



Peacebuilding works
Annual Review 2006

conciliation
crresources

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 (1055436). We work mainly in the Caucasus, Uganda and West Africa in partnership with local and international civil society organizations and governments. We also publish *Accord: an international review of peace initiatives* and are involved in projects in Colombia, Fiji and the Philippines. Our funding is through grants from governments, independent trusts and foundations.



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Cover photo: Child plays on an abandoned tank outside the village of Kajo Keji, Sudan © Sean Sutton/MAG/Panos Pictures

This page from top: Young women in Bo, Sierra Leone © Rosalind Hanson-Alp; Summer university on international relations held in Abkhazia; Participant at a meeting organized by Pact Sudan. © Alex Diang'a/Pact Sudan



Armed conflict devastates people's daily lives and futures, rips apart communities and cripples a country's development. Conciliation Resources supports civilian peacemakers living and working on the frontline. Hassan Hasshin Feika, a long-standing partner of CR's, describes how this works in Sierra Leone.

Peacebuilding works

Peacebuilding initiatives existed in Sierra Leone before the civil war began in 1991. Since the war ended, their importance has been recognized and valued by most citizens.

Peacebuilding initiatives have mitigated a variety of continuing conflicts in most communities, reconciled broken relationships and promoted development – all elements that have caused relative peace.

The war left communities divided and hostility between people. Domestic violence and disputes over land and power increased. But the end of the war also presented opportunities for positive change, both at community and national levels.

Done well, peacebuilding presented opportunities for collective local decision-making, and for young people and women to participate in developing and governing their communities. It also creates the right conditions for people to make a living.

Peacebuilding which involves local initiatives and participation prevents conflicts, and advocates for win-win results that foster satisfaction and peace. Communities prefer peaceful ways of settling differences rather than the punitive court system. Effective peacebuilding minimizes tensions, helps people to be aware of local security threats and gives them hope for reconciliation.

The official Disarmament, Demobilization and Reintegration process had its successes but it struggled to come to terms with the reintegration aspect. Real grassroots-level peacebuilding allows us to address these complexities and to advocate on behalf of the marginalized youths and ex-combatants who were excluded from the process. The support of Conciliation Resources has been very valuable in this work.

Hassan Hasshin Feika Co-ordinator, Bo Peace and Reconciliation Movement

Bo Peace and Reconciliation Movement is a network of 11 organizations which has helped prevent and resolve armed violence in southern Sierra Leone since 1998. This is achieved through local 'peace monitors' who identify and mediate in conflicts at community, district and chieftaincy levels. CR has worked with BPRM since 1996.

Main photo: Hassan Hasshin Feika (right) with 'peace monitors' in Sierra Leone
Inset: Hassan Hasshin Feika (left) and colleagues © Rosalind Hanson-Alp



"If the achievement of peaceful co-existence in local communities lies in the hands of the people themselves, their peace-building carries more weight and becomes more effective."

2006 Highlights



SUPPORTING PEOPLE



INFLUENCING GOVERNMENTS



CHALLENGING STEREOTYPES

Supporting people

- In March, CR supported a national conference in Sierra Leone which brought together students from fiercely opposing factions in student politics and young people from CR's project in Kenema. Delegates began to unpack the causes and consequences of the history of violence in student politics – and to face the challenge of sustaining peace within their campuses and the country.
- Groundbreaking research by CR and Quaker Peace & Social Witness into the factors leading combatants to leave the Lord's Resistance Army provided crucial new insights to ease their return to civilian life. The knowledge gained will improve local peacebuilding initiatives and significantly enhance the environment for reconciliation.

This page, clockwise from top left: Members of the Bike Riders Association in Bo, Sierra Leone © Rosalind Hanson-Alp; Launch of Accord issue 17 in Azerbaijan; Interview by a journalist from the South Caucasus who tries to portray real life in a divided society; CR's Accord series engages a wide audience, from military to media

Opposite: Participant at a meeting organized by Pact Sudan. © Alex Diang'a/Pact Sudan

Improving peacemaking practice

- *Accord issue 17, The limits of leadership: elites and societies in the Nagorny Karabakh peace process* was published in Armenian and Azeri editions. More than 250 policymakers took part in launch discussions: the issue included articles by the Armenian and Azerbaijani Foreign Ministers.
- Senior policymakers and practitioners explored the use and impact of incentives and sanctions in peace processes at an international workshop hosted by CR in September. Insights from the workshop will inform an Accord publication on the topic.

Influencing governments

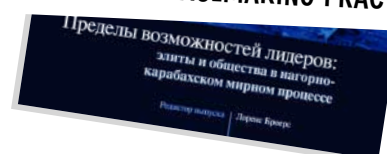
- CR celebrated its 10-year anniversary in November with an event entitled *Peacebuilding works: a British foreign policy priority*. Co-hosted by the UK Foreign and Commonwealth Office, the occasion brought together more than 100 peace practitioners, diplomats, politicians, academics and the media.
- In March, June and December, Georgian and Abkhaz politicians and officials met at Schlaining dialogue workshops. Meetings following the workshops allowed further discussion with international analysts and policymakers.

Challenging stereotypes

- Radio listeners in the Russian-speaking world had the chance to hear ordinary people from across the South Caucasus talking about the challenges they face after war thanks to our 'radio diaries' project. A compilation CD and book of the best diaries have now allowed these snapshots of everyday life to reach a wider audience.
- In Sierra Leone, CR facilitated talks between highly marginalized youths often at the centre of conflicts during and after the war, and members of the police and army, creating important links and collaborations as well as developing relationships and resolving misunderstandings.



IMPROVING PEACEMAKING PRACTICE



Providing opportunities for dialogue

- A three day consultation in Juba organized by CR and our partners, brought together more than 100 civil society representatives from all the LRA-affected areas of northern Uganda and south Sudan, including traditional and religious leaders, women and young people. It was the first meeting of its kind since peace talks between the LRA and the Government of Uganda began and provided a platform for the affected communities to exchange their experiences on locally owned peace initiatives and reconciliation efforts.
- In Sierra Leone CR supported the Bo Peace and Reconciliation Movement in their reconciliation work between ex-combatants left out of the official Disarmament, Demobilization and Reintegration process.



Informing and strengthening peace processes

The importance of learning from peace processes to inform peacemaking practice and policy was reinforced by the work of the Policy, Communications and Comparative Learning team.

All activities supported and/or drew directly on the experience of those involved in peacemaking and demonstrated the need for sensitive, nuanced and above all participatory approaches to conflict transformation.



Facilitating comparative learning from peace processes

CR's comparative learning project aims to increase capacities for practical peacemaking through direct interactive learning about peace processes.

This year, we held workshops in Colombia and the Philippines, organized by CR's project partners, Institute for the Study of Development and Peace (INDEPAZ), Centre for Integrative and Development Studies of the University of the Philippines and Balay Mindanaw Foundation.

The Colombian event focused on the roles of international actors in peace processes, while the Philippines workshop looked at local third party roles. A second workshop in the Philippines explored the importance of creating opportunities for parties to seek alternative ways of framing disputed issues.

CR's Accord publications were a central resource at the workshops, where participants included people directly involved in dialogue and negotiation processes in the two countries, academics, human rights advocates, development actors, and CR resource persons.

