

FINDING PEACE THROUGH COURAGE

Annual Review 2025

ABOUT CONCILIATION RESOURCES

Conflict is difficult, complex and political. The world urgently needs to find different ways to respond. Conciliation Resources is an international organisation committed to stopping violent conflict and creating more peaceful societies. We work with people impacted by war and violence, bringing diverse voices together to make change that lasts.

We connect the views of people on the ground with political processes, and share experience and expertise so others can find creative responses to conflict.

Building peace together.

Our vision

A world where every person feels safe within a just society.

Our purpose

To work with others to prevent violent conflict and create the conditions for lasting peace.

Our values

Collaboration

We pursue peace through cooperation and dialogue, are reliable, and respectful of others.

Creativity

We listen, learn and are open to challenge from others in order to adapt and find creative ways to bring about change.

Commitment

We are dedicated to long-term solutions to conflict, and demonstrate patience and perseverance in our work.

Courage

We are prepared to have difficult conversations, show leadership and challenge convention.



Cover: A member of the Somali Region Victims' Network, Ethiopia. © Somali Region Victims' Network.

Above, left to right: Members of the Somali Region Victims' Network, Ethiopia. © Somali Region Victims' Network; A community member in the border region on Côte d'Ivoire and Burkina Faso. © Somali Region Victims' Network; Norhanie Taha Mamasabulod, a member of the Community Security Working Group with a disability in Pagalungan, North Cotabato travels by boat to do community mediation work. © Conciliation Resources.

WELCOME

Every year we are confronted and bewildered by statistics of escalating conflict, displacement and devastation around the world. 2025 was no different.

All too often the use of force is obliterating the space for dialogue, for alternative options, for compromise.

While the destruction and increasing disregard for the laws of war and international standards appal and distress us, as peacebuilders our role is to stay focused on the possibility of peace. What strikes me working with partners and staff across more than twenty countries in conflict, is the courage that it takes to continue building peace in the headwinds of conflict.

Peacebuilders work in life and death situations. They stand alongside communities, often their own, and those whose choices can be crippling narrow. To do this takes courage. Peacebuilding requires persistence in the face of adversity. It requires imagination to generate new ideas and options where few seem apparent.

Our Annual Review of our work in 2025 tells the story of everyday courage – partners and staff building and maintaining relationships where trust is in short supply but a vital ingredient for peace, finding new ways to connect people across divides. It shows peacebuilders holding firm on values of inclusion and gender equality in the face of resistance, helping minorities speak up for themselves when their society wants to ignore them.

Our partners lead processes that allow new options and aspirations to emerge. They help to seed ideas for peace, even when this goes against the political mood in their countries. They use innovative methodologies, such as ‘futures thinking’, which was used in South Sudan to enable the co-creation of a common vision paper establishing core principles for a peaceful future.

Courage is needed to hold this space.

But it can take its toll. In 2025, pressure on many partner organisations was particularly high due to cuts in donor aid budgets, and increased legal restrictions on civil society. It is crucial in these times to pay attention to the psychological and emotional dimensions of peacebuilding and the wellbeing of staff, partners and of course societies torn apart by violence, as they journey towards political solutions and reconciliation; our work in the fragile health system in the Central African Republic is testament to this.

Our work also needs courage from donors – to continue supporting long-term peacebuilding when priorities are shifting to short term deals or militarised responses to conflict and immediate crises. We need more donors to take the risk of adaptive work with communities – listening and responding to their insight and ideas – willing to support work that extends beyond the constraints of short-term project cycles; the Kapok Consortium in Burkina Faso, Côte d’Ivoire and Ghana is one example of this sustained and adaptive partnership approach supported by the Robert Bosch Stiftung.

We are grateful to those donors who have committed to sustain peacebuilding. In a rapidly changing world, where divisive politics, climate change, and ever-increasing security threats abound, it takes courage, commitment, collaboration and creativity to find peace in non-violent ways. These are our core values and they underpin the choices we and our partners take as we strive to build peace. We value the accompaniment, support and challenge of many that guides us in this work.

“Peacebuilders work in life and death situations. They stand alongside communities, often their own, and those whose choices can be crippling narrow. To do this takes courage.”



Jonathan Cohen Executive Director,
Conciliation Resources

OUR WORK



P13 West Africa

We work in the border regions of Burkina Faso, Côte d'Ivoire and Ghana to strengthen and consolidate peace processes, facilitate youth inclusion and foster grassroots peacebuilding initiatives. We support the mitigation of the expansion of violence from the Sahel to coastal regions of West Africa. In Nigeria we focus on maintaining our strategic partnerships around integrating youth peace platforms and community resilience.



P14 East and Central Africa

In East and Central Africa we support communities in the Central African Republic to connect with local and national peace initiatives, community dialogue initiatives and mental health projects, and support young people in finding non-violent solutions to conflict. In South Sudan, we work with and support South Sudanese civil society peacemakers.



P15 Horn of Africa

We work in Ethiopia and Kenya to support reconciliation and dealing with the past, inclusive dialogue and promotes the meaningful political participation and influence of women and other marginalised groups. In Ethiopia we focus on the east, in particular the Somali region of Ethiopia, and its bordering areas with Oromia and Afar, and targeted peacebuilding initiatives in the Tigray region.



Above: Staff work together to formulate strategy at the Conciliation Resources retreat in London in October 2025.
© Conciliation Resources.



P18 South Caucasus

We focus on contributing to an enabling environment for the peace process between Armenia and Azerbaijan and to creating conditions for peacebuilding across the Georgian-Abkhaz divide. We support partners in the South Caucasus, maintaining spaces for discussion and dialogue and seeking progress towards conflict resolution.



P19 South Asia

In South Asia we focus on the conflict between India and Pakistan, including Jammu and Kashmir, and the effects of the climate crisis in relation to building peace and confidence across divides in a region beset with natural disasters, floods and air pollution.



P20 Philippines

In the Philippines, we support the peaceful transition of governance for the Bangsamoro. Ongoing civil society engagement – from negotiation to implementation and beyond – is important to the success of the peace process.

Below left: Agau Bel Deng (SIHA) addresses participants of the 25th anniversary event of the UN Security Council Resolution 1325 on Women, Peace and Security in Nairobi.

Below: A meeting with the Somaliland conflict prevention unit. © Conciliation Resources.





P21 Papua New Guinea

In Papua New Guinea we support the implementation of the Bougainville Peace Agreement. Working with our partners, we support civil society, youth, community and women leaders with peacebuilding activities. In the Highlands, we have helped diverse stakeholders involved in conflict resolution and peacebuilding processes to expand knowledge of community perspectives on peace and justice, elevating the voices of community peacebuilders.



P22 Fiji and the Solomon Islands

Our work in Fiji and the Solomon Islands focuses on the conflict risks exacerbated by legacies of past conflict, climate change and environmental degradation, and supporting climate change-affected communities to have more agency in climate relocation, mitigation and adaptation. We work with local partners to strengthen inclusive and culturally sensitive collaboration on climate change relocation and adaptation.



P23 Conciliation Resources EU

Our Conciliation Resources EU team engages with important peacebuilding and mediation partners and networks in the European Union and its Member States. The team connects our staff and partners with EU officials, builds the profile of our programmatic and thematic work, and promotes dialogue and mediation as conflict solutions.

Right: Participants of the 25th anniversary event of the UN Security Council Resolution 1325 on Women, Peace and Security in Nairobi.
© Conciliation Resources.





P26 Global Initiatives

We support initiatives for peace around the world that address the relationship between climate change, the environment and conflict, and those that increase the meaningful participation of women in peace processes. We collate and share solutions from the experiences of communities around the world, and the team coordinates closely with our regional programmes, and the Research, Advisory and Policy Department to enhance both our programmatic work and internal and external learning.



P27 Research, Advisory and Policy

We make the case for peacebuilding, mediation and dialogue in a world of rising levels of violent conflict, drawing on lessons from practice in conflict-affected contexts. Our Accord publications explore and illuminate new frontiers for peacemaking. Our policy advocacy team tailors research to the right audiences and promotes people-centred peacebuilding as an instrument of foreign and development policy. We publish solutions to the legal and regulatory obstacles to humanitarian assistance and peacebuilding created by sanctions and terrorism legislation. We promote the inclusion of gender-responsive and intersectional approaches in decision-making on peace strategies and processes.



Conciliation Resources Australia

Conciliation Resources Australia oversees all our work in the Pacific and Southeast Asia regions as well as engaging with donor and national governments in the region on their policy and programming approaches, and supporting our organisational research and learning. Our Melbourne-based team enables us to engage more directly with partners in the Pacific and provides us with greater flexibility and opportunities for income generation and influence in the future.



Left: Representatives from of Bougainville civil society organisations gather for sharing and collaboration in Tsiroge, Selau Constituency, North Bougainville. © Conciliation Resources.

OUR GOALS

In 2025, despite turbulence in global politics impacting the conflicts where we work and those we work with, we made progress in the pursuit of our strategic goals. We remained focused on helping people to overcome hurdles in peace processes, forged connections between people and peace efforts, and increased the influence of excluded groups in peace efforts. At national and international levels we advocated for international peacebuilding support that puts people first.

1 Adaptive and alternative paths to peace

Peacebuilding overcomes barriers to creating peaceful societies

Our work under this goal focused on uncovering new paths to peace by engaging with those resistant to inclusive change, supporting mediation efforts, and finding constructive ways to address the enduring legacies of past violence.

In the Somali Regional State of Ethiopia, our long-term support to our local partner Ugaaso Women's Dialogue Space contributed to an unprecedented shift in support for women's participation in peace processes. Following a series of targeted dialogues and screening of educational films on inclusive governance and women's rights, key religious institutions and figures in Jigjiga publicly committed to promoting women's inclusion during their Friday sermons, providing an influential platform for social change.

