

Case study:

Strengthening media as a stakeholder in peacebuilding

Learning from peacebuilding in Kosovo and Serbia

Introduction

This case study describes PCi's experience of convening a partnership among media organisations working in the Kosovo informational space; a partnership created with a view to drawing out lessons for the ways in which international support can help independent media achieve a greater impact on democratisation, inter-communal relationships and peacebuilding. It analyses work carried out by Peaceful Change initiative under the project *Amplifying Local Voices for Equitable Development*, which was funded by the UK Government's Conflict, Security and Stability Fund and co-implemented with People in Need, Građanske Inicijative, NGO Aktiv and Peer Educators' Network. The study concludes that:

- Independent media in Kosovo have a natural inclination to seek out partnerships, including those that transcend the conflict divide. Such collaborations should be encouraged and supported, but they should look beyond the symbolism of cross-conflict cooperation and focus on the added value that different media can bring to each other's core business.
- For partnerships to succeed and achieve some form of sustainability, at least one partner should have a clear idea of the value that they seek to gain from the cooperation, beyond the symbolism of developing broader networks.
- Professional media consider development projects as being of interest to their readership and are prepared to devote resources to cover them. Development projects should view independent media, and especially local media, as partners in achieving their social change objectives - and should support their development in ways that allows them to maintain their independence.
- Direct support for media in Kosovo should make allowances for the language gap within the country, allocating resources that allow media to work in both Serbian and Albanian in the interest of building more of a unitary informational space. Concurrently, investments should continue to be made to support multilingualism and language rights.
- Partnership-focused projects should be designed with a view to strengthening authentic drivers of cooperation. To a great extent, this may mean applying monitoring systems that prioritise process over output - especially at the early stages of cooperation. Close monitoring could allow later-stage projects to draw attention to where opportunities to improve output are being overlooked.
- Cooperation that is rooted in mutual organisational interests can provide the basis for sustainable collaboration and the transformation of relationships on an individual basis. This does not, however, translate into broader transformations in ways of working. Despite the sense of mutual reward from the partnership, the participants applied conflict-avoidance strategies regarding content that was sensitive for their audiences. Investment in partnerships should be long-term; this would allow partnerships to build resilience and let them apply specific strategies for transcending discourses on sensitive topics.



The old bridge in Prizren, Kosovo. Credit: Goraždevac Media Group

Kosovo's media space

Kosovo faces formidable structural challenges to create a single media space, even before considering the additional complications arising from the protracted conflict with Serbia. The language divide between Albanian and Serbian creates the conditions for separate informational spaces in which current events receive radically different interpretations - or else pass completely unknown by entire communities. This fragmented media space in turn feeds into existing divisions that are an intrinsic part of the conflict, further aggravating conditions that might enable better coexistence. In such a context, fresh perspectives that describe common interests, shared pasts, or otherwise seek to transcend the divide created by the political situation are prone to being treated with bemusement and suspicion, if not outright accusations of betrayal. While state-directed media may have a clear incentive to reinforce official government positions, this overall fragmentation of the media context means that even independent commercial organisations understand that narratives outside of the existing mainstream, and even the reporting of events that challenge official positions, can carry a social - and therefore commercial - cost.

Notwithstanding the central position of high politics to the news industry (especially in Kosovo, where citizens understand their welfare to be tightly intertwined with progress on state recognition and raising the status of their country), there is widespread recognition among editorial offices that there is a demand for human interest stories. In the state of an unresolved conflict, however, stories about the 'other' community, too, are a priori coloured by a political filter that influences both the producer and the consumer of information. Independent media outlets with a commitment to covering cross-community issues in more multi-dimensional ways are often less well resourced and therefore less able to devote staff time.

Beyond their coverage of politics, media - and especially local media - play an important role for a sense of integration and belonging. Local authorities depend on local media to carry information about their work, their services,

and their successes. A language divide that stops such information reaching communities can have a profound impact on a sense of citizenship, undermining further the conditions for a cohesive and harmonious society.

There is a strong sense of solidarity among independent media in Kosovo - a field that has received significant international support and is often driven by a clear understanding of good practice, ethics and the importance of an independent media sector for democratisation. This solidarity often cuts across community divides and there is a significant consensus among media actors that more cooperation in the media sector can have a transformational effect on the environment as a whole. Discussions within the PCi-led Media Consultation Dialogue series (see box text) repeatedly heard appeals for more cooperation. Absent from these discussions, however, were the specific expectations of the added value that cooperation could bring.

