

rtc

responding to conflict

Building Sustainable Peace



Annual Report of the Trustees and Financial Statements 2007/2008

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Legal and Administrative details

Name of Charity

RESPONDING TO CONFLICT

Also known as "RTC"

Charity Registration Number

1015906

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Address of principal office

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Trustees

Michael Taylor – Chair

Charles Harlock – Treasurer
(until October 2008)

David Alexander
(appointed May 2008)

Art Lavelle

Anne Lloyd Williams

Peter Luff

Alison Lyon
(appointed May 2008)

Kate Phillips
(appointed May 2008)

Gay Pilgrim

Alpaslan Özerdem
(appointed July 2008)

In addition to the above, Pat Jones and Mukami McCrum served as Trustees until their resignation in July 2008.

Chief Executive Officer

Catherine Sexton
(from 10 September 2007)

Finance Manager

John Price

Bankers

Lloyds TSB Bank Plc
Edgbaston
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B15 2TY

COIF Charity Funds
80 Cheapside
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Auditors

Clement Keys
39/40 Calthorpe Road,
Edgbaston,
Birmingham B15 1TS

About RTC

RTC's vision is of a world where people affected by conflict and violence are at the heart of building lasting peace with justice in their own communities.

Who we are

Responding to Conflict is an independent non-governmental organisation that works to transform conflict and build peace. We believe that people living and working in conflict situations are best placed to find their own ways of dealing with conflict. That is why, through our work, we seek to build our partners' ability to do this strategically and effectively and to enable them to seize opportunities for lasting and positive change.

We believe that learning from our work and practice is a vital part of working towards the change we seek.

Our mission

Our mission is to promote peaceful change. We do this by supporting people living in situations of conflict and violence to develop the skills, knowledge and confidence to create and implement strategies for peace.

"I now understand how to take conflict issues into account when designing programmes. I am full of ideas. I have realised that there is a whole new world out there in relation to this field."

Participant, Development and Conflict

What we do

RTC supports people who live and work in situations of conflict by providing medium and long-term learning and skills support programmes. Our work includes:

- ▶ **Training in conflict transformation:** developing reflective and reflexive practice in peacebuilding; planning for intervention based on strategic thinking and analysis; using analytical tools to promote understanding of conflict situations; application of a variety of interventions into conflict situations; exploring key trends and issues in the field
- ▶ **Ongoing follow-up and support** through facilitating learning from practice, mentoring, coaching and professional supervision. This ongoing accompaniment enables partners to feel less isolated and to be more confident and effective in their work
- ▶ **Learning for change:** we work with our partners to
 - ▶ Improve practice and work
 - ▶ Develop an understanding of how conflict can be transformed and disseminate what we learn for the benefit of others
- ▶ **Direct intervention** in conflict situations by RTC, including mediation, facilitation and consultancy work



Chair's Foreword

It is a pleasure and a privilege to introduce this annual report. A privilege because it offers me an opportunity to be alongside so many people, staff, consultants, Trustees and, above all, practitioners, committed to transforming highly negative situations of conflict into more positive ones where women and men can enjoy living together in peace.

It is also a pleasure because RTC is intent on making itself even more relevant in the future than it is today. We have seen the escalation of violent conflict in too many parts of the world, and of course funding programmes in hard times is a great difficulty. There are times when the challenges are daunting, but the staff of RTC, ably led by our Chief Executive, are rising to them with considerable energy and imagination, determined to identify and adopt the best ways, some of them new, of working with those who are constantly asking for our help and companionship.

All this: the difficulties, the challenges and the responses, are reflected in this report which I hope you will find interesting and persuasive. We are grateful for all the support we have received and which we cannot do without, and look forward, with you, to another year of hard and productive work.

Michael H. Taylor



Chief Executive's Review

At RTC we believe that the people living and working in conflict situations should be at the heart of building peace in their own communities. That is why, through our work, we seek to build our partners' ability to do this strategically and effectively and to enable them to grasp opportunities for lasting and positive change. A key feature of our work is the promotion of learning - from our work and from the work of our partners - in order to improve our own practice and the practice of others in the field of conflict transformation.

Over the last 15 years RTC became known as one of the key providers of conflict transformation training and capacity building. In this initial stage of RTC's life, we focused on bringing practitioners to the UK. We have established an alumni network of thousands of peace practitioners in over 70 countries.

Many of our alumni have told us that what they now need is more specialised and tailor-made accompaniment to help them design and deliver their own interventions and learn from their work. Both the Israel/Palestine programme and Applied Conflict Transformation Studies (ACTS) have begun to meet some of these needs. However, our experience from both has taught us that we need to go beyond training to develop a wider range of tools in our conflict transformation toolkit.

Over the last year, learning has been at the core of RTC's strategic thinking and staff have worked hard to determine a strategic direction for the next three years. RTC now wants to expand and further develop our approach to enable us to work with people in the medium to long-term and support them in their own direct interventions.

This coming year will mark an exciting shift in RTC where we will be moving away from an emphasis on UK-based training courses to implementing long-term programmes in specific countries and regions. To do this, we will draw on the latest approaches to coaching, mentoring and professional supervision, to really focus on how practitioners can learn for change in the midst of (violent) conflict. Over the last year we have quietly begun the groundwork. RTC is now poised to make this transition and we hope very much that you will join us in our work for peace.

Catherine Sexton

Catherine Sexton.



UK learning programme

These courses provide an opportunity for people living and working in situations of conflict to access training that will enable them and their organisations to work more effectively for peace. The courses provide practical tools in conflict transformation, ranging from conflict analysis and mediation to negotiation and peace and conflict impact assessment. Our training is suitable for a wide variety of individuals and organisations from all over the world ranging from local and national non-governmental organisations (NGOs) to international non-governmental organisations (INGOs) and provincial and national governments.

By attending our courses, participants are able to ensure that their programmes and organisational policies are conflict-sensitive, address the actual situation on the ground positively and foster civil society peacebuilding. This, in turn, enables them to engage constructively at every level to ensure that social change is sustainable and to promote best peacebuilding practice.

