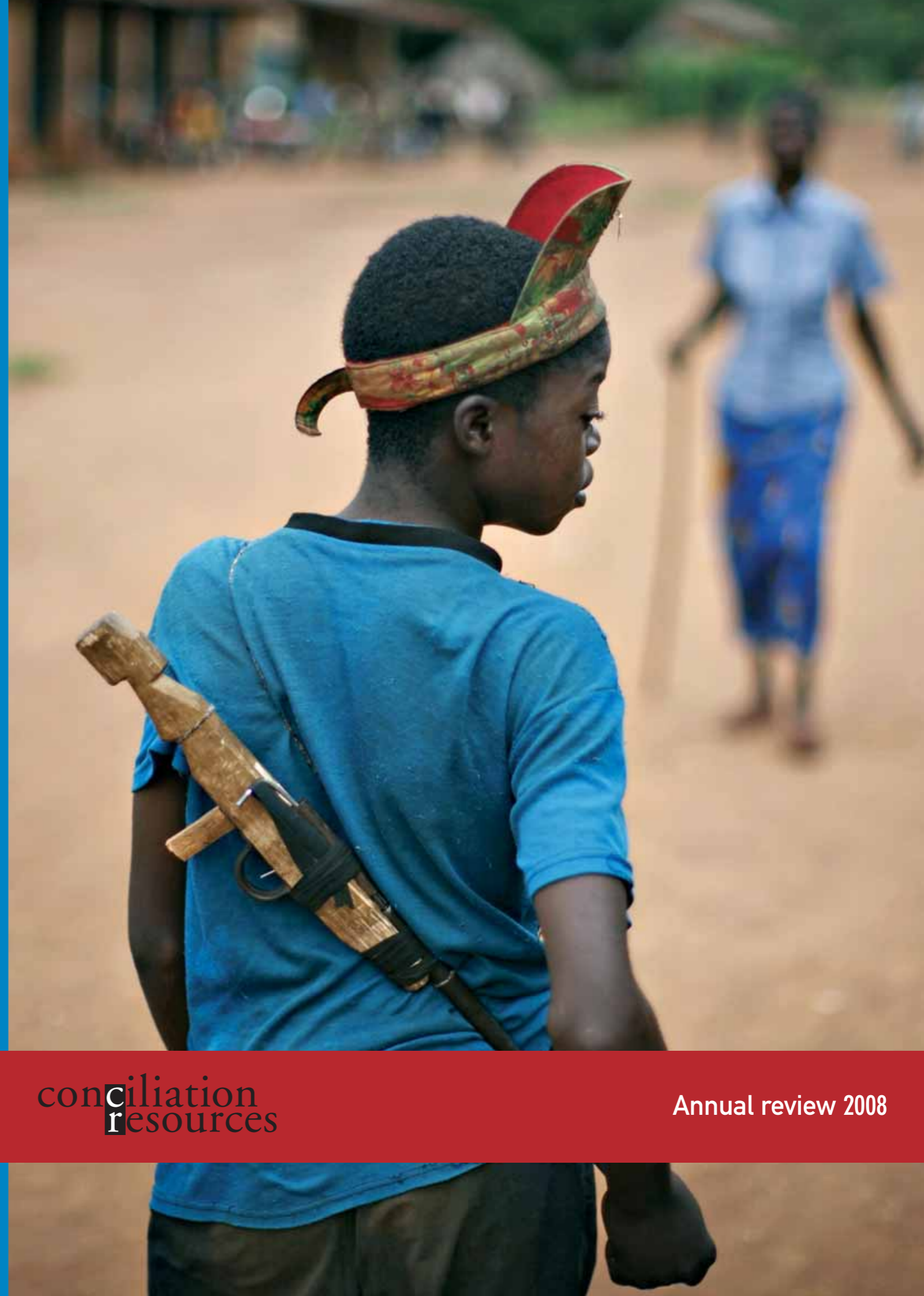


## Support our work

Your donations will allow us to challenge governments and help end the armed violence that devastates people's lives worldwide. Visit [www.c-r.org](http://www.c-r.org)



# 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 a non-governmental organization with over 15 years of experience working internationally to prevent and resolve violent conflict. Our practical and policy work is informed by people living in countries affected or threatened by war.

We work with partners in the Caucasus, Colombia, the Democratic Republic of Congo, Fiji, Guinea, India, Liberia, Pakistan, the Philippines, Sierra Leone, Southern Sudan and Uganda. We also publish the journal *Accord: an international review of peace initiatives* and seek to influence government peacemaking policies. Our funding is through grants from governments, multilateral agencies, independent trusts and foundations.

CR is registered in the UK as a charity (1055436).

## Contents

Introduction: a year of successes and setbacks 3 Our work in 2008 4-7 Achieving our goals: highlights 8-17  
Organizational development in 2008 18-19 Summarized accounts 20-22 CR board, staff and associates 2008 23

Cover: A member of a local self-defence group in Bangadi, northeastern Congo, where villagers arm themselves with handmade weapons to protect against attacks and massacres by the Lord's Resistance Army. © FINBARR O'REILLY/REUTERS



## A year of successes and setbacks

"Are we back to square one?" This was the question posed by our friend and partner Archbishop John Baptist Odama, Chair of the Acholi Religious Leaders' Peace Initiative, following the recent collapse of the peace process between the Lord's Resistance Army and Ugandan government.

The explosion of long-simmering tensions into full-scale war in the South Caucasus last August led our partners there to pause for similar reflection.

