



**CONCILIATION
RESOURCES**
working together for peace

Annual Report 2014

The situation

- More than 1.5 billion people live in countries affected by violent conflict.¹
- By the end of 2013, 51.2 million people were displaced due to persecution, conflict, violence, or human rights violations.²
- The cost of violence to the global economy is equivalent to around US\$1,350 per person.³
- 59 conflicts concluded in the last 30 years: 74.6% with peace agreements, 6.8% with no formal peace agreement and 18.6% through military victory.

1. [World Bank Development Report 2011: Conflict, Security and Development](#)

2. [UNHCR 2013 trends](#)

3. [Vision of Humanity, Global Peace Index 2014](#)

4. [2015 Yearbook on Peace Processes, the School for a Culture of Peace \(UAB\)](#)

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Welcome

from the Chief Executive



It might sound odd, as we are present in so many contexts of great suffering and enormous deprivation, but we count ourselves privileged to be able to work where we do and with such talented peers and counterparts. People with deep commitment and vision, people who are impatient with the status quo of unresolved conflict and the threat of recurring violence, people who are determined to bring about positive change.

What we have seen in 2014 is that, if you take a step back, you can see clear and compelling examples around the world of successful processes of building peace. These processes have been led and supported, not only by governments and multilateral institutions, but also by individuals, local organisations and international NGOs like ours. We live in a world of diffused and decentralised capabilities – our shared challenge is to find ways to work together as governments and civil society, to promote concerted and peaceful change.

The impact of the final peace agreement signed in March between the Government of the Philippines and the Moro Islamic Liberation Front, that we were honoured to contribute to, is now being felt by the millions of people who live on those islands. It took eight long years of work, promoting dialogue, to prevent an escalation of tensions in Fiji and assist in the return to constitutional democracy after the coup of 2006. We knew it in theory, but we now have two decades of experience that confirms it – the transformation of conflict requires long-term strategies and commitments, with essential roles for different groups, organisations and people.

We feel a great sense of hope. Perhaps because in some of the regions where we work, we have been witnessing a counter-current to the worsening international trends of armed conflicts. This signals the global possibility of bringing to an end many of the world's intractable conflicts.

Twenty years on and we are using the learning and experiences we, and our partners, have gained to influence official policies and practices. This year, in particular, we have been helping policymakers and others to better appreciate how to promote more inclusive and legitimate peace processes.

We have come a long way, to become one of the leading international peacebuilding NGOs – well known for working with a high degree of integrity and professionalism. We are also known for our respectful engagement with local organisations, as well as promoting an understanding of local realities.

This report presents some of the highlights of our 20th anniversary year. As always, behind these narratives is the diligence, innovation and sacrifice of our local partners – many of whom work in conditions of enormous personal risk. We are grateful for their trust and collaboration.

I would like to also acknowledge the hard work of our staff and our trustees – all of whom are driven by a motivation to work for peace and justice. I would like to thank all those who support our work and in particular our donors who continue to show trust in us and make these sustained initiatives possible.

Thank you,

A handwritten signature in black ink, appearing to read 'Andy Carl', with a stylized flourish at the end.

Andy Carl
Executive Director

Opposite: Rufa Cagoco-Guiam, Associate Professor, Mindanao State University, the Philippines, December 2013 © Claudine Callanta



About us

Conciliation Resources is an independent organisation working with people in conflict to prevent violence and build peace. We provide advice, support and practical resources to help divided communities resolve their differences peacefully. In addition, we take what we learn to government decision-makers and others working to end conflict, to improve policies and peacebuilding practice worldwide.

OUR VISION

A world where people work together to resolve conflicts peacefully.

OUR MISSION

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.

We aim to:

- Promote understanding of peaceful ways to resolve conflicts
- Create opportunities for dialogue between divided communities
- Strengthen peacebuilding policies and practice
- Support people to build peace

OUR VALUES

The following core values are among those that underpin and guide our work:

Collaboration

We believe in working together to build peace. We work closely with groups and individuals from all sections of society, including local peacebuilders and governments, to ensure that people directly affected by violent conflict are involved in its resolution.

Perseverance

We are dedicated to creating a just and lasting peace. We know that building peace takes time and so make commitments for the long-term.

Understanding

We appreciate the complexities of each conflict, and use our knowledge and expertise to adapt our approaches.

Creativity

We are bold in our thinking and passionate in our convictions. We are prepared to challenge assumptions and find new ways to influence change.

Above: Conciliation Resources staff celebrate International Day of Peace with Professor Kevin Avruch (centre right), Dean of the School for Conflict Analysis and Resolution at George Mason University, September 2014 © Conciliation Resources /Tamanna Kalhar

Our goals & priorities

We have identified and work on the following organisational priority areas, which we believe are essential in order to support communities to build lasting peace.

This report is structured around these priorities and provides examples of how our work in the various geographic regions and policy arenas, contributes in different ways towards them. It is not meant to be a full account of the work we have undertaken or impact we have had in 2014, but rather provides a series of snapshots of our work to illustrate the different aspects of peacebuilding that we support.

PRIORITY 1 Support people to build peace

Collaborative partnerships are at the heart of the way we work. Our partners are exceptional people who have made difficult choices to challenge violence and work within their societies for a better future. We offer long-term and flexible support – financial, organisational and conceptual to strengthen their peacebuilding work.

PRIORITY 2 Strengthen peacebuilding policies and practice

While no two conflicts are the same, people responding to conflicts – both peacebuilders and policymakers – can learn lessons from other comparable situations. We share learning from our own experiences, those of our partners and from those living in conflict-affected regions. This ensures that the approaches of governments and international organisations in responding to conflict are better informed and more effective.

PRIORITY 3 Promote understanding of peaceful ways to resolve conflict

People living with conflict can benefit from seeing old problems from new perspectives. We work with partners to produce films, engage the media, produce and distribute publications and organise events. These challenge existing stereotypes and promote awareness of peaceful ways to resolve conflicts. They help both outsiders and those involved in the conflict to better understand the complexities of each situation.

PRIORITY 4 Create opportunities for dialogue between divided communities

There are often few opportunities for those on either side of a divide to discuss and jointly analyse the issues that affect them. Creating space for dialogue is essential in order to build peace. We connect people from different sides, or from different regions affected by the same conflict, so they can talk about the conflict. Through dialogue we enable those involved in a conflict, to build confidence between them and explore opportunities for joint actions.

PRIORITY 5 Strengthen the organisation to deliver on our mission

In order to effectively support people affected by conflict to prevent, manage and resolve conflicts peacefully, we need to be a strong and efficient organisation. As we grow and develop as an organisation, we continue to invest time, energy and resources in strengthening our systems, processes and approaches and improving our overall organisational effectiveness.

Our work

We work with local partners in eight geographic regions. We also work globally to strengthen policies and peacebuilding practice through our policy work and *Accord* publication series.

Policy, Learning and *Accord*

We share learning from our own experiences – and from our partners and communities in conflict-affected regions – with policymakers and others working to build peace. This ensures that the policies, approaches and actions of governments and international organisations, such as the EU and UN, are better informed and more effective. We also publish *Accord* to document, analyse and share the lessons of peacebuilding. 2014 saw the publication of the 25th *Accord* edition: *From coercion to consent: Legitimacy and peace processes*.

Latin America

In this region we work primarily in Colombia, but also have activities as part of our 'Capacities for Peace' project in El Salvador, Guatemala and Peru, coordinated by our Colombian partner Corporación de Investigación y Acción Social y Económica (CIASE). The Colombian Government and the Revolutionary Armed Forces of Colombia (FARC) have been engaged in a decades long conflict with peace negotiations ongoing since October 2012. A comprehensive peace agreement may be reached in 2015. We work with civil society organisations – in particular women's groups – to support parallel peace initiatives and share comparative experience from other contexts to inform the Colombian peace process. In the wider region, civil society organisations have been exploring ways to deal with land conflicts arising between communities and multinational companies and bringing diverse actors together in dialogue.

West Africa

This region continues to see sporadic conflict and the Ebola epidemic exacerbating underlying tensions. We work in the Mano River region, which includes Côte d'Ivoire, Guinea, Liberia and Sierra Leone, as well as in Nigeria's Plateau State. Collaborating with a range of national, local and international NGOs, and government bodies, we focus on supporting a sustained dialogue between civil society and governments. In Nigeria, we also work to transform young people from perceived aggressors to facilitators of 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. We also engage the diaspora communities of the Somali region of Ethiopia (Ogaden) to enable them to participate in and increasingly have a stake in the Ogaden peace process.



Caucasus

We focus on two distinct but inter-related 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; influence policies and enable people to make their voices heard at a political level; 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 conflict and peace process by producing films, articles and publications.

East and Central Africa

We work to transform two conflicts: the inter-communal conflict in the Central African Republic (CAR) and the Lord's Resistance Army (LRA) conflict, which affects northern Uganda, the CAR, the Democratic Republic of Congo (DRC) and South Sudan. We work with communities, civil society and governments across the region to reduce violence in communities, empower local people to play an active peacebuilding role, and advocate for policies that sustain and promote peace.

South Asia

In South Asia we work on the conflict between India and Pakistan, over the disputed region of Jammu and Kashmir. There are few avenues for the diverse population of this region to be included in formal peacebuilding processes. We support civil society to play a more dynamic and proactive role in building peace and share the perspectives of Kashmiri people to positively influence public and political opinion. We also bring people together from either side of the Line of Control (LoC) to explore issues and opportunities for progress around the conflict.

Southeast Asia

In this region, we work exclusively in the Philippines on two conflicts: the conflict in Mindanao between the Philippines Government and the Moro Islamic Liberation Front (MILF) – which in 2014 saw the signing of a comprehensive peace agreement – and the communist insurgency represented by the National Democratic Front (NDF). We work to support the formal talks, feed new ideas into the peace process and ensure communities, in particular Muslim and indigenous women, play an active and meaningful role in the two peace processes.

Pacific

We work with local partners in Fiji, which in 2014 saw the first election for eight years, following a military coup in 2006. We support partners to contribute to the development of a more inclusive and participatory political structure and environment, and ultimately the creation of a sustainable system of representative governance.

Impact & achievements

PRIORITY 1

Support people to build peace

At Conciliation Resources, we believe that the communities directly affected by armed conflict are best placed to build and sustain peace. In such communities, courageous individuals work together to deal with violence and the damaging effect it has on their lives. To play a meaningful role, they must ensure that the communities' needs and situation are fully understood and represented in peacebuilding processes. But these people, while vital to building peace in their locality, often work in isolation and lack the support, capacity and resources to do this well.

We work in close partnership with a diverse range of over 50 local partners, with very different roles in society. From community-based media organisations to women's rights groups, from the business community to religious leaders. Our partners are exceptional people who have made difficult choices to challenge violence and work in their communities for a better future. In 2014, we continued to work closely alongside them and other civil society organisations to develop their abilities as peacebuilders. We supported them to better understand the power of their work – promoting tolerance and sustainable solutions – and we encouraged them to learn practical lessons from other conflict situations. Our support also enabled them to engage with and influence their governments, often in fluid and challenging contexts.

We trust Conciliation Resources because they were with us at the beginning, during the most difficult moments. When no-one else from outside [Cinq Kilo] would visit us, and the market was deserted, Conciliation Resources was there beside us – just when we most needed their support.

Moussa, President, local peace committee, Bangui, Central African Republic

Above: Working with LRA returnees: the Dynamique Femme pour la Paix trains women to sew and become tailors, DRC © Tom Bradley

From violence to peace: transforming the role of Nigerian youth



Youth leaders working for peace in the Plateau State, Nigeria
© Conciliation Resources/Jonathan Cohen

“In my interactions, most young people say they are in gangs for a family or safety...Young people need to be educated on how to resolve and manage conflict themselves so they can be accepted by the community.”