In South Asia, we continued to facilitate dialogue on mutual areas of interest between representatives from India-administered Kashmir and Pakistan-administered Kashmir. By creating space for informal backchannels and highlighting the tangible benefits of peaceful relations, this process contributed to a noticeable shift in wider political rhetoric. Senior politicians demonstrated greater restraint and adopted less inflammatory language in response to cross-border incidents in November compared to similar events earlier in the year.

In South Sudan, we designed and implemented a 'futures thinking' visioning process, actively facilitated by women leaders. This initiative enabled a diverse group of civil society members, religious leaders, and former officials to co-create a common vision paper establishing the core-principles for a peaceful future. This document subsequently served as a foundational basis for wider consultations with civil society, political and security leaders, and regional stakeholders.

Our global engagement also focused on shifting institutional perspectives on gender dynamics. In Nairobi, we brought together male and female peacebuilders from nine African contexts together to reflect on how harmful concepts of masculinity affect peace initiatives and to identify entry points for change. Following their attendance at this event, government representatives from Denmark, Switzerland and Peru committed to increasing their focus on these dynamics within Kenya's National Gender Sector Working Group.



Above: People planting garlic in the border region on Côte d'Ivoire and Burkina Faso. © Conciliation Resources.

“In 2025, we strengthened connections and mutual learning between peace initiatives at different levels, diversifying local peace networks, and transforming relationships between divided communities.”

2 Connecting people and peace efforts

More coherent initiatives help prevent and reduce violent conflict

In 2025, we strengthened connections and mutual learning between peace initiatives at different levels, diversifying local peace networks, and transforming relationships between divided communities.

In the Central African Republic, we helped to address the psychological barriers to community reconciliation by facilitating collaboration between healthcare providers, traditional healers, religious leaders, and community members, including former combatants. This multi-sectoral dialogue resulted in the establishment of a new mental health referral system. This system enables traditional practitioners and community mental health first aiders to refer individuals experiencing trauma to clinical mental health and psychosocial support providers.

In South Asia, we brought environmental researchers and practitioners together with foreign policy influencers to discuss shared ecological challenges. Participants in these dialogues developed new ideas for cooperation to address air pollution, drawing on local perspectives to generate interest among strategic stakeholders around viable confidence-building mechanisms between the Indian and Pakistani governments.

We facilitated cross-regional learning on how communication and information sharing operates across different levels to prevent conflict by organising two strategic peer learning exchanges in Kenya and Nigeria, bringing together younger and veteran peacebuilders from West and East Africa. These exchanges allowed participants to interact with national-level structures, such as Kenya's National Steering Committee, as well as country and local initiatives.

In West Africa, our and our partners' long-standing engagement with national authorities contributed to the formal inauguration of a state-sanctioned border crossing between Vonkoro, Ghana, and Bole, Côte d'Ivoire. Formerly, the lack of an official crossing in this region fragmented communities and hindered local conflict prevention. The new international corridor now permits regular interaction between cross-border communities, traders and peacebuilders.

Below left: Outside Jail Ogaden in the Somali Regional State of Ethiopia. © Somali Region Victims' Network.

Below: A group of youth volunteers discuss the progress they have made in promoting gender equality in their communities in Sibut, Central African Republic. © Nick Bennett, Conciliation Resources.



3 Inclusion, gender and influence

Excluded groups influence approaches to building peace

Our initiatives aimed to ensure that all members of society who have a stake in peace are able to participate voluntarily and meaningfully. We supported women and specific identity groups, including indigenous people, people with disabilities, young people, and people from minority groups or ethnicities, to advocate effectively for their needs within wider peace processes.

In the Somali Regional State in Ethiopia, the Victims' Emergency Reparations Fund became operational, providing emergency livelihood support, medical assistance, and employment opportunities to 347 survivors of violence. Our financial, technical and advisory support to the fund helps ensure that the regional truth and reconciliation process remains centred on survivor testimony and responsive to the evidence gathered over time.

In the border communities of Ghana and Côte d'Ivoire, we worked with partners to provide peacebuilding and agency training to over 600 women and 600 young people, including 400 ethnic minority members across 20 communities. As a result, their confidence and ability to actively lead local peace initiatives increased, and they were better able to directly articulate their perspectives to formal bodies, including the state-mandated Gbinyiri Mediation Committee and the African Union Youth Envoy.

"We supported women and specific identity groups, including indigenous people, people with disabilities, young people, and people from minority groups or ethnicities, to advocate effectively for their needs within wider peace processes."

Right: Women participating in a community values mapping session in Saaru near the borders of Burkina Faso and Côte d'Ivoire in Ghana.
© Conciliation Resources.



In Fiji, support from Conciliation Resources and the Pacific Centre for Peacebuilding, led to the Republic of Fiji Military Forces (RFMF) appointing a Gender Advisor and endorsing gender-responsive approaches within its Truth and Reconciliation Committee and internal reform processes. The move followed a workshop in which we brought together servicewomen from the RFMF and the Fiji Navy for the first time to review existing policies and propose updates to standard operating procedures.

In Papua New Guinea, following comparative learning and strategic leadership workshops we convened for women leaders, participants increased their active involvement in the Papua New Guinea-Bougainville peace process, in turn strengthening cooperation and collaboration between government structures and civil society, and helping to align the formal peace process with Bougainville's historically matrilineal culture.

Top: A policy and advocacy workshop in Jijiga, Ethiopia, with the Women's Dialogue Space, KasmDev and Conciliation Resources.
© Alastair Carr, Conciliation Resources.



“In response to international development funding cuts in the UK, we mobilised public and political support for conflict prevention.”

4 People centred policy

International peacebuilding support puts people first

Through research, advocacy and collaborative policy work, we generated and shared evidence on the impact and value of people-centred peacebuilding and worked to ensure that international funding and regulatory environments enable this work to continue.

At the Qatar Mediation Forum in Doha, we elevated the profile and value of local mediation to policymakers working in formal diplomatic spaces. We produced a dedicated discussion paper drawing on practical experiences from the Philippines and Somalia, and chaired the Forum's first ever roundtable discussion focused on local mediation, highlighting its value to national peace processes.

Through our leading role in the UK Tri-Sector Group, we seek to reduce legal and regulatory barriers to humanitarian and peacebuilding work created by sanctions and counter-terrorism legislation. These include issues with banking and financial transfers to conflict zones. In 2025, as a result of our engagement with financial institutions, one bank decided to set up a dedicated team to provide better tailored services to thousands of domestic and international charities and community group clients.

In response to international development funding cuts in the UK, we mobilised public and political support for conflict prevention. We coordinated a public letter campaign signed by more than 60 political and cultural figures, which featured across media outlets. We brought peacebuilding organisations together with the research organisation More in Common to analyse public attitudes and develop clearer narratives around peacebuilding objectives.

To mark the 25th anniversary of UN Security Council Resolution 1325 on Women, Peace and Security, we co-drafted a collective statement signed by approximately 40 organisations committing to a decentralised approach that moved anniversary events to diverse global locations, showcased local initiatives, and broadened the dialogue beyond traditional international fora.

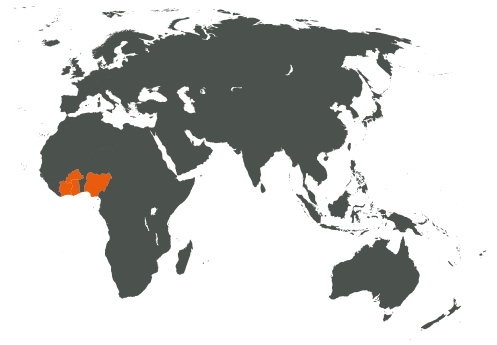
Below: A participant of a mental health workshop in Bangui, Central African Republic. © Nick Bennett, Conciliation Resources.





Mount Gemi, Ghana,
seen from a distance.

WEST AFRICA



Our work in West Africa focuses on the border areas of Burkina Faso, Côte d'Ivoire and Ghana. Our approach is to explore and respond to the impact of the expansion of violence from the Sahel to coastal regions of West Africa and identify – and take – opportunities to contribute to sustaining peace and development. In Nigeria we focus on maintaining our strategic partnerships around integrating youth peace platforms and community resilience.

In 2025, our primary focus was on consolidating our attempts to shift response mechanisms from top-down, securitised interventions towards inclusive, locally led processes by empowering conflict-affected communities to drive their own solutions, linking ground-level insights to national policy frameworks and emphasising a multi-layered approach to cross-border resilience, connecting youth associations, civil society, traditional leaders, and state institutions across porous borders. By facilitating transnational networks and sub-national dialogues, our work counteracts regional vulnerabilities and promotes long-term stability despite shifting geopolitical tensions between states.

ACHIEVEMENTS

Strengthening trust across critical divides

Sustained dialogue and confidence-building activities in the Savannah Region of Ghana, the Cascades and South-West Regions of Burkina Faso and the Bounkani Region of Côte d'Ivoire have resulted in measurable improvements in trust between affected populations and customary leaders, as well as between civilian communities and state authorities. This shift has translated into greater willingness among communities to proactively engage with formal peace structures, moving beyond the initial suspicion and fear that characterised relationships at the project's outset. For example, dormant police-community relations committees have been revitalised; community members, particularly young people, have started to establish monthly meetings with security officials and share information for early warning and early response to conflict; and there has been an increase in participation of marginalised pastoralist communities in customary governance processes, which has led to the establishment of mixed mediation committees.

