants from the regions (Strand 2) would participate in gatherings. Meta-level participants (Strand 1) would also have a role in the gatherings. Select participants from Strand 3 would participate in the conversations in Strand 1 in relation to the <i>Charter</i> .
PHASE TWO Years 4-6	Preliminary plans and outputs	Booklets would be more widely disseminated and used for advocacy. There could be workshops and seminars open to a wider pool of individuals within the field to disseminate the key messages and to advocate for adoption of <i>Charter</i> . Similar processes to be initiated in other policy fields (eg: recreation, education, sport)
PHASE THREE Years 7-10	Preliminary plans and outputs	<ul style="list-style-type: none"> • Good coexistence policy being widely developed and implemented in selected policy areas • A working group of professional associations and policymakers from these select areas is established • This leadership group related to those in Layer A

⁵ Working title

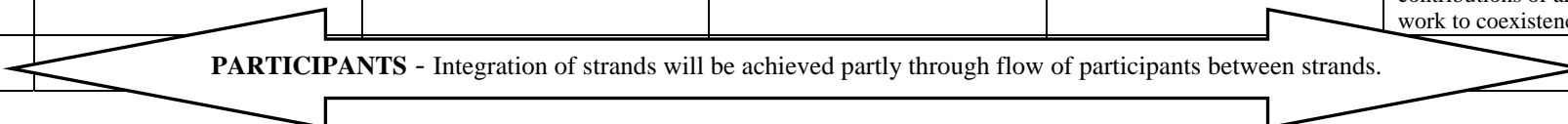
Strand 4: **Funders**

Goals	Interdisciplinarity, leadership, resources	
PHASE ONE Years 1-3	Years 1-3	This strand will seek synergies and cooperation with existing Peace and Security Funders Group. Funders could include foundations, bi- and multilaterals. Funders of organizations/individuals participating in other strands might also be likely participants. There will be gatherings of “champion” funders and meta-thinkers with an awareness raising and education focus. Gatherings would also examine how to reach out to other funders.
	Outputs	<ul style="list-style-type: none"> • Cohort of funders committed to funding coexistence work • Outreach to new funders regarding CI and its projects • Funders leadership group sustains its work
	Synergies	Funders ready to sustain and support work of Strands 1 and 2. Select funders participate in drafting process of <i>Charter</i> . Participants from others strands might possibly participate at funders gathering
PHASE TWO Years 4-6	Preliminary plans and outputs	<ul style="list-style-type: none"> • Funders cooperating and commit to supporting campaigns for adoption of <i>Charter</i> • Their interest in supporting regional networks and possibly arts and culture publication also piqued • This group of funders reaches out to other, newer funders
PHASE THREE Years 7-10	Preliminary plans and outputs	Increased funding for coexistence and peacebuilding work, including CI’s initiatives.

Strand 5: Arts/Culture

Goals	Interdisciplinarity, leadership, advocacy, policy	
PHASE ONE Years 1-3	Years 1-3	<p>Arts and Culture (genre: theatre) seen as an example of discipline Layer B. This strand of work exemplifies strengthening coexistence field by linking with and building coexistence capacity within related field.</p> <p>In Phase One, there would be gatherings with the following participant mix: (i) theatre artists/cultural workers, (ii) peacebuilding practitioners, and (iii) scholars from both fields.</p> <p>Gatherings would help to strengthen artists’ awareness of themselves as coexistence workers, provide them with a new knowledge base, and contribute to an expanded view of peacework.</p>
	Outputs	<ul style="list-style-type: none"> • An anthology with focus on theatre encompassing the learning and art of this period • A handbook for policymakers on the contributions of arts and cultural work to coexistence
	Synergies	<p>Representative(s) from this cohort could be present in Strand 1 to influence the work on the <i>Charter</i>. At gatherings and other events there could be an art or culture component. Some participants in this strand would be from the region identified in Strand 2.</p>
PHASE TWO Years 4-6	Preliminary plans and outputs	<p>Anthology could be used to raise awareness of work, thereby lending credibility to the field and impacting peace and arts curricula. Also, gatherings of artists from new genres underway.</p>
PHASE THREE Years 7-10	Preliminary plans and outputs	<ul style="list-style-type: none"> • Awareness raising and outreach continued • Second anthology produced; third anthology underway • Funders and policymakers have increased awareness of key contributions of arts and cultural work to coexistence and commit funding

