



## **Beyond Conflict: Rwanda and the Great Lakes**

This document describes our programme in Rwanda and asks for your support.

Innocent Musore, the head of a small non-governmental organisation in Rwanda, contacted us at CFOR Force for Change. We are a registered Charity organisation devoted to conflict resolution and violence prevention, based in London.

He spoke to us about the work of the National Unity and Reconciliation Commission NURC in supporting all Rwandans to move forward after the genocide in 1994, in which some 800,000 Tutsis and moderate Hutus were brutally killed over a period of 3 months.

He then spoke about the legacy of the genocide and its impact on communities, including community-wide trauma; the difficulties so many people face in trying to reconcile and live together again as survivors and perpetrators of genocide; the impact of rape that occurred during the genocide and the struggles of children born from rape; the HIV crisis; domestic violence; education and the role of youth in building the country; problems faced in families and communities as perpetrators return from prison; disability; health issues; issues related to gender and sexual orientation, issues facing displaced people, and those returning to Rwanda from countries where they lived in exile (Uganda, Tanzania, Burundi and Congo); and the need for economic opportunities.

He asked if we would join him in developing a project similar to the post-conflict work we did over many years in regions devastated by war throughout Croatia.

So, we developed a partnership. Innocent Musore and Global Eco-village Rwanda coordinated the first Forum, which took place from 16-18 June 2016 in Kigali, facilitated by our team - Arlene and Jean-Claude Audergon, Lungile Nkosi Hill and Milan Bijelic. See our one page and full reports here. <http://www.cfor.info/rwanda/>

Following genocide and violent conflict, how do societies move forward? This question, at the heart of this project, is relevant not only to Rwanda, but to our whole world history and our responsibility to build our future. An essential aspect of recovery has to do with accountability as well as bringing out the truth of what happened, in Tribunals and Truth commissions and through other means of 'transitional justice'. In Rwanda, the Gacaca courts ('gacaca' means 'grass') allowed people to sit in the grass, perpetrators giving testimony and survivors asking questions and hearing what happened to their loved one. Many perpetrators, often having already served prison sentences, were then able to return to their communities, do community service and give reparations. Following violent conflict, in addition to needing processes of transitional justice, societies also have a great need for a wide range of initiatives to support humanitarian, social, and economic recovery.

CFOR's work focuses on the potential for facilitated dialogue to be a vital contribution to processes of transitional justice; supporting communities to engage around issues of accountability, and to find ways to bear witness and interact around their devastating experiences and community-wide trauma, and to find pathways forward. CFOR's work also focuses on facilitating the cooperation needed among individuals and organisations in order to resolve complex issues for community recovery.

Our experience is that in post-conflict zones, people not only have the innate resources to survive, but they also have the innate resources to transform such painful history, in order to build a thriving future, and to prevent future rounds of violence. This doesn't just happen, however. To the contrary - tensions persist; power is abused; people get worked up and polarised; trauma gets replayed; conflict cycles. Local civil society organisations, as well as national and international organisations - with all best intentions - get entangled in the very dynamics they set out to solve. Normal problems of cooperation are magnified in the post-conflict environment.

Our interest is to build opportunities for facilitated interactions to become part of a central strategy in post-conflict recovery. When people have the opportunity to interact around issues of their immediate concern, they will touch on the underlying historic struggles of the community. With facilitation, they are able to reach to the very foundations of community relationships. At this deep level, we meet excruciating struggles and the community's greatest potential. Time and again, we've witnessed individuals and communities find the tenacity and heart to work together and find a way forward. We use the methodology of "worldwork" (Mindell 1992, 1995<sup>1</sup>), which allows us to support and work alongside local efforts, and to help communities to address painful and potentially volatile issues, while finding new pathways to the future.

Until now, facilitated community dialogue has not been seen as part of a central strategy in post-conflict situations, to further the work of international tribunals, and truth commissions, as well as to support cooperation among international, national and civil society organisations.