Enhancing community agency and meaningful participation

Through our work to strengthen local peace structures, over 1,800 people from 20 border communities in Ghana and Côte d'Ivoire, including over 600 women, 600 young people – of whom 400 were ethnic minority members – have demonstrated increased confidence and capacity to articulate their perspectives in peacebuilding processes, such as engaging with and advocating the State-mandated Gbinyiri Mediation Committee or with the African Union Youth Envoy. We have seen that traditional barriers to participation such as patriarchal norms, exclusion of youth, ethnic divides and mistrust in elites have been eroded. As a result, community members have been actively leading local peace initiatives, rather than remaining passive recipients of external interventions.

Supporting cross-regional learning through practitioner exchange

Through the Kapok Project, we facilitated two strategic peer-learning exchanges in Kenya and Nigeria, significantly bolstering the capacity of partners from Ghana, Côte d'Ivoire, and Burkina Faso to navigate complex, evolving conflict systems. By connecting practitioners with 30 veteran peacebuilders, the project revitalised partners working in contexts where peacebuilding efforts are nascent or stagnant through the transfer of innovative strategies for herder-farmer mediation, youth resilience, and cross-border governance. A major achievement was the emphasis on multi-level coordination, linking local peace committees with national architectures. These exchanges provided innovative and practical models and strategies, directly equipping tri-border partners with the tools to break through local stalemates and foster regional resilience.

Below: Women carrying water in the border region of Côte d'Ivoire and Burkina Faso.

Right: Community members in the tri-border area of Côte d'Ivoire, Burkina Faso and Ghana.
© Conciliation Resources.



EAST AND CENTRAL AFRICA



Our work in East and Central Africa focuses mainly on the Central African Republic (CAR), but also engages in South Sudan and the Democratic Republic of the Congo.

The peace and security situation in CAR remained fragile in 2025. While the government, supported by the UN mission and Russian allies, won recent elections, expanded territorial control and advanced disarmament efforts, security conditions continued to deteriorate in parts of the southeast, the northwest and border areas. Armed group activity persisted, with recurrent attacks on civilians and peacekeepers, and violence linked to competition over natural resources and cross-border dynamics, particularly near Sudan, remained. Despite these challenges, some areas, including Bangui, remained relatively stable, allowing for political processes such as the December 2025 harmonised elections to proceed, albeit under constrained conditions.

Our approach in CAR focuses on facilitating dialogue integrating mental health and psychosocial support (MHPSS), strengthening the capacity of local peace structures, promoting participation of excluded groups in peacebuilding including young people, supporting the reintegration of returnees from armed groups, deepening the understanding of gender and inclusion, and linking local, prefecture and national processes.

In South Sudan, we work with and support South Sudanese civil society peacemakers – particularly women – to develop and sustain their agency, leadership and input into peace mediation and dialogue initiatives and processes.

ACHIEVEMENTS

Addressing the psychosocial and spiritual barriers to peacebuilding in CAR

As part of our EU-funded project, we developed a gender-responsive and conflict-sensitive MHPSS toolkit to train community focal points, MHPSS practitioners, and religious and traditional healers. We trained 358 people (including 155 women). Those who received the training could more effectively raise awareness about mental health in their communities, identify mental health issues impacting community members and provide them with initial care and advice on where to seek more advanced support. We launched a weekly radio programme where MHPSS practitioners, peacebuilders and community representatives discussed various mental health issues facing Central Africans, and answer questions from listeners. The programme reached an estimated 845,000 people in total.

Training young people and local leaders in gender-sensitive conflict analysis and civic participation in CAR

Under our UNPBF-funded project, we trained 600 young people in gender-sensitive conflict analysis and civic engagement in Kaga Bandoro, Sibut, and Bangui. Using a Training of Trainer methodology, 27 youth leaders cascaded the training to their peers with the support of local partners. This helped to foster unity between youth from Bangui and other regions. In one inspiring case, Issa, a young Muslim from Kaga-Bandoro who gained confidence after the training, led local training sessions and ran as a candidate for the legislative elections in December 2025. In parallel with the youth training, we trained and engaged with 90 local leaders in Kaga Bandoro, Sibut and Bangui on their role in protecting and expanding civic space to make room for young people's participation.

Introducing a futures thinking approach to South Sudan's stalled peace process

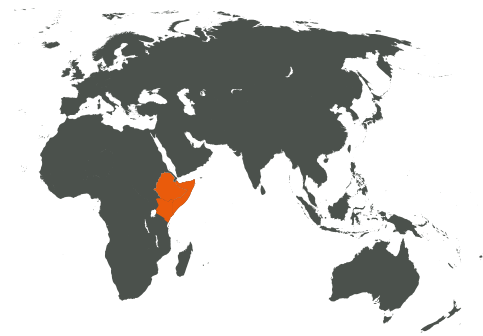
Our research under the UK-funded PeaceRep project supported South Sudanese civil society to develop ideas and networks for peacemaking in a challenging time for South Sudan. We worked closely with external experts and the UK's Foreign, Commonwealth and Development Office (FCDO), using futures thinking methodologies to look beyond immediate political needs and blockages in the peace process, and to conceptualise a shared vision for a peaceful future for South Sudan, with a particular focus on gender. Over 160 participants from 27 diverse groups took part in workshops in Uganda and Juba. The process encouraged cross-generational collaboration, and shifted local discourse from division towards shared aspirations for stability.



Left: Participants of a gender workshop in the Central African Republic. **Below:** The venue of a mental health workshop in Bangui, Central African Republic. © Nick Bennett, Conciliation Resources.



HORN OF AFRICA



In the Horn of Africa our Ethiopia programme focuses on key regions including the Somali Regional State (SRS), Oromia, Afar, Tigray, and borderland areas along the Somalia-Ethiopia border. In Kenya, we have strengthened inclusive peace architectures linking community, county, and national levels of mediation.

In Ethiopia, peace and conflict dynamics remained highly fluid, shaped by ongoing political transitions, contested authority, and localised insecurity across multiple regions. Kenya experienced rising civic mobilisation, economic pressures, and growing tensions around governance and accountability. Youth-led ('Gen Z') protests became a defining feature, driven by frustration over the high cost of living, taxation, corruption, and police conduct.

Our work in Ethiopia focused on dealing with the past; promoting inclusive peacebuilding; facilitating trust-building across divided communities and contested borderlands, while addressing environmental pressures; supporting peace mediation and dialogue processes; and engaging armed groups and conflict actors to create pathways toward non-violent political participation. In Kenya we supported Local Peace Committees by strengthening the capacity of women, youth, elders, and religious leaders to prevent and resolve conflict, while connecting them to county authorities and security actors for coordinated responses. We also worked to strengthen networks of women mediators.

ACHIEVEMENTS

Supporting the Victims' Emergency Reparations Fund via the SRS Truth and Reconciliation Commission

In 2025, we built on previous efforts to ensure that the truth and reconciliation process in the SRS remains grounded in survivor testimony and responsive to the statements and evidence gathered over time. It connects to the work of the SRS Truth and Reconciliation Commission (TRC) by dealing with the past – a core mandate of the TRC, and ensures that the process is victim-centred. Victims' networks played crucial roles in the identification of victims, triaging and deciding the allocation of resources to victims. We supported survivors with emergency livelihood, medical assistance and employment opportunities.

Promoting women's leadership and gender-responsive approaches to peace in Tigray

We expanded our engagement in Tigray in partnership with Mums for Mums. A comprehensive mapping of civil society and peace actors, coupled with a gender-sensitive conflict analysis, generated critical insights into local capacities, needs, and gendered impacts of conflict. Two consultative workshops, each with over 50% women participants validated findings and informed the development of a strategic roadmap for peacebuilding. Despite operating in a fragile post-conflict context, the initiative strengthened collaboration among civil society organisations (CSOs), promoted women's leadership, and enhanced understanding of gender-responsive approaches to peace.

Strengthening the capacity of women mediators in Kenya

In partnership with the Kenyan Ministry of Gender, we built and trained networks of women mediators drawn from County Peace Committees in 22 conflict hotspot counties. They were trained in early warning, gender-based violence-responsive approaches and conflict resolution. The training helped the networks' understanding of gender, power, and conflict dynamics, and participants are now better able to apply gender-sensitive conflict analysis tools and have an increased awareness of the Women, Peace and Security (WPS) agenda, including practical pathways for locally implementing Kenya's Third National Action Plan (KNAP III) on WPS. This is expected to enhance their role in addressing community conflicts, electoral tensions, and resource-based disputes.



Above: Camels being herded through Jijiga on the road from the airport. © Alastair Carr, Conciliation Resources.

A PATH TO PEACE IN MOYALE: MOVING BEYOND CYCLES OF RETALIATION

For years, the border town of Moyale, a town divided between Ethiopia's Oromia and Somali Regional States and Kenya's Marsabit County, faced deep-rooted instability. Between 2021 and 2023, recurring inter-communal violence caused immense hardship, including over 200 fatalities in a single incident.

At its peak, the violence led to the temporary abandonment of the town and displaced over 96,000 people. Resolving these tensions was historically complicated by overlapping administrative boundaries, fragmented dispute resolution processes, and broader regional political violence.

Today, a significant shift is underway. While isolated flare-ups still occur, Somali and Oromo communities are increasingly choosing peaceful pathways to resolve land disputes, manage infrastructure clashes, and address livestock raids.

The foundation for this transition began with the formation of the Moyale Council of Peace and Unity (CPU). With the support of our local partner, SIRAD, who provided essential infrastructure, a technical coordinator, and logistical backing, this council set out to revive and connect traditional reconciliation mechanisms. Rather than relying solely on top-down interventions, the peace process gained momentum by weaving together different parts of the community.

