

ALTERNATIVE PATHS TO PEACE OUR WORK IN REVIEW 2010–2011



**CONCILIATION
RESOURCES**
working together for peace



Thousands flee due to fighting, Democratic Republic of Congo, 2008. © UNHCR/P.Taggart

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NEW WAYS TO END OLD WARS

In the last few years we have seen new forms of diplomacy emerging with local people playing prominent roles, and a new commitment to talk to groups previously seen as ‘beyond the pale’. The ‘Arab Spring’ has re-awakened the world to the potential of non-violent strategies and people’s power. Our growing field of peacebuilding is contributing to these changes, showing real determination and innovation.

Conciliation Resources’ approach to affecting change in hugely complex conflict systems is built on a solid understanding of the changing contexts – informed by the insights of local people. We need to have the right relationships with partners where we have earned their trust and where we talk to the conflict parties. To maximise our influence we need to stay focused on the important fault-lines and stress-points, helping people make connections with others across conflict divides, and with those with decision-making power. We have come to realise that we work on conflict systems that frequently pay no heed to geographical boundaries. Together with our local partners we are finding creative ways of working across borders, and we are working with our donor and governmental colleagues to encourage them to adapt their bureaucracies to these realities.

We have always played a role in providing mediation support – with resources such as our [mediation handbook](#) designed to be a practical and easy to access source of information, essential to all those involved in a peace process. In the last two years we have more actively pursued opportunities to support official processes of mediation. Our role in support of the Malaysian mediation in the Philippines between the Government and the Moro Islamic Liberation Front (profiled in this review) is an important example of a trend towards new relationships between governments and non-governmental groups working together to support peace processes.

All conflicts are local so we continue to centre our work on cooperating with partners who are responding to their specific challenges. For most international responses, the missing piece remains engagement with local activists and mediators, and the development of a locally informed understanding. Conflicts across the world are posing governments and multilateral agencies huge challenges of how to support locally owned and led processes of change. Most governments find it hard enough to consult with their own citizens let alone with those active in other countries. I remember one official saying: “*We are like a giant holding a delicate flower, we can hardly touch it without crushing it.*”

International NGOs have long played essential roles in bridging these relationships, and this is something that is central to the work of Conciliation Resources. This review describes how we have helped champion the idea that governments need to get better at hearing local voices. This means doing diplomacy differently – listening not only to embassies, security services, businessmen and journalists but also to the communities themselves.

Our approach to peacebuilding is not about taking the soft option. More often than not, alongside local partners, we pursue difficult, sometimes dangerous, and often unpopular strategies. Probably the toughest of these is in making the case for the



© UN Photo/Fred Noy

primacy of engagement and dialogue. Working against the global currents that favour military responses is a big part of what conflict prevention means in practice. Making a difference in these contexts is about pursuing strategies that mitigate what might otherwise be a worsening conflict as well as stimulating ideas and debate towards political solutions. What are our measures of success? A donor-sponsored evaluation of our last decade of work found evidence that we are playing important roles in creating environments where partners are able to do work that they would not have been able to do, improving and protecting people’s lives.

We are working in many contexts where the conflicts seem intractable, where there is no peace process, and limited prospects of political settlements that are negotiated around the table between governments and those opposing them,

and yet we are not seeing hopelessness. Instead our partners are drawing on their own insights and ideas to define new paths to peace – citizens’ paths – leading to inclusive process of change that offer more than elite and exclusive negotiations.

Thanks to the trust invested in us by our international donor partners who continue to support us in these austere times, we are happy to share with you some of the highlights of our last two years of work.

Andrew Carl
Executive Director

War shatters lives. It creates poverty and wastes billions every year. The people living in the midst of the violence often have the greatest insight into its causes. Yet they are often excluded from efforts to find a resolution.

Conciliation Resources supports people at the heart of conflicts who are striving to find solutions.

We work with them to deepen our collective understanding of the conflict, bring together divided communities and create opportunities for them to resolve their differences peacefully.

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

Collaboration

We believe in working together to build peace. We work closely with groups and individuals from all sections of society 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.


“*Lasting resolutions to conflict require far more effort than just a politician’s signature on a treaty. The peace processes that work are those that are founded on a broad spectrum of initiatives in which citizens play a full role*”

Andrew Carl, Conciliation Resources
Executive Director, December 2011

WHERE WE WORK

Accord 22, (2011), looks at cross-border peacebuilding in a number of regions. It explores how peacebuilders can think outside the state: beyond it – through regional engagement, and below it – through cross-border community and trade networks.

© Juan Carlos Jiménez




We work to influence public debate and promote a new solution to the conflict – one that provides a more inclusive, democratic and sustainable route to peace, and an alternative to the elite-driven peace talks or military strategy.

Our programme work focuses on seven conflict-affected regions around the world and we take a further in-depth look at specific conflict contexts and peacebuilding themes through our Accord publication series. In addition, we work to improve global conflict policies for conflict prevention and peacebuilding, with a focus on the UK, EU and UN, and the regions in which we work.

Drawing on our practical experiences of peacebuilding, we offer creative policy proposals to international policymakers. We aim to improve the ways in which governments and inter-governmental agencies engage with conflict-affected countries.

© Conciliation Resources/Aubrey Wade



We seek to address the underlying drivers of conflict focusing on the borderlands of Mano River Union countries, promoting good governance and community security, and supporting civil society to influence their respective governments.

We work in the Georgian-Abkhaz and Nagorny Karabakh contexts to improve prospects for peace by supporting local people working for change – connecting people across conflict divides, challenging prejudices and provoking new thinking.

We work with civil society organisations and decision-makers connecting people across the four countries affected by the Lord's Resistance Army conflict. Together we promote civilian protection, the integration of returnees and advocate for political strategies to resolve the conflict.

