

"The beauty of the methodology in the Project is simply because it isn't about shared experience, it's about taking ourselves out of ourselves. It is about examining how others have been in virtually the same situation as us, so we find that we're not unique, and we find that with others, they've actually come up with solutions".

- Paul Arthur | Professor of Political Science, University of Ulster

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*in memoriam



INITIATIVES

Since 1992, Beyond Conflict has conducted over 70 initiatives and explored the legacies of repression and conflict in a variety of fora. While some programs are designed for a small group of individuals who are concerned with a very specific topic, others are larger events on more general subjects and are open to the public. The Project's programs have focused on the challenges in particular countries on a repeated basis as well as on broad themes of concern to leaders in many countries in transition in order to maximize the effect of its programming.

EASTERN EUROPE/BALKANS FOCUSED PROGRAMS

Moving Forward on Northern Kosovo (*Cambridge, MA 2012*) | A workshop focused on identifying solutions to the impasse in Northern Kosovo.

Moving Forward on Northern Kosovo (*Washington, DC, 2011*) | An expert workshop to evaluate the current proposals for Northern Kosovo and to develop policy recommendations for a more inclusive negotiation and implementation process.

Ready to Govern: Preparing for Independence (*Kosovo, 2007*) | A strategic engagement designed to help leaders in Kosovo develop improved communication capacity, engage the public in Constitutional processes and develop a homegrown donor strategy.

Ready to Govern: Developing a Strategy for Kosovo's First 120 Days (*Pocantico Estate, New York State, 2007*) | A several day retreat for senior members of the Kosovar government to consider the logistics involved in implementing the Ahtisaari Plan during the first 120 days after a UN resolution on the region's status.

Local Government: Developing a Vision for the Future (*Rahovec, Kaminice and Prizren, 2005*) | Held three municipal meetings with political and

community leaders in Kosovo to jump start discussion among them about how to go about strengthening local government institutions in the region.

Crafting Strategies for Negotiation and Effective Engagement (*Vienna, Austria, 2004*) | Brought together 14 senior Serb leaders in Kosovo to provide comparative perspectives from other transitional contexts on preparing for negotiations and power-sharing agreements.

Crafting Strategies for Negotiation (*Burg Schlaining, Austria, 2003*) | Brought together 15 senior leaders of the Kosovar Provisional Self Government to provide comparative perspectives from other transitional contexts on preparing for negotiations.

Strengthening the Role of Women in Politics (*Zenica, Bosnia, 1999*) | Strategic planning on how women can enhance their position in politics and effectively lead a diverse polity.

Bosnian Reconciliation Initiative (*Budapest, Hungary, 1998*) | Enabled discussion among a diverse group from the Bosnian Federation and the Republika Srpska about a range of subjects as well as concrete measures for in-country follow-up programming.

Conference on Missing Persons for Family Members in the Former Yugoslavia (*Budapest, Hungary, 1997*) | A forum to examine emotional and practical dimensions of “missing persons” in the former Yugoslavia, Chile, Guatemala, Kurdistan and South Africa.

The Dynamics of Building Trust: Workshops to Strengthen Dialogue in Bosnia (*Bosnia, 1997*) | Facilitated dialogue on post-conflict reconciliation among Bosniaks, Croats and Serbs in Sarajevo, Mostar, Tuzla and Banja Luka.

Workshop on Reconciliation for Bosnia (*London, England, 1996*) | Exposed key Bosniaks, Croats and Serbs to relevant experiences of international leaders in the aftermath of civil conflict.

Security Services in a Civil Society: Oversight and Accountability (*Warsaw, Poland, 1995*) | Explored means of ensuring that police and security agencies’ mandates meet states’ legitimate security needs consistent with democratic principles.

Freedom and Expression in the Post-Communist System (*Tirana, Albania, 1994*) | Addressed the role of the free press in fragile democracies of East and Central Europe.

Democracy and Decommunization: Disqualification Measures in Eastern and Central Europe and the Former Soviet Union (*Venice, Italy, 1993*) | Representatives from four continents (22 countries) evaluated a spectrum of legislation enacted as part of decommunization and considered “model principles” designed to inform future disqualification measures.

Truth and Justice: The Delicate Balance (*Budapest, Hungary, 1992*) | Policy-makers, archivists and other experts from former communist countries discussed the status of security files in their countries and identified means of preventing the past from continuing to divide and control society.

