



seeds of peace program framework

2012 – 2015

amman ♦ cairo ♦ gaza ♦ jerusalem ♦ kabul ♦ lahore
london ♦ maine ♦ mumbai ♦ new york ♦ ramallah ♦ tel aviv



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THEORY OF CHANGE

Seeds of Peace inspires and equips new generations of leaders with the relationships, understanding, and skills to advance lasting peace.

Governments negotiate treaties, but only people can make peace. A transformation among people, not just a transaction on paper, is required for real change in regions of conflict. This transformation must be guided by rooted, respected leaders within each society, and must extend beyond the political realm in order to end conflict and reach real and lasting peace.

Seeds of Peace fundamentally disrupts the status quo in regions of conflict, primarily the Middle East and South Asia, by giving exceptional young leaders and educators the opportunity to live and engage in dialogue with their historic enemies for one month at our International Camp—an experience virtually impossible in their home countries. Personal relationships across borders and genuine understanding of each other's perspectives are profoundly needed to transcend and transform the conflicts that divide them, yet there are almost no opportunities for positive interaction or direct engagement.

We combine this initial transformative experience with year-round local programs in the capacities leaders need most to be effective at peace-building. These programs begin as soon as youth return home from Camp and continue for the three years until they graduate from high school. Seeds of Peace stays with alumni, offering more targeted programs and advanced skills training as they move into their university years and begin their professional careers.

Our “Seeds” cannot transform their societies alone. Programs specifically designed for educators—including ministry officials, principals, academics, classroom teachers, school psychologists, and informal educators—follow the same model of Camp and year-round initiatives, with the goal of supporting and empowering Seeds, impacting more youth, and transforming classrooms and schools to contribute to a culture of peace. We develop networks of support within key groups—including parents, respected leaders, and international figures—that champion our Seeds’ and Educators’ efforts and intensify their impact.

Change will occur as the growing network of Seeds and Educators, now more than 5,000 strong, leverage their unique relationships, understanding, and skills—both individually and collectively—to address the root causes of conflict in and between their societies. While leaders in all aspects of society can contribute to peace, Seeds of Peace recognizes that certain positions and fields hold particular importance. As such, we invest most heavily in building leaders that have the potential to shift the landscape in fields that significantly affect the prospects for peace: policy and law, media and technology, education, business and entrepreneurship, civil society and conflict transformation, and women’s empowerment.



**“We must remember that it is not the world that governs our relationships,
but our relationships that govern the world.”**

—Yamen, Palestinian Seed

TEAM STRUCTURE

The year-round Seeds of Peace programming team consists of local, regional, and global program directors and coordinators. Our program development starts from the ground-up, with our local directors (all of whom are nationals of their country) who work most closely with our alumni in each country. Regional and global program directors strengthen programs and ensure consistent and coherent strategies across countries and regions. Whenever possible, Seeds of Peace employs its Camp alumni and staff in these roles.



GUIDING PRINCIPLES

youth matter.

- Over 50% of the population in the Middle East and South Asia is under the age of 25.
- Youth play a leading role in both acts of violence and calls for peaceful change in these regions.
- Seeds of Peace engages youth in their teens, their most formative years, as their personal and professional paths begin to take shape by combining experiences that transform conventional attitudes and beliefs with practical leadership training.

educators matter.

- As the shapers of young minds, educators play a decisive role in perpetuating or transforming conflict.
- Educators represent incredible potential for magnifying and multiplying the impact of Seeds of Peace through the transformation of classrooms, schools, and educational systems.
- Seeds of Peace has built the only cross-border networks that continue to unite educators in the Middle East, South Asia, United States, and United Kingdom through transformative experiences and practical training that helps create a culture of peace.

leaders matter.

- Transactional diplomacy, the negotiation of political agreements and treaties, must be married to transformational peace-building for real change to occur in conflict regions.
- There is a need for new leaders in all aspects of society who are motivated and equipped to help shift the landscape of conflict. Seeds of Peace invests in its alumni working to lead the fields that hold particular significance: policy and law, media and technology, business and entrepreneurship, education, and civil society and conflict transformation.

NEW GENERATIONS OF LEADERS ...

