

BUILDING PEACEFUL AND INCLUSIVE SOCIETIES

HAMMAMET, TUNISIA
9 - 11 NOVEMBER 2017

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#HammametConf



CONNECTING, CREATING AND EMPOWERING LEADERSHIP

ABOUT THE HAMMAMET CONFERENCE SERIES

The Hammamet Conference Series is a UK–North Africa programme of events and discussions run by the British Council, the UK's international organisation for education and culture.

The Hammamet Conference is a unique platform for dialogue between emerging and established leaders from the countries of North Africa and from the UK. The conference is held annually in Hammamet, Tunisia, and brings together leaders from the worlds of civil society, politics, business, education, the media and the arts. In bringing a diverse group together, the conference provides an opportunity for the sharing of ideas beyond the confines of the nation-state, and across the borders of sectors in which people operate in their daily lives, to build new relationships and identify responses to critical issues facing our societies.

The Hammamet Conference 2017 represents six years of dialogue between leaders in North Africa and the UK. Its purpose is to share ideas, respond to challenges and develop a sustainable network of leaders, committed to working towards shared solutions to the challenges faced by these countries. The Hammamet Conference provides an opportunity for Hammamet Fellows to critically review wider social, economic and political changes, and discuss how to best develop solutions to shared challenges.

Who Attends?

Hammamet Fellows are emerging and established leaders in their fields. They have been invited for their capacity to inform the debate and their record in building professional networks to sustain the momentum of the conference.

About the British Council

The British Council is the UK's international organisation for cultural relations and educational opportunities. We build links between UK people and institutions and those around the world, helping to create trust and lay foundations for prosperity and security globally.

We work with over 100 countries in the fields of arts and culture, English language, education and civil society.

Each year we reach over 50 million people direct (face-to-face, at events and digital social media), plus more than 500 million people online, via broadcasts and publications.

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WELCOME

It is my privilege to welcome you to this year's Hammamet Conference 2017. This is the British Council's flagship event in the Middle East and North Africa region. The Hammamet Conference Series has firmly established itself as an international platform for dialogue and the strengthening of relations between North Africa and the UK since we first convened in 2012.

As the only high-level forum dedicated to North Africa - UK relations, the Hammamet Conference Series provides a unique opportunity for dialogue around the central theme of leadership, as well as the challenges faced by leaders in all countries in achieving social, economic, cultural and education reform and development.

The conference takes place in a safe and neutral setting, allowing leaders from North Africa and the UK - from a variety of backgrounds - to interact, create opportunities, build connections, promote trust and understanding, and learn from one another.

I am delighted to welcome our new conference Co-Chairs, Zahra' Langhi and Lord Alderdice, whose expertise, experience and knowledge will help shape our thinking.

I also welcome new and returning Hammamet Fellows, each of whom is recognised as a leader in their field and brings insight, energy, motivation and commitment that will inform the dialogue over the next three days.

This year, we address the leadership challenge of how to build peaceful and inclusive societies. I am sure you will agree that this theme, which was chosen following consultation with Hammamet Fellows in North Africa and the UK, is more relevant now than ever. So I invite you to share your ideas and experience with us, embrace the spirit of collaboration and, indeed, enjoy yourself in what will no doubt be a stimulating three days.

I very much look forward to the discussions that will follow.

With best wishes,



Robert Ness

Director, British Council Tunisia

BUILDING PEACEFUL AND INCLUSIVE SOCIETIES

We come to the end of 2017 with a sense that nothing is as it was before. This time of rapid change - political, social, economic, and technological - leaves many of us anxious and uncertain. It is hard to address the multiplicity of challenges facing us when the ground continues to shift beneath our feet. We have seen the resilience of systems, institutions and individuals fundamentally challenged. The improvements that were anticipated following the financial crisis of 2008, as well as the movements of change across the Arab World, have not brought about the social and economic renewal many had hoped for and even expected. Inequality and exclusion have continued and there is an erosion of confidence in, and an exasperation with, the old order. We are witnessing ever more crises and conflicts on land, sea, air, space and now in cyberspace.

