ALLIANCE FOR PEACEBUILDING

ANNUAL

REPORT

2017
AfP Annual Report

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Letter from the President

The Alliance for Peacebuilding (AfP) is the institutional home for the peacebuilding community—a network of 106 organizations, working to resolve conflict and create sustainable peace in 153 countries. AfP amplifies the voices of peacebuilders worldwide, tackling issues too large for any one organization to address alone.

2017 was a challenging year for peacebuilding, with a significant uptick in violence, and very real concerns about nuclear conflict. As UN Secretary-General António Guterres opined in his New Year message, we need “a red alert for our world.” Weeks later, the Bulletin of Atomic Scientists moved the hands of their Doomsday Clock thirty seconds closer to midnight.

AfP rose to all of these challenges in 2017, and I have never been prouder to be part of the peacebuilding community. Over the course of the year, we held over 70 meetings with Congressional staff to fight against “extinction level” budget cuts of over 30% to the State Department and USAID. We continued to highlight the impact and effectiveness of peacebuilding programs by creating a case statement on violence reduction—which we shared with top policymakers in the US and around the world. The field is still in the beginning phases of developing evidence about what works, how to measure results, whether programs are having the desired impact—and, if so, at what level. This lack of evidence is one of the greatest challenges we face as a field and it accounts, in part, for the limited funding available for peacebuilding projects. AfP is working to drive the field forward through cooperative programming like the Peacebuilding Evaluation Consortium (PEC) to help build the capacity of its members to design, monitor and evaluate their programs to develop better learning for better results.

Our work at the intersection of neuroscience and peacebuilding has helped uncover creative ways of “rewiring the brain for peace,” and a new program on narratives is framing peace in fresh ways that go far beyond old stereotypes. As polarization increases throughout the US and the politics of exclusion continue to take hold around the world, we are aware of the need to engage the broader public in peacebuilding, and to ‘sell’ peace in more impactful ways and harness our collective action.

I would like to thank AfP’s staff, board, members, and donors for their tireless contributions to this important work. 2018 will be a key year for peacebuilding, as we fight against deepening trends of violence and militarization. I can promise you that AfP will be amplifying the voices for peace at every turn.

We are thankful for your support in 2017, and we look forward to our continued partnership in 2018.

Warmly,

Melanie Greenberg
President & CEO
Vision and Mission

The Alliance for Peacebuilding (AfP) is the institutional home for the peacebuilding community – a network of over 100 organizations working to resolve conflict and create sustainable peace in 153 countries. Our members include some of the world’s largest development organizations, most innovative academic institutions, and the most powerful peacebuilding groups – all working toward the shared goal of peace. AfP amplifies the voices of peacebuilders worldwide, tackling issues too large for any one organization to address alone. We harness the power of collective action for peace, strengthening peacebuilding in an increasingly militarized landscape.

History

Founded in 1999 as the Applied Conflict Resolution Organization Network (ACRON), AfP began with the goal of supporting collaboration in the conflict resolution field, which was fragmented at the time. With a $1 million planning grant from the Hewlett Foundation in 2003, ACRON became the Alliance for International Conflict Prevention and Resolution (AICPR) with a broader mandate and a stronger emphasis on conflict prevention. In 2006, AICPR became the Alliance for Peacebuilding, adopting a more ambitious mission and further emphasizing collaborative action.

Our Vision

Our vision is a more inclusive world where each person feels secure and dignified; a world where people manage conflict without violence and build peace.

Our Mission

Innovate

➢ We cultivate innovation by accelerating and integrating new concepts and approaches to peace and security, and by breaking down sectoral silos. We encourage inventive and collaborative programming that strengthens peacebuilding practice. We push the boundaries of traditional peacebuilding and effectiveness, and pioneer new connections across sectors in related fields. Across our work, we build strong connections with key stakeholders in the policy, academic, media, arts, and NGO communities.

