

PREPARING THE GROUND FOR PEACE



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

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Commissioned cover illustration by Lasse Skarbovik/Stockholm Illustration.

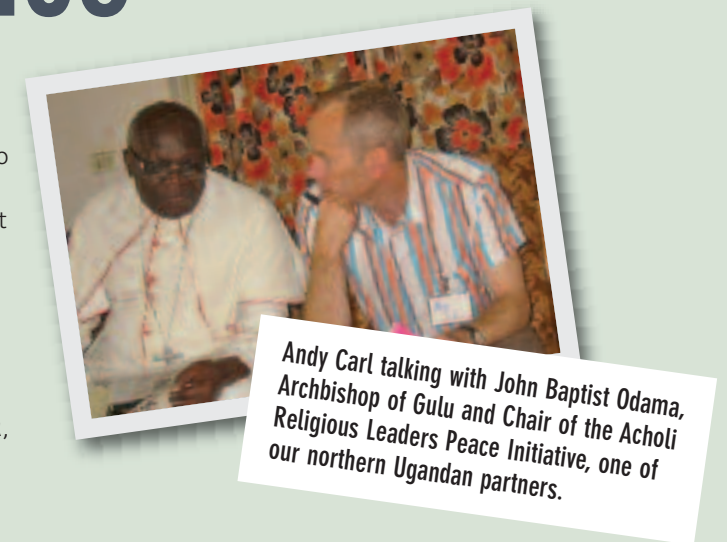
Preparing the ground for peace

In partnership with local organizations, Conciliation Resources (CR) is working to promote societies 'that do not commit violence against their members', to quote peacemaker Adam Curle. Our programme strategies set out practical goals to help improve the conditions for conflict transformation and involve engaging over the long term, alongside official processes, at different social and political levels.

To give a picture of what this has meant in practice, our 2007 Review takes a thematic perspective. For CR, preparing the ground for peace means encouraging people to talk and build relationships across conflict divides. It involves working with partners to challenge stereotypes and increase awareness of deeply contested issues. It includes promoting greater civic participation in making political decisions about peacemaking, as well as strengthening communities' abilities for managing their conflicts without violence.

The stories highlighted in the following pages are just a few examples of the many important initiatives we have worked on in 2007. As in previous years, our focus remains in the southern Caucasus, the Mano River sub-region of West Africa, northern Uganda and southern Sudan, with other initiatives in India/Pakistan (Kashmir), Fiji, Indonesia-Aceh, Colombia and the Philippines. In all these places, it was another year of tumult or transition.

Drawing on our work in these regions, we continue to serve the global need to learn from practical experiences of overcoming violent conflict. Through the Accord publication series and our wider comparative learning work, we are building a body of knowledge on the hard-won lessons of conflict resolution.



Andy Carl talking with John Baptist Odama, Archbishop of Gulu and Chair of the Acholi Religious Leaders Peace Initiative, one of our northern Ugandan partners.

In 2007 we also stepped up our commitment to influencing policy on peacemaking, encouraging in particular the UK government as one of our important partners, to strengthen its support for peace processes worldwide.

So, along with our many colleagues and supporters – you know who you are and we thank you all – CR will hold on to our ideals and carry on refusing to tolerate violence, injustice and inequality, always believing that change is possible.

Andy Carl
Executive Director

Where we work

Colombia

Little progress was made in 2007 in establishing talks between the Colombian government and the Revolutionary Armed Forces of Colombia (FARC), and dialogue with the National Liberation Army (ELN) achieved limited results. We work with the Institute for Development and Peace Studies to help people involved in peacemaking learn from experience elsewhere.



West Africa

Despite Sierra Leone's peaceful elections in 2007 and relative post-conflict stability in Liberia, disenfranchised youth and acute poverty remain serious threats to lasting peace. Violent protests against Guinea's government left 130 dead and its fragility could jeopardize the entire region. A new peace agreement in Côte d'Ivoire ended a four-year political impasse but the country's future depends on its successful implementation. We work with local partners in Sierra Leone, Liberia and the sub-region to build peace and secure access to meaningful justice, especially for poor communities and traditionally excluded groups such as youth, women and ex-combatants.

United Kingdom

In 2007 our policy and advocacy work focused on improving UK government support for peace processes. We published a working paper and policy brief and made submissions to various government policy initiatives.

Uganda and Sudan

We work with local partners in northern Uganda and southern Sudan to find a solution to the conflict between the Ugandan government and the Lord's Resistance Army (LRA). This involves rebuilding relationships among communities divided by the violence and supporting transitional justice initiatives. In 2007 internationally mediated peace talks in Juba made great progress and are seen as the best chance for peace. The challenge is whether both parties will sign and commit themselves to implementing the final agreement.

Caucasus

Our focus in the Caucasus is on the conflicts over Abkhazia and Nagorny Karabakh. In partnership with over 30 organizations we work at different levels in society and across the conflict divides to tackle the root causes and consequences of these conflicts. Official negotiations in the Georgian-Abkhaz peace process remained stalled in 2007 and no progress was made over Nagorny Karabakh. Political unrest in Georgia in late 2007 and elections in Georgia, Armenia and Azerbaijan in 2008 are likely to complicate the search for peace.

