



conciliation resources

An International Service for Conflict Resolution and Prevention

Annual Report 1997

Conciliation Resources Staff & Council Members

(as at 31 December 1997)

Staff

Co-Directors

Andy Carl
David Lord
Guus Meijer

Programme and Project Staff

Jeremy Armon
Jonathan Cohen
Frances Fortune
Dylan Hendrickson
Shanti Kar
Dr. Abiodun Onadipe
Liz Philipson
Kushma Ram
Leah Wedmore

Council Members

Andy Carl
(Staff Representative)
Martin Henwood
(Honorary Treasurer)
Mark Hoffman
Cristina Sganga
(Interim Chair)
Theodosia Sowa

Introduction

In a variety of ways, most of them positive, 1997 has been a remarkable year for Conciliation Resources (CR).

In July 1997, the Fiji Citizens' Constitutional Forum's (CCF's) public education programming, campaigning and lobbying — much of it carried out in partnership with CR — bore fruit, when the island nation's new, amended Constitution was passed. With the constitutional changes, moves toward power-sharing and other institutional reforms, Fiji took a major step towards expanding the scope of tolerance and pluralism in its multi ethnic society. Despite those achievements, a range of potentially conflictual political, economic and social issues still confront them. Looking to the next three years, the CCF, in partnership with CR, is committed to helping to deepen and broaden the democratisation process in Fiji through a multi-faceted programme aimed at promoting multi culturalism, human rights and the strengthening of democratic institutions.

In contrast to the positive developments in Fiji, CR's planned programming in Sierra Leone was derailed by the May coup d'état. The coup led to widespread violence against civilians, the flight of the democratically elected government, a regionally imposed economic and political embargo, virtual economic and social collapse, and the displacement of CR project partners, friends and our regional coordinator. Insecurity within Sierra Leone and the suspension of most of our funding forced the curtailment and then redirection of CR activities. From her new base in Monrovia, CR's Regional Coordinator turned to providing support for peacebuilding activities among Sierra

Leonean refugees, as well as to efforts by the Liberian Women Initiative to promote the massive participation of women in that country's presidential and legislative elections. At the time of writing, the regional security situation remained unstable, despite the reinstallation of Sierra Leone's civilian government and signs that war-weary Sierra Leoneans and Liberians were eager to grasp emerging opportunities for reconstruction, reconciliation and the building of sustainable peace.

CR's third major area of activity in 1997 was the publication of *Accord — An International Review of Peace Initiatives*. Following the production of the pilot issue on Liberia, 1997 saw the production of highly praised issues on Guatemala and Mozambique, and well-advanced preparations for issues on Sri Lanka and Cambodia. *Accord* has proven to be an effective tool for learning and exchanging experiences among peacemaking practitioners and parties in conflict alike. In future, CR plans to make more use of the *Accord* process to engage parties to conflict in constructive approaches to conflict transformation.

On the organisational side, we have attempted to keep pace with the expansion of activities and the increasing complexity of our work by constantly monitoring and, where necessary and possible, improving internal capacities and procedures.

As we look to the future, we hope to be able to demonstrate to our partners in areas of violent or potentially violent conflicts, to all those who provide financial and other support to peacebuilding activities, and to our co-workers, associates and friends, that CR continues to merit their confidence.



Andy Carl
Co-Director



David Lord
Co-Director



Guus Meijer
Co-Director

Main Programme Activities

Fiji

A watershed in Fiji's democratisation process was reached in July 1997, with Parliament passing the Constitution Amendment Act, which directly addresses many of the inequities of the 1990 Constitution. CR's programme partner, the Citizen's Constitutional Forum (CCF), played a lead role in promoting civil society dialogue within this parliamentary review process.

Joint CCF/CR activities largely focused on community or grassroots political education around the constitutional review. In addition to raising levels of awareness and debate, the broad aim of these activities was to help promote the conditions favourable to a constitutional settlement. Projects included a national poster writing competition, a series of rural and national workshops, a daily cartoon strip in the Fiji Post, dissemination of teaching and discussion aids on constitutional reform, feature articles in the national press, and the production of T-shirts promoting the Citizens' Charter.

The CCF also sought to use its access and leverage with the parliamentary political

parties. Formal workshops and informal discussions focused on a number of the contentious issues where there was still room for input and the consideration of alternatives, most notably the design of the new electoral system. Civil society dialogue (i.e. non party-political) was promoted on the new settlement and on the gains and limitations it represents for building democracy, as well as for social and economic development in Fiji. The CCF convened a national consultation on 'The Constitutional Settlement: Challenges for Civil Society Organisations in Developing our Democracy' with CR-sponsored international resource persons.

Democratic gains in the new Constitution include the creation of a Human Rights Commission, strengthening of the Bill of Rights and the Office of the Ombudsman, as well as introduction of a preferential voting system and a more fair allocation of seats reserved for ethnic representatives. At the executive level, the settlement includes power sharing between the elected parties and, by definition, between communities.

The overall limitations of the revised constitution remain to be seen, but perhaps the most obvious one is the decision to maintain the communal system of party politics at the heart of political representation; and while there are a myriad of mechanisms designed to counter inter-ethnic tension and to promote cross-cultural cooperation, there is no obligation on the part of the government to continue with this reform process and to move away from communalism.