SUMMARY OF STRANDS 1 –5

	Strand 1: Meta-level networking	Strand 2: Regional	Strand3: Policy	Strand 4: Funders	Strand 5: Arts / Culture
PHASE ONE Years 1-3	Participants, mainly from Layer D meet to draft a <i>Coexistence Charter</i> . The drafting process will also serve to initiate discussions about commonness and differences in the field. Outcomes: Document drafted. Functioning network of coexistence networkers/meta-level thinkers. Campaign designed.	Gatherings of participants from Layers A–D from within a particular region. Gatherings would help those in the core of the coexistence field to see their work in relation to others in the field and to coordinate efforts. They would also enlarge the cohort of coexistence workers by reaching out to allies in Layer B. Outcomes: Attempts to coordinate activities, leadership cohort developed, learning consolidated.	Work w/ two policy groups: (i) Governance and Democracy (ii) Police, Military and Security. Research and meetings to assess the state of the field, its coexistence policies, and lessons learned. Outcomes: Booklets on best practice produced and leadership cohort developed in both fields.	Gatherings of “champion” funders and meta thinkers to raise awareness and examine how to reach out to other funders. Funders could include foundations, bi- and multilaterals. Outcomes: Cohort of funders committed to funding coexistence work. Funders leadership group sustains its work.	Gatherings with following participant mix: (i) theatre artists/cultural workers, (ii) peacebuilding practitioners, and (iii) scholars from both fields, to strengthen artists’ awareness of themselves as coexistence workers, provide them with a new knowledge base, and contribute to an expanded view of peace work. Outcomes: Theatre/peacebuilding anthology produced. A handbook for policymakers on the contributions of arts and cultural work to coexistence.
PHASE TWO Years 4-7	Campaigns. Test-run of <i>Charter</i> .	Learning model adapted and continued in same region. Other regions would be identified and the learning would be introduced the regions.	Booklets would be more widely disseminated and used for advocacy. Workshops to disseminate the key messages. New policy field introduced.	Cohort of funders committed to working in cooperation and to funding coexistence work. Outreach to new funders underway.	Awareness-raising of arts/culture work using anthology. Also, gatherings of artists from new genre underway.
PHASE THREE Years 8-10	<i>Charter</i> adopted	Model of networking and reflection carried out in other regions. Funding secured. Gatherings ongoing.	Good coexistence policy being widely developed and implemented in selected policy areas. A working group of professional associations and policymakers from these select areas is established.	Funders commit to support campaigns for adoption of <i>Charter</i> . Increased funding for coexistence and peacebuilding work, including CI’s initiatives.	Awareness-raising and outreach continued. Second anthology produced. Third anthology underway. Funders and policymakers commit funding and have increased awareness of key contributions of arts and cultural work to coexistence.
 <p>PARTICIPANTS - Integration of strands will be achieved partly through flow of participants between strands.</p>					

XI. Information-sharing Tools

An important and appreciated component of TCI's work was communication and outreach. In parallel to the gatherings and networking that CI is engaged in, CI should prioritize the creation of tools that facilitate information sharing.

Each communication tool will be developed and designed keeping the target audience and message in mind. Some possible tools include:

1. **Coexistence International website:** The website should be designed so that it is of use to both the emerging network and the general public (media, students, other) interested in the topic. It should include: CI's mission and vision, updates and outcomes about the gatherings, resources, information and news on coexistence policy, among others.
2. **Forums:** CI should consider the possibility of facilitating e-forums on different topics.
3. **E-bulletin:** This was one of the most appreciated TCI products. The E-bulletin might have sections on jobs, internships, fellowships, events, and books.
4. **Press releases:** CI might issue press statements and can also help to circulate releases and other information between the different constituencies, according to established criteria.

XII. Communications and Advocacy

As described in Section X, the proposed scenario for CI gives great weight to advocacy work. The *Coexistence Charter* is the main tool around which a campaign would take place and advocacy would be done. Advocacy could also be carried out using the policy booklets and arts anthology.

In addition to these significant advocacy tools and to the information-sharing tools mentioned in Section XI, CI also needs to think about how to promote itself and lend substance to debates in the general public in an ongoing fashion.⁶ This is important in establishing CI's presence, credibility, and prestige, and it could serve to support CI's fundraising efforts. Furthermore, expressions and ideas presented in the media are a way to influence policy. In executing this work, CI will take advantage of the knowledge and expertise of its staff and faculty, Advisory Board, M.A. students, and others. This is an area of work that CI will lead, but CI can count on the support from the Communications Specialist at the International Center for Ethics, Justice and Public Life.

Ideas to consider:

1. Website: See Section XI.

2. Brochure: This will include CI's mission and vision and some words the programs. An initial brochure could be designed so that it has appeal to multiple audiences and is easy to distribute at events.

3. Op-Eds: CI should be conscious of relevant events and dates that could serve as pegs to talk about our work and articulate our message (e.g., Sep 21, International Day of Peace).

4. Events/Networking: Participation at different events and on panels will contribute to CI establishing its name and voice.

5. Articles penned by CI friends: Academic or non-academic articles on coexistence and related topics might be opportunities for CI's message and ideas to be articulated.

6. General media presence: Hopefully, through the opportunities mentioned above, a level of awareness about CI, its work, and its presence at Brandeis will be brought to light, and this will contribute to the media (print, electronic, television) approaching CI for "talking heads" and substantive contributions to debates in the public arena.

7. Documenting gatherings: In addition to the print outputs that the different strands envisage, the documenting of gatherings, either on video or in the form of notes, should be considered. Such documentation contributes to institutional history and provides a tool for assessing the gatherings.

It is expected that all of these ideas will interact with each other and play off of one another.

⁶ The ABSF may work on a communications campaign in addition to the efforts mentioned here.

XIII. Evaluation

In the framework of developing a strategic plan, it is also important to consider possible indicators of success for CI over the next three years. How will we know in three years' time if the goals and objectives set out in this plan have been achieved? The more concretely the goals are defined, the easier it will be to assess whether they have been achieved.

Even with clearly defined goals, it will be difficult to evaluate our success; CI and the ABSF may want to consider working with an outside evaluator to develop more specific evaluation criteria and to assess CI's work during this three-year period. There may, in fact, be evaluation experts already at Brandeis who could be recruited for such an exercise. This sort of evaluation could also serve a platform for conversations about the future of CI at Brandeis University after the three-year period is over. Once the current draft strategic plan is finalized, the CI Program Manager will pursue this question.

As a matter of course, CI will also work to ensure that at each gathering there is an opportunity for feedback and evaluation and to assess programs in each strand.

XIV. Division of Responsibilities

The Program Manager (PM) has primary responsibility for the development and implementation of CI's strategy and programs. She will do this in a participatory, collaborative fashion, seeking insight and input from distinct stakeholders, including, but not limited to, the International Center for Ethics, Justice and Public Life, the CI Advisory Board, and the ABSF.

