INSTITUTE FOR
MULTI-TRACK
DIPLOMACY
ANNUAL
REPORT
2006
Mission Statement

The Mission of
The Institute for Multi-Track Diplomacy
Is to promote a systems approach to peace-building
and to facilitate the transformation of
deep-rooted social conflict.
The IMTD logo illustrates the systemic nature of the nine tracks in the multi-track systems approach to peace.

Track One: Government

Track Two: NGOs and Professional Conflict Resolution

Track Three: Business

Track Four: Private Citizens

Track Five: Research, Training, and Education

Track Six: Peace Activism

Track Seven: Religion

Track Eight: Funding

Track Nine: Media and Communication (Inner Circle)
Twelve Principles of Multi-Track Diplomacy

1. **Relationship**—Building strong interpersonal and intergroup relations throughout the fabric of society.

2. **Long-term commitment**—Making an ongoing commitment to people and to processes that may take years to come to fruition.

3. **Cultural synergy**—Respecting the cultural wisdom of all the parties and welcoming the creative interaction of different cultural ways.

4. **Partnership**—Modeling collaborative process by partnering with local parties and with other institutions and coalitions.

5. **Multiple technologies**—Utilizing a variety of technologies, as appropriate, and creating new methods, as needed, to meet the unique needs of each situation.

6. **Facilitation**—Assisting parties in taking responsibility for their own dreams and destiny.

7. **Empowerment**—Helping people become empowered agents of change and transformation within their societies.

8. **Action research**—Learning from all that we do and sharing that learning with others.

9. **Invitation**—Entering the system where there is an invitation and an open door.

10. **Trust**—Building relationships of mutual trust and caring within the system.

11. **Engagement**—Acknowledging that once we enter a system we become a unique part of it: an engaged, caring, and accountable partner.

12. **Transformation**—Catalyzing changes at the deepest level of beliefs, assumptions, and values, as well as behaviors and structures.

The Institute for Multi-Track Diplomacy
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From the Chairman

It is difficult to believe but we will be 15 years old on May 26, 2007!

Yes, thanks to our dues paying members we have survived as an NGO in the highly competitive city of Washington D. C. In fact we have flourished, not financially you understand, but in the substantive field of conflict transformation and peacebuilding.

Dr. Borris and I started off the year with an exciting, historic gathering of 27 Kashmiri’s, 14 from Pakistan and 13 from India in the Maldivian Islands in the Indian Ocean. This meeting built on the results of our 2004 training in Nepal and ended with the entire group bonding, without fear. This allowed the group to issue a press release, for the first time in our ten years of work in Kashmir, about the meeting which was picked up by all the major newspapers in India and Pakistan.

Later in March, thanks to the efforts of our Board member, Nat Colletta, we visited New College in Sarasota, Florida and are opening IMTD’s first Branch Office in the United States there.

In July, Adam Kaplan and I were invited to Tripoli, Libya by a government think tank and were able to continue to push our initiative to have the Washington D.C. DC United soccer team play in Tripoli and then have the Libyan National Team play here.

In October, my wife Christel and I were in Estonia, my 100th country, for a speech about IMTD to a NATO sponsored Conference.

In November, we were in Vancouver, Canada on a successful fundraising visit. Throughout the year our local dialogue groups were active, bringing Somalis together, as well as dialogues between Japan-Korea, Japan-China, and China-Taiwan.

Many thanks for your support over this past year.

John McDonald
From the Director of Training

Eileen Borris

As licensed psychologist and IMTD’s Director of Training, I often find that my work centers on the themes of forgiveness and reconciliation. That has been particularly true in 2006, which has brought me to Washington DC and the United Nations to elaborate on those themes.

In January, I co-taught a course on reconciliation processes with Ambassador McDonald at George Mason University. Thirty students from around the globe came together to discuss international conflicts, the reconciliation process, and the ability of forgiveness to have a transformative impact on protracted conflicts.

My latest book, Finding Forgiveness, was released in July of this year. Finding Forgiveness clarifies the misperceptions people have of forgiveness, and explains that forgiveness has the awesome power to break the cycles of violence and heal the hatred so prevalent in the world today. I also lectured in July at American University’s Summer Peacebuilding Institute on the issues of forgiveness and reconciliation and explored issues of trauma healing and conflict transformation through the psychological processes of responding to deep loss, pain and suffering.

In September, I spoke to the United Nations Department of Public Information’s Non-Governmental Organization Section on Forgiveness: Partnering with the Enemy to UN and NGO attendees. The Forgiveness workshop centered on issues of forgiveness and reconciliation in transforming conflicts. According to the conference report, the workshop was very well received (97% percent of the attendees rated it ‘useful’) by participants, diplomats, students, and fellow colleagues in the NGO community on issues of forgiveness, trauma healing, and reconciliation in conflict transformation.

At IMTD, forgiveness and reconciliation is central to what we do. In developing training programs for projects we not only focus on creating conflict resolution and dialogue procedures, we also place an emphasis on working with all forms of inequality. We are on the forefront of designing trauma and healing projects-as our work is always expanding as we create larger systems for peace.
Corporate Capability Statement

The mission of IMTD is to promote a systems approach to peace building and facilitate the transformation of deep rooted social conflict.

