



PbCRC Marketing Strategy & Plan

FOR A PEACE BUILDING & CONFLICT RESOLUTION CENTRE
MAY 2012

COLLIERS INTERNATIONAL

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APPENDIX

1 SUMMARY OF RECOMMENDATIONS

The following summarises the key recommendations and next steps resulting from this strategy.

1.1 SHORT TERM RECOMMENDATIONS

- 1 Set up a charitable Trust to govern and operate PbCRC. Establish the charity with agreed charitable objects; recruit an interim body of Trustees who will oversee the creation of the permanent Trustee group;
- 2 Detailed specifications for the spaces within the PbCRC should be developed to meet the requirements of the markets identified. These should feed in to the design process;
- 3 The brand values and personality outlined in this strategy should be communicated to the design teams to ensure that they are delivered through the design and build of the PbCRC;
- 4 Engage in detailed dialogue with the key networks identified and with international conference organisers to develop in greater detail the offer, the pricing policy etc.;
- 5 Begin detailed negotiations with the universities about the education proposition and to agree terms of engagement. Arrange for all universities to meet jointly to discuss the options for a joint/ collaborative offer;
- 6 Identify a list of prospective members for the Advisory Panel considering range of experience and networks that would be valuable to PbCRC. Identify any connections which could help to recruit suitable individuals;
- 7 Commission the detailed PR plan for immediate implementation.

1.2 MEDIUM TERM RECOMMENDATIONS

- 8 Recruit PbCRC Director and Marketing Manager;
- 9 Develop plans with university partners for the first PbCRC summer school;
- 10 Work with DENI to develop the schools programme and content/ materials;
- 11 Develop exhibition content;
- 12 Identify/ secure content for the archive;



13 Secure the launch conference/ event.

2 INTRODUCTION

2.1 PURPOSE OF THE STRATEGY

This marketing strategy provides a route map by which the proposed Peace building and Conflict Resolution Centre (PbCRC) at the Maze Long Kesh site near Lisburn in Northern Ireland can achieve international recognition as a centre of excellence in peace-building and conflict resolution and how this will be communicated to its intended audiences.

It includes:

- An explanation of the overarching concept for the centre and the products and services which will be offered within and from it;
- A definition and understanding of the markets and audiences that these products and services are aimed at;
- A communications plan which sets out how to attract the maximum number of users;
- A promotional budget for this activity.

2.2 BACKGROUND TO PBCRC

Maze Long Kesh (MLK) is the largest publicly owned regeneration site in Northern Ireland, covering around 347 acres.

The site as a whole has a long and significant history, housing at times a World War II airfield, a military base, an internment camp and most recently the prison which played a key role in Northern Ireland's "troubles".

In recognition of its historical and contemporary significance, proposals have been developed which will allow the site to make an important economic and social contribution to Northern Ireland's future.

These plans contain a mix of business and community uses which will include the relocated Royal Ulster Agricultural Society, new businesses, recreation and leisure, homes and green spaces.

One element of the scheme will be a **major new centre for peace-building and conflict resolution activity – the PbCRC.**

Most of the site has been cleared to pave the way for the new developments, although one of the former prison H blocks and a small number of other prison buildings remain on the site. These historic buildings, combined with a new purpose built exhibition and conference centre, will house the activities provided by the PbCRC.

It is important to acknowledge that for many years, significant activity in the areas of peace building and conflict resolution has been taking place in Northern Ireland and the border counties.

At a local and community level, many individuals and organisations have been working with different groups at home and abroad to develop strong, stable communities and to share their experiences with others. Meanwhile, Northern Ireland's politicians and public agencies, such as the police, probation and prison services, have been exporting their knowledge and expertise to other nations in or emerging from conflict and to organisations involved in the 'business of peace'.

Queen's University, the University of Ulster, and other educational establishments have all developed significant academic reputations in the subject. The Open University has developed a bespoke archive facility that demonstrates how education played a significant role in improving the lives of ex-prisoners and prison officers thereby enabling them to work towards a more peaceful, shared society and informing future educational programmes.

The concept behind the PbCRC is to provide a shared space which will support the work of organisations and agencies in Northern Ireland and the border counties, providing a focus for their activities both locally and internationally and placing the region at the forefront of peace-building work throughout the world.

2.3 SUMMARY OF PROPOSED FACILITIES

The PbCRC will comprise a new building and a number of listed and retained buildings from the former Maze prison.

Layouts and specifications are still being worked through but the new centre is likely to include:

- A conference centre for up to 150 delegates
- Discussion spaces
- Peace lab/ meeting room
- 2 classrooms
- Archive, library and reading room
- Permanent exhibition space
- Temporary exhibition space
- Café and event catering facilities

- Bookshop
- Staff offices
- Car parking
- Toilets and baby change facilities

The former listed prison buildings will include:

- H Block 6
- The inter-denominational chapel
- The prison hospital
- The relocated Compound 19 (a scheduled monument)

External facilities will include:

- Car parking
- Landscaping and gardens

2.4 SUMMARY OF OTHER RELEVANT DOCUMENTS

This marketing strategy supports a number of other key development documents for the MLK regeneration scheme. These include:

- **The MLK Corporate Plan 2010 – 2013** (SIB/ MLK PDU 2010) which sets out the vision for the site as a whole and includes a spatial masterplan for the area;
- **The Maze Long Kesh Peace Building and Conflict Resolution Centre Outline Business Plan** (KPMG, 2010). The business plan defines the core concept for the PbCRC and identifies the four interlinked peace building work strands which underpin this marketing strategy namely: International Exchange; Education, Research, Teaching and Learning; Exhibition and Archive; Shared Location and Services.
- **Peace Building and Conflict Resolution Centre Visitor Assessment** (Colliers International, 2011). A further study looked in detail at the Exhibition and Archive work strand and considered the market potential and financial implications.

3 THE CONCEPT

3.1 THE CORE PROPOSITION

3.1.1 OBJECTIVES

The overarching objective for the PbCRC¹ is:

“To develop an internationally renowned facility at Maze Long Kesh that will enable two-way sharing of, and benefit from, the regional and the border counties’ experience in peace-building and conflict resolution with people locally, nationally and internationally, building on the lessons learned from the previous Peace programming periods.”

The specific objectives are²:

- To provide a resource that supports the EU with its work with regions in conflict within Europe and in other parts of the world, and acts as a legacy of the EU investment in the Northern Ireland peace process.
- To provide a locus for co-ordination, consolidation and further development of the peace building expertise that exists within government, voluntary and community sector organisations, public services, academic institutions and businesses. This should encompass local and international engagement.
- To support the on-going dialogue between local communities, and thus continue to build trust and confidence within and between them.
- To engage the wider public through museum and archive facilities that provides an opportunity to learn about the experiences of others.
- To provide opportunities for individuals and groups to ‘tell their story’ of the peace process and for the development of archival and curatorial skills.
- To generate income from its activities after initial government investment and a period of consolidation through visitors and floor space rental.

3.1.2 POSITIONING STATEMENT

Based on these objectives and an understanding of the needs of the target markets and stakeholders identified (see section 17), the following positioning statement encapsulates what the PbCRC is and will offer to

¹ The Maze Long Kesh Peace Building and Conflict Resolution Centre Outline Business Plan (KPMG, 2010).

² The Maze Long Kesh Peace Building and Conflict Resolution Centre Outline Business Plan (KPMG, 2010).

potential customers. It identifies what is unique about it and will inform and guide how it is described in marketing communications.

The PbCRC at Maze Long Kesh is a place which draws on Northern Ireland’s history to inspire and support peace-building and conflict resolution. Through existing and new buildings it provides a space for meeting and exchange, education and learning, and telling all the stories of past, present and future.

3.1.3 BRAND VALUES

The following words capture the **internal values** for PbCRC:

- Respectful
- Outward-looking
- Supportive
- Non-judgmental

3.1.4 BRAND PERSONALITY

The following capture how PbCRC will be **perceived by its customers and stakeholders**:

- Inspiring
- Facilitative
- Credible

3.1.5 THE RATIONALE FOR THE POSITIONING AND BRAND

What makes Maze Long Kesh different from other peace centres and other sites of conflict is the juxtaposition of existing prison buildings, which were a focal point for “the troubles” in Northern Ireland, with a stunning new building which offers an exciting space for a range of activities concerned with peace-building and conflict resolution.

The fundamental principles on which the new PbCRC will operate are:

Experience – Learn - Share - Towards Peace

recognising that the journey through conflict resolution and into peace is achieved only through the sharing of direct and personal experiences, however difficult this might be. These principles reflect the process Northern Ireland has gone through and underpin the exchange, education and exhibition and archive activities that will be offered in future at Maze Long Kesh.



The new PbCRC at Maze Long Kesh will provide a space in which to share, reflect, consider and debate the issues and challenges faced during those journeys towards peace. And the proximity of the prison will be a reminder of why that journey is worth making.

4 THE FOUR WORK STRANDS

The PbCRC offer will be delivered through **four distinct but interlinked work strands**. These are:

- 14 International Exchange (Exchange);
- 15 Education, Research, Teaching and Learning (Learning);
- 16 Exhibition and Archive (Exhibition);
- 17 Shared Location and Facilities.