Accord 21 (2010), identifies ways to improve understanding and links between Somali and international peacebuilding policy and practice.


We support local partners to address the challenges of military rule, contributing to the development of a more inclusive and participatory political process, and the creation of a sustainable constitutional democracy.

We support Kashmiri civil society to play a more dynamic and proactive peacebuilding role to enhance the prospects for a non-violent transformation of the conflict over the disputed territories of Jammu and Kashmir.

© Rhodri Suga



Focusing on the conflict in Mindanao, we work with conflict parties and affected communities to contribute to the ongoing peace talks and address the multiple, intertwined layers of conflict.



PROMOTING UNDERSTANDING OF PEACEFUL WAYS TO RESOLVE CONFLICT

Children in an internally displaced persons transit centre, Bogotá, Colombia, 2006. © UNHCR/B.Heger

OVERVIEW

Much of our activity focuses on promoting new paths to peace in the contexts in which we work. Through collaborating with partners, we know that there are many peaceful ways of resolving conflict and preventing violence. Together, we promote political solutions to conflict and deepen understanding of non-violent approaches. These are often both more effective and more durable than approaches based on military force.

We believe that efforts to end armed conflict must include people living in the regions that are affected. We work with people in areas of fragility to find new ways of transforming long-standing conflicts. Through sharing learning and comparing experiences, our partners are able to develop alternative ideas and strategies.

We hold workshops, meetings and discussions in all the conflict contexts in which we work, to engage specific individuals and groups. Such discussions include sharing our views and those of our partners with key figures and decision-makers.

Throughout 2010 and 2011 we worked with various groups including local civil society, the private sector and governments, to raise awareness of the consequences of violence, promote learning from peacebuilding

experiences and initiate public debates on ways to move forward.

We supported our partners in changing attitudes among civil society and decision-makers, to seriously consider alternative peacebuilding approaches. Shifting popular perceptions on conflict takes much time and effort, but we know that it is an essential area of change.

Changing mindsets and presenting new ways forward

A key element of our work in promoting understanding is to support partners in their use of media – radio, TV, newspapers, film and the internet – to creatively communicate peacebuilding insights. The media in its various forms can be an essential tool in changing mindsets and reaching the widest number and range of people possible – influencing perceptions and attitudes towards conflicts and their resolution.

In , articles written by our staff helped shift public debate around the conflict, suggesting alternative approaches that could be taken to achieve peace. In we supported the to promote reflection and discussion on the difficult issues of racism and inter-communal violence in their film *Enduring Hope* which was widely screened in Fiji and on flights to and from the country.

We also produced a wide range of publications and reports, which presented fresh thinking and new ideas on particular contexts and peacebuilding more generally. This included issue 22 of our flagship publication series,

which explores how to build peace across borders.

ACHIEVEMENTS

○ SOUTH CAUCASUS

An [survey](#) has helped inform debate among the displaced in Georgia and – through facilitated discussions and coverage in national newspapers and on TV talk shows – has brought their voices into the Georgian mainstream. Conducted by Conciliation Resources, the network Synergy, and the Caucasus Regional Research Centers, the survey shed new light on what Georgians displaced from Abkhazia in the early 1990s think about conflict resolution and the issues of justice and return. It discovered that almost two thirds of the displaced would not support the use of force to resolve the conflict.

○ COLOMBIA

More inclusive decision-making processes that strengthen existing democratic institutions form a key part of our concept of a ‘citizen’s path to peace’. Such ideas are beginning to change people’s thinking on the conflict and how to move out of the current deadlock. Together with our partner Indepaz we promoted these thoughts through a jointly published book and several [radio programmes](#) in Colombian and international media.

○ EAST AND CENTRAL AFRICA

Abductees from the [DRC](#) are returning to their communities after hearing radio broadcasts developed by journalists, supported by Conciliation Resources. Our partners have formulated their own strategies to influence local, national and international decision-makers on the importance of putting the needs of their communities first and ensuring that a military response is part of a wider political strategy.

○ FIJI

Our partners’ [work](#) including workshops conducted with senior civil servants, has helped people to understand and appreciate the value of dialogue and public consultation in moving from military rule back to constitutional democracy. Our partners successfully conducted this valuable work while strict public emergency laws were in place.

○ SOUTH CAUCASUS

Screenings of films made by young Azeris and Karabakh Armenians as part of our [initiative](#), meant people on all sides of the conflict divide could find out about the lives, hopes, fears and opinions of the other and debate issues raised by the films. Through 90 screenings and moderated discussions, over 3,200 people across the region were able to participate, resulting in the fostering of greater mutual understanding between the different sides. The films were shared on YouTube where one, *All films about love*, has been viewed by over 27,000 people, sparking further discussion.

“**For me the most important thing is when people make an effort to go beyond the propaganda ... and try to understand something for themselves**”

Harout Mansuryan, outreach moderator for *Dialogue Through Film*, Armenia

CROSS-BORDER APPROACHES TO CONFLICT RESOLUTION

Our 22nd Accord publication

[\(2011\)](#), presented new thinking by investigating cross-border peacebuilding experiences. Exploring how peacebuilding strategies and capacity need to look beyond the state, the publication highlights 20 examples from regions as diverse as West Africa, the Middle East and Europe. It emphasises that whilst war does not respect political or territorial boundaries, peacebuilding responses are often limited by national borders and focus on the state for analysis and intervention.

The publication and accompanying policy brief have influenced international and national debates and response strategies, and we have led discussions about the report’s implications for peacebuilding. Camilla Campisi from QUNO who helped organise a high-level meeting at the UN in New York to discuss the findings of the publication, said:

“the EU, as well as member states and UN experts felt the report was timely and relevant to ongoing discussions at the UN on peacebuilding and cross-border work more broadly.”

