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 PURPOSE

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

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 VALUES

- **CHALLENGE**
  We are not afraid to face difficult conversations and defy convention.

- **COLLABORATION**
  We work in partnership to tackle violence, exclusion, injustice and inequality.

- **COMMITMENT**
  We are dedicated and resilient in the long journey to lasting peace.

- **CREATIVITY**
  We are imaginative and resourceful in how we influence change.
With economies under duress, environmental degradation and climate change assuming an existential character, and racial injustice and gender disparities exposing division and lack of trust in institutions, protracted conflicts remain a painful feature of our global landscape.

The imperative to build better peace is all the more urgent. If we do not address the persistent scourge of war and violent conflict it will not be possible to grapple with any of these interconnected challenges. Resources will continue to be diverted into death, destruction and humanitarian crises.

The past year has seen peacebuilding characteristics of adaptability and resilience at the heart of Conciliation Resources’ work. We have taken dialogue and analysis processes online, sometimes with several hundred people, sometimes in more intimate and sensitive conversations. This has permitted new degrees of inclusion, but sadly has excluded others.

Staff have shown tenacity and creativity while sustaining connections with partners in fragile contexts. Partners continue to demonstrate the essence of peacebuilding spirit, asking what their communities need, adapting work to respond to the pandemic, and being prepared to reach across divides to deal with the causes and legacies of violence in order to envision new futures. Donors have stuck with us, despite funding cuts which pose pressures to peacebuilding organisations but more critically exacerbate the risks to desperately exposed and vulnerable communities.

Conciliation Resources exists to deal with challenge – to confront and address situations of crisis and violence, and to bring about changes in the contexts and policy domains in which we work. Above all we exist to work alongside courageous partners who seek to transform their societies and who demonstrate extraordinary resilience in working in often unforgiving and dangerous contexts.

And one of the things that this past year has brought home all the more clearly is that we do all of the above better when we stay connected and work together. Be it our staff and trustee collective, the more than 80 partners we work with across the globe, the networks through which we share learning and ideas to influence policy and practice, or the protagonists with whom we strive to transform their conflicts, it is clear that peacebuilding is imbued at every level with the drive to collaborate to find better ways to improve peoples’ lives. With a new Strategic Plan to guide us, in 2020 we have stuck with our mission and we extend gratitude to all who have accompanied us in doing so.

JONATHAN COHEN,
Executive Director
2020 IN NUMBERS

232
online workshops and events hosted

266,000
people who had vital COVID-19 information shared with them to counter misinformation

43
publications and films produced which were downloaded or watched 33,574 times

Supported 140 different local peace structures

14,382
young people trained

Facilitated the signing of 6 formal peace agreements between herder and farmer communities in Nigeria

Engaged with 54 armed groups

Supported a network of 49 women mediators across 22 commonwealth countries

19
conflict contexts focused on

Worked with 96 women’s groups

Worked with over 80 partners

Supported 140 different local peace structures

Listen to the views of 101 young former armed group members in the Central African Republic

Supported 140 different local peace structures

Worked with over 80 partners

14,382 young people trained

Engaged with 54 armed groups

Supported a network of 49 women mediators across 22 commonwealth countries

19 conflict contexts focused on
In 2020, we focused on improving how peace is built. Working towards our new Strategic Goals, we sought to bring about change in four important areas.

GOAL 1
ADAPTIVE AND ALTERNATIVE PATHS TO PEACE

Peacebuilding overcomes barriers to creating peaceful societies

Throughout 2020, while the global pandemic spread, we continued to support multiple peace processes, adapting our work to respond to the changing contexts and conflict dynamics. We particularly sought to engage with those whose attitudes, perceptions and policies are resistant to peaceful change.

Using dialogue and mediation, we enabled people in conflict to reach mutually acceptable compromise. In Nigeria, for example, we worked closely with communities impacted by conflict between farmers and herders, organising dialogue sessions which resulted in the signing of a number of peace agreements between the two groups. At the same time, we provided remote facilitation support to enable the Autonomous Bougainville Government and Government of Papua New Guinea to move forwards with their inter-governmental post-referendum dialogue process. We also continued high-level dialogue processes in South Asia, successfully bringing these online.

In both policy and public spheres, we aimed to shift discourse away from divisive language towards a more constructive approach, which retains differing perspectives. Through film, TV and media, we sparked discussion and challenged people in countries affected by conflict to see alternative viewpoints in relation to conflict issues. In the South Caucasus, the public release of a film looking at the history of the Karabakh conflict stimulated considerable online debate. During and after renewed war between Armenia and Azerbaijan, we also provided analysis of the political context for the fighting and highlighted humanitarian needs. In Ethiopia, we produced and shared televised discussions, to enable those working within the community to speak up on political issues.

In several locations, we raised awareness, helped dispel myths and inform people about COVID-19. This included in northeast Nigeria, where young people shared key messages – both around the virus, but also about emerging conflict dynamics – to improve public responses. In Abkhazia in the South Caucasus, our partners reached the most vulnerable with supplies and provided accurate public information through the reach of civil society networks.

We continued to work to tackle legacies of past violence, particularly in relation to the Georgian-Abkhaz conflict in the South Caucasus through our Memory Project. Focusing on flexibility and adaptation through our lead of the Smart Peace consortium, we learnt important lessons this year in overcoming obstacles which block peace – changing our approaches and refining our conflict analysis in response to COVID-19.
GOAL 2
CONNECTING PEOPLE AND PEACE EFFORTS

More coherent initiatives help prevent and reduce violent conflict

Despite the challenges posed by COVID-19 across the world and in the contexts in which we work, we continued to strengthen the various networks and peace initiatives we support. With a focus on collaboration, and linking different efforts and approaches to building peace, we looked to improve relationships and learning between people working for peace. With partners, we adapted our peacebuilding work, finding new and creative ways of bringing people together and making use of virtual spaces.

In the Pacific, we raised awareness of the challenges of climate change within affected Fijian communities through a hybrid in-person and online event. And in the Autonomous Region of Bougainville, Papua New Guinea, we brought community leaders together to analyse conflict issues and identify responses needed, including to mitigate risks of escalating violence due to COVID-19.

Building peacebuilding capabilities and skills at a community level and then connecting these with official structures, national and international processes, is a key aspect of what we do. In 2020, our work within communities in Bossangoa in the Central African Republic, was recognised as having had a positive impact by the authorities, and connecting youth with decision-makers, resulted in local mayors actively approaching young people for conflict analysis and advice. Our continued support of Community Security Working Groups in Mindanao, the Philippines, contributed to a greater understanding and cooperative working relationship between communities and the authorities. While in the Somali Regional State of Ethiopia, helping establish a victims and survivors network meant that people who have been impacted by the violence were able to connect with political groups and understand how to advocate for their rights.