The PM's areas of responsibilities include communicating with the Advisory Board and examining Board development, coordinating programs and agendas for gatherings, seeking and maintaining alliances with other organizations and networks, producing communication tools to support CI's work, engaging in advocacy, fundraising, and management tasks. The PM will also look to build relationships and synergies with other programs of the International Center for Ethics, Justice and Public Life and Brandeis University. The PM reports to the Director of Coexistence Research and International Collaborations and will communicate and consult with her in a fluid, ongoing manner.

CI's Administrative Assistant will be a key contributor to CI's start-up phase. The Assistant will be expected to implement office management systems as well as participate in substantive discussions relating to events and publications. The Assistant's tasks will fall into three main categories: office management, event planning and communications. This is a full-time position that reports to the Coexistence International Program Manager.

The Director of Coexistence Research and International Collaborations maintains oversight over the decisions, programs and publications of CI, and is an active participant in the development and implementation of CI's plans. She supports the Program Manager in the creation of workplans and setting of priorities. While her particular area of interest and expertise is arts and culture, she serves as a general resource in the planning of gatherings and the building of relationships with other organizations and networks.

The Chair of the Advisory Board serves as a first point of contact between the day-to-day operations of CI and the Advisory Board. She is available to advise on strategic questions, offer suggestions on program content, review drafts of key documents, and facilitate contacts and communications with others in the coexistence field. Her name may be used as a draw or enticement when convoking events, preparing editorials, etc.

Given CI's interest in engaging in meta-networking and building linkages between the different layers of the coexistence field, it is a priority for the PM and Director of Coexistence Research and International Collaborations to participate in relevant meetings and conferences taking place locally and globally. This is of particular importance for the PM to compensate for her limited content expertise.

CI might also consider the use of "Strand Convener" whose responsibility it is to develop the substantive content of the strand and oversee its progression. Consultants and facilitators will also be recruited on an as-needed basis.

The former TCI Board of Directors has now been converted to an Advisory Board whose role is to advise on strategic questions and serve as a sounding board in an ad-hoc fashion. Concrete tasks for the Advisory Board might include: reviewing the strategic

plan, participating in a teleconference twice a year with the PM, recommending resources and contacts for CI's programs, and participation in one to three gatherings over the next three years.

XV. Allocation of Resources

Once there is approval of the strategic plan, a work plan and corresponding budget will be drafted. However, it should be noted that certain strategic decisions will have implications on the existing budget, and there are initiatives that will likely not be covered by present resources. We anticipate maximizing committed resources through partnerships, involving Brandeis students as short-term workers, and perhaps piggybacking CI gatherings on other conferences and events. Nevertheless, once the current Plan is approved and as we develop a detailed work plan and budget, we may need to propose revisions in the pace of work and the need for additional resources.

In any case, it will be necessary for the PM to begin focusing in earnest on fundraising between years 2 and 3. While she may do some development work before that time, it should be anticipated that fundraising will become more central to her job description and that of the Director between years 2 and 3.

It is also important to note that as action plans are developed in different strands, they could be shared and presented with the funders involved in the policy strands as a way to pursue a future for the different projects and organic networks.

XVI. Links to the International Center for Ethics, Justice and Public Life and Brandeis University

CI will gain in administrative and substantive terms from its presence at the International Center for Ethics, Justice and Public Life and Brandeis University. At the same time, CI is in a position to contribute to the intellectual life on campus and at the Center, and it can facilitate synergies and links between its work and existing programs.

Initial ideas for cooperation between CI and the campus include:

CI - International Center for Ethics, Justice and Public Life / Brandeis: A few gatherings over the next three years might be held at Brandeis. Practitioners and scholars involved with CI could be invited to speak or participate in events on campus. CI could convene the Ethics Center anchor event in fall 2006. CI will consult with Brandeis faculty whose areas of expertise match the programs and needs of CI. CI will benefit from the research and knowledge generated at the University.

CI - Students: Students could participate in local or even U.S. events as participants or recorders. Students could also have roles in helping to design agendas for gatherings based on their particular knowledge and expertise. Finally, CI could feed internship ideas to the student body.

CI - MA program: The PM could help students to identify possible organizations for internships, and she could promote the M.A. program to organizations/individuals friendly with CI. CI colleagues and partners passing through Boston could speak to M.A. students. M.A. students could serve as CI student workers and also pen opinion pieces.

XVII. Next Steps

Week of August 1: Draft strategic plan circulated to Mari Fitzduff and Daniel Terris

Week of August 15: Revised draft strategic plan circulated to Sarah Silver

Week of September 5: Draft Work Plan and Budget circulated to Mari Fitzduff, Daniel Terris, and Sarah Silver

Week of September 12: Final Strategic Plan circulated to Advisory Board

Week of September 12: Work Plan and Budget finalized

Other important tasks from September through November can be summarized as follows:

SEPTEMBER

- Hire Administrative Assistant
- Roundtable at Ethics Center to introduce CI
- Report to ABS Foundation
- Begin planning Strand 1 event

OCTOBER

- Prepare soft-launch, or announcement, of CI at Brandeis
- Launch CI
- Revisit TCI database
- Plan for new website
- Plan communications materials (letterhead, brochure, etc)
- Plan first gathering

NOVEMBER

- First gathering
- Plan for new website
- Explore possibilities of new advisory board member(s) based on Strategic Plan