The publication contributed to, and reinforced, important shifts we are now seeing in the field of peacebuilding by a variety of actors. For example the importance of cross-border peacebuilding was highlighted in the *World Development Report 2011*, the UN established a regional office for Central Africa, and various donor governments have been reinvigorating their regional strategies.

White flag on the Chakothi Bridge, which connects Jammu and Kashmir (Indian side) with Azad Jammu and Kashmir (Pakistani side), 2008.
© Muhammad Arif Urfi

COMMUNITY SECURITY ACROSS WEST AFRICA'S BORDERS

Screenings of our film, *Talking Borders*, helped generate commitments from the security sector in Sierra Leone to identify ways of improving their service and changing the behaviour and attitudes of officials operating on their international borders.



The film explores how corruption and routine harassment is affecting the lives of people living in border areas of Sierra Leone, Liberia and Guinea. Such community-level issues, if left unresolved, fuel conflict and can lead to violence on a greater scale.

In conjunction with our partners the

Leone Action Network on Small Arms and *Talking Borders*, we organised community film screenings and theatre workshops about the film which enabled people from border regions to engage with

security officials and voice their concerns. Representatives of the national security sector – immigration, customs, police, prisons, the Office of National Security and the National Revenue Authority of Sierra Leone – were all involved in the screenings.

As a result, the officials agreed to take action to change the situation in border regions, including committing to add effective border policing and anti-corruption in the police training curriculum. The Acting Secretary General of the Mano River Union Secretariat was so moved by the findings she

asked Conciliation Resources to provide additional information that she could share with member states so that “they can learn to do things right”.

The film was screened in 12 border communities across 6 districts, with community theatre organised in a further 12 communities. Over 600 people including 370 women participated in the screenings and 750 people in the related theatre workshops.

Many of the female participants identified with the experiences of sexual harassment described by the young female trader featured in the film. Ms Doris Kalie, a women’s rights activist, stated:

“[Talking Borders] vividly highlights society ills meted against women. It has succeeded in creating space and an opportunity for women to express their views on abuses against them.”

Before *Talking Borders*, civil society was not included in any official discourse on border issues. Conciliation Resources’ partners are now being invited by local and national institutions to meetings to discuss border security issues with officials.

CREATING OPPORTUNITIES FOR DIALOGUE BETWEEN DIVIDED COMMUNITIES





Participants discuss issues raised by one of the films at a *Dialogue Through Film* screening, Azerbaijan, 2011. © Conciliation Resources/Laurence Broers

OVERVIEW

Conciliation Resources has a long track record in creating opportunities for dialogue both within societies and across conflict divides. In environments where there are often extremely limited opportunities for people to meet with the ‘other side’ or with members of different social groups within the same country, we arrange for people to get together, share perspectives, and generate new thinking and approaches.



We work with communities in conflict to help them find ways to change how they think about the issues that divide them. We help them jointly analyse the conflict, discuss difficult subjects, and deal with issues connected to past actions. We help people to approach long-standing problems in new and transforming ways and explore possible solutions. We use workshops, dialogue, films and exchange visits to achieve these aims.

Breaking down barriers, making connections



During 2010 and 2011, our dialogue work helped break down barriers and build relationships between people who wouldn’t normally have the chance to interact. Our , for example, brought together students and young professionals from either side of the Georgian-Abkhaz conflict divide, encouraging them to discuss and explore the conflict. In  we enabled a broad range of social activists to take part in discussions and share their ideas about how to build peace in the region.


“ *I believe it would help resolve the Kashmir conflict if everyone involved in Kashmir, including our senior leadership, could undergo such processes of joint learning*”

A Kashmiri participant reflecting on the ‘profound usefulness’ of a Conciliation Resources event

Through exchange visits, we were able to bring people together to learn from others in conflict contexts with similar challenges. We also enabled people from different countries affected by the same conflict to share experiences and explore common ways forward. In 2011, an exchange visit of partners from  to the  provided a rare opportunity for people from both regions to learn about different approaches to peacebuilding, challenge their own viewpoints and appreciate that others around the world are facing similar difficulties.

FORGING CONNECTIONS ACROSS SOCIAL DIVIDES

“I had never met an indigenous person before.” Sabsy Palanca, a business woman from Manila, stated at the end of an  between women from the 

Together with local partners  in the Philippines and in Colombia, Conciliation Resources coordinated an exchange of women from varying backgrounds, which included NGOs, government, indigenous communities, security and business sectors. The exchange was successful in enabling the participants to gain exposure to another country facing similar peacebuilding challenges and to learn from each other’s innovative approaches. More importantly however, it helped build previously unlikely relationships and a commitment to a common cause between women from the same country but with very different social and political perspectives.

“This experience is like a mini peace process,” Ana Paola Tinoco, from the Colombian Presidential High Council for Women’s Equity, highlighted. Indeed, mistrust in Colombia is so entrenched that dialogue between Government and civil society is often highly

confrontational. The visit assisted in breaking down mistrust, and has aided a greater mutual understanding between the women in the different social groups.

Participants in both countries have decided to continue meeting to deepen the cross-sectoral dialogue on women, peace and security, and further develop their relationships. *“All of us are extremely busy in our own areas of work, but we have realised the added value of coming together,”* explained Colombian coordinator, Rosa Emilia Salamanca, commenting on the subsequent meetings.

Today, as a result of her experiences, Sabsy Palanca is promoting dialogue between indigenous communities and mining corporations who work in the same area. She has also offered scholarships for indigenous youth to become lawyers to actively defend the interests of their communities.

