

conciliation  
resources

Annual report 2004



# conciliation resources

**Conciliation Resources works to prevent violence, promote justice and transform conflict into opportunities for development.**

## **Our goals are to:**

- support people working at local, national and international levels to develop effective solutions to social, economic and political problems related to violent conflicts
- provide opportunities for inclusive dialogue and improved relationships within communities and across conflict divides at all social and political levels
- influence governments and other decision makers to employ conflict transformation policies that promote alternatives to violence
- improve peacemaking practice and policies by promoting learning from peace processes around the world
- challenge stereotypes and increase public awareness of human rights, conflict and peace issues in divided societies

## **Who we are**

Conciliation Resources (CR) is an international non-governmental organization registered in the UK as a charity (No. 1055436). We work mainly in the Caucasus, Fiji, Uganda and West Africa in partnership with local and international civil society organizations and governments, and publish *Accord: an international review of peace initiatives*. We are funded through grants from governments, independent trusts and foundations. CR is based in London, with offices in Sierra Leone.

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# INTRODUCTION

When aspirations become a reality the work truly begins



... it's important to take a more people-centred look at the challenges of global conflict politics ...

The depth and breadth of CR's work today with partners in the Caucasus, Fiji, Uganda, West Africa, and on our Accord programme – belies our modest start ten years ago in a corner of the Institute for War and Peace Reporting's London office.

CR started small with big ambitions. We believed then, and now, that people have the right to respond to the conflicts affecting their own lives. That we, as members of the international community, have responsibilities and opportunities not just to help protect our most vulnerable neighbours but also to share resources and skills with colleagues on the frontlines to resolve and peacefully transform their conflicts.

Ten years ago we had an idea. Now we have an institution with a track record, making a real difference in communities affected by conflict around the world.

## The true picture of peacemaking

To understand our work, it's important to take a more people-centred look at the challenges of global conflict politics, asking how violent conflicts are really prevented. How do wars really end?

Most peacemaking is not about formal mediation between governments and armed groups. The true picture is more complex and involves people in many roles, including those of our civilian peacemaker partners such as:

- a group of local 'peace monitors' in south-eastern Sierra Leone who have developed their skills over the years, intervening and resolving disputes;
- a diaspora group in London, exiled from the conflict in northern Uganda – engaging their government and the rebels in discussions on the way forward out of war;

- a multicultural group of Fijians who sued their government in the High Court to restore their Constitution after a coup, and won;
- journalists from both sides of the conflict in Georgia and Abkhazia, who have made documentaries together about their perceptions and aspirations.

## Building peace in partnership

We all need more security and more resources to do this work effectively. Civil society peacemaking should not be relegated to volunteers working on a shoestring. Thanks to the understanding and interest of our donors we have shown it is possible to make long-term commitments to partners, but we still need more sustained support.

CR is fortunate to do this work, not just because of our talented staff and trustees, but because our partners are exceptional people who have made difficult choices to challenge violence and work for a better future. Our successes are their successes, and we are grateful for their continuing trust and confidence.

We look forward to another decade of partnerships challenging the causes and systems that sustain conflict, and building peace from the ground up.

Andy Carl, Director

# A SNAPSHOT OF 2004

These highlights of CR's work with partners in the Caucasus, Colombia, Fiji,



## January

Freetown seminar, photo exhibition and screening of CR video *A Path to Peace* about Sierra Leone's community peace monitors brings together policymakers, NGOs, security personnel, academics and community leaders from Ghana, Nigeria, Guinea and Liberia to examine this work.

Accord publication *Alternatives to war: Colombia's peace processes* is co-published with Colombian partners The Centre for Research and Popular Education (CINEP) and accompanied by a policy briefing paper and photo exhibition.

## February

A new phase of CR's partnership with six local organizations from Guinea, Sierra Leone and Liberia and International Alert begins with the official launch of the Mano River Union Peace Forum and a Secretariat in Freetown.

## March

Nagorny Karabakh's first independent newspaper, *Demo*, is launched in partnership with the Stepanakert Press Club as one of several media and public awareness projects coordinated by CR under the inter-agency 'Consortium Initiative' working on the conflict between Armenia and Azerbaijan.

CR and CINEP launch the Spanish version of *Alternatives to war: Colombia's peace processes* in Bogotá.

## April

CR policy briefing in Berlin brings governments and donors together with key Georgian and Abkhaz opinion formers to analyse prospects for peace.

Two CR-Sierra Leone workshops on women's rights and access to justice bring together police, lawyers, judges, social workers, traditional and religious leaders and paramount chiefs in Bo and Pujehun districts.

## May

Sixty Sierra Leonean journalists report on local government elections in all districts for a project with the Sierra Leonean Association of Journalists and the Centre for Media and Technology, resulting in unprecedented countrywide news coverage.

Fourteen women community activists from Georgia and Abkhazia explore participation in political processes in Belfast and London and take part in challenging dialogue.

Schlaining workshop in Berlin, the 13th in a series of informal dialogue meetings coordinated by CR and the Berghof Center, keeps communication channels open between Georgian and Abkhaz politicians and officials.

## June

CR establishes a Uganda programme and recruits new staff.

Women of the Sulima Fishing Community Development Project undergo training to become peace monitors and visit Bo Peace and Reconciliation Movement's women monitors.

## July

Third international summer university on international relations with the Centre for Humanitarian Programmes and the Media Club, brings together 35 young professionals and students from the Caucasus and beyond for two weeks of intensive study in Abkhazia.



# Uganda and West Africa are just a small sample of our activities



Accord programme joint analysis workshop in London on 'engaging armed groups in peace processes' brings together 28 intermediaries, policymakers and government and armed groups' representatives.

A Spanish supplement to *Alternatives to war: Colombia's peace processes* – featuring interviews with people involved in previous negotiations – is published with the Institute for Development and Peace Studies (INDEPAZ).

A group of Georgian experts and CR partners publish *Concept on the Special Status of Abkhazia in the Georgian State*, which prompts far-reaching analysis and debate within Georgian society, particularly among IDPs.

