



Final Evaluation Report

Whatever You Say, Say Something Project

March 2012



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Whatever You Say, Say Something Project

October 2008 - December 2011

March 2012



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Executive Summary

Background:

- Quaesitum Independent Evaluation and Research was pleased to respond to a request from Healing Through Remembering (hereinafter referred to as HTR) in November 2009 to draw up a Proposal for an independent and objective evaluation of its Whatever You Say, Say Something Project (herein after referred to as WYSSS). The Project ran from October 2008 to December 2011 and was supported by the PEACE III Programme, managed for the Special EU Programmes Body by the Community Relations Council/Pobal Consortium. This is the Final Evaluation Report reflective of inputs, processes, outputs and outcomes for the funding period.
- The WYSSS Project builds upon the innovative outreach work already carried out by HTR under PEACE II, 'Diverse Past, Shared Future – Expanding the Debate.' There is significant need for the debate on dealing with the past to be raised. The WYSSS work appears to represent an efficient and effective medium to achieve this.
- The WYSSS Project has kept the debate on dealing with the past alive. It has kept the structure of HTR alive in all its aspects of delivery in terms of each of the Sub Groups. The hunger to take the debate further is manifest in the fact that the Sub Groups are now Implementation Groups established to take each aspect of the work forward.
- As a peace building initiative the WYSSS Project directly meets the PEACE III requirements and adheres to the Aid for Peace methodology. It is working in the aftermath of violent conflict. It adopts a humanitarian approach to the development of policy and appropriate structures and systems to deal with the past conflict in and about Northern Ireland.

Project Delivery:

- Outreach work is the core business of the WYSSS Project and is principally delivered through conflict resolution workshops and in-depth interactive opportunities. The WYSSS work also links with other aspects of the work of HTR namely, the Day of Reflection, Truth Recovery and Acknowledgment, Commemoration and the Living Memorial Museum (see Chapter 2.) In practical terms the outreach work informs the work that the Sub Groups have been responsible for. The work of the Sub Groups is now being taken forward by Implementation Groups.
- Workshops are delivered by a team of Delivery Partners. The recruitment, selection and training process for Delivery Partners has been reviewed and amended in Year Two. It is less reliant on written criteria and more focused on the ability to deliver. Delivery Partners are required to shadow an existing Delivery Partner and to be observed facilitating by one prior to being accepted as a Delivery Partner.
- A quality team of 21 Delivery Partners has been trained. A small number of Delivery Partners are significantly engaged in delivery whilst the others remain under-active.
- Internal monitoring and evaluation systems to record participant feedback are in place and have been reviewed to make them more user friendly but still accountable to the funder.
- A Conversation Guide has been developed to deliver the work and its value as a resource is recognised within and beyond the organisation. It is not however, equally utilised by all the Delivery Partners and this has the potential to dilute a standardised approach to the adherence to HTR principles in all aspects of delivery.
- There has not been a targeted approach to the identification of individuals and groups. To date the Delivery Partners have primarily relied on established links.

Performance against Targets:

- The target of 20 events has been exceeded. (40 events are recorded as having been well attended with 1,019 attendees with the target over the three year period being 500.)
- 147 workshops have been delivered to a total of 1,560 people. The target for the three year period was 113 workshops to be attended by 420. This demonstrates that the target has been significantly exceeded.
- The Project has also delivered positively across all other aspects of its work as outlined in the Application for Funding. There were 39 Sub Group and Members meetings. Nine reports were launched during the life of the project. There were 16 international opportunities. There were 40 interactive opportunities including one-off events. There have been 30 meetings with senior decision-makers.

Outcomes and Impact:

- A lot has been achieved by a small staff team with dedicated volunteer support.
- The work is considered to be both innovative and inclusive.
- The work is contributing to building peace, healing and repairing relationships and enhanced understanding.
- It provides the opportunity for open and honest exchange of views in a safe place.
- It represents value for money in that targets have been exceeded within the budget. There is evidence of added value where the work has transcended additional related areas such as hate crime and where it is assisting a range of organisations to meet their agendas in relation to peace building and dealing with the past.
- There is evidence of synergy and there are effective links established with other PEACE III funded projects and programmes.
- More important strategic work could have been carried out if more of the original funding requests had been met in terms of financial resources but more particularly in terms of staff resources.

Operational Level Recommendations:

- There is a need for more rigour in the planning and delivery of workshops to include Needs Assessment, Action Plans, clarity of roles and responsibilities, agreement of objectives and outcomes and ongoing review of progress against targets.
- There is a need to share the learning from the workshops, interactive opportunities and events in order to inform the wider debate and the future direction of HTR.
- There is a need for debriefing and signposting for Delivery Partners and participants.
- There is scope for broadening and consolidating the links with community network organisations which have the potential to link the work to individuals and groups at a grass roots local community level. Such links are likely to be mutually beneficial in the ongoing process of building peace and reconciliation and in dealing with the past.
- There is potential for widening the impact of the work by linking into education strategies and the national curriculum. This might be advanced through continued links with the education departments at Queens University Belfast and the University of Ulster and adopting a more proactive approach to targeting young people. The work could benefit from discussion with relevant individuals and organisations in relation to young peoples' issues, their education and the curriculum.

Strategic Level Recommendations:

- Future funding must be secured to deliver the work with additional resources sought for the communication and promotional aspects of the work.
- There is a need for a more fully developed Strategic Plan for the organisation. Consideration must be given to ways in which the level of those engaging in the debate of how to deal with the past might be enhanced. This will have significant resource implications.
- There is a sense that there is a need for 'bigger discussions' in relation to moving beyond the WYSSS Project to a wider and more strategic debate on how to deal with the past. The vehicle for this discourse could be through reflection, commemoration, exhibition, storytelling or discourse.
- Efforts must continue to be made to link with the political parties to raise the debate of dealing with the past. Political representatives may provide links to those who have not yet engaged in the debate. The New Media Coordinator may be utilised to assist in this respect.

1.0 Assessment of Need (Stage 1 Aid for Peace)

1.1 Introduction

Quaesitum Independent Evaluation and Research was pleased to respond to a request from Healing Through Remembering (hereinafter referred to as HTR) in November 2009 to draw up a Proposal for an independent and objective evaluation of its Whatever You Say, Say Something Project (hereinafter referred to as WYSSS). The project was supported by the PEACE III Programme, managed for the Special EU Programmes Body by the Community Relations Council/Pobal Consortium. This is a Final Evaluation Report reflective of activities for the period October 2008 – December 2011 inclusive.

This Chapter presents a brief history of the project and the key stages in its development. It describes the need identified in the Application for Funding and focuses specifically on the peace building aspect of the work. It also presents the agreed evaluation methodology.

1.2 Context

The formation of the Local Assembly in 2007, the establishment of the Consultative Group on the Past, the ongoing work of the Police Ombudsman, the Historic Enquiries Team, Public Inquiries and the Victims Commission changed the landscape for dealing with the conflict in and about Northern Ireland. There is no national strategy for dealing with the past yet there is a need to deal with the past to avoid repetition of conflict in the future. The WYSSS Project acknowledges that there are very difficult and risky conversations that need to take place and there is no prescriptive model to fit all those conversations. The WYSSS work represents a medium whereby risks can be taken, a safe place is provided, skilled facilitators support the conversing process and a range of options are made available to those who are willing to engage.

1.3 Background

As highlighted in internal documentation, Healing Through Remembering (HTR) is an organisation with the strong belief that:

'How society deals with the past informs and shapes the future; that it is better to give proper and due consideration to ways of dealing with the past – even if it is deemed that no further action is required.'

To this end, in June 2008, with a view to building upon the work already carried out, the organisation submitted an Application for Funding under PEACE III; Priority 1: Reconciling Communities; Theme 1.2: Acknowledging and Dealing with the Past; Strand 3: Securing the Future. The WYSSS Project is based on the belief that speaking about the past has the potential to build a more peaceful future. The corollary is, therefore, that to say nothing about what has happened in the past has the potential to be divisive. The work of the WYSSS Project provides an opportunity for discourse, through facilitation, to focus on the issues arising from the conflict in and about Northern Ireland. In reality it often offers the opportunity to hear things that individuals hear for the first time and to share very differing perspectives of the same event. The Project offers an environment where individuals and organisations from a range of different political perspectives and backgrounds feel safe and secure in raising their political and personal views in relation to the past.

The WYSSS Project is based on information gathered from the individuals and groups that HTR has engaged with over a period of eight years. It is therefore directly informed by a wide range of people representing very diverse backgrounds and experiences. The Application for Funding requested provision for additional posts, in particular, a Communications Officer, but this aspect of the submission was unsuccessful. This is acknowledged to have made the delivery of the work more difficult in terms of developing the communication and promotion aspects of the WYSSS Project. Much of the burden of this has fallen on the Director (HTR.) The general view is that a Communications Officer would have given a dedicated focus to raising the profile of the work and connecting it to a higher political and strategic level. At a more practical level, it would have enabled more individuals and groups to be contacted.

Specifically, the WYSSS Project was borne out of an outreach project 'Diverse Past, Shared Future – Expanding the Debate' which was funded under PEACE II. This project involved the delivery of 33 workshops (target 20) to a wide range of groups. This indicated that there was a need for further debate to be appropriately facilitated. The most preferred medium for facilitation was acknowledged to be small groups to encourage active participation. Participation was sought from groups such as: loyalists, republicans, British Army, police, different faiths, victims, academics and researchers and community activists and organisations. The outreach project culminated in a conference, 'Whatever You Say, Say Something' at which HTR launched its Conversation Guide (see Chapter 2) which is a tool to assist facilitators and groups who are attempting to deal with the past.