Indonesia-Aceh

The 2005 peace agreement between the Indonesian government and the Free Aceh Movement (GAM) ended more than three decades of armed conflict. We are developing an Accord publication that documents the process leading to this agreement and examines ongoing peacebuilding challenges.



India/Pakistan

High levels of political violence marked 2007 in the disputed regions of Kashmir, where we did exploratory work. Political turmoil in Pakistan added to the challenges. The official peace process continues to experience a political lull, though there have been several important civil peace initiatives.

The Philippines

Progress in peace talks between the Philippines government and the Moro Islamic Liberation Front (MILF) increased prospects for a deal in 2008, however separate talks with the Communist Party of the Philippines (CPP-NPA-NDF) remained stalled. We work with the Sulong CARHRIHL network, the Program on Peace, Democratization and Human Rights at the University of the Philippines and Balay Mindanaw to help people involved in peacemaking learn from experience elsewhere.



Fiji

The year began in the aftermath of yet another coup – this time by Fiji's military in December 2006. Presented as a social justice campaign to right the wrongs set in motion by a coup in 2000, it has had profoundly divisive consequences for Fiji and its active civil society. We support our partners, the Citizens' Constitutional Forum, in promoting a constructive return to democracy.

Lasting peace needs commitment from political leaders but must also be rooted in communities. This is especially important when armed conflict has happened at a local level between people who live side-by-side. Conciliation Resources and its partners reach out to groups most vulnerable to violence and strengthens their skills to tackle conflicts peacefully.

Strengthening community peacebuilding

In 2007 our partners continued their pioneering work in Sierra Leone through local 'peace monitors', who have resolved more than 1000 community conflicts during and since the country's decade-long war. In Uganda, networks of 'peace committees' and paralegals working in camps for internally displaced people (IDPs) helped mediate disputes and raised awareness of human rights and conflict-related issues. In the South Caucasus we supported various non-governmental organizations working with young people, women and IDPs.

To strengthen grassroots peacebuilding initiatives in all these places we also helped partners with organizational development, financial management and strategic planning.

CASE STUDY: UGANDA

Peacebuilding in northern Uganda's schools

In northern Uganda, many young people have been both perpetrators and victims of the 21-year conflict between the Lord's Resistance Army (LRA) and the Ugandan government.

Our partner, the Justice and Peace Commission (JPC), has been working with students to get them involved in peacebuilding in their communities and schools.

Efforts to teach them non-violent problem-solving skills through student peace clubs have brought positive results. In Kitgum district, for example, a name-calling incident triggered a dispute between some former LRA abductees who had returned to school and fellow students. The returnees arranged a potentially violent strike targeting the community and school.

"When the speaker of the peace club in their school – himself a formerly abducted person – learnt of this he began to persuade them to avoid any violence in any action they intended to take," explains Richard Kidega, JPC's programme officer.

"Together they explored the possible courses of action within their reach and resolved to stage a sit-down strike,

demanding the school denounce the ugly reference and take action on anyone using this term again."

The returnee students presented a letter to the Principal, explaining they felt stigmatized. Fearing violence, he called the police but also talked with the students.

"Thereafter an assembly was called, the school denounced the ugly reference and decreed anyone using it would be punished. The students were happy with the response and instantly ended their strike, so the police left."

Everybody was surprised at the outcome. "The teachers believe they owe this to the peace clubs that impart problem-solving skills to schools in the region," says Richard Kidega.



Student peace clubs in northern Uganda have helped improve understanding between young people through training and debates on human rights and conflict resolution. This has also helped ease friction between youths and displaced people.

CASE STUDY: SIERRA LEONE

Promoting violence-free elections

In the run up to Sierra Leone's August 2007 elections, the potential for violence among young people was considered especially high in Bo and Kenema Districts.

Our Youth in Progress project found that a deep lack of understanding about the electoral process was causing great frustration and anger among youths. Working with one of the country's largest youth associations, the Bike Riders Association (BRA), and several Bo drama groups we developed a Youth-to-Youth Campaign for Violence-Free Elections to help them learn how the elections worked.

We co-organized a training day with presentations from the National Electoral Commission (NEC), the Sierra Leone Police and the Office of National Security. It increased youth representatives' understanding and helped develop a relationship with the security and electoral authorities.

"Now I have heard about the registration problems directly from the NEC, I understand and I'm not going to be so angry," said one BRA member. "My heart is calm."

Wearing 'violence-free elections' t-shirts, the BRA campaigned in lorry parks, an important meeting point for young workers. They shared information and leaflets about the elections and the importance of avoiding violence.

Local radio reported positively on the campaign, and youth drama groups performed short plays in the lorry parks, markets and schools, portraying the downside of political intimidation and violence. These were followed by open discussions.

Community elders were impressed. "It is good that this kind of sensitization has been begun by the bike riders themselves, a group vulnerable to violence," said one. "If people see them talking about violence-free elections, their colleagues and friends will take caution."



Members of the Bike Riders Association, made up mostly of ex-combatants, held rallies and drove through local towns talking to the public about their commitment to refrain from violence to ensure free and fair elections in Sierra Leone.

Dialogue between people with different experiences of a violent conflict can lead to shared understanding of complex problems. Conciliation Resources enables difficult discussions and exchanges to take place in all its work. This helps build trust and communication between people divided by war, giving them a chance to explore obstacles and opportunities.