Just as conflict transformation and peace building are understood in terms of systems change, multi-track diplomacy takes a systems approach to understanding the nature of international peace building.

In fulfilling our mission statement, IMTD takes a holistic and participatory approach in assessing all key variables in deep rooted conflicts in both conflict and post-conflict settings (our systems approach). Through training and third-party involvement, we then facilitate peace building by facilitating conflict prevention, management, and transformation.

We promote the breaking down of stereotypes and other barriers, provide differing groups with the skills to transform how they view each other, and facilitate the development of mutual understanding, trust and reconciliation.

At the invitation of community-based groups in conflict, our needs-based approach and interventions include conciliation, facilitation, mediation, adjudication, and negotiations primarily through participatory training and interactive dialogue based on field-tested and tailored curriculum and methodology. Our effectiveness lies in our core values of mastering of understanding of facts and prevailing feelings inherent in a conflict, careful listening, building an environment of trust, persistence, and programming resources to address conflict transformation needs over the long term.

IMTD’s intellectual capital, lessons learned, and best practices are disseminated and shared through an extensive publications program of occasional papers, frequent public presentations, a long-standing internship program, and through an extensive network of partners and friends spanning most continents.

IMTD is based in Arlington, VA, and has more than 1400 members in 31 countries.

Products and Services

Conflict Resolution Training

IMTD focuses on conflict resolution training in conflict afflicted areas, and has conducted over fifty successful and innovative conflict resolution workshops throughout the world over the last fifteen years. Our workshops have focused on providing concrete solutions to communities in conflict. These training workshops help participants build skills in negotiation, dialogue, active listening, and cross-cultural sensitivity.

We also concentrate on intra-governmental coordination, ethnic identity, and leadership trainings.

IMTD has designed and delivered extensive programs and workshops in the arts of conflict resolution, working with groups from around the world. Our workshops are designed to train participants to combine active listening with effective communication skills to arrive at resolutions that encompass the interests of all participants. Our training efforts result in personal and inter-group relationships built on trust, respect and, ultimately, creative cooperation. We help local nationals to create a peace system that makes sense for them and is respectful of their particular circumstances.

We provide tools and skills that elicit, enhance, and harmonize with the indigenous cultural values, views, and methods of the people involved.
We bring people together across disciplines and conflict lines, in a safe and guided environment, to listen and learn from one another, to develop trust, and mobilize for action together for a common purpose. All of our activities are opportunities for learning about the resolution and transformation of conflict, the peace building process and our role in it.

We articulate these lessons in a variety of ways - through books and articles, conference presentations, public speaking, films, training manuals, etc.- to make them available to others and to advance the field.

**Fostering Dialogue**

IMTD has provided many groups and communities over the last fifteen years with the necessary tools and skills to address ongoing, deep-rooted ethnic, religious, structural, and cultural violence while exploring possible applications of conflict resolution methods.

IMTD always works to build trust and relationships with people on the ground and therefore to enable the formation of a long-term commitment to resolve a specific conflict. IMTD has also cooperated with several U.S. and international institutions that work in a field of conflict resolution and management.

IMTD has facilitated many innovative and dynamic workshops, and conducting dialogues has become a facet in which IMTD has used its good offices to bring people together from diverse ethnic, religious, cultural, and economic backgrounds in the greater Washington, DC area to examine differing social thought in a peaceful exchange of ideas.

IMTD has conducted a series of dialogues over the past ten years that have focused on, among others, the countries of Ethiopia, Eritrea, Israel/ Palestine, Libya, Cuba, and Somalia.

**Facilitation / Mediation**

Since 1992 IMTD has initiated and facilitated various conflict resolution and conflict transformation projects in troubled regions in Europe, Asia, Africa and the Middle-East. Most recently, IMTD has been working on issues in Georgia, Nepal, Sudan, Zimbabwe, Jordan, Libya, India, Pakistan and Kashmir, and on issues of Water and Peace.

**Institutional Change**

IMTD explores ways to address the connection between the fields of conflict resolution, relief, and development. By doing so, IMTD seeks to train international development and relief institutions to integrate the theory and practice of conflict resolution and analysis into their operations. By introducing these organizations to frameworks for dealing with conflict situations, they gain a better understanding of how to design and implement projects in conflict systems.

**Institutional Capacity**

**Program / Project / Task Order Management**

IMTD has a demonstrated track record of managing projects within budget and time constraints while delivering highest quality results.

Using the latest in automated project management and tracking software, IMTD can demonstrate with confidence that projects and task orders will conform to bid parameters throughout the life of a project.

IMTD plans projects and task orders using a corporate planning cycle that utilizes the full expertise of resident managers, consultants, and program officers to ensure completeness and accuracy.
DAI Partnership

Since 2005, IMTD has been in a partnership with Development Alternatives, Inc. (DAI) as a conflict analysis and resolution subcontractor for a 500 million USD initiative by the United States Agency for International Development’s Conflict Management and Mitigation section to expand conflict resolution practices in the development sector.

Ambassador McDonald and DAI’s Crisis Mitigation and Recovery section have met several times to discuss areas of collaboration on conflict resolution and peacebuilding projects, which has led to the creation of the DAI/IMTD partnership initiative for USAID projects.