Each of these is explored below.

4.1 INTERNATIONAL EXCHANGE

The International Exchange work strand will 'actively involve institutions from Northern Ireland and the border counties in two-way European and global networking to shape peace building, conflict resolution and wider development work³.

The first of the four work strands, **Exchange**, relates to the sharing of expertise and lessons learned in the global market place.

The PbCRC will be the **focal point of Northern Ireland's expertise in peace building and conflict resolution**, co-ordinating the activities of politicians, public agencies and organisations who are sharing their experiences with others who are seeking to build peace or emerge from conflict.

- It will host conferences, meetings and delegations coming in to Northern Ireland from other countries, in particular from European locations.
- It will host and stimulate conferences, meetings and events for organisations involved in community-based peace building activities.
- It will co-ordinate outward delegations from Northern Ireland to other countries, exporting knowledge and experience.

It will be both a place where organisations and agencies will come to deliver their events and meetings and it will work with them to deliver a focussed programme of events and activities around the themes of peace and reconciliation.

In order to attract and host these events, the PbCRC will need to develop a global reputation and credibility. It will do this through:

³ The Maze Long Kesh Peace Building and Conflict Resolution Centre Outline Business Plan (KPMG, 2010).

- The connections and networks which will be developed by the Director and Advisory Board (see section 6) in Europe and globally;
- Developing a reputation as a trusted, and where necessary confidential, space where peace and reconciliation events, meetings and activities take place;
- Providing a tailored service to event organisers, working with partner organisations as required;
- Nurturing and supporting links with academic institutions involved in research and learning around these themes (see Section 4.2) to strengthen the credibility of the location and to provide connections between academics and international practitioners.

The PbCRC will not be a direct provider of peace building or mediation services. Its role will be to work with others who are already engaged in this activity in Northern Ireland and internationally.

4.1.1 PRODUCTS & SERVICES

There are two broad areas of activity under this work strand:

- The first area is the PbCRC acting as a **specialist venue** for peace related events;
- The second area is the PbCRC acting as a **co-ordinator and focus for exporting expertise, events and activities** around the themes of peace, reconstruction and reconciliation.

PBCRC SPECIALIST VENUE

One of the core functions of PbCRC is to provide a specialist venue for hosting events on and around the themes of peace building and conflict resolution. These will include:

- **International conferences** on the themes of peace building and conflict resolution. The PbCRC will provide specialist conference and event facilities to event organisers from Europe and elsewhere. The size of the facilities will make it suitable for **medium scale events** and in particular those of **longer (i.e. several day) duration** when the travel time required to get to Northern Ireland will not present a problem.

It will offer:

- A venue for conferences for up to 150 people;
- A location which will add value and credibility to events through its historic connections. Events will include tours of the retained buildings when appropriate;

- Connections to relevant organisations and individuals in Northern Ireland and elsewhere which will add value to these events;
- A specialist conference service, assisting organisers in all aspects of event organisation.

A list of potential conferences is provided in the Appendix (Figures 2 & 3).

CASE STUDY - INTERNATIONAL CONFERENCE CENTRE CAUX PEACE CENTRE, SWITZERLAND

The Caux Peace Centre, near Montreux in Switzerland places a heavy focus on **running and hosting conferences.**

It has a long history, becoming an international meeting place in 1946 when it was converted into a conference centre and held the first reconciliation meetings following WW2.

The conference centre can accommodate up to 450 people and residential conferences held there tend to be longer in duration (up to 5 days) during which participants participate in the running of the house. This keeps costs down. A typical fee would be CHF132 per person per night (which equates to about £89 and includes a voluntary contribution to the maintenance costs of the conference centre). Each year there are around 5-6 summer conferences held and 1 winter conference.

The Caux Peace Centre is home to the 'Initiatives of Change' group and is run by a foundation. The centre relies heavily on donations with about 13% of all income coming from this source in 2009 whereas just 6% came from conference income in 2009. Rental income from their tenant the Swiss Management School was also a large contributor.

In terms of the types of programmes which are run at Caux; the 2012 programme includes conferences on *Learning to Live in a Multicultural World*, *Caux Forum for Human Security, Trust and Integrity in the Global Economy*, *Exploring the Vital Link between Personal and Global Change*, *The Dynamics of Being a Change-maker*.

The Peace Centre also has a 250 sq meteres museum - Caux Expo – of the Caux Palace's history. There is also souvenir and bookshop.

- **Local conferences** on the themes of community peace-building offering Northern Ireland based organisations:
 - A shared, non – judgemental space for all types of events;

- A space with historic significance which reinforces the value of peace building work;
- Access to a network of international and academic connections which will add value to events.
- A space for ‘Track 2’ and ‘Track 3’ diplomacy **meetings and delegations** involving **inward delegations** from Europe and elsewhere in the world and **local and national** groups and individuals.
 - Track 2 meetings include unofficial dialogue and problem solving activities, aimed at building relationships and encouraging new thinking and involving NGOs, specialist organisations and the general public. The PbCRC will provide an accessible, shared, non – judgemental space for these events;
 - Track 3 meetings involve individuals and private groups in ‘grass roots’ peace building activity and awareness raising. The PbCRC will offer a shared and inspiring space as well as networks and connections to new thinking.

CASE STUDY - PEACE BUILDING DELEGATIONS

CRISIS MANAGEMENT INSTITUTE, HELSINKI, FINLAND

Crisis Management Initiative (CMI), is a Finnish independent non-profit organisation, set up by ex-Finnish President and Nobel Peace Prize winner Martii Ahtisaari, who also has his office within CMI. The organisation works to resolve conflict and to build sustainable peace.

As well as undertaking and disseminating research CMI deploys project workers in areas where there is conflict. Currently it has projects underway in Africa (Liberia and South Sudan), Indonesia (Aceh), Black Sea & Central Asia Region (Afghanistan, Moldova, Kyrgyzstan) and the Middle East (Yemen, Morocco, Tunisia).

Working on the ground, CMI work with all parties, including the under-represented to mediate, develop skills and capacity around conflict resolution and peace-building, support decision making, engagement and governance in conflict and post-conflict environments.

CMI’s total income in 2011 was € 5,5 million. It’s main funder is the Government of Finland with a share of 53%. Private foundations and societies are also significant supporters (21%), as well as other governments and the European Commission. CMI’s fundraising, including a 10th anniversary campaign brought in additional private funders. The amount of funds received from non-governmental sources was € 1,5 million; 28% of total funding.

Developing networks and building relationships with organisations which are instrumental in arranging these events will be key to success in this area. Contacts will include (although not exclusively):

- EPLO
- Crisis management initiative
- Human Rights and Democracy Network
- The Grotius Centre
- Institute for Cultural Diplomacy
- Centre for Humanitarian Dialogue
- KATU
- Coalition Resources
- Dialogue Advisory Group
- Interpeace
- Kosovar Center for security studies
- Life and Peace Institute
- Search for Common Ground
- The Toledo International Centre for Peace (CITpax)
- Clingendael
- OSCE
- EEAS
- Northern Ireland NGOs involved in community relations and peace-building work and development
- Proposed European Institute of Peace.

EXPORTING EXPERTISE, EVENTS AND ACTIVITIES

Through its networks, connections and reputation, the PbCRC will also become a focus for arranging outward delegations and missions of experts and organisations from Northern Ireland to Europe and elsewhere. It will work with other organisations and bodies already active in this area to achieve this. (See Section 4.1.2).

This will be a bespoke service, tailoring its output to the needs of countries, agencies or organisations which require such expertise.

The role of PbCRC will be:

- to make connections and links

- to be a single point of contact
- to provide follow up activities and on-going dialogue
- to keep a record for future use of what has been done, achieved and shared.

4.1.2 DELIVERY MECHANISMS AND PARTNERSHIPS

Much of the activity under this work strand will be provided by organisations and experts already involved in the field of peace-building and reconciliation work.

The key delivery partners will be:

- **Intercomm**, a not for profit organisation, involved in a range of peace building and reconciliation activities in Northern Ireland and internationally. Intercomm are one of the organisations who intend to locate at the PbCRC and would deliver a range of programmes and events under an MoU with the PbCRC;
- The **public bodies and agencies** whose expertise and experience is already being sought by other countries including (although not exclusively):
 - the police service;
 - Police Rehabilitation and Retraining Trust (retired police personnel);
 - the prison service;
 - the fire service;
 - the probation service;
 - the NI Assembly's Education and Outreach Services.

Increasingly, these organisations are required to host inward delegations (rather than to go out to other countries) and many will involve more than one agency. The PbCRC can provide **a single point, purpose-built venue from which all agencies can work**, reducing the need for delegations to travel from place to place.