Building relationships through dialogue

In 2007 intense frustration at the lack of progress in resolving the Georgian-Abkhaz conflict made informal political discussions challenging. However, 12 representatives from both sides discussed stumbling blocks in the peace process at our 20th confidential 'Schlaining dialogue' meeting, held in London.

In Sierra Leone, a pilot project on Strengthening Citizens' Security brought together community activists, youth groups and security sector representatives in groundbreaking meetings, radio panel discussions and workshops. In Uganda and southern Sudan, our partners' reconciliation work helped improve relationships across borders and between different ethnic groups.

CASE STUDY: UGANDA-SUDAN

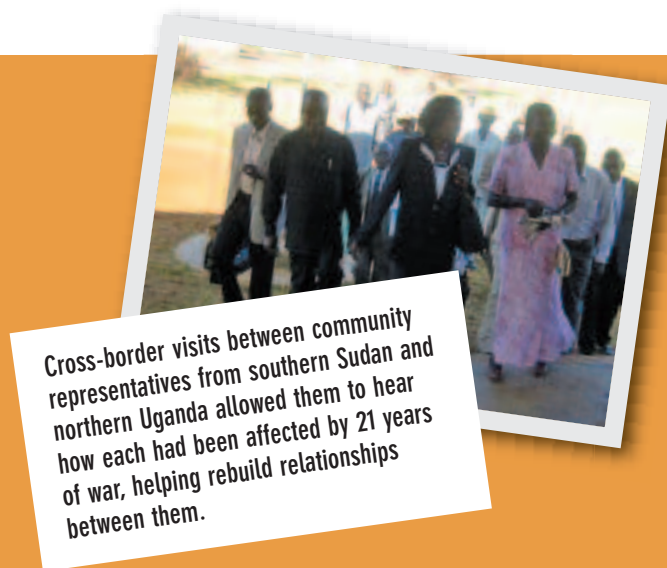
Improving understanding between war-torn communities

Rebuilding relationships and improving understanding among communities divided by more than two decades of war is a crucial part of our peacebuilding work in northern Uganda and southern Sudan.

Strong tensions exist within and between these communities, especially in areas that have suffered most from the rebel Lord's Resistance Army's (LRA) brutal attacks. This has created a backlash of revenge killings, finger-pointing and even the enslavement in southern Sudan of formerly LRA-abducted children.

Working with grassroots, religious and traditional leaders, government officials and our peacebuilding partners Ker Kwaro Acholi, Justice and Peace Council (JPC GANAL) and Totto Chan in Juba, we brought communities together across the Uganda-Sudan border for discussions, workshops and exchange visits.

A visit to northern Uganda allowed community representatives and elders from nine tribes affected by the LRA in southern Sudan to meet their counterparts. There, they listened to victims' testimonies from different communities and took part in radio talk shows. The



Cross-border visits between community representatives from southern Sudan and northern Uganda allowed them to hear of war, helping rebuild relationships between them.

exchanges helped improve each community's understanding of the war and highlighted their common suffering. The work also altered misconceptions among Acholis that they are the only LRA victims, and among southern Sudanese that all Acholis are responsible for the war.

After hearing in one village how the LRA had massacred, then cooked the bodies of fellow Acholis, Sudanese Member of Parliament Henry Odwar said: "My colleagues and I will carry one simple message to our people – the Acholis are not the enemies of southern Sudan. There was only one rotten element, and it, despite all the atrocities, has been forgiven by the Acholis."

CASE STUDY: GEORGIA-ABKHAZIA

Talking with the enemy

Young Georgians and Abkhaz with little memory of life before the 1992-93 war are increasingly ignorant about the 'other side'. While the internet allows some contact with peers across the conflict divide, opportunities to meet face-to-face are extremely limited.

With this in mind, we invited 20 Georgian and Abkhaz university students and recent graduates to take part in a week-long visit to Switzerland. Part study visit, part dialogue workshop, the event built on skills gained by the young people through discussion clubs run by our partners.

It offered a rare chance to discuss the conflict with peers from the opposing side. "This was the first time that I conversed with people I have called enemies my whole life," noted one Abkhaz student. "I found the experience invaluable."

Although challenging and painful at times, the discussions allowed the young people to hear about each other's lives, aspirations, hopes and fears. According to one Georgian student:

"I have realized that, despite spending almost all my life in a conflict zone, I knew very little about the conflict. I've learned a lot about the complexity of the problem. I've learned what young Abkhaz people think and what they want to achieve. I've learned that we have a lot of work to do."

Visits to Bern and Geneva also familiarized participants with key international organizations, and with how Switzerland, a federal, multi-ethnic, multi-linguistic state, deals with diversity.

As potential advocates for tolerance and peace, young people will remain a focus of our work in 2008.



Students discussing the Georgian-Abkhaz conflict at a joint study visit in Switzerland felt it was important to meet face-to-face and go "through this painful process to know what we need to work on... and how to solve our conflict peacefully."

With many conflicts spanning several decades, people working for peace can feel they have tried everything. Conciliation Resources believes that taking time to reflect on past peacemaking efforts, or learning from experiences elsewhere, can bring new insights and inject fresh energy into conflict resolution processes.

Learning from peacemaking experience

Our Accord online and print publication series describes and analyses peace processes around the world. In 2007 we launched our publication on the Sudan peace process in London, Khartoum and Juba and began a project to document the Aceh peace process in Indonesia.

