

annual report 2000



conciliation
resources

CR staff in 2000

Rebecca Abraham *Distribution and Sales Co-ordinator of Accord*. Before joining CR in March 1998, Rebecca was Administrator of a church in London. Previously, she worked as a business consultant in Colombo, Sri Lanka and as an executive at the Central Bank of India in Chennai, India. She has also briefly written for an Indian newspaper. She did a BA (Hons) and an MA in Economics at the University of Delhi.

Catherine Barnes *Accord Programme Manager/ Series Editor*. Catherine joined CR in May 2000. Her early professional life was as a community activist and social worker in rural West Virginia, USA and then in national campaigning with the Mental Health Law Project. She worked with the Institute of World Affairs on training programmes for the UN diplomatic community and then as programme co-ordinator for Europe/ Former Soviet Union/ Americas with Minority Rights Group. She has published on minority issues in Central and Eastern Europe and in Somalia and produced training manuals on conflict resolution, negotiation, and advocacy skills. She holds a doctoral degree from the Institute of Conflict Analysis and Resolution at George Mason University.

Andy Carl *Co-Founder and Co-Director of CR*. In addition to helping to manage the organization, Andy has lead responsibilities for CR's work in Uganda and Fiji and acts as the Programme Supervisor for Accord. From 1989-94, he was Senior Programmes Co-ordinator for International Alert. Previously, he was National Co-ordinator of the Central America Human Rights Committee, UK. He was educated at the University of California at Berkeley (B.A.) and Trinity College, Dublin (M.Phil.). Andy represents CR on the Steering Group of the Reflecting on Peace Practice project and on the CODEP Executive Committee.

Jonathan Cohen *Caucasus Programme Manager*. Jonathan joined CR in 1997 having served as Deputy Director of the Foundation on Inter-Ethnic Relations (FIER) in The Hague, working with the OSCE High Commissioner on National Minorities. His work focuses on peacebuilding and dialogue projects in the Georgia/ Abkhazia conflict. He is a Board Member of the DFID/ CAF Partnerships in the Non-Profit Sector Programme for Russia and has acted as a consultant to UNV, the Heinrich Böll Foundation and IWPR. Previously, he worked as former Soviet Union Programme Officer at International Alert. He holds degrees from the Universities of Bristol and Oxford and the School of Slavonic and East European Studies, London.

Jeannette Eno *West Africa Programme Manager*. Jeannette joined CR in 1999. Originally from Sierra Leone she has worked extensively as a senior manager,

consultant and trainer for over 15 years within the public, private and NGO sectors in Africa and the UK. She is President of Akina Mama wa Afrika, a leading African women's NGO with offices in London and Kampala and part of a team of trainers at the African Women's Leadership Institute in Kampala. Jeannette has a BA (Hons) in Sociology and Social Anthropology from the University of Hull and an MA in Rural Social Development from the University of Reading.

Simon Finch *Accord Production Editor* until August 2000.

Laura Gibbons *Accord Series Editor/ Programme Manager* until March 2000.

Guus Meijer *Co-Director* since August 1997, with specific responsibility for Organizational Development. Guus was Chair of CR's Council since 1994, and held positions of Training Officer at International Alert and INCORE (N Ireland), organizing conflict resolution training programmes in different parts of the world. Previously, he worked as a researcher and lecturer in socio-linguistics in the Netherlands and in Mozambique and was Co-ordinator of the Eduardo Mondlane Foundation in Amsterdam. His own programme work at CR focuses on Angola, and he is also supervisor of the Balkans, Causasus, West Africa and Media programmes. Guus is a graduate from the University of Amsterdam and the Institute of Social Studies (ISS) in The Hague.

Abiodun Onadipe *Media Programme Manager*. Abbey 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.

Caesar Nyeko Poblacks was *Part-time Administrative Assistant* until April 2000. In 1996-97, Caesar was on the London Organizing Committee of Kacoke Madit. Previously he was the Project Co-ordinator for 'Hand in Hand' Refugee & Homeless Support Group in the London Borough of Newham. He holds a BA (Hons) Accounting & Finance from South Bank University London. He continues to serve as administrator for Kacoke Madit, CR's partner organization working for peace in Northern Uganda.

Juliet Williams *Finance Officer/ Administrator*. Before joining CR in 1999, Juliet worked for 10 years as Finance Administrator at a doctors' group practice. She is trained in business accounting and office management and is a Volunteer Representative with Positively Women, a charity that provides peer support and advocacy for women in London.

Introduction

What distinguishes Conciliation Resources and its work from other organizations in the broad and rapidly developing field of peacebuilding and conflict transformation? In the introduction to our 1999 Annual Report we reflected on our values and working principles and on the challenges and dilemmas that they continue to generate. Certain developments during the year 2000 accentuated our concerns about CR's role and we briefly remark on two of them – relating to Fiji and West Africa, CR's two oldest programme areas.

The May coup attempt and subsequent developments in Fiji had a dramatic impact on the position of CR's project partner, the Citizens' Constitutional Forum (CCF). From a relatively low-profile organization promoting civic education, inter-ethnic dialogue and consultations on constitutional reform, the CCF became a high-profile campaigner for the restoration of the 1997 Constitution and the rule of law – strongly opposing the newly-installed regime and its backers. Throughout the years, CR had provided support, advice and training to CCF and acted as a clearing house for international resources. As CCF's role shifted, the capacities and mandate of CR as a 'conflict resolution' NGO were correspondingly challenged. Being driven by local peoples' agendas and priorities at times provokes fundamental re-thinking about one's values and one's role as an organization. Perhaps the lesson is that at the heart of CR's partnership work is ultimately this commitment to support our partners in their efforts to pursue fundamental rights and social justice, while offering a sounding board for critical reflection. One of the other lessons was that while the work with the CCF had always been seen as a 'conflict prevention' initiative, when the confrontation came, violence was not widespread, and a 'civil war' did not in fact ensue. Instead, the crisis led to a relatively

quiet exodus of those Indo-Fijians who could emigrate – a silent form of ethnic cleansing which our joint work with CCF had clearly not been able to prevent.

In West Africa, CR was confronted with a different challenge. In addition to equally dramatic turns in the ongoing war-cum-peace process in Sierra Leone and its spill-over into neighbouring Guinea and Liberia, we had to deal with renewed pressure on our chosen role as a supporter of local organizations and initiatives and not become an implementing agency. In June, West Africa Co-ordinator Frances Fortune left CR and, forced by new Government regulations, we were faced with the choice either to reinforce our institutional presence in the country and recruit a relatively large number of local staff or close our office and continue to support our partners and their activities only from a distance. A strategic planning event in October in Freetown, with the participation of old and new partners, associates and advisers, gave us an unequivocal message: the fear of displacing indigenous initiatives should not stop us from strengthening CR-Sierra Leone, which would continue to build its capacity for supporting partner organizations. So this is what we set out to achieve. It is a tribute to all CR's West Africa staff and associates that we have already made significant progress in this direction.

There were many other significant developments in 2000. We are pleased and proud to present our Annual Report, containing an overview of CR's work during the year – the achievements as well as the setbacks – and our accounting for the funds that we have received from donors and supporters. As always, we want to thank all of them, as well as our colleagues, associates and friends for their continued trust and support.



Andy Carl
Co-Director



Guus Meijer
Co-Director

Project development and other activities

CR has always had rather modest capacities and funds available for the development of new projects or programmes. Initiatives require staff time, travel, consultation with existing or potential partners, joint proposal writing and fundraising. In the past few years we invested considerably in the development and consolidation of our work in the Caucasus, on Media & Conflict in Africa, and in West Africa, especially Sierra Leone. These efforts have now resulted in sustainable programmes based on long-term partnerships on the ground and more secure funding arrangements. Scarce resources, coupled with the wish to establish long-term relationships and remain a lean and flexible organization, mean that the scope for really new programmes and partnerships remains limited in practice.

Yet as CR becomes more established, the number of requests or proposals for partnership increases. To the best of our ability we try to refer those requests to other organizations that might be of assistance and to otherwise help those who turn to us. Now that many core areas of work are consolidated, we will attempt to become more strategic in our future growth and development.

The main project development activities during the year 2000 concerned Angola, the Balkans and Somalia. In Angola, the partnership with ADRA (Action for Rural Development and the Environment) finally bore fruit. Their project on civic and human rights education in Luanda and four provinces was partly funded and was re-launched in January 2001 – in partnership with CR and the Netherlands Institute for Southern Africa (NIZA). Prospects for support to the peacebuilding project initiated by Development Workshop, the Forum of Angolan NGOs and major church organizations will be taken up in 2001, and will focus on training assistance and training materials.

Direct engagement with the Balkans is new for CR. It flowed from discussions and agreements with other organizations within the Committee for Conflict Transformation Support (CCTS). Intensive planning and fundraising efforts resulted in an ambitious programme of work with young people and groups in Albania, Kosovo/a, Macedonia, Montenegro and Serbia – as described elsewhere in this report.

In October, Guus Meijer went to Nairobi at the

invitation of the EC Somalia Unit. He explored the feasibility of becoming involved in supporting community peacebuilding and conflict resolution, in partnership with Somali and other international NGOs. Due to changes in funding procedures, the resulting proposal for an initial field study and pilot schemes has so far not been implemented. The ideas have, however, been incorporated into a potential Accord project on the Somali peace process.