What we said we would do

- ▶ Run a diverse range of new courses that meet newly-identified needs
- ▶ Raise funds to support practitioners and partners to attend our training
- ▶ Open up our training to organisations working in the UK on critical issues

What we did

- ▶ In 2008 we added four new courses to our UK learning programme. These courses were attended by 73 people from 23 countries and from organisations such as **RedR, International Alert, Islamic Relief, the Tutu Foundation, AGEH, JICA, and a range of southern national and local NGOs** all engaged in critical work in their own countries
- ▶ Through the **Building People, Building Peace appeal** and additional fundraising activities we raised £23,700. This allowed us to give full or partial funding to 19 people to enable them to attend our training from countries such as Zimbabwe, Philippines and Kenya
- ▶ We successfully opened up our training to people working for peace in the UK on issues such as gang-related violence and community mediation. We were joined by 10 people from UK organisations including the **Advisory, Conciliation and Arbitration Service (ACAS), West Midlands Mediation and Transformation Service, West Bromwich Yemeni Community Association, Camphill Community Mediation and Mediation North Surrey**

“I came here to be stretched and work hard. The course was well structured and the trainers applied the Transformative Mediation model itself in deciding what to do next by listening to our needs and responding by reflecting, summarising and checking on where we wanted to go and what we wanted to do... they gave the best examples of Transformative Mediation working in a group.”

Participant, Transformative Mediation



Courses 2007/08

- ▶ **Strengthening Policy & Practice**
November 2007
- ▶ **Development & Conflict**
May 2008
- ▶ **Transformative Mediation**
May 2008
- ▶ **Peace and Conflict Impact Assessment**
July 2008
- ▶ **Postgraduate Certificate in Conflict Resolution Skills**
July 2008



Case study: Trevor Maisiri, Zimbabwe

Trevor Maisiri attended RTC's Transforming Violence and Building Peace (TVBP) course. Trevor is the Executive Director of Africa Christian Research and Policy Trust (ACRPT), an organisation in Zimbabwe that works to mobilise and build the skills of individual Christians and churches to work for peacebuilding, nation building, democracy, mediation and conflict resolution.

At least 70% of Zimbabwe's population are Christian yet following the presidential elections in March many felt unable to exert their influence and intervene in the conflict and violence that was spreading through the country. By attending the TVBP course Trevor hoped to gain a better understanding of the conflict situation in Zimbabwe in order to encourage the Christian community to join in the peacebuilding process.

Using the skills he developed, Trevor carried out a detailed conflict analysis revealing the complexities of the conflict in Zimbabwe, its impact on the local Christian groups with whom ACRPT works and the challenges faced when preparing interventions. Trevor realised that community-level interventions had not been fully developed; rather a global approach to the conflict had been undertaken which undermined the community dynamics of the conflict. He also realised that attention was focused on the immediate thawing of tension without building vital healing mechanisms in communities.

ACRPT is now sharing this analysis with other organisations across the country and has also developed a model for intervention and is advocating its use with international peacebuilding organisations, government, regional bodies and churches.

Trevor says, "The course helped us to develop a better understanding of the conflict in Zimbabwe; it was practical and allowed me to reflect on the new skills I was learning and apply them to the realities of the situation back home. We are now looking at community interventions that focus on healing, restoration and development I am hopeful that the situation will improve."

Long-term learning programmes

We work alongside people who live and work in situations of conflict by providing specialist long-term programmes of training, mentoring, coaching and professional supervision. This ongoing accompaniment enables partners to feel less isolated and to be more confident and effective in their work.

Israel/Palestine Programme

Since 2003, we have worked in partnership with civil society organisations on both sides of the conflict to build their capacity to work for positive change within their own communities, societies and in the wider political context. Having worked with local organisations, and supporting the creation of Conflict Transformation Resource Groups (CTRGs) in Israel and Palestine, we are now focusing on building the sustainability of these resource groups.

What we said we would do

- ▶ Establish 3 sustainable CTRGs in the West Bank, Gaza and Israel
- ▶ Provide training in conflict transformation and ongoing organisational support to the CTRG members.
- ▶ Enable CTRG members to function as a resource to other local civil society organisations
- ▶ Enable CTRG members to directly address themes of conflict

What we did

- ▶ We delivered four training sessions for CTRGs in Israel and Palestine in conflict transformation skills
- ▶ We provided support and structured supervision to the individual members of the resource groups before and after delivery of training
- ▶ Resource groups have been established in the West Bank, Gaza and Israel. Each group is working independently, with a focus relevant to their situation
- ▶ The Israeli CTRG is now developing strategies on how to integrate what they have learned about conflict transformation into their organisations and on how to take this forward as a group
- ▶ CTRG members are now seen as a resource for the region and are being approached for advice, training and support by other civil society organisations. These requests have included the training of 60 teachers in Gaza in conflict resolution, mediation and negotiation skills
- ▶ The Palestinian CTRGs are promoting their skills as facilitators in conflict transformation to other civil society organisations and government bodies
- ▶ CTRG members are addressing conflict directly; this has included work with Hamas and Fatah in the health sector, mediation between village councils in the West Bank over water disputes and in Gaza and Bethlehem through addressing violence in schools by establishing mediation forums

“The RTC tools are a fantastic resource that is powerful and effective in analyzing the conflicts around us. The knowledge we gained over the past two years is a precious resource for bringing about many changes in the reality around us, not only in the political reality but in the social and family reality as well.”

Israel CTRG member
RTC/Shatil workshop





Case study: Sami Dawoud Hamdan, Palestine

Sami Dawoud Hamdan is a member of the Palestinian Conflict Transformation Resource Group in the West Bank and is the Director of the Palestinian Hydrology Group (PHG). PHG is an organisation based in the North of the West Bank, which focuses on development, emergency relief, sanitation and environmental programmes.

In late 2007 PHG was approached by the local council of Froush Beit Dajan, a village located in the Jordan Valley, 20kms east of Nablus and asked to intervene in a situation of growing tension over local farmers' access to water.

Froush Beit Dajan has a population of 1200 people, almost all reliant on income from agriculture, and on the water springs which provide irrigation from the upstream areas of Al-Baathan, Al-Faria and En Shilbli. During the summer months and periods of drought there is not enough water to meet the farmers' needs. For years this situation has caused conflict between the farmers upstream who take what they need from the water supply and the farmers downstream who are left with an insufficient supply to water their crops. Tension escalated to its highest point last year when one farmer upstream closed off the water supply to the farms downstream, and the farmers who were affected by this took matters into their own hands and began threatening violence. When PHG became involved, they quickly realised that the problem was one of survival rather than simple greed.