Justice in Times of Transition (*Salzburg, Austria, 1992*) | Launched the ongoing Project on Justice in Times of Transition; senior policy-makers from Europe, the former Soviet Union, Latin America and the United States examined experiences with “lustration” laws, the opening of police files to public scrutiny, and committees of inquiry into the abuses of past regimes.

“What makes Beyond Conflict unique is that the scope of the exchange is so much more global and comprehensive than we normally see.”

-Jan Krysztof Bielicki,
former Prime Minister of Poland



Session for the Ulster Democratic Unionist Party (*Cambridge, Massachusetts, 2004*) | A session for senior members of the Democratic Unionist Party that examined strategies related to governance, negotiation and persuasion, leadership and risk-taking.

Working Together for Sustainable Peace (*Templepatrick, Northern Ireland, 2003*) | Presentations by practitioners from Northern Ireland and elsewhere, along with working groups, allowed over 100 participants to examine the challenges for community and political action in Northern Ireland.

Approaches for Optimizing Opportunities (*Cambridge, Massachusetts, 2003*) | Provided executive training for leaders from Northern Ireland, the Republic of Ireland and Great Britain on campaign strategies, persuasion, leadership and participatory planning.

Seminars on Social Action and Peace-Building (*Northern Ireland, 2003*) | In four separate sessions in different parts of Northern Ireland, small groups of community leaders discussed the challenges they face and shared successful strategies they used.

Workshop on Strategies for Building Trust in Northern Ireland (*Cambridge, Massachusetts, 2003*) | Designed for 18 leaders to tackle lack of trust in Northern Ireland --- between Catholics and Protestants and between the community and political sectors.

Community Action and Peacebuilding: Mechanisms for Addressing Difference (*Belfast, Northern Ireland 2002*) | Allowed 100 community leaders to consider strategies for effective community action in relation to such subjects as young people, victims, human rights, cross-border cooperation, single identity work, and peace-building in areas of tension.

Extending the Limits: Constraints and Challenges (*Cambridge, Massachusetts, 2002*) | Provided executive training for leaders from Northern Ireland, the Republic of Ireland and Great Britain on leadership and management, participatory planning and alliance building, economic development, and rule of law.

Reunion Session for Participants in Executive Training Programs (*Newcastle, Northern Ireland, 2002*) | Through a combination of exercises, case studies and discussions, participants built on their experiences in past programs at the Kennedy School of Government in order to strengthen skills related to leadership and governance.

Crafting Strategies for a Shared Future (*Belfast, Northern Ireland, 2001*) | Created a forum for 150 community and political activists to consider mutually advantageous strategies for action, particularly on the EU’s Support Program for Peace and Reconciliation.

Rights, Inclusion and Approaches to Dealing with Differences (*Lusty Beg Island, Northern Ireland, 2001*) | Facilitated 100 community leaders to consider differences within and between communities, and the debate surrounding a bill of rights for Northern Ireland.

Strategic Perspectives on Governance and Growth (*Cambridge, Massachusetts, 2001*) | Provided executive training for leaders from Northern Ireland, the Republic of Ireland and Great Britain on leadership and management, links between social, political and economic development, and policing.

Community and Governance in a Time of Transition (*Belfast, Northern Ireland, 1999*) | Created a venue for over 200 political and community leaders from throughout Northern Ireland to engage with one another and to discuss priorities and mechanisms for

“Seeing the ways in which other countries had gone that extra mile to resolve intractable conflicts added to our own commitment to make things work.”

-Monica McWilliams,
former founder and member of the
Northern Ireland Women’s Commission

communication and collaboration in the new political environment.

Remember and Change: Survivors of the Conflict Shaping Their Own Future (*Templepatrick, Northern Ireland, 1999*) | Addressed issues of memory and recognition for individuals and groups who can be considered victims of the Troubles in Northern Ireland.

Workshops for Community Leaders in Northern Ireland (*Northern Ireland, 1998*) | Focused on issues related to women, youth, prisoners and victims, as well as on ways in which community groups can have an impact on the peace process in Northern Ireland.

The New Political Architecture (*Cambridge, Massachusetts, 1998*) | Brought together senior leaders from Northern Ireland, the Republic of Ireland and Great Britain to address difficult and pressing issues related to implementing the new peace agreement such as parades, policing and prisoners.

Communities Facing Times of Change: Their Role in the Peace-Building Process (*Belfast, Northern Ireland, 1998*) | Allowed a diverse group of over 170 community leaders in Northern Ireland to discuss and analyze the fears, hopes and multi-faceted challenges related to peace-building.