A key challenge for leaders of all ages is how we can channel this demand for change into something that really builds a better world. As leaders, we must model the behaviours we hope to see in others. We should be inclusive, respectful, fair and accountable, fostering local, national and international collaboration, promoting economic growth, innovation and sustainable development. These challenges, like the conflicts we face, are not confined by national borders.

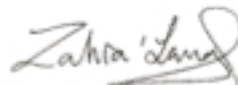
Following discussions with Fellows from across all participating countries, we have agreed that the theme this year should focus on constructive dialogue around building and sustaining peaceful and inclusive societies. The emerging and established leaders convening here will consider the numerous institutions, communities and individual actors that need to be involved to make this a reality, as well as the profound leadership challenges involved in doing so. These are very difficult issues. They demand rigorous thought. We do not anticipate comfortable discussions or easy answers. We are here in Hammamet to ask ourselves what we, as leaders in our various fields, can do to make the world a better place for the communities we serve, at this time of crisis. In the midst of our anxiety we should also remember that it is in such times of crisis that really significant historic change can take place, and we, in our generations, have the chance to be part of it.

It is in this spirit that we welcome you, from across North Africa and the UK, to Hammamet. Many of us will have previously witnessed or participated in dialogue on building better societies – some more successful than others – so we thank you for your commitment to being here and to making this a success. We hope that Hammamet can contribute to building positive change in all of our countries, and we look forward to joining with you in this dialogue.

Best wishes,



Lord Alderdice



Zahra' Langhi

REAFFIRMING THE HAMMAMET COMMITMENT

The Hammamet Commitment was drafted and ratified at the 2015 Hammamet Conference. It has since been shared with Fellows each year who attend the conference. It articulates the spirit in which we enter our dialogue, the commitment we make to each other as Fellows, and our shared aims for the Conference.

We are witnessing the creation of a new context for leadership in North Africa and the UK. Radical shifts in relationships between individuals, systems and states are leading to complexity, fragility and uncertainty.

Understanding and anticipating the dynamics, challenges and opportunities that cause these shifts is critical to future leadership and decision-making and ultimately, long-term security and prosperity.

As leaders of organisations and communities across the UK and North Africa, we have a crucial role to play. We believe our networks can be agents of change in building peaceful, prosperous and stable societies, in which all people have equal access to education, cultural enrichment, economic opportunity and the ability to participate fully in society.

We recognise the Hammamet Conference, and the wider Hammamet conversation as a key part of an on-going process of collaboration, exchange, and dialogue between the countries of North Africa and the UK.

We commit to being part of the Hammamet network of Fellows, and to continue to share knowledge and insights, to create partnerships, and to be a positive influence for a new generation of leaders.

The established leaders among us commit to listening to the voices of young people.

Those who are new to leadership roles commit to constructive engagement with established leaders.

Together, we commit to a spirit of plurality and inclusivity, and to finding opportunities to engage with different groups, including the most marginalised and vulnerable in our communities.

By making this commitment together, we pledge to contribute to the development of peace, stability and prosperity for all, across North Africa and in the UK.

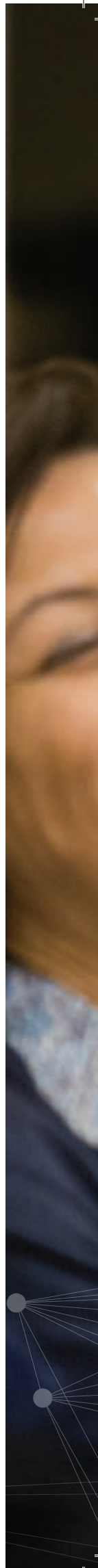
SHARING NEW IDEAS, BUILDING TRUST AND UNDERSTANDING

The Hammamet Conference Series was launched by the British Council in 2011, following a period of revolutionary action across much of the Arab World. The first conference sought to look beyond the immediate needs of reconstruction and economic development, and to create a platform to enable shared understanding and trust to flourish between leaders in North Africa and the UK. This is now the established mandate of the Hammamet Conference.