Below: Strengthening peace, social cohesion and collaborative conflict prevention through joint community action. © SIRAD.



Notably, Federal Defence and Security personnel began attending CPU meetings, marking the first time formal authorities joined grassroots peace movements. The CPU also established vital links with Kenyan Somali, Borana, and Gebre elders, partnering with the corresponding CPU on the Kenyan side to facilitate informal information exchange. This cross-border alliance has already successfully negotiated the recovery and return of stolen livestock, vehicles, and motorcycles across the border, preventing issues that have historically triggered armed clashes.

By October 2025, the CPU supported joint Somali-Oromo sub-committees at the *kebele* (village) level, utilising a hotspot mapping exercise we developed with SIRAD and the CPU to proactively share information on rumours and manage risks before they escalate.

This interconnected network altered how the community responds to friction. Previously, violence triggered immediate retaliation. Now, community leaders and security forces operate under a coordinated framework. This new cooperation was critical when an incident involving a local administrative official and a youth from another community sparked immediate mobilisation among youth for revenge, the CPU and security stakeholders intervened. The matter was quickly investigated, the official was dismissed, and the youth were peacefully demobilised. Similarly, when disputes arose over the location and jurisdiction of new administrative and security facilities along the border, threatening to reignite territorial tensions, joint CPU meetings successfully halted construction and de-escalated the situations.

“Today, our communities live as one. Together, we prevent violence, support one another, and strengthen the bonds between us. We are not neighbours by choice alone – we are bound by a shared future. We will continue to live together in peace, harmony, and mutual respect for generations to come.”

Nur, Community member, Malab Oromia kebele



A central element of this changing dynamic has been the transformation of who participates in peacebuilding. Historically, local decision-making was strictly male-dominated. To address this, we worked with SIRAD to drive the inclusion of women into the CPU, and to connect youth networks with elders. As a result, the CPU allocated four seats to women in early 2025, who now work hand-in-hand with a 20-member Women, Peace and Security Dialogue Forum.

Rather than serving as token representation, these women are actively reconstructing the social fabric of Moyale. Previously, a single asphalt road divided the town, and security fears prevented women and girls from crossing it. The women's forum began organising monthly joint visits across this divide, attending weddings, hosting coffee ceremonies, and visiting patients in hospitals on both the Oromia and Somali sides.

These shared life events are gradually chipping away at decades of deep-seated animosity. The impact of these shifts is visible in the daily lives of Moyale's residents, directly contributing to the absence of any new large-scale displacements through 2024 and 2025. Trust is being rebuilt incrementally, resulting in joint mourning practices and several new inter-community marriages between previously conflicting clans.

The Moyale CPU now serves as a replicable model for community-led conflict prevention across Ethiopia's border regions. The experience suggests that sustainable peace in volatile borderlands relies on a multidimensional model that deploys traditional mechanisms, ensures meaningful inclusion of women and youth, and builds local ownership alongside formal security forces.

"Women now have a better understanding of how to address misunderstandings before they escalate into conflict. Through dialogue and cooperation, we have learned to resolve differences peacefully and play an active role in maintaining harmony within our communities."

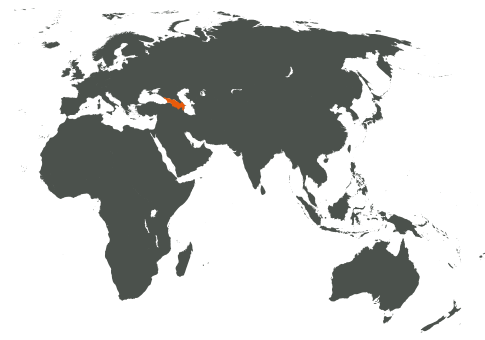
Safia Ali, Community member, Moyale

Above: The meskel flower, a potent Ethiopian symbol of hope and renewal. **Below left:** The Moyale Council of Peace and Unity at a reflection session in Ethiopia.

Below right: The Joint Women, Peace and Security Forum on conflict analysis, early warning, and women's participation in peacebuilding. © SIRAD.



SOUTH CAUCASUS



We work with a range of partners in the South Caucasus region to address conflict, undertake initiatives to open up spaces for dialogue and generate new thinking about peacebuilding in the region.

We continue to support efforts to create the conditions for progress – with a particular emphasis on Georgian-Abkhaz relations – and engage people directly affected by conflict in searching for ways to improve their lives.

Armenia and Azerbaijan finalised text for a peace agreement in August 2025 creating new opportunities for cooperation between the two countries. We are drawing on our experience in international peacebuilding to create opportunities for young people in Armenia and Azerbaijan to learn from peacebuilding practice and find the role they can play in the ongoing normalisation in support of the peace process.

“We are drawing on our experience in international peacebuilding to create opportunities for young people in Armenia and Azerbaijan to learn from peacebuilding practice and find the role they can play in the ongoing normalisation in support of the peace process.”

ACHIEVEMENTS

Supporting the wider peacebuilding community

We continue to be at the head of an international consortium supporting the normalisation of relations between Armenia and Azerbaijan with a view to supporting the peace process between the two governments. We convene the partner organisations and create an environment for collaborative work, mutual support, learning, and analysis.

Enabling more meaningful relationships for young people in the region

We worked with educators and civic actors in the region to organise a comparative learning trip to Serbia to help young people from the region build relationships, develop skills, and reflect on international experiences of peacebuilding and how they could bring these into their own context.

Resourcing peacebuilders to reflect on and learn from the past

Drawing from our years of work with media and filmmaking professionals in both Armenia and Azerbaijan, we have supported the creation of a catalogued archive for researchers in the region and peacebuilding practitioners looking to draw lessons from the past into their work and support how they create narratives that build understanding.

Convening cross-conflict dialogue

We continued to convene cross-conflict dialogue among Georgians and Abkhaz on issues of common interest, providing opportunities for people to exchange information about their needs and perspectives, and contributing to building confidence.



Left: A sign on the roof of a building in the South Caucasus meaning 'peace'.
© Conciliation Resources.

SOUTH ASIA



Our work in South Asia is centred on influencing a more inclusive peace process between India and Pakistan, incorporating Kashmiri civil society and local government and other marginalised groups, through ongoing engagement. We also analyse the effects of the climate crisis in relation to building peace and confidence across divides in a region beset with natural disasters, floods and air pollution.

Alongside our partners we provide support to dialogue processes and confidence-building measures, sustain peace constituencies and cross-Line of Control (LoC) networks and platforms, and support partners to sustain civil society engagement on respective sides of the LoC.

Following a terror attack in Indian-administered Kashmir in April 2025, there was a significant diplomatic and military escalation. Both the intensity of the conflict and rate of escalation following the attack exceeded that of previous episodes and was marked by several significant firsts: the introduction of drone warfare by both sides, missile strikes across mainland India and Pakistan, and the unilateral 'abeyance' of the Indus Water Treaty. Whilst the current ceasefire continues to hold, it neither addresses the now inflamed grievances and tensions that fuelled the escalation, nor provides a space or channel for further dialogue between the two states.

“Alongside our partners we provide support to dialogue processes and confidence-building measures, sustain peace constituencies and cross-Line of Control (LoC) networks and platforms, and support partners to sustain civil society engagement on respective sides of the LoC.”

ACHIEVEMENTS

Maintaining dialogue in the post-crisis period

April 2025's attack resulted in heightened tensions between India and Pakistan, and diplomatic channels were suspended. Our ongoing relationships with both sides allowed us to convene a dialogue with high-level interlocutors from India and Pakistan a week after the attack. The online meeting discussed potential pathways to peace and provided a space outside of normal diplomatic channels. The escalation also raised the profile of water, with the Indus Water Treaty put into abeyance by India. In the post-crisis period we gathered strategic and technical experts in Helsinki to discuss water diplomacy, followed by a dialogue in Bangkok on broader environmental cooperation.

Convening senior women leaders in Scotland

A further dialogue meeting was held in Scotland, which brought together senior women leaders from CSOs, political figures and journalists in India and Pakistan, to discuss potential for a women-led strategic dialogue and focused on issues around inclusion. The meeting also included a public panel at the Beyond Borders International Festival, which was particularly notable as two former foreign secretaries (from India and Pakistan respectively) sat together in a public interaction about the space for peacebuilding and dialogue – a particularly rare gesture during a period of heightened tensions following the terrorist attack and military escalation.

Supported women and youth climate champions

In 2025, with funding from the Swedish Postcode Lottery Foundation, we began a project with our local partners in both Indian-administered Kashmir and Pakistan-administered Kashmir, supporting women and youth as climate champions. The project works with marginalised communities to develop and lead local climate action initiatives, whilst advocating for improved policies and incentives for community-level adaptation and resilience. The project has also developed platforms for community engagement with the local authorities to promote greater understanding and more informed policy responses to climate resilience.



PHILIPPINES



In the Philippines, we collaborate with diverse levels of governance and civil society to navigate a complex transition period for the Bangsamoro Autonomous Region in Muslim Mindanao (BARMM).

Significant political shifts continue to take place, including the postponement of the inaugural BARMM parliamentary elections and leadership changes within the autonomous region. These developments, alongside national political tensions, have tested the relationships between the parties to the 2014 Comprehensive Agreement on the Bangsamoro (CAB).

In response, our work has focused on maintaining open channels for dialogue and supporting the resilience of peace mechanisms. By bridging institutional gaps and fostering inclusive participation, we remain committed to ensuring that the normalisation and political tracks of the peace process can stay on course despite a fluid and often polarised environment.

Below: People on a boat during an awareness raising activity on the Bangsamoro Electoral Code and Dialogue held with the Indigenous Peoples community in Maluso, Basilan, Philippines.
© Conciliation Resources.