Philippine and Colombian female exchange participants meet Moro women in the Philippines. © Mhodz Suga

ACHIEVEMENTS

○ INDIA AND PAKISTAN (JAMMU AND KASHMIR)

We have assisted in strengthening

by creating links between educational institutions. As a result, Vice Chancellors from both sides have established an informal cross-LoC platform to further reinforce these connections. This was thanks to a report we commissioned, written by respected authors on either side of the LoC that examined the scope for cross-LoC cooperation in the sphere of higher education, as well as meetings we facilitated between senior educationalists – Vice Chancellors and administrative heads – in neutral locations such as Dubai and Istanbul.

○ WEST AFRICA

convened by our partners in Sierra Leone, Liberia and Guinea have created space for local communities to raise and discuss issues affecting them directly with their district councils. As a result, officials have been addressing people's concerns, helping prevent community-level frustrations that may have led to violence and conflict in the future.

○ THE PHILIPPINES

Our , launched in 2011, brought international experts with comparative experiences on complex and contentious topics, to meet with the Government's Peace Panels, the armed forces and civil society groups. Participants in the process welcomed Professor Christine Bell's insights on constitutional reform, human rights and transitional justice, while Moro women's groups were inspired by the experience of Shadia Marhaban – the only woman in the Free Aceh Movement's panel and one of the few Muslim women to have been actively involved in formal peace negotiations in Aceh, Indonesia.

○ SOUTH CAUCASUS

We assisted young to sustain contact across the conflict divide. Participants in our youth work also became increasingly proactive in sharing their experience with peers at home. They facilitated discussions around issues of conflict among students, activists and young politicians through public seminars, information-sharing sessions and TV debates.



PROMOTING DIALOGUE, BUILDING RELATIONSHIPS

Across Fiji's ethnic and political divisions, provides a platform for different social sectors – civil society, government, faith groups, business and others – to engage with each other, discuss contentious and important issues and build relationships.

As Rev Akuila Yabaki, one of Dialogue Fiji's committee members, states: *"One of the lessons learned is that complex problems are better resolved when there is a good understanding of the issues involved by individuals, groups and stakeholders at the primary and local level."*

During 2010 and 2011, Dialogue Fiji had an impact at both national and local levels. Locally it helped to resolve disputes over land issues, as well as forging connections across divided communities. At a national level it has provided a forum in which discussion of the need for an inclusive and consultative constitutional process could be promoted.

Dialogue Fiji held ten three-day local and national dialogue events in different

regions across the country. These events provided participants with the space to reflect on the past, explore current issues and conflicts, and develop strategies and approaches for the future. Following the events, action groups were formed to continue the relationships and follow-up on their commitments. They are now producing a to broaden understanding of their work. Dialogue Fiji has helped people to participate in open and challenging public forums in a difficult period of military rule.

"Dialogue is so important if we are to own the process of building a better country", commented a supporter of the project, Netani Rika.

“ I had never met a General before. Now we are friends and we have a different perspective – a more respectful and constructive one – about each other's work ”

María Gines Quiñonez, Afro-Colombian community leader in Nariño province, Colombia

STRENGTHENING PEACEBUILDING POLICIES AND PRACTICE

Somali internally displaced people. © IRIN/Kate Holt

OVERVIEW

Conciliation Resources offers advice and recommendations – based on our experiences and those of our partners – to governments and international organisations. We challenge them to respond more effectively and constructively to conflict, to give greater priority to peacebuilding approaches, and to place support for locally led political settlements at the heart of their responses to armed conflict.

We aim to help change how governments and multilateral agencies engage with conflict-affected countries. We create opportunities for our partners to engage directly with international audiences to get their messages heard. Resourced with innovative peacebuilding ideas and examples of effective practice, policymakers should be more able to support sustainable approaches to peacebuilding.

In 2011, the UK Government issued its *Building Stability Overseas Strategy (BSOS)*. This important cross-governmental strategy directly addresses many issues to which we have been drawing attention for many years, including the need for a broad understanding of stability, consideration of partnering with people beyond government, and a focus on inclusion.

We , and have been actively working to influence the implementation of the policy through our participation in the Conflict Group of the UK network, Bond.

As part of a partnership of European and local NGOs, during 2010 and 2011 we presented lessons applicable for future directions of EU policy on the Nagorny Karabakh conflict at the European Parliament and to senior EU officials. The findings pointed to long-term strategic and incremental investment in peace rather than unwarranted focus on short-term windows of opportunity. We also actively participated in a number of practitioners' networks, such as the

and , combining our voice with others to influence global policy and practice.

Bringing new peacebuilding perspectives to policy

We have been bringing the perspectives of people directly affected by armed conflict to the heart of EU decision-making through an innovative project called the

Through this 18-month EU-funded joint project with Saferworld, we provided opportunities for civil society from West Africa, East and Central Africa, the South Caucasus and Lebanon, to influence the European Union's conflict prevention and peacebuilding strategies. Advocacy training for local partners helped develop their capacity to better understand the EU and articulate and convey policy messages. We accompanied partners to present their perspectives in Brussels and London, and to national policymakers in their respective countries.

ACHIEVEMENTS

○ SOMALIA

In early 2010, we published our 21st Accord publication, *Accord Somalia*. Many of our key messages about the need to support Somali-led processes, to address accountability and legitimacy challenges, and to focus on security for all, have been reflected in changes in international policy and in the 2012 London Conference on Somalia. We have been told that Accord Somalia is now ‘essential reading’ for EU and UK staff working on the region.

○ SOUTH CAUCASUS

Our initiative established a ‘safe space’ for Armenian and Azerbaijani analysts and practitioners to think collaboratively and make recommendations to move peacebuilding policies forward. Focusing on contentious issues, the KCG published both in-depth research and accessible discussion papers offering clear guidelines for addressing core problems such as forced displacement and political status in the Karabakh peace process.