The conference is held annually in the Tunisian coastal town of Hammamet. It includes a mix of plenary sessions and workshops, discussion groups and broader cultural content, as well as opportunities for participants to mix socially and freely discuss their ideas and work.

The Hammamet Conference not only builds connections between Algeria, Egypt, Libya, Morocco, Tunisia and the UK; but also seeks to encourage Fellows to use those connections to drive forward positive social change.

Fellows are invited to participate because they demonstrate valuable insight and understanding of critical issues within their communities, industries and nations, and the energy, motivation and talent to formulate, share and implement innovative ideas that will foster sustainable change.





THE HAMMAMET CONFERENCE SHOWCASE

The Hammamet Conference Showcase will take place on Thursday 9 November, 2017. Activities have been selected from programmes delivered by the British Council, or by our partners and stakeholders.

Fellows are able to attend different showcase events over the course of the afternoon. This provides an opportunity to meet with other Fellows outside the formal conference setting, and see at first hand the work that the British Council and its partners undertake in Tunisia.

MARGINALISATION ART EXHIBITION

Marginalisation: Images of an Invisible Repression”

Location: Foyer adjacent to the main plenary room

“Marginalization: Images of an Invisible Repression” is a photography project for Tunisian youth launched by the International Center for Transitional Justice, in partnership with the British Council.

The exhibition explores themes of educational attainment, unemployment, imprisonment of young people for minor offences, and the difficulties Tunisian youth experience in accessing basic public services, all seen through the photography of young Tunisians.

Young Tunisians have suffered from social exclusion and a lack of opportunities long before the revolution. This marginalisation has resulted in high rates of high school dropouts, unemployment and, in some circumstances, trouble with the law. The consequence is a deepening social and generational gap, with young people feeling mistrustful of the state. Fellows will be able to hear from the curators and some of the photographers involved in the exhibition.

YOUNG ARAB VOICES

“Young Arab Voices” – is a joint initiative between the Anna Lindh Foundation and the British Council. It was established in 2010 to create an environment for young women and men in the Arab speaking world to develop their skills of dialogue and debate. The programme has also helped young people exercise their rights for a public voice, and assume a central and visible role in addressing common social challenges in partnership with peers.

Since its inception, 100,000 young people have participated in debates and online. Recently the programme has expanded to other parts of the Euro-Mediterranean region. This will provide opportunities for more young people in neighbouring non-Arab speaking countries to connect with their peers in the Arab-speaking world.

PREMIER SKILLS

Premier Skills is a collaborative project between the Premier League and the British Council, which draws upon the Premier League's global appeal and expertise in delivering community programmes in the UK, alongside the British Council's global network, with a track record of delivery and world-class expertise in English.

Through Premier Skills, young people, including the most vulnerable in society, are given opportunities to become better integrated into their local communities, to develop skills for employability and to raise their self-esteem.

Through Premier Skills English, teachers and learners of English are given free, compelling learning materials, drawing on football-based content from the most exciting football league in the world.

Premier Skills concentrates on three core areas:

1. Premier League club trainers deliver a coach and referee education programme, providing face-to-face training for grassroots coaches and referees, giving them the skills and support to develop their own community football projects.
2. The programme works with local partners in selected countries to set up and support social action projects that address specific needs, and engage marginalised or at risk youth through regular football sessions.
3. Teachers and learners of English are provided with a range of football-based learning materials, accessed through face-to-face training and digitally, including a dedicated website: <http://premierskills.britishcouncil.org/>

Since Premier Skills began in 2007, 17,715 coaches and referees have been trained in 29 countries, in turn reaching a further 1.5 million young people. A staggering 6,000 teachers have received training in the use of the Premier Skills English materials, with 6.5 million views of the online materials.

TFANEN - SUPPORTING CREATIVITY IN TUNISIA

Tfanen – Tunisie Créative is a project financed by the EU within the “Programme of supporting the strengthening of Tunisia’s Cultural Sector”, implemented and managed by the British Council on behalf of, and in collaboration with, the EUNIC network.