As part of our support to Women Mediators across the Commonwealth, we organised online events throughout the year and provided an important platform for women from diverse contexts to stay connected, and together adapt to new conflict dynamics caused by the pandemic. We also worked collaboratively to create online tools. For example in South Asia, the development of an online platform linked people on either side of the Line of Control in Kashmir to share information about the pandemic and improve responses. In addition, through our Brussels-based team, mediatEUr, we contributed to a publicly available digital tracking tool to examine the consequences of the pandemic on peace processes and armed conflict across the world.

GOAL 3
INCLUSION, GENDER AND INFLUENCE

Excluded groups influence approaches to building peace

During 2020, we increased our work to encourage broader and more diverse participation in peace processes, taking an intersectional approach to challenge power and privilege. In particular, we worked with women and young people in all the contexts in which we operate. Despite challenges posed by the pandemic, we continued to create spaces where women’s voices could be heard, and supported women peacebuilding leaders in places such as the Autonomous Region of Bougainville, Papua New Guinea, and Jammu and Kashmir.

In Kenya, we sustained our support to women peacebuilders through the establishment of a peer-to-peer learning and mentoring scheme, with members of Women Mediators across the Commonwealth. We also established the Strategic Mediation Fund, a small grants initiative, supporting members of the Women Mediators across the Commonwealth network to engage in a variety of different mediation processes in their contexts.
Our sustained work with young people encouraged them to be leaders for peace. We further developed our Youth Peace Platforms in northeast Nigeria, with the young people playing an important role in responses to both conflict and the pandemic. Likewise, in the Central African Republic, young people we work with actively resolved conflicts and positively influenced relationships between different groups. They also used their skills to analyse the potential for conflict – mapping likely COVID-19 hotspot areas and assessing how the pandemic could interact with existing causes of conflict. In South Asia, we increased the participation of young people in peacebuilding initiatives on either side of the Line of Control in Kashmir. In addition, we facilitated youth groups in different parts of Pakistan-administered Kashmir to create joint strategies to increase information sharing, and respond to the COVID-19 crisis and its impacts.

Through various initiatives, together with our partners we worked with diverse communities to ensure they had the opportunities to air their views and participate in the peace processes that impact them. In Mindanao, the Philippines, this included making people aware of the ongoing implementation of the peace agreement and how it affects them, particularly bringing into the conversations women, youth and indigenous people. In Fiji, the public broadcast of thirteen TV episodes relating to significant conflict issues, meant people were aware of and could then comment on these topics, including those relating to the impacts of climate change and COVID-19.

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WHERE WE WORK

1. EAST AND CENTRAL AFRICA p10
Porous borders and a lack of strong governance, are drivers of conflicts in many places across East and Central Africa. Cycles of violence and revenge are perpetuated by the marginalisation of communities, and a lack of trust between populations and their governments. In the Central African Republic and the Democratic Republic of Congo, our work connects young people, civil society groups, governments and the military. We help them build strong relationships to enable these groups to tackle the conflicts they face together.

3. PACIFIC p12-13
In the Pacific there are numerous conflict challenges including marginalisation, land and resource disputes, and climate change. In the Autonomous Region of Bougainville, Papua New Guinea, we work with our civil society partners, the Autonomous Bougainville Government, the Government of Papua New Guinea, and the UN to address the legacies of conflict, and assist in the implementation of the Bougainville Peace Agreement. In Fiji, we work with our partners to address the growing social, political and environmental conflict risks associated with climate change, and support communities facing relocation to mitigate and resolve conflicts which arise.

5. SOUTH CAUCASUS p15
We work on the Georgian-Abkhaz and Nagorny Karabakh conflicts to create an environment in which progress towards peace is possible. After the Soviet Union collapsed in 1991, insecurity transformed disputes over status and territory into full-scale wars in Abkhazia and Nagorny Karabakh, with conflicts remaining unresolved decades later. In September 2020, all-out war resumed between Armenia and Azerbaijan in a devastating 44-day conflict. We work with a wide range of partners to identify and address the drivers of conflict, undertaking initiatives to open up new spaces for dialogue.

4. SOUTH ASIA p14
In South Asia our focus continues to be on the conflict between India and Pakistan over the disputed area of Jammu and Kashmir. Violent conflict has claimed tens of thousands of lives, and separated families since the partition of India and Pakistan in 1947. Alongside dialogue and cooperation between India and Pakistan, the participation of Kashmiris in policies and responses is critical. We support dialogue opportunities for people living on either side of the Line of Control in Jammu and Kashmir, giving a voice to those often marginalised such as women and young people. We also connect people across the divides to create opportunities for building peace and trust in the region at multiple levels.

6. SOUTHEAST ASIA p16
In the Philippines we support communities to ensure a peaceful transition away from violent conflict. The Philippines has suffered two major armed conflicts in recent years – in Mindanao involving the Moro Islamic Liberation Front (MILF) and a countrywide communist insurgency with the National Democratic Front. Although a peace agreement was signed in 2014 with the MILF, there is still a long way to go before people feel secure in their communities. We work with our partners to monitor the implementation of the peace agreement, as well as resolve local conflicts and strengthen relationships with local authorities.
7. WEST AFRICA  
Our work in West Africa is currently focused on Nigeria. We work in Plateau State, one of the areas most affected by displacement and violence in recent years as a result of conflict between farming and pastoralist communities. In northeast Nigeria, we work with communities impacted by the Boko Haram insurgency. In both regions we work directly with communities to support them to develop the skills, confidence and space required to actively participate in initiatives to prevent and transform conflicts. We focus particularly on deepening the inclusion of the traditionally marginalised such as young people, women and those from lower socio-economic backgrounds.

8. GLOBAL INITIATIVES  
With the number of violent conflicts increasing, there is a worldwide need to respond more effectively. We lead a global consortium, Smart Peace, to improve how to build peace in fragile and conflict-affected states. We also provide secretariat support for the Women Mediators across the Commonwealth network to increase the participation of women in peace and mediation at a local, national, and global level.

9. INTERNATIONAL POLICY  
In an increasingly polarised world, the need to find better ways to resolve conflict peacefully and effectively, is more urgent than ever. We need strategies for peace that are more creative, that can adapt to the inevitable ebbs and flows of conflict, and that include diverse perspectives. Generating research and evidence, we improve how decision-makers and peacebuilders around the world are addressing conflict. We work to ensure that multilateral and government policies are helpful in creating conditions for peace – within the regions where we work, as well as in the UK, EU and at the UN.
Young people led the response to COVID-19 in their communities

In countries already affected by conflict, the pandemic has the potential to exacerbate existing drivers of conflict and strain relationships within communities. With our partners, we’ve been working with 600 young people in Bossangoa and Paoua sub-prefectures, strengthening their peacebuilding and conflict analysis skills. This year, the young people used this knowledge to map likely COVID-19 hotspots and analyse how the pandemic could interact with existing conflicts. They shared their findings with local mayors, and worked with the COVID-19 task force to produce radio shows and carry out awareness-raising activities, educating people about the risks of COVID-19, and countering dangerous misinformation.