### August

Accord programme provides staff for a training workshop in Colombia on public participation in peace processes, in the first phase of a project to produce an education pack, radio programmes and a video with the Peace Programme (Programa por la Paz).

The 'League of Voters for Fair Elections', which evolved from the NGO forum hosted by CR's partner, the Centre for Rehabilitation, campaigns to promote transparent presidential elections in Abkhazia.

### September

CR and partner Human Rights Focus (HURIFO) launch a joint report, *Falling Through the Net*, at a workshop in Gulu for practitioners working to reintegrate adult ex-combatants in communities across northern Uganda.

### October

Launch and policy roundtable event in London for Accord publication *From military peace to social justice? The Angolan peace process*, published in English and Portuguese, examines the challenges of post-conflict peacebuilding in Angola.

Ugandan partner Kacoke Madit begins work on a pilot diaspora volunteer scheme with international volunteers sharing their professional skills with local organizations in war-affected Gulu district.



### November

CR Accord staff facilitate a two-day training workshop on public participation in peacemaking for Swiss Ministry of Foreign Affairs staff.

Fijian partner Citizens' Constitutional Forum's finance officer visits CR and London for follow-up financial training.

Thirty-five journalists from 15 radio stations involved in CR's South Caucasus Radio Diaries project meet in Istanbul to discuss the production and exchange of radio material across conflict divides.

Report on 'engaging armed groups in peace processes' joint analysis workshop is published ahead of an Accord publication for 2005.

CR's finance officer visits CR-Sierra Leone and partners for capacity-building training to strengthen financial systems and reporting.

### December

CR website (<http://www.c-r.org>) receives its highest annual page views and launches the Accord Peace Agreements Directory.

# ACCORD PROGRAMME

Informing and strengthening peace processes



Credit: Margrit Coppe

Angolan women dancing after a traditional jango meeting for conflict resolution.

Just as each conflict is unique, each peace process brings new lessons for practitioners and policymakers. Many lessons are specific to their own situation; others resonate more widely and provide useful insights for peacemakers elsewhere.

CR's Accord programme aims to ensure the hard-won lessons of peacemaking are documented and accessible.

Its publication series, *Accord: an international review of peace initiatives* ([www.c-r.org/accord](http://www.c-r.org/accord)) focuses on the experiences and reflections of people with direct or expert knowledge of peace processes. In partnership with local organizations, the series is translated, adapted and distributed to help inform and strengthen peace processes worldwide.

## Learning lessons from Colombia's peace processes

Decades of armed conflict in Colombia have brought about hundreds of peace initiatives, penetrating all regions and levels of society.

In spring 2004 CR launched *Alternatives to war: Colombia's peace processes* in English and Spanish, to document these initiatives and promote reflection on the lessons learned.

The Centre for Research and Popular Education (Centro para Investigación y Educación Popular – CINEP) held a well-attended launch in Bogotá and distributed the publication widely.

With the Institute for Development and Peace Studies (Instituto de Estudios para el Desarrollo y la Paz – INDEPAZ), CR also co-edited a supplement publication of interviews with people involved in previous negotiations, identifying lessons learned for future initiatives. We also contributed to an educational project on public participation led by the Peace Programme (Programa por la Paz – see page 8), and presented our findings to policymakers and civil society organizations in Europe.

## The politics of peacebuilding in Angola

Angola's 27-year war ended in 2002 with the signing of a Memorandum of Understanding between the militarily defeated Union for the Total Independence of Angola (UNITA) and the Angolan government.

While the agreement brought peace (except in the oil-rich enclave of Cabinda), it has failed to address the root causes of Angola's conflict, leaving social, political and economic injustices unresolved.

... the Accord series is translated, adapted and distributed in partnership with local organizations to help inform and strengthen peace processes worldwide.

Available in English and Portuguese, *From military peace to social justice? The Angolan peace process* identifies why earlier peacemaking initiatives failed and examines the challenges of post-conflict peacebuilding. It argues that the military victory of the Angolan government has consolidated the regime's power and failed to promote negotiation and democratic processes as accepted norms of governance.

### Engaging armed groups in peace processes

A joint analysis workshop on 'engaging armed groups in peace processes' proved a highlight of 2004, bringing together 28 intermediaries, policymakers and representatives of governments and armed groups.

Three days of intense discussions in London identified key questions on this sensitive and little-understood aspect of contemporary peacemaking.

Participants highlighted the need to better understand armed groups and how they make decisions about political engagement. They examined the case for engagement with armed groups and the relationship between humanitarian and conflict resolution approaches. They also considered the impact of current international responses to armed violence and the need to learn from practical experiences (see page 8). A workshop report was published in November, ahead of a publication to be launched in May 2005.

### Promoting learning from practice

CR boosted the Accord programme's outreach with an extra part-time staff member responsible for communications with its key audiences. This has increased media coverage as part of a more developed communications strategy. New publications were also promoted through launch events, policy seminars, bilateral meetings and participating in international conferences.

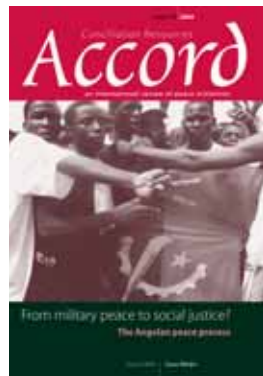
CR also welcomed opportunities to share learning from earlier work on 'public participation in peacemaking'. We contributed to an expert seminar in Israel convened by the Resource Centre for Palestinian Residency and Refugee Rights, and facilitated a two-day training workshop on public participation in peacemaking for Swiss Ministry of Foreign Affairs staff.

### Looking ahead

CR held a two-part strategic review and planning session to guide Accord programme development into 2005 and beyond. We remain committed to documenting peace processes and will strengthen our work in partnership and in communicating lessons learned.

Besides publishing and launching our work on 'engaging armed groups', during 2005 we will build on initial development work on Nagorny Karabakh and Sudan.

We will also begin a new project working with people involved in the Philippines' and Colombian peace processes to reflect on lessons from new Accord projects. Through this work, CR will continue to connect the questions raised by practitioners and policymakers with the increasing experience amassed in peace processes worldwide.