Insights emerging from workshops were documented in the 'Reflections' papers, which draw out new thinking on cross-cutting issues and include practical suggestions for practitioners and policymakers.

A review of the project will conclude in spring 2007 and CR and partners will then select and develop options for the future of this project.

A dialogue on policy

UK Minister of State Kim Howells and partners from the peacebuilding field spoke alongside CR's Executive Director, Andy Carl, at an event to celebrate CR's tenth anniversary.

The event provided an opportunity to highlight the need for the UK Government to increase its support for policies of inclusion and engagement in peacebuilding processes.

"...this is a two-way relationship, a partnership. The FCO has provided funding to support CR's work but we have also benefited through a dialogue on policy that has emerged from CR's first hand and practical experience of peacebuilding."

Kim Howells, Minister of State, Foreign and Commonwealth Office

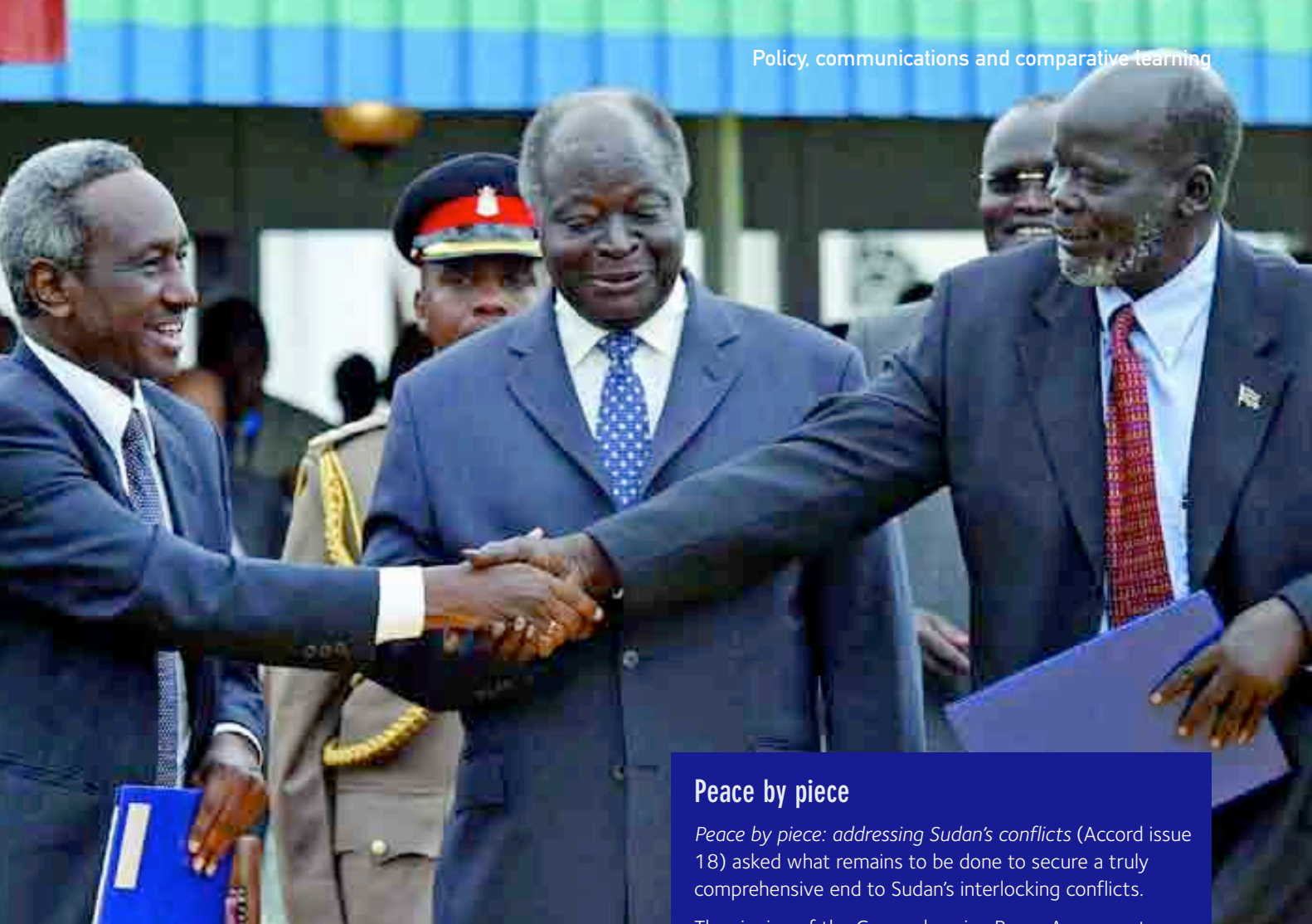
Above: Speakers Ed Garcia and Kim Howells at CR's tenth anniversary event

Policy

CR laid the groundwork to move from responding to policy issues as they arise, to a more strategic approach to influencing policy.

A mapping exercise reaffirmed that our policy work should continue to be rooted in the learning emerging from practice and from the study of peace processes, and identified key themes for advocacy work.

During the year, CR continued to contribute to policy formulation processes on conflict. We made a submission to the International Development Committee's enquiry on conflict and development, and contributed to consultations



Peace by piece

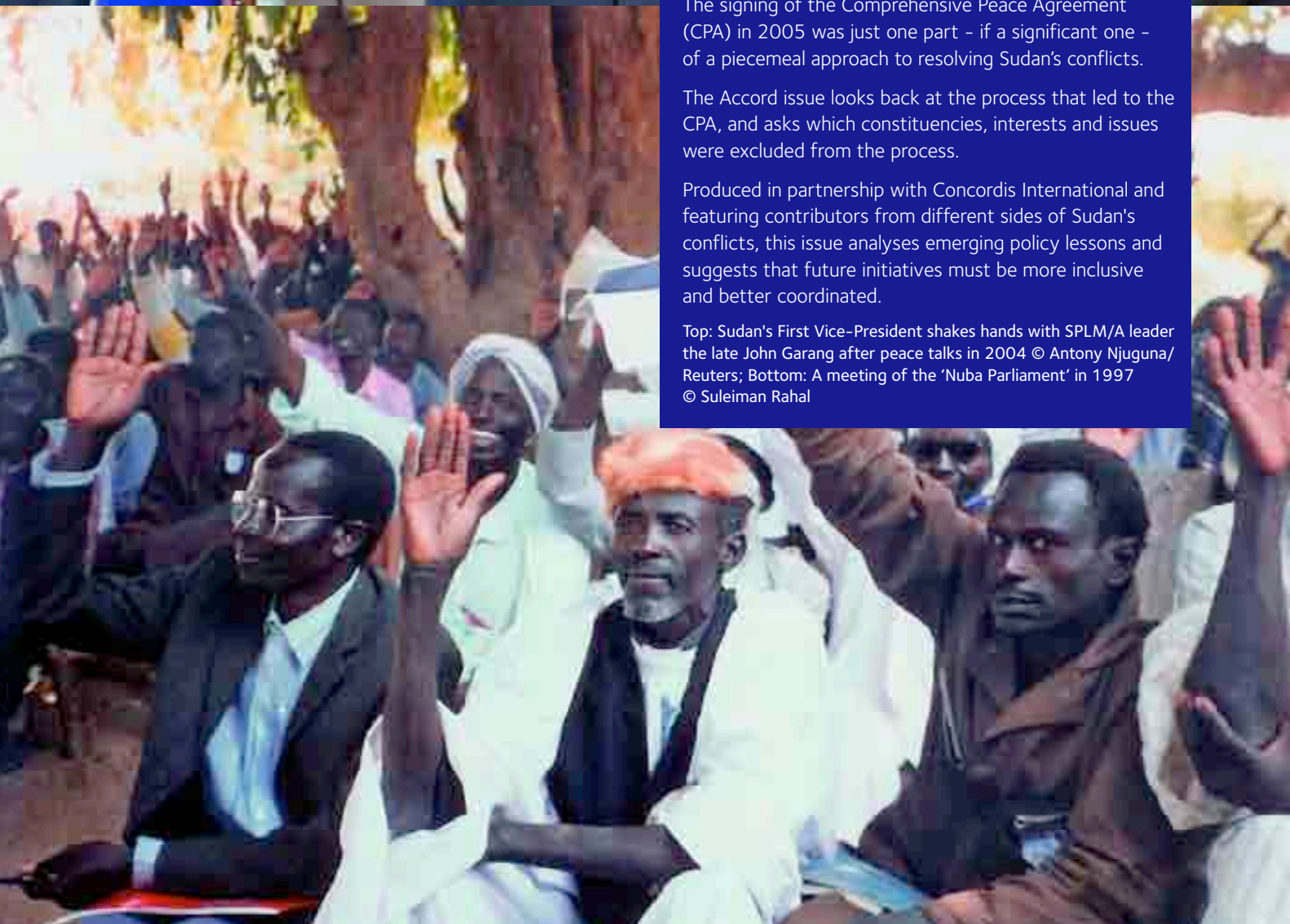
Peace by piece: addressing Sudan's conflicts (Accord issue 18) asked what remains to be done to secure a truly comprehensive end to Sudan's interlocking conflicts.