CR directors and staff continued to participate actively in UK-based and international networks and platforms, in particular the Committee for Conflict Transformation Support (CCTS), the UK Network on Conflict, Development and Peace (CODEP), and the European Platform for Conflict Prevention and Transformation. CCTS initiated a series of one-day seminars on post-war peacebuilding, with workshops on 'From Violence to Politics' and 'Demilitarising Minds and Societies'. Andy Carl conducted a case study for the 'Reflecting on Peace Practice' project on women's peacemaking initiatives in Bougainville, Papua New Guinea. Jonathan Cohen reviewed the confidence-building work of United Nations Volunteers (UNV) in Bosnia and Herzegovina, Georgia and Liberia – to be followed in 2001 by a wider consultation with UNV on their future programming in this area. CR helped organize or took part in a range of seminars, conferences and consultations on conflict resolution theory and practice, as well as on regional or country-specific themes. CR also initiated informal lunch talks with people from partner organizations or other colleagues visiting London – these included Edward Wolfers of the Bougainville Peace and Restoration Office in Papua New Guinea, Hon. Omwony-Ojwok, the Minister of State for Northern Uganda Rehabilitation, and Dennis Bright of the Commission for the Consolidation of Peace in Sierra Leone.

Sri Lanka

The year 2000 saw CR's third year of work in Sri Lanka in the context of the Accord programme. In February, with the International Working Group on Sri Lanka (IWG), CR convened a seminar with Foreign Ministry officials on 'Third Party Assistance in the Sri Lankan Conflict'. Representatives came from Australia,



Eleanor Curtis

Displaced people at an IDP camp, Angola

USA, Canada, UK, France, Switzerland, Sweden, Finland, EC and the Netherlands as well as from the World Bank and the UN. With the help of IWG, CR ensured that the seminar was well conceptualized and attended. Between inviting participants and the seminar taking place, Norway's third-party role became public. As a result the seminar's focus shifted to what roles other Governments could play to complement Norway's efforts.

Liz Philipson developed her introductory essay entitled 'Breaking Recurring Cycles of War and Peace in Sri Lanka' into a full-length monograph which was published electronically as part of CR's Occasional Paper series and in print by the Centre for the Study of Global Governance of the London School of

Economics. The paper has been made available to both the government of Sri Lanka and to the LTTE. It also formed part of CR's portfolio of background materials relevant to future peacemaking efforts shared with interested Foreign Ministry personnel at the February seminar.

Finally, collaboration with the Consortium for Humanitarian Action (CHA) in Colombo resulted in the production of Tamil and Sinhala language editions of 'Demanding Sacrifice', issue no.4 of *Accord*, and their widespread distribution to public libraries, NGOs and other institutions in Sri Lanka. While CR continues to co-operate with IWG and monitor events in Sri Lanka, no specific programme partnership has been requested at this time.

Accord: creating information resources to support peace processes

CR believes that information and analysis can be an important resource in the effort of transforming situations of armed conflict into sustainable peace. The Accord programme creates opportunities for learning from peace processes. It seeks to meet the needs of people engaged in those processes – as protagonists or in third party roles – who want information and ideas to deepen their understanding and improve their practice. A central activity is producing and disseminating the website and publication series *Accord: an international review of peace initiatives*. Accord publications and project activities create resources for comparative learning and, through collaboration with partners, provide support for the consolidation of specific peace processes.

Towards a new strategy

The year 2000 was a challenging one for the Accord programme. A funding shortfall and staff changes

became a catalyst for a strategic re-evaluation. Emphasis had traditionally been on developing opportunities for people engaged in peace processes to strengthen their peacemaking work by learning from experiences elsewhere. CR continues to believe that serving this global audience is an important and needed goal – and this is verified by feedback from *Accord's* readers and peacemaking practitioners.

The Accord team has devised a new strategy. We will continue to produce three new issues of the publication series and to undertake project activities

around them each year. Two projects will focus primarily on contributing to the consolidation of peace processes in specific countries. We will work

closely with partners to jointly formulate the project-specific aims and objectives and to commission and edit the publication. We will also undertake joint activities to involve policy audiences and decision-makers in reflection on peace processes. It is likely that these conflict-specific projects will occur where the peace process is ongoing and where there is a gap in documentation and information resources.

The other type of project will be thematic and will provide an opportunity to learn from 'best practice' (or 'effective practice') from countries where peace processes appear to have resulted in a durable agreement. The aim will be to provide practical descriptive information and analysis about the models, mechanisms and approaches used and to provide opportunities for cross-fertilization and technical advice to people currently working through peace processes.

Issue 8:

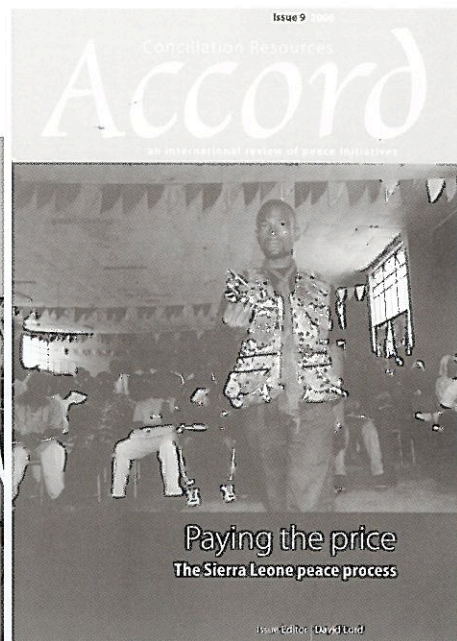
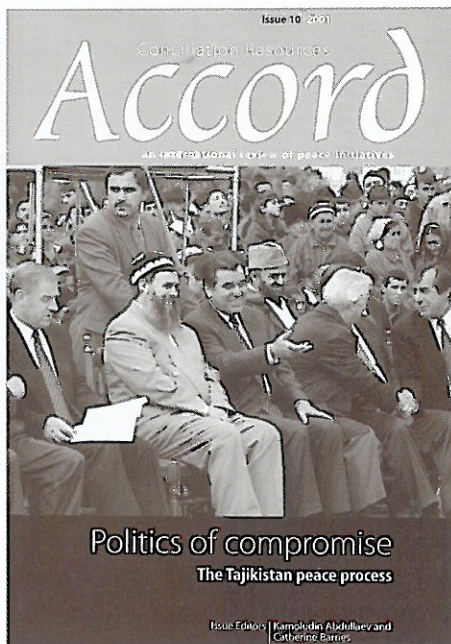
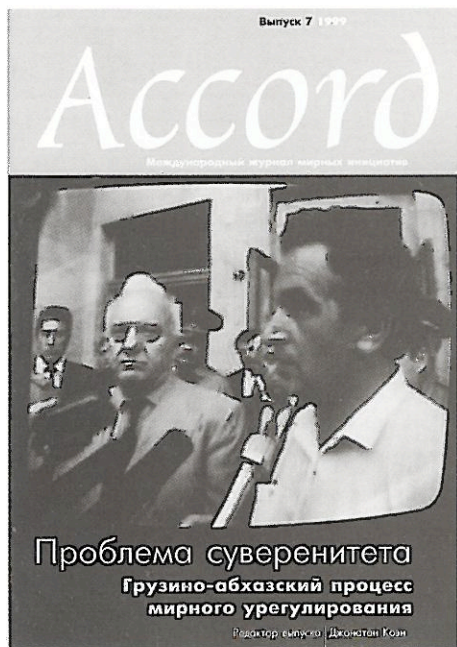
Northern Ireland

Published and distributed in early 2000, Issue 8 *Striking a balance: the Northern Ireland peace process* focused on the lead-up to the Belfast Agreement and beyond. Engaging high-profile participants as authors provided them with an opportunity to articulate and reflect on substantive content and the process dynamics in reaching the agreement. It has been clear that negotiators and mediators in other conflicts have found this publication a valuable learning resource on multiparty negotiations. The issue is now also available in Spanish via Gernika Gogoratuz, a peace centre based in the Basque country, and will be produced in Russian in 2001.

Issue Editor Clem McCartney developed a pack of education and training materials to accompany the issue, which was produced in collaboration with the Northern Ireland Community Relations Council (CRC). The materials combine edited selections from the publication with exercises and discussion questions to explore key themes and also include a role-play exercise to simulate negotiations. Designed for distribution in Northern Ireland, the pack has attracted considerable interest in other conflict areas and from conflict resolution trainers. Partners

The Sinhala and Tamil versions of the Accord issue on Sri Lanka are considered by us as an extremely valuable resource. They can be used by those who participate in our conflict resolution training workshops especially where we bring together local elected political representatives in a joint process that seeks to transform their thinking and build political consensus for negotiations.

Tyrol Ferdinands, Sri Lanka National Peace Council



working in Tajikistan and on the Georgia-Abkhazia peace process are developing similar packs – with support from CR – to accompany the issues on those respective conflicts.

We too often operate in isolation without a keen sense of the bigger picture, levels of activity, nor an understanding of how different people, at different times, with different approaches are part of a web seeking to create and sustain constructive change in settings of protracted conflict. I think Accord helps us to recognize these kinds of insights.