'... a major report published by Conciliation Resources draws important lessons from Angola's recent history...' *Developments Magazine.*

# ACCORD PARTNER PROFILES

## Increasing understanding of peace processes in partnership



“CR’s workshop gave me the opportunity to share my experiences and absorb information on peace processes elsewhere.”

*Former Sri Lankan Defence Secretary Austin Fernando (left) and Dr Pablo Policzer of the University of Calgary and the Armed Groups Project in discussion at the joint analysis workshop on engaging armed groups in peace processes.*

“The project on ‘public participation in peace processes’ forms part of our efforts to strengthen the social, civic movement for peace in Colombia. It aims to facilitate a participative process of reflection on the political negotiations to resolve the armed conflict, and explore the relevance of mechanisms for public participation in these processes.

In particular, it looks at how the daily work of community organizations can connect with peace initiatives at other social and political levels.

With their knowledge of other peace processes, CR has contributed its experience of the ways in which different social sectors can participate in peace processes, as well as educational approaches to stimulating reflection on these themes.

Most importantly, this allows us to see the efforts of Colombian civil society in a wider perspective. Lessons from Colombia’s negotiation processes are connected to international experiences and this offers us new reflections on the roles that social organizations can play in building peace.”

**Alexander Gonzalez**, Peace Programme  
(Programa por la Paz), Colombia

“As Defence Secretary and Adviser to the government negotiators, I facilitated Sri Lanka’s peace process by taking decisions on security and humanitarian action. This was like tightrope walking due to the sensitivity of defence issues, the vulnerability of the establishment, and the influence of these decisions on sustainable peacemaking.

CR’s workshop on ‘engaging armed groups in peace processes’ gave me the opportunity to share my experiences and absorb information on peace processes elsewhere. It gave me excellent educational exposure to how different armed groups are engaged in conflict to achieve peace.

Unfortunately, our peace process is stalled and my experiences too are stalled, but I work to change attitudes with interested groups, sharing literature, experiences and knowledge through media consultations, seminars and workshops. I look forward to future participation in such events with CR.”

**Austin Fernando**, Sri Lanka

# THE CAUCASUS

## Laying the foundations for peace



Credit: Inal Khashig

*A Council of Elders meeting during the 2004 Abkhazia presidential election crisis attempted to reconcile candidates Sergei Bagapsh and Raul Khajimba. A power-sharing deal was later agreed.*

The year 2004 brought yet more political turmoil to the Caucasus and was framed by elections. In January, Mikheil Saakashvili was sworn in as Georgia's new President. Almost a year later, Sergei Bagapsh became the new leader of *de facto* but unrecognized Abkhazia after a lengthy political crisis.

Continuing instability and perceived vulnerabilities allowed little progress in the official peace process between Georgia and Abkhazia.

Stalemate also continued in the conflict between Armenia and Azerbaijan over Nagorny Karabakh. Opportunities for reconciliation were hampered by aggressive rhetoric and rising tension.

Millions of people remained affected by conflict, poverty, displacement and social exclusion.

### **Sustaining relationships**

In our seventh year in the Caucasus, CR continued to support local people striving for change. We focused on addressing the underlying factors that perpetuate conflict and building a social infrastructure to support a culture of peace and justice.

Our work is multi-faceted. We seek to lay the foundations for peace by sustaining relationships across the political

**We seek to lay the foundations for peace by sustaining relationships across the political and social spectrum.**

and social spectrum. Diverse activities at different levels within the separate communities and across the conflict divide are essential.

### **Taking action for change**

Empowering people to take action for change underpinned our work in 2004.

Civil society groups in Abkhazia mobilized in the run-up to the presidential election. A 'League of Voters for Fair Elections' grew out of the NGO forum hosted by our partners, the Centre for Rehabilitation, and played a vital role in informing public debate.

Our work on raising political awareness helped transform attitudes among internally displaced persons (IDPs) in Georgia and encouraged a more strategic approach towards tackling their needs.



Zarema Velikhanova (left), Azerbaijani coordinator of CR's South Caucasus Radio Diaries with the Armenian coordinator Alexei Manvelyan at a meeting in Istanbul, November 2004.

### Broadening horizons

Work to challenge assumptions and broaden horizons continued. A third international relations summer university was held in Abkhazia, bringing together young professionals and students from the Caucasus and beyond.

A joint study visit of women activists to the UK explored ways to address gender inequality in politics, and raised inter-communal dialogue to a rare level of openness.

Our work with politicians included two single-community study visits. IDP leaders from Georgia met people across the political spectrum in Northern Ireland. Abkhaz politicians, officials and civic activists heard diverse views in Scotland on governance and democracy.

### Promoting strategic approaches

The CR-Berghof Center 'Schlaining' process of informal dialogue between Georgian and Abkhaz politicians and officials continued to encourage more informed and strategic thinking.

Stemming from this, CR supported work by Georgian analysts on a concept paper addressing the fundamental issue of political status. This aimed to provoke discussion within Georgia about how far society is ready for change. The debate continues.

We also piloted a policy briefing in Berlin, bringing governments and donors together with key Georgian and Abkhaz opinion formers to analyse prospects for the peace process.

### Countering myths

Working with the media to counter myths and preconceptions lies at the heart of what we do.

Community radio and print journalism on both sides of the conflict continued. *Panorama*, our South Caucasus monthly newspaper produced in Abkhazia and Georgia with the Institute for War and Peace Reporting, exceeded expectations – becoming fortnightly to satisfy demand.

Another highlight was the broadcast of two jointly-produced films: *Abkhazia: one side of a conflict*, directed by a Georgian and *Ten years and still waiting*, directed by an Abkhaz. These insights into each side's perceptions and realities have proved invaluable for debate and analysis.

### Pushing the boundaries of debate

CR continued working with LINKS, International Alert and Catholic Relief Services in the Consortium Initiative on the conflict over Nagorny Karabakh.

Our focus is media work and raising public awareness. Highlights included launching a Russian-language web forum on the Karabakh conflict with BBC Online, and expanding CR's Radio Diaries project from Georgia and Abkhazia to include stations in Armenia, Azerbaijan and Nagorny Karabakh.

