



# Annual Report 2016

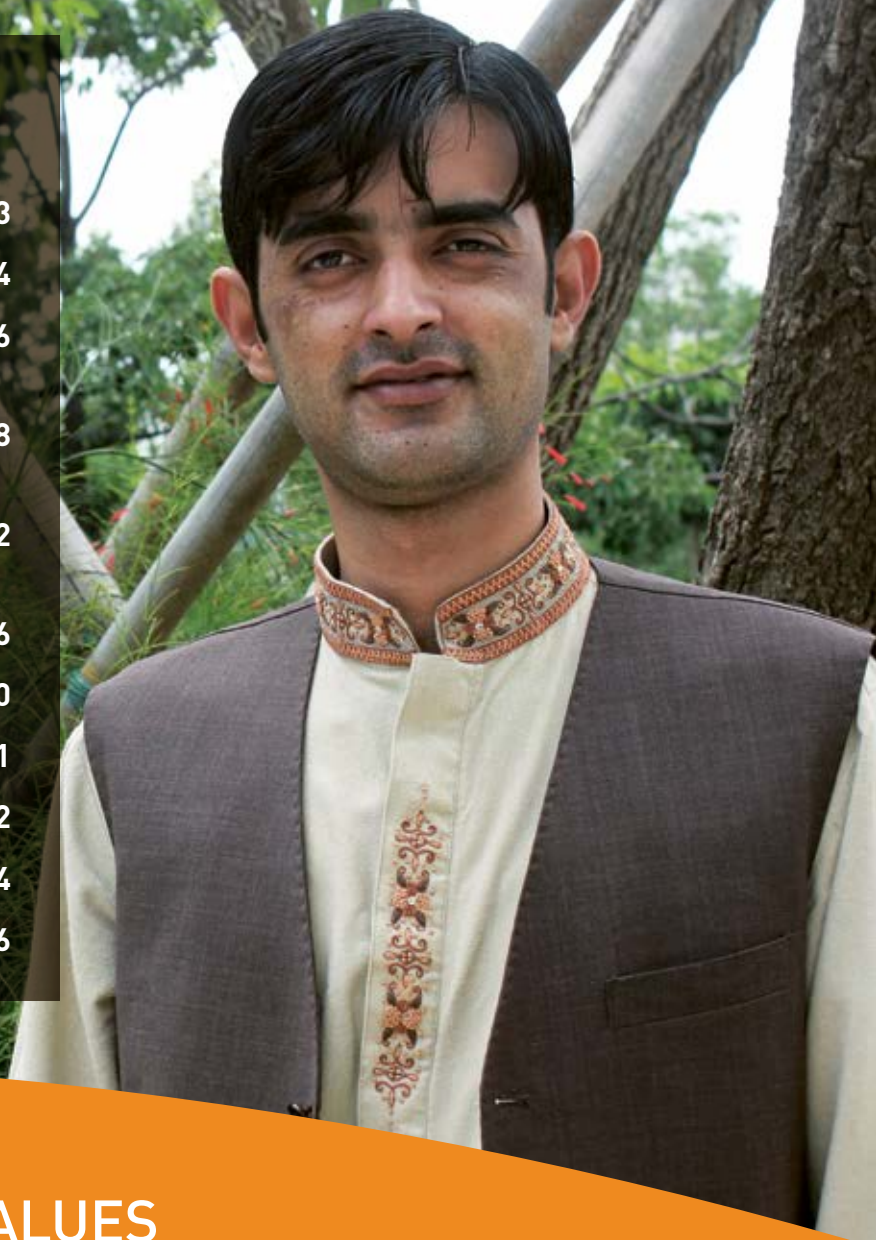


**CONCILIATION  
RESOURCES**  
working together for peace



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## OUR VISION

Our vision is of a world where people work together to resolve conflicts and promote peaceful and inclusive societies.

## OUR MISSION

Our mission is to provide practical support to help people affected by violent conflict achieve lasting peace. We draw on our shared experiences to improve peacebuilding policies and practice worldwide.

## OUR VALUES

### Collaboration

We believe that everybody affected by conflict has a stake in peace. We work to create peaceful and inclusive change within societies in partnership with local people, to respond to violence, inequality, injustice and exclusion.

### Creativity

We believe that peacebuilding needs to be flexible and adaptive to the specific and evolving realities of each conflict context. We support innovative ways to influence change, and we share insights from people's lived experience globally to build collective knowledge and expertise.

### Challenge

We believe that peace can only come about if people have a chance to better understand their conflict and if difficult conversations are held between allies and adversaries. We stand alongside those who, with courage and integrity, reach out across conflict divides.

### Commitment

We believe that building sustainable peace takes time. That's why we make long-term commitments to support just and resilient transitions from protracted conflict to lasting peace.

# Welcome

## from our Executive Director



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I am proud to present Conciliation Resources' 2016 Annual Report, my first as Executive Director.

Our ambition is as vital as ever: to support those living in protracted conflicts, so that they can influence how peace is made, lived and sustained. This has been at the heart of our work for more than two decades. It is a privilege to continue in pursuit of this goal, having taken over the leadership of Conciliation Resources from founding Executive Director, Andy Carl.

In a world in which violent conflict, insecurity and the displacement of people are at frightening levels, peacebuilding is a necessary response. As peacebuilders we are learning to work better to collectively demonstrate the need for and effectiveness of peacebuilding approaches and secure investment for the future. Now more than ever our vision and mission are essential.

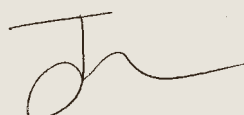
This Annual Report provides information about our transformative work in more than a dozen conflict contexts around the world. Our work has been wide-ranging – from supporting mediation efforts at a community level in the Central African Republic and the Mano River Region, to contributing to mediation as part of official peace processes between governments and armed groups in places such as the Philippines and the Ogaden region. As part of an international consortium, we have examined how political settlements are reached, and used our findings to provide evidence-based policy advice. In addition, our research has enabled us to challenge received wisdom on what it means to transform broken relationships when dealing with the legacies of violent conflict.

Conciliation Resources is proud to work with creative and committed partners in regions of conflict around the world. These sustained relationships with individuals, civil society organisations, politicians, and governments, drive peacebuilding forward. A colleague in Kashmir observed that our partnership provided her with a new reality in which “the idea of collaborating with somebody on the ‘other side’ entered our imagination.” Peacebuilding creates bridges in the minds of people who have been overwhelmed by violence.

The past year has seen much to cause dismay in our world, but there have also been inspiring moments that serve to remind us that peace is possible. Progress in Colombia has demonstrated that a fifty-year war can give way to a real opportunity for sustainable peace. We should be mindful that signing a peace agreement in itself is never enough, rather the quality of its implementation will signal its durability and importance.

As Varney Sirleaf, Liberian Deputy Minister of Internal Affairs, has noted elsewhere in this report: “Peace is not just a word, it is a behaviour. To reach peace we must change our behaviour.” By challenging the persistence of violent conflict, we accompany people in conflict regions as they strive to transform their societies. The relationships and opportunities that emerge as a result are inspiring.

Thank you to our partners, staff, volunteers, trustees and donors for your shared commitment to this endeavour.



**Jonathan Cohen**  
Executive Director



# Our work

## Accord, Policy and Practice

Our Accord, Policy and Practice team produce our Accord publication series, and lead on our gender work and global policy influencing with a focus on the UK, EU and UN policy arenas. We are currently contributing to developing a body of evidence on inclusion in war to peace transitions, as part of the Political Settlements Research Programme. In 2016, we published an Accord Insight on reconciliation and peace processes.