John Paul Lederach, Eastern Mennonite University

afternoon was devoted to issues of ‘political education’ and ‘civic education for democracy’ for teaching in schools.

Issue 9: Sierra Leone

Paying the price: the Sierra Leone peace process, with former CR Co-Director David Lord as Issue Editor, was published in print and online in August 2000. This

Issue 8 and the education pack were the focus of a one-day seminar held at Stormont in Belfast in June, co-hosted by CRC and CR. The seminar was attended by approximately 50 people, including politicians, government officials, educationalists, journalists, community activists, and NGO professionals. The morning session focused on identifying the issues from previous negotiations that remained germane for current political dilemmas. The

project was, in part, intended to provide information and analysis for those involved in strategies to resurrect the peace process. The crisis in the peace process just when the authors had submitted their texts resulted in some delays and revisions to the draft publication but – in some ways – made the publication more relevant for trying to understand the events that led to the crisis.

In September, CR held a seminar in London for Sierra Leoneans active in peacebuilding, UK officials and parliamentarians, diplomats, international NGOs, and media organizations, and scholars. A seminar report *Sierra Leone peace process: learning from the past to address current challenges* is available on CR’s website and in print.

In October, the publication was launched at a seminar in Freetown. Both the publication and the seminar report have attracted considerable interest. Within Sierra Leone – a country where access to accurate and balanced news and analysis is limited – the report has been well received. Dennis Bright, the civil society Commissioner with the Sierra Leone Commission for the Consolidation of Peace – used the issue the basis for a meeting of the Commission. But interest was generated beyond those directly involved in conflict and peacemaking activities. When CR shipped large numbers of the publication to Sierra Leone, the customs officials demanded several copies before they would release it. People affiliated with

international organizations operating in Sierra Leone have found the publication to be a good introduction and a valuable reference resource. UN Volunteers and ECOMOG have requested copies to use as training materials for their staff in Sierra Leone.

Issue 10: Tajikistan

For the Accord project on the Tajikistan peace process, CR entered into a partnership with the Tajikistan Center for Citizenship Education (TCCE). Its Deputy Director, Kamol Abdullaev, served as co-editor with Accord Series Editor, Catherine Barnes, to produce *Politics of compromise: the Tajikistan peace process*. Planning involved interviews with people engaged in the process, in Tajikistan, London, New York and Washington. Consultation roundtables were organized by CR in London and by TCCE in Tajikistan to plan content and to develop a panel of experts who advised the project and served as peer reviewers of the text. These meetings were also useful for participants to continue to analyse the peace process.

In December 2000, CR and the European Platform for Conflict Prevention held a seminar in London entitled 'Conflict Prevention in Kyrgyz Republic, Tajikistan and Uzbekistan'. Given the growing international interest in the region as a result of the UTO insurgency, the seminar attracted considerable attention. Participants included experts from different Central Asian and international NGOs, government officials from the UK, the USA and European and Central Asian countries, and intergovernmental organizations. Discussion focused on conflict

dynamics within and between the three countries. Participants mapped out the domestic, regional and international issues that might be expected to generate or exacerbate conflict in the future. Feedback from participants indicated that the meeting helped to sharpen thinking about problems and potential risks and contributed to networking among local and external actors involved in the region.

Future projects

New projects in 2001 focus on the peace processes in Papua New Guinea/Bougainville and in Northern Uganda, respectively. The PNG/Bougainville project is being pursued in collaboration with the Bougainville Inter-Church Women's Forum (BICWF). Its director, Sister Lorraine Garasu, will co-edit the publication with Accord Programme Supervisor, Andy Carl, who visited Bougainville and PNG in September 2000. The project aims to document and analyse the unique features of this little-known conflict and peace process and support public education about it in the region and internationally.

The Northern Ugandan project is being implemented in close collaboration with CR's partner Kacoke Madit. The aim is to support peace initiatives at the local and international levels by documenting current and past efforts to bring an end to the conflict between the Lord's Resistance Army (LRA) and the Ugandan government – a conflict that has become linked to wider geopolitical interests and is entangled with the conflict in Southern Sudan between the SPLM/A and the Sudanese government.

The Caucasus: promoting dialogue

Spring 2001 saw a great sense of optimism that progress in confidential talks between the presidents of Armenia and Azerbaijan might finally be moving the thirteen-year-old conflict towards settlement. Intensive mediation by the OSCE Minsk Group contributed to these expectations. It was not to be. Negotiations faltered and the sort of rapprochement and political creativity that could sustain a long-term peace remain distant prospects.

Democratic deficit

During the course of 2000 CR hosted Tom de Waal, a British journalist working on a study on Nagorny Karabakh six years after the ceasefire. Spending over half the year travelling in Armenia and Azerbaijan, Tom has concluded that there are three main issues to be tackled for the Karabakh dispute to be solved. Firstly, the two sides live in deep isolation from one another; secondly, public opinion in both countries is sceptical or hostile towards a peace settlement; and thirdly, the two presidents, while close on many issues, are reluctant to make further concessions.

Those who work for peace may have different visions of what the peace should look like...

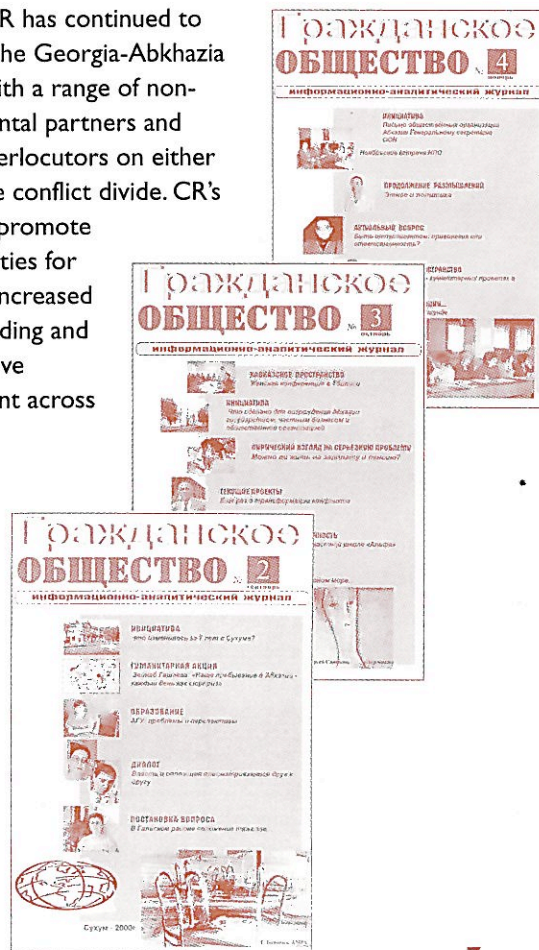
On a trip across the front line in May 2001 Tom and the diplomats and journalists with whom he travelled repeatedly heard that the two presidents are 'ahead of their populations' in their understanding of the need for compromise. This reveals an unhappy paradox at the heart of the peace process: two essentially undemocratic leaders are pursuing a peace settlement and yet the lack of trust between authoritarian leaders and their publics is perhaps the biggest problem for the Caucasus in general.

The democratic deficit in the Caucasus is a tremendous challenge for organizations like CR, working in tandem with civic organizations in the region to create opportunities for peace to take root. If leaders do not feel in a position to 'sell the peace' to their societies the question has to be posed as to why this is. It says a great deal about the nature of leadership but also about the nature of the societies. It is one thing to recognize that those who work for peace may have different visions of what the peace should look like and therefore struggle to find mutually acceptable solutions. It is another thing to

have to do this, as an NGO or community organization when your government is sceptical that there is a role for civic initiatives. Thus one of the tasks for international NGOs supporting local partners is to advocate the need not just for a peaceful solution to the conflict in question but for changes in the societies themselves. Among the issues to be addressed are the relationships between state and civil society, governance, accountability, cultural diversity and political pluralism. The lack of public debate about progress in, or constraints on, the negotiation process suggests that politicians and civil society are divorced from one another. This presents a significant risk, since, in the event of political settlement, communities may not be ready to compromise or to abandon animosities cultivated by the media and nationalistic strains of political leadership.

Georgia-Abkhazia

In 2000 CR has continued to work on the Georgia-Abkhazia conflict with a range of non-governmental partners and official interlocutors on either side of the conflict divide. CR's goal is to promote opportunities for dialogue, increased understanding and constructive engagement across





Yuri Goligorsky

Interview by a Georgian journalist in Abkhazia, June 2000

the communal divide between Georgia and Abkhazia. The project aims to address the relationship between civil society development and progress in creating a climate receptive to conflict resolution in general and progress in the peace process in particular. As such it represents one stage in a long-term process that involves multiple actors. Activities within this programme on conflict transformation and civil society development have three main directions, which reflect CR's assumptions about how progress can be made in peacebuilding in the region.

Communities may not be ready to compromise or to abandon animosities cultivated by the media and nationalistic strains of political leadership.