- **Facilitation Organisations** will be important partners in the delivery of delegations and meetings, either in bringing meetings to the PbCRC or providing a facilitation service to meetings which are booked by other third party organisations at the Centre. The range of facilitation organisations will include both **international organisations** as well as those based in **Northern Ireland** such as:
 - Saferworld
 - Search For Common Ground

- Facilitating Peace
- International Red Cross
- Equality Commission
- Community Relations Council
- Community Foundation Northern Ireland
- Healing Through Remembering
- Rural Community Network
- Criminal Justice Inspection Northern Ireland

CASE STUDY – INTERNATIONAL FACILITATION ORGANISATION SAFERWORLD, LONDON, UK

Saferworld is an independent non-governmental organisation that works to prevent and reduce violent conflict and promote cooperative approaches to security.

It works with a range of players - governments, international organisations and civil society - to encourage and support effective policies and practices through advocacy, research and policy development and through supporting the actions of others.

Established in 1989, Saferworld works in Africa, Asia and Europe, with staff based in offices in London and Nairobi, and located in the regions in which they work. There is work underway in 14 locations including Bangladesh, Sri Lanka, Kosovo, Yemen and China.

Saferworld specialises in working on initiatives around arms reduction and control, security and justice services, conflict-sensitive development and international action through UK, European and UN institutions.

As well as working in the field Saferworld undertakes research and analysis, produces publications and resource materials, including research reports, briefing papers, commentaries, articles and training packs.

Funding comes from a range of donors including governments, the European Commission, trusts and individuals, and is primarily project based.

- The PbCRC will require the services of trusted **conference and event organisers** who can assist in the delivery of events. Services required will include:
 - Accommodation booking
 - Travel arrangements

- Banquet/ dinner arrangements on or off site
- Technical/ IT service arrangements
- Social event organisation

Contracts (or Memoranda of Understanding) should be drawn up with one or more specialist service providers who can provide the packages required.

4.2 EDUCATION, RESEARCH, TEACHING AND LEARNING

The Education, Research, Teaching and Learning work strand will deliver 'education facilities and programmes on a cross-border and cross-community basis to contribute to a shared society'⁴.

In the second work strand, **Learning**, the PbCRC will work in partnership with education providers in Northern Ireland and internationally to become a world class education facility specialising in research, study and learning in the field of peace and reconciliation.

It will play a role in **education at all levels and for people of all ages and backgrounds**.

4.2.1 PRODUCTS & SERVICES

HIGHER EDUCATION PROGRAMMES

In the area of Higher Education, the PbCRC will become a specialist venue from which Northern Ireland's three universities can **deliver part or all of their courses, events and summer schools** within their conflict resolution and peace building courses. The unique location and historic significance of the centre will allow them to stimulate and develop the already strong reputations that they have in this field. These courses will form part of **each university's own programmes** and will be delivered by the university's staff with on-site support from PbCRC education staff. There is a particular opportunity for the PbCRC to work closely with the Open University since the organisation does not have its own facilities in Northern Ireland and it has strong historic links to the site.

PbCRC will also **build relationships with international universities** running peace and conflict related courses. These universities will run their own programmes and events at PbCRC and/or will participate in NI university programmes.

⁴ The Maze Long Kesh Peace building and Conflict Resolution Centre Outline Business Plan (KPMG, 2010).

There are around 61 universities worldwide offering significant academic programs in peace and conflict resolution related studies. The majority of courses offered are by US universities with a significant number also offered in Japan. Most universities offer undergraduate and postgraduate courses in peace related studies with fewer offering PhD opportunities. Universities will generally offer only a handful of courses with the opportunities for specialising in a particular sub theme, widening at postgraduate level. Courses are often run by the political science departments of the universities and in exceptional cases they may also have their own institutes such as in the case of the War and Peace Institute at Columbia University in New York. The focus of programs varies slightly by country; for example, in the US the focus of programs tend to be on the **specific management** of peace and conflict resolution whereas in Japan there is a broader approach which often comes under the umbrella of **international relations, co-operation and culture studies**. **Japanese and European based universities tend to incorporate outward looking, international elements to their programs often involving extensive collaborations with other universities cross borders.**

CASE STUDY – INTERNATIONAL UNIVERSITIES

INSTITUTE OF WAR AND PEACE STUDIES, COLUMBIA UNIVERSITY, NEW YORK

The Institute of War and Peace Studies was founded in 1951 under the sponsorship of Dwight D. Eisenhower during his tenure as president of Columbia University. According to Eisenhower ‘*The Institute was created to promote an understanding of the disastrous consequences of war upon man’s spiritual, intellectual, and material progress*’. In March 2003, the Institute of War and Peace Studies (IWPS) was renamed the Arnold A. Saltzman Institute of War and Peace Studies (SIWPS). Although the Institute does not take an official position on any public policy issues, its members contribute to this discourse by authoring books and articles, discussing current issues with officials and journalists, serving as consultants to government departments and agencies, and testifying before Congressional committees.

The Institute itself has no formal teaching program; rather, its members conduct a wide variety of instructional activities through the Department of Political Science and the School of International and Public Affairs (SIPA) at Columbia University. Within this department there are a wide range of centres such as the Center for International Conflict Resolution which offers over 15 courses in a semester. There are around 15 similar centres within the department making this one of the most extensive university offerings of politics/peace related studies.

Members of the Institute offer courses on American foreign policy, national security, international politics, political economy, environmental policy, and international organizations. There are 21 key members of staff with a large number of affiliated staff.

The institute offers a large number of events, seminars and lectures and a 2 week long summer school held at chosen universities in the US.

EUROPEAN UNIVERSITY CENTER FOR PEACE STUDIES (EPU), AUSTRIA

EPU is a small private University located just outside Vienna. Since it was established in 1990, more than 1000 students from all continents have come to Stadtschlaining to study peace at EPU.

The EPU is committed to academic education and research which is centered around peace and development as well as Europe, its integration and its politics. It aims for a consulting role with regard to peace and wants to contribute to a European peace policy.

The university only offers international post graduate study programs “MA in Peace and Conflict Studies”. The EPU also offers an additional “MA Program in European Peace and Security Studies” and a consecutive “MA Program in Peacebuilding”. All the courses are taught in English, by experts in their field. EPU currently provides three areas of research expertise:

- Peace and Conflict Research
- European Peace and Security Policy & European Union as a peaceful power
- Peace-building

There are 9 permanent members of staff at the university and over 50 external visiting scholars from all over the world. There are 30 students enrolled on any one course at a time which offers the opportunity for a more tailored and individual learning experience. Graduates go on to work mainly in governmental or independent peace organisations.

The university undertakes extensive national and international co-operation in particular with the Austrian Study Center for Peace and Conflict Resolution (ASPR), Institute for Social and European Studies (ISES), Austrian Institute for International Affairs (OIIP), Sigmund Freud Privat Universität (SFU) and The United Nations Educational, Scientific and Cultural Organization (UNESCO). It also runs various international exchange programs for students.

All education events will include tours of the exhibitions and listed buildings when appropriate.

The range of Learning events and programmes will include:

- Full day and part day taught sessions at the PbCRC, utilising the former prison buildings and archive as appropriate, as part of undergraduate courses;
- 2 or 3 day short courses to support undergraduate programmes;
- 1 to 3 day academic conferences for students and/ or lecturers;
- Tutorials (Open University);
- Alumni events (Open University);
- Resources, support and internships for postgraduate students.

The PbCRC will also provide a unique platform for the **universities to collaborate** and to **develop new programmes jointly**, targeted at international and national students. A forum should be established to bring together senior representatives from each to discuss how this approach should be taken forward. In particular, it should focus on how PbCRC can provide the basis for **new courses which appeal to international students**. This could include the development of a **bespoke summer school lasting for between 5 and 10 days**.

CASE STUDY – EDUCATION PROGRAMMES

US INSTITUTE FOR PEACE, WASHINGTON DC, USA

USIP is an independent, nonpartisan conflict management centre created by US Congress to prevent and mitigate international conflict without resorting to violence.

It operates under the principles **Think, Act, Teach, Train**.

USIP aspires to develop the research, analysis, educational tools and understanding of international conflicts and then apply models and lessons learned in conflict zones around the world. As well as providing facilitators and mediators in areas of conflict (Pakistan, Libya, Haiti, Sudan) at community-level and at national level, USIP runs a series of programmes and events within its offices in Washington and in the field. It develops and delivers these directly through The **Academy for International Conflict Management and Peacebuilding**, the education and training arm of the USIP.

It's Practitioner courses prepare professional for work in or on conflict zones. Participants come from a range of organisations including NGOs, governments – civilian and military, international organisations and private sector. Courses include topics like Mediating Violent Conflict, Human Rights & International Humanitarian Law, Health Care in Post-Conflict States etc.

It provides online courses and simulations (like games software) including topics such as Conflict Analysis, Interfaith Conflict Resolution, Negotiation and Conflict Management.

USIP also hosts regular public events and debates on topical issues – around 5/6 per month with invited speakers and panellists.