Since the Amendment Act was passed, the CCF has focused on a series of national consultations on the enabling legislation emerging out of the new Constitution (i.e. on the Freedom of Information Act, Leadership



Code and the Human Rights Commission), as well as on its own future institutional role. They also have produced a cartoon-illustrated guide to the new Constitution, inspired by the work of the Constitutional Assembly in South Africa.

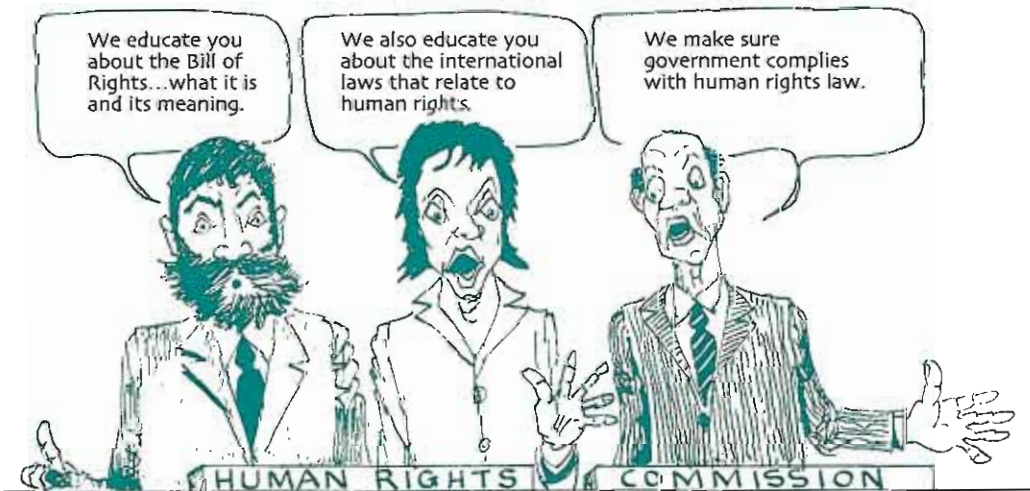
The conflict prevention dimension of this process was recognised by Prime Minister Sitiveni Rabuka in a speech to the General Electors' Party in June 1997. The Constitution in itself will not resolve Fiji's ethnic divisions. They are firmly rooted in the social and economic fabric of the nation, and their deep-seated nature creates a number of challenges for civil society.

The CCF is developing a framework for initiatives and interventions in consultation with other civic groups aimed at reducing divisions between ethnic groups to promote conditions favourable for sustainable democratisation. That work will proceed with two major national economic and social challenges on the horizon — the large-scale



renewal of agricultural land leases and the radical restructuring of the sugar industry through the re-negotiation of the Lomé Convention. All these factors make the future role of the CCF a crucial one for conflict prevention and the consolidation of meaningful democratisation in Fiji.

CR's role as a programme partner in this new phase, however, is likely to be gradually reduced in comparison to the last three years.



“Democratic gains in the new Constitution include the creation of a Human Rights Commission, strengthening of the Bill of Rights and the Office of the Ombudsman, as well as introduction of a preferential voting system and a more fair allocation of seats reserved for ethnic representatives”

Sierra Leone

CR's planned activities in Sierra Leone in 1997 were derailed by the coup d'état of May 25. A two-year, collaborative

peacebuilding programme, funded by the UK Department for International Development and to be carried out in partnership with the Sierra Leone Women's Movement for Peace, the Sierra Leone Association of Journalists, the Sulima Fishing Community Development Project Committee, and the Bo Peace and Reconciliation Movement, was being initiated when the coup took place. The July 2 suspension of all British Government funding for NGO activities inside Sierra Leone, the displacement of project partners and general levels of insecurity forced CR to suspend its planned programme activities, and eventually, its endeavours in response to a request to support facilitation efforts to solve the crisis.

Through July and September, CR produced a regular series of Inter-Agency Briefings and Special Issue Briefs on Sierra Leone and the wider region, in collaboration with a number of relief and development NGOs, and funded by Concern Universal, CARE UK, Tear Fund, ActionAid and

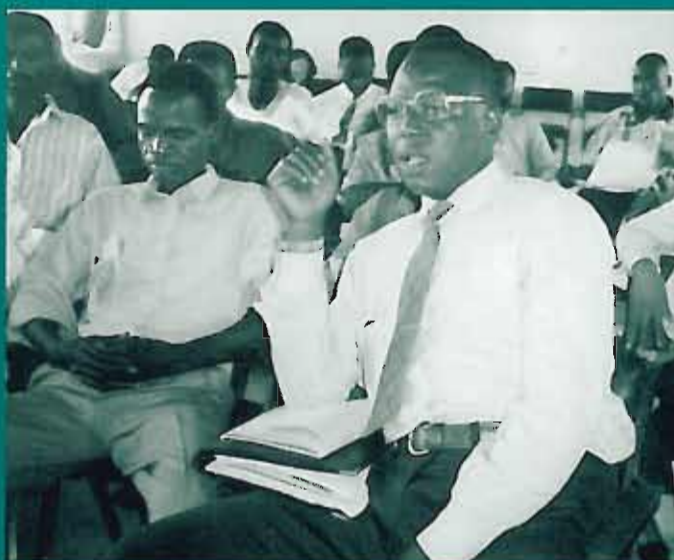


Christian Aid. The briefings focused on the humanitarian situation and response in Sierra Leone, Liberia and Guinea, and provided analysis of evolving regional and international political and social trends. CR also coordinated a visit to London by the Chair of the Sierra Leone Committee for the Consolidation of Peace, a body set up under the Abidjan Peace Accord.