Modelling cooperation

Media Consultation Dialogues

Between August 2020 and June 2022, PCi convened a series of Media Consultation Dialogues which were designed to build relations between media professionals from Kosovo and Serbia with a view to exposing participants to a wider range of views on subjects affecting Kosovo and Serbia; building relations that could help participants in their professions; and identifying areas in which cooperation among media professionals might improve the environment for independent media in both countries. Dialogues were discrete events that tackled specific but separate issues that cumulatively have an impact on the media environment as a whole. Separate dialogues

explored, among other themes, ‘othering’ in the media, the media regulatory environment, the work of local media, the role and representation of women, and the presentation of sensitive issues related to restorative processes.

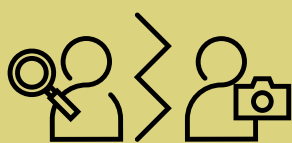
In eight Dialogue meetings over two years, more than 130 media professionals participated including journalists, editors, bloggers, media lawyers, regulators and activists. The series of MCDs produced a series of sub-initiatives aimed at improving the environment for open media, including the Radio Goraždevac-led partnership initiative, and was concluded with a series of recommendations for media development.

Between March 2022 and January 2023, PCi collaborated with Goraždevac Media Group to coordinate a partnership with peer media organisations reaching different community groups, with a view to identifying the added

value that partners bring to their core business of producing media items. The initiative was designed to monitor participation and cooperation in four key stages of the media production process:



Editorial: To what extent do partners help one another to identify newsworthy items or find different angles from which to cover events or issues?



Research: How much do partners help one another in the act of gathering or verifying material for the content that is to be produced?



Content-creation: To what extent does co-production occur in the production of media items?



Dissemination: How prepared did partners show themselves to be to carry one another's content through their own outlets?

The partners – an overview



Goraždevac Media Group, formerly Radio Goraždevac, was formed to serve the needs of the Serb community in the Peja/Peć area. Previously registered as a commercial media outlet, at the time of the partnership it had just restructured and completed registration as a non-government organisation, emphasising grants as its primary revenue model. In doing so, the organisation also put more explicitly at the heart of its work a social mission to keep the Serb population informed of community affairs and to strengthen relations with local authorities.

Radio Peja is a commercial media outlet that broadcasts to 50,000 listeners through radio and its Facebook page, which is followed by about 6,000 people, mostly from the Peja/Peć region, working in the Albanian language.

Radio Astra is a commercial media outlet located in Sredačka Župa near Prizren and broadcasting in the Bosnian language, which is extremely close to Serbian. It expressly targets the Bosniak community in the Prizren area, estimated to be some 7 000 people.

TV Prizreni is a commercial media outlet that broadcasts nationally across Kosovo via cable, and also has some 100,000 viewers and followers on social networks. It works in the Albanian language.

The mechanics of the initiative

The initiative was supported by PCi through a ten-month grant with a built-in review period after six months. The budget focused on supporting the core costs of Radio Goraždevac (core staff and specialist staff, communications costs, and fuel) but included small incentive payments to the other three partners. The overall value of the sub-grant was less than 20 000 euros.

The monitoring requirements, incumbent on Goraždevac Media Group, asked that reporting be submitted on a monthly basis through a prepared matrix that recorded:

- What was produced (headline, brief description and link);
- When (date);
- What role each of the partners played in the production (concept, information gathering, preparation) or dissemination.

A clause in the contract committed the grantee to cooperate with PCi in reviewing and discussing the data when asked. The sub-grant set targets for production under the partnership, suggested by Goraždevac Media Group as four media items per month per organisation. No targets or guidelines were set regarding the contents of these items. The objective of the monitoring was to build a stronger acquaintance of how the partners view the interests of their audiences rather than to reach their audiences with new materials proposed from outside.

Goraždevac media group established separate memorandums of understanding with each of the partners, setting out the terms of their cooperation.



Goraždevac Media Group production studio. Credit: Goraždevac Media Group

Teething problems and the evolution of the partnership

While Goraždevac Media Group and Radio Peja had had experience of cooperation, Radio Astra and TV Prizreni were new partners. A memorandum of understanding between the organisations to outline the parameters of the partnership was an essential but insufficient foundation for the cooperation. With Goraždevac Media Group showing the leadership in the initiative (and also holding the contract for the grant), there may have been an unspoken assumption that the partnership should have awaited instructions from the lead organisation rather than reach out proactively for cooperation. Monitoring in the early stages of the partnership showed that the vast majority of items produced in the framework of the partnership was being produced solely by Goraždevac Media Group and then offered to the other partners for re-posting.

