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.

We make peace possible.

Our vision

Our vision is to transform the way the world resolves violent conflict so that people work together to build peaceful and inclusive societies.

Our purpose

Our purpose is to bring people together to find creative and sustainable paths to peace.

Our values

Collaboration
We work in partnership to tackle violence, exclusion, injustice and inequality.

Creativity
We are imaginative and resourceful in how we influence change.

Challenge
We are not afraid to face difficult conversations and defy convention.

Commitment
We are dedicated and resilient in the long journey to lasting peace.

Cover: Women and youth representatives during a workshop in Navilawa, Fiji. © Transcend Oceania 2022
At a time when war so dominates the political agenda, it can be difficult to promote peacebuilding as a sustainable alternative.

With peacebuilding under duress, it is more important than ever to show that it works. Innovation and creativity are essential elements of the peacebuilding process. Innovation is often equated with technology, but there are ways to connect people and ideas that are not only about being technologically smart. Thinking afresh and being ready to adapt are part of the DNA of peacebuilding. Creativity is one of Conciliation Resources’ core values.

Peacebuilding is not something that you can turn on and off at the switch of a button. It is a long-term endeavour that requires patience and sustained effort. Relationships have to be nurtured, ideas explored and preparedness cultivated so that moments of opportunity can be shaped and seized.

Russia’s invasion of Ukraine has been a brutal backdrop to the last year. There is a risk that the consequences of war there and in Ethiopia, Syria, Sudan and beyond normalise the perception that war is inevitable and we become immune to numbingly persistent levels of atrocity. Peace is a road fraught with failure, but it is possible. We have to remember that drawn-out conflicts like those in Northern Ireland, the Philippines and Colombia can be transformed through painstaking and persistent work. This requires creativity and innovative thinking.

Our teams and partners confront blockages in the often-protracted conflicts where they work. These situations might appear impervious to change because of geo-political or internal rivalries. We have to constantly ask what can introduce a new dynamic. Our Decentralised Dialogue work in the Central African Republic is a good example of how to reframe a centralised talks process that frequently stumbles because of the inability of power-holders to look beyond the power-centre. Our work in the Pacific and Kashmir seeks to address the impact of the climate crisis on conflict, requiring us to think differently and create opportunities for connection by tackling a shared problem. Across all our programmes our aspiration is to be gender-responsive in our approach to peacebuilding, supporting women peacebuilders and influencing gender and conflict policy in high-level settings such the UK government and the European Union.

So much of peacebuilding is about finding what connects people and resonates with them in the face of the violence that disempowers them. Connection helps to overcome the emotional and intellectual distress that people experience when their societies are threatened or engulfed by violence and war. Together with our partners, living in war-torn societies, our purpose continues to be to explore new ways to find and expand these connections, to push the bounds of what we do to sustain hope in the possibility of peace.

We remain grateful to our donors, supporters and partners who make our work, and peace, possible.
Conciliation Resources works in challenging environments dealing with critical issues in each of the regions where we support our courageous partners. The work is vital in a world of ever more complex conflict.

DIANA GOOD, BOARD CHAIR, CONCILIATIONS RESOURCES
OUR GOALS

Goal 1: Adaptive and alternative paths to peace

Peacebuilding overcomes barriers to creating peaceful societies

In 2022, we’ve seen new barriers to peace emerging, and old challenges deepening. The war in Ukraine has had far-reaching implications, the climate crisis continues to impact many of the communities we work with, and we’re seeing a regression in women’s rights around the world. In response, we have worked alongside our partners to find innovative ways to adapt to these challenges and overcome barriers to building peace.

In regions of protracted conflict, we see these innovations supporting incremental steps towards peace. In South Asia, we launched an award-winning new joint venture, where tackling the shared challenge of the climate crisis is helping to build confidence between divided communities in Punjab. In the South Caucasus, where Russia’s invasion of Ukraine has led to serious operational challenges, we’ve found creative logistical solutions to help our partners continue their vital work.

Dialogue and mediation are central to what we do, supporting those in conflict to find common ground and tackle the legacies of violence. In the Central African Republic, we helped break down barriers between young people from different ethno-religious backgrounds and in the Philippines, building on many years of work, we created guidance for how to establish local peacebuilding groups. We also began working in Hela Province, in Papua New Guinea, supporting community leaders who are transforming conflict resolution practices in a region facing high levels of interpersonal and inter-group violence.

Women peacebuilders are facing additional barriers in their work, from a lack of funding and a broader regression in women’s rights around the world. Through our partnership with the Women’s Peace and Humanitarian Fund’s (WPHF) Rapid Response Window, we have been able to address urgent funding gaps with targeted support for women-led civil society organisations in Liberia, and through the Women, Peace and Security Helpdesk, we’re working to ensure UK policy responds to the specific barriers preventing women’s participation.

Goal 2: Connecting people and peace efforts

More coherent initiatives help prevent and reduce violent conflict

For peace to be sustainable, we need to connect those working for peace at different levels, from community networks and initiatives, to political processes. We build connections, support learning and knowledge sharing, and help to strengthen local peacebuilding networks.

In the Somali Regional State of Ethiopia, we helped connect over 300 victims and survivors of conflict with the regional Truth and Reconciliation Commission, ensuring the reconciliation process is victim-centred. In the Philippines, we’ve seen leaders from our long-term partner organisations gaining positions in the Bangsamoro government, allowing them to connect marginalised groups to the ongoing political transition in the region.

Our work has also built connections between local security officials and communities. In the Central African Republic, our new Decentralised Dialogue process enabled previously marginalised communities to discuss concerns with the police and provincial authorities. Elsewhere our work has improved trust between security agencies and local communities in the cross-border regions of Burkina Faso, Côte d’Ivoire and Ghana.

Through Women’s Dialogue Spaces in Ethiopia’s Somali Regional State, we’re helping build strong cross-political relationships, bringing together aspiring and seasoned women in politics to learn from each other and jointly advocate for women’s participation in politics.

Across all regions in which we work, we’ve continued to accompany local peacebuilding networks, supporting new networks in the Philippines and the Pacific and maintaining spaces for inclusive dialogue in Kashmir.
Goal 3: Inclusion, gender and influence

Excluded groups influence approaches to building peace
Understanding how gender impacts conflict dynamics is vital for sustainable peace and in 2022 we developed a new strategy to ensure gender is central to all of our work. Taking an intersectional approach, we consider the way that gender, age, ethnicity and other identity factors impact how people experience conflict and the opportunities they have to shape peace.

This goes beyond our own work – we continue to influence international thinking and practice on gender and peacebuilding. This year, we helped establish the Women, Peace and Security Helpdesk, providing analysis and expertise on gender and Women, Peace and Security (WPS) to UK government teams, as well as inputting into the UK’s new National Action Plan on WPS. We ran training on gender and conflict sensitivity with various teams in European Union (EU) institutions and our Pacific team has engaged with the EU on the topic of masculinities and peacebuilding in the region.

Inclusion is central to our work across all geographies and we aim to ensure that marginalised groups have opportunities to shape peace. In Nigeria, we’ve worked with our partners to ensure women and young people are represented in peace networks and coalitions, and in the Philippines we’ve supported indigenous communities to share their experiences on issues such as climate change and conflict, with regional leaders. The impacts of climate change have also been at the forefront of our work in Fiji, and a conference we held with our partners allowed communities affected by climate change relocation to voice their concerns to the government.

Civil society organisations play a key role in championing and enabling an inclusive peace. In the Somali Regional State our work with partners has helped transform the way civil society engages with the government, with the regional parliament adopting a new law to protect civic space in the region.

We’re also bringing people from diverse professions into the peacebuilding sphere, combining our knowledge and experience for a common goal. In the South Caucasus and the Central African Republic, we’ve worked with psycho-social health specialists and youth platforms, whilst in Kashmir we’re working with environmentalists and agricultural leaders. We hosted two events with the Swiss Embassy in London; the first brought together mental health and peace practitioners to explore how psychology can impact and enhance peace mediation practice, whilst the second was a discussion with digital sector experts on the role of digital platforms in conflict, and their potential for peacebuilding.

Goal 4: People-centred policy

International peacebuilding support puts people first
We encourage national and international policies to be people-centred, putting the needs and agency of people at the heart of peacebuilding and conflict prevention. We advocate for policies, regulations and funding which enable long-term, adaptive and creative approaches to peace.