ACHIEVEMENTS

Sustaining high-level dialogue through the International Contact Group

As a member of the International Contact Group (ICG), we provided a vital platform for the Peace Implementing Panels of the Philippine Government and the Moro Islamic Liberation Front (MILF) to address implementation challenges. In February 2025, we convened a Joint Peace Implementing Panel workshop that allowed both parties to clarify their respective positions on the normalisation track. This engagement led to the formation of a dedicated study group, signalling a renewed commitment to partnership and technical cooperation. Our role as a trusted intermediary remains essential in navigating the friction caused by national political shifts, ensuring that the fundamental commitments of the CAB are preserved through consistent, evidence-based dialogue.

Strengthening civil society participation in island provinces

We supported civil society alliances across the island provinces of Basilan, Tawi-Tawi, and the Zamboanga Peninsula by providing resources and platforms, helping to strengthen their linkages with local government units ahead of the rescheduled parliamentary elections. This initiative focuses on ensuring that the voices of those in the geographically isolated island regions are integrated into the broader BARMM transition. Our support equipped these organisations to monitor the transition process and advocate for wider community participation, reinforcing the legitimacy of the Bangsamoro peace process at the local level.

Advancing indigenous and women's leadership in local governance

A significant milestone in our community-based work was the election of the first female Mayor from the Teduray-Lambangian Indigenous People's group in South Upi, Maguindanao del Sur. This outcome stems from long-term engagement with the Community Security Working Group, where we and our local partners provided training in conflict resolution and collaborative governance. This appointment represents a meaningful shift in representation for indigenous communities and women, who have been historically underrepresented in regional decision-making. This leadership is already proving vital in resolving long-standing local disputes and applying peacebuilding principles to municipal administration.

PAPUA NEW GUINEA



Our work in Papua New Guinea (PNG) focuses on the Autonomous Region of Bougainville and Hela province in the Highlands region.

As PNG marked its 50th anniversary of independence in 2025, the political landscape was defined by the ongoing negotiations regarding Bougainville's future political status. The signing of the Melanesian Agreement in July 2025 signalled a commitment from both the National Government and the Autonomous Bougainville Government (ABG) to bring the 2019 referendum to the PNG national parliament. However, the path forward remains complex, with the ABG setting a target date for independence on 1 September 2027.

In the Highlands, while local peace agreements offer hope, communities continue to face significant challenges from inter-group violence and a high presence of security forces, compounding the issues of climate change, election violence and shifting regional dynamics.

In Bougainville, we support the implementation of the 2001 Bougainville Peace Agreement, working alongside communities, civil society actors and governments. Our work has a key focus on women's inclusion and influence in the Bougainville peace process, among communities, civil society and within government negotiating teams.

ACHIEVEMENTS

Accompanied political negotiations and implementation of the Bougainville Peace Agreement

We continued to support the PNG National Government and the ABG as they navigated the formal moderation process regarding Bougainville's political future. Our role focused on providing technical accompaniment to deepen the understanding of peace and mediation processes among key officials. By fostering these relationships and providing a space for shared learning, we aim to support a more informed and constructive dialogue between the two governments.

Strengthened women's influence and leadership in the peace process

Building on previous initiatives, we supported women leaders from both PNG and Bougainville to enhance their participation in high-level political dialogues. Through strategic leadership workshops and a comparative study visit to observe peace negotiations in the Philippines, these leaders have reported increased confidence in navigating technical negotiations. This work has led to the formation of a women leaders' caucus in Bougainville, which facilitates collaboration across government and civil society. By supporting women to occupy more active roles in the negotiating teams, we are helping to ensure that the peace process is more inclusive and reflective of the diverse perspectives within the community.

Supported community-led peacebuilding and conflict resolution

In the Highlands, we maintained our vital connections with peacebuilding networks across Hela and other Highlands provinces. By documenting their insights in our 2025 report, *Legacies of conflict in the Pacific*, we helped amplify the voices of those working to resolve tribal conflicts and land disputes. These enduring relationships provide a critical foundation for sustained peacebuilding efforts in the region. In partnership with the Nazareth Centre for Rehabilitation, we supported community peacebuilders in Bougainville to address local security concerns. These networks have been instrumental in managing interpersonal violence and tensions related to economic development and resource extraction.



Above: Participants engaging in group work during workshop in Bougainville. **Left:** Participants of sharing and collaboration workshop in Bougainville.
© Conciliation Resources.

FIJI AND THE SOLOMON ISLANDS



Our work in Fiji and the Solomon Islands focuses on strengthening regional peacebuilding capacities as well as enhancing understanding of climate change and conflict risk in the Pacific, most especially from the lived experiences of the communities on the front line of it.

We have been supporting communities in Fiji impacted by climate change and climate induced relocation, and establishing a climate and peacebuilding network in the Solomon Islands. Both Fiji and the Solomon Islands are grappling with the legacies of past conflict, political upheaval and social unrest, and are at the forefront of climate change in a region beset by complex geopolitical interests.

Fiji's Prime Minister continued to promote his vision of the Pacific Region as an 'Ocean of Peace'. This idea stems from 'The Pacific Way' a concept that 'offers an opportunity to re-embrace foundational tenets, principles and ethics of Pacific regionalism and to weave the threads of our past with our vision for the future'. It highlights the need to embrace The Pacific Way when considering high-level principles to guide future policies towards promoting peace in the face of escalating geo-strategic tensions and economic uncertainties in the region. Our partners are supporting and engaging with these processes.



Left: Community members take part in a peacebuilding workshop in the village of Naviavia, Fiji.

Below: The new site of Vunidogoloa village in Fiji. The original village was moved due to sea level rise.

© Conciliation Resources.



ACHIEVEMENTS

Increased and shared understanding on the consequences of climate change on vulnerable communities in Fiji

In March, we published a practice paper on climate change and peacebuilding in Fiji. The paper was the culmination of almost five years of work in Fiji examining how climate change has been affecting rural and urban communities and what peacebuilding approaches may be needed to mitigate related conflict risks and promote culturally – and conflict-sensitive – engagement with affected communities. The report focused on long-term engagement of climate change-affected communities and informal settlements in Fiji; strengthening climate change-related peacebuilding resources and approaches of partner organisations; and advocacy activities to connect community representatives with government officials.

Fostered dialogue between Fiji's government and informal settlements

Building on our *Informal Settlements Research Report*, we organised an Informal Settlements Symposium, bringing together key stakeholders from government, civil society, faith groups and academia, with three informal settlement communities (Qauia, Maravu and Nanuku, on the outskirts of the capital, Suva) for the first time. This was an opportunity for these communities to present their issues, advocate, and engage directly with the government and the Fiji Police. This initiative was crucial in ensuring that their voices and needs, including those of youth facing challenges such as unemployment and drug issues, are better addressed in future programmes.

Strengthened climate change and peacebuilding analysis and networks in the Solomon Islands

We held a workshop in Honiara to analyse climate change and peacebuilding. Representatives from civil society, government, church and youth groups explored the social impacts of climate change in the Solomon Islands and the approaches to peacebuilding that could be used to manage climate change-related social challenges and conflicts. Relationships were also built with the Solomon Islands Ministry of Traditional Governance, Peace and Ecclesiastical Affairs to seek opportunities to engage and collaborate in a context where sustained peace is still fragile.

CONCILIATION RESOURCES EU



Our team in Brussels connects us with European institutions and EU Member States. The team advances inclusive peacebuilding and mediation, primarily through the implementation of EU and Folke Bernadotte Academy service contracts and diverse policy engagements with EU institutions and Member State representations.

Amidst a year of significant EU institutional shifts, including considerable investments in the EU Readiness 2030 defence package, we have continued to partner with the EU and sought to influence thinking and practice around mediation.

In 2025, the EU embarked on a path to develop its partnerships by signing the EU-UK Security Partnership in May and new bilateral security agreements with Canada, India, Australia, Iceland and Ghana. The EU and the United Nations also formalised their joint peace priorities for 2025–2028. Mindful of these developments, we continued to ensure that peacebuilding, mediation, gender and conflict sensitivity remain central priorities.

Through our advisory roles and partnerships with Member States like Finland and France, we translated grounded expertise into policy insights that promote more sustainable and inclusive global stability.

“Through our advisory roles and partnerships with Member States like Finland and France, we translated grounded expertise into policy insights that promote more sustainable and inclusive global stability.”

ACHIEVEMENTS

Cultivating the EU Community of Practice on Peace Mediation

We played a central role in the 2025 EU Community of Practice on Peace Mediation in Brussels, serving on the steering committee for this significant annual gathering. The event convened 200 practitioners in person, alongside a global online audience, including representatives from civil society, international organisations, governments and senior EU officials. We co-organised three panel sessions and contributed expert perspectives to six others, covering a range of topics such as WPS in the current mediation landscape, ways to unstick peace processes, and transitional justice and mediation. By facilitating these exchanges, we prioritised creating space for practitioners to share learning and strengthen the networks essential for effective conflict resolution.

Winning critical EU service contracts to influence EU peace and security policy

We successfully applied for two EU service contracts. This has provided us with regular contacts within the EU, influence on EU peace and security policy, funding for specific areas of work and the opportunity to build networks to support peacebuilding mechanisms in the EU. A paper on Mental Health and Psychosocial Support (MHPSS) and transitional justice was developed as part of the Facility on Justice in Conflicts and Transitions (FJCT), which we presented to EU officials to advocate for strengthening support to MHPSS in EU peace and security policy.