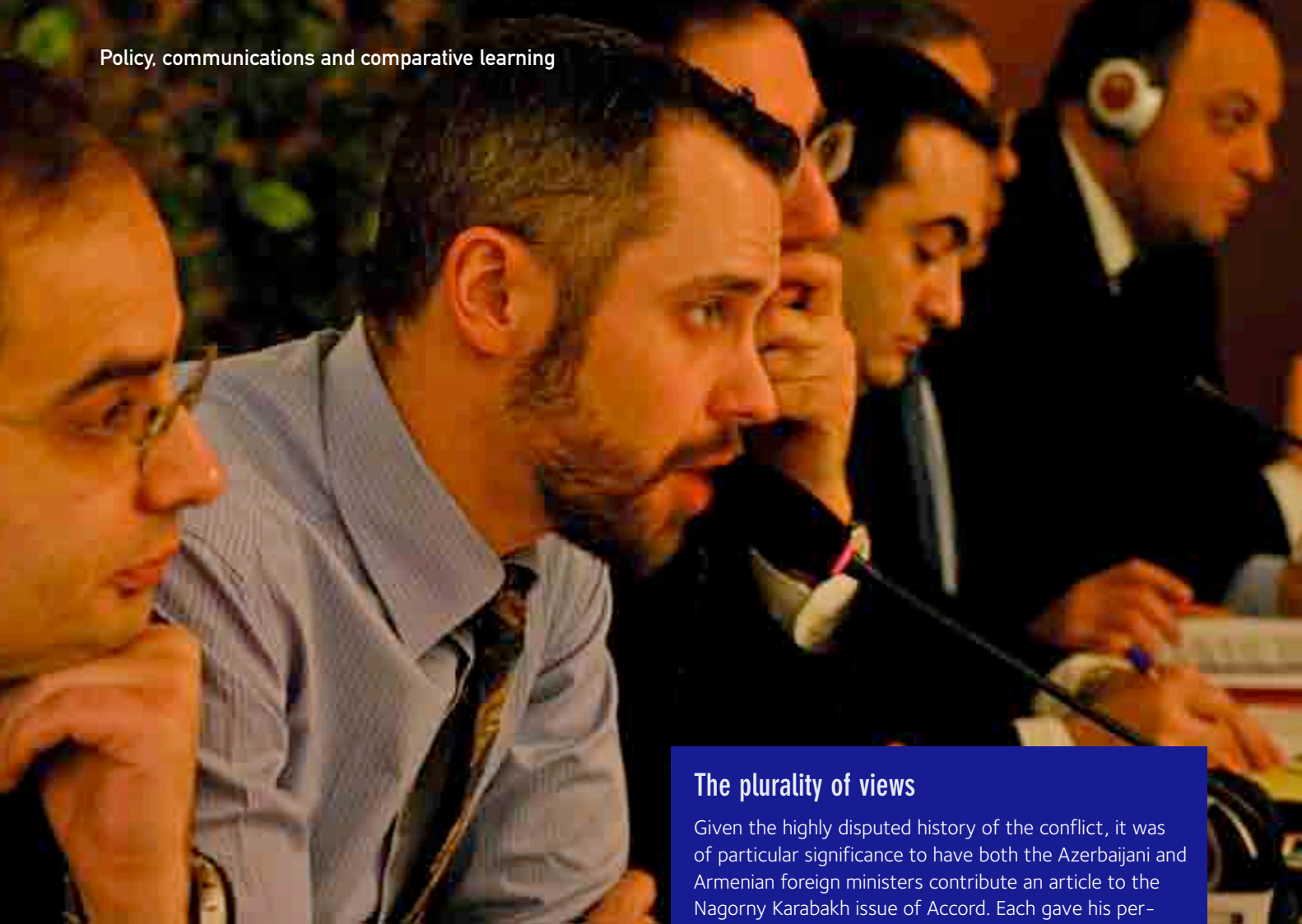
The signing of the Comprehensive Peace Agreement (CPA) in 2005 was just one part – if a significant one – of a piecemeal approach to resolving Sudan's conflicts.

The Accord issue looks back at the process that led to the CPA, and asks which constituencies, interests and issues were excluded from the process.

Produced in partnership with Concordis International and featuring contributors from different sides of Sudan's conflicts, this issue analyses emerging policy lessons and suggests that future initiatives must be more inclusive and better coordinated.

Top: Sudan's First Vice-President shakes hands with SPLM/A leader the late John Garang after peace talks in 2004 © Antony Njuguna/Reuters; Bottom: A meeting of the 'Nuba Parliament' in 1997 © Suleiman Rahal





on the Department for International Development (DFID) conflict policy, as well as participating in a joint response to the DFID White Paper with a coalition of UK development NGOs. In each case, some of CR's suggestions were taken up.

Expertise drawn from Accord work enabled us to make a unique contribution on specific topics such as the ongoing discourse on engaging armed groups.

Accord

CR's acclaimed Accord publications and projects make sure that the hard-won lessons of peacemaking are analysed, documented and shared.

Translated into Russian, Azeri and Armenian, *The limits of leadership: elites and societies in the Nagorny Karabakh peace process* (Accord issue 17) was launched in London, Yerevan, Baku and Stepanakert and published on the web.