In addition, in the early part of the partnership Goraždevac Media Group, which had an ambition to improve its coverage of news of interest to non-majority communities in the Prizren Region allocated resources to establish a correspondent in the area, who was shown to be the first point

of call for new gathering in the region rather than the organisations brought together in the partnership. The correspondent was based in Rahovec/Orahovac, a separate municipal unit from Prizren but located in the Prizren region and one of the few towns in which Serbs are still living. With this addition, the partnership also covered events in Rahovec/Orahovac municipality.

As the partnership progressed, however, more cooperation became evident. With strong evidence that media production under the partnership was being target-led, an agreement was reached to allow flexibility with regard to targets and put a greater emphasis on quality. By the second half of the initiative, the partners had established well-considered mechanisms for closer cooperation, including a common editorial office that would focus on items that have the equal ownership of all of the partners, implying that (1) these would be stories that are relevant to all of their audiences, (2) that they would pool resources for their production, and that (3) identical stories would be disseminated through multiple outlets in both Serbian and Albanian.

“After the mid-term report and agreement with PCI, we changed the way of communication and cooperation with partners, due to the problem of weak participation of TV Prizreni in our joint activities. As expected, the new concept was at the expense of quantity, but on the other hand, it greatly increased the quality of the content and made TV Prizreni the leader of that cooperation in the future.

We jointly proposed the concept that Goraždevac [Media Group] delegates the topic at the weekly meetings and that everyone else participates in it. This proposal has been a very productive and efficient model within which the cooperation of the partners is excellent.

Mifail Bytyqi, Head of TV Prizreni

Measuring output, measuring reach

Over the course of the partnership 107 items were produced, though only 82 of these included some kind of cooperation. Most often, the cooperation was simply dissemination (reposting of an item), though there were also 40 cases in which items were produced with cooperation on gathering material and 35 cases involved some kind of co-production. The co-production was rated with appreciation. Participants indicated that the collaboration enabled partners to share capacities to strengthen breadth and depth of reporting. Increased capacity to work in multiple languages was reported as a major benefit of collaboration. Goraždevac Media Group was able to increase its coverage of events, for example, in Peja/Peć when working in collaboration with Radio Peja to take statements from sources and translate statements for

reports. Practically, collaborations also increased Goraždevac Media Group's capacity to cover multiple events at once, which may not have been possible previously. Even when writing stories that Goraždevac Media Group worked on independently, its reporters would call the partners to check facts and linguistic confusions arising during translation.

In addition, the inter-ethnic nature of the partnership meant that partners were able to increase access to information for people using the Serbian and Bosnian languages. More specifically, calls by local governments for subsidies for agriculture, the process of legalization of buildings, various competitions where the number of applications from minority communities has increased.

“This is the first time we have this kind of a multilingual approach; I don't know if any other such examples exist, not many. We've had coproductions before... But this is the first time that four media outlets came together to jointly work on stories, so that in its own right it is very, very valuable.”

Darko Dimitrijević, Head of Goraždevac Media Group

The participants assessed that the collaboration increased the reach of all partners. 79 of the items produced were re-distributed by at least one partner and the total number of multiplications through the partnership was

205 (almost double the 107 items that were ultimately produced). 47 items were tracked to have been re-distributed by other media outlets outside of the partnership adding an additional 91 multiplications.

“It is extremely important [that other media carry our work], especially in the context of the Serbian community. [... Being carried by other media] is to the benefit of our organisation not just in terms of multiplying the effect but also the visibility about what we are doing and us as a media. It helps and expands our credibility in the media community in Kosovo.”

Darko Dimitrijević, Head of Goraždevac Media Group

In total 61 of the 82 articles that involved some form of collaboration were disseminated in both Serbian and Albanian. While this is a high percentage, there was a certain level of disappointment from the side of Goraždevac Media Group, as the re-publication was primarily in one direction. While Goraždevac Media Group for the most part re-disseminated the items from Radio Peja, news from Goraždevac was not

always re-distributed in the other direction. To a certain extent this might show a difference in priorities, but the partnership was also managed in a period of increasing tension in the context of Kosovo-Serbia relations, and it was clear that some items would have been difficult for certain media to carry.

