

PEACE UNLEASHED, INTERNATIONAL DIPLOMACY TRAINING PROGRAM

Estera M. Borcsa

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Dr. Charles Lee-Johnson
Faculty Advisor
Associate Dean of Division of Social Work and MSW
Program Director
Associate Professor

Estera M. Borcsa, DSW, LCSW
Student

Peace Unleashed: An International Diplomacy Training Program
A Community- and Research-Informed Capacity-Building Approach

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Dedication

I dedicate this project to God. I believe in the plan God has for my life and I have witnessed the provision he has over my life, especially through this doctoral journey.

I also dedicate this project to my family, who taught me the value of hard work and perseverance. My parents were persecuted for their Christian faith during the communist era in Romania and taught me to stand strong in my faith, knowing I can do all things in Christ who empowers me. I am a first-generation doctoral degree holder.

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I would like to thank my community partners Mina Vaish, Barry Simon, and Elahe Amani for being a part of my doctoral journey, sharing in my vision to be a voice for the voiceless, and being the foundation of strength that helped me finish this program. I am looking forward to implementing this innovation globally with each of them by my side.

I would like to thank my friends and family. My parents, who taught me about service from a young age through their generosity and care for marginalized communities. My sisters, Monica and Judy, who supported me, day and night, and ensured that I would be successful in this program. They reminded me of my worth and strength on the hard days and celebrated with me on good days.

I was asked me to describe this doctoral journey in three words, and the first word that comes to mind is humble. I am extremely humble to be in the first cohort of this DSW program and among such esteemed world changers. The second word that came to mind was opportunity. I am grateful for this opportunity and the platform that it gave me to share about the work I do at the community level, nationally, and even internationally. This program allowed me to understand what it means to bridge the gap of injustice and speak boldly about controversial topics such as racism, discrimination, and fighting to empower marginalized communities to have their voices heard. This doctoral journey empowered me to continue pointing out the disparity among minorities and impoverished

communities by implementing world goals in third-world countries, being a voice for the voiceless, and instilling hope in where there is none. Whether I am working with refugee minors, foster youth, human trafficking victims, or women for their rights globally, I am reminded of the power of the collective voice and that together, we can be the change we want to see in the world. The third word that came to mind is love. The love and support I felt through this process, but more importantly, the love needed to create a more peaceful world. The kind of love that awakens the soul, that makes us reach for more, that plants the fire in our hearts and brings peace to our minds.

Abstract

In countries affected by fragility and conflict, pursuing the goal of creating more peaceful societies is a challenging task to accomplish because individuals' quality of life is affected by unequal access to health care, minimal social services, and lack of employment. The Global Goals were assumed by all United Nations member states in 2015 as a universal call to action to end poverty, protect the planet, and ensure that all people enjoy peace and prosperity by 2030. Member states of the United Nations have reported that it is difficult to implement due to conflict between the government and community. Diplomats often do not understand the impact of trauma to help bring peace between nations and make more significant progress on the United Nations Sustainable Development Goals, as identified in the SDG Progress Report (2019). This study used the conceptual framework of community-based participatory research, informed by several theoretical concepts including Bronfenbrenner's ecological systems theory, to understand how the diplomatic community can overcome barriers to achieving the Sustainable Development Goals and improve quality of life of marginalized communities globally. Prior research has shown the need for inclusive dialogue and reconciliation between the government and the people. The proposed innovation, Peace Unleashed, is a global diplomacy training program for diplomats and heads of state to teach them how to meet the needs of the community, utilize their internal resources, value civil society and community members by amplifying their strengths to work together toward solving problems, and ultimately, move closer toward successfully reaching the current Sustainable Development Goals. Peace Unleashed will be delivered in two phases. Phase I will be a 2-week training, consisting of 6 days total, 3 days per week. Phase II will be a

6-month coaching program that will help diplomats and government officials implement what they learned in the training by properly engaging stakeholders in the community by building trust through their newly found skills in trauma-informed conflict resolution and neuroscience techniques. This research involved creating a thorough evaluation plan to identify the effectiveness of the training and support future dissemination efforts. The learning outcomes of Peace Unleashed focus on improving quality of life for all citizens, especially those from marginalized communities. Furthermore, these results can inform further research and the development of programs that address multifaceted issues related to life satisfaction, such as marginalization, severe poverty discrimination, oppression, and poor access to health care.

Chapter 1: Executive Summary

Background and Social Problem

In countries affected by fragility and conflict, pursuing the goal of creating more peaceful societies is a challenging task to accomplish because individuals' quality of life is affected by unequal access to health care, minimal social services, and lack of employment. Environmental factors including extreme poverty and community violence are linked to mental illness and trauma (Country Reports on Human Rights Practices, 2018). Governments must listen to community voices and develop policies that more effectively improve the social and cultural milieu in which they are embedded. Governments at every level must strengthen policies to ensure that no one is left behind and empower marginalized communities through practicing effective community engagement. This project explored how governments can employ a strategic diplomacy plan to overcome conflicts to make progress on the Sustainable Development Goals (SDGs) and break generational cycles of poverty and trauma. This comprehensive project focused on member states of the United Nations (UN) to accelerate progress on SDGs through a diplomacy training program for government officials and heads of state based in neuroscience, elements of negotiation, and psychotherapy techniques.

Community Engagement

This project involved the creation of an innovative diplomatic approach based in neuroscience to address global poverty and trauma using biblical leadership principles and principles of community-based participatory research, using both informal and formal community engagement strategies, this researcher solicited feedback from professionals and individuals with lived experience regarding the results of the lack of

trust between national leadership and local citizens to better inform Peace Unleashed, the diplomatic training program created in this project. Stakeholder engagement included individual interviews and small-group discussions through diplomatic sessions, high-level political meetings, and international congresses that led to developing this diplomatic training program. This researcher engaged stakeholders from civil society (including youth), scholars, policymakers, entrepreneurs, UN system bodies, and member states.

Conceptual Framework

This innovation is rooted in several theoretical concepts including Bronfenbrenner's ecological systems theory, creating the foundation for this innovative model (Forbes et al., 2022). The social innovation, Peace Unleashed, seeks to promote systems change at all levels of government, thus laying the foundation for change in systems affecting marginalized communities affected by poverty, violence, conflict, and much more. Furthermore, this theoretical framework informed the process of change in systems presented in the project's logic model. Socioecological theory can also be applied to understand how the diplomatic community can overcome barriers to achieving the SDGs.

Social Innovation

The Peace Unleashed diplomacy program's name metaphorically references the impact it can have in communities affected by conflict, violence, and poverty. This program is based on this researcher's many years of working with marginalized populations in different regions of the world and work with the UN.

Faith integration was a major component in developing this program. This project was modeled on biblical principles of leadership to spread God's love and hope by reminding the oppressed that God has not forgotten about them. God, in His immeasurable wisdom, has provided a biblical model for government in the church. The justice ethic of Jesus is built on the foundation of the Bible. As Christians, our understanding of justice emerges from the divine act of salvation: the life, death, and resurrection of Jesus Christ.

Peace Unleashed follows a capacity-building approach to teach diplomats how to engage with the community and utilize their internal resources to make progress on the SDGs (world goals) more effectively. Peace Unleashed will be delivered in two phases. Phase I will be a 2-week training, consisting of 6 days total, 3 days per week. Phase II will be a 6-month coaching program that will help diplomats and government officials implement what they learned in the training by properly engaging stakeholders in the community by building trust through their newly found skills in trauma-informed conflict resolution and neuroscience techniques.

Evaluation

A mixed-methods approach to evaluation will be utilized. First, a quantitative approach will involve surveys before and after each day of the 6-day training, along with learning outcomes. Second, qualitative interviews will be held with diplomats to collect data on perceptions of the different components of Peace Unleashed and collect data on their perceptions of the social problem. A portion of the program will be implemented in March and July 2023 at the UN headquarters with international diplomats. In June 2023,

Peace Unleashed will be implemented with Romanian government diplomats to help them make progress on SDGs and create opportunities for marginalized communities.

Conclusion and Implications

This study provided insight into a global problem and viable solutions, including a global diplomacy training program for diplomats and heads of state. This diplomacy program would teach government officials to meet the needs of the community by using internal resources and learning how to value civil society members by amplifying their strengths. This unique diplomacy program could have implications and contributions to the helping professions in general and social work in particular. The learning outcomes of Peace Unleashed focus on improving quality of life for all citizens, especially those from marginalized communities. Furthermore, these results can inform further research and the development of programs that address multifaceted issues related to life satisfaction, such as marginalization, severe poverty discrimination, oppression, and poor access to health care.