In addition to the outreach work which is the core business of the WYSSS Project, the WYSSS work also links with other aspects of the work of HTR namely, the Day of Reflection, Truth Recovery and Acknowledgment, Storytelling Commemoration and the Living Memorial Museum (see Chapter 2.) In practical terms the outreach work informs the work that the Sub Groups have been responsible for. This work is being taken forward by Implementation Groups in respect of each approach to dealing with the past.

The primary focus of the WYSSS Project is to provide the opportunity to develop skills and competencies to build peace and minimise conflict. HTR recognises the work as a social and civic responsibility to endeavour to inform policy decisions in respect of dealing with the past. It is based on the premise that a society which deals effectively with the past has less inclination to repeat violent and divisive activity. The belief is that the work will respond to the changing political and social environment and that it will link grass roots thinking to policy and decision-making as it is based on the views of people canvassed locally. The primary aim of the work is to challenge the attitude which suggests: 'whatever you say say nothing' and to provide an environment which is conducive to open and honest exchange of views and apprehensions about dealing with the past.

1.4 The Target Population

In terms of identified need, the target population is described in the Application for Funding as including:

'victims/survivors groups, ex security services, cross border groups, young people, women's groups and groups that are in interface areas or areas of disadvantaged by conflict... also those who define themselves as victims/survivors, former and current members of security services, ex prisoners and their families, community activists, church representatives and others affected by the conflict.'

The target population was involved in all aspects of the work of the organisation; they attended debates, received reports and participated in events. The target population was also involved in the workshops. However, in terms of this outreach aspect of the Project, as originally intended, for the most part, groups who have participated to date have come through contacts known to the Delivery Partners. Consequently, Delivery Partner (see Section 1.5.5) skills and experience were matched to each group and this has been conducive to building trust and establishing rapport. Whilst this was deemed to be the most appropriate approach, a more targeted approach is recommended in the future to ensure a more proactive method of including those groups hitherto excluded.

1.5 Management and Delivery

There are a number of tiers within the organisational structure of the organisation and specifically in relation to the WYSSS Project.

1.5.1 Board of Management

The work of HTR is directed by a Board of Management with overall responsibility for the governance and running of the organisation. The Board meets approximately ten times throughout the year and written minutes are taken and circulated. Members support the four full time staff through volunteering in relation to the day to day running of the organisation. Written summary reports of Project engagement, activities, events and finances are provided by the staff team at each Board meeting.

1.5.2 Members

HTR is member-led with four paid members of staff, namely, a Director, a Project Coordinator, a Finance Officer and Administrative Officer. The organisation has 108 enrolled members, some in Sub Groups and others not, and an additional 20 individuals who have participated in the Sub Groups but are not enrolled members. In order to maintain a focus on the key issues, the members have sub divided into five operational sub committees to explore the following:

- Day of Reflection
- Living Memorial Museum
- Truth Recovery & Acknowledgement
- Storytelling
- Commemoration

Members support the work on an ongoing basis and they maintain their respective community links to ensure that outputs and outcomes are informed by local communities. Membership is representative of individuals, victims/survivors, former and current members of the security services, ex-prisoners and their families and the wider community. Members are also from both sides of the border and residing in Great Britain.

1.5.3 Director (HTR)

The Director (HTR) has overall responsibility for the strategic direction of the work and for ensuring that it remains focused on its own aims and objectives and those of the organisation as a whole. To this end, she links closely with external stakeholders as appropriate and with the Project Coordinator on a daily basis. The Director reports to the Board (HTR.) She also acts as a point of contact for the Consultants engaged by HTR. As highlighted above, the Director has had to fulfil the role of the Communications Officer as this post was not provided for. This places an added burden on her in terms of ensuring that the work is promoted and that the appropriate strategic and policy links are made.

1.5.4 Project Coordinator

There has been a degree of turnover in the Project Coordinator post. The first Coordinator in post left early in Year Two and was replaced in May 2010. The second Coordinator left early in Year Three and the current Coordinator took up post on the 21 March 2011. The Project Coordinator is responsible for the day to day running of the WYSSS work. Responsibilities include managing the team of Delivery Partners organising their training and providing them with the necessary resources to deliver. He/she is also responsible for recording, collating and analysing all the information associated with the workshops, planning and organising events and seminars, assisting with press releases, taking the minutes of the Sub Group meetings, the internal monitoring and evaluation of the work and the submission of returns to the funder on a quarterly basis.

1.5.5 Delivery Partners

The WYSSS Project is delivered by a team of Delivery Partners. This approach espouses the community development ethos of working in the community at a local level, appropriate to need, in order to capacity build. At 31 December 2011 a cohort of 21 Delivery Partners have been trained, in three different phases, to deliver the WYSSS Project across Northern Ireland and the border counties. They are engaging with small groups at a grassroots level to encourage participation and to develop peace building skills and competencies. Facilitators are required to submit an application for consideration. The application process includes indicating that they have facilitation experience and that they have a community development background. If successfully shortlisted they are taken through three training sessions: an introductory session, a familiarisation session with the Conversation Guide as a resource to engage people and a participative session.

In the initial phases the newly trained Delivery Partners were required to shadow an existing Delivery Partner at work and then to be observed by developing and delivering a workshop themselves (by an existing Delivery Partner). In reviewing the process it was deemed more appropriate that this shadowing be carried out before appointment. Consequently, the third phase of recruitment was revised accordingly. The shadowing is then followed by a discussion between the potential Delivery Partner, the Project Coordinator and the Delivery Partner who oversaw the shadowing. This discussion assesses if everyone feels the individual can proceed to be a Delivery Partner and, if so,

what their range of work might be in terms of workshop type, topic and audience. This ensures that the Delivery Partners feel more equipped for their role and begin their working relationship with HTR with an ethos of honest engagement about their skill set with the HTR staff team.

A small number of Delivery Partners are significantly engaged in delivery whilst the others remain under-active. This is particularly true for phase II of recruitment, i.e. before the shadowing became pre-selection.

1.6 Evaluation Methodology

At the outset, a methodology was agreed to carry out an independent evaluation of the WYSSS Project having regard to the Aid for Peace approach. There have been a number of stages to the methodology and these are outlined below.

1.6.1 Development of an Understanding

This stage was designed to ensure that the Consultant developed a full understanding of the context in which the work is operating. To this end, the following were reviewed:

- The Application for Funding
- Statements of aims and objectives
- Description of target populations
- Details of participants and activities
- Internal monitoring and evaluation records

This documentary evidence was supplemented by ongoing verbal contact with the Project Coordinator and the Director (HTR).

1.6.2 Fieldwork

This stage of the evaluation process was designed to elicit information to enable the Consultant to assess the overall effectiveness of the WYSSS Project in addressing the identified need. Essentially, it involved an assessment of the actual inputs, processes, outputs and outcomes together with the impact of the Project. All internal records and monitoring and evaluation data were also collated and analysed. This was supplemented by qualitative data collection to elicit information from identified key stakeholders. All those consulted were assured that their views would be treated in the strictest confidence.

The following were interviewed:

Fieldwork Interviewees 01/2010 – 04/2010

Brandon Hamber – Chairman HTR

Kate Turner – Director HTR

Angus Lambkin – Project Coordinator HTR

Kris Brown – HTR Member

Alice McCartney – HTR Member

Yvonne Naylor – HTR Member & Delivery Partner

Jacinta de Paor – HTR Member

Joe Blake – Independent Consultant & WYSSS Facilitator

Larry Moley – Communities Connect - Workshop attendee

Mary Lynch – Journeys Out - Workshop attendee

Paula Beattie – Trauma Recovery Network – External Stakeholder

Colleen Symington – Trauma Recovery Network – External Stakeholder

Monica McWilliams – NI Human Rights Commissioner – External Stakeholder

Fieldwork Interviewees 01/2011 – 06/2011

Kate Turner – Director HTR
 Laura Coulter – Project Coordinator HTR
 Patricia Devlin – HTR Member and *Delivery Partner*
 Alastair Kilgore – HTR Member & *Workshop attendee*
 Will Glendinning – *Delivery Partner*
 Suzi Swain – *Delivery Partner*
 Lesley Macauley – *Delivery Partner*
 Laurence McKeown – *Delivery Partner*
 Joe Blake – Independent Consultant & WYSSS Facilitator
 Martin Snoddon – *Delivery Partner*

Focus group attendees:

Janie Crone & Yvonne Naylor – *Delivery Partners*
 Michael Boyd – Irish Football Association (IFA) – *Workshop attendee*
 John Hetherington – Retired Police Officers Association (RPOA) – *Workshop attendee*
 Alexey James – Reminiscence Network – *Workshop attendee*
 Lisa Mervyn – Falls Womens Centre – *Workshop attendee*
 Sam Lamont – Northern Ireland Prison Officers Association (NIPOA) – *Workshop attendee*
 Shirley* – Phoenix Enniskillen – *Workshop attendee*
 Kim* – Phoenix Enniskillen – *Workshop attendee*
 Laura Feeney – Mount Vernon Community Development Group – *Workshop attendee*

Fieldwork Interviewees 10/2011 – 01/2012

Board of Directors (focus group)