Influence

➢ We influence the broader peacebuilding field by fostering an understanding of the systemic approach to peacebuilding, and creating a broad constituency for peace inside and outside government. We ensure that peacebuilding strategy is integrated into the programs and policies of governments and donors (both public and private), international agencies, and non-government organizations (NGOs). We shift public awareness and promote social action through media and effective storytelling, across a range of platforms and settings.

Impact

➢ We harness our community to strengthen the voice of peacebuilding, and to create more rigorous, effective practice. We encourage a culture of learning, monitoring, and evaluation across the field, to develop an evidence-based approach to complex social change. We attract new resources for the conflict prevention and peacebuilding field, to effect stronger joint action. We help institutionalize peace around the world.

AfP Behind the Scenes

AfP accomplishes this ambitious range of work with a very small staff and modest $1.3 million annual budget. Our Board of Directors draws from top leaders and thinkers in our field, providing strategic and substantive guidance. The heart of AfP’s strength lies in the diversity of our membership—AfP leads our field through the collective energy and wisdom of our members working jointly toward a better world.
Membership

The diversity of AfP’s membership reflects peacebuilding’s progress toward becoming a more integrated field. We have member organizations covering sectors such as the environment, faith-based dialogue, academia, democracy and governance, neuroscience and psychosocial healing, the arts, and more. AfP’s membership reflects the cross-sectoral spirit of “Peacebuilding 3.0,” an innovative, multi-sectoral approach focused on building capable structures and networks for peacebuilding. Peacebuilding 3.0 incorporates a dynamic systems approach to analyzing conflict and designing more inclusive peacebuilding processes, and integrates cutting-edge technology to revolutionize data and communications.

The diversity of AfP’s membership is key to our effectiveness as a network. Over the past ten years, AfP has grown from a small cluster of conflict resolution practitioners to a dynamic and diverse network of 106 organizations and 15,000 individuals that spans five continents. In 2017, AfP welcomed 18 new members.

AfP helps empower its members through access to a dynamic and diverse network of organizations and professionals, working in over 150 countries. We help amplify the voice of the peacebuilding community, and transform the field together through convening for collective action. AfP provides leadership for the field by advocating for peacebuilding funding, bringing greater awareness to the effectiveness of peacebuilding programs, and developing innovative resources for peacebuilders everywhere. AfP also leverages our work through key strategic partnerships with international networks of NGO organizations, governmental departments, and with a range of dynamic organizations working for social change.¹

¹ These include: Global Partnership for the Prevention of Armed Conflict (GPPAC), Peace and Security Funders Group (PSFG), United States Institute of Peace (USIP), United States Department of State, Bureau of Conflict & Stabilization Operations (CSO), USAID, Office of Conflict Management and Mitigation (CMM), The World Bank, United Nations, and the Peace and Collaborative Development Network.
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<td>Bridgeway Group / The Build Up</td>
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<td>Carter Center, The Catholic Relief Services (CRS)</td>
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<td>CDA Collaborative Learning Projects</td>
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<td>CDR Associates</td>
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<td>Center For Global Affairs, New York University (NYU)</td>
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<td>Center for Global Understanding and Peacemaking at Elizabethtown College</td>
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<td>Charity &amp; Security Network</td>
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<td>Chemonics International</td>
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<td>Churches for Middle East Peace</td>
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<td>Civilian Peace Service Canada (CPSC)</td>
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<td>Consensus Building Institute (CBI)</td>
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<td>FHI 360</td>
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<td>International Alert</td>
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<td>International Association of Process Oriented Psychology Worldwork Committee (IAPOP Worldwork Committee)</td>
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<td>International Center for Religion &amp; Diplomacy (ICRD)</td>
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<td>International Center on Nonviolent Conflict (ICNC)</td>
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<td>International Civil Society Action Network</td>
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<td>International Peace and Conflict Resolution Program, American University (IPCR)</td>
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<td>Joan B. Kroc School of Peace Studies</td>
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<td>Kennesaw State University-School of Conflict Management Peacebuilding and Development</td>
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<td>Kroc Institute for International Peace Studies, University of Notre Dame (UND)</td>
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<td>Mediators Beyond Borders International (MBB)</td>
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<td>Mindanao Peacebuilding Institute</td>
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<td>Minnesota Peacebuilding Leadership Institute</td>
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<td>NAFSA: Association Of International Educators</td>
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<td>Nonviolent Peaceforce</td>
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<td>Nova Southeastern University</td>
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<td>Peace Action Training and Research Institute of Romania (PATRIR)</td>
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<td>Peace Catalyst International</td>
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<td>Peace Initiative Network (PIN)</td>
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<td>Peace, Justice and Human Rights Initiative</td>
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<td>Program for the Advancement of Research on Conflict and Collaboration (PARCC), Syracuse University</td>
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<td>Program on Negotiation, Harvard Law School (PON)</td>
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<td>Purdue Peace Project (PPP)</td>
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<td>Salam Institute For Peace and Justice</td>
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<td>School of Advanced International Studies (SAIS), Johns Hopkins University</td>
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“AfP is a place where important conversations happen. Members have the benefit of being a part of the conversations that are moving our field forward.”