Sami was able to make use of the conflict analysis skills he had learned through working with RTC and enabled PHG to work with the local water committee, the local council, residents of the valley and the farmers to negotiate an acceptable solution.

Sami says, "the skills that I learned from RTC enabled PHG to look at both sides of the conflict in a way that we wouldn't have done before". On a recent visit to one of the affected farmers, Sami was thanked, and told. "the problem over the water affected my relations with my neighbours. Now I do not have any problems with the other farmers and I do not live with conflict... because of this project I am now relaxed and happy."

2008 has been a year of drought for farmers in the Jordan Valley, yet despite this, the valley remained peaceful.

The solution: a concrete pool and irrigation system that allows farmers upstream to store their water quota and pump it to their land more effectively without closing off the supply to farmers in Froush Beit Dajan.

Long-term learning programmes

Applied Conflict Transformation Studies (ACTS)

ACTS is a Masters level programme for peacebuilding practitioners offered in parts of the world affected by conflict. It was initiated by RTC and developed and implemented with a consortium of partners: the Alliance for Conflict Transformation (now the Center for Peace and Conflict Studies) and Pannasastra University in Cambodia, the Nansen Dialogue Network and Novi Sad University in the Balkans, and the Coalition for Peace in Africa (COPA) in East Africa.

ACTS aims to

- ▶ Develop the capacity of peacebuilding practitioners to engage in their work
- ▶ Develop theory and new knowledge about peacebuilding processes from the perspective of those who are engaged in the actual work
- ▶ Support and promote effective and strategic peacebuilding work

Action research, which focuses both on people's work and their own role within it, is central to the programme. By using this methodology in their own work environments, and comparing their findings with existing thinking in the field of peacebuilding, participants not only become more effective in their practice but also contribute to global theory development from a southern, practitioner perspective. In this way the programme aims to bridge some of the divides in peacebuilding between universities and the field, and between North and South.

What we said we would do

- ▶ Support existing centres to deliver the ACTS programme
- ▶ Support students in achieving their learning objectives
- ▶ Disseminate knowledge created and achieved through the ACTS programme
- ▶ Further develop curriculum and material for the course
- ▶ Revisit the theory of change behind the ACTS programme and design the process for assessing its impact on students, their organisations and peacebuilding practice

What we did

- ▶ In both centres two groups of students (58 in total) have successfully completed the course
- ▶ RTC supported both centres financially through scholarships and support for running costs through the Integrated Development and Conflict Transformation (IDCT) project in partnership with Skillshare International and with funding from the Department for International Development (DFID)
- ▶ RTC has been involved in teaching in both centres. We also gave ongoing support to students as they applied action research methodology to their work and implemented their new skills and knowledge into their practice
- ▶ The first ACTS journal was published with reflections on learning during the ACTS course from students, tutors and partners
- ▶ ACTS curriculum was reviewed and updated to serve emerging regional needs
- ▶ We revisited our theory of change which highlighted new challenges and needs
- ▶ The impact of the ACTS programme was summarised in 'Stories of Change' collected from each student in both centres which have now been published in the ACTS Journal and used as a resource for others in this field

"Whenever I think about the solutions for my problems, it has something to do with what I have learned through ACTS."

Participant, ACTS Balkans and Middle East





Case study: Sarder Asaduzzaman, Bangladesh

Sarder Asaduzzaman is a Programme Officer working for Danish International Development Assistance (Danida) on their Human Rights and Good Governance Programme in Bangladesh.

Sarder's specific work relates to community-level justice mechanisms where mediation plays a significant role in addressing violence against women and contributes to grassroots conflict resolution.

During the ACTS course, Sarder realised that NGO run mediation was no longer a productive alternative to Shalish traditional local mediation. Through his action research (AR) project, Sarder investigated how NGO run mediation could contribute more effectively to sustainable conflict resolution within marginalised populations.

"In my action research I evaluated the NGO mediation method, changed the model, applied it in the field, gathered feedback and reapplied the model.

During this research I found that by incorporating the use of counselling for the conflicting parties before, during and after the mediation process it can potentially influence the transformation of the conflict into a more sustainable and peaceful solution... in addition to a client centred approach I realised it was also essential to consider the wider context of the conflict – not just the conflicting parties but also their close relatives, immediate neighbours and community members: social ties are important within Bangladeshi society and have a wide impact on the community.

I also studied many NGOs and visited community leaders. Many of these people have been working in this sector for over 20 years. They did not realise change was needed. Their response was extremely positive and now they want to rethink their approach.

Through the ACTS programme I discovered things I would not have seen otherwise. It allowed me to look outside of the immediate issue and to consider the wider systems where conflict is taking place so that opportunities for changing these systems and structures can be taken."

Tailor-made training and consultancies

RTC's tailor-made training and consultancy service provides specialist training and advice in response to specific requests from agencies, community groups, NGOs and governments worldwide. Our training covers a wide range of concepts, tools, and activities which we see as essential to understanding and transforming conflict situations and developing peacebuilding capacities.

What we said we would do

- ▶ Build relationships with key organisations, universities and agencies
- ▶ Participate in forums, networks, and meetings
- ▶ Position RTC for consultancy opportunities
- ▶ Market RTC's areas of expertise
- ▶ Increase the amount of tailor-made training and consultancy work we are offered and take up, with a resultant increase in income

What we did in 2007/2008

- ▶ RTC provided tailor-made training or consultancy work for nine organisations
- ▶ Our consultancy income increased from £45,100 to £67,900, a growth of 51%
- ▶ We produced a leaflet for our tailor-made training and consultancy service which was distributed widely, including to all open course participants, alumni and through sector-specific publications



Highlights of the year

Working in partnership with **DFID's Security Sector Development Advisory Team (SSDAT)** we carried out training sessions on Conflict Management Skills in Sudan for the newly-created military Joint Integrated Units

Introduced the **Advisory, Conciliation and Arbitration Service (ACAS)** to RTC's approach to conflict transformation

We worked with **London Metropolitan University (LMU)** to deliver training programmes on Conflict Management & Diaspora Communities

We became part of the delivery team for the 2008 **Chevening Course** held at York University's Post-conflict Reconstruction and Development Unit

We provided conflict sensitivity training for **CARE Kosovo**

We introduced **CAFOD's** humanitarian team to conflict transformation

RTC developed a Toolkit for Conflict Sensitive Programming for **Oxfam GB**

In Gaza and West Bank we worked with the **Palestine Agricultural Relief Committees (PARC)** to conceptualise and develop their funding proposals for three-year joint RTC/PARC work in both these areas



What our clients say about us

“The training was a huge success to the credit of RTC and the trainer who was an incredible facilitator and extremely knowledgeable... the level of participation and the feedback from the group demonstrates that the team found the session useful, targeted and thought provoking.”