One reason that facilitated dialogue has not been part of a central strategy is because there's a need for case studies about projects such as ours and further research to show the impact of such dialogue. Another reason is that most of us do not have the knowledge and skills to deal with the inevitable volatility related to community-wide trauma, abuse of power, and open issues of accountability, that lie just under the surface. If you invite people to speak about what is of concern to them,

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<sup>1</sup> Mindell, A. (1992). *The leader as martial artist: An introduction to deep democracy. Techniques and strategies for resolving conflict and creating community.* San Francisco, CA: Harper Collins.  
Mindell, A. (1995). *Sitting in the fire: Large group transformation through diversity and conflict.* Portland, OR: Lao Tse Press.

they will talk about economic and social issues and quickly touch upon sensitive and potentially volatile topics. As quickly as these topics are touched, it is natural that people tend to either back off, for fear of setting off renewed conflict and triggering a traumatic experience; or to fall in, headfirst, into a renewed round or escalation.

Something different is needed - that we might bear witness, and interact around the emotional reality of our history, and find a way forward. If the emotional and psychological aspects related to violent conflict remain unaddressed, they won't disappear. 'Worldwork' methods (Mindell) allow us to work directly and carefully with these 'hot spots', which are not only points of escalation, but also points of potential transformation.

Not addressing the emotional and psychological aspects related to violent conflict leaves people vulnerable to fresh rounds of violence. It is well documented that in situations of mass violence and genocide, a range of terror tactics are used to intentionally divide communities (Hamburg, 2008 Audergon 2004<sup>2</sup>). These tactics are dependent on our emotions being stirred and inflamed. Facilitating dialogue brings awareness to these psychological dynamics so that we might be less easily manipulated into large-scale polarisations (Audergon, 2004).

Not addressing the emotional and psychological aspects of violent conflict also impedes community recovery, by causing hopelessness, depression, young people leaving, and blocks to cooperation among different organisations and individuals. Facilitating dialogue among citizens and community organisations supports a spirit of hope and possibility, cooperation and effective work together.

The first forum that we held in Rwanda made a deep impact on all of the participants. There was a strong request to continue this work, and moreover, to train the participants in facilitation skills to be able to make a difference in their own communities.

In partnership with Innocent and Global Ecovillage Rwanda, we have developed an 18-month programme, to include forums, training, and mentoring in the field, to directly support participants' work in community. With support of CFOR, Global Eco-village has an office now in Kigali, and is actively in communication with the local community, as well as national organisations, in developing the programme.

We are now seeking funds. The programme activities are included in the second part of this document, below, along with additional information about Rwanda, and about the history of CFOR's post-conflict work.

The first forum (June 2016) was made possible by way of CFOR offering coordination and facilitation gratis, and by way of an individual donor's contribution,

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<sup>2</sup> Audergon, A. (2004). *The War Hotel: Psychological dynamics in violent conflict*, London, UK: Whurr.

Hamburg, D. (2008). *Preventing Genocide: Practical steps towards early detection and effective action*. Boulder, CO, USA: Paradigm Publishers.

which helped the programme to get on its feet; to pay for some of the coordination costs, the costs of the Forum venue, materials, lunches and transportation for participants, and a portion of transportation costs.

If you would like to make a financial contribution, whether small or large, know that it is very much needed and valued. Remember it can also make a huge difference if you would be willing to connect us personally to others who you think may be aligned with this project, and would like to support it and its larger vision. CFOR is a registered charity in the UK and donations are tax deductible in the UK.

In addition to monetary support, other ways to support the programme include networking and outreach; fund-raising, translating materials (English - Kinyarwanda), Internet research; journalism; film-making; and other means of helping with dissemination of our learning and experiences.

A full description of the programme is below. Please contact us for more information about the overall budget needed for the 18-month programme. Thanks for your time and interest. We look forward to hear from you.

Yours,  
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## I. Rwanda Programme Description

After a highly successful Forum in June 2016, we are planning to launch the first 18-month project cycle of the "Beyond Conflict" programme, covering three designated districts. Kicukiro, Bugesera and Gasabo. The vision and strategy of this programme are intended to support the on-going National Reconciliation processes in Rwanda and the work of communities throughout the country.

