



*'A facilitator at every table, from the kitchen table to the negotiating table'*

Thank you for your interest in CFOR!

Part I of this document is a 5 page summary about the purpose and nature of CFOR's work, our activities and where we work, funding, and links to films, articles and reports.

Part II includes further information about CFOR's capacity and sustainability, 'why' we are doing this and the big picture. We value your time and your support, whether financial, or by way of linking us with others. We value your shared interest in the possibility that as societies we might grow in our personal and collective awareness and prevent mass violence.

#### 1.1. Overview - Our purpose and the nature of our work:

How do we get beyond the replay of our violent history? Polarised societies are easily activated into violence. Imagine people from different 'sides' of conflict engaging with one another and their polarised positions, and so becoming less susceptible to disinformation and demonising tactics and more able to participate in shaping the future for the next generation.

CFOR is a small registered UK Charity, founded by Arlene and Jean-Claude Audergon, psychotherapists and conflict resolution facilitators. CFOR partners with local organisations to gather and facilitate such interactions, in which communities grapple with accountability and the persisting impact of past violence and build pathways forward. We also train facilitators in the regions where we work and in the UK. We are documenting our work in film, articles and case studies, in order to demonstrate the potential contribution of this work to peace-building and transitional justice.

CFOR was founded because we saw how people who have suffered and perpetrated violent conflict are eager to engage with one another when given the opportunity. We see profound interactions and uplifting outcomes.

In Rwanda, youth invite their elders to go further in the process of reconciliation - so that they don't inherit and replay the violence. In Zimbabwe, as participants were speaking urgently about present dangers, a youth said "We hate each other and don't know why", initiating a profound interaction among people from different tribes, possible for the first time now that Mugabe is no longer in power. In Rwanda and in the Balkans, participants reflect on how they were unconsciously swept up, divided, and activated into violence. They take accountability for their part and practical steps, such as locating mass graves and the remains of survivors' loved ones, or resolving property disputes. In Rwanda, survivors are relieved of persistent symptoms of trauma as their personal tragedy is witnessed and as perpetrators sit with them and tell the truth about what they have done. Survivors and perpetrators team up and facilitate further dialogue in their communities.

Facilitation enables dialogue across sectors – grassroots, local civil society organisations, business, academic, international organisations and government, youth and elders. In large group interactions, it is the participants who determine what to talk about, bringing pressing

and heated community matters.

Where there are divisive points of view, there are 'hotspots' - points where conversations either go quiet, or rapidly escalate. Here is where facilitation is needed for essential, highly sensitive conversations about community-wide trauma and issues of justice and accountability. This is just where communication normally breaks down; it is where our work begins.

As communities address traumatic history and grapple with awareness of personal and collective responsibility, community relationships are strengthened. Organisations resolve blocks to progress and increase efficiency. With facilitation, there is an increase in awareness of how we each make a difference, and a decrease in locked polarisations. Communities get in touch with their innate vitality, capacity and will to leave a better world for their kids.

By way of articles, case studies, and a film documentary series, we are beginning to document and demonstrate the potential for facilitated community interactions to become a central strategy in conflict resolution and peace building. We want to share this vital element with institutions and organisations involved in transitional justice and genocide prevention.

## 1.2. Description of activities and where we work

Since 2016, a main focus of our work is in Rwanda, so in this section we give an overview of our activities there. We also briefly describe current programmes that we are 'seeding' and the background to these activities in Zimbabwe, the Balkans, South Africa, UK and Europe.

Rwanda: CFOR was invited by, and works in partnership with a local organisation, GER, Global Initiatives for Environment and Reconciliation, and in cooperation with the National Unity and Reconciliation Commission. Rwanda has done extraordinary work to reconcile and in many ways is a model in our world - but it faces profound consequences of the 1994 genocide against Tutsi in which an estimated 1 million people were brutally massacred over 100 days. Consequences include: community-wide trauma among survivors, children of survivors, perpetrators and combatants; suffering from rape, a wide-scale weapon of genocide; issues among children born from rape; HIV; poverty; disability; missing mass graves; property disputes; challenges integrating returnees and ex-prisoners into community; persisting genocide ideology.

As Europeans and Americans, we inherit responsibility for the impact of colonialism that created divisions in Rwandan society among Tutsi, Hutu and Twa, as well as for the international community's failure to intervene when the genocide could have easily been stopped. Our work respects and works in cooperation with GER's vision and the national goals of reconciliation.