Kate Turner – *Director HTR*
 Aongus O’Keeffe – Project Coordinator HTR
 Suzi Swain – *Delivery Partner*
 David Gardiner – *Delivery Partner*
 Dominic Bryan – HTR Member (LMM)
 Geraldine Smyth – HTR Member (Commemoration)
 Sara Templer – HTR Member (DoR)
 Jackie McDonald – *External Partner (Truth Recovery)*
 Paula McFetridge – *External Partner*
 Michael Boyd – Irish Football Association (IFA) – *External Partner*
 Albert Hewitt – Charter NI – *Workshop attendee & External Partner*
 Sam Lamont – Northern Ireland Prison Officers Association (NIPOA) – *Workshop attendee*
 Gordie Walker – *(Funder representative)*

* full name withheld

Table 1: Stakeholders Consulted in Evaluation Process

2.0 Relevance (Stages 2 Aid for Peace)

2.1 Introduction

This Chapter presents the intended aims and objectives of the WYSSS Project as set out in the Application for Funding and links them to the overall Aid for Peace Programme objectives. It describes the key activities of the WYSSS work for the funding period and demonstrates how they are relevant to meeting the identified need outlined in Chapter 1; and

2.2 WYSSS Aims & Objectives

The Project is summarised in the Application for Funding as being focused on: Developing more public and or structured processes of engagement at community level; Engaging with organisational policy and decision makers; Informing and guiding political leaders; Reflecting on and scrutinising the implementation of decisions taken. Specifically, the aims of the Project are:

- People who have lived through the conflict in and about Northern Ireland - and in particular those most affected by it - are able to engage with their shared past in a way which is open, honest and healing;
- All people are able to creatively build on past experiences for the benefit of future generations; and
- The learning and experience of this work will educate, inform and inspire others dealing with similar issues of conflict in other parts of the world.

In order to address the above aims a set of objectives was drawn up. They are listed as follows in the Application for Funding:

1. HTR will identify and build the capacity of 21 Delivery Partners to assist others in dealing with the transition to peace and reconciliation over three years.
2. HTR will identify and build the capacity of 120 individuals – including victim/survivors and those from marginalised and minority groups – to deal with the past and to engage with others over three years.
3. HTR will identify and build the capacity of 60 community groups – including victim/survivor groups and marginalised and minority groups – to deal with the past and to engage with others over three years.
4. HTR will identify and build the capacity of 36 of the above 60 community groups to help build positive sustainable relationships with other specified target groups with whom there is no existing, or a poor, relationship, over three years.
5. HTR will engage all political leaders (local assembly, British and Irish Governments) and 20 leaders in statutory, private and other fields (e.g. churches, media and Trade unions) to bring the views of the individuals and groups engaged with into the high level of debate, thereby involve active citizenship in policy and decision making on these issues.
6. HTR will develop 9 in depth interactive opportunities – including roundtables residential meetings and conferences – that focus on sustainable peace building activities – including acknowledging the affects of the conflict – over three years.
7. HTR will establish formal links with 9 international organisations and groups so that we can learn from their experience and apply this in the local setting.
HTR will produce and disseminate 6 reports that record, evaluate and document the learning from our work over the three year period – for use locally and internationally.

It should be noted that these were revisited and new targets were agreed with the funder (see Table 2, Section 2.6)

2.3 Aid for Peace Approach

The purpose of the Aid for Peace approach is to facilitate the evaluation of peace aid interventions. The approach defines peace and aid interventions associated with the reduction of human suffering as being applied in the following way:

- To ensure the relevance of the intervention for its peace building objective;
- To improve the effects of the intervention on peace-building;
- To avoid unintended conflict risks; and
- To ensure monitoring and evaluation by engaging in a systematic planning and evaluation process.

Interventions are categorised into three classifications namely:

Development policy or project interventions;
Humanitarian work in the midst or aftermath of violent conflict; and
Interventions aimed at enhancing democratic procedures and structures.

2.4 WYSSS in the Context of the Aid for Peace Approach

The anticipated outcomes of the WYSSS work, as presented in the Application for Funding, are recorded as including:

- Feeling more fully informed about the issues – able to say something;
- Having the space to make your own response to the past;
- Starting a new local project on dealing with the past;
- Gaining a better understanding of perspectives other than your own; and
- Contributing to the wider debate.

The WYSSS Project is clearly focused on building peace in the aftermath of the conflict in and about Northern Ireland. In providing an appropriate forum conducive to sharing views and experiences of the past the WYSSS Project is creating an opportunity to build peace. There is evidence, among those consulted in the evaluation process, to suggest that sectarianism, for example, becomes less threatening the more you talk about the past conflict. According to one participant:

'It was very clear throughout that every person has different experiences which affect their outlook... you become more conscious of how people perceive loss and suffering. If we don't share our stories how will we learn?'

The WYSSS Project encourages participants to acknowledge that it is alright to differ and it is not necessary to agree on the past. It also recognises that it is very difficult to deal with the past as it can often be too sensitive. Consequently, there is a need for flexibility and variety in offering a range of tools to deal with the past.

The work also informs policy development and enhances democratic structures in that the workshops offer a safe environment for open and fair exchange of views. One concern raised is that whilst it is undoubtedly good to talk it is equally important to have the appropriate people listening and this may not always be the case. Equally, the interviewee believed that the motivation behind deciding to 'tell your story' is very important as it will carry with it a set of expectations. This interviewee was apprehensive in subscribing to the view that talking always helps as he/she was of the opinion that sharing your experiences is not necessarily always therapeutic. This is a view which is recognised and acknowledged within HTR.

2.5 Aid for Peace Indicators

A number of peace building indicators have been set within the Aid for Peace Approach. They are as follows:

1. People demonstrate a change in attitude towards cross community and cross border activities.
2. People demonstrate a positive change in behaviour towards individuals from other communities.
3. People engaged with the project demonstrate improved levels of trust and tolerance within their community or between communities.
4. Different experiences, memories and legacies of the past have been acknowledged.

In general terms, there is evidence, among those consulted in the evaluation process, of positive changes in attitude and in behaviour manifest in the workshops, events, study visits and interactive opportunities. According to one participant:

'The workshop has given me a better grasp of some of the perspectives I have to consider.. Both communities suffered, not just me.'

There is also evidence of increased tolerance and trust as people are exposed to perspectives which often differ from their own views of the past. According to one workshop participant:

'I have learnt to be less judgmental and more tolerant of where other people are coming from – perceptions have sometimes more validity than actuality.'

This was articulated by another participant:

'There were views expressed I was uncomfortable with but it was OK.'

2.6 Description of Main Activities in WYSS

It must be acknowledged that dealing with the past is more process driven than outcome driven. Consequently, it necessitates a more flexible approach espousing a reflective environment which preserves the whole ethos of the organisation. Within that context, a number of activities were identified at the outset to ensure that the work is delivered to quality standard and remains focused on the aims and objectives outlined in the Application for Funding. These include the following:

- Conflict resolution workshops;
- In depth interactive opportunities including screenings and dramas specifically designed to promote discussion on dealing with the past conflict in and about Northern Ireland;
- Conferences, events and seminars; and
- Meetings with individuals, members, Delivery Partners, board of management and senior decision makers.

The targets and progress for the WYSS Project are set out in Table 2 below.

Measure Indicators Theme 1.2	Measure Targets Theme 1.2	Progress against target
People in receipt of trauma counselling service	0	0
Events assisting victims & survivors	20	40
Participants at events assisting victims & survivors	500	1,019
Conflict Resolution Workshops	113	147
Participants at Conflict Resolution Workshops (new attendees)	420	1,560

Table 2: Peace III Indicators, Measure Targets & Progress against Targets

The above Table sets out the targets against each of the Peace III Indicators. In relation to the target of 20 events, there have been 40 recorded indicating that the target has not only been met but exceeded. Events are recorded as having been well attended. In relation to the target of 500 attending the events internal records show that, 1,019 people were recorded as having attended events assisting victims and survivors. This shows that the target has not only been met but exceeded. In relation to the target of 113 Conflict Workshops, internal records show that, 147 Workshops have been delivered to a total of 2,149 participants (1,560 72% new attendees), against the target of 420 participants. This shows that both targets were not only met but significantly exceeded. Analysis of attendance at workshops shows that on average, 14 people have attended each workshop.

2.6.1 Launches

The WYSSS work was launched in seven different venues. Table 3 shows the attendance at the four launches of the WYSSS work in Dundalk, Lisburn, Enniskillen and Belfast in Year 1 and the three launches in Larne, Limavady and Sligo in Year 2.

Launch Venue	Date	Males	Females	Total	Males (new)	Females (new)	Total (new)
Dundalk	30/11/09	11	9	20	7	4	11
Lisburn	02/12/09	10	6	16	4	3	7
Enniskillen	03/12/09	8	10	18	4	7	11
Belfast	04/12/09	26	15	41	15	9	24
Larne	16/02/10	4	8	12	3	8	11
Limavady	23/02/10	5	2	7	4	2	6
Sligo	11/05/10	7	8	15	7	8	15
Total	7	71	58	129	44	41	85

Table 3: Number of Attendees at Launches by Gender

This shows that 129 people attended. 55% were male and 45% female. 66% were 'new' attendees. 16% attended in Dundalk, 12% in Lisburn, 14% in Enniskillen, 32% in Belfast, 9% in Larne, 5% in Limavady and 12% in Sligo.

2.6.2 Conversational Workshops

As highlighted above, Workshops are delivered by trained facilitators. The workshops have been focused on the following topics:

- Commemoration;
- Day of Reflection;
- Storytelling;
- Truth Recovery;
- Acknowledgement; and
- Living Memorial Museum.

