

conciliation
resources



Annual report **2003**

conciliation resources

An international service for conflict transformation

Conciliation Resources supports groups working at community, national and international levels to prevent violence or transform armed conflict into opportunities for development based on more just relationships.

CR's organizational goals are to:

- Support people in developing innovative solutions to social, economic and political problems related to armed conflict
- Provide opportunities for dialogue and improved relationships across conflict divides and at all social levels, including marginalized groups
- Influence governments and other decision-makers to employ conflict transformation policies that limit militarization and include effective mechanisms for public participation
- Improve peacemaking practice and policies by promoting learning from the experiences of peace processes around the world



Every night thousands of children in northern Uganda walk from their villages into Gulu to avoid abduction by the Lord's Resistance Army. More than 8500 children were abducted in 2003.

Photo: Marcus Bleasdale

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INTRODUCTION

Legitimacy and Participation Matter

Welcome to our annual report of Conciliation Resources' ninth year.

CR continues to work in strategic partnerships with civil society organizations advancing processes of non-violent change on the frontlines of their conflicts.

In 2003 we sought to remain focused, deepen our programmes and resist the call to diversify further. But with work in Georgia-Abkhazia, Angola, Papua New Guinea-Bougainville, Colombia, Fiji, Guinea, Liberia, Philippines-Mindanao, Nepal, Nagorny Karabakh, Northern Ireland, Sierra Leone and Uganda, CR cannot be said not to have breadth.

Staying small has given CR a certain influence premised on the integrity, authority and reputations of our staff, and our ability to act quickly and remain flexible.

If CR has learned any 'big lesson' relevant to the current global debate on peace and security, it is about the importance of civic participation in peacemaking. We have seen how intervention efforts to prevent or end armed conflicts represent opportunities for profound structural and social reform.

One key to successful peacemaking rests in the broader political participation of civil society. The people, groups and projects we support all embody the principle that effective public participation is the basis for the authority and legitimacy of government. While the current global and national wars remind us

all of the efficacy of violence (even against civilians) they bring a certain crisis of legitimacy in their wake.

Organized civil society is, of course, a complex phenomenon. Issues of representation and accountability present definite challenges for those with the authority to engage in efforts to end violent conflict. But the failure to rise to this challenge and engage with community and interest groups other than combatants when negotiating new political accords is having profound global costs.

Public participation in peacemaking widens and deepens the scope of the agendas, increases the legitimacy of agreed outcomes and is itself a process of reconciliation. This 'transformational diplomacy' – challenging government's views of the citizen – is at the core of CR's work.

Another core issue for CR is how post-agreement conflict legacies represent a new 'cold war' for many of the people and groups with whom CR works. While organized political violence remains in abeyance in Fiji, Georgia-Abkhazia and Sierra Leone, the continuing crises of governance, social exclusion and poverty means that structural violence is a daily part of many people's lives.

Holding our focus on the peacebuilding agenda and negotiating strategic partnerships in such places is what we do. Based on consultation and collaborative interventions at many social levels, our work aims ultimately to improve relationships and nurture a social infrastructure for peace.

Once again, to our donors, colleagues, associates and friends, we thank you all and hope CR continues to merit your confidence.

Andy Carl Director



ACCORD PROGRAMME

Understanding how wars end

In a world where civilians are routinely portrayed as victims of armed conflict, CR's Accord programme continues to highlight the roles they play in reaching peace. We are guided by our conviction that peace processes are driven by people's efforts at all levels of society, not just the innovations and risks of parties at the negotiating table.

Our efforts to document and learn from how wars end and peace is negotiated are outlined in the print and online publication series *Accord: an international review of peace initiatives*.

Written by authors with direct experience of peace processes, *Accord* aims to inform and enrich peacemaking practice through comparative learning.

CR works collaboratively with local institutions to promote the lessons learned from each project and to stimulate fresh thinking. Together, we adapt the materials for use as a conflict resolution tool and for educational and public awareness-raising activities.

Promoting public participation in peace processes

The dominant practice in today's peacemaking pays scant attention to the work of civil society. Typically focused on the conflict parties, the process of reaching political

agreements creates limited space for the ideas and interests of non-combatants.

Our first thematic *Accord* issue, *Owning the process: public participation in peacemaking* (published December 2002) challenged this approach by exploring the benefits of opening up processes to allow greater public participation.

The publication was well received throughout 2003, and provided valuable resources for people engaged in a range of ongoing peace processes worldwide. The Accord team also brought its findings to the attention of international decision-makers, opinion formers and practitioners at well-attended and influential events in New York and London. Requests for CR to meet with various senior government officials and civil society groups continued beyond the year's end.

CR staff also acted as resource people for workshops on this theme in Colombia and Philippines-Mindanao. These events allowed civil society actors to study comparative experiences and consider strategies for greater public involvement in their own peace processes.

The project contributed to greater understanding and helped press the case for prioritizing and advocating public participation in peacemaking.

First meeting between civil society and the National Liberation Army (ELN) in the mountains of Colombia, October 1998.
Source: El Espectador



'multi-stakeholder processes, partnerships and dialogue can make very valuable contributions to negotiating sustainable peace settlements...'

Micheline Calmy-Rey, Swiss Foreign Minister, World Economic Forum, Davos.



Five years on: the Northern Ireland peace process

Our project to update the 2000 *Accord* issue on Northern Ireland similarly highlighted the costs of predominantly elite-level political negotiation.

Developments since the 1998 *Belfast Agreement* reveal an increasing reliance on bilateral bargaining, which

has sidelined the smaller political groups that played constructive roles in earlier multi-party talks. This dynamic has also made it difficult for civil society to engage with politicians.

The various crises of the post-agreement period offer salutary reminders of the general vulnerability of peace accords, along with the inevitability of setbacks and frustrations on the path from violence to politics.

This updated *Accord* supplement and its online discussion pack are now regularly used by institutions in Northern Ireland as a primer for those trying to draw lessons from the process.



Promoting policy alternatives to war in Colombia

Colombia's legacy of peacemaking has much to teach the world about the potential of ordinary people to help shape peace.

Our latest *Accord* issue, *Alternatives to war: Colombia's peace processes*, documents numerous inspirational

efforts to confront four decades of armed conflict.

A long history of dialogue and negotiations between successive Colombian governments and armed groups sits alongside innovative civil society initiatives such as peace communities, municipal constituent assemblies, peace and development programmes and mass mobilizations.

Our authors point out that formal peace processes have largely marginalized Colombia's non-combatants, and thus failed to harness the opportunities offered by these mechanisms for public consultation and decision-making.

CR's documentation of these experiences and the lessons arising from them will help challenge dominant assumptions about a military victory, and inform future efforts to find peace through dialogue in Colombia.