A note about concerns that some people have about President Kagame not permitting voices of dissent: We have seen up close the profound gratitude for the leadership that brought the genocide to an end, supports reconciliation and safety for all Rwandans, and stands firmly against 'genocide ideology'. While there are essential ethical questions to consider about how to combine 'free speech' with setting boundaries to 'hate speech' and inciting of violence, we believe that we should focus those discussions first in relation to our own historic and current issues in the UK, Europe and USA.

Since 2016, we facilitate 3-day forums twice a year in Rwanda. The first forum had 45 participants. We capped the 5<sup>th</sup> forum at 150, and 170 participants came, with people saying they heard about it and had to be there.

Again and again, participants say that they never dreamed it would be possible to meet together as perpetrators and survivors in this way. Survivors repeatedly say that the forum changes their lives, bringing relief and healing, and transforms their relationships. Elders listen to the concerns of youth. Youth engage. Survivors and perpetrators team up to go into their communities and help others. Perpetrators are able to get beyond hiding or guilt, to feeling the impact of their actions on survivors' lives, and so emboldening them to come forward with needed information, and to reach out to perpetrators in their communities. This has led to uncovering mass graves, so that survivors can bury family members in dignity and find some rest and closure. Recently, authorities thanked GER and CFOR, when a mass grave with more than 10,000 bodies was found. Representatives from NURC, the National Unity and Reconciliation Commission, are enthusiastic about how this methodology makes a difference to the country's reconciliation process.

In addition to our Forum activities involving participants across sectors, we coordinate and facilitate Forum activities for particular groups. Requested by youth, we facilitated an inspiring Forum for youth only. Requested by women, we held a Forum for women only, so that they could speak more easily about their experiences of rape during the genocide. We facilitated an interfaith Forum among religious leaders who said this was the first time they could broach the topic of the church's accountability in the genocide, and the responsibility of religious leaders in a highly religious country to help with the reconciliation process. We are coordinating a Forum for our next visit focusing on issues facing marginalised people, particularly the Twa (Batwa).

Fifty of the Forum participants are also training with us as facilitators. They attend each Forum and receive additional 2-day Facilitation Training Modules after each forum, as well as mentoring as they work together in teams to apply their skills directly in community projects.

We currently work in 3 districts, Kicukiro, Gasabo, and Bugesera, and the National Unity and Reconciliation Commission are asking GER and CFOR to expand within these districts and throughout the country.

**Facilitator Training:** In London, CFOR provides an annual 6 or 9-day Intensive attended by 100 participants, and a modular training programme called 'Facilitation for Leaders' limited to 25 participants. Facilitator training is also integral to all our programmes, so that programmes can grow locally.

**Facing History and Creating the Future: Seed projects with Associates and Partner organisations:**

CFOR works in different regions in collaboration with Associates and Partner organisations to develop a vision; formulate the scope of activities and training; conduct outreach and coordination for Forum activities and training; prepare for welcoming interaction on current issues among diverse groups; preparation for facilitating hot spots, polarisations, dynamics of collective trauma and accountability within communities and the potential to transform and create the future together; as well as to evaluate, reflect and report on learning.

**Zimbabwe:** CFOR is cooperating with a consortium of 3 organisations - Kufunda, Trust Africa and ORAP. At this turning point in history, with Mugabe no longer in power, their vision is to gather communities to regenerate the fabric of society. CFOR supports this vision and provides community facilitation and training for facilitators. We held the first 3-day forum in May 2018 in

Harare. A diverse group of people from Ndbele, Shona, Tonga and other tribes, as well as white participants spoke together for the very first time. They spoke about the times when tribes united against settlers and colonialism; the liberation; Gukurahundi, the massacre of Nbele in the 1980's; and the violence against Ndbele in 2008. Participants spoke openly about how they had been terrified to share the same dorm (at the Forum), and were passionate to process historic trauma, persisting polarisations, and the need for accountability, in order to create their future. The next Forum takes place in Matabeleland. (As we complete this document, a crackdown has begun, and we are in close contact with our colleagues.)

Balkans: From 1996, just after the war in the former Yugoslavia until 2001 and from 2006-2012, we facilitated large gatherings in Croatia for community members, civil society, government and international organisations, and offered facilitation training. We worked with hundreds of people from all war-affected areas in Croatia, as well as participants from Bosnia, and held additional forum meetings in Macedonia and Kosovo.

