

“One thing is certain: by training one person... you have invested in a hundred other peacemakers and agents of change. While others are investing billions in warlords, let us invest the little money we have got in peace lords.” **Cissa wa Numbe, participant from the DRC, Working with Conflict, 2007**

**RTC** SKILLS & STRATEGIES FOR PEACE  
RESPONDING TO CONFLICT

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# building people

building peace

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### Our Partners

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Serbia (ACTS)

Nansen Dialogue Centre,  
Serbia (ACTS)

Pannasastra University,  
Cambodia (ACTS)

Alliance for Conflict Transformation,  
Cambodia (ACTS)

The Centre for Peace and Reconciliation Studies,  
Coventry University  
(Postgraduate Certificate in Conflict Resolution Skills)

Birmingham University,  
International Development Department,  
Module in Conflict, Humanitarian Aid  
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Hakeshet Hademokratik Hamizrachi

Palestinian Non-governmental Organizations  
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Shatil, The New Israel Fund's Empowerment and  
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ACTION Network

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**RTC** SKILLS & STRATEGIES FOR PEACE  
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## What is RTC?

RTC'S VISION is of a world where everyone can challenge and transform situations of conflict and violence.

RTC'S MISSION We hold a passionate belief in the capacity of individuals and communities to transform conflict, and are committed to investing in and building that capacity. We do this by:

- offering a range of training and learning opportunities in the field of conflict transformation, in the UK and overseas;
- working directly with communities and organisations in conflict-affected situations to enable them to develop and implement effective strategies for peace;
- identifying and developing the learning from our partnerships with practitioners and networks, and disseminating this widely.

OUR EDUCATION PROGRAMME We run open courses in the UK and overseas which are designed to meet the changing needs of grassroots practitioners and policy makers.

OUR OVERSEAS PROGRAMMES We work with civil society organisations in regions of conflict, such as Israel and Palestine, to build organisational capacity in conflict transformation and develop strategies for change.

ACCOMPANIMENT AND CONSULTANCIES We provide specialist advice and tailor-made training in response to specific needs around the world.

## Message from the Chair of Trustees

Over the life of RTC the nature of conflict and violence has changed dramatically bringing fundamental shifts in concepts of security, identity and our understanding of conflict. The need to work with people embroiled in conflict remains, however, unchanged. It is even accentuated by issues related to climate change and the diminishing of already scarce resources in many areas of the globe.

The end of the much-loved and respected Working with Conflict course this year and the opening up of new programmes of work and networks of co-operation demonstrate RTC's unwavering commitment to working with people in conflict, for which it has built up an international reputation, and its ability to perceive the need for change and act upon it.

I warmly commend this report on RTC's work with my gratitude to all who have contributed in so many different ways to the considerable achievements it represents.

I am particularly grateful to my predecessor, Rosemary Tucker, Chair of RTC's Trustees from 2002 to 2007.

Michael H. Taylor, RTC Chair of Trustees



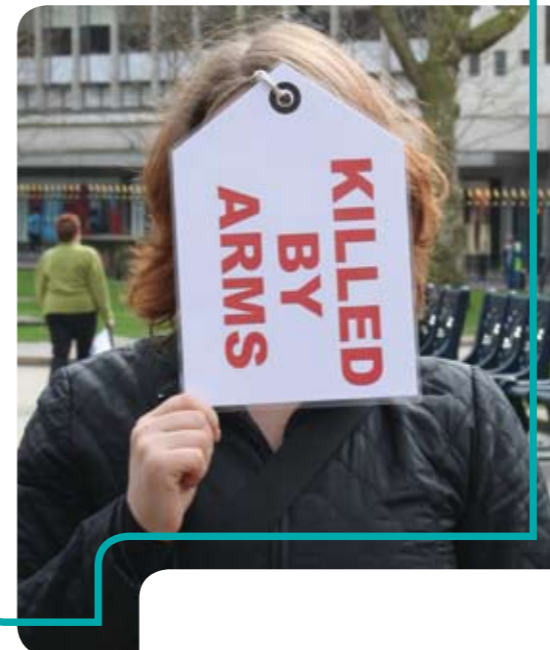
## Why we work with conflict

**"Injustice anywhere is a threat to justice everywhere. We are caught in an inescapable network of mutuality, tied in a single garment of destiny. Whatever affects one directly, affects all indirectly."** Martin Luther King Jr, in a letter from prison, 1963

Armed conflict is not good for anyone – not individuals, families, communities, countries, or the global community. It kills and maims. It destroys livelihoods and resources and creates fear and instability. People and their communities need peace to develop and flourish.