– *Julia Roig, President, PartnersGlobal*

“The Alliance for Peacebuilding builds the capacities of its members and brings us together for common cause like no other organization. Peace Direct, a London based peacebuilding organization, is a proud member and I make room on my schedule to serve the organization however I can.”

– *Dylan Mathews, CEO, Peace Direct*

“The Alliance serves as a standard-bearer and unparalleled platform for peacebuilding organizations to learn, collaborate, and deepen our impact together. At Search, we particularly appreciate our partnership with the Alliance to foster learning and evaluation of peacebuilding practice and to craft campaigns to mobilize a larger public constituency for building peace and reducing violence.”

– *Shamil Idriss, President and CEO, Search for Common Ground*
Annual Conference

The Alliance for Peacebuilding’s annual conference, entitled, “Peace Now More Than Ever,” which ran from October 11 – 13, served as a key touchpoint for the peacebuilding community during a particularly turbulent time. The first day of the conference was co-hosted with United States Institute of Peace (USIP), while the second and third days were held at FHI 360’s conference facilities. This was AFP’s largest conference, hosting 51 unique panels and workshops that united a dynamic network of funders, policymakers, diplomats, members of the military, civil society, and professionals from a broad range of disciplines.

In the midst of a global political upheaval and an uptick in violent conflict worldwide, this year’s conference highlighted the challenges and opportunities facing the peacebuilding field. Collective action was a major theme, with peacebuilders recognizing we must work together to address the rapidly changing dynamics of global conflict. The 2017 Annual Conference reflected the strong spirit of the peacebuilding community, celebrating its successes, encouraging the development of solutions to mounting challenges, and offering the opportunity to broker new partnerships. You can view a full report of the conference here.

The 2017 Annual Conference by the Numbers

This year, more than 460 participants and 176 speakers from over 31 countries were in attendance. The conference became more international, attracting attendees from 31 countries, a 35% increase from 2016. We also saw higher representation from government offices, such as the U.S. Department of State, the United States Institute of Peace, the United Nations, and from various foreign governments. Overall, 40 government officials attended the conference, which almost triples the number we had in 2016.

On social media, the 2017 Annual Conference engaged over 12,000 individuals on Facebook and over 51,000 on Twitter. On Twitter, the conference hashtag, #peacecon2017, trended throughout Twitter during Day 1, reaching tens of thousands of individuals. An overwhelming majority of feedback submitted described the conference as “excellent” or “good.”

Conference participants add their input to the systems map in a session led by Rob Ricigliano.
"I came here to be inspired, and that's exactly what happened."

"Thank you for creating a space of such refreshing goodness in a world that seems ever darker."

"Thank you for another wonderful, well-organized, detailed conference program that sparked reflection and new thoughts. I always learn a tremendous amount at this meeting!"

"The Re-Wiring the Brain for Peace workshop literally changed my viewpoint on something about myself."