Ongoing peacemaking in Philippines-Mindanao

Setbacks in the search for peace also feature prominently in the southern Philippines province of Mindanao. Our 2003 supplement to the original 1999 *Accord* issue focused on negotiations between the government and the Moro Islamic Liberation Front, as well

as civil society peacebuilding.

With progress in talks interrupted by tragic upsurges in violence in 2003, our authors pointed to the urgent need to rethink military strategies in the province and to promote greater public debate on the concept of a multi-nation state.

The publication has been a useful tool for various parties to the ongoing talks and offers valuable insights into negotiating with Islamic armed groups.

Documenting the challenges to building sustainable peace in Angola

Angola was also a focal point for the *Accord* team during 2003, with extensive editorial work on a forthcoming issue. Although the situation in the oil-rich enclave of Cabinda

PUBLIC PARTICIPATION

In 2003 we distributed 1800 copies of *Owning the process: public participation in peacemaking* to conflict zones including Afghanistan, the Caucasus, Israel-Palestine, Nepal, Sierra Leone, Somalia, Sri Lanka and Uganda.

CR and the International Peace Academy held a joint policy forum in New York in February to engage UN representatives and officials in discussion of the lessons learned from the *Accord* project.

In April, our London launch event was hosted by the Swiss Embassy and attended by civil servants, the diplomatic community and various NGOs.

CR and Issue Editor Catherine Barnes were also asked to present the project's findings and run workshops for other audiences, including government representatives and civil society leaders.

COLOMBIA

The Colombia project was developed with Issue Editor Mauricio García-Durán, the Centro para Investigación y Educación Popular (the Centre for Research and Popular Education – CINEP) and the Programa por la Paz (Peace Programme) and involved the active collaboration of other Colombian NGOs and international advisers. The *Accord* issue is available in English and also Spanish, as part of CINEP's *Controversia* series.

Given the topic's relevance in Colombia, *Accord* staff led two workshops on 'public participation in peacemaking' for civic groups in Bogotá and Cali in May 2003, and will develop educational materials on the topic as part of a 12-month project with Programa por la Paz.

In London, CR also held a roundtable seminar on the Northern Ireland peace process for visiting Colombian NGO leaders, presented by Programme Associate Clem McCartney.



A peace rally in Zamboanga, Philippines-Mindanao.
Source: Reuters/Romeo Ranoco

UPDATE PROJECT

CR worked with partners and authors to update two previous *Accord* issues on Northern Ireland and Philippines-Mindanao to contribute reflections to ongoing peacemaking efforts in both places and maintain the practical relevance of the series.

We also worked with partners at Mindanao State University on a joint workshop in General Santos City on 'learning from public participation in peacemaking', and supported a series of peak-time radio programmes to stimulate local debate about peace initiatives.

remains unstable, national priorities in Angola have concentrated on the demobilization and reintegration of former combatants, post-war rehabilitation and election preparations.

CR has chosen to document and explore the impact of previous peace negotiations on the conflict and the current challenges for sustainable peace posed by these transitional processes. The publication will be available in print and online in English and Portuguese by mid-2004.

Future work

CR will build on initial consultations to explore our second thematic topic of 'engaging armed groups in peace processes'. Conflict-specific projects in 2004 will focus on Nagorny Karabakh and Sudan.

An increased emphasis on communicating the lessons from our work aims to encourage active processes of reflection, improved delivery of key messages and a higher media profile. With 14 *Accord* issues now freely available and searchable online, we plan to increase website visitor numbers, build on *Accord's* 39 per cent sales increase in 2003 and strengthen relationships with our strategic readership of conflict parties, intermediaries and policymakers.

Given the *Accord* programme's global scope and relevance, we are inspired by the sheer diversity of approaches to peacemaking, and challenged to reflect their complexities. Our partners, advisors and authors

'The most valuable resource book for our village-level awareness training in peace: we have translated it and use it as training materials.'

Environmental and Population Awareness Program, Nepal

play crucial roles in helping us do this and we are indebted to their insights. Our collective efforts reflect the important contributions of people working at all levels of society to address violent conflict. We believe this experience will provide further ideas, reflections and inspiration to help refine policy and practice in the complex task of ending wars.



ANGOLA

Transforming conflict through civic education

The first 18 months of peace in Angola after the signing of the April 2002 Luena Memorandum agreement brought glimpses of political renewal and economic recovery.

Yet hopes by ordinary Angolans that the end of more than 40 years of war would bring great change have not materialized. The 'military peace' won by the government's victory over the UNITA rebellion still needs to be transformed into a sustainable social peace. Separatist fighting also continues in the enclave of Cabinda.

Decades of authoritarian rule, the government's dismissive attitude towards fundamental liberties and freedoms, its neglect of basic social services, dysfunctional economic systems and justice institutions will all take much time to repair. The pace of change has been painfully slow.

Building peace and democracy

In this year of transition to peace, the Civic Education Programme (PEC) of CR's Angolan partner organization, Action for Rural Development and the Environment (ADRA) focused on community work, developing educational materials, training, planning and evaluation. CR's involvement was led by Programme Associate Guus Meijer making regular trips to Angola and offering professional support, advice and oversight.

In the capital Luanda and the provinces of Huambo, Huíla, Bengo, Benguela and Malanje, the PEC's community facilitators (*promotores*) teams continued their regular educational sessions, seminars and debates with local NGO partners, community groups and local authorities.

Peace festivals were also held in Benguela, Huíla and Malanje. The PEC contributed to radio programmes on human rights and other civic education themes in Bengo, Malanje and Huambo, and teamed up with local educational authorities, the police and other state institutions to reach specific target groups.

With input from the PEC's provincial branches staff, four training booklets were produced respectively on the topics of Angola and its history, the Constitution, organization and

The military peace won by the government still needs to be transformed into a sustainable social peace.

participation, and democracy and state organization. The 2003 Human Rights Calendar, jointly produced with Cultural Centre MOSAIKO on the theme of 'Building Peace with the Participation of All' was widely distributed to schools, hospitals, community groups and police stations, among others.

The PEC team members received training on topics such as HIV/AIDS, peacebuilding and project planning. In January, a provincial coordinator attended a training course in Sweden on conflict resolution and peacebuilding.

An internal evaluation concluded with a national PEC meeting in Luanda in late March to prepare for an external evaluation in May. Both evaluations fed into ADRA's general strategic review throughout 2003 and led to the civic education work becoming fully integrated into ADRA's general community development work, under the new programme name *Onjango* (referring to a traditional community meeting place).