## West Africa

In the post-Ebola period, tensions in the isolated border areas of the Mano River Region countries of Côte d'Ivoire, Guinea, Liberia and Sierra Leone remain high, due to natural resource conflicts, weak governance, marginalisation and the long-term impacts of the Ebola epidemic. With a focus on these areas, we collaborate with a range of local, national and international NGOs, and government institutions, to support a sustained dialogue between citizens and their respective governments. We also work with the Ivorian and Liberian governments to promote cross-border cooperation. In Plateau State, Nigeria, we contribute towards transforming young people from perceived aggressors to facilitators of peace and we have begun exploring how to transfer this experience to Nigeria's violence-torn north-east.

## Latin America

We work in Colombia where, in 2016, the Government and the Revolutionary Armed Forces of Colombia signed a peace agreement ending five decades of conflict. We share comparative experiences from other contexts to inform the Colombian process and we document Colombian innovations that can inspire peacebuilding elsewhere. We work with civil society organisations in Colombia and diaspora in the UK, in particular women, to explore new ways to support the transition to peace.

## East and Central Africa

We work throughout the region to rebuild broken relationships and restore trust between citizens and states, develop our partners' capabilities to contribute to peace and influence national, regional and international peacebuilding policies. In the Central African Republic (CAR), we support local and national reconciliation efforts and community peacebuilding structures. We work with communities, particularly marginalised groups such as youth and women, in areas affected by the Lord's Resistance Army conflict in CAR, the Democratic Republic of Congo and South Sudan. In South Sudan, we also support localised mediation processes.

## Caucasus

We focus on two distinct but interrelated conflicts in the South Caucasus – the Georgian-Abkhaz and Nagorny Karabakh conflicts. We work with a wide range of local partners to bring people affected by conflict together and encourage debate; provide analysis, creative ideas and lessons learned to key people; and engage with formal mediators and the parties to the conflicts to share insights. We also provide alternative sources of information and analysis about the conflicts and peace processes by producing films, archives, articles and publications.

## South Asia

Our work in South Asia is mainly focused on the conflict between India and Pakistan over the disputed region of Jammu and Kashmir. We work with diverse groups of Kashmiris on both sides of the Line of Control to support their role in peacebuilding, and in processes that build confidence and opportunities for engagement across the divides. We also work to enable dialogue with opinion-leaders and policymakers in India and Pakistan. Since 2008, our work has laid the groundwork for Kashmiris to make a substantive contribution to the peace process on Kashmir.

## Southeast Asia

Our work focuses on two conflicts in the Philippines: the conflict in Mindanao between the Philippines Government and the Moro Islamic Liberation Front – which in 2014 saw the signing of a comprehensive peace agreement – and the conflict between the Government and the communist insurgency represented by the National Democratic Front (NDF). As a member of the International Contact Group we provide mediation support to formal talks on the Mindanao conflict and have worked with Mindanao-based civil society groups to promote community security and public participation – focusing on empowering women and indigenous communities. We work closely with civil society organisations, the Government and the NDF to explore new paths to peace.

## Horn of Africa

In this region, we work on the conflict between the Government of Ethiopia and the Ogaden National Liberation Front (ONLF). We provide technical support and accompaniment to the Kenyan Government team, which is facilitating the peace talks between the Government of Ethiopia and ONLF. We also engage with the diaspora and refugee communities from the Somali region of Ethiopia (Ogaden) to enable them to participate in and increasingly have a stake in the Ogaden peace process.

## Pacific

In 2016, we developed a new programme in Bougainville, an autonomous region in Papua New Guinea. With the 2001 Bougainville Peace Agreement providing for a referendum on Bougainville's political status by 2020, we commenced working with a Bougainville partner to develop the peacebuilding skills of community and political leaders to address conflict issues on the island. In Fiji, we continued to work with partners to contribute to both addressing Fiji's long-standing conflict issues and developing a more inclusive and participatory political structure and environment.



# Impact and achieve



*The [Truth, Memory and Reconciliation] Commission is a really innovative project. It gathers different stories lived by women during the war and the reasons why they left the country, in order to take part in the historical memory of the country. On a psychological level it has been enriching for all of us, because it involves remembering which is healing.*

**MARTA HINESTROZA**

Member of the Truth, Memory and Reconciliation Commission of Colombian Women in the Diaspora





# ments

## GOAL 1

### Causes and drivers of conflict are peacefully transformed

As a result of our support, relationships, governance practices and structures, and legacies of violence, which are obstacles to sustainable peace, are addressed.

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## GOAL 2

### Approaches to building peace support inclusion

As a result of our engagement, expertise and resources, peacebuilding and conflict prevention practice is more inclusive.

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## GOAL 3

### Policy is prioritising conflict prevention and peacebuilding

As a result of our efforts, relevant policymakers at international, national and regional levels make investments in long-term, non-violent approaches to preventing armed conflict and building peace, and in those working for peace in conflict contexts.

*Left: Women of the Truth, Memory and Reconciliation Commission of Colombian Women in the Diaspora, London. © Ingrid Guyon*



## GOAL 1

# Causes and drivers of conflict are peacefully transformed



*When we started this project we knew it would be very hard.*

*We knew there would be issues that the Armenians and the Azerbaijanis would not be able to agree on. We knew we would need a third side. Someone not directly involved in the conflict. I think that Conciliation Resources played that role successfully.*

Dialogue participant in the Nagorny Karabakh context

In order for violent conflicts to be resolved, the underlying causes need to be addressed. Throughout 2016, we worked in multiple regions to tackle the drivers of conflict. We provided opportunities for people from different sides of specific conflicts to meet and work together to find solutions to the issues they face. Establishing processes for transforming relationships damaged by violence, aggression and fear, meant that we were able to support the mediation of local conflicts and prevent violent situations from escalating.

Facilitating connections between different sides of a conflict contributed to the development of trust and increased cooperation between them – for example officials and communities in the same country on one hand, or people on either side of a conflict divide on the other.

Directly influencing national, regional and international governments, we made sure that they were aware of and were responding to the needs of conflict-affected communities. At the same time, we undertook activities that brought people together to deal with the legacies of the past that perpetuate ongoing cycles of violence.



“ *The participants in the workshop were very diverse politically, some in support of the [Syrian] regime and others against it. In other circumstances they could have been killing one another. Politically they don't talk. And they were sat together here talking.*

Carmen Geha Lebanon workshop facilitator, Capacities for Peace project, Beyond Reform and Development

## 1.1 Relationships among and between communities and other parties to conflict are collaborative and constructive.

In **Southeast Asia**, Community Security Working Groups (CSWGs) in two areas of the Philippines consisting of 200 members and 35 officers, resolved conflicts between communities and acted as intermediaries between populations and their local governments. In South Upi, the CSWG successfully mediated land disputes, acted as a 'voice' for the people on issues around agricultural development, and resolved conflict between indigenous peoples and Muslim communities. In Pagalungan, Municipal Secretary, Richard Abedin said the CSWG there had been beneficial to the people in addressing safety and security issues. In 2016, Pagalungan received the Seal of Good Local Governance in Peace and Order award from the Department of Interior and Local Government, which could be partly attributed to the work of the CSWG. Mayor Datu Salik Mamasabulod welcomed the development of the CSWG and said: *"My commitment to peace and development is unconditional because it will be beneficial to the people."*

Individuals and groups working with Conciliation Resources in **South Asia** proved to be significant voices calling for restraint and dialogue during the 2016 crisis in the Kashmir Valley in Indian-administered Kashmir. Relations between India and Pakistan worsened and there was a significant deterioration in the security and political situation in the Valley from July onwards. Despite this, our partners positively influenced the debate and climate, keeping some spaces open for constructive discussions to take place between different civil society groups, and between civil society and policymakers.