Alfa Momoh, Youth Peace Ambassador

For over a decade, the city of Jos in Nigeria has experienced an enduring cycle of violence. This stems from disputes over land, resources and political power, and exploits sectarian and ethnic differences. Since 2001, 7,000 people have been killed. Young people are often the main aggressors – high levels of unemployment, combined with drug and alcohol abuse, leads young people to feel excluded, meaning they can be drawn into criminal violence and conflict.

In May 2014, Islamist militants set off bomb blasts in Jos, claiming over 120 lives. Many feared these bombings would lead to bloody reprisals. But this time, Muslim and Christian youth instead joined forces to prevent more violence.

What was the difference? Since 2012, Conciliation Resources and our partner, the Centre for Peace Advancement in Nigeria (CEPAN), have worked with young people to transform them from aggressors to facilitators of peace. Community-nominated youth ‘Peace Ambassadors’ are trained by CEPAN and then lead the work. Many of them are ex-gang members, now they reach out to other young people in their communities. In 2014, we worked with 210 young people – 163 men and 47 women. After the May bombings, the youth involved in the project helped prevent the escalation of violence. They confronted a Christian gang looking for revenge, and dismantled roadblocks set up by angry young Muslims.

We also train the young people so they can advocate to government authorities for change. In 2014, we organised for young people from five communities to hold a discussion with officials from various government departments, including the Attorney General’s Office, the Plateau State House of Assembly and the police. As a result of this, commitments have been made, for example the Ministry of Justice in Plateau State has created a unit which will be attending to the communities, and the National Commission for Human Rights is engaging with the youth on cases of substance abuse.

PEACEBUILDER PROFILE:

Peter Miri

Ex-leading gang member, Peter Miri, now works with youth leaders trained by Conciliation Resources and CEPAN. He reaches out to young people who are violent or at risk of being violent in his community.

“I used to be a drug dealer and a political thug. But they [CEPAN] made me realise that I could have a future so I joined. That decision saved my life. I’m beginning to gain respect from people in my community. Working with the project changed my mindset and gave me the choice to be part of peace rather than violence.”

In 2014, our partners in CAR, DRC and South Sudan worked with local communities to reintegrate 5,182 men, women and children who had escaped or were released from the LRA.



LRA returnees having their evening meal in Djabir, DRC, July 2014 © Torr Priaulx

Reconciling divided communities in East and Central Africa

The LRA continues to attack civilians in DRC, CAR and South Sudan, causing untold misery through raids and abductions. Civilians are too frightened to venture far from towns and villages to farm, hunt and trade as they did before, which only deepens their poverty. Two of the biggest challenges to lasting peace are finding ways to protect civilians and to reintegrate people who have escaped from the LRA back into their communities. Those who do return from the LRA face rejection and stigmatisation, and communities have a limited understanding of how to respond.

Conciliation Resources is working with partners, to help communities to be more confident and better able to address these challenges through the formation of local peace and protection committees. These committees – which consist of well respected community leaders and, often, former LRA combatants – work to reduce the risk of attack from armed groups and resolve community conflicts, as well as reintegrate women and children returnees. Currently, we support 38 local peace and protection

committees across the region. In collaboration with partners, we train committee members to identify security risks and assist them with practical, community-based peacebuilding.

The committees encourage defections from the LRA, and perform a vital role in reconciling divided communities. They support host communities to overcome their suspicions of returnees through holding community meetings, and work on trauma healing with returnees. Income generating activities – such as community kitchen gardening and supporting returnees to set up small businesses – allow them to support themselves and play a greater role in their communities.

“The impact of the Local Peace Committees (LPCs) over the last year is noticeable. In the past, former fighters and abducted women and children faced great fear and suspicion in the communities to which they returned. Now, thanks in part to the LPCs, communities are much more willing to receive returnees peacefully and ease their difficult reintegration into school, work and family.”

Voice of Peace, Issue 12, October–December 2014

Gaining peacebuilding inspiration from other regions

Each conflict is unique and there is no one solution. However, the field of peacebuilding has established approaches, strategies and theories that can inform more effective practice. For peacebuilders all over the world, understanding what others face and how they meet similar challenges can provide insights and inspire them to work differently. In 2014, we arranged for peacebuilders from different regions to learn from others.

East and Central Africa

In August 2014, Conciliation Resources organised for 20 women community leaders from South Sudan, DRC and CAR to visit northern Uganda, where community groups have made significant strides with regards to women's roles in peacebuilding and in reintegrating returnees. Participants learnt about reintegration approaches and bonded as a group. As a result they returned home inspired and empowered to effect change in their local communities.

“The main thing I learnt from this visit is that we should not get discouraged when we don't see our government coming in to help us and returnees especially. When we go back home, we need to involve the family and community – especially men and schoolteachers – more in our work.”

Veronica Anni, Western Equatoria State,
South Sudan

Fiji to Indonesia

In the lead-up to Fiji's historic elections in September 2014, Conciliation Resources took eight Fijians representing civil society, the media and government to Jakarta and Bali to learn about Indonesia's successful transition from military rule to democratic civilian governance. The Fijian group met with people involved in Indonesia's own military-to-civilian transition – from civil society, government, the media, academic institutions, think tanks and the military. Participants heard a range of perspectives including on institution-building, public education, and the military's role in the transition. They also heard about the practicalities of preparing, managing and monitoring elections. The trip generated valuable learning about the value of civil society and public participation in the transition to civilian rule. An article in the *Fiji Sun* publicised key findings from the visit and, subsequently, the Pacific Centre for Peacebuilding's Director initiated a workshop on defining democracy in Fiji based on the discussions and lessons of the visit.

Kashmir to the Philippines

In November 2014, a group of 16 Kashmiris from both sides of the LoC – including 14 women peacebuilders – visited Conciliation Resources' partners in the Philippines. The group learnt about how a peace agreement had been achieved in the Philippines. The trip provided an opportunity for participants from either side of the LoC (and across various regions of Kashmir) to share experiences and challenges, and to craft a shared vision and common agenda for future peacebuilding work. Among other issues, they explored how identity (including gender and religion) and governance in the Bangsamoro conflict played a role in the peace process.



Conciliation Resources' Fiji Projects Manager Nicolas Tillon and Pacific Programme Director Ciaran O'Toole with Balai Perempuan and associated paralegal groups managed by the Indonesian Women's Coalition for Justice and Democracy (KPI) and the Legal Aid Institute (LBH APIK), as part of the exchange visit © Bakti

Responding to Ebola-driven tensions through community dialogue

In the border communities of Côte d'Ivoire, Guinea, Liberia and Sierra Leone, people were understandably terrified over the rapid spread of the Ebola virus and the inadequate response. Protests and violence erupted in several communities, with angry and frightened citizens setting up roadblocks on highways, looting clinics and attacking health workers and security forces. The Ebola epidemic is deepening citizens' lack of trust in their governments and it exposed the potential for a widespread breakdown in social order.

Conciliation Resources and partners have a long history of working with border communities in this region. We support community-based District Platforms for Dialogue (DPDs) made up of trusted, community-nominated representatives – including women, youth and elders – to engage with local authorities and facilitate dialogue between citizens and government authorities.

As the Ebola crisis threatened to overwhelm border communities, members of the DPDs

disseminated vital information about Ebola and mediated tensions within communities.

They helped reintegrate survivors and the families of victims, who are often stigmatised and ostracised. This is work that we will significantly expand in 2015 with additional funding from the European Union.

CROSS-BORDER VIOLENCE IN WEST AFRICA

The Ebola virus is only the latest affliction to affect people in the remote border areas of the Mano River region. Over the past two years, mounting tensions and violence have led to death, injury and the disruption of livelihoods. Refugee flows, ineffective reconciliation processes and the corrupt practices of border and security officials all contribute to the tensions.

The Institute of Development Studies and Conciliation Resources produced a report highlighting the urgent need for coordinated action to manage refugee flows, and to engage local communities to strengthen social and political cohesion.

PEACEBUILDING THROUGH TOURISM

In Kashmir, tourism could play an important role in peacebuilding. Few Kashmiris are currently able to travel across the LoC to visit important religious sites. However, by expanding tourism across Kashmir, India and Pakistan could strengthen cross-border economic and personal connections and promote peacebuilding.

In July 2014, Conciliation Resources hosted four professionals from Kashmir on a one-month Commonwealth Fellowship to explore the potential for sustainable tourism in promoting peacebuilding in Kashmir. They heard from experts, discussed challenges such as security and tourism infrastructure, and met with members of the Kashmiri diaspora. The group also visited Northern Ireland to learn about tourism and reconciliation.

This Fellowship has laid the foundations for a new strand of confidence-building (through joint tourism initiatives) in Kashmir. During and after the Fellowship, participants analysed options for tourism and peacebuilding in Kashmir. They also developed an outline for a joint publication on tourism and peacebuilding with contributions from both sides of the LoC. To develop these ideas further partners have engaged extensively with local government ministers and universities – including training institutes in the tourism and hospitality sector – as well as various civil society organisations, to plan for a three-month course to build the capacities of local communities in peace-sensitive tourism.

“Education and training are very important – we can learn from the Northern Ireland experience about how they have re-trained people who now work in tourism, and how to narrate the different stories of the communities you are going to visit.”

Commonwealth Fellowship participant



Trucks trade across the LoC in Kashmir © Conciliation Resources/Tahir Aziz

Education and trade: across the Kashmiri divide in the face of adversity

In September and October 2014, renewed hostilities along the LoC in Kashmir resulted in deaths and hundreds of civilians being displaced. Added to this, unprecedented floods hit Kashmir in September 2014. The disaster brought people together in community-led relief efforts and several volunteer response groups formed spontaneously. However, a disconnect between affected communities and government responses also exacerbated tensions and divides between Hindus and Muslims, pro-India and pro-separatist.

In this challenging environment, Conciliation Resources supported partners to continue their collaborative work, keeping open the space for Kashmiri dialogue and taking forward joint confidence-building initiatives, particularly on trade and higher education. For example, the Jammu and Kashmir Joint Chamber of Commerce and Industry (JCCI) – Kashmir's first

cross-LoC institution – continued its advocacy to keep open trade across the LoC, even as violence threatened to close it down. The Jammu and Kashmir Vice Chancellors' Consortium of eight universities strengthened its institutional cooperation across the divide, delivering the first cross-LoC video lectures and joint research projects. Plans for a peace studies exchange programme are underway.

“The partnership with Conciliation Resources has built people from scratch... what we have jointly achieved through this partnership in the two or three years we have worked with Conciliation Resources is more than we had achieved in the 20 years previously... The constituency in support of peace in Azad Jammu and Kashmir has increased exponentially.”

Waqas Ali, Lecturer, National University of Modern Languages, Pakistan-administered Kashmir

Providing support to the Ogaden peace process

We have been providing technical assistance, advice and accompaniment to the Kenyan facilitation team on the peace talks between the Government of Ethiopia and the Ogaden National Liberation Front.

This has helped the team to support the two sides to reach a compromise deal on the stalemate over the use of the Ethiopian Constitution as the framework for the peace talks. This compromise deal paved way for the resumption of the peace talks, leading to the first face-to-face negotiations between the two parties since October 2012.

Under pressure: communities hosting Syrian refugees

Nearly four million refugees fleeing conflict from Syria are in neighbouring countries, with over 1.1 million in Lebanon and over 620,000 in Jordan by the end of 2014. In the region's two smallest countries, weak infrastructure and limited resources are close to breaking point. Jordanian and Lebanese communities battle with many of the same challenges as refugees: increasing living costs and overstretched public services. This often leads to tensions.

As part of the *Capacities for Peace* project, Conciliation Resources and Saferworld are strengthening local capacities to respond to the influx of Syrian refugees. In 2014 we jointly held

workshops in Jordan and Lebanon, providing a rare opportunity for a range of people to work together and plan coordinated responses. Local community organisations such as those representing Syrian refugees, local and international NGOs, and municipal authorities, all attended.