### A. Programme Aims and Purpose

1. To support the ongoing processes of recovery and reconciliation in Rwanda.
2. To create opportunities for people to be able to grapple with history and current issues in a facilitated setting – enabling communities to connect to the foundations of community relationships, to process the historic trauma, and discover a sense of accountability to themselves and their community.
3. To facilitate cooperation, and transform blocks to cooperation, among community members and organisations, in order to enhance effectiveness and sustainability across sectors.

4. To train facilitators to be able to facilitate dialogue in their communities, and in settings such as education, health and social care, local government, small business and a range of other activities.
5. To support violence prevention, at a personal, interpersonal, community and societal level.
6. To record, document, evaluate, and disseminate case studies in order to contribute awareness about the central value of facilitated dialogue in processes of transitional justice and violence prevention. We will highlight 'worldwork' methodology that allows for facilitating polarisations and potentially volatile spots, which if left unaddressed lead to further violence.

## **B. Main Activities**

1. **Community Forums:** Three X 3 day Forums over a period of 18 months, beginning in June 2017. Each forum will include 60-70 participants, 20 from each of the 3 designated districts. Participants include combatants and victims of violence, and a range of individuals, organisations, community groups and local and national authorities interested in reconciliation, recovery and violence prevention in Rwanda.

2. **Facilitator Training and Mentoring:** 20 selected trainees will learn facilitation skills in Training Modules and in mentoring sessions in the field. Participants will apply their learning in community projects, as well as assist in facilitation of further forums. There will be 19 days of activities over 18 months, including the three forums above, plus 10 additional Training and Mentoring Days.

## **C. Summary of Programme Elements**

### **C.1. Forums**

- 60-70 participants will attend each forum (approximately 20 from each district, Kicukiro, Bugesera and Gasabo)
- Forums are each 3 days
- Participants include combatants and victims of violence, and a range of individuals, organisations, community groups and local and national authorities interested in reconciliation, recovery and violence prevention in Rwanda.
- Forum participants include youth involved in educational activities to shape their future, and educators; elders with experience of the past and interest in the future generations; organisations working with social and humanitarian services including health and disability; gender issues; sexual orientation; migrants and refugees from neighbouring countries; local business and agriculture; local and national government services and representatives.
- Forums involve facilitated dialogue in small and large groups. The topics emerge from the group. Topics include a wide range of community, diversity, social, and economic issues.
- Forums can include addressing painful experiences related to community-wide trauma and community relationships between perpetrators and survivors of the genocide.

- We use a methodology of ‘worldwork’ facilitation as applied to situations in which there has been wide-scale violence and community-wide trauma, in order to aid recovery and violence prevention. We bring together people from different sectors (government, NGOs, citizens), and who have been combatants and victims of violence.

## **C.2. Training and Mentoring Programme**

- Training and mentoring in an 18-month programme, which includes participation in Forums, Training Modules and mentoring in the field.
- The Training Programme is for 20 selected participants, to further their skills and interest in serving their communities.
- Two-day Training Seminars will follow the Forums (Trainees will attend the Forum, followed by the 2 day Training Seminars)
- Training Seminars will focus on:
  - recognising dynamics of conflict; recognising dynamics of genocide; and learning how individuals, communities and whole societies can be polarised into violence
  - facilitating processes of reconciliation, recovery and violence prevention
  - awareness and skills that are needed in order to intervene and facilitate in situations of tension and conflict. This includes perceiving polarisations and divisiveness at an individual, relationship and community level, and learning to facilitate these polarisations, rather than remain caught in them.
  - awareness and skill training in working with community-wide trauma
- Following the Training Module, participants will be accompanied and mentored in the field, to apply their learning and learn on their feet in the midst of a community project.
- Participants may also assist in networking and facilitating in local community meetings.
- A further 18-month cycle of Forums and Trainings will comprise a 3 year certificate Training Programme.

## **C.3. Evaluation, Dissemination and Programme Development**

- The programme design is for 18-month project cycles, with evaluations at the end of each project cycle, allowing for shifts in design as needed. Within each project cycle we will expand the activities into other geographical regions – districts.
- We will write up proceedings from the Forums and Training. We will disseminate learning that arises among the participants, to be made useful to communities and to the country, as well as for the continuation of this project. The learning will also be made accessible to other individuals and organisations involved with conflict resolution, recovery and violence prevention.
- We will record interviews with several Forum and Training Programme participants.
- We will film Forum proceedings, Training Modules, and field visits
- We will evaluate the programme and document case studies.