We also published a booklet about the pioneering community peace monitoring work done by our partners in the Bo Peace and Reconciliation Movement in Sierra Leone, bringing it to the attention of West African audiences and the wider international community of peacebuilders.

CASE STUDY: COLOMBIA

Sharing lessons learned from peacemaking

"The exercise of 'reframing' – which involves rethinking your analysis of the issues in dispute – can be a crucial element in helping conflict parties prepare for constructive engagement in peace negotiations," comments our Programme Associate Clem McCartney, who has more than 20 years' experience working on conflicts around the world.

Clem and fellow practitioner Palinasamy Ramasamy spent 10 days in Colombia in February 2007 to share reflections on the potential for 'reframing substantive agendas in peace negotiations'. Working with peacemakers in Colombia, they described their experiences of the challenges of reframing in Northern Ireland, Aceh and Sri Lanka. Our partners at the Institute for Peace and Development Studies (INDEPAZ) produced a publication of case studies drawn from our Accord series and different experiences in Latin America. They also organized seminars and meetings in Bogota, Cali, Popayan and Medellin involving over 400 people.

"Only when the authorities and the leaders of the insurgencies consider possible solutions and the potential



Our resource team Clem McCartney and Palinasamy Ramasamy talk about their experiences of peacemaking around the world, and the challenges and possibilities for peace in Colombia, with journalist Adriana Espinel Rubio of El Liberal newspaper.

content of political and economic agreements will it be possible to envisage a political settlement," says Camilo Gonzalez Posso, president of INDEPAZ.

Building on a similar initiative in the Philippines in 2006, insights on this topic are outlined in a short publication, **Reframing: a strategy for conflict transformation**. Identifying policy and practice points for peacemakers, it was produced as part of a two-year pilot project that aimed to improve peace strategies in both countries.

In December, partners met in London to discuss lessons learned from the pilot project and options for future work together, including exchange visits between those involved in the peace processes in Colombia and the Philippines.

CASE STUDY: SIERRA LEONE

Peacebuilding lessons from Sierra Leone's communities

"For peace to last, it is essential to involve marginalized groups such as women, youth and those who committed atrocities, in the processes of resolving conflicts," says Hassan Feika, coordinator of the Bo Peace and Reconciliation Movement (BPRM), a community peacebuilding organization in southern Sierra Leone.

This important lesson from our partner BPRM's work has helped underpin its extraordinary success in preventing and resolving over 1000 cases of armed violence and community disputes since 1995. Not surprisingly, its highly respected and trained 'peace monitors' include young people, women and ex-combatants involved in Sierra Leone's brutal decade-long war.

Acting as sensitive and neutral mediators in community,

district and chieftaincy conflicts, BPRM's mostly voluntary peace monitors use both traditional and modern peacebuilding methods. Lessons learned and stories published in a booklet by CR point to how their deep understanding of the cultures and social norms have allowed them to navigate and carefully challenge the very traditions often at the root of a conflict.

Keeping the peace within local communities can also help maintain greater national stability explains Mariama Konneh, our West Africa programme director.

"All conflicts, from neighbourly disagreements to larger political and chieftaincy disputes, can escalate into major conflicts if left simmering. Sierra Leone's war reached almost every corner of the country. It was clear to us and BPRM that for a peace process to mean something genuine to the people, it needed to be felt at community level."

Making sure that such methods of alternative justice run smoothly alongside Sierra Leone's re-emerging state institutions and justice system has also been crucial.



Margaret Koroma (front) says her training and work as a voluntary peace monitor in helping resolve the 30-year conflict between Niawa-Lenga and Selenga chiefdoms has made her more confident in Sierra Leone's patriarchal society. "Nothing will shake me and I say what I want to say."

Violent conflict fuels stereotypes and myths about the 'other side'. This can deepen mistrust and provoke further confrontation. It can also stop vulnerable groups from speaking out about how the conflict affects them. Conciliation Resources works with journalists and other groups to challenge misconceptions and give excluded people a voice.

Challenging stereotypes and increasing awareness

In 2007 we publicized personal reflections and analytical material on the Georgian-Abkhaz conflict through community radio productions, print media, film and theatre. We also promoted research, debates and discussions on multiculturalism and nationalism and their impact on the peace process.

Local radio in Sierra Leone covered our work on improving young people's understanding of election issues and partners organized local radio discussions about how they mediate conflicts. We also secured radio coverage of exchange visits between war-affected northern Ugandans and southern Sudanese and supported Ugandan partners to publish a monthly newsletter on community and conflict-related issues.

CASE STUDY: NAGORNY KARABAKH

Breaking down barriers through film

In the early 1990s Armenians and Azerbaijanis fought a bitter war over the disputed region of Nagorny Karabakh. More than 25,000 people were killed and up to a million displaced from their homes. Since the war ended, ordinary people on both sides have had virtually no contact. A whole generation has grown up knowing little about each other.

Two years ago we launched a unique project to bring together young people from Azerbaijan and Karabakh to try to build some bridges by making documentaries across the conflict divide.

Twenty young people have so far received filmmaking training under the guidance of Internews Armenia, Internews Azerbaijan, and the Stepanakert Press Club. Altogether, they have made more than 20 short films charting the hopes, fears, sadness and humour of people living with the consequences of conflict.