The Conversation Guide was launched in the seven venues listed in Section 2.6 above. Although it is not universally used by the Delivery Partners, it is recognised as a tool with the scope for application across a range of difficult issues such as domestic violence, ex prisoners released back into their communities and problems with young people. It has been welcomed as a much needed resource which has enabled many organisations working in this area to develop their work and to have 'some very hard conversations.' One outcome from the Conversation Guide was recorded in the course of the evaluation as:

'it has helped people to become ready to engage and to be respectful of each other and try to understand.'

HTR collated and analysed all the information recorded in relation to the conversational workshops. The information is presented in the Table below.

	2009	2010	2011	Total
Conversational Workshops	10	44	93	147
Participants at Workshops	114	785	1250	2,149
New Participants at workshops	89	608	863	1,560
% Workshops in Urban Areas	80%	64%	76%	72%
% Workshops in Rural Areas	20%	36%	24%	28%
% Workshops – All Male	10%	16%	13%	14%
% Workshops - All Female	0%	18%	28%	23%
% Workshops – Mixed Gender	90%	68%	59%	64%
% Workshops – Single Identity	30%	34%	51%	44%
% Workshops – Mixed Identity	70%	66%	49%	56%

Table 4: Analysis of Workshops

This indicates a very significant increase in the number of workshops delivered over the three year period. Analysis of the workshops shows exponential growth, in that, the delivery of one workshop to a particular group has often resulted in more being delivered to that group. This is evidence of the learning from Year One bearing fruit in Year Two and Three respectively. The figures show that almost three quarters of the workshops have been in urban areas. Almost two thirds of the workshops are given to mixed gender groups. In the first two years the workshops have tended to be more mixed identity in focus and by year three there is almost as much single identity work as mixed identity.

2.6.3 Interactive Opportunities

HTR has been particularly innovative in creating the opportunity for interaction among individuals and groups hitherto unable to discuss the past in a safe and non-judgmental environment. For example, through the WYSSS Project a drama has been developed as part of a joint partnership with the Irish Football Association, Belfast Celtic Society and HTR. The drama is based on two Northern Ireland football legends who crossed the sectarian divide, the Protestant manager of Belfast Celtic (Elisha Scott) and the Catholic trainer of Linfield (Gerry Morgan.) The drama, which had been previously performed in Windsor Park, was developed and then performed in Stormont, Armagh, Craigavon and Belfast. Following the drama discussions are facilitated by two HTR Delivery Partners. Attendees have the opportunity to share their experiences and to hear a range of perspectives. This aspect of the work was described by one interviewee as follows:

'This is incredible because it gets at the grass roots of the divisions in our society. It breaks down barriers in an audience that is extremely hard to get to (young working class men). It encourages them to talk about what they have never talked about before.'

The partnership with the IFA and HTR is informing the training of football coaches locally and IFA corporate strategy. The interactive opportunity offered through the Lish and Gerry drama is described by one interviewee as:

'A very proactive way of tackling what is the biggest sectarian story in the game. Traditionally it is so embarrassing that it has been ignored because it is not easy to tackle. Everyone has an opinion on it and this work allows us to generate interesting and challenging conversations.'

2.6.4 Significant High Level Discussion

A significant private meeting with a panel of key representatives: Chief Constable, Matt Baggott, Mitchell McLaughlin MLA, Sir Hugh Orde, Jackie McDonald and the Director of HTR was organised by HTR in June 2011. The panel was chaired by Brian Rowan. The event was attended by a wide range

of individuals including representatives from victims and survivors groups, ex-combatants, ex-security and religious organisations. The purpose of the meeting was to provide the opportunity to reflect on truth recovery, at a strategic level. It was held on the eve of the Day of Reflection which is marked by HTR as a special day to reflect on the conflict in and about Northern Ireland.

The event was described as extremely successful and essential to moving the peace process forward. There is a sense that it unlocked the door for discussing the difficult issues of the past conflict and seeing events of the past from a range of points of view. According to one interviewee:

'I hope this event is only a pilot as this is the way forward. It has to be informal and relaxed where there is mutual understanding and respect and you have confidence in each other.'

The questions and answers session was described as extremely informative and as highly effective in getting discussion started. According to one interviewee the role played by HTR:

'provided a license to say what you want to say for the right reasons and in the right frame of mind with the right people there to listen.'

2.6.5 Influencing Policy Decision Making

This is acknowledged to be an ongoing challenge which has met with a degree of success to date. The additional burdens placed on the Director as a result of having no Communications Officer have meant that there has been less time available to advance this particular objective. HTR has submitted written responses to the Office of the First Minister and Deputy First Minister (OFMDFM) and to the Northern Ireland Office (NIO) respectively on a number of consultation documents in relation to dealing with the past, including the Community Cohesion, Sharing and Integration (CSI) document and the NIO consultation on the Consultative Group on the Past Report.

On an ongoing basis, those engaged with include officials at the Department of Foreign Affairs (Republic of Ireland) and the NIO, political parties, senior staff members of voluntary and statutory organisations, senior clergy, former combatants, police and academics. There is reluctance on the part of most political parties to meet to discuss dealing with the past. One interviewee recorded:

'Policy making has been stalled. The situation is very complex which compounds the reluctance to be more proactive in relation to policy making.'

As responsibility for the policy level engagement appropriately lies with the Director and Board, the pressures on the Director's time limited the level of this engagement. The appointment of a Communications Officer would have freed more of the Director's time for this important element of the work.

There is no scope for complacency in respect of this particular aspect of the work. The efforts to influence policy must continue particularly in an environment where there is an increased appetite for dealing with the past.

2.6.6 Commemoration

Mindful of the significant commemorations which are due to happen in the next decade, a series of discussion seminars were hosted and facilitated. They were titled as follows: 'Do Historians Help or Hinder?'; 'How have we Remembered? Preparing for a Decade of Commemorations: An Opportunity for Discussion'; 'Was the 1920 Government of Ireland Act Inevitable?'; '1916 and the Somme: Alternative Perspectives'; and 'The Ulster Covenant and the Role of Women.'

The seminars provided the opportunity to share experiences of how significant events such as the 1798 rebellion and the Irish Famine have been commemorated, sometimes by manipulation of the truth and idealisation of what really happened. Attendees at the seminars were informed of what it means to remember and commemorate. They were given insight into the role of historians and how they assist in understanding the past which is sometimes difficult to deal with.

2.6.7 Day of Reflection

The Day of Reflection is one of a range of options offered by HTR as a way of dealing with the past. For the last five years, the 21st June has been offered by HTR as a day to reflect on the conflict in about Northern Ireland. HTR support organisations to mark the Day by providing a range of

promotional materials. It is a day when the deep hurt experienced by many is acknowledged and reflected upon with a view to making a commitment to ensuring that it is not allowed to happen again. On the 21st June 2011 the first public Day of Reflection event was organised and facilitated by HTR. It took place in the Linen Hall Library. At various intervals, throughout the Day, music was played and poetry was read. There was a display of photos and artwork and attendees were given the opportunity to write their own thoughts and reflections and post them on to a Thought Wall in the shape of the HTR gorse bush logo.

2.6.8 Living Memorial Museum

The work of the Living Memorial Museum Sub Group has recently led to an Every Day Objects Transformed by the Conflict Exhibition. It is the direct result of an audit of artefacts conducted in 2007/2008 involving 79 private and public collections of items relating the conflict in and about Northern Ireland. The exhibition is not about presenting one version of history but rather more about offering the opportunity for a range of people from different perspectives to speak for themselves through their objects such as the bin lid, a bullet-proof clipboard and prison communication written on toilet paper. It is hoped that the exhibition will stimulate an interest in the collection of objects and inform the debate on a Living Memorial Museum as an effective means of dealing with the past conflict in and about Northern Ireland. According to one interviewee:

'The success of the exhibition remains to be seen but I feel confident it will be successful and that it could be very effective. The potential is there to encourage different communities to come up with objects and build their own museum.'

2.6.9 Networking at Local and International Level

There has been a level of engagement with other PEACE III projects, for example, the Director (HTR) sat on the advisory panel for the Journeys Out work. She is a member of the Conflict Transformation Working Group. HTR and Prison to Peace jointly delivered seminars during the Project.

In the course of the WYSSS Project different members of HTR have regularly attended Sites of Conscience European meetings. The Director and HTR members have spoken at a number of international events. For example, in May 2011 the Director joined members of the International Coalition of Sites of Conscience and victims group representatives for the International Commission on Missing Persons 'The Missing, Memory and Sites of Conscience' Conference in Sarajevo. The Director addressed the conference and highlighted the work of HTR in tackling the issue of dealing with and remembering the past conflict in and about Northern Ireland.

The HTR members in the Living Memorial Museum Sub Group made a study visit to Berlin to learn from that city's experience of dealing with its conflictual past. A number of museums, memorials and other remembering projects were visited; the visit greatly informed the subsequent development of the Everyday Objects Exhibition. Additional funding for the study visit and the Exhibition were secured from external sources in order to add value to the PEACE III funded project.

In addition, through well developed connections with the Institute of Irish Studies, Queens University Belfast, Irish School of Ecumenics at Trinity College Dublin, Duke University USA and recently the University of Ulster HTR regularly hosts international students who work as interns to complete specific pieces of research.