In late October, CR began providing support for community mediation among Sierra Leonean refugees in Liberia, initially funded by Christian Aid. Ongoing work has involved systematic assessment of material needs and conflict issues among registered and unregistered refugees, mediation and problem-solving among and between supporters of the ousted government and supporters of the junta factions, and liaison between refugees representatives, Liberian officials, and national and international relief organisations. CR's Programme Coordinator Frances Fortune, who was forced to leave Sierra Leone early in June for Liberia, provided planning and logistical assistance from Monrovia.

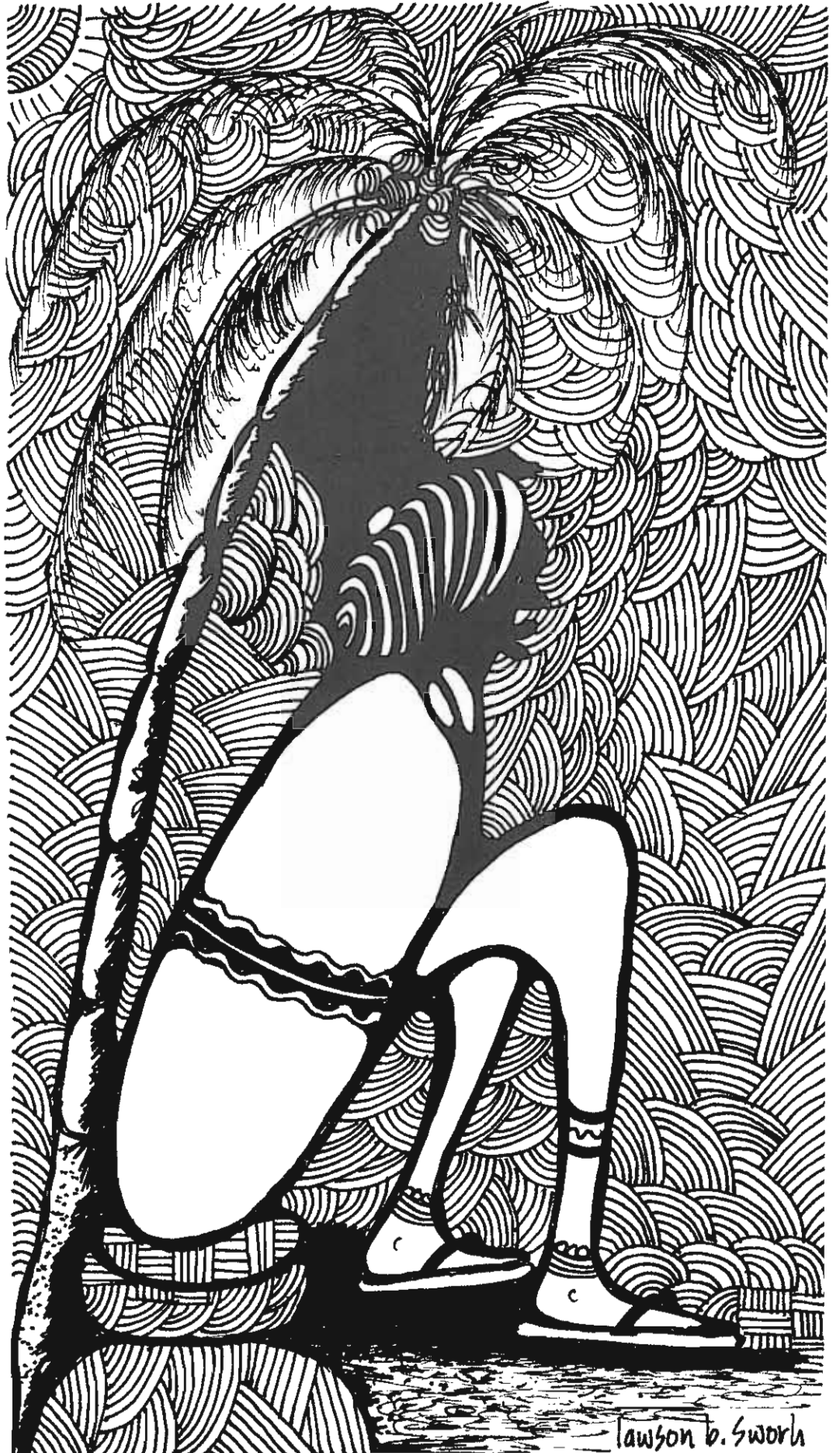
Meanwhile, a number of meetings and discussions were held in London with displaced Sierra Leonean civic activists, including representatives of the Sierra Leone Women's Movement for Peace, the Sierra Leone Association of Journalists and the National League for Human Rights and Democracy, as well as representatives of the ousted government and persons in contact with the junta leadership. Discussions centred on the possibility of resuscitating elements of the Abidjan peace process and involvement of civil society in implementing the peace plan. CR was unable to respond to requests from the Freetown-based Independent National Mediation Committee for financial support for its activities.

Towards the end of the year, a number of new or revised proposals had been formulated and discussed with project partners, and new sources of funding were being procured. In December, Co-Director David Lord and consultant Khadija Bah travelled to Conakry,



Guinea, and Kambia, Sierra Leone, to participate in planning sessions for a joint CR-UNICEF-ActionAid initiative to steer a wide public consultation on the crisis of Sierra Leonean youth that involves young people in focused discussions on issues such as education and training, real employment opportunities, and health.