“It was really inspiring to hear the stories of other initiatives which aim to reduce tensions between Syrian refugees and host communities. They are engaging both sides, which is really good.”

Rayan El Fawal, Lebanese Relief Council

The workshops included training on how to use conflict analysis tools to analyse community-level tensions and conflicts. Participants learnt about the importance of both host populations and refugees participating in the design and implementation of projects and services. They also explored ways in which they could work together to identify solutions. All participants agreed there should be greater future collaboration.

“There is some optimism. Our organisation has established a health centre in Irbid. We've also created a community board with Jordanian tribal leaders and some Syrians in order to promote social cohesion.”

Employee from a community-based organisation in Irbid, Jordan

Capacities for Peace is a global project undertaken by Saferworld and Conciliation Resources. The project works with local actors in 32 countries around the world, to enhance local analysis of conflict risks and opportunities for engagement, in order to prevent the outbreak of violent conflict. Through this project, in addition to working in several regions where we have ongoing programmes, we have been able to work in regions where we do not have ongoing programmes, including in Lebanon on issues relating to Syria as well as in El Salvador, Guatemala and Peru.



Civil society representative and Municipal government leader from Tripoli, Lebanon at a *Capacities for Peace* workshop in Beirut, November 2014 © Conciliation Resources/Charlotte Melly



PRIORITY 2

Support peacebuilding policies and practice

For long-term, sustainable peace we must look further than military responses and address the underlying causes of conflict. Policy institutions in the UN, EU, and UK are increasingly recognising the importance of including local people in dialogue and investing in local ownership of peace processes over the long-term. Yet in reality, the views and experiences of people directly affected by conflict rarely inform national and international conflict resolution efforts. Despite their huge potential for long-term change, informal and community-led peacebuilding initiatives do not receive enough support and recognition in official processes.

One of Conciliation Resources' distinct contributions to international peacebuilding is our ability to bring the views and voices of populations affected by conflict to the global policy arena. We can do this because we support the role of local people in responding to conflict, engage with armed groups in dialogue, and ensure the participation of women and other marginalised groups. We strengthen peacebuilding policy and practice at local, national, regional and international levels. We also work to change policymakers' attitudes and perceptions about peacebuilding processes and forge changes in the quality of relationships and dialogue held between civil society and their governments.

I think it's high time for peacebuilding work to be community-based. Resolutions and suggestions for peace policies should emanate from people living with the pains of the crisis.

James Fom Samanja,
Youth Peace Ambassador,
Jos, Nigeria

Above: All Dafur stakeholders conference, Doha 2009 © UNAMID/Oliver Chassot

Women and indigenous people have their say in the new Bangsamoro



Indigenous women at the Bangsamoro Women's Summit, Catabato City, Mindanao, March 2014
© Conciliation Resources/Irene de la Torre

A breakthrough peace agreement in March 2014 brought an end to the four-decade conflict between the MILF and the Government of the Philippines. Conciliation Resources contributed to the peace talks as a member of the International Contact Group, and we continue to support implementation of the peace agreement. This agreement provides for the creation of a new self-governing political entity – a majority Muslim territory called the 'Bangsamoro'.

We believe that participation is essential for peace and that if communities play an active and meaningful role it enriches the quality of peace. Conciliation Resources' partners consulted over 8,000 people to feed into the new Bangsamoro Basic Law, being drafted by the Bangsamoro Transition Commission (BTC). This included government employees, academics, religious and tribal leaders, politicians, the business sector, former combatants and 72 consultations with 3,000 women – including Muslim and indigenous women.

On 7 March 2014, we coordinated a Women's Summit led by four women's organisations in the Bangsamoro region. Over 310 women from grassroots communities and women's organisations attended and presented their 10-point vision document, which makes specific recommendations. Never before has such a comprehensive consultation with Bangsamoro women taken place. As a result of presenting this vision to the BTC, the draft law responds to the recommendations made by the women.

Indigenous people, who are often marginalised, also need to play a role in shaping the future of the region. In September 2014, we supported the Summit of Indigenous Peoples, bringing together 800 representatives from the region's indigenous groups. Many of them are worried that the new Bangsamoro might not ensure their rights to territory and their own governance. After months of consultations, the Summit provided the opportunity for participants to learn about Indigenous Peoples' provisions in the Basic Law, and develop a common position and joint plan of action on Indigenous Peoples' rights in the Bangsamoro.

"The roles of men and women are supplementary and complementary... the participation of women in the Bangsamoro government is assured."

Mohagher Iqbal, Chairman of the BTC

PEACEBUILDER PROFILE: Froilyn Mendoza

Froilyn Mendoza, a Teduray, grew up in a small village in Mindanao, southern Philippines. The Teduray is one of 18 major indigenous tribal groups severely affected by the conflict.

In 2012, the Teduray nominated Froilyn Mendoza to represent them in the peace talks. She was daunted. *"I didn't know if I could do it. I was so worried. How would I explain the indigenous peoples' claims to the MILF and to the Philippines Government?"*

However, Conciliation Resources supported her throughout the process – helping her to develop her knowledge and skills. *"Working with Conciliation Resources has given me invaluable skills and confidence. It has provided me, and other indigenous women, with a platform to actively participate in the peace process. The results of the negotiations will shape the life of the Teduray,"* said Froilyn.

Legitimacy and peace processes: from coercion to consent

Legitimacy matters for peace. It forms the basis of social and political deals between states and citizens, and local leaders and their communities. Legitimacy transforms coercive power into consensual political authority and is the bedrock of peaceful societies.

International policy increasingly stresses how important legitimacy is to prevent or end violent conflict. Our [25th Accord publication](#) focuses on how legitimacy can contribute to building more sustainable peace: through national dialogue, constitutional review, local governance and the transformation of coercive actors. It presents research and analysis from over 15 countries and contexts at various stages of conflict and peace processes, including the Philippines, Syria, Afghanistan, the Basque Country, Somalia, Yemen and Burma.

Findings show how the extent of popular support for a peace process (its legitimacy) relates to the sustainability of peace. Increasingly, peace initiatives are looking to local governance and leadership to represent the interests of communities. For example, in Darfur, Sudan, local people rejected conventional peace talks between the Khartoum Government and rebels, which have repeatedly failed to deliver results. Instead, they favoured a 'negotiating roundtable' at which all stakeholders, armed and unarmed, represented themselves.

Our research on legitimacy is helping to convince international policymakers to see support to national dialogues as a viable way to promote domestically-driven, legitimate and inclusive peace processes. Findings have been discussed with senior peacebuilding practitioners and policymakers in the US, the UK, Europe, and globally. As a result, a 2014 report by the Finnish Ministry of Foreign Affairs on *National Dialogue and Internal Mediation Processes* includes *Accord 25* language and case study examples.

Gender, violence and peace: moving from policy to practice

Despite UN Security Council Resolution 1325 and other national and international commitments to women's participation in peace processes and to the integration of a gender perspective into all aspects of peace and security, little has changed on the ground. Women are still largely absent from official peace processes and their experiences of conflict and contributions to peace often go unrecognised. There is also poor understanding of the links between gender, violence and peace.

In 2014 Conciliation Resources helped policymakers and practitioners to understand how to connect international commitments to practice, and to understand the conditions which determine whether or not women and other marginalised groups participate in peace processes.

PEACE IN COLOMBIA – BUT WITH WHAT LEGITIMACY?

Many Colombians – who welcome talks between the Government and FARC to end the 50-year war – see the negotiations as remote with neither party representing their own priorities for peace.

We believe that legitimacy for peace processes can only come with wide public participation. Our partner, CIASE, works with a broad cross-section of Colombian society to push this agenda forward, and ensure that a wide range of views are heard.

“Colombian society wants more than an elite negotiation. It wants a profound transformation of the structural conflict drivers. This is the difference between the Havana negotiations and a peace process for Colombia.”

Rosa Emilia Salamanca, Executive Director, CIASE, Colombia, in *Accord 25*

Our joint paper with Saferworld: *Gender, violence and peace: a post-2015 development agenda* launched at the annual session of the Commission on the Status of Women in March. It explained and illustrated how to bring together gender and peace and security goals in the new framework. The paper and our role convening practitioners to discuss shared priorities were valued by policymakers and practitioners alike. We were further invited to brief representatives of EU Member States, including from the Political and Security Committee, on UNSCR 1325 and the post-2015 framework, and later the EU Friends of Mediation on lessons for inclusive peace processes and women's participation.

Our experience in supporting women's participation in peace processes and peacebuilding was taken up by the UK Government. We were invited to lead regular training sessions for officials from across government ministries as part of their Women, Peace and Security training courses. Our recommendations to the UK Government's revised National Action Plan (contributed directly as well as through Gender Action for Peace and Security) on gender and conflict analysis and the need to support grassroots participation by women, were reflected in the final plan. And our ideas, work and recommendations on gender and inclusive peace processes were referenced in the UN Peacebuilding Support Office's *Thematic Review on Gender*.

Finally, our work building the case and practical resources for integrating gender into conflict analysis drew wide interest. For example, our recommendations for better gender analysis in line with Conciliation Resources' thinking on inclusion and context-sensitivity were reflected in Austria's report to the Global Study on UNSCR 1325. This followed a presentation of our ideas at a 'women, peace and security symposium' convened by the Austrian MFA in November. We also provided training in a UN Peacebuilding Fund webinar for UN staff on gender and conflict analysis. We continue to develop resources in this area for both internal and external use.

GLOBAL SUMMIT TO END SEXUAL VIOLENCE IN CONFLICT

In June 2014 the UK Government hosted this Summit in London. Conciliation Resources organised two side events with our peace-building partners from Colombia and the Philippines. The events explored women's roles in peace processes, and promoted women as active participants of building peace rather than just victims of conflict. We also argued for the need to address fundamental inequalities between men and women in order to end violence. As a result of these panels, we published interviews with some of our partners in the media and were featured in overall coverage of the Summit.



Raissa Jajurie, member of the Bangsamoro Transition Commission, Mindanao, Philippines speaking at one of Conciliation Resources' panel events at the Global Summit to End Sexual Violence in Conflict © Conciliation Resources/Sarah Bradford

BACK BUT NOT HOME: HOW CAN WE PROTECT AND REBUILD LIVES?



A local family in Doruma, DRC © Tom Bradley

New research explains how local leaders and international actors can address two related challenges – protecting people from the LRA and reintegrating returned former LRA members. Conciliation Resources' two recent reports: *Back but not home: supporting the reintegration of former LRA abductees into civilian life in Congo and South Sudan* and *A people dispossessed: the plight of civilians in areas of the Democratic Republic of Congo affected by the Lord's Resistance Army* provide rigorous analysis and practical recommendations on how local, national and international actors can have a greater impact. Findings from both reports are summarised in a *policy brief*, which was presented in Kinshasa, Juba, Bukavu, Brussels and Paris, opening channels for policy leverage.

Influencing official responses to the LRA: the role of communities

The LRA conflict began in Uganda over three decades ago. It now affects tens of thousands of people across South Sudan, DRC and CAR. Attempts at a military solution have been ineffective. We believe that policymakers can shape more effective responses to the conflict by taking into account the insights and concerns of local people. We have been working with civil society organisations and community leaders to engage them in dialogue, supporting them to influence policymakers at different levels.

In 2014, Conciliation Resources and our local partners organised two major policy dialogue and advocacy events, enabling community leaders and government officials to share analysis and recommendations on the conflict. In South Sudan, we brought together for the first time, local leaders from the four affected countries along with the African Union Regional Task Force. In DRC, we facilitated a meeting of the Regional Civil Society Task Force (RCSTF) – a network of cultural and religious leaders and representatives of peacebuilding NGOs from across the region. The RCSTF produced a resolution with recommendations for local, national and international policymakers,

urging the introduction of measures to protect civilians, encourage safe voluntary return, and support LRA returnees. It has placed these issues high on political agendas in Kinshasa and internationally, which have previously tended to focus on hard security issues.