"The tone, content, and execution of this conference was absolutely beautiful and inspiring, while at the same time practical and useful."
Snapshot of Conference Attendees

Organizational Structure of Attendees

- Conference Attendance 2017: 466
- Conference Attendance 2016: 437
- Sample size 2017: 94
- Sample size 2016: 55

Current Role of Attendees

Other included:
- Intern/assistant
- Marketing manager
- CVE specialist
- Donor
- Training staff
- Business developer
- Volunteer
Policy and Advocacy

AfP convenes leaders within our member organizations to coordinate and strategize on how to mobilize and advocate for the field of peacebuilding and violence reduction. In Washington, DC and other international policy centers, we have built ongoing relationships with key policymakers in government, the military, and regional and multilateral organizations.

AfP’s Policy and Advocacy work aims to:
  - Build coalitions of technical experts who collaborate to ensure best practices are integrated into the programs and policies of governments, regional and multilateral organizations, NGOs, and private and corporate donors,
  - Advocate for the recognition and funding of violence reduction and peacebuilding as a central pillar of US foreign policy, and
  - Educate policymakers and the general public on peacebuilding through evidence-based research and media.

2017 presented particularly difficult policy challenges, with threatened cuts of 30% to key peacebuilding agencies, new framing of issues such as Stabilization and Countering Violent Extremism, and a complex redesign of conflict programs at the State Department and USAID. Throughout this year, the peacebuilding community turned to AfP for coordination and leadership, to develop a more unified voice for peacebuilding advocacy. For example, in the weekly “Peace and Conflict Watchers” Group, top DC peacebuilding advocacy experts met regularly to share information and develop joint strategy. This spirit of collective action helped AfP harness a stronger voice for the peacebuilding community, and develop stronger leverage for change, in a quickly changing political environment.

We took a multifaceted approach to Congressional engagement over the year, as Congress flexed its muscles in the national security budget process. AfP held over 70 meetings with 50 different congressional offices, often in conjunction with one or more of our members, to bring a peacebuilding perspective to national security decisions and to secure peacebuilding funds. We gave input into several congressional hearings on global conflict and executive nominations. When the US government proposed draconian budget cuts to international assistance, we opposed the proposed budget cuts to overall foreign assistance funding, and specifically to peace-related accounts.

We made the case to Congress on the impact of peacebuilding and violence reduction programming. As part of our advocacy, we developed a case statement on violence reduction programs, drawing on evaluation evidence from our members. See the [case statement here](#). We also shared results from our public opinion survey showing Americans believe the US should invest more in peacebuilding. We used this growing evidence base to help set the groundwork for new legislation that would require the US government to develop an initiative to better address the causes of violent conflict and fragility. We worked in coalition to move other legislation related to peacebuilding, including the Women, Peace, and Security Act, which passed in October.

AfP continued to engage with executive agencies, which increasingly turn to AfP as a key convening space for consultation with civil society. We bolstered the State Department, USAID, and the Department of Defense on technical issues, including countering violent extremism and fragility, through our ongoing working groups. We met with key staff on the federal agency redesign, advocating that they develop an organizing principle around conflict prevention and violence reduction. We gave input on peacebuilding and violence reduction approaches to major policy decisions including the National Security Strategy and the Stabilization Assessment Review. See [here](#) for more of our policy materials.
Learning and Evaluation

AfP continues to lead the field in creating a more rigorous culture of learning and evaluation (L&E) to develop more consistent and evidence-based standards of peacebuilding practice. The goal of the L&E program at AfP is to promote innovative, applicable, and practical Design, Monitoring & Evaluation (DM&E) methodologies for the peacebuilding field, support a more rigorous culture of DM&E and learning practices, and create a more consistent evidence base to prove the impact of peacebuilding programming. The Peacebuilding Evaluation Consortium (PEC) and Effective Inter-Religious Action Program (EIAP) continue to produce practical tools for a more evidence-driven model focused on utilization.

The PEC (AfP, Mercy Corps, Search for Common Ground, and CDA) made great progress over the past year in globalizing our work and creating a strong evidence base for peacebuilding programming. We are working to change the culture at the organizational level to demand more learning and accountability, demonstrate evidence-based results that show the field’s impact, and guide future policy change to improve peacebuilding practice.