2.7 Internal Monitoring & Evaluation

The systems in place to monitor the work internally and to provide the funder with the necessary information are appropriate and effective. Internal evaluation generally takes place in relation to events and in depth interactive opportunities. To this end, a simple form has been developed to record the extent to which participants feel the activity was 'good' 'indifferent' or 'bad.' There is also a facility to record more qualitatively the participant's views on the activity. This tool has been developed as part of ongoing review to address difficulties for participants to feedback. However, partly due to its development during the project, it has not been consistently administered in relation to every activity. In relation to the outreach aspect of the work and the workshops, there are tools in place to monitor and evaluate inputs, processes, outputs and outcomes. Records are all kept in a file, in hard copy, and a duplicate file is also maintained. There are three instruments used: Registration Form, Delivery Partner Evaluation Form, and Participant Evaluation Form.

2.7.1 Registration Form

The registration form records the date of the workshop, the venue, the facilitator and a descriptor of the group involved in the workshop. It also records attendees by their name, gender, postcode and whether or not they are a new participant.

2.7.2 Delivery Partner Evaluation Form

In addition, the Delivery Partner completes an evaluation form recording the extent to which differences have been acknowledged within the group together with an assessment of whether or not levels of trust and tolerance have improved. Any interest in future participation is also recorded. There is also provision on the evaluation form for detailing the outcome or impact of the workshop on groups or individuals.

2.7.3 Participant Evaluation Form

Participants are required to complete an evaluation form. This form has been revised on an ongoing basis to ensure that it has relevance to the participant and, at the same time, is accountable to the funder

2.8 Promotion

It must be noted, at the outset, that HTR is not an organisation with a high emphasis on its media profile. The Director and Project Coordinator endeavour to link with the appropriate people in the planning and delivery of their work in the natural course of events. Materials are disseminated through a range of publications produced to a high quality and also through the HTR website. The work of HTR is also promoted at events and conferences where the members and staff of HTR are presenting details of the work and their findings. The WYSSS Project has been used as a flagship project by the funder (PEACE III.)

The WYSSS Project has taken cognisance of the current reliance on on-line technology as a medium of communication. The website offers a forum for sharing information and a significant amount of activity is reported to take place on-line. The online chat medium, Facebook, also offers an opportunity for exchange with 200 friends listed at present and 100 hits per week.

During Year 2, a New Media Coordinator was engaged, on a consultancy basis, two days a week, to raise the level of communication and promotion of the work in social media such as Facebook, Twitter and the website. This has borne fruit with a very significant increase in the number of contacts made. Statistics are maintained internally and a written report is produced monthly.

The 46% increase in website traffic this past year illustrates the increased visibility HTR has been able to have with a dedicated New Media Coordinator on board. HTR's presence on the internet – through the website, Facebook, and Twitter – are essential to the organisation's vitality and its relevance to local engagement, as well as, serving as a resource for other similar post-conflict contexts. The international spread of visitors to the website highlights the need for HTR's presence and being able to measure such impact is testament to the need for continued new media coordination work.

Furthermore, the amount of time that the New Media Coordinator has spent (an average of 14 hours per week) makes clear that the amount of time such efforts require would be extremely difficult for permanent staff to sustain for any measurable success given their current workloads.

As a result of having dedicated staff to initiate and oversee HTR's social media and web presence, HTR has continued to build and affirm its reputation as the go-to resource for anyone looking for related to issues of the legacy of the past related to the conflict in and about Northern Ireland.

3.0 Risk Assessment (Stage 3 Aid for Peace)

3.1 Introduction

This Chapter details the risks identified in relation to the WYSSS Project, both in general terms and more specifically conflict-related. It also assesses the impact of these anticipated risks on performance and meeting targets and milestones.

3.2 Identified Risks - General

A number of risks were anticipated in the Application for Funding. These included that the possibility that the restructuring of HTR and the recruitment of new personnel might have a negative impact on the culture, credibility and standing of the organisation. This has not happened as a result of adherence to good practice, regular review and effective utilisation of members.

Another risk highlighted was associated with the supervision, management and training of the Delivery Partners over a wide geographical area and the danger of diminution of quality of service. The geographic distribution of Delivery Partners has resulted in limited opportunity to meet as a group thereby making it difficult to share learning and to develop a corporate sense of belonging to HTR. It has also meant that the work has been delivered, in areas and to groups, known to the Delivery Partners and therefore not in a targeted way.

The third risk identified in the Application for Funding was that the demand would grow beyond the capacity of the organisation. This has not been allowed to happen through careful planning and control of the work. Each area of the work has been driven to full capacity within the resources available and there is an appetite for continuing the discussions on dealing the past and building peace.

3.3 Identified Risks – Conflict Related

A number of conflict related risks were also anticipated. The Sections below review each and assess the extent to which they have impacted on the Project outcomes and the extent to which targets have been met.

3.3.1 Unwillingness to Participate

There was concern that there might be unwillingness on the part of some to participate in WYSSS activities and events because of the 'others' who were participating. While this will always be the case for some individuals it has not been a significant hurdle to the WYSSS project despite the diverse range of opinions and experiences of the participants. People have generally felt comfortable in participating in the range of HTR events. They listen to others with respect and feel they are safe in making a contribution to the discussion. They, in turn, feel respected for their viewpoint. The following comments from participants demonstrate this:

'There were a lot of hard hitting comments. People were allowed to say what they really think because the atmosphere was right.'

'There were views expressed I was uncomfortable with but it was OK.'

'I've learnt about the vivid pain of others that have not yet been heard. I am not alone. I need to respect others' viewpoints. You need to listen before you speak and think of others.'

3.3.2 External Context

It was anticipated that any changes in the political landscape in relation to dealing with the past conflict in and around Northern Ireland might have a negative impact on the WYSSS Project. For example, there was concern that if the Assembly was to fall or there were heightened levels of paramilitary activity or conflict this would make WYSSS less attractive. Despite the fact that there have been spells of heightened conflict this has made the WYSSS work all the more important to participants. It has raised their keenness and resolve to ensure that there is no return to conflict.

'We need to learn from the past to avoid repeating our mistakes in the future.'

'The conversation gets things started. Sustained relationships are much more likely to come from people working together to achieve a joint outcome.'

'The work creates empathy. No matter who is involved in the conflict they end up damaged and talking with and listening to others increases this understanding.'

3.3.3 Raised Expectations

There was a concern that the expectations of participants would be raised to such a level that was impossible for the WYSSS project to meet. For example, it was anticipated that some participants might expect specific outcomes from engagement with HTR. This variety of expectations could include justice, apology or even an endorsement of their viewpoint. However, there has not been a problem with raised expectations for these objectives that were never intended to be delivered through the WYSSS Project. In fact the Project has been very successful in bringing many to a more comfortable place on their journey. The following comments from participants demonstrate this:

'I have begun to understand how much some people were personally affected and how difficult it is to forgive and forget.'

'You cannot hope for reconciliation until you deal with your own individual past. You need to start with the individual before you can move on to others.'

'Seeing exactly the same things in others has helped. We were people who never spoke even to each other. Now it feels lighter, happier.'

'Some people think healing is forgetting but it is still on the shelf remembering is the answer.'

3.3.4 Negative Impact on Community Relations

There was an anticipated risk that the opportunity to express views and perspectives on the past conflict in and about Northern Ireland would impinge negatively on community relations. For example, there was concern that, in the course of 'saying something,' people justifying why they were involved in violence, might be offensive to others and might cause further division. This division and negative impact on community relations for those in the project did not happen as borne out by the following comments from participants:

'Previously unthinkable relationships have now developed into friendly relationships.'

'I have learnt to be less judgmental and more tolerant of where other people are coming from – perceptions have sometimes more validity than actuality.'

'A good level of trust and tolerance was evident. Members were open to addressing divisive issues.'

4.0 Impact & Outcomes (Stage 4 Aid for Peace)

4.1 Introduction

This Chapter outlines the key achievements and impact of the WYSSS Project. It also details the benefits to the participants, external partners and those making decisions on how to deal with the past and build peace. It also includes a comment on value for money and the extent to which the work complements other organisations and agencies building peace.

4.2 Outcomes & Impact

The feedback is generally very favourable indicating that participants believe the WYSSS work is worthwhile, well facilitated and very rewarding. The HTR team are widely acknowledged to be highly committed. According to one interviewee:

'HTR challenge you. They have a great energy about them. There is such a sense of commitment in what they do.'

As highlighted in Chapter Two the project has not only achieved what it set out to do but it has exceeded its anticipated outcomes. The sections below summarise the benefits.

4.2.1 Peacebuilding Capacity

There is a general consensus that the WYSSS Project is building capacity to bring about peace and reconciliation. The evaluation findings suggest that the WYSSS Project is making the past something which can actually be dealt with and not something which is avoided. According to one interviewee:

'I feel the work has created a network of bridges for dealing with the past. Some good friendships have been developed.'

In one series of workshops one community, in discussing dealing with the past, recognised their own lack of knowledge and understanding of Irish history, and so, felt it important to address this. One interviewee said:

'The community feels strongly that there is a need to address this deficit in understanding Irish history so we want to teach the young people the right way to ensure that they are properly informed for the future.'

It is their intention that the community representatives will, in turn, be accredited to teach the young people in their community. This is clearly making a contribution to building capacity for peacemaking.

In the work with young people during Year Two, there is evidence that they welcome the opportunity to share experiences and the process is demonstrating the complexity of the issues. They are reported to be keen to work together in the future to deal with the past and to ensure a peaceful future. According to the internal evaluation records one young participant recorded:

'I've gotten to know some girls from the other school and learnt to trust them.'

Another young participant recorded:

'I would do stuff to get us to know each other more and learn more about our past.'

In many cases there was an interest to learn more about the work of HTR. All of this suggests that the appetite for peace building is being created.