Goraždevac Media Group's website experienced a very significant boom during the period of the

partnership. Staff believe this to be due to an increase in local news stories, which are among the most read on the portal. Compared to the same period in 2021, the number of visits to the website grew by 60%. Radio Astra did not have an online presence at the beginning of

Assessing quality and content

Differences in the priorities for coverage were evident from the beginning. Where Radio Peja's output gave a considerable proportion of its attention to local services and processes surrounding public participation in municipal matters, the coverage of Goraždevac Media Group gave far more space and time to cultural items, that encompassed sports, tourism, art, and the like. Local services were also an area of focus for Radio Astra and in sum more than 40%

the collaboration, but during the partnership developed a basic website with the assistance of Goraždevac Media Group. In the closing period of the partnership, this was receiving 1 000 visits per day.

of the items produced under the partnership focused on local services, while another 40% focused on cultural items. In addition, as would be expected both Radio Goraždevac and Radio Astra gave significant space to the issues of minority communities.

The priorities of the organisation's coverage also reflected different thematic expertise within the partnership and this was shared to the benefit of all participants over the period of collaboration.

“ *[The collaboration] pushed us to make more chronicles that have to do with the field of civil society, marginalized groups, human rights and freedoms, women's rights, of the people with special needs and disabilities. We published the stories on TV, radio, and social media. On television, we did the events with visuals and on the radio with sound. Even on the Facebook page, we posted the radio stories with one or two or three pictures depending on the events. So, to some extent, we can say that it contributed the most in the expansion of topics.* ”

Mifail Bytyqi, Head of TV Prizreni

“ *We doubled the number of articles related to public administration, opened new channels of communication. Also important is that whenever you meet someone to do a story, it leaves a (positive) impression on us, our work, content and establishes relationships and future contacts.* ”

Darko Dimitrijević, Head of Goraždevac Media Group



Old city of Prizren, Kosovo. Credit: Goraždevac Media Group

The partnership did not give significant coverage to the political upheaval that Kosovo was experiencing at the time of the initiative, which culminated in the withdrawal of Serbs from the institutions in north Kosovo and posed a serious threat to much of the progress on normalisation that had been made in the previous 10 years of Dialogue. Over the entire period of cooperation, only 7 articles were produced on the broad theme of community security, all of which were carried only by Goraždevac Media Group and Radio Peja. Articles that were close to the hot issues at the time - driving documentation being used in Kosovo, security of the Serb minority or the behaviour of the security services, were only carried by Goraždevac Media Group. These comprised the following articles:

- 04 August 2022; “Multi-ethnic petition” on the bad behaviour of an Albanian police officer in Goraždevac or the suspension of the commander, who influences whom?
- 04 August 2022; Threats to journalists of Radio Goraždevac: You will grit your teeth if you do not withdraw the news!
- 08 September 2022; The Kosovo Police in Klina confiscated the driver’s license issued by the PU for Prizren

The partnership was not looking at ways in which the participants might transcend some of the divisions by the ongoing conflict, and they were sensitive to the red lines that the different partners might have had.

“ [There is] a fear of carrying Serbian media content. For example, we put forward one piece about the school in Goraždevac, I believe that the problem was that that school is operating according to a Serbian curriculum and it’s considered as parallel structure. It is sensitive for other to “advertise” that fact. ”

Darko Dimitrijević, Head of Goraždevac Media Group

The reluctance of partners to carry some Serbian-language content was given as a reason by Goraždevac Media Group for recruiting their own correspondent in Orahovac in the Prizren region, rather than working via partners Radio Astra or TV Prizren when covering certain issues. It was also acknowledged that some issues that are specific to a minority might not be of broader interest to other media who have a different audience.

The dilemmas raised by the consideration of different audiences and thematic red lines informed the way the partnership worked in the creation of a joint editorial office, which produced eight joint items over the period of four months. The majority of these articles looked at issues faced by the population (claiming assistance from social services, unfinished infrastructure projects, rises in prices for farmers, landfills, stray dogs, cost of heating over winter), drawing on experiences from both of the municipal areas covered by the partnership - Peć/Peja and Prizren. Two of the joint items produced, however, had more discursive material, looking at structural social problems in

Kosovo:

- **Institutions do not understand the needs and attitudes of young people**
22 October 2022
1 500-word piece with reporting by all four partners is set in the context of plans by the Ministry for Culture, Youth and Sport to prepare new law to support the development of young people. It reports the views of NGOs and officials from both Peć/Peja and Prizren.
- **Reporting violence against women is key to its prevention**
25 November 2022
1 000-word piece, prepared by all four partners, produced in the context of the United Nations’ “16-days of activism against violence against women”. It looks at different aspects of the problem of women’s rights. Reporting carries the views of a psychologist, an NGO, and staff at a Centre for Social Work.