Connected young peacebuilders to decision-makers

Youth in the Central African Republic are frequently disconnected from peacebuilding processes and dismissed by authorities as troublemakers. Through our persistent work to equip young people as peacebuilders, there has been a transformation in the way they are perceived. Local authorities approached young people for conflict analysis and advice, and valued their contribution to community peacebuilding. We connected young people to prefectural and national decision-makers, including ministerial representatives and MINUSCA, and they presented their views on issues like disarmament and reintegration, and education and infrastructure. This led to several changes, including the repair of bore holes – often at the heart of conflict in Paoua.

Improved understanding of why young people join armed groups

Understanding why young people join armed groups, and their experiences of leaving them, is essential for breaking the cycle of violence in the Central African Republic. We conducted innovative ‘listening exercises’ with young people in Bossangoa and Paoua – two areas seriously affected by instability. These sessions gave young people a safe space to reflect on their experiences, whilst also providing analysis for the development of policies and programmes aimed at supporting the reintegration of young people returning from armed groups. The reports were presented to government officials, and UN agencies to inform their work.
We work to support peacebuilding in both the Somali Regional State of Ethiopia and in northern Kenya. During 2020, we continued to support the peace and transition process in the Somali Regional State, and made real progress despite a turbulent year for the country. Whilst increasing violence has been seen in other parts of Ethiopia, the Somali Region has remained relatively stable, with the peace deal signed two years ago still holding. We’ve continued to support mediation efforts between the Somali Regional State President and the Ogaden National Liberation Front (ONLF), bilaterally and through the Joint Committee which was set up to continue peace negotiations and spearhead peace implementation. Through our work with victims and survivors networks, political parties and civil society, we’re helping to create spaces for dialogue and reflection to help advance peace and reconciliation in the region.

ACHIEVEMENTS

**Opened up civic and political space in the Somali Regional State of Ethiopia**

In a region which has faced decades of oppression and brutality, we’ve helped establish civic-political discussion platforms. These allow broader public participation in political matters, where people can speak freely on political issues without fear or intimidation. Initially designed as in-person gatherings, COVID-19 meant these events became televised discussions which were then shared across social media. This work included creating women’s forums to explore how women’s voices can be better included in political decision making. We also set up inter-political party forums, enabling a diverse range of people involved in politics to understand each other better and build confidence and trust between them.

**Supported the creation of a victim and survivor network**

During 2020, we supported the creation of a network of victims and survivors in the Somali Regional State, which has been formally acknowledged by the Regional President. This network is mobilising and advocating for the rights, needs and support for victims and survivors in the region. This includes advising on how to navigate the justice system, how to connect with local and regional governments, and community commemoration. Through this, victims have been able to engage proactively and effectively with political groups on rehabilitation and reintegration support, and on the more political issues of truth-seeking, justice and reconciliation, which included presenting to the Ethiopian Reconciliation Commission.

**Connected women peacebuilders in Kenya**

In Kenya, we continued to provide vital support to women peacebuilders in Garissa, a region with a long history of ethnic violence and marginalisation. Through collaboration with members of Women Mediators across the Commonwealth, we established a mentoring and peer-to-peer learning programme. This enabled women within the different sub-counties of Garissa to exchange learning, identify emerging conflict trends, and discuss challenges they faced. Garissa County Women Peace Movement learnt from one of the more experienced Kenyan mediators about important issues such as organisational development, peace policy influencing and governance. We also supported women peacebuilders to design and implement seven local peace and dialogue initiatives in their communities.
We have been working in the Pacific for over 20 years and have programmes in multiple parts of the region. We work with community leaders, civil society, politicians and ex-combatants to support the peaceful implementation of the Bougainville Peace Agreement. After an important referendum in 2019 on the future political status of Bougainville, our work in 2020 focused on supporting ongoing dialogue between the Papua New Guinea Government and the Autonomous Bougainville Government. We connected civil society and communities to the political dialogue process, and supported community leaders to maintain peace. In Fiji, we work with communities impacted by climate change-related displacement and relocation. In 2020 we supported our partners to develop analysis tools which will help communities to prevent and respond to climate change-related conflict. Our partners also facilitated responses to COVID-19 that were both conflict and culturally sensitive.

Supported post-referendum negotiation process

In 2020 we supported the Autonomous Bougainville Government and the Government of Papua New Guinea to progress preparations for the post-referendum negotiation process, helping these run more smoothly. We provided remote facilitation support for online intergovernmental meetings, as well as advice on a number of key process issues. In addition, we helped the Bougainville Government and civil society to develop a shared understanding of the conflict risks associated with the post-referendum negotiation process and to identify peacebuilding initiatives needed to address them.

Created spaces for community conflict analysis and dialogue events

741 community leaders from Bana, Tinputz and Selau in Bougainville participated in peacebuilding analysis workshops and dialogue events. Through these they developed insights into the impacts of conflict on their communities, and they shared perspectives on the referendum outcome, potential challenges and responses needed. These meetings enabled the community leaders to better understand and manage conflict, and provided a platform for community members to identify how to mitigate the risk of escalating violence due to COVID-19.

Developed climate change peacebuilding tools

We began work in the Pacific to create context-specific conflict analysis tools to support communities to navigate their futures. In 2020, this included supporting a range of community leaders and members to engage in dialogue processes, take part in conflict analysis, and develop advocacy skills. Our partner Transcend Oceania also launched a television show, The Just Peace Talanoa Bure, which contributed to a national dialogue on existing and new conflict challenges associated with climate change and relocation, as well as COVID-19.

“AS A PEACEBUILDING ORGANISATION, WE COULD NOT TURN AWAY FROM THE RISING CONFLICTS, VIOLENCE AND TRAUMA DURING THE TIME OF COVID-19. ADAPTING TO THE CHANGE BROUGHT ABOUT BY THE SHUTDOWN WAS IMPORTANT TO AMPLIFY COMMUNITY VOICES AND KEEP ISSUES VISIBLE.”

Adi Vasulevu
Executive Director of Transcend Oceania
In a rural village in the Autonomous Region of Bougainville, Papua New Guinea, Barbara Tanne is a leader for peace. Working with the village chief and other leaders, she mediates conflicts within her community and prevents violence from breaking out. She is also an advocate for women – speaking out against gender-based violence and supporting women survivors. Recently, she was instrumental in helping ensure voting in the referendum happened peacefully.