Yet in both regions our colleagues took deep breaths and began making plans for the way forward. Their determination to continue is testimony to their resilience and strength.

If there is one certainty in the work to transform conflicts it is that there will be setbacks. We need to ask ourselves whether we saw these events coming, and whether we, and our partners, worked actively to prevent them. In both Uganda and the Caucasus the answer is an emphatic "yes."

International diplomacy regularly overlooks the complexities of change coming from within societies as well as regional cross-border dynamics. It also greatly undervalues the impact on civilians caught up in the violence. These omissions only confirm for us the importance of taking a people-centred approach to peacebuilding.

Unfortunately, although best placed to respond to the challenges of their own conflicts, locally organized peacebuilders are often the worst equipped.

This review of our work in 2008 highlights how Conciliation Resources continues to support partners working for a more peaceful future.

With the trust of communities across conflict divides we have provided opportunities to improve broken relationships through dialogue, from young Georgians and Abkhaz to community leaders in eastern Congo, northern Uganda and Southern Sudan.

We also have helped to resource activists worldwide to meet their urgent peacemaking challenges by learning from comparable experiences through our flagship Accord series.

This practical experience has enabled us to influence governments, including the British, to adopt more effective strategies to support peace processes.

Our work is evidence that internationally supported local initiatives can be meaningful ways to help transform conflicts peacefully. And the setbacks we face emphasize that much remains to be done to find better non-violent responses to the global challenges of armed conflicts.

Andy Carl  
Executive Director  
June 2009

# Our work in 2008

This review shows highlights of how Conciliation Resources is supporting partners around the world to challenge violence and work for a more peaceful future in their countries and regions.



**UNITED KINGDOM**  
Influencing the British government and other policymakers worldwide to improve their support for peace processes. Read more on page 12.



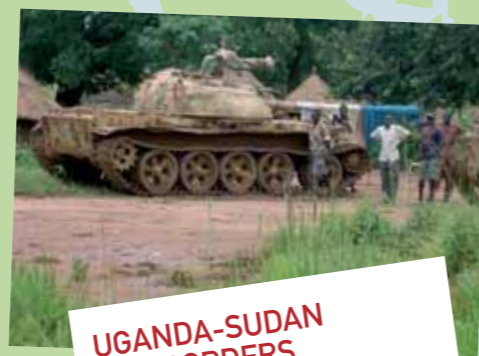
**THE CAUCASUS**  
Responding to the war over South Ossetia involving Russia and Georgia, and rebuilding relationships between young people in the region through dialogue. Read more on pages 11 and 13.



**INDIA AND PAKISTAN**  
Exploring ideas for getting people involved in peacebuilding within the disputed regions of Jammu and Kashmir and across the Line of Control.



**WEST AFRICA**  
Improving relationships between local people and security forces in the Mano River region of Sierra Leone, Liberia and Guinea. Read more on page 10.



**UGANDA-SUDAN DRC BORDERS**  
Supporting community intermediaries to resolve land disputes and improving understanding of how the Lord's Resistance Army's conflict affects Uganda's neighbours. Read more on pages 9 and 17.



**INDONESIA-ACEH**  
Increasing public understanding of the peace agreement between the Indonesian government and Free Aceh Movement. Read more on page 14.



**FIJI**  
Supporting work to restore constitutional democracy by raising awareness of human rights issues and promoting tolerance and dialogue within ethnically divided communities.

In the **Caucasus** our work focuses on the conflicts over Abkhazia and Nagorny Karabakh. We work with a wide range of local organizations and at different levels of society to tackle the root causes of conflict and their consequences.

These include rifts between communities, stereotyping, short-sighted politics and the isolation of core sections of society from peace processes.

The urgency of our agenda was underlined in August 2008 by an escalation in the region's conflict over South Ossetia into a brief full-scale war involving Georgia and Russia. During and after the crisis we helped local partners keep in contact and share analysis, made recommendations for appropriate government and donor responses, and sought to draw the right lessons for future policies on the region's conflicts.

The August war seemed to prompt the Armenian and Azerbaijani leaders to rethink their strategies over the Nagorny Karabakh conflict. Although they acknowledged the need to build confidence among affected communities, concern remains whether there is real commitment to make this happen. In our work on this and the Georgian-Abkhaz conflict we continue to connect with policymakers and wider societies to improve prospects for peace in the region.



In **Uganda, Southern Sudan and the Democratic Republic of Congo (DRC)** we support local peacebuilding efforts to end the 23-year Lord's Resistance Army (LRA) conflict.

Our programme with civil society partners involves working across borders to rebuild relationships and improve communications and understanding among communities divided by violence. We support transitional justice initiatives and also help ordinary people voice their needs and engage more effectively with politicians and policymakers in decision-making on issues that affect their lives.

Peace talks to resolve the LRA war looked hopeful in early 2008. Relative calm in northern Uganda saw many of the 1.8 million internally displaced continue to return from camps to their villages. Yet attempts to get LRA leader Joseph Kony to sign a final peace agreement failed and International Criminal Court arrest warrants remained outstanding.

A joint Ugandan, South Sudanese and Congolese military offensive in December provoked widespread and horrific reprisal attacks by the LRA on civilians in the DRC, Sudan and Central African Republic border areas. As part of the Northern Ugandan Advocacy Partnership for Peace we are calling for an end to military action and the LRA's violence, and a return to constructing a peace process.