Our in-depth research and analysis allows us to understand and share what works in peacebuilding. This year, we produced a new Accord Spotlight on implementing peace accords sustainably, and as part of a global research programme, we’re analysing the impact of climate change on conflict in the border regions in central and West Africa to inform peacebuilding responses.

Understanding the links between the climate crisis and conflict has been a priority in many of the contexts in which we work, and we piloted exciting new research on the role gender plays in this complex system, looking specifically at Uganda, Kashmir and the Philippines. We shared what we’re learning with UK policymakers through training courses, and events including a public discussion hosted by BBC Climate Editor, Justin Rowlatt, and a roundtable with HRH The Countess of Wessex.

Our context-specific expertise has also enabled us to advise on national policy in the places in which we work. In the Central African Republic, we were approached by a government Minister to provide support to a national-level dialogue programme, and in Fiji we’ve been engaged with the government Ministry working on climate change relocation. Our analysis of the impact of Russia’s invasion of Ukraine on the South Caucasus region is helping inform thinking on the wider implications of the conflict.

We continued to influence high-level UK, EU and international policy on peace and security. In the wake of Russia’s invasion of Ukraine and the imposition of wide-ranging sanctions on Russia, our work through the Tri-Sector Group helped to ensure that humanitarian and peacebuilding support to Ukraine could continue. Our coordination of advocacy on UK counter-terrorism laws and sanctions has also led to the issuing of guidance and protections for humanitarian, peacebuilding and development work.
Conciliation Resources has worked for nearly 30 years in regions impacted by conflict, working alongside local partners to help build more peaceful societies. In almost all of the places we work, the climate crisis is now part of this complex conflict tapestry.

LAURA AUMEER, EUROPE-ASIA DIRECTOR, CONCILIATION RESOURCES
WHERE WE WORK

East and Central Africa

We work to support communities in the Central African Republic and Uganda’s Karamoja region to connect with local and national peace initiatives. A lack of trust between populations and their governments is a driver of conflicts in many areas, with cycles of violence exacerbated by the marginalisation of communities. We promote dialogue initiatives and work with young people to find non-violent solutions to conflict.

West Africa

In northeast Nigeria, we support communities to develop the skills, confidence and space to prevent and transform conflicts, with an emphasis on including those who are most marginalised such as young people and women, persons with disabilities, and persons from minority ethnic and religious groups. Our new work in the border regions of Burkina Faso, Côte d’Ivoire and Ghana explores the impact of the expansion of violence from the Sahel to coastal regions of West Africa and opportunities to contribute to sustaining peace and development.

Horn of Africa

Our work in the Somali Regional State of Ethiopia supports inclusive dialogue and promotes the meaningful political participation and influence of women and other marginalised groups. We help to improve coordination between peacebuilding interventions, and work with governments, political parties, civil society, victims’ and survivors’ networks and communities affected by violence. In northern Kenya, we support women peacebuilders to mediate conflict in their communities and support the implementation of local peace agreements.
South Caucasus

We focus on the conflict between Armenians and Azerbaijanis over Mountainous Karabakh, and the Georgian-Abkhaz conflict context. The collapse of the Soviet Union in 1991 led to full-scale wars in these regions. They continue unresolved decades later – now against the backdrop of full-scale war in Ukraine. Our aim is to create an environment in which progress towards peace is possible, working with a wide range of partners to open up spaces for dialogue, analyse the drivers of conflict and generate practical ideas to address ongoing challenges.

Southeast Asia

In the Philippines, our focus is on the island of Mindanao, supporting a peaceful transition away from conflict. In 2014 the Moro Islamic Liberation Front and the Government of the Philippines signed a peace agreement, but implementation is slow and local conflict persists. We work with communities in Mindanao to support the implementation of the peace agreement and create spaces for dialogue with authorities. Our work also supports the meaningful inclusion of women and indigenous people in the peace process.

South Asia

Our work on the conflict between India and Pakistan over Jammu and Kashmir aims to enhance prospects for lasting peace through the inclusion of Kashmiri voices in the India-Pakistan peace process. We support our local partners on both sides of the Line of Control in Jammu and Kashmir, to strengthen cross-divide civic platforms and inclusive peace constituencies for conflict transformation, and to enable sustained dialogue with policymakers in India and Pakistan. As conflict continues in Afghanistan, and the rights of women and girls continue to be curtailed, we support local peacemaking initiatives to prevent structural and immediate violence perpetrated by the de facto authorities against communities. We promote dialogue through local peacebuilders within communities, to support them to peacefully interact with the de facto authorities while defending and protecting their interests.

Pacific

In the Pacific we work in the Autonomous Region of Bougainville and Hela Province in Papua New Guinea and in Fiji, as well as on conflict factors which impact the wider Pacific region. In Fiji we explore how climate change, the environment and conflict intersect and are starting to develop similar work in Solomon Islands and Papua New Guinea. In Bougainville, we continue to assist in the implementation of the Bougainville Peace Agreement, working alongside communities and governments. In Hela, we are developing a programme aimed at strengthening people’s understanding of conflict and exploring sustainable resolutions to violence.

Conciliation Resources EU

Conciliation Resources EU is our Brussels-based office. The team focuses on providing policy advice on specific thematic and geographic priorities, including mediation, inclusion, and climate change. The team supports our broader engagement with EU institutions and its Member States. In 2022 Conciliation Resources EU played a key role in the EU Community of Practice on Peace Mediation and successfully engaged Member States in the context of their presidencies to the Council of the EU.

Global initiatives

Global challenges, such as climate change and gender inequality, require global solutions. Some of our work spans multiple countries, bringing together people and resources to share common strategies for peacebuilding. Through our collaboration with the Women, Peace and Security Helpdesk and the Women’s Peace and Humanitarian Fund’s Rapid Response Window, we support women’s participation in peace through research, analysis and funding. Our cross-regional work on the nexus between climate change, gender and conflict champions considered and locally-led solutions to a global issue.

Research, advisory and policy

Long-term peacebuilding approaches to preventing and resolving conflict are too often overlooked in favour of short-term military or security responses. This can make it harder to build a sustainable and inclusive peace. Our Research, Advisory and Policy team generates evidence about what works for long-term peace – sharing learning from peace practitioners around the world, to help inform policymakers in the UK, EU and the countries in which we work.

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.
Decentralised Dialogue has been very important to me personally because it has helped me to clear my mind of certain things, to give education to my children and education to peace.

SUZANNE YADUPORO, KOROMPOKOHO REPRESENTATIVE AND WOMEN’S ASSOCIATION LEADER, CENTRAL AFRICAN REPUBLIC
The conflict in the Central African Republic is fluid and fast moving. Throughout the year, armed groups continued to attack various parts of the country, especially where national security forces are either non-existent or insufficient. Most armed groups continued to control some of the mining sites, commit abuses against civilians and impose illegal taxation, which is an indication of an increasing economic dimension to the conflict.

Several ongoing peace and political processes including the Republican Dialogue and the Luanda Road Map have begun to address some of the instability. Our Decentralised Dialogue process – begun in 2021 and implemented by civil society organisations in Bossangoa and Bangui – stood out as a unique peacebuilding initiative. By bringing together key community stakeholders, government representatives and individuals indirectly associated with armed groups, civil society representatives from Bangui and Bossangoa created a space in which community members were able to discuss key conflict issues transparently, openly and safely. Our work in Uganda’s Karamoja region focused on addressing climate change and the drivers of conflict, and the inclusion of women, youth and pastoralist communities to find lasting solutions to the challenges of conflict and climate change in their communities.

Achievements

- **Supported conflict-affected communities in the Central African Republic to safely talk about their concerns and hopes for the future**
  Communities in and around Bossangoa in the Central African Republic gathered for the first time since the election violence of 2020 to take part in community-level Decentralised Dialogue sessions. Representatives from 12 communes came together in safety to express concerns with the police, and local and national governments. The three-day session resulted in clear commune-level plans for youth engagement, disarmament and reintegration and government support. These communities identified and presented local conflict drivers to provincial and national authorities.