Managing Change in a Diverse Society (*Cambridge, Massachusetts, 1996*) | Brought together political leaders from Northern Ireland, the Republic of Ireland and Great Britain to consider methods to protect diverse communities and create social cohesion.

Reconciliation and Community: The Future of Peace in Northern Ireland (*Belfast, Northern Ireland, 1995*) | Examined Northern Ireland’s unfolding transition in light of global experiences in overcoming legacies of conflict.

Reconciliation and Change (*Miami, September 2012, May 2013, September 2014*) | One day meeting that bring together over 70 leading Cuban American leaders to consider how reconciliation and negotiations were initiated in South Africa and Northern Ireland.

Leaders of the Present: Youth Leadership and Civic Engagement in Central America (*Antigua, Guatemala 2008*) | A five day meeting with 24 young Central American leaders to facilitate development of action plans on youth engagement on regional issues such as youth violence and disaster risk reduction especially in relation to climate change.

Politics without Violence (*Bogota, Colombia, 2008*) | Created several fora for members of the Colombian Senate and Civil Society to discuss current obstacles to peace process and how to reframe and legitimize the government/ELN dialogue.

The Challenge of Verification in Peace Processes (*Bogota and Medellin Colombia, 2007*) | Conducted workshops sharing comparative experiences on arms verification and ceasefire management. For the Colombian government and the ELN guerlla group.

Negotiating from Conflict to Peace: Workshop with the Colombian ELN (*Medellin, Colombia, 2006*) | Workshop that brought three senior leaders from Northern Ireland and the Republic of Ireland to share experiences in managing the transition from paramilitary organization to political leadership.

La Nicaragua Posible (*Managua, Nicaragua, 2006*) | Brought together leading Nicaraguan politicians, intellectuals and students to discuss the challenges facing the country and strategize future solutions.

Lessons Learned on Regional Peace-building in Central America (*Toledo, Spain 2006*) | Brought together all major leaders involved in developing the regional peace accords in Central America to launch a Task Force that will develop new approaches to rule of law challenges faced in the region today.

Peruvian Intelligence Reform Initiative (*Cambridge, Massachusetts and Lima, Peru, 2002*) | Convened international experts on internal security to draft recommendations for reforming Peru’s intelligence services and presented the results to the Peruvian intelligence community in a public forum event in Lima.

Combating Terrorism: The Challenge for Democratic Societies (*Cambridge, Massachusetts, 2002*) | Leaders from the intelligence and law enforcement communities in Mexico, Peru, and the United States discussed strategies for combating terrorism while protecting human rights and democratic freedoms.



International Perspectives on Intelligence Reform and Creating Democratic Controls (*Guatemala City, Guatemala, 2000*) | Enabled Guatemalan government officials, members of NGOs, and academics to meet with intelligence experts from around the world in order to discuss experiences of reform, outline mechanisms of oversight, and gain feedback on recommendations for a new intelligence law in Guatemala.

Reform of Intelligence and Security Services in Guatemala (*Cambridge, Massachusetts, 2000*) | Brought together senior members of the new Guatemalan government with intelligence officials from the Americas, Africa, and Europe to discuss key issues related to reforming and restructuring the Guatemalan intelligence apparatus.

The Challenge of Strengthening the Peace (*Guatemala City, Guatemala, 1999*) | Brought together over 300 Guatemalan representatives of the government, the military, the church, political parties, the private sector, human rights organizations, and community groups to engage in dialogue on a range of critical issues relevant to peace-building in their country.

Reflections on Transition (*Managua, Nicaragua, 1994*) | Brought together prominent Nicaraguan leaders with their counterparts from Europe and the Americas to discuss reconciliation, civil-military relations, private property and economic reform.

Reconciliation in Times of Transition (*San Salvador, El Salvador, 1993*) | Focused on consolidating peace and eradicating social division, confrontation and political violence in the aftermath of El Salvador’s peace accords. Precipitated the creation of Centro Demos, the conflict resolution center established to encourage and sustain cross-sectoral dialogue.

AFRICA, MIDDLE EAST AND ASIA FOCUSED PROGRAMS

Creating a Roadmap for Bahrain (*Manama, June 2011, October, 2011, February 2012, November 2012, June 2013*) | A quiet mediation effort designed to help create a space for meaningful dialogue between the opposition and the government of Bahrain.