“What actually motivated me most [to begin in peacebuilding] was the violence or human rights abuses caused to the many women and girls in my community and Bougainville as a whole. I am also a survivor of violence and this is where I get my strength with a motto ‘someone has to be strong [resilient] in order to help and support the rest.’”

Barbara is acutely aware of the pain and suffering caused by violent conflict. Working in the Highlands of Papua New Guinea during the height of the Bougainville conflict, she was herself subject to violence and intimidation.

After hearing how people, in particular women and girls, had been affected, Barbara decided to dedicate her life towards working for peace. As part of her work, Barbara was able to play a pivotal role in preparations for the 2019 Bougainville referendum, helping to ensure that the referendum vote took place without violence. Over the course of nine months, Barbara and her small team worked with three main clans and nineteen sub-clans, totalling twenty-two groups. Prior to beginning her work, fifteen of these had land disputes.

Despite numerous obstacles, Barbara and her team held meetings and peace dialogues with the conflicting clans. Eventually, these led to agreements from all twenty-two groups to put aside their differences and reconcile for the sake of a peaceful referendum vote:

“We held a peaceful reconciliation based on our ‘tradition’. I will always owe this to my team, my chiefs and the people from my constituency.”

She continued her work throughout 2020, contributing to developing peace and preventing violence in the post-referendum period. As things move forwards, Barbara believes peacebuilding is vital for Bougainville:

“To me personally, peacebuilding is very important to help reintegrate and reconcile the people of Bougainville – particularly the veterans, women, youths of the crisis, chiefs and leaders of Bougainville and Papua New Guinea. It is also important for the development of individuals, in rebuilding Bougainville to be a peaceful nation, and for our young generation who were born from survivors of the crisis – many of whom are still living with the trauma of the crisis.”
SOUTH ASIA

In South Asia we work to ensure the inclusion of Kashmiris in processes aimed at addressing the conflict between India and Pakistan over the disputed territory of Jammu and Kashmir. Throughout 2020, we continued to connect people on either side of the divide and across the Line of Control, involving women and youth in particular. Through sustaining the work of multiple networks, and delivery of initiatives in various spheres – including education, tourism, trade journalism and disaster management – we developed opportunities for Kashmiris to participate in public life. 2020 was no less difficult for South Asia than other global regions, with an ongoing communication blackout in Indian-administered Kashmir, persistent clashes between India and Pakistan along the Line of Control, and the COVID-19 pandemic exacerbating existing tensions. We adapted to these challenges, continuing to facilitate discrete high-level engagement with policymakers, taking dialogue spaces online and developing joint responses to the pandemic, to sustain vital connections between different groups.

ACHIEVEMENTS

Connected people across the divide to improve COVID-19 response

We created a new online platform which enabled partners on both sides of the Line of Control to access and share updated and contextualised information about the pandemic. This virtual space attracted a large community of interested individuals and professionals who shared resources and guidance, helped each other to respond to the crisis and disseminated information to wider audiences, including through radio programmes, in an effort to slow the spread of the virus. At a time when other cross-divide forums were unable to function, this provided a new avenue to not only help deal with the pandemic, but to foster cross-Line of Control interaction and confidence-building.

Sustained peacebuilding narrative despite increasing tensions

In a climate of rising tensions between India and Pakistan, partners and civil society organisations kept peacebuilding narratives intact and resilient. We found creative ways to support partners in ensuring that cross-Line of Control platforms and networks remained alive, and could be activated once the situation improved. People involved in peacebuilding stayed vocal in different media, continued to engage officials, and carried on advocating for the resumption of confidence-building measures including cross-Line of Control trade and travel. Influential individuals repeated calls for dialogue and restraint following skirmishes between India and Pakistan, which contributed to a renewed ceasefire agreement by the two countries in early 2021.

Increased the scale and influence of youth networks

Amidst the challenges of this year, we sustained the participation of young people in peacebuilding initiatives, contributing to broadening the perception of policymakers of the importance of youth, women and other groups in this context. Through both online and in-person dialogue sessions, young people on either side of the Line of Control were able to share their fears relating to the pandemic and ongoing conflict, and discuss the more taboo issue of mental health. Young leaders and education professionals on both sides of the Line of Control explored ways to address the impact of conflict on higher education. At the same time, advocacy efforts of youth groups in Pakistan-administered Kashmir led to political parties in Azad Jammu and Kashmir committing to reserve a quota of seats to youth members should they win local elections.

“WE ARE SHIFTING THE FOCUS OF OUR DISASTER MANAGEMENT WORK SPECIFICALLY TOWARDS COVID-19 USING ONLINE VIDEO CONFERENCING. THROUGH THIS WE CAN SHARE A DEEPER UNDERSTANDING OF COVID-19’S IMPACT, SOLUTIONS THAT WORK, AND BUILD SYNERGIES ACROSS AZAD JAMMU AND KASHMIR”

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CONCILIATION RESOURCES

REGIONAL PROGRAMMES
In the South Caucasus, we work in the contexts of two protracted territorial conflicts in Nagorny Karabakh and in Abkhazia. In 2020 long-standing tensions between Armenia and Azerbaijan culminated in a short but devastating war over the contested territory of Nagorny Karabakh. As many as 7,000 people lost their lives and some 130,000 were displaced from their homes before a Russian-brokered ceasefire declaration. We provided extensive analysis of the war. Obstacles also remained in addressing the Georgian-Abkhaz conflict, with the COVID-19 pandemic exacerbating existing challenges and threatening severe impacts on Abkhazia. We adapted to this challenge by working with local partners who mobilised civil society networks.

Responded to COVID-19 and its impact in Abkhazia

An impoverished health service and widespread misinformation increased the impact of COVID-19 in Abkhazia. Through their relationships and networks, our civil society partners supported a more coordinated and inclusive response. They distributed food and medical supplies to the most vulnerable, including the elderly and infirm in isolated rural areas. They also ensured people were better informed – countering myths surrounding the virus and advising the public on how to respond. As well as saving lives, this work mobilised a network of volunteers across Abkhazia, and helped to demonstrate the vital role of civil society in addressing community needs.

Powerful film stimulated debate and highlighted new perspectives

The online release of the film *Parts of a Circle: History of the Karabakh Conflict* triggered strong reactions and encouraged discussion on the Nagorny Karabakh conflict. Based on three documentary films previously screened in the region, the film showcases journalistic cooperation in bridging societies in conflict. Drawing on rare interviews – from presidents and military field commanders, to eye-witnesses and refugees – it condenses the rich original material to present different perspectives to a broader international audience. From its launch in the middle of 2020, *Parts of a Circle* was viewed by over 26,000 people on our website and generated significant social media engagement.