“It is the first time that we are discussing the plight of women that have children born from forced marriage to LRA fighters... we need to talk about problems caused by LRA and what we can do with local leaders.”

Minister of Social Development, Orientale Province, DRC

Together with our partners we participated in the bi-annual LRA focal points meeting in Entebbe, organised jointly by the AU and UN. This was the first time civil society actors had taken part in the meeting. We also organised separate meetings with Congolese senators and a meeting with high-level representatives from the US, UK, EU, France, Belgium and MONUSCO, where we presented the resolutions and discussed the situation in CAR, DRC and South Sudan. As a result, representatives from the US and EU came to Dungu and heard the views and experiences of partners and so gained a greater understanding of local realities.



MINUSMA leaders meet representatives of Malian armed groups
© UN Photo/Marco Dormino

“For organisations promoting peace and reconciliation, engagement with designated groups and their constituencies can be a necessary part of exploring and encouraging alternatives to violence, and strengthening moderate elements with a group.”

The Terrorism Acts in 2013, Report of the Independent Reviewer on the Operation of the Terrorism Act 2000 and Part 1 of the Terrorism Act 2006, David Anderson Q.C.

Informing government thinking on how to engage armed groups

Conciliation Resources has long argued that engaging with armed groups (including those designated as ‘terrorists’) in dialogue initiatives can be an essential part of exploring, encouraging and finding alternatives to violence. It can help us understand and address the underlying causes of conflict, provide insights into the motivations of those perpetrating violence and thereby help devise strategies to bring elements within an armed group into negotiations.

Yet counter-terrorism legislation is making it difficult for organisations engaged in peace-building and relief work to do so effectively. In 2014, Conciliation Resources continued to use its expertise and convening role to inform policy-level thinking on how to engage armed groups, and address any legal and political obstacles. Alongside other international charities, we played a leading role in highlighting the problems facing humanitarian, peacebuilding and mediation actors due to the lack of clarity in counter-terrorism legislation in the UK and elsewhere.

The Report on the Terrorism Acts in 2013 by David Anderson QC, the UK’s Independent Reviewer of Terrorism Legislation, to whom we provided detailed briefings, echoed our concerns and our recommendation for dialogue between the UK Government and affected organisations. Officials in the Department for International Development and the UN sought our research, expertise and experience as they explored ways to encourage armed groups into dialogue and away from violence, including in the Syrian context.

The ‘Minsk Group’ and the peace process: making progress with regional experts

In July and August 2014, Armenian and Azerbaijani forces engaged in the worst violence since the ceasefire agreement in 1994, claiming dozens of lives on all sides along the Armenian-Azerbaijani border and the line of contact around Nagorny Karabakh. International negotiations to find a peaceful solution to the conflict – known as the ‘Minsk Process’ – have come under renewed pressure. Many in the region feel that the authorities in Armenia and Azerbaijan have no real incentives to find solutions to the conflict because the current status quo serves to reinforce their grip on power.

It falls to civil society to reduce enmity and explore what peace could look like after 25 years of conflict. Since 2010, we have supported a cross-conflict forum known as the Karabakh Contact Group (KCG). It brings together leading Armenian and Azerbaijani experts to re-examine the core problems underlying the Nagorny Karabakh conflict, and explore obstacles to reaching political settlement. It is the only format for leading thinkers from both sides to discuss key stumbling blocks in the Minsk peace process, and provides policymakers and high-level diplomats with analysis, insights and fresh ideas.

In 2014, KCG meetings focused on issues of access and movement across currently closed borders, and on security issues and the state of the peace process. In association with the Carnegie Endowment for International Peace, we also facilitated a series of meetings in

Washington for KCG members, regional experts and diplomats to generate deep and frank discussions on the peace process.

In one of the worst periods of violence and tension, convening meetings on some of the hardest topics with people from opposing sides was a clear example that cross-conflict dialogue can continue and is desperately needed if the sides are to understand each others' perspectives and find ways of envisaging a different future.

“Discussions have never taken place in such an in-depth and constructive way . . . and with Conciliation Resources’ help we have found some points of convergence between us.”

Karabakh Contact Group participant

Transition in Afghanistan: how can the region prepare?

The International Security Assistance Force (ISAF) withdrew from Afghanistan at the end of 2014, with implications for peace in the region. The region faces issues such as contested borders, increased refugee flows, weapons smuggling, drug trafficking, ethnic tensions, movement of militants, and the spread of violent and extremist ideologies, including the potential for the jihadist movement to gain ground in Kashmir.

As part of the *Capacities for Peace* project, Conciliation Resources and Saferworld facilitated a meeting in Istanbul in 2014 for civil society organisations from Afghanistan, different regions of Pakistan, Indian-administered Kashmir and Pakistan-administered Kashmir, Tajikistan and Kyrgyzstan. Participants analysed regional conflict dynamics and risks relating to the ISAF withdrawal from Afghanistan, thinking about ways to pre-empt tensions and threats of violence.

Participants agreed that involving religious actors and traditional elders is crucial. They identified opportunities to work more closely with moderate clerics who have local credibility, to develop locally relevant messages that will not be interpreted as imposed by the West. Inter-generational dialogue should also be promoted, in particular in Afghanistan, where young people are more willing than the older generation to support negotiations with the Taliban.

“The collaboration with organisations from the different countries has been new and very useful, both in terms of giving us the assurance that we are on the right track and also because we have something meaningful to share and learn.”

Workshop participant from Afghanistan

The Kashmir Initiative Group (KIG), with support from Conciliation Resources, in April 2014 published a policy brief: *Afghanistan post-2014: reverberations in Kashmir*, exploring the implications of the Afghanistan withdrawal for Kashmir. It highlights potential scenarios and possible implications for the already fragile Indian-Pakistani dialogue and intra-Kashmir peacebuilding initiatives.

It warns that a number of possible scenarios could increase the scale and intensity of violence and undermine the already fragile peacebuilding measures underway. It makes recommendations to strengthen resilience within Kashmir.

The analysis contained within this report informed a policy roundtable discussion to explore the implications of the transitions in Afghanistan on India-Pakistan relations. Keynote speakers at this event were two former military persons with great influence in India and Pakistan - Assad Durrani and Kapil Kak. This event was attended by a number of important policy actors internationally, including members of the Kashmiri diaspora.



PRIORITY 3

Promote understanding of peaceful ways to resolve conflicts

At Conciliation Resources we work with our partners to raise public awareness of issues that impact upon peacebuilding and peace processes, and we challenge stereotypes. We do this in a number of ways, all of which convey the perspectives of individuals and communities affected by conflict. Our aim in communities is to facilitate deeper understanding about the conflicts they experience, and encourage debate about options for building more peaceful societies. We raise awareness of critical issues that influence peacebuilding, such as participation and gender.

Documentary films, radio programmes and printed media are excellent tools to foster understanding and tolerance in conflict settings. They can encourage people to become involved in conversations and activities to promote transformations from conflict to peace. At an international level, we use media, research reports, policy papers and participation in policy discussions to raise awareness of new approaches and thinking around peacebuilding issues and to challenge received wisdom.

In 2014, we provided individuals affected by conflict, opportunities to share their stories with others – those in the same region and across conflict divides. This way, we increased understanding about the impact that conflict can have on people's lives and encouraged people to look at conflicts from a new perspective. We produced 30 publications, 4 films and a number of multimedia pieces including photo essays, podcasts and film interviews with partners. We also supported partners to produce their own media pieces. In total our online publications and other resources were visited over 30,000 times on our website and we had almost 37,000 downloads from our website, including multiple *Accord* articles and other publications. We were featured in regional, international and online media over 260 times, including several feature articles in high profile outlets such as *The Huffington Post*, *The Guardian* and *Deutsche Welle*.

All these pieces contributed to getting our messages out to as wide an audience as possible. Additionally, the process of producing films and other media, has a significant impact on those involved – very often bringing people from different sides of a conflict together to reflect on and create joint articulations of the issues.

Our aim is to bring people closer together. It's important to give conflict a face. We want to provide people with a platform where they can talk and learn.

Margarita Akhvediani,
co-founder and leader
of Go Group Media,
South Caucasus

Above: Muslim participant at the Bangsamoro Women's Summit, Catabato City, Mindanao, March 2014 © Conciliation Resource/Irene de la Torre

Young Fijians embrace their right to vote

The people of Fiji took to the polls for the first time in eight years in September 2014. Half of all registered voters in Fiji are under 35 and for many it was their first time to vote, with elections suspended following the military coup in 2006. In the run up to the election, we supported our partners to mobilise and educate young people, in particular women, about their rights as citizens and the importance of political participation.

We supported the Fiji Women's Rights Movement (FWRM), to convene the Fiji Young Women's Forum to encourage young women to participate in national democratic processes and decision-making. Two Forum events gathered 49 women (aged 18–35) from different geographic, ethnic and socio-economic backgrounds. This provided a space for young women leaders to discuss their citizenship rights, and share perspectives and activities relating to Fiji's political transition and the national election. They developed strategies and produced a Declaration calling for young women's priority issues to be included in the political agenda. As well as highlighting the barriers young women face, discussions also demonstrated the challenges for lesbian, bisexual and trans women, and women with disabilities, in fully realising their sexual and reproductive health and rights.

The elections resulted in the highest proportion of women elected to parliament in Fiji's history – 14 per cent of the total. Two of the three parties in parliament have women in prominent positions and the parliament speaker is a woman. The work of FWRM over the past six years has contributed to this shift in the political landscape, and women's increased participation in politics – as voters and candidates. Equally important however, their work has mobilised women at a grassroots level, empowering women and increasing the number of candidates within communities.

An initiative of the Forum was *My Guide to Voting*, a publication aimed at young voters. 7,600 copies were distributed, providing essential information on citizenship rights, voting and electoral processes. We also worked with FWRM to develop an 'election toolkit'.



Member of the Fiji Young Women's Forum, Alzima 'Elly' Bano
© Conciliation Resources/Claire Richards

The toolkit was tested with civil society organisations and provided information to voters on the voting process and the new parliamentary system.

"I was scared to vote before, but now after *My Guide to Voting* I am confident to vote as a young woman as I have more information."

Young voter and publication recipient

In addition, Conciliation Resources supported our partner, the Citizens' Constitutional Forum, to hold two National Youth Forums, which brought together 82 young Fijians from diverse backgrounds. Many learnt about the new parliamentary system for the first time by participating in a mock parliament. They heard from seasoned Fijian political activists about lobbying strategies and advocacy skills. Several political candidates attended the Forums to discuss manifestos and political commitments.



Participants at a Dialogue Through Film initiative screening
© Conciliation Resources/Laurence Broers

Your story your way: building bridges through film

Armenians and Azerbaijanis are deeply divided after 25 years of violence and accumulated mistrust as a result of the Nagorny Karabakh conflict. Mass media channels fuel negative stereotypes and hate propaganda, making matters worse. Generations of people are growing up in isolation, sometimes not sharing a common language. It is crucial to unlock the potential for dialogue between ordinary Azerbaijanis and Armenians before memories of cohabitation fade and the divide becomes unbridgeable.

The Dialogue Through Film Academy – part of our Dialogue through Film initiative – has provided a rare opportunity for young Armenian and Azeri video journalists to train together, and make films that tell everyday stories about their lives and how the conflict affects them. The project, implemented by our partners in Stepanakert, Yerevan and Baku, has enabled young people, divided by propaganda, to gain the skills to narrate their own reality and work together to start building bridges between them. It has been one of very few initiatives providing such possibilities in an increasingly hostile environment.

In one of the films produced during the project, Cellar Generation, Medina, Ilga and Arevik are young women who spent their childhoods in basement shelters during the Nagorny Karabakh conflict.