EPLO – SUMMER SCHOOL ON WOMEN PEACE AND SECURITY

- Organisers - The Grotius Centre for International Law (Leiden University), the Women's Initiative for Gender Justice, The Netherlands Institute of International Relations (Clingendael), and the Ministry of Foreign Affairs of The Netherlands
- Date – 4-15 June 2012 (2 weeks)
- Venue – The Hague, Netherlands
- Description - The summer school on Women, Peace and Security targets women and men who seek to include women in active (political) participation and peace building efforts. The main objective of the training is to strengthen individual women, men and their organisations to enable more inclusive and effective peace building, and to facilitate networking. Individuals from conflict-affected areas, staff from organizations advocating for the implementation of a women, peace and security agenda, and those from other inclusive conflict transformation efforts are welcome to participate.

The training consists of five modules:

Explanation of concepts about conflict, conflict transformation and prevention;

Knowledge building around relevant United Nations Security Council Resolutions on Women, Peace and Security and international Human Rights framework and mechanisms to demand these rights.

Sharing, analysis and discussion of obstacles, successes, dilemmas and challenges to include women in active (political) participation and peace building, based on the experiences of the participants.

Training module on tools and skills for communication and negotiation and advocacy.

Debate with external stakeholders to understand different roles, discuss dilemmas and facilitate networking.

Fee - The fee is €995 for professionals and €875 for students, including lunches and refreshments, a welcome dinner, a drinks reception and working materials

Attendees – academic related

FURTHER EDUCATION PROGRAMMES AND SUPPORTING RESOURCES

Northern Ireland has six **Further Education Colleges** which provide a range of post 16 and work based courses. Some of these have strong links to the themes of peace and reconciliation, particularly social science courses. There are also a number of other courses in related areas such as public services and business and administration which will make use of the Centre's resources.

Working in conjunction with the colleges, the PbCRC should develop educational resources and on site programmes which will enhance and support the teaching of these subjects.

All programmes will involve tours of the exhibitions and listed buildings.

The resources will:

- Provide a basis for **learning within the PbCRC**, supported by the Centre's education staff and facilities;
- Offer pre- and post- visit learning materials which maximise the benefit of a visit to the centre and ensure specific learning objectives are met back in the **classroom or at the student's home**.

SCHOOLS PROGRAMMES AND SUPPORTING RESOURCES

At the schools level, the PbCRC provides strong curriculum links to ***Personal Development and Mutual Understanding (PD & MU)***, a statutory requirement in the revised curriculum at Key Stages 1 and 2. PD and MU is delivered through two main strands:

- Strand 1 - Personal Understanding and Health
- Strand 2 - Mutual Understanding in the Local and Wider Community

The PbCRC will play a key role in achieving the required learning objectives through active participation and issue based learning, exploring the attitudes and beliefs of the student and society. It will provide a **permanent focus for teaching in this area.**

The service provided for schools should include:

- **Taught workshops** developed in conjunction with education advisers, tailored to Key Stages, 1 and 2. These will be delivered from classrooms within the centre and will be linked, where relevant, to visits to the retained buildings;
- **Teachers resources** to support the field work
- **Pupils resources** for use at the centre and in the classroom
- Although PD & MU teaching will form a core strand of the school's programme, schools visits linked to a **range of other curriculum areas** including maths and literacy studies, aimed at KS1, 2 and 3, will be supported through workshops, exhibition visits and resource materials.

OTHER EDUCATIONAL RESOURCES AND SERVICES

The exhibition and archive (see Section 4.3) will provide an accessible range of resources which will support both **formal and informal learning at all levels**. These will be available to educational groups and also general visitors and will include:

- Exhibition materials
- Archive resources available at the PbCRC
- Online resources and website links through the use of portals

4.2.2 DELIVERY MECHANISMS AND PARTNERSHIPS

Partnerships with educational institutions will be instrumental in delivering the education products and services. These should include:

- Partnerships with the three universities individually - Queen's University, University of Ulster and the Open University - to deliver courses and summer schools from the PbCRC;

- A collective partnership with the three universities working together to provide a 'bespoke' PbCRC education offer;
- Partnerships with international universities running peace related courses will be explored directly by PbCRC and through NI universities
- A partnership with South East Regional College working in conjunction with the five other FE colleges in Northern Ireland – Belfast Metropolitan College, Northern Regional College, North West Regional College, Southern Regional College and South West College.
- The PbCRC will work closely with representatives from the Department of Education for Northern Ireland and the Council for Curriculum, Examinations and Assessment (CCEA) in establishing and developing workshops and resources for schools.

4.3 EXHIBITION AND ARCHIVE

The Exhibition work strand will 'deliver high quality exhibition and interpretive facilities to proactively engage local, regional and international audiences'⁵.

The **Exhibition** will offer international and domestic visitors, coming as individuals, families or organised groups, an opportunity to discover and learn about the history of the site and a range of themes and subjects associated with it.

It will provide both permanent and temporary exhibitions as well as a programme of supporting events.

4.3.1 PRODUCTS & SERVICES

SELF GUIDED TOURS

Visitors will be provided with audio/ video handheld guide devices that will lead them on a self- guided tour of the visitor areas within the new building, former prison buildings and grounds. The narrative will supply historical information linked to different 'stop and view' points around the site. It will provide opportunities for different voices to tell their stories from their own perspectives.

The 'navigation' system will allow visitors to move through the experience, exploring in more detail any subjects of particular interest to them.

The technology will allow the content to be delivered in a range of languages and to be updated on a regular basis to introduce new stories or themes or relevant new information such as links to forthcoming events.

⁵ The Maze Long Kesh Peace building and Conflict Resolution Centre Outline Business Plan (KPMG, 2010).

PERMANENT EXHIBITION

The permanent exhibition will provide **visual interpretation** about the history of the site and its stories.

Interactive exhibits will provide more detailed information and understanding and will capture visitors' thoughts, opinions, reflections and memories.

TEMPORARY EXHIBITIONS

The permanent displays will be supplemented with a changing programme of temporary exhibitions. Since it is unlikely that many suitable exhibitions will exist, the PbCRC will work in partnership with organisations in Northern Ireland and internationally to develop them for the purpose. For example it could work with other members of the International Sites of Conscience Coalition⁶ to develop a **programme of touring exhibitions** which will be displayed at different sites around the world. Or it could access project income from funding bodies to **commission and support exhibitions** in its own right or working with partners in Europe and beyond.

PEACE FESTIVALS AND EVENTS

Working with a range of partners, the PbCRC should develop an annual programme of events which could include:

- An **annual PbCRC International Peace Festival**, showcasing original, commissioned and other work from Northern Ireland, Europe and beyond. This annual Festival could have a particular focus on, for example, film, books, story-telling, music;

There will also be a range of events which link to other festivals and events which take place in Belfast, Lisburn and Northern Ireland. This will include:

- The Belfast Book Festival
- The Belfast Film Festival
- The Lisburn City Fest
- The Belfast Children's Festival

⁶ The International Sites of Conscience Coalition represents museums and sites which use the past to engage people in making a difference in the present. The network includes 300 museums, memorials, historic sites and initiatives in 47 countries.

CASE STUDY - EXHIBITION

ROBBEN ISLAND MUSEUM, SOUTH AFRICA

Today Robben Island is a World Heritage Site and **Museum** having formerly been a place of banishment, isolation and imprisonment in the 17th to the 20th centuries.

The main elements of the experience here are the museum, tours, and public programmes and conservation. These elements all contribute the museum being able to meet the objectives of its mission:

- Maintaining the unique political and universal symbolism and value of RIM.
- Conserving and managing the natural and cultural resources and heritage of RIM.
- Promoting RIM as a platform for critical debate and life-long learning.
- Managing RIM in a manner that promotes economic sustainability and development.

The exhibitions include **Jetty 1** - which was the historical departure point to the island and includes accounts of ex-political prisoners, ex-prison warders and the families of prisoners and warders. The **Nelson Mandela Gateway** contains multimedia exhibitions on the struggles in South Africa and a time line exhibition. The current exhibition is **The Robert Sobukwe Travelling Exhibition** which tells the story of one prisoner and his contribution to the fight for democracy in South Africa.

The **public programmes** run by Robben Island are the schools and outreach programme, Robben Island Independent Camps, resource centre, Nation Youth Building Camps, and adult group learning group programmes.

There were approximately 80 events and conferences held on the island in 2009/10. Approximately 10,000 visitors were schools and educators of total visitor numbers of 300,000.

At Robben Island in 2009/10 there were 124 permanent employees (7 of whom were senior management) and 98 non-permanent employees.

YAD VASHEM, JERUSALEM, ISRAEL

Yad Vashem is the Jewish people's memorial museum to the Holocaust and The Institute for Holocaust Research

Established in 1953, as the world centre for documentation, research, education and commemoration of the Holocaust, Yad Vashem's role is to safeguard the memory of the past and imparts its meaning for future generations.

The Institute for Holocaust Research maintains an archive of documentation into the history of the Holocaust and the individuals who died. It undertakes and coordinates international research; organises symposia, conferences, and

seminars; fosters cooperative projects among research institutions; provides financial and academic support for scholars and students; offers MA, PhD and postdoctoral fellowships; and publishes academic research, documentation, conference anthologies, diaries, memoirs, and photographic albums.