2016 saw the culmination of our 30-month EU-funded Capacities for Peace work, carried out jointly with Saferworld. This involved over 3,400 participants from 32 different conflict contexts. Conciliation Resources successfully developed the skills of local organisations and individuals in conflict prevention and the identification of conflict threats, in **Southeast Asia, South Asia, Lebanon, West Africa, East and Central Africa and Latin America.**

These skills helped communities, institutions and officials work better together to stop the potential escalation of conflicts into violence. For example, in the Philippines, training enabled participants to mediate disputes between landlords and farmers, improve conflict analysis and interact constructively with the military. Work undertaken in remote areas of south-eastern Central African Republic (CAR), helped to improve relationships between communities and military forces in the region, leading to better coordination of approaches to preventing violence.

As part of our **Pacific** programme, we organised two study trips to the UK for Papua New Guinean politicians and ex-combatants from Bougainville (an autonomous part of Papua New Guinea). These visits explored issues relating to both ex-combatants and Bougainville's referendum on political status, and included exposure to examples from South Sudan, the Scottish referendum and the referendum on the Belfast Agreement in Northern Ireland, as well as engagement with Northern Irish ex-combatants. The visits contributed to an increased awareness of Bougainville's post-conflict issues within the Papua New Guinean National Government, as well as to increased dialogue between ex-combatant leaders in Bougainville.

*Previous page:* Participants take part in a mapping exercise as part of a Capacities for Peace workshop, Peru. © Forum Solidaridad  
*Right:* Conciliation Resources' partners from either side of Kashmir discuss approaches to building peace in the region. © Conciliation Resources



## 1.2 Formal and informal governance structures and processes in conflict-affected areas are more responsive to local priorities.

We enabled civil society to hold their local and national governments in Liberia, **West Africa** to account over their post-Ebola strategies. Previously, tensions existed between citizens and their respective governments on the use of the post-Ebola recovery budget. At an event organised with our partner, the Ministries of Education, Agriculture and Justice explained to the public how the money had been used. This meant that people, especially civil society, were better informed and empowered to continue to demand more effective use of funds. The meeting resulted in significant public debate, discussion and media coverage of the issues, including government officials broadcasting on national radio to share details of the recovery strategy and budget spending. In addition, through monitoring the delivery of the recovery strategy, District Platforms for Dialogue supported by Conciliation Resources were able to identify districts where the strategy was poorly implemented leading to the retraining or replacement of officials in these areas.

## 1.3 The legacies of violence are addressed in conflict-affected societies.

In the **Caucasus**, despite a deteriorating situation regarding the conflict over Nagorny Karabakh, we kept space open for constructive conversation between civil society from either side to take place. At a time of strained relations, Armenian and Azerbaijani partners renewed their commitments to work together and they began a new phase of dialogue exploring how individuals and societies deal with the legacies of the past. Convening such meetings and sustaining this core group of people dedicated to working collaboratively towards peace and finding ways to better understand each other and their different historical perspectives is important. Such collaboration gives perspectives on peace some currency in the face of very limited prospects for progress towards a negotiated settlement.

We contributed to healing the impacts of the **Colombian** conflict through support to the Truth, Memory and Reconciliation Commission of Colombian Women in the Diaspora (TMRC). This initiative is developing an innovative methodology for women's participation in peace processes through psychosocial healing and empowerment.

In its pilot phase, Colombian women in London and Barcelona came together to share their testimonies, contributing to documenting a historical memory of the Colombian diaspora. This information will feed into the peace process when the official Colombian Truth and Memory Commission is created in 2018. Insights into the effects of war and migration on women gained through this work, were shared with influential individuals in Colombia, and contributed to developing strategies on how to involve diaspora women in Colombia's transition to peace. Our film documenting the work of the TMRC, *Breaking the Silence*, was viewed over 112,000 times from September and was shortlisted for a Charity Film Award.

In **East and Central Africa** we contributed significantly towards reconciling different communities, as well as civilians with the state, through supporting the Government of the Central African Republic on its approach towards reconciliation. Meeting with the Minister of Social Affairs and National Reconciliation, we advised on how the Ministry can create new relationships focusing on reconciliation – from grassroots to the national level – particularly in areas that have experienced extreme violence. The Commissioner at the Ministry of Social Affairs and National Reconciliation publicly requested Conciliation Resources to explain to a wider group of government officials how the 12 Local Peace Cells (LPCs) we support, operate. The Government also produced a policy document reflecting Conciliation Resources' views on the importance of building relationships at a community level to promote both local and national reconciliation. The Ministry is now conducting a pilot scheme to establish a national structure of LPCs.

*Left: Communities discuss peacebuilding as part of a Conciliation Resources' Capacities for Peace workshop, Bangui, Central African Republic. © Conciliation Resources.*







Left: Village elder from Bossou, Guinea.  
© Conciliation Resources

## CASE STUDY

### Resolving post-Ebola conflict in West Africa

In 2016, we worked across 18 border districts of Côte d'Ivoire, Guinea, Liberia and Sierra Leone in West Africa to peacefully resolve conflicts triggered by the Ebola epidemic.

Ebola exacerbated underlying tensions, leading to a lack of community cohesion, conflicts and violence – which endured long after the health crisis was over. In these fragile and vulnerable communities plagued by marginalisation and weak governance, the epidemic exposed citizens' lack of trust in their respective governments and eroded relationships across society. Tensions existed between members of society due to Ebola survivors being ostracised, and mistrust between people and the authorities led to destructive incidents.

Through support to District Platforms for Dialogue (DPDs), located within 179 communities, we continued to address these tensions and raise awareness of the issues around Ebola – enabling citizens to engage with officials,

resolving conflicts and preventing instances of violence. In 2016, the DPDs successfully responded to 102 local disputes, while over 23,200 people participated in 467 DPD dialogue and mediation sessions. DPDs were also involved in supporting over 325 survivors to return to and be reconciled with, their communities.

***“Ebola created a lot of tears in the social fabric”***

Being rooted within their communities, whilst also having the confidence of local authorities, meant the DPDs were particularly valued in building trust between different groups. Where officials felt they did not have the necessary local relationships to intervene in a particular conflict, they asked DPDs to get involved on their behalf. Hajia Bintu Mansaray, a Koinadugu District Councillor, explained:

*“As representatives of the government, it can be very difficult to talk to the community. They think you are just doing politics. They listen more when they hear it from the [Kabala] DPD who are not seen as politicians and can act as middlemen. The DPD provides the opportunity for local government and the community to interact, raise issues and share stories without aggression.”*

There were numerous cases where the DPDs were able to rebuild relationships. One example was in Bossou, a village in Forest Guinea at the epicentre of the Ebola epidemic. Anger and mistrust during the epidemic led to a breakdown in community relations and resentment towards officials. When an Ebola treatment centre was built in the village, local youths – encouraged by female elders – burnt it down. Mathieu Manamou, local DPD Chairperson, commented:

*“Ebola created a lot of tears in the social fabric. Within the same family there were divides...within communities different groups were not talking. Within the nation, the government had no credit.”*

The local DPD was able to mediate the conflict and bring the community back together – repairing relationships, rebuilding trust and ensuring people collaborated with health workers. Bossou Mayor, Cyrille Lizo Doré explained:

*“Their [the DPDs] work was very much appreciated. We are very satisfied with the DPD's work. Because thanks to this platform, where the people of Bossou were not speaking to each other, today we talk – the women, everyone. There is harmony.”*



## GOAL 2

# Approaches to building peace support inclusion



*As a woman, I want all the women to live in peace in South Sudan. I want girls to go to school, I want returnee women and children to be accepted by their community. I want to be a peace ambassador.*

**SUSAN THOMAS PEREMBATA**  
Co-founder of the Self-Help Women Development Association, an organisation that supports women returnees and women affected by the Lord's Resistance Army conflict

In order to achieve peace it is important to respond to the needs and grievances of local populations in areas of conflict. Having a diverse range of people contributing to the process of building peace, including a broad set of perspectives and aiding people in areas of conflict to find solutions, ensures approaches to violent conflict are sustainable.