RTC believes that lasting peace can only be achieved if those involved in conflict are able to have a say in their own future. The management and resolution of conflict – and the struggle for a more just and stable society – are therefore primarily the responsibility of those living and working in such situations.

It is these people, dealing with situations of real or potential conflict, that RTC supports through its programmes.



**Conflict Transformation** is not about making a situation of injustice more bearable, but about transforming the very systems, structures and relationships which give rise to violence and injustice.

It is a long-term, gradual process which must involve wide-ranging and comprehensive actions and actors across different sectors of society as they work together to develop strategic goals for change.

Our understanding of **peacebuilding** recognises that to transform a situation of violent conflict and to create a strong and durable peace, you need to understand the **structures** (economic, political, cultural and religious), **relationships** (between individuals, communities and nations), and **attitudes and behaviours** (physical violence, discrimination, prejudice, and humiliation) which contribute to a conflict, and examine what needs to change to prevent similar situations occurring.

building  
people  
building peace



## Our Education Programme

### How do our courses work?

**"It was the first time that we could speak frankly about the war. We talked about very sensitive things that we would not have been able to talk about before or outside. We felt we were in very good hands and it was great to find things that we can do together."**  
 Israeli partner, Middle East programme, August 2006

This personal reflection, after a workshop for Jewish Israelis and Palestinian Arabs to explore the impact of the war in Lebanon on civil society, highlights the approach we use in all our training.

Firstly, we create a safe environment so that all participants feel confident enough to express their opinions and to question themselves and others. In this way, we enable groups to deal with sensitive and difficult issues within a supportive yet challenging environment.

Secondly, the process of training includes analysis of the situation. Participants examine the conflict from various perspectives by addressing the following questions:

**What are the positions and interests of different parties in the conflict?**

**What values, beliefs and assumptions do people (including themselves) bring to the analysis of a conflict?**

**What are the political, social and economic factors that contribute to a conflict locally, regionally and globally?**

**What role do politics and religion play?**

**What are the root causes of instability and conflict in society?**

**What kind of society do we envisage?**

**Where does the real change need to happen?**

To the individuals and organisations who live and work in volatile situations, where ethnic, social and political divides create potentially violent tensions within societies, and where organisations are working under huge amounts of pressure, our training supports people to take the first important and difficult step to transform conflict and build peace.

**In 2007, RTC had the privilege and challenge of working with a great many individuals and organisations who share a common purpose and commitment to achieving change in their societies. Inspired by our shared values and by the courage and creativity of those with whom we work, we continue to be committed to a common journey to bring about justice and equity for all.**

#### Working with Conflict (WWC)

April – June 2007

#### Strengthening Policy and Practice

July and November 2007

#### Postgraduate Certificate in Conflict Resolution Skills

Coventry University

September 2007

#### Applied Conflict Transformation Studies (ACTS)

Courses in the Balkans and Asia

**"Yes! It was like a blind person gaining sight... I am going back fully empowered, more confident, with greater insight into the forge ahead."**  
 Gertrude Chimange,  
 participant from Zimbabwe,  
 WWC, 2007

## RTC Courses 2007

### Working with Conflict

Seventeen participants from 12 countries took part in the last ever ten-week WWC course from April to June. Grassroots activists, development workers, human rights workers, and journalists all worked together to talk, learn and share experiences for the last time. Each left the course with a strategic plan for their work on their return home and the knowledge that RTC would continue to support them in their work for positive change.

Two participants came from Nagaland in India. These two peace activists did not know each other before coming to the course – now they are both working together, across their organisations towards a common goal of peace in the area.

As part of our new training programme for 2008, RTC plan to run a new course, Transforming Violence and Building Peace, designed to meet the current challenges of conflict and violence for grassroots activists. We look forward to continuing to work with everyone next year.

**"I will be taking home a clear plan of how to put my learning into practice, new knowledge and skills... and renewed enthusiasm to work in the conflict stricken province of Agusan del Sur."**  
 Rainera Lucero, participant from the Philippines, WWC, 2007



### Strengthening Policy and Practice

Due to high levels of demand, RTC ran this week-long course twice in 2007, once in July and again in November. Participants who work at management and policy level came from 18 countries including the UK, Germany, Japan, Vietnam and Afghanistan.