- **Broke down barriers between young people of different ethno-religious identities**
  Working in partnership with DanChurchAid we supported young people from different identity groups to come together to share their own stories and to be listened to by their peers. These young people showed increased openness and acceptance towards Muslim communities, including displaced people and Fulani herders, and improved understanding and trust across identity and conflict divides. Young people who previously did not interact now have a chance to see how conflict affects others and develop empathy towards different groups. Epitomising the change, one young man from Grevai (Kaga-Bandoro sub-prefecture) explained: “My life changed. Before I stole cattle from the Fulani and was involved in banditry.” He continued: “I became a counsellor for those who still have this mindset.”

- **Provided advice and support to the national government of the Central African Republic for monitoring, evaluation and awareness-raising for dialogue initiatives**
  We were asked by the government of the Central African Republic to assist in creating a methodology for local level monitoring missions and consultation mechanisms for the Republican Dialogue process – a national-level dialogue programme. The Decentralised Dialogue model was recognised as a possible methodology for this purpose and the government requested support for staff members on monitoring, evaluation, awareness and popularisation techniques. This is the first time that we have been approached by the national government to provide support at a central ministerial level. It demonstrates the relevance of our work, which the minister described as “effective and rewarding”, and that our expertise is well-recognised and trusted.
WEST AFRICA

Insurgency in northeast Nigeria increased in 2022 with armed groups consolidating power and becoming more violent. The need for reintegration and rehabilitation services has been greater than ever before, with existing reintegration mechanisms struggling to cope.

At present, there is no formal or legal process to engage with armed groups and the prospect for opportunities to reduce violence in northeast Nigeria remains low. Our work continues to engage with and provide space for traditionally marginalised and excluded groups to ensure they have access to peacebuilding networks and support.

In the border regions of Burkina Faso, Côte d’Ivoire and Ghana our work aims to develop an improved understanding of why and how extremist violence is spreading out of the Sahel into the coastal West African states, and formulate practical ways to build peace.

Our work continues to engage with and provide space for traditionally marginalised and excluded groups to ensure they have access to peacebuilding networks and support.

Achievements

★ Reduced the physical abuse of vulnerable children with physical disabilities
For the past 20 years, children with disabilities in Bulabulin Ngarnam, Nigeria, have been routinely physically assaulted, often by having stones thrown at them. Incidents have increased over the course of the insurgency. Along with local partners, our work with community leaders and local peace coalitions has helped to reduce incidents of assault dramatically, and since January 2022 there have been no reports of children with disabilities being assaulted. Now, for the first time, it is culturally unacceptable to attack a child with a disability and those who do face reprimands at the household or community level.

★ Increased membership of excluded groups in local peace networks
Peace networks and coalitions represent one of the most prominent mechanisms for ordinary people to take part in peacebuilding and governance processes in the region. Together with our partners, we worked with communities and their leaders to increase the meaningful participation of highly excluded groups such as young people and women in these spaces. This has given rise to initiatives that are sensitive and responsive to the perspectives of people facing multiple forms of discrimination and their active participation in these networks.

★ Improved levels of trust between security agencies and local communities in the cross-border regions of Burkina Faso, Côte d’Ivoire and Ghana
Trust between civilian populations, youth and security agencies in the cross-border regions of Burkina Faso, Côte d’Ivoire and Ghana has improved to such an extent that local communities have set up safe spaces to discuss issues relating to violent extremist attacks and other forms of conflict with government and security officials. Elsewhere, communities have new lines of communication with security officials to exchange information, check rumours and misinformation, and share early warnings through alerts.
2022 was a crisis year for Ethiopia, with war in Tigray, violent conflict in other parts of the country, the worst drought in forty years, and a struggling economy. Despite these challenges, the Somali Regional State (SRS) has remained relatively peaceful, with the region being spared widespread violence since the peace deal between the Ogaden National Liberation Front and the Ethiopian government in October 2018.

Our work has focused on supporting inclusive dialogue processes and institutions in the region, and promoting the meaningful political participation and influence of women and other marginalised groups. With our partners, we have supported the establishment of sustainable peacebuilding infrastructure in the Somali region. In Kenya, we supported the participation of women peacebuilders in mediating conflict in their communities.

I am grateful to have the Women’s Dialogue Space to continue to network, learn from the other women, build my skills, and to share my knowledge. The WDS is critical in combating harmful stereotypes of women, encouraging more women to participate in politics and public decision making.

Asiya Abdilahi Elabe, WDS member and Chair of the Women’s Caucus of the Regional Council

Achievements

★ Supported victims and survivors to engage with the Somali regional Truth and Reconciliation Commission

We supported more than 300 victims and survivors of the conflict in SRS to engage with the regional Truth and Reconciliation Commission, which was established in 2021 to address the legacies of violence in the region. Alongside our partners, we helped the Association of Somali Region Victims and Survivors network to ensure the Truth and Reconciliation process has legitimacy, buy-in and is victim-centred.

★ Helped Women’s Dialogue Space members to continue building strong relationships across political divides

In an increasingly polarised political environment, Women’s Dialogue Space (WDS) members have continued to build strong and close cross-political relationships. Established in 2021, the WDS brings together women from diverse backgrounds to jointly tackle barriers to their participation in peacebuilding. Together with our partner KasmoDev we provide training and technical advice. This year, members have supported the establishment of a Women’s Caucus in the Somali regional parliament, and jointly advocate for women’s participation in public life.

★ Increased the ability of civil society organisations to engage with local government

Civil society in the SRS has gained significant visibility and traction. The regional parliament and Somali Non-State Actors Coalition (SONSAC) signed an agreement to hold regular meetings for public engagement and accountability. Following civil society-led advocacy, the regional parliament has adopted a civil society organisations’ law to better protect civic space in the region. This is a significant achievement considering prior to 2018, governance in the region was underpinned by the exclusion and repression of most of society. We worked with partners to build the civil society space and provide general support to SONSAC, including help for planning and strategy as well as financial support.
The Women’s Dialogue Space (WDS) is a platform for current and emerging women leaders in politics, civil society and business in the Somali region of Ethiopia to jointly strategise and amplify women’s voices in the public sphere. The platform is supported by Conciliation Resources and our partner KasmoDev based on recommendations made by women engaged in politics in the region.

Mrs Marwo Abdi Ahmed is a founding member of the WDS. She is the only active female member of the Council for Peace and Unity, a council of notable elders, clan chiefs, and other prominent personalities in the Somali region who work on conflict management, peacebuilding and fostering social cohesion. She shared her story of what the platform means to her, and reflects on the challenges and opportunities faced by women in the region.

“One of the problems that we have always had was the absence of a safe environment where women from various backgrounds could come together, discuss matters that are significant to us, and raise our voices in unison to demand solutions to problems that we confront. The WDS has given us the chance to unite women from all walks of life and across social and political divides. This has given us the resolve to unite and fight for change. It is difficult to execute drastic and radical changes to the status of women in Somali society because of the deeply rooted and pervasive patriarchal tradition of the Somali people. However, women are adamant about overcoming all obstacles and glass ceilings that have prevented us from contributing significantly to public decision-making.

“Although the WDS is still in its early stages, we have already made notable progress. WDS members put in a lot of advocacy work during national elections to persuade political parties to field more women as candidates. We also ran election campaigns for women and engaged with clan chiefs to confront their unfavourable and misguided views toward women candidates. As a result, women obtained results that were better than in previous elections. We continue to interact with higher government officials to address the numerous challenges women face in society and advocate for more women’s political representation. We don’t want to rest on our laurels as any progress could be undone unless it is supported by guarantees enshrined in the constitution and other legal frameworks.

“We engaged in dialogue with religious and clan leaders, as both institutions are considered the gatekeepers that sustain prejudices against women. One interesting result of our discussions with the religious scholars was that they categorically stated that Islamic teaching does not discriminate against women in comparison to their male counterparts. Instead, it is their Muslim brothers who deny women’s rights, and the practice and cultural norms of societies cannot be attributed to Islamic teachings. The religious scholars consented to collaborate with us in educating the public about eradicating these myths, and they have already appeared in a documentary film that has been broadcast on regional state television. We have also agreed to collaborate in order to enact a regional family code that complies with Sharia law and safeguards women’s rights.

“The WDS mentorship programme has allowed young politicians to pick the brains of their more seasoned counterparts, and have the chance to learn from the practical experience of their colleagues. We have also appreciated the lessons learned from Somaliland’s more politically engaged and organised women leaders.”