“CR produced a regular series of Inter-Agency Briefings and Special Issue Briefs on Sierra Leone focusing on the humanitarian situation and response in Sierra Leone, Liberia and Guinea, and provided analysis of evolving regional and international political and social trends”



Liberia

When on 21 May 1997 the Liberian presidential and legislative elections were definitively set for July 19 — implying a nine-week campaign — few observers were optimistic that Liberians could carry out a credible election process in a country devastated by war, with high illiteracy rates and a still largely displaced, traumatised and fearful population.

Despite the obstacles, the Liberian Women Initiative (LWI), under the leadership of Mary Brownell and Etweda Cooper, was able to mobilise hundreds of Liberian women to become involved in voter education and election-day monitoring. With funding from the UK Overseas Development Administration (now Department for International Development), CR provided technical advice and administrative support for the LWI.

The overall objective of the programme was to provide effective voter education and election monitoring by ordinary Liberians, mainly women, to ensure the legitimacy of the process. The absence of recent democratic precedents, high illiteracy rates and a long period of instability created by the seven-year civil war all meant that the electoral process was bound to be fraught with difficulties. The 12-year gap since the last Liberian election necessitated an extensive voter education programme.

Operating in a climate of high uncertainty and sporadic intimidation, civic groups, including the LWI, played an extremely active but limited role in the electoral process. For those groups, the poor showing of civilian

candidates was a demoralising blow. Civic leaders and the general population are aware that the election process itself has not led to rapid progress in repairing the devastated social, economic and political fabric of the country, and, at best, can only be seen as a first, tentative step on a long road to sustainable peace and development.

The LWI has since continued to actively promote greater women's participation in civic affairs and peacebuilding. However, political adversaries and non-partisan institutions within Liberia remain extremely vulnerable to physical intimidation by armed groups and to coercive regulation.

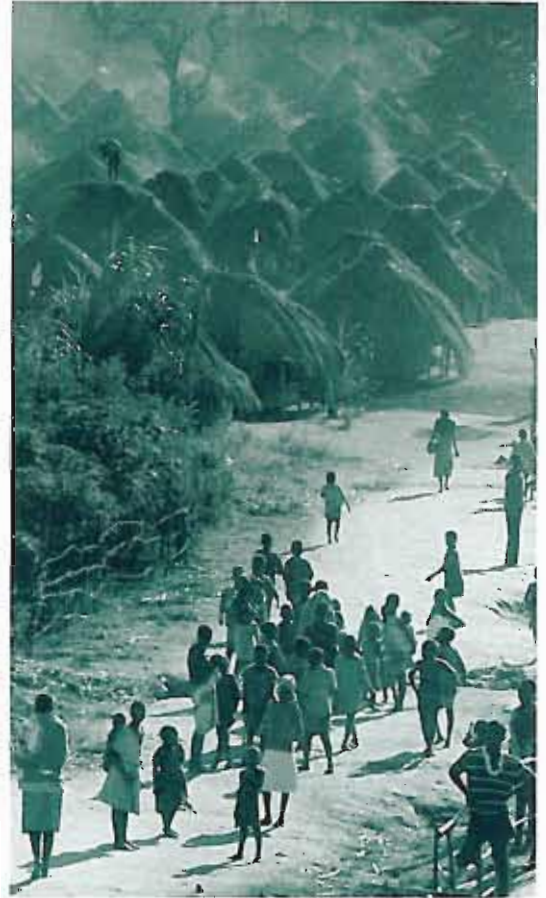
In the light of the ongoing political, social and economic instability in the region, and an increased need for sustained, external support for civic groups within Liberia in the short- and medium term, CR's Sierra Leone Programme Coordinator has been developing future programming with the LWI.



Accord

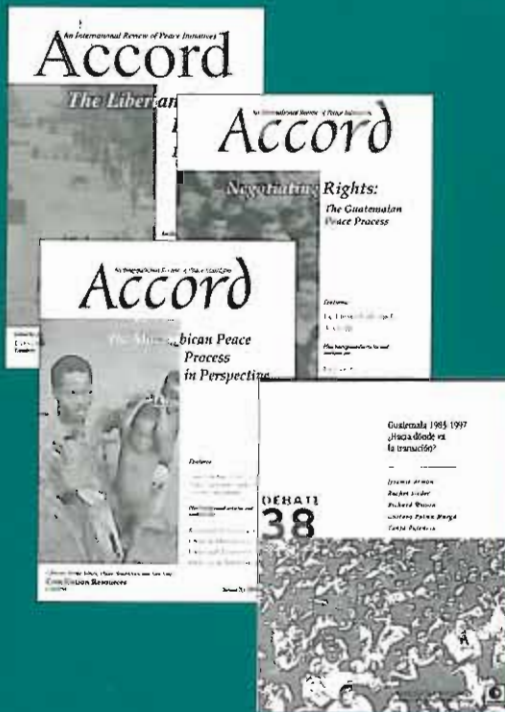
An International Review of Peace Initiatives

The production and distribution of the *Accord* journal has been a major and growing activity for CR in 1997 in our efforts to provide practitioners with a practical and accessible tool for peacemaking. The second issue, *Negotiating Rights: The Guatemalan Peace Process* (edited by Jeremy Armon, Rachel Seider & Richard Wilson) was published in December 1997 and the third one, on *The Mozambican Peace Process in Perspective* (edited by Jeremy Armon, Dylan Hendrickson & Alex Vines), was produced in 1997 and appeared in January 1998. Issues on Sri Lanka and Cambodia are in preparation, while consultations on issues about Georgia/Abkhazia and Mindanao (Philippines) were initiated; all these will be published in 1998 and early 1999.