**"What has inspired me is how people from both sides of a conflict who have been portrayed as the enemy and feared, can find ways in the room to transcend their stereotypes and work together in common humanity."**  
 Joan McGregor, RTC Senior Peace and Conflict Advisor

## Courses run in partnership

### Applied Conflict Transformation Studies (ACTS)

In 2007 we celebrated as the first ever ACTS students completed this two-year MA programme. Eleven people from the Balkans centre and 14 from the Asia centre completed this part-time course. Participants studied modules such as 'Conflict, power and change,' and 'Transforming violent conflict'.

We continued to build strong relationships with our partners in the two regions. In Serbia, the MA programme is run in partnership with the Nansen Dialogue Network and Novi Sad University. In Cambodia, we work with the Alliance for Conflict Transformation and Pannasastra University.

### Postgraduate Certificate in Conflict Resolution Skills

In September, 19 people took part in this two-week course offered in partnership with the Centre for Peace and Reconciliation Studies at Coventry University. Participants came from a range of backgrounds such as donor organisations, community organisations, the prison and police services, and from countries including the UK, Switzerland and Sudan.

**"The topics which covered analysis and understanding, mediation and negotiation have opened my eyes to the importance of listening and understanding."**  
 Participant, Postgraduate Certificate in Conflict Resolution Skills, 2007

Students on the ACTS course are all practitioners working across the field in development, human rights, peace education and security. More about the students and their research can be found on the ACTS website [www.globalacts.org](http://www.globalacts.org) and the ACTS Journal.

**"Maybe the biggest benefit is that I am not taking things for granted anymore, instead, I am in a constant process of reflection and trying to improve my practice. It is very often a very exhausting process, but includes a lot of benefits."**  
 Participant, ACTS, Balkans Centre, 2007

## Working with Conflict—a celebration

After 16 years, 17 courses, and 423 participants from 75 countries, the RTC Working with Conflict course was run for the last time in April of this year. It has been an amazing journey.

When WWC began in 1993, the role and impact of agencies working in development and humanitarian response in conflict situations was being questioned. Agencies had become more aware that their programmes could have a negative impact on a conflict. They began withdrawing from conflict areas only to return after the conflict had ended, having to re-do valuable work. Conflict was also beginning to be recognised as a natural part of human existence and ways had to be found to work with it.

Our mission was to provide a space for practitioners to come together, to share their experiences of working in conflict situations and together to understand the factors influencing their work and to develop the skills and strategies to work more effectively for change. WWC has been the cornerstone of RTC's work for many years. It has been the starting point for other courses, projects and partnerships and has constantly been a place to test and develop new methods and approaches.



### The people

Participants have mainly been practitioners working at grassroots within their communities and societies, and from across a wide range of issues from health, education, and environment, to development, human rights and conflict resolution. Each group brings a wonderfully varied mixture of experience, personalities and backgrounds. Over the period of ten weeks each group forms a learning community which mirrors a society we would strive for in the wider world. RTC's distinctive approach provides an environment where we are all learners and educators whose individual experience and knowledge is valued. Where conflict is seen as a positive source for learning and an indicator of change. Through this process we are challenged to transform ourselves, as stepping-stones towards change in our communities and societies.

### What has been achieved?

At an individual level the impact has been clear. This is a course where individuals leave feeling confident, re-energised and able to approach their work more strategically. Over the years, we have also seen many past participants from the grassroots move up into positions of leadership within local and national governments, and in international organisations.

At an organisational level there are many examples of how individuals have been able to influence and change the way their organisations work. Following the end of the civil war in Sierra Leone, RTC helped the Sierra Leone Red Cross (SLRC) by supporting them through a process of analysis and reflection and by providing training on the WWC and SPP courses. SLRC built up a critical mass of conflict related skills enabling them to address the difficulties ordinary people were facing in the post conflict situation. These skills have now been replicated throughout the SLRC where much of the work being undertaken has moved well beyond what is considered the traditional role of the Red Cross.

Overall, what RTC has done is to contribute to a movement of talented and committed people around the world who are able to understand and analyse the situations in which they live and work, and to make the link between individual change and the wider changes necessary to bring about peace. This is surely the work of conflict transformation and our contribution to the wider field.

**“The confidence with which I leave the course reinforces my inner faith in my ability to generate change, not only in the place where I live, but also within the organisation where I work. Such changes will help us more successfully advance its vision and objectives. As we continue our work, our programme can have a significant impact on the texture of Palestinian-Jewish relations in Israel.”**  
Fakhira Halloun, participant, WWC, 2007

### Thank you

We would like to thank all those who have supported the course participants over the years – whether through funding, offering a home from home, or being a tour guide around the UK.