In September 2007 the team visited London for a screening of their work at the Institute of Contemporary Arts. The audience included many Azerbaijani and Armenian expatriates, for whom the chance to glimpse life 'on the other side' proved unsettling, prompting some tough, thought-provoking questions. A workshop for the

filmmakers also offered an important chance to exchange ideas, critique each other's work and brainstorm their next joint films.

"Before, I thought Azerbaijanis were our enemies," says 20-year-old Suzanna Seyranyan. "I never thought I'd be able to sit down with them, have a cup of tea and a chat, but during this project I met Azerbaijanis for the first time and they've become my friends. I didn't feel any barriers between us."



© Michael Delahaye

"There's a feeling of hopelessness in our films but it's very important that it's there," explains Ayaz Salayev from Internews Azerbaijan. "Because if we continue to live the way we do now, then for centuries to come we're going to be existing side-by-side as enemies..."

CASE STUDY: UGANDA

Listening to people displaced by war

Since 1996 at least 1.7 million northern Ugandans displaced by the war between the Lord's Resistance Army (LRA) and the Ugandan government have endured life in makeshift camps, far from their homes and farms. With peace talks ongoing since July 2006, a government resettlement programme started moving them to new camps closer to their original homes.

Working with our partner the Social Communications Department of Gulu Archdiocese, we co-produced a video that gave these internally displaced people (IDPs) a chance to express their views to policymakers about this process.

The video highlighted how government policies and decisions affecting IDPs' lives are made without their input and that most people had no credible information about the new camps.

Discussions reflected people's diverse needs and their worries about the outcome of the slow-moving peace talks in Juba, Sudan. Many people felt that despite harsh living conditions in the old camps, these were safer than the new ones or returning home. They were reluctant to leave until a peace agreement was signed and the combatants had handed in their weapons.

"I think there is no need to go home as long as Kony [the rebel commander] is not out of the bush," said one woman. "If we go home when Kony is still in the bush, the LRA will find it easy to abduct all our children."

The video was screened for diplomats, politicians and non-governmental organizations working in northern Uganda. It was also shown to the displaced communities themselves, followed by a facilitated discussion with local government officials.



People in northern Uganda's IDP camps have few opportunities to give their views on the government's resettlement programme. This mother, Akot Santa, talked to our partner and filmmaker Simon Olweny about life in the new Jengari resettlement camp.

Although civilians bear the brunt of violent conflict, they rarely get a chance to take part in the political processes to resolve it. Consequently, peace negotiations and agreements often do not reflect their needs. Conciliation Resources aims to open up peacemaking by encouraging activism and helping ordinary people have a say.

Promoting greater civic participation

In 2007 our partners in northern Uganda organized a Peace Week that brought communities together to share experiences and analyse the barriers to their involvement in the Juba peace talks. Non-governmental partners in the South Caucasus, including those from marginalized groups, worked to improve local governance and address social and political problems in their own communities on either side of the Georgian-Abkhaz divide.

Work began on a new Strengthening Citizens' Security project to help make Sierra Leone's security sector more accessible and accountable to ordinary people. We also took part in peace conferences on the conflict over Kashmir, promoting wider public participation in the peace process.

CASE STUDY: GEORGIA

Helping displaced people be heard

Even as one of the groups most affected by the unresolved Georgian-Abkhaz conflict, internally displaced people (IDPs) in Georgia have little opportunity to influence the peace process. Politically, they are marginalized. They also face challenges such as unemployment and a lack of housing, health, education

and social services. Many live in isolated settlements with other IDPs, exacerbating their sense of separation.

To help IDPs get their voices heard at national and local levels, we support a network of over 20 organizations working on issues affecting IDPs.

The network acts as a forum for information exchange and, increasingly, for joint analysis and action. In 2007 it issued several communications, including a letter to the Georgian authorities expressing concern at the bureaucratic and undignified process for registering as an IDP, which elicited a response. They also sent a statement of dissatisfaction with the belligerent rhetoric heard on TV in discussions about the Georgian-Abkhaz conflict.

This consolidated response was an important step in the network's development in advocating for change.

"It's one thing for a single organization to lobby the authorities," says network member Manana Darjania. "But quite another for a network of 20 to do so. They are much more likely to take our concerns into account when we have a united position."

Representatives from two national political parties also addressed an IDP network meeting in June. Members were able to raise issues of special concern for their community and quiz the politicians on each party's policies toward the Georgian-Abkhaz peace process.



"We actually end up playing a mediating role between ordinary people and the authorities," says Manana Darjania. "Thanks to the work of our network I'd say the [Georgian] government is much better informed about the problems of IDPs."

CASE STUDY: WEST AFRICA

Getting women involved in security

The horrific and systematic violence against women during Sierra Leone and Liberia's wars showed how women remain one of the most vulnerable groups when security breaks down. But women are also key to preventing violence, resolving conflict and consolidating peace. Security institutions must include and deal with women's special security needs, especially in post-war countries reforming their security sectors.

In December 2007, we organized with the Mano River Women's Peace Network (MARWOPNET) a sub-regional conference to look at security challenges and opportunities for women, as part of our pilot Strengthening Citizens' Security Project.