In 2016, we supported partners and others affected by conflict to lead initiatives to build peace. We also created space for marginalised groups – including women, youth and people displaced by conflict – to feed into peace processes and have a voice on the conflicts that affect them.

Through our work on gender and peacebuilding, we improved how responsive we are to issues of gender in our own work and the work of others. By working directly with non-state armed groups, we were able to support them to be better equipped to move away from violence and engage with political processes.

*Above:* Colombian indigenous women participate in a workshop exploring gender-issues as part of the Colombian peace process and Conciliation Resources' Political Settlements work. © CIASE

*Opposite page:* A conflict analysis workshop, Central African Republic. We support women in areas affected by the Lord's Resistance Army conflict to contribute to building peace. © Conciliation Resources



## 2.1 People affected by conflict are leading the design and implementation of peace initiatives.

Since July 2016 there has been an intense crisis in the Kashmir Valley in India-administered Kashmir, **South Asia**. A Journalists' Forum established by our partners across the Line of Control (LoC) has been helping reporting of the crisis on either side of the LoC to be more informed, thus avoiding exacerbation of the tense situation. The journalists working for different news outlets on both sides of Kashmir, set up a joint online platform to facilitate regular contact with each other – fact-checking and sharing information on developments on either side of the LoC.

*“Previously, they were only hearing stories – mostly stereotypes – from both sides. But they [the journalists] now exchange views with each other virtually. This kind of connection breaks the walls of myth and contributes positively to peacebuilding.”*

**Shujaat Bukhari**  
Member of the Journalists' Forum and Editor in Chief of Rising Kashmir, Indian-administered Kashmir

In **West Africa** we helped strengthen commitments made in the signing of the Accra Declaration between Liberia and Côte d'Ivoire on border region security. A meeting with Liberian and Ivorian government representatives identified implementation roadblocks and discussed solutions. As a result, national authorities took practical steps to improve security, travel and trade across the border. Each national delegation appointed teams responsible for advancing the agenda

of the Declaration and raising awareness of the Declaration with other state institutions and the public. The two governments also agreed to establish cultural exchanges in the border regions as a way of building confidence.

## 2.2 Greater access and representation for marginalised groups in peace processes and peacebuilding initiatives.

In the **Horn of Africa**, consultations with over 60 members of the Ogaden refugee community in Dadaab refugee camps, Kenya, provided us with clear insights to feed into the peace process between the Ogaden National Liberation Front and Ethiopian Government. The discussions with a diverse range of individuals involved the equal participation of men and women, and drew out views on the short- and long-term solutions to the Ogaden conflict. Sharing these perspectives with the conflict parties as well as the Kenyan facilitation team, donor governments and external agencies, will enable these different groups to base their responses on a more nuanced understanding of the conflict as lived by the refugees.

Across Lord's Resistance Army-affected areas of **East and Central Africa**, we supported women leaders to represent the voices of

*“Peace at the border regions means peace for our nations. We must continuously engage our youth, women and other associations to ensure that they are part of what we do. This is the beginning of the two countries collaborating... Peace is not just a word, it is a behaviour. To reach peace we must change our behaviour.”*

**Minister Varney A. Sirleaf**  
Liberian Deputy Minister of Internal Affairs

often-marginalised local women and advocate for long-term reconciliation initiatives. As a result of our training, Central African women peacebuilders helped to shape national dialogue on reconciliation through discussions with traditional authorities and the Government. In South Sudan, analysis based on consultations with marginalised women, was shared with policymakers at the state, national and international levels – helping to design effective responses to conflict. Meanwhile, nine radio broadcasts throughout the year in the Western Equatoria State of South Sudan reached around 100,000 people, in particular LRA-returnees. These programmes successfully highlighted relevant issues such as returnee access to land and education.



## 2.3 Programming undertaken by Conciliation Resources and other practitioners is gender-sensitive.

A new Assessment Framework developed by our **global policy** team for determining the gender-sensitivity of our work, has enabled us to develop specific baselines for each of our programmes. This innovative framework will allow us to measure changes in how we respond to issues of gender in our work, and ensure we are continually learning and developing. At the same time, our Gender and Conflict Analysis toolkit – which provides guidance on gender-sensitive conflict analysis and support for programme work – is helping staff and others to be more aware of how to recognise and incorporate issues around gender into programme design and implementation. This toolkit has been used extensively by partners, and other peacebuilders, to improve their practical knowledge of this topic. It has also been used for our own trainings, including advocacy sessions for women peacebuilders from South Sudan, the Central African Republic and the Democratic Republic of Congo.

In **South Asia** we took important steps towards the increased participation of women in measures to build confidence across the Line of Control (LoC) in Kashmir. In activities relating to cross-LoC trade, tourism and disaster management, in 2016, 30 per cent of the 1,019 participants were women – a figure that is higher than normal for such activities in this region. Entrenched patriarchal attitudes and other cultural and political factors, make increasing the inclusion of women challenging – we continue to work towards even greater participation. As a result of our ongoing work with the Kashmiri business community, the Joint

Chamber of Commerce and Industry for the first time involved women from either side in cross-LoC trade processes. In Pakistan-administered Kashmir, we supported the formation of a Women's Chamber of Commerce to build the entrepreneurial abilities of women. The development of networks, policy messages and new ideas, in relation to cross-LoC disaster response, fully integrated women's needs and perspectives. Additionally, training on conflict sensitive tourism helped women to consider their potential roles in tourism.

In **West Africa**, the 18 District Platforms for Dialogue (DPDs) guaranteed strong representation of women. Across the four countries where they operate, there were 110 female DPD members, equating to 41 per cent of the total number of members. During community discussions, the DPDs made sure that at least 39 per cent of discussion participants were women. In addition, there were four female DPD chairpersons, and other women who played leading roles in DPD activities, such as being a key community contact person. Working through a DPD platform, Hélène Zogbelemou from Forest Guinea, dedicated herself to working to reconcile ostracised female Ebola survivors with their communities. She said: *"Coming to help with reconciliation was very important to us. We saw how we also contributed to restoring the peace."*



Members of an armed group in northern Central African Republic.  
© ISSOUF SANOGO/AFP/Getty Images

## 2.4 Armed conflict parties are better prepared to engage in non-violent conflict resolution.

In **Latin America**, in the run up to the initiation of formal peace talks between the Government of Colombia and the National Liberation Army (ELN), we met with two prominent ELN members, Mr. Eduardo Martinez and Mr. Juan Carlos Cuellar – both of whom were serving time in prison. Through these meetings, we discussed options for how to increase public participation in the peace negotiations, a topic which is fundamental to the ongoing talks. The two ELN members have since been nominated by the Government as 'peace brokers' and granted freedom to join the peace negotiations in Ecuador.

Through tailored research and engagement, we gained a deeper understanding of the perspectives and motivations of combatants in armed groups in the **Central African Republic**. Through 70 interviews with members of ex-Seleka, anti-Balaka and self-defence groups, we identified their motivations to remain in or leave the respective groups. The insights informed national and international policy-makers, mediators, peacebuilding practitioners and analysts on what steps are needed to encourage combatants to find pathways out of violence, and how best to support them to do this.

In **Southeast Asia**, we contributed to the peaceful transition of Mindanao in the Philippines, by providing training to over 700 Moro Islamic Liberation Front combatants in camps across the island. The training enabled participants to gain a greater understanding of their move from combatants to civilians, as well as voice their aspirations and concerns on the process. Women, in particular the widows and children of combatants who have been killed, were included.