Highlights from the PEC in the last year include the publication of the Online Field Guide, panel presentations at both the Alliance for Peacebuilding and the American Evaluation Association’s Conferences, updates to the DM&E for Peace website that drew more than 26,000 new visitors in 2017 from 191 countries, the continuation of the M&E Thursday Talks, beginning research into two subsector evidence reviews on reconciliation and violence reduction, and the drafting and roundtable review of the Guiding Steps for Peacebuilding Design, Monitoring, and Evaluation document to support higher quality evidence, stronger practice, and better learning for better results. In addition, the PEC presented their work at a standing room only Conflict Prevention and Resolution Forum panel hosted at USIP during March of 2017.

The EIAP (AfP, Search for Common Ground, and CDA) program additionally made great progress in 2017 to further globalize our work and lay the foundation for DM&E within inter-religious peacebuilding programming. Highlights included a gathering in Vienna of top inter-religious experts to review the testing of the DM&E Guide from practitioners in Pakistan, Uganda, and Israel/Palestine, which resulted in the publication of the Faith Matters: A Guide for the Design, Monitoring, & Evaluation of Inter-religious Action for Peacebuilding. The EIAP Program further published their Key Learnings & Findings and a Policy Brief highlighting the work of the EIAP. These documents were shared through a variety of panel presentations at both the Alliance for Peacebuilding and the American Evaluation Association’s Conferences, in policymaker and donor meetings within Washington, DC, and a joint roundtable with the European Institute of Peace in Brussels with European policymakers and NGOs to discuss effective L&E for inter-religious action.

Our policy and advocacy around L&E has taken us from Washington, DC, to Paris, Brussels, and London. We held three dedicated roundtables on adaptive learning for policymakers and NGOs over the past nine months. Two of these brought together State Department and USAID evaluation experts in Washington, DC, while the other convened European policy makers in Brussels (in conjunction with the European Peacebuilding Liaison Office). AfP also presented our work on adaptive learning as part of a larger introduction to the PEC at the OECD DAC EvalNET meeting in Paris.

Continue to look to AfP for future innovation in this key area of the field, as we enter new phases of our work to develop methodological rigor, and change the culture of learning, monitoring, and evaluation in peacebuilding.
Neuroscience: “Rewiring the Brain for Peace”

Neuroscience has made great strides in linking certain emotions with violence, and mapping their footprints on the physical brain. However, the other side of the equation has been chronically overlooked – namely, how can individual practices reverse the changes to the brain caused by fear and violence? With Rewiring the Brain for Peace, we hypothesize that there exist antidotes to these brain-changes that harness the spiritual dimensions of everyday human lives.

Building upon pioneering neuroscience research on how the brain processes fear and violence, and linking this research to our understanding of contemplative practices and the mind-body-spirit connection, Rewiring the Brain for Peace examines how spiritual rituals, experiences, and values present in different cultures around the world: (1) affect emotional and cognitive processes, (2) contribute to transforming behaviors, attitudes, and relationships, and (3) have the potential to facilitate peacebuilding processes, from violence prevention to reconciliation.

Since January, we have convened our experts for a two-day retreat, created an interactive map of over 1000 peer reviewed articles, hosted a summit of 10 podcast interviews with the Shift Network’s Summer of Peace, and led or contributed to three high-level panels and workshops at the AFp annual conference.

Our future path includes a three-pronged strategy focusing on:

- Research (original research in the areas of empathy versus compassion; neuroscience of ritual; neuroscience of shared values);
- Tools for practice (including an online media platform, and a matrix of shared experiences);
- Narrative (harnessing the power of “inner peace” for movement builders and social influencers).