XVIII. Appendices

1. List of interviews
2. SWOT
3. Arts and Culture SWOT
4. Comparative analysis
5. Brandeis House participants

COEXISTENCE INTERNATIONAL

Appendix 1: List of Interviews

**Thinking Together:
Coexistence International Conversations**

Name	Organization	Title	Comments
APRIL			
Ulrike Hopp	German Development Ministry	Peace Building Advisor, Conflict Resolution and Peace Building	
MAY			
David Bloomfeld	Berghof Research Center for Constructive Conflict Management (Berlin)	Director	
Roslyn Hees	Transparency International (Berlin)	Senior Advisor	Her area of expertise is NGO strategic planning and organizational development.
Victoria Jenet	University of Deustow (Bilbao)	Research Fellow	She is involved with <i>HumanitarianNet</i> , a network to improve the work of universities in the field of Humanitarian Development.
Barbara Merson	Stamford JCC	CFO	Treasurer, CI Advisory Board
Carin Norberg	Swedish Development Assistance	Former Director of Democracy and Social Development	
JUNE			
Daniel Terris	International Center for Ethics, Justice, and Public Life, Brandeis University	Director	
Bill Ury	Global Negotiation Project, Harvard University	Director	
JULY			
Susan Collin Marks	Search for Common Ground	Executive Vice-President	
Pia Chaudhari	Consultant		Former TCI staff
Kevin Clements	The Australian Centre for Peace and	Director	

COEXISTENCE INTERNATIONAL

Appendix 1: List of Interviews

Name	Organization	Title	Comments
	Conflict Studies, The University of Queensland		
Cynthia Cohen	Slifka Program in Intercommunal Coexistence, Brandeis University	Director of Coexistence Research and Collaborations	
Angela Khaminwa	Open Society Institute Justice Project (Kenya)		Former TCI staff
Laura Mc Grew	Consultant		Former TCI and UN consultant
Ami Nahshon	Abraham Fund	President & CEO	
Lee Perlman	Abraham Fund	Director of Programs and Initiatives	
Luc Reychler	International Peace research Association (IPRA)	Secretary General	
Marc Schneider	International Crisis Group	Senior Vice President	
Sarah Silver	Alan B. Slifka Foundation	Executive Director	
Lena Slachmuislder	Search for Common Ground (Congo)	Country Director	
Alan Slifka	Alan B. Slifka Foundation	Advisory Board Member & Chairman, Alan B. Slifka Foundation	
AUGUST			
Cheyenne Church	Search for Common Ground	Institutional Learning and Research Director	
Eric Nonacs	Clinton Foundation		Former TCI Executive Director
William Stoebner	Alliance for International Conflict Prevention and Resolution	Executive Director	
Mari Fitzduff	Chair	Coexistence International Advisory Board Professor of Coexistence and Director of the Master's program in the Slifka Program on Intercommunal Coexistence	

COEXISTENCE INTERNATIONAL

Appendix 1: List of Interviews

Name	Organization	Title	Comments
Gustavo Gamello	Inter-American Democracy Network	Executive Secretary	
Gaya Gamhewaga	Performance Enhancement Group Health Action in Crises World Health Organization		
Gustavo Palmieri	CELS, Center for Legal and Social Studies (Argentina)	Director, Institutional Violence and Public Safety Program	
Stella Sabiiti	Centre for Conflict Resolution	Executive Director	
Mohammed Sawalha	Palestinian House of Freedom	Director	

COEXISTENCE INTERNATIONAL
Appendix 2: SWOT Analysis

<p>STRENGTHS</p> <ul style="list-style-type: none"> • CI benefits from prestige and recognition associated with Brandeis. • CI reaps intellectual and institutional benefits from association with Ethics Center. • Ethics Center has well developed networks (on-campus, in Boston and beyond) that will be useful to CI. • Increasing clarity of roles between staff, donor and CI Advisory Board. • Chair of Advisory Board contributes expertise and name recognition. • New CI team with capacity and motivation. • Some inherited TCI ideas, tools and programs may be relevant to CI. • Funding assured for three years and positive relationship with donor exists. • Within CI there is consensus around definition of coexistence so that it includes various sub-fields (development, human rights, etc) 	<p>WEAKNESSES</p> <ul style="list-style-type: none"> • CI association with Brandeis could be off-putting in some circles (US institution, Jewish institution). • Lack of developing country presence at day to day level of CI. • Program Manager has limited content expertise. • Small staff in relation to ambitions. • Challenge of engaging Advisory Board. • Potential for over reliance on single donor. • Legacy of TCI raises questions. • Track-record not yet established. • Niche and value-added of CI not yet defined. • Other related organizations and networks already exist and offer services such as capacity building, events listing, database.
<p>OPPORTUNITIES</p> <ul style="list-style-type: none"> • Conflict itself commands public attention that can be harnessed for coexistence message. • Conflicts, particularly inter-group conflicts exist, and there is a need for a range of coexistence approaches for building peace. • Work in pre and post violence situations creates opportunities for coexistence interventions. • Increased recognition that non-Western cultures have their own modalities of coexistence to contribute. • Need for linking and understanding different disciplines that are now fragmented. • Presence of model interventions, policies, and leadership at various levels of social structure. • There are many like-minded organizations and networks at national, regional and international levels that are existing or potential allies. • International and regional bodies have adopted coexistence policies. • There is a growing body of literature on topic. • More university programs dedicated to coexistence. 	<p>THREATS</p> <ul style="list-style-type: none"> • Coexistence approaches not institutionalized. Lack of logical advocates. • Conceptual framework emphasizes distinct problems and solutions instead of holistic approach. • Lack of clarity on language at policy level and within sub-disciplines. • Lack of reciprocal learning. Gap between field work and theory. • Caution and skepticism surrounding networks and gatherings could cause disinterest on part of practitioners (overload). • Lack of good documented experience on cooperation and partnership among different coexistence players. • Developing countries underrepresented in leadership of coexistence work. • Increased emphasis, in certain governments, on security could mean fewer resources available for violence prevention/reconciliation. • War on terror often used to justify repression of minority groups.