Tfanen aims to contribute to a smooth democratic transition and economic prosperity in Tunisia by seeking to make culture a powerful channel for social cohesion at local, regional and national levels.

It does this by promoting Tunisian cultural diversity and access to culture, locally, nationally and internationally. It also works to support freedom of expression and creativity, especially amongst younger generations, through encouraging professional opportunities in culture and the arts.

2017 LEADERSHIP CHALLENGE:

BUILDING PEACEFUL AND INCLUSIVE SOCIETIES

The sixth Hammamet Conference Series will take place as people across the world prepare to mark a number of significant moments around conflict and reconciliation. 2018 marks the centenary of the end of the First World War, a conflict in which all the countries represented at Hammamet lost civilians and combatants. It also marks the 20th anniversary of the Good Friday/Belfast Agreement, which ended the conflict in Northern Ireland by committing participants to “exclusively democratic and peaceful means of resolving differences on political issues”. 2018 is also the centenary of the birth of Nelson Mandela, who was awarded the Nobel Peace Prize in 1993 for his “work for the peaceful termination of the apartheid regime, and for laying the foundations for a new democratic South Africa”. It is in this spirit that the Hammamet Conference 2017 convenes North African and UK leaders.

Day one will explore inclusion and how leaders, regardless of age, gender, nation or sector, need to work together to build genuine inclusion for all – incorporating those who are marginalised and those for whom traditional structures may be hard to reach. On day two, Fellows will look at what sort of leadership is needed to bring lasting change, as well as reflecting on how together we imagine, develop and sustain a peaceful and inclusive future.



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HAMMAMET DISCUSSION POINTS

Below are a series of Hammamet Discussion Points. These are facilitated debates and discussions that will happen over the two days, and are facets of the wider discussion of how we build peaceful and inclusive societies.

INCLUSIVE SOCIETIES AND POSITIVE PEACE

The culture of peace is not simply the absence of war; described as 'Negative Peace' by Johannes Galtung - leading scholar of peace studies. Fellows at this year's conference will consider the conditions for "positive peace" – restoration of relationships, the creation of social systems that serve the needs of the whole population and the constructive resolution of conflict. That, in itself does not mean the absence of all conflict. As within a positive peace, there is a recognition of the creative potential of conflict as well, and that where conflict occurs can be managed in a constructive way. Yet it does mean the absence of violence.

How can a multiplicity of actors support what Hamber and Kelly (2004) articulate as "a shared vision of an interdependent and fair society... [a] just, equitable, open and diverse society"?

1325-2122 – THE VOICE OF WOMEN

The UN Security resolution 1325 from 2000, stated (among other things): "the important role of women in the prevention and resolution of conflicts and in peace-building, and stressing the importance of their equal participation and full involvement in all efforts for the maintenance and promotion of peace and security, and the need to increase their role in decision-making with regard to conflict prevention and resolution"². Over a decade later, resolution 2122 reaffirmed the objective to "increase its attention to women, peace and security issues in all relevant thematic areas of work on its agenda, including in threats to international peace and security caused by terrorist acts".³ Yet the voice of women is often absent from the formal negotiating space. Women are also marginalised, or not taken seriously, in their communities when warning of signs of extremism. Evidence shows that increased violence in the home or the community can be an early warning sign of greater unrest, but again, it is often ignored.

How can leaders ensure that women are able to play a meaningful role during and following times of conflict?

NOTHING ABOUT US, WITHOUT US – THE VOICE OF YOUTH

Matilda Flemming, leading coordinator at the United Network of Young Peacebuilders, has noted that: "Young people alone by no means have the answers to the challenges the world and communities around the world are facing. Neither do older generations. By bringing together the vision of young people today, and the experience of older generations, new answers to challenges are created."⁴ However, young people are rarely involved and supported as agents of change in building peaceful communities and supporting democratic governance and transition.

How can we forge links between older and young generations to support shared approaches to building better societies, in which both older and younger people have a stake?