Collaboration on projects has been augmented by DAI’s hiring of a former IMTD Program Officer for work in its Macedonia Program, and recent travel by IMTD with DAI Teams to the Great Lakes Region of Africa to assess the potential for conflict resolution in the region.

The IMTD/DAI partnership is intended to assist USAID missions through rapid program response, specialized technical assistance, capacity building, and research on the dynamics of conflict.

IMTD has joined with the DAI Team to work within a taskforce on Conflict Prevention, which also includes the African Centre for the Constructive Resolution of Disputes (ACCORD), Search for Common Ground, Carr, Swanson and Randolph, LLC, and Evidence Based Research, Inc. Other taskforces include Peacebuilding and Conflict Management sections.
New College Expansion

In the fall of 2005, IMTD began discussions with the New College of Florida (NCF), an independent public honors college for the state of Florida that was established by the Florida Legislature on July 1, 2001 to explore the possibility of opening expanding IMTD operations in Sarasota Springs, Florida.

This effort, inaugurated by Ambassador McDonald and Board Member Nat Colletta in 2006, creates a NCF-sponsored site that will offer conflict resolution training to students and coordinate fundraising efforts within the Florida community.

Since its inception, the New College Initiative has brought students from Florida to Washington DC to work on policy and NGO management issues.

IMTD is also pursuing opportunities with NCF to establish the first academic journal for multi-track diplomacy.

Ambassador McDonald has offered to host more interns from NCF to familiarize the student body with the work undertaken by IMTD, and facilitate the eventual process of establishing logistical coordination between the Washington office and the Sarasota initiatives.
Water for the Poor

On December 1, 2005 President Bush signed into law the Senator Paul Simon Water for the Poor Act (H.R. 1973). For the first time in our history the Department of State has made drinking water and sanitation a major foreign policy goal of the United States.

Ambassador McDonald and IMTD are currently working with the State Department USAID and other non-governmental organizations (NGOs) to ensure successful execution of H.R. 1973. Ambassador McDonald believes that to be properly implemented H.R. 1973 requires an individual, with the rank of Ambassador, to be appointed to the Office of the Under Secretary for Global Affairs in the State Department. This Ambassador would coordinate development of strategy and oversee implementation of the new law. An Ad Hoc NGO Advisory Committee would also be put in place to advise the Ambassador on the development and implementation of strategy.

Ambassador McDonald has a long history of involvement with worldwide water issues. He was integral in launching the first United Nations Decade of Drinking Water and Sanitation (1981-1990) while at the State Department. The goal of the Decade was for all people in the world to have access to safe drinking water and sanitation. The Decade was very successful as it provided 1.1 billion people with access to safe water and 769 million people with access to improved sanitation.


It has been two years since the Second Decade was launched, and unfortunately, little has been done by the UN to implement the Decade’s goals. Ambassador McDonald is pushing hard on all fronts to ensure that the project happens.

Ambassador McDonald has long realized the importance of providing clean water and sanitation to the world’s poor, water issues have only recently begun to be seen as a vital and necessary prerequisite to sustainable development.

Not only is water needed for basic survival, but its links to health (e.g. HIV and diarrhea), security (e.g. conflicts over water in the Middle East), and economic growth (e.g. freeing women, the water carriers, for more productive work) prove that water is an essential component of development. The Water for the Poor Act and the UN Water for Life Decade are historical opportunities for making realizable the goal of clean water and sanitation for all.
Georgia

Recently, IMTD has proposed to hold a series of dialogue and conflict resolution training workshops with Georgian and Abkhaz community leaders aimed at addressing the trauma and hardship that has resulted from the continuing standoff.

The workshops, which would take place in areas considered safe, neutral ground to encourage full, unguarded participation by both sides, would concentrate on building relationships of trust among the two sides. The long-term objective is for the trust cultivated in the workshops to be spread among the community leaders’ constituencies so that joint economic projects and other healing and reconciliation programs (such as the resettlement of internally displaced persons) can ensue.

IMTD’s vision is to make all of Abkhazia a weapons-free Peace Zone, focused on restoring Abkhazia’s former vibrancy by facilitating interpersonal, socioeconomic and institutional linkages between Georgians and Abkhazians. Peace in Abkhazia could be a model and a catalyst for the stabilization of other Christian-Muslim conflicts in the region, such as that between Russia and Chechnya and that between Armenians and Azeris over Nagorno-Karabakh.

Over the course of the past year, IMTD has submitted proposals to the United States Agency for International Development (USAID) for further development of our conflict resolution initiatives in the region.

As this report is being written, Georgian and Abkhaz authorities (encouraged by the international community) are renewing diplomatic efforts. As the hope of a peaceful resolution of the conflict grows, the need for IMTD’s involvement becomes more urgent.

IMTD, in partnership with Georgian NGOs (including George Soros’s Open Society – Georgia Foundation) which provide local expertise and connections, is in the process of exploring opportunities with the Georgian Ministry of Conflict Resolution.

IMTD further expanded its network of connections in Georgia by hosting the Minister of Conflict Resolution, Mr. Giorgi Khaindrava, during his visit to Washington in the summer of 2006 to strengthen in-country political support for initiatives aimed at building peace in Abkhazia.
Asian dialogue groups have met five times since their inception in October 2005. Dialogue groups brings together Korean, Japanese and Chinese nationals studying and working in the Washington, DC area to discuss the images, perceptions, and historical tensions that continue to hinder the development of relations between nations.