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Appendix 3: Arts and Culture SWOT Analysis

<p>STRENGTHS</p> <ul style="list-style-type: none"> - Brandeis resources in the arts and renewed commitment to link arts with social justice mission of the university - C. E. Cohen: publications, growing reputation in arts and reconciliation work - Course: Coexistence, Cultural Work, & the Arts - Intercultural Residency Series/ Documentation/ Research grant - Faculty and Administrative support - Track record: <ul style="list-style-type: none"> o Recasting Reconciliation o CHYME o Useful theory o Capacity to link theory with practice - Relationships and networks <ul style="list-style-type: none"> o Theatre Without Borders (TWB) o Museums of Peace o Music and Peace o IPRA: Music and Peace book; Art and Peace Commission o Brandeis International Fellows (BIFs) o Leading artists and peacebuilders o Connecticut Commission on the Arts; local artists o New England Foundation for the Arts (NEFA), Mass Council, etc. o Art Unlocks Ethical Imagination (Brandeis and Boston) - Boston theatre networks via Scott Edmiston 	<p>WEAKNESSES</p> <ul style="list-style-type: none"> - Lack of clarity about institutional structure for inquiry - Lack of secure funding - No book or full publication - Website publication very slow - Inability to frame Coexistence and Conflict MA program or strand of it on this theme (otherwise could be a good source of income)
<p>OPPORTUNITIES</p> <ul style="list-style-type: none"> - International Interest from “the field” <ul style="list-style-type: none"> o Kevin Clements in Australia o Daravuth Ly in Cambodia o Bev Hoskings in New Zealand o Global Reconciliation network o Jonathan and Playback Theatre/TWB - Need for good publications 	<p>THREATS</p> <ul style="list-style-type: none"> - Other institutions taking on theme - Olivier: Art and Peace Commission of IPRA - Art may be perceived as insubstantial to many in peacebuilding fields, especially security (hard) approaches - USING art can seem propagandistic, antithetical to art to many artists - Art is seen as (and can sometimes be) elite activity - ‘Community arts’ in US receive little funding - Confusion about terminology: cultural work, community cultural development, community arts, art for social change, etc. - Art projects sometimes reach deeply and make a big splash, but effects are short-term

COEXISTENCE INTERNATIONAL

Appendix 4: Comparative Analysis

This Comparative Analysis offers an overview of the already existing networks and organizations in the coexistence field. It is a document in progress and will be continually updated.							
Organization	Network	Practitioners	Resource Center	Research Center	Donor	Academic Center	Description
Abraham Fund	X				X		Purpose is to advance coexistence, equality and cooperation among Israel's Jewish and Arab citizens. One of their programs is a network of coexistence practitioners.
Active Learning Network for Accountability and Performance (ALNAP) in Humanitarian Action	X						Goal is to improve quality and accountability of humanitarian action by sharing lessons, identifying common problems, and building consensus on approaches. Members include UN agencies, NGOs, International Red Cross, and consultants, academics, and research institutes.
Advocates International	X	X					Working relationally, professionally, and spiritually with those in law and related professions, advocates seek to encourage and enable a global network of skilled advocates committed to religious liberty, human rights, conflict resolution, reconciliation, and professional ethics. (Christian-based)
African Centre for Constructive Resolution of Disputes (ACCORD)	X						An international civil-society organization working throughout Africa to bring appropriate African solutions to the challenges posed by conflict on our continent. Partners include many well-known governmental, ngo, and academic institutions. They have different projects, including peace & security, preventive action, elections, training, research, etc.
African Centre for Democracy and Human Rights		X	X				Human Rights protection organization; main objective is to uphold Article 25 of African Charter, which requires states to 'promote and ensure, through teaching, education, and publication respect of the rights and freedoms contained in the Charter...' International Advisory committee. Recent focus: accountability and transparency. Governed by a pan-African council.

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African Foundation for Development (AFFORD)	X				X	AFFORD connects UK-based African organisations with mainland African civil society organisations, and a wide range of actors, including governments, businesses, funders, bi-lateral and multi-lateral agencies, and mainstream NGOs. Mission: support capacity building in African diaspora. 4 goals: shift balance of power to Africa; influence African development agenda; strengthen AFFORD's legitimacy and effectiveness; and to build a strong and sustainable AFFORD. Network: Acts as secretariat for Africa21 - a consortium 9 UK-based African-led organizations.
Alliance for Conflict Transformation (ACT)	X	X	X			A non-profit organization dedicated to expanding the knowledge and practice of conflict transformation and peacebuilding within U.S. and international communities. Has links to job database, scholarships, grants, events, and a discussion board.
Alliance for International Conflict Prevention and Resolution (AICPR)	X	X				Non-profit network of private and public organizations dedicated to increasing the effectiveness of the conflict management field and maximizing its impact on international peace building. Focus is on international and civil armed conflict, non-violent conflict resolution, post-conflict reconciliation, and the promotion of social, political, and economic development.
American Jewish World Service		X			X	An independent NGO with national and international outreach based on "Judaism's imperative to pursue justice". Works internationally on issues of poverty, hunger, disease and also has projects focused on civil society work, disaster response Jewish community development, and women's empowerment. AJWS does a lot of grant making in these areas.
Association for the Development of Education in Africa (ADEA)	X		X			Network and partnership. Network of African Ministries of Education, Development Agencies, Education specialists and researchers, and NGOs active in education. Mission is to promote dialogue and partnerships, develop consensus on policy issues facing education in Africa, reinforce African ministries' capacities, promote sharing of experience and successful strategies, and promote nationally-driven education policies, project, and programs.