We are committed to continuing our advocacy work and challenging any real or perceived prejudice against women. We’ll keep pushing until there are no longer any barriers for women.

Marwo Abdi Ahmed, WDS member and Council for Peace and Unity member
Russia’s invasion of Ukraine in February 2022 shattered Europe’s security architecture, with far-reaching and unpredictable implications for conflicts in neighbouring regions where Russia plays a role. The war has brought new complexity to our peacebuilding work in the South Caucasus, from logistical challenges to its impact on Georgian-Abkhaz and Armenian-Azerbaijani relationships.

We have adapted and innovated in the face of these challenges and we are determined to continue supporting our partners in these regions. We’ve kept open spaces for discussion and dialogue where few remain, engaged new people in dealing with the past initiatives, generated practical ideas for conflict transformation, and provided insight and expertise on the fast changing political situation.

Achievements

⭐ Kept cross-divide spaces open for reflection and discussion of alternatives to violence

We supported processes of reflection, dialogue, and sense-making among civic actors as they reconsidered their roles and the challenges they face in the aftermath of the second Karabakh war in 2020 and against the backdrop of war in Ukraine. Our work contributed to the survival and rebuilding of civic spaces for the discussion of peace options and alternatives to violence across the Armenian-Azerbaijani divide. We were also able to bring together a wide range of Georgian and Abkhaz interlocutors in person for the first time since the COVID-19 pandemic with a focus on exploring practical areas of common interest, such as freedom of movement, economic development and access to information. In both contexts we were able to diversify the types of people engaged, beyond traditional NGOs. Aspects of our work across the South Caucasus engaged online networks, political actors, technical experts, youth platforms and psycho-social health specialists.

⭐ Developed solutions, workarounds and analysis addressing new peacebuilding challenges

War in Ukraine and the ensuing sanctions regime has had serious impacts for many aspects of peacebuilding. From securing visas to the transfer of funds to the logistics of selecting a viable meeting venue for dialogue, new restrictions have created numerous operational challenges. Despite these, we found creative logistical solutions in order to enable our partners to continue their work. We also created opportunities for analysis to better understand perspectives in the region and implications for programming, and supported partners to develop ideas and advocate for changes in policy to create a more conducive peacebuilding environment. We drew on discussions in multiple platforms to publish two reports, one analysing the impact of peace processes in the region as a result of war in Ukraine, and a second examining the risks and opportunities for European Union engagement in the Armenian-Azerbaijani context.

Above: A house destroyed by exploding artillery in the village of Aygestan near Stepanakert (known as Khankendi in Azerbaijan), Mountainous Karabakh. © Jack Losh 2020
In Jammu and Kashmir, we have continued to build on over fifteen years of engagement in the region, supporting our partners, networks and platforms which bring people together across the Line of Control.

Tensions between India and Pakistan remain high, and political and social instability has created a challenging space for our partners to operate. Despite this, in 2022 we explored new avenues for confidence-building between India and Pakistan, harnessing the countries’ shared environmental challenges as an opportunity for collaboration. In Afghanistan, conflict has continued beyond the collapse of the Republic in August 2021, with women and girls facing disproportionate risks. The Taliban’s use of coercive governance and military force has closed many potential avenues for conflict resolution at a national level, however our work in 2022 shows that local-level dialogue and mediation can make an impact.

**Achievements**

★ **Sustained space for dialogue and inclusion**

In a protracted conflict, maintaining spaces for inclusive dialogue is essential. At a time when official talks between India and Pakistan over the contested region of Jammu and Kashmir are non-existent, we were able to continue dialogue and back-channel diplomacy through our Sulah dialogue process and the Kashmir Initiative Group. Additionally in Azad Jammu and Kashmir, our partner the Centre for Peace Development and Reforms (CPDR) has long been advocating for the restoration of local government bodies, and in 2022 the first election was held since 1991. This is an essential step in the democratic process, as it gives Kashmiris elective representatives to speak for them in Pakistan and broadens the space for inclusive local governance and decision making.

★ **Award-winning new platform for peace**

An innovative new initiative led by Conciliation Resources, InterMediate, and environmental think tanks was chosen as one of ten projects for the Paris Peace Forum’s scale-up programme. The Environmental Joint Venture for South Asia brings together environmental experts, business leaders and peacebuilders and aims to foster cooperation to tackle shared environmental challenges – such as air pollution and agricultural waste – across India and Pakistan’s Punjab state and province.

★ **Fostered local peacemaking in Afghanistan**

In 2022 we were able to further develop local peacemaking initiatives contributing to the prevention of local violence and conflict in Afghanistan, despite a particularly challenging security environment. This led to an active engagement with the local authorities to advocate for social justice, diversity in local governance and the release of the former government’s associates detained by the Taliban. Active engagement from the community to local authorities led to local commanders deploying fewer people to conflicts in other provinces.
It is wonderful that the Environmental Joint Venture for South Asia project has been recognised for the potential to address two critical issues facing people living in the border regions of India and Pakistan. We must continue to find ways of creating sustainable peace.

TAHIR AZIZ, CONCILIATION RESOURCES’ SENIOR ADVISOR FOR SOUTH ASIA
"I’m a peacebuilder, a mediator, a healer. I wear many hats." Ezabir Ali is a long-time partner of Conciliation Resources, and has led peacebuilding programmes along the Line of Control in Jammu, Ladakh and Kashmir focusing specifically on the rights of women affected by the conflict.

The conflict in Kashmir has disproportionately affected women in the region. Cases of domestic violence, rape and molestation have been overshadowed by the conflict, leaving them with nowhere to turn. Ezabir has spent most of her peacebuilding career ensuring women are heard and listened to. She says: "There are only two reasons why people become voiceless: either you are silenced deliberately or you are preferably unheard."

Effective peacebuilding often requires creative approaches to bridging the divides between people with traumatic experiences or entrenched views. Ezabir’s latest project takes this concept literally. She has been using art and creative writing workshops to help women express their feelings, emotions and reactions to the consequences of conflict. Through drawing, writing short stories or crafting poetry, women in her workshops have been able to connect with others by sharing their stories and reinforcing the idea that aspirations for peace are universal.

"The workshops help us to hear, and also to understand the other. We’re bringing women together from different areas, religions and political ideologies, who maybe perceive very different end goals for the conflict. I had to find very creative ways of bringing them together so that they don’t start judging and blaming each other. It opens up a space for them which is really safe, and allows them to share what they want."

There has been a big impact within these circles. The changes Ezabir sees lie within the workshop participants because they are receptive. Their ideas and views might be very different, but they’ve learned to listen to each other respectfully. She believes this is a huge step in fostering reconciliation and understanding.

"These women started writing, drawing, writing poetry to celebrate their experiences, their solidarity and a common desire for peace. They sent messages of love for the women of other regions. They expressed friendship and a desire for peace not just for themselves but for others."

These stories help the women to understand the role they play in maintaining the social, economic and cultural health of communities. Stories that help to create long-term peace from which future generations can learn, not just among those directly affected by conflict at the time.

Her work with women has sought to build peace across sectarian divides, deal with the trauma of protracted conflict and advocate for women’s rights in the complex legal systems which are often stacked against them. For Ezabir, sometimes the art of peacebuilding lies in art itself.

The workshops help us to hear, and also to understand the other. We’re bringing women together from different areas, religions and political ideologies, who maybe perceive very different end goals for the conflict."
It’s nearly a decade since the Moro Islamic Liberation Front (MILF) and the Government of the Philippines signed a peace agreement, bringing an official end to conflict on the island of Mindanao. National elections in the Philippines in 2022 have brought uncertainty over the progress of the Bangsamoro Peace Process, and the scheduled 2022 elections to end the transition period in the Bangsamoro were postponed for another three years.

We are continuing to support the transition to peace in the Bangsamoro, working with the MILF’s political party the United Bangsamoro Justice Party (UBJP) to develop their skills and knowledge. We strengthened communication, advocacy and understanding between the Bangsamoro Transitional Authority (BTA) and communities, especially ensuring meaningful inclusion of marginalised groups, and we continued to play a role in the ongoing implementation of the peace agreement as a member of the International Contact Group (ICG).