CR's collaboration with ADRA-PEC concluded in December. Financial and technical support is now provided by the German NGO, World Peace Council. CR continues to work in Angola through the Accord programme and is exploring other possible peacebuilding initiatives.

ADRA-PEC provincial coordinator José Bessa Gaspar (standing) doing civic education work in the Carreira de Tiro neighbourhood, Malanje.



THE CAUCASUS

Working towards durable peace

Ten years after ceasefires were signed in the Georgian-Abkhaz and Nagorny Karabakh conflicts, durable peace settlements remain a distant prospect. The inability to resolve these conflicts continues to have a profound effect on political and economic development in the region, with hundreds of thousands of people facing a precarious existence.

Our sixth year of conflict transformation and civil society development work with Georgians and Abkhazians witnessed dramatic political fluidity. In November 2003, President Shevardnadze exited Georgian politics amid scenes of powerful public support for change. Debate in Abkhazia grew more vibrant ahead of a 2004 leadership struggle, signalling a new dimension in political participation.

Yet despite the increased dynamism also on the part of the international community, there appeared little readiness to take the risks necessary to create new possibilities in the peace process. Positions remained intransigent, while insecurity, distrust and belligerent rhetoric reinforced a conflict dynamic with little space for engagement and less for compromise.

Working closely with a diverse range of local partners across the conflict divides, including NGOs, journalists, civic activists, parliamentarians and officials, CR seeks to support processes of social and political change to address the root causes of violence, conflict and marginalization. From separate community work to creating opportunities for dialogue between the conflict parties, we strive to improve relationships and foster a social infrastructure for peace.

Abkhazians and Georgians at the Schlaining dialogue workshop in Austria, December 2003.

Challenging preconceptions and stereotypes

Most people on both sides of the conflict are weary of the ongoing instability, economic hardship and restricted opportunities of the past decade. Yet few in these fractured societies can envisage how to translate their common desire for peace and security into reality. Providing greater access to information within and between the communities can help address the narratives of fear and suspicion that prevail.

Community radio has proven a powerful tool for encouraging debate. CR's support for independent radio producers in Tbilisi, Zugdidi and Sukhum/i saw work continue through 2003 on an innovative radio diaries project that challenges stereotypes and portrays the human face of conflict through insights into the everyday humour, grief and concerns of ordinary people. Over 400 diaries have been broadcast in the region, in Russia and on the BBC World Service, with highlights compiled on two 'best-of' CDs.

In March, we launched a monthly newspaper, *Panorama* in association with the Institute for War and Peace Reporting, with editors in Tbilisi, Sukhum/i and London. Joint meetings to discuss the project and the media's role in conflict led to several visits where Abkhaz print journalists covered events in Georgia. A monthly civil society publication in Abkhazia also went online and CR began working with the Georgian newspaper *24 hours* to publish a weekly page of comment and analysis of Georgian-Abkhaz relations.

Building on mutual respect gained from working

together since 2001, a team of journalists from Abkhaz state TV and the independent Studio Re in Tbilisi continued their film work. In consultation with British TV producers, they filmed material for two documentaries scheduled for broadcast in 2004. *What the Abkhazians want* looks at life in Abkhazia a decade after war and explores people's aspirations. *Expectations* maps attitudes and opinions among the communities displaced by the war and mainstream Georgian society about the future of Georgian-Abkhaz relations.

Promoting civil society development in Abkhazia

Any lasting peace must be based on political maturity, pluralism, and broad social inclusion. CR works with several Abkhaz NGOs that aim simultaneously to engage the public and influence decision-makers, and encourage more transparent and accountable governance.

Our partner, the Centre for Humanitarian Programmes (CHP) acts as a resource for the local non-governmental sector, providing consultations and fostering community initiatives in Abkhazia. One aspect is a small grants programme it runs with CR to encourage a cross-section of people to address social problems. In 2003, we supported 21 initiatives including vocational training, educational activities and establishing community centres.

The development of Abkhaz civil society has been noticeable in recent years, and is supported by a regular discussion club hosted by another CR partner, the Centre for Rehabilitation, which also produces an information bulletin on NGO activity and a website. In this past turbulent year, Abkhaz NGOs have increasingly facilitated political debate and brought issues such as judicial reform, repatriation, local government and election monitoring to the fore.

Educational activities are key to encouraging long-term socio-political change. Another partner, the Sukhum Youth House hosts ongoing activities and training in life skills, peace education and community activism. CHP's civic education programme, in partnership with teachers from all regions, focused on producing a school curriculum

Our work is predicated on gradual change in individuals, institutions and ultimately social attitudes and political cultures.

textbook drawing on local experience. For a second year running, CHP and the Media Club coordinated a two-week international relations Summer University in Pitsunda with 35 students and young professionals from throughout the Caucasus and Europe.

Working to empower internally displaced communities in Georgia

Communities of internally displaced people (IDPs) within Georgia have for the past decade been marginalized from political life and manipulated by those seeking to resolve the conflict by force. Yet alternative IDP voices have recently emerged, expressing growing awareness of the need for change.

CR has worked with IDP politicians, both individually and in seminars, in developing a strategic approach to non-violent conflict resolution. Partnerships with IDP opinion formers also promote constructive ways of addressing their social and political concerns and aim to encourage more nuanced discussions about the peace process.

With a team of partners in Tbilisi, CR held workshops for civic leaders in 2003 on conflict awareness, strategy and civil society development. We also support a network of organizations in Zugdidi and Kutaisi working through the local media and educational activities to empower ex-combatants, IDPs living in isolated settlements, and local administrations, among others.

Mikheil Mirziashvili from Studio Re interviewing children in an IDP settlement, Georgia, 2003.



NEW WORK IN NAGORNY KARABAKH

In 2003 CR joined a consortium to work on a programme addressing the conflict between Azerbaijan and Armenia over Nagorny Karabakh.

The partners, Catholic Relief Services, International Alert and LINKS will work on conflict-sensitive development, the role of civil society and political dialogue respectively.

CR's focus is media and public awareness. Activities will include a radio diaries initiative with journalists across the region and a BBC World Service online discussion on the conflict and peace process.

Other activities with a range of Armenian and Azerbaijani partners and consortium members are planned. CR is chairing the consortium in its first year.

Few in these fractured societies can envisage how to translate their common desire for peace and security into reality.



Ruined building on Sukhum/i's seafont in Abkhazia.

Creating opportunities for dialogue and analysis

Creating sustained opportunities for information sharing and analysis among Georgian and Abkhaz politicians and officials is an ongoing feature of CR's work.

Three meetings in what has become known as the 'Schlaining process' were held in 2003. These informal dialogue meetings convened by CR and the Berghof Centre in Germany and Austria bring together high-level Georgian and Abkhaz officials, politicians and civic actors for joint analysis and problem-solving work.