○ CONFLICT AND DEVELOPMENT

Thirty-eight governments and international organisations have signed up to the *Accord* that reframes the way that they seek to engage in states affected by conflict and fragility. Through our engagement in OECD’s *International Dialogue on Peacebuilding and Statebuilding* (a forum which brings together governments of countries affected by conflict with their international partners to address the challenges of fragile states) and our presence at the Busan High Level Forum, we played a key role in ensuring that locally owned political dialogue and people-centred concepts of security were included in the

○ PROSCRIPTION AND PEACE PROCESSES

Our work on *Proscription and Peace Processes* has focused on the impact on peace and mediation processes of proscribing armed groups as ‘terrorists’. These measures act as both a legal and political barrier to meaningful engagement. Our approach has been to create space for debate. Two workshops, held in Brussels and London, brought policymakers from the field of counter terrorism together with diplomats and conflict resolution specialists, to discuss for the first time, the impact proscription has had on mediation and peace processes.

“*[Conciliation Resources] has broadened thinking by hosting events, holding workshops, developing training seminars and providing individual briefings. It is known and respected in both UN and EU circles and its Accord launches have provided opportunities for high level briefings often resulting in its messages being incorporated into policy documents and speeches*”

DFID CHASE, external review, 2010

TRADING FOR PEACE IN KASHMIR

In recent years India and Pakistan have taken tentative steps towards discussion of the *Line of Control* in and around the regions of Jammu and Kashmir. A number of measures aimed at building confidence and more peaceful relations between the different sides have been put into place, including opening the *Line of Control* (LoC) for limited trade.

Working on a cross-LoC trade initiative with local partners, traders and representatives of business associations, we pushed beyond the exclusive circles who usually lead the discussion on such issues.

A culmination of efforts over the past two years resulted in a

Memorandum of Understanding. Following three days of dialogue in Istanbul, the group – facilitated by Conciliation Resources and local partners – signed the first written agreement on non-governmental cooperation between the private sectors from both sides of the LoC.

Our report *Trading for Peace in Kashmir* captured the perspectives of local people and explored

how existing trade can be strengthened in order to contribute to unofficial peacebuilding processes. The publication was well received by policymakers in the region and was used to inform policy discussions. It also attracted significant regional media coverage.

The State Observer newspaper commented: “*The senior-most Cabinet Minister in Jammu and Kashmir Government, Abdul Rahim Rather, has lauded the efforts of Conciliation Resources in bringing out a publication on Cross-Line of Control Trade, which is a key confidence building measure in the state... [He] said that the publication would help the policymakers in understanding various view points from both sides of the Line of Control.*”

Political leaders and traders from Azad Jammu and Kashmir (Pakistani side) and Jammu and Kashmir (Indian side) hug on the Chakoti Bridge after 60 years of separation, 2008. © Muhammad Arif Urfi

CONTRIBUTING TO THE MINDANAO PEACE PROCESS
IN THE PHILIPPINES

In 2009 an **ICG** was established to support Malaysian mediation of the Mindanao peace process. Conciliation Resources and other members of the ICG have been supporting the peace negotiations between the Government of the Philippines and the Moro Islamic Liberation Front (MILF).



Both parties to the talks have repeatedly highlighted the importance of the supportive role of the ICG for the continuity of the peace talks. In a recent statement, Presidential Adviser on the Peace Process, Teresita Quintos Deles stated: *"We cannot overlook the major role being played by the international community – from facilitating negotiations and contributing resources to keeping watch over the processes."*

The ICG attends and observes negotiations and is mandated to help maintain trust between the parties and ensure the implementation of mutually agreed approaches. It is the first initiative of its kind where non-governmental organisations (NGOs) and government diplomats work together in a formal and permanent mediation support setting.

Within this partnership, alongside four governments and three other international NGOs, we fulfil a discrete but crucial role in helping to move the process forward. In addition, through papers and discussion, we have been bringing the issue of gender to the forefront of the negotiations, helped by our having the only female member of the ICG.

As part of the NGO contingent, we act as a bridge between the parties, the facilitator, local partners, business and others, encouraging greater public awareness and participation. We have provided comparative experience and contributed thinking to help the parties address some of the stumbling blocks in the talks.

As Mohaghuer Iqbal, Chairman of the MILF peace panel states: *"Conciliation Resources has provided the MILF and the Government with the expertise of international resource people – men and women – and with concepts, ideas and papers drawn from years of experience in peace processes across the world."*

SUPPORTING PEOPLE
TO BUILD PEACE



Aided by long-term support from Conciliation Resources, the Citizens' Constitutional Forum has developed into one of the largest and most effective NGOs in Fiji and has played a central role within civil society. © the Citizens' Constitutional Forum

WORKING WITH DISPLACED COMMUNITIES IN THE SOUTH CAUCASUS

Nearly quarter of a million Georgians were displaced from Abkhazia during the 1992–93 war. Their lives have been directly affected by the conflict, yet they have had little opportunity to influence the peace process. Politically, they are marginalised. They also face challenges such as unemployment and a lack of access to housing.

Conciliation Resources has been working with a

to address issues affecting internally displaced persons (IDPs). Synergy acts as a forum for information exchange, joint analysis and action, and advocacy at local, regional and national levels. Since October 2010, a monthly supplement in the national newspaper *Rezonansi* has provided the network with a platform to influence mainstream understanding of IDP issues.