4.2.2 Healing & Repaired Relationships

This is generally acknowledged to be difficult. According to one interviewee:

'I feel the workshops are the very infant stage of healing and repairing relationships. We need to heal ourselves before we think about trying to mend relationships. Our sessions allow us to build confidence to deal with the past. We really have to do this because someone else will come up with the wrong version of events and we must have our side heard.'

There is, however, evidence to suggest that the WYSSS Project is beginning to heal those who participate as they listen and learn from the experiences of others and, at the same time, have the opportunity to share their own experiences of the conflict in and around Northern Ireland. One interviewee described herself as: 'a recovering sectarian.' Through the WYSSS work the interviewee feels 'in a better place' with a greater level of self understanding, enhanced awareness of own vulnerabilities and an increased level of patience and tolerance of others with differing viewpoints. Through the WYSSS Project the interviewee believes that he/she is 'a safer person to be with' because of the level of healing which has begun. This healing is generally believed to be as a result of self-reflection and raised awareness of the perspectives of others.

4.2.3 Open & Honest Opportunity to Deal with the Past

The evidence at this juncture suggests that the WYSSS Project is both open and honest in all aspects of its planning and delivery. The work is transparent and it is very clear that the main focus is to engage those who have hitherto not been engaged in an open debate where the atmosphere is conducive to mutual respect. The ethos was articulated in the following terms by one interviewee:

'It is the first time we have been asked what our views of the past are and that we have been allowed to talk. We have a story to tell and a right to have that story told.'

4.2.4 A Safe Place

A number of interviewees believe the WYSSS Project:

'Offers a safe place for those who want to deal with the past and a range of methods for doing that effectively.'

There are always highly sensitive issues emerging to the surface. There are issues of security and confidentiality. There are also years of mistrust and misunderstanding. All of this necessitates a safe place to conduct discussions and the WYSSS Project provides this. For many the exchange of experiences is painful and extremely difficult. According to one interviewee the WYSSS work has created a unique opportunity for discussion:

'A few years ago one of you would have arrested me and some of you would have tried to kill me and now you are sitting talking to me and listening to me.'

4.2.5 An Innovative & Inclusive Approach

HTR is widely acknowledged to be one of the few organisations with a specific focus on how to deal with the past. They are innovative and inclusive in how they conduct themselves and have been successful in securing a great deal of credibility. One interviewee said:

'HTR are a catalyst for informed discussion. They take risks because this is not safe work. They have made me aware that we all have a responsibility to tackle the past'

This interviewee was highlighting the benefits of the opportunity to exchange views against a background where people felt they already had a full understanding of each other's perspective and were clear as to where each other stood. The debate which ensued demonstrated that they had plenty to learn about each other.

There is a hunger for taking the debate further 'beyond the tendency to be a bit too polite' as described by one interviewee. This interviewee also said:

'We need more than a cup of tea. We need to have sustained relationships – a meal together, do the dishes together, do things together/jointly.'

There is a strong sense among those interviewed that the WYSSS work is addressing: 'tough issues that others have chosen to avoid.' There is also a view that the work is 'challenging through discussion.' In these respects the WYSSS work is dynamic and forward thinking.

4.2.6 Improved Understanding

In one focus group in the course of the evaluation fieldwork participants discussed the WYSSS approach and, more specifically, the advantages and disadvantages of having the opportunity to discuss and deal with the past. They identified the advantages to be: a better understanding of both sides and the opportunity to change opinions. They concluded that:

'The approach allows you to be more accepting of others and to see the similarities in others. It is a good thing to talk about the past.'

In contrast, however, one interviewee who valued the work particularly the work with young vulnerable people acknowledged that:

'There is not always a feel good factor when you deal with the past. It can be very painful sometimes so you need to be aware of the need for aftercare.'

Through the WYSSS Project there is improved understanding where people are trusted to let each other have their say on their experience of the past. One interviewee described this as follows:

'There is no aggression in the room and you go in with the right frame of mind and no inhibitions. You feel you can say what you have to say in a friendly respectful atmosphere and it works.'

Another interviewee acknowledged that the WYSSS work allows the opportunity to express feelings which have hitherto been suppressed where people have experienced trauma as a result of the conflict. The trauma, according to the interviewee, can be personal or family-related, or related to neighbours or within the community and the opportunity to discuss is extremely helpful. The interviewee did however highlight the need to have support mechanisms in place to address the issues emerging from discussion.

4.2.7 Opportunity for Exchange of Views

The opportunity to exchange views is considered to be vital because the views held are often based on misunderstanding and lack of knowledge. The WYSSS Project offers an effective vehicle to discuss and debate which encourages deeper understanding, engenders tolerance, and sometimes enhances sympathy for the other viewpoint. Some specific examples of effective exchange of experience were proffered during the evaluation fieldwork. For example, an incident was recorded where a participant related how she had lost a son in a particular shooting incident. The emotion was described as extremely raw even though the event had taken place some time ago. Another participant described the same incident from a very different perspective. The WYSSS Project allowed the opportunity, for the first time, for the two individuals to see the event from a very different perspective. Although the respective views were very strongly held, it provided a new insight and the discussion was extremely effective in addressing the stereotypical views which each individual held. The interviewee summarised as follows:

'It demonstrated that there can be two views and they do not have to exclude each other. They can explore all angles. People are fed stereotypes yet they don't really know each other's experiences.'

4.2.8 A Useful Tool - The Conversation Guide

Whilst it must be acknowledged that the Conversation Guide is not universally utilised by the Delivery Partners, it is recognised as a useful resource both within and outside the organisation. One interviewee acknowledged the difficulty in work of this nature and welcomed the help the WYSSS Project had given his/her organisation, and in particular, highlighted that the Conversation Guide is an extremely useful tool for dealing with the past:

'It works because of the sensitivity of the work and the diversity of our groups in terms of their age and background.'

This interviewee explained the power of the Conversation Guide by giving an example of the nature of the issues arising:

'The method is so effective. One participant had been unable to sleep through the night with the door closed because of anxiety in relation to the need to evacuate in haste. The participant had passed this anxiety on to the next generation in the family and was concerned about this. Through the opportunity for open discussion the participant was only now able to recognise why the anxiety was there and was able to address it.'

Years on, the participant can now close the bedroom door at night. This highlights the very deep-seated nature of some of the issues faced by people in dealing with the past conflict.

4.2.9 Value for Money

Any consideration of value for money requires acknowledgment of the fact that the funding secured for the WYSSS project did not provide for all the financial and human resources requested. Targets have not only been met but exceeded. The outcomes achieved are clearly due in no small measure to the significant voluntary contribution of staff and members.

None of the outcomes could have been achieved without the funding from PEACE III. There is no surplus funding within the organisation which could have been allocated to do the work. It would not have been possible to achieve the outcomes at any less cost given the additional demands put on the Director due to a lack of a Communications Officer and the level of voluntary support. There is a culture within the organisation that if something needs done and it means working in excess of contractual hours then the necessary hours are given to the task in hand.

A lot has been achieved by a small staff team with dedicated volunteer support. The fact that the organisation is membership-led and has the voluntary commitment of a number of individuals with significant knowledge and expertise in the area of peace building and dealing with the past means that the work is value for money. The staff team has been supported in a number of ways by the Board and the members of HTR.

The use of the consultants to carry out pieces of research, fieldwork and reports rather than employ a bigger staff team contributes to value for money. The WYSSS work recognises the value of forming of partnerships as a particularly efficient way of achieving goals. For example, the partnerships with the IFA and Belfast Celtic Society, Kabosh Theatre Company, Irish School of Ecumenics, Belfast City Council and Queens University Belfast demonstrate innovative and creative ways of tackling the debate on dealing with the past and building peace. The menu of choice offered through the WYSSS work which includes the Day of Reflection, Commemoration, Living Memorial Museum, Storytelling, and Truth Recovery and Acknowledgement are also testament to value for money in that the WYSSS Project offers this range of options to people interested in dealing with the past conflict in and around Northern Ireland.

4.2.10 Added Value

In general terms the added value of the work is evident in the fact that the WYSSS work complements the work of so many organisations such as the IFA, Kabosh Theatre Company, NIRPOA and Phoenix for example. As highlighted above, a number of successful partnerships have been formed and these allow the respective organisations to address issues of concern for them. More specifically, one example of added value within the WYSSS work is that HTR has been working in partnership with Belfast City Council to tackle hate crime. The hate crime work audit on hate crime issues and a pilot project to tackle hate crime has been undertaken. Formal and informal training has taken place with the Delivery Partners.

4.2.11 Synergy

The ethos of HTR is that dealing with the past and building peace are more likely to be achieved through joint working rather than separate working. To this end the Director and the Project Coordinator network at a number of levels such as with the Trauma Advisory Panel, The Irish Peace Centre, the Northern Ireland Human Rights Commission, the British Irish Association, the Maze/Longkesh discussions, the International Centre for Transitional Justice. At a more operational level, the work of the Sub Groups, the Workshops, the events and the interactive opportunities are all testament to the organisation's commitment to synergy.

More specifically, the organisation has been very successful in identifying ways in which they can work more cohesively and effectively in partnership to tackle the debate on dealing with the past. The workshops, the public Day of Reflection, the Commemoration seminars, the Everyday Objects transformed by conflict Exhibition are all examples of synergy in action. Through these, the WYSSS work has provided public and private opportunities to come together to discuss the past, to reflect on the past, to think about how significant events in history might be commemorated, and to capture visual memorials of the past conflict. There is, however, scope for greater synergy within the organisation in identifying ways in which the learning from the workshops is shared and reflected in HTR strategy, in the work hitherto the focus of the Sub Groups, and in the wider debate of dealing with the past.