As an engaged party that takes no position on the final outcome of the conflict, CR aims to create an environment where ideas and analysis can be explored in an open, creative and challenging manner. Such dialogue stimulates sustained discussion about strategies in the separate communities and creates potential for ideas to filter into official approaches.

CR's series of Georgian-Abkhaz study visits to Northern Ireland also continued. In January, 13 high-level politicians and officials from Tbilisi and Sukhum/i had a rare opportunity to spend time together informally, exploring their approaches to key issues in the conflict against a different backdrop, and gaining insight into the processes, institutions and mechanisms that helped transform the Northern Ireland conflict. CR and the University of California (Irvine) also invited a group of Georgian and Abkhaz civic activists in March to explore civil society's role in influencing

the politics of peacemaking and in overcoming deep-rooted community hostility.

Other opportunities for dialogue and information sharing occur in different contexts throughout our multi-layered work. CR regularly sends Georgians and Abkhazians on human rights, conflict and professional development training courses. Twice-monthly sessions were held with university students in Sukhum/i and IDP students in Kutaisi and Tbilisi. Using an education pack produced by Georgian and Abkhaz colleagues with support from the Berghof Centre and CR, students discuss and analyse issues underpinning the conflict and peace process. A joint summer school to test their visions for the future is planned for 2004.

Sustaining commitment

Our work focuses on the long term and is predicated on gradual change in individuals, institutions and ultimately social attitudes and political cultures. The complexity of relationships, the fluidity of internal politics and an ever-changing geopolitical environment require a flexible approach and awareness of the limitations of this type of work.

Despite the obstacles, CR remains committed to preparing the ground, supporting partners and encouraging networks to seize the initiative in creating sustainable and just peace.



FIJI

Rebuilding democracy with a vibrant civil society

Nearly four years after its last nationalist coup in May 2000, Fiji remains a state in crisis, deeply divided by race. Economic inequities and ethnic political competition have polarized the main groups of indigenous Fijians, Fijians of Indian origin and other minorities. This continues to affect Fiji's economy, which has plummeted from 44th place on the UNDP Human Development Index in 1986 to 104th place in 2003.

While the coup did not lead to widespread civil unrest, a political stalemate continues. In July 2003, the Supreme Court ruled in favour of the Fiji Labour Party's challenge over the constitutionality of Prime Minister Qarase's nationalist SDL government. It declared multi-party government mandatory under the power-sharing provisions of the 1997 Constitution and instructed the two main parties to work together.

Qarase consequently gave the Labour Party 14 insignificant cabinet seats and omitted its leader, Mahendra Chaudhry, undermining the spirit of the Constitution. Making a multi-party, multi-ethnic government work remains a major challenge for Fiji's citizens and leaders alike.

A courageous voice for marginalized Fijians

In 2003 CR's longstanding partner organization, the Citizens' Constitutional Forum (CCF) continued to play a dynamic role as one of Fiji's most outspoken civic organizations, both individually and as part of the NGO Coalition on Human Rights.

CR's nine-year partnership with CCF has borne witness to its development and strength as an independent NGO. Support in 2003 mainly focused on oversight of its financial and organizational management systems, assisting its strategic planning, communications with international non-governmental organizations based in Europe, and securing a new three-year grant from the European Commission for 2004-07.

Having helped restore the multi-racial 1997 Constitution

through an earlier judicial appeal, CCF worked ceaselessly to promote its full restoration, promote dialogue and understanding on multi-party government, and act as a civic watchdog on government spending.

As chair of Fiji's NGO Coalition on Human Rights, CCF presented a detailed submission to the UN Committee on the Elimination of Racial Discrimination (CERD) in March. This important action brought the Qarase government under scrutiny to defend its racist policies. It also demonstrated the value of civil society inputs in engaging international human rights mechanisms that might otherwise have had little impact on Fiji's domestic situation.

Along with this advocacy work, CCF continued widespread rural and urban public awareness campaigns on the Constitution, democracy and human rights. It also made several key submissions to the Fijian Parliament on various bills, most notably the Immigration Bill, which it described as racist and favouring sections of Fiji's indigenous population.

Originally characterized by CR as 'conflict prevention', CCF's work continues to remind us of the challenges inherent in non-violent struggles for genuine public participation and democratic institutions. Whilst it traverses this stormy sea of inter-ethnic conflict, Fiji can rely on a vibrant civil society led by CCF to keep its ethnically exclusive government in check.

CCF's work reminds us of the challenges inherent in non-violent struggles for genuine public participation.



MEDIA & CONFLICT IN AFRICA

Supporting journalists in peacemaking

CR works with media partners as an influential sector of civil society in all its programmes. Since 1998 we have run a separate Media & Conflict in Africa programme, supporting various media organizations and training journalists in the frontline of conflicts in Sierra Leone, Liberia, Ghana, Gambia, Nigeria and Uganda.

The year 2003 was one of review and reflection, with many projects integrating a more holistic community-based peacemaking approach into their training.

Community peacebuilding with Ugandan women journalists

CR continued its second year of work with the Uganda Media Women's Association (UMWA) to support members' involvement in community peacebuilding.

With CR's support, UMWA undertook pilot projects in schools and marketplaces, using interviews and drama to share experiences on conflict issues with students and traders, challenging them to think differently about handling conflict.

Two advocacy workshops on the war in northern Uganda were also organized in September and November. These aimed to consolidate relationships between journalists and community groups and identify strategic issues to help promote a peace process.

The second workshop was jointly organized with the

Grassroots Women's Association for Development (GWAD) in Gulu. Over half the UMWA participants came from other regions and said they knew little about the conflict, its causes or impacts. It was their first real opportunity to learn about the situation endured by northern Ugandans for almost two decades. They were shocked to see how thousands of child 'night commuters' are forced to leave nearby villages to seek refuge in town from LRA attacks.

'Every Ugandan needs to go to Gulu and see first-hand the effects the conflict has had on people's lives,' said one UMWA journalist.

Other CR-supported activities included a radio drama

'Every Ugandan needs to go to Gulu and see first-hand the effects the conflict has had on people's lives.'

Girls who have escaped from the Lord's Resistance Army (LRA) at a relief centre in Gulu, northern Uganda.

Source: Sven Torfinn/Panos

'A journalist should strive to ensure that the information he/she disseminates is fair and accurate, avoiding expressing comment and conjecture as established fact and falsification by distortion, selection or misrepresentation.'

Principle 12, Sierra Leone Association of Journalists, draft Code of Ethics



series on real-life conflict dilemmas, broadcast on UMWA's community radio station 'Mama FM'.