- We will disseminate this information by way of our websites and social networking, as well as in professional conferences, and professional journals.
- We will disseminate this information by way of informal and formal contact with key people involved in post-conflict work, and violence and genocide prevention in international organisations such as the United Nations, International Tribunals, as well as in academic settings, and other initiatives.
- Based on feedback and learning from the project, we will develop the project in other districts throughout Rwanda, in cooperation with the National Unity and Reconciliation Commission.

#### **C.4. Long-term planning**

We intend to develop the programme in further 18-month cycles, including other districts throughout Rwanda, and involving additional facilitators from CFOR and trainees in Rwanda. Innocent Musore's vision is to also develop the work in the wider Great Lakes Region, including Burundi and the DRC.

## **II. Programme Coordination and Implementation**

### **Global Eco-village, Rwanda**

#### **Coordination by Global Eco-village**

- Overall programme design, in cooperation with CFOR
- Connect and develop relationships with local NGOs, individuals, elders, youth, educators, local authorities and national government, and social and humanitarian service providers.
- Determine the list of individuals and organisations to invite to the activities.
- Find venue, and liaise with the venue around logistics and catering of food.
- Organise equipment and materials
- Coordinate interpreters of Kinyarwanda and English
- Coordinate travel, hotel, and transportation in Rwanda for facilitators
- Coordinate travel for participants
- Coordinate fund-raising activities in Rwanda

#### **Delivery and Evaluation by Global Ecovillage**

- Work closely with facilitators during the Forum and Training events
- Interview participants about their experiences in the Forums and Training
- Work together with CFOR on evaluation, reporting and dissemination.
- Disseminate outcome of project to the National Unity and Reconciliation Commission, and to appropriate communities, organisations and individuals in Rwanda
- Attend meetings and conferences in Rwanda on related themes.



## **CFOR Force for Change**

### **Coordination by CFOR**

- Overall Programme design, in cooperation with Innocent Musore of Global Eco-village, Rwanda
- Fund-raising: In partnership with Innocent Musore, CFOR will take part in fund-raising by way of reaching out to private donors, foundations, and other appropriate grants. Donors will be kept informed and up-to-date about project activities.
- Travel coordination for CFOR facilitators
- Coordinate filming

### **Planning, Delivery and Evaluation by CFOR**

- Research of history and current themes in Rwanda
- Planning for the Forum and the Training
- Preparing facilitation team
- Preparing for working together with interpreters and translators.
- Preparing written materials and handbook
- Planning for mentoring and supporting trainees to apply their learning within their particular contexts.
- Facilitate the Forums
- Provide the Training Modules
- Design Interviews
- Review filmed interviews and filmed sessions
- Work with filmmakers on the ground and in the editing process.
- Lead the evaluation, reporting and dissemination of the project
- Disseminate by way of articles in professional journals, as well as websites and social networking, and attending professional conferences. Also, by way of informal as well as formal contacts in International organisations, Tribunals, and academic settings.

## **III. The Rwandan Genocide and a Brief History**

The genocide was the culmination of a long history and long planning. Uncertainties still surround the cited trigger of the Rwandan genocide, when a plane was shot down, killing Rwandan president Juvénal Habyarimana and Burundian president Cyprien Ntaryamira.

Before colonial times, Hutus, Tutsis, and Twa lived together in the region of the Great Lakes. Distinctions between Tutsi and Hutu were considered class-related or socioeconomic. The German and later Belgian colonialists emphasised ethnic differences and characterised Tutsis as having higher status. They engaged Tutsi to help them in their colonial rule, exacerbating divisions between Tutsi and Hutu.

When Belgian colonialists left the country in 1961, the Hutu majority came into power in Rwanda, linking anti-colonial and anti-Tutsi sentiment. More than 300,000 Tutsi were forced into exile to Uganda, Tanzania, Burundi, and Zaire. Armed attacks

by Tutsis living in exile resulted in further retaliation. Thousands of Tutsis were killed in 1963 and 1964 and from this time a Hutu majority dominated the country.