In **West Africa** we work to influence and support governmental and civil society efforts that deal with threats to security in the region. This involves working with local partners and governments to build peace and improve access to justice and security, especially for poor communities and traditionally excluded groups such as youth, women and ex-combatants.

In 2008 we increased our focus on the Mano River Union (MRU) sub-region by also working on cross-border aspects of security and governance issues in Guinea, Sierra Leone and Liberia. Established in 1973 to promote regional integration, the MRU's effectiveness has been hindered by poor governance and violent conflict, though member states are committed to revitalising it.

New MRU member Côte d'Ivoire's peace agreement moved slowly, with a presidential election postponed yet again. Despite progress, Sierra Leone and Liberia continue to face serious political, economic and social challenges to achieving lasting peace. In Guinea, longtime dictator President Lansana Conte's death in December triggered a military coup. Despite international condemnation, Guineans seemingly welcomed the junta. Captain Moussa Dadis Camara, the new president, has promised elections in 2009.



## Fiji

Military leader Commodore Frank Bainimarama, who seized power in December 2006, continued seeking national consensus for his 'People's Charter' reform agenda in 2008 with only partial success. We supported our partners, the Citizens' Constitutional Forum, in their work to promote a return to democracy through encouraging citizens' involvement in national debates and constitutional reform. This has included rural outreach work, organized dialogue and support for a court case contesting the military government's legality.

## India and Pakistan

The conflict over the disputed regions of Jammu and Kashmir remains unresolved after 60 years. An already slow Indo-Pak dialogue process stalled in 2008 after the Mumbai attacks, with India holding Pakistan-based terrorist groups responsible. We began work with civil society partners to organize a joint analysis workshop to explore practical ideas for getting people involved in peacebuilding within these regions and across the Line of Control.

## Indonesia-Aceh

The 2005 peace agreement between the Indonesian government and the Free Aceh Movement (GAM) ended over 30 years of armed conflict. In 2008 we developed an Accord publication documenting the peace process, launching it at events in Banda Aceh, Jakarta and Singapore. Translated into Bahasa Indonesia, it is being used to help increase public understanding of the settlement, along with a policy brief that summarizes key lessons for peacemakers worldwide.

## United Kingdom

Our UK policy and advocacy work continues to focus on improving British government and international support for peace processes. In 2008 we provided briefings, training, papers, seminars and advice to parliamentarians and civil servants in the Cabinet Office, Department for International Development, Foreign & Commonwealth Office and the Stabilisation Unit. We also played an active role in various UK and international peacebuilding networks.

## GOAL 1: **Support people** working at local, national and international levels to develop effective solutions to social, economic and political problems related to violent conflicts

**Effectively transforming conflict requires processes that involve many different people, from political leaders and officials to activists and ordinary citizens.**

We believe local people should play a vital role in resolving their own conflicts. We offer long-term and flexible support to strengthen partners' skills and efforts to tackle the issues that fuel conflicts. This includes practical help with strategic planning, organizational development, fundraising and financial management.

In 2008 our work included support for an internally displaced people's network in Georgia, with mentoring to encourage their involvement in politics and advocating for change. Work with civil society in Abkhazia included

joint analysis with community activists and young people from the Gali region to help them identify needs and strategies for future work.

An independent evaluation concluded that our work had enabled key civil society members in Uganda to have a voice in the peace process with the Lord's Resistance Army. We also supported efforts by traditional leaders and women activists exploring how gender issues could be integrated into traditional reconciliation processes.

In Sierra Leone our support to the Bo Peace and Reconciliation Movement saw a steady increase in local disputes resolved by its volunteer 'peace monitors', and its move to become a national non-governmental organization.

### CASE STUDY: **UGANDA** **Resolving land disputes**

Disputes over land rose sharply as many of northern Uganda's 1.8 million internally displaced people left camps to restart life in their villages and farms despite an uncertain peace between the government and the rebel Lord's Resistance Army.

In some cases newly planted crops and huts have been burned or looted. Violent clashes and evictions have resulted in tensions between communities. Confusion over land boundaries and titles, and misinformation by some clan leaders and politicians fuel the conflicts.

Our partner, the multi-faith Acholi Religious Leaders Peace Initiative (ARLPI), helps resolve such disputes. Perceived as impartial, its members are often asked by local communities, courts and government officials to act as mediators.

Sheltering under a tree with Guru Guru camp's elders in Lamogi sub-county, Mohammed Karoli from ARLPI

explained how it took a year to settle one 'land wrangle' between the Guru Guru and another clan:

"There's no way you can hurry mediation ... cases are usually complex," he said. "Here, for example, we first met with district officials and sub-county chairmen, heard testimonies from both sides and helped identify key issues for resolution and ways forward."

Tensions still ran high at a follow-up meeting, with one man carrying a weapon "to protect his clan" but ARLPI's mediator calmed the situation. They later visited the land and worked with local officials and courts to determine its ownership and boundaries. The case was resolved peacefully in 2008.

"The people complaining about it being their land have left it to those who it belongs to," said local council chairman Denis Rom. "This is what ARLPI helped us do."

### CASE STUDY: **SIERRA LEONE** **Resourcing community peacebuilders**

Our 12-year partnership with the Bo Peace and Reconciliation Movement (BPRM) reached an important landmark in 2008 with the completion of its new Peace Resource Centre. Located in Sierra Leone's second largest town, Bo, the centre houses peace and conflict-related materials and acts as a venue for training and exchange visits for BPRM's staff, volunteer peace monitors and local communities.