By working together as a network, the constituent members have more impact. *“It’s one thing for a single organisation to lobby the authorities,”* says network member Manana Darjania, *“but quite another for a network of 20 to do so. They are much more likely to take our concerns into account when we have a unified position.”*

Nino Kalandarishvili, one of the network coordinators, emphasises the impact

the network has had over the past two years: *“Through persistent lobbying of local government to improve conditions for IDPs – be that securing a power supply to IDP homes, or obtaining state funding for a kindergarten for their children – Synergy members have demonstrated that they can make a practical difference. The network is a source of encouragement to others, showing that IDPs themselves have the power to change things.”*

The network has also been successful in changing the mindset of ordinary Georgians, Nino comments: *“Many Georgians feared that ‘integration’ meant giving up on the right for the displaced to return. Network activists, most themselves IDPs, managed to convey a powerful message that integration was not an alternative to return, but a route to dignified living conditions and a more influential role in society.”*

Georgian internally displaced persons, 2008. © Dato Meshki

OVERVIEW

Conciliation Resources believes that peace is ultimately built by the societies that suffer from armed conflict. In all conflict contexts there are courageous people working to prevent violence from affecting their communities. We work closely with local organisations, networks and committed individuals, providing long-term support and enabling them to create opportunities for peacebuilding.

By accompanying our various local partners, helping them to strengthen their organisational and peacebuilding capacities, and connecting people who are working for peace with each other, Conciliation Resources is helping them gain confidence and be more effective in their peacebuilding efforts.

We provide ongoing structural support, facilitate meetings and share peacebuilding learning, knowledge and good practice. With our partnerships, we have seen fledgling groups grow into established and effective organisations. We also learn a huge amount from their experience, knowledge and creativity, which in turn builds our own capacities to continue to work with others.

Supporting partners – old and new

Throughout 2010 and 2011 we continued to provide ongoing and committed support to a range of existing partner organisations. We also began working with organisations such as the , an NGO that promotes democracy, good governance, feminism and human rights, the

based in Islamabad and Mirpur and the in Jammu.

We supported groups which are often excluded from formal peace processes – especially women and youth – to make their contribution to peace. In the Caucasus we continued to work with the displaced and young people, helping their voices be heard and building their relationships with others across conflict divides.

With our support, grassroots organisations such as in the Central African Republic, have become established and are able to make a greater difference to the lives of those who have been affected by the violence as a result of conflict.

Working together with local partners has meant that thousands more people are now mobilised and taking action on the conflicts that affect them, and have the tools and confidence they need.

“Conciliation Resources is providing Moro women with strategic support, linking us to international stakeholders and providing inputs from lessons elsewhere”

Raissa Jajurie, Moro women’s leader, the Philippines

ACHIEVEMENTS

○ BASQUE COUNTRY

Along with other actors, and based on earlier talks and a workshop in the region, Conciliation Resources was invited to co-sponsor an important [workshop](#) held in October 2011. The international panel, which included Kofi Annan, issued a declaration that called on ETA to formally end the armed confrontation. Following this, ETA made an announcement that it would end its armed activity after four decades of violence.

○ THE PHILIPPINES

We enhanced visibility of, and support for, women from conflict-affected areas – notably Muslim women – by inviting them to international events in Manila and Brussels. Through promoting dialogue among women with different cultural, religious and political perspectives, we have also advanced

[initiatives](#) that respond to the local context.

○ FIJI

The continued support that Conciliation Resources has provided to [the Government of Fiji](#), and [the people of Fiji](#) has enabled them to play leading roles in engaging the people and Government of Fiji in moving the country towards a return to constitutional democracy.

○ EAST AND CENTRAL AFRICA

With our support, a newly formed [women's network](#) is now regularly sharing information on the [activities](#) across the region and advocating for civil protection and a political solution to the conflict. Members of the Task Force have been interviewed on radio and TV, regionally and internationally, and their views have influenced policymakers across the region and in Europe.

○ INDIA AND PAKISTAN (JAMMU AND KASHMIR)

Workshops with community and women's groups involving a range of people from different sectors of society – human rights activists, social workers, lawyers, students, academics, journalists, business men and women and community development workers – have encouraged people from both sides of the Line of Control to talk constructively about a future without conflict. Over 1000 people have so far been involved in such discussions.

“We want to raise the voice of the people to rise up and advocate for themselves through the media, through radio”

Conciliation Resources' partner Archbishop Odama of Gulu, northern Uganda, member of the Regional Civil Society Task Force and Chairperson of Acholi Religious Leaders Peace Initiative, 2011

EMPOWERING WOMEN IN EAST AND CENTRAL AFRICA

The [conflict in East and Central Africa](#) is having a huge impact on women in the region. Conciliation Resources works with women in the region, helping them play a more active role in building peace.

During 2010 and 2011, we held a number of meetings, and organised an exchange visit of women from the Central African Republic (CAR), the Democratic Republic of Congo (DRC) and South Sudan to Uganda. [Conciliation Resources](#) provided an opportunity for women from across the region to discuss together, for the first time, the issues that affect them and explore ways of dealing with the conflict.

Veronica Anni from South Sudan was one of the participants on the exchange and also attended two of the meetings. Following these, she was motivated to form the *Self Help Women's Association*, to provide practical help, counselling and emotional support for women – many of whom are former abductees.

As well as providing opportunities for learning, the exchange also helped challenge negative perceptions about ordinary Ugandans' role in the violence. “It is the first time for me to see those

women who come from Central Africa, Congo and Uganda, it is the first time for me to talk to the brothers of Kony... When I came down here I saw that these LRA are doing the same to their own tribe,” says Veronica.

Following the exchange, women in both CAR and DRC formed networks – organising community meetings and engagements with government officials and other policymakers from the AU, to present their plans and share the experiences of women in the region.

Women in the affected regions now have the confidence to take action and make their voices heard. As Veronica says: “First of all I was fearing how I can go and approach the Government and talk to them about women's rights – the rights of the abducted women – but now I have got the courage. We women we must advocate.”



A young woman, held by the LRA for three years, sits with her sister in an internally displaced persons camp following her escape a month earlier. Dungu, Democratic Republic of Congo, 2011. © Conciliation Resources/Tom Bradley

ORGANISATIONAL DEVELOPMENT

During 2010 and 2011 we invested in some key areas to enhance our capacity.