(Stephanie Brigden, Humanitarian Policy Officer, CAFOD)

“The initiative demonstrated the potential both for further work with Diaspora communities in relation to conflict in the UK and also their countries and regions of origin and other countries of refuge.”

(John Eversley, London Metropolitan University)

“I thought the two days were well-facilitated, and I was impressed with the style and depth of knowledge of the tutors.”

(ACAS)

“I very much liked the models RTC uses in seeking to understand and work through conflict. All too often in ACAS we simply ‘fix’ industrial disputes and do absolutely nothing to address the cultural reasons why these have happened or offer help to tackle them.”

(ACAS)

Networks and Partnerships

Where possible RTC seeks to work in partnership with key organisations and networks in the UK and overseas who share our vision of a more just and peaceful world.

In 2008 we strengthened our links with partner networks: ACTION Asia, the Coalition for Peace in Africa, ACTION Network and Alliance for Conflict Transformation/Center for Peace and Conflict Studies, and had the privilege of working in partnership with new and existing partner organisations to deliver training and provide support for our long-term learning programmes.

Some of the organisations that RTC works with:

Our programme partners

Applied Conflict Transformation Studies

- ▶ Alliance for Conflict Transformation/ Centre for Peace and Conflict Studies, Phnom Penh, Cambodia
- ▶ Pannasastra University, Phnom Penh, Cambodia
- ▶ Coalition for Peace in Africa (Nairobi base)
- ▶ Nansen Dialogue Network, Norway (Balkans team)
- ▶ University of Novi Sad, Serbia

Israel/Palestine Programme

- ▶ Palestinian Non-governmental Organisations Network (PNGO), West Bank and Gaza
- ▶ Shatil, Israel

Partners in specific projects and training

- ▶ London Metropolitan University, UK
- ▶ Birmingham University, UK
- ▶ Coventry University, UK
- ▶ Centre for Peace and Conflict Studies, Phnom Penh, Cambodia
- ▶ Post-conflict Reconstruction and Development Unit, University of York, UK
- ▶ International Alert, UK

Networks

- ▶ Peace and Security Liaison Group (PSLG)
- ▶ Committee for Conflict Transformation Support (CCTS)
- ▶ British Overseas NGOs for Development (BOND), Conflict Policy Group

Partnerships for best practice

Conflict Sensitivity Consortium

RTC is one of ten organisations (three peacebuilding and seven development and humanitarian organisations) forming part of a DFID-funded project to ensure greater impact of development and humanitarian assistance through improved and more widespread mainstreaming of conflict-sensitive approaches across a broad network of NGOs, local partners and donor agencies

We are looking forward to strengthening these relationships and building new ones in 2009





Fundraising: building for the future

In 2008 RTC's fundraising team worked exceptionally hard to raise funds and develop the vital skills needed to expand our funding base.

RTC's funding comes from:

- ▶ Self-generated income from courses and consultancies
- ▶ Funding from trusts and institutional donors
- ▶ Voluntary income from individuals

A highlight of 2008 was the Building People Building Peace appeal which raised £23,700 to support peacebuilders from all over the world to attend our training courses in the UK.

RTC would like to thank all the individuals and organisations who have provided the support and funding that has made our work possible in 2008.

Thank you!

Future Plans: a new and exciting period in the RTC story

In 2009 RTC will be undertaking an organisational shift, moving from being a training-based organisation, to one providing longer term direct support for those in the midst of conflict. Over the past year we have reflected on and learned much about RTC's approaches to longer term work with partners. We have gathered Stories of Change from the ACTS programme, feedback from former course participants and information from monitoring the Israel/Palestine programme. These have allowed us to see that although course participants and partners still look to RTC for skills development they need on-going learning and professional support for their own work in their own situations.

During 2008/09 we will seek opportunities which will move us towards our long term goals (see RTC's Strategic Framework 2009 – 2012) and will enable us to move more of our work overseas, closer to where it is needed, and deliver a service to partners in their own geographical contexts.

Key goal no. 1

To build on RTC's competence and experience in the field of conflict transformation, by focusing our work in conflict-affected areas in order to maximise our impact

Objectives for 2008/2009

- ▶ To identify potential geographic areas for work in order to develop partnerships and programmes
- ▶ To refine and test a new conceptual approach, drawing on our experience of current areas of work
- ▶ To identify areas and strategic partnerships which will add reach and value to RTC's programme work

Key goal no. 2

To learn from our work and contribute to the wider field of conflict transformation

Objectives for 2008/2009

- ▶ To Improve and develop internal systems for organisational and programme effectiveness
- ▶ To develop internal systems for learning, and particularly drawing out learning from ACTS and the Israel/Palestine programme
- ▶ To communicate what we are learning from current areas of work to external audiences

Key goal no. 3

Develop and implement a sustainable business model to enable RTC to meet its organisational aims

Objectives for 2008/2009

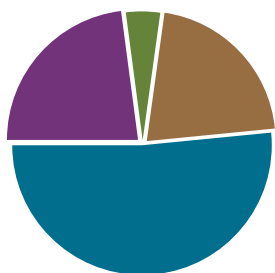
- ▶ To ensure that RTC's capacity to undertake consultancy work is widely known
- ▶ To build capacity within the organisation in line with the development of new areas of programme work
- ▶ To implement communication and marketing plans in order to raise the profile of RTC's new strategy



Financial Review

Performance in year

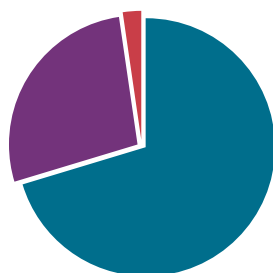
Incoming Resources



- ▶ Voluntary income
- ▶ Grants for long-term learning programmes
- ▶ Courses and consultancies
- ▶ Other income
- ▶ TOTAL INCOME