"Women experienced untold miseries during the wars and continue to do so. They therefore desire to be actively involved in order to forestall any future hostilities,"

explains Jeannette Tucker from MARWOPNET. "They desire recognition, support, authority and legitimacy from the national security apparatus."

Security representatives, NGOs, civil society organizations and community representatives from Sierra Leone, Guinea and Liberia attending the conference analysed the barriers that exclude women when security policy is developed and put into practice.

Discussion focused on women's involvement and dealings with existing security structures within the MRU countries and how women's voices could be better represented. Common concerns were their protection around border crossings, domestic violence and rape, barriers to women's involvement in security decision-making processes, and too little engagement between governments and civil society in these areas.

Recommendations for more effective involvement of women in security issues and outcomes from the conference will be presented to regional leaders in 2008.

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Speakers at the 'Women in Security' conference included the Assistant Inspector General of the Sierra Leone Police, Kadi Fakondo (right), Amelia Ward from our partner women's organization MARWOPNET Liberia, and Brigadier Alfred Nelson-Williams, Deputy Chief of Defence Staff, Republic of Sierra Leone Armed Forces (left).

Conciliation Resources' practical experiences of peacebuilding offer important lessons for policymakers. Recognizing the impact of international policy on people affected by violent conflict, we provide analysis, critique and creative proposals to officials on regional and thematic issues.

Influencing policy and analysis

In 2007 we organized analysis meetings for the Special Representative of the UN Secretary-General for Georgia and the EU Special Representative for the South Caucasus. We also made presentations at international forums, including the NATO and Council of Europe Parliamentary Assemblies.

We supported Fijian partners, the Citizens' Constitutional Forum, in their international advocacy work. We were active participants in the Northern Uganda Advocacy Partnership for Peace Advocacy network, the UK-based Peace and Security Liaison Group, and the Committee for Conflict Transformation Support. We also published a report on the role of incentives, sanctions and conditionality in peace processes, ahead of our 2008 Accord publication.

CASE STUDY: SIERRA LEONE

Supporting Sierra Leone's peacebuilding efforts at the UN

With more than 10 years' experience of supporting local peacebuilding initiatives in Sierra Leone, we seized the opportunity to bring some core policy concerns gleaned from our work to the attention of the United Nations Peacebuilding Commission. This UN advisory body works to keep the spotlight on post-conflict countries and coordinates strategies for consolidating peace.

Our efforts resulted in our written and oral recommendations on the draft 'Sierra Leone Peacebuilding Cooperation Framework' between the Commission and Sierra Leone's government being included in the final document adopted in December 2007.

In these we had stressed the Framework should go beyond recognizing the need to 'promote youth inclusion and empowerment' and mainstream these into all proposed sectoral reforms, policies and programmes. We urged action to deal with problems faced by young male and female ex-fighters and the challenges of an incomplete reintegration and reconciliation process. We also said it should put more emphasis on supporting existing community mediation and peace monitoring systems such as the Bo Peace and Reconciliation Movement (see page 11).



Voluntary peace monitor Momodu Tejan (top right) and the youths he counsels in Koribondo chiefdom. With most of Sierra Leone's population aged under 35, young people's involvement in economic and political decision making is critical to the country's peaceful future.

At the Commission's meeting with Sierra Leone's government in New York in November, our Policy Adviser Catherine Barnes also encouraged the Commission to deepen its consultation with civil society.

We will continue to follow the Commission's work in 2008 and anticipate more opportunities to influence its policy.

"We look forward to improvements in these consultation processes and more opportunities for involvement in identifying ongoing conflict issues and monitoring peace agreement implementation," says Catherine Barnes.

CASE STUDY: UNITED KINGDOM

Improving UK support for peacemaking

"...we will make our response to armed conflict more effective, and provide more practical and political support to peace processes..."

Former UK Secretary of State Hillary Benn in his speech to launch the Conflict Policy Paper, London, March 2007.

In 2007 we put improving UK government support for peace processes at the heart of our policy and advocacy activities. The prominent inclusion of our key messages in the above Department for International Development (DFID) paper was an especially encouraging result.

Support for peacemaking has often been overlooked in the UK government's strategies for responding to conflict. Our working paper, *Bridging the gap: improving UK support for peace processes*, and

accompanying policy brief in July outlined our analysis and made specific recommendations as to how crucial gaps within the UK's practice, policies, resources and institutional capacities for this important issue could be remedied. We also made submissions to the various policy initiatives launched by the government throughout the year.

DFID has since drawn upon our expertise to set up its first training course on peace processes for its officials. Other government departments and units have also shown interest in receiving our input on their emerging policy on peace processes.

While we welcome these positive signs of change, we will continue to challenge and support the UK government to combine improved policy with changes in practice that help people affected by conflict worldwide.



Organizational development

To ensure that we improve our effectiveness as a resource for our partners, Conciliation Resources has worked to strengthen its own institutional capabilities. We are no longer a small NGO. This has meant improving the internal processes we use for our conflict analysis and programme evaluation and planning, as well as putting in place organizational policies and procedures on leave and flexible working, standards of conduct, staff safety and security, remuneration, plus privacy and data protection. It has also involved investing in our IT systems.

We have revised and improved our internal budgeting and accounting systems in line with new guidelines from the UK Charity Commission, making them more transparent and efficient. These systems have in turn helped our partners develop budgets and accounts that place themselves, rather than their donors, at the centre of their operational planning.