Achievements

⭐ Representatives from marginalised groups have been elected to government positions

Central to our years of work in the Bangsamoro has been supporting the participation and inclusion of marginalised groups in the region’s transition to peace. In 2022, the Executive Director of our partner organisation, Teduray-Lambangian Women’s Organisation Inc. (TLWOI), Froilyn Mendoza, was appointed as a Member of Parliament for Non-Moro Indigenous People. In addition, a member of our Community Security Working Group (CSWG), Norhanie Taha, has been elected as a Board Member of the League of Persons with Disabilities Office, and has represented the Bangsamoro Autonomous Region in Muslim Mindanao (BARMM) Persons with Disabilities at a National Convention, attended by the Philippines’ President. Another CSWG member from Upi was elected as Local Councillor of the municipality.

⭐ Developed guidelines for community security

Since 2018, we’ve worked with our partners to establish Community Security Working Groups (CSWG). The groups are open to anyone in the community and provide people with the skills and tools to resolve conflicts and develop better engagement with local government. This year, we developed the Bangsamoro Community Toolkit, which was created with our partners to provide guidance on how to organise and create new CSWGs. It has practical suggestions for how to be inclusive through working with a diverse range of leaders and community members, and will ensure that communities can build on and expand these important conflict-resolution initiatives.

⭐ Maintained mediation support and dialogue in the Bangsamoro region

We have continued to convene and support the International Contact Group (ICG), which brings together diplomats and NGOs to provide mediation and technical support to the peace process in the Bangsamoro. As well as organising ICG meetings, we convened two online dialogue events between the Bangsamoro Transition Authority and civil society organisations to exchange information on the progress of the peace process.

Conciliation Resources has been there for the Bangsamoro region, and I’m happy that this support continues today. I hope for a Bangsamoro that is progressive, self-reliant and determined.

Sha-Elijah Dumama, Bangsamoro Transition Authority Deputy Speaker
Elections in both Fiji and Papua New Guinea caused uncertainty and challenges to peacebuilding in the region. The election in Papua New Guinea temporarily stalled negotiations between the Autonomous Bougainville Government (ABG) and the Papua New Guinea Government. Despite this, we have continued to maintain and develop relationships with relevant actors involved in the implementation of the Bougainville Peace Agreement. We began work in Hela, the highlands region of Papua New Guinea, and coordinated comparative learning between peacebuilders in the two regions.

A new government was elected in Fiji, bringing change after 16 years, along with new opportunities, but also risks. With our Fijian partners, we continued to support communities in rural Fiji and in urban settlements in sharing their concerns and needs with government officials, strengthening relationships and building trust. We worked to advance thinking on masculinities in the Pacific, and embed Pacific approaches into peacebuilding for building and transforming relationships and addressing conflict.

**Achievements**

- **Created a platform to hear community voices in Suva, Fiji, and build stronger relationships between communities and government**
  
  Alongside our partner, Transcend Oceania, we held a Climate Policy and Comparative Learning conference in Suva, Fiji. The event was an accumulation of a two-year process of supporting local communities at different stages of climate change-affected dislocation to voice their concerns and needs to representatives from the Fijian Government, Diplomatic Corps and local, regional and international civil society. The platform was an opportunity for often excluded groups within the community, such as women and young people, to have their voices heard and led to positive engagement from the Fiji government Ministry working on climate change relocation.

- **Developed and contributed to advancement of understanding on masculinities in the Pacific**
  
  We held a Pacific regional masculinities online event to bring together peacebuilders from Fiji, Papua New Guinea, Solomon Islands, West Papua and Vanuatu who are working with men and boys on issues of masculinity and conflict. Our Pacific Project Manager also presented on masculinities at various conferences, including a presentation in Suva attended by local feminist activists and representatives of the European Union. There was follow up interest from the EU and the South Pacific Community on the topic of masculinity in peacebuilding.

- **Advanced peacebuilding initiatives in Hela Province, preventing further escalations of violence**
  
  In 2022, we began work in Hela, the Highlands of Papua New Guinea – a region facing high levels of interpersonal and inter-group violence. We are developing a programme of work with civil society partners to deepen people’s understanding of conflict dynamics and find sustainable, peaceful resolutions to violence. We published a report to nuance the narrative on conflict in Hela, inform approaches to peace and development and share the perspectives of local peacebuilders. We presented the scoping learnings to the Highlands Steering Committee which the Papua New Guinea government attended. We ran two peacebuilding training workshops with community leaders from Hela Province who are transforming conflict resolution practices and promoting peacebuilding approaches.
This is the first meeting ever to get us together to start thinking about working together as peacebuilders.

WORKSHOP PARTICIPANT, HELA PROVINCE, PAPUA NEW GUINEA
This process has helped me to build courage and not be afraid to share my sensitive stories, because if I didn’t and if you don’t, it can put you in a place you wouldn’t imagine, just like what happened to me. This activity has helped me find the real reasons as to why my behaviour, thinking and attitude had changed.

COMMUNITY MEMBER, FIJI
ADDRESSING THE IMPACTS OF CLIMATE CHANGE AND CONFLICT IN FIJI

In rural Fiji we have been working with Transcend Oceania; a Pacific-based partner organisation committed to peace, justice and development. They are helping communities to identify their unique set of climate change-related challenges and find solutions that work for them.

Rising sea levels, increasingly salinated agricultural land, and an increase in the frequency and severity of tropical cyclones, floods and droughts are creating extra pressure on communities already under strain. Existing conflicts among communities are being exacerbated, and some of the solutions to mitigate the effects of a changing climate are making matters worse.

Environmental change is forcing communities to relocate to other areas, which is causing a range of challenges. One community that we have been working with has already had to relocate due to rising sea levels. Transcend Oceania has been creating space to identify the cause of conflicts arising in the new settlement. Through *Talanoa* – an indigenous Fijian method of dialogue – they re-examined governance and leadership arrangements, while recognising the trauma which accompanied relocation, and how this affected different groups, especially women.

Elsewhere, Transcend Oceania is working to address a complex land dispute caused by the sale of land by Fiji to Kiribati to assist that government in managing the impacts of climate change. The land in question surrounds a community, which is being significantly impacted by the sale of land and does not own the land they themselves occupy because they are descendants of Solomon Islanders brought through Blackbirding (the coercion and kidnap of people for cheap labour) to Fiji in the 19th century. Transcend Oceania has been supporting the community to navigate this complex situation and develop various dialogue processes to help address all the stakeholders’ interests and needs.

Disasters cause painful experiences related to lost loved ones and belongings, and trigger trauma from previous events. They can uncover pressures and tensions within existing relationships. During the cyclones of late 2019 and early 2020, several communities in Fiji were hit hard. After speaking with community members about their needs, Transcend Oceania ran a Trauma Informed Preparedness and Resilience activity. This is a form of psycho-social support which can help to retain and build resilience after sudden climate events and is essential to ongoing conflict prevention within communities. It focused on helping communities to understand how traumatic events affect individuals, different groups, and the community as a whole, while promoting a culture of empathic support, including amongst youth. People could talk about their own understanding of trauma and psychological impact, and how this may link to cycles of violence in a safe, shared space.

Overall, the greatest impact has been working with communities to change the conversation about climate change in rural Fiji. Instead of treating communities as victims of rising sea levels, increased occurrences of sudden disasters, and loss of ancestral homes, we and our partners are supporting communities to play a confident and active role in their own future.
The European Union and its Member States are essential partners in our goal to prevent and respond to violent conflict, and our presence in Brussels allows for greater engagement. In 2022 the Conciliation Resources EU* team successfully continued to build the profile of our programmatic and thematic work, connecting our staff and partners with EU officials, building our understanding of EU policy and representing us among peer organisations in fora such as the European Peacebuilding Liaison Office.

Throughout 2022, we deepened our relationships with key EU Member States and organisations. We also provided expertise on peacebuilding, dialogue and mediation through the successful implementation of two EU framework contracts. Through the Facility on Justice in Conflict and Transitions (FJCT), Conciliation Resources EU undertook an assignment on Support to the National Commission in Yemen on Mental Health and PsychoSocial Support (MHPSS). As a means to widen our portfolio we joined a new service provision contract with the Folke Bernadotte Academy, entitled ‘Experts/Practitioners in dialogue, mediation, peace and reconciliation processes’, which took effect in October.