Other achievements of the Accord programme in 1997 included:

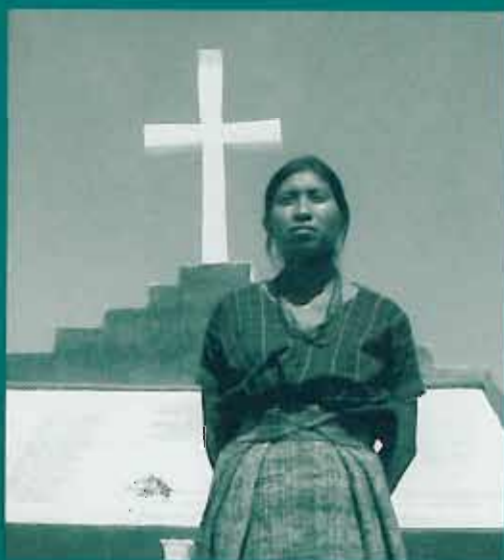
- establishing collaborative agreements with the Latin American Faculty for Social Sciences (FLACSO) in Guatemala City, the Mozambican National Archive in Maputo, the Social Scientists Association in Colombo, and the Khmer Institute of Democracy in Phnom Penh concerning review seminars and national language editions of *Accord's* Guatemala, Mozambique, Sri Lanka and Cambodia issues;
- electronically published *Accord* — featuring the full text of all published issues of *Accord* (Liberia, Guatemala, and Mozambique), complete with a search engine (<http://www.c-r.org/accord/accord.htm>), as well as a Home Page for other materials produced and distributed by CR;
- securing a longer-term financial foundation for the programme through grants from the UK Department for International Development (DFID) and the European Commission, as well as an independent sales and distribution system;
- establishing and refining a complimentary mailing list of over 600 key individuals in *Accord's* target constituencies, most in countries experiencing internal conflict.



Accord in Sri Lanka

In addition to work on the upcoming issue of *Accord*, CR convened two successful seminars in Sri Lanka. The first, held in October under the title 'Peace through War', was a residential seminar at Hendula, near Colombo, with the support of the Movement for Inter-Racial Justice (MIRJE); it focused on the Government's constitutional reform package and the current state of the war. The second seminar, on the Sri Lankan debates on Self Determination, was held in November, in collaboration with the Colombo-based Centre for Policy Alternatives (CPA).

CR has also worked in partnership with the Social Scientists Association of Sri Lanka (SSA) and been assisted by other agencies during this period of the project. The National Peace Council of Sri Lanka (NPC) facilitated a trip to the Eastern province during the visit of Series Editor Jeremy Armon in November, and the Civil Rights Movement (CRM) and Nadesan Centre facilitated the Issue Editor, Liz Philipson, with office services during her stay in Sri Lanka.



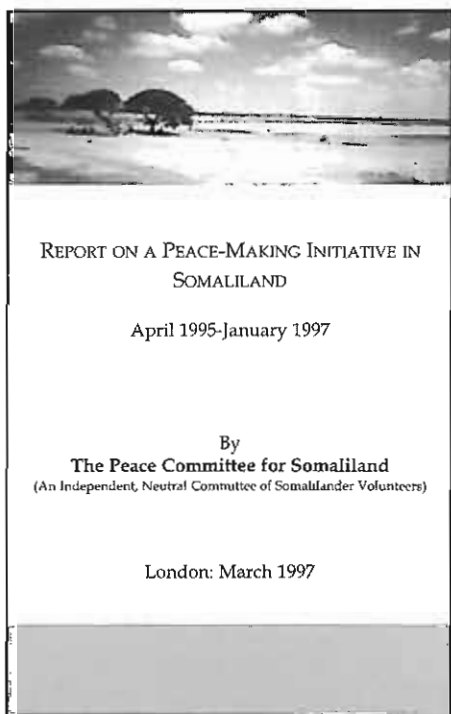
Project Development & Other Activities

Somaliland

The work of the Peace Committee for Somaliland came to a close with their contribution to the debates of the National Congress at the end of 1996. CR's support took the form of hosting a workshop in London and assistance in the writing and production of a final report on the Committee's activities, as well as an ongoing dialogue on the challenge to sustain the peace through development, with the former Chair of the Peace Committee, Hassen Megag Samater. The Committee insisted on completing their final report because — while their work had been documented by the UNDP and academic researchers — they had not had the opportunity to 'tell their story'.

The report, published by CR in March 1997, is in itself important testimony to diaspora-led conflict resolution.

The section on 'lessons learned' offers valuable insights into such processes. The full text can be found on CR's Website (<http://www.c-r.org>).



Media in Conflict

This project, developed over the last year, focuses on capacity building and institutional development related to the role of media in conflict prevention and resolution, particularly in Africa. A number of preparatory consultations were conducted and a concept paper was written and published on CR's Website.

A pilot project involving a series of workshops and consultations with journalists in East and West Africa has been developed in collaboration with national and regional professional organisations, viz. the Gambia Press Union, the Zambia Institute of Mass Communication and the West African Association of Journalists. These activities will take place in the first half of 1998, thanks to funding received from the Dutch Ministry for Development Cooperation.

Other

In March and April, Amani Mwenegoha from Tanzania spent some time with CR to elaborate a project proposal involving a feasibility study of conflict management and resolution structures in Tanzania.