It provides an extensive international programme with up to 10 seminars per month, each lasting between 5 and 10 days each aimed at a particular sector and/or country (eg Jewish Educators from North America, British Clergy). It organises a biennial international conferences – the 8th International Conference on Holocaust Educations takes place between 18-21 June this year. Participants include major decision makers from ministerial and governmental levels, alongside international experts, educators, and institution heads. The Conferences generally include a diverse schedule including panels chaired by leading Holocaust experts, participant workshops, and guided tours.

The Institute also provides educational resources for teaching about the Holocaust in printed and online formats, and works with the UN and the Council of Europe on outreach programmes and dissemination.

Yad Vashem Museum Complex hosts a history of the Holocaust, a memorial to those who died, a memorial to the 'Righteous' ie those who acted to save Jewish people from the Holocaust, an Art Museum of Holocaust Art, a Learning Sapce and exhibition space.

VISITOR SERVICES AND FACILITIES

Visitor facilities will include:

- The Café, serving fresh local produce;
- The Book Shop
- Visitor welcome, ticket sales and information point, restrooms and baby change facilities.

4.3.2 DELIVERY MECHANISMS AND PARTNERSHIPS

Visitor services will be delivered by PbCRC staff.

4.4 SHARED LOCATION

The Shared Location work strand will 'provide a place for dialogue, discussion and problem solving within the shared location, including on a cross-sectoral basis to build the capacity of institutions in the eligible area to deliver public services in a new way'⁷.

⁷ The Maze Long Kesh Peace building and Conflict Resolution Centre Outline Business Plan (KPMG, 2010).

The PbCRC will provide a permanent Shared Location for a cluster of organisations working within the field of community peace-building and reconciliation. The 'umbrella' of the PbCRC will allow organisations with shared interests to co-locate for mutual benefit, facilitating networking and joint marketing opportunities under the wider PbCRC brand.

Organisations will be offered lease options and facilities appropriate to their different needs.

4.4.1 **PRODUCTS & SERVICES**

- Offices and premises in a range of sizes with different fit out options;
- Shared networking spaces within the PbCRC
- Access to the Café
- Meeting rooms for hire within the PbCRC
- Dedicated parking for visitors and staff

4.4.2 **DELIVERY MECHANISMS AND PARTNERSHIPS**

Organisations locating within the Shared Location will be NGOs and other appropriate bodies working within the fields of community relations and peace building.



5 TARGET MARKETS

Target markets have been identified for each of the four work strands.

In some cases, the PbCRC will work with intermediaries who will take responsibility for bringing customers or end users. In other cases the PbCRC will communicate directly with the customer or end user.

The Communications Plan focuses on the markets with which the PbCRC will communicate directly.

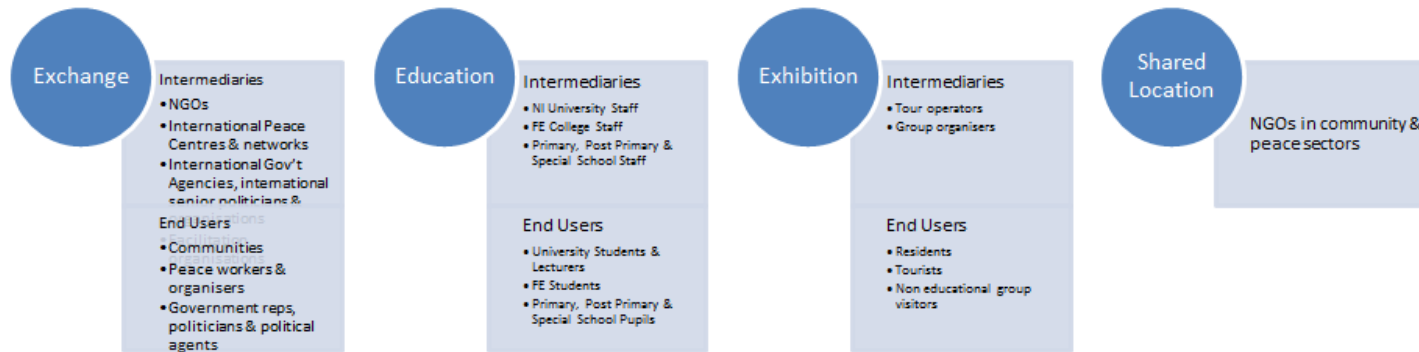


Figure 1: Markets Model

5.1 MARKET SUMMARY

Market Segments	Size of Potential Market	Market Requirements	Opportunities for PbCRC
EXCHANGE			
Local NGOs involved in community relations and peace building	146 organisations	Conference facilities Discussion spaces Meeting rooms Catering Car parking Public transport access	<ul style="list-style-type: none"> • 40 meetings annually
NGOs elsewhere in NI	54 organisations	As above	<ul style="list-style-type: none"> • 5 meetings annually
Cross border NGOs	49 organisations	As above	<ul style="list-style-type: none"> • 5 meetings annually
International Peace Centres & Networks	600 peace institutes listed by UNESCO. Recognised networks: <ul style="list-style-type: none"> • 30 members of EPLO • 300 museums, monuments and sites of conscience These organisations arrange/ deliver approx.30 peace related conferences with an ave. of 10 delegates annually in different venues (i.e. not	Conference facilities Discussion spaces Meeting rooms Catering Accommodation nearby Convenient transport access	<ul style="list-style-type: none"> • 3 international conferences for average 120 delegates • 30 international meetings and delegations annually

Market Segments	Size of Potential Market	Market Requirements	Opportunities for PbCRC
	<p>their own venues).</p> <p>They also arrange approx. 300 meetings, seminars and task forces</p>		
<p>International government agencies, international senior political and military personnel</p> <p>Facilitation organisations (NI, European & international)</p>	<p>The total size of the market is unknown since many meetings and delegations are confidential and are unrecorded.</p>	<p>Meeting rooms</p> <p>Secure/ confidential spaces</p> <p>Catering</p> <p>Accommodation nearby</p> <p>Car parking</p> <p>Convenient access by public transport</p>	<ul style="list-style-type: none"> • 120 delegates p.a. through Ni-Co • Police service meeting approx. 5 delegations p.a. of 5 people • Other public services 5 delegations p.a. of 5 people
EDUCATION			
<p>Universities in Northern Ireland</p>	<p>3 NI Universities (total 54,100 students)</p>	<p>Conference facilities</p> <p>Discussion spaces</p> <p>Meeting rooms</p> <p>Teaching facilities (projection, whiteboards etc.)</p> <p>Catering</p> <p>Car parking</p>	<ul style="list-style-type: none"> • 3 Conferences for c 100 students/ delegates (all universities) • 5 x OU seminars for 15 students • 2 x OU Alumni events for 100 delegates • 2 Summer schools of 100 delegates • 50 Masters students visits

Market Segments	Size of Potential Market	Market Requirements	Opportunities for PbCRC
		Access by public transport Coach access & parking	
International Universities running peace related courses	61 universities worldwide	Conference facilities Breakout rooms Meeting rooms Teaching facilities (projection, whiteboards etc.) Catering Accommodation nearby Convenient transport access	<ul style="list-style-type: none"> Relationships with 3-5 international universities each running 1 programme/event plus participating in NI University programmes above
FE Colleges in Northern Ireland	6 FE Colleges (total 210,500 students)	Conference facilities Classrooms Catering Coach access & parking Teachers resources Student resources	<ul style="list-style-type: none"> 7,200 student visits annually

Market Segments	Size of Potential Market	Market Requirements	Opportunities for PbCRC
Primary Schools	863 Primary Schools (163,000 pupils)	Classrooms Dedicated access to exhibition at agreed times Packed lunch spaces Coach access & parking Teachers resources Pupil resources	<ul style="list-style-type: none"> • 7,000 pupil visits annually
Post Primary Schools	216 Post Primary Schools (148,000 pupils)	As above	<ul style="list-style-type: none"> • 5,000 pupils
Special Schools	41 Special Schools (4,500 pupils)	As above	<ul style="list-style-type: none"> • Included in above
EXHIBITION			
Residents	90 minute drive time – 1.6m people 120 minute drive time – 3,2m (cumulative)	Exhibitions & tours Public events Catering Car parking Convenient access by public transport	<ul style="list-style-type: none"> • 54,000 local & day visits annually
Tourists	Out of state staying visitors – 1.429m	As above	<ul style="list-style-type: none"> • 35,000 staying visits from overseas & Ireland annually

Market Segments	Size of Potential Market	Market Requirements	Opportunities for PbCRC
Non-Education Groups	35,000 coach trips 347,847 Cruise Ship Passengers C.350 - Special interest groups representing 3,500 individuals	As above Discounted rates Coach access & parking	<ul style="list-style-type: none"> 5,000 visits annually
SHARED LOCATION			
Locally based NGOs involved in community relations and peace building	146 organisations	Appropriate workspaces Suitable lease terms Car parking Catering	<ul style="list-style-type: none"> 3 or 4 organisations initially



COMMUNICATIONS PLAN



1 INTRODUCTION

1.1 SHARED MESSAGES

The PbCRC has a set of three simple shared messages that can be used by all stakeholders and partners across the four work strands to communicate to the markets outlined in section 5.1. The messages have been developed from the positioning statement in section 3.1. Consistent use of these shared messages is essential to achieving strong communications about the Centre and building awareness, interest and use.