We partnered with a local NGO, 'Mi' and the UNHCR United Nations High Commissioner for Refugees. Participants from opposing 'sides' of violent ethnic-national conflict - Croats, Serbs, Muslims and people of other and mixed ethnicities - grappled with polarisations and persisting blocks to recovery in regions hardest hit. In a unique project, we combined our focus on facilitating interactions concerning trauma and accountability, with a focus on capacity building for economic projects, and resolving community blocks to economic project implementation. Participants demonstrated profound shifts in outlook and their capacity to make a difference.

CFOR is renewing association with a local organisation in Vukovar who are very concerned about current tensions locally, nationally, and regionally (cross-border). They are asking for CFOR to return and to facilitate Forum activities to support cooperation and violence prevention.

South Africa: A trainee facilitator with CFOR, Lungile Nkosi-Hill, a Social Worker in the UK determined to bring her learning back to South Africa, beginning in a township of Durban where she grew up. Her aim is to support healing and community initiative, through processing the legacy and impact of Apartheid. In the midst of an energetic first Forum, a local organisation was born - IMBEWU (Seeds) Community Dialogue. IMBEWU is currently developing grassroots leadership and initiatives.

UK and Europe: The history of our Europe Matters – You Matter programme included coordinating and facilitating international conferences in 2006, 2007, 2009, 2011 and 2012. With support from the European Union, hundreds of participants gathered from 30 countries. Participants brought to the table current issues in Europe between east-west, north-south, issues concerning refugees and migration, racism, Islamophobia, Anti-Semitism, gender and sexual orientation. These issues also linked us to the traumatic legacy of World Wars I and II, the Holocaust and Stalin, and Europe's history of slave trade and colonialism.

Currently, in partnership with '*brap*' an esteemed UK organisation focused on race and diversity awareness, we are creating a 'think tank' and activities to address the entrenched difficulties for individuals and institutions to acknowledge and address dynamics of racism and structural discrimination. We will focus on organisational learning and map our recommendations for institutions in the UK and internationally.

### 1.3 Contributing to the wider field

Visual media - Documentary film, interviews: We are in the midst of developing a documentary film series and recorded interviews. We are designing a web-based platform to be able to share participants' experiences and our methodology in relation to the wider field of conflict resolution, collective awareness and prevention of genocide and mass violence.

Case studies, articles, conversations with the wider field and replication: We also make use of case studies to follow, support and document the impact of our programmes on individual lives, families, communities and national processes of reconciliation.

We want to contribute the work we are doing to the wider conversation concerning conflict resolution, reconciliation and transitional justice. We are linked with local and international peace-building organisations, government, and universities. We are outlining factors for replicating this methodology with consideration that each country and culture is unique.

### 1.4 Funding, budget overview and donation request

Our projects are supported by donations and have been supported over the years by UNHCR, the United Nations High Commissioner for Refugees, Office of Transition Initiatives, Threshold Foundation, Open Society Institute, British, Dutch, Norwegian, Belgian, Danish and Spanish governments, the Millennium Fund, and EU funds including EIDHR European Instrument for Democracy and Human Rights, Grundtvig and EACEA Europe for Citizens. CFOR also receives fees for a well-attended modular training programme and other courses.

Project funds are limited and we do not have core funding. CFOR has run on midnight oil, with pro-bono direction, and a dedicated part time team of consulting staff, interns, Trustees and Associates. Funding is crucial for our sustainability and growth. We are ready to expand our activities during the upcoming 3 years, building our organisation in manageable steps.

### 1.5 Donate

We need and appreciate your donation. Please feel free to contact us if you would like more information about how your contribution will directly impact upon our programmes and the different countries and communities where we work.

CFOR is a registered UK Charity. Contributions are tax deductible in the UK. We can connect you with advice about making tax-deductible donations from the USA and other countries.

How to contribute:

Contact us directly or you can go to the donate page: <http://www.cfor.info/donations/>

If you make a donation, please be in touch to let us know:

1. Would you like us to determine where your donation is most useful? Or
2. Would you prefer to specify: a) Core funding; b) Programme in Rwanda; Zimbabwe; Balkans; South Africa; UK, Europe; or the USA or c) Documentary films and case-studies

Another way to contribute to CFOR is to tell others about our work. Contact us on [admin@cfor.info](mailto:admin@cfor.info) or [arlene@cfor.info](mailto:arlene@cfor.info) and [jc@cfor.info](mailto:jc@cfor.info) with any questions or ideas, or if you would like further information or references.