The first dialogue was conducted on October 29, 2005, between Japanese and Korean nationals living in the United States. The discussion covered a range of topics including identity, the differing ways of perceiving government and people, sociological factors that limit inter- and intra-societal discussion of the period of colonization and WW II, and the role of democracy in Asian cultures.

The second dialogue was convened on December 7, 2005, and focused on trying to develop a framework within which to understand the problems dividing the two societies. The discussion confronted some of the most well known issues, including the role of education in shaping an environment conducive to reconciliation, the differing perceptions of Yasukuni Shrine, the Dok-doh/Takeshima islands controversy, and how to construct relations with North Korea.

The third session was held in March 2006 and focused on expanding the group’s membership and creating a working group of knowledgeable citizens and academics to foster intercommunal dialogue and growth.

The fourth and fifth sessions expanded the range of issues discussed to include the historical relationship between China and Japan, and discussion of potential futures for the isle of Taiwan.

The Asia Dialogues continue to be an invaluable educational forum for all involved and have provided a comfortable network of people with which to discuss these issues at length.

IMTD plans to continue the dialogues in 2007 to address ongoing shifts in relationship between the Asian countries and advocate for the peaceful exploration and resolution of historic tensions.
Jordan

IMTD, in conjunction with Prince El Hassan Bin Talal of Jordan has continued work on plans to establish a Middle East Conflict Management Center (MECMC), to be hosted in Amman Jordan. The Center will serve the needs of the entire Middle East, offering conflict resolution training, and good offices to members of communities throughout the region.

The guiding objective of the MECMC is to assist parties in developing organic conflict resolution practices and structures in order to create sustainable peace. This will require the MECMC to develop knowledge of the region and the issues that spark conflict there, enhance expertise in conflict management and dispute resolution methods, and through training pass those skills onto the local community in the region.

The aim of the Center is to further educate members of the greater Middle Eastern society on the importance of their role as Track II, non-governmental diplomats in the ongoing conflicts that threaten the region. The further intent is to instill conflict resolution and transformation principles into a selected pool of community members from different sectors of society (educational, religious, civil, economic, media) who can, in turn, educate local parties to resolve conflicts using non-violent methods.

The past year has seen a change in both the Israeli and Palestinian leadership, which has directly impacted opportunities for peace. Levels of communal violence in Iraq have continued to rise as has tensions between Lebanon and Syria.

Tension in the region has also increased in part due to Iran’s nuclear efforts, highlighting the urgent need to develop new structures, institutions and capacities for enhancing regional stability, preventing and resolving violent conflict, and promoting inter-ethnic cooperation and reconciliation.

The Middle East Conflict Management Center (MECMC) will address the serious political, social and economic challenges in the region. Such a center embodies a comprehensive approach to security and stability, by focusing not only on the politico-military aspects of security, but also those related to social, environmental and human dimensions. The rapid escalation of violence in the region is damaging, and making ineffectual existing conflict resolution and conflict transformation efforts to bring conditions of stability and peace to the region.
Kashmir

IMTD has been involved with Kashmir since 1995 when two retired Lieutenant Generals, from India and Pakistan respectively, visited Ambassador McDonald and asked him to “solve the Kashmir conflict”.

Ambassador McDonald immediately realized that ‘solving’ the Kashmir conflict was an enormous task that was well beyond the task of one organization, but he knew that IMTD could help the people of Kashmir.

IMTD staff began brainstorming ways to help work towards peace in Kashmir. IMTD, in collaboration with a politically inclusive NGO in Pakistan, the Kashmir Institute of International Relations (KIIR), began to train politicians at the local and ministerial level in conflict resolution skills and methods of collaborative communication.


IMTD has now prepared a core of cooperative-minded leaders with communication skills to effect positive change within their respective parties, and within the Azad Kashmir government.

In March of 2006, IMTD hosted a five-day intra-Kashmir dialogue in the Maldives to strengthen understanding among the people of Jammu & Kashmir.

This initiative, which brought together 20 participants from both sides of the Line of Control, sought to engage the parties in active dialogue and resulted in renewed determination to undertake a joint project: writing a joint history of the Kashmir region.

Former IMTD Program Officer Jacob Laden also recently traveled to India to research microfinance initiatives as they might relate to citizen diplomatic efforts.
Somalia and Ethiopia

Somalia Dialogue and Training of Legislators Projects

Over the past year, IMTD has hosted two separate dialogue projects with citizens and expatriates from Somalia and Ethiopia. Both dialogues have centered on promoting the growth of civil society in the respective countries by bringing citizens together currently residing or traveling outside the country in the Washington DC community.

In 2005, IMTD was invited by the Somali Speaker of the Parliament to assist in the training of legislators in Somalia; IMTD is actively pursuing funding to implement this project in the near future.

Ethiopian Dialogue and Journalists Media Project

In the fall of 2005, Ambassador McDonald met with Deputy Assistant Secretary for African Affairs Donald Yamamoto to discuss the situation in Ethiopia. As a result of that meeting, the Ambassador has hosted a series of three dialogues with members of the Ethiopian community.