Around the same time, CR was involved in the formulation of a comparative research and training project on 'The Constructive Roles of Civil Society in Sustaining Political and Constitutional Settlements in Divided Societies'. Countries considered were Fiji, South Africa and the Philippines.

Unfortunately, attempts to get these project funded were as yet unsuccessful

In the course of the year, CR staff and associates worked on a range of other programmes and were involved in networking activities, including:

- a regional seminar in Tallinn (Estonia) in the 1997-98 round of the 'Programme on Inter-Ethnic Relations and Minorities in Central and Eastern Europe', sponsored by the King Baudouin Foundation in Brussels, in collaboration with local Soros Foundations and others;
- seminars in Brasov (Romania) and Almaty (Kazakhstan) with the Foundation on Inter-Ethnic Relations (FIER) in The Hague, in support of the work of the OSCE High Commissioner on National Minorities;
- preparation of training for 'Conflict-Handling in the Aid Programme' for the staff of the UK Department for International Development (DfID), a project of the Conflict Analysis & Development Unit (CADU) of the London School of Economics and Political Science (LSE);
- a study on conflict prevention mechanisms of the Organisation for Security and Cooperation in Europe, part of a wider study undertaken by the Netherlands Institute of International Relations 'Clingendael' and commissioned by the Dutch Ministry for Development Cooperation;
- continued participation in the Committee for Conflict Transformation Support (CCTS — formerly CCCRTE), including editing its Newsletter and providing a Website (<http://www.c-r.org/cr/ccts>) and in CODEP (the UK Network on Conflict & Development).

Organisational Development

CR has grown substantially over the year, quantitatively as well as qualitatively. In addition to the two Co-Directors, Andy Carl and David Lord, and Accord-editor and Programme Manager Jeremy Armon, a number of people have worked or are working on specific projects, for longer or shorter periods of time. In 1997 they included: Kadijah Bah, Mark Bradbury, Lylaani Dixon, Casper Fithen, Dylan Hendrickson, Bruce Jones, Abiodun Onadipe, Liz Philipson, Satendra Prasad, Kushma Ram, Ismael Rashid, Leah Wedmore and others.

In March 1997, Frances Fortune joined CR as Sierra Leone Programme Coordinator, based in Bo, but after the coup d'etat she had to leave the country. She continued to work on CR projects from Monrovia.

In August, Chair Guus Meijer joined CR's staff in London as third Co-Director, with the combined task of organisational development and programme work. In December, Jonathan Cohen came on board as Programme Manager, to work on the 'Clingendael' study and on conflict issues in the former Soviet Union, particularly Central Asia and the Caucasus region.

With the transition of Guus Meijer from Chair of the Board of Trustees to Co-Director, Cristina Sganga took over as interim-Chair and the intention is to rotate this position among Council members. Raj Thamotheram had to resign from CR's Council due to lack of time. New Council members are being approached in order to bring the Council back to full numerical strength in 1998.

CR Staff (31 December 1997)

Jeremy Armon

Accord Series Editor/Programme Manager

Between 1993-96, Jeremy studied and worked at the Institute of Development Studies at the University of Sussex (M.Phil). He did research on governance, conflict, and pastoralism, and military/security establishments in Africa. Before joining CR, he worked in the policy department of Oxfam UK/Ireland, providing research and administrative support around conflict issues. His first degree, a B.A. Hons in psychology and sociology, is from the University of Leeds.

Andy Carl

Founder and Co-Director of CR, with primary responsibility for the Fiji and Accord programmes

From 1989-94, Andy was Senior Programmes Coordinator for International Alert on initiatives in Southern Africa, Sri Lanka, Western Europe (racism), Liberia, the Philippines, Colombia, Iraqi-Kurdistan, and elsewhere. Previously, he was National Coordinator of the Central America Human Rights Committee UK (1986-89). He is a US citizen and was educated at the University of California at Berkeley (B.A.) and Trinity College, Dublin (M.Phil.).

Jonathan Cohen

Programme Associate

Jonathan joined CR after having served for two years as Deputy Director of the Foundation on Inter-Ethnic Relations in The Hague, working with the OSCE High Commissioner on National Minorities on projects in Kazakhstan, Kyrgyzstan and Ukraine. Previously, he worked as Former Soviet Union Programme Officer at International Alert, mainly on projects in the Caucasus region, and as a consultant to the Peace Research Institute Oslo and the Institute for War and Peace Reporting. In 1991, he spent a year in Moscow doing oral history research and he has travelled extensively in most of the former Soviet republics. He holds a B.A. from the University of Bristol and Master degrees from the University of Oxford and the School of Slavonic and East European

Studies, University of London. Languages other than English: Russian.

Frances Fortune

Programme Coordinator Sierra Leone

Before joining CR, Frances worked as a consultant to UNICEF with the Children Living in Especially Difficult Circumstances programme and in support of the Sierra Leone Ministry of Social Welfare. Previously she worked with the SASP/EU, Caritas/Concern Universal, GTZ Bo/Pujehun Rural Development Project, CUSO (The Gambia), and the FAO Women's Agricultural Project. She is a Canadian citizen and holds a B.Sc. Hons from Queens University, Kingston, Ontario. Languages other than English: Krio, Mende, French.