Peace by piece: addressing Sudan's conflicts (Accord issue 18) was developed in partnership with Concordis International. Launch events and the completion of the Arabic version will follow in 2007.

In conflict situations, external actors try to influence the conflict through parties by applying incentives and sanctions – but often without a wider peacebuilding strategy or an understanding of how such measures will be received locally. CR convened a workshop on the use of incentives, sanctions and conditionality in peace processes in September.

The plurality of views

Given the highly disputed history of the conflict, it was of particular significance to have both the Azerbaijani and Armenian foreign ministers contribute an article to the Nagorny Karabakh issue of Accord. Each gave his perspective on the principles, compromises and international roles that could contribute to a lasting settlement.

“The defining feature of this review in my opinion is the plurality of views that it presents on the Nagorny Karabakh conflict and the constructive nature of the proposals to help resolve this issue. This combination will, I hope, lead to a fruitful and reasoned debate among Armenians and Azerbaijanis.”

Micheline Calmy-Rey, Swiss Foreign Minister

Above: Launch of Accord issue 17 in Armenia

Looking ahead

In 2007 CR will produce an Accord thematic issue on incentives, sanctions and conditionality and a conflict-specific issue on Aceh, Indonesia. Policy work will focus on advocating for the UK government to increase and improve support for peace processes. The comparative learning project will be reviewed in spring 2007 and is expected to expand.

“Often we start with the notion that our conflict is unique, *sui generis*, and difficult to compare with others. This reinforces the notion that we have little to learn from other examples...

I believe there are many useful lessons which we can draw from other conflicts... and efforts (successful and unsuccessful) at resolving them.”

Carlo Nasi, University of the Andes, Bogotá



Since gaining independence from the Soviet Union in 1991, Armenia, Azerbaijan and Georgia have grappled with the challenges of state-building and forging new political identities.

Secessionist wars in the early 1990s left more than 30,000 people dead and at least a million displaced from their homes. With its borders disputed and its people divided, the region faces an uncertain future.

Conciliation Resources works towards the peaceful transformation of the conflicts over Abkhazia and Nagorno Karabakh.

Improving chances for peace



Despite some promising signs, 2006 was a disappointing year for the Georgian-Abkhaz peace process. Each party issued documents outlining their visions of the conflict resolution process, but unfortunately these did not give rise to fruitful talks. A deterioration in Russian-Georgian relations further complicated an already fragile situation, and the official negotiations process eventually broke down.

Expectations of significant progress in the Nagorno Karabakh peace process in advance of a meeting of the Armenian and Azerbaijani Presidents in February proved to be unrealistically high. The talks failed to produce the anticipated breakthrough.

Meanwhile, people in the region continued to feel the effects of the unresolved conflicts: economic instability, insecurity and fear, social and political exclusion and enforced displacement.

Wary of the risks of focusing exclusively on political elites, our strategy remained to work creatively at different levels of society, supporting people across the region to build peace.

Rare opportunity to talk

In May 2006, CR facilitated a week-long visit to the United States for a small group of Georgian and Abkhaz analysts and political figures. Public round tables and informal meetings in Washington DC provided a rare opportunity for representatives of think tanks and the US government to engage in dialogue with representatives from both sides of the conflict. In conjunction with the Conflict Prevention and Peace Forum, meetings were held in New York with the UN Secretariat and members of the Friends of the Secretary-General for Georgia to feed into UN analysis of the conflict.

"We find it very helpful to talk with these representatives – especially in the Abkhaz case, we do not have many opportunities to do this."
Political analyst, State Department

Left: A Georgian internally displaced person and an Abkhaz at a workshop on managing inter-ethnic relations in Serbia; right: A strategic planning meeting for a network of IDP organizations in Georgia



Raising diversity for discussion

In its final year of collaboration with the University of Warwick, CR continued work with Georgian and Abkhaz partners to raise awareness of the practical and policy challenges for managing inter-ethnic relations. Academics, teachers, youth workers and NGO activists worked together on research and practical projects to draw attention to the need to create more inclusive societies. Workshops in Serbia and Bulgaria provided opportunities for bilateral Georgian-Abkhaz discussion, and exploration of experience elsewhere. The project culminated in a workshop focusing on nationalism and the relationship between identity and conflict in the Caucasus.

“In doing this project, we have managed to raise multiculturalism and diversity as a topic for discussion in society here.”

Civic activist from Abkhazia

Above: Students and young professionals from the Caucasus and beyond sharpened their knowledge of international issues at a two-week summer university in Abkhazia

Analysing conflict

Despite deadlock in the official peace process and escalating tension, 2006 saw the continuation of the Schlaining process, a series of facilitated workshops at which Georgian and Abkhaz politicians and influentials exchange information and analyse the conflict in an informal, confidential format.

A briefing with several permanent delegations to the Organization for Security and Cooperation in Europe following June's Schlaining workshop in Austria provided an opportunity for further analysis of the peace process with international policymakers.

Young people on either side of the conflict divide continued to meet regularly to analyse the conflict, discuss its impact on their societies and identify their role in its resolution.

Maximizing impact

Our work to improve our partners' capacity to impact on the conflict dynamics and prepare their own communities for peace continued. We helped partners strengthen their strategic planning, fundraising and financial management and developed with them in-depth analysis of political developments in their region.

In partnership with the Media Diversity Institute, CR helped professionals from the BBC World Service and the Foundation of Independent Radio (Russia) to provide training and support to NGO and media partners in Tbilisi, Kutaisi, Zugdidi and Sukhum/i.

For four years CR has supported the work of a network of organizations in Georgia working to improve the political and social status of internally displaced persons. As the network has grown in size and influence, so has its need and capacity to impact upon mainstream Georgian society. In 2006, working with CR and media experts, the network began to implement strategies for using the media to further its agenda for change.



Raising the level of debate

For people living outside the capitals in particular, there is scant access to information about the peace processes and limited opportunity to discuss the conflicts in an open and constructive manner.

In 2006 CR and the Institute for War and Peace Reporting organized public debates on the peace process in Tbilisi and regional cities in Georgia.

We organized a tour of *A Faraway Sea*, a play about the conflict, in theatres in Western Georgia. The play was seen by over 4,000 people, many of whom were displaced from Abkhazia after the war.

For the vast majority of spectators, this was the first time since the war they had heard any kind of plausible, albeit fictitious, dialogue between a Georgian and an Abkhaz or seen any representation of present-day Sukhum/i. Post-performance discussions with the playwright and actors allowed spectators to explore the play's themes of loss, reconciliation and forgiveness. A version of the play has been produced on DVD and is being distributed widely in Georgia.

In Abkhazia, CR's partners expanded newspaper distribution in rural areas and planned 'Meet the Editor' sessions, to allow citizens to question the editors of leading newspapers about current affairs.

Addressing conflict through film

Ten young journalists from Azerbaijan and Nagorny Karabakh took part in a unique bilateral collaboration across the conflict divide.

Working with CR, Internews Armenia, Internews Azerbaijan and the Stepanakert Press Club, the journalists met twice in Tbilisi. A programme of professional training enabled them, working separately, to make ten short films reflecting the traumas, fears, hopes and humour of people affected by the conflict. Exploring the burdens an unresolved conflict imposes, the journalists concluded that the process of working together and searching for understanding was as much an achievement as the films themselves.