Left: The sun shines over the mountains of Ladakh, Indian-administered Kashmir.  
© Conciliation Resources

## CASE STUDY

# Working with youth to build a better future for Kashmir

Since 2009 we have supported partners Waqas Ali, from Pakistan-administered Kashmir, and Fayaz Ahmad Dar from Indian-administered Kashmir, to work with young people on either side of the Line of Control (LoC). Through this work, they have sought to understand and communicate the needs and concerns of youth; facilitated the meeting of young people from across divided parts of Kashmir and supported them to articulate ideas about how to work together towards a better future.

As Waqas says: *“If you empower young people and give them a voice, they are less likely to move towards a path of violence as has happened in the past. Engage them constructively, and you get a more stable youth that believe in political processes.”*

Consulting young people from across Kashmir’s different regions, in 2016 the two men managed the significant achievement of articulating an inclusive and collective vision for the future, Vision 2020. Through the explanation of a set of seven joint values, this publication seeks to reflect the socio-economic, educational and political dreams and aspirations of youth in Jammu and Kashmir.

As Fayaz explains: *“The development of the core values and articulation of the vision is potentially a ground-breaking exercise. The emergence and use of the core values has enabled us to open the conversation with people who otherwise were reluctant to engage with the process. For example, it has helped us significantly increase and improve the participation of people from Jammu and Ladakh. Exploring and trying to internalise these values has also opened up possibilities of building a constituency for peace and justice.”*

*“If you empower young people and give them a voice, they are less likely to move towards a path of violence as has happened in the past.”*

Both Fayaz and Waqas previously conducted research and produced reports on the needs and views of over 6,000 youth across Kashmir. The report Living in a pressure cooker situation was produced in 2012. It highlighted the urgent need to address underlying tensions and

the alienation and disillusionment of youth in Indian-administered Kashmir – sentiments which saw expression in the 2016 protests in the Kashmir Valley. Despite these issues still having not been adequately addressed at a policy level, the youth groups Fayaz and Waqas are working with are nonetheless looking to creatively build a more positive future.

*“The needs assessments were focused on the issues and complaints the young people had. Our work has now moved to a ‘solutions’ phase – we are working with young people talking about how to build their vision for the future,”* Fayaz states.

From the original research, Waqas created ten consensus points and then shared these with policy-makers, providing feedback to the Government of Azad Jammu and Kashmir (AJK) in Pakistan-administered Kashmir. Of the many suggestions he made to the local government during these consultations, three were taken directly on board and included in a youth bill passed by parliament. These were: to create a youth parliament, set up a youth loan scheme and conduct youth skill-building.

He adds, *“We were invited to contribute to the manifestos of the two main parties regarding youth issues – the Pakistan People’s Party (PPP) and Pakistan Tehreek-e-Insaf. PPP accepted 100 per cent of the suggestions from the group. We shared the youth reports with senior ministers in AJK, including the Prime Minister, Finance Minister, Deputy Speaker and opposition leader. We are striving to have an impact, at least at a local level.”*



## GOAL 3

# Policy is prioritising conflict prevention and peacebuilding

**“ I lost my daughter ... She was killed by the Seleka. Her death was an enormous shock for me and my family and at first we wanted her killers to be executed. Today we have gotten over this shock. I have let go of my hate because violence and revenge do not solve problems. I pray that Central Africans forgive one another in the name of peace, so that the people of the Central African Republic can once again come together.**

**PASTOR NDEMBALET MARCELIN MESMIN**  
Secretary General, Bimbo Local Peace Cell, Central African Republic

To ensure violent conflicts are ended peacefully and future violence is prevented, it is vital that policymakers are creating policies that support activities to build peace. To be effective in the long-term, such policies should be informed by the realities, views and experiences of people living in areas of conflict.

In 2016, we made progress in increasing the recognition at national, regional and international policy levels of the need for solutions to conflict originating from people in areas affected by violence. We also contributed to making the case for increased political and financial investment to support these initiatives.

Through our *Accord* publications, communications, policy and programme work, we strengthened the bank of evidence that is available to policymakers and others on effective non-violent responses to conflict. We demonstrated the value of different approaches to building peace through the production and dissemination of 25 publications, seven films and two infographics.



### 3.1 Greater recognition at policy level of the need for and value of locally-owned non-violent and long-term conflict prevention and peacebuilding initiatives.

It is often difficult to encourage progress in protracted conflicts that seem stuck in a downward spiral. Nonetheless, in the **Caucasus**, in collaboration with partners from across the divide, we moved forward the policy agenda on the Georgian-Abkhaz conflict regarding access to education – specifically focusing on improving the quality of higher education in Abkhazia. Increasing access to education is an important way of addressing the isolation of people in Abkhazia, thereby building confidence that the people have a stake in the future. Following the production of our second discussion paper in the *Realm of the Possible* series, which drew on extensive Georgian-Abkhaz dialogue, we presented the key findings to education practitioners and policymakers in Germany. Positive practical results have come from this, including discussions with local and European institutions and in diplomatic circles, which explore how to adapt current systems to improve access to education across Europe for young Abkhaz people.

On the **Colombia** conflict, the women of the Truth, Memory and Reconciliation Commission of Colombian Women in the Diaspora (TMRC) gained acknowledgement from Colombian President Santos of the experiences of diaspora women and the innovative work of the Commission. When meeting him as part of a community event during his state visit to the **UK**, members of the TMRC discussed their work and received recognition from him for their contribution to the Colombian peace process. The women also created opportunities for further collaboration with a number of institutes and individuals, including the consulates of Colombia in Barcelona and London, and the Office of the Mayor of London.

In the **UK**, drawing on our submission to the Joint Committee on the National Security Strategy, we prepared a briefing note on the Conflict, Security and Stability Fund (CSSF), which was used by members of the House of Lords to scrutinise the Fund in a House of Lords business debate. The briefing included questions about the Fund's transparency, interaction with and support to civil society and its conflict prevention focus. Our concerns were cited directly by two members of the House, and a number of other peers voiced opinions supportive of our observations of the CSSF.

### 3.2 Greater political and financial investment in inclusive practice, and in people engaged in peacebuilding in conflict contexts, which builds both their capacity and influence.

Our input helped shape a *Guidance Note on Integrating Gender* for programmes under the **UK** Government's CSSF. The guidance is given to all UK Government staff accessing CSSF funding to help them design and implement peace programmes. CSSF manages around £1.1 billion each year across 65 countries. Gender-sensitive analysis is a core tool in the development of programmes that can support the meaningful participation of women in peacebuilding, and gender is a core theme against which all CSSF programmes are assessed.

Across **Europe**, through our public engagements, leadership of and participation in networks and coalitions, we successfully raised the profile of peacebuilding and argued for greater investment in it. For example, we supported the activities and strategy development of *The Ammerdown Group: Rethinking Security*, hosting a discussion for international NGOs on alternatives to the current approach to national security.

*Previous page:* Workshop participants discuss reconciliation as part of the Accord project, *Making peace with the past: Transforming broken relationships*, London. © Conciliation Resources  
*Right:* Members of the Truth, Memory and Reconciliation Commission of Colombian Women in the Diaspora meet Colombian President Santos at a community event organised as part of his state visit to the UK, London. © Ingrid Guyon



“ *It is clear that we need to look again deeply at how we can improve the relationship and collaboration between the people at the borders and the Government. We thought we had done that but clearly things need to be improved again.* ”

**Attorney Frederick L.M. Gbemie** Assistant Minister of Justice for Public Administration and Safety, Liberia

Executive Director, Jonathan Cohen, gave the keynote speech to the Working Group on Peace and Development (a German association of nine governmental organisations, church development agencies, civil society networks, and political foundations), highlighting the need to put communities and relationships at the centre of peacebuilding work. We contributed to the efforts of the platform of European peacebuilding NGOs, the European Peacebuilding Liaison Office, emphasising the need to remain focused on long-term conflict prevention instead of short-term crisis response – including through the EU’s new Global Strategy. We also continued to lead efforts of humanitarian, peacebuilding and development NGOs in developing dialogue with the UK Government on ways to mitigate the negative impact of counter-terrorism legislation and regulations on their work.