## 1.6 Links to our films and articles about Rwanda and other publications

Film Series: 'Stopping the World: Worldwork in Rwanda'

Episode: 'Perpetrators and Youth' (30 minutes) <http://www.cfor.info/documentaries/>

*Several episodes are currently being produced, and we would like to keep you posted.*

Film: 'For the Next Generation: Worldwork in Rwanda'

Short (4.5 minutes) <http://www.cfor.info/documentaries/> Long (one hour) <https://vimeo.com/242964439>

Audergon A, Audergon JC. 'Contribution of Worldwork methodology for violence prevention and community recovery after mass violence: An example from Rwanda'. Psychotherapy and Politics International, 2017 <http://www.cfor.info/wp-content/uploads/2017/08/1.Rwanda-Worldwork-CFOR-Audergon-Arl-JC-V.-29-Dec-2016-for-website-posted-Feb-16-2017-yR.pdf>

Audergon, A. The War Hotel: Psychological Dynamics in Violent Conflict, 2005, Whurr/ Wiley

Further publications: <http://www.cfor.info/publications/>

## II. CFOR Further Information

### II.1 CFOR capacity and sustainability

CFOR is a small organisation. The sheer magnitude of conflict and violence in our world make it difficult but essential to not just throw up our hands, but to look at what it means to contribute something meaningful to this field. We are also aware that a main consideration for any donor is the wish to contribute to work that is solid and innovative in creating and sustaining change.

#### Programmes in partnership

We always work in close partnership with organisations on the ground. The wisdom and direction lie within the community. We support local organisations in the task of gathering diverse groups, often from opposing sides of controversial issues and from different sectors, as well as to provide follow up and evaluation.

#### Facilitator Training for sustainability

Training local facilitators is paramount to the aims of CFOR, and intrinsic to all our programme designs. In addition to training and mentoring facilitators in the countries where we work, we offer training in the UK.

#### Facilitator network

CFOR is proud to have a strong network of highly skilled and experienced facilitators who we have worked with over many years. These facilitators are ready to be called into CFOR projects.

#### Team building and organisational consultation

Despite the best intentions, organisations are regularly blocked by internal conflicts. Facilitation can help to resolve long-standing conflict and blocks to efficiency and support organisations to make their best contribution. CFOR provides facilitation within organisations, including small community NGOs, and large international organisations. For example, we have provided training and facilitation to the Staff Welfare Team of UNHCR, to further their capacity to work

effectively with their worldwide staff.

### Called to new projects

We are increasingly called to new projects and to develop existing projects. While writing this document, a community leader in Iraq contacted us about facilitating a series of Forum conferences among civil society organisations across the country to grapple with history, on-going violence, and needed cooperation to re-build the country. In India, we've been called to facilitate community interactions around discrimination based on Caste. We have been asked to develop a programme in Cambodia and in the Philippines. We are actively engaged with individuals and organisations in the USA about our history and legacy of genocide and slavery and on-going racial terror. Although, as a small organisation, we must be careful with our planning and priorities, it is uplifting to realise there is a time spirit recognising the vital importance of facilitated interactions about our current collective issues, our history and future. And as an organisation we feel it essential to connect and work in different cultures and regions, as we contribute, learn, research and document this work.

### Trustees, Directors, Programme coordination and Interns

Our Trustees have enormous expertise from the fields of human rights, law, psychology and education. Gina Clayton is author of a comprehensive textbook on refugee law in the UK and is very active in this field. Nick Totton has initiated a Journal and an organisation linking the fields of psychotherapy and politics. Peer Stoop is an innovator in education and diversity training. Sharon Kennet, our Company Secretary, is a dynamic organisational consultant and facilitator.

Arlene and Jean-Claude Audergon, co-founders and directors, are psychotherapists and conflict resolution facilitators and have been facilitating and teaching internationally for more than 30 years. Arlene is author of *The War Hotel: Psychological Dynamics of Violent Conflict*, Whurr / Wiley 2004. Jean-Claude trained as filmmaker, and is leading the production of our film documentary series. Arlene and Jean-Claude have also published numerous articles.

Milan Bijelic provides programme coordination for the Rwandan program. He has experience in programme coordination in post-conflict zones and is also a trained facilitator. Tajana Vlaisavljevic is our Peace-Building Programme Coordinator. She has many years experience in education and has trained in international peace studies. CFOR has regular interns from Trinity University's International Peace Studies Program and Sussex University who contribute by conducting research and other means of supporting the team.