That series of dialogues has led to the creation of an Ethiopian media project in conjunction with an Ethiopian journalist that is designed to promote press freedom and access in Ethiopia through the creation of an Internet-based Ethiopian news service that will offer advice on best practices to aspiring journalists and serve as news outlet outside the urban centers.

IMTD continues to explore the ways in which it can obtain further resources to strengthen journalism in Ethiopia, foster and educated network of citizens, and advocate for peaceful change.
Sudan

Sudan, the largest country in Africa, has been torn by internal strife for almost 30 years. The major conflict for most of that period was between the Muslim North and the Christian South.

Three years after the conflict in the western province of Dafur came to the attention of the world there is still a widespread need to assist victims of the conflict.

The problems in the southwest regions of Sudan between Uganda and the LRA are also still on-going; the recent indictments of LRA leaders by the International Criminal Court (ICC) have not diffused tensions in that conflict, nor has the United Nations Security Council decision to approve an investigation by the ICC into possible crimes against humanity in Darfur.

IMTD has followed the Sudan’s problems for years. Ambassador McDonald had developed a relationship over a number of years with Col. John Garang, the leader of the SPLA in the South whose tragic death in July of 2005 limited opportunities for peace.

IMTD, in partnership with another NGO worked with the Sudan Council of Churches in Khartoum, Sudan. The National Endowment for Democracy approved the proposal in June, which was carried out in December 2004.

Most recently, IMTD has submitted a proposal to the United States Department of State requesting funds under a Reconciliation Grant Program to bring religious leaders from the Sudan to the United States for a tour and meetings with religious figures and institutions to promote intercultural and inter-religious understanding.

IMTD intends to bring a group of people from the United States to the Sudan in the second phase of the grant to promote a greater American understanding of Islam and its role in society.
Libya

In May of 2006, the United States took the historic step of reopening diplomatic relations between the United States and Libya.

Renewed diplomatic ties bolster IMTD’s efforts to bridge the gap in cultural awareness between the United States and Libya.

Retired US Major John Fuller, a local soccer coach has proposed the idea of a soccer match between the US and Libya as a way to promote the growth of positive relations between the two countries.

IMTD, DC United and the Libyan government are currently discussing possible timeframes and logistics for an exhibition match between the Libyan national team and DC United to be held in Tripoli.

Ambassador McDonald and Program Officer Adam Kaplan traveled to Libya in July 2006 to discuss the next steps in joint efforts to promote intercultural awareness.

During their visit, they met with government officials, representatives from the Ministry of Culture, and toured several historical sites.

Adam has been asked to return to Libya in the early months of 2007 to participate in a conference on potential multi-track opportunities involving the business sector.

In light of improving US-Libyan relations, IMTD is exploring other opportunities for new initiatives which could support people to people interaction.
Nepal

This past year has witnessed dramatic changes in Nepal through people power initiatives.

In April, King Gyanendra announced he would reinstate Nepal’s dissolved parliament, prompting political parties to call off mass protests, which was followed days later by a ceasefire by the Maoists and a promise by major political parties to work together.

In May, Parliament curtailed the powers of King Gynanendra drastically and took away his control of the army, declaring that Nepal is no longer a Hindu kingdom but a secular country.

In June, The Prime Minister and Maoists agreed to dissolve the current parliament and set up an interim administration to include the Maoists in exchange for the dissolution of the parallel government.

In August, the Maoists and the government agreed to demobilization, confining the Maoists’ arms to one set of camps while government troops would be restricted to their barracks.

Dramatic strides forward in the peace process in Nepal culminated in November when Nepal’s royalist government and Maoist rebels signed a comprehensive peace accord, formally ending the ten-year civil war that has led to more than 13,000 deaths and displaced hundreds of thousands of people. The accord is widely viewed as a victory for peace and democracy. The two sides have agreed to set up a joint interim administration that will oversee elections scheduled for March or April 2007.

For civilians, who have found themselves increasingly caught up in the violence, the cessation of hostilities has come as a relief, but much work still needs to be done to heal the wounds of the conflict. IMTD remains committed to assisting reconciliation and trauma healing in Nepal.

IMTD was first invited to work in Nepal by local NGOs in 2001 to help with the issue of the Maoist insurgency. We initially met and worked with more than seventy individuals including members of the Dalit population (untouchables), Maoist revolutionaries, women’s groups, business leaders, and two former prime ministers.

IMTD continues to develop proposed efforts to work specifically with traumatized Nepali women—training professionals to provide psychological and social services, and conflict resolution training to women who have been victims of trauma and abuse. Women play a key role in Nepali social dynamics and providing psychological, political, and conflict resolution training is an important part of any systemic approach to peace.

IMTD continues to build and maintain relationships with groups and partners working within Nepal, including Search for Common Ground, The Center for Victims of Torture, and the Collective Campaign for Peace, a local NGO. We are committed to supporting the peace process in Nepal, and as such, have submitted proposals to USAID for conflict mitigation and management programs in Nepal.
Additional Ongoing Efforts

IMTD maintains its commitment to fostering peaceful change worldwide through ongoing peacebuilding and education efforts and partnerships in Bolivia, Cuba, the Great Lakes Region of Africa, Israel, George, Kashmir, Liberia, Moldova, Montenegro, Palestine, Serbia, Sierra Leone, and the Tibetan Government in Exile.