Dylan Hendrickson

Issue Editor Accord — Cambodia

Dylan joined CR as co-editor of the Mozambique-issue of *Accord* after a period of extensive research and writing about development and security issues for a number of international and UK-based agencies. Between 1991-93 he served as an aide to Cambodia's Prime Minister Prince Norodom Ranariddh in the context of the UN-sponsored peace process. He holds an M.Phil in Development Studies from the University of Sussex; his research focus was on conflict issues in Mexico, Kenya, Nigeria and Cambodia. He was raised in Nigeria, is a US citizen, and did his undergraduate studies in Seattle and at the University of Aix/Marseille. Languages other than English: French, reasonable Danish and Hausa.

Shanti Kar

CR's bookkeeper

Shanti was educated in West Bengal and the UK and holds professional qualifications in computing (City and Guilds Computer Programming and Information Processing) and office systems (Hounslow Borough College). Previous positions have included assistant management accoun-

tant with Cahners Exhibitions Ltd., senior accounts clerk with Twoco Ltd. and computer accounts clerk with Sunbury Metal Pressing Ltd. Languages other than English: Bengali, Hindi.

David Lord

Founder and Co-Director of CR, with primary responsibility for the West Africa programme
Previously, David worked as a consultant and researcher for International Alert and the Parliamentary Centre for Foreign Affairs and Foreign Trade in Ottawa. He also worked as an editor and writer for a number of Canadian media organisations, including The Canadian Press news agency and The Montreal Star. He is a Canadian citizen and a graduate of Sir George Williams University (B.A.), the University of Western Ontario (Dip.J.) and has studied at the *Centre Professionels des Journalistes* in Paris. Languages other than English: French.

Guus Meijer

Co-Director, Organisational Development
Guus was Chair of CR's Council since the start in 1994, and held positions of Training Officer at International Alert and INCORE (N-Ireland), organising conflict resolution training in different parts of the world. In the 1970s, he worked as a researcher and lecturer in socio-linguistics in the Netherlands and, from 1977-84, in Mozambique. Between 1985-89, he was Coordinator of the Eduardo Mondlane Foundation in Amsterdam. He is a Dutch citizen and a graduate from the University of Amsterdam (B.A. and M.A.) and the Institute of Social Studies in The Hague (M.A. Development Studies). Languages other than English: Dutch and Portuguese, reasonable French and German.

Abiodun Onadipe

Programme Associate
Abby is a specialist in conflict resolution and analysis and has researched and written extensively on democracy, government and conflict in Africa. He was a journalist for several years in Nigeria and has a doctorate degree in International Relations from the University of Kent at Canterbury. He is a Nigerian citizen. Languages other than English: Yoruba, reasonable French.

Liz Phillipson

Issue Editor and Coordinator of Accord-Sri Lanka
From 1993-97, Liz worked as South Asia Programme Manager at International Alert. Previously, from 1983-93, she was a researcher and office manager for Jeremy Corbyn MP and before that she worked as an underwriter and claims assessor. She has held many positions in the British Labour Party and trade union movement. Currently, she is Chair of War on Want. She holds an M.Sc. degree in Development Studies from the University of the South Bank.

Kushma Ram

Project Officer for the Fiji programme
Kushma holds an M.A. in Development Studies from the Institute of Social Studies in The Hague and language degrees from the University of the South Pacific in Fiji and the Central Institute for Hindi in New Delhi. She has previously worked as a Project Officer in Adult Education at the University of the South Pacific, as a Researcher at the Fiji Women's Rights Movement and the Fiji Trades Unions Congress and as the National Coordinator of Save the Children's Fund in Fiji. She was also Deputy Director (Economic Development) for the Pacific Concerns Resource Centre. She is a Fiji citizen. Languages other than English: Hindi.

Leah Wedmore

Accord Sales and Distribution (part-time)
From 1987-92 Leah was a Natural Resource Planner for the State of Alaska Department of Natural Resources, working with the public and private sectors, NGOs, Native communities and the State legislature to resolve resource allocation conflicts. In 1993 she earned an M.Sc. in Development Studies from the London School of Economics and Political Science, specialising in environment and development issues. After a period as a freelance writer/researcher on energy and environment issues in Central and Eastern Europe, and starting a family, Leah joined CR as a part-time assistant on the *Accord* programme. Her first degree is in Geography. Language other than English: German.

Summarised Statement of Financial Activities

For The Year Ended 31 December 1997

Income (UK £)	1997	1996 ¹
Unrestricted Grants	67,898	50,352
Bolton's Trust	20,000	15,000
Lord Ashdown Charitable Settlement		10,000
Danish Ministry of Foreign Affairs (DANIDA)	25,000	
Swedish International Development Cooperation Agency (SIDA)	22,898	25,352
Restricted (Project) Grants	273,827	116,589
Accord	96,994	
Sierra Leone	77,059	38,867
Liberia	60,851	1,990
Gambia		11,298
Somaliland		6,222
Fiji	38,923	58,107
Other		105
Other Income	22,061	2,348
West Africa Briefing	11,475	
Consultancy fees	9,932	1,719
Sales Accord	654	468
Exceptional Item		161
Total Income (A)	363,786	169,289
Expenditure	1997	1996¹
Funded Projects and Programmes	281,268	130,906
Accord	92,082	15,109
Sierra Leone	75,033	36,684
Liberia	56,138	1,990
West Africa Briefing	11,475	
Gambia		11,767
Somaliland		5,772
Fiji	46,540	59,370
Other		214
Project Development	21,985	
Core	36,984	24,823
Total Expenditure (B)	340,237	155,729
Balance at 31 December (A-B)	23,549	13,560