Table of Contents

Dedication	iii
Acknowledgements.....	iv
Abstract.....	vi
Chapter 1: Executive Summary	1
Background and Social Problem.....	1
Community Engagement	1
Conceptual Framework.....	2
Social Innovation	2
Evaluation	3
Conclusion and Implications.....	4
Chapter 2: Project Identification and Background.....	8
Problem Identification and Background	8
Social Work Grand Challenges.....	10
Biblical World Perspective	10
Literature Review.....	11
Chapter 3: Community Engagement.....	17
Introduction.....	17
Stakeholder Consultations and Impact.....	18
Stakeholder Engagement: Global Diplomatic Response to Barriers to SDGs and Conflict	19
Stakeholder Engagement: International Peace Conversation Facilitation	21

Stakeholder Engagement: David Kay Sustainable Development Solutions Network.....	22
Stakeholder Engagement: Mina Vaish and the Role of Women	23
Stakeholder Engagement: Edita Tahiri, Former Prime Minister of Kosovo	24
Stakeholder Engagement: International Congress, Bali Indonesia.....	26
Stakeholder Engagement: Romania Case Study at the UN	28
Stakeholder Engagement: Harvard University Foreign Policy Alumni	29
Chapter 4: Conceptual Framework	30
Theoretical Foundation	30
Biblical Social Movement.....	31
Logic Model.....	33
Chapter 5: Social Innovation	35
Global Diplomacy Training Program: Peace Unleashed	35
Ethical Considerations	36
Faith Integration in Innovation Design	37
Phase I: Training.....	37
Phase II: Global Sustainability Coaching in Pilot Country Romania.....	39
Chapter 6: Evaluation	41
Evaluation	41
Proposed Impact.....	43
Chapter 7: Conclusions and Implications	44
Conclusions.....	47

Implications, Recommendations, and Limitations.....	48
Dissemination and Execution Plan	49
References.....	51
Appendix A: Logic Model	51
Appendix B: SEM Conceptual Model	61
Appendix C: Pretest Survey for Peace Unleashed Training	53
Appendix D: Posttest Survey for Peace Unleashed Training	59
Appendix : Global Sustainability Coaching for Peace Unleashed Training.....	61

Chapter 2: Project Identification and Background

Problem Identification and Background

In countries affected by fragility and conflict, pursuing the goal of creating more peaceful societies is a challenging task to accomplish because economic changes affect mental health and a community's ability to thrive. Environmental factors such as extreme poverty and community violence are linked to mental illness and generational curses of abuse and trauma (Lee Mannes et al., 2017). Governments are responsible for addressing imbalances of power, identifying the foundation of inequality and injustice for marginalized communities, and improving access to health care for low-income communities, women, and children. Governments must amplify community voices and develop policies around the gaps in the system that often result in experiences of collective trauma. Conflict is inevitable. However, if managed well, conflict can be a powerful mechanism to simplify communications, build stronger relationships, and create positive transformation. A common goal among governments around the world is creating socially resilient, self-sufficient communities by creating a space in which people are connected and can grasp the opportunities available to them. To accomplish this, governments at every level must strengthen their work to empower marginalized communities, practice effective community engagement, and create sustainability for all.

The SDGs were developed and adopted by all member states of the UN in 2015. They include a universal call to action to end poverty, protect the planet, and ensure that all people enjoy peace and prosperity by 2030 (SDG Progress Report, 2019). Though these goals are lofty and require much collaboration, progress toward these goals is possible when communities and governments work together. "When governments,

businesses, and citizens work together and put resources and determination behind a goal, transformation happens families move out of poverty, children are protected from diseases and girls become students instead of brides” (SDG Progress Report, 2019). Some statistical analysis may help paint a picture of progress. More children are surviving, according to the *SDG Progress Report* (2019): “Child deaths declined by nearly 50% dropping from 9.8 million to 5.4 million from 2000-2017. The world mobilized to get more vaccines and health services to millions of children who previously weren’t protected from preventable diseases” (2019). In fact, extreme poverty has dropped from 36% to 10% of the world’s population from 2000 to 2017 (SDG Progress Report, 2019). Although progress is possible, member states of the UN are reporting that progress on the Sustainable Development Goals (SDGs) is limited due to conflict between government and the public community.

This project explored how governments can employ a strategic diplomacy plan to overcome conflicts to make progress on the SDGs and break generational curses of poverty and trauma. The research questions this project investigated are: What are diplomats’ perceptions of the need of a conflict resolution training program for member states of the UN? What is the effectiveness of Peace Unleashed in overcoming barriers to achieving the SDGs as perceived by stakeholders who experienced the program? This comprehensive project focused on member states of the UN to accelerate progress on the SDGs through a training diplomacy program for government officials and heads of state based in neuroscience.

Social Work Grand Challenges

The two Social Work Grand Challenges that are most aligned with this social problem are to “achieve equal opportunity and justice” and “reduce extreme economic inequality.” (Grand Challenges for Social Work, 2021). By challenging racism, stereotypes, and other injustices, marginalized communities have opportunities to thrive, heal, and have hope for a better future (Grand Challenges for Social Work, 2021). This is especially true in member states of the United Nations where economic inequality and mistrust in government are major indicators of the SDGs they are working to achieve.

Biblical World Perspective

This project was modeled by the book of Nehemiah and his exceptional leadership. Nehemiah was a humble leader who spent time with the people and understood their struggles and knew how they survived. The goal is to spread God’s love and hope by reminding the oppressed that God has not forgotten about them. As Jeremiah 29:11 declared, “‘For I know the plans I have for you,’ declares the Lord, plans to prosper you and not to harm you, plans to give you hope and a future”. Many biblical principles and examples of justice relate to people experiencing impoverishment and oppression. God adjudicates in favor of people experiencing oppression and gives food to people with hunger. In Paul’s first letter to the Church at Ephesus, he writes: “*And God hath set some in the church, first apostles, secondarily prophets, thirdly teachers, after that miracle, then gifts of healings, helps, governments, diversities of tongues*” (1 Corinthians 12:28). God, in His immeasurable wisdom, has provided a biblical model for government in the church. The justice ethic of Jesus is built on the foundation of the

Bible. As Christians, our understanding of justice emerges from the divine act of salvation: the life, death, and resurrection of Jesus Christ.

Literature Review

The SDGs are a call to action for all member states of the UN and world leaders to promote prosperity while protecting the planet. The implementation of the SDGs has met many barriers, the most common being conflict between citizens and government entities. The intention of world leaders to reduce poverty, build economic growth, and address social needs including education, health, social protection, and job opportunities must be effectively communicated to the community at large. The SDGs create an opportunity for the government to properly engage citizens by including them in the implementation of each SDG. The importance of the SDGs lies in the underlying promise that the public's quality of life would be improved through progress on each goal. According to this researcher's studies on Romania, a member state of the UN, there is a positive correlation between quality of life and trust in government. This project involved an overall evaluation of barriers to SDG progress using Romania as an example. The findings could be applied to similar regions experiencing similar conflicts. The general finding is that quality of life is improved when trust in government increases.

Part of the quantitative study's methodology include statistical use of a chi-square test, assessing a likelihood ratio to determine the statistical significance of the variables. The results revealed statistical significance between quality of life among Romanians and the independent variables: employment situation and trust in government. The results demonstrated a positive correlation between employment situation and quality of life. This positive correlation gives insight into the Romanian people's need to thrive and

provide for their families. This is more dire for marginalized communities such as the Roma population, who are excluded from many parts of the employment sector (Country Reports on Human Rights Practices: Romania, 2018). Furthermore, the results of the second variable tested using a Chi-square test demonstrated a positive correlation between quality of life and trust in government. This researcher used the analysis of trust in government in this study to examine conflict and building trust between leaders and citizens. These results provide direct context and recommendations regarding the problem of debt vulnerability that the National Romanian government reported to the UN. Furthermore, this study can provide insight and recommendations to the Romanian Diplomatic Review Board. This research can provide viable solutions to help the Romanian National Government improve relationships with community stakeholders and meet its goal of increasing trust in government.

These results provide more insight into a problem that exists globally. Romanian people are struggling to heal and figure out how to create sustainability for their families. This research provided context for future research to address the current economic crisis. Romania has reported high levels of poverty, unemployment, and discrimination as main conflicts barring progress toward the UN SDGs (SDG Progress Report, 2019). For example, the Roma population is marginalized economically and socially as a result of government policy (Firoiu, 2019). Like other nations in a postcommunist context, Romania is working to figure out how to create economic and social sustainability. Similarly, neighboring countries also struggle with these barriers.