YOUTH

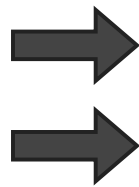
Seeds of Peace provides exceptional young leaders from conflict regions with a transformational experience at its International Camp followed by year-round practical training at home. Programs move through a continuum stretching from youth into adulthood, culminating in the Graduate Association, where alumni focus on ways to direct their professional and personal influence to shift the landscape of conflict and peace.

RECRUITMENT & SELECTION

Our approach begins by identifying young people, ages 14-15, who demonstrate exceptional potential for reaching positions of leadership and influence in their societies.

In most countries, government ministries, representatives, or community leaders are involved in the selection process; in others, the process is driven through schools and youth networks.

Our goal is to find authentic leaders, well-rooted in the mainstreams of their society, and build delegations that are balanced with respect to gender and representative of the different religious, ethnic, geographic, and socioeconomic backgrounds in each country. Participation in the International Camp is heavily subsidized to ensure that socioeconomic status is not a constraint for deserving applicants.



INTERNATIONAL CAMP

The foundational experience and departure point for all Seeds of Peace programs.

LOCAL, CROSS-BORDER & REGIONAL PROGRAMS

Local staff run year-round programs in and between the countries in which we work. These programs build on the Camp experience and focus on the four capacities that leaders need most to be effective peace-builders:

- 1) strong *relationships* across lines of conflict;
- 2) a sophisticated *understanding* of core conflict issues;
- 3) practical *skills* in communication, critical thinking, and change-making; and
- 4) the ability to take responsible and effective *action* on behalf of peace and *influence* others to do the same.

GRADUATE ASSOCIATION

The Graduate Association is a life-long membership group for all alumni of the Seeds of Peace International Camp aged 22 or older.

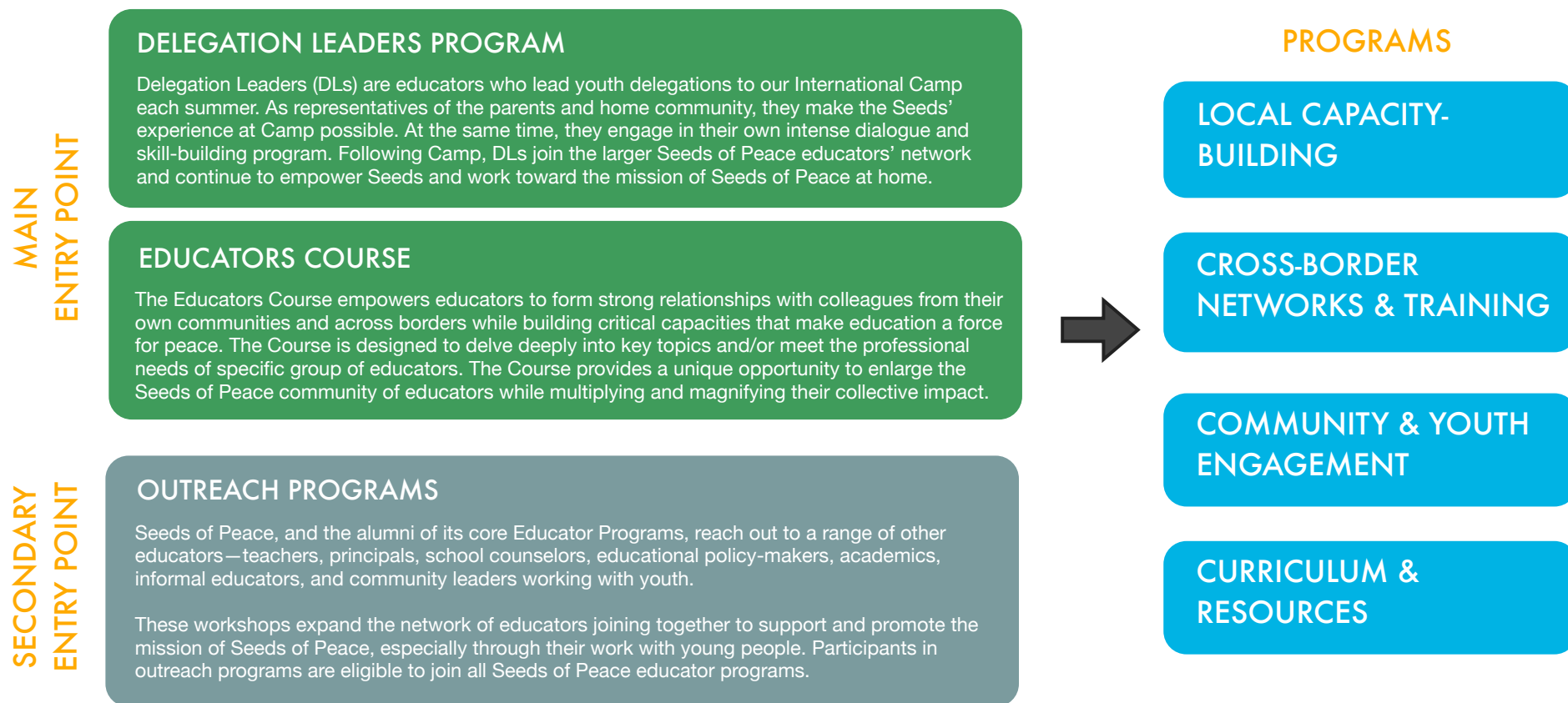
Our goal is to help alumni develop and leverage their professional and personal capacities, individually and collectively, to effect change. While leaders in all aspects of society can contribute to peace, Seeds of Peace recognizes that certain fields and positions hold particular importance. As such, we invest most heavily in programs that have the potential to shift the landscape in four of the fields most pivotal to conflict and peace: policy and law, media and technology, business and entrepreneurship, education, and civil society and conflict transformation.