Capacity building

One component of the programme focuses on civil society capacity building in Abkhazia. This adds to the work conducted over the past three years to enhance the abilities of local NGOs to meet the challenges of an isolated society that is grappling not only with the consequences of the post-Soviet transition and the destruction of war but more than anything with the question 'whither Abkhazia?' Civil society in Abkhazia is in a more nascent and fragile condition than in Georgia, reflecting political circumstances, dependency upon the energy and commitment of a small circle of people, and limited external funds. Working with organizations like the Center for Humanitarian

Programmes and the Center for Rehabilitation the programme seeks to strengthen civil society in Abkhazia as a means of meeting grave social needs and to stimulate public debate on future options. Civic actors are not necessarily more open to compromise than political leaders (both in Abkhazia and Georgia), but settlements not acceptable to the public will be hard to sustain. Some of the first activities to get underway have been training and consultation sessions for NGOs and initiative groups, support to an NGO Club, and an assessment of possibilities for working on education for citizenship and human rights.

Public awareness and the Media

The second component of the project aims to look at ways to raise public awareness about the conflict and peace process. Separation as a result of the conflict and the antagonistic atmosphere that has accompanied the aftermath of war mean that communities have little knowledge or understanding of the needs and fears of the other. Therefore, it is important to expand opportunities for discussion within societies as well as across the communal divide. This will allow greater awareness of constraints and opportunities in regard to development in general and the peace process in particular.

CR facilitated meetings of Georgian and Abkhaz journalists first in Abkhazia and then in Georgia in June and December respectively. Working with local partners Apsny Press and Caucasus Press five journalists from each side from a variety of media participated. Both meetings were facilitated by CR Programme Associate, Rachel Clogg, together with Yuri Goligorsky and Jenny Norton of the BBC World Service who contributed their professional expertise and acted as a bridge between the journalists. Discussions were wide-ranging, addressing the current situation of journalists in Abkhazia and Georgia, how information crosses the conflict divide, questions of dis/misinformation, ethics for journalists reporting conflict and the possibilities for enhanced information exchange. A significant outcome of the meetings was a series of joint radio broadcasts by Inal Khashig and Ketii Bochorishvili, an Abkhaz and a Georgian working with the Central Asian and Caucasus Service of the

West Africa: turning points

The year 2000 marked two significant turning points in the process of disarmament and demobilization in the decade-long conflict in Sierra Leone. The first revealed the determination and resolve of civil society to confront Foday Sankoh, leader of the Revolutionary United Front (RUF) at that time, for the apparent delay in commitment to the terms of the Lomé Peace Agreement and for the seizure of UN peacekeepers. Mass demonstrations by women started the process, and thousands of civilians joined in, culminating in Sankoh's eventual capture. The events of May 2000 will remain, in the minds of many, an additional tribute to those lives lost or wounded in the pursuit of peace.

The second milestone was the signing of the Abuja Ceasefire Agreement in November 2000. This gave rise to cautious optimism in Sierra Leone and in the sub-region generally, about the willingness of the armed groups to lay down their weapons and to commit to peace under the terms of Lomé.

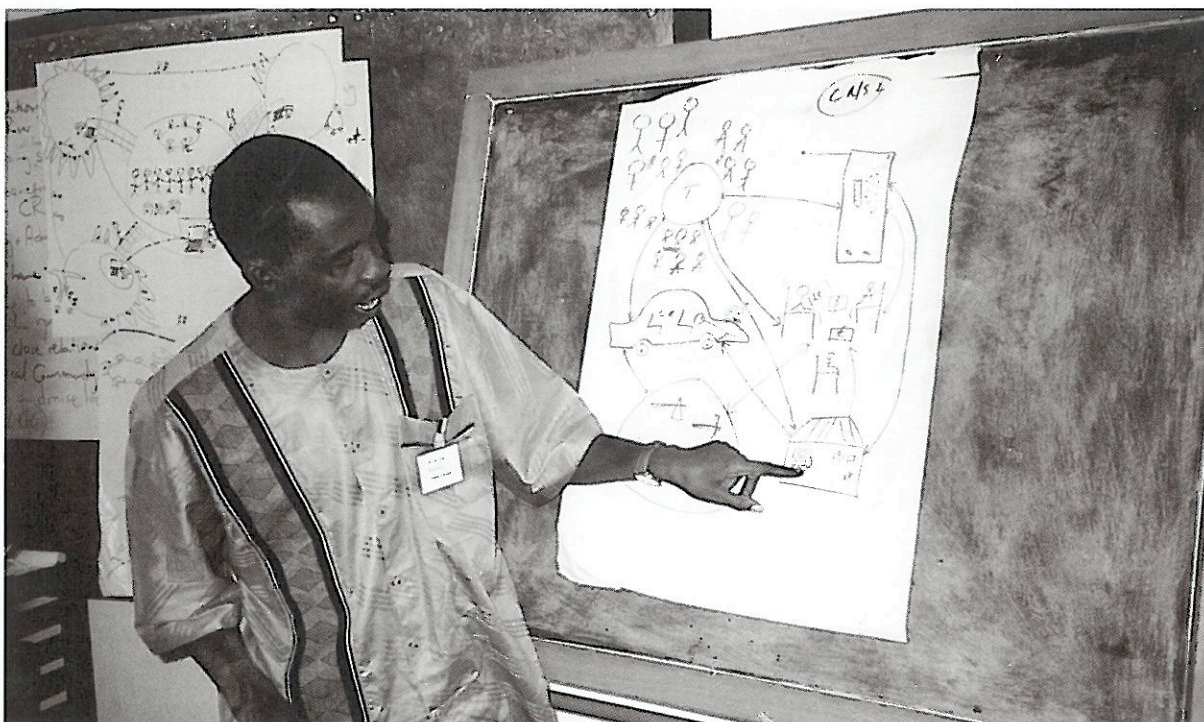
Between these two events the security situation remained unstable, given the stop-start nature of UNAMSIL's deployment, the 'West-side' boys' abduction of British troops, and the subsequent resolution of that episode.

Against this backdrop and with the recently-appointed West Africa Programme Manager, Jeannette Eno, based in London, CR reviewed its West Africa Programme and focused on areas of programme support. The vulnerable nature of CR's work in West Africa has, in the past, often lent itself to periods of funding instability. When renewed clashes occur as they did in Sierra Leone during 2000 and across the borders between Liberia, Sierra Leone and Guinea, the work with partners proceeds regardless, as civic actors try to continue their activities. During these periods, CR has continued to support partners rather than to wait for the political climate to improve.

Strategic planning

In October, a three-day seminar was held in Freetown. The first day focused on 'The Future of Peacebuilding in Sierra Leone and the role of international NGOs' and marked the publication of the *Accord* issue on Sierra Leone. The following two days focused on the relationship between CR and its partners and on new programming.

CR's Sierra Leone programmes assists partners in their work to reconcile, develop and transform their communities for sustainable peace and human security.



Strategic planning seminar in Sierra Leone



Destroyed residence in Sukhumi

BBC in Abkhazia and Georgia respectively. They collaborated for two weeks, crossing the conflict line to talk to participants in and witnesses of the conflict about its consequences, the contemporary situation and prospects for peace. The BBC and local stations broadcast eleven programmes resonant with the sense of loss that so many people feel after the war as well as the hard facts of the political reality. Other initiatives underway are a series of TV discussion programmes on the peace process made by Studio Re in Tbilisi, including the participation of Abkhaz on rare visits to Tbilisi, and a weekly series of radio programmes made by IDP journalists in Tbilisi, and the publication in Abkhazia of a monthly magazine called *Civil Society*.

Informal dialogue

Peacebuilding needs engagement at both the community level and the political level. In partnership with the Berlin-based Berghof Research Center for Constructive Conflict Management, CR has facilitated five meetings in Austria and Germany of an ongoing dialogue process to provide a forum for informal reflection and joint analysis for officials, politicians and representatives of civil society. Over time the

participants have developed a commitment to the process and an understanding with one another which has allowed them to explore many of the issues relevant to reaching a sustainable settlement of the conflict. One of the key aspects of the process has been to explore experiences from other conflicts and peace processes. Politicians and activists from the conflicting parties in Northern Ireland, Bosnia and Herzegovina, Cyprus, Sri Lanka and South Africa have reflected upon the structural and procedural challenges of their attempts to move from violence to politics. Their doing so provided prisms through which the Georgian and Abkhaz participants have explored their own situation.

Assessing the impact of an NGO's contribution to processes that are about politics and power can be a sobering task. Perhaps the most striking outcome of engagement to date has been the personal evolutions taking place in the individuals involved in the different aspects of CR's work. The sense of solidarity, commitment and mutual enlightenment that the Abkhaz, Georgian and international partners get from working with one another is an important starting point on the long road to reconstituting the social trust that is essential for peacebuilding.



Members of the Bo Peace and Reconciliation Movement

We brought together our past, current and potential partners, political activists, journalists, policy-makers, diplomats, CR staff, associates, consultants and advisers in Freetown. We wanted to encourage people to contribute freely, whether or not they were familiar with the style of the 'workshop culture' of the big towns.

The range of participants and techniques involving discussions and small group work, ensured that the event was lively, truly inclusive, participatory and reflected the composition of the wider group.

Lessons learned

The discussions re-focused on the need for international NGOs to examine the way relationships are managed with partners. In terms of *how* we engage, our practice should not solely rest on investing large sums of money in institutions and individuals. One key feature is how does the process enhance the integrity and dignity of people and their capacity to transform their situation?