We supported the first independent newspaper in Nagorny Karabakh and preparations began for an IDP community radio series in Azerbaijan.

### Looking ahead

Our commitment to the Caucasus remains strong. As political change gathers speed, our challenge remains to support partners in reducing risks and maximizing opportunities for a just and long-term peaceful resolution of the conflicts.

**Insights from jointly-produced films have proved invaluable for debate and analysis.**

## CAUCASUS PARTNER PROFILES



Georgian analyst and activist Paata Zakareishvili.

### Challenging assumptions

Paata Zakareishvili is a leading Georgian analyst and activist who has played a key role in the Caucasus programme for many years.

"In spite of deadlock in the official negotiations, the peace process at civil society level has not only continued, but grown. This movement is increasingly trusted by the public, international organizations and even local politicians.

My relationship with CR is central to my work. Their projects are creative, considered and sensitive, helping me challenge the assumptions of politicians and the public in Georgia about the conflict."

### Building trust across conflict divides

For many young Georgians and Abkhaz, peace is an abstract concept. They have few memories of co-existence and their views of each other are often derived from stereotypes.

Committed Georgian and Abkhaz activists, youth workers and teachers supported by CR are helping young people understand the conflict.

Groups meet regularly to explore topical social, political and conflict issues. They are becoming increasingly empowered to play an active role within their own communities and work for change.

A summer workshop brought some young people face-to-face. Emotions ran high, but structured dialogue based on discussion materials (produced with our Georgian and Abkhaz partners and the Berghof Center) helped them overcome misconceptions and build trust.

"This was the first time I'd met a Georgian," one said afterwards. "We talked until 6am. It was very difficult, but we learnt a lot about one another's positions."

"In spite of deadlock in the official negotiations, the peace process at civil society level has not only continued, but grown."

### Stimulating public debate

Radio Soma is Abkhazia's first and only independent FM radio station, built from scratch and run on a shoestring.

Long-term support and mentoring from CR has helped Soma diversify its broadcasting to include news and documentaries to help stimulate public debate.

"None of us had worked in professional broadcasting before so we had to learn the ropes," said producer Sergei Ogoreltsev. "We really feel our work has improved."

Soma's coverage of the 2004 Abkhaz election, ranging from interviews with politicians to vox pops, has established it as a bolder, more professional station.

An original partner in our Radio Diaries project, Soma helped produce a CD of Georgian and Abkhaz diaries. It also produced a topical documentary series, culminating in the CD *Abkhazia – a view from within*.



Producer Rozita German at Radio Soma in Abkhazia.

## FIJI

### Promoting tolerance in a divided society



*Women at a CCF grassroots education workshop in Naloto Village, Tailevu, May 2004.*

CCF regularly sent teams to rural areas to hold discussions on the Constitution with chiefs, women and young people.

Four years on from Fiji's last coup in 2000 and three years after their legal campaign helped restore the multi-racial Constitution, our partners the Citizens' Constitutional Forum (CCF) continued to speak out against racism and intolerance.

Fiji's ethnic groups of indigenous Fijians, those of Indian origin and other minorities remained deeply divided.

In 2004, the government failed to reach agreement with its Indo-Fijian opposition on a multi-party executive as required by the Constitution. The cabinet remains almost exclusively indigenous, along with most chief executive public service posts.

Despite a collapsing sugar industry, the government encouraged landowning indigenous communities to re-take control of their lands. Thousands of long-term leases – held mostly by Indo-Fijian families – were not renewed.

A growing divide between the rich and very poor left more than 10 per cent of Fiji's population living in squatter settlements.

On a more positive note, Fiji's judiciary and security forces stood firm against nationalist sentiments, as did its organized, articulate civil society and independent media.

#### Raising public awareness

Under the leadership of Reverend Akuila Yabaki, the small and dynamic CCF team pursued an ambitious programme of raising public awareness on human rights, inter-communal tolerance and the rule of law.

It regularly sent teams to rural areas to hold inclusive discussions on the Constitution with chiefs, women and young people.

Separate CCF workshops covered divisive national issues such as land rights and ownership; the introduction of a Freedom of Information Bill; terrorism and civil liberties in the South Pacific; and options for electoral reform.

CR continued to provide CCF with strategic and capacity-building support. Our joint planning work helped secure three years' further funding from the European Commission. CCF's Finance and Projects Officer visited London for financial management follow-up and external training.

#### Looking ahead

The big challenge ahead for Fiji and groups such as CCF is the 2006 election. With divisive communal politics and a flawed electoral system, there is a real risk that the country and its Constitution will be tested again.

Whatever the outcome, this fractured multi-ethnic nation needs groups like CCF to help prevent future political violence.

## FIJI PARTNER PROFILE

CCF began life in 1993 when a multi-ethnic group of concerned citizens started convening national consultations to help create consensus for a democratic and non-racial Constitution.

In 1997 a new Constitution was adopted and CCF began work to educate all Fijians on its provisions. This work continues today. "Our workshops discuss how the Constitution is a living document," explains CCF staff member Ponipate Ravula. "And how if we're not happy with certain provisions then these should be amended through the parliamentary process and not through coups."

# UGANDA

## Rebuilding relationships to end war



*Daily life in Pabbo camp northwest of Gulu, home to 65,000 people displaced by war in northern Uganda.*

The 18-year civil war in northern Uganda entered a new phase in 2004. Civilians suffered unspeakable atrocities, compounding the misery of more than 1.7 million displaced people living in camps on humanitarian aid. The Lord's Resistance Army (LRA) kept large tracts of Uganda in turmoil, while the Ugandan government continued its efforts to win militarily.

A vibrant civil society, however, strengthened lobbying efforts for a political process to overcome the violence and address its root causes. Religious and traditional leaders continued to spearhead communication between the LRA and the government, demanding dialogue.

Many LRA rebel commanders returned to civilian life, prompted by the Amnesty Act extension, a move towards peace in southern Sudan and increasing pressure from the Ugandan army.

Despite challenges caused by the International Criminal Court's investigation of the LRA for war crimes, communication between the conflict parties and civil society groups brought the most promising signs for peace in a decade.