2007-2008 £000	2006-2007 £000
170.2	180.2
362.8	498.7
163.3	150.9
16.1	15.4
712.4	845.2

Resources



- ▶ Long-term learning programmes
- ▶ Courses and consultancies
- ▶ Governance
- ▶ RESOURCES EXPENDED

2007-2008 £000	2006-2007 £000
467.8	588.3
223.4	207.0
15.7	17.2
706.9	812.5

	2007-2008 £000	2006-2007 £000
NET INCOMING RESOURCES	5.5	32.7
Surplus from early years	337.9	305.2
▶ Total funds in hand	343.4	337.9
Less:		
Fixed Assets	(5.4)	(6.8)
Restricted Funds	(56.3)	(75.6)
▶ FREE RESERVES	281.7	255.5

Reserves

The Trustees have identified the need to maintain Free Reserves (i.e. general reserves less fixed assets) in order to meet the following needs:

- ▶ To provide continuity in the event of changes in direction of programmes
- ▶ To provide short-term security in the event of unexpected losses
- ▶ To provide learning and development opportunities
- ▶ To provide financial stability to counter the impact of any fall in general income

The policy of the Trustees is to set a target of holding an amount equivalent to nine months budgeted fixed general expenditure as free reserves, this amount being £268,500. The balance of such reserves at 31 August 2008 was £281,700.

Investment policy

Investments are made according to the criteria laid out in the Trustee Act 2000. Returns from investments are reinvested. Our Investment Policy requires the accessibility of investments to reflect our Reserves Policy with all investments being on short term deposit.

Structure, Management and Governance

Nature of governing document

The Charity is a trust, governed by a Trust Deed dated 27 October 1992.

Set out below are the objects as recorded in the Trust Deed

“To relieve poverty, suffering and distress anywhere in the world especially where caused by conflict, violence and repression and to research into the causes, effects and means of alleviating the same (making the useful results of such research publicly available) and to promote education and training concerning firstly poverty suffering and distress and the means of alleviating the same and secondly the role and techniques for preventing, limiting and resolving conflict, violence and repression in relation thereto in all respects for the benefit of the public.”

Appointment of New Trustees

Trustees are recruited with a view to diversity, good experience in a related field or professional expertise in a relevant area. Potential Trustees are identified by personal contact or by recommendation and are interviewed by two Trustees and the Chief Executive and, if appropriate, are invited to attend a meeting as observer.

Appointment is by election by existing Trustees. The Trust Deed specifies that the number of Trustees shall not be less than 3 or more than 12.

Induction and Training of Trustees

New Trustees are provided with an induction pack consisting of statutory, financial and business information relating to the organisation and its stakeholders, and are invited to an induction day at RTC and also to attend one of RTC's courses, in order to better understand RTC's training methodology.

Risk Management

Trustees place a high priority on risk management. Risks identified are categorised as follows:

- ▶ Governance and compliance risks
- ▶ External risks
- ▶ Personnel risks
- ▶ Financial risks
- ▶ Programme activities risks
- ▶ UK courses risks

It is the policy of the Trustees to review all risks on an annual basis with a view to establishing that all risks are documented and that steps to mitigate such risks are established and executed.

Organisational Structure

The charity currently operates from rented premises in Selly Oak Birmingham.

The Trustees meet in formal sessions approximately 6 times a year to determine overall policy and oversee the furtherance of the charity's objects. Key decisions concerning financial matters including financial policies and strategies are taken by the Trustees.

A scheme of delegation is in place and day-to-day responsibility for the provision of the services rests with the Chief Executive. The Chief Executive is responsible for ensuring that the charity delivers the services specified and the key performance indicators are met.

Statement of Trustees' Responsibilities

The Trustees are responsible for preparing the Annual Report and the financial statements in accordance with applicable law and United Kingdom Generally Accepted Accounting Practice. Law applicable to charities in England and Wales requires the Trustees to prepare a Trustees' Report, and financial statements for each financial year which give a true and fair view of the charity's financial activities during the year and of its financial position at the end of the year. In preparing financial statements giving a true and fair view, the Trustees should follow best practice and;

- ▶ select suitable accounting policies and apply them consistently
- ▶ make judgements and estimates which are reasonable and prudent
- ▶ state whether applicable accounting standards and statements of recommended practice have been followed, subject to any departures disclosed and explained in the financial statements
- ▶ prepare the financial statements on a going concern basis unless it is inappropriate to presume that the charity will continue in operation

The Trustees are responsible for keeping proper accounting records which disclose, with reasonable accuracy, the financial position of the charity and which enable them to ensure that the financial statements comply with the applicable law in England and Wales and the charity's trust deed. They are also responsible for safeguarding the assets of the charity and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

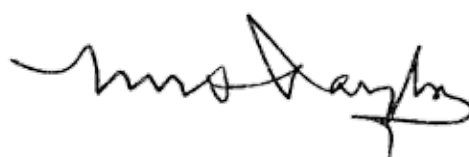
In determining how amounts are presented within the statement of financial activities and balance sheet, the Trustees have had regard to the substance of the reported transaction or arrangement, in accordance with generally accepted accounting principles or practice.

So far as each of the Trustees is aware at the time the report is approved:

- ▶ there is no relevant audit information of which the auditors are unaware; and
- ▶ as the Trustees of the charity we have taken all the steps that we ought to have taken in order to make ourselves aware of any relevant audit information and to establish that the charity's auditors are aware of that information

The Trustees are responsible for maintaining the integrity of the corporate and financial information, including the Annual Report, included on the charity's website

Signed on behalf of the Trustees



Michael Taylor
Chair of Trustees
12 February 2009

Statement of Financial Activities

FOR THE YEAR ENDED 31 AUGUST 2008

	Notes	2008			2007
		Unrestricted Funds	Restricted Funds	Total Funds	Total Funds
		£000	£000	£000	£000
INCOMING RESOURCES					
▶ Incoming resources from generated funds:					
Voluntary income:					
Grants receivable	2	170.2	362.8	533.0	678.9
Investment income:					
Bank interest receivable		13.5	-	13.5	15.4
▶ Incoming resources from charitable activities:					
Course fees receivable	3	95.4	-	95.4	101.8
Income from seminars and educational consultancy work		67.9	-	67.9	45.1
Sales of educational materials		2.6	-	2.6	4.0
▶ Total Incoming Resources		349.6	362.8	712.4	845.2
RESOURCES EXPENDED					
Charitable activities	4	309.1	382.1	691.2	795.3
Governance costs		15.7	-	15.7	17.2
▶ Total resources expended		324.8	382.1	706.9	812.5
NET INCOMING (OUTGOING) RESOURCES					
		24.8	(19.3)	5.5	32.7
▶ Reconciliation of funds					
Total funds at start of year		262.3	75.6	337.9	305.2
TOTAL FUNDS AT END OF YEAR		287.1	56.3	343.4	337.9

The statement of financial activities includes all gains and losses in the year. All incoming resources and resources expended derive from continuing activities.