Kashmir journalists inspired to build peace

If change is to occur in the long-running Kashmir conflict, it will be vital that a critical mass of people begin to have a different perception of what a sustainable peace settlement could look like. With support from Conciliation Resources, media organisations and journalists are exploring different ways of understanding the conflict and potential for peace.

A unique collaborative partnership between journalists from either side of the LoC saw work begin on a third joint film, looking at the critical confidence building measure of trade across the LoC. In Pakistan-administered Kashmir, the multiplier effect of our work with civil society and media persons in Kashmir is gradually becoming visible. Journalists who participated in conflict transformation workshops were inspired to establish the Kashmir Journalists Forum. The Forum aims to strengthen freedom of information, protect the legal rights of journalists, and promote journalism that is sensitive to the conflict in Kashmir.



Muhammad Arif Urfi reporting from the LoC in Kashmir
© Naeem Ahmed Abbasi



This girl was taken by the LRA and hasn't received any support on her return, DRC © Torr Priaulx

Promoting a forgotten conflict: voices from the ground on the LRA

Long driven out of Uganda, small bands of the LRA now roam forest regions of CAR, DRC, Sudan and South Sudan. In 2014, the LRA launched over 150 attacks with over 600 abductions. Some survivors, including former LRA abductees, live in makeshift huts under constant fear of reprisals by locals and further LRA attacks. The state and international policymakers have largely overlooked this aspect of the crisis.

In 2014, we undertook several media initiatives to promote messages on the need for better protection of civilians and reintegration of returnees in areas affected by the LRA. These messages were taken from research outlined in the two reports: *Back but not home* and *A people dispossessed*.

This outreach included the production of a powerful film: *A People Dispossessed*, showing the situation in communities in northeast DRC. The film highlights a big challenge: how to ensure vulnerable civilians – including children – are protected from being killed, kidnapped or tortured by the LRA. A photo essay accompanied the film and both were promoted and shared online via our website, social media channels and YouTube. We also organised for two of our partners from the region, to be interviewed on Radio France International, where they were able to share their opinions on the conflict and advocate for better civilian protection to an international audience.

The *Voice of Peace* quarterly newsletter is produced by local partners with support from Conciliation Resources. It provides news and views from and to communities affected by the LRA. As well as linking communities across a large region and sharing information on the conflict, it provides people with a voice to promote the issues which affect them and their work to protect their communities and build peace.

In 2014, the articles included: the LRA's involvement in the ivory trade; interviews with religious and political leaders, and with LRA returnees – including an interview with Aminata, who was kidnapped at 14 but has since rebuilt her life; and the inspirational stories of women peacebuilders, including Sister Angélique Namaika and her work with women and orphaned children in DRC.

We distributed approximately 3,700 copies of each of the four 2014 issues (French and English) – in printed form regionally via local leaders and online via social media, email and our website. We achieved a greater reach by running 11 radio programmes each time in DRC, South Sudan and Uganda in local languages to highlight issues contained within the newsletter.

Film promotes vision of women for the new Bangsamoro

After decades of conflict, in March 2014 the Government of the Philippines and the MILF signed a comprehensive peace agreement, securing peace for the people of the Bangsamoro region.

Conciliation Resources produced an advocacy film to gain support for women's participation in the peace process and influence public opinion. The film forms part of our project working with four women's organisations to secure women's participation in the drafting of the new Bangsamoro Basic Law and creation of the Bangsamoro Government.

"The Bangsamoro Government needs to enhance women's participation and empowerment."

Baileng Mantawil, Bangsamoro Women
Action for Development Initiatives

The film promotes the views and aspirations of women in the Bangsamoro and their vision for the new self-governing entity. Never before have indigenous and Muslim women jointly articulated such a clear policy message. The recommendations were the result of 72 consultations with 3,000 women across the region.

The film promotes messages of inclusion and unity, respect for different cultures and the need to protect women's rights. It has been screened at workshops and events across the region, and will be promoted more widely through digital channels and other events in 2015.

"The future of women in the Bangsamoro is assured, in the parliament, in the police and in other agencies of government."

MILF leader and Chair of the Bangsamoro
Transition Commission, Chairman Iqbal

CONFLICT: LOOK CLOSER – NEW ANIMATION PROMOTES PEACEBUILDING

Millions live every day with violent and intractable conflicts and their consequences. If they respond at all, governments and multilateral institutions too often rely on military responses, which fail time and again to protect vulnerable populations or deliver lasting peace. People affected by conflict rarely get a say in its resolution. In addition, the people working tirelessly to build peace in their communities are given little support or recognition.

Conciliation Resources produced an animation *Conflict: look closer* to mark UN International Day of Peace 2014. Our film explains that people have a right to peace, and calls for a commitment to invest in peacebuilding alternatives to prevent and resolve violent conflict.

The film enabled us to get out top-level messages on peacebuilding more widely, reach new audiences and increase influence among existing audiences. It attracted numerous positive comments and 3,500 online views. Following the launch in September, on Facebook it reached 74,000 people and was liked 5,900 times, and it received 1,373 clicks from Twitter with 50 re-tweets.

"Building peace takes commitment and creativity. We need to avoid quick fixes and work with long-term perspectives. People need to appreciate the complexities of conflict, and be prepared to commit serious resources to dialogue and mediation."

Andy Carl, Executive Director,
Conciliation Resources

"The animation is very helpful in my work. We use the video in our trainings and workshops as it provides a succinct understanding of the meaning and value of peacebuilding work."

Emma Leslie, Director, Centre for
Peace and Conflict Studies, Cambodia

"A really powerful film made for #PeaceDay by Conciliation Resources about building peace across the world #21Sept"

Robert Richardson, YouTube comment

Accord series free ebooks

In March 2014, the entire *Accord* back catalogue from 1996 was published on our website as ebooks. This makes the collection easily available to a wider readership, and helps increase access for people globally. In 2014 we had 2,200 downloads of the *Accord* ebooks – with people accessing our archive of previous editions as well as recent publications.



Conciliation Resources' publications in 2014

- *Gender, Peace and Security: Taking UNSCR 1325 to the next level*
- *Gender, violence and peace: a post-2015 development agenda*
- *Gender and peacebuilding* (position paper)
- *Post-2015: A Peacebuilder's Perspective*
- *Investing in long-term peace? The new Conflict, Stability and Security Fund* (joint publication with Saferworld and International Alert)
- *Submission on the next UK National Security Strategy*
- In *Fragilité et résilience: les nouvelles frontières de la mondialisation*, contributed the following chapter: Resilience in peacebuilding: lessons from the Democratic Republic of Congo
- *Accord Insight* project report: *Local civil society engagement of non-state armed groups*
- *Accord - Legitimacy and peace processes: from coercion to consent*
- *Accord - Legitimacy and peace processes: from coercion to consent* (policy brief)
- *Afghanistan post-2014: reverberations in Kashmir*
- *Rejuvenating the economic environment in Jammu & Kashmir*
- *Opening spaces for youth in Jammu & Kashmir*
- *Recommendations: Protecting civilians from LRA abductions*
- *Protecting civilians in LRA-affected areas: Regional Civil Society Task Force* (also in French)
- *A people dispossessed: the plight of civilians in areas of the Democratic Republic of Congo affected by the Lord's Resistance Army* (also in French)
- *Safe paths home: protecting civilians and supporting reintegration in LRA affected communities* (also in French)
- *Back but not home: supporting the reintegration of former LRA abductees into civilian life in Congo and South Sudan* (also in French)
- *The Voice of Peace: Grassroots news and opinions on the LRA conflict* – four 2014 editions (also in French)



PRIORITY 4

Create opportunities for dialogue between divided communities

Conciliation Resources has a long track record of creating opportunities for dialogue within and between communities across conflict divides. In such places, stereotypes and enemy images thrive and there are extremely limited opportunities to meet with the 'other side', let alone to jointly and critically assess their shared conflict. To build peace, it is vital for people to meet across lines of divide and have the opportunity to discuss their past, present and future together.

Dialogue and exchange formed a large part of Conciliation Resources work in 2014. We facilitated a range of dialogue processes where people could air their grievances, be heard by others and begin to understand each other. Joint analysis of the issues in these processes has laid the foundations for dozens of civic and political actors to rethink how their societies relate to each other, take action and begin to build trust and confidence.

We worked to engage all sectors of communities, from political leaders and officials to under-represented groups such as young people, women, displaced persons, and ex-combatants. We continued to use dialogue as a tool to influence policy, engaging political actors to increase their understanding of both sides of a conflict. We also generated creative options for transforming conflicts in the face of long-standing obstacles.

Peacebuilding involves not just the negotiating table, it involves real people that are part of civil society.

Rosa Emilia Salamanca,
Director of CIASE, Colombia

Above: Conciliation Resources' Kashmir partners meet to discuss their work and the conflict © Conciliation Resources/Charlotte Melly

Local dialogue helps to prevent violence in the Central African Republic



4e Arrondissement Peace Committee opening, Bangui, CAR
© Conciliation Resources/Louisa Waugh

In recent years, CAR has experienced one of the worst political and humanitarian crises in its tumultuous history. In March 2013, CAR experienced a coup d'état that removed the government. Violence followed and two armed groups – the Muslim-dominated Séléka coalition and the mostly Christian anti-Balaka militia – targeted civilians.

In 2014, as the crisis in CAR escalated towards civil war, we worked with community and religious leaders in the countryside and the capital, Bangui. We worked with three prominent religious leaders to establish an 'Interfaith Peace Platform', helped leaders identify root causes of tensions, and supported their efforts to promote dialogue and reconciliation in highly divided communities.

However, to effectively address the conflict, it is also vital to involve grassroots communities. Encouraging people to assume responsibility at a local level can bring about peace and a new sense of a shared identity and solidarity. In Lakounga, a suburb of south Bangui, we are supporting the local leaders, including priests and imams, who have worked tirelessly to maintain peace, despite violence raging all around them. With our help, they have established a local community peace committee.

During 2014, Conciliation Resources and our partners established and supported ten community peacebuilding committees in CAR: seven in Bangui and three in the north and west of the country. The groups bring together diverse people including men, women, religious leaders, and youth. We trained committee members in peacebuilding skills, providing advice and support to their peacebuilding initiatives.

The peace committees have undertaken a range of peacebuilding work, including mediating local tensions, addressing local security issues such as armed gangs, communicating between different ethnic groups, reaching out to displaced people, and advising local authorities and UN peacekeeping forces on local security needs. We also brought community leaders to meet with national and international actors, including CAR government officials, religious leaders, the EU and UN – something that rarely happens.

PEACEBUILDER PROFILE: Rosalie Nawira

Rosalie Nawira, is Mayor of Zemio in south-eastern CAR. She lives in a community affected by the LRA conflict. Recently, tensions between ex-Séléka rebels and government forces have exacerbated community relations along sectarian lines.

Conciliation Resources has supported Rosalie to develop her peacebuilding skills through training, exchange visits, mentoring and accompaniment. In December 2014, when violence broke out between the local Muslim population and groups of youth, due to a group of Muslims attempting to visit a religious burial site, Rosalie was able to diffuse the tensions.

"Conciliation Resources has supported us to raise the awareness of the population on the need to encourage the return and reintegration of LRA combatants, as well as mobilising women on how to confront these issues."

**Madame Rosalie Nawira Banguissa,
Mayor of Zemio, Central African Republic**

Inter-ethnic dialogue tackles minority relations in Abkhazia

Inter-community relations, perceptions of unfair distribution of power and the exclusion of certain groups from political life, were at the root of the Georgian-Abkhaz conflict, and present an ongoing challenge in trying to find ways forward. Working separately with local partners on just one side of the Georgian/Abkhaz conflict divide, is a way to foster the kind of internal dialogue that is essential in building confidence within a community and to raise issues that can then feed into the wider peace process.