Everyone hoped a November ceasefire and mediation would lead to a comprehensive peace process but the fighting resumed. Civil society groups worked to continue contacts with the conflict parties.

### Strategic interventions

CR strengthened its commitment to support conflict transformation, peacebuilding and reconciliation initiatives, and to diversify ties with Ugandan organizations. By supporting local partners, CR aims to sustain their efforts for peace and ensure their aspirations are not sidelined in future development.

Building on existing partnerships, CR established a Uganda Programme and appointed a full-time Programme Development Officer on a job-share basis from mid-June.

An extensive consultation process improved our understanding of the conflict dynamics, and helped develop a more coherent approach for key interventions at local, regional and international levels.

Our efforts focused on northern Ugandan partners such as the Justice and Peace Commission of Gulu Archdiocese (JPC) and the religious and traditional leaders in Acholliland. We also engaged with them on planning for a Kampala liaison office that will give them a stronger voice in the national dialogue and decision-making process.

**... the involvement of civil society in generating the political will for peace is crucial for any future settlement.**

**By supporting local partners, CR aims to sustain their efforts for peace and ensure their aspirations are not sidelined in future development.**

We plan to complement this work by strengthening cross-border relationships with southern Sudan to help influence the war's regional dimension. Preparations began for a fact-finding trip in early 2005.

On the international level, CR continued to work with Kacoke Madit (KM), an organization founded by Acholi diaspora communities to end the conflict by peaceful means. We also cooperated with other organizations such as Quaker Peace and Social Witness to develop a lobbying and advocacy strategy informed by our partners' needs.

#### **Research for practical peacebuilding**

CR completed a research and policy project started in 2003 with Human Rights Focus (HURIFO), one of northern Uganda's oldest human rights organizations.

A team of Ugandan researchers assessed the challenges facing adult LRA ex-combatants returning to civilian life. Their reintegration is crucial for long-term peace.

*Falling Through the Net*, the final report compiled by CR, highlighted specific needs that must be addressed for this group to return to their communities.

A report launch workshop in September in Gulu brought together practitioners facilitating reintegration across Acholiland. It enabled us to test the findings, while they identified relevant action points and took these back to their organizations.



*Civil society activists and groups led by Archbishop of Gulu, John Baptist Odama, march for a peaceful end to war.*



*A volunteer paralegal at the Justice and Peace Commission of Gulu Archdiocese's counselling advice office in Anaka camp.*

### **Sustaining support**

CR continued to provide advice and oversight to Kacoke Madit (KM) and its London Secretariat, backstopping its engagement with the conflict parties and helping strengthen its financial management.

During regular visits to the region, KM consulted with representatives from the Ugandan government, the LRA, Acholi communities and others lobbying for dialogue. It also strengthened local initiatives through deepened involvement of the Acholi diaspora.

### **Strengthening relations between communities**

Our new partner JPC is among the most outspoken peace organizations in Acholiland. It publishes a monthly bi-lingual newsletter, and runs a peace education programme in secondary schools and a legal advice service. CR will work with JPC in 2005 to strengthen their conflict resolution and reconciliation work between Acholis and neighbouring communities.

### **Looking ahead**

The recent changes in Acholiland, a negotiated end to war in Sudan and the international community's increased attention have opened new opportunities for civil society peace work in Uganda.

Coherent and coordinated political efforts are needed to end the violence, but the involvement of civil society in generating the political will for peace is crucial for any future settlement.

## **UGANDA PARTNER PROFILES**

### **Strengthening the Acholi community's paralegals**

The Justice and Peace Commission of Gulu Archdiocese (JPC) has worked on conflict transformation, peacebuilding and human rights since 2001. Its grassroots legal advice service was originally set up to help communities deal with internal conflicts.

JPC's volunteer 'paralegals' monitor human rights abuses in their own areas, and educate, train and give legal advice to others on basic rights. They also do counselling for domestic problems and human rights abuses.

"Anybody can volunteer to become a paralegal," explains JPC's Father Cyprian Ocen. "Once trained, they become the eye, mouth, leg, ear and arm of the voiceless and oppressed."

Despite the personal risks of such work amid war, JPC's paralegals have become a much-demanded resource, with their activities expanding into several new districts. CR will provide them with a legal professional to help improve the programme's effectiveness.

### **Inspiring hope through diaspora volunteering**

Kacoke Madit supported northern Ugandans through its new Diaspora Volunteer Scheme in 2004. This gave Acholis living in exile opportunities to become involved in their communities of origin by bringing their skills and experience back to Uganda.

Eleven people supported organizations such as Gulu University, Radio Mega, and the traditional and religious leaders of Acholi. Their presence inspired hope and confidence in the traumatized local population.

# WEST AFRICA

## Building lasting peace after war



*Leadership training for young people involved in CR's Youth in Progress project in Kenema, Sierra Leone has helped build their confidence and aspirations.*

CR concentrated its work during the year in the Mano River Union countries of Sierra Leone, Liberia and Guinea.

These countries saw a reduction in large-scale armed violence although Guinea and Liberia remained politically volatile. Sierra Leone progressed towards peace, grappling with severe poverty, the withdrawal of UN peacekeepers and challenges associated with government decentralization.

In January, our West Africa programme began redefining its strategic role in a post-war setting, aware that the challenges of achieving lasting peace remain enormous. Decisions were made to focus on three areas: justice and governance, social exclusion and division, and sub-regional security and stability.

### Strengthening local justice and governance

Our long-term partners Bo Peace and Reconciliation Movement (BPRM) and Sulima Fishing Community Development Project (SFCDP) continued to deal with the legacies of war in Bo and Pujehun districts in south-eastern Sierra Leone. Through trained local 'peace monitors' they helped resolve conflicts and strengthened reconciliation and reintegration within their communities (*see page 18*).

SFCDP expanded their work through involvement in Christian Aid's Partners in Conflict Transformation initiative. SFCDP's Islamic peace monitors now regularly respond to requests from the Methodist Church to mediate conflicts beyond their own district.

BPRM meanwhile greatly increased its ability to resolve larger conflicts at local government level, carefully challenging existing traditional justice structures.