"We wanted to make good films but we also wanted to help ourselves and others to think differently...These films show that we might have different aspirations but war is not the way to solve our conflict."

Participant from Nagorny Karabakh

Above: One of the films, *Karabakh Fairytale*, told a humorous story about the annual Donkey Race in Vank, Nagorny Karabakh

Looking ahead

We remain convinced that the chances of achieving a peaceful resolution of the conflicts are greatest when we work simultaneously at different levels within and between communities divided by conflict. We remain committed to supporting civic activists, officials and politicians, as well as those on the fringes of society, to improve the prospects for achieving lasting peace in the South Caucasus.



Twenty years of civil war between the rebel Lord's Resistance Army and the Ugandan government has caused great suffering to people living in northern Uganda and southern Sudan.

War has displaced people from their homes since 1996, and today more than one million people live in makeshift camps, far from their land and livelihoods, dependent on food aid. Conditions are squalid and dangerous.

Conciliation Resources is working with local organizations to help people identify and deal with the issues that caused, fuel and prolong the conflict.

Rebuilding relationships to end war

2006 saw dramatic changes in the conflict situation in northern Uganda.

Against the backdrop of Ugandan elections in February, in which President Yoweri Museveni secured another term, the Ugandan army offensive in Sudan and Uganda continued, as did the immense suffering of the civilian population. Under pressure from the military and the successful amnesty process in Uganda, the Lord's Resistance Army (LRA) dispersed widely, with groups in northern Uganda, southern Sudan, and north-eastern Democratic Republic of Congo.

The fragile peace between the Government of Sudan and the Sudan People's Liberation Movement, signed in 2005, has provided both an incentive for dialogue in the LRA/Government of Uganda conflict, and a potential forum for talks. Both sides had apparently become willing to negotiate, and on 14 July southern Sudan's President Salva Kiir opened the Juba talks, with Sudanese Vice-President Riek Machiar as mediator. This process has progressed falteringly, but significant obstacles remain, not least the outstanding issue of accountability and the International Criminal Court indictments for the LRA's high command.

Support for civil society peacebuilders is central to our approach. It gives us the legitimacy that is essential to underpin our work, and a strong basis for our analysis. The immense scale of the suffering of adults and children affected by the conflict, both directly at the hands of combatants and indirectly from disease, extreme poverty and malnutrition, underline the importance of a locally engaged and sensitive approach.

Supporting returning fighters

Research that we carried out in northern Uganda in partnership with Quaker Peace & Social Witness (Gulu) in 2005 has provided valuable insights into what motivates LRA combatants to return to their communities.

Through interviews with former LRA commanders, we found that the decision to quit is often well thought through, and influenced by the availability of information and opportunities.

We also found that while radio broadcasts are important, telephone conversations, letters, notes and personal contacts between LRA commanders and members of their families and communities were decisive factors in influencing their decision to return.

The report offered recommendations on how the process of encouraging middle-ranking LRA commanders and their units to return can be strengthened. Our partners and other local, national and international organizations have built this learning into their programming and advocacy work.

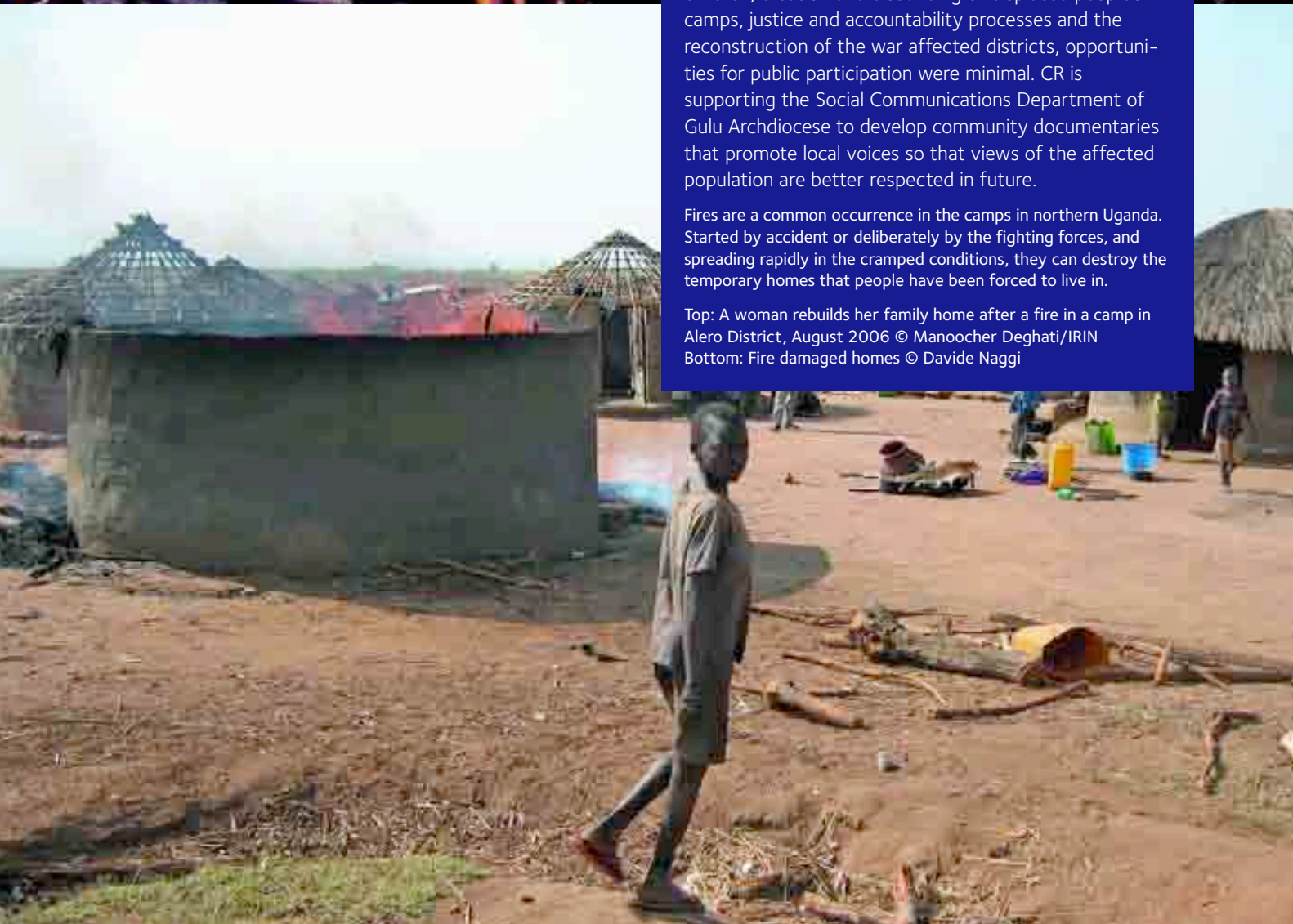


Community documentaries

For years, one of the conflict's main characteristics has been the lack of respect on all sides for the opinions of affected people themselves. On issues of abduction of children, creation and disbanding of displaced people's camps, justice and accountability processes and the reconstruction of the war affected districts, opportunities for public participation were minimal. CR is supporting the Social Communications Department of Gulu Archdiocese to develop community documentaries that promote local voices so that views of the affected population are better respected in future.