COHESION AND REINTEGRATION

A society that is socially cohesive could be said to promote trust, reject exclusion and create a sense of belonging for all members. Many communities across North Africa and the UK are faced with the need to reintegrate former combatants, with that need, follows challenges with trust and social cohesion. Globally, it is estimated that 40,000 foreign fighters, from around 110 countries, have gone to fight in Iraq and Syria. Justice and intelligence responses will be needed to address the issue of returnees, but these will need to be tempered by more community-led responses, particularly in the case of younger returnees.

How can leaders and policy makers balance the need to protect communities and deter others from joining militant groups with the desire to support and re-integrate ex-combatants into the community and allow them to be part of a new future?

DECENTRALISATION, PARTICIPATION AND ACCOUNTABILITY

Decentralisation distributes political and economic power more broadly, with a desired outcome of increased ability to meet the needs of the local populace, particularly the poorest or most disadvantaged. Decentralisation can be of economic decision making, such as on investment, or in justice provision or other services traditionally provided from the centre. Whatever the sector, the expectation is that accountability is enhanced because local representatives are more accessible and accountable for their policies and outcomes.

Many believe that decentralisation has further benefits in empowering people, allowing them to be active participants in decision making at a local level, and enabling them to bring about positive change. While the literature is not conclusive, there is evidence of a relationship between decentralisation and democracy, with the former able to strengthen the latter.

How can we rethink how services are provided to ensure they are truly accessible, accountable and inclusive? What are the conditions needed, locally and nationally, to be successful?

¹ <http://cain.ulst.ac.uk/dd/papers/dd04recondef.pdf>

² [http://www.un.org/en/ga/search/view_doc.asp?symbol=S/RES/1325\(2000\)](http://www.un.org/en/ga/search/view_doc.asp?symbol=S/RES/1325(2000))

³ [https://www.un.org/sc/ctc/focus-areas/womens-role/1325 to 2129 – the voice of women](https://www.un.org/sc/ctc/focus-areas/womens-role/1325%20to%202129%20the%20voice%20of%20women)

⁴ <https://www.devex.com/news/6-ways-to-successfully-engage-youths-in-peace-building-85577>

LEADERSHIP FOR PEACEFUL AND INCLUSIVE SOCIETIES

In 2003, Nelson Mandela said: “Those who conduct themselves with morality, integrity and consistency need not fear the forces of inhumanity and cruelty.”⁵ Today’s leaders, in politics, civil society, business or other spheres, can wield greater influence than ever due to the ease with which their actions, or inactions, are shared around the world. For them to exercise “morality, integrity and consistency”, do we need to rethink what we mean by leadership? Philosopher Robert K Greenleaf suggested ‘servant leadership’ as one route, saying: “A servant-leader focuses primarily on the growth and well-being of people and the communities to which they belong. While traditional leadership generally involves the accumulation and exercise of power by one at the “top of the pyramid, servant leadership is different. The servant-leader shares power, puts the needs of others first and helps people develop and perform as highly as possible.”⁶

How can we encourage the leadership needed to build the peaceful and inclusive societies we desire?

BUILDING SOCIAL AND POLITICAL TRUST

Political trust – when citizens appraise the government, institutions and leaders as efficient, fair and honest – and social trust – citizens’ confidence in each other as a community – are two sides of the same coin. For a society to thrive, both must be nurtured. The interplay of social and political trust is even more crucial for countries emerging from a time of challenge or conflict. Yet across the globe trust in political institutions is low, and societies are unequal and fractured.

How can leaders across all sectors of society support a culture of trust?

ARTS IN THE AFTERMATH OF CRISIS

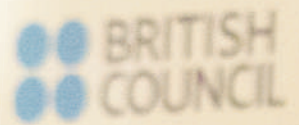
There is growing recognition of the contributions of arts and culture to peacebuilding. The arts compel, rather than coerce, people to think differently, to connect and engage in new ways, and to recognise shared pasts and imagine new futures. Cynthia Cohen (2005) notes: “The arts and cultural work can be crafted to contribute to coexistence and reconciliation – both by facilitating the necessary learning about self and other, and by nourishing and restoring the capacities required for perception, expression, receptivity and imagination... all of these forms can help former enemies come to appreciate each other’s humanity, mourn losses, and empathise with each other’s suffering and navigate the complexities of remorse and repentance, letting go of bitterness and forgiveness.”