During 2014, we worked closely with the Association of Women of Abkhazia to support civil society organisations to facilitate inter-community dialogue. The project brought together diverse ethnic and religious communities in Abkhazia to exchange information, undertake joint analysis, and determine priorities and recommendations about how to identify each other's needs, and address inequality and exclusion.

“This is the first time I have ever seen this kind of discussion happen, about creating an inclusive future for Abkhazia.”

Dialogue observer

The project included carrying out research through focus groups and interviews with 70 people from diverse groups. They shared their views on identity, language, participation, political representation, exchange and interaction between different communities. The findings from the research were discussed at a series of dialogue and diversity workshops with representatives from eight ethnic and religious groups. The fact that the workshops continued through periods of political turmoil and instability was testimony to how much participants valued this unique chance to come together, have their say and bring their ideas to policymakers.

Over the course of the year, dialogue participants initiated small projects in their own communities to reach out to others to foster peacebuilding. These small-scale initiatives, which include joint cultural excursions and language courses, continue to help break down barriers and connect disparate people.

On the Georgian side of the conflict, Conciliation Resources collaborated with the Club de Madrid to organise a high-level exchange with political and civil society actors in Tbilisi, the capital. This coincided with International Human Rights Day in December 2014. Danilo Türk, President of Slovenia (2007-2012) and member of the Club de Madrid, led the visit, and shared his longstanding experience on minority issues and human rights with a range of Georgian political leaders and civil society representatives. Public events included speaking on a panel with the Georgian President and Public Defender, as well as the EU Ambassador to Georgia. The Shared Societies Concept is highly relevant in the South Caucasus. This initial exchange explored comparative examples of managing diversity and provoked useful internal debate in Georgian policy circles.

The London Process: creating vital space for dialogue

The Georgian-Abkhaz conflict has persisted for over two decades, and the official peace process has not made significant progress. There is a pressing need for people to come together in a safe space to focus on options for peaceful change. Conciliation Resources provides such a space through supporting a dialogue known as the London Process. This brings together civil society and political actors from both sides of the conflict to analyse obstacles in the peace process and relations between the parties, generate fresh thinking about future options, and increase mutual understanding. Ideas and insights from the dialogue then feed into national debates and inform the official Geneva International Discussions.

A London Process meeting in May 2014 involved 16 Georgian and Abkhaz participants and 13 international participants representing diplomatic and policy circles from the South Caucasus and European capitals. It provided a unique platform for Georgian and Abkhaz civil society and political actors to inform their own thinking and explore ways forward. International

diplomats confirmed their readiness to engage more actively in trying to address particular issues, such as access to education, cultural heritage, and support to local civil society.

“I am always impressed by the broad perspectives and backgrounds of everyone here. Reconciliation does prevail in this room. This is a very valuable process.”

Dialogue participant, May 2014

Smaller dialogue meetings in Berlin in July, and in London in October, were opportunities to follow through on ideas and develop plans to expand the dialogue to involve more officials from the region.

Over time an expanding network of people has been willing and able to talk frankly about the contentious issues, and to hear views they do not agree with. This enables them to seek practical solutions to issues that can improve the lives of ordinary people affected by the conflict.

Encouraging wider support for peace in the Horn of Africa

In addition to our technical support to the Kenyan-led peace talks, we supported a consultation forum to contribute to and influence the peace agenda in the region. This forum was convened by a team of intellectuals and professionals, from the Somali region of Ethiopia (Ogaden), who are not affiliated to the parties in the conflict. We shared lessons and experiences on peoples' participation in peace processes from other contexts and with our support two of the participants have since attended a five-day peacebuilding course organised and sponsored by a diaspora think-tank, the African Diaspora Policy Centre at The Hague.

As a result of the improved knowledge and exposure, the intellectuals and professionals have started reaching out to Ethiopian federal Government officials as a first step towards engaging with and influencing peace in the region. We will continue engaging with these individuals as well as other sectors of society, to encourage public participation and support for wider dialogue and peace processes in the region.

Pushing for a breakthrough to peace in the Philippines

The Philippines has suffered two major armed conflicts during the past four decades: a self-determination struggle by Muslim communities in the southern island of Mindanao, involving the MILF, and a countrywide communist insurgency represented by the NDFP.

For three decades, the Government of the Philippines and the NDFP have been engaging in on-off peace negotiations. Despite the lack of significant developments, both sides are showing some willingness to compromise. In 2014, we worked with different parties involved in the peace process, as well as the Norwegian facilitator, to stimulate a breakthrough and encourage talks to resume. We also worked with community organisations and local NGOs to make connections between political and civil society levels.

A National Peace Summit is scheduled to take place in May 2015, providing an opportunity to facilitate a more inclusive peace process. With our partner Sulong CARHRIHL we have held training and advocacy workshops for civil society organisations in several regions of the Philippines. For the majority of participants, this was their first time to become involved in a dialogue on the peace process. The workshops equipped them with skills and knowledge to articulate recommendations and policies to the Government and NDFP peace panels.



Participants at a workshop in the Philippines exploring the NDF peace process as part of the *Capacities for Peace* project
© Conciliation Resources/Charlotte Melly

Victims have a voice in the Colombian peace negotiations

In Havana in 2012, the Colombian Government and the left-wing rebel group, the FARC began talks to end over five decades of conflict. In September 2014, for the first time, victims outside Colombia fed into the talks through a 'Victims' Forum' that Conciliation Resources co-convened with ABColombia and Colombian organisations Mesa Permanente por la Paz and Rodeemos el Diálogo.

The Forum invited Colombian victims to share experiences, and engage in conversations about victims' rights. Participants developed messages and proposals for the parties negotiating peace. The London forum had 70 participants and was one of 20 forums taking place simultaneously in cities across Europe, America and Latin America.

Colombia is one of the few peace negotiations to give a formal voice to victims, to hear their suffering, their needs, and to provide space for them to present their proposals at the formal table. Sixty victims were invited to the Havana peace talks to tell their stories to the panels, including Maria Eugenia, a member of our partner the Women Peace and Security Collective (WPS), who presented the Ethical Pact for a Country at Peace that we helped the Collective develop. The Forum has given momentum to other victims' rights initiatives. Conciliation Resources now supports a truth and memory initiative for Colombian women in the diaspora, to document stories of women who left Colombia because of the armed conflict. It will feed into the Colombian truth-telling process.



Colombia Forum participants in London © Conciliation Resources/Caitlin Espinoza



PRIORITY 5

Strengthen the organisation to deliver on its mission

Conciliation Resources prides itself on being a strong organisation, with a solid foundation to support our valuable work in conflict contexts. We strive to constantly improve our management systems, processes and practices to support and guide us. This enables us to respond to new challenges and build our partners' capacities to grow and develop into stronger peacebuilding organisations. Robust performance monitoring and evaluation strengthens our ability to communicate and learn from the results of our work.

In 2014, we celebrated our 20th anniversary, and after 20 years in Islington we moved to new premises in Tufnell Park that can comfortably house all our staff and volunteers. In addition, the appointment of four new, highly experienced board members has brought new skills and expertise to our board.

In 2014, we advanced and clarified our shared understanding of gender, peace and security, of human rights and conflict transformation, and reconciliation through internal learning events involving staff, external experts and partners. Comparative learning and reflection is core to our ways of working and a means to strengthen our practice, test assumptions, develop new ideas, and articulate policy messages informed by experience.

Our staff and colleagues are our greatest asset. In 2014 we invested in training to equip them with skills to operate safely in the insecure and volatile environments they may find themselves in when carrying out peacebuilding work. We also provided training for staff in areas such as value for money, and communicating our impact.

Conciliation Resources' staff members Giulia Girardi and Janet Mohammed © Conciliation Resources

New board members

After an open recruitment round for new board members, Marc Van Bellinghen, Carey Cavanaugh, Michelle Davis and Michelle Parlevliet joined our board at the Annual General Meeting on 9 June 2014. They joined established board members Peter Price (Chair), Avila Kilmurray, Jeremy Lester, Frederick Lyons and Catherine Sexton.

The new Board members add to the range and depth of skills, knowledge and experiences on our Board – from different thematic and geographic areas, skill sets and institutions.

Carey Cavanaugh is director of the Patterson School of Diplomacy and International Commerce at the University of Kentucky. He has long been active in conflict resolution, helping advance the United States peace efforts involving Armenia, Azerbaijan, Cyprus, Georgia, Greece, Moldova, Tajikistan, and Turkey. He served as United States Ambassador/Special Negotiator for Eurasian Conflicts.

Marc Van Bellinghen works with the European External Action Services (EEAS) as a Senior Adviser in the Africa Department. He has worked on conflict prevention and peacebuilding for over a decade both within the EEAS as Deputy Head of the Conflict Prevention Division and with the European Commission as Deputy Head of the Crisis Response and Peacebuilding Unit. His main area of expertise is Africa, in particular the Great Lakes region.

Michelle Davis specialises in global strategic communications and is currently Senior Communications Manager for an international NGO dedicated to the prevention and treatment of malaria, neglected tropical diseases, and improving child health. Michelle has over 10 years experience producing and directing factual programmes and live events for the BBC. She has led communications training in Afghanistan, Lebanon, Southeast Asia and sub-Saharan Africa and holds an MA in Global Media (SOAS).

Michelle Parlevliet has been working on the nexus of human rights, justice and peacebuilding for nearly 20 years. Between 2006 and 2009 she served as senior conflict transformation adviser for Danida's Human Rights and Good Governance Programme in Nepal. Before that, she worked with the Centre for Conflict Resolution in South Africa, the South African

Truth and Reconciliation Commission, and the Prosecutor's Office of the International Criminal Tribunal for the Former Yugoslavia (1995-2005).

In 2014 we launched our new intranet – 'The Hub'. This is enabling staff to share information in a more interactive and streamlined way, work more collaboratively, and have better access to organisational tools and documents.

Independent review of our financial systems

In 2014 we commissioned our new auditor PKF Littlejohn to review our financial systems and internal controls. The review examined our policies, procedures, governance, accounting, purchasing, procurement, and project management systems. The review indicated no areas of significant concern and made a number of very practical recommendations where improvements could be made to support the organisation as it grows. By the end of 2014 we had already implemented many of the recommendations.

We also introduced a new accounting software package to: streamline processes – resulting in more timely decision-making; improve accuracy and efficiency of reporting by reducing the time it takes to produce internal and external reports and provide live financial information to budget-holders – improving their management of projects and budgets.

Our new premises

After almost twenty years in Islington, Conciliation Resources moved to new premises in Tufnell Park. Our new office is large enough to host all our staff in one space. Beyond giving us much needed space, the move has opened up new opportunities to convene in-house and external meetings and events, for staff, partners, NGO networks, dialogue processes, and learning events with academics and peer organisations. Our inspiring new office is a converted urban barn, once owned by St John's College Cambridge, and built in the early 19th century to house hackney carriages (and their horses).

Share, discuss and learn: human rights, reconciliation and peacebuilding

Conciliation Resources prioritises reflection and comparative learning as a way to improve our practice, share lessons both internally and externally and inform our future work. Teams share updates and experience through short weekly 'downloads' and other formats, such as workshops and evaluations. We also exchange knowledge and practice with others working in the field.

We think it is important to explore and interrogate the concepts with which we work. One of these is human rights. In January 2014, we held an internal learning event on human rights and peacebuilding. This examined how the two fields and their respective objectives and practice intersect. Along with some Board members and partners, staff learnt about the evolution of human rights and conflict transformation fields, identified common ground and tensions between the two, and clarified terminology and concepts. We shared experiences from Northern Ireland, Latin America, and from Conciliation Resources' own programme work in the Philippines, Caucasus, Fiji, and Central Africa. We looked at issues of justice and reconciliation in our work and compared lessons and practice across contexts. Going forward, the event has prompted us to explore opportunities to deepen and document our understanding in this area and contribute insights to the peacebuilding field.