### **3.3 A stronger evidence base for why and how peacebuilding works is available to policymakers.**

Through our involvement in the **Political Settlements Research Programme (PSRP)** consortium, we contributed to improving knowledge and evidence in the area of political settlements and strengthened ties with policymakers and civil society on this topic. Specifically, we provided input for the *World Bank Development Report 2017* on governance and law, providing examples on legitimacy and peace processes, and case studies from Somalia, Yemen, Afghanistan and Fiji, to the head of the consortium for a consultation meeting in the USA.

To coincide with the signing of the **Colombian** peace agreement, we created an infographic, produced a report and gave numerous media interviews, which articulated and

promoted the innovations in the Colombia peace process, such as the placement of victims at the centre of the peace talks. We appeared over 110 times in the media across 22 countries, including coverage on the BBC World Service, Al Jazeera English, Radio France International, Deutsche Welle, TRT World and in the Miami Herald, The Christian Science Monitor, Foreign Policy and Semana. In addition, we reached more than 630,000 people online, with the infographic and related content being viewed almost 140,000 times via our website, social media and e-newsletters.

In **West Africa**, we shared with national, regional and international policymakers lessons learnt from the work of the District Platforms for Dialogue (DPDs). Through the production, dissemination and presentation of two policy briefs and two films, we highlighted how the DPDs have played a role in reconciling individuals, communities and the authorities, and we made recommendations for what further steps are needed. The publications, films and related content generated several articles in the regional press, reached nearly 600,000 people via digital media and were viewed over 350,000 times online. Comments made by policymakers following regional screenings, indicated that the films successfully changed their perceptions and raised awareness of the issues.



*Left: A District Platform for Dialogue member engages with the community, Côte d'Ivoire. © Conciliation Resources*





Left: Accord publication series, featuring the latest edition, *Making peace with the past: transforming broken relationships*.  
© Conciliation Resources

## CASE STUDY

# Promoting reconciliation – transforming broken relationships

In 2016, through both our geographic programmes and *Accord* series, we contributed significant new evidence, insight and learning on the importance and practical application of reconciliation in relation to peace processes.

Our most recent *Accord Insight – Making peace with the past: transforming broken relationships* – reflects on the approaches and challenges to addressing the legacies of violent conflict. The publication explores how reconciliation activities can transform societal and institutional relationships damaged by violent conflict – horizontally, among communities, and vertically, between society and the state.

Through a series of reflections and contextual examples, this innovative take on reconciliation challenges the standard approach to transitional justice, which ignores the need for changes in relationships. As one thought-leader commented: “*This is ground-breaking and original work.*”

The insights from this publication were made available to key policymakers and diplomats through presentations in Canada,

Switzerland, the UK, and the United States, as well as to Mission heads and representatives from different countries at the UN in New York. These presentations and events – including one at the House of Lords in the UK – generated significant discussion and debate.

*“This is ground-breaking and original work”*

Participants at many of the presentations agreed that this *Accord Insight* provides a different lens to discussions on dealing with the past and its connection to peacebuilding – focusing on the variety of relationships which need to be transformed and the need to move beyond thinking of reconciliation as a post-conflict activity. It was felt that the concrete cases of reconciliation practice in different contexts are especially valuable.

Between October and December, over 1,050 hard copies of the publication were shared with relevant policymakers and practitioners worldwide, while we received close to 1,400 website visits, hundreds of

online engagements and reached over 30,000 people with our messages on social media.

The insights gained through this *Accord* project are being used to influence reconciliation methods in different regions including in the Caucasus, Colombia, East and Central Africa, West Africa and South Asia. This has included translation of the full publication into French and partial translation into Spanish.

In the Central African Republic (CAR) learning from this publication was used alongside our years of experience of reconciliation work, to influence the discourse and peacebuilding practice in the country. We produced a policy brief outlining a forward-looking political solution to help create new relationships of trust between communities and officials. Bringing together community leaders, INGOs, government officials, UN and donors agencies, we then promoted the need for activities that support national and local reconciliation processes. This led the Government of CAR to formally announce that it was going to prioritise reconciliation in its approach to building peace.





# Strengthening the organisation

We continually invest in our own capabilities – our people, systems and processes – to strengthen the foundation of our work and ensure that we are getting better at what we do. In 2016, we focused on strengthening our approach to sharing learning, helping staff across the organisation as well as partners, to benefit from each other's skills, experience and knowledge. At the same time, we reflected on and refined our practices in a number of areas to ensure that organisational support functions, including management of our finances, remained strong.

## Monitoring, evaluation and organisational learning

The more we know about the intended and unintended changes that result from our work, the better able we are to design effective peacebuilding interventions that make a lasting difference to people affected by conflict. Following the development of our *2020 Strategic Plan: Partnering for peace*, in 2016 we produced an **organisational results-based framework**, which reinforces our strategic goals and supports the reporting of our change and impact.

Our new **monitoring and reporting system (MaRS)** – a centralised database containing detailed records of our activities and the impacts of our work – was launched and began aiding us to effectively track progress against our strategic goals and respective donor goals. MaRS, a

flexible tool which supports donor reporting, evaluation and learning, has already reduced duplication, contributed to higher quality reporting across the organisation and improved the communication of the changes we are making and the broader impact we have.

In 2016, we started systematising our efforts to create a more **conductive learning environment within the organisation**. We mapped the strengths and weaknesses of our current learning approach and identified areas for development – including project design and planning, monitoring and evaluation, and performance and incentives. An organisational retreat focusing on learning, provided the opportunity to further explore these areas. Ongoing learning activities have been built into successful proposals for our programmatic work, such as in the Caucasus region.

## Fundraising and communications

In 2016, we continued to **develop our funding base**, and grow existing relationships with country donors. As well as funding existing work to provide long-term support where it is most needed, funds secured in 2016 have allowed us to start new projects in response to emerging challenges. We also received funding for some of our thematic strands such as our work on engaging armed groups and gender in peacebuilding.

Meanwhile, our new **Organisational Communications Strategy**, which was developed based on consultation with external audiences, staff and trustees, is providing clear direction to the whole organisation on communications activities and supporting delivery of our Strategic Plan.



## Partnerships

Our relationships with our various partners lie at the very heart of our work and approach. It is important we are accompanying partners effectively, so we can work with them to contribute to greater change in their contexts. As part of strengthening our work with partners during 2016, we started pulling together and reviewing the different points of interaction with partners. These will be consolidated into a **Partnerships Resource Pack**, which details all aspects of our partner relationship model.

## Core and operations

Our Core and Operations team focuses on making Conciliation Resources more efficient while improving performance across the organisation. In 2016, embedding our new **financial management package** improved the efficiency of our processes and our oversight of organisational finances.

Additionally, our **recruitment processes** were refined to limit administrative time spent on undertaking recruitment whilst maintaining good practice. We were able to better support **staff performance and development** by implementing changes to the staff appraisal cycle identified in the 2015 Employee Engagement Survey.

# Our people

The success of Conciliation Resources relies on the passion and dedication of its people – staff, volunteers, partners and board. In 2016, we had 45 full and part-time staff members as well as a number of volunteers working for us, based in the UK, Austria, Spain, New Zealand, Australia, Cote d'Ivoire, the Central African Republic and the Philippines. Staff members came from a variety of backgrounds and from over 16 different countries.



## Board

Our Board meets four times a year and in addition, trustees directly support our programmes and policy work. The Board consists of professionals from peacebuilding, human rights, academic, diplomatic, communications and other backgrounds.