Provided expert analysis and an alternative voice on the conflict

In response to the outbreak of Armenian-Azerbaijani war, we provided detailed analysis, informed opinion and shared key messages in solidarity with partners, through extensive media interviews, analytical commentary and panel presentations. We highlighted several issues, including the humanitarian impacts of the war, its underlying drivers and short-term triggers. We briefed a range of governments, multilateral organisations and non-governmental partners and responded to requests from popular outlets in both Azerbaijan and Armenia, as well as international channels like The Guardian, BBC Radio 4, BBC World Service, Euronews, France 24, Aljazeera and Le Monde. Following this, we were brought in as a key expert for a European Union seminar on disinformation in the Nagorny Karabakh context.
In this region, we work in Mindanao, the Philippines. The ratification of the Bangsamoro Organic Law and the creation of the Bangsamoro Transition Authority in 2019, represented an important milestone for the peace process in Mindanao. However, peace remains fragile and conflicts and clan-related feuding are hindering the transition process, along with increasing threats from ISIS-aligned groups in the region. There are also delays in the implementation of the peace agreement due to COVID-19. We are working with communities in Mindanao to overcome these barriers by facilitating joint spaces for community and local governments to resolve conflicts and human security issues, ensuring the voices of women, people with disabilities, and indigenous people are listened to. In 2020 our partners also worked with former Moro Islamic Liberation Front combatants who are being rehabilitated into Bangsamoro communities. By giving these former combatants new peacebuilding and conflict mitigation skills they can actively contribute to building more peaceful communities.

“IT IS IMPORTANT FOR PERSONS WITH DISABILITIES TO BE INVOLVED IN PEACEBUILDING BECAUSE WE ALL HAVE RIGHTS, INCLUDING TO PARTICIPATE FULLY IN SOCIETY.”
Norhanie Mamasabulod Taha
Community Safety Working Group member

**ACHIEVEMENTS**

**Connected community leaders and local government officials**

We continued to work with 12 Community Safety Working Groups across Mindanao. These groups created space for dialogue within communities and between communities and the authorities – leading to better understanding and therefore less conflict between the different groups. In 2020, these working groups also developed joint local action plans for the identification and non-violent resolution of local conflicts which resulted in addressing clan clashes and conflicts including those over COVID-19 tensions.

**Raised awareness of the ongoing peace agreement implementation**

The introduction of the Bangsamoro Organic Law was not the final step in the transition to peace, and it is crucial that people living in Mindanao continue to be included in decision making. For this to happen meaningfully, communities need to be informed about the next steps in the process and their rights. Through a series of community dialogue sessions in 2020, we played a fundamental role in increasing the ability of people, especially indigenous peoples, women and young people, to have a greater understanding of ongoing changes and therefore engage with local authorities on issues that affect them.
We work with some of those worst affected by conflict in Nigeria. In 2020, we continued our peacebuilding activities throughout the COVID-19 pandemic, and we worked with communities to prepare for potential outbreaks. There were ongoing violent attacks in northeast Nigeria, by Boko Haram but also by multiple other groups including Islamic State West Africa Province and smaller armed robbery gangs. We developed the peacebuilding skills, knowledge and confidence of networks of over 600 women and 3,000 youth to lead peace initiatives in their communities, and we supported community-led dialogue on the reintegration and reconciliation of people formerly associated with Boko Haram. In Plateau State, we are working with communities severely affected by displacement and violence as a result of conflict between farming and pastoralist herder communities. In 2020, we provided mentoring, accompaniment and capacity building to traditional dispute resolution mechanisms in ten Plateau State communities, enhancing their effectiveness in mitigating and resolving tensions. We also provided mediation support to four regional peace processes between herder and farmer communities.

ACHIEVEMENTS

Supported and promoted local solutions to herder-farmer conflicts

In 2020 we held discussions in over 30 communities impacted by the farmer-herder conflicts in Plateau State. As a result, peace agreements were signed between Fulani and Tarok communities. Rooting dialogues in existing local conflict resolution mechanisms proved effective at decreasing the chance of herder-farmer violence. Using insights from Plateau State, we organised an online conference in 2020 to share the lessons with policy officials at the state, national, regional and international levels so that this approach can be replicated more widely.

Responded to COVID-19 in a conflict-sensitive way

From our work in West Africa during the Ebola epidemic, we know just how important it is that responses to COVID-19 take existing conflict dynamics into account. In 2020, youth played an important role in responding to the pandemic and Youth Peace Platforms across Borno, Yobe and Plateau states shared information and discussion points for conducting community dialogue sessions via WhatsApp. Our partners also used local radio stations to share key messages, not only about the virus, but also about emerging conflict dynamics and how to mitigate tensions.

Increased community approval of the reintegration of people associated with Boko Haram

Government programmes on reconciliation and reintegration continue to ignore the importance of engaging conflict affected communities, and returnees often face suspicion from communities and local security forces. Throughout 2020, our partners held over 200 community dialogue sessions to discuss and facilitate processes for the successful return of persons associated with Boko Haram in both Yobe and Borno States. This included discussing misconceptions and potential solutions to increase trust and alleviate tensions.

“FOR THE FIRST TIME IN FOUR YEARS, MY COMMUNITY HAS SEEN ME AS A HUMAN BEING. EVERYONE WAS SCARED OF US, WE WERE REJECTED BY EVERYONE, THEY SAW US AS A MONSTER. BUT NOW THEY LET ME SIT AMONGST THEM. I WILL NEVER CARRY ANY WEAPON TO DESTROY MY OWN PEOPLE OR THEIR PROPERTY AGAIN – THAT’S A PROMISE.”

Former member of an armed group
Northeast Nigeria
GLOBAL INITIATIVES

Smart Peace is a global initiative which combines the expertise of consortium members to address the challenges of building peace – focusing on the Central African Republic, Nigeria and Myanmar. This work combines peacebuilding techniques, conflict analysis, rigorous evaluation and behavioural insights. 2020 highlighted to us the importance of being flexible and adaptive, and the resulting lessons we learnt will help communities, international organisations and governments to implement peace strategies with greater confidence in the future. We supported members of Women Mediators across the Commonwealth to respond to the challenges of COVID-19 in creative and varied ways. Through the network, and working with the newly established member-led Steering Committee, we provided a platform for members to stay connected, and supported their work across all aspects of peacebuilding. In 2020, members came together online to discuss the implications of COVID-19 on their work and learn from each other to find solutions. We also supported members to take part in advocacy events with representatives of the United Nations and Commonwealth states, demonstrating the need for the increased recognition and visibility of women mediators.

ACHIEVEMENTS

Supported women-led mediation initiatives

Through the Strategic Mediation Fund small grants, we supported members of the Women Mediators across the Commonwealth network to engage in mediation processes at all levels in their contexts and to increase awareness of the vital work already being done by women to resolve conflicts. The specific activities were tailored to suit the needs of the different contexts and ranged from conducting dialogue sessions with conflict parties and creating safe spaces for women to share their experiences of violent conflict, to mediation training and conflict analysis workshops. Grant activities were closely linked to members’ advocacy work and have allowed the women involved to strengthen their relationships with authorities or decision-makers. As part of the network’s work helping women’s increased participation in mediation, we also supported a member’s engagement in high-level dialogue within the South Sudan peace process.