"This centre is a clear example of the sustainability of our work," says executive director Hassan Feika, a former combatant who co-founded BPRM during the 11-year civil war.

"It's helping young people, men and women to acquire the skills and knowledge that will improve their daily lives – and in doing so this will help preserve peace".

The centre is yet another step in the consolidation of BPRM's impressive work. Its unique approach relies on a dedicated network of peace monitors who use modern and traditional conflict resolution methods to resolve disputes at the community level in southern Sierra Leone.

The creation of local support structures has always been central to BPRM's approach. As part of their intervention



**The Peace Resource Centre in Bo, Sierra Leone**

the peace monitors identify and train community members as volunteer peace monitors, who then form Chiefdom Peace and Reconciliation Committees. The idea is to leave behind a local group able to deal with any new disputes and improve community unity. So far BPRM has set up 24 committees in three districts.

Now recognized nationally, BPRM has sought non-governmental status with the Sierra Leonean government and in 2009 will become known as the Peace and Reconciliation Movement.

**"There's no way you can hurry mediation ... cases are usually complex."**

**Mohammed Karoli (centre) from ARLPI's sub-county peace committee in Amuru district with local council chairman Denis Rom (centre left) and Guru Guru camp's elders**



GOAL 2: **Provide opportunities for dialogue** and improved relationships within communities and across conflict divides at all social and political levels

**Building or repairing relationships through dialogue is an essential part of resolving violent conflict. It can lead to a shared understanding of difficult problems and help restore trust or open up communication between people bitterly divided by war.**

In 2008 we created opportunities for dialogue and exchange in all the places where we work. A meeting in Istanbul in June with the Heinrich Boell Foundation and University of California (Irvine) enabled frank discussions among 18 Georgians and Abkhaz on some of the most pressing and sensitive issues of their conflict at a time of extreme tensions between their leaderships. Despite the war that erupted soon after, partners remained in contact.

In Southern Sudan and Uganda we supported traditional leaders to hold the first in a series of problem-solving workshops dealing with violence and other common challenges faced by border communities. Our partner's peace clubs in northern Ugandan schools continued to offer young people, including ex-child soldiers and abductees, a safe space to learn how to resolve their differences through dialogue rather than violence.

An independent evaluation concluded our Strengthening Citizens' Security project in Sierra Leone had improved relations between civilians and security forces and made people living in Kenema and Kailahun districts more confident about their safety.

CASE STUDY: **WEST AFRICA**  
**Building bridges between civilians and security forces**

"Ten years ago it would have been impossible to have civil society and security sector representatives discussing security issues openly," said Ishmael Tarawali, director for provincial and border security at the Office of National Security (ONS) in Sierra Leone. "This conference has achieved that."

His remarks came after spending two days with 40 other participants from Sierra Leone, Guinea and Liberia, sharing experiences and insights into regional security challenges.

Historically, relations between civilians and security officials in the Mano River Union region have been beset by mistrust and repression. In Sierra Leone, post-war reforms aspire to establish effective civilian oversight of the new security agencies. Building these bridges however remains a real challenge.

This unprecedented conference in May 2008 was an attempt to improve cooperation. It formed part of our pilot project Strengthening Citizens' Security, which aimed to make the security sector more accessible and accountable to ordinary people.



**Sallay Bayoh from the Mano River Women's Peace Network, one of the partners involved in the conference**

Participants told us they had gained better understanding of the different security structures in the region. Their final public statement called for more civil society involvement in security matters, especially by women. They also demanded better information on regional protocols and border tariffs, plus stronger official commitment to stamp out corruption and abuses.

Local print media and radio covered these appeals widely. A Sierra Leonean official raised issues from the conference at the Mano River Union summit in Liberia two weeks later.

CASE STUDY: **THE GEORGIAN-ABKHAZ CONFLICT**  
**Picking up the pieces**

Just four months after the August war, we brought together 14 young Georgians and Abkhaz in London. Opportunities for such contact are very rare – most young people have never met their peers from across the conflict divide.

Emotions ran high as the group shared their personal experiences. Some of the Georgians had been called up as reservists and saw military action in South Ossetia at first hand. Several Abkhaz had signed up as volunteers, fearing the fighting would spread to Abkhazia.

The realization they had come close to facing each other down the barrel of a gun gave depth, urgency and honesty to the discussions.

"Some of us were about to take arms and fight each other," said one. "Instead, we have met here and fought our conflict using words."

Our youth dialogue process offers opportunities to understand life on 'the other side', talk together about what can be done about the conflict, and also to be self-critical.

Over five days the group debated issues passionately, took part in a roundtable with the UK Foreign and Commonwealth Office, attended lectures and film showings and socialized together.

"I'm now convinced that dialogue is necessary. Stereotypes were shattered here, and we talked as equals," said one. "I went home wanting to change my own society," said another.

These young people and others will continue to meet and work together in 2009 to take their experience beyond their immediate circles.

**"I'm now convinced that dialogue is necessary. Stereotypes were shattered here, and we talked as equals."**



**Participants in a youth dialogue meeting in London discussing the Georgian-Abkhaz conflict**

GOAL 3: **Influence governments** and other decision makers to employ conflict transformation policies that promote alternatives to violence

**Our practical experiences of peacebuilding around the world help us raise important lessons with policymakers.**

In 2008 we published our latest thematic Accord, *Powers of persuasion: incentives, sanctions and conditionality in peacemaking*. Policy seminars and briefings in London, New York, and Europe emphasized the importance of using these levers of influence in ways that underpin rather than undermine peace processes. We also worked with United Nations (UN) Department of Political Affairs staff on how sanctions could be used more effectively as part of an overall peace support strategy.