EDUCATORS

Educators play a central role in transforming conflict by empowering young people to be critical thinkers, engaged citizens, and peace-builders. In order to effectively empower young people, educators must first be empowered themselves. Through Seeds of Peace Educator Programs, educators are inspired with a sense of possibility and growing confidence in their own potential to make positive change. They are equipped with skills, tools, and resources to use in their work with youth. They become part of a unique cross-border community of educators who support each other and work together to empower young leaders and create a culture of peace.

Seeds of Peace Educator Programs engage a range of professional educators from the Middle East, South Asia, the United States, and the United Kingdom: a) educational policy-makers and government officials, b) school principals and administrators, c) classroom teachers, d) academics, e) school counselors and psychologists, and f) informal educators and community leaders, including those working with youth through arts, sports, cultural and religious organizations, and youth councils.

The program also offers institutional and programmatic support for Seeds of Peace youth locally, in their home countries, while spreading our mission to impact even more youth, classrooms, schools and educational systems throughout these regions.



application & selection



international camp



junior leadership program

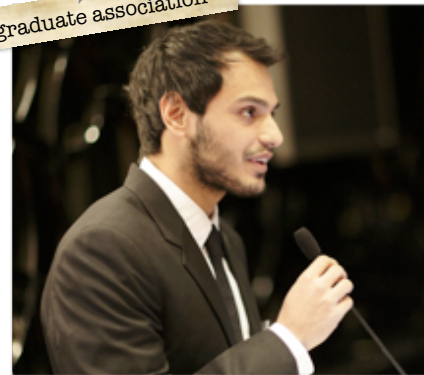


PROGRAM FRAMEWORK

senior seeds



graduate association



educator programs



JUNIOR LEADERSHIP PROGRAM | AGES 14-17

The three-year Junior Leadership Program begins with a 3.5 week session at the Seeds of Peace International Camp in Maine and continues through year-round activities at home, all of which focuses on building four of the capacities that leaders need to effectively advance peace: relationships, understanding, skills, and action.

RELATIONSHIPS

Strong relationships across lines of conflict

UNDERSTANDING

Sophisticated understanding of the core conflict issues within and between societies

SKILLS

Practical skills in critical thinking, communication, and change-making

ACTION

Ability to take responsible, effective action on issues of concern and inspire others to do the same

KEY PROGRAM THEMES

Programming activities are structured as uni-nationals, where delegations meet within their local communities to address issues specific to their country; bi-nationals, which involves two delegations coming together across borders; and multi-nationals that enable delegations to come together on a regional level.