A subsequent learning event took place in May 2014, on the related topic of dealing with the past and reconciliation, a complex and current challenge in a number of our programme areas. Staff exchanged practical experiences and insights, and learned more about the Swiss Government's approach from a representative of the Task Force for Dealing with the Past. Staff gained further insights and inspiration in December at an in-house workshop run by the Belgrade-based Centre for Nonviolent Action. Their first-hand accounts of the long-term and painstaking work to help build trust between people affected by the Balkans conflicts provided encouragement, challenge and practical guidance.

The discussion about reconciliation and dealing with the past encouraged us to commit to analyse and document our learning and practice in this area through the *Accord* series. An application for support to the United States Institute for Peace was subsequently approved and this work will move forward in 2015.

Peace Day discussion on culture and conflict resolution

Kevin Avruch, Associate Director of the School of Conflict Analysis and Resolution at George Mason University (GMU), and Professor Chris Mitchell (GMU) joined our staff on Peace Day (11 September) to talk about the evolution of the field of conflict resolution over the past 30 years.

Kevin presented ideas from his recent book: *Context and Pretext in Conflict Resolution: Culture, Identity, Power and Practice*.

Staff safety in high-risk environments

Conciliation Resources provides practical support to help people affected by violent conflict achieve lasting peace. In carrying out our work, we find ourselves in unstable and insecure environments that may expose staff to personal risk. As a responsible employer we strive at all times to minimise and manage these risks and take all reasonable steps to keep our staff safe.

In 2014, we redeveloped our security policy and operational guidelines for managing staff security. We introduced specific security policies for CAR, Nigeria, Lebanon, Pakistan, India, Kenya and the Philippines. We recognise that security management is more than just a document or plan, and must be integrated into ongoing programme management. We review and update our policies prior to each trip to a region, and at least on an annual basis.

In 2014 we also invested in Hostile Environment Awareness Training for our staff, providing individuals with the information and skills to operate safely and effectively in challenging environments. Staff learnt how to recognise and avoid potential threats to their safety and gained essential skills to allow them to respond to security incidents.



The year ahead: plans for 2015

As we continue to grow and expand our work, 2015 presents further exciting opportunities, as well as contextual challenges to respond to. Organisationally, we will be finalising and beginning implementation of a five-year Strategic Plan to guide our work until 2020. Here is an overview of work we will be undertaking in each of our teams:

CAUCASUS

As the Georgian-Abkhaz and Nagorny Karabakh conflicts persist, and official peace processes struggle to deliver results, we will continue to facilitate vital contact across the conflict divides (including among political and influential actors). We will also provide analysis, creative ideas and lessons learned – including to the formal peace processes. We will work directly in both contexts to improve understanding of the recent violent past, and encourage debate on options for building a peaceful future. A particular focus for 2015 will be to strengthen exchange between the informal and formal peace processes, including through our Karabakh Contact Group, and by exploring re-starting informal political-level dialogue in the Georgian-Abkhaz context.

CORE AND OPERATIONS

The Core and Operations team incorporates the Finance, Monitoring and Evaluation, Human Resources, IT, Programme Support and Facilities Management functions of Conciliation Resources. During 2015 the Core and Operations team aim to fully implement the upgrade to our financial systems to facilitate an improved standard of financial reporting internally and to our donors, and continue to develop our M&E systems and approaches to ensure effective and integrated measurement, recording and reporting of our impact.

Above: Sierra Leone and Liberia border crossing at Jendema © Conciliation Resources/Janet Mohammed

EAST AND CENTRAL AFRICA

Central African Republic

In the absence of an effective state in CAR, we will continue supporting communities through their national and local leaders, to contribute towards ending inter-communal violence and building sustainable peace. We will work with religious leaders (through their Interfaith Platform), civil society actors and government representatives, to enable them to carry out dialogue, advocacy and conflict prevention work at the national and community levels and develop policies that promote peace. We will also support community peacebuilding structures in Bangui and the different regions to resolve tensions and violence in their communities.

Areas affected by the Lord's Resistance Army

In the East and Central Africa region, comprising the countries of Uganda, South Sudan, DRC and CAR, we will work with communities affected by multiple intertwined conflicts. Through local community peace and protection committees, we will support communities to develop early warning systems, and to encourage the return of LRA members and facilitate their reintegration into community life. With our partners we will continue to lobby and advocate to national governments, regional institutions and the international community for improved civilian protection and policies that sustain and promote peace in communities.

FUNDRAISING AND COMMUNICATIONS

This year we will be focusing our fundraising efforts on securing increased strategic and programmatic funding to ensure a sustainable income stream. We will be launching a refreshed, responsively designed website, focusing on producing more impactful multimedia communications, and maximising use of our online communications tools and platforms to effectively promote our work. As well as working to strengthen internal processes around fundraising and communications, and communications capacity within the organisation, we will also be working to embed further our new intranet – The Hub – launched in 2014.

HORN OF AFRICA

In 2015, we will continue our support to the peace talks between the Government of Ethiopia and the ONLF. As the conflict in the Somali region of Ethiopia occurs at multiple interconnected levels, we will broaden the programme to target the multiple levels of the conflict and involve different constituencies in the peace process. This includes providing opportunities and support to the local and diaspora communities in the Somali region of Ethiopia, enabling them to participate and increasingly have a stake in the Ogaden peace process and ensuring the Ogaden peace process learns from relevant local and community peacebuilding initiatives in the Somali-wide conflict system.



Conciliation Resources' Caucasus partners © Conciliation Resources/Lika Lezhava

LATIN AMERICA

In Colombia, a country with strong local peace-building capacities, Conciliation Resources' niche has been and will remain comparative learning. In 2015, we will focus on developing and sharing cutting-edge policy and practice in areas such as legitimacy in peace processes, gender and peacebuilding, and the role of civil society in peace agreement implementation. We will continue to support our partners, CIASE, to undertake its innovative work in the field of gender and peace, and the WPS to facilitate dialogue, peace education and reconciliation across all sectors of Colombia's divided society. In 2015, the *Capacities for Peace* project in this region will enable the four project partners from Colombia, El Salvador, Guatemala and Peru to come together and share lessons on their experiences of building peace, supporting dialogue and on the implementation of peace agreements.

PACIFIC

Following the elections in September 2014, in 2015 we will support our Fijian partners to develop sustainable programmes, which focus on the country's new democratic institutions, promote inclusive and accountable governance, and encourage national debate. 2015 will be a year of important transition for this programme, with the development of work in Bougainville, Papua New Guinea. Here local civil society members have requested support to build peacebuilding capacities, as the island prepares for a referendum on independence to take place before 2020.

POLICY, ACCORD AND LEARNING

In 2015, the Policy and Practice team will focus on developing and communicating evidence to underpin arguments for inclusive peacebuilding approaches, including in the areas of political settlements, reconciliation and gender-sensitive peacebuilding. We will develop practical guidance and tools, including for engagement with armed groups and gender-sensitive conflict analysis, in order to meet an external appetite for effective approaches. We will engage with donor governments and with the EU and UN, to press for adequate resourcing for peacebuilding work

and to inform and shape major UN reviews, including that of UN Security Council Resolution 1325. In the UK we will work with other charities and through dialogue with the UK Government, to reduce the impact of counter-terrorism legislation on peacebuilding and humanitarian action. Internally, we will seek to advance staff knowledge and skills in areas of core competence, such as gender and conflict analysis, advocacy and policy dialogue, engaging armed groups and mediation, as well as facilitating learning in the emerging areas of reconciliation, national dialogue and political settlements.



Women in Nepal © Conciliation Resources / Charlotte Melly

Accord 26 will look at peace and transition processes in Nepal and experiences of implementing a peace agreement ten years after it was signed. This *Accord* edition will identify peacebuilding innovations from Nepal that can provide lessons for global policy and practice, and inform the development of priorities for peace and transition domestically. The second *Accord Insight* will be published in 2015, exploring how local community engagement with non-state armed groups can offer significant potential to building peace. It will examine how engagement can change non-state armed groups' behaviour and promote conflict resolution – complementing formal or national negotiation processes. Work will begin on *Accord Insight III*, which focuses on the role of reconciliation in making and sustaining peace. An overarching research focus for the *Accord* programme will explore practical ways that peace processes can help to develop inclusive political settlements in conflict-affected societies.

SOUTH ASIA

In light of the persisting deadlock in official dialogue processes between India and Pakistan, we will continue to support alternative avenues for promoting trust across the conflict divide. We will also continue to work to sustain and strengthen individuals and organisations, which support non-violent and constructive processes to build peace in the region and encourage wider political transformation. We will continue to strengthen Kashmiri initiatives to increase their peacebuilding capacities and policy reach in both India and Pakistan, particularly the KIG and the JCCI. We will work to enhance collaboration amongst the policy, academic, civil society and business sectors (including the Kashmiri diaspora) on confidence-building measures – particularly trade, tourism and conflict-sensitive disaster management.

SOUTHEAST ASIA

In the Philippines, we will play a dual role in supporting the successful roll-out of the Comprehensive Agreement on the Bangsamoro – through our ongoing involvement as a member of the International Contact Group and through collaboration with eight local partners, to increase public participation in the implementation of the Agreement. This particularly applies to promoting community-responsive policy reform, and monitoring government responsiveness to the human rights outlined in the agreement. We will continue to support Muslim and indigenous women to play an active role in peacebuilding. With the revival of the peace process between the Philippines Government and the NDF, we will work with the Norwegian facilitator, the parties to the conflict, and civil society in order to strengthen the process and explore options for innovation.

WEST AFRICA

Mano River region

Tensions in the Mano River border regions are likely to remain high or grow further in 2015 as poverty, resource conflicts and weak governance are exacerbated by national elections and the Ebola crisis. In a crucial time for conflict transformation, we will work with our local partners to facilitate links between communities and local authorities to resolve tensions, including those driven and exacerbated by the Ebola epidemic. We will continue to promote a cross-border approach to peace and security in the four Mano River region countries, and work to enhance citizen-government relations by encouraging security and government officials to engage with the local population in a non-violent manner.

Nigeria

In Nigeria's Plateau State, where our work is focused, there are fears that the Plateau will increasingly be a target for Boko Haram's violence in the lead up to and in the aftermath of the 2015 Presidential election. In this context, we will work to build the capacity of individuals who have the potential to work for peace – such as youth leaders – to advocate for improved security. We will hold dialogues, which bring people from conflict-affected communities together with security officials and policymakers, to take a joint problem solving approach to improving community security.



Our people

We believe in investing in our people and are fully committed to being a diverse and inclusive organisation. Staff members and volunteers come from a variety of backgrounds and from over 16 different countries. Our volunteers are also crucial to our work, committing valuable time, energy and skills. We thank them for their contribution.

BOARD

We are pleased to have an engaged and supportive board consisting of professionals from peacebuilding, human rights, academic, diplomatic, communications and other backgrounds.

Board members

Marc Van Bellinghen

Carey Cavanaugh

Michelle Davis

Avila Kilmurray

Jeremy Lester

Frederick Lyons

Michelle Parlevliet

Peter Price (Chair)

Catherine Sexton

Above: Conciliation Resources' staff members Aden Abdi and Sarah Hamilton © Tom Chambers

PARTNERS

Our work is based on partnership. We believe in genuine, reciprocal partnerships characterised by mutual support and learning. We work with a diverse range of partners across all our programme regions and policy spheres.

Partners include peacebuilding NGOs, women's organisations, government agencies, human rights organisations, academic institutions, private companies, networks and religious organisations.