Furthermore, Berliani and Violita (2021) examined the effect of governance on public trust in government using the World Governance Index with member states of the

UN. This study focused on addressing how governance affects the public trust in government and progress on the SDGs. This study used fixed- and random-effect regression analysis of panel data to determine the level of public trust in the government (Berliani & Violita, 2021). The results revealed that two governance indicators, political stability and absence of violence or terrorism and control of corruption, positively influenced the level of public trust in the government (Berliani & Violita, 2021). In addition, voice and accountability indicators and the unemployment rate were found to negatively affect public trust in government (Berliani & Violita, 2021). This demonstrates that the people are looking for political stability and accountability to increase trust and hope for the future, which will presumably improve their quality of life.

An essential aspect of evaluating trust in government as it relates to the public's quality of life and progress on the SDGs is to track data. The Sustainable Development Solutions Network (SDSN) tracks public statements by governments and the strategic use of public practices in support of the SDGs every year. This information has been collected through an SDSN survey on national coordination and implementation mechanisms at the central or federal level of government (SDG Index, 2022). According to the *SDG Index Report*, many governments have made public statements of support for the SDGs but failed to identify their plan to engage community members and notify the public about their strategic plan to make progress on the SDGs (SDG Index, 2022). These statements, delivered by heads of states, government ministers, or other cabinet members, lacked the information needed to increase the trust of the public and give a sense of hope for the future that could ultimately increase the quality of life. Some countries have launched citizens'

assemblies to review progress on the SDGs, but they have reported low public participation due to lack of trust in the government (SDG Index, 2022). This demonstrates a need for government officials to engage community members properly by understanding their needs and properly engage them in the process of implementing. Seeking participation of members of the public from diverse backgrounds is essential to accurately inform policies, indicator selection, and budgeting. Among the 35 countries with national recovery plans in place at the time of the survey (February 2021), fewer than half ($n = 14$) referred to the SDGs. Also, most mentions were in the general narrative and not a cornerstone or central pillar to guide progress on the SDGs (SDG Index, 2022).

Additionally, one study examined the quality of public administration and governance regarding the implementation of the SDGs (Meuleman, 2021). It concluded that four priority areas could guide research and policy development to accelerate implementation of the 2030 agenda (Meuleman, 2021): (a) recognize that creating an effective public administration and governance is an important strategic move that builds trust with the community and creates progress on the SDGs; (b) start a mission-oriented public administration and governance reform, replacing the efficiency-driven public sector reform of the past decades; (c) apply culturally sensitive practices when implementing targets of the SDGs; and (d) start concerted efforts to improve policy coherence with a mindset beyond political, institutional, and mental “silos.” Though these four areas clearly can direct a plan for progress toward the SDGs, Meuleman (2021) did not consider the lack of strategy and skills needed by the government. This is a critical aspect of building trust. Government officials need to understand their inner conflict, the

results of collective trauma, and peace-building efforts to overcome conflict and stagnant energy.

Furthermore, policy coherence and governmental accountability are essential parts of making progress on the SDGs. According to Karlsson-Vinkhuyzen and his colleagues (2018), an accountability methodology should be compatible with current policies and effectively communicated to the citizens. A common thread among member states of the UN is a lack of awareness about the SDGs among their citizens (Firoiu, 2019). Progress must start with awareness about the SDGs, followed by integrated policies that propel progress on each goal (Karlsson-Vinkhuyzen et al., 2018). This will help create accountability for government officials to bring the SDGs to the citizens, integrate policies that support the SDGs, and engage citizens and stakeholder organizations in making progress on each goal. This study concluded that integrative policies are effective in making progress on the SDGs (Karlsson-Vinkhuyzen et al., 2018). In addition, it also concluded that accountability and training for diplomats and government officials would be beneficial in engaging the community and increasing progress on the SDGs.

According to Moomaw and his colleagues (2017), achieving the SDGs requires an effective process of negotiating and implementing sustainable development policies and practices, an evolving approach that these researchers termed *sustainable development diplomacy*. This paper highlighted the need to bring together diverse stakeholders to devise flexible solutions that fit the complexity and scale of sustainable development challenges (Moomaw et al., 2017).

Furthermore, the lineage of diplomacy as a profession has evolved from a civic duty into a vocation requiring training and the acquisition of specific knowledge and skills. Professional diplomacy is being diversified and enriched by contemporary diplomacy (Hone, 2018). Diplomats and policymakers play an increasingly important diplomatic role in exchanging knowledge, building consensus on policy and practice, and leading a path for progress on the SDGs (Hone, 2018). Diplomacy is no longer restricted to a single vocation, substantiating the need for training that encompasses conflict resolution and effective ways to engage community members and stakeholders.

Chapter 3: Community Engagement

Introduction

Community engagement is essential and can lead to improved outcomes for communities when government entities and diplomats seek out the aspirations, concerns, and values of communities that, in turn, share their aspirations, concerns, and values with governing entities. A major component and goal of government entities is to create socially resilient, self-sufficient communities by creating a space in which people are connected and can grasp the opportunities available to them. To accomplish this, government at every level must strengthen their work to empower marginalized communities, practice effective community engagement, and create sustainability for all. Governments must amplify community voices and develop policies to address gaps in the system related to oppression and collective trauma (Lee Mannes et al., 2017). The deepening and expanding public engagement globally justify the importance of community engagement, which has become pivotal for well-functioning 21st century democracies (SDG Progress Report, 2019). Constructive relationships between communities and the institutions of government make community engagement not only desirable but also necessary and viable because they are likely to lead to more equitable, sustainable public decisions and improve quality of life (Ramachandra & Abu Mansor, 2014).

Government officials and diplomats have a common goal with the community: to improve quality of life for all citizens, as indicated in the UN SDGs. The SDGs are a universal call to action to end poverty, protect the planet, and ensure that all people enjoy peace and prosperity by 2030 (SDG Progress Report, 2019).

Now it is time for governments to be brave and ensure that “no one is left behind” in their country. Hunger is on the rise and children are going to bed without proper nutrition around the world. The data on global hunger is disturbing: 1 in 9 people do not get the nourishment they need due to the influence of climate change and conflict (Davoodi & Zou, 2019). It is time to make the proper changes to address barriers that keep marginalized communities oppressed and stuck in the cycle of poverty and hunger.

This chapter explores how governments can employ a strategic diplomacy plan through proper community engagement to overcome conflicts, make progress on the global goals, and break generational curses of poverty and trauma. In addition, this chapter discusses stakeholders’ consultations that guided the development of this diplomacy training program, their goals, and the potential impact of the program locally and globally. Last, this chapter discusses the biblical perspective of community engagement and importance of faith-based organizations in healing communities.

Stakeholder Consultations and Impact

Compelling stories of the importance of community engagement range from creating (or preventing) change in local policies and service provisions that not only enrich everyday lives and the livability of communities, but also help shape and envision a community’s future, bringing both wider societal change and global impacts. This is especially vital given the declining trust in governments worldwide, which creates an opportunity for community engagement to deliver a transformative form of continuous engagement between citizens and governments.

This researcher has participated in many stakeholder engagements, diplomatic sessions, high-level political meetings, and international congresses globally that led her to develop this diplomatic training program, called Peace Unleashed. The following are the most significant stakeholder engagements that led this researcher to recognize the discrepancies that create barriers to achieving the SDGs and prevent people from improving their quality of life. This researcher engaged with stakeholders from civil society (including youth), scholars, policy entrepreneurs, UN system bodies, and member states. Multistakeholder engagement is fundamental for integrated implementation of the SDGs. Stakeholders contribute to mobilizing resources, informing policy, identifying innovative solutions, supporting transformation, and voicing the needs of underrepresented communities. Community-based participatory research methods were used for all stakeholder engagements and the development of this diplomacy training program. Community-based participatory research takes a collaborative approach when engaging community, academic, and other stakeholders to gather research and data and build on both strengths and community-identified needs to improve social outcomes (Schensul, 2010).