CORE CONFLICT ISSUES

Leaders must have a sophisticated understanding of the issues at the heart of the conflicts that divide them in order to be effective at reaching a lasting peace. Seeds of Peace creates opportunities to learn different perspectives on core conflict issues, often by enabling Seeds to engage with high-level experts and decision-makers, share their own thoughts through facilitated dialogue, and take practical action.

COMMUNICATIONS

Effective communication is central to the success of those working to overcome conflict. Seeds of Peace offers training in dialogue, mediation, and negotiation; traditional and new media; and active listening and public speech and messaging.

CHANGE-MAKING

Seeds of Peace recognizes the power that young people have to create change and build a more peaceful world. As such, Seeds of Peace offers alumni training in the theoretical and practical aspects of social entrepreneurship and change-making to help them develop innovative, effective approaches to conflict-related challenges.

COMMUNITY OUTREACH & DEVELOPMENT

Community outreach and development programs engage and impact local community members while giving Seeds practical experience leading projects that benefit their societies.

“Camp is like the big bang. Follow-up programming is evolution.”

--Nazaqat, Indian Seed

SENIOR SEEDS | AGES 18-21

While geographic and time constraints often limit involvement in Seeds of Peace following high school graduation, Seeds continue to express interest in programs that suit their new networks and environments. 'Senior Seeds' offers targeted opportunities for Seeds to sustain their connections to each other, develop advanced leadership skills, and engage their communities as they enter their university and military years.

EDUCATIONAL GUIDANCE

Access to higher education is paramount for leadership development. Seeds of Peace supports the academic ambitions of deserving and committed alumni by offering guidance and support for enrollment and scholarship application processes. Once enrolled, students come together for targeted educational opportunities and training that keeps them connected to each other and Seeds of Peace while furthering their leadership abilities.

CAMPUS OUTREACH & LEADERSHIP

Seeds of Peace encourages alumni to bring their SOP experience to their campus by leading activities that reflect the mission and values of the organization, working to bridge religious or political student groups, or forming a Seeds of Peace student club.

ADVANCED LEADERSHIP TRAINING

Seeds of Peace offers targeted opportunities for advanced leadership training suitable for their age and environment, particularly in social entrepreneurship and project development, communications and public speaking, experience in community building and development, and in-depth seminars on key issues related to the Middle East and South Asia conflicts.



“The Seeds experience is a blessing. Values such as conflict resolution, non-violence, and understanding the "other side" are applicable to all aspects of life. Last spring, I was elected as Student Body President at my university and my position has served as a terrific platform to translate these values on a larger scale, balancing and representing the needs of student organizations and the university.”

--Hassan, Pakistani Seed

GRADUATE ASSOCIATION | AGES 22+

The Graduate Association is a life-long membership group for all alumni of the Seeds of Peace International Camp, ages 22 and older. Our goal is to help alumni develop and leverage their professional and personal capacities, individually and collectively, to effect change.

“Slowly but surely, more and more of us will be in key positions and places where we can influence others.”

--Lior, Israeli Seed

THE COLLECTIVE

The Collective is the primary vehicle of Graduate programming. It aims to enable Graduates to explore how to steer their industries to alleviate the root causes of conflict, launch high potential collaborations and initiatives, and accelerate their path to leadership.

CONNECTING ACROSS BORDERS

Seeds of Peace is creating the framework for professional cohort groups to facilitate connections and cooperation within and across borders that can meaningfully impact industries.

A private online social network harnesses the community-building potential of the Internet to connect all Seeds of Peace alumni. The site is specially designed to foster continued dialogue, joint ventures, and most of all, lasting connections.

While leaders in all aspects of society can contribute to peace, Seeds of Peace recognizes that certain positions and fields hold particular importance.

As such, we invest most heavily in building leaders in the fields that can shift the landscape of conflict and significantly affect the prospects for peace:

SHAPING INDUSTRIES

Cohort groups will explore ideas and initiatives that can shift and steer their industries and fields in ways that alleviate the root causes of conflict and enhance the prospects for peace. They will have opportunities to consult with dynamic and influential game-changers, those already working to shift the landscape in their fields, and open specific events to colleagues of cohort members.