Learned and shared important lessons about adaptive peacebuilding

Adaptation and flexibility are at the core of the Smart Peace initiatives. Dialogue and mediation are proven to be effective in preventing and resolving conflicts, which are often complex, political and frequently changing. Smart Peace showed real impact within the conflict contexts of the three hub countries, demonstrating the value of Smart Peace’s iterative and flexible approach. Through this work, we pivoted and adapted to the COVID-19 pandemic in all three places, whilst maintaining our longer-term peacebuilding goals. In the Central African Republic, Smart Peace’s efforts saw Muslim and Christian leaders come together in person in Bossangoa and Nana Bakassa to jointly discuss the pandemic as well as the prospect of Muslims returning to the area – the first time this has been possible in these regions since 2013. In Nigeria, committees representing local government authorities, security structures and vigilante groups met to discuss responses to the pandemic, setting the groundwork for dialogue around reintegration. In Myanmar, Smart Peace supported a COVID-19 awareness campaign and safety messaging in minority areas where the support of the state is limited or non-existent.

“I CAN THINK OF NO OTHER NETWORK WITH AS WIDE A RANGE OF PEACEBUILDING SKILLS AND SPANNING SO MANY COUNTRIES.”

Elizabeth Solomon
A member of Women Mediators across the Commonwealth
As a mediator, Alicia’s job is to listen to people’s stories, concerns and interests so she can understand what factors are driving the conflict and how to navigate difficult conversations. Conflict mediation is traditionally dominated by men, due in part to cultural mindsets that discredit women and also due to the political nature of peacebuilding. As a younger female mediator, she is usually not what people are expecting.

“Whether conscious or not, the different sides I’m working with bring with them a bias that can cause them to question my knowledge or experience. It’s the same whether I’m mediating in Canada or working on peacebuilding initiatives in Asia or Africa.”

Women play an active role in mediating conflicts around the world – whether in high-level international peace talks, or when working with local community groups. But their roles are still under-supported by governments and those involved in negotiations, despite the commitments made 20 years ago at the UN Security Council.

“I’m a member of Women Mediators across the Commonwealth, a network of 50 global mediators that are actively working to eliminate the gender divide. Collectively, we are championing and supporting each other in our work and aiming to increase the recognition of women mediators in peace processes globally. To be in a room with women peacebuilders is to be in a collaborative and inclusive space of intelligent and experienced practitioners. The room is loud and filled with colourful clothing and energy, the same energy that is brought into each and every one of our peace processes.”

The members of Women Mediators across the Commonwealth have faced the universal experience of gender bias whether working in Canada, Nigeria or Pakistan, whether supporting international peace talks or facilitating grassroots processes.

“The intergenerational exchange within the network is invaluable, as I am learning from women who have been lifelong peacebuilders. Through the sharing of stories and experiences we have created rich connections. These women have shown me incredible kindness, support and generosity, which has given me more confidence and led to some valuable lessons.”
Too often the international response to armed conflict is short-term and reactive, focused on military or security responses rather than sustained peacebuilding approaches. This can make it harder to find a political solution and prevent future conflict. To be effective, policies need to draw on practical experience and be tailored to each context. Generating research and evidence, we improve how decision-makers and peacebuilders around the world are addressing conflict. This year, we’ve continued to influence international policy through our Accord publication series, our work with the Peace Research Partnership, and a national public opinion survey in Japan on public attitudes to peacebuilding and dialogue with armed groups. We’ve also provided practical support and advice for peacebuilding practitioners with our Gender-Sensitive Conflict Analysis Facilitators Guide. In addition we continued to play a leading role in finding solutions to the impact of counter-terrorism legislation on the work of peacebuilders and humanitarians.

**INTERNATIONAL POLICY AND PRACTICE**

**Achievements**

**Influenced policy around early peace processes**

Initiating peace processes is hard to do – and not easy to document or analyse. Our 29th Accord publication, *Pioneering peace pathways: making connections to end violent conflict* sought to shine a light on how to kick-start or restart peace processes. The publication had a strong focus on inclusion, both within the content of the publication, as well as the editorial process which engaged authors from diverse backgrounds to document their insights. Launch events and policy workshops, which took place online for the first time, reached over 300 participants, including high-level government and UN officials, UK and Swiss policymakers, peace practitioners and civil society networks.

**Deepened mediation practice in the European Union**

Through our Brussels-based team, mediatEUr, we have continued to support initiatives to strengthen the European Union’s (EU) capacity in peace mediation and conflict prevention. We worked alongside the Mediation Support Team of the European External Action Service to convene its Community of Practice on Peace Mediation. This brought together nearly 400 peace mediation practitioners from around the world to connect, exchange views and co-create a truly unique event. We also helped shape the EU’s new Concept on Strengthening EU Mediation and Dialogue Capacities and the accompanying mediation guidelines that will guide its work into the next decade.

**Developed a global pandemic and ceasefire tracker**

Our mediatEUr team contributed to a publicly available digital tracking tool to examine the consequences of the pandemic on peace processes and armed conflict across the world. The tracking tool, developed by the Political Settlements Research Programme, allows users to easily navigate through an interactive timeline and map that monitors the progress of ceasefires alongside live data on infection rates by country. The virtual tracking tool functions as a reliable and rich public resource of information on ceasefires that enables experts working on peace process support and beyond to track the cessation of hostilities in real-time.

*“This ceasefire tool assists international organisations such as the UN, peacebuilding organisations, and people in-country, to monitor both the pandemic and ceasefires.”*  

**Professor Christine Bell**  
Director of the University of Edinburgh’s Political Settlements Research Programme
Despite a raft of studies showing the importance of women’s participation in peace, women are still too often excluded. This year marked the 20th anniversary of the landmark United Nations Security Council (UNSCR) resolution 1325 on women, peace and security which sought to change this. And although progress has been made in these two decades, there’s still a need to turn words into deeds.

At Conciliation Resources, we focus on two key areas of the resolution, conflict prevention and participation. This year, we continued to focus on providing practical information and guidance that helped progress the women, peace and security agenda.

Gender inequality is a root cause of conflict. Evidence shows that high levels of unequal power relations and gender-based violence are associated with increased vulnerability to war and the use of more severe forms of violence in conflict. Understanding these dynamics allows us to uncover, target and transform the root causes that fuel violence and conflict. Gender-sensitive conflict analysis is a way we can do this, as it can enable peacebuilders to do more effective and strategic work.