(1) Refers to the period 8 May — 31 December 1996

Balance Sheet as at 31 December 1997

UK (£)	1997	1996
Fixed Assets	15,906	1,052
Current Assets		
Cash at Royal Bank of Scotland	59,866	32,297
Debtors — Accrued Income	20,069	54,473
Total Current Assets	79,935	86,770
Liabilities		
Creditors — Accrued Liabilities	30,671	39,262
Deferred Income	28,061	35,000
Total Liabilities	58,732	74,262
Current Assets Less Liabilities	21,203	12,508
Net Assets	<u>37,109</u>	<u>13,560</u>
Funds		
Unrestricted Income Funds	29,847	10,986
Restricted Income Funds	7,262	2,574
Total Funds	<u>37,109</u>	<u>13,560</u>

These summarised accounts have been extracted from the full audited accounts of Conciliation Resources for the year ended 31 December 1997 and they may not contain sufficient information to allow for a full understanding of the financial affairs of the Charity.

For further information copies of the full audited accounts can be obtained from Conciliation Resources. The full audited accounts were approved by the Trustees on 23 March 1998 and have been submitted to the Charity Commission and the Registrar of Companies.

Auditors Report on the summarised accounts of Conciliation Resources for the year ended 31 December 1997:

"We have examined the summarised accounts which have been extracted from the full audited accounts for the year ended 31 December 1997. In our opinion the summarised accounts are consistent with the full audited accounts"

Ramon Lee & Partners, Registered Auditors,
Chartered Accountants, New Roman House,
10 East Road, London N1 6BG

Notes on Summarised Accounts 1997

- **Core.** The Core expenditure refers to the total costs for management and administration, less the contributions made by projects and programmes for staff members' salaries and project-specific overheads, set at between 5% and 8%. CR makes great efforts to keep its Core costs as low as possible, but the nature of the activity we are involved in makes it virtually impossible to cover all management and administration costs directly from project overheads and we will remain dependent on unrestricted grants and other untied income to continue our work.
- **Project Development.** CR's Council has elected to set aside a certain proportion of our unrestricted income to invest as 'seed money' for new initiatives. This made it possible in 1997 to invest considerably in project development (made even more necessary by the events in Sierra Leone and the subsequent suspension of British government funding), while also continuing to upgrade CR's internal organisation. We intend to continue both trends in 1998.
- **Balance.** It is our intention to maintain an adequate working balance of reserves to cover future contractual liabilities.
- **Deferred Income.** This refers to a number of grants for work to be done in 1998.
- **Future.** All major programme areas of 1997 (Fiji, West Africa, Accord) have secured funding for part of their continued activities in 1998, or in the case of Accord, into 1999. New funding has also been granted (e.g. Media and Conflict), while a number of submissions are outstanding or still under elaboration, both for existing as well as for new programme areas.

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Page 8: Lawson B Sworth
Page 9: Associated Press
Page 10 top: Panos Pictures
Page 10 bottom: Ferhat Momade/AIM
Page 11: Julie Bubbers/CAFOD

Design and Layout

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Printing

Spider Web Lithoprinters, 14 Sussex Way,
London N7

Conciliation Resources

An International Service for Conflict Prevention and Resolution

Conciliation Resources (CR) was established in 1994 to provide an international service to organisations pursuing peacebuilding or conflict transformation initiatives. The principal objective is to support the sustained practical activities of those working at the community and national levels to prevent or transform violent conflict into opportunities for social, political and economic development based on more just relationships

CR draws on a pool of skilled, multi-disciplinary staff and programme associates to apply a wide range of expertise in addressing armed conflict or the threat of large-scale violence. Where mechanisms for effective participation are non-existent or weak, sustained conflict transformation implies providing opportunities to build or strengthen civic capabilities for dialogue and problem-solving, locally, nationally and sometimes regionally.

In attaining that objective, CR:

- assists local organisations in the development of indigenously-rooted, innovative solutions to short- and long-term social, economic and political problems related to armed conflict or communal strife;
- wherever possible, involves previously marginalised or excluded groups in community and national peacebuilding processes;
- promotes organisational transparency and accountability, as well as inclusive and participative decision-making;
- participates as fully as possible in the local and international development and dissemination of conflict resolution practice and theory;
- is an active member of networks such as the Committee for Conflict Transformation Support (CCTS), the UK Conflict and Development Network (CODEP), and the European Platform for Conflict Prevention and Transformation.

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Funding

Since its start in 1994, CR and its work have been supported by a growing range of funders and sponsors. In 1997, CR's activities were made possible by grants or contributions from the following institutions and agencies, whose support is herewith gratefully acknowledged:

- The Lord Ashdown Charitable Settlement (UK)
- Bolton's Trust (UK)
- Danish Ministry of Foreign Affairs (DANIDA)
- UK Department for International Development (DfID) (formerly ODA)
- European Commission (EC)
- Association of Protestant Churches and Missions in Germany (EMW)
- UK Foreign and Commonwealth Office (FCO)
- Methodist Church Overseas Division (UK)
- Royal Norwegian Ministry of Foreign Affairs
- Swedish International Development Cooperation Agency (SIDA)
- UNICEF
- United States Institute of Peace (USIP)
- ActionAid, CARE UK, Christian Aid, Concern Universal, and Tear Fund (UK)

CR has also been instrumental in obtaining funds for the exclusive use of local partners, funds which are therefore not represented in our financial accounts.