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The Berghof Center		X		X		Initiates, supports and monitors projects and institutions which aim to transform ethno-political conflicts. The Berghof Center aims, firstly, to explore constructive procedures and models for dealing with conflicts, and, secondly, to support these processes in practice.
Bonn International Center for Conversion (BICC)		X				Research, consultancy, training. BICC is an independent, non-profit organization dedicated to promoting peace and development through the efficient and effective transformation of military-related structures, assets, functions and processes. Three main areas: arms, peacebuilding, and conflict.
British American Security Information Council (BASIC)				X	X	Independent research organization that analyzes government policies and promotes public awareness of defense, disarmament, military policy, and nuclear policies in order to foster informed debate. Have many links to related organizations (international, governmental, non-governmental, grassroots, etc.). They have many (of their own) publications available on their website.
Canadem	X			X		An ngo serving as a network and resource center for Canadian experts in international work in areas of peace and security. Their vision is to remain as Canada's pre-eminent open roster of Canadian international experts, with Canadian and international partners actively supporting and using the roster as a common resource.
Canadian Peacebuilding Coordinating Committee	X			X		Network of Canadian NGOs, institutions, academics, and individuals engaged in a wide range of activities related to addressing the cause and consequences of violent conflict. Three main activities: 1. Analyzing, sharing, and learning from peacebuilding work. 2. Facilitating consultation, coordination, and collaboration between NGOs and the Canadian government on peacebuilding. 3. Information exchange and networking.
Carnegie Council on Ethics and International Affairs					X	"World's premier forum for research and education in ethics and international policy." Issues of focus are deadly conflicts, human rights violations, environmental protection, global economic disparities, and the politics of reconciliation. They facilitate many educational programs, seminars, and roundtables, etc.

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Center for International Development and Conflict Management (CIDCM)		X		X		Hosts conflict research datasets, engages in policy studies that seek to understand the role of international economic conditions both as cause and conflict and as means of peace, offers trainings and workshops for practitioners, hosts related events.	
Center for Justice and Peacebuilding			X		X	Institute and academic program (formerly Conflict Transformation Program). Founded to further the personal and professional development of individuals as peacebuilders and to strengthen the peacebuilding capacities of the institutions they serve. Committed to supporting conflict transformation and peacebuilding efforts at all levels of society in situations of complex, protracted, violent or potentially violent, social conflict in the U.S. and abroad	
Center for Preventive Action (CPA)	X		X			Goal is to help prevent, difuse, or resolve deadly conflicts around the world and to expand the body of knowledge on conflict prevention by creating forum for different organizations/bodies. Focuses on conflicts that affect U.S. interests, but may otherwise be overlooked. Convenes through Independent Preventive Action Commissions, issues special reports, engages U.S. government and news media, builds international networks, and provides source of expertise in conflict situations.	
Center for Strategic and International Studies (CSIS)					X	X	Private organization, originally housed at Georgetown's School of Foreign Service. Purpose: to provide world leaders with strategic insights on and policy solutions to current and emerging global issues. Many members have strong ties to government and private industry.
CIVICUS: World Alliance for Citizen Participation	X			X			An international alliance of over 1000 members from 105 countries that has worked for over a decade to strengthen citizen action and civil society throughout the world, especially in areas where participatory democracy and citizens' freedom of association are threatened. CIVICUS provides a focal point for knowledge-sharing, common interest representation, global institution-building and engagement among these disparate sectors. Resources include publications, events listings, discussion board.

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<p>Collaborative for Development Action (CDA)</p>		<p>X</p>				<p>A consulting agency based in Cambridge, MA. Focuses on economic and social development in Asia, Africa, Latin America and Eastern and Central Europe. CDA organizes and spearheads efforts that focus on the role of third party actors in conflict or post-conflict contexts. CDA directs efforts that involve humanitarian and development agencies, peace and conflict resolution organizations, multinational corporations and donor agencies. CDA's approach is field-based and experience-driven (rather than theory or model-based).</p>
<p>Conciliation Resources</p>		<p>X</p>	<p>X</p>			<p>Provides practical and sustained assistance to people and groups in areas of armed conflict or potential violence. Specifically work with those working at community or national levels to prevent violence or transform conflict into opportunities for development. Main areas: Caucasus, Fiji, Uganda and West Africa in partnership with local and international civil society organizations and governments. Publication: Accord - an international review of peace initiatives. *Reflecting on Peace Practice Project: a collaborative learning project of agencies involved in working on conflict.</p>
<p>Conflict Management Group (CMG)</p>		<p>X</p>				<p>(Merged with Mercy Corps) CMG is a think tank with close ties to Harvard University and a reputation for innovative peace-building work in troubled regions worldwide. For Mercy Corps, CMG's expertise enhances its ongoing commitment to integrate shorter-term relief with long-term development programs in count.</p>
<p>Conflict Management Program, SAIS, Johns Hopkins University</p>					<p>X</p>	<p>M.A. program in Conflict Management. Part of the International Relations degree (Conflict Management is a specialization) at the School of Advanced International Studies at Johns Hopkins.</p>