Stakeholder Engagement: Global Diplomatic Response to Barriers to SDGs and Conflict

Gwilym Roberts-Harry from the Office of Intergovernmental Support and Coordination for Sustainable Development and the chair of the Major Groups and Other Stakeholders Coordination Mechanism group (MGOS) asked this researcher to conduct research on the barriers identified by member states of the UN. The MGOS task force is composed of representatives of societal constituencies and UN subgroups interested in

and committed to the advancement of the 2030 Agenda for Sustainable Development and the review process that occurs at the High-Level Political Forum every year. Diplomats and government officials attend the forum every year at the UN headquarters and if selected, review the progress they made toward the SDGs by submitting a voluntary national review. As a member of the task force and SDG chair, this researcher was asked by Roberts-Harry to conduct research on the countries that submitted voluntary national reviews noting their progress on SDGs and determine what they have identified as barriers to achieving goals addressing poverty, hunger, quality education, gender equality, clean water and sanitation, affordable and clean energy, economic growth, reduced inequality, climate change, peace, justice, and strong institutions.

This researcher and her team researched many voluntary national reviews by countries such as Romania, Australia, Greece, Armenia, Spain, and many others. The team discovered all reviews noted the need for transformational change. Each country identified conflict as a barrier to achieving the SDGs. Many countries identified conflict between the government and community about the implementation of the SDGs. This researcher and her team designed a side event at the High-Level Political Forum and invited delegates, diplomats, and civil society members to deepen and expand their knowledge of conflict resolution and constructive conflict engagement, learning about how these processes can resolve conflict and reduce barriers to achieving results related to all SDGs. Positive feedback was received from the attendees, who continued the conversation. A list of recommendations was elicited to overcome barriers to making progress on the SDGs and improving the quality of life for all, and especially marginalized communities, globally. This stakeholder engagement identified the need for

a diplomatic training program based in neuroscience and inner conflict resolution with an innovative approach to engage the community.

Stakeholder Engagement: International Peace Conversation Facilitation

Another meaningful stakeholder engagement that assisted in the development of the diplomacy training program Peace Unleashed was this researcher's involvement in developing a global program called Peace Conversation Facilitation with Mediators Beyond Borders International. This program blossomed from a local to global program that is being implemented in five regions of the world. Peace Conversation Facilitation is a key initiative designed for Rotarians to engage meaningfully in their clubs and communities through facilitated conversations and dialogue. In the 3-month program, Rotarians with varying levels of experience are trained to become facilitators and coaches for conflict prevention and resolution. These teams assist clubs in holding "peace conversations," which are small-group facilitated discussions on topics such as interfaith conflict, human rights violations, human trafficking, and conflicts in their communities and geographic locations. These on-the-ground facilitators and coaches have played a key role in the advancement of the SDGs by overcoming the barrier of conflict and hosting dialogues with community members and governmental entities. Peace starts from within. Rotarians with the skills to engage more meaningfully in difficult conversations in their clubs can engage in dialogue with the larger communities they serve. Connected communities that can engage in consistent, meaningful dialogue are more resilient to division, social crisis, and violence. This program was recognized by the Department of Economic and Social Affairs of the UN Secretariat as a global program that builds

bridges in broken communities and develops conflict resolution coaches to continue the work.

Peace Conversation Facilitation officially launched in Hamburg, Germany, at the International Rotarian Conference. Designing and implementing this program helped this researcher acknowledge the importance of utilizing existing networks, resources, and partnerships to build conflict literacy and dialogue skills that could advance the SDGs and improve the quality of life for marginalized communities around the world. This stakeholder engagement identified the further need for helping the diplomatic community learn about inner conflict, emotional intelligence, and proper community engagement with vulnerable populations that have experienced extensive trauma.

Stakeholder Engagement: David Kay Sustainable Development Solutions Network

An important stakeholder engagement critical in the development of the diplomacy training program Peace Unleashed was an interview and partnership with David Kay, a professor at Cornell University. David Kay is devoted to the advancement of the SDGs. Cornell University recently joined the Sustainable Development Solutions Network. The Sustainable Development Solutions Network's goal is to promote integrated approaches to implementing the SDGs through education, research, policy analysis, and global cooperation (D. Kay, personal communication, n.d.). David Kay emphasized the importance of partnerships to advance the SDGs and improve the quality of life of individuals and marginalized populations (D. Kay, personal communication, n.d.). At national and local levels, a range of stakeholders must commit to working together with government officials and diplomats to achieve the SDGs. Diplomats at all levels must engage community organizations and civil society at large to make progress

on the SDGs and instill hope for the future among citizens. This interview with David Kay solidified the need for a diplomacy training program such as Peace Unleashed that prioritizes internal resources and partnerships to overcome barriers and make progress that improves the lives of individuals and communities globally. The SDSN is a great partner to promote this diplomacy training program, Peace Unleashed. Through this interview with Kay, this researcher connected with Lauren Barredo from the SDSN, who was thrilled to hear about the project and set up an upcoming meeting with other leaders from her team to discuss partnership possibilities (L. Barredo, personal communication, n.d.). The global reach of the SDSN, with its strong links to universities around the world, can foster synergies among actors, combine their resources and energies toward addressing specific shared objectives inspired by the SDGs, find innovative solutions, and enhance mutual accountability.

Stakeholder Engagement: Mina Vaish and the Role of Women

Another stakeholder engagement that has been instrumental in the development of the diplomacy training program Peace Unleashed is this researcher's collaboration with colleague and esteemed friend Mina Vaish, chair of Commission on the Status of Women in the UN network. It is fundamental to include the voices of women in the advancement of the SDGs. The UN agrees. Although 22 years have passed since the 2000 UN Security Council Resolution 1325, and despite considerable effort and support, women's participation in negotiation remains stubbornly low. Mina Vaish emphasized that having women at the negotiation table preserves human rights and is true to principles of inclusion and self-determination; particularly, decisions about women must involve women at the negotiating table (M. Vaish, personal communication, 2022). A highlight

from the interview with Mina Vaish was her wisdom regarding the importance of a woman's voice, especially during times of conflict. Regarding the advancement of the SDGs, women must be included and heard. History has often excluded, muted, or minimalized women's voices during processes of mediation, negotiation, and peacebuilding. A positive perspective on this statement is that the general trajectory of women's effective participation in negotiation often closely follows initiatives protecting and advancing women's equal rights. Where gender parity is a national objective, enshrined in human rights and anti-discrimination legislation, women's participation in negotiation also follows a similar route toward fulsome and effective participation (M. Vaish, personal communication, 2022).

Stakeholder Engagement: Edita Tahiri, Former Prime Minister of Kosovo

In the realm of this researcher's local, national, and international work, many change agents, disruptors of oppression, and activists have made a lasting impact in the world. One of them is the honorable Dr. Edita Tahiri, former deputy prime minister and chief negotiator of Kosovo. Dr. Tahiri broke through barriers of oppression and brought her people to independence as the only woman in her time to end the genocide in Kosovo. Dr. Tahiri is the successor of the independence of Kosovo, the former deputy prime minister of Kosovo, chief negotiator, and the woman responsible for foreign policy and the liberation and independence of Kosovo.

Dr. Tahiri is a disruptor who saw her people suffering from daily killings, missing people, rapes, and more than 14,000 exterminations. A highlight of the interview was when Dr. Tahiri exclaimed:

I could not watch my people suffer anymore, I made them forget I was a woman and interjected myself at the front lines of the movement. I believe that miracles can happen when we trust God. I created a seat at the negotiation table and made them listen. (E. Tahiri, personal communication, 2021)

Dr. Tahiri emphasized that a key to the success of bringing her people out of genocide was in her mindset, by looking at a goal bigger than her and believing that miracles can happen (E. Tahiri, personal communication, 2021).

Dr. Tahiri stated with tears in her eyes, “The hole in my heart was restored when we achieved liberation, knowing my mother’s dying wish was fulfilled” (E. Tahiri, personal communication, 2021). Dr. Tahiri and her team make the impossible happen with persistence and grace. Kosovo was barely on the map; its representatives were repeatedly denied entry to diplomatic meetings, sessions, and conferences. Dr. Tahiri pushed through the oppression and denials through a skill she calls “yelling through the closed door.” Dr. Tahiri said this was the main aspect that got Kosovo access to the Western world, European partners, and the United States. Dr. Tahiri stated, “While they were denying access and saying no, I was using that communication to tell them about the situation in Kosovo and why we need our independence” (E. Tahiri, personal communication, 2021).

Another highlight of the interview was Dr. Tahiri’s depictions of emotion and how she strategically used them to fuel her fire to continue the fight, then restricted them at the negotiation table, where she often was the only women among 40 men. Dr. Tahiri said, “Emotions can’t be translated in a room full of men who hear logic first” (E. Tahiri,

personal communication, 2021). Dr. Tahiri discussed her struggle related to coming from a place of daily killings, yet having to filter her emotions during negotiation sessions.