In 2016, the Board of Trustees undertook a full recruitment process. Nearly 40 applications from around

the world were received and, using information from the recently carried out Board skills audit, four new trustees were appointed. This is the second time Conciliation Resources has undertaken a fully external process and both the number and quality of the applicants were outstanding.

Frederick Lyons and Catherine Sexton, stepped down from the Board after one and two terms respectively.

## Current Board members:

Carey Cavanaugh  
Michelle Davis  
Kate Fearon  
Diana Good  
Katy Hayward  
Avila Kilmurray  
Jeremy Lester (Treasurer)  
Rosalind Marsden  
Michelle Parlevliet  
Right Rev Peter Price (Chair)  
Marc Van Bellingham

*Previous page:* Conciliation Resources' staff and trustees at an organisational away day. © Ingrid Guyon

*Above right:* Conciliation Resources' staff members, Tahir Aziz and Janet Adama Mohammed. © Ingrid Guyon



## Our partners

Our work is based on genuine, reciprocal partnerships with outstanding and committed individuals and organisations. In 2016, we worked with over 80 local and international partners, which included peacebuilding NGOs, women's organisations, government agencies, academic institutions, journalists, private companies and networks.

### Accord, Policy and Practice

Alliance for Peacebuilding  
Bond  
Charity Finance Group  
Centre for Peacebuilding and Socio-Economic Resources Development  
Conflict Analysis Research Centre, University of Kent  
European Peacebuilding Liaison Office  
Gender Action for Peace and Security  
Mediation Support Network  
Political Settlements Research Programme Consortium  
Quaker United Nations Office  
School of Oriental and African Studies

### Social Science Baha

Saferworld  
The Ammerdown Group: Rethinking Security

### Caucasus

Asarkia  
Association of Women of Abkhazia  
Avangard  
Caucasus Institute for Peace, Democracy and Development  
Centre for Humanitarian Programmes  
Crisis Management Initiative  
George Mason University  
Go Group Media  
Heinrich Böll Stiftung  
Institute for the Study of Nationalism and Conflict

### International Alert

Internews Azerbaijan  
Kvinna till Kvinna  
LINKS  
Media Initiatives Center  
Memory Project Core Group  
Peaceful Change Initiative  
Public Union for Humanitarian Research  
Saferworld  
Stepanakert Press Club  
Stiftung für Wissenschaft und Politik  
StudioRe  
Sukhum Youth House  
swisspeace  
Synergy IDP network  
University of California, Irvine

Above: A Conciliation Resources' Kashmir partner at a partner meeting. © Conciliation Resources



## East and Central Africa

Commission Diocésaine de Justice,  
Paix et Réconciliation-Aru

Femmes Hommes Action Plus

Inter Church Committee

Réseau des Organisations  
Féminines des Ueles

Self-Help Women Development  
Association

Solidarity and Integrated Assistance  
to Vulnerable Populations

Totto Chan Centre for Child Trauma



Conciliation Resources' Caucasus partners working on the Georgian-Abkhaz conflict. © Otto Lakoba Below: A Conciliation Resources' Central African Republic partner. © Conciliation Resources

## Horn of Africa

CamelBell Limited

Government of Kenya Facilitation  
Team to the Ogaden Peace Process

Institute for Horn of Africa  
Studies and Affairs

Rift Valley Institute

## Latin America

Centro de Investigación y  
Educación Popular

Corporación de Investigación  
y Acción Social y Económica

Instituto Pensar

NOREF

## Pacific

Citizens' Constitutional Forum

Dialogue Fiji

Fiji Women's Rights Movement

Pacific Centre for Peacebuilding

Nazareth Centre for Rehabilitation

## South Asia

Bureau of Research on Industry  
and Economic Fundamentals

Center for Law and  
Development Policy

Centre for Peace,  
Development and Reforms

Human Welfare Voluntary  
Organisation

Jammu and Kashmir Joint  
Chamber of Commerce  
and Industry

Kargil Development Project

Kashmir Development  
Foundation UK

Kashmir Initiative Group

Kashmir Institute of  
International Relations

School of Hospitality and  
Tourism Management,  
Jammu University

## Southeast Asia

Bangsamoro Leadership  
and Management Institute

Centre for Peace  
and Conflict Studies

Mindanews

Nisa Ul Haqq

NOREF

Philippine Ecumenical  
Peace Platform

Sulong CARHRIHL

Teduray Lambangian  
Women's Organization

The Asia Foundation

United Youth for Peace  
and Development

United Youth of the  
Philippines-Women

Women Engaged in Action on 1325

## West Africa

ABC Development

Centre for Peace  
Advancement in Nigeria

Institute of Development  
Studies, University of Sussex

Institute for Research and  
Democratic Development

Network Movement for  
Justice and Development

West Africa Network for  
Peacebuilding Côte d'Ivoire



# Financial summary

In 2016, Conciliation Resources' income was £4.66 million, with various programmes of work at different points in their life cycles, as some came to an end and others began. This also translated into reduced expenditure of £4.79 million. The summary statement of financial activities shows a decrease of £312,218 for the year and total funds available stand at £2,224,236.

The ending of the Programme Partnership Agreement funded by the UK Department for International Development at the end of December 2016, means Conciliation Resources, and over 40 other civil society organisations, will have less operating flexibility in the future. Increasingly donor funds are projectised over short timeframes instead of providing strategic support over a longer period. Conciliation Resources continues to plan and adapt to these changing and emerging trends. The ability to recover organisational support costs at an appropriate level remains a challenge at a time when external requirements are becoming increasingly complex, costly and time-consuming to manage.

The reduction in spending on charitable activities reflects the ending of funding contracts for some areas of work in the Caucasus, East and Central Africa and the Philippines. As we entered 2017, new funding contracts for work in South Asia and the Democratic Republic of Congo started and work in Bougainville through the Pacific programme gathered pace. In the first quarter of 2017 we signed several new multi-year contracts providing financial security in a number of programme areas.

## Support costs

Costs incurred for the general management of Conciliation Resources, including the provision of direct and indirect executive oversight, financial management, office costs, communication costs, governance costs and cross-organisational support to programmes are allocated as 'charitable activity' expenditure. The costs of fundraising are met from unrestricted income.

## Reserves

Conciliation Resources has a policy to maintain a balance of unrestricted reserves equalling six months core operating costs in line with general guidelines for UK charities. General reserves are unrestricted and include a designation of £53,368 for staff contingency. During 2016, Conciliation Resources met its target for unrestricted reserves.

## Basis of financial information

The accounts are audited by PKF Littlejohn LLP and are prepared in accordance with the Statement of Recommended Practice (SORP 2005) issued by the Charity Commission for England and Wales and the Financial Reporting Standard 102. We publish our audited accounts on our website [www.c-r.org](http://www.c-r.org) or they can be downloaded from the Charity Commission website [www.charitycommission.gov.uk](http://www.charitycommission.gov.uk)

## Summary statement of financial activities

Income	2016	2015
Unrestricted grants	1,637,799	1,577,493
Restricted grants	2,966,014	4,127,766
Other income	51,570	44,897
<b>TOTAL INCOME</b>	<b>4,655,383</b>	<b>5,750,156</b>