One thing we will all remember 2007 for is as a year of new families and staff changes. Babies were born to Mariama, Melissa, Celia, Rachel and Aaron, and staff turnover meant a great deal of our internal energies went into managing these transitions.

This was also the year that we strengthened the governance of the organization with new policies and new trustees. We are grateful for the generous and wise guidance and oversight from our current and new board members, who include Roy Reeve, Christine Bell, Barney Afako, Teresa Whitfield and Sue Williams.

We were also successful in winning the trust and confidence of the Royal Norwegian Ministry of Foreign Affairs who became our newest organizational donor and partner, alongside the governments of the United Kingdom, Switzerland and Sweden.

Plans for 2008

Our geographic programmes continue to evolve and adapt to changing circumstances, new challenges and opportunities. Whether improving links between civil society and the security sector in Sierra Leone or supporting innovative projects with youth activists in the southern Caucasus and community-based return and reconciliation processes across the Uganda-Sudan border, we always try to support conflict transformation work that has real impact on peoples' lives.

In 2008 we plan to expand our work to support peace processes in the Philippines, Colombia and possibly in India and Pakistan on Kashmir. We will continue to inform policy and practice by challenging governments to improve their strategies for supporting effective peace processes and more specifically, how they apply incentives, conditionality, and sanctions in conflict situations. We will also begin a new comparative learning project on peacemaking in Somalia for the Accord publication series.

Organizationally we face three new challenges. Firstly, we will work together to articulate a shared vision of our plans and strategy for the next five years. Secondly, we will strengthen our senior management capacities to respond to new opportunities and build upon our own institutional learning. Finally, we have set ourselves an ambitious target of increasing our annual budget by £600,000, representing significant growth on 2007.

With our multi-talented staff, solid international partnerships and a visionary board, Conciliation Resources is in a strong position to meet these challenges.



Summarized accounts

Summarized statement of financial activities for the year ended 31 December 2007 (UK £)

INCOME	2007	2006
Unrestricted grants	249,517	259,300
Grants for specific programmes and projects	1,740,542	1,505,626
Caucasus	649,767	606,392
Policy, Communications and Comparative Learning (including Accord)	427,636	348,533
Uganda / Sudan	253,036	305,243
West Africa	410,103	245,458
Other income	22,331	23,968
Accord sales	3,093	3,376
Consultancy fees	2,765	2,551
Interest received	11,139	9,817
Other income	5,334	8,224
Total income (A)	2,012,390	1,788,894
EXPENDITURE		
Programmes	1,814,885	1,688,253
Caucasus	683,491	656,036
Fiji	-	15,087
Policy, Communications and Comparative Learning (including Accord)	410,711	455,432
Uganda / Sudan	296,229	260,018
West Africa	424,454	301,680
Programme development	42,783	9,460
Kashmir	42,783	9,460
Unrestricted	81,099	86,738
Cost of generating voluntary income	33,535	34,576
Governance costs	47,564	52,162
Total expenditure (B)	1,938,767	1,784,451
Surplus/Deficit at 31 December (A-B)	73,623	4,443


Balance sheet as at 31 December 2007

UK (£)	2007	2006
Fixed assets	17,220	19,141
Current Assets		
Cash at bank	268,939	235,405
Debtors	311,201	282,982
Rent deposit and prepayments	80,582	42,549
Total current assets	660,722	560,936
Liabilities		
Creditors and accruals	164,788	140,546
Total liabilities	164,788	140,546
Current assets less liabilities	495,934	420,390
NET ASSETS	513,154	439,531
FUNDS		
Unrestricted income funds	246,384	223,009
Restricted income funds	266,770	216,522
TOTAL FUNDS	513,154	439,531

These summarized accounts have been extracted from the full audited accounts of Conciliation Resources for the year ended 31 December 2007. Further information and copies of the full audited accounts are available from our website and the Charity Commission website (www.charity-commission.gov.uk). The audited accounts were approved by the Trustees on 18 February 2008 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 2007:

"We have examined the summarized accounts which have been extracted from the full audited accounts for the year ended 31 December 2007. In our opinion the summarized accounts are consistent with the full audited accounts." **28 March 2008**



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 2007

Organization

Conciliation Resources (CR) is a not-for-profit, non-governmental organization registered as a charity under UK law (number 1055436) and as a company (number 03196482). Our headquarters are located in 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.

Support costs

Costs incurred for the general management of CR, including the provision of direct and indirect executive oversight, financial management and specific administrative support to projects and programmes are allocated to the

respective programmes as 'charitable activities' expenditure. In addition, the costs of fundraising support and governance are met by unrestricted income. We remain dependent on unrestricted grants and other forms of untied income to meet these programme support costs.

Balance and Reserves

The total funds available during 2007 included both restricted and unrestricted balances brought forward from 2006, details of which are in the full audited accounts. It is CR's policy to try to maintain a balance of unrestricted reserves equalling six months of operating costs in line with general guidelines for UK charities.