Advancing strategic partnerships and inclusive mediation

We continued our close partnership with the French Ministry for Europe and Foreign Affairs (MEFA), providing expert advice on EU policies and frameworks on Women, Peace and Security as well as mediation. This included moderating a session on mediation at the 4th Ministerial Conference on Feminist Foreign Policy held in Paris in October 2025. At the end of 2025 we signed a partnership agreement that will enable nine women mediators to build a network of francophone women mediators supported by us and funded by the MEFA. Additionally, we partnered with the European External Action Service in the organisation of a three-day workshop of the Global Alliance of Regional Women Mediators that included an exchange with EU institutions, its Member States and civil society.

THE PACIFIC CENTRE FOR PEACEBUILDING

Born in 2006 out of a volatile chapter in Fiji's history, fractured by successive military coups and ethno-political tensions, the Pacific Centre for Peacebuilding (PCP) was created to offer a continuous, deeply trusted, and entirely local framework for healing. It was an organisation built around a clear conviction: the Pacific needs sustainable, home-grown peacebuilding capacity rather than a reliance on short-term international interventions.

Today, PCP is a vibrant, regional non-governmental organisation headquartered in Suva, dedicated to reducing, preventing, and transforming violent conflict. The organisation champions inclusive and restorative approaches to complex societal challenges, inclusive decision-making, empowerment, and participation, and is a member of the Global Partnership for the Prevention of Armed Conflict Pacific network.

“By equipping community members with relevant combinations of systemic conflict analysis, human rights awareness, and mediation strategies, they are building a permanent, highly-trained network of local citizens who can analyse, de-escalate, and intervene in conflicts in a positive, culturally relevant, and structurally sound way.”

For nearly two decades, we have had a peer-to-peer, strategic partnership with PCP, rooted in mutual learning and local ownership. We work with PCP to amplify their expertise and accompany them as they work to develop sustainable peacebuilding practices and capability in the Pacific.

At the heart of PCP's practice is *Talanoa* – the use of inclusive, relational storytelling and empathetic dialogue – alongside evidence-based conflict transformation methodologies. The workshops and training sessions led by PCP are tailored to meet the specific, practical needs of the communities and institutions in which they work, combining local wisdom and community knowledge with international frameworks. By equipping community members with relevant combinations of systemic conflict analysis, human rights awareness, and mediation strategies, they are building a permanent, highly-trained network of local citizens who can analyse, de-escalate, and intervene in conflicts in a positive, culturally relevant, and structurally sound way.

This approach is channelled into four core areas tailored to the evolving socio-political realities of the Pacific:

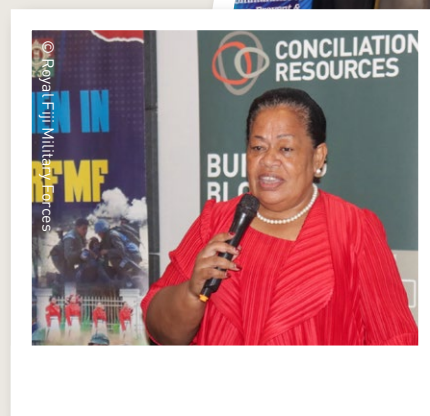
- Through community peacebuilding work, PCP strengthens the resources and capabilities that communities already contain, training village heads, traditional elders, civil servants and law enforcement in conflict analysis and techniques to navigate difficult, constructive dialogues.
- PCP prioritises overcoming historical imbalances through their women's peacebuilding leadership programmes. Through these initiatives, the organisation supports multi-ethnic networks of rural women, empowering them to step into decision-making roles and lead advocacy in historically male-dominated political spheres.
- At a systemic level, PCP's flagship nationwide restorative justice initiative focuses on healing societal divides by shifting the justice paradigm away from punitive, adversarial legal models, and towards holistic, evidence-based systems of rehabilitation that provide just outcomes for both victims and offenders.



- In recognition of the role that environmental degradation has in driving conflict and community tension, PCP works creatively with remote communities to analyse climate-induced resource disputes, helping them to collaboratively negotiate resource rights and mitigate migration conflicts.

Through resource and capacity amplification, we channel structural funding and technical frameworks that enable PCP to run multi-year initiatives across remote, isolated islands. This collaboration fuels joint action research where we explore the critical intersection of climate change and human security, capturing how shifting coastlines exacerbate community tensions and to feed that data into regional climate adaptation policy development.

We use our international reach to elevate PCP's grassroots insights directly to regional decision-makers and global donors, including the Australian Department of Foreign Affairs and Trade, the UK International Security Fund, and New Zealand's Ministry of Foreign Affairs and Trade. Together, we ensure that local communities in the Pacific possess the tools, training, and strategic backing necessary to shape a resilient, non-violent future for the Pacific.



GLOBAL INITIATIVES



Conciliation Resources encourages learning across programmes and the connection between policy and practice through a number of thematic global initiatives that weave together regional departments. In 2025, these initiatives covered topics such as women's participation in peace processes; the intersection of climate change, conflict and peacebuilding; and mental health and peacebuilding.

We supported a number of initiatives to advance the meaningful participation of women in peace processes to influence decision-making at all levels, including our engagement in the UN Women's Peace and Humanitarian Fund's Rapid Response Window (RRW) mechanism and as a partner on the UK Integrated Security Fund's WPS Helpdesk, an expert call-down facility that aims to provide technical advice and support on WPS to the UK Government.

"We supported a number of initiatives to advance the meaningful participation of women in peace processes to influence decision-making at all levels, including our engagement in the UN Women's Peace and Humanitarian Fund's Rapid Response Window (RRW) mechanism and as a partner on the UK Integrated Security Fund's WPS Helpdesk."

ACHIEVEMENTS

Expanding learning and analysis of the intersectionality of peace and minority rights

We convened a series of online and in-person participatory comparative learning workshops with partners working to increase women's participation in peace processes. The findings were later published in February 2026 in our report *A peace for all women: lessons from peacebuilders on intersectionality*, and launched at a round-table discussion in Brussels with EU officials and international NGO partners. This work not only allowed us to further our own thinking on participation of women with disabilities, LGBTQI+ individuals and indigenous women amongst other groups, but also to push for more meaningful inclusion within the framework of the RRW, and develop recommendations for other donors, policy makers and practitioners.

Leveraging our continued partnership under the RRW to support new and existing partners

We supported new and existing partners in Bougainville, South Asia and Ethiopia to respond to emerging opportunities to increase women's participation in peace processes. We supported women leaders from Bougainville and across Papua New Guinea to identify shared obstacles and opportunities for strengthening women's inclusion in the peace process. We convened two meetings bringing together former and current senior politicians, journalists and technical experts in a South Asia women's caucus, and in Ethiopia we worked to position women as integral mediators in rebuilding common ground between political elites and amongst civil society. We also supported work in Afghanistan, Liberia, and Yemen. For example, in Liberia, our work with RRW partners ensured that the needs of diverse women were recognised in the war crimes court process.

Raising greater awareness about the need for mental health support for peacebuilders

With funding from Humanity United, we worked in partnership with Dr Bruna Seu from the University of London, on research to further explore the integration of psychosocial support for peacebuilders. The research included thematic analysis of interviews conducted with staff and external practitioners, which helped to draw broader conclusions and enrich the analysis. The research will inform considerations about how to improve mental health support for peacebuilders, and enable them to continue their vital work with the right tools.

RESEARCH, ADVISORY AND POLICY

The Research, Advisory and Policy Department engages in research on innovative and inclusive peace and mediation practice, to influence and inform policymakers and peacebuilding practitioners in the UK and globally.

In 2025, global developments relevant to our policy and research work included significant cuts to peacebuilding and conflict prevention budgets and the politicisation of conflict-related issues such as gender and climate change. In the US, USAID and the United States Institute for Peace were dismantled, and the resulting global reduction in development assistance was compounded by cutbacks and reprioritisation by other governments, including the Netherlands, France, Germany and the UK. Atrocities committed in the ongoing war in Gaza have had a polarising impact on civil society in Europe, and along with Ukraine, Sudan and rising tensions with Iran in the Gulf, dominated political attention.

ACHIEVEMENTS

Shaped UK Government risk assessment of terrorism financing in the charity sector

We worked with umbrella organisations, Bond, Charity Finance Group and Muslim Charities Forum, to inform the Government's 2025 national risk assessment of terrorism financing and money laundering. We compiled a sector submission and supported the sector in government meetings. The resulting assessment classified the charity sector as 'low risk'; the grading influences the risk-appetite in the financial sector to provide services to NGOs, including those operating in conflict zones. We continued to press the Government to deliver on its commitment to a humanitarian exception in UK autonomous sanctions and made the case for a corresponding exception in the Terrorism Act. Through a pro bono relationship with Accenture we developed the business case for a platform to assist the charity sector working in high-risk jurisdictions and the work of the Tri-Sector Group.

Right: Collaborating to refine the key findings that will be presented to policymakers and donors during the closed-door dialogue on Day 2 of the WPS+25 event in Nairobi.

Far right: Dr. Nansata Yakubu (Conciliation Resources), Zeinab Bille (Garissa County Women Peace Movement), and Dukaye Amare Mergia (SIHA) lead a discussion at the WPS+25 event in Nairobi. © Conciliation Resources.

Facilitating cross-contextual learning on mediation and self-determination conflicts

Drawing on the resources and ideas that we produced through a partnership with the Sasakawa Peace Foundation focused on mediating self-determination conflicts – and in partnership with the Åland Islands Peace Institute – we organised a learning exchange and study visit to the self-governing province of the Åland Islands in Finland. The visit helped our partners think through options and framings for the conflicts they work on, particularly where processes are stuck or restrictive, and provided them with new tools and approaches. Participants from the Philippines, Ethiopia, Kenya, South Caucasus, Papua New Guinea, and Jammu and Kashmir joined the trip and explored how a peaceful solution to a potentially violent conflict can be reached through evolving territorial autonomy arrangements. Some of the participants are now working together as a group, leading an initiative in their context, to identify and analyse models for power sharing and addressing status.