Consequently, the West Africa Programme has been restructured with five key areas of support. We have underpinned this with a stronger institutional presence in Sierra Leone, under Sahr Gborie, newly-appointed in 2000.

Community-based peacemaking

Our objective is that by December 2006, community initiatives for peacebuilding in the Southern, Eastern and Central regions will have developed through the strengthened capacity of partners.

Bo Peace and Reconciliation Movement (BPRM)

BPRM is a coalition of eleven organizations based in Bo ranging from teachers' unions, the lorry drivers union and small traders associations to civil defence forces (kamajors). They foster dispute resolution through local peace monitors; explore opportunities

for reconciliation and reintegration of former fighters and marginalized youths; and develop radio programmes which aim to sensitize the population on issues like peace, justice and human rights.

This year BPRM concentrated on its constitution, executive committee and staffing structure. CR assisted in enhancing the organizational and professional capacities of project staff and peace monitors through discussion groups and training events.

BPRM's group of 20 peace monitors (one-third are women) and five field officers undertook training in conflict handling skills in February with a follow-up and review of field practice later in the year. As a result of the training and radio sensitization programmes on KISS FM Bo, with the BPRM panellists, the peace monitors received increasing referrals from citizens and governmental agencies such as the Southern Region of the National Commission for Resettlement, Reconstruction and Rehabilitation (NCRRR), to mediate in disputes – particularly those involving ex-combatants. One remarkable outcome of BPRM's interventions occurred during the year when a 33 year-long conflict between Muslim Sheiks and Imams in Kakua chiefdom, Bo district, was successfully resolved.

Sulima Fishing Community Development Project (SFCDP)

The SFCDP is the only community-based organization (CBO) in the Soro Gbeima chiefdom of Pujehun district, Southern Sierra Leone, and gives support for community peacebuilding coupled with capacity building. The area is of strategic importance as it was a major base for the Revolutionary United Front (RUF) for more than five years.

Resolving conflicts through the use of the Koran by peace monitors created an immense impact within the Soro Gbeima and Kpaka chiefdoms. The chiefdom

Training certificate presentation at Sulima



people, predominantly Muslim, have consistently reported that this peace monitoring system works for them. One result has been the significant reduction in cases brought before the 'Native Administration' courts as people prefer advice from the peace monitors who are seen as better placed to secure justice and whose service is free. Demands for a similar scheme by neighbouring chiefdoms led to an extension into Kpaka chiefdom with an additional three peace monitors, taking the total number to fifteen.

SFCDP, through Co-ordinator John Massaquoi, was instrumental in the setting up of a periodic market in the border towns of Jendema on the Sierra Leone side and Bo Waterside on the Liberian side. The market helps to ease tensions between the communities in general and the security forces from Sierra Leone and Liberia. It also gives women, particularly those from Selima who were returnees and in difficult circumstances, opportunities to sell fish and other commodities.

Progress on the women's income-generating scheme was linked to fishing capacity and fish available for purchase. Two fishing boats were built.

CR's support for SFCDP focused on capacity-building. Sahr Gborie, then working with Network Movement for Justice and Development, led the training team, with support from CR's Ambrose James.

Resourcing the peace process

By December 2006, strengthened processes and campaigns for peaceful dialogue by local and national organizations will have transformed situations of violent conflict at local, national and sub-regional levels.

Peace Agreement Implementation Support (PAIS)

This project runs in partnership with the Network Movement for Justice and Development (NMJD). It assists civil society groups in the South, East and Northern regions of Sierra Leone to help with the formulation of peace strategies by the Sierra Leone government in Freetown and the national commissions set up under the Lomé Peace Agreement. As the implementing partner, NMJD started consultations with members of its network and with the newly-formed Civil Society Movement (CSM) in 2000. The May 2000 crisis which put the whole peace process in jeopardy also delayed the



Staff and premises in Bo, Sierra Leone

project plans. NMJD and CR found it prudent to postpone implementation of PAIS until mutually agreed new plans for implementing the project had been finalised with all partners. Implementation began with two radio programmes and the securing of office space and recruitment of staff from December 2000 onwards. The project started its activities with partners in the South and Eastern regions.

Civil Defence Forces (CDF) : Civic Education programme

CR had helped facilitate six consultation workshops at district level during 1999 to address escalating tensions between the CDF and communities in the Southern Region. These consultation workshops recommended that similar meetings be held at chiefdom level so that information reached a wider audience and created the desired impact. CR's Frances Fortune co-ordinated a total of 26 workshops within four districts – Bo, Moyamba, Bonthe and Pujehun. A key feature in enhancing skills and resources from the communities was the use of facilitation teams from the CDF and community-based organizations.

Youth

By December 2006, strengthened and empowered local youth organizations in the Southern, Eastern and Western regions will have achieved a transformation in the social, economic and political motivations of young people.

'Springboard' : Youth in Progress

Originally named Youth in Crisis (YIC) this project was initiated by CR in 1998 and jointly implemented by ActionAid and UNICEF in Freetown. The original YIC had focused on vocational and skills training, entrepreneurship development, peacebuilding, reproductive health and recreation. In December 2000, the project launched one of its major successes, the Brima Attouga mini-stadium complex in Cline



Mary Brownell, chairperson of LWI

Town, Freetown, which had been renovated by the young people themselves to serve as a facility for sports and other community events.

CR aimed to replicate the approach in Kenema, Eastern Region and Bo, Southern Region. Using the experience of the young people who had been involved in earlier consultations in these towns, and with partner organizations, programme advisers and staff in Sierra Leone, the project was relaunched as 'Springboard' :Youth in Progress. The focus is on community social animation, strengthening existing youth clubs and providing support for recreational activities for 14-25 year olds as a means of promoting reconciliation and rehabilitation.

James Vincent, CR's Project Officer, began preliminary activities in September with small-scale consultations among youth clubs and other young persons' groups. In Kenema a drop-in centre was opened and by December, a Youth Animator had been recruited to assist in the implementation of the project and registration of youth groups had started. CR also continued to support six ex-combatants attending vocational training courses in Monrovia, Liberia.

Women

By December 2003, women's organizations in rural and urban areas will have restored visibility and focus on strategies for women in preventing and transforming situations of violent conflict.

Liberian Women Initiative : Bridges to Peace

The primary purpose of this project was to identify and train women as peacemakers in urban and rural districts of Liberia and to strengthen the capacities of women's groups and organizations. At various stages in the peace process LWI has been a leading mobilizing and advocacy force for women.

Bridges to Peace was implemented in Nimba, Montserrado, Lofa, Sinoe, Maryland and Grand Gedeh

counties. It has established effective networks in urban and rural communities providing support mechanisms to relieve tensions. Gender sensitization sessions for women and men helped to break down some cultural and sexual stereotyping.

The project brought together segments of the community which had been antagonistic towards each other. In Nimba county, for example, women from the Gio, Mano, Mandingo and Krahn ethnic groups, began to work together for peace. In Sinoe county, Kru and Sappo women established joint co-operatives.

In spite of a difficult working environment, LWI proceeded with strengthening the capacities of its members through a leadership training programme organized in partnership with Akina Mama wa Afrika, a leading African women's international NGO.

Media

By December 2003, the media in Sierra Leone will have developed and sustained an enhanced quality and quantity of reliable information on conflict-related issues available through the media to the general public.

Following previous work with the media in Sierra Leone, plans were made for media training activities to take place in 2001 with the participation of journalists from the Sierra Leone Association of Journalists, Kiss FM radio, and Talking Drum Studios Salone. Activities will initially focus on election coverage.

West Africa Programme Staff

Frances Fortune, Co-ordinator until June 2000

Sahr Gborie, Co-ordinator

Tommy Mansaray, Finance Officer/Administrator

Ambrose James, Programme Officer, Southern Region

James Vincent, Programme Officer, Eastern Region

Senessie Samai, Youth Animator, Eastern Region

Northern Uganda: Kacoke Madit's peacemaking initiative

An agreement signed in Nairobi by the governments of Uganda and Sudan in December 1999 promised not to 'harbor, sponsor, or give military or logistical support to any rebel groups, opposition groups, or hostile elements from each other's territories'. The response of the Lord's Resistance Army (LRA), not a party to the process that led to the agreement, was almost immediate. Joseph Kony, the LRA leader, angrily stated that they would escalate their military activity. Following a relative lull in hostilities in 1999, the situation in Northern Uganda returned to its familiar

Governments that are concerned about the plight of abducted children and who wish to contribute to their release, protection, reintegration and rehabilitation should adopt clear, unambiguous and effective policies to support and where possible facilitate dialogue as the only viable means of realizing those goals

pattern, typified by attacks on civilian targets, killings, torture and abduction of civilians, and destruction of property by both the LRA and the Ugandan army.

Kacoke Madit (KM) was established in 1996 and has since grown into a world-wide network bringing together Acholi communities and organizations working towards peace, reconciliation and development in Northern Uganda. KM communicates with all parties and stakeholders promoting inclusive dialogue as the only

viable way to bring an end to the war.

In February 2000, KM and Acholi leaders and civil society representatives made representations to the Carter Center, the facilitators of the inter-governmental talks, to express concerns about exclusion of the LRA and Acholi civil society from the peace process (see box).