IMTD has initiated new projects with the National Defense University, the Industrial College of the Armed Forces, and has created new opportunities to work in the Punjab cross-border region of India and Pakistan, and in the Niger River Delta.

IMTD remains committed to developing connections, generating new opportunities for peace, and advocating for nonviolent, structural change worldwide, and is involved in the Global Peace Index, released on May 30, 2007.
Income and Expense by Month January through December 2006

Income Summary January Through December 2006

- Contribution Income - 50.52%
- Program Revenue - 45.02%
- Miscellaneous Income - 3.43%
- Workshop Income - 0.37%
- Private Grants - 0.34%
- Honorariums - 0.25%
- Publications Income - 0.06%
Staff

**Eileen Borris, Ph.D.**
Dr. Borris is IMTD's Director of Training. She has a Ph.D. in clinical psychology from Columbia University, and has worked on reconciliation and trauma healing issues.

**David Ard, Ph.D.**
David Ard joined IMTD in June 2006 as the Executive Director and Intern Supervisor. He received his Ph.D. from McMaster University in Hamilton, Ontario, Canada, in 1978 in Philosophy of Religion. He has taught world religions in an undergraduate setting for over 25 years.

**Adam Nester, M.S.**
Adam serves as a Senior Program Officer, Intern Adviser, and Senior Editor. He is an alumnus of the Institute for Conflict Analysis and Resolution at George Mason University, and has worked on international law and psychosocial trauma issues.

**Erica Sewell**
Erica currently serves as Acting Executive Director as of December 2007 and is working on projects in west Africa. She is an alumna of the Institute for Conflict Analysis and Resolution at George Mason University, and specializes in conflict and gender issues and African affairs.

Board of Directors

**Chairman and CEO**
Ambassador John W. McDonald, a lawyer, author, lecturer, professor, negotiator, and peacebuilder, was a U.S. career diplomat for forty years. He spent sixteen of those years on United Nations affairs and twenty years in Europe and the Middle East.

**Mr. Nat Colletta**
Mr. Colletta spent 25 years with the World Bank and was the founding Director of the post-conflict unit at the World Bank Group. He is a private consultant working internationally in the field of Conflict Resolution.

**Mr. Tom Colosi**
Mr. Colosi is a professional Dispute Resolution Trainer, Facilitator, and Mediator. He is currently the Principal of The Colosi Group.
Ambassador Claudia Fritsche

Ambassador Fritsche is the first resident Ambassador of Liechtenstein in Washington. She also served as the Permanent Representative of the Principality of Liechtenstein to the United Nations in New York from 1990 to 2002.

Mr. Tom Donahue

Mr. Donahue currently serves as a Senior Fellow of the Work in America Institute. He has served the trade union movement in a variety of positions throughout his career.

John Paul Fuller

Mr. Fuller is a EEO and Diversity Officer with Johns Hopkins Hospital in Baltimore, MD, holds graduate degrees in education, and is a retired US Army officer.

Mike Godfrey

Mr. Godfrey has 25 years of international development experience in Africa, Latin America, and Eastern Europe. He has directed programs in sustainable community development, water supply, environmental sanitation and natural resources conservation, civil society, and disaster preparedness and humanitarian response. He currently oversees DAI’s Managing African Conflict contract and two associated projects: conflict prevention, mitigation, and response in East and Southern Africa and the Liberia Community Infrastructure Project.

Rukudzo Joseph Murapa

Dr. Murapa is the Vice Chancellor of Africa University in Zimbabwe. Professor Murapa has undertaken a number of short-term consulting assignments with UNESCO, UNICEF, UNDP, the World Bank, the Commonwealth Secretariat, USAID and GTZ.

Brian Polkinghorn

Dr. Brian Polkinghorn, associate professor of conflict resolution and executive director of the Center for Conflict Resolution at Salisbury University.
Mr. Richard Ruffin
Mr. Ruffin is the Executive Vice President of Initiatives of Change-International in Washington DC.

Susan Shearhouse
Mrs. Shearhouse provides facilitation, mediation and training in conflict resolution processes through her own firm, Frameworks for Agreement.

International Advisory Council

Dr. Landrum Bolling
The former President of Earlman College, he is a renowned Middle East expert and is currently advisor to Mercy Corps and the Conflict Management Group.

Dr. Parris Chang
Dr. Chang is a member of Taiwan's Legislative Yuan. He is the DPP's co-chairman of the Foreign Relations Committee and a former Professor of Political Science at Pennsylvania State University.

Dr. Louise Diamond
Dr. Diamond is a co-founder of IMTD, has over twenty years experience as a psychotherapist, human relations trainer, author, OD consultant, and health educator. She now runs the Peace Company.

Dr. Jean Freymond
Dr. Freymond has been Director of the Centre for Applied Studies in International Negotiations in Geneva, Switzerland since 1980.

He is an author, lecturer, professor, and practitioner.

Mr. G. David Hurd
Mr. Hurd is Chairman Emeritus and former Chief Executive Officer for the Principal Financial Group, a Des Moines-based financial services organization.