Media and civil society cooperation in Nigerian peacemaking

In February 2003, CR concluded the second phase of a consultation and training series on community peacebuilding with Nigerian civil society organizations, government agencies and media organizations.

This work was in collaboration with our Lagos-based partners, the Centre for Peace in Africa and the Institute for Media and Society. Following workshops in Calabar and Bauchi in the northeast, this second phase mainly focused on the southeast and south-south zones, with workshops and meetings hosted by grassroots organizations in Calabar, Kaduna, Owerri, Port Harcourt and Uyo.

These events offered opportunities for training, reflection and strategizing. Partners and participants critiqued the strengths and weaknesses of civil society, government and media responses to violent conflicts in these regions and discussed alternatives.

Promoting professional reporting and ethics in Sierra Leone

Sierra Leone has not held local government elections since district councils were dissolved 30 years ago. Following the

success of parliamentary, presidential and chieftaincy elections across the country in 2002, local elections are planned for May 2004.

The media is a critical player during any election. Given that Sierra Leone's media focuses almost exclusively on Freetown, accurate and constructive reporting of events in the districts can greatly influence the focus and tone of public discussion and impact positively on government policy.

Fulfilling this potential depends on improving journalists' skills and resources and their editors' commitment to place them in the districts. Consultations held in February 2003 in Freetown with local partners reinforced the need for such training. A nine-month pilot project was consequently developed to train journalists to report constructively and ethically on political and social events leading up to and beyond the 2004 district elections.

This was launched in September with training over five days for 65 selected journalists from around the country. By December, two successive groups had been deployed into different districts, reporting as teams on events related to the upcoming elections.

Project partners include the Sierra Leone Association of Journalists, Centre for Media Education and Technology (CMET), Community Radio Network, Sierra Leone Association of Women in the Media, Association of Female Journalists and the UN Development Programme.

In an innovative attempt to assess impact, oversee the journalists' work and promote linkages between media and other civil society sectors, the project has set up an 'Observatory and Monitoring Committee' of non-media professionals from 12 Sierra Leonean organizations.

Reviving an important media institution

The Guild of Editors was Sierra Leone's first registered media association, formed in December 1998 to promote good journalistic practice and care for its members' welfare. But the war and media rivalries thwarted efforts to establish the Guild and it lay dormant.

In July 2003, CR and local partner CMET began a six-month project to help resuscitate and strengthen the Guild. This work aimed to provide a platform for senior media professionals to discuss current challenges and articulate ways of improving institutional capacity and ethics.

Focus group meetings were held in various regions to elicit views from Guild members, journalists and civil society groups about the role the Guild should play in Sierra Leone's post-war media development.

The consensus was that a thriving and functional Guild could help media professionals positively shape and change attitudes in the country's democratization and reconstruction processes.

The project culminated in an historic Guild meeting in December where members appointed a committee to review the organization's constitution and make recommendations on how best to expand its membership. Their report was circulated to members ahead of an annual general meeting scheduled for March 2004.

CR has also supported the Sierra Leone Association of Journalists in drafting a national code of ethics, which is still under discussion.

Plans for 2004

After an extended review of the Media & Conflict in Africa programme in 2002-03, CR decided its conflict transformation work with the media would be better situated within its country or area-specific programmes. We will therefore no longer run a separate thematic programme, and follow-up to this work will be managed from 2004 as a key dimension of the West Africa and Uganda programmes.

Participants at a civil society and media workshop in southeastern Nigeria, 2003.



NORTHERN UGANDA

Creating the conditions for political dialogue

For northern Ugandans, 2003 was the most violent in 18 years of civil war. With the government's *Operation Iron Fist* entering its second year, attacks by the Lord's Resistance Army (LRA) spread south and east beyond Acholiland, affecting the Langi and Teso districts. More than 8,500 children were abducted. Seventy-five per cent of the population (1.4 million people) remain displaced from their homes and farms.

Amid the escalating violence and in the absence of any clear commitment to political dialogue from either Ugandan President Museveni or LRA Chairman Joseph Kony, civil society activists continued to take steps to promote peace.

Unofficial peacemaking efforts by traditional and religious leaders, Acholi parliamentarians and diaspora in 2003 led to sustained contacts with the LRA High Command and the Ugandan and Sudanese governments. Genuine opportunities for dialogue, however, have yet to be created.

Challenging the violence and promoting peace

CR has found modest ways of bridging the distance with the daily violence in Gulu and Kitgum by working with Ugandans who seek to improve people's lives and challenge the conflict cycle.

One such partnership is with the Ugandan peace initiative Kacoke Madit (KM), whose name means 'the big meeting'. Set up in 1996 by Acholi communities in the diaspora, KM is dedicated to ending the conflict by peaceful means.

In 2003, CR acted as a channel for the KM Secretariat's donor funds and provided advice, oversight and support to its outreach and policy work.

KM's London Secretariat made regular visits to the region, including Sudan, where it consulted with government and Acholi community representatives and sought support for peace talks.

KM and the Gulu-based Acholi Religious Leaders' Peace Initiative (ARLPI) similarly urged the Ugandan government and the LRA to commit to a dialogue process. Their discreet work with the government and the LRA and supporters strived to deepen understanding of the official and unofficial agencies and the potential dynamics of a peace process. A 'framework document' was drafted in consultation with many leading peace advocates and shared with the conflict parties.

Signs that the LRA leadership were amenable to this agenda came through Kony's unilateral ceasefire

Early evening at an internally displaced people's camp in Gulu, northern Uganda.



Sustained and more coherent political efforts are crucial to help stop the violence.

A team of Ugandan researchers was tasked with assessing adult returnees' needs in an environment where humanitarian attention largely focuses on abducted child soldier returnees.

The researchers interviewed both ex-combatants and the various agencies working to support their return. The findings will be published in 2004 but have already highlighted Uganda's ongoing challenge with demilitarization and reconciliation, which cannot wait for a peace settlement.

Sharing analysis and developing a peace policy

Against the backdrop of increasing international interest in ending northern Uganda's conflict, CR engaged in constructive dialogue with donor governments, NGOs and policymakers in meetings throughout 2003 in Washington DC, London, Kampala and Nairobi.

We also continued to be involved in processes of shared analysis and policy development with leading Ugandan peace advocates. One example of this was a strategic reflection convened in August by Quaker Peace and Social Witness with ARLPI, KM and Peoples' Voice for Peace.

The way forward

International and domestic responses to the war are currently neither coordinated nor coherent. Some governments call for a more politically-oriented strategy to resolve the conflict, whilst simultaneously supporting or underwriting President Museveni's military operations.

These diplomatic calculations have clearly failed, and while the international community has largely focused on humanitarian assistance, this alone will not end the conflict.