Egypt, Libya, Canada, UNICEF, the Carter Center and the International Organization for Migration all play an active role in the search for peace in Northern Uganda. This increased involvement of foreign governments and international agencies meant a more challenging role for KM to promote the voices, views and the direct participation of Acholi civil society in the efforts to end the war.

In September KM participated in the Experts'

Meeting in Winnipeg, Canada, to discuss strategic responses to the plight of the children abducted by the LRA. KM's chief concern was that, unless governments and humanitarian agencies rejected a military solution and supported an inclusive settlement, they risked prolonging the agony of the war in the name of rescuing a very limited number of abductees.

KM2000

After two successful conferences in London in 1997 and 1998, there was general consensus that the next KM ('big meeting') should be held in Africa. The KM Secretariat, and its network of regional co-ordinators, undertook a comprehensive consultation of Acholi communities in the diaspora and in Uganda to construct the agenda. Pre-conferences were held in Europe, North America, Uganda, and Southern Africa. Thus the KM2000 conference gathered the broadest possible cross-section of delegates from around the world, ranging from people directly affected by the conflict to representatives of diaspora communities, and political, traditional and religious leaders. The

'Acholi people who have borne the brunt of the conflict are concerned about being marginalized from a process which will have far reaching implications for them, whatever the outcome. Until now, there has been limited communication and dialogue between the process and the civilian population of N Uganda. There has been very little dialogue on the process between Acholi civil society and the Government of Uganda and none with the Government of Sudan. It is only realistic that the people of Acholi (civil society) are actively involved in a process that seeks solutions to problems that they have been the major victims of. It does not bode well for the prospect of a durable and sustainable solution for the process to ignore the needs and input of civil society as a critical stakeholder with interest in both the process and outcome of the negotiation'.

(excerpt from KM Memorandum)



Traditional chiefs and local district leaders of Acholiland at Kacoke Madit's conference in Nairobi, November 2000

Governments of Uganda and Sudan, other governments with interests or influence on the conflict, the LRA, Ugandan and international NGOs and UN agencies also accepted invitations for KM2000 which was to take place in Arusha, Tanzania, in November.

Two days before it opened, the Tanzanian authorities cancelled the conference because of public health fears over the Ebola virus epidemic in Northern Uganda. The conference was hastily relocated to Nairobi, Kenya, where it began well with practically all delegates. Yet by the afternoon the Kenyan Government ordered the conference to be broken up immediately, citing public health fears and stories put out in the media. Delegates were escorted by Kenyan police and immigration officials to the airport or by road to Kampala.

Despite this sudden ending, KM2000 provided an important opportunity. By bringing together more than 150 delegates from around the world to talk about one important issue – ending the conflict in Northern Uganda – the conference helped to create a more informed and cohesive network. The single day of deliberations demonstrated clearly that this type of conference could play an important role in helping to consolidate consensus for peace across a wide spectrum of views and enhance the prospects for a settlement. KM, with the Acholi Parliamentary Group (APG), the Justice and Peace Commission,

Acholi traditional chiefs and People's Voice for Peace (PVP), followed up the aborted conference by lobbying the governments of Uganda, Sudan, Libya, Canada and Egypt, and UNICEF, the LRM/A and the Carter Center on "the urgent need for constructive and inclusive dialogue on the Northern Uganda conflict".

Ultimately, convincing the international agencies and governments with their arguments regarding the need for inclusive dialogue proved to be difficult. Communication with the LRA was also jeopardized by the attempts to implement the Nairobi Agreement.

A dialogue which presents real alternatives to violence remains a political and ethical imperative for all those committed to peace in Acholiland. The failure of external agencies to 'deliver peace' has shifted the onus for a resolution back to Uganda and Ugandans. KM and its partners continue to play their part in meeting this challenge.

This was the second year of co-operation between CR and the KM Secretariat. CR's role has been one of providing advice and technical support and assisting in fundraising. KM's programme remains entirely autonomous, but close proximity also enables regular and creative discussions and provides KM with access to CR's 'resources', including all staff (and associates and visitors), meeting facilities, library and database. This model of collaboration seems to be proving an effective one.

Media & Conflict in Africa

The Media & Conflict in Africa programme continued to deepen its relationship with partners in Africa while providing media practitioners with space and skills to discuss and reflect on the roles they play in conflict situations around the continent. In 2000, specific activities focused on Uganda and Nigeria. In both countries, as well as in Sierra Leone, CR's media support is becoming more integrated with other peacebuilding activities, implemented through partnerships such as with Kacoke Madit in Uganda and with the Centre for Conflict Resolution and Peace Advocacy (now Centre for Peace in Africa) in Nigeria. Efforts also continue to support regional co-operation and exchange as well as to move to more institutional support, for instance, to the Northern Ugandan Media Club, to Radio Kiss FM in Bo (Sierra Leone), and to the West Africa Journalists Association.

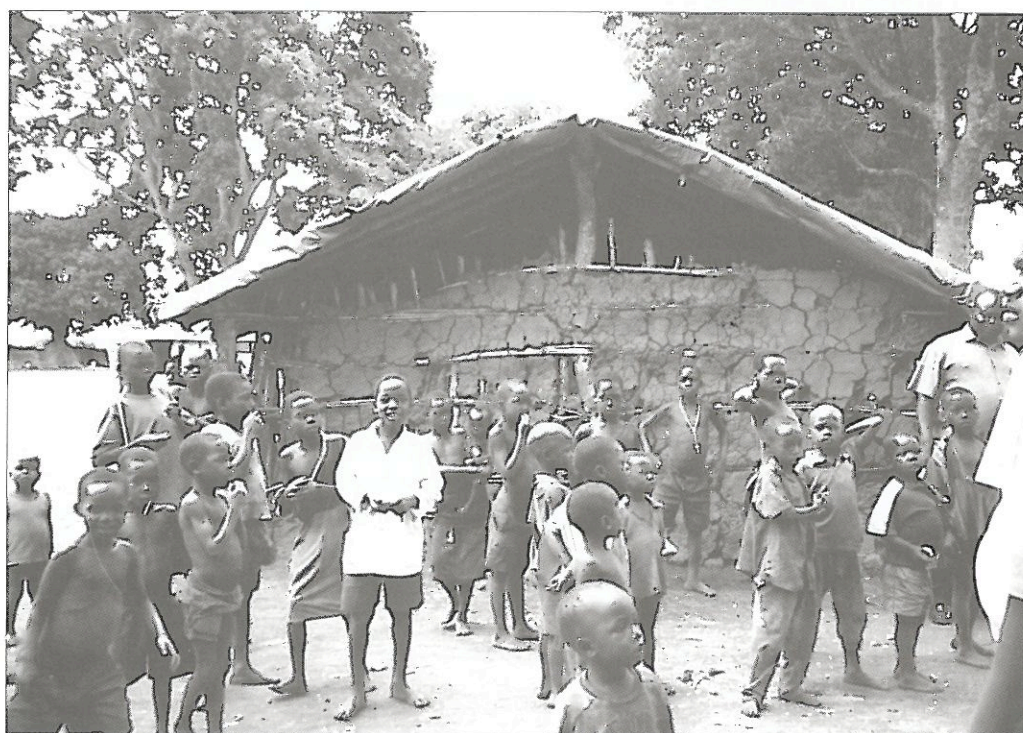
Uganda

With Human Rights Focus, the leading human rights organization in Northern Uganda, CR organized two five-day conflict-reporting workshops in Gulu (Northern Uganda) and

Nambole (Kampala) in March 2000.

The Gulu workshop provided a valuable opportunity for participants and facilitators to visit the Awer Protected camp – one of the 20-odd 'protected villages' dotted around the Gulu and Kitgum districts in the north – and to experience first-hand the depth of suffering the conflict in Northern Uganda has caused among the civilian population. The visit to the camp, which was home to about 14,000 people, was very significant for the workshop. Articles written by participants from this visit and reviewed during the workshop are collated and published in a compilation titled *Voices and Views from a Ugandan 'Protected Village'*.

The same set of participants joined a follow-up workshop four months later in the eastern town of Mbale. This review workshop showed that participants were practising the new skills they had acquired in the initial workshops. A one-day meeting of some selected participants and their Kampala-based editors further bolstered this review process. The objective was to initiate a professional dialogue between these two groups outside of the newsroom.



Awer
Protected
Village



The follow-up workshop for journalists in Uganda

Nigeria

In the run-up to the 1999 general elections, CR in collaboration with three Lagos-based NGOs organized four election coverage workshops around the country. With the establishment of a democratically-elected government after 15 years of military dictatorship, our Nigerian partners raised a follow-up to this initiative. The premise for this follow-up was that with many Nigerian journalists having little or no experience of reporting in a democracy, it was essential to equip them with the skills to report the nascent democracy in a constructive manner.

The 'Media and Democracy in Nigeria' project aims to help the media change its focus from the

confrontational style of reporting the military regimes to a more collaborative and less aggressive style. Six workshops were planned, with one for each of the geo-political zones in the country.

Two five-day workshops were organized in Jos (North Central) and Owerri (South East) in August 2000, in collaboration with the Centre for Conflict Resolution and Peace Advocacy (CCRPA) and the Institute for Media and Society (IMS). The remaining four workshops will be held in 2001. Pointers to assist participants and their colleagues adequately report and help sustain the young Nigerian democracy were drawn up in both workshops by participants.