Policy & Law
Media & Technology
Education
Business & Entrepreneurship
Civil Society & Conflict
Transformation
Women's Empowerment

INVESTING IN IDEAS

“The Challenge” will provide direct training and support to Graduate Seeds with high impact ideas to transform conflict in and between their societies. Trainings will provide a sound foundation for all stages of venture development and implementation, including needs assessments and asset mapping, project design and proposal development, financing, marketing, and evaluation; a grants competition will provide the resources needed to launch worthy initiatives. Proposals will be judged and awarded funding primarily on the basis of impact potential, viability, and the applicant's demonstrated leadership and commitment. Seeds of Peace staff and community mentors will provide support during the proposal and implementation phases.

ACCELERATING LEADERSHIP

Professional skill-building workshops enable Seeds to develop practical skills to help further their careers. Each cohort group will identify necessary skills—such as pitching to investors, networking, curriculum development—and come together for high-level training.

Many Graduates are now at pivotal points in their careers where they can begin blending their goals as Seeds and as professionals in order to better influence their societies. The Support Network for Seeds (SuN) helps our strongest alumni reach their potential. The program matches Graduate Seeds with Coaches, high-level professionals with specific expertise related to the Seed's personal or professional interest, for mentorship. SuN for Seeds is targeted to reach 100 Graduates by 2015.

EDUCATOR PROGRAMS

Seeds of Peace Educator Programs inspire, connect, and equip a unique cross-border network of educators to transform institutions and contribute to cultures of peace.

Educators play a central role in preventing, fueling, or transforming conflict, but they must choose which path to take. The work of peace is the work of generations. It must be rooted in communities, institutions, and day-to-day life. For nearly 20 years, Seeds of Peace has brought together educators from regions of conflict to develop the personal relationships and professional capacities needed to turn their classrooms, schools and communities into environments where the seeds of peace will flourish.

Educators promote the values of respect, critical thinking, cross-cultural understanding, and civic engagement. They form a local base of support for Seeds of Peace alumni and extend the impact of the organization through youth centers, classrooms, schools, and communities. Programming is focused on four main themes: dialogue/encounter; theory and practice of teaching; the arts; and civic engagement and leadership. These themes weave into Camp and the different educator programs in the regions where Seeds of Peace operates.

KEY PROGRAM COMPONENTS

LOCAL CAPACITY-BUILDING

Local capacity-building programs address specific needs for educators in each society, while focusing on five thematic clusters: peaceful learning environments (core skills); history and narratives; the arts; civic engagement; and educational leadership.

CROSS-BORDER NETWORKS & TRAINING

Cross-border programs offer the rare opportunity for educators to engage with their colleagues across borders, share and create curriculum and resources, and strengthen their commitment and capacity to contribute to cultures of peace.

YOUTH & COMMUNITY ENGAGEMENT

Seeds of Peace supports educators leading initiatives that empower young people, engage schools and communities, and encourage active citizenship.

CURRICULUM & RESOURCES

Seeds of Peace supports opportunities for its educators to create educational resources, informed by their unique insights and experiences. Seeds of Peace disseminates these materials as outreach to wider circles of educators and the broader public.

The Seeds of Peace Educators Program engages hundreds of professional educators from the Middle East, South Asia, United States, and United Kingdom:

educational policy-makers and government officials
school principals and administrators
classroom teachers
academics
school counselors and psychologists
informal educators and community leaders

“Before this program I was just going along living my life and teaching, I really knew nothing about this type of thing...

I promised myself after the program that I would change my school. I started with my students right away. In the beginning it was very hard for them and me—there were times I wanted to stop, but didn’t. Some of the teachers also put up barriers, but after the first semester they could tell that my students were totally different. On the last day of school, one of my students gave me a letter of thanks that I will never forget. It made me cry.

Now, three years later, I am principal of my school so it is easier to implement all of this... I want this country to live in peace—I want to stop the conflict through the schools.”

--Jihad, Palestinian Educator



STRATEGIC PLAN: 2012-2015 PROGRAMMATIC GROWTH AND IMPACT

1 IDENTIFY youth and educators of the highest caliber to participate in Seeds of Peace programs.

Our theory of change rests on new generations of leaders in regions of conflict who are uniquely inspired and equipped to advance peace. Our most critical first step, therefore, is to engage those youth who represent the highest level of potential to emerge as future leaders and influencers, and those educators currently serving or expected to serve in leadership positions.