To share lessons from the peace monitors' work, CR held two seminars in Freetown and the UK with national and international policymakers, security personnel, NGOs and community leaders from Ghana, Nigeria, Guinea and Liberia. A short CR video, *A Path to Peace*, illustrated the challenges of operating within Sierra Leone's post-conflict justice and governance systems.

### Improving media reporting during elections

Sierra Leone's media has historically fuelled hostilities, especially during elections.

A CR media ethics project with the Centre for Media Technology and the Sierra Leone Association of Journalists helped curb negative reporting during local government elections and provided unprecedented nationwide news coverage (*see page 18*).

**A media ethics project helped curb negative reporting during the May local government elections and provided unprecedented countrywide news coverage.**

### **Providing young people with opportunities after war**

The devastating effects of decades of youth marginalization remain highly visible in Sierra Leone. CR's Youth in Progress (YIP) project in Kenema continued to address young people's political and socio-economic needs. A new micro-enterprise project provided employment, helped build confidence and earned them respect within their communities.

Young people at our Kenema and Bo YIP drop-in-centres used lessons from their leadership training (see page 18) to try to ensure their voices were fed into local government decisions.

CR also collaborated with UNDP, the Ministry of Youth and Sport and District Youth Councils on a one-year pilot project helping female sex workers find alternative employment in restaurants and the traditionally male taxi business. The project in Koidu, Port Loko, Makeni, Magburaka, Bo and Kenema has successfully challenged local views of gender roles.

### **Women and peacebuilding**

Recognizing the impact of war on women and their crucial role in building peaceful societies, CR developed three projects involving communities and traditional and religious leaders in inclusive dialogue sessions.

Gender-equality leadership training was held for women and men in UNHCR refugee camps in Liberia, Sierra Leone and Guinea.

In Sierra Leone, CR provided management expertise to partners Kaamaya Musu at the new Kono Resource Centre to create a much-needed space for women to develop the skills and knowledge for leadership.

Through workshops held in Bo, Pujehun and Freetown, our 'Gender Justice' project with UNIFEM helped strengthen the gender focus of ongoing legal, judicial and policy reform. Participants developed a strategic plan to present to policymakers in 2005.



*Women are becoming a key part of the Sulima Fishing Community Development Project's peace monitoring work.*

### **Building peaceful communities in the Mano River Union (MRU)**

A new phase of this partnership with International Alert and six local organizations from Guinea, Sierra Leone and Liberia began with the official launch of a Freetown-based secretariat and 18-member MRU Peace Forum of civil society groups.

Conflict transformation workshops were held in each country to strengthen civil society groups' abilities to make useful interventions on peace and conflict issues. MRU government officials and parliamentarians also came together to share political experiences.

### **Looking ahead**

In 2005 we will consolidate our work and strategic reflections to address conflicts in border areas between the MRU countries, and invest further effort in empowering youth and women to participate in peacebuilding and accountable governance.

With our partners, we will also contribute to changes in policy and practice in our focus areas to help make a positive difference to the lives of ordinary people in West Africa.

## WEST AFRICA PARTNER PROFILES



*BPRM's coordinator Hassan Feika (left) with traditional leaders signing an agreement to resolve a dispute in Niawa-Lenga chiefdom.*

*"I know I will have a better future. They have introduced me to many things here. The leadership training has shown me that one day I will be a leader."*

### Building the path to peace

Bo Peace and Reconciliation Movement (BPRM) consists of nine civil society groups from Bo district, Sierra Leone. Its 75 volunteer peace monitors have earned respect within their communities and a reputation for thorough work.

During 2004, BPRM's peace monitors resolved 155 out of 225 reported conflicts. These ranged from domestic disputes and street fights to a 30-year chieftancy dispute.

A highlight saw BPRM bring together hundreds of people from four chiefdoms for a month-long peace and reconciliation festival of sports and cultural activities in Njaiama Ndongor chiefdom, where many ex-combatants live. A two-day football match drew more than 150 youths.

"This was a major achievement because such a festival wouldn't have been possible before in that chiefdom as it experienced much conflict during and after the war," explained BPRM's coordinator Hassan Feika.

### Promoting professional journalism

The Centre for Media and Technology is a media advocacy and training centre and a longstanding CR partner.

Media professionalism was a casualty of Sierra Leone's war says director David Tam-Baryoh. "If you reported against the government you were jailed. If you reported against the rebels you were killed. Reportage depended on which side you were on."

Rebuilding media skills and ethical practice ahead of local council elections was the aim of a joint project with CR in 2004. Sixty journalists received conflict transformation training and were sent into all districts to report constructively on local people's views. "This was the first time for them to see society as it really is ... not just from sitting in Freetown."

### Training young people for leadership

Catherine Momoh is on the Youth Coordinating Committee at CR's Kenema drop-in-centre.

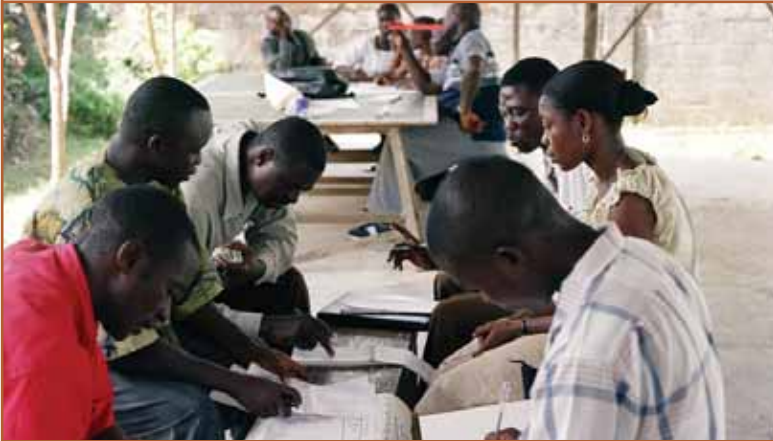
"I've been a YCC member for five years. We liaise between young people and the drop-in-centre management. We organize activities such as talent shows and bring youths together for meetings.

When I first came, I found it hard to mingle, especially as I had lost my father. I noticed that here I began to feel lively because there were other young people around doing things.