Participants of a media workshop in Nigeria

The Balkans: peacebuilding and democracy

In 1997-98 the conflict in Kosovo (or Kosova, as it is called by its Albanian population) between Serbian police and military and the Kosovan Liberation Army (KLA) had entered a new and dangerous phase, with low-intensity fighting, destruction of villages, and large-scale flight of refugees. Relations between the two main communities rapidly deteriorated. Two students at the Richardson Institute for Peace Studies at Lancaster University, UK, designed a dialogue project with director Hugh in order to keep the door open for constructive options. Diana Francis was invited to work as a consultant and facilitator and in June 1998 a first workshop took place in Greece.

The workshop brought together student leaders and other socially or politically active young people for a discussion on the long-term relationship between the two communities, and the steps that might be taken to build confidence and trust between them. The local partners for the project were the Post-Pessimists group, a student organization with branches in several cities in Serbia, and Mens Sana, one of the few NGOs in Kosovo which maintained contacts with both Albanians and Serbs.

NATO bombing and after

A second Serb-Albanian Kosovo dialogue workshop was held in Bristol, UK, in February 1999. Political events had accelerated and the Rambouillet talks were due to begin. Although plans were made in the workshop for further dialogue initiatives and for activities in Pristina, the political and military developments cast their shadows on the proceedings. In the event, the Rambouillet talks were broken off and the NATO bombing campaign ensued, with all its dire consequences.

When the bombing was over, visits were made to participants and partners in their different locations to explore what would be possible and meaningful in the changed circumstances. Nobody was in doubt that

the dialogue could no longer continue on a bilateral basis, but had to be recast into a multilateral, regional frame – if anything could be done at all. A looser and more complex partnership model had to be adopted, involving many organizations and individuals and several organizations who contributed to the planning and identification of new participants.

Regional framework

Two regional workshops were held in Blagoevgrad, Bulgaria in December 1999 and April 2000. They included participants from previous workshops and, inevitably, given the new geographical frame, a large proportion of new ones – from Albania, Kosovo, Macedonia, Montenegro and Serbia. The workshops involved student leaders, journalists, NGO workers and educators. Within this new context, the dialogue over the status of Kosovo/a continued, supplemented by discussions about the nature of democracy and related regional obstacles and possibilities. Ideas for joint action emerged, but were insufficiently developed to have much chance of being realized. Also, the Richardson Institute lacked the organizational capacity to continue with the project. CR, which had played a role in the early conceptualization of the project, agreed to step into the breach. Diana Francis undertook to manage the project.

Training and micro-projects

The first seminars under CR auspices took place in December 2000 and March 2001, again in Blagoevgrad. Old and new participants entered into a broad dialogue about the region's problems and started to design joint projects to be undertaken in 2001. In total seven micro-projects were developed, some local and some regional: a three-city, multi-ethnic series of workshops for young people in Serbia; a regional art competition, to be followed by a postcard campaign, with poems in all regional languages; a regional workshop on gender, sexuality



Campaigning on the streets of northern Serbia by members of Oaza, one of the network of NGOs participating in CR's dialogue workshop

'Let's talk' flyer



and inter-ethnic relations; a regional, multi-ethnic summer camp in Montenegro; a multi-ethnic children's play scheme in Pristina; a project for teachers in Albania to combat the culture of violence; and a film

project on human rights, with participation from Albania, Kosovo and Serbia. Training seminars on human rights, organizational development and conflict transformation were being planned for 2001.

Fiji: from constitutional reform to championing democracy

On 19 May 2000, a nationalist march took place in Fiji's capital Suva while Parliament was in session. A group led by businessman George Speight burst into the buildings and took the government hostage – a situation that was to continue for 56 days. While the coup leaders were unsuccessful in seizing power, they did manage to bring down the elected government and, at least temporarily, suspend the country's Constitution.

The Citizens Constitutional Forum (CCF) – CR's partner in Fiji – had been active for years in promoting dialogue and popular consultation on constitutional reform. In 1997 an amended Constitution was adopted which had been hailed as an international hallmark of ethnic conciliation and civil liberties. These democratic gains were, at least in part, reversed that day in May.

In early 2000 a new coalition government was in power. The CCF was re-defining its relationship with the State. Following earlier contributions to the formulation of the Social Justice Bill, the CCF's Director and CCF members played key roles in several of the new Government's committees. The relationship was not without its challenges and controversies. The Government planned to amend the Constitution – in part out of an increased awareness of some of its civil liberty provisions highlighted by public education materials developed by the CCF – while the CCF advocated against a rushed amendment.

All this was to change in May. In the vacuum created by the hostage taking, the CCF assumed an increasingly public and also 'oppositional' profile, playing a critical role in championing the restoration of the rule of law and continued recognition of the democratically-elected government. Although a logical development from its earlier work on public awareness of human rights and civil liberties, it was a definite change and not without personal risks and sacrifices.

Lobbying in Europe, Australia and New Zealand, the CCF, with CR's support, sought for international support to uphold Fiji's Constitution – largely without success. It called on the EU and European governments to respond to the appeals of the elected government in Fiji and of the unions, business, NGOs and other pro-democracy groups to freeze 'non-humanitarian development assistance'. Yet no significant action was taken by the international community to support a return to democracy and the rule of law. While some governments matched their rhetoric with firm actions (most notably New Zealand), others were only too quick to accept the status quo. It was a cold reminder of governments' inclination to prioritize stability over liberty and justice.

Domestically, the CCF had more impact than in the international arena. With no party-political bias it undertook sustained and extensive media work defending the 1997 Constitution and speaking out against the coup. Judging from the vitriolic and personal attacks levelled at CCF members by the military-appointed administration, this was perceived as a clear threat. Although the Constitution was restored, the CCF will continue to campaign vigorously for the full return of democracy and respect for human rights.

While the CCF effectively became a campaigning group, it did not altogether abandon its public education and information roles. For example, it worked with the Minority Rights Group on a project on 'Minority Communities in Fiji Islands' and with the World Council of Churches on a study on 'Ethnic Identity and National Identity and the Nature of the Churches in Fiji'. And although work on promoting multiculturalism in the national curriculum was set back, the CCF collaborated, even during the height of the coup attempt, with People for Intercultural Awareness (PIA) on a training workshop for Intercultural Facilitators.

Organizational development

After the recruitment of several new people at the end of 1999, staffing in London was relatively stable throughout the year 2000. In May, Laura Gibbons was succeeded by Catherine Barnes as Accord Programme Manager and Series Editor, Simon Finch left the post of Accord Production Editor but remains linked to CR as IT consultant. CR also was privileged to have Mohammed Ehsan Zia, ex-Chairman of Co-operation for Peace and Unity (CPAU) in Peshawar, Pakistan, working with us as an intern. When the Balkans programme came on stream, Tara Polzer took on the logistics, while continuing to work as an intern with the Accord programme. Towards the end of the year, her role was taken over on a more permanent basis by Ruairi O'Connell.

Major staff and organizational changes took place in Sierra Leone. CR's West Africa Co-ordinator Frances Fortune left in June to take up a job as Director of Search for Common Ground's Talking Drum Studio in Freetown. Her role was taken over on a temporary basis by Ambrose James until the

appointment of Sahr Gborie in December. Ambrose became Project Officer for the Southern Region and James Vincent, previously with the 'Youth in Crisis' project, took on the same function for the Eastern Region. Newly-recruited staff are Youth Animator Senesie Samay in Kenema, and Finance Officer Tommy Mansaray. New office space was found in Freetown and Bo and staff will move there during 2001. The West Africa programme remains exceptional within CR's structure. The institutional support to partners and assistance to their projects is provided from this base in Sierra Leone, rather than exclusively from London, and some project staff are directly employed by CR-Sierra Leone and not by partner organizations.

Treasurer Martin Henwood left CR's Board of Trustees and was succeeded by Nev Jefferies in May 2001. Cristina Sganga also left as a Trustee. Her place was taken by Bea Stolte. Both Martin and Cristina have served on CR's Board since the start in 1994 and they are warmly thanked for their contribution and commitment.