A big part of Dr. Tahiri's current work focuses on gender equality. Studies have shown that when women are at the negotiation table, more than 40% of conflicts are resolved (Rigaud, 2020). "Women are half of human capital and with their decision-making power can bring in prosperity and democracy" (E. Tahiri, personal communication, 2021). Dr. Tahiri is a Harvard University graduate, and she holds a master's degree in public administration. Dr. Tahiri was recently published in *Harvard Wisdom: Inspiration from Harvard Graduates Around the World* (Kim, 2020). Dr. Tahiri also earned a doctoral degree in political sciences from the University of Pristina in cooperation with the Johns Hopkins University School of Advanced International Studies in Washington, DC, in 2011. Dr. Tahiri is a true exemplar of strength, bravery, and wit. She stepped into a man's world and taught them to roll with the resistance by yelling through every closed door.

This collaboration was a great encouragement to continue to implement the diplomacy training program Peace Unleashed globally to help heal communities oppressed by conflict, violence, and poverty. This communication with Dr. Tahiri confirmed the design elements and modules (conflict resolution, inner conflict, neuroscience, gender equity, partnerships, and internal resources) of Peace Unleashed.

Stakeholder Engagement: International Congress, Bali Indonesia

This researcher had a unique and astounding opportunity to be a coleader with Veronica Jacob, an esteemed colleague in planning an international congress in Bali, Indonesia. The theme was "DISRUPTORS: Leading Change in a World of Conflict," and

attendees included diplomats, mediators, organizational leaders, government officials, Rotary peacebuilders, and conflict-transformation practitioners from around the world. The focus of this conference was to gather diplomats and world changers to forge a better future through resolution and the advancement of the SDGs to improve the lives of oppressed communities. The highlight of this experience was interviewing diplomats who spoke at the congress.

Jose Ramos Horta, the former president and Nobel Peace Prize winner for his effort to spur a diplomatic solution to the conflict in East Timor. Ramos Horta fought for people's right to self-determination and to live a violence-free life with hope for the future. The most profound statement he made was: "There is a but a thin line between extremists who fail and therefore still in conflict zones and those who succeed and become peace" (J. Horta, personal communication n.d.).

Another highlight was having the opportunity to speak to David Carden, former U.S. ambassador for the Association of Southeast Asian Nations region. While talking about the importance of equipping the next generation, he made an interesting observation about how trees grow roots at the ground and tend to interact with neighboring trees by some symbiotic relationship. Fungi in their roots help trees to communicate with one another. At the top, however, they remain separate, and an aerial view demonstrates that trees remain separated by space that allows sunlight to permeate and nurture them (D. Carden, personal communication n.d.). Ambassador Carden discussed the SDG 16 Data Initiative and its importance in bringing progress to nations around the world. The SDG 16 Data Initiative is a collective project by a consortium of organizations seeking to support the open tracking of the global commitments made by

more than 194 countries to peace, justice, and strong institutions. Of the 102 countries that have so far submitted voluntary national reviews to the UN, almost all have mentioned partnerships as an important means of implementation. This was very reassuring and validating because a tenet of the global diplomacy training program Peace Unleashed is partnerships.

Last, the UN Youth Peace Ambassador from Cameroon, Cristian Archeleke, spoke about youth conflict and the need for progress on the SDGs. He revealed how he was a juvenile delinquent and how he used his anger about the injustices in his community to create constructive activities, particularly in prison work by involving inmates in productive avocational skills and working with illiterate youth by establishing schools, creating opportunities for earnings, and teaching them entrepreneurship (C. Archeleke, personal communication, n.d.). Ambassador Archeleke and his team taught youth in prisons how to create everyday merchandise from old tires. This is a distinct example of how to use internal resources to build a community, improve quality of life, and provide hope for the future. This interview with Ambassador Archeleke encouraged this researcher to utilize her skills as a mental health professional and include components of psychology in this diplomacy training program, Peace Unleashed, because many communities and youth need healing from generational and collective trauma.

Stakeholder Engagement: Romania Case Study at the UN

A significant stakeholder engagement was a simulated implementation of Peace Unleashed in the researcher's home country, Romania. The High-Level Political Forum at the UN gathers diplomats from all member states to discuss progress on the SDGs. This researcher and her team created a workshop that implemented components of Peace

Unleashed to gather insight about the program design and impact. The side event was divided into two sections: a learning component and an experiential component. The diplomats and attendees engaged with a case study regarding a specific issue that they identified to be a barrier to achieving the SDGs. Participants were asked to identify barriers that are keeping the country from achieving a “resilient recovery” and use their new conflict resolution tools to address the issues from a trauma-informed perspective and encourage advancement toward achieving the SDGs. This workshop was intended to encourage participants to think critically about the prominence of conflict as a barrier to achieving the 2030 agenda and the necessity for further learning about trauma-informed peace processes. This was a crucial stakeholder engagement because it provided insight into the thoughts of diplomats at the UN and their openness and ability to see value in a program such as Peace Unleashed. Feedback from attendees of the side event was humbling and encouraging. This researcher is looking forward to filling this need and creating an impact globally by helping diplomats and government entities engage with community members with a neuroscience lens and trauma-informed perspective with proper conflict resolution skills. Diplomats can engage community members and organizations in ways that bring healing, growth, and hope for the future.

Stakeholder Engagement: Harvard University Foreign Policy Alumni

Another key component of designing a global program with learning outcomes is consulting academia. The Harvard University Foreign Policy Program is considered one of the best programs in the world and has led to more diplomatic assignments than any other program. Barbara Barreno, a Harvard University foreign policy alumna, was appointed to the Human Rights Commission for the state of Illinois in 2019. Barreno was

impressed with the design of Peace Unleashed and made recommendations for each module based on her experience as a government official and human rights commissioner (B. Barreno, personal communication, 2022). She suggested a partnership with the state of Illinois and Harvard University Foreign Policy Department, because they are both dedicated to promoting and making progress on the SDGs. The information gathered from this interview will be used to make changes to Peace Unleashed as it is implemented.

The topics of each module in the developed innovation were informed by this researcher's community engagement results. The community engagement results revealed the need for diplomats to learn about neuroscience, inner conflict, resilience governance and understand collective trauma. In conclusion, by including diverse, typically marginalized or overlooked voices, this project sought to empower members of the community to participate in decision making that affects their everyday lives. Community engagement helps governments improve the efficiency, legitimacy, and transparency of their decision making by embracing and encouraging participation and it enables policymakers to make more informed decisions by engaging with and carefully mapping out the needs, opinions, and visions of local communities on issues that matter to them (De Weger, et al., 2018). It promotes sustainable decisions by recognizing and communicating the needs and interests of all participants, including decision makers.

Chapter 4: Conceptual Framework

Theoretical Foundation

This project, Peace Unleashed, was guided by a clear and coherent conceptual framework informed by theory. Theoretical foundations help provide context to social problems and solutions globally. The social innovation program, Peace Unleashed, promotes systems change from local to national governments, thereby laying the foundation for change in systems affecting individuals, families, and marginalized communities affected by poverty, violence, conflict, and much more. This innovation was rooted in several theoretical concepts, including Bronfenbrenner's ecological systems theory, laying the foundation for this innovative model (Nose et al., 2017). The socioecological model was developed and recognized as a conceptual model for understanding human development in the 1970s by Urie Bronfenbrenner and later developed into a theory (Chavis, 2012). The theory is explained by a conceptual model portrayed by loops that start with the individual and expand to various systems that affect the individual's life (Forbes et al., 2022). The first loop is a microsystem of the individual's personal connections and relationships (Forbes et al., 2022). The second loop is the mesosystem of the individual's interpersonal life, such as work, community, and neighborhood (Forbes et al., 2022). The third loop is a macrosystem that includes environmental factors such as cultural and societal values related to quality of life (Forbes et al., 2022). Last, the chronosystem includes policy and political influences that affect the individual's life and well-being (Forbes et al., 2022).