The joint items were powerful ‘shop windows’ for cooperation as a whole. The items gave credit to all of the partners for their reporting and the images. Implicitly, such articles give visibility to

cross-community cooperation that, if normalised through repetition, can have a significant social impact on audiences.

The collaborative piece addressing violence against women stands out as a rare example where the output of the partnership applies a gender lens to its subject matter. While Kosovo has recently been acknowledged as making progress in gender equality with more women, for example, being elected to parliament beyond the formal quota, there are numerous areas where further progress is required. Not a single woman candidate stood for mayor in either Peja/Peć, Prizren or Rahovec/Orahovac. While both municipalities had concluded during the lifetime of the partnership memorandums of understanding with UN Women to advance gender-responsive budgeting (a legal obligation in Kosovo according to the 2015 Law on Gender Equality), this did not receive coverage in the partnership's articles on the work of local government, which focused much more on the representation of minority communities. While the above-mentioned items about youth and

violence against women were well-balanced in drawing opinions from male and female speakers, articles, for example, on infrastructure, landfills and the accessibility of welfare payments quoted only men, despite these being subjects that could particularly benefit from a female perspective. While the initiative's methodology, which consciously chose not to intervene on the matter of content, meant that there were fewer levers to influence the extent to which a gender lens was brought to the partnership's output, an in-built requirement to monitor the number of male and female sources may well have invited to at least some of the partners to adjust some approaches to reporting. Furthermore, the experience of the partnership may indicate more potential for international projects to encourage their own partners - for example at the level of local government - to make greater use of local media to increase the impact of their programming, especially in areas that are looking to achieve broader cultural change such as themes of anti-discrimination.



The church and mosque in the centre of Prizren, Kosovo. Credit: Andrii Kryshnal

Continuity and sustainability

The partners saw sufficient value in the collaboration to continue and began seeking funding for an ongoing collaboration while it was still underway. For three months after the end of the PCi-supported collaboration, the practices of partnership continued with staff maintaining contact to pass on stories, check information, and maintain contact in general. This was a bridging period until the beginning of a new project - Voice of Communities - which continues some of the same practices and enables the collaboration of the partners to produce audio-visual items on local topics. Under this collaboration, the partners maintain the practice

of the joint editorial office and all items under the collaboration are collectively prepared and disseminated. This collaboration continues at a time when tensions between Kosovo and Serbia have increased further still, and this exerts the same limitations of the choice of subject matter, which tends to avoid controversy.

In addition, the collaboration was seen as having raised the status of the partners. This has particular importance for media formed as non-governmental organisations (as a majority of independent Serbian-language media in Kosovo have become).

“We started off as a small media company of 2 people. This project allowed us to grow, we are 7 now. The collaboration with PCi has extended our reach and taught us that we need to reorganise ourselves, set up a code of behaviour, show respect for labour laws etc. We received the PCi grant at a moment when we were just pre-registering ourselves from a media company into an NGO and that was a brand new phase of our work, PCi was the first to give us a grant and that affected the behaviour of other donors and we have since received some other small project grants.”

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Darko Dimitrijević, Head of Goraždevac Media Group

Conclusions

There is a natural urge among independent media in Kosovo to seek out partnerships and see that collaborations enhance their standing and reputation. This offers a tremendous opportunity to the international community that is looking to support media development, democratisation or peacebuilding as it builds on an authentic and organic will in the sector for collective work. In supporting such partnerships, however, projects should look beyond the symbolism, strong as it is, in cooperation and help participants see where they can add value to one another's core business with a view to laying a basis for sustainability. The Goraždevac Media Group example shows that even partnerships with completely new members can develop the potential for sustainable continuation. What appears to be key, however, is that lead members in such partnerships have a clear view for their own motivation to establish cooperation, demonstrated in this case of Goraždevac Media Group's determination to serve the Serbian community in Prizren Municipality.