Fires are a common occurrence in the camps in northern Uganda. Started by accident or deliberately by the fighting forces, and spreading rapidly in the cramped conditions, they can destroy the temporary homes that people have been forced to live in.

Top: A woman rebuilds her family home after a fire in a camp in Alero District, August 2006 © Manoocher Deghati/IRIN
Bottom: Fire damaged homes © Davide Naggi





Overcoming fear and mistrust

In late July, in cooperation with traditional and religious leaders from Sudan and Uganda and the Forum for Peace in South Sudan, we hosted a three-day workshop in Juba, where community leaders from all the LRA affected areas could learn from each other.

Over 100 people took part, and were able to discuss their own experiences of the violence, explore the antagonisms between them, and move towards a common understanding of events. They developed their ability to work together, and were able to begin planning measures that can help fighters return to live again in their communities, even from Sudan.

The event also provided a platform for civil society to express their support for the Juba talks process, which had opened nearby only two weeks previously.

Above: Participants at the Juba workshop

Engagement in Sudan

CR stepped up our work in Sudan in response to requests for support from civil society groups in Sudan.

From May, building on visits by our partners, CR began a series of visits to southern Sudan, engaging with community and political representatives, radio station staff and others. We were rapidly able to establish positive relationships with some key individuals, and form practical partnerships.

By late July, our links into Sudan were strong enough to convene a workshop in Juba bringing together seven ethnic groups, traditional and religious leaders, women and young people from LRA affected areas of Uganda and Sudan.

Understanding the conflict

Our joint research with Quaker Peace & Social Witness has pushed ahead this year.

In May, we published *Coming Home*, the results of our research into the factors that influence LRA commanders to return to civilian life. We took our findings back to the individuals who originally contributed to the research, who supported our conclusions and further informed our analysis.

Strengthening practical action

Towards the end of the year we secured significant new funds, which enabled us to contract a skilled Ugandan accountant to support our partners' financial administration. He has made a strong contribution to their work already, and we expect to follow this with Ugandan management support to establish and sustain their systems in 2007.

Looking ahead

With our partners we anticipate broadcasting the first CR supported community radio programming in south Sudan; developing a more robust vision of locally appropriate justice mechanisms in northern Uganda that are relevant to the developing dynamic for peace; strengthening cross-border exchange work to help communities to address past grievances; and backing civil society's support for the peace talks. We will also be redoubling our capacity support to partners, from within Uganda and Sudan.



The wars that raged since the early 1990s in West Africa have left several hundreds of thousands of people dead and millions more exiled from their homes and lands.

Peace agreements eventually ended war in Sierra Leone and Liberia but armed conflict continues in Côte d'Ivoire, and Guinea remains volatile.

Acute poverty, unemployment and a culture of violence remain serious threats to the fragile peace in Sierra Leone and Liberia.

Conciliation Resources supports local initiatives to build peace and promote meaningful justice for people, especially those from poor and marginalized communities in West Africa.

Peace is not just the absence of the gun

Our programme in 2006 reflected our aims to prevent and transform conflict. We continued to place importance on addressing the challenges of ensuring effective participation of young people and women in the peace building processes and our work on community peace building remained central to the programme.

A critical focus was to develop the West Africa Programme strategy until 2009. This was a time to gain deeper understanding and outline the best way to sustain and develop the Programme's capacity to implement its objectives effectively and to meet partners' needs.

For most of the year, stability in the Mano River region looked like a real possibility. While regular protest and rallies were part of Liberia's socio-political climate, they were managed well enough to avoid violent conflict. There was generally forward movement in the country's political and economic administration. The international victory of Charles Taylor's capture created few ripples and some debate but the general impression in Sierra Leone and Liberia was about looking to the future.

2006 for Sierra Leone was very focussed around the forthcoming 2007 elections. Despite national and international preparations to ensure violence-free elections there have been increasing tensions. Guinea is a main source of concern for stability in the region as the president's deteriorating health, combined with deteriorating political, social and economic conditions, have all led to great instability.

The delicate task of reintegration

Reintegrating former combatants into communities is a lengthy and delicate process, because of the resentment that remains towards those connected to war crimes.

BPRM attributes its achievements in this area to the ongoing support it provides, which heals broken relationships and encourages cohesion in the community.

In a recent case, BPRM reintegrated an ex-combatant who had been captured by rebels at the age of five. Only by piecing together his fragments of memory were he and the community able to trace his family and help him discover his real name.

"One of the greatest challenges faced by BPRM in this process is Sierra Leone's culture of silence whereby discrimination towards ex-combatants often remains unspoken and, therefore, unresolved."

BPRM team member



Market traders in
Bo, Sierra Leone
© Rosalind Hanson-Alp



Including marginalized youth

Our engagement with bike riders and commercial sex workers has been delicate and challenging. Both groups have had poor experiences dealing with NGOs making false promises.

We gathered valuable information on the role and impact of young people in a post-conflict society and developed, in partnership, a way of engaging with these young people to facilitate their positive contribution to their communities.

They explained that in bringing them together with government officials, community leaders and members of the police and army, we have been able to begin the process of resolving misunderstandings and challenging stereotypes. Mutually beneficial links were created.

Above: Many former combatants work as bike riders, offering taxi and transport services using motorbikes © Rosalind Hanson-Alp

Empowering communities for sustained peace

The importance of community peacebuilding as a tool for conflict transformation work became increasingly clear as we maintained partnerships with Bo Peace and Reconciliation Movement (BPRM) and Sulima Fishing Community Development Project (SFCDP). While work with SFCDP remains minimal, BPRM are resolving some long standing conflicts and receiving official recognition.

BPRM has made some real inroads into strengthening the justice system where they operate. Despite the challenges, collaboration with the police and the local court system has yielded some positive results for resolution of community conflicts. BPRM's contribution to national security is highlighted through their cooperation with the decentralized state security apparatus. Their method of analyzing conflicts made important contributions to developing chiefdom histories, a key resource preventing and resolving future conflicts.

An important achievement this year was the start of the building of BPRM's Resource and Documentation Centre. The Centre will house books, reports and videos and will be a resource for local community members, local government and staff and students from the university.

Youth participation in building peace

Working to address the socio-political and economic marginalization of young people in Kenema, Eastern Sierra Leone, our Drop in Centre addressed some of the root causes of Sierra Leone's decade-long conflict.

In 2006 we continued our training on issues such as conflict transformation and leadership, to enable young people to participate fully and effectively in decision-making processes. We have seen young people start engaging with local government and the Ministry of Youth and Sport. We also saw youth setting off independently to make their small businesses work, with ongoing guidance and support from community advisory groups.

Through action, research and dialogue we supported the building of key relationships between young people, the security sector and local government. This was successful in establishing important links and resolving grievances. Relationships were also developed in Bo and Kenema districts with The Bike Riders Association and commercial sex workers. These are young people who have been particularly affected by conflict, both as victims and perpetrators, and form some of the most marginalized groups of youth.

The Bike Riders Association provides much needed taxi services using motorbikes. Riders are almost exclusively male and with a large percentage of ex-combatants they are often at the centre of violent conflicts. They remain a key group to engage with if efforts at conflict transformation are to be successful.