The socioecological model implies that an individual is integrated in a system of intrapersonal processes influenced by environmental factors such as: public policies

(Salihu et al., 2015). “The model assumes that interactions between individuals and their environment are reciprocal, implying that an individual is influenced by his/her environment and the environment is influenced by the individual” (Salihu et al, 2015). The principles of the model can be used to address global challenges that impact an individual’s quality of life (Costanza, 2013). The conceptual framework informed by theory, provided a roadmap for this researcher to understand the identified problem and propose an intervention that can create ripples of positive change globally. This conceptual model identifies the need for a comprehensive intervention that on all levels (individual, interpersonal, organizational, community and policy levels (see Appendix B). The public policy level consists of local, state and federal laws regarding quality of life and addressing areas such as: poverty and equal access to health care (Mondak and Gearing, 2014). In developing this social innovation the social ecological model principles were utilized and essential in helping diplomats acknowledge the needs of citizens they serve on all levels. This researcher made efforts to include all components of the social ecological model in the diplomacy training program.

Biblical Social Movement

A social movement that inspired this innovation was Bonhoeffer’s social movement and the assassination plan against Hitler. Bonhoeffer’s depiction of several types of prayer (daily prayer, corporate prayer, Lord’s Prayer) helped this researcher understand the depth of his walk with the Lord in a time of chaos and destruction. Bonhoeffer had deep interactions with God in prayer, and this researcher believes that is what fueled his persistence to address the evil happening around him. He applied Christ as the hub and circumference of his daily living. This is a great example of servant

leadership and being led by God. Bonhoeffer's persistence in objecting to the evil of his days eventually cost him his life. Bonhoeffer's persistence exemplifies Colossians 1:29: "For which also I labor, struggling according to His operation which operates in me in power".

This social movement sparked a new sense of urgency to disseminate Peace Unleashed and bring positive change on a micro, mezzo, and macro level of practice with the goal in mind to bring the personal stories of the people to policymakers. It was empowering to be reminded through "Principles of Community Engagement" about social learning theory, which emphasizes multiple levels of impact (individual, community, and public policy) to address the needs of marginalized communities (Forbes et al., 2022). Socioecological theory can also be applied to understand how the diplomatic community can overcome barriers to achieving the SDGs.

Logic Model

The Peace Unleashed logic model outlines the process of systems change related to creating a program that considers all levels of service (micro, mezzo and macro) that impact an individual's life. It also outlines the efforts and resources needed to make maximum impact (see Appendix A). The Peace Unleashed logic model outlines inputs such as funding and resources needed to implement the program. This logic model also outlines outputs such as activities and participation from stakeholders, community organizations, and diplomats. Last, it outlines outcomes such as short-, medium-, and long-term outcomes.

The logic model provides stakeholders with a roadmap that describes the sequence of related events and a clear understanding of the curriculum goals and

evaluation (Bonell et al., 2015). A logic model is useful in designing a program and policy evaluation because it helps clarify what the program, initiative, or policy is and is not. This kind of clarification is helpful in building an evaluation design that can capture the program's influence and impact (Bonell et al., 2015).

Chapter 5: Social Innovation

Global Diplomacy Training Program: Peace Unleashed

Peace Unleashed's name is a metaphorical reference to the impact it can have in communities that are burned by conflict, violence, and poverty. This program was based on many years of working with marginalized populations in different regions of the world and with the UN. These marginalized populations affected by the fragility of the government are looking for hope for the future—for peace to be unleashed so they can breathe and live and take back their right for self-determination and protect their human rights. Peace Unleashed follows a capacity-building approach, its target population is diplomats, and it seeks to teach them how to properly engage the community and utilize its internal resources to make progress on the SDGs. The recruitment strategy will utilize the UN voluntary national reviews to determine countries that are struggling to make progress on the SDGs.

Peace Unleashed will be delivered in two phases. Phase I will be a 2-week training, consisting of 6 days total, 3 days per week. The topics of each module were informed by this researcher's community engagement results. The community engagement results revealed the need for diplomats to learn about neuroscience, inner conflict, resilience governance and understand collective trauma. Phase II will be a 6-month global sustainability coaching program that will help diplomats and government officials implement what they learned in the training by properly engaging stakeholders in the community, building trust through their newfound skills in trauma-informed conflict resolution and neuroscience techniques. The dissemination plan seeks to implement Peace Unleashed in different regions of the world and continue to innovate and improve

the program based on evaluation measures. The community engagement and social innovation process model will be applied to UN member states, stakeholders, and diplomats, highlighting best practices, power imbalances, and understanding underlying interests to apply effective conflict resolution practices to overcome barriers that prevent movement and progress regarding the SDGs.

Ethical Considerations

This innovation was based in research, starting with the problem identification and advancing to creation, design, implementation, and evaluation. It was also community informed. Informal community engagement interviews were held with global stakeholders, diplomats, diplomatic sessions, high-level political meetings, and international congresses. This researcher used the data gathered from these interviews to develop this diplomatic training program, called Peace Unleashed. These informal community engagements highlighted barriers to achieving the SDGs that prevent people from improving their quality of life. This researcher included stakeholders from civil society (including youth), scholars, policy entrepreneurs, UN system bodies, and member states. Stakeholders contributed to mobilizing resources, informing policy, identifying innovative solutions, supporting transformation, and voicing the needs of underrepresented communities. Community-based participatory research methods were used for all stakeholder engagements and in the development of this diplomacy training program. Community-based participatory research takes a collaborative approach when engaging community, academic, and other stakeholders to gather research and data and build on both strengths and community-identified needs to improve social outcomes (Schensul, 2010). This community-informed approach led to many great partnerships

(Harvard University Alumni Global WE, Geneva School of Diplomacy, UN Association, SDSN, Local 2030) with people who support the implementation of Peace Unleashed and want to witness its global impact, as evidenced by advancement of the SDGs.

Faith Integration in Innovation Design

To create an impactful social innovation from a biblical standpoint, one strategy is to start with observation, as Nehemiah did in the Bible. Nehemiah's goal in rebuilding the wall followed the principles of community engagement and cultural humility. Nehemiah asked the right questions regarding the condition of the people, and he appealed to their need to be heard and validated (Lee-Johnson, 2020). Nehemiah observed and was enlightened by God to ask the right questions. Leaders who want to see transformation must immerse themselves with those who are suffering. As service professionals and advocates, we bridge the gap by making suggestions about gaps and disparities in the system. Nehemiah asked questions that showed he had concern for the people, such as: How does this community survive? What are your coping mechanisms? (Lee-Johnson, 2020). "And I told them about the hand of God, which was good upon me and also about the King's words which he had spoken to me. And they said let us rise up and build; and they strengthened their hands for the good work" (Nehemiah 2:18). This researcher used the story of Nehemiah as example to identify a social problem and design an innovation that could have a global impact and is reflective of God's love for oppressed and marginalized people.

Phase I: Training

Phase I of this innovation project will involve capacity building. This requires parties involved in the transformative change process to acquire the skills, tools, and

education needed to carry out tasks to achieve the project's goals. The four modules that will be covered in the 6-day training are neurosciences and emotional intelligence (Days 1 and 2), generational trauma and collective trauma (Days 3 and 4), humanitarian governance (Day 5), and barriers to SDGs and community engagement (Day 6). The target population for this program will local and global diplomats who are experiencing barriers to achieving the UN SDG's. Peace Unleashed was designed as a global enterprise composed of an implementation team and a training team. The recruitment strategy is submitting proposals to UN member states who have a funding allocation for trainings like Peace Unleashed. The price of the Peace Unleashed will vary based on proposal and contract.

The objectives of module 1 on Neuroscience is to help the training participants (diplomats) develop a broad understanding of the four brain structures, understand the function of the nervous system. Additionally, the diplomats will learn techniques to improve stress management, emotional regulation, problem solving and decision making. These tools will help them improve their engagement with community members and the citizens they serve especially marginalized populations. The objectives of module 2 on Collective Trauma is to develop a broad understanding of generational trauma as well as collective trauma. Also, to understand how trauma impacts marginalized communities and the role the diplomatic sector plays in instilling hope. The objectives of module 3 on Humanitarian Governance is to understand the principles of Resilience Governance and apply the principles through case studies, activities and exercises that positively impact marginalized communities. The objectives of module 4 on Overcoming Barriers to the SDG's is to discuss the barriers to the SDG's, understand the elements of community

engagement. Additionally, training participants (diplomats) will be introduced to the second phase of Peace Unleashed the Global Sustainability Coaching. Lastly, during this module and the last day of training the diplomats will be assigned a coach that will lead them in a field experience to begin the community engagement process. The training participants (diplomats) will be introduced to community organizations who are also invested in achieving the SDG's.