Alongside our colleagues at Saferworld, this year we produced a practical guide for peacebuilders to undertake gender-sensitive conflict analysis. The guide explains how to design participatory workshops, provides step-by-step guidance to analyse gender, peace and violence and helps peace practitioners to apply their analysis to programme implementation. Since its launch in October, the guide has been downloaded 1,097 times. And we know it works. In Nigeria, we’ve used this analysis to focus and adapt our programming around the reintegration of former Boko Haram fighters.

Alongside providing practical support for making peace processes more gender-sensitive, we’ve also continued to advocate for the meaningful participation of women in mediation and peacebuilding. Our research with women mediators from across the world, working on a range of geographic and thematic issues, provided practical recommendations for ways to help them overcome barriers to inclusion. These included access to flexible funding and skills development, creating platforms to allow women mediators to share their expertise, professional pathways for young mediators, and better recognition of their work.

Women mediators: bridging the peace gap, a report conducted with Women Mediators across the Commonwealth, offers creative steps and recommendations that can be taken by international and multilateral organisations, national governments and regional bodies, local governments and non-governmental organisations to ensure that UNSCR 1325 is effectively implemented and becomes a reality.
We prioritise staff learning and wellbeing to ensure we, as individuals and as an organisation, reach our peacebuilding potential. The impact of COVID-19 meant that most staff spent the majority of 2020 working from home, so it was important to adapt support to focus on staff wellbeing and stress management. We also increased guidance and training on line management, introduced an internal first recruitment policy and made counselling services available to all staff.

OPERATIONAL GOAL 1: INVEST IN STAFF

We couldn’t do what we do without the partners we work with, many of whom have worked with us, inspired us and challenged us since our earliest years. We know it takes courage to work as peacebuilders in places where violence and conflict are rife. We are committed to investing time and resources to continue nurturing these partnerships, to enable our partners to do their work creatively, effectively and efficiently. In 2020 we supported partner organisations to adapt to COVID-19 restrictions in their countries and conducted training on safeguarding, financial processes, monitoring and evaluation. Recognising that peacebuilding is a shared endeavour, in 2020 we also participated and actively contributed to a number of networks including the Mediation Support Network, Bond, Rethinking Security, European Peacebuilding Liaison Office, Gender Action for Peace and Security, the Alliance for Peacebuilding and +Peace.

OPERATIONAL GOAL 2: INVEST IN PARTNERSHIPS

We aim to locate and equip staff to enable effective peacebuilding practice and partnership, and achievement of our goals. Our staff are primarily based in London, with two regional offices in Brussels and Melbourne, and four satellite offices in Bangui, Manila, Cotabato and Jigjiga. These offices support us to be aware of, and comply with, local laws and regulations, as well as allowing us better coordination with our partners and others working in the regions. In 2020 our focus was on providing appropriate support infrastructure, systems and processes for teams outside of our central office.

OPERATIONAL GOAL 3: LOCATE AND EQUIP STAFF TO PROVIDE EFFECTIVE PEACEBUILDING SUPPORT

Conciliation Resources prioritises the safety of our staff, and people who we come into contact with. The evolving and welcome focus on safeguarding, alongside evolving regulatory requirements such as the development of the UK’s sanctions regime, will all require continued attention and increased financial resources in the years ahead, due to the nature and location of our work. In 2020, the main achievement for the Safety and Compliance team was to support the organisation’s response to COVID-19, especially stopping and resuming travel, monitoring developments in the places in which we
have staff and ensuring that activities are running safely. We introduced new mandatory safeguarding and security inductions, and Safeguarding Focal Points have been appointed within teams who attended three days of training in 2020. A two-part scenario training was also run for the Chair, Safeguarding Trustees and Executive Management Team.

OPERATIONAL GOAL 5: DEVELOP EVIDENCE, LEARNING AND CREATIVITY

Peacebuilding is difficult to measure and progress can be hard to evidence and quantify. To collate evidence that responds to the complexity of our work, we use participatory approaches as far as possible to capture diverse and gendered perspectives and experience, and encourage staff and partners to think creatively. In 2020 we introduced a process of Outcome Harvesting across the organisation to facilitate systematic monitoring of our work and to ‘harvest’ and analyse results. By first collecting evidence on an ongoing basis of what has changed, we can then work backwards to determine whether and how an intervention has contributed to these changes.

OPERATIONAL GOAL 6: ENSURE IMPACTFUL EXTERNAL COMMUNICATIONS

In 2020, we continued to increase our reach across our different communication platforms, building on our bolder messaging and visual identity. Our website had over 500,000 visitors and we had around 34,000 followers on social media. We adapted to the COVID-19 crisis by supporting programme teams to use online formats, creating specific content on our approach to the pandemic, and adapting the format of planned content. We partnered with the Imperial War Museum’s Institute to deliver Reimagining Victory, a digital series of leading journalists, peacebuilders, artists and academics discussing the concept of victory, and looking at some of the most pressing issues surrounding peace and conflict today. To celebrate International Day of Peace we launched our #PeaceMoments campaign where peacebuilding colleagues, partners and friends shared their most memorable peacebuilding moments which were viewed 26,000 times. As well as promoting our work across digital channels, we were featured in a number of media outlets, including expert op-eds and stories in The Guardian, Al Jazeera, BBC World Service, Radio 4, Open Democracy and Positive News.

OPERATIONAL GOAL 7: SECURE SUFFICIENT, FLEXIBLE INCOME

In order for us to keep making progress towards finding peaceful solutions to conflict, continued flexible funding for both on the ground programme work, as well as activities which strengthen our organisational abilities to deliver our goals, is crucial. Conciliation Resources’ approach to fundraising continues to evolve whilst remaining centered on institutional government funding. In 2020, we strengthened existing donor relationships and secured relationships with new donors. We made further progress on diversifying our funding and set targets for a small increase across a range of new income streams. In October we launched our very first fundraising fitness challenge, Steps to Peace. Over 40 participants took part and we raised over £12,000 to support our vital peacebuilding work.

OPERATIONAL GOAL 8: ENSURE EFFICIENT FINANCIAL SYSTEMS AND PROCESSES

In November 2019, the Board approved a revised Financial Model. This outlines an approach to allocating funds across our work that acknowledges that continuity and long-term partnership are necessary elements of good peacebuilding and that seeks to ensure a level of flexibility to enable this. During 2020, we built internal understanding of this model and put in place the team management to work towards full alignment with the model from 2022. Alongside this, the current accounting and reporting systems and key processes are also undergoing changes. The Finance team also successfully overhauled the entire cross-organisational financial accounting and management system and processes as part of a shift of accounting software.
OUR PARTNERS

PROGRAMME AND POLICY PARTNERS

Committed two-way partnerships are the cornerstone of everything we do. In 2020, 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, and help develop their skills to establish and take part in peace processes. We also partner with peer organisations and networks, combining expertise to enhance peacebuilding knowledge and policy.