Sustained and more coherent political efforts are crucial to help stop the violence and improve relations between northern Ugandans and their government. CR believes the way forward lies in an effective defensive security operation with equally concerted political engagement, backed by civic involvement and the international community's resources, goodwill and (where accepted) facilitation.

The diverse initiatives by Ugandan civil society reveal the many dimensions of genuine peacemaking that cannot be reduced to the presence (or as in this case, absence) of political talks. Irrespective of whether the LRA High Command is defeated or brought into a process, such peace initiatives will need to be sustained.

declaration in March, although this was subsequently not acted on. Direct contacts with Kony have been rare and extremely difficult to sustain.

Raising public awareness

CR supported several media and public awareness initiatives in Uganda, such as KM's publication of an updated Luo language version of the *Accord* issue *Protracted conflict, elusive peace: initiatives to end the violence in northern Uganda*.

KM also sought to deepen communications with the Acholi diaspora. In August, they relaunched their website (www.k-m.net.org) with live broadcasts from Gulu's local radio station MEGA FM, and continued to distribute a regular electronic newsletter.

CR's media work included its project partnership with the Uganda Media Women's Association. See p.12

Research on adult ex-combatants

CR began a new research and policy project working with Human Rights Focus (HURIFO) in Gulu. This aimed to give adult returnees a platform to voice their concerns about the changes necessary to help them reintegrate into society.

A painting by a child ex-combatant depicts fighting between the LRA and the Ugandan army.





WEST AFRICA

Building sustainable peace after war

With a fragile peace holding in Sierra Leone and a new transitional government now in Liberia, prospects improved in 2003 for the Mano River Union sub-region, although the political situation remains volatile.

Building and sustaining peace in countries recovering from war is an immense task. When civil society activists grow weary and fatigued from the enormous challenges of post-conflict nation building, external actors can play vital roles in supporting and facilitating opportunities to transform the legacies of war and prevent further violence.

CR's multi-sectoral approach to peacebuilding saw us working in 2003 to find alternatives that can create social and political change in West Africa.

Our main focus continued to be Sierra Leone, where war officially ended in 2002. Despite efforts by international and national actors to reform old political structures, many underlying causes of war remain unaddressed. Governmental and civil society institutions are weak and

struggling to meet the demands of a young and impoverished population. Economic recovery is slow with high unemployment rates, and little confidence exists among young people that anything substantial will change for their future.

In 2003, CR's West Africa Programme Manager relocated from London to Sierra Leone for two years, a move prompted by the need to strengthen the organizational capacity of CR-Sierra Leone (CR-SL) in the context of the country's rapidly changing post-conflict situation. Intensive and regular consultations were held with staff, advisers and partners and geared towards a strategic planning dialogue in January 2004.

Sierra Leone's community peace monitors

CR deepened its support in 2003 to two partner organizations working to restore peace and harmony in war-torn communities in southern Sierra Leone. These are

Sulima's peace monitors in a reconciliation process role-play at a 'learning seminar'.

The peace monitors' work has significantly reduced conflict and helped many ex-combatants be accepted back into their communities.



A market trader in Bo town, who was involved in the palm oil dispute settled by BPRM's peace monitors.

the Sulima Fishing Community Development Project (SFCDP) in Pujehun district on the Liberian border, and Bo Peace and Reconciliation Movement (BPRM), a local NGO made up of nine civil society groups from Bo district.

Both have elected community members who act as 'peace monitors' and are authorized to intervene, mediate and resolve local conflicts before they escalate. This idea evolved in 1998 when SFCDP started dealing with conflicts arising from their resettlement in southern Pujehun, an area previously under Revolutionary United Front (RUF) occupation.

Sulima's peace monitors are respected Islamic scholars who use the Quran in negotiations. BPRM created its own separate group of male and female peace monitors via a different process that began in 2000.

Both use various conflict resolution methods, from community reconciliation workshops and complex dialogue processes to training and role-plays. Cases range from domestic disputes to inter-chiefdom conflicts spanning decades. Rather than imposing fines, they achieve mutually agreed outcomes based on their knowledge and respect for their communities' traditions. Their decisions are considered fair and binding.

The work has significantly reduced conflict and helped many ex-combatants be accepted back into their communities. One former RUF-appointed chief in the Soro Gbeima region for example, now works as a peace monitor.

CR has placed great importance on documenting and sharing the key lessons learned from these indigenous conflict resolution experiences.

Following an impact assessment and a 'learning seminar' in 2002, two dissemination seminars were held in Bo and Pujehun in 2003 to highlight potential benefits beyond these districts and explore critical issues arising from the peace monitors' work. Connecting these to Sierra Leone's legal reform agenda, the seminars explored how the peace monitors could operate alongside recently reinstated local justice and governance systems. Gender issues were also considered, especially concerning the lack of women among Sulima's peace monitors.

Further dissemination seminars are planned for 2004 in Freetown and London. A video about the peace monitors'

work, *A Path to Peace*, was produced by CR and work began on a publication.

Providing opportunities for young people

By 2005, young people will make up over half of Sierra Leone's population. Yet while the government recognizes the importance of dealing with youth issues, it is still not channelling the necessary resources in this direction.

Young Sierra Leoneans are increasingly voicing disillusionment over a lack of opportunities. Given their central role in the war they must be afforded a key place in nation building and reconstruction. The new Ministry of Youth and Sports has taken some steps, such as the launch of a National Youth Policy in June 2003 and an inter-agency forum for youth-serving organizations. CR made contributions to this process. Yet we believe the seeds for future rebellion will be sown if this area remains grossly under-resourced.

CR's 'Youth in Progress' (YiP) drop-in-centres for 14-25 year-olds in Bo and Kenema continued working through the cooperation of staff and young people on their elected Youth Coordinating Committees. While a shift in donor schedules and policies saw some activities postponed for

A CONFLICT RESOLVED

Many conflicts in Bo district are often about trade. In June 2003, BPRM was asked by the chiefdom committee to intervene in what began as a small dispute over palm oil, one of Sierra Leone's staple foods.

Traders from Guinea were bypassing Bo's market women and going straight to the villages to avoid paying tax on the palm oil. The market traders tried to stop this but the dispute escalated, threatening to drive up prices and spill beyond the district borders.

BPRM led a delegation with the traders to the Paramount Chief. 'We resolved the conflict by appealing to the chiefdom people to let the Guineans pay a tax and take their palm oil,' explained peace monitor Ms. Sarian Karimu.

Another peace monitor, Maada Bassie, adds a potentially explosive element was that many young ex-combatants now work in the palm oil business. BPRM also counselled these youths as part of the resolution.