Reclaiming the Women, Peace and Security agenda

To mark the 25th anniversary of UN Security Council Resolution 1325 on Women, Peace and Security, we hosted an event in Nairobi to galvanise action across African contexts. The event brought together women and men peacebuilders from across the continent to discuss ways of reclaiming and revitalising the WPS agenda at a time when gender equity is facing increased hostility. The event was part of a strategic approach to the anniversary, with events held by partners in other regional locations ahead of UN WPS week in Washington in October, to which we brought insights from the Nairobi event.



STRENGTHENING THE ORGANISATION

To ensure we achieve our ambitious goals for building better peace, we also need to build a stronger organisation. In our Strategic Plan 2020-2025, we set out how investment in our staff, systems and processes will enable us to deliver on our peace goals.



Operational goal 1: **Invest in staff**

At the heart of our organisation is the unwavering commitment, dedication and professionalism of our team. Throughout 2025, we focused on deepening our staff wellbeing and developmental initiatives. We introduced comprehensive digital wellbeing tools to provide our global team with round-the-clock access to mental health resources and a confidential support helpline. To further embed care into our culture, five staff members across our locations completed Mental Health First Aid training. Our team members also participated in professional development covering diversity and inclusion, emotional intelligence, trauma-informed practice, effective communication, time management and cybersecurity.



Operational goal 2: **Invest in partnerships**

Our approach to peacebuilding is centred around partnership and collaboration. In 2025 we worked with over 115 partners globally. We continued to navigate a challenging global environment for peace initiatives by focusing on practical, reliable support for our partners. This included providing flexible core grants to partners affected by global funding cuts, changes in their operating environment and/or capacity strengthening needs. Our accompaniment approach to partnership allows us to provide necessary solidarity as well as technical support to partners as they navigate challenges and opportunities. In a year where pressure on many partner organisations was particularly high due to a global trend of de-funding aid

and increased legal restrictions for civil society, we played a pivotal role in helping partners to survive and generate much-needed solidarity in tangible ways. For example, we successfully explored alternative contracting models where needed, supported networking and alliance-building, and managed to utilise flexible budget lines for reflection and adaptation. We also provided specific training to partners to respond to jointly identified needs, such as a new course on Monitoring, Evaluation and Learning in peacebuilding and Keeping People Safe, amongst others.



Operational goal 3: **Locate and equip staff to provide effective peacebuilding support**

During 2025 we continued to refine our operational approach to ensure our teams are positioned effectively and safely. A significant milestone this year was the partial decentralisation of our safety and compliance roles. We successfully shifted daily safety and security responsibilities for the Africa department from our central team to a dedicated Operations and Compliance Officer based in Nairobi, Kenya. This structure allows us to manage risks closer to where our programmes operate, ensuring more responsive, context-specific oversight for our work across the region.



Operational goal 4: **Keeping people safe**

Keeping people safe is essential for the security of our staff and partners. We do this through a range of training, engagement and incident monitoring, management and response as part of our Keeping People Safe strategy. In 2025, our Safety and Compliance team implemented the second phase of updates to our global security platform, streamlining emergency response processes to better match our operational needs. We delivered tailored crisis management training to our leadership team and deepened our security support at the programme level, updating security plans, delivering safety training, and establishing contingency plans ahead of potential security flashpoints.



Operational goal 5: **Develop evidence, learning and creativity**

Learning is a continuous process that strengthens our peacebuilding practice. Where appropriate we have continued to invest in external evaluations – including through accompaniment by a developmental evaluator – to solicit external feedback and critical perspectives to inform our adaptation. In December, we gathered monitoring, evaluation and learning focal points across the organisation in Nairobi to share lessons and strengthen practices for harvesting outcomes and developing robust evidence. We also focused on capturing lessons from our specialised thematic work. In collaboration with our Gender team, we documented insights from our Women, Peace and Security initiatives, sharing these lessons at a dedicated learning event in Nairobi. Additionally, through our work with the Kapok consortium in West Africa, we synthesised insights on how local, cross-border mediation and community-level diplomacy can prevent conflict escalation even under highly restricted political conditions.



Operational goal 6: **Ensure impactful external communications**

Our communications work is critical for us to make the case for peacebuilding and amplifying the voices of our partners. We did this by sharing stories of impact from our programmes, insights into new publications and new learning via our website, social media and newsletters. A major highlight of 2025 was the launch of our podcast, *Peace in Action*, which focused its first episodes on the realities of peace work in South Asia and across Africa. Our communications team visited projects in the Central African Republic to document our gender, youth, and mental health and psychosocial support initiatives, gathering insights and first-hand testimonies to inform our future work and the wider sector. They also delivered communications around the UN Security Council Resolution 1325 on Women, Peace and Security, developing branding, assets, social media, a video and news story, ensuring agreed messages were shared in engaging ways. Our digital community continued to grow significantly, with our primary social media channel, LinkedIn, growing by over 25%.



Operational goal 7: **Secure sufficient, flexible income**

The external funding environment remained complex in 2025, making stable funding partnerships more important than ever. We focused on maintaining and strengthening relationships with our core donors. This included the Swedish International Development Cooperation Agency; the Department of Foreign Affairs and Trade of Ireland; and the Ministry for Foreign Affairs of Finland. We diversified our funding base by welcoming the Swedish Postcode Lottery Foundation as a new donor for our work in South Asia, and explored other new funding streams. We secured project funding including from the UK Foreign, Commonwealth and Development Office; the European Union; Misereor; and the Robert Bosch Stiftung. We continued to receive regular donations from individual supporters.



Operational goal 8: **Ensure efficient financial systems and processes**

Building on previous efforts to modernise our financial operations, in 2025 we invested in a new financial planning, forecasting and reporting software to provide clearer management accounts and streamline long-term project budgeting. This was used in developing the 2026 budget and demonstrated its value in terms of reducing manual workload. Our programme management and finance staff engaged in targeted technical training, including budget monitoring and data management. To ensure our financial structures remain resilient, we commissioned an independent consultant to conduct a comprehensive Finance Review. In 2026 we will be addressing the resulting recommendations to improve efficiency and effectiveness across our systems.

PROGRAMME AND POLICY PARTNERS

Collaborative partnerships are the cornerstone of everything we do. In 2025, we partnered with over 115 courageous individuals and organisations around the world. We partner with people impacted by conflict, who have the legitimacy and influence to make change happen. We also partner with peer organisations and networks internationally, combining expertise to enhance peacebuilding knowledge and conflict policy influence.

West Africa

- Association de Gestion des Ressources Naturelles et de la Faune de la Comoé-Léraba (AGEREF)
- Association Graine de Paix
- Hope Interactive
- The Kukah Centre
- Indigo Côte d'Ivoire
- Northcode Ghana
- Unified Members for Women Advancement (Previously University of Maiduguri Muslim Women's Association)

East and Central Africa

- Coopération d'Appui Technique au Développement Communautaire (CATDEC)
- DanChurchAid
- Fondation Vegas Jeunes pour le Développement (FVJD)
- Fracarita
- Médias, Démocratie et Développement Durable (M3D)
- Peace Dividend Initiative
- Plateforme des Confessions Religieuses de Centrafrique (PCRC), Antenne de Bossangoa

Horn of Africa

- Afar Intellectuals Association
- Catholic Relief Services
- The Commission of Investigation of Violence and Reconciliation and Reparation of Victims in the Somali Region (SRS-TRC)
- Council for Peace and Unity
- Children and Youth Relief Organization (formerly Yatiim Orphan Care)
- East African Initiative for Change
- The Frontier Counties Development Council
- Hankaal Institute for Peace and Policy Development
- Hay'ada Gabdhaha Hormud
- Kasmodev
- Organisation for Victims and Survivors [formerly ASVS]
- Somali Institute for Research and Development
- Somali Non-State Actors Coalition
- Somali Regional State Government
- Umbrella for Somali Region Intellectuals

South Asia

- Centre for Peace, Development and Reforms
- Human Welfare Voluntary Organisation
- Inter Mediate
- Kargil Development Project
- Kashmir Institute of International Relations
- Kubernein
- Sustainable Development Policy Institute

Philippines

- Teduray Lambangian Women's Organization Inc.
- United Youth for Peace and Development
- United Youth of the Philippines – Women Inc.
- Integrated Resource Development for Tri-People
- Consortium of Bangsamoro Civil Society
- International Contact Group

Papua New Guinea

- Autonomous Bougainville Government Department of Bougainville Independence Mission Implementation
- Nazareth Centre for Rehabilitation
- Bougainville Women's Federation
- Papua New Guinea National Coordination Office for Bougainville Affairs
- Youth Ambassadors for Peace Centre (Hela)

Fiji and the Solomon Islands

- Pacific Centre for Peacebuilding
- Transcend Oceania

Conciliation Resources EU

- CITpax (Toledo International Centre for Peace)
- Directorate General for International Partnerships (DG INTPA)
- EU Foreign Policy Instruments (FPI)
- European Centre for Development Policy Management (ECDPM)
- European External Action Service (EEAS)
- European Institute of Peace (EIP)
- European Peacebuilding Liaison Office (EPLO)
- Facility on Justice in Conflicts and Transitions (FJCT)
- Folke Bernadotte Academy
- French Ministry for Europe and Foreign Affairs
- Geneva Centre for Security Sector Governance (DCAF)
- International Centre for Transitional Justice
- International Institute for Democracy and Electoral Assistance
- Particip
- Search for Common Ground
- Swisspeace