Looking ahead

Our focus will remain the same until 2009, keeping work with marginalized youth and community peacebuilding through community partnership central. We will place more importance on strengthening our sub-regional work, addressing the interrelated nature of conflict and its costs. We also look to develop work addressing civil involvement in security sector reform.



Youth to Youth

The Youth Coordinating Committee (YCC) is a group of ten young men and women elected by young people representing youth groups in Kenema district, Sierra Leone. The YCC has been central to the planning and implementation of our work to engage young people more fully in sustaining peace.

"This project has helped me to build my skills. I have gained more confidence and now I have become an executive member of an important youth organization."
Bridget, YCC member

Above: Young women in Bo, Sierra Leone © Rosalind Hanson-Alp
Below: The 'Peace Bridge' in Freetown, Sierra Leone, is dedicated to those who died in the war and is a symbol of a united peace in Sierra Leone © Rosalind Hanson-Alp





Working to help Fiji break out of its 'Coups Cycle'

Fiji has been through another tumultuous year, with national elections in May 2006 followed by a coup on 5 December. Concerted efforts are underway to develop a national consensus that will return Fiji to representative constitutional democracy.

The roots of the conflict lie in the unresolved problems from the last coup, combined with poorly administered elections, the government's introduction of controversial policy bills, and the general failure of official and unofficial third parties to adequately deal with these various factors.

Conciliation Resources' long-standing partners, the Citizens' Constitutional Forum (CCF), played a dynamic role in attempting to prevent the conflict and in influencing the 'roadmap' back to democratic governance. Outspoken in the public arena, and active in their rural educational outreach work, the CCF helped both to raise the level of public participation in national debates and to drum up international attention. CR assisted them in strategic planning and lent a hand in their international work – including in the visit of CCF's Executive Director Rev Akuila Yabaki to Europe following the coup and in his engagements with the European Union and the Commonwealth.

Right: December 2006 saw Fiji's fourth coup in 20 years © Fiji Times. Left: A CCF workshop for women and young people

Peacebuilding networks

CR continues to play an active role as a member of national and global peacebuilding networks including the Committee for Conflict Transformation Support, the UK Peace and Security Liaison Group and the US-based Alliance for Peacebuilding.

CR also takes part in initiatives led by the Berghof Research Center, International Coalition to Stop the Use of Child Soldiers and the Barcelona School for a Culture of Peace, amongst others.

Developing responsive capacities

CR continues to receive requests to support initiatives outside the regions where we have ongoing programmes.

We are working to develop our capacities to respond more flexibly to such requests, while not walking away from our many existing commitments.

In 2006, CR was asked to help support a civil society peace initiative in Kashmir. We gave advisory support for the design and development of this initiative and helped to broker relations between individuals and organizations, including potential partners and donors.

CR is privileged to share an office with the International Working Group on Sri Lanka (IWG). IWG is actively engaged in supporting the faltering peace processes and international initiatives that help safeguard human rights and the 'space' for humanitarian assistance in Sri Lanka. CR provides the IWG with occasional strategic advice and support.



A turning point for CR

On 2 November 2006, Conciliation Resources celebrated its tenth anniversary as a registered charity in the UK. The year marked a turning point from CR's earliest days as 'conciliation without resources' to the mature and professional organization it is today. This has been achieved through the extraordinary commitment of Andy Carl and his colleagues.

Over the past two years CR has undergone significant organizational developments to make our work more effective, and to better achieve our programme goals. We brought together competencies in communications and policy work with the comparative learning skills in the Accord programme to create a new Policy, Communications and Comparative Learning team. CR has also put in place a number of essential organizational tools to enhance planning and budgeting processes, and policies to improve working arrangements including guidelines on staff safety and security, and improved provisions for leave.

CR is currently undertaking a process of strategic planning which will both confirm our ongoing partnership commitments and consider new areas of development.

The geographic scope of CR's upcoming work will largely remain the same – guided by the needs of individuals and groups working in these areas of potential violence or armed conflict. We will continue to work in the South Caucasus and will develop our work in Sierra Leone (with some involvement in the wider sub region) and in northern Uganda and border areas of South Sudan and the Democratic Republic of Congo.



We will continue to work in support of partners in Fiji, as well as responding to new requests from other countries and regions.

The Accord team will take on a new project in Aceh, Indonesia, and we will deepen the scope of our work with partners in the Philippines and Colombia.

CR will also work more strategically on international conflict policy – both to strengthen our regional programme work and to share the rich lessons from our experience.

The Board is confident that the work of CR and its partners is making a positive difference and with a healthy organizational culture of learning and a commitment to change we are well prepared to face the challenges the future will bring.

Mark Bradbury

Trustee and Chair of the Board

Main image: Mark Bradbury (left) greets colleague Mohamed Hassan from the Academy for Peace and Development in Somaliland
Inset: CR Executive Director Andy Carl

SUMMARIZED ACCOUNTS

Summarized statement of financial activities for the year ended 31 December 2006 (UK £)

INCOME	2006	2005
Unrestricted grants	259,300	161,577
Grants for specific programmes and projects	1,505,626	1,164,887
Policy, communications & comparative learning (including Accord)	348,533	389,100
Caucasus	606,392	340,147
Uganda	305,243	246,535
West Africa	245,458	189,105
Other income	23,968	77,476
Consultancy fees	2,551	16,687
Other (including reimbursements)	8,224	31,441
Accord sales	3,376	4,493
Interest	9,817	24,855
Total income (A)	1,788,894	1,403,940
EXPENDITURE		
Programmes	1,688,253	1,538,052
Policy, communications & comparative learning (including Accord)	455,432	329,151
Caucasus	656,036	728,886
Uganda	260,018	245,852
West Africa	301,680	229,960
Fiji	15,087	4,203
Programme development	9,460	-
Project development	9,460	-
Core	86,738	173,355
Cost of generating voluntary income (06) /		
Project management & support (05)	34,576	84,984
Governance costs (06) / General management & administration (05)	52,162	88,371
Total expenditure (B)	1,784,451	1,711,407
Income over expenditure (A-B)	4,443	(307,467)
Balance brought forward from previous year	435,088	742,555
Funds at 31 December	439,531	435,088

Balance sheet as at 31 December 2006

UK (£)	2006	2005
Fixed assets	19,141	25,060
Current Assets		
Cash at bank	235,405	282,552
Debtors	282,982	265,814
Rent deposit and prepayments	42,549	93,432
Total current assets	560,936	641,798
Liabilities		
Creditors and accruals	140,546	231,770
Total liabilities	140,546	231,770
Current assets less liabilities	420,390	410,028
NET ASSETS	439,531	435,088
FUNDS		
Unrestricted funds	223,009	203,794
Restricted funds	216,522	231,294
TOTAL FUNDS	439,531	435,088

These summarized accounts have been extracted from the full audited accounts of Conciliation Resources for the year ended 31 December 2006 and may not contain sufficient information to allow for a full understanding of the charity's affairs.