Bo town councillor Nancy Nicholas was appreciative of their work. 'If this hadn't been solved it would have done a lot of damage to homes – not everybody could've afforded such escalated prices.'



Our project aimed to equip women in leadership and decision-making positions with the skills to perform their roles effectively.

West Africa programme manager Jeannette Eno (centre) with the 'Medical Starlets' volleyball team at CR's drop-in-centre, eastern Sierra Leone.

the first half of 2003, training designed to strengthen leadership skills continued for youth leaders. Many young people took part in a government initiative to develop youth coalitions, which will eventually feed into a National Youth Council.

Preparations also began for a micro-enterprise livelihood component, which is being integrated into the YiP project over the next three years. This is a response to requests from young people in Kenema district and will focus on skills development, economic regeneration and strengthening existing youth groups and associations.

Leadership training for women refugees and returnees

War in Liberia and Sierra Leone left millions of people displaced across the sub-region. In 2003, CR began a nine-month project to provide gender equality leadership training for women refugees and returnees in Liberia, Guinea and Sierra Leone.

These countries' close ethnic, cultural and linguistic links are borne out in similar deep-rooted attitudes towards women's position in society and reflected in exploitative relationships that greatly affect refugee and IDP women's

lives. Even where structures have been created for them to participate as equals, women are often reluctant because they lack relevant skills or adequate social support systems.

Our project thus aimed to equip women in leadership and decision-making positions with the skills to perform their roles effectively. Five-day training sessions for current and potential women leaders were held in five refugee camps in Sierra Leone and three in Guinea, although training in Liberia was postponed until early 2004.

Topics covered gender roles and relations, women's rights, conflict handling, communications skills, sexual health, roles and responsibilities of camp committees and how to run effective meetings. Specific topics were included for male leaders. Participants felt the training helped dispel many myths about gender.

Promoting media ethics and good practice

CR has worked with Sierra Leone's media as an influential sector of civil society for many years. In 2003, this included a pilot training project with local media partners to improve professional reporting standards in the run-up to the 2004 local government elections. See the *Media & Conflict in Africa* section, p.13.



Scenes from Pujehun District, southern Sierra Leone where CR's partner, the Sulima Fishing Community Development Project is based.

Resourcing peace in the Mano River Union (MRU) sub-region

Placing great emphasis on the close links between the conflicts in Liberia, Sierra Leone and Guinea, CR, with International Alert, supported a joint initiative of six national partners, who took steps after an 18-month consultation period to form an MRU Peace Forum.

This 18-person Forum aims to strengthen civil society networks dealing with peacebuilding and human security issues and will represent different organizations from the three countries. It will formally liaise with the inter-governmental Mano River Union Secretariat in Freetown, help coordinate Forum members, conduct research and arrange meetings between governments and the Forum delegation.

While the Liberian crisis severely delayed launch plans in 2003, a director was recruited in November ahead of the Forum's rescheduled launch for early 2004. The regional partners are: ABC Development-Guinea; Confederations des ONGs Feminines Guineas; Inter-Religious Council of Liberia; Liberian Women's Initiative; Campaign for Good Governance and Network Movement for Justice and Development (Sierra Leone).

Voices of the poor

The lack of access to justice in Sierra Leone is widely acknowledged as a root cause of the war. In 2003, a Safety, Security and Access to Justice (SSAJ) project was set up to help address deficiencies in the justice system.

CR-SL was invited as one of four consultant agencies to conduct grassroots participatory assessments of people using both formal and customary law systems in rural and urban areas. It carried out initial research and interviews in the eastern region of Kenema, Kailahun and Kono.

The SSAJ research has so far revealed that the causes of war and indiscriminate violence that plagued the country in the 1990s persist and therefore remain a real threat to stability.

The causes of war and indiscriminate violence that plagued the country in the 1990s remain a real threat to stability.

INFLUENCING LIBERIA'S PEACE TALKS

The departure of former President Charles Taylor marked a turning point in Liberia's search for peace, with official talks beginning in July in Ghana. The poor representation of civil society at these talks however led the MRU project partners to host an emergency meeting in Akosombo, Ghana.

Organizations from the MRU countries and Cote d'Ivoire came together to reflect on the Liberian crisis and peace negotiations. Participants drew up recommendations to the existing Draft Liberian Peace Agreement and published a 'Memorandum on the Liberian Peace Process'.

SUMMARIZED ACCOUNTS

Statement of financial activities for year ended
31 December 2003 (UK £) GBP

INCOME	2003	2002
Unrestricted Grants	124,071	204,196
Grants for Specific Programmes and Projects	944,325	1,721,990
Accord	176,897	205,198
Angola	57,385	53,792
Caucasus	178,711	923,115
Fiji	12,338	11,004
Media & Conflict in Africa	59,814	75,868
Nepal	8,311	11,042
Nigeria	-	43,391
Papua	19,958	-
Uganda	202,541	184,090
West Africa	228,370	214,490
Other Income	61,199	39,685
Consultancy Fees	24,506	12,787
Misc. Income	11,049	13,841
Accord Sales	10,103	5,156
Interest Received	15,541	7,901
TOTAL INCOME (A)	1,129,595	1,965,871
EXPENDITURE		
Programmes	1,450,258	1,255,069
Accord	185,319	199,767
Angola	59,107	54,144
Caucasus	645,969	423,614
Fiji	12,178	8,857
Media & Conflict in Africa	45,137	75,559
Nepal	5,876	13,477
Nigeria	23,348	20,042
Papua	19,958	-
Uganda	208,681	217,578
West Africa	244,685	242,031
Programme Development	21,966	29,134
Media & Conflict in Africa	8,126	12,602
Balkans	1,727	-
Sri Lanka	-	1,436
West Africa	12,113	15,096
Core	168,231	138,175
Project Management and Support	59,957	57,422
General Management and Administration	108,274	80,753
Total Expenditure (B)	1,640,455	1,422,378
Surplus/Deficit at 31 Dec (A-B)	-510,860	543,493

Balance sheet as at 31 December 2003

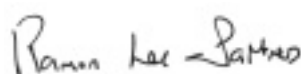
UK (£)	2003	2002
Fixed Assets	23,139	30,068
Current Assets		
Cash at Bank	150,349	718,684
Debtors	239,006	85,068
Rent Deposit and Prepayments	21,753	33,102
Total Current Assets	411,108	836,854
Liabilities		
Creditors and Accruals	136,171	58,221
Total Liabilities	136,171	58,221
Current Assets Less Liabilities	274,702	778,633
NET ASSETS	297,841	808,701
FUNDS		
Unrestricted Income Funds	154,486	197,909
Restricted Income Funds	143,355	610,792
Total Funds	297,841	808,701

These summarized accounts have been extracted from the full audited accounts of Conciliation Resources for the year ended 31 December 2003 and 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 21 May 2004 and have been submitted to the Charity Commission and the Registrar of Companies.