Balance Sheet

FOR THE YEAR ENDED 31 AUGUST 2008

	Notes	2008		2007	
		£000	£000	£000	£000
TANGIBLE FIXED ASSETS	10		5.4		6.8
▶ Current Assets					
Cash at bank and in hand		26.3		19.3	
COIF Charities Deposit Account		339.7		340.8	
Debtors & prepayments	11	19.8		13.2	
		385.8		373.3	
▶ Creditors amounts due within one year	12	(47.8)		(42.2)	
▶ Net current assets			338.0		331.1
TOTAL ASSETS LESS CURRENT LIABILITIES			343.4		337.9
Represented by:					
▶ Funds					
Restricted Funds			56.3		75.6
Unrestricted Funds			287.1		262.3
TOTAL FUNDS	14		343.4		337.9

The financial statements on pages 19 to 28 were approved by the Trustees on 12 February 2009 and are signed on their behalf by Michael Taylor.

Notes to the Accounts

FOR THE YEAR ENDED 31 AUGUST 2008

1. ACCOUNTING POLICIES

- a** The financial statements have been prepared under the historical cost convention and include the results of the charity's operations which are described in the Trustees' Report.

The financial statements have been prepared in accordance with the provisions of the Charities Act 1993 and in compliance and in accordance with the provisions of the revised Statement of Recommended Practice - 'Accounting and Reporting by Charities' issued in March 2005 and applicable accounting standards.

The charity has taken advantage of the exemption in Financial Reporting Standard No 1 from the requirement to produce a cashflow statement.

- b** General funds are unrestricted funds which are available for use at the discretion of the Trustees in furtherance of the general objectives of the charity and which have not been designated for other purposes.

Restricted funds are funds which are to be used in accordance with specific restrictions imposed by donors or which have been raised by the charity for particular purposes. The costs of raising and administering such funds are charged against the specific fund. The aim and use of each restricted fund are set out in the notes to the financial statements.

- c** All incoming resources are included in the Statement of Financial Activities when the charity is entitled to the income and the amount can be quantified with reasonable accuracy. The following specific policies are applied to particular categories of income:

Voluntary income by way of grants, donations and gifts is included in full in the Statement of Financial Activities when receivable. Grants, where entitlement is not conditional on the delivery of a specific performance by the charity, are recognised when the charity becomes unconditionally entitled to the grant.

Grants, including grants for the purchase of fixed assets, are recognised in full in the Statement of Financial Activities in the year in which they are receivable.

Donated services and facilities are included at the value to the charity where this can be quantified. The value of services provided by volunteers has not been included in these accounts.

Incoming resources from grants, where related to performance and specific deliverables, are accounted for as the charity earns the right to consideration by its performance. Where income is received in advance of performance it is treated as deferred income and included within creditors.

- d** Expenditure is recognised on an accruals basis as a liability is incurred.

Charitable expenditure comprises those costs incurred by the charity in the delivery of its activities and services for its beneficiaries.

Governance costs include those costs associated with meeting the constitutional and statutory requirements of the charity and include audit fees, costs linked to the strategic management of the charity and Trustee expenses.

All costs are allocated between the expenditure categories of the Statement of Financial Activities on a basis designed to reflect the use of the resource. Costs relating to a particular activity comprise both costs that can be allocated directly to such activities and those costs of an indirect nature necessary to support them.

Rentals applicable to operating leases are charged to the Statement of Financial Activities over the period in which the cost is incurred.

Members of the programme and administrative staff have remits which require them to carry out work relating to both the core activity of the charity, and those of its restricted funds. Therefore their employment costs are allocated in appropriate ways between the unrestricted General fund and the other funds which benefit from their work.

Resources expended include VAT which cannot be recovered.

- e** Tangible fixed assets have been recorded at historical cost inclusive of irrecoverable VAT. Depreciation is charged on cost less the estimated realisable amount using the straight line method at a rate of 25% per annum.

Notes to the Accounts

FOR THE YEAR ENDED 31 AUGUST 2008

3. COURSE FEES RECEIVABLE

	2008	2007
	£000	£000
TOTAL FEES FOR THE COURSES	119.1	126.8
LESS GRANTS FROM BUILDING PEOPLE, BUILDING PEACE FUND	(23.7)	(25.0)
NET FEES	95.4	101.8

4. RESOURCES EXPENDED ON CHARITABLE ACTIVITIES

	Applied Conflict Transformation Studies	Israel/Palestine Programme	UK courses	Consultancies	2008 Total	2007 Total
	£000	£000	£000	£000	£000	£000
COSTS DIRECTLY ALLOCATED TO ACTIVITIES						
Staff costs	98.1	65.8	61.1	21.9	246.9	202.7
Other	157.1	37.4	56.5	28.5	279.5	417.9
SUPPORT COSTS ALLOCATED TO ACTIVITIES						
General office and finance staff	28.9	19.4	18.0	6.5	72.8	102.8
Other	36.6	24.5	22.8	8.1	92.0	71.9
	320.7	147.1	158.4	65.0	691.2	795.3

5. NET INCOME/ (EXPENDITURE) FOR THE YEAR

This is stated after charging

	2008	2007
	£000	£000
Depreciation	2.9	5.5
Auditors' remuneration	3.2	3.0

6 . STAFF NUMBERS AND COSTS

Total staff remuneration during the year was:

GROSS SALARIES

EMPLOYER'S NATIONAL INSURANCE CONTRIBUTIONS

EMPLOYER'S PENSION CONTRIBUTIONS

	2008	2007
	£000	£000
GROSS SALARIES	284.1	273.7
EMPLOYER'S NATIONAL INSURANCE CONTRIBUTIONS	29.5	27.7
EMPLOYER'S PENSION CONTRIBUTIONS	16.0	16.1
	329.6	317.5

The average number of UK contracted employees throughout the year, calculated on a full time equivalent basis was:

PROGRAMME STAFF

SUPPORT STAFF

PROGRAMME STAFF	5.0	5.0
SUPPORT STAFF	4.5	4.1
	9.5	9.1

No member of staff received emoluments of more than £60,000.