Developing a Strategy for Change and Cooperation (*Athens, September 2013*) | Workshop on Strategy for senior Shia Al Wefaq leaders

Developing a Strategy for Change and Cooperation (*Istanbul, September 2013*) | Workshop on Strategy for senior Sunni NUA leaders from Bahrain

Workshop for Bahraini Youth (*Edinburgh, August 2013*) | A Beyond Borders/Chatham House/PJTT led workshop for Bahraini youth leaders from government, civil society and opposition

Understanding the South African Transition (*Cape Town and Johannesburg, June 2013*) | Workshop for Al Wefaq leaders in South Africa

Global Change Agents (*Cambridge, May 2013*) | Sponsored participation of Bahraini government and business leaders in Harvard Executive Leadership program

Understanding the South African Transition (*Cape Town and Johannesburg, February 2013*) | A working visit to South Africa for leaders of the Sunni NUA opposition of Bahrain.

Workshop for Bahraini Youth (*Edinburgh, August 2012*) | A Beyond Borders/Chatham

House/PJTT led workshop for Bahraini youth leaders from government, civil society and opposition

Understanding Constitutional Change (*London, June 2012*) | A PJTT/IM led workshop for leaders of the Al Wefaq opposition.

Lessons Learnt from the Northern Ireland Peace Process (*Belfast, June 2012*) | A PJTT/IM led workshop for leaders of the Al Wefaq opposition.

Preparing for Negotiations (*Colombo, Sri Lanka, 2002*) | Held a small consultation for key members of the Sri Lankan government preparing for their first round of discussions with senior Liberation Tigers of Tamil Eelam (LTTE) representatives during the summer of 2002.

Fortifying the Foundations of a Nation: Strengthening Governance in the Palestinian National Authority (*Gaza, 2000*) | Convened a meeting for over 300 Palestinian government officials, civil servants, community actors, business-people and academics on the challenges of governance and institution-building in the Palestinian National Authority.

Dealing with the Past (*Cape Town, South Africa, 1994*) | Focused on confronting the legacies of prior repression, building democracy and fostering post-apartheid national reconciliation. Discussions at this meeting contributed to the subsequent creation of the South African Truth and Reconciliation Commission.

THEMATIC PROGRAMMING



Neuroscience and Social Conflict (*Cambridge, MA, 2012*) | To better understand current findings in the field of neuroscience and to help guide brain research on conflict, fear, and trauma, the Project on Justice in Times of Transition and the SaxeLab at the Massachusetts Institute of Technology (MIT) are initiating a multi-year partnership. This initiative brings together social neuroscientists, experienced leaders of societies in transition from conflict, and conflict management experts to exchange findings and challenges from their respective fields, while also developing research agendas that scientifically assess approaches to reduce conflict.

Dehumanization in Conflict (*Cambridge, MA, 2012*) | Convened a group of leading scientists working on dehumanization, prominent leaders, senior policy makers and conflict resolution practitioners to create a space to share experiences and ideas. This workshop enabled participants to appraise what is already known about dehumanization from multiple perspectives and identify directions for future research that address the challenges faced by practitioners.

UNITED NATIONS/RULE OF LAW FOCUSED PROGRAMS

Broadening the UN's Access to Qualified Candidates for the Field (*New York, 2007*) | Brought together high level UN policy makers and leading member state roster representatives to discuss DPKO needs with regard to civilian staffing for future peacekeeping operations.

Rule of Law and the United Nations: The Critical Path to Post-Conflict Justice (*New York, 2003*) | Presented the comprehensive list of recommendations developed in Singapore, Istanbul and Gaborone to high-level officials at the UN and key member state representatives.

Rule of Law and the Legacy of Conflict (*Gaborone, Botswana, 2003*) | Assembled over 40 practitioners from 10 African states (including Angola, Congo, Nigeria and Sierra Leone) and 8 other countries to discuss and develop recommendations for improving rule of law efforts in United Nations peace-building operations.

Incorporating Local Voices into International Rule of Law Strategies: A Policy Dialogue (*New York, 2002*) | Brought a group of national leaders and practitioners from Cambodia, East Timor, El Salvador, Haiti, Kosovo, and Bosnia-Herzegovina to New York to share their views on UN peace-building with senior decision-makers at the United Nations.

Establishing Rule of Law and Governance in Post Conflict Societies (*Istanbul, Turkey, 2002*) | Enabled 40 practitioners from Afghanistan, Bosnia, Cambodia, East Timor, El Salvador, Kosovo and Sierra Leone to draft recommendations on efforts to establish rule of law in the context of United Nations peace operations.



(formerly The Project on Justice
in Times of Transition)

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