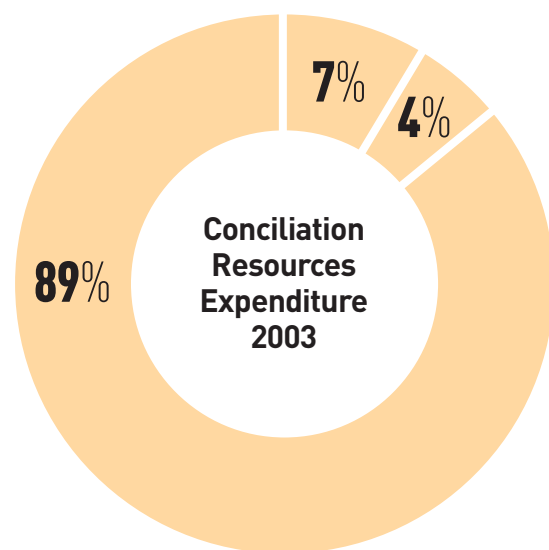
Auditors Report on the summarized accounts of Conciliation Resources for the year ended 31 December 2003:

"We have examined the summarized accounts which have been extracted from the full audited accounts for the year ended 31 December 2003. In our opinion the summarized accounts are consistent with the full audited accounts." 21 May 2004.



Ramon Lee & Partners
Registered Auditors
Chartered Accountants
Kemp House
152-160 City Road
London EC1V 2DW

NOTES ON SUMMARIZED ACCOUNTS 2003



4% Programmes Support
7% General Administration
89% Programmes

Organization

Conciliation Resources (CR) is a not-for-profit, non-governmental organization (NGO) registered as a company (Company number: 03196482) and as a charity under UK law (Charity number: 1055436).

CR's headquarters are located in Islington, London. We also maintain support offices in Sierra Leone, registered as 'CR Sierra Leone' in Freetown, Bo and Kenema (NGO registration number: MODEP/D3/47/1).

Programme Development

Expenditure from CR's unrestricted income for programme development is usually earmarked for responding to new opportunities arising out of requests from local initiatives. In 2003 we continued to explore collaborative partnership opportunities with the National Peace Council (NPC) in Nepal. An exploratory dialogue with the Initiative for Political and Conflict Transformation (InPACT) in Sri Lanka was held. CR also supported the European Commission's efforts to provide technical assistance for the implementation of the 'Special Autonomy Law' in Papua (Indonesia).

During this period we also invested these funds in two long-standing programme areas – Media & Conflict in Africa, and West Africa. This decision was based on our goal to deepen these programmes and contribute to their financial security.

Core Expenditure

Costs incurred for the general management of CR, including the provision of specific administrative support to programmes, are referred to as 'core'. CR makes every effort to keep these as low as possible – for example, we have no designated fundraising staff.

Programmes contribute between 5-10 per cent of their annual expenditure as overhead charges towards these expenses, but we remain dependent on unrestricted grants and other forms of untied income to meet our core expenses.

Balances and Reserves

The total funds available during the year include any balances brought forward from the previous year (including depreciation costs), both restricted and unrestricted, the details of which are contained in the full audited accounts.

It is CR's policy to achieve a balance of reserves equalling six months of operating costs in line with general guidelines for UK charities.

Donors

The activities carried out by CR in 2003, as in previous years, were made possible through the generosity of a number of donors who provided grants either for specific project activities or towards general organizational support. We gratefully acknowledge support from the following:

- The Boltons Trust, UK
- British Council, Nepal
- Christian Aid, UK
- Church Development Service (EED), Germany
- Civil Society Challenge Fund (DFID), UK
- Comic Relief, UK
- The Commonwealth Foundation, UK
- Cordaid, The Netherlands
- Department for International Development (DFID), UK
- Development Agency of the Catholic Children Movement (DKA), Austria
- European Commission
- William and Flora Hewlett Foundation, USA
- Network for Social Change, UK
- Swedish International Development Cooperation Agency (SIDA)
- Swiss Federal Department of Foreign Affairs (DFA)
- Global Conflict Prevention Pool (GCPPP), UK
- United Nations High Commissioner for Refugees

CR BOARD, STAFF AND ASSOCIATES 2003

CR Board

Mark Bradbury
Andrew Carl (Staff Representative)
Mark Hoffman (Chair)
Nev Jefferies (Treasurer)
Mischa Mills
Norbert Ropers
Theodosia Sowa
Bea Stolte

CR Staff

Andrew Carl	Director
Rachel Clogg	Caucasus Programme Associate Manager
Jonathan Cohen	Caucasus Programme Manager
Mariama Conteh	West Africa Programme Officer
Jeannette Eno	West Africa Programme Manager (Sierra Leone)
Megan Greene	Caucasus Programme Officer
Aaron Griffiths	Accord Programme Editor/Researcher
Melissa Jones	Communications Officer
Celia McKeon	Accord Programme Manager/Series Editor
Kate Morgan	Finance/Administrative Assistant
Abiodun Onadipe	Media & Conflict in Africa Senior Projects Manager
Kushma Ram	Organizational Manager
Sarah Wheeler	Accord Outreach Coordinator
Juliet Williams	Finance/Administrative Officer
Nathalie Włodarczyk	Accord Distribution Coordinator

CR-Sierra Leone Staff

Patricia Bindi	Office Assistant, Bo
Lovetta Buckle	Programme Assistant, Freetown
Sahr Gborie	West Africa Programme Coordinator
Marion Gorvie	Programme Officer, Southern Region
Sahr JohnBull	Office Assistant, Freetown
Boima Kpuagor	Programme Officer, Eastern Region
Kakpamah Lansana	Programme Officer, Southern Region (until July)
Violet Lenger-Fofanah	Finance Officer/Administrator
Bernadette Massaquoi	Youth Animator, Bo (until July)
Senessie Samai	Youth Animator, Kenema
Alie Sesay	Security Guard (until May)
Kandeh Thoranka	Driver
James Vincent	Programme Officer, Eastern Region (until April)

Programme Associates

Catherine Barnes (Accord and Caucasus)
Diana Francis (Caucasus)
Ellie Keen (Caucasus)
Clem McCartney (Accord and Caucasus)
Guus Meijer (Accord and Angola)
Liz Philipson (Nepal)

Interns

Igor Hodson Otaola
Nmandi Jenkins-Johnston

Consultants

CR relies on a number of specialist consultants to meet specific programme demands.

Photos

Unless otherwise stated, all photos are by CR staff and local partners.

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