### Donations

Donations will allow for core and project costs including direction, coordination and delivery of Forum and Training programmes; local coordination, outreach, follow up and evaluation; documentation and dissemination.

Your donation will impact directly upon the quality of life of several hundreds of Forum participants and Trainees, and thousands of their family and community members, as they bring their direct experiences and expertise into community, and into the national process of healing, rebuilding, and prevention of violence. Your donation will allow us to document and link with a wider network of individuals and institutions involved in peace-building and transitional justice, and who are asking the question - How do we get from our violent history to a better future?

## 11.2. Why?

If, as societies, we don't grapple with our personal and collective accountability, or witness the impact of historic trauma, then we can anticipate a replay of violent conflict. Transitional justice refers to a range of processes such as tribunals and truth commissions, reparations and memorials needed for society to end impunity and move beyond history, rather than repeat it.

Facilitating community interactions around personal and collective responsibility can make a vital contribution to processes of transitional justice, as participants discover their part in preventing the replay of violence, and as they meet with people from polarised positions, and across sectors, including grassroots, local civil society organisations, business, international organisations, academic institutions and government.

If such facilitated interactions are considered as only a form of 'psycho-social', humanitarian support - if considered at all - it misses the point. When community has been torn apart, people need opportunities to come together and to restore their emotional and spiritual resources required to build their lives and community. We sometimes refer to this as a 'relational infrastructure' (excuse the new term) needed for thriving organisations, community services and economies.

Why has this not been done before?

We frequently hear about the profound impact this work has had on people's lives – how the interactions relieve personal and community trauma, and bring fresh outlook, capacity, creativity and cooperation for processes of recovery and prevention at a community and national level.

A student from an International Peace Studies programme who was doing her Internship with CFOR saw a film about our work in Rwanda. She was agitated. Knowing she had grown up in a conflict zone, we checked on how she was doing. "I'm angry", she said, "because I see this is possible. Why is it not being done more widely!?" She'd landed on a big question. There are certainly groups that facilitate dialogue, but why has a focus on facilitating deeper interactions in community not been a more central and mainstream strategy and contribution to conflict resolution and violence prevention until now? We believe there are three main answers to this.

--- First, while people are increasingly aware of how society gets worked up into divisive positions by way of disinformation, identity, echo chambers, and demonising and dehumanising tactics, few of us realise that our personal and collective emotions are the fuel used to inflame us. Repeated examples from history show that emotions from unresolved history get stirred and activated for the intentional purpose of polarising people into renewed rounds of violence. It is our awareness in relation to each other that can prevent this. We don't realise how important we are to the next generation.

--- Secondly, It isn't easy to facilitate when you touch on sensitive and inflammatory emotions around historic points of contention. At these points, people tend to either escalate into conflict or to back away - natural responses to the inflammation around conflict. We back away due to hurt, outrage and fear of making it worse, or due to our privilege, believing it has nothing to do with us. Avoiding such 'hotspots', however, is a prescription for future conflict and violence.

In negotiations between parties in conflict, a typical tendency among negotiators is to try to avoid emotions for fear of re-activating conflict. But, leaving out the emotions can have the



opposite effect. Some parties never get to the table, and even when an agreement is negotiated, soon after the conflict gets re-activated. Methods are needed that allow us to go slowly into these points or 'hotspots' as doorways to awareness and a deeper resolution, rather than setting off the conflict again.

--- Thirdly, few people have had the opportunity to witness highly polarised situations transform. Hopelessness is the norm. Not only the kind of hopelessness where you feel sad or desperate. Rather a more dangerous kind of hopelessness that shrugs and says there is nothing we can do. We all need new patterns, possibilities and knowledge about what it means to engage rather than remain polarised, and to recognise our capacity to make a difference.

Our motto 'A facilitator at every table - from the kitchen table to the negotiating table' was borrowed from Bill Gates' dream of 'a computer on every desk and in every home'. His dream foresaw a paradigm shift to the information age. We feel it fair to consider that we are in a new paradigm shift in which one day it might seem normal to facilitate and bring awareness into our personal and collective interactions, rather than replay the reruns.

Many of us are shocked and upset by the upsurge of nationalism in these divisive times, and as we witness the backlash to the painstaking work over the years to build diversity awareness, human rights and democracy. But, it is also a time of awakening to our individual and collective responsibility for increasing awareness, so that we are not unconsciously divided from one another - that we might face our history, address the complex problems we have inherited, and welcome and pass on a sense of possibility to our loved ones.