I know I will have a better future. They have introduced me to many things here. The leadership training has shown me that one day I will be a leader. We're trying to kick the bad image of youth in Sierra Leone. I know they were instrumental in taking part and making the war go on but I don't think they caused it. We now know the elders misused us. Now that we have awareness, I don't think we'd allow them to push us into the bush and take up arms again."

# THE YEAR AHEAD

## Building on a decade of experience



*CR-Sierra Leone staff and partners at a planning workshop in Bo, November 2004.*

**CR's geographic spread helps us compare experiences and test our conclusions internationally and cross-culturally.**

Ten years ago, CR set out to be an organization that would make long-term commitments to local partners dealing with protracted conflicts. While it has not been easy, our instinct to resist the temptation to become global fire fighters proved well founded. We still however face the challenge to remain focused on conflict transformation agendas and resist the inevitable pull towards broader development and human rights work.

### **Growth and priority areas**

In 2005 we will continue to invest in developing the depth of the Accord, Caucasus, Uganda and West Africa programmes. With new staff joining the teams, we plan to build on our relations, successes and opportunities.

In Uganda this means new and redefined collaborative partnerships with local organizations within an agreed framework.

In West Africa we have appointed Michael Hammer as our Programme Manager and Mariama Conteh as Programme Coordinator to lead us into a new phase of working in post-conflict Sierra Leone and developing partnerships within the region.

The Caucasus remains our largest programme, supporting partners' peace initiatives and dialogue processes that are helping change the conflict dynamic and improve prospects for a peaceful future. Though CR has no offices in the region, our team has an established presence and we now feel part of the political landscape.

The Accord programme is always taking CR into new areas. In an important development for the programme, we will carry out sustained follow-up and reflection work in Colombia and the Philippines to help deliver our findings and facilitate comparative learning with local partners and the conflict protagonists.

CR's geographic spread helps us compare experiences and test our conclusions internationally and cross-culturally. We are regularly asked to support new civic peacebuilding initiatives, and are currently exploring taking on a new programme area. This will be carefully balanced against current programmes and staff needs.

### **Informing and influencing policy**

CR feels an obligation to share the wealth of insights gained from our experiences to help challenge policymakers at the local, national and international levels. We plan to play an increasingly strategic role as part of a well-networked international community of practitioners.

We will communicate the conclusions reached with programme partners on key policy issues and will engage tactically on cross-cutting themes through our Accord programme, for example by continuing to promote public participation in peacemaking and, in 2005, making the case for engaging armed groups in peace processes.

**Andy Carl**, Director  
May 2005

# SUMMARIZED ACCOUNTS

Summarized statement of financial activities for the year ended  
31 December 2004 (UK £)

INCOME	2004	2003
<b>Unrestricted Grants</b>	<b>164,795</b>	<b>124,071</b>
<b>Grants for Specific Programmes and Projects</b>	<b>1,771,372</b>	<b>944,325</b>
Accord	247,946	176,897
Angola	–	57,385
Caucasus	1,076,387	178,711
Fiji	–	12,338
Media & Conflict in Africa	–	59,814
Nepal	–	8,311
Papua	–	19,958
Uganda	179,508	202,541
West Africa	267,531	228,370
<b>Other Income</b>	<b>81,716</b>	<b>61,199</b>
Consultancy fees	34,437	24,506
Other Income	24,274	11,049
Accord sales	6,058	10,103
Interest received	16,947	15,541
<b>Total Income (A)</b>	<b>2,017,883</b>	<b>1,129,595</b>
<b>EXPENDITURE</b>		
<b>Programmes</b>	<b>1,366,131</b>	<b>1,450,258</b>
Accord	223,668	185,319
Angola	800	59,107
Caucasus	701,571	645,969
Fiji	1,677	12,178
Media & Conflict in Africa	1,964	45,137
Nepal	–	5,876
Nigeria	–	23,348
Papua	–	19,958
Uganda	186,422	208,681
West Africa	248,706	244,685
Other	1,323	–
<b>Programme Development</b>	<b>28,095</b>	<b>21,966</b>
Media & Conflict in Africa	10,323	8,126
Balkans	–	1,727
Uganda	17,772	–
West Africa	–	12,113
<b>Core</b>	<b>178,943</b>	<b>168,231</b>
Programme Management and Support	78,255	59,957
General Management and Administration	100,688	108,274
<b>Total Expenditure (B)</b>	<b>1,573,169</b>	<b>1,640,455</b>
<b>Income over Expenditure (A-B)</b>	<b>444,714</b>	<b>–510,860</b>
<b>Balance brought forward from previous year</b>	<b>297,841</b>	<b>808,701</b>
<b>Funds at 31 December</b>	<b>742,555</b>	<b>297,841</b>

## Balance Sheet as at 31 December 2004

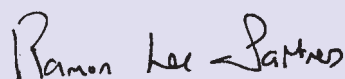
UK (£)	2004	2003
<b>Fixed Assets</b>	<b>36,308</b>	<b>23,139</b>
<b>Current Assets</b>		
Cash at Bank	855,993	150,349
Debtors	74,517	239,006
Rent Deposit and Prepayments	14,534	21,753
<b>Total Current Assets</b>	<b>945,044</b>	<b>411,108</b>
<b>Liabilities</b>		
Creditors and Accruals	238,797	136,406
<b>Total Liabilities</b>	<b>238,797</b>	<b>136,406</b>
<b>Current Assets Less Liabilities</b>	<b>706,247</b>	<b>274,702</b>
<b>NET ASSETS</b>	<b>742,555</b>	<b>297,841</b>
<b>FUNDS</b>		
Unrestricted Income Funds	170,462	154,486
Restricted Income Funds	572,093	143,355
<b>TOTAL FUNDS</b>	<b>742,555</b>	<b>297,841</b>

These summarized accounts have been extracted from the full audited accounts of Conciliation Resources for the year ended 31 December 2004 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 11 April 2005 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 2004:

"We have examined the summarized accounts which have been extracted from the full audited accounts for the year ended 31 December 2004. In our opinion the summarized accounts are consistent with the full audited accounts."  
11 April 2005.