In particular, we thank the Woodbrooke Quaker Study Centre where the course has had its home, apart from occasional trips to South Africa in 1995, and field visits to Corrymeela in Northern Ireland. Woodbrooke has been a special part of the course and an oasis of peace for many individuals arriving from difficult situations.

## Working with Conflict— At the grassroots

WWC has always strived to work with people most affected by conflict and violence and who have the capacity to bring about positive change in their societies. Fatuma, who set up a legal aid centre to advise poor local women, is such a person. The Marsabit district of Kenya where she lives and works is rife with community tension. In January of this year she encouraged young people from the warring communities to put aside their differences – and play football.

“Before I attended the WWC course I lacked any formal training on conflict transformation. My only experience was in responding to crises in conflict situations in Kenya.

As we progressed through the course I could see myself changing. I am a different person now. Personally, there was a strong link for me between the content and the vast experience and knowledge brought about by other practitioners. In terms of the planning tools, strategising and action planning are all practical tools in life and are not only based on theory but also on real life.

Having been born in a conflict situation, sitting in class and learning about conflict theories alone would not have helped me – but WWC has. WWC has provided me with the skills to engage with the conflict at the community level and to transform it into positive change in the midst of conflict.



The achievements cannot be measured. The Marsabit Sports for Peace championships was one such great achievement which involved the youths from warring tribes engaging through sport to build links and rebuild the social fabric. As I am writing to you we have been registered as an NGO and one of our key programmes is regional conflict transformation. This in itself is one big step towards realising an efficient and effective transformation within society.”

**Fatuma Abdulkadir Adan,  
Community Legal Advisor,  
Bakalcha-Barii Support  
Programme, Kenya**



They asked me to help them move towards a peace process that would hopefully put a just end to the violent conflict. At that time, I had absolutely no experience or training in the field of conflict transformation.

It was a rare opportunity to help, significantly and meaningfully. I had no other choice but to accept the challenge to be the independent mediator and Balay Mindanaw to be the independent secretariat in what is now known as the GRP-RPMM Peace Process.

Paul Clifford, an associate of RTC was asked by the German Development Service to accompany us during the very early days of the peace process. It was from Paul that we got our first real hands-on training in peacebuilding. He was also instrumental in encouraging me to consider attending the WWC course.

WWC opened so many doors for me and for Balay Mindanaw. It became a space for me to look into and deeply understand the long violent conflict in the Philippines particularly in Mindanao. It also offered tools, wisdom and inspiration especially from the experienced peacebuilders, who served as resource people. The very varied and rich mix of participants also offered doors to various countries and realities – allowing me to understand and be inspired by their own journeys. It was during the course that I decided to set up the Balay Mindanaw Peace Centre. Now, it has become one of the key centres for peacebuilding and peace processes in Mindanao.”

**Kaloy Manlupig, President,  
Balay Mindanaw Foundation,  
Philippines**

## Working with Conflict— On the front line

The government of the Philippines has been engaged in violent conflict with armed groups for the past thirty years. One such group, the Revolutionary Workers Party of Mindanao (RPM-M) is now involved in an extraordinary peace process with the national government, thanks in part to the efforts of the President of a local NGO, Kaloy Manlupig. His organisation, Balay Mindanaw, is now key to the future of the peace process. Kaloy was a participant on a WWC course in 2004.

“I am indeed very fortunate to have attended the ten-week WWC course at RTC. It was my very first formal training in peacebuilding – quite surprising for somebody who has been involved in social and political movements, church-based justice and peace work, and various development NGOs for more than thirty years.

A year before that, one of the most significant turning points in my and Balay Mindanaw's life unexpectedly came when two friends approached me. One was a high official of the Philippine Government and the other was a leader of the non-state communist armed group (the Revolutionary Workers' Party of Mindanao) which has been waging a bloody war against the government for more than thirty years.



## Our Overseas Programmes

### Middle East Programme

**“Windows have been opened in the mind; we are beginning to think in different ways about how to deal with issues. If you lived inside a room, all your thinking would be confined to that room. Without a window you would think the room was the world. But if someone opened a window to see outside...RTC opened that window.”**

**Participant from the West Bank, Middle East Programme, January 2007**

In December 2007, RTC and our civil society partners in Palestine and Israel successfully completed the first, three-year phase of the Middle East Programme. The focus has been on building partners’ understanding of and skills in conflict transformation at workshops and follow-up meetings, and supporting them to apply this learning to specific conflicts within society, primarily at grassroots/community and organisational levels.