Ambassador Princeton Lyman
Mr. Lyman is the Executive Director of the Global Interdependence Initiative at the Aspen Institute in Washington, DC and led a distinguished US diplomatic career before that.

Mr. Robert Müller
Mr. Müller retired from the United Nations after forty-four years. He continues to write and serve as consultant to the Secretary General and is Chancellor Emeritus of the University for Peace in Costa Rica.
Ambassador Tadesse Terrefe is the former Minister of Education for Ethiopia. He is now based in Geneva, Switzerland as a private consultant.

Dr. Paul van Tongeren is Executive Director of the European Centre for Conflict Prevention. He was the initiator of the Searching for Peace programme that aims at recording, describing and analysing prevention and management efforts in the main violent conflicts in the world.

Ven. Dhyani Ywahoo is founder and director of Sunray Meditation Society. She has traveled around the world speaking on Cherokee philosophy and Native American sovereignty issues.

General Inar Rikhye was a retired Major General in the Indian Army has spent the past thirty-five years working in multilateral peacekeeping as a diplomat, soldier, and educator.

Major General William Nash General Nash's last assignment before retirement was head of IFOR in Bosnia. He is currently Director, Center for Preventive Action at the Council on Foreign Relations.

Bill Lincoln is an internationally recognized teacher, trainer, and negotiator. His impartial intervention activities include prison uprisings, Native American affairs, environmental issues, court diversion/restitution cases, desegregation of schools, community development projects, labor management issues, public policy disputes, and environmental scenarios. He is also the Co-Director of the Russian-American Program on Conflictology and the Sudan-American Program for Peace. We have worked together in Russia, Cuba, and Sudan.

Mr. Joseph Montville Mr. Montville is a former US diplomat, coined the phrase “Track-Two Diplomacy.” In 1982, he served as the Director of the Preventive Diplomacy Program, Center for Strategic and International Studies in Washington, DC for nine years.

Michelle LeBaron, JD is originally from Canada where she practiced and taught in Vancouver. Widely published, Michelle is particularly sensitive to cross-cultural and diversity issues. She has returned to Vancouver and she is on the faculty of the University of Vancouver.

Many of IMTD's projects were enriched by the talents and skills of a wide range of Associates. These individuals bring their expertise and experience to IMTD's initiatives and their contributions are invaluable. We thank them, and look forward to working with them in the future.

Michaela Hertkorn, Ph.D. was IMTD's European Representative since from 1997-2000, prior to which she was an intern with the Institute. Michaela received her Ph.D. from the Free University of Berlin and is currently on the faculty of NYU in New York City, and on the faculty of Seton Hall University, in New Jersey.

Poonam Barua, MA is an expert in confidence building measures in South Asia and has excellent connections with the business community in the region. She is the director of Public Affairs Management in New Delhi, India. Poonam is working with IMTD on our Business and Conflict Resolution project in South Asia and our Kashmir projects.

Mohammed Abu-Nimer, Ph.D. has been conducting negotiation and conflict resolution training workshops for diplomats, community leaders, journalists, academics, and other professionals internationally since 1980. He is currently an Assistant Professor in the International Peace and Conflict Resolution
department of the School of International Service at American University in Washington, DC. He has been an integral part of IMTD's work with Care Sri Lanka.

**Polly Davis**
is Associate Director of the Conflict Resolution, Research and Resource Institute, where she is responsible for developing alleged human rights violation dispute resolution projects in Central America and Poland. She is a certified mediator, and has conducted trainings in negotiation and mediation in Russia, Poland, Guatemala, Costa Rica and Sudan. She traveled and worked with IMTD in Sudan in December 2004.

**Jonathan W. Reitman Esq., JD**
has been affiliated with IMTD since 1999. He is a lawyer and is a partner with Gosline, Reitman & Ainsworth, which is based in Brunswick, Maine and offers dispute resolution services to a wide variety of clientele. Jonathan also teaches at the local law school and is one of the three key consultants who work on IMTD's Youth Leadership Adventure Program in Bosnia.

**Dr. Lewis Rasmussen, Ph.D.**
has been a friend of IMTD from the time he co-founded USIP's education and training programs in the early 90s. He has provided training to thousands of people around the world; has authored articles, chapters, and books on conflict resolution and transformation; and has managed a variety of international peace and justice programs. He is currently Senior Associate for Conflict Mitigation and Transformation at ARD Inc., and is collaborating on various projects.

**James Notter, MA**
has continued his long association with IMTD, more recently serving as a trainer on the Cyprus University Student training program in Boston. Jamie holds a Master's of Science in Conflict Resolution from Conflict Resolution at George Mason University's Institute for Conflict Analysis and Resolution.

**Carol Yamasaki, MA**
is an expert in the martial art of Aikido, lives in San Rafael, California, and is the lead consultant since 1999 for the Youth Leadership Adventure Program. She has spent a great deal of time traveling within Bosnia and Herzegovina coaching the YLA participants in project design and implementation.

**Melin Vranseic, MD**
is a psychiatrist in the Department of Psychiatry at the Day Hospital in Sarajevo. He has previously worked with the International Rescue Committee, the International Children's Institute, and the International Federation of Red Cross. Melin has a strong background in organizational development and capacity building, and has extensive experience in multiethnic, cross-cultural collaboration.