Global Initiatives

- Coordination des Organisations Non Gouvernementales et Associations Féminines du Niger (CONGAFEN)
- Garissa County Women's Peace Movement
- Integrity Watch Liberia
- Mums for Mums
- All partners of the WPS Helpdesk
- Women Mediators across the Commonwealth
- Women's Peace and Humanitarian Fund (and its other INGO partners)
- Women's NGO Secretariat of Liberia (WONGOSOL)

Research, Advisory and Policy

- Accenture
- Åland Islands Peace Institute
- Alliance for Peacebuilding
- Bond
- Build Up
- Centre for Humanitarian Dialogue
- Centre for Security Studies at ETH Zurich
- Charity & Security Network
- Chatham House
- Chemonics
- Christian Aid
- CIASE
- CMI – Martti Ahtisaari Peace Foundation
- Crisis Action
- Finnish Foreign Ministry
- Gender Action for Peace and Security
- HALO Trust
- Imperial War Museum Institute
- Institute of Development Studies
- International Alert
- Islamic Relief Worldwide
- KasmDev
- Mediation Support Network
- Mercy Corps
- Muslim Charities Forum
- Norwegian Refugee Council
- Overseas Development Institute
- Oxfam
- Peace Direct
- Peace Nexus
- PeaceRep
- Researchers without Borders
- Rethinking Security
- Saferworld
- Sasakawa Peace Foundation
- Save the Children
- Satellite Catapult
- Talk4Peace
- Tearfund
- University of Durham
- University of Edinburgh
- Women's International League for Peace and Freedom

FUNDING PARTNERS

We are grateful for the generous support of our donors, who share our vision of preventing violent conflict and creating more peaceful societies. Without their continued commitment, our work would not be possible.

We thank all the individuals who have helped fund our work, as well as our institutional funding partners. In particular, we would like to thank the **Swedish International Development Cooperation Agency (Sida)**, the **Department for Foreign Affairs and Trade of Ireland** and the **Ministry for Foreign Affairs of Finland** for their vital core support, which underpins all of our programme work and enables us to adapt and respond flexibly to the changing dynamics of the conflicts and environments we operate in.

Government and multilateral organisations

- Department of Foreign Affairs and Trade, Australia
- Department for Foreign Affairs and Trade, Ireland
- European Union
- Federal Foreign Office, Germany
- Federal Department of Foreign Affairs, Switzerland
- Foreign, Commonwealth and Development Office, UK
- Global Affairs Canada
- Government of the Principality of Liechtenstein
- Ministry for Europe and Foreign Affairs, France

- Ministry for Foreign Affairs, Finland
- Ministry of Foreign Affairs, Denmark
- Ministry of Foreign Affairs and Trade, New Zealand
- Norwegian Agency for Development Cooperation
- Organization for Security and Co-operation in Europe
- Swedish International Development Cooperation Agency
- United Nations Development Programme
- United Nations Entity for Gender Equality and the Empowerment of Women
- United Nations Peacebuilding Fund
- United States Agency for International Development

Other donors, trusts and foundations

- Allan & Nesta Ferguson Charitable Trust
- Aurora Trust
- Center for Conflict and Humanitarian Studies
- Humanity United
- Joseph Rowntree Charitable Trust
- Misereor
- PeaceNexus
- Ploughshares
- Robert Bosch Stiftung
- Sasakawa Peace Foundation
- Sigrid Rausing Trust
- Swedish Postcode Lottery Foundation
- United States Institute of Peace

“In particular, we would like to thank the Swedish International Development Cooperation Agency (Sida), the Department for Foreign Affairs and Trade of Ireland and the Ministry for Foreign Affairs of Finland for their vital core support”



OUR PEOPLE

In 2025, we were represented by a diverse staff body of 85 people based in Australia, Belgium, the Central African Republic, Ethiopia, Fiji, Ghana, Kenya, Nigeria, the Philippines, Uganda and the UK. Our staff have combined expertise across multiple contexts and peacebuilding areas, as well as operational support.

We were also supported by a committed Board of Trustees who met every quarter to provide advice, oversee governance and exercise scrutiny of our work. The Board has three committees to provide focused oversight: the Safeguarding Committee, the Risk and Audit Committee and a People and Culture Committee. The Board is composed of professionals with considerable experience in financial management, governance, diversity and inclusion, campaigning, peacebuilding and conflict transformation, human rights, research and law.

Below: Staff work together to formulate strategy at the Conciliation Resources retreat in London in October 2025.
Right: Staff gather at the Conciliation Resources retreat in London in October 2025. © Conciliation Resources.

2025 Board members:

- Lucy Moore (Chair)
- Ama Afrifa-Tchie
- Caroline Brooks
- Christine Cheng
- Megan Fearon (left 2025)
- Nicholas Griffin KC
- Nesta Hatendi (left 2025)
- Dorothee Hutter
- Jamille Jinnah
- Henry Raine (left 2025)
- Graeme Ramshaw



FINANCIAL SUMMARY

Income recognised in 2025 was £12,699,529 compared to total income of £11,444,882 in 2024. We continued donor diversification and peacebuilding work across multiple contexts.

Conciliation Resources continues to plan, adapt and adjust to changing and emerging trends through our Fundraising Strategy, which incorporates government donors, trusts and foundations; and includes a focus on cost recovery to maintain stability of the organisation.

We are fortunate to have the support of the Swedish International Development Cooperation Agency (Sida). This continues the longstanding and much valued relationship between our two organisations.

Reserves

Conciliation Resources aims to keep a prudent working balance of unrestricted reserves to cover future contractual liabilities, mainly staff salaries and rent, to ensure that the organisation has sufficient funds for the orderly winding down of activities in the event that the organisation has to close. This amount was set at £745,000 for 2024 and 2025 in accordance with the Reserves Policy.

The total unrestricted funds balance at the end of the year under review was £1,802,659. Of the total reserves held at the end of the year, £96,058 was in fixed assets. Consequently, the charity had free reserves of £1,706,601 at the year end. This ensures that the free reserves are more than is necessary as per the reserves policy.

The Board of Trustees keeps the reserves policy under regular review and particular attention will be given to the increasingly global spread of financial risk and liability.

Basis of financial information

The Summary Statement of Financial Activities and Balance Sheet are extracted from the Financial Statement of Conciliation Resources that have been audited by Haysmacintyre LLP. They have been prepared in accordance with the Statement of Recommended Practice (SORP 2005) issued by the Charity Commission for England and Wales and the Financial Reporting Standard 102. We publish our audited accounts on our website: www.c-r.org or they can be downloaded from the Charity Commission website: www.charitycommission.gov.uk

Summary Statement of Financial Activities

Income (£)	2025	2024
Unrestricted income	1,933,081	1,032,536
Restricted income	10,766,448	10,412,346
Total income	12,699,529	11,444,882
Expenditure (£)	2025	2024
Fundraising	212,283	155,593
Charitable activities	11,964,32	10,901,704
Total expenditure	12,176,595	11,057,297
Surplus/(deficit)	522,934	387,585
Balance sheet (£)	2025	2024
Fixed assets	96,058	115,888
Current assets	5,981,704	6,799,623
Liabilities	-4,275,103	-5,635,785
Net assets	1,802,659	1,279,725

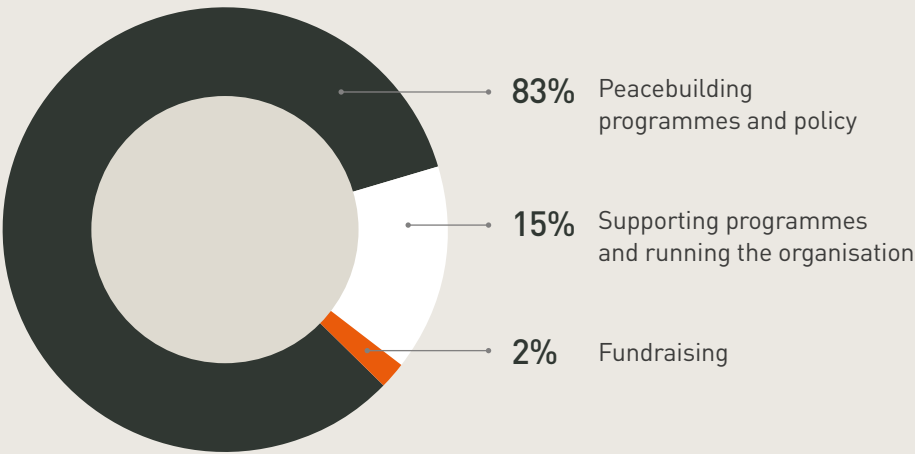
HOW WE SPENT YOUR MONEY IN 2025

For every **£1** you gave us, we spent:

83p on peacebuilding programmes and policy

15p on supporting programmes and running the organisation

2p on fundraising



Department-level funding (£)

	2025	2024
Research, advisory & policy	1,478,076	991,146
South East Asia Pacific	1,227,563	1,756,688
Africa	4,809,220	3,184,127
Europe-Asia	4,337,944	4,602,377
Cross-departmental	111,509	367,366

In August 2025, Conciliation Resources EU transferred its legal registration from Germany (Eingetragener Verein – e.V.) to Belgium (Association Sans But Lucratif – ASBL). As a result, the accounts are still being consolidated at time of printing.



Conciliation Resources is an international organisation committed to stopping violent conflict and creating more peaceful societies. We work with people impacted by war and violence, bringing diverse voices together to make change that lasts.

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www.c-r.org

Conciliation Resources

ConciliationResources

@crbuildpeace.bsky.social

Conciliation Resources UK

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Company limited by guarantee registered in England and Wales (03196482)

Charity registered in England and Wales (1055436)