East and Central Africa

- Association pour Action Humanitaire en Centrafrique
- Commission Diocésaine de Justice, Paix et Réconciliation
- Femme Homme Action Plus
- One Girl One Leader
- War Child

West Africa

- Borno Coalition for Democracy and Progress
- Centre for Peace Advancement in Nigeria
- Hope Interactive
- University of Maiduguri Muslim Women Association

South Asia

- Bureau of Research on Industry and Economic Fundamentals
- Centre of Peace, Development and Reforms
- Human Welfare Voluntary Organisation
- Kargil Development Project
- Kashmir Institute of International Relations

Horn of Africa

- Association of Somali Region Victims and Survivors
- Council of Peace and Unity
- Frontier Counties Development Council
- Garissa County Women Peace Movement
- Himilo
- Kasmodev, Inc.
- Umbrella of Somali Region Intellectuals

South Caucasus

- Asarkia
- Center for Humanitarian Programmes
- Ecocoast
- Go Group Media
- Heinrich Boell Foundation
- Imagine Center for Conflict Transformation
- Institute for the Study of Nationalism and Conflict
- International Crisis Group
- Internews Azerbaijan
- Kvinna till Kvinna
- LINKS Europe
- Media Initiatives Center
- Memory Project core groups
- Peace Dialogue
- Public Union for Humanitarian Research
- Sukhum Youth House
- swisspeace
- Women’s Fund for Development

Pacific

- Autonomous Bougainville Government Department of Independence Mission Implementation
- Citizens’ Constitutional Forum
- Dialogue Fiji
- Nazareth Centre for Rehabilitation
- The Pacific Centre for Peacebuilding
- Papua New Guinea Government National Coordination Office for Bougainville Affairs
- Transcend Oceania

Southeast Asia

- Centre For Peace & Conflict Studies
- Teduray Lambangian Women’s Organisation
- United Youth for Peace and Development
- United Youth of the Philippines – Women

Global initiatives

- The Asia Foundation
- Behavioural Insights Team
- Centre for Humanitarian Dialogue
Our work is supported by people and institutions who share our commitment to making peace possible. We would like to thank all our funding partners for their generous support of our work. In particular, we acknowledge the contributions of our long standing donors the Swedish International Development Cooperation Agency, the Swiss Federal Department of Foreign Affairs and the Department of Foreign Affairs and Trade of Ireland, who all provided flexible core funding in 2020.

### 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
- Ministry of Foreign Affairs of the Netherlands
- 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 Development Programme
- 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
- Ploughshares Fund
- Sasakawa Peace Foundation
- Sigrid Rausing Trust
- The Souter Charitable Trust

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### International policy and practice

- Alliance for Peacebuilding
- Bond
- Carter Center
- Civil Society - UN Prevention Platform
- Crisis Management Initiative
- European Institute of Peace
- European Peacebuilding Liaison Office
- Forward Thinking
- Gender Action for Peace and Security
- Imperial War Museum’s Institute for the Public Understanding of War and Conflict
- Inter Mediate
- International Alert
- Mediation Support Network
- +Peace
- Peace Direct
- PeaceNexus
- Political Settlements Research Programme
- Rethinking Security
- Saferworld
- Sant’Egidio
OUR PEOPLE

The vital work of Conciliation Resources would not be possible without our team of passionate staff. In 2020, we were represented by a diverse staff body of over 85 people. We are also supported by an active Board of Trustees who provide advice and exercise scrutiny of our work. The Board is composed of professionals with considerable experience in financial management, governance, peacebuilding, human rights, international diplomacy, research and law. The Board has two committees to provide focused governance support and oversight: the Safeguarding Committee and the Risk and Audit Committee and in 2020 established a Board Working Group on Diversity.

2020 BOARD MEMBERS:
—
David Donoghue (Chair), Tayyiba Bajwa, Diana Good, George Graham Jo Kemp, Rosalind Marsden, Michelle Parlevliet, Andrew Peck, Dushy Pillai (until November 2020) and Marc van Bellinghen.

HOW WE SPENT YOUR MONEY IN 2020

For every £1 you gave us, we spent:

- **78p** on peacebuilding programmes and policy (£7,311,315)
- **20p** on supporting programmes and running the organisation (£1,865,048)
- **2p** on fundraising (£152,935)

PEACEBUILDING PROGRAMMES, POLICY AND SUPPORT

Total **£9,176,363**

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<tr>
<th>Region</th>
<th>Amount</th>
<th>Percentage</th>
</tr>
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<tbody>
<tr>
<td>International Policy and Practice</td>
<td>£599,139</td>
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<tr>
<td>Global Initiatives</td>
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<td>South Caucasus</td>
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<td>West Africa</td>
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<td>East and Central Africa</td>
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<td>Southeast Asia</td>
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<tr>
<td>Pacific</td>
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FINANCIAL SUMMARY

In 2020, Conciliation Resources’ income increased to £9.47 million, including exchange gains of approximately £137,000 relating mainly to foreign currency revaluations. The income increase reflects Conciliation Resources’ organisational growth. This also translated into an increased expenditure of £9.33 million.

Conciliation Resources continues to plan, adapt and adjust to changing and emerging trends and ensure the sustainability of the organisation through our Fundraising Strategy, which includes a slight shift towards diversification. The trend continues to be for institutional donor funds to be allocated to short term projects or large consortia instead of providing long term flexibility direct to organisations.

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

RESERVES

Conciliation Resources holds £1,855,099 of free reserves. Our reserves policy is to maintain a prudent working balance of £756,000 for future contractual liabilities and a further £356,000 for operational contingencies, to ensure cash flow and the ability to pre-fund work that is funded in arrears, or to respond to emergency situations. 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 as and when the Board and Executive Management Team decide to provide the non-London office staff with increased direct financial management responsibility.

BASIS OF FINANCIAL INFORMATION

The Summary Statement of Financial Activities is extracted from the financial statements that have been audited by Haysmacintyre LLP and are 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

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<td><strong>Income</strong></td>
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<tr>
<td>Unrestricted Income</td>
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<td>Restricted Income</td>
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<td><strong>TOTAL INCOME</strong></td>
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<td><strong>Expenditure</strong></td>
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<td>Fundraising</td>
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<td><strong>TOTAL EXPENDITURE</strong></td>
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<td><strong>Balance Sheet</strong></td>
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<td><strong>NET ASSETS</strong></td>
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</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.

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🌐 www.c-r.org
🐦 CRbuildpeace
📰 ConciliationResources

Designed and illustrated by
Tyla Mason and Emma Philip

Conciliation Resources is a charity registered in England and Wales (1055436) and a company limited by guarantee registered in England and Wales (03196482)

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