The PbCRC is a place:

- That inspires and supports peace and conflict resolution
- Purpose-built to enable dialogue, learning and reflection
- Where experiences are shared on the journey towards peace

In addition to these shared messages, each work strand has specific key messages to communicate to relevant markets:

Work Strand	Key Messages
<p>Exchange</p> <ul style="list-style-type: none"> • A place to hold conferences, meetings and delegations that has: 	<ul style="list-style-type: none"> • An understanding of the complexities of conflict • First-hand experience in conflict resolution • Purpose-built facilities to host events and enable dialogue including: conference centre, meeting rooms, peace lab and archive
<p>Learning</p> <ul style="list-style-type: none"> • Teaching & Learning Programmes will be hosted and delivered by partners to offer: 	<ul style="list-style-type: none"> • A direct experience of a place focussed on peace-building and conflict resolution • Resources and experiences linked to the relevant curriculum
<p>Exhibitions</p> <ul style="list-style-type: none"> • Permanent and temporary exhibitions, tours, festivals and the archive will enable: 	<ul style="list-style-type: none"> • Past experiences to be shared • Real stories to be told • Reflection • People to be inspired and leave with increased insight and motivation towards peace

2 INTERNATIONAL EXCHANGE

2.1 COMMUNICATION CHANNELS

The prime channel for Exchange will be PR to build awareness and reputation, and networking and relationship building.

Markets	Communication Channels
All	<ul style="list-style-type: none"> PbCRC website – separate Exchange Section (translated – French and Spanish as a minimum) PbCRC Prospectus for conference facilities and meeting space Launch Event programme to showcase the Centre & its facilities PR – high profile corporate PR to build awareness and reputation
NGOs	<ul style="list-style-type: none"> Networking and face to face meetings with local, NI and cross-border NGOs Direct Marketing - database of conference booking contacts - direct to PbCRC website
Peace Centres & Networks	<ul style="list-style-type: none"> Networking and face to face meetings Direct Marketing - database of peace centres and sites of conscience eg EPLO network, UNESCO peace institutes
Government Agencies, Senior Politicians & Military	<ul style="list-style-type: none"> Networking and face to face meetings with Irish, UK and European departments eg UK Department for International Development and Foreign and Commonwealth office; Irish Department of Foreign Affairs; EU Common Security and Defence Policy, EU High Representative for Foreign Affairs and Security Policy
Facilitation Organisations	<ul style="list-style-type: none"> Networking and face to face meetings
<p><i>Note: Direct Marketing: e-marketing or direct mail as appropriate</i></p>	

3 EDUCATION RESEARCH, TEACHING AND LEARNING

3.1 COMMUNICATION CHANNELS

Marketing for the Education work strand will primarily be undertaken by the Universities who will be delivering programmes, and through direct approaches and direct marketing to other educational institutions.

Markets	Communications Channels
All	<ul style="list-style-type: none"> • PbCRC website – separate Education section • Education Launch Event to showcase facilities • PR – NI education media channels
Universities	<ul style="list-style-type: none"> • Direct contact with 3 local Universities • Networking and direct approaches to international Universities with relevant programmes
FE college	<ul style="list-style-type: none"> • Direct contact with 6 local FE Colleges • Direct Marketing – to FE other Colleges • Through NI Department of Education
Schools	<ul style="list-style-type: none"> • Direct Marketing – to secondary, primary and special schools • Through NI Department of Education

4 EXHIBITION AND ARCHIVE

4.1 COMMUNICATION CHANNELS

PR, advertising and print will be the main channels to reach the visitor markets for the Exhibition and Archive.

Markets	Communications Channels
All	<ul style="list-style-type: none"> PbCRC website – separate Exhibition and Archive section Exhibition and Archive leaflet
Groups (non-education)	<ul style="list-style-type: none"> Direct Marketing to database of local non-educational groups (approx. 500) Tour operators – direct marketing via tour operators database including cruise ships and coach tours PR & press visits to travel trade press
Residents	<ul style="list-style-type: none"> PR – local media and social media Advertising - press and radio Leaflets – at local visitor attractions
Tourists	<ul style="list-style-type: none"> Print – leaflet distribution via Information centres eg Belfast Visitor Centre., Belfast Airport and visitor attractions Advertising – selected press advertising PR & press visits programme – NI, national, European and other international travel media and social media Tourism organisations channels – Belfast Visitor & Convention Bureau, Northern Ireland Tourist Board, Tourism Ireland, VisitBritain: buy-in to advertising and marketing opportunities particularly targeting European and US markets

5 SHARED LOCATION

5.1 COMMUNICATION CHANNELS

The marketing of Shared Location and Facilities will be primarily through direct approach.

Markets	Communications Channels
NI NGOs	<ul style="list-style-type: none">• Prospectus – office space and facilities• Direct Marketing & Sales Approaches

6 RESOURCES

6.1 BUDGET

The levels of marketing budget have been drawn from *Peace Building and Conflict Resolution Centre Visitor Assessment* (Colliers International, 2011) and estimated requirements for activity during the pre-launch year.

The budget allocations across the years and marketing programme are:

2014/15 Pre-launch Year		2015/16 Launch Year		2016/17 onwards Stabilised years	
£100,000		£250,000		£90,000	
Creative development and design	£15,000	Launch event(s)	£50,000	Reprints & refresh of website	£10,000
Production of print, website, exhibition materials	£40,000	Advertising	£100,000	Advertising	£30,000
PR	£30,000	PR	£50,000	PR	£25,000
Networking & Face to face meetings (expenses)	£10,000	Networking & Face to face meetings (expenses)	£30,000	Networking & Face to face meetings (expenses)	£20,000
Database building	£5,000	Direct Marketing	£20,000	Direct Marketing	£5,000

The pre-launch year marketing activity will focus on producing the creative approach, essential promotional materials, building initial awareness through PR and networking, and establishing key relationships and identifying contacts for on-going communications across all Work Strands.

Marketing activity for the 2015/16 launch year and subsequent years will be weighted across the three Work Strands as follows:

2015/16 Launch Year Marketing Budget Allocation				
Activity	Total Budget	Exchange	Education	Exhibition
Launch event(s)	£50,000	£35,000	£15,000	£10,000
Advertising	£100,000	-	£10,000	£90,000
PR	£50,000	£10,000	£10,000	£30,000
Networking & meetings	£30,000	£25,000	£5,000	-
Direct Marketing	£20,000	£15,000	£5,000	-
TOTAL	£250,000	£75,000	£45,000	£130,000

2016/17 onwards Stabilised Years Marketing Budget Allocation				
Activity	Total Budget	Exchange	Education	Exhibition
Reprint & website update	£10,000	£2,000	£2,000	£6,000
Advertising	£30,000	-	-	£30,000
PR	£25,000	£10,000	£5,000	£10,000
Networking & meetings	£20,000	£17,500	£2,500	-
Direct Marketing	£5,000	£2,500	£2,500	-
TOTAL	£90,000	£29,500	£12,000	£46,000

6.2 STAFF

The proposed staffing structure for the PbCRC allows for a small number of posts to deliver the Marketing Strategy namely:

- Director – responsible for senior level networking, relationship building and contacts
- Marketing Manager – responsible for day to day promotional activity and management of day to day PR activity
- Education Officer – responsible for the delivery of the education programme to schools and FE colleges.

These posts – or some interim management arrangement – will be in place for the pre-launch year 2015/16 to start the implementation of the marketing strategy.

In the pre-launch and launch years, the costs assumed within the marketing budget include additional resources for bought-in senior level PR expertise and a level of marketing activity which will be necessary to establish awareness of the PbCRC in its potential markets.

Beyond the launch year, in the **stabilised years**, the following additional resources will be required to deliver the strategy:

- **On-going senior level PR support** to cover the political and high level work in which the PbCRC will be involved. This will include corporate 'crisis PR' activity that might be needed, as well as PR support for activity delivered under the Exchange work strand. It is assumed that this support will be provided by one of the Government Agencies' communications team. If this is not acceptable or possible, an additional budget of around £30,000 annually would be needed to secure the retained services of a good, politically experienced, internationally-networked PR agency.
- **Project-based funding to develop and market temporary exhibitions and events.** Most museums and attractions of this type need to raise money from national and international grants, trusts and funds to cover the cost of product refreshment and temporary exhibitions. The PbCRC team will also need to do so. Funding of between £30,000 and £50,000 annually would be sufficient. The challenge of raising these funds should not be underestimated however. Competition is fierce and even though the PbCRC is very well placed to secure funds, particularly from European sources, given its subject matter, submitting successful applications will require time and resources. Again it is assumed that this support will be provided by one of the Government departments or alternatively could be bought in from an external company.
- **Developing educational materials and programmes** is also demanding on resources and the Education Officer will not be able to do this alone. It has been assumed that in the pre-launch period, additional capacity will be provided by DENI or other Government education staff. After the initial set up, there will be an on-going need to renew and update materials and this will also require external support. Education is another area where it is often possible to secure project based funding and external resources may also be required to enable the PbCRC to advantage of the opportunities which exist.