We lobbied the Armenian and Azerbaijani presidents and international mediators for greater civil society input into the negotiations over Nagorny Karabakh, one of the

world's most closed and confidential peace processes.

In Fiji we supported the Citizens' Constitutional Forum's international advocacy work with the UN, European Union and the Commonwealth Secretariat.

We supported Ugandan civil society, religious and traditional leaders in their repeated efforts to persuade Western donors and governments to 'give peace a chance' as the two-year peace process between the Lord's Resistance Army and Ugandan government faltered.

We also actively participated in various networks, including the Peace and Security Liaison Group, Committee for Conflict Transformation Support, Mediation Support Network and the Alliance for Peacebuilding.

CASE STUDY: **UNITED KINGDOM**  
**Influencing the British government**

In 2008 the British government increased its focus on conflict as a key priority for foreign, security and development policy. At the same time, there was growing recognition of the limits of outside intervention to respond effectively to challenges posed by conflict and weak governance.

As our arguments on the importance of peace processes gained traction, officials increasingly turned to us for guidance. Some of our recommendations began to be put in place as part of their new approach to conflict.

For example, the Department for International Development (DFID) invited us to help deliver its first training course on peace processes for conflict advisers. Our executive director Andy Carl was invited to be part of an external review team assessing the government's ability to deliver its Public Service Agreement on Conflict, with many of the team's recommendations later carried out.

We were asked for advice on how to respond to peacemaking challenges in Cyprus, Sudan, Sri Lanka, Somalia and the regions where we regularly work. DFID also commissioned us to develop a paper on the



A participant reads the Accord policy brief on incentives, sanctions and conditionality in peace processes at our London seminar

connection between peace processes and statebuilding.

"There seems to be greater awareness of the need to support those in conflict to resolve their differences through peaceful processes," says Andy Carl.

"Yet greater awareness has not yet translated into consistent policy and practice. We plan to continue advocating ways that the UK can be more strategic in supporting effective peacemaking."

CASE STUDY: **THE CAUCASUS**  
**Responding to crisis**

The outbreak of war in August was the result of years of missed opportunities to resolve the Georgian-South Ossetian conflict. Geopolitics trumped attempts to promote dialogue, while Russia's unilateral recognition of Abkhazia and South Ossetia's independence dramatically changed the landscape for conflict resolution.

With over 10 years' experience supporting local peacebuilding initiatives in the Georgian-Abkhaz conflict we were well placed to influence policymakers' responses to the crisis.

We fed recommendations into the negotiations process in Geneva and shared analysis with the United Nations Special Representative of the Secretary General for Georgia, the Organization for Security and Cooperation in Europe, the European Union, the UK and other governments, and the international media.

Among other things, we called for more inclusive approaches to the Georgian-Abkhaz and Georgian-South Ossetian peace processes, attention to addressing human rights violations and dealing with the past, and more sensitivity and accountability in how donor money is spent in conflict situations.

"When the geopolitical stakes are high, international policymakers tend to overlook the local conflict dynamics that are key to transforming the situation," notes Rachel Clogg, our Caucasus programme director.

"This recent experience of war makes it even more important to understand how, and why, past peacemaking efforts have failed."

Our policy work continues to engage with key local and international actors to ensure that appropriate lessons are learned from the 2008 war.

"When the geopolitical stakes are high, international policymakers tend to overlook the local conflict dynamics that are key to transforming the situation."

Russian military during the August 2008 crisis  
© DMITRY KOSTYUKOV/AFP



## GOAL 4: **Improving peacemaking practice** and policies by promoting learning from peace processes around the world

**Though every conflict and peace process is different, the lessons learned along the way can be useful for people involved in peacemaking worldwide. Shared experiences can shed light on common pitfalls or spark new ideas and approaches for even seemingly intractable conflicts.**

In 2008 we continued to document and analyse peacemaking initiatives and lessons learned through our online and print Accord publication series. One edition covered the Indonesia-Aceh peace process, while a thematic edition on the use of incentives and sanctions drew from experiences in Darfur, northern Uganda, Sri Lanka, South Africa, Georgia-Abkhazia and Bougainville-Papua New Guinea.

In Sierra Leone we launched and distributed a booklet detailing over a decade of community peacebuilding by the Bo Peace and Reconciliation Movement, and made this available on our website.

Work also began with Georgian partners to produce a lessons learned paper drawing on the experience and analysis of a network of internally displaced people's organizations, and aimed at sharing its key messages with a wider audience.

We recruited an Adviser on Peace Processes to lead our work in promoting comparative learning to partners and policymakers. This new post reflects the priority we give to improving peacemaking practice globally.

### CASE STUDY: **UGANDA AND SIERRA LEONE**

#### **Exchanging experiences of life after war**

In a sweltering community hall in the southern Sierra Leonean town of Bo, nine young Ugandans listened as the local paramount chief's spokesman recalled how his people had chosen peace over revenge after an 11-year civil war.

"Somebody who came to amputate your arm, burn your house, kill your children – saying forgive me for doing all those things?" he said. "It was very bitter. For the sake of peace we decided to swallow that bitter pill. And today we are none the worse."

They had come to see how Sierra Leone's peace process had fared since war ended in 2002. With their own country grappling to conclude 23 years of war against the rebel Lord's Resistance Army (LRA), they hoped to gain valuable insights.