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Conflict Prevention and Resolution Forum (CPRF)	X					(Program of Search for Common Ground). Information and solutions-based forum. Platform for exploring innovative and constructive methods of international conflict prevention and resolution. In addition to informing attendees, CPRF also seeks to contribute viable solutions by providing a secure venue for stakeholders from various disciplines to engage with each other in cross-sector, or multi-track, problem-solving.
Conflict Resolution Information Source (CRInfo)				X		Free online clearinghouse indexing more than 25,000 peace and conflict-related web pages, books, articles, audiovisual materials, organizational profiles, events, and current news articles.
Conflict Resolution Network				X		Mainly a resource center with close ties to CR programs at universities. Purpose is to create a conflict-resolving community in a culture of peace and social justice, and to make CR skills, strategies and attitudes more readily and universally accessible. Many resources, training materials, media, toolkits available online.
The Earth Charter Initiative	X					A global movement based on the participation and involvement of thousands of organizations, groups and individuals worldwide. Mission is to establish a sound ethical foundation for the emerging global society and to help build a sustainable world based on respect for nature, universal human rights, economic justice and a culture of peace.
Elkarri	X	X				Independent organization made up of 3000 members of widely varying political viewpoints, and is 85% self-funded. With the support of over 1200 active volunteers, it operates 100 local workshops throughout the Basque Autonomous Region and Navarra, as well as in Madrid, Barcelona, and Brussels.
European Centre for Conflict Prevention	X			X		NGO that promotes effective conflict prevention and peacebuilding strategies, and actively supports and connects people working for peace worldwide. Networks include European Platform and Global Partnership. Database includes surveys and articles from Searching for Peace publication, as well as others.

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Foundation for a Civil Society					X	Works to foster free and pluralistic societies in countries emerging from a history of political authoritarianism, social oppression, and civil strife. One project was Project on Justice in Times of Transition. Focus mainly on transfer of 'lessons learned' by Czechs and Slovaks to other countries, particularly Balkans.
Fund for Peace					X	Funds education and research for practical solutions to preventing war and alleviating conditions that cause war.
Globla Platform for the Prevention of Armed Conflict	X					International network of civil society organizations working for conflict prevention and peacebuilding worldwide. They are divided into 15 regions, and have regional action agendas as well as global action agendas. Their goals (in brief) are to 1) create a sustainable network, 2) implement policy change, and 3) to mobilize diverse public constituencies. Their international secretariat is held by the European Center for Conflict Prevention.
Global Reconciliation Network	X					Goal is to bring together members of community groups, social activists, academics, and others around the world working toward the broad goal of reconciliation. Seeks to recreate globalization's 'human face' and formulate strategies, processes and proposals which bring people closer together.
Human Rights Watch			X			An independent, international ngo dedicated to protecting globla human rights. Serve as advocated for victims and activists, expose human rights violations, challenge governments, and enlist public and international community support.
HumanitarianNet	X				X	Purpose is to improve the work of universities in the field of Humanitarian Development. Objectives: To explore the educational world for new types of professional training in the field of Humanitarian Development, To evaluate existing university curricula and organizational structures for the development of training programs in this field, To enhance the integration of knowledge in this field, To provide a forum where ideas can be discussed and related to action, where strategies can be tested and where public awareness and responsibility can be fostered, To strengthen the links between practice, research and teaching in order to develop higher degrees of quality in Humanitarian Development Studies.

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Institute for Conflict Analysis and Resolution (ICAR)			X			X	Academic programs (B.A., M.S., and Ph.D. in Conflict Analysis and Resolution). Resources include ICAR forum and publications, as well as links to other organizations.
Institute for Multi-Track Diplomacy		X					The mission of IMTD is to promote a systems approach to peace-building and to facilitate the transformation of deep-rooted social conflict. Has initiated and facilitated various conflict-resolution and conflict-transformation projects in troubled regions in Europe, Asia, Africa and the Middle-East.
Interamerican Democracy Network	X						A network of civil society organizations that work in the public arena to strengthen participatory democracy and civic responsibility development.
International Alert		X	X				An independent, international non-governmental organization that works to help build lasting peace in countries and communities affected or threatened by violent conflict. Work through capacity building, mediation and dialogue, with regional programs in Africa, the Caucasus and Central, South and South East Asia. Also conduct policy analysis and advocacy at government, EU and UN levels on cross-cutting issues such as business, humanitarian aid and development, gender, security and religion in relation to conflict.
International Center for Transitional Justice		X			X		Assists countries pursuing accountability for past mass atrocity or human rights abuse. Assists government officials and NGO advocates in 5 key areas: prosecuting perpetrators, documenting and acknowledging violations through nonjudicial means such as truth commissions, reforming abusive institutions, providing reparations to victims, and facilitating reconciliation process. Also does capacity building and research.
International Conflict Research (INCORE)		X	X	X		X	Joint project of the United Nations University and the University of Ulster combining research, education, and comparative analysis. Aims to influence policymakers and practitioners involved in peace, conflict, and reconciliation issues while enhancing the nature of international conflict research.

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International Crisis Group (ICG)		X		X		Independent, non-profit, with international staff working through field-based analysis and high-level advocacy to present and resolve deadly conflict. They have teams working in or near high risk areas, and they work closely with governments and foreign ministries. *Publication: Crisis Watch.
International Fellowship of Reconciliation	X					An international, spiritually based (but inter-faith) movement committed to active non-violence as a way of life and as a means to social, political, and economic transformation. Has 66 branches, groups, and affiliates on 5 continents, and has 140,000 members. IFOR has several representatives in the UN. They carry out public education efforts, organize training programs, and coordinate campaigns.
International Network for Conflict Resolution Education and Peace Education	X					Peace education network formed from working group at Global Partnership for the Prevention of Armed Conflict conference. Still in formulative stages. Participants include Lin Inlow, Director of Georgia State's Conflict Resolution Education and Training center, and Paul Von Tongeren, Director of the European Centre for Conflict Prevention.
International Peace Research Association	X	X		X		Research organization. Purpose is to advance transdisciplinary research into the conditions of sustainable peace and the causes of war and other forms of violence. Also to promote national and international studies and teaching related to the pursuit of world peace. Has links with more than 200 research organizations.
International Peace Research Institute, Oslo (PRIO)				X		An independent research institute – international in terms of staff, audience, and perspective. Main research areas include Ethics, Norms, and Identities, and Conflict Resolution and Peacebuilding.
Intractable Conflict Project			X	X		Free informational source for more constructive approaches to difficult and intractable conflicts.
KOFF Center for Peacebuilding	X	X	X			Contributes actively to developing the conceptual and operative coherence of Swiss peace policy by providing analyses, offering advice, training and networking to all relevant Swiss governmental and non-governmental actors. The Center promotes synergies between non-governmental and governmental actors involved in peacebuilding both, within Switzerland and internationally. Conducts research and trainings.