7 . PENSION ARRANGEMENTS

Certain employees belong to the Growth Plan, the United Ethical Plan or the Flexible Retirement Plan offered by The Pensions Trust. The United Ethical plan and the Flexible Retirement Plan are money purchase schemes designed to provide retirement benefits to employees. The assets of the schemes are independent of the charity's finances.

The Growth Plan is a multi-employer pension plan, which is in most respects a money purchase arrangement but it has some guarantees. Contributions paid into the Growth Plan up to and including September 2001 were converted to defined amounts of pension payable from Normal Retirement Date. From October 2001 contributions were invested in funds which have a capital guarantee and which are converted to pension on retirement, either within the Growth Plan or by the purchase of an annuity.

The Plan is funded and is not contracted out of the state scheme. The rules of the Growth Plan allow for the declaration of bonuses and or investment credits if this is within the financial capability of the Plan assessed on a prudent basis. Bonuses and or investment credits are not guaranteed and are declared at the discretion of the Plan's Trustees.

The Trustees commission an actuarial valuation of the Growth Plan every three years, the main purpose of which is to determine the financial position of the Plan.

The actuarial valuation assesses whether the Growth Plan's assets at the valuation date are likely to be sufficient to pay the pension benefits accrued by members as at the valuation date. Asset values are calculated by reference to market levels. Accrued pension benefits are valued by discounting expected future benefit payments using a discount rate calculated by reference to the expected investment returns.

The rules of the Growth Plan state that the proportion of obligatory contributions to be borne by the member and the member's employer shall be determined by agreement between them. Such agreement shall require the employer to pay part of such contributions and may provide that the employer shall pay the whole of them.

RTC paid contributions at the rate of 8% for members during the accounting period. In order to qualify for the scheme, members are required to make contributions of at least 5%.

Notes to the Accounts

FOR THE YEAR ENDED 31 AUGUST 2008

7 . PENSION ARRANGEMENTS CONTINUED

It is not possible in the normal course of events to identify the share of the underlying assets and liabilities belonging to individual participating employers. Accordingly, due to the nature of the Growth Plan, the accounting charge for the period under FRS 17 represents the employer contribution payable and amounted to £16,000 (2007:£16,100).

A professionally qualified actuary performed the last formal valuation of the Growth Plan at 30 September 2005. The market value of the Growth Plan's assets at the time of the valuation date was £675 million. The financial assumptions underlying the valuation were as follows:

Rate of return on accumulated assets pre retirement	6.6%pa
Rate of return on accumulated assets post retirement	4.5%pa
Bonuses on accrued benefits	Nil
Rate of price inflation	2.5 %pa

The valuation revealed that the assets of the Growth Plan broadly equalled the accrued liabilities as at the valuation date. The next actuarial valuation will be carried out as at 30 September 2008 although the results will not be available until the end of May 2009.

Following a change in legislation in September 2005 there is a potential debt on RTC should a decision be made by the charity to cease participating in the Growth Plan or should it be wound up. The debt depends on many factors such as the total liabilities, investment performance, general financial conditions and so on. As a result the amounts of debt can be volatile over time. However, RTC has been notified by The Pension's Trust that its share of the employer related debt on withdrawal from the Plan would be £70,413 based on the financial position of the Plan as at 30 September 2007.

This potential debt arises from contributions made to Series 1 and Series 2 of the Growth Plan, which is now closed to current contributors.

8 . TRUSTEES' REMUNERATION AND RELATED PARTY TRANSACTIONS

(i). Travelling and subsistence expenses of £1,001 (£1,428 in 2005) were reimbursed to 8 (8 in 2006) Trustees during the year.

(ii). No remuneration has been paid to any of the Trustees during the year.

9 . TAXATION

As a charity, Responding to Conflict is generally exempt from tax on income and chargeable gains; accordingly, no tax charges have arisen during the year.

10 . TANGIBLE FIXED ASSETS

	2008	2007
	£000	£000
OFFICE EQUIPMENT COST AT START OF YEAR	51.3	44.5
ADDITIONS DURING THE YEAR	1.5	6.8
Office equipment at cost at end of year	52.8	51.3
ACCUMULATED DEPRECIATION AT START OF YEAR	44.5	39.0
DEPRECIATION FOR THE YEAR	2.9	5.5
Accumulated depreciation at end of year	47.4	44.5
NET BOOK VALUE AT END OF YEAR	5.4	6.8

11 . DEBTORS AND PREPAYMENTS

	2008	2007
	£000	£000
PREPAYMENTS	8.9	0.8
ACCRUED BANK INTEREST	2.0	2.5
FEES RECEIVABLE	8.9	9.9
	19.8	13.2

12 . CREDITORS: AMOUNTS DUE WITHIN ONE YEAR

	2008	2007
	£000	£000
ACCRUED EXPENSES	37.1	32.4
HM REVENUE AND CUSTOMS	7.6	7.6
PENSION FUND CONTRIBUTIONS	3.1	2.2
	47.8	42.2