By 1990 the country was in economic and political crisis. The Rwandan Patriotic Front (RPF), established in exile, entered Rwanda in 1990 and the resulting tensions and skirmishes brought a small UN presence into the country. The UN negotiated a power-sharing agreement between Hutu and Tutsi, the Arusha Accord, signed in August 1993.

The agreement failed. Eight months later, the downing of the plane triggered the planned genocide. Some 800 000 Tutsi and moderate Hutu were brutally killed over a period of three months. . It is estimated that between 250,000 and 500,000 women were raped <sup>3</sup>. The violence in Rwanda left the country destroyed and traumatised.

Following the genocide, there has been a tremendous effort to rebuild the country for all Rwandans, led by President Kagame. The International Criminal Tribunal for Rwanda held those most responsible for the genocide accountable, including high-ranking military and government officials, politicians, businessmen, as well as religious, militia, and media leaders. The Gacaca courts, described above, made a vital contribution to help the country move forward by involving many more perpetrators of the genocide in a process of accountability.

#### **IV. CFOR's projects and history**

In tandem with Partner organisations, CFOR has coordinated and facilitated forums among large and diverse groups of people, to address our violent history, and to find new pathways to work together to build multi-cultural societies. These forums address persisting tensions, community- wide trauma and unanswered questions of accountability, as well as support cooperation in building the future. In addition to facilitating Forum dialogue, CFOR also offers facilitation training, so that the work can develop further in the field. CFOR has also worked with many organisations to process conflicts, and to support teamwork and cooperation.

##### **A. Balkans**

In Croatia, we worked from 1996-2001, and from 2006-2012, in 'areas of state concern' that had been devastated by war. We also facilitated forums in Kosovo and Macedonia. In Croatia, we met in large forums twice a year. In partnership with a local NGO, Udruga Mi, and UNHCR, this work directly impacted the lives and work of many hundreds of participants throughout Croatia, and benefited thousands of people throughout the country, and also in Bosnia, Macedonia, and in Kosovo.

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<sup>3</sup> Amnesty International <https://www.amnesty.org/en/library/asset/AFR47/007/2004/en/53d74ceb-d5f7-11dd-bb24-1fb85fe8fa05/af470072004en.pdf/> (via Survivors Fund)

## **Economic Recovery and Facilitated Dialogue**

The latter years of the project in the Balkans involved a cutting edge concept, linking facilitated dialogue about the emotional tensions and polarisations within communities in the aftermath of war, with economic recovery and the mentoring of specific economic project development. The project focused on the importance of a 'relational infrastructure' needed for economic recovery.

### **Long-term project**

The long-term nature of the work focused on the potential to transform our most difficult conflicts of history, while building relationships, networks and pathways forward to build our future. This work has been documented in several journal articles and chapter contributions, as well as Audergon A., Audergon JC., Ivelja N., Skopelja B., and Bijelic M., 'Back to our Future: A handbook for conflict resolution and violence prevention' and in the book by Audergon, A. *The War Hotel: Psychological Dynamics of Violent Conflict*, Whurr/Wiley 2004.

## **B. Europe Matters - You Matter**

CFOR has also coordinated and facilitated a series of forums and conferences, called Europe Matters – You Matter (2007, 2008, 2009, 2011). These forums gathered people from 25 countries and more ethnic-national backgrounds, to focus on our identity and diversity within Europe, as we face our violent history of colonialism, the legacy of World Wars I and II, the holocaust, Stalin, attitudes in Europe between east, west, north and south, issues of migration, attitudes towards Muslims, issue of gender, sexual orientation, disability and more. CFOR also facilitated a programme called Social Inclusion in Action in 2006-2007 in several European countries and a programme about majority-minority issues in Slovakia (2004) particularly focusing on issues facing Roma. CFOR has facilitated several forums in the UK, on issues such as: asylum and refuge, and about the Israeli-Palestinian conflict. CFOR has also facilitated a forum among the diaspora Burundian community in the UK, dealing with the legacy of violence and uncertain future.

