

The Reconciliation Matrix

The Reconciliation Matrix overleaf shows degrees of complexity of reconciliation activity.

- ★ The **Intention Matrix**, outlines the aim or desired outcome of reconciliation work.
- ★ The **Practice Matrix** illustrates the means by which reconciliation can be achieved.

The matrix framework can enable people and projects to position their work and to have meaningful dialogues about reconciliation with others, the relevance of whose work to reconciliation might not be immediately clear. The matrices may also help to validate and give a greater sense of coherence to the overall work of the Programme and projects funded through Peace 2 from a reconciliation perspective. They also show options for enhancing or extending the work of projects and identifying gaps which remain to be addressed. They give a minimal outline of possible practice at various levels.

Levels of Reconciliation Work

Levels (depth) of reconciliation work are shown in the matrix overleaf, graded according to the degree of complexity with which the core issues of conflict, in terms of Northern Ireland and the Border Counties, and the resulting estrangement between communities can be addressed. Four different levels of reconciliation activity are identified:

Level 1: The creation of basic contact, awareness and understanding between groups;

Level 2: Joint projects which involve shared activity, probably around a single issue, but which do not address core conflict issues;

Level 3: Core conflict issues are addressed;

Level 4: Joint activity is undertaken designed to change structures and cultures toward accommodation of diversity and pluralism.

Background to the Peace II Programme

The EU Programme for Peace and Reconciliation in Northern Ireland and the Border Region of Ireland 2000-2004 (Peace II) is a distinctive European Union Structural Funds Programme aimed at reinforcing progress towards a peaceful and stable society and promoting reconciliation.

The delivery of the Peace II Programme is taking place in a new political and institutional context created by the implementation of the Belfast Agreement and by the new round of Structural Funds. The Programme is managed by one of the six North/South Implementation Bodies, the Special EU Programmes Body (SEUPB).

The Peace II Programme is characterised by two specific objectives that contribute to the achievement of the overall aim. These are:

- **Addressing the legacy of conflict** - the Programme will address specific problems generated by the conflict in order to assist the return to a normal, peaceful and stable society;
- **Taking opportunities arising from peace** - the Programme will encourage actions which have a stake in peace and which actively help promote a stable and normal society where opportunities for development can be grasped.

ADM/CPA

(Area Development Management/Combat Poverty Agency)

Area Development Management Ltd (ADM) and the Combat Poverty Agency (CPA) are implementing bodies under the Peace II Programme, 2000 - 2004, and for this purpose operate a joint implementation structure known as ADM/CPA. ADM/CPA has responsibility for 10 measures that specifically deal with economic renewal, social inclusion, integration and reconciliation in the border counties. It also works in collaboration with the Community Foundation Northern Ireland and Co-operation Ireland in a cross border consortium to implement two further measures tackling cross border reconciliation and understanding and education, training and human resource development.

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Introduction

This leaflet is number three of a series produced by ADM/CPA to assist those interested in participating in peacebuilding and reconciliation (See also Leaflet 1: **Exploring Concepts**; and Leaflet 2: **Prompts for Discussion**) It is intended to provide a framework through which projects can identify, describe and analyse the reconciliation aspects of their work and to consider how it might be developed. The Intention and Practice matrices in the table overleaf offer a minimal outline of possible practice at various levels. They are intended to be tools to be used by a wide range of projects and should be applied creatively, not prescriptively.

Reconciliation Practice

Reconciliation practice can perhaps be best defined by describing what happens in the reconciliation process, summarized in three types of actions: healing, building relationships and reconstruction.

- ★ Reconciliation is a process whereby past trauma, injury and suffering is acknowledged and healing/restorative action is pursued;
- ★ Reconciliation is a process whereby relationship breakdown is addressed and sustainable relationships created;
- ★ Reconciliation is a process whereby the culture and structures which give rise to conflict and estrangement are transformed or reconstructed with a view to creating an equitable, diverse and interdependent community.