By 2015, Seeds of Peace aims to understand current paths to leadership in participating countries and set up a process by which to review changing norms. Seeds of Peace will also have a clearly articulated strategy and set criteria for Camp application and selection processes particular to each country, as well as a richer applicant pool evidenced by a greater number of applicants and larger number of schools and communities from which campers and educators are selected.

Specific Targets

- 1.1 Assess paths to influence and leadership in each participating country
- 1.2 Set clearly defined selection criteria for Camp that reflects leadership characteristics valued in each society
- 1.3 Ensure widespread outreach within participating countries to find and recruit those that meet pre-determined criteria for selection
- 1.4 Increase the credibility of Seeds of Peace in-country. This is an ongoing need and priority, particularly as deteriorating political situations deter high potential youth from applying. In some countries, Seeds of Peace will seek government involvement in the selection process to demonstrate credibility; in other countries, Seeds of Peace will intensify its outreach and strengthen its relationships with schools and communities to improve its image and standing.



2 FOCUS on the most important capacities for effective peace-building and the four fields most pivotal to conflict and peace.

Seeds of Peace has now defined its unique approach to leadership that emphasizes four essential assets: *relationships* across lines of conflict; a sophisticated *understanding* of cross-border and internal core conflict issues and the steps needed to create change; practical *skills* in communication, critical thinking, and change-making; and an ability to *take action* and influence others on behalf of peace. It has also decided to invest most heavily in Graduate programs related to the fields most pivotal to conflict and peace: policy and law, media and technology, education, and business and entrepreneurship. By narrowing its scope, Seeds of Peace can focus on building specific skill sets and helping shape particular industries and fields, while tracking progress over time.

By 2015, Seeds of Peace will have its programmatic strategy fully operational with a regular review process in place to amend its approach as necessary.

Specific Targets

- 2.1 Ensure that every activity in the Junior Leadership Program relates to one or more of the assets and abilities defined as focal areas
- 2.2 Launch The Collective, as the primary vehicle for Graduate programs, centered on policy and law, media and technology, education, and business and entrepreneurship
- 2.3 Annual review of approach and focal areas by staff, with three-year review to include staff, Seeds, and other practitioners and experts



3 EXPERIMENT with new ideas to create high impact programs.

Seeds of Peace must constantly evaluate and refine its programs, while seeking out and testing new ways to strengthen our impact on Seeds and their impact in society.

By 2015, Seeds of Peace will have created a culture of experimentation and innovation amongst its program staff with new ideas being tested alongside consistent programs.

Specific Targets

- 3.1 Identify one new program at least once two years for Educators and Junior, Senior, and Graduate Seeds
- 3.2 Develop an online resource hub for staff to explore videos, publications, and websites that can inspire program development

4 ADAPT to changing political climates.

Our approach and methods in each country and region must remain flexible, so as to take into account changing realities on-the-ground.

By 2015, Seeds of Peace will have regular systems and processes in place to ensure responsiveness to changing political and social dynamics.

Specific Targets

- 4.1 Annual review of our approach, methodology, and programs by Seeds of Peace staff to ensure their relevance and impact. Use assessments of paths to leadership (Target 1.1) and specific engagement sessions with local educators and community leaders to inform strategies and necessary adjustments
- 4.2 Create regular monitoring processes to identify political and social dynamics that could impact our work



5 PARTNER with leading groups to deliver exceptional programs and like-minded organizations to advance the field.

Seeds of Peace aims to develop programmatic partnerships that can produce the highest quality programs for its Seeds and Educators. In addition, as a leading people-to-people and youth leadership organization in the Middle East and South Asia, Seeds of Peace is uniquely positioned to bring together like-minded organizations and individuals to inspire new collaborations, promote best practices, and advance the field of peace-building.

By 2015, Seeds of Peace will have developed at least six new programmatic partnerships and held local events to bring together organizations and individuals working towards peace in the Middle East and South Asia.