Evaluating our work

An external evaluation found clear evidence that Conciliation Resources' approaches to peacebuilding – including our commitment to genuine partnership-centred work and the prioritisation of the participation of marginalised and community groups – have made significant contributions to preventing and managing violent conflict and building peace.

The evaluation, which was commissioned and funded by the Swedish and Swiss Governments, was conducted by the STHLM Policy Group. It examined Conciliation Resources' work over the period 2000–10, looking at the effectiveness of what we do and how we function as an organisation. In addition to acknowledging the strong impact that our work has had on peacebuilding and conflict prevention, the evaluation also highlighted areas for development.

The Executive Summary of the report is available to download from [www.c-r.org](#).

“*Conciliation Resources is widely understood as distinctive... Informed observers agree that both Conciliation Resources' focus and its approach support meaningful steps towards greater human security and development*”

STHLM Policy Group, 2010

Communicating to support peacebuilding

We recognise that the language of peacebuilding and conflict transformation can sometimes be inaccessible, making it harder for people to understand the story of what we do, why we do it, and the difference we make.

Recommendations made in the organisational evaluation and an independent audit of our communications, conducted in 2010, advised that we should improve the clarity of our communications to get our messages out to a wider global audience. As a result, in 2011, we undertook a full review of our identity to clarify Conciliation Resources' public profile, building on the good reputation and trust we have worked hard to develop. This process resulted in the development of a new identity, and a [new website](#), with a more user-friendly design and a searchable library of publications and other resources.

With these new tools in place, we are better equipped to use our communications to more effectively support the peacebuilding work we do in the future.

Our Strategic Plan 2009–2011

In 2008 we set out a Strategic Plan for the subsequent three years entitled [Our Strategic Plan 2009–2011](#). We aimed to strengthen our organisational capacities to deliver on our mission and we set ourselves four goals. These were to:

1. Deepen and widen our impact in our current and new geographic regions;
2. Have greater influence on national and international policymakers to adopt effective strategies that support peace processes;
3. Extend good practice and opportunities for learning from comparative peacebuilding experience; and
4. Better understand and demonstrate our impact.

Our Executive Management Committee and Board of Trustees reviewed progress against these plans every quarter and at the end of each year. In 2011 we looked back on our progress as an organisation and considered the significant milestone achievements against a detailed monitoring framework for each goal.

This internal review, supported by the findings of our independent evaluations, concluded that we have made good progress in achieving each of the goals we had set out for ourselves. Many of the specific achievements are detailed in this biennial review.

This process also helped us to flag the areas where challenging work remains to be done, such as the continuation of efforts to effectively monitor and measure the impact of our work. Outstanding challenges have been incorporated into our plans for the coming three years.

Looking forward 2012–2014

It is a dynamic time to be working in the field of peacebuilding. Conciliation Resources enters these next few years with renewed confidence and capacities that we have never enjoyed before.

Our new [Strategic Framework](#) clarifies the areas of our core competence and more tightly defines the parameters of our work, articulating a single overarching ambition.

Established in 1995, we are now a medium-sized NGO, with a budget approaching £5 million and a talented team of over thirty people. Our ambitions have grown, but our aims to work through close relationships of trust with local partners remain.

By 2015 it is our ambition to point to several examples where Conciliation Resources' influence and efforts have helped end a conflict or prevented an outbreak of violence. This will mean paying close attention to influencing official processes while continuing to work with our civil society partners on the many dimensions of peacebuilding.

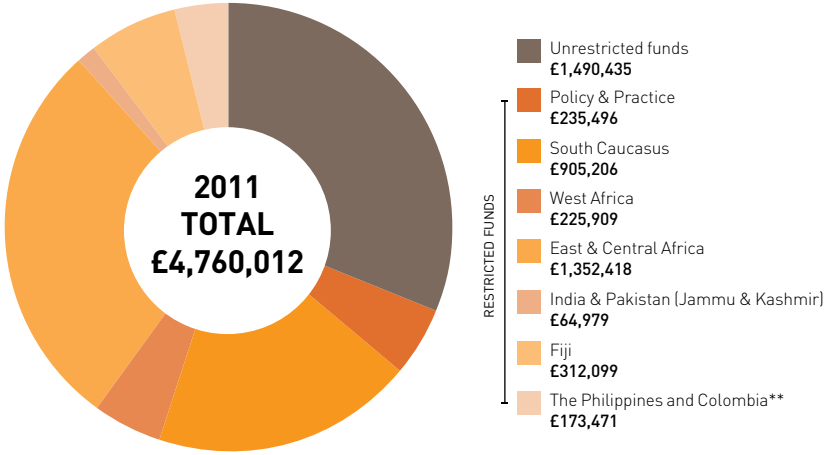
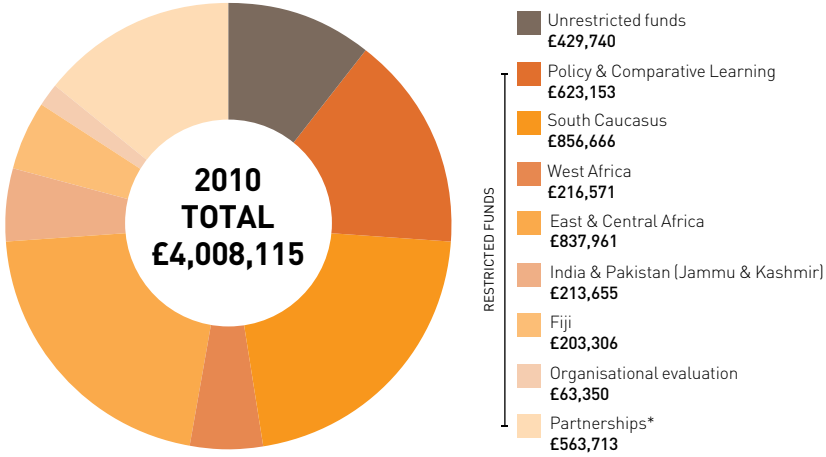
Over these three years we will pay attention to how our roles change as conflicts themselves change, and explore possible involvement in new contexts. We aim to continue to have a good reputation as one of the world's more experienced and capable peacebuilding NGOs, working with creative and inspirational partners and aim to have a staff team of 40+ and donor partners enabling us to support an annual budget of £6 million.