Our partners are absolutely crucial to the success of the programme. In Palestine, we work with the Palestinian NGO Network, holding participatory training sessions and providing support for a Strategy Group of 25 senior members. In Israel, one of the great successes of the programme has been (in partnership with Shatil) to establish a Strategy Group consisting of 25 directors of prominent Jewish and Palestinian Arab organisations. We also work with Hakeshet Hademokratik Hamizrahi, a membership-based movement promoting the rights of Mizrahi or Oriental Jews in Israel.

There is no doubt that the programme has had a positive impact. In Palestine, local communities and farmers now use mediation techniques to resolve conflict over access to water and other agricultural resources, and women’s organisations are addressing community-based conflicts using the conflict transformation approach.

In Israel, Shatil, the country’s largest capacity building agency for social change organisations, has established a Centre for Conflict Transformation and Management, which runs monthly seminars and seeks to increase the impact of civil society in Israel on peace processes and the prevention of violence.

**“The trust that has been built up with the Israeli and Palestinian groups reflects the intensity, dedication and quality of RTC’s engagement, and the value of the conflict transformation framework to Palestinians and Israelis. It is an important and hard-won achievement, and is a pre-requisite for the work that we do.”**  
**Joan McGregor, RTC Senior Peace and Conflict Advisor**

## Accompaniment & Consultancies

RTC continued its highly successful consultancy work in 2007, responding to diverse requests for training and support, often from those who had already had experience of our courses.

In December 2006, we went to Strasbourg for the Forum of Conflict Transformation where fifteen experts, youth workers and trainers shared experiences and insights on the role of youth work in conflict transformation.

In January and March, RTC staff, associates and their Middle East partners collaborated with the Quaker Service-AFSC Middle East Quaker International Affairs Programme in Jordan as part of their regional project: Research in Action: Alternative Community Security Assessments. We ran two dynamic workshops aimed at increasing participants’ skills and confidence in dealing with community conflict.

In May, RTC trainers were back in the region. This time in co-operation with Huron University, London, and with the Regional Centre for Conflict Prevention (RCCP) in Amman, to offer a six-credit postgraduate field experience. RTC staff led a module on the practical concepts and techniques of conflict resolution.

In the same month, RTC, in partnership with Huron University, conducted a two-day initial training in Bahrain, for key people in the military, government and the royal court.

In July, RTC carried out a two-week evaluation of the Centre for Study of Society and Secularism (CSSS) for CSSS, Misereor and Bread for the World, in Mumbai, India. We are confident that this evaluation will help build the future of CSSS and help the organisation find the most effective ways of countering the rise of communalism in India.



## Networks and Partners

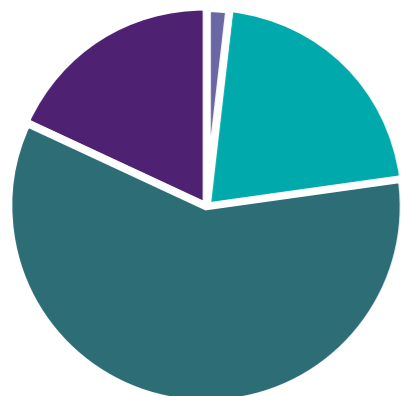
RTC has had strong links with partner networks in Africa and Asia for many years—the Coalition for Peace in Africa, ACTION Network, ACTION Asia, Alliance for Conflict Transformation and the Nansen Dialogue Centre.

In 2005, these partnerships were formalised through the Integrating Development and Conflict Transformation project (IDCT). This project, run jointly by RTC and Skillshare International, aims to:

- strengthen partners’ organisational capacity
- provide funding for the ACTS programme
- share practice and learning between conflict transformation and development organisations.