This training combines elements of mediation, negotiation, and psychotherapy techniques to define the root cause of conflict. This training protocol is based in neuroscience and a solution-focused, client-centered approach intended to bring attendees into a neuroawareness state that will allow them to recognize conflict triggers and barriers. This protocol resolves conflict from the inside out and prevents future conflict by allowing the brain to make sense of inner conflict by rewiring the synapses in the brain to dissolve triggers and build resilience. Our brain is a complex organism that keeps score. An analogy often used in the psychology and neuroscience field is that our brain is like a filing cabinet; every time something traumatic occurs, it is stored in the wrong cabinet. Each trainee will be taken through a journey of exploration to discover how their brain recognizes conflict triggers. This protocol could prove incredibly useful to government officials, heads of state, mediators, legal professionals, judges, attorneys, and law enforcement and mental health professionals.

Phase II: Global Sustainability Coaching in Pilot Country Romania

The goals of sustainable development coaching are to build trust in government, enlist added resources and allies, use technology in innovative ways to improve communication, and develop lasting partnerships. Trainers and coaches will be recruited

and onboarded per government contract. They will be recruited from this researcher's network and will be compensated for their time per training. The global sustainability coaching component will be a necessary part of signing up for the Peace Unleashed Program. Coaches will be members of the training team. Each training team member will be assigned a small group of attendees to coach through the process of executing a proper community engagement plan, building trust in government, and collaborating with community organizations for the advancement of the SDGs. The coaches will engage the attendees through weekly coaching calls and monthly progress meetings. For the purposes of explaining the sustainable development coaching component of Peace Unleashed, Romania will be used as a pilot country.

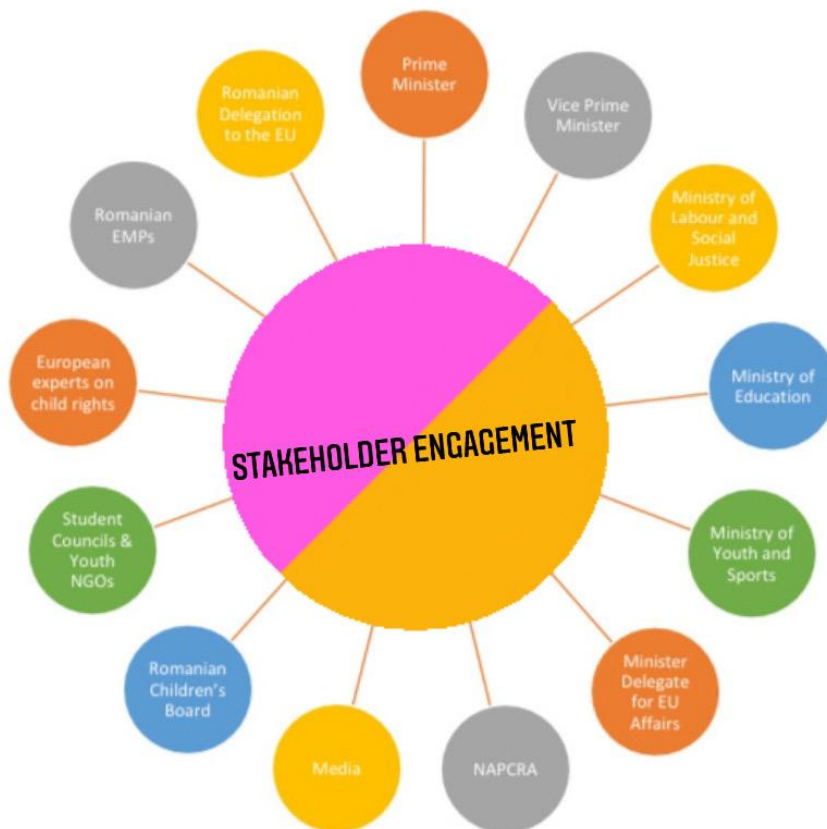
The first component of sustainable development coaching will be asking the attendees to conduct a thorough needs assessment, collecting data and building relationships with community members and stakeholders. The second component will be creating a partnership between the Romanian government and faith-based organizations such as the Interconfessional Bible Society in Romania. To help those who suffer from trauma, this organization partnered with the Orthodox, Baptist, and Adventist churches and launched Bible-based trauma healing. "In 2018, 550 people were impacted by trauma healing groups. This year, God has opened doors for trauma healing to reach more Romanians through Christian programming" (Karlsson et. al, 2018).

The third component will be to inform and consult by exploring community needs and how they align with the needs, interests, and positions of the government. "Creating policy solutions through the engagement process involves compromises and trade-offs

that balance community interest as a whole and enable budget priorities and set an agenda for transformation” (Dragoman, 2016).

The fourth component will be to transfer decision making through effective stakeholder engagement. “Governments can’t help resolve complex problems without the concentrated efforts of the general public” (Dragoman, 2016, p. TK). Accessibility, timing, and transparency are all important elements in transforming communities. Several three-way dialogues will be facilitated among government officials, faith communities, and stakeholders to help them understand one another’s perspectives, create innovative solutions, share their experiences through testimonial therapy methods, and develop empathy for one another.

Figure 1. Exmaple of a Stakeholder Engagement in Romania



Stakeholder engagement will include the entities listed in Figure 2 and other essential entities, such as the general secretariat of the government, university forums, institutes of research and development, nongovernmental organizations, civil society, and other interested citizens. Each entity holds a piece of the solution that can help Romania overcome barriers to achieving the SDGs and promote healing of a hurt society suffering from the effects of a failing economy. The largest problem in Romania is debt vulnerability and lack of employment that perpetuate a cycle of extreme poverty (Jianu, 2018).

The fifth component will be community-driven and -led task forces that will be formed around the following targets: reaching the most vulnerable to leave no one

behind; activating financing; supporting local action; strengthening institutions; leveraging science, technology, and innovation; building resilience; and increasing international cooperation (Jianu, 2018). Task force forums will be led by leaders in the communities and will include national and subnational government officials to increase collaboration and develop longstanding relationships. Each task force will be responsible for disseminating key messages and information to the entire network.

Chapter 6: Evaluation

Evaluation

In the development of this social innovation, Peace Unleashed, a diplomacy training program, an evaluation plan is necessary to determine the effectiveness of the program. A comprehensive evaluation plan was developed to assess the impact on the target population. The evaluation plan was developed by careful considering of the training outcomes. The key training outcomes are for the participants (diplomats) are to familiarize themselves with Resilience Governance and develop their own agenda based on these principles to make progress in SDG's. Additionally, to understand collective trauma and how it impacts the community members they serve and develop a community engagement plan that is inclusive and improves quality of life for all citizens. Lastly, for training participants (diplomats) to understand their own biases, trauma and inner conflict that may be impacting their leadership and service to the community. This chapter will cover an evaluation plan that will be implemented after all future Peace Unleashed trainings. The primary purpose of this research was to develop a social innovation that addresses the identified social problem "overcoming barriers to the SDG's and improving the quality of life for marginalized populations globally".

A mixed-methods approach to evaluation will be implemented to answer the following research question: What is the effectiveness of Peace Unleashed in overcoming barriers to achieving the SDGs as perceived by stakeholders who experienced the program? First, a quantitative approach will use surveys prior to and after participating in Peace Unleashed, along with learning outcomes (see Appendix B and Appendix C). The surveys are simple in nature to determine what elements of the training the

participants retained and will implement first. The survey questions were designed with the learning outcomes in mind determining their increased knowledge and techniques learned during each module. According to prior research (Kost & de Rosa, 2018), short surveys after trainings are more effective in getting high-quality, honest responses. In addition, these researchers found that the reliability of short surveys was much better than long surveys with many bland responses (Kost & de Rosa, 2018). The surveys for Peace Unleashed were developed with a statistician with many years of experience in developing surveys that receive high-quality responses.

Second, qualitative interviews will be held after the second phase of Peace Unleashed, the global sustainability coaching component (see Appendix D). The purpose of these interviews will be to collect data on perceptions of different components of Peace Unleashed, including the coaching program. The interview questions are short with the intention of creating a sense of connection and dialogue with each participant, allowing them to utilize the time with the training team member to ask questions, get clarifications on different aspects of the training. The purpose of this this style interview is to emphasize the importance of implementation and continued support through the coaching program. The most important emphasis of Peace Unleashed is that it is a program not a training. The emphasis on the two main phases of Peace Unleashed are learning and implementation.

Another important evaluation measure is a long-term evaluation plan to track progress on the implementation of skills learned in the Peace Unleashed program after 1, 3, and 5 years. Longitudinal data has been limited regarding the implementation of skills learned in similar training programs; therefore, this type of data is needed and encouraged

by global partners and entities of the UN. This researcher's goal in this evaluation measure is to ensure that Peace Unleashed participants (diplomats) find community with the Peace Unleashed implementation team/training team and stay connected for years to come. Peace Unleashed was designed as a global enterprise that connects global leaders and equips them to make lasting positive impact in their communities and countries.