Mostly from Uganda's war-affected north, they included a government official, ex-LRA abducted child soldiers, student leaders and several of our partners' staff.

Our week-long exchange visit brought them into contact with diverse views. How to balance peace with justice was a recurring theme. In particular, various Sierra Leoneans described the importance of their Truth and Reconciliation Commission in helping national healing. Activists and officials stressed the need however to "plan well" for the future, especially in compensating war victims. Others cautioned them to look hard at the legacy of any war crimes tribunal and to not think there is just one model.

At the local level the Ugandans met with the Bo Peace and Reconciliation Movement and some volunteer peace monitors it has trained to resolve disputes in Koribondo.

"There we heard testimonies of real access to justice in their community, made possible by this humble institution," said Charles Tolit. "We were all impressed. Since returning to northern Uganda we've been discussing with colleagues how we might try something similar."

### CASE STUDY: **INDONESIA-ACEH**

#### **Sharing peacemaking success**

"The peace agreement was a great achievement," reflects Irwandi Yusuf, Governor of Aceh and former rebel. "But people sometimes can't feel the peace, or they forget to feel it – like a man looking for a lost horse while he is riding on it."

In August 2005, the Indonesian government and the Free Aceh Movement (GAM) signed a Memorandum of Understanding to end over 30 years of armed conflict in Aceh. Three years on from that historic agreement, we worked with the people involved to document the process in our Accord publication, *Reconfiguring politics: the Indonesia-Aceh peace process*.

The negotiators in their articles describe the peace talks and analyse what contributed to success. "The format of the peace process – direct and informal talks – played an important role," says Hamid Awaluddin, the Indonesian government's chief negotiator. "Direct talks meant both sides could see each other and talk directly, heart to heart. Both sides could see into each other's eyes."

GAM negotiators offer further perspectives, highlighting difficulties encountered during the talks and explaining how breakthroughs were reached. Other



**Accord Series editor Aaron Griffiths and issue editor Aguswandi interviewing Aceh's Governor Irwandi Yusuf**

Acehnese and international experts describe progress during the transition, pinpointing weaknesses in the negotiations and analysing the challenges for peacebuilding.

We worked with the editors and authors to launch the publication at events in Banda Aceh, Jakarta and Singapore. Translated into Bahasa Indonesia, it is being used to help increase public understanding of the peace deal. An accompanying policy brief also summarizes key lessons for peacemakers worldwide.

**"...we heard testimonies of real access to justice in their community, made possible by this humble institution, the Bo Peace and Reconciliation Movement."**

**Innocent Aloyo and Grace Arach from Uganda in discussion with peace studies students Samuel Allen and Richard Mansaray at Fourah Bay College in Freetown, Sierra Leone**



## GOAL 5: **Challenge stereotypes** and increase public awareness of human rights, conflict and peace issues in divided societies

**Challenging stereotypes and increasing awareness of deeply contested issues can help improve understanding and dispel myths about 'the other side'. Giving a voice to those most affected by violent conflict is also an important part of our work.**

In 2008 in deeply divided Fiji our partner broadcast TV advertisements calling for religious and ethnic tolerance and ran workshops to raise human rights awareness among indigenous Fijian communities.

In Sierra Leone we published newsletters to promote debate and analysis on peace and security issues in the Mano River region and produced a paper about our experiences of civil society involvement with Sierra

Leone's security sector. Work began on a public information campaign to increase awareness of security issues in the border areas.

A partner's film screened on national TV allowed northern Ugandans displaced by the war to speak out about challenges they faced resettling in their villages. In Southern Sudan we supported radio programmes to help build understanding between LRA-affected communities.

Our Caucasus work included community radio, films and publications to challenge assumptions and provoke debate between communities and across the conflict divide. Outreach work in regional Georgian towns also provided opportunities for people to discuss how the recent war would affect their futures.

### CASE STUDY: **THE NAGORNY KARABAKH CONFLICT** **Building relationships through film**

Artists, fashion designers, hostage negotiators and prisoners of war are just some of the people who have appeared in the latest stage of our filmmaking project on the conflict between Armenians and Azerbaijanis over Nagorny Karabakh.

Dialogue Through Film builds links between young people from Azerbaijan and Karabakh by training them how to make short documentary films.

This unique project started three years ago and is run by partners from local organizations Internews Armenia, Internews Azerbaijan, and the Stepanakert Press Club in Nagorny Karabakh.

After producing more than 20 individual films on wide-ranging subjects from donkey races and computer games to de-mining and returning to civilian life after war, the teams have moved on to make joint films.

For people divided by closed borders, this has proved a huge challenge. After a brainstorming session in Georgia in April, producers and camera crews from each side spent the summer filming. Their material has now been edited together into our first set of joint films made by Azerbaijanis and Karabakh Armenians.



**Young people working in Nagorny Karabakh on a joint film about fashion**

Planning the storyline for each film, coordinating filming and working on final edits have all been done via the internet, with producers from both sides in daily contact by email. There has been debate, arguments, but many laughs too.

"These young filmmakers have proved that it is possible to work together," says our programme associate Jenny Norton. "And as we start showing the films to audiences across the region, that's the message we'll be trying to share."

### CASE STUDY: **SUDAN-UGANDA**

#### **Living along a perilous border**

The impact of the 23-year conflict against the rebel Lord's Resistance Army (LRA) upon Uganda's neighbours is often overlooked and under-researched. To improve understanding we commissioned in 2008 the first study into how this conflict and Sudan's own civil war have affected Sudanese people living along the Uganda border.