The full Strategic Framework is available from [www.c-r.org](#).

FINANCE

These charts of financial information are drawn from the full audited accounts for 2010 and 2011. During these two years we received funding for specific programmes and pieces of work in addition to unrestricted funds.

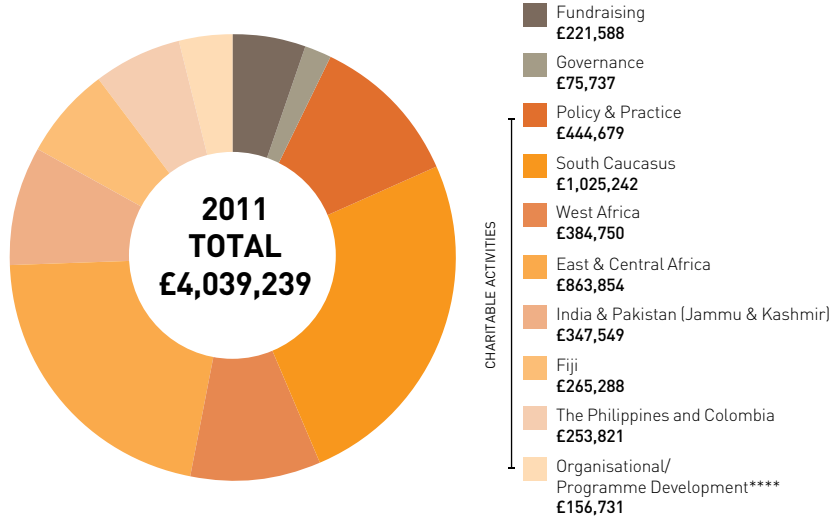
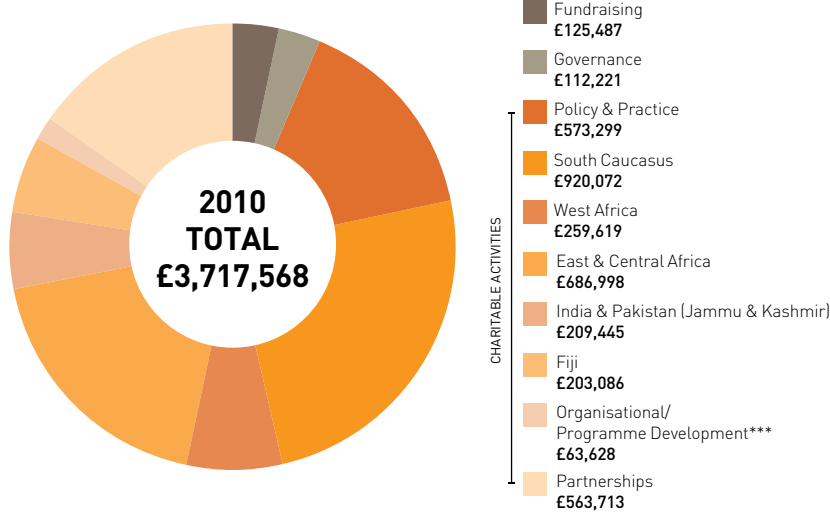
INCOME



*Relates to an EU-supported partnership with Saferworld on the People's Peacemaking Perspectives project.

** In 2011, work in the Philippines and Colombia became new programme areas, expanding on work developed in previous years within Policy & Comparative Learning.

EXPENDITURE



*** Includes spend on an organisational evaluation (funded by the Swedish International Development Co-operation Agency and the Swiss Federal Department of Foreign Affairs).

**** Includes spend on an organisational identity review and new website.

Support Costs

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

Basis of financial information

The full accounts are audited by Ramon Lee & Partners 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

DONORS 2010–2011

Our work is made possible through financial partnerships and individual donations. We thank all our donors for their continued support. We gratefully acknowledge support from:

Governments and multilateral organisations

- Australian Agency for International Development
- European Commission
- Belgian Directorate General for Development Cooperation
- German Federal Foreign Office – via the Institute for Foreign Cultural Relations’ “zivik programme”
- Netherlands Ministry of Foreign Affairs
- Norwegian Ministry of Foreign Affairs
- Swedish International Development Cooperation Agency
- Swiss Federal Department of Foreign Affairs
- UK Department for International Development
- UK Foreign & Commonwealth Office
- World Bank Group

Trusts and foundations

- Ardwick Trust
- Berghof Foundation (Germany)
- Blandford Lake Trust
- Cumber Family Charitable Trust
- Commonwealth Foundation
- Eva Reckitt Trust Fund
- Joseph Rowntree Charitable Trust
- Rest Harrow Trust
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- Souter Charitable Trust

To make a donation to our work, please visit

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Laure Trebosc Caucasus Projects Manager
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SUPPORT OUR WORK

Your donation will help us continue to support local peacebuilders working for change in the conflict contexts in which we work. To make a donation to Conciliation Resources or to specifically support one of our partners, please call us or visit www.conciliationresources.org.

Conciliation Resources is an independent organisation working with people in conflict to prevent violence and build peace. We're there for as long as we're needed to provide advice, support and practical resources. In addition, we take what we learn to government decision-makers and others working to end conflict, to improve peacebuilding policies and practice worldwide.

Together, we can find peaceful alternatives to violence.



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