



CONCILIATION  
RESOURCES

**BUILDING PEACE IN  
A WORLD PREPARING  
FOR WAR**

**Strategic Plan  
2026-2030**

# Foreword

As Conciliation Resources marks its 30th anniversary it is a difficult time to produce a strategic plan that plots our course for the next five years. There is more turbulence and fragility across the globe than at any time in the organisation's existence. Resources for peacebuilding are under greater duress.

Conciliation Resources supports processes of political dialogue and negotiation, as well