The social innovation Peace Unleashed was developed to overcome barriers to the UN SDG's and equip diplomats to properly engage community members and ultimately improve the quality of life of the citizens they serve. The proposed evaluation plan describes the steps that will be taken to evaluate all components of Peace Unleashed and create a community of global leaders who have a united goal to achieve the SDG's and create a more peace able world.

Proposed Impact

The vision of Peace Unleashed and the proposed impact is infused in all parts of the evaluation plan with the earnest hope that it will create impact and positively transform lives. The SDGs were adopted by all UN member states in 2015 as a universal call to action to end poverty, protect the planet, and ensure that all people enjoy peace and prosperity by 2030. When governments, businesses, and citizens work together and put resources and determination behind a goal, transformation happens: Families move out of poverty, children are protected from diseases, and girls become students instead of brides. Member states have reported that it is difficult to implement SDGs due to conflict between the government and community. Diplomats often do not understand the impact of trauma on achieving peace between nations and making more considerable progress on the SDGs, as identified in the *SDG Progress Report (2019)*. The need for inclusive

dialogue and reconciliation between the government and the people is necessary. The need exists for training that is rooted in neuroscience, as this project will employ through a four-module training program. The ideal impact of Peace Unleashed being implemented globally is to break barriers and advance the SDGs by building government trust and increasing the quality of life in marginalized communities.

Chapter 7: Conclusions and Implications

Conclusions

In countries affected by fragility and conflict, pursuing the goal of creating more peaceful societies is a challenging task to accomplish because economic changes affect mental health and a community's ability to thrive. Environmental factors such as extreme poverty and community violence are linked to mental health illnesses and generational curses of abuse and trauma (Lee Mannes et al., 2017). Governments are responsible for addressing imbalances in power, identifying the foundation of inequality and injustice for marginalized communities, and improving access to health care for low-income communities, women, and children. Governments must amplify community voices and develop policies that address gaps in the system that often result in experiences of collective trauma. Conflict is inevitable. However, if managed well, conflict can be a powerful mechanism to simplify communications, build stronger relationships, and create positive transformation (Bartos and Wehr, 2002). A common goal among governments around the world is creating socially resilient, self-sufficient communities by creating a space in which people are connected and can grasp the opportunities available to them. To accomplish this goal, governments at every level must strengthen their work to

empower marginalized communities, practice effective community engagement, and create sustainability for all.

The research gives insight into a global problem that can be provide possible solutions such as a Global Diplomacy Training program for diplomats and heads of state. This diplomacy program would teach government officials to meet the needs of the community by using internal resources and how to value civil society members by amplifying their strengths. Further research will be conducted along with the development of interventions such as: a diplomacy intervention program that will be given to the Romanian National Government and the United Nations members state countries that will break through barriers and make progress on achieving the world goals transforming one individual, one community and one country at a time.

This proposed social innovation, Peace Unleashed may provide some unique implications and contributions to the helping field in general and to the field of social work. This program may be beneficial for future research aimed at addressing the staggering employment situation in Romania. Furthermore, these results inform further research and the development of programs that address multifaceted issues related life satisfaction such as: marginalization, severe poverty discrimination, oppression and access to health care.

Implications, Recommendations, and Limitations

The main implication this social innovation, Peace Unleashed is hoping to achieve is increase in progress on SDG's which will ultimately improve the quality of life of all citizens especially marginalized populations. Another major implication of Peace Unleashed is an increase in trust in government and hope for the future. Some other major

implications of Peace Unleashed is increased positive community engagement which would improve election processes and create an opportunity for diversity and inclusion. This diplomacy program would teach government officials to meet the needs of the community by using internal resources and to value civil society members by amplifying their strengths. This unique diplomacy program could have implications and contributions to the helping professions in general and social work in particular. The intended learning outcomes of Peace Unleashed include improving quality of life and increasing financial resources in marginalized communities. Furthermore, the results of Peace Unleashed could inform further research and the development of programs that address multifaceted issues related to life satisfaction, such as marginalization, severe poverty discrimination, oppression, and poor access to health care. This program could influence equity, diversity, and inclusion by teaching diplomats about collective trauma and how to improve the quality of life of marginalized communities. An important implication of Peace Unleashed involves increasing trust in government and giving marginalized communities hope for the future by working with diplomats to use internal resources and create economic opportunities. A limitation of the program is its lack of financial infrastructure for smaller countries that might benefit from Peace Unleashed due to corruption and conflict.

Dissemination and Execution Plan

A portion of Peace Unleashed will be implemented in March 2023 at the UN headquarters for the Commission on the Status of Women. Attendees of the training will be global diplomats who are invested in the advancement of the SDGs. In July 2023, Peace Unleashed will be implemented again with global diplomats at the High-Level

Political Forum at the UN headquarters. The pretest and posttest surveys (see Appendix B and Appendix C) will be given to attendees, and the resulting data will be analyzed to provide a proof of concept and used in proposals and marketing material. This researcher submitted a proposal to the Romanian government to implement Peace Unleashed and help it overcome barriers to achieving the SDGs. The proposal was accepted, and a meeting has been set up to discuss details and answer questions about Peace Unleashed.

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Appendix A: Logic Model

Program: Global Diplomacy Training Program, Peace Unleashed

Inputs (What we invest)	Outputs (What we do and who we do it to)		Outcomes – Impact (The incremental events/changes that occur as a result of the outputs)		
	<i>Activities</i>	<i>Participation</i>	<i>Short</i>	<i>Medium</i>	<i>Long</i>
Funding- pay for the Peace Unleashed Program Trainees (diplomats, govt officials)	Needs and Resource Assessment Action Planning Training	Community Organizations Faith-based Organizations Agencies that are invested in the advancement of the SDG'S Stakeholders Advocates	80% of trained diplomats participate in phase II of Peace Unleashed and work on a community engagement plan 50% increase in community stakeholder participation	70% Increase in community awareness about the SDG's 30% increase in trust in government	50% progress on SDG'S with concrete

Assumptions
 Community members and organizations will not want to participate in government-initiated activities due to lack of trust in government.

External Factors
 Poverty, violence, lack of resources, loss of hope for the future and low quality of life. The community is worried about survival and may be hesitant to participate.

Appendix B: SEM Conceptual Model



Appendix C: Pretest Survey for Peace Unleashed Training

1. I have some knowledge about trauma and neuroscience and how they affect individuals and communities.
 - 1 – Not at all knowledgeable
 - 2 – Somewhat knowledgeable
 - 3 – Knowledgeable
 - 4 – Very knowledgeable

2. How important is it for citizens to trust in government entities and diplomats?
 - 1 – Not at all important
 - 2 – Somewhat important
 - 3 – Important
 - 4 – Very important

3. How important is this training to global diplomacy and advancing the Sustainable Development Goals?
 - 1 – Not at all important
 - 2 – Somewhat important
 - 3 – Important
 - 4 – Very important

4. What am I looking forward to most in this training?

5. How do I expect this training will help me in my diplomatic role?

Appendix D: Posttest Survey for Peace Unleashed Training

1. I have some knowledge about trauma and neuroscience and how it affects individuals and communities.
 - 1 – None at all
 - 2 – Somewhat knowledgeable
 - 3 – Knowledgeable
 - 4 – very knowledgeable

2. How important is it for citizens to trust in government entities and diplomats?
 - 1 – Not at all important
 - 2 – Somewhat important
 - 3 – Important
 - 4 – Very important

3. How important is this training to global diplomacy and advancing the Sustainable Development Goals?
 - 1 – Not at all important
 - 2 – somewhat important
 - 3 – Important
 - 4 – Very important

4. What are the three most important skills I learned during Peace Unleashed?

5. What is the most beneficial aspect of the training that will help me in my diplomatic role?

Appendix E: Global Sustainability Coaching for Peace Unleashed Training

1. How effective was the global sustainability coaching?
2. What did you find most helpful about your global sustainability coach?
3. How has Peace Unleashed Program helped you in your diplomatic role?
4. How has Peace Unleashed helped you and your team make progress on SDGs and improve quality of life of citizens and marginalized communities?
5. Did you feel comfortable expressing the barriers or problems in implementation with your coach?
6. Do you have any recommendations for your coach or the Peace Unleashed program?