4.2.12 Organisational structures

HTR began the WYSSS Project with five sub groups in place to address the areas of Commemoration, Day of Reflection, Truth Recovery and Acknowledgement, Storytelling and Living Memorial Museum. As part of the ongoing review of the work it was recognised that the disadvantage of this system was that the work was in danger of becoming 'siloed' and not holistic as HTR believed must be the case in dealing with the past. It was therefore agreed to end the Sub Groups and to create short-term 'working groups' that addressed only practical issues about products and events. The policy discussions on each issue were all brought, instead, to full membership meetings to ensure the work was considered in its entirety. These changes were being implemented in the final months of the WYSSS Project.

4.2.13 Reduced Resources

While HTR has not only met, but has exceeded, the outcome targets of WYSSS, it is clear that the organisation could have had a more significant impact on acknowledging and dealing with the past with more resources. If the staff and financial resources requested in the original application had been supplied then more could have been achieved, in particular, the impact of HTR on strategic work including liaising with and informing decision-makers would have been a valuable addition to society addressing the past. The time spent raising other funds to add value to the work and development of WYSSS was time that could have been spent delivering the project.

5.0 Points for Consideration

5.1 Introduction

This Chapter presents points for consideration based on the evaluation findings. A number of areas are highlighted including the learning, the strengths and weaknesses and examples of good practice. Consideration is also given to the project's future and its sustainability.

5.2 Learning

During the three year period of delivery there has been significant learning. The formative aspect of the evaluation process has encouraged ongoing review and informed planning and delivery. In general terms the work has demonstrated that there is an appetite for dealing with the past and that there are a number of ways of doing this. Following three years of delivery, the use of Delivery Partners who have contacts and connections with specific groupings to target need has meant that the organisation is now in a position to identify the gaps and develop a strategy which proactively targets and engages those gaps.

5.2.1 Delivery Partners

The recruitment and selection of Delivery Partners has changed in the course of the WYSSS Project delivery. The current system is more testing of ability and requires the Delivery Partners to demonstrate in practical terms that they are capable of delivering the workshops. This increased level of overseeing the work should be built upon in terms of ongoing review by the Project Coordinator / Director of practice across all the Delivery Partners. HTR is mindful of the importance of ensuring that a quality standard is maintained and that appropriate policies and procedures are in place to provide delivery which is reflective of the ethos and principles of the organisation.

One difficulty, recognised by the organisation, is that the facilitators are competing with each other as consultants outside the WYSSS work. This compounds the difficulties in building a corporate sense of belonging to HTR as there are limited opportunities to meet as a group. The geographical base of the facilitators is also very wide which contributes to the difficulty in bringing facilitators together. This is acknowledged to be an issue which needs to be addressed in order to ensure that there is more shared learning of experience and expertise.

5.2.2 Conversation Workshops

A number of crucial stages to the success of the work have been highlighted. These include carrying out a Needs Assessment and agreeing a Plan of Action to meet identified need detailing associated costs, roles and responsibilities; ensuring greater clarity at the expression of interest stage; ensuring greater familiarity and agreement in relation to the target population's needs, expectations and desired outcomes; identifying any barriers or tensions and agreeing the necessary remedial action to tackle those potential difficulties. Policies and procedures must be put in place to support each of these stages and to include ongoing review of practice to ensure the quality standard and ethos of HTR is always reflected in the delivery of workshops and facilitation of interactive opportunities and events. This should include more direct overseeing of the work of Delivery Partners with regular review of progress against targets and objectives.

5.2.2.1 The Conversation Guide

The Conversation Guide must be reviewed in light of three years of conversational workshop delivery. Delivery to date has demonstrated the importance of a quality tool as an effective mechanism for ensuring that the ethos and principles of HTR are always reflected in the work. To this end, consideration might be giving to making the use of the Conversation Guide part of the contract between HTR and the Delivery Partners.

5.2.2.2 Debriefing

The outreach work carried out through the workshops is particularly sensitive and can often result in tension, threats or conflict for participants. There is a need for debriefing and signposting appropriate support services in relation to both the Delivery Partners and the participants. This may also require more co-facilitation which is not encouraged at present due to financial constraints.

5.2.2.3 Promotion of Workshops

HTR has analysed the composition of the groups targeted to date in the outreach aspect of the WYSSS Project. This analysis should be utilised to provide clarity and direction for delivery Partners in

relation to who they target and what they deliver. HTR has learnt that there is a need for a more targeted approach to the engagement of those who have not yet been involved in the debate. For example, more links might be made at a local community level in areas of high violence, certain geographic areas might be targeted, more work with young people, the wives and children of ex-service members.

5.2.3 Reflective Practice

The Director and her small staff team recognise the value of reflective practice and have regard to the potential for learning from the international experience of dealing with the past in post conflict situations and what has been identified as best practice elsewhere. They identify opportunities for sharing experience and learning from practice elsewhere in a global context.

The organisation has learnt that there is scope for being more effective in taking the learning from the workshops and using it to inform the debate on how to deal with the past. Delivery of the WYSSS Project allows for choice in terms of what individuals want to talk about and how they want to talk about it. Attendees are offered a range of options and they discuss the appropriateness of each medium for their needs. This approach means that facilitators are learning on the job all the time. Whilst some effort has been made to encourage reflective practice to date, it is important that every opportunity is provided, to capitalise on this learning and to identify what works and what doesn't work. Opportunities to meet as a group must be identified to ensure that Delivery Partners continue to learn from each other.

5.2.4 Additional Resources

HTR has learnt from delivery to date that consideration must be given to seeking additional funding to address the communications and promotional aspects of the work at a more strategic level and to raise the debate to a higher policy and decision making level. Such additional resources would also assist in widening the scope of engagement and allow the delivery of more workshops, in depth interactive opportunities, seminars and events to build on the appetite which has already been whetted for work of this nature. At the same time the additional capacity could be specifically focused on ensuring that what takes place in the outreach work is linked to the wider debate on dealing with the past.

5.3 Strengths & Weaknesses

HTR is generally held in very high regard and well respected as an organisation that encourages mutual respect and understanding and is inclusive in the debate in relation to dealing with the past. The WYSSS Project has not only met its targets but exceeded them and remained within budget. This is due in no small measure to the commitment and dedication of the staff and to very careful housekeeping. HTR has been very successful in identifying opportunities to network and form working partnerships with organisations locally and internationally. In this way the issues are tackled innovatively through drama, film, sport etc.

The formative nature of the evaluation has allowed the planning and delivery of the work to be informed by experience and this has added to the impact of the work. The current Project Coordinator has ensured that the internal monitoring and evaluation records are not only gathered but collated and analysed to inform planning and delivery. All of this has highlighted the importance of reflection and review.

The use of Delivery Partners has strengths and weaknesses. They offer a pool of knowledge and experience in the field, however, their sense of responsibility to HTR has the potential to be diluted as they are all independent consultants with individual aims and objectives to be met and balanced. The fact that the Delivery Partners meet so infrequently as a group has contributed to a lack of any corporate sense of belonging among the Delivery Partners. Their geographic distribution and their client groupings have led the work in a certain direction leaving gaps. A small number of Delivery Partners are responsible for most of the workshops leaving a number of Delivery Partners underutilised. The fact that there is a growing need for the work and in increasing appetite for it suggests that the team of Delivery Partners could be more effectively utilised. The learning from the workshops has not been effectively shared to inform the wider debate of dealing with the past and more specifically the work of HTR.

As highlighted above, the work could have been raised to a higher level and given a higher profile with additional resources such as a Communications Officer. However, it is to the organisation's credit that it has not only achieved its targets but exceeded them through careful housekeeping and innovative use of resources.

There is scope for greater synergy within the organisation both in terms of the work of the Sub Groups which has hitherto been disparate and the delivery of the Workshops and interactive opportunities. Implementation Groups are now in place to take the work of the Sub Groups forward and this is clear evidence of learning from experience. The learning and experience from all of this has not been fully captured and utilised to date. The wider debate on dealing with the past could gain from reflection on the knowledge gained from the work of the Sub Groups, the workshops and interactive opportunities.

5.4 Good Practice

The commitment to formative evaluation, research and regular review are examples of good approaches. The WYSSS work is informed at a number of levels both locally and internationally to ensure that good practice is adhered to. The Board of management, the staff and the members are representative of a very wide range of organisations and groups with significant knowledge and experience of dealing with the past conflict in and around Northern Ireland and building peace. The Director and Project Coordinator also attend a range of conferences and events at local and international levels and are represented on various committees relevant to the work. As a direct consequence, the work of HTR is always informed by a wide range of opinion across victims/survivors, ex combatants, ex service members, churches and academics. This is essential to the success of work of such a highly sensitive nature.

5.5 Sustainability

It is clear from three years of delivery that there is an appetite for dealing with the past whether through the opportunities created by the workshops, events and interactive opportunities or through the Day of Reflection, Commemoration, Living Memorial Museum, Storytelling, or Truth Recovery and Acknowledgement. In order to continue the work adequate funding must be sought having regard to the impact of no communications officer.