## **C. South Africa**

CFOR is currently working in South Africa. We began working in Chesterville, a township in Durban, South Africa. Our 'Seeds' programme aims to support individuals, who by way of grappling with their own personal and collective history are in a unique position to envision and facilitate a different future for their communities. Alongside Lungile Nkosi-Hill, supporting her dream to bring facilitated forums to South Africa, we held a three day Forum in the township where Lungile grew up. The forum focused on the legacy of Apartheid and the profound current problems in community related to drugs and poverty and the needed opportunities for community services and small business. The lively forum gave birth to a local NPO (NGO) called "Imbewu Community Dialogue". ('Imbewu' means 'Seed' in Zulu). This organisation is actively engaged in initiating community projects that were conceived in the first forum. Lungile, together with CFOR are currently continuing our work in Chesterville, as well

as developing a programme for University students in Durban to support their relationships with the past, building the future and their connection with local communities.

#### **D. Organisational Consultation**

Numerous organisations across sectors take part in our Forums and Trainings. CFOR has also worked in-house with many organisations to support their teamwork and / or to process conflicts. These have included large international organisations, NGOs working in social and health services, training institutes, faith-based organisations and business.

#### **E. CFOR's Methodology**

CFOR works in tandem with individuals holding a dream for their community, and with local organisations, in order to gather communities together and facilitate dialogue to support grappling with the past and building the future. We bring together diverse groups of people who have been on all sides of violent conflict and who work across sectors. The forum interactions support underlying relationships, along with community and economic development.

We want to underscore that it would be irresponsible to bring people together in post-conflict situations without facilitation methods and skills to work carefully with the volatile emotions and strong polarisations that may arise, in a way that supports awareness and does not simply set off repeating conflict or trauma.

The Forums in Rwanda are led by facilitators using methods of 'worldwork' - the application of Processwork, developed by Arnold Mindell, for facilitating dialogue in groups, organisations and communities dealing with historical and current conflict. They have experience working in post-conflict zones, and with ethnic-national conflicts and issues of diversity, across sectors, from grassroots-community work to working with business, government and international organisations.

The methods of facilitation are rooted in Mindell's concept of 'deep democracy', which looks to the wisdom and inherent generative potential that comes from inside of a community, when there is the opportunity for facilitated interactions among all points of view and dimensions of experience. The methods carefully follow the culture of an organisation or community and foster creative initiatives that arise spontaneously from such community interactions.

#### **F. CFOR Funding**

CFOR's programmes have been supported by the United Nations High Commissioner for Refugees UNHCR, the Threshold Foundation, the Organization for Security and Co-operation in Europe OSCE, British, Dutch, Norwegian, Belgium and Spanish Governments, the Millennium Fund, and the European Commission through grants from the EACEA Europe for Citizens, Grundtvig, and the European Instrument for Democracy and Human Rights.

## V. The Big and Little Picture

Our life-long wish is to do our part – to contribute to there being more awareness collectively, in order to prevent the replay of violence, and to support societies to work together on the complex and critical issues of our times.

As human beings we have the potential to be torn apart in horrendous polarisations, but we also have the potential to become aware as individuals and communities, and to not just act out a replay of our violent and traumatic history.

Our aim is to contribute the idea and practice that facilitated community dialogue should be part of any strategy for conflict resolution and post-conflict or post-genocide recovery, transitional justice and violence prevention.

The special methods of ‘worldwork’ help us to access the innate resources and vitality in community, needed to grapple with historic ‘hot spots’, and to find creative solutions even when things look bleak or impossible.

All of the people we met in our first Forum in Rwanda have been incredibly inspiring to us, and make us want to do our part to help them in their efforts to build their future and model for all of us what is possible.

If you have questions or if you’d like more details about the project, or if you ‘d like to contribute, please email Saoirse on [admin@cfor.info](mailto:admin@cfor.info) or Arlene and Jean-Claude on [arlene@cfor.info](mailto:arlene@cfor.info) and [jc@cfor.info](mailto:jc@cfor.info) .

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