Caucasus

- Association of Women of Abkhazia (AZhA)
- Centre for Humanitarian Programmes (CHP)
- GoGroup Media
- Institute for the Study of Nationalism and Conflict (ISNC)
- Internews Azerbaijan Public Association
- Media Initiatives Center (MIC)
- Society for Humanitarian Research (SHR)
- Stepanakert Press Club (SPC)
- Synergy IDP network

East and Central Africa

- Commission Diocésaine de Justice, Paix et Réconciliation-Aru (CDJPR-Aru)
- Femmes Hommes Action Plus
- Inter Church Peace Committee (ICC)
- Justice and Peace Commission Gulu (JPC Gulu)
- Réseau des Organisations Femminines des Ueles (ROFU)
- Self Help Women's Development Association (SHWDA)
- Solidarity and Integrated Assistance to Vulnerable Populations (SAIPED)
- Totto Chan
- Vitalité Plus

Latin America

- Cooperación de Investigación y Acción Social y Económica (CIASE)
- Rodeemos el Diálogo (ReD)

Pacific

- Citizen's Constitutional Forum (CCF)
- Dialogue Fiji (DF)
- Fiji Women's Right Movement (FWRM)
- Pacific Centre for Peacebuilding (PCP)

Policy, Learning and Accord

- Alliance for Peacebuilding (AfP)
- British Overseas NGOs for Development (BOND)
- European Peacebuilding Liaison Office (EPLO)
- Gender Action for Peace and Security (GAPS)
- Mediation Support Network (MSN)

South Asia

- Centre for Law and Development Policy
- Centre for Peace, Development and Reforms (CPDR)
- Jammu and Kashmir Joint Chamber of Commerce and Industries (JKJCCI)
- Kargil Development Project (KDP)
- Kashmir Development Foundation UK (KDF)
- Kashmir Initiative Group (KIG)
- Kashmir Institute of International Relations (KIIR)
- School of Hospitality and Tourism Management, Jammu University (SHTM)

Southeast Asia

- Bangsamoro Leadership and Management Institute (BLMI)
- Centre for Peace and Conflict Studies
- Mindanao Business Council
- Mindanews
- Nisa Ul Haqq
- Pambansang Kongreso ng Kababaihan sa Kanayunan, Inc. (National Rural Women Congress – PKKK)
- Peace Advocates Zamboanga Inc
- Philippine Association of State Universities and Colleges (PASUC)
- Sulong CARHRIHL
- Tenduray Lambangian Women's Organization (TLWOL)
- UNYPAD
- WE ACT 1325

West Africa

- ABC Development
- Centre for Peace Advancement in Nigeria (CEPAN)
- Institute for Research and Democratic Development (IREDD)
- Network Movement for Justice and Development (NMJD)
- Plateau Peace Practitioners Network (PPPN)
- VOICE Network
- West Africa Network for Peacebuilding (WANEP) Côte d'Ivoire

Financial review

During 2014 we continued to implement the Strategic Framework for 2012-2014, which supported us to incorporate an emphasis on results while staying true to the ideals and conceptual basis of our peacebuilding mission and mandate, and maintain measured growth.

We continued to be supported by our existing and new institutional donors in the reporting year to further our mission and development of the sustainability of the organisation. Across 2013-14 our income and expenditure are broadly in line, reflecting the timing differences between income receipt and associated programme expenditure. Our financial strategy reflects our organisational belief in not growing for the sake of growing but only in response to identifiable and funded peacebuilding needs.

Support costs

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

Reserves

Conciliation Resources has a policy to maintain a balance of unrestricted reserves equalling six months of operating costs in line with general guidelines for UK Charities. General reserves are unrestricted and include a designation of £53,000 for staff contingency. During 2014 general reserves were reduced by 16 per cent to support the organisation's move to new premises and programmatic investment, this remains within our reserves policy.

Basis of financial information

The full 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. We publish our audited accounts on our website www.c-r.org or they can be downloaded from the Charity Commission website www.charitycommission.gov.uk

Summary statement of financial activities drawn from the full audited accounts for the year ended 31 December 2014

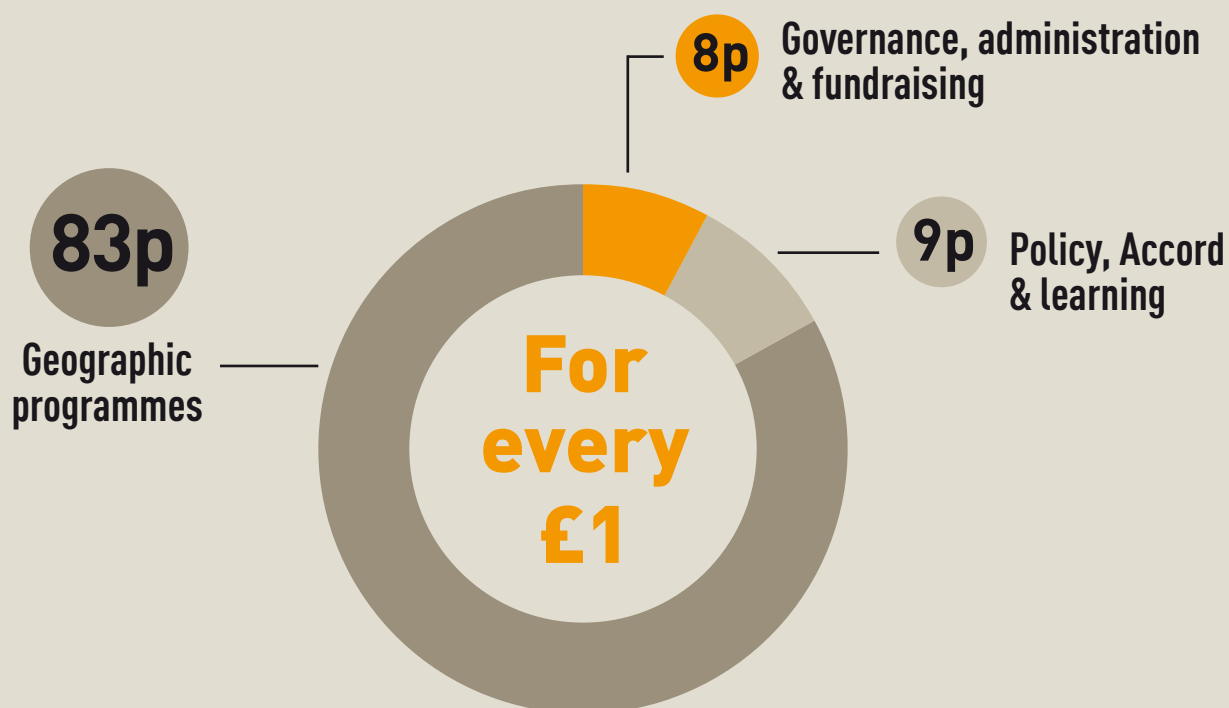
INCOME	2014	2013
Unrestricted grants	1,558,954	1,725,428
Restricted grants	2,683,454	4,189,677
Other income	86,923	32,094
TOTAL INCOME	<u>4,329,331</u>	<u>5,947,199</u>

EXPENDITURE	2014	2013
Fundraising and governance	252,936	388,086
Charitable activities	5,637,496	4,216,908
	<u>5,890,432</u>	<u>4,604,994</u>
Surplus / Deficit at 31 December	<u>-1,561,101</u>	<u>1,342,205</u>

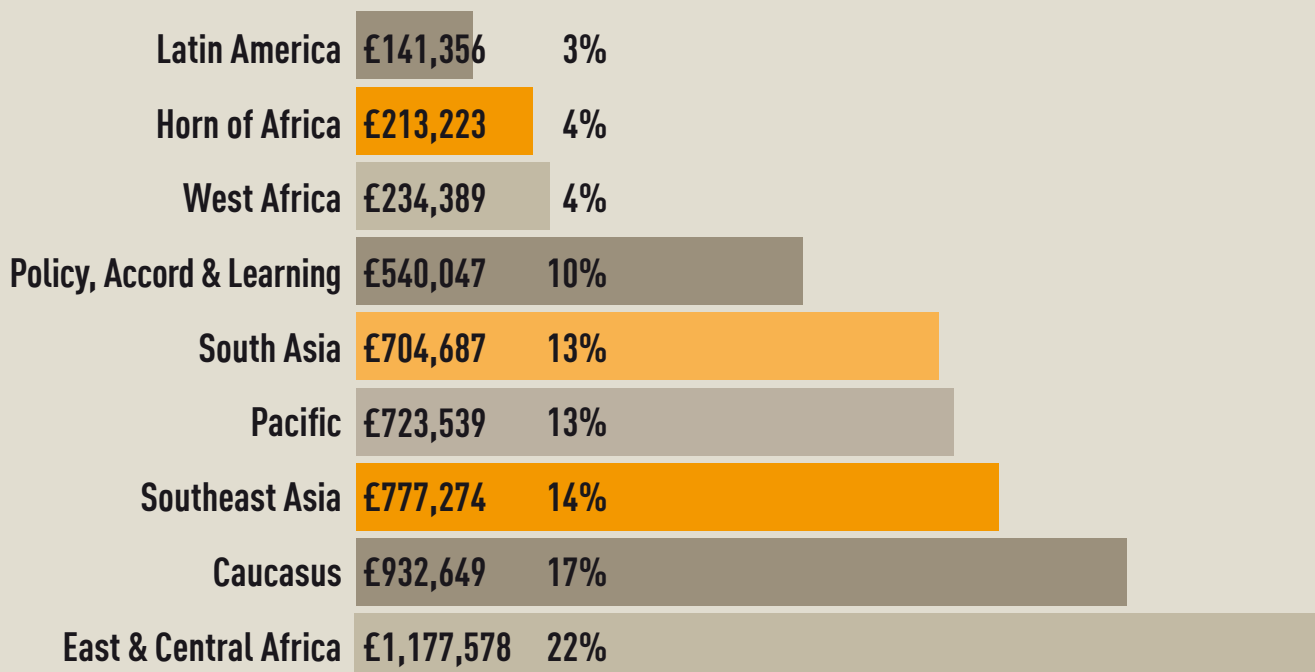
BALANCE SHEET	2014	2013
Fixed Assets	211,767	15,664
Current Assets	2,643,590	4,442,732
Liabilities	616,442	658,380
NET ASSETS	<u>2,238,915</u>	<u>3,800,016</u>

FUNDS		
Unrestricted income funds	1,055,365	1,266,976
Restricted income funds	1,183,550	2,533,040
TOTAL FUNDS	<u>2,238,915</u>	<u>3,800,016</u>

Where we spent your money in 2014



Programme and policy activities



TOTAL: £5,444,742

Thank you

Conciliation Resources would like to thank all our generous donors, who in 2014 have provided the support to make our work possible.

Government and multilateral organisations

Australian Department of Foreign Affairs and Trade (DFAT)

European Union

Ministry of Foreign Affairs of Finland

Netherlands Ministry of Foreign Affairs

Norwegian Ministry of Foreign Affairs

Swedish International Development Cooperation Agency (SIDA)

Swiss Federal Department of Foreign Affairs (FDFA)

UK Department for International Development (DFID)

UK Foreign and Commonwealth Office

UNICEF

USAID

Trusts and foundations

The Baring Foundation

Commonwealth Scholarship Commission

Joseph Rowntree Charitable Trust

National Endowment for Democracy (NED)

Norwegian Peacebuilding Resource Centre (NOREF)

Ploughshares Fund

United States Institute of Peace (USIP)

Opposite: Tatiana Viviane, Coordinator of Conciliation Resources' partner Femme Homme Action Plus and volunteer Bangue Herve Antoine, Obo, CAR, 2013 © Conciliation Resources/Caesar Poblücks



About Conciliation Resources

Conciliation Resources is an independent organisation working with people in conflict to prevent violence and build peace. We provide advice, support and practical resources to help divided communities resolve their differences peacefully. In addition, we take what we learn to government decision-makers and others working to end conflict, to improve policies and peacebuilding practice worldwide.

Conciliation Resources

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