There is significant evidence that each of the aspects of the WYSSS Project have reached a stage where there is still more to be done. There has been a very significant increase in demand for the workshops with some organisations engaged in a more longitudinal way than others. For example, in some cases, groups are working towards influencing policy within their own organisations through the workshops. Analysis of the workshops has also highlighted areas which need to be targeted. The recent evaluation of the Day of Reflection acknowledged the importance of the role played by HTR and found evidence of an increasing keenness to mark the Day. The first public Day of Reflection was very well attended and is described as having been very successful. This suggests there is a need for the work to continue. The currency of the commemoration work sits very well with the significant historical events due to be commemorated in the next decade. This highlights the need for the series of commemoration seminars to continue as an effective means of exploring the commemoration of events in the past. The recent exhibition of the Every Day Objects Transformed by the Conflict has been very well received to date and is acknowledged to have potential to become a very useful educational resource at community level and beyond. There is also evidence that the high level discussion which took place on the 20th June as part of the Truth Recovery work has whetted the appetite for more such discussion. There is a hope among those consulted that the event was only a pilot and that it will be repeated.

Appendix

HTR Board of Directors

Seán Coll (Chair of Day of Reflection until March 2010)

Seán is Community Victim Support Officer with the Western Health & Social Care Trust, based in Enniskillen. Living in County Cavan, he has worked in Fermanagh and Tyrone for over 15 years.

Harold Good (Chair of Day of Reflection from April 2010 to November 2011)

Harold was President of the Methodist Church in Ireland from 2001 to 2002 and has served congregations in Northern Ireland, Republic of Ireland and the USA. Currently he is the Chair of the Advice Services Alliance and formerly a member of the NI Human Rights Commission, Director of the Corrymeela Centre, Ballycastle and Chair of NIACRO. In September 2005, he was one of two independent witnesses to the decommissioning of the weapons of the IRA.

Claire Hackett (Treasurer from July 2011; Chair of Storytelling until July 2011)

Claire has been working in the fields of conflict resolution and dealing with the past at Falls Community Council for the last nine years. She helped to set up the Dúchas oral history archive and is currently the research co-ordinator of the Belfast Conflict Resolution Consortium which has recently been developed from grassroots republican and loyalist interface work.

Brandon Hamber (Chair of Storytelling from July 2011; Chair of Board until July 2011)

Brandon is Director of INCORE, a United Nations Research Centre for the Study of Conflict at the University of Ulster and a Senior Lecturer. Prior to moving to Northern Ireland, he co-ordinated the Transition and Reconciliation Unit at the Centre for the Study of Violence and Reconciliation in Johannesburg, South Africa. He is a Board member of the South African-based Khulumani Victim Support Group. He has written extensively on the South African Truth and Reconciliation Commission, and on the psychological implications of political violence, transitional justice and reconciliation in various contexts. In addition to his work in South Africa and Northern Ireland he has participated in peace, transitional justice and reconciliation initiatives and projects in Liberia, Mozambique, the Basque Country and Sierra Leone, among others.

Brian Lambkin (Co-Optee from 2011)

Brian is Director of the Mellon Centre for Migration Studies at the Ulster-American Folk Park, Omagh and formerly was Principal of Lagan College, Belfast. He is the author of *Opposite Religions Still? Interpreting Northern Ireland After the Conflict* (Avebury, 1996) and joint author with Patrick Fitzgerald of *Migration in Irish History, 1607-2007* (Palgrave Macmillan, 2008).

Alan McBride (Chair of Living Memorial Museum)

Alan is the Co-ordinator of the WAVE Trauma Centre, (Belfast branch), a Victims and Survivors Organisation providing care for those affected by the conflict in Northern Ireland.

Dawn Purvis (Chair of Board from July 2011; Honorary Treasurer until July 2011)

Dawn was leader of the Progressive Unionist Party and Assembly Member for East Belfast from 2007-2011.

Irwin Turbitt (Chair of Day of Reflection from November 2011; Co-optee until November 2011)

Irwin retired as an Assistant Chief Constable from the PSNI having served almost 30 years in the RUC and PSNI. He has been involved in voluntary peace-building work for a number of years and has now developed a second successful career combining academic and consulting work in the areas of leadership, innovation, and governance at Warwick Business School, Leeds University Business School, The Said Business School at Oxford and the Harvard Kennedy School. He teaches and coaches, mainly public sector managers, across the UK and beyond and seeks to use these experiences in his ongoing peace work at home.

Pat Sheehan (Co-Optee from 2009)

Pat is a former republican prisoner. He participated in 1981 hunger strike. He was released as part of Good Friday Agreement. He formerly worked for Coiste na nIarchimí as Legacy Co-ordinator, dealing with issues which are a legacy of the conflict in general or imprisonment in particular. He now serves as the Sinn Féin MLA for West Belfast.

Geraldine Smyth (Chair of Network of Commemoration)

Geraldine is a Dominican theologian from Belfast, and is currently Associate Professor and Head of the Irish School of Ecumenics, Trinity College Dublin. She holds a Ph.D. in theology from Trinity College Dublin (1993) Queens University Belfast awarded her an honorary doctorate (2003) for service to reconciliation in public life. She has written widely in the field of faith and politics, on such themes as loss, reconciliation, co-remembering and forgiveness, and is a research associate in the Centre for Post-Conflict Justice in Trinity College.

Alan Wardle (Chair of Truth Recovery and Acknowledgement)

Alan was the Director of Shankill Stress and Trauma Group, an inclusive Victims/Survivors organisation based in Belfast. He has participated in international training delivery programmes, in both Kosovo and Croatia, delivering conflict management theories as well as mediation models. Alan also sits on the Belfast District Policing Partnership, supporting communities to engage more effectively with policing issues. He is currently the consultant Programme Manager with Mediation Northern Ireland's challenge hate crime project.

Oliver Wilkinson (Honorary Secretary)

Oliver was the Chief Executive Officer of the Share Centre in Lisnaskea, Co. Fermanagh from 2002 until 2011. He was previously CEO of Victim Support Northern Ireland and has worked within the criminal justice system, with people affected by ordinary criminal activity and also with people affected by the conflict in and about Northern Ireland.

HTR Staff Team 2008-2011

Kate Turner, Director

Kate has been involved with Healing Through Remembering since its inception. Kate manages all aspects of the organisation's development in conjunction with the Board of Directors.

Aongus O'Keeffe, Project Co-ordinator (from March 2011)

Aongus came to Healing Through Remembering via Trócaire in Sierra Leone, West Africa working in two thematic areas of governance and women's rights/empowerment after having specialised in rural development work previously.

Laura Coulter, Project Coordinator (from May 2010 to March 2011)

Laura had worked in the past as a community worker in both the voluntary and statutory sectors. Active in peace and reconciliation work for at least twenty years and having wide experience in mediation, she worked for both the Parades Commission as an authorised officer and for the Presbyterian Church as a peacemaking officer before joining HTR.

Angus Lambkin, Project Co-ordinator (until May 2010)

Angus was an experienced project manager with experience in both community work and European Union Programmes. He had worked in Scotland and China, as well as with the United Nations High Commission for Refugees before joining HTR.

James Grant, Finance and Personnel Officer

James is an accountant and former CEO of Northlands and also has considerable experience in the community and voluntary sector. James manages all financial aspects of Healing Through Remembering's projects.

Claire Smith, Administrator

With over five years experience as an administrator, Claire joined Healing Through Remembering in 2007 as an intern. As Administrator, Claire organises all the administration for Healing Through Remembering.

Jayne Reaves, New Media Co-ordinator (from 2010)

Jayne has worked for Healing Through Remembering in a variety of capacities since 2006. She currently serves in the role of communications and social media, coordinating HTR's presence and its projects on the internet through its website, Facebook, Twitter and printed media.

HTR Interns 2008-2011

Krystin Anderson
Lynda Buckowski
Paul Dornan
Kaori Ebihara
Erica Frazier
Olivia Glendinning
Luke Keohane
Eimear McVeigh
Bentley Robinson
Ruairi Rowan
Ashley Shoemaker
Brandi Ullom
Shaunak Varma
Sierra Williams

HTR Consultants 2008-2011

Denis Anderson	Day of Reflection Fieldworker (2010)
Joe Blake	Conversation Guide additions – Component on the Consultative Group on the Past (2009)
	Facilitator for HTR Members Meetings (2009)
	Day of Reflection Fieldworker (2011)
Patricia Devlin	Everyday Objects Facilitator (2011)
Kaori Ebihara	Archive Development Officer (2009)
Green Hat Consulting	Everyday Objects Exhibition Evaluator (2011)
Gráinne Kelly	Report Researcher (2011)
Patricia McCorry	Day of Reflection Evaluator (2010)
	WYSSS Project Evaluator (2011)
Kieran McEvoy	Report Context Analysis Researcher (2011)
Laurence McKeown	Considering New Perspectives presentation (2009)
Helen McLaughlin	Day of Reflection 2011 Evaluator (2011)
Ruth Moore	Outreach Programme Promotional Guide (2009)
Bentley Robinson	Archive Officer (2011)
Sara Templer	Day of Reflection Evaluator (2009)
	Hate Crime Awareness Training Evaluator (2010)
	Playwright (2010)
	Day of Reflection Fieldworker (2011)
Suzi Swain	Everyday Objects Facilitator (2011)
Triona White Hamilton	Everyday Objects Exhibition Coordinator/Curator (2011)

Delivery Partners for Whatever You Say, Say Something:

Joe Blake, Mick Beyers, Janie Crone, Patricia Devlin, Bryony Flanagan, Andy Galloway, David Gardiner, Will Glendinning, Rodney Green, Lesley Macaulay, Maura Maginn, Derrick Mathews, Roger McCallum, Laurence McKeown, Helen McLaughlin, Zora Molyneaux, Yvonne Naylor, Jayme Reaves, Martin Snoddon, Suzi Swain, and Maire Young.



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