**Ramon Lee & Partners**

Registered Auditors

Chartered Accountants

Kemp House

152-160 City Road

London EC1V 2DW

### Trustees



**M Hoffman**, Chair



**M Bradbury**, Treasurer

# NOTES ON SUMMARIZED ACCOUNTS 2004

## Basis of financial statements

These summaries are drawn from the full audited accounts prepared in accordance with the 2005 Statement Of Recommended Practice (SORP) of the Charity Commission for England and Wales.

## Programme Development

Each year CR budgets expenditure from our unrestricted income to develop new and existing programmes. These funds allow essential flexibility to invest in consultations and analysis necessary to begin new project areas and respond to new requests. In 2004 we used funds to integrate our longstanding Media & Conflict in Africa programme into our programme areas. We used the balance of these funds developing a Uganda programme: hiring our new Programme Development Officer and undertaking an extensive period of discussion, investigation and design leading to a strategic framework.

## Core Expenditure

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

Core costs are met through unrestricted grants for general support, income earned from staff consultancies, and charges levied to programmes to cover administrative support and direct overheads that range from 5–10 per cent of their annual expenditure. We remain dependent on untied grants and donations to meet essential core expenses.

## Balances and Reserves

The total funds available during the year include 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. The end-of-year balance comprises of untied funds for 2005, reserves and committed programme funds for 2006.

CR's reserves policy is to keep a prudent working balance of unrestricted funds, equalling six months' operating costs, to cover future contractual liabilities including staff salaries and rent. The need to sustain this level of unrestricted reserves however is balanced against organizational needs deemed crucial for CR's work.

## Donors

The activities carried out by CR are made possible through the generosity of donors who provide grants for specific projects or general organizational support. We thank the following donors for funds received in 2004:

- Boltons Trust, UK
- Coppings Trust, UK
- Calpe Trust, UK
- Comic Relief, UK
- Cordaid, Netherlands
- Department for International Development, UK
- Eva Reckitt Trust Fund, UK
- Global Conflict Prevention Pool, UK
- Rowan Charitable Trust, UK
- Swedish International Development Cooperation Agency, Sweden
- Federal Department of Foreign Affairs, Switzerland
- Organization for Security and Cooperation in Europe Mission to Georgia



## 2004 EXPENDITURE

- A. Caucasus Programme **44.6%**
- B. West Africa Programme **15.8%**
- C. Accord Programme **14.2%**
- D. Uganda Programme **13%**
- E. General Management and Administration **6.4%**
- F. Programme Management and Support **5%**
- G. Other work (Angola, Fiji, Media & Conflict in Africa, CCTS) **1%**

# CR BOARD, STAFF AND ASSOCIATES

## CR Board

Mark Bradbury (Honorary Treasurer)  
Andrew Carl  
Mark Hoffman (Chair)  
Nev Jefferies (Honorary Treasurer until December 2004)  
Bruce Jones  
Mischa Mills  
Laurie Nathan  
Norbert Ropers (until March 2005)  
Theodosia Sowa (until February 2004)  
Bea Stolte  
Vesna Terselic

## CR Staff

Andrew Carl	Director
Rachel Clogg	Caucasus Programme Co-Manager
Jonathan Cohen	Caucasus Programme Co-Manager and staff adviser to the Board
Mariama Conteh	West Africa Programme Officer (Acting Programme Manager from December 2004–May 2005)
Jeannette Eno	West Africa Programme Manager (until November 2004)
Björn Eser	Uganda Programme Development Officer (job-share)
Aaron Griffiths	Accord Programme Editor/Researcher
Michael Hammer	West Africa Programme Manager (from May 2005)
Bryn Higgs	Uganda Programme Development Officer (job-share)
Melissa Jones	Communications Officer
Celia McKeon	Accord Programme Manager/ Series Editor
Rhona Miller	Caucasus Programme Officer
Kate Morgan	Finance/Administrative Assistant
Abiodun Onadipe	Media & Conflict in Africa Senior Projects Manager (until March 2004)
Kushma Ram	Organizational Manager
Sarah Wheeler	Accord Communications Coordinator
Juliet Williams	Finance/Administrative Officer
Nathalie Wlodarczyk	Accord Distribution Coordinator

## CR–Sierra Leone Staff

Patricia Bindi	Programme Assistant, Bo
Lovetta Buckle	Programme Assistant, Freetown
Mariama Conteh	West Africa Programme Coordinator (from May 2005)
Sahr Gborie	West Africa Programme Coordinator (until October 2004)
Marion Gorvie	Programme Officer, Southern Region
Sahr JohnBull	Office Assistant, Freetown
Boima Kpuagor	Programme Officer, Eastern Region
Violet Lenger-Fofanah	Finance Officer/Administrator
Senessie Samai	Senior Youth Animator, Kenema
Frances Graden	Programme Assistant, Kenema

## Programme Associates

Catherine Barnes  
Elena Cook  
Diana Francis  
Ellie Keen  
Clem McCartney  
Guus Meijer  
Jenny Norton  
Liz Philipson

## Interns

Matthew LeRiche  
Igor Hodson Otaola  
Joseph Hurst Croft

## Consultants

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

## Photos

All photos are by CR staff and local partners unless otherwise stated.

[Design@gloryhall.com](mailto:Design@gloryhall.com)



## IN MEMORY OF SAHR GBORIE

In October 2004 our colleague and friend Sahr Gborie passed away at the age of 43. As CR's West Africa Programme Coordinator from December 2000 and a leading member of Sierra Leone's civil society long before that, Sahr was a pillar in developing CR's work in the country and the Mano River region. He had worked in Liberia, Guinea and the Ivory Coast and was active in several peace networks reaching as far as Cambodia and Canada. Sahr dedicated his life to working tirelessly for peace and justice in Sierra Leone. He was a gifted leader, communicator and teacher and had a special way with young people. He fervently pushed for initiatives that would accelerate self-reliance for the poor. We miss his bright smiles and laughs, brilliant ideas, practical solutions to problems and deep concern for others. Our programme in West Africa will continue to follow the long path he led us on so well.

# conciliation resources

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UK charity registration number: 1055436