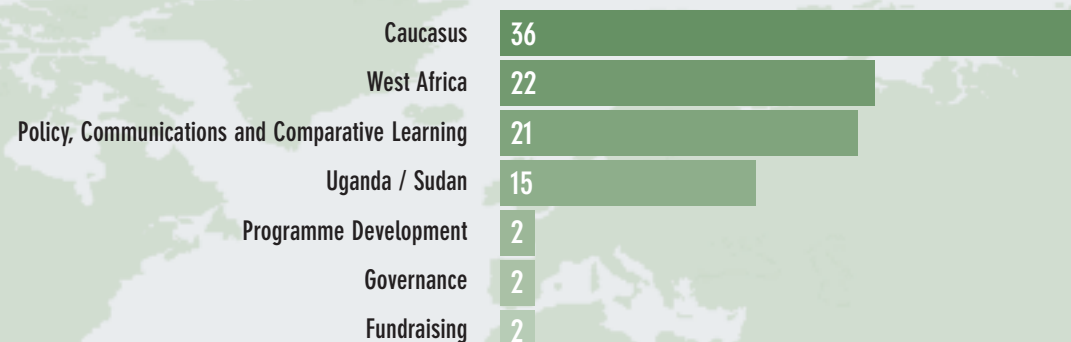
Donors

The activities carried out in 2007 were made possible through the generosity of donors who gave grants for specific project activities or general organizational support.

We gratefully acknowledge support from:

- Allan & Nesta Ferguson Charitable Trust, UK
- Anonymous (UK Trust)
- Calpe Trust, UK
- Dutch Ministry of Foreign Affairs
- European Commission
- German Federal Foreign Office (via Projekt zivik)
- Joseph Rowntree Charitable Trust, UK
- Lord Ashdown Charitable Settlement, UK
- Rowan Charitable Trust, UK
- Royal Norwegian Ministry of Foreign Affairs
- Swedish International Development Cooperation Agency
- Swiss Federal Department of Foreign Affairs
- Tinsley Foundation, UK
- UK Department for International Development
- UK Foreign & Commonwealth Office

2007 Expenditure by region (%)



2007 Expenditure by theme (%)



CR board, staff and associates 2007

Board

Barney Afako (from October)
Christine Bell (from March)
Mark Bradbury Chair
Andy Carl
Bob Cooke Treasurer
Mark Hoffman
Nev Jefferies
Bruce Jones (until March)
Mischa Mills
Laurie Nathan (until March)
Liz Philipson
Roy Reeve (from October)
Bea Stolte
Vesna Terselic
Henry Tinsley (until July)
Teresa Whitfield (from July)
Sue Williams (from October)

Programme Associates

Tahir Aziz
Catherine Barnes
Laurence Broers
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

In memory of Sahr Johnbull

Our colleague Sahr Johnbull sadly passed away in March 2008. Originally from Kono district, Sierra Leone, he had worked in CR's Freetown office for seven years and was Assistant Finance and Administrative Officer. He was a valued and much-loved member of our Sierra Leonean team and will be greatly missed.

Staff

Georgina Burns
Andy Carl
Rachel Clogg
Jonathan Cohen
Bjoern Eser
Aaron Griffiths
Michelle Gallagher
Bryn Higgs
Ragnar Hjalmarsson
Melissa Jones
Caroline Kilby
Mariama Konneh
Celia McKeon

Rhona Miller
Irene Musoke
Adrian Platt
Nyeko Caesar Poblacks
David Orchant
Jessica Porter
Kushma Ram
Emma Sangster
Kennedy Tumutegyereize
Sarah Wheeler
Juliet Williams
Catherine Woollard

Staff in Sierra Leone

Rosalind Hanson-Alp

Marion Gorvie
Boima Morie Kpuagor
Violet Lenger-Fofanah
Patrick Zombo

David Ngombu
Siladee Turay

Patricia Bindi
Mohamed Bockarie
Sahr Johnbull
Muctarr Turay
Abdulai Koroma

Interns/volunteers

Lisa Denney (Freetown)
Martina Gaebler (Freetown)
James Obrenyah (West Africa Programme, London)
Oscar Mateos (Freetown)
Mihiri Weerasinghe (Accord publication series, London)

Events and Marketing Officer (until Feb)
Executive Director
Caucasus Programme Co-Director
Caucasus Programme Co-Director
Uganda/Sudan Programme Co-Director (until July)
Accord Series Editor
Events and Publications Officer
Uganda/Sudan Programme Co-Director (until August)
Assistant to Executive Director
Communications Officer
Administrative Officer (until April)
West Africa Programme Director
Director of Policy, Communications, Comparative Learning (PCCL)
Caucasus Programme Officer
Finance Officer
Administrative Officer (from April)
Uganda/Sudan Projects Manager
Caucasus Programme Assistant
Fundraising Coordinator (until July)
Operations Manager
Web and Communications Officer (maternity cover)
Uganda/Sudan Programme Director (from Sept)
Communications Manager (until April)
Finance Manager
PCCL Programme Director (maternity cover)

West Africa Programme Coordinator, Freetown (from May)
Programme Officer South, Bo
Programme Officer East, Kenema
Senior Finance and Administrative Officer, Freetown
Project Coordinator, Strengthening Citizens' Security project, Freetown (from April)
Documentation Assistant, Bo
Project Officer, Strengthening Citizens' Security project, Kenema (from April)
Programme Assistant, Bo
Office Assistant, Kenema
Finance and Admin Assistant, Freetown
Office Assistant, Bo (from April)
Driver, Freetown