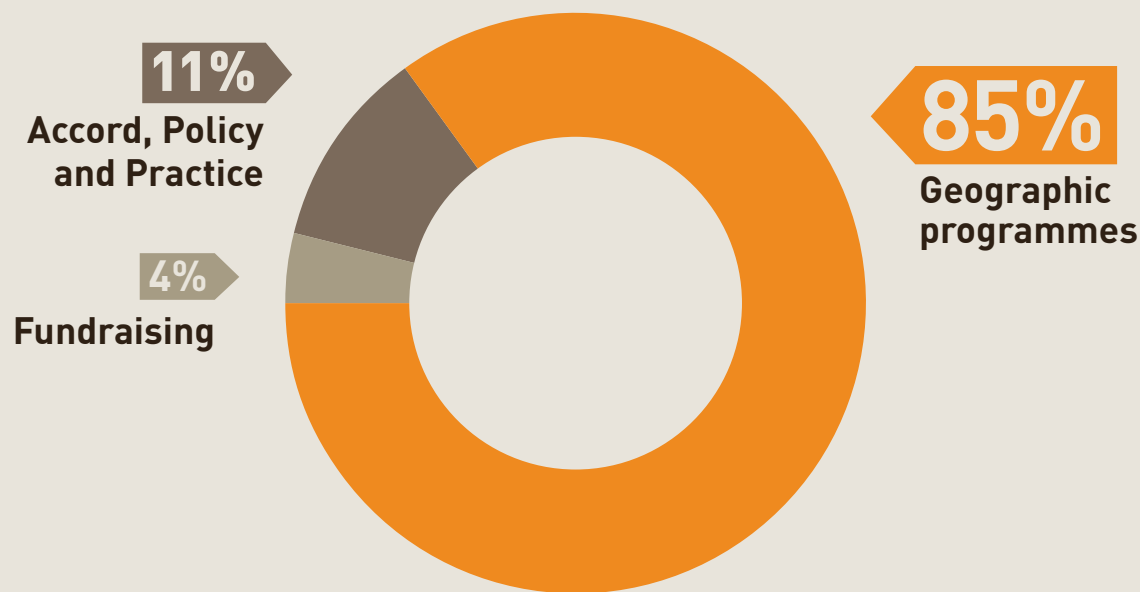
Expenditure	2016	2015
Fundraising	177,692	184,451
Charitable activities	4,789,909	5,378,751
<b>TOTAL EXPENDITURE</b>	<b>4,967,601</b>	<b>5,563,202</b>
<b>Surplus/deficit</b>	<b>(312,218)</b>	<b>186,954</b>

Balance sheet	2016	2015
Fixed Assets	147,390	269,572
Current Assets	4,087,161	3,365,083
Liabilities	(2,010,315)	(1,098,201)
<b>NET ASSETS</b>	<b>2,224,236</b>	<b>2,536,454</b>

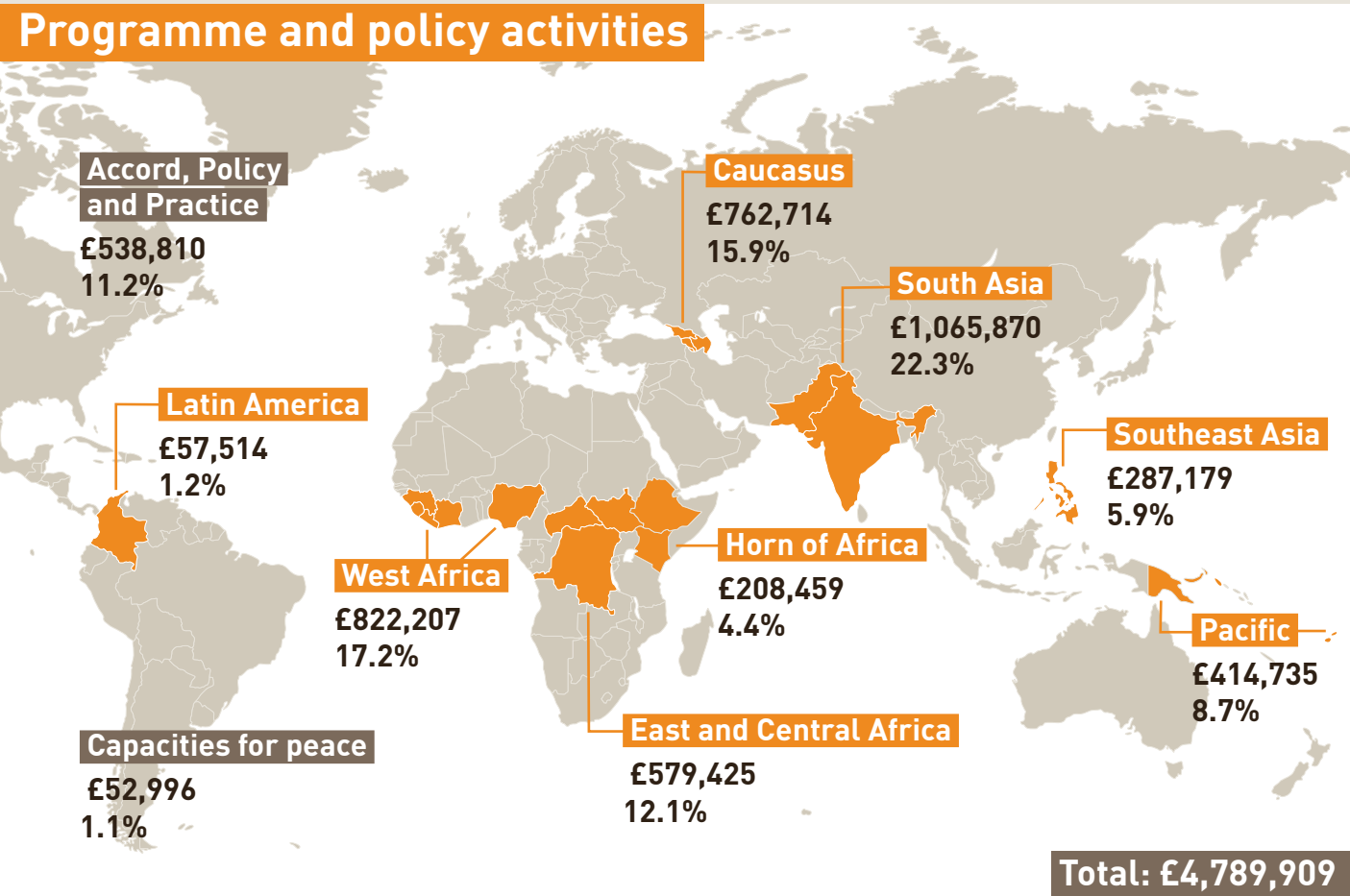
Funds		
Unrestricted funds	2,023,519	1,680,856
Restricted funds	200,717	855,598
<b>TOTAL FUNDS</b>	<b>2,224,236</b>	<b>2,536,454</b>



# How we spent your money in 2016



## Programme and policy activities



# Thank you

Our work is only possible with the commitment of our donors. We would like to thank them for their continued support.

## Government and multilateral organisations

- Australian Department of Foreign Affairs and Trade
- Department of Foreign Affairs and Trade of Ireland
- European Union
- Finland Ministry for Foreign Affairs
- Netherlands Ministry of Foreign Affairs
- Norwegian Ministry of Foreign Affairs
- Norwegian Agency for Development Cooperation
- Swiss Federal Department of Foreign Affairs
- Swedish International Development Cooperation Agency
- UK Department for International Development
- UK Foreign and Commonwealth Office
- United Nations Development Programme
- USAID

## Trusts and foundations

- Allan and Nesta Ferguson Charitable Trust
- Commonwealth Scholarship Commission
- Folke Bernadotte Academy
- Joseph Rowntree Charitable Trust
- National Endowment for Democracy
- Peace Nexus Foundation
- The Robert Bosch Stiftung
- The Sigrid Rausing Trust
- United States Institute of Peace

*Right: Tribal leader and representative for Barangay Tampalan Women's Organization with her daughter, Mindanao, the Philippines. © Zabra Siwa*





**Conciliation Resources** is an independent international organisation working with people in conflict to prevent violence, resolve conflicts and promote peaceful societies. We believe that building sustainable peace takes time. We provide practical support to help people affected by violent conflict achieve lasting peace. We draw on our shared experiences to improve peacebuilding policies and practice worldwide.

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📘 [ConciliationResources](#)

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