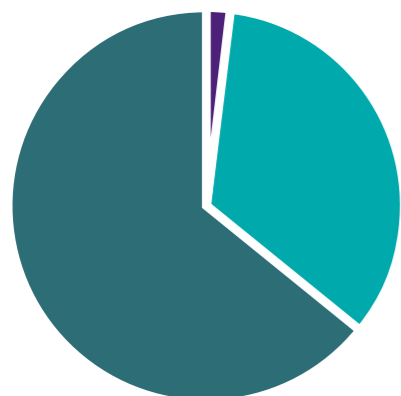
## Summarised financial information

For the year ended 31 August 2007



### Incoming Resources

	2006 - 2007 £000	2005 - 2006 £000
Voluntary income	180.2	139.6
Restricted grants	498.7	424.0
Income from activities	150.9	120.5
Bank interest	15.4	12.3
<b>Total income</b>	<b>845.2</b>	<b>696.4</b>



### Resources Expended

	2006 - 2007 £000	2005 - 2006 £000
Regional programme	274.9	282.9
Educational programme	520.4	479.5
Governance	17.2	18.1
<b>Total income</b>	<b>812.5</b>	<b>780.5</b>

Net incoming - (outgoing) resources	32.7	(84.1)
Surplus from earlier years	305.2	389.3
<b>Total funds in hand</b>	<b>337.9</b>	<b>305.2</b>
Less:		
Fixed assets	(6.8)	(5.4)
Restricted funds	(75.6)	(74.5)
<b>Free reserves</b>	<b>255.5</b>	<b>225.3</b>

This summarised financial information shows income raised, amounts spent on charitable activities and reserves held. The information is taken from the full financial statements which were approved by the Trustees on 16 November 2007. In order to gain a full understanding of the financial affairs of the charity, the full audited financial statements, Trustees Annual Report and Auditors Report should be considered. Copies can be obtained from the charity and RTC's website.

On behalf of the Trustees

Charles Harlock, Treasurer, 16 November 2007

## Treasurer's statement

### Performance in year

RTC achieved its objective of achieving at least a break-even position on general fund, recording a surplus of £31,500. Major contributory factors in the improvement over the prior year included more stable staffing arrangements, an increase in course fees and a reduction of programmatic activities in the Horn of Africa.

While Trustees were pleased with this outcome, it is understood that the existing funding structure will need to be developed in order to allow RTC to pursue its objectives in a sustainable way.

### Funding sources

RTC continues to maintain a balance of funding sources which provide a basis for a sound operating position. In addition to self-generated income from courses, voluntary income is raised from a wide variety of Trusts and some individuals.

The ACTS programme is reliant on single funders who provide the majority of the finance to cover the direct costs of this work. The grant in question comes from the Department of International Development and is managed by Skillshare International as part of the Integrating Development and Conflict Transformation project. This grant is for the three-year period 1 October 2005 to 30 September 2008.

Middle East Programme funding is derived from a variety of sources. The UK Government's Global Conflict Prevention Pool contributed some £183,000 over the twelve months to 31 May 2007, but was unable to support the programme beyond that date. RTC is grateful to DanChurchAid, the Swiss Federal Government and The JA Clarke Charitable Trust for sustaining the programme to the end of 2007.

### Reserves

The Trustees have identified the need to maintain Free Reserves (i.e. general reserves less fixed assets) in order to meet the following business needs:

- 1) To provide continuity in the event of changes in direction of programmes.
- 2) To provide short-term security in the event of unexpected losses.
- 3) To provide a base for student scholarships.
- 4) To provide learning and development opportunities.
- 5) To provide financial stability to counter the impact of any fall in general income.

The policy of the Trustees is to set a target of holding an amount equivalent to nine months budgeted fixed general expenditure as free reserve, this amount being £262,300. The balance of such reserves at 31 August 2007 was £255,500. The small deficit against target is not considered to be a cause for concern of itself, but Trustees will keep the position under review.

### Funding

RTC would like to thank all the individuals and organisations who have provided the support and funding that has made our work possible

### General funds

The Harry Payne Trust  
The John Cutforth Charitable Trust  
W F Southall Trust  
Polden Puckham Charitable Foundation  
Edward Cadbury Charitable Trust  
William A Cadbury Charitable Trust  
South Birmingham Friends Institute  
J&S Bowers  
TW Greeves Charitable Trust  
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### Middle East

Dan Church Aid  
J A Clark Trust  
The Swiss Federal Department of Foreign Affairs  
UK Government - Global Conflict Prevention Pool

### ACTS

Skillshare International

### Scholarships and sponsors

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The Livingstone Trust  
Mr John Lewis  
The McClland 1998 Trust Fund  
Polden Puckham Charitable Foundation

**RTC** SKILLS & STRATEGIES FOR PEACE  
RESPONDING TO CONFLICT

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Registered charity no: 1015906

For details of our courses in 2008, please visit our website [www.respond.org](http://www.respond.org) or email: [courses@respond.org](mailto:courses@respond.org)