Achievements

★ Informed approaches to mediation of EU Member State presidencies of the Council of the European Union
We were invited to share Conciliation Resources’ expertise and experience in peacebuilding, meditation and gender in numerous fora at EU level. For example, we moderated an event of the French Ministry for Europe and Foreign Affairs, during the French Presidency of the Council of EU on Mediation and Women, Peace and Security in May 2022. Conciliation Resources EU also moderated a session on the future of EU peace mediation at an event organised by the Czech Permanent Representation to the EU during the Czech presidency.

★ Played a central role in the successful EU Community of Practice on Peace Mediation
In conjunction with other peacebuilding organisations, Conciliation Resources EU was part of the Steering Committee shaping the European External Action Service’s Integrated Approach for Security and Peace, to organise a Community of Practice on Peace Mediation in October 2022. More than 750 people registered for the hybrid panel sessions. Conciliation Resources organised two panels that included staff and partners. The sessions explored engaging with non-recognised actors and armed groups, and the psychological dimension to building trust in peace mediation.

★ Contributed to EU Council conclusions on the 2023 civilian Common Security and Defence Policy (CSDP) compact
Conciliation Resources EU worked with the Permanent Representation of Finland to the EU on a number of events on mediation which contributed to the inclusion of language on mediation and dialogue in the Council conclusions on the civilian CSDP compact. The language emphasises the need to pay “increased attention to conflict sensitivity through recurrent conflict analysis, situational awareness and early warning, and utilising mediation and dialogue tools for conflict prevention, in line with the EU Peace Mediation Concept”.

*Legally registered as Conciliation Resources EU/meditaEU
Above: Community representatives and participants, wearing white caps given out during the final day, listen to closing remarks during a Decentralised Dialogue workshop in Borro, Bossangoa, Central African Republic. © Nick Bennett/Conciliation Resources 2022
Conflict does not respect boundaries, and does not arise in a vacuum. Some of our work spans multiple regions to explore and share common strategies for resolving conflict peacefully. We work to understand how global issues such as climate change and gender inequality interact with conflict, and support peace initiatives that respond to these challenges.

Our natural environment is changing at a rate unprecedented in human history. The way we respond to the physical impacts of climate change has the potential to create or exacerbate conflict or, if done sensitively, offers new opportunities for peacebuilding and collaborative action. This year, we’ve piloted cross-regional work to better understand and document conflict-sensitive responses to the global climate threat.

To better support women peacebuilders around the world to meaningfully participate in peace processes we have been working in collaboration with other peacebuilding organisations to launch innovative new research and funding platforms.

Thank you for what is an excellent paper on Women, Peace and Security in the Pacific Island Countries. Such a worthwhile exercise. I’d certainly use the Helpdesk again for future analytical pieces.

Fiona Salem, Office of Conflict, Stabilisation and Mediation at Foreign, Commonwealth and Development Office

Achievements

🌟 Developed global understanding of how climate change, gender and conflict interact

Climate change, violent conflict and gender inequality are three of the biggest challenges facing the world. They also form an interconnected system – gender inequality can fuel conflict and impede sustainable climate action by excluding certain people from designing and owning solutions. Conflict can drive gender divides and inhibit climate responses by weakening the capacity of people, structures and services to adapt. Climate change can exacerbate existing fragilities leading to conflict and magnify gender and social inequalities. Therefore action to address each challenge has the potential to reinforce or undermine progress in the other. In 2022, we launched a new cross-regional project, bringing together climate and peace experts in Kashmir, the Philippines and Uganda to better understand and address the impacts of climate change and conflict in their regions at a national and community level. We also piloted a new climate and gender-responsive conflict analysis methodology with communities, young people, leaders, climate and gender specialists to understand how people of different gender identities are impacted by and respond to climate change, and how this influences peace and conflict dynamics.

🌟 Provided flexible funding for women peacebuilders

Women continue to be underrepresented in peacebuilding processes, often because they don’t have access to flexible resources to seize key peacebuilding opportunities. Through our partnership with the Women’s Peace and Humanitarian Fund’s Rapid Response Window, we have been able to provide targeted support for women-led civil society organisations (CSOs) in Liberia, through short-term grants aimed at increasing women’s participation, to reinvigorate the national truth and reconciliation process. Additional technical and operational support in areas such as coalition building, advocacy messaging, and building relationships with policymakers has led to the organisations establishing a CSO-led movement calling for the full implementation of the 2003 Accra Peace Agreement and its provisions for reconciliation.

🌟 Helped establish a new platform to advise the UK government on Women, Peace and Security

Alongside Saferworld and partners, we helped to establish the Women, Peace and Security (WPS) Helpdesk – a new platform providing high-quality analysis and expertise on WPS and gender issues for UK government teams. As part of the initiative, in 2022 Conciliation Resources’ staff, partners and experts undertook assignments on Pakistan, India, Afghanistan and the Pacific, helping to advise, shape and influence UK gender and conflict policy and programming priorities in these regions. The Helpdesk aims to boost UK capacity to advance its new Women, Peace and Security National Action Plan, in which one of our reports was featured as a case study.
RESEARCH, ADVISORY AND POLICY

In an increasingly polarised world, the need to find better ways to resolve conflict peacefully and effectively, is more urgent than ever. Too often the international response to armed conflict is short-term and reactive, focused on military or security responses rather than peacebuilding approaches. We continue to advocate for people-centred strategies for peace that are creative, adaptable and include diverse perspectives.

Through collaborations such as XCEPT and PeaceRep, we are continuing to generate research and evidence to improve how decision-makers and peacebuilders around the world are addressing conflict. And we continue to champion the importance of a gender-responsive approach to peacebuilding, both through our external advocacy work, but also internally. In 2022 we developed Conciliation Resources’ new approach to gender, providing a more systematic approach to ensuring gender is central to all of our programme work.

Achievements

★ Influenced the UK and EU agenda on gender
Understanding how gender impacts conflict dynamics is vital for sustainable peace and we’re helping to shape international thinking and practice on women, gender, peace and security. This year, we shared recommendations to inform the UK’s new National Action Plan on Women, Peace and Security (WPS), with our suggestions on ensuring women’s meaningful (and non-tokenistic) participation in peace processes and the importance of tackling the barriers, challenges and deeply-rooted norms preventing their contributions, reflected in the final plan. Our reflections on the need for a more gender-transformative approach to peacebuilding were also included in the Independent Commission for Aid Impact’s review of UK peacebuilding, which looks to inform and guide UK policy, and we took part in a roundtable on the links between WPS and climate security with HRH Countess of Wessex and gender and climate officials from the UK government. We shared insights from our gender and climate work to inform a WPS training course for UK government officials, and we’ve provided ongoing training on women, peace and security and gender and conflict sensitivity for European Union INTPA teams.

★ Led innovative research on new avenues for peacebuilding
It can seem impossible for those caught up in violent conflict and its consequences to find space to imagine what peace might look like. In 2022, we brought together experts in the fields of futures thinking, mediation and reconciliation to explore how ‘futures thinking’ approaches can be used to help envision new pathways out of conflict, and move peace processes forward. This culminated in a new publication, Looking Forward, which has sparked interest from our funders, the UK Foreign, Commonwealth and Development Office, and other policy makers and practitioners providing peace and mediation support. It also generated interest from futures thinking experts in how to use these methods in conflict-affected contexts. Learnings from the paper are now being explored for application in our programme work.

★ Removed regulatory obstacles to humanitarian and peacebuilding work
As part of the Tri-Sector Group, we’re leading the way in finding solutions to the legal, regulatory or operational risks that hamper humanitarian, peacebuilding and development assistance. 2022 saw a number of important breakthroughs in this area as a result of joint engagement and influencing. In July, the UK government issued a General License for humanitarian work in Ukraine, which enabled financial transfers to continue for peacebuilding and humanitarian assistance without fear of breaching sanctions against Russia. And at the end of 2022 the UN Security Council passed a landmark resolution which provides an exemption for humanitarian assistance related to UN sanctions regimes. Conciliation Resources worked with others to inform the UK government position, and continues to press for exemptions for humanitarian and peacebuilding work across other relevant UK regulations.

This approach on futures thinking and connecting it to mediation and reconciliation, is perhaps what we need in the current situation of the peace process. We do not just want to plan for the political transformation, rather for the greater space where we can have sustainable development in Mindanao.