How can cultural practitioners from North Africa and the UK help us to reimagine ourselves and our societies, and through doing so, support a transition to a better future?

⁵ At the British Red Cross Humanity lecture, Queen Elizabeth Conference Centre, London, England, 10 July 2003

⁶ <https://www.greenleaf.org/what-is-servant-leadership/>





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THE HAMMAMET CONFERENCE 2017 AGENDA

This programme is a draft and is subject to change.

THURSDAY 9 NOVEMBER

09:00 - 12:00	Optional session: Visit to Hammamet Medina	
12:00 - 14:00	Lunch	
14:00 - 15:15	Showcase 1	
	Young Arab Voices (YAV) in English	Marginalisation Photographic Exhibition
	Tfanen	Premier Skills
15:15 - 15:45	Coffee break	
15:45 - 17:00	Showcase 2	
	Young Arab Voices (YAV) in Arabic	Marginalisation Photographic Exhibition
	Tfanen	Premier Skills
17:15 - 18:30	Power to Connect First opportunity for Fellows to network with one another. We will hear one Fellow from each country talking about why they have come to Hammamet this year.	
19:30	Welcome Reception	
20:00	Opening Dinner	

THE HAMMAMET CONFERENCE 2017 AGENDA

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FRIDAY 10 NOVEMBER

08:00 - 09:00	Registration	
09:00 - 09:30	Formal Conference Opening and Welcome	
09:30 - 10:45	Session 1: Building Inclusive Societies and the Concept of Positive Peace	
10:45 - 11:30	Networking Break	
11:30 - 13:00	Session 2: Working Groups	
	1325 to 2122 – the Voice of Women	Nothing About Us, Without Us – intergenerational co-operation
	Room A and Room B	Room C and Plenary
13:00 - 14:30	Lunch	
14:30 - 16:00	Session 3: Working Groups	
	Cohesion and Reintegration	Decentralisation, Participation and Accountability
	Room A and Room B	Room C and Plenary
16:15 - 17:30	Session 4: Reflections on the Day and Round Up	
	Session Ends	
	Dinner	

THE HAMMAMET CONFERENCE 2017 AGENDA

This programme is a draft and is subject to change.

SATURDAY 11 NOVEMBER

	Breakfast	
09:00 - 09:15	Session 5: Welcome and Reflections	
09:15 - 10:15	Session 6: Leadership for Peaceful and Inclusive Societies	
10:15 - 11:00	Networking Break	
11:00 - 12:30	Session 7: Working Groups	
	Building Social and Political Trust	The Arts in the Aftermath of Crisis
	Room A and Room B	Room C and Plenary
12:30 - 14:00	Lunch	
14:00 - 15:15	Session 8: Sharing practice	
	A session for sharing, learning and inspiration. Take this opportunity to hear from Fellows from the UK and North Africa about their work and how it can be shared across the Hammamet network.	
15:15 - 15:45	Coffee Break	
15:45 - 16:30	Session 9: Reflections on the Day	
16:30 - 16:45	Evaluation Session	
16:45 - 17:15	Session 10: Co-Chairs' Closing Session	
17:15 - 17:30	Thanks and Formal Close	
	Session Ends	
18:30 - 19:45	Traditional Tunisian and Classical Arab Music from Leila Hejaiej	
	Dinner and Close	

CONNECTING, CREATING AND EMPOWERING LEADERSHIP





An abstract graphic featuring a complex network of thin, light teal lines connecting various circular nodes. The nodes are also in shades of teal, with some being larger than others. The network is dense on the left side of the page and becomes more sparse towards the right. The overall composition is minimalist and modern, suggesting themes of connectivity, communication, and global networks.

Be a part of the conversation
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