Notes to the Accounts

FOR THE YEAR ENDED 31 AUGUST 2008

13 . ANALYSIS OF NET ASSETS BETWEEN FUNDS

TANGIBLE FIXED ASSETS

CURRENT ASSETS

CURRENT LIABILITIES

GENERAL FUNDS	RESTRICTED FUNDS	TOTAL FUNDS
£000	£000	£000
5.4	-	5.4
329.5	56.3	385.8
(47.8)	-	(47.8)
287.1	56.3	343.4

14 . MOVEMENTS IN FUNDS

RESTRICTED FUNDS

▶ Building People, Building Peace

Society of the Holy Child Jesus

The Livingstone Trust

The Preston Patrick Friends Meeting

RH Southern Trust

Other

▶ Applied Conflict Transformation Studies

Joseph Rowntree Charitable Trust

Skillshare International

▶ Israel/Palestine Programme

Danish Church Aid

J A Clark Trust

Swiss Federal Department

Trócaire

TOTAL OF RESTRICTED FUNDS

UNRESTRICTED FUNDS

ALL FUNDS

At September 2007	Incoming Resources	Outgoing Resources	At 31 August 2008
£000	£000	£000	£000
-	10.5	(10.5)	-
-	1.5	(1.5)	-
-	3.5	(3.5)	-
-	5.6	(5.6)	-
-	2.6	(2.6)	-
1.9	-	-	1.9
43.8	240.2	(255.2)	28.8
10.0	41.7	(41.7)	10.0
15.0	-	(15.0)	-
4.9	41.0	(30.3)	15.6
-	16.2	(16.2)	-
75.6	362.8	(382.1)	56.3
262.3	349.6	(324.8)	287.1
337.9	712.4	(706.9)	343.4

PURPOSES OF RESTRICTED FUNDS

▶ BUILDING PEOPLE, BUILDING PEACE

Funded by The Society of the Holy Child Jesus, The Livingstone Trust, The Preston Patrick Friends Meeting and other sources, this fund provides places on RTC courses for individuals working with those trying to build peace in their own community, but who are otherwise overlooked by funders and higher level political processes.

▶ APPLIED CONFLICT TRANSFORMATION STUDIES

This is a two-year Masters programme in conflict transformation, which bridges the gap between academic research and the wealth of practitioner experience. Since September 2005 ACTS has been financed by the Department for International Development, via Skillshare International. ACTS operates in regional centres in the Balkans and SE Asia.

▶ ISRAEL/PALESTINE PROGRAMME

Financed by Danish Church Aid, the Swiss Federal Department of Foreign Affairs, JA Clark Trust and Trócaire to strengthen the impact of Palestinian and Israeli civil society organisations in the search for a just and sustainable peace.

14 . COMMITMENTS

The charity has leased a photocopier for a period of five years starting on 1 March 2007. The rent is £180 per quarter payable in advance, which represents an annual commitment of £720.

The charity has leased its offices from Woodbrooke Quaker Study Centre for a period of three years ending on 5 October 2010. The rent is £792 per month, payable in advance, which represents an annual commitment of £9,504.

Independent Auditor's report to the Trustees of Responding to Conflict

We have audited the financial statements for the year ended 31 August 2008 which are set out on pages 19 to 28 and which comprise the Statement of Financial Activities, Balance Sheet and related notes. These financial statements have been prepared under the historical cost convention and the accounting policies set out therein.

This report is made solely to the charity's Trustees, as a body, in accordance with the Charities Act 1993. Our audit work has been undertaken so that we might state to the charity's Trustees those matters we are required to state to them in an auditors' report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the Trustees as a body, for our audit work, for this report, or for the opinions we have formed.

Respective responsibilities of Trustees and auditors

As described in the Statement of Trustees' Responsibilities the Trustees are responsible for the preparation of the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepting Accounting Practice).

Our responsibility is to audit the financial statements in accordance with relevant legal and regulatory requirements and International Standards on Auditing (UK and Ireland).

We report to you our opinion as to whether the financial statements give a true and fair view and are properly prepared in accordance with the Charities Act 1993. We also report to you if, in our opinion, the Trustees' Annual Report is not consistent with the financial statements, if the charity has not kept proper accounting records, if we have not received all the information and explanations we require for our audit, or if information specified by law regarding Trustees' remuneration and transactions with the charity are not disclosed. We read other information contained in the Trustees' Annual Report, and consider whether it is consistent with the audited financial statements. We consider the implications for our

report if we become aware of any apparent misstatements or material inconsistencies with the financial statements. Our responsibilities do not extend to any other information.

Basis of audit opinion

We conducted our audit in accordance with International Standards on Auditing (UK and Ireland) issued by the Auditing Practices Board. An audit includes an examination, on a test basis, of evidence relevant to the amounts and disclosures in the financial statements. It also includes an assessment of the significant estimates and judgements made by the Trustees in the preparation of the financial statements, and of whether the accounting policies are appropriate to the charity's circumstances, consistently applied and adequately disclosed.

We planned and performed our audit so as to obtain all the information and explanations which we considered necessary in order to provide us with sufficient evidence to give reasonable assurance that the financial statements are free from material misstatements, whether caused by fraud or other irregularity or error. In forming our opinion we also evaluated the overall adequacy of the presentation of information in the financial statements.

Opinion

In our opinion the financial statements give a true and fair view, in accordance with United Kingdom Generally Accepted Accounting Practice, of the state of the charity's affairs as at 31 August 2008 and of its incoming resources and application of resources, including its income and expenditure in the year then ended and have been properly prepared in accordance with the Charities Act 1993.

39/40 Calthorpe Road
Edgbaston
Birmingham
B15 1TS

CLEMENT KEYS
Chartered Accountants
Registered Auditor
12 February 2009

RTC Staff and Consultants

Staff

Marwan Darweish	Peace and Conflict Advisor
Michael Eccles	Programme Coordinator
Sarah Giles	Programme Coordinator (maternity leave)
Cornel Greccu	Volunteer TVBP Host (July – September)
Deborah Gulliver	Office Administrator
Alexandra Moore	Programme Coordinator
Vesna Matovic	Peace and Conflict Advisor
Joan McGregor	Peace and Conflict Advisor
Pamela Morgan	Finance Assistant
John Price	Finance Manager
Catherine Sexton	Chief Executive Officer
Rebecca Wherrell	Marketing and Communications Officer

Consultants

RTC has a team of international consultants who we draw on for specific projects. All are experienced practitioners and facilitators with experience of living and working in conflict situations. This year we have had the privilege of working with;

Dehka Ibrahim Abdi	Henry Ngu
Sunday Okello Angoma	Michael Sternberg
Paul Clifford	Bridget Walker
Vicky Cosstick	
Sami Dawoud Hamdan	
Simon Fisher	
Diana Francis	
David Harding	
Mary-Lou Leavitt	

Support our work for peace

RTC's work to support people in conflict situations is only made possible by the money given to us by our supporters. If you would like to find out more about becoming a supporter, making a donation or leaving a legacy please contact us on **+44 (0)121 415 5641** or visit **www.respond.org**

Find out more about RTC at **www.respond.org**

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