Media and Narratives for Peace

Peace has a serious branding problem. Despite millions of people around the world yearning for peace, we need to be more effective at making the case for peace. We need to create language and images about peace that are as compelling as the imagery of violence and war in the media. As polarization increases throughout the US, and the politics of exclusion continue to take hold around the world, we are aware of the need to engage the broader public in peacebuilding, and to “sell” peace in more impactful ways. AFp has embarked on a number of initiatives in the media space, to bring peacebuilding to a wider audience. These include: a partnership with PartnersGlobal to develop a platform of top advertisers, marketers, and social media influencers; an engagement with professional storytellers in Hollywood to reframe how they talk about peace; a continued partnership with the International Storytelling Center; and active participation in a field-wide campaign being coordinated by two large peacebuilding organizations, based in DC and London.

**Joint Public Opinion Survey with Conciliation Resources:** In June and July of 2017, Conciliation Resources and the Alliance for Peacebuilding conducted the first ever national surveys of public attitudes in the United Kingdom, the United States and Germany towards peacebuilding and dialogue with armed groups. The survey offered the opportunity to compare and contrast public views at a time of shifting geopolitics and multiple security challenges. The results showed a striking level of unity across the political spectrum in all three countries, with widespread understanding of and support for peacebuilding, and strong support for dialogue with groups who use armed violence, to further peace. Find the full report here.
Collective Action for the Field in 2017

Over the past year, the Alliance for Peacebuilding has sought to strengthen the voice of the peacebuilding field during a cataclysmic political transition in Washington, DC. One silver lining has been stronger dedication throughout our community to working jointly, and developing stronger collective action and strategy. A key tool in this process has been a systems map – developed with the help of Rob Ricigliano and colleagues – to help identify key points of blockage, leverage, and “bright spots” for AfP’s peacebuilding community.

Throughout the year, we operated on a strategic arc of (1) an emergency meeting of AfP’s CEOs in April, to help define our advocacy goals in the new political environment; (2) a multisectoral roundtable in June, to bring different sectors of the field together to test our systems map and explore collective action in advocacy; and (3) our annual conference, which focused on mobilizing around collective action for peace.

Working Groups and Affinity Groups

AfP’s working groups allow our members to gather for strategic, ongoing learning and advocacy on key areas of the peacebuilding field. Find more about our working groups here. Highlights include:

- **Nonviolent Action & Peacebuilding Working Group:** This new group, sponsored jointly by AfP, the US Institute of Peace, and the International Center on Nonviolent Conflict, has spent the past year exploring the intersections between peacebuilding and nonviolent social movements. One product of the group includes a curriculum by Nadine Bloch and AfP policy advisor Lisa Schirch, providing training modules on integrating peacebuilding and social movement strategies. Questions we are addressing include:
  
  - How can nonviolent action impact peace processes, peacebuilding and state building?
  - How might strategic nonviolent movements, peacebuilding and transitional transformative justice processes prevent and counter violent extremism?
  - What are the synergies between specific dialogical/institutional methods (negotiation, conflict resolution, facilitated dialogue, legal mechanisms) and direct action/extra- institutional methods (nonviolent action) that can be used when seeking justice, good governance, open and free societies, peace, and human rights?

- **Fragility, Conflict and Violence Working Group:** This is the only shared affinity group between AfP and InterAction, and is led by Melanie Greenberg of AfP, Jonathan Papoulidis of World Vision, and Corinne Graff of USIP, with a steering group of AfP and InterAction members. The presentations included:
  
  - A State Department-hosted interagency roundtable on new approaches to fragility and Goal 16, with presentations by AfP, Mercy Corps, World Vision and Save the Children;
  - A roundtable on the links between fragility and countering violent extremism with senior USAID CVE officials;
  - A small working meeting – organized by Search for Common Ground – with Senate Foreign Relations Committee Staff on “New Approaches to Fragility in Africa”;
  - A roundtable with the State Department, USAID and representatives from the NGO/Contractor community on new approaches to stabilization, fragility and CVE.
• **Women & Peacebuilding**: AfP’s Women and Peacebuilding Affinity Group (WPAG) provides a space to engage with colleagues, to collaborate and strengthen women in the peacebuilding community, and to advocate for the role of gender in peace. The ongoing speaker series, *Conversations with Extraordinary Women*, provides a platform for sharing first-hand experiences and insights regarding the role of women as peacebuilders in a wide range of countries. AfP also serves as a member of the U.S. Civil Society Working Group on Women, Peace and Security, a network of experts, NGOs, and academics with years of experience working on issues involving women, war, and peace.