6.3 ADVISORY PANEL

Most international peace organisations are supported by a panel of experts involved in peace work at an international level. These panels are key to developing networks and credibility for the organisations that they represent.

The PbCRC will need to identify and recruit a suitable panel of individuals with international experience and invite them to join an Advisory Panel.

CASE STUDY 6 – ADVISORY PANELS

THE ELDERS GROUP

Chaired by, Archbishop Desmond Tutu, The Elders is an independent group of global leaders who work together for peace and human rights. They were brought together in 2007 by Nelson Mandela, who is not an active member of the group but remains an Honorary Elder. The Burmese pro-democracy leader Aung San Suu Kyi is also an Honorary Elder.

The Elders is an unusual organisation with a distinct way of working. The Elders work strategically, focusing on areas where they are uniquely placed to make a difference.

This can mean engaging in private advocacy, using their collective influence to open doors and gain access to decision-makers. At other times, The Elders work publicly to promote neglected issues and speak out against injustice. The group decides collectively where there is the greatest opportunity to make a real impact, whether this is:

- **Opening doors** to gain access to decision-makers at the highest levels
- **Listening to everyone**, no matter how unpalatable or unpopular, to promote dialogue
- **Providing an independent voice** that can speak out, challenge injustice and break taboos
- **Bringing people together** to catalyse action and forge alliances
- **Amplifying and supporting** the work of people affected by conflict or working for peace
- **Creating space** for campaigners and policy makers to broach difficult issues
- **Connecting people with decision-makers**, ensuring the needs of ordinary citizens are always represented
- **Highlighting neglected issues** to generate media coverage and political attention

Much of The Elders' work is dedicated to supporting the efforts of other campaigners and advocates, giving them a platform to make their voices heard. The Elders are supported by a small team in London.

The Elders are

- Martti Ahtisaari
- Kofi Annan
- Ela Bhatt
- Lakhdar Brahimi (Former Algerian freedom fighter, Foreign Minister, conflict mediator and UN diplomat)
- Gro Brundtland (former PM of Norway)

- Fernando H Cardoso (former President of Brazil)
- Jimmy Carter
- Graça Machel (International advocate for women's and children's rights; former freedom fighter and first Education Minister of Mozambique).
- Mary Robinson
- Desmond Tutu

STOCKHOLM INTERNATIONAL PEACE RESEARCH INSTITUTE

SIPRI is an independent international institute dedicated to research into conflict, armaments, arms control and disarmament. Established in 1966, SIPRI provides data, analysis and recommendations, based on open sources, to policymakers, researchers, media and the interested public. SIPRI is named as one of the world's leading think tanks in the international "Think Tank Index". Based in Stockholm, SIPRI also has presences in Beijing and Washington, DC.

The Governing Board on important matters concerning SIPRI's research agenda, activities, organization and financial administration The Board uses their international connections and influence to support the work of SIPRI.

- Göran Lennmarker, Chairman (Chairman of the Foreign Affairs Committee of the Swedish Parliament)
Dr Dewi Fortuna Anwar (Director for Program and Research, The Habibie Center, Jakarta, Indonesia's Assistant Minister/State Secretary for Foreign Affairs)
- Dr Vladimir Baranovsky, (Deputy Director, IMEMO)
- Ambassador Lakhdar Brahimi (former Algerian Foreign Minister and Ambassador, member the Elders, Member of the Elders, Former UN Special Adviser to the Secretary-General)
- Jayantha Dhanapala (Former UN Undersecretary, General for Disarmament Affairs, former Ambassador of Sri Lanka to the USA and to the UN Office in Geneva)
- Susan Eisenhower (President, The Eisenhower Institute)
- Ambassador Wolfgang Ischinger (Head of Government Relations at Allianz SE, EU Representative in the Troika negotiations on Kosovo)
- Professor Mary Kaldor (Civil Society and Human Security Research Unit, London School of Economics, a founding member of the European Council on Foreign Relations)

The Advisory Panel will be **essential in creating a credible reputation for the PbCRC** and establishing the senior networks which will be critical to its success, particularly for activity under the Exchange work strand.

Looking at the Panels or Boards for other peace centres and networks around the world suggests that it is possible for these centres to attract the support and patronage of very senior international figures in the field.



The PbCRC will need to identify a number of key individuals. Careful consideration will need to be given to how the Panel will be used and what will be required of individuals.

Contacts from the universities may be valuable in identifying the most appropriate people and approaching them.

A number of potential names have been suggested, in particular George Mitchell for his role in the Northern Ireland peace process. Other names have included Martti Ahtisaari, Kofi Annan, Hillary Clinton and Bianca Jagger. Reflecting its European location appropriate candidates include Mary Robinson and Gro Brundtland (ex-PM of Norway), who are both part of the Elders Group; Mary Kaldor, Professor at LSE who is on the board of Stockholm International Peace Institute.

It should be noted however that these individuals are all involved in a number of other peace networks and activities and may therefore be unable or unwilling to commit to the PbCRC.

7 MARKETING PLAN SUMMARY

7.1 MARKETING TIMELINE

	Pre-Launch		Opening	Stabilised Years	
	2013	2014	2015	2016	2017
Underpinning all work strands		Recruit Advisory Panel Develop brand and creative approach Web development PR – Consumer & Corporate to raise awareness of PbCRC and its opening	Launch Events – high profile, senior peace figures, talks and cultural programme – across all work strands National and international PR – awareness and reputation of PbCRC	National & international PR	National & International PR Web refresh
Exchange	Identify footloose conferences and events and make initial approach Start to build contacts database	Networking with peace organisations & networks to raise awareness Conference & Events Prospectus	Networking with peace organisations & networks promoting PbCRC products & services Sales approaches to conference & meeting organisers – local, national, international		

Education	Agree educational programme with Unis & FE colleges	Unis joint activity agreed Direct approaches to FE Colleges & schools Start to build contacts database	Direct marketing to FE Colleges & schools and through DENI INSET training & teacher visits
Exhibition	Print – leaflets for permanent exhibition Pre-launch advertising	Advertising Print – temporary exhibitions and events Local and national PR	→ →
Shared Location	Identify prospects and make initial approaches	Prospectus Direct approaches	



APPENDIX

Figure 2: List of main conferences and events held by international external organisations

Organisation	About	Type	Size/Scale/Location
EPLO Crisis Management Initiative	EPLO Lunch Events Conferences such as 'Regional Actors as Vectors of Peace: What Role for the EU?'	Seminar Conference	Held in Brussels, 1.5 hour long on a range of peacebuilding topics 1 day conference in Brussels
Freedom House Human Rights and Democracy Network	For example: European launch of the 2012 Freedom in the World Report Screening of "The Green Wave"	Report Launch, seminars Movie Screening and discussion	Half day event, Brussels Evening event, Brussels
Madariaga-College of Europe Foundation, Global Action to Prevent War, the Global Governance Institute, the Bonn International Centre for Conversion, the International Coalition for the Responsibility to Protect and the Center for the Study of Genocide, Conflict Resolution Senator Dominique Tilmans	Conferences such as 'Operationalising the Responsibility to Protect: The Civilian and Military Challenges of the "Third Pillar" Approach'	Conference	1 day conference in Brussels
The Grotius Centre for International Law (Leiden University), Oxfam Novib partner Women's Initiative for Gender Justice, foreign policy think tank Ciingendael and the Dutch Ministry of Foreign Affairs	Conference such as 'Challenges and perspectives in the South Caucasus: which role for women?' Summer school on Women, Peace and Security	Conference Summer school	Senate of Belgium 2 days, The Hague, the Netherlands
Institute for Cultural Diplomacy	2012 International Symposium on Cultural Diplomacy	Symposium	3 day events held in various locations: Berlin, Geneva, Washington D.C.
ICP international summer academy Centre for Humanitarian Dialogue	The Arab uprising: A conflict transformation perspective Organises its own events, including conferences, meetings and panel discussions, on pressing conflict-related issues.	Conference Small events - conferences, meetings and discussions	5 day conference, International Conference Center in Caux (near Montreux), Switzerland Has their own 3 conference rooms based in the Villa Plantamour, a beautiful 18th century Genevan building on the shores of the Lake Geneva. Largest room holds 28 people
KATU Coalition Resources	Organises courses, seminars, and other training for NGOs Sponsor external conferences i.e. International Conference to promote resolution of the conflict in the Basque Country 2011	Seminars and training Large Conferences	Do not have own venue Various venues used
Crisis Management Initiative	Organises conferences, recent one held at European Parliament on regional actors as vectors of peace	Large Conferences	1 day conference
Dialogue Advisory Group	An academic group primarily which organises dialogues and lecture series	Dialogue and Lectures	Use University of Amsterdam rooms, seating limited
Institute for Research and Education on Negotiation (ESSEC Business School) The European Network for Civil Peace Services (EN.CPS) NGO Fractal	An academic group who organise a large number of seminar and conferences International network of NGOs mainly offering training courses at their grass-root civil society organization organise seminars and research programmes and participate but do not organise conferences	Seminars and large conferences Training Research and seminars	mainly use a range of venues in Paris Longest training course up to 2 days Small courses in Serbia
Glencree centre for peace and reconciliation Interpeace	Do not organise large conferences Created by the UN now an independent NGO promoting dialogue	Training and seminars Dialogue	1-5 day training courses for small groups Various locations
Kosovar Center for Security Studies (KCSS) The Life & Peace Institute	KCSS is a non-governmental and non-profit organization based in Kosovo supports and promotes nonviolent approaches to conflict transformation through a combination of research and action. Attends and organises conferences	Conferences and discussions Conferences	Usually held in hotels in various European locations Mainly held in Sweden but also internationally
Nansen Dialogue Network	Seminars, lectures, debates, and roundtables on various topics are organised on a regular basis	Seminars, lectures, debates and roundtables	Various locations in the Balkans
The Quaker Council for European Affairs (QCEA) Search for Common Ground	Work on a variety of issues including peace and conflict resolution Secretariat and co-sponsor of 3 forums including academic and NGO leaders	Conferences Forums	QCEA runs biennial weekend conferences and a (usually annual) day conference in various European locations Usually organised together with partner organisations in Washington DC
The Swiss Peace Foundation	Conferences include topics such as Conference on the Role of Civil Society in the South Caucasus. Flagship conference is the Swisspeace annual conference	Conferences and workshops	1 day long annual swisspeace conference in Nov
The Toledo International Centre for Peace (CITpax)	CITpax provides action-oriented analytical papers, organises workshops and conferences and dialogues	Conferences, workshops, dialogues	mainly held in Spain
Division of Conflict Prevention, Mediation and Peacebuilding within EEAS European Union Institute for Security Studies	Newly established directorate within the European External Action Service Bring together academics, EU officials, national experts, decision-makers and NGO representatives from the 27 member states but also from the rest of the world for events	Large Conferences, seminars and task forces	
Ciingendael	(Netherlands Institute of International Relations)	A wide range of international events, mainly forums, debates, seminar and conferences	Mainly day long events