For further information, copies of the full audited accounts are available from our website and the Charity Commission website. The full audited accounts were approved by the Trustees on 8 May 2007 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 2006:

"We have examined the summarized accounts which have been extracted from the full audited accounts for the year ended 31 December 2006. In our opinion the summarized accounts are consistent with the full audited accounts." 9 May 2007



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

Trustees



M Bradbury, Chair

R Cooke, Treasurer

NOTES ON SUMMARIZED ACCOUNTS 2006

Organization

Conciliation Resources (CR) is a not-for-profit, non-governmental organization registered as a company (number 03196482) and as a charity under UK law (number 1055436). Our headquarters are located in Islington, London. We also maintain support offices in Sierra Leone, registered as ‘CR Sierra Leone’, in Freetown, Bo and Kenema.

Basis of financial statements

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

Programme development

Expenditure from CR’s unrestricted income for programme development is usually earmarked for responding to new opportunities arising from local requests.

Core expenditure

Costs incurred for the general management of CR, including the provision of specific administrative support to projects and programmes are allocated to the programmes as ‘charitable activities’ expenditure.

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

Summary core costs for 2006 reflect the costs of governance and generating funds. The direct charitable activities support costs are allocated to the programme areas. This means costs for 2005 are not directly comparable.

Balance and Reserves

The total funds available during the year included any balances brought forward from the previous year, both restricted and unrestricted, details of which are in the full audited accounts.

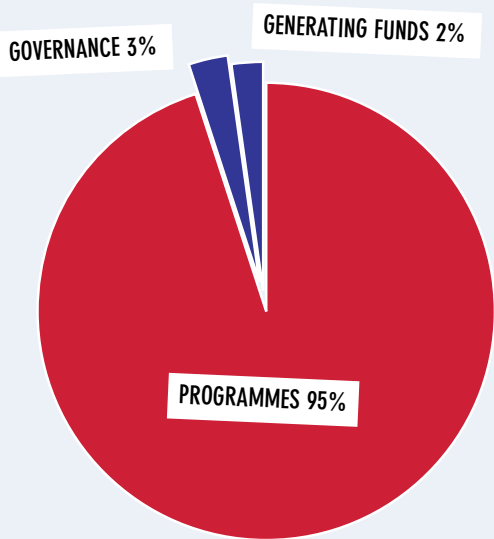
It is CR’s policy to achieve a balance of reserves equalling six months of operating costs in line with general guidelines for UK charities.

Donors

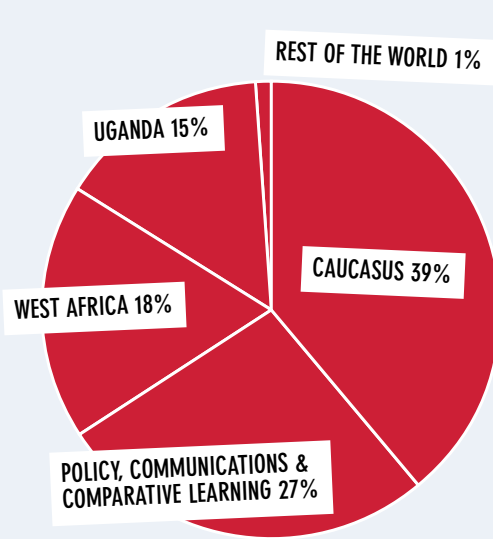
The activities carried out in 2006, as in previous years, were made possible through the generosity of donors who provided grants for specific project activities or towards general organizational support.

We gratefully acknowledge support from:

- Allan & Nesta Ferguson Charitable Settlement, UK
- AW.60 Charitable Trust, UK
- Bolton’s Trust, UK
- Calpe Trust, UK
- Department for International Development, UK
- European Commission, Belgium
- Eva Reckitt Trust, UK
- Federal Department of Foreign Affairs, Switzerland
- Ford Foundation, USA
- Foreign & Commonwealth Office, UK
- Global Conflict Prevention Pool, UK
- HorizonT3000, Germany
- Joseph Rowntree Charitable Trust, UK
- Media Diversity Institute, UK
- Ministry of Foreign Affairs, Austria
- Ministry of Foreign Affairs, Netherlands
- Ministry of Foreign Affairs, Norway
- Oakdale Trust, UK
- Organization for Security and Cooperation in Europe, Mission to Georgia
- Project Zivik, Germany
- Rowan Charitable Trust, UK
- Swedish International Development Cooperation Agency, Sweden
- Tinsley Foundation, UK



2006 expenditure



2006 programme expenditure

CR BOARD, STAFF AND ASSOCIATES 2006

Board

Mark Bradbury Chair (from March)
 Andrew Carl
 Bob Cooke Treasurer
 Mark Hoffman
 Nev Jefferies
 Bruce Jones
 Mischa Mills
 Laurie Nathan
 Liz Philipson (from March)
 Bea Stolte
 Vesna Teršelič
 Henry Tinsley (from March)

Programme Associates

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

Consultants

CR relies on various consultants to meet specific programme demands.

Photos

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

Design

www.tmck.co.uk

Staff

Abigail Bulley
 Georgina Burns
 Andrew Carl
 Rachel Clogg
 Jonathan Cohen
 Bjoern Eser
 Aaron Griffiths
 Michael Hammer
 Bryn Higgs
 Ragnar Hjalmarsson
 Melissa Jones
 Caroline Kilby
 Mariama Konneh
 Celia McKeon
 Rhona Miller
 Irene Musoke
 Nyeko Caesar Poblicks
 Jessica Porter
 Kushma Ram
 Phillip Sharp
 Sarah Wheeler
 Juliet Williams

CR-Sierra Leone staff

Patricia Bindi
 Lovetta Buckle
 Marion Gorvie
 Frances Graden
 Sahr Johnbull
 Mariama Konneh
 Boima Kpuagor
 Violet Lenger-Fofanah
 Mensah Moriba
 Shirley Simbo

Caucasus Programme Assistant (until November)
 Events & Marketing Officer (from February)
 Executive Director
 Caucasus Programme Co-Director
 Caucasus Programme Co-Director
 USDRC Borders Programme Co-Director
 Accord Series Editor
 West Africa Programme Director (until March)
 USDRC Borders Programme Co-Director and Senior Staff
 Liaison to the Board (from June)
 Assistant to Executive Director (from March)
 Communications Officer
 Administrative Officer (from March)
 West Africa Programme Director (from April)
 PCCL Programme Director
 Caucasus Programme Officer
 Finance Officer (from March)
 USDRC Borders Programme Officer
 Fundraising Co-ordinator (from April)
 Operations Manager
 Finance & Administrative Officer (until February)
 Communications Manager
 Finance Manager

Programme Assistant, Bo
 Programme Assistant, Freetown (until June)
 Programme Officer, Southern Region
 Programme Assistant, Kenema (until June)
 Office Assistant, Freetown
 Programme Coordinator (until March)
 Programme Officer, Eastern Region
 Finance and Administrative Officer, Freetown
 Office Assistant, Bo
 Programme Officer for Training and Capacity Building, Freetown (until June)

Left: CR's Caucasus Programme Co-Director Jonathan Cohen was awarded an OBE for services to conflict prevention and resolution in the Caucasus
 Right: Boima M. Kpuagor, Programme Officer in Kenema, with Sheik A.T. Sesay, a member of CR's Youth Coordinating Committee
 © Rosalind Hanson-Alp



Our goals:
support people
provide opportunities for dialogue
influence governments
improve peacemaking practice
challenge stereotypes