Their views revealed profound challenges for peacebuilding and statebuilding in the region, and growing frustration with both Sudan and Uganda's fragile peace processes.

"Peace is not like we expected," said a man in Aru-Kubi, a Southern Sudanese village previously known for many years as Kony Village after the LRA's leader Joseph Kony. "I cannot say there is peace – there's no infrastructure to make the community feel comfortable."

Sudan's border communities face a bleak future amid widespread insecurity and underdevelopment. Deep-rooted mistrust among different ethnic groups and

a pervasive bewilderment about being caught up in a 'Ugandan conflict' compounds this situation.

"Most people feel negatively about the Acholi," explained one Sudanese interviewee, referring to the ethnic group from which Kony originates and has abducted tens of thousands of children to use as fighters, porters and sex slaves.

Our study and recommendations have attracted interest from local practitioners, donors and government officials in the capitals of Kampala and Juba.

We are also working with traditional leaders in border communities to hold problem-solving workshops dealing with some of the issues raised, such as harassment from cattle raiders, army and immigration officials; unfair border taxes; and the challenges of reintegration and resettlement.

**Our study revealed profound challenges for peacebuilding and statebuilding in the region...**

**People have formed self-defence groups to protect themselves against LRA attacks in Southern Sudan**  
© MAREIKE SCHOMERUS



# Organizational development in 2008

Our ambition is to make a real difference to people everywhere we work – from Nagorny Karabakh to Southern Sudan and from Sierra Leone to the Philippines – and to our goal of helping end these violent conflicts.

**What makes CR distinctive is that we approach peacebuilding as a complex challenge requiring complex strategies. We do practical work emphasizing the importance of local people in resolving their own conflicts; we engage in dialogue and advocacy to influence international policy responses to conflict; and we promote new thinking on conflict transformation.**

## **Strengthening the organization's competence**

As a mid-sized organization we take pride in having staff with deep experience and high standards, as well as internal systems that enable them to work effectively and flexibly.

However our capacities limit our ambitions and so in 2008 we sought to strengthen these. We improved organizational support through a process of strengthening staff skills and management; improving office systems; updating and developing organizational policies for example on employing consultants; and paying more attention to internal communications and organizational learning.

We also decided to create a new position of Director of Programmes. Jonathan Cohen, formerly Co-Director of our Caucasus programme was appointed. This move enables us to build upon the quality of our practical and policy work as well as develop new programme areas.

## **Planning for the future**

CR pays great attention to its annual programme planning processes. Plans go through extensive consultation on design and strategy, a rigorous peer review and drafts are then presented to the Board. In 2008 we benefitted from outside input and facilitation by Diana Chigas and Peter Woodrow from CDA Collaborative Learning Projects to help us strengthen our methodology.

To set our direction for 2009–12 we went through a facilitated strategic planning process with all staff and board. This involved reflecting on the global challenges and those affecting where we work. We concluded that despite the apparent post cold-war decrease in organized armed conflicts worldwide, responding constructively to unresolved conflicts, their consequences and emerging unrest remains one of the greatest global challenges of our time.

Our new three-year strategic plan sets out our renewed commitment to confronting this challenge, including our intention to deepen and widen our impact in current and new conflict regions. This includes new work in India and Pakistan to support peacebuilding activists in the disputed territories of Jammu and Kashmir, and renewed work supporting peacemaking efforts in Fiji, Colombia and the Philippines. We also intend to influence national and international policymakers to adopt effective strategies to support peace processes, including better learning from comparative peacebuilding experience.

We enter this new and economically uncertain period impatient to see real change, determined to find resources and committed to building up our organizational ability to deliver our mission.



**Responding constructively to unresolved conflicts, their consequences and emerging unrest remains one of the greatest global challenges of our time.**



CR staff at a strategic planning day in London (top) in Sierra Leone (middle) and with participants at a peacebuilding workshop on Kashmir

# Summarized accounts

## Summarized statement of financial activities for the year ended 31 December 2008 (UK £)

INCOME	2008	2007
Unrestricted grants	303,042	249,517
<b>Grants for specific programmes and projects</b>	<b>2,260,894</b>	<b>1,740,542</b>
Caucasus	862,040	649,767
Policy, communications and comparative learning (including Accord)	492,086	427,636
Uganda / Sudan / DRC borders	390,748	253,036
West Africa	444,394	410,103
Programme development (India / Pakistan)	71,626	-
<b>Other income</b>	<b>42,231</b>	<b>22,331</b>
Accord sales	7,105	3,093
Consultancy fees	8,400	2,765
Interest received	16,401	11,139
Other income	10,325	5,334
<b>Total income (A)</b>	<b>2,606,167</b>	<b>2,012,390</b>
<b>EXPENDITURE</b>		
<b>Programmes</b>	<b>2,017,686</b>	<b>1,814,885</b>
Caucasus	728,708	683,491
Fiji	57,168	-
Policy, communications and comparative learning (including Accord)	406,341	410,711
Uganda / Sudan / DRC borders	433,106	296,229
West Africa	392,363	424,454
<b>Programme development</b>	<b>35,588</b>	<b>42,783</b>
India / Pakistan	35,588	42,783
<b>Unrestricted</b>	<b>97,318</b>	<b>81,099</b>
Cost of generating voluntary income	70,015	33,535
Governance costs	27,303	47,564
<b>Total expenditure (B)</b>	<b>2,150,592</b>	<b>1,938,767</b>
<b>Surplus/Deficit at 31 December (A-B)</b>	<b>455,575</b>	<b>73,623</b>