Specific Targets

- 5.1 Identify at least one new major partner prospect for each Junior Leadership program theme, the Graduate Association, and the Educators Program
- 5.2 Map the field of people to people peace-building programs in the Middle East and South Asia and determine strategies for collaboration and collective impact
- 5.3 Organize at least two events to bring together like-minded organizations and individuals working towards peace in the Middle East and South Asia to promote best practices and encourage collaboration



6 SUPPORT our alumni by creating circles of concern and encouragement within key groups.

Parental support is incredibly important, in terms of their advocacy for Seeds of Peace on the ground in their local communities and their willingness to support their child's involvement in programs. Support from local educators better positions Seeds of Peace alumni to impact their schools and communities. Respected leaders and celebrities who validate and champion the Seeds' experiences play a major role in enhancing credibility for Seeds of Peace, particularly given their level of influence and reach.

By 2015, Seeds of Peace will have regular communication channels with and programmatic opportunities for parents of Seeds, expanded educator programs and improved linkages between the Seeds and Educators focused on improving classroom and school environments, and created mechanisms for increasing numbers of respected leaders and celebrities to express their support.

Specific Targets

- 6.1 Strengthen communication with parents and relaunch the parents program
- 6.2 Expand programs to engage educators, particularly in schools with concentrations of Seeds of Peace alumni
- 6.3 Weave together programming for Seeds and Educators to work towards more supportive school environments
- 6.4 Gain the support and endorsement of well-respected leaders and celebrities by enabling them to interface with Seeds and our programs and enlisting them as 'ambassadors' or 'champions' for Seeds of Peace

7 CONNECT future and current leaders.

Since its founding, Seeds of Peace has created opportunities for its alumni, as future leaders, to have direct channels of communication with local, national and international leaders. In so doing, Seeds of Peace empowers alumni by having their voices and experiences heard and validated by current decision-makers.

By 2015, Seeds of Peace will create regular opportunities for alumni to interface with targeted local, national, and international leaders.

Specific Targets

- 7.1 Identify key leaders in each country and internationally that hold particular relevance and importance and develop specific strategies for engagement
- 7.2 Arrange meetings between alumni and key local, national, or international leaders at least twice per year in each country



8 ACCELERATE paths to leadership and influence for deserving alumni.

Seeds of Peace alumni are equipped with the types of relationships, experiences, and skills that can uniquely help bring about change in their societies. As such, Seeds of Peace will offer professional skill-building, advanced leadership training, networking, and mentorship that can help its alumni move more quickly into positions of influence.

By 2015, Seeds of Peace will annually offer the SuN for Seeds program, as its primary mentorship vehicle, and the Course in Dialogue Facilitation and Conflict Transformation, as an important skill for effective peace-building. The online alumni community will be actively used as a forum for networking and collaboration.

Specific Targets

- 8.1 Grow the SuN for Seeds program to connect a minimum of 100 Graduate Seeds with 'coaches' and mentors
- 8.2 Engage over 70% of alumni through the online community, with active participation in networking and collaboration forums
- 8.3 Train a minimum of 80 Israelis and Palestinians through annual dialogue facilitation courses



9 ASSESS our impact.

Seeds of Peace seeks to measure two types of impact: 1) the impact it has on participants with respect to attitudes, behaviors, and leadership capacities, and 2) the impact they have in and on their societies, particularly as regards their efforts to end conflict and advance peace.

By 2015, Seeds of Peace will create standardized mechanisms and tools for individual program assessment, as well as large-scale evaluations assessing individual and societal impact of Graduate Seeds and Educators. Data will be used, in part, to shape how we allocate resources and help Seeds and Educators develop and leverage their professional and personal capacities, individually and collectively, to effect change.

Specific Targets

- 9.1 Establish programmatic evaluation tools and procedures to use to assess individual programs
- 9.2 Launch large-scale evaluations to assess individual and societal impact of Graduate Seeds and Educators

10 SCALE our successes.

Seeds of Peace will replicate and/or grow strategies and programs that prove effective.

By 2015, Seeds of Peace will offer a new set of recommendations for scaling programmatic growth and impact.

Specific Targets

10.1 Annually review strategies and programs with the goal of determining how best to invest its programming resources in the year(s) ahead

10.2 Develop recommendations for individual programs and larger questions related to programmatic strategy, direction, and growth





seeds of peace

www.seedsofpeace.org

"WE REFUSE TO ACCEPT WHAT IS,
WHEN WE KNOW WHAT CAN BE."

— Seeds' Charter on Uprooting Hatred & Terror