The partnership demonstrated that professional media outlets see that the coverage of social issues, the work of NGOs and larger programmes supported by Kosovo's international partners are of interest to their audiences. They are prepared to dedicate resources to cover such stories and to carry them if brought in from other sources. This suggests that there is considerable scope for projects that are looking to achieve broader social change as part of Kosovo's development assistance to enable greater engagement with local media outlets - many of which position themselves outside of the area of political or big-business interests. In doing so, international partners should give due consideration for the resource restrictions that independent media experience in large parts of the Western Balkans region.

The language divide inside Kosovo remains a deeply embedded structural barrier to a more unified and open informational space, that is only



Prizren, Kosovo. Credit: Goraždevac Media Group

partly transcended by multi-lingual partnerships such as the one represented here. In effect, the multi-lingual dimension of the partnership may have meant that the participating media had a broader awareness of events and may have been able to draw on ad-hoc assistance for clarifications or fact-checking, these were not a substitute for multi-lingual skillsets within each organisation. Organisations are motivated to develop this in-house capacity, though this again brings into focus the resource constraints that most independent media experience, and international partners should be responsive to these constraints. This can be supported both at the level of the individual media, or else at the level of the government through support for the implementation of the Law on Languages. Resources for the support of multilingualism, and the methods employed for this should be seen as an investment in peacebuilding as a way of creating more cross-community reference points around which mutual interests and common identities can be identified.

The reward that the participants to the partnership experienced notwithstanding, the initiative clearly demonstrated that time is required to develop a culture of cooperation through which partner organisations begin to draw a material benefit from one another's expertise, capacity and reach. In the present case, the mid-initiative review, which took place six months into the cooperation, identified where cooperation was more symbolic than substantive and was helpful to correct the path. While targets constitute an important component of any monitoring system, more insight can be gathered by systems that look at processes rather than outputs and process-based monitoring may be more appropriate at the early stages of such initiatives. Light-touch monitoring that does not

compel participants to move outside of their core business can provide sufficient information to give insight, though may also mean that some important insights slip through the cracks. Monitoring systems that provide deeper perspectives on content, could perhaps be added in more advanced partnerships in which basic mechanisms for interaction are already well-established.

The partnership built a strong basis for a cooperation that is rooted in mutual organisational interests. Conducted in an extremely conflictual context where relations between Kosovo and Serbia, and to a degree between Albanians and Serbs, deteriorated markedly, the partnership also showed notable resilience. In great measure, however, this may have been through conflict-avoidance tactics by which the participants were pro-actively responsive to issues that could be sensitive to one another or for one another's audiences. While this is an understandable default setting for cooperation in a conflict-prone environment, there is a danger that as a default setting for collaboration it does not establish a vector through which the partners might see where perceived red lines are in fact illusory and look to broaden the scope for bringing a wider range of issues that had previously been taboo. This may be possible in longer-term collaborations in which inter-personal and inter-organisational relations have been well established through practices of cooperation and a shared sense of success. Long-term investment in support for such partnerships is an essential pre-requisite for achieving such transformational impact.



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participative decision making that is successful in transcending barriers between different groups in Serbia and Kosovo and to engage the project's stakeholders in analysing the context in which this work takes place with a view to taking collaborative and strategic action in order to contribute to a more conducive environment for inclusive democracy to flourish and to have a positive impact on the lives of ordinary people.



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Peaceful Change initiative is a peacebuilding organisation striving for a world free from violent conflict. To achieve this, we work with communities and their leaders to confront divers of violent conflict. Together, we build the conditions necessary for long-term peace to take root. With programmes across North and East Africa, Eastern Europe, and the Western Balkans, we have a proven track record of achieving transformative change. We build deep knowledge and strong partnerships where we work. This allows us to do both the long-term work of building lasting peace and to respond quickly and effectively to crises. We work side by side with a range of partners and support them with practical tools and knowledge for

peacebuilding. This helps to ensure they can be effective advocates for peace in their community, now and in the future. Our work contributes to sustainable peace by building bridges between communities in conflict, fostering local and national peace efforts, and supporting the creation of institutions that can resolve conflict peacefully. This, in turn, promotes an environment where people feel more secure and gives communities confidence in a shared future. We work only where we know we can make a real difference to people's lives. Many communities we work with have successfully managed high-risk conflicts and avoided violence, even when formal peace processes have failed.