Figure 3: List of International Conferences and Events with potential to be located at PbCRC

<i>Organisation</i>	<i>Number of Conferences</i>	<i>Size of Conferences</i>	<i>Location of Conferences</i>	<i>Other Similar Events</i>
Crisis Management Initiative (Finland)	c. 1 per year	500	Often in Brussels	Workshops and seminars (2-3 per year)
Institute for Cultural Diplomacy (Various)	c. 11 per year	<500	Worldwide Locations	N/A
Coalition Resources (UK)	c.1 per year	<500	Worldwide Locations	N/A
Institute for Research and Education on Negotiation (ESSEC Business School)	c. 6 per year	5 small, 1 large	France, Singapore	N/A
Kosovar Center for Security Studies (KCSS)	c. 4 per year	>200	European Locations	Discussions
The Life & Peace Institute	c. 3 per year	>100	Worldwide Locations	Seminars
The Quaker Council for European Affairs (QCEA)	1 per year (main conference)	-	European Locations	N/A
European Union Institute for Security Studies	c. 3 per year	100 participants	Worldwide Locations	Seminars (40 Participants), Task Forces (20 Participants)

Figure 4: Sites of Conscience Research

<i>Accredited Site</i>	<i>Location</i>	<i>Type of programmes</i>	<i>Dedicated Museum Museum Y/N</i>	<i>Conferences run externally Y/N</i>	<i>Other points of interest</i>
Consitution Hill	South Africa	Dialogue lekgotlas - (gathering/discussions informal interactions that take place between groups of learners, non-governmental organizations (NGOs), or community audiences). Insights at Constitution Hill - programme gives ordinary people the space to evaluate the progress of the country as a democratic state, Conversations at Constitution Hill - focuses on the lives, public roles and contributions made by some of South Africa's most prominent citizens, Heritage Lekgotla Series - Designed specifically for heritage specialists, students and members of the public, these lekgotla enable participants to reflect and engage on matters that relate to heritage, culture and tourism	Y	N	Well developed website and public engagement. Offer venue hire and have a dedicated marketing and venue hire department.
Corporación Parque por la Paz Villa Grimaldi	Chile	Human Rights Education Program - hosts school groups and trains teachers on how to address the difficult history of the dictatorship in their classrooms. Oral History Project - work is underway to collect oral testimonies on the history of state terrorism in Chile. Large-scale religious and cultural public events that commemorate and promote an understanding of the magnitude of the period of military repression	Y	N	Website in Spanish only - seems to be geared towards domestic visitors
District Six Museum	South Africa	5-6 special projects per year, core programmes, youth programmes, club for ex residents	Y	Y	Despite no focused marketing activities still attract key markets from abroad US, UK, Germany
Eleanor Roosevelt National Historic Site	United States	3 day youth summer institute , 8 competitive grant programmes	Y	N	Run by the U.S National Park Service situated within Hyde Park and marketed mainly as just one of the park sites
Gulag Museum at Perm-36	Russia	7 educational programmes - Tourist Project "Boundaries of the Worlds", The History Lessons in GULAG Museum, Civil Readings in Memory of V.Astafiev, Summer Volunteer Camp "Kutchino", and Civil Song Festival "Pilorama". Publishing Projects	Y	N	Website also in English - obviously attracts some international visitors, Do travelling exhibitions
Japanese American National Museum	United States	5 major projects, national diversity education programme	Y	N	Good website covering all aspects in the experience in English
Liberation War Museum	Bangladesh	Outreach programme, freedom festival, mobile museum, Human Rights and Peace Education in the Light of History of Liberation War project	Y	Y	Basic website in English, board of trustees, Over the last 13 years the museum has received 428, 629 visitors

Lower East Side Tenement Museum	United States	Teaching English through history, Immigrant Resource Guide, Making History a Shared Community Resource, Addressing Class Bias, Housing Abuse Action	Y	N	Very good website in English, extensive management team, facilities such as shop, membership scheme, tours
Maison des Esclaves	Senegal	Reconciliation programmes, International exchanges, Educational and outreach programmes	Y	N	No website, probably only marketed through membership of sites of conscience
Martin Luther King, Jr. National Historic Site	United States	Special events - plays, storytellers, and a historic puppet, Educational Programs	Y	N	Extensive teachers and educational programmes, research programmes
Mednoe Memorial Complex	Russia	Public Outreach - debates, lectures, official events, and regional radio series on topics of totalitarianism and state repression, Public Events - Day of Remembrance for the Deceased.	Y	N	Website in Russian and English, standard museum related facilities- souvenirs and exhibitions
Memoria Abierta	Argentina	Seminars and training workshops with local and foreign experts in order to encourage and broaden public debate on the future museum. The Documentary Heritage program coordinates the organization, preservation and dissemination of the archives,	Y	N	Website in Spanish and English. Main role to facilitate access to information on what took place during the last military dictatorship
Peace School Foundation of Monte Sole	Italy	European Citizenship Camp, Start Playing primary programme, Education workshops, 2 major Public and International Relations	N	N	Website in English and Italian. Heavily focused on education
National Civil Rights Museum	United States	Forum for Contemporary Issues	Y	N	But they do organise the 'Freedom Awards' with up to 4,000 attendees
Terezin Memorial	Czech Republic	Overcoming Official Resistance, Educational Outreach	Y	Y	English website, serious presentation of subject matter even through the way in which marketed through the website
Women's Rights National Historic Park	United States	Wesleyan Chapel Ranger Program - Learning why the First Women's Rights Convention was held in Seneca Falls. Visitor Center Film and Exhibits, Winter Film Festival Feature Presentation	N	N	Run and marketed through the US National Park Service
The Workhouse	England	Interpretive events and educational programmes for all ages	N	N	Now owned by the National Trust

Sites reviewed as part of the branding, positioning and marketing developing work

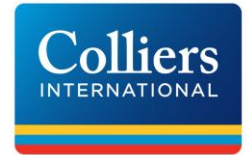
Peace Centres

1. Caux Peace Centre, Switzerland
2. US Institute for Peace
3. Martii Ahtisaari Centre
4. Chatham House
5. International Peace Institute
6. Eleanor Roosevelt National Historic Site, USA

Museums (and Learning/Education)

7. Sites of Conscience
8. Liberation & War Museum, Bangladesh
9. Villa Grimaldi, Chile
10. Memoria Abierta, Argentina
11. 9/11 Memorial
12. Anne Frank Museum, Amsterdam
13. Auschwitz-Birkenau
14. Yad Vashem, Israel
15. Gulag Museum, Perm-36, Russia
16. The Workhouse, Southwell, England

17. Women's Rights National Historical Park, New York
18. Terezín Memorial, Czech Republic
19. National Civil Rights Museum, Memphis, US
20. Mednoe Memorial Complex, Russia
21. Martin Luther King Jr National Historic Site, Georgia, Us
22. Peace School Foundation of Monte Sole
23. Robben Island Museum, South Africa
24. District Six Museum, Cape Town, South Africa
25. Constitution Hill Museum, Johannesburg, South Africa
26. Maison Des Esclaves, Gorée, Senegal
27. Japanese American National Museum, USA



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