Peace-building
in the border
counties

Implementing Reconciliation:
Intention and Practice



Reconciliation Matrix

Intention

Reconciliation Depth	Reconciliation Range/Type		
	Healing	Building Relationships	Reconstruction
CONTACT AWARENESS UNDERSTANDING ▶	Acknowledge other's rights to exist; Crossing the boundaries; Open doors of compassion; Empathise with past/present suffering; Prejudice reduction; Build awareness of interconnectedness and interdependence. Identify recurrent or 'mythic' patterns of conflict/estrangement.	Enhance awareness of other's identity, values, beliefs and styles of relating; Engage other in dialogue; Build awareness of perceived causes of estrangement or relationship breakdown. Discover/negotiate mutually-enhancing ground rules/communication styles.	Acknowledge respective humanity, needs and aspirations. Understand how systems, structure and culture shape identity, mindsets and conflict; Discover common goals, building shared vision; Engage in appreciative inquiry into best of each other's culture and practice.
JOINT PROJECTS ▶	Create retrospective and prospective symbols/memorials/trusts to acknowledge past and build common vision; Care of victims, prisoners, soldiers, etc.	Meet shared needs; Build trust/partnership; Demonstrate benefits of co operation; provide motivation for on-going mutually rewarding contact.	Address losses to the area/people as result of conflict/estrangement; Create development projects as base for future well-being and community viability.
RAISING CONFLICTUAL ISSUES ▶	Break 'the silence'; Raise consciousness of inequities, wrong-doing, suffering and barriers to healing; Make past struggle/suffering meaningful to own and other side; Take ownership and responsibility for the actions and stances of self and own identity group(s).	Hear/respond to communication breakdown, discrimination, inequitable rank and privilege, power abuse, marginalisation or scapegoating; Build affirmative images and perceptions of the other; Realign and build sustainable, inter-personal, inter-group, etc., relationships.	Raise issues of ideology, culture and institutionalised values, structures, or processes which discriminate, disadvantage or exploit the other; Challenge institutionalised power dynamics; Critically reflect on assumptions; Confront dissonance between espoused theory and practice.
CHANGING CULTURE AND STRUCTURE ▶	Change, alleviate or transform continuing, generative sources of pain and injury and disease; Restorative justice and reparation; Public apology and forgiveness; Build interconnectedness and interdependence through transpersonal focus; Create inclusive healing ceremonies, rituals or vision.	Highlight and change systemic/covert unconscious base for inequality; injustice, bigotry, sectarianism, marginalisation, social exclusion etc., in relationship; Surface power dynamics; Decommission/re-frame mindsets and barriers to communication; Affirm group and individual rights.	Create inclusive frameworks and social institutions; Establish liberating structures and self-generating/learning communities, Promote equity, diversity and interdependence; Enhance pluralism, participative/deep-democracy, and stakeholder/partnership in civil society.

Practice

Reconciliation Depth	Reconciliation Range/Type		
	Healing	Building Relationships	Reconstruction
CONTACT AWARENESS UNDERSTANDING ▶	Reciprocal visits; Ecumenical services; Joint commemorative events; Documentary and cultural affirmation; Declaration of desire and/or intention to cease hostilities/estrangement.	Trenchwork/mediation single identity work; Joint activities and entertainment; Discussion groups, lectures, conferences; Networking; one-to-one and group exchange visits; Community for a/invited speakers.	Deconstruction of historical accounts; audits of institutions, social processes; research on inequity, prejudice, exclusion, disadvantage, sectarianism, etc; Needs analysis and feasibility studies.
JOINT PROJECTS ▶	Peace gardens, concerts, celebrations, Commemorative artwork; Joint visits to war graves; Victim/prisoner support trusts and commissions; Reconciliation rituals and ceremonies.	Multi-cultural events; Co-operatives, partnerships; Joint problem-solving, consultative bodies and think-tanks; Joint lobbying, fund-raising; Shared facilities and resources, Town/organisation twinning.	Investment in and joint undertaking of social and economic projects, building community infrastructure/capability/resource; Collaborative development of plans and policy; Cross sectoral partnerships.
RAISING CONFLICTUAL ISSUES ▶	Truth commissions; Victim and prisoner support groups; Victim/perpetrator encounter and workshops; Media and documentary portrayal; Art/community drama portrayal of conflict/estrangement and consequence; Catharsis.	Create safe/neutral spaces; Collaborative study/inquiry groups and projects; Conflict and reconciliation workshops; Relating skills and multi-cultural/community relations workshops and events; Emotional literacy projects.	Non-violent social activism; Lobby groups; Demonstration matches; Political representation; Organisational change and transformation; Support for minority groups/positions; Leader development; Media consciousness-raising.
CHANGING CULTURE AND STRUCTURE ▶	Restorative justice; Attitudinal healing; Community counselling; Worldwork (large group or community encounter); Forgiveness/atonement rituals and public healing ceremonies; Symbolic inclusion/affirmation of diversity and interconnectedness.	Transformational Dialogue/Worldwork; Non-violent values and communication capability building. Establish/build agreed conflict prevention, regulation and resolution process and capability; Agree bills of individual, group and community rights and responsibilities.	Liberating structures; Innovative social technology; trade unions and law reform; Civil society; Use of technology to deepen democracy and social partnership ownership and participation; Equity, diversity, interdependence, proofing/monitoring of social structures and institutions.