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Nonviolent Peaceforce		X				Mission is to build a trained, international civilian peaceforce committed to third-party nonviolent intervention.
Partners for Democratic Change	X	X				International organization committed to building sustainable local capacity to advance civil society and a culture of change and conflict management worldwide. They train leaders and practitioners, mediate, promote policy that legitimizes mediation, and introduce study of change and conflict management in universities and schools.
Peace Brigades International		X				International NGO that protects human rights activists and promotes nonviolent transformation of conflicts. Sends teams into areas of conflict to help create space for local activists to work for social justice and human rights.
Program on Negotiation (PON)	X			X		Inter-university consortium committed to improving the theory and practice of negotiation and dispute resolution. Officially a consortium comprised of Harvard, MIT, and Tufts faculty, students, and staff; Brandeis students in MA program in Coexistence and Conflict worked with them quite a bit as well.
Progressive Jewish Alliance	X	X				Non-profit, non-denominational, inter-generational membership organization for those who are committed to social change. Members include activists and academics, students and retirees, artists and businesspeople, agnostics and rabbis. Issues: fighting sweatshops, youth violence, criminal justice reform, opposing far right-wing takeover, and supporting Israel.
Project on Justice in Times of Transition	X			X		The Project on Justice in Times of Transition brings together individuals from a broad spectrum of countries to share experiences in ending conflict, building civil society and fostering peaceful coexistence. (Previously housed at Harvard) Many international current and former presidents and prime-ministers on advisory board, i.e., Nelson Mandela.
Project on Leadership and Building State Capacity	X	X		X		Formerly the Conflict Prevention Project. Part of the Woodrow Wilson International Center for Scholars. Standing working group of diplomats, policy makers, academics, trainers that focus on conflict management and institutional transformation in context of peacebuilding. Hold public forums and workshops for trainers and practitioners.

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Search for Common Ground		X	X			Works with local partners in many countries to find culturally appropriate means of strengthening those societies capacity to deal with conflicts constructively. Currently working in 17 countries. Toolbox includes media - radio, TV, film and print - mediation and facilitation, training, community organizing, sports, drama and music.
Seminario de Investigacion para la Paz (SIP)					X	Yearly a specific issue (Violence, Conflicts, Development, Human Rights, Latin America, Africa, Europe, Asia, etc.) and its relation to peace becomes the subject of collective research. The course is arranged in monthly sessions comprising two lectures on Friday evening followed on Saturday morning by a SIP-members restricted debate. The lectures and debates are compiled and published each year. Annual Peace Education Seminars are organized and attended by around 250 teachers, trainers and people working in areas related to formal and informal education.
Stockholm International Peace Research Institute (SIPRI)					X	International research institute. Task is to conduct research on questions of conflict cooperation of importance for international peace and security, with the aim of contributing to an understanding of the conditions for peaceful solutions of international conflicts and for stable peace.
Theatre Without Borders	X	X				An informal group of individual, international theatre artists working to support international theater exchange. One main focus of TWB is on theatre and peacebuilding.
Third Millennium Foundation					X	Private, non-profit foundation. Initiative for unlearning intolerance in the new millennium. Makes grants all over the world and focuses on childhood education and human rights with emphasis on supporting social entrepreneurs among global youth.
Third World Network	X				X	Independent, non-profit, international network of organizations and individuals involved in issues relating to development, the Third World and North- South issues. Its objectives are to conduct research on economic, social and environmental issues pertaining to the South; to publish books and magazines; to organize and participate in seminars; and to provide a platform representing broadly Southern interests and perspectives at international fora such as the UN conferences and processes. Reports and publications available.

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Tolerance.org			X			(Formerly Teaching Tolerance). Mostly online resource; Focus is on youth and education communities. Supports 'anti-bias' activism. Has many materials and resources available online.
United Nations High Commissioner for Refugees (UNHCR)		X				Known as "the UN Refugee Agency." Based in Geneva, Switzerland. Their job is to lead and coordinate international action to protect refugees and resolve refugee problems worldwide. Primary purpose is to safeguard the rights and well-being of refugees. Partners include ngos, governments, civil society organizations, and corporations.
U.S. Institute of Peace		X	X		X	Independent, nonpartisan, created by Congress. The Institute meets its congressional mandate through an array of programs, including research grants, fellowships, professional training, education programs from high school through graduate school, conferences and workshops, library services, and publications. The Board of Directors is appointed by the President of the United States and confirmed by the Senate. Also a publishing house.
University for Peace, Costa Rica						X Academic graduate programs and peace research.

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Appendix 5 – Brandeis House Attendees

Coexistence International Strategic Planning Conversation
20 July 2005
Brandeis House - New York
ATTENDEES

Name	Affiliation		Email Address
Bauman, Peter	Graduate Student	MA Program in Coexistence & Conflict, Brandeis Univ.	pbauman@brandeis.edu
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