## Balance sheet as at 31 December 2008

UK (£)	2008	2007
<b>Fixed assets</b>	<b>27,984</b>	<b>17,220</b>
<b>Current assets</b>		
Cash at bank	402,119	268,939
Debtors	586,075	311,201
Rent deposit and prepayments	74,227	80,582
<b>Total current assets</b>	<b>1,062,421</b>	<b>660,722</b>
<b>Liabilities</b>		
Creditors and accruals	121,676	164,788
<b>Total liabilities</b>	<b>121,676</b>	<b>164,788</b>
<b>Current assets less liabilities</b>	<b>940,745</b>	<b>495,934</b>
<b>NET ASSETS</b>	<b>968,729</b>	<b>513,154</b>
<b>FUNDS</b>		
Unrestricted income funds	458,101	246,384
Restricted income funds	510,628	266,770
<b>TOTAL FUNDS</b>	<b>968,729</b>	<b>513,154</b>

These summarized accounts have been extracted from the full audited accounts of Conciliation Resources for the year ended 31 December 2008. Further information and copies of the full accounts are available from our website and the Charity Commission website ([www.charity-commission.gov.uk](http://www.charity-commission.gov.uk)). The audited accounts were approved by the Trustees on 22 May 2009 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 2008:**

"We have examined the summarized accounts which have been extracted from the full audited accounts for the year ended 31 December 2008. In our opinion the summarized accounts are consistent with the full audited accounts." **22 May 2009**

*Ramon Lee & Partners*

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

Trustees

*M. Bradbury, R. Cooke*

M Bradbury, Chair

R Cooke, Treasurer

Notes on summarized accounts 2008

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 and Bo.

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 2008 included both restricted and unrestricted balances brought forward from 2007, 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 2008 were made possible through the generosity of donors who gave grants for specific project activities or general organizational support.

We gratefully acknowledge support from:

- Commonwealth Foundation
- European Commission
- Eva Reckitt Trust Fund, UK
- Joseph Rowntree Charitable Trust, 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

CR board, staff and associates 2008

Board

Barney Afako  
Mark Bradbury Chair  
Christine Bell (retired March 2008)  
Andrew Carl  
Bob Cooke Treasurer  
Mark Hoffman  
Nev Jefferies (retired March 2008)  
Mischa Mills  
Liz Philipson  
Roy Reeve (retired Dec 2008)  
Bea Stolte  
Vesna Terselic  
Teresa Whitfield  
Sue Williams (retired Dec 2008)

Programme associates

Tahir Aziz  
Catherine Barnes  
Teresa Cherfas  
Elena Cook  
Thomas de Waal  
Diana Francis  
Kristian Herbolzheimer  
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

Vanessa Alexander  
Joseph Aojar  
Laurence Broers  
Andrew Carl  
Rachel Clogg

Jonathan Cohen

Sofia Goinhas  
Aaron Griffiths  
Priscilla Hon  
Michelle Hunting  
Melissa Jones  
Mariama Konneh  
Celia McKeon

Rhona Miller  
Irene Musoke  
David Orchant  
Adrian Platt  
Nyeko Caesar Poblicks  
Kushma Ram  
Alexander Ramsbotham  
Mira Sovakar  
Kennedy Tumutegyereize  
Juliet Williams

Interns/volunteers

Martina Gaebler (Freetown, until June)  
Sardar Amjad Yousaf-Khan Chevening Scholar and Intern

Executive Assistant (from March)  
Finance Officer (May to November)  
Caucasus Projects Manager (from November)  
Executive Director  
Caucasus Programme Co-Director until August, Programme Director from Sept  
Caucasus Programme Co-Director until August, then Director of Programmes  
West Africa Programme Director  
Accord Series Editor (until April)  
Fundraising Coordinator (from April)  
Events and Publications Officer  
Communications Officer  
West Africa Programme Director (until August)  
Director of Policy, Communications and Comparative Learning  
Caucasus Projects Manager  
Finance Officer (until May)  
Caucasus Programme Assistant  
Administrative Officer  
USDRC Borders Projects Manager  
Operations Manager  
Accord Series Editor (from August)  
Caucasus Projects Manager (from October)  
USDRC Borders Programme Director  
Finance Manager

Staff and consultants in Sierra Leone

Patricia Bindi  
Mohamed Bockarie  
Marion Gorvie  
Rosalind Hanson-Alp  
  
Sahr A. Johnbull  
  
Mohamed Kombay  
Abdulai Koroma  
Violet Lenger-Fofanah  
Boima Morie Kpuagor  
David Ngombu  
Adam Platt  
Silladee Turay  
Muctarr Turay  
Patrick Zombo  
  
Programme Assistant, Bo  
Office Assistant, Kenema (until August)  
Programme Officer, Bo  
West Africa Programme Coordinator, Freetown (until Sept)  
Finance and Admin Assistant, Freetown (passed away March 2008)  
Office Assistant, Freetown (from April)  
Driver, Freetown  
Senior Finance and Administrative Officer, Freetown  
Programme Officer East, Kenema (until August)  
Documentation Assistant, Bo  
Project Coordinator, Freetown (from March)  
Project Officer  
Office Assistant, Bo  
Project Coordinator, Freetown (until February)

2008 Expenditure by area (%)



2008 Expenditure by goal (%)