Lanang Ali Jr., Bangsamoro Member of Parliament, Philippines
STRENGTHENING THE ORGANISATION

To ensure we achieve our ambitious goals for building better peace, we also need to build a better 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

The commitment, dedication and professionalism of our staff is what makes us who we are. We ensure all our staff are supported in their wellbeing, work-life balance, and continuous learning and development. Our staff continue to have access to flexible working patterns, and mental health and wellbeing support through specific counsellors and trauma and resiliency training. We have launched an e-learning platform with instant access to a range of online training courses. Our commitment to diversity, inclusion and equality is exemplified through our anti-racism plan and our Diversity and Inclusion Committee, consisting of both staff and board members.

Operational goal 2:
Invest in partnerships

Working in partnership is central to Conciliation Resources’ peacebuilding objectives and organisational ethos, underpinning our work globally. During 2022, we worked collaboratively with over 100 partners globally, including our long-term partners, through an accompaniment approach to take collective steps to build peace. We began a cross-organisational reflective process to incorporate lessons from our newer and innovative approaches to partnerships and grant-making into our wider work. We have clarified the different types of partnership arrangements we have, tailoring processes to best fit partner needs. We continue to use small grants as a tool to support civil society organisations, in particular through our engagement with the UN Women’s Peace and Humanitarian Fund’s Rapid Response Window. On an international level, we continue to be an active member and leader of peacebuilding consortia, and we also collaborate through our participation in various international peacebuilding networks.

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

We locate and equip staff to enable effective peacebuilding practice and partnership, and achievement of our goals. We have offices in London, Brussels, Melbourne, Bangui, Cotabato and Jijiga. In 2022, we established global policies to maintain an organisation-wide approach to key areas and developed location-specific policies to support our compliance and approach in different jurisdictions. We are registering Conciliation Resources in Kenya and setting up a regional hub in Nairobi. As with our other regional hubs, Conciliation Resources Kenya will provide us with new and greater opportunities. Our global offices help us to be more dynamic, as we can work more closely with partner organisations and respond to more urgent needs in the contexts where we have programmes, while complying with local law and regulation.

Operational goal 4:
Keeping people safe

Conciliation Resources prioritises the safety of our personnel, and the people we come into contact with. In 2022, we started working with a new security and medical provider to offer more effective support to staff based, and staff travelling, in programme contexts. We tightened our processes for travel and security assessments, ensuring that we do not compromise on the safety of our personnel. As part of our commitment to keep people safe from abuse, we conducted approximately 200 hours of partner-led, contextualised Keeping People Safe analysis sessions with 40 partner organisations and other civil society organisations.
Operational goal 5: Develop evidence, learning and creativity

This year we continued the rollout of our adapted Outcome Harvesting methodology. This is a participatory, non-linear, and gender-sensitive monitoring, evaluation, and learning approach to capture evidence that reflects the inherent complexity of peacebuilding processes. This approach enables us to collect evidence of what has changed and work backwards to determine whether and how our intervention has contributed to the change. In 2022 our staff and partners collected evidence of over 200 outcomes from our work that demonstrate our impact at both micro- and macro-levels. Analysis of these outcomes, through annual participatory workshops with programme staff and partner organisations, facilitated learning and programme adaptation. We shared learning from this approach with peer organisations, including government partners, multilateral organisations and European Peacebuilding Liaison Office members. Our new Gender Strategy and ongoing Gender Action Planning process is strengthening programmatic gender integration and building organisational gender expertise and experience.

Operational goal 6: Ensure impactful external communications

The war in Ukraine has dominated headlines and public consciousness throughout most of 2022. We maintained our reach across digital and conventional media with our key messages on sustainable peacebuilding, gender and inclusion, and the links between climate change and conflict. More than 530,000 people visited our website and we have over 42,000 followers across our digital platforms. We were mentioned 295 times in various media outlets around the world. We invested in developing a collective understanding of how development narratives can fuel racism, and began work to tackle this in our own communications, including a move towards more participant-led storytelling. We were successful in engaging new target audiences and demonstrating our expertise through our See the Human series, starting with two online events and an outreach event with the law firm Linklaters LLP focused on the climate crisis, conflict and peace. We also made our work more accessible by publishing a number of explainer videos on key themes across our social media channels.

Operational goal 7: Secure sufficient, flexible income

Diverse and flexible funding allows us to take a more long-term and responsive approach to peacebuilding, and to invest in programme and partnership development. Throughout 2022 we developed relationships with existing donors and continued efforts to diversify our income. We received a mix of restricted and unrestricted funding from more than 16 different organisations and institutions, including governments, multilateral organisations, trusts and foundations and community groups. We launched the Peacebuilding Response Fund to help us give our programme teams and partners the flexibility to adapt the way they build peace, and ran our ‘Steps to Peace’ challenge to encourage individual giving and engagement. We scoped the US philanthropic landscape to understand opportunities and entry points, and developed our skills in delivering commercial contracts.

Operational goal 8: Ensure efficient financial systems and processes

With our new financial model in its second year, we bedded in our new accounting system as well as the electronic expense and invoice management systems to create more efficiencies. The first statutory audit using the new financial systems was conducted successfully. Further improvements were made to systems and processes including the process of uploading annual budgets and quarterly forecasts. Our monthly and quarterly management reports were modified to include data on Support Cost Recovery against restricted grants, which gave us better insights into cost recovery trends as well as the expected impact on our annual budget.
Committed two-way partnerships are the cornerstone of everything we do. In 2022, we partnered with over 80 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.

Africa Department

East and Central Africa
- Cercle de Réflexion et d’Etudes sur la République Centrafricaine
- DanChurchAid
- Fondation Vegas Jeunes pour le Développement
- Groupe de Travail de la Société Civile sur la Crise Centrafricaine
- Karamoja Development Forum, Uganda
- Observatoire Centrafricain des Droits de l’Homme
- Plateforme des Confessions Religieuses de Centrafrique – Antenne de Bossangoa
- Réseau de Soutien au Leadership Politique des Femmes Centrafricaines
- Vision Enfant République Centrafricaine

Horn of Africa
- Catholic Relief Services
- The Commission of Investigation of Violence and Reconciliation and Reparation of Victims in the Somali Region
- Council for Peace and Unity
- The Frontier Counties Development Council (FCDC)
- Garissa County Peace Women Movement
- Hankaal Institute for Peace and Policy Development
- Hay’ada Gabdhaha Hormud
- Himilo

Europe-Asia Department

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

South Caucasus
- Asarkia
- Caucasian Institute for Peace, Democracy and Development
- Ecocoast
- First Call Partners
- Go Group
- Hertie School/Restart Initiative
- Imagine Center for Conflict Transformation
- Indie Peace
- Institute for the Study of Nationalism and Conflict
- International Crisis Group
- Kvinna till Kvinna Foundation
- LINKS Europe
- Peace Dialogue
- Public Agenda
- Kasmodev
- Organisation for Victims and Survivors [formerly ASVS]
- Rift Valley Institute
- Somali Institute for Research and Development (SIRAD)
- Somali Non-State Actors Coalition (SONSAC)
- Somali regional state government
- Umbrella for Somali Region Intellectuals (USRI)
- Yatiim Orphan Care

West Africa
- Borno Coalition for Democracy and Progress
- Centre for Peace Advancement in Nigeria
- Hope Interactive
- University of Maiduguri Muslim Women’s Association
Southeast Asia and the Pacific

Pacific
- Autonomous Bougainville Government’s Department of Bougainville Independence Mission Implementation
- Nazareth Centre for Rehabilitation
- Pacific Centre for Peacebuilding
- Papua New Guinea National Coordination Office for Bougainville Affairs
- Transcend Oceania

Southeast Asia
- Teduray Lambangian Women’s Organisation
- United Youth for Peace and Development
- United Youth of the Philippines – Women

Research, Advisory and Policy
- Alliance for Peacebuilding
- Austrian Study Centre for Peace and Conflict Resolution
- Bond
- Centre for Security Studies at ETH Zurich
- Chatham House
- Chemonics
- Crisis Management Initiative
- Gender Action for Peace and Security
- International Alert
- Mediation Support Network
- Peace Direct
- Peace Nexus
- Political Research Settlements Programme
- Rethinking Security
- Saferworld
- Sasakawa Peace Foundation
- Satellite Catapult
- University of Birmingham
- University of Durham
- University of Edinburgh
- Women’s International Peace Centre

Conciliation Resources EU
- CITpax (Toledo International Centre for Peace)
- CITpax-Colombia
- The College of Europe
- ESSEC Irene (Institute for Research and Education on Negotiation)
- European Centre for Development Policy Management
- European Centre for Electoral Support
- European Peacebuilding Liaison Office
- Fondation Hirondelle
- International Centre for Transitional Justice
- International Institute for Democracy and Electoral Assistance
- Interpeace
- Search for Common Ground
- Swisspeace

Global Initiatives
- Berghof Foundation
- Centre for Peace and Conflict Studies
- Centre for Humanitarian Dialogue
- Chatham House
- European Institute of Peace
- Humanitarian Coaching Network
- Inter Mediate
- International Crisis Group
- Liberia Future Trust
- London School of Economics’ Centre for Women, Peace and Security
- Peace Dividend Initiative
- Saferworld
- Women Mediators across the Commonwealth
- Women’s NGO Secretariat of Liberia
- Women’s Peace and Humanitarian Fund

In 2022, we partnered with over 80 courageous individuals and organisations around the world.