• **Locally-Led Peacebuilding Affinity Group**: In response to strong member interest, our Locally-Led Peacebuilding Affinity Group is focusing this year on mapping the domestic US ecosystem of conflict resolution and peacebuilding organizations, and is working with the Bridge Alliance on how the peacebuilding community can best engage within the highly polarized US environment. Senior Fellow Chip Hauss is also taking part in several other US-based initiatives.

• **Mali Affinity Group**: This vibrant group meets regularly to discuss the pressing issues facing Mali, including the state of counter-terrorism operations, human rights, and civilian-military relations. In September of 2017, the group welcomed Malian Defense Minister Tiéna Coulibaly, formerly the Malian Ambassador to the US and a regular attendee of the meetings.
AfP in the Media

Book Series


Chip Hauss, AfP’s Senior Fellow for Innovation, is currently working on an introductory textbook, *From Conflict Resolution to Peacebuilding*, which Rowman and Littlefield will publish in late 2019.

Op-Eds and Commentary

- **Lessons from the success of human development** – September 26, 2017
  - **United Nations Development Programme** - Robert Berg, Board Chair of the Alliance for Peacebuilding, suggests that as we look forward towards the future of intellectual leadership in the United Nations, we must take heed in our past lessons but also create a more modern UN. The next generation of UN intellectuals must identify important questions, and then network through open source competitions, partnerships, and alliances to bring creativity and more constituency and support for UN actions.

- **The Cost Effectiveness of Peacebuilding** – August 4, 2017
  - **Peace News Network** – Recently proposed cuts by the US administration have raised serious concerns in the peacebuilding community. Melanie Greenberg, AfP’s President and CEO, argues why investing in peace is so relevant now as the world becomes increasingly violent.

- **What Causes Terrorism?** – June 25, 2017
  - **Peace News Network** – With recent terror attacks around the world, we wanted to know, from the perspective of peace-builders: What’s driving violent extremism? Melanie Greenberg, AfP’s President and CEO, said it’s important to distinguish between extremism and extreme violence.

- **Reconciling America** – March 8, 2017
  - **Peace News Network** – The USA is currently experiencing rhetoric of political violence at a level not seen since the Civil War. Peace-builders are concerned, and warn that this is often a precursor to more widespread physical violence. Melanie Greenberg, AfP’s President and CEO, outlines three groups who can effectively help promote peace in the USA.
AfP continues to strengthen our board of directors, attracting member CEOs and at-large directors at a far more senior level than in previous years. We have had three new members join our board this spring:

- **Maj. Gen. Charles Bolden** served until recently as the 12th Administrator of the National Aeronautics and Space Administration (NASA), leading the agency’s efforts in space exploration and the development of scientific partnerships. Prior to his leadership role at NASA, Bolden had a distinguished 34-year career with the Marine Corps, including 14 years as an astronaut and mission commander.

- **Marie Dennis** has been co-president of Pax Christi International since 2007, a position she shares with Bishop Kevin Dowling from South Africa. Marie is spearheading the advocacy campaign for a Papal Encyclical for Just Peace.

- **Joel Braunold** serves as the Executive Director of the Alliance for Middle East Peace.

We have also created a President’s Advisory Council, chaired by **H.E. Jan Eliasson**, former Deputy Secretary-General of the United Nations, and Foreign Minister of Sweden. The Vice-Chair is **Julia Roig**, a long-time AfP board member and key partner. Within the advisory council, we are developing a security committee of former military leaders. Our Board has been instrumental in connecting AfP with new constituencies in the media, the security community, and the private sector, and has served as a powerful advocacy voice during a challenging time in Washington.

- **Robert J. Berg**, *Chair and Interim Treasurer*
- **Kerri Kennedy**, *Vice Chair*
- **Ambassador Frederick Barton**, *Assistant Treasurer*
- **Dylan Mathews**, *Secretary*
- **Maj. Gen. Charles Bolden**
- **Joel Braunold**
- **Marie Dennis**
- **Melanie Greenberg**, *Ex Officio*
- **Shamil Idriss**
- **Sean Knierim**
- **Clare Lockhart**
- **Dave Loew**
- **Stephen Moseley**
- **Richard O’Neill**
- **Ravi Venkatesan**
- **Craig Zelizer**

**Emeritus Members**
- **Charles “Chip” Hauss**, *Emeritus*
- **Robert Ricigliano**, *Emeritus*
- **Theo Sitthier**, *Advisor to the Board on Diversity and Inclusion*
Major Foundation and Government Donors

The Alliance for Peacebuilding would like to thank our institutional donors, as well as our board members and members of our community who give so generously to make our work possible.

![Carnegie Corporation of New York](image1.png)
![John M. Kohler Foundation](image2.png)
![United States Institute of Peace](image3.png)
![GHR Foundation](image4.png)
![HUMANITY UNITED](image5.png)

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Major Individual Donors

**$50,000 +**
- Chip Hauss and Gretchen Sandles
- Ravi Venkatesan

**$10,000 +**
- George Halvorson
- Kaiser Permanente
- Catalyst for Peace
- Mari Fitzduff

**$2,000 +**
- Systematic Management Services, Inc
- The Patricia Smith Charitable Fund
- Robert Berg
- Stephen Moseley
- A. Edward Elmendorf

**$1,000 +**
- Charles Bolden
- Peter Woodrow
- Martha Liggett

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The Peace Leadership Fund

The Peace Leadership Fund represents a small group of “mighty oaks” of the peacebuilding field, who provide crucial ongoing sustaining support to AfP. At a time of great tumult and uncertainty in the world, the support of these leaders gives AfP the capacity to continue to serve as the backbone of our field. Thank you to all those who contributed in 2017!

Amb. Rick Barton  
Rob Ricigliano

Chic Dambach  
Dr. Craig Zelizer

Peter Woodrow  
Bob Berg

Mari Fitzduff  
Chip Hauss
Staff Organizational Chart

President and CEO

Senior Director of Programs and Strategy

Policy and Advocacy Associate
Operations and Membership Associate
Senior Manager of Learning and Evaluation
Special Advisor on Learning and Evaluation Part-time
Co-Director for Re-Wiring the Brain for Peace
Senior Advisor on Policy Part-time Remote Consultant
Senior Fellow on Innovation Part-time

Staff Information

Staff

Melanie Greenberg President & CEO
Liz Hume Senior Director of Programs and Strategy
Jessica Baumgardner-Zuzik Senior Manager for Learning and Evaluation
Adam Wolf Operations and Membership Associate
Laura Strawmyer Policy and Advocacy Associate
Beatrice Poulin Gry Co-Director, Re-Wiring the Brain for Peace
Emily Myers Scoville Fellow
Rachael Murray Rakestraw Consulting Financial Manager

Fellows and Advisors

Chip Hauss Senior Fellow for Innovation
Jon Rudy Senior Advisor on Human Security
Christopher Holshenk Senior Fellow
Lisa Schirch Senior Advisor on Policy
George Halvorson Senior Fellow for Education
Stephen Moseley Senior Fellow for Development
2017 Financials

AfP’s 2017 Budget was $1,288,437.

Figure 1: 2017 Budget Expenses

Alliance for Peacebuilding
2017 Expense Categories

- Staff Costs & Consultants: 56%
- General & Admin: 4%
- Occupancy: 10%
- Meetings: 9%
- Travel: 8%
- PB Partner Subgrants: 13%

Figure 2: 2017 Funding Sources

Alliance for Peacebuilding
2017 Revenue Categories

- Foundation/Gov't Restricted: 54%
- Foundation General Support: 24%
- Annual Conference: 8%
- Membership Dues: 5%
- Individuals/Corporations: 9%