**Peter Swanson, MA**
has served as a mediator and facilitator in a wide variety of negotiated rulemaking, public policy, enforcement, grant administration, EEO, employment, and labor related disputes. He was a commissioner with the Federal Mediation and Conciliation Service and a consultant in conflict resolution for the Tibetan Government in Exile.

**Tridivesh Singh Maini**
Maini has now taken on the role of an IMTD associate to explore possible projects in bringing about greater South Asian Cooperation in the region of the Punjab.

**Richard Moon, MA**
joined IMTD at the first Lake Trails camp in 1999 where he showed the young participants how to use Aikido as a conflict resolution tool. Richard lives in San Rafael, California and coaches business leaders and corporations as a partner in the Performance Edge, an Aikido-based consulting firm.

**Stanford Siver, MBA, PhD**
IMTD’s former Executive Director is currently the Director of the Global Process Institute, an organization promoting process oriented awareness based interventions in conflict and dialogue. See www.worldwork.org.

**Jamie Spector, MSW**
worked in Bosnia and Herzegovina for four years with several international and local NGOs. She brings a systems perspective to her work in project development, group facilitation and therapy, training, and community development. Jamie has worked with IMTD in Bosnia and on the Staying Sane in a War Zone course.
Interns

Our interns are the life blood of IMTD. We couldn't operate without their brains, heart, talent, and passion. They have gone on to earn Ph.D.'s, heal conflicts, shepherd nonviolent initiatives, train countless others, and help make the world a better place.

Summer 2006 Interns

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Front Row L to R: David Ard, Paolo Mastrangelo, Ambassador John McDonald

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IMTD Annual Report 2006
IMTD Annual Report 2006
Publications

The Institute for Multi-Track Diplomacy is committed to the concrete practice of conflict resolution. The Institute recognizes that practice must be informed by well-designed theory.

Through its books and occasional papers, over the past decade IMTD has made an important contribution to multi-track diplomacy's written record.

IMTD's early publications explored guidelines for newcomers to track two diplomacy and the personal role of peacemakers working in active war zones.

Its publications offerings have grown to include two books (a third is on the way), eighteen occasional papers, and two manuals for participants in multi-track diplomatic activities.

IMTD's trademark publication is *Multi-Track Diplomacy: A Systems Approach to Peace*. Written by IMTD co-founders Louise Diamond and John McDonald, the book, first published in 1992 and now in its third edition, explores the diverse facets of effective international peacebuilding.

Multi-Track Diplomacy has remained in wide demand: Every year it is ordered for use in classrooms, seminars, and public events across the country and around the world, and it is now being translated into Chinese and Japanese.

*Peace Trails in Bosnia*, a book about one American businessman's extraordinary efforts to help bring peace to the Balkans by funding conflict resolution training and leadership programs for young Bosnians from across all ethnic and religious lines, will be released next year.

Books

**Conflict Resolution: Track Two Diplomacy**

Edited by Ambassador John W. McDonald and Diane Bendahmane, Revised edition, Published by the Institute for Multi-Track Diplomacy, © 1995

**Multi-Track Diplomacy: A Systems Approach to Peace**

By Louise Diamond, Ph.D. and Ambassador John W. McDonald, Third Edition, Published by Kumarian Press, West Hartford, CT, © 1996

**The Courage for Peace: Daring to Create Harmony in Ourselves and the World**

By Louise Diamond, Ph.D., © 2000, Foreword by Neale Donald Walsch, Published by Conari Press

**Engaging Track One Diplomacy**

#1 *How to be a Delegate: International Conference Diplomacy*
By Ambassador McDonald

#2 *Protocol and Etiquette: Guidelines for Citizen Diplomats in Multi-Track Diplomacy*
By Christel G. McDonald

Occasional Papers

#1 *Peacemakers in a War Zone*
By Louise Diamond, © November 1993

#2 *Guidelines for Newcomers to Track Two Diplomacy*
By Ambassador John W. McDonald, © November 1993
#3 Further Exploration of Track Two Diplomacy  
By Ambassador John W. McDonald, © November 1999

#4 Beyond Win/Win: The Heroic Journey of Conflict Transformation  
By Louise Diamond, © January 1996

#5 Trust and Conflict Transformation  
By James Notter, © April 1995

#6 From Iran, Catalonia, and Michigan to IMTD: An Introspective Journey Through the Field of Conflict Resolution  
By Shahram Amadzadegan, Sergio Farr, and Benjamin Kasoff, © January 1996,

#7 Building Peace and Transforming Conflict: Multi-Track Diplomacy in Practice  
By James Notter and Louise Diamond, © October 1996

#8 Lessons on Partnership from the Peace and Development Learning Community  
By Kristin Clay and Nizar Rammal, © December 1997

#9 The Need for Multi-Track Diplomacy  
By Ambassador John W. McDonald, © November 1999

#10 The Healing Power of Forgiveness  
By Eileen R. Borris, © October 2003

#11 The Impact of NGO’s on Policy Makers  
By Ambassador John W. McDonald, © 2003

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By David G. Alpher and Eileen R. Borris, Ph.D. © 2004

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By Irakli Kakabadze © 2005

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