Annual review 2022: Innovating for peace
We are grateful for the generous support of our donors, who share our vision for preventing violence and creating more peaceful societies. Without their continued commitment, our work would not be possible. We acknowledge 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)** and the **Department for Foreign Affairs and Trade of Ireland**, for their vital core support which enables us to adapt and respond flexibly to the changing dynamics of the conflicts and environments we operate in.

**Government and multilateral organisations**
- Australian Government Department of Foreign Affairs and Trade
- Department of Foreign Affairs and Trade of Ireland
- European Union
- Federal Foreign Office of the Federal Republic of Germany
- New Zealand Ministry of Foreign Affairs and Trade
- Swedish International Development Cooperation Agency
- Swiss Federal Department of Foreign Affairs
- UK Foreign Commonwealth and Development Office
- United Nations Peacebuilding Fund

**Trusts and foundations**
- Allan and Nesta Ferguson Trust
- Institut für Auslandsbeziehungen (zivik Funding Programme)
- Joseph Rowntree Charitable Trust
- MISEREOR
- National Endowment for Democracy
- Peace Nexus
- Ploughshares Fund
- Sasakawa Peace Foundation
- Sigrid Rausing Trust
- The Souter Charitable Trust
- United States Institute for Peace
OUR PEOPLE

In 2022, we were represented by a diverse staff body of over 80 people, based out of three hub offices in London (Conciliation Resources UK), Melbourne (Conciliation Resources Australia), and Brussels (Conciliation Resources EU). In addition, we have staff located in the Central African Republic, Ethiopia, Ghana, Kenya, the Philippines and Uganda. Our staff team has 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 (RAC) and a Diversity and Inclusion 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.

**2022 Board Members:**
- Diana Good (Chair)
- Christine Cheng (RAC member)
- George Graham (RAC member)
- Nesta Hatendi (Diversity and Inclusion Committee)
- Dorothee Hutter (Safeguarding trustee)
- Jamille Jinnah (RAC member)
- Jo Kemp (Safeguarding trustee)
- Lucy Moore (RAC member)
- Liz Muir (Diversity and Inclusion Committee)
- Andrew Peck (RAC member, Treasurer)
- Tayyiba Bajwa (until November 2022)
Income recognised in 2022 was £9,863,818 (2021 – £10,786,525) with continuing donor diversification and peacebuilding work across multiple contexts.

Conciliation Resources continues to plan, adapt and adjust to changing and emerging trends and ensure the sustainability of the organisation through our Fundraising Strategy.

We are fortunate to have valued, longstanding relationships with the Swedish International Development Cooperation Agency and the Department of Foreign Affairs and Trade of Ireland. Their funding provides essential core support and flexibility.

Reserves
Conciliation Resources keeps a prudent working balance of unrestricted reserves to cover future contractual liabilities, mainly staff salaries and rent. This amount was set at £756,000 in 2022 following a calculation contained in the Reserves Policy.

The unrestricted funds balance at the end of the year was £1,195,009. Of the total reserves held at the end of the year, £218,322 was in fixed assets. Consequently, the charity has free reserves of £976,687.

The Board of Trustees keeps the Reserves Policy under regular review and particular attention is given to the increasingly global spread of financial risks and liabilities as the Board and Executive Management Team continue to delegate increased direct financial management responsibility.

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 (£)

<table>
<thead>
<tr>
<th>Income</th>
<th>2022</th>
<th>2021</th>
</tr>
</thead>
<tbody>
<tr>
<td>Unrestricted Income</td>
<td>1,782,010</td>
<td>1,813,907</td>
</tr>
<tr>
<td>Restricted Income</td>
<td>8,081,808</td>
<td>8,972,618</td>
</tr>
<tr>
<td>Total Income</td>
<td>9,863,818</td>
<td>10,786,525</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Expenditure</th>
<th>2022</th>
<th>2021</th>
</tr>
</thead>
<tbody>
<tr>
<td>Fundraising</td>
<td>329,015</td>
<td>214,928</td>
</tr>
<tr>
<td>Charitable Activities</td>
<td>10,168,699</td>
<td>10,517,400</td>
</tr>
<tr>
<td>Total Expenditure</td>
<td>10,497,714</td>
<td>10,732,328</td>
</tr>
<tr>
<td>Exchange Gains/Losses</td>
<td>(7,858)</td>
<td>(210,380)</td>
</tr>
<tr>
<td>Surplus/Deficit</td>
<td>(641,754)</td>
<td>(156,183)</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Balance Sheet</th>
<th>2022</th>
<th>2021</th>
</tr>
</thead>
<tbody>
<tr>
<td>Fixed Assets</td>
<td>218,322</td>
<td>259,179</td>
</tr>
<tr>
<td>Current Assets</td>
<td>4,661,725</td>
<td>5,126,921</td>
</tr>
<tr>
<td>Liabilities</td>
<td>(3,685,038)</td>
<td>(3,549,337)</td>
</tr>
<tr>
<td>Net Assets</td>
<td>1,195,009</td>
<td>1,836,763</td>
</tr>
</tbody>
</table>
HOW WE SPENT YOUR MONEY IN 2022

For every £1 you gave us, we spent:

- 77p on peacebuilding programmes and policy (£8,035,308)
- 20p on supporting programmes and running the organisation (£2,133,391)
- 3p on fundraising (£329,015)

Conciliation Resources EU 2022 (€)

<table>
<thead>
<tr>
<th></th>
<th>2022</th>
</tr>
</thead>
<tbody>
<tr>
<td>Turnover/Income</td>
<td>279,511</td>
</tr>
<tr>
<td>Total Expenditure</td>
<td>398,463</td>
</tr>
<tr>
<td>Loss</td>
<td>118,952</td>
</tr>
<tr>
<td>Reserves as of 31 December 2022</td>
<td>72,576</td>
</tr>
</tbody>
</table>

Department-level funding (£)

<table>
<thead>
<tr>
<th></th>
<th>2022</th>
<th>2021</th>
</tr>
</thead>
<tbody>
<tr>
<td>Research, Advisory &amp; Policy</td>
<td>1,103,723</td>
<td>856,049</td>
</tr>
<tr>
<td>South East Asia Pacific</td>
<td>2,333,444</td>
<td>1,856,964</td>
</tr>
<tr>
<td>Africa</td>
<td>4,021,589</td>
<td>2,287,458</td>
</tr>
<tr>
<td>Europe Asia</td>
<td>2,709,943</td>
<td>5,516,929</td>
</tr>
<tr>
<td></td>
<td>10,168,699</td>
<td>10,517,400</td>
</tr>
</tbody>
</table>
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.

@cr@c-r.org
www.c-r.org
CRbuildpeace
ConciliationResources

Conciliation Resources UK
Burghley Yard, 106 Burghley Road, London NW5 1AL, UK
Company limited by guarantee registered in England and Wales (03196482)
Charity registered in England and Wales (1055436)

Conciliation Resources EU
C/o Hive5, Cours Saint-Michel 30 B, 1040 Brussels, Belgium
A registered association in Germany (e.V VR 27 146 B)

Conciliation Resources Australia
552 Victoria St, North Melbourne VIC 3051, Australia
Charity registered with the ACNC ABN (94 642 321 640)