Summarized statement of financial activities for the year ended 31 December 2000 (UK£)

INCOME	2000	1999
		(As Restated)
Unrestricted Grants	141,976	174,956
Grants for Specific Programmes and Projects	746,392	390,450
Accord	160,246	155,034
Balkans	18,138	-
Caucasus	85,283	25,610
Fiji	11,215	1,300
Media & Conflict in Africa	91,419	30,760
Sri Lanka	1,500	8,763
Uganda (Kacoke Madit)	218,555	59,166
West Africa	160,036	109,817
Other Income	43,048	25,648
Consultancy fees	34,539	17,696
Accord sales	5,893	4,242
Interest received	2,616	3,710
Total Income (A)	931,416	591,054
EXPENDITURE		
Programmes	763,835	382,391
Accord	155,181	173,495
Balkans	18,138	-
Caucasus	104,408	26,396
Fiji	10,993	3,461
Media & Conflict in Africa	93,633	32,887
Sri Lanka	6,305	3,958
Uganda (Kacoke Madit)	200,597	43,067
West Africa	174,580	99,127
Programme Development	31,796	89,166
Media & Conflict in Africa	5,187	17,552
Somalia	924	-
West Africa	25,515	35,010
Other	170	36,604
Core	117,812	132,124
Project Management and Support	61,531	76,746
General Management and Administration	56,281	55,378
Total Expenditure (B)	913,443	603,681
Surplus/Deficit at 31 December (A-B)	17,973	-12,627

Balance sheet at 31 December

UK (£)	2000	1999
Fixed Assets	22,625	27,208
Current Assets		
Cash at Bank	56,274	14,153
Debtors - Accrued Income	65,494	43,929
Rent Deposit and Prepayments	28,036	17,748
Total Current Assets	149,804	75,830
Liabilities		
Creditors - Accrued Liabilities	80,557	29,138
Deferred Income	-	-
Total Liabilities	80,557	29,138
Current Assets Less Liabilities	69,247	46,692
Net Assets	91,872	73,900
Funds		
Unrestricted Income Funds	20,982	20,532
General Reserve Fund	20,982	20,532
Designated Fund	-	-
Restricted Income Funds	70,890	53,368
Total Funds	91,872	73,900

These summarized accounts have been extracted from the full audited accounts of Conciliation Resources for the year ended 31 December 2000 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 9 March 2001 and have been submitted to the Charity Commission and the Registrar of Companies.

Auditors Report on the summarized accounts of Conciliation Resources for the year ended 31 December 2000:

"We have examined the summarized accounts which have been extracted from the full audited accounts for the year ended 31 December 2000. In our opinion the summarized 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 summarized accounts

Programmes

In contrast to the summarized accounts presented in previous annual reports, the expenditure shown for each programme in some cases includes monies not coming from project-specific (restricted) grants. Where these specific grants were insufficient, money from other sources (unrestricted grants, consultancies) was used to cover costs, especially salary costs.

Programme Development

This refers to expenditure incurred to develop new programmes for which specific grant funding was not (yet) available.

Core

The total Core expenditure refers to the costs for management, administration and support, less contributions made by projects and programmes (overheads – generally between 5% and 10% of direct project costs). Core costs in 1999 were exceptionally high due to the move to and investment in new offices and the figure for 2000 is therefore more representative of the general trend.

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, administration and support costs directly from overheads and we will remain dependent on unrestricted grants and other untied

income to continue our work. With the attested growth in programme activities and corresponding grants, this dependence gradually diminishes.

Balance and Reserves

Most of the positive balance at 31 December 2000 refers to funds tied to specific projects which will be expended accordingly in 2001. The unrestricted surplus of £450 will be added to the General Reserves which therefore increase to £20,982 (see Balance Sheet). It is CR's policy to achieve a balance of reserves equalling three months of operating costs, in line with general guidelines for charities. This target has not yet been achieved. It remains our intention to add to the Reserves over the coming years, if our finances allow this.

Future

All major programme areas of 2000 (Accord, Balkans, Caucasus, Media & Conflict in Africa, Uganda, West Africa) have secured full or partial funding for continued activities in 2001 (and some into 2002). Part funding has also been secured for work in Angola and Nigeria. For most programmes, further submissions are outstanding or still under preparation. Unrestricted funding too has been committed for 2001. The financial situation therefore looks relatively healthy, despite the continued existence of 'pockets of insecurity' (notably the West Africa programme).

Funding

As in previous years, Conciliation Resources' activities in 2000 were made possible by financial contributions, either unrestricted or for specific projects and programmes, from a wide variety of sources.

For 2000, we gratefully acknowledge the support of the following institutions (for details, see the full audited accounts):

- ACT-Netherlands (formerly Dutch InterChurch Aid)
- Lord Ashdown Charitable Settlement, UK
- Association of Protestant Churches and Missions in Germany (EMW)
- Bolton's Trust, UK
- Calpe Trust, UK
- Christian Aid, UK
- Cordaid, Netherlands
- Royal Ministry of Foreign Affairs, Denmark
- Department for International Development, UK (DFID)
- DFID Civil Society Challenge Fund, UK
- Diakonisches Werk of the Evangelical Church in Germany (EKD)
- Ministry of Foreign Affairs, Finland
- Foreign and Commonwealth Office, UK (FCO)
- William and Flora Hewlett Foundation, USA
- Swedish International Development Co-operation Agency (Sida)
- Federal Ministry of Foreign Affairs, Switzerland
- United States Institute of Peace (USIIP)
- Westminster Foundation for Democracy, UK

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

CR Board Members in 2000

Mark Bradbury (1998)

British. Mark trained in anthropology, rural development and conflict analysis. Between 1983 and 1988 he worked in Sudan as a teacher and with ActionAid. He was country director with ActionAid Somalia between 1988 and 1992 and since then has been working as a freelance social analyst for a wide range of organizations, including ACORD, ActionAid, OXFAM, Overseas Development Institute, UNICEF, UNDP and DFID. He has undertaken many field studies and evaluations and gained extensive experience in conflict situations, in particular in the Horn of Africa, in West Africa and in Kosovo. Publications include studies on Somalia, Sudan, Sierra Leone, Kosovo, conflict and development, conflict resolution, human rights and complex emergencies.

Martin Henwood (Treasurer) (1995-2000)

British. A public finance accountant. Martin currently works with Stratford-on-Avon Council, previously he was with Barnsley Council (South Yorkshire) and with several London Boroughs. Martin has served as Honorary Treasurer with a number of charities and voluntary organizations in London, Barnsley, Brixton and Coventry.

Mark Hoffman (Chair) (1995)

American. Mark is Lecturer in International Relations at the London School of Economics and Political Science, where he teaches conflict analysis and resolution. He has published on third-party mediation, humanitarian intervention and conflict resolution in the post-Cold War world. As head of LSE's Conflict Analysis and Development Unit (CADU), he has wide practical experience as trainer and facilitator with the UN, the UK Department for International Development (DFID) and other international organizations; and has worked in Moldova, Sri Lanka and elsewhere.

Nev Jefferies (Treasurer) (2001)

British. Head, International Welfare Services at British Red Cross. Nev was Director of Charity Know How and has worked on humanitarian assistance and development programmes in Asia, East Africa and the former Soviet Union. He trained in development studies and voluntary sector management.

Mischa Mills (1998)

Jamaican. Mischa is Media Adviser to the Commonwealth Secretary-General. Previously she worked with UNESCO's Culture of Peace programme in Paris, with International Alert, and as co-ordinator of the London Centre of

International Relations of the University of Kent. Mischa has extensive international experience and contacts in the fields of politics and diplomacy, business, and media.

Norbert Ropers (1998)

German. Director of the Berghof Research Center for Constructive Conflict Management in Berlin. Previously researcher and lecturer in peace studies and conflict resolution at a number of institutions. He has published widely on peace and conflict, conflict analysis, and principles of intervention. Norbert has wide practical experience as trainer and facilitator in conflict resolution initiatives, particularly in Central and Eastern Europe and the former Soviet Union. He is closely involved as a policy adviser to German and Swiss governments, NGOs and international organizations on conflict prevention and related matters.

Cristina Sganga (1995-2000)

Colombian/Italian. A human rights activist since 1982, in the USA, Venezuela and UK. Cristina trained in history and anthropology. She has worked as a journalist in Latin America and the UK and is co-author of a book on the war in El Salvador. In 1990-91 she worked with street children in Brazil. From 1991 to 1999 Cristina was Development Co-ordinator at Amnesty International's international secretariat in London. She has extensive experience in design, implementation and evaluation of human rights education and training and is currently working freelance as a human rights trainer, with police forces and other constituencies.

Theodosia Sowa (1995)

British/Ghanaian. A freelance consultant and trainer working on children and armed conflict, evaluation, communications, organizational development. Theo has extensive international experience and a special focus on Africa. Work with international organizations has included UNICEF, the Commonwealth Secretariat, UNIFEM, UNDP, DFID and NGOs including International Alert, Save the Children and ABANTU. She took part in the UN study on Children and Armed Conflict.

Bea Stolte (2001)

Dutch. She is co-ordinator of co-operation with and assistance to partners in North East Africa at the Emergency Department of ACT Netherlands. The department has a broad mandate, including emergency, rehabilitation, conflict prevention and transformation. Since 1998 she has been a board member of the European Centre for Conflict Prevention.

conciliation resources

Conciliation Resources (CR) was established in 1994 to provide an international service to local organizations pursuing peacebuilding or conflict transformation initiatives. CR's principal objective is to support activities of people and groups working at community and national levels in preventing violent conflict or transforming such conflict into opportunities for social, political and economic development based on more just relationships.

In striving to attain that objective, CR:

- assists local organizations 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;
- involves previously marginalized or excluded groups in community and national peacebuilding processes, wherever possible;
- helps build or strengthen civic capabilities for dialogue, problem-solving and constructive action, locally, nationally and sometimes regionally, when existing mechanisms for effective participation are either weak or lacking;
- promotes organizational 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 transformation practice and theory;
- enters into partnerships and collaborative arrangements with other organizations and participates in UK-based and international networks.
- draws on a pool of skilled staff, programme associates and consultants to apply a wide range of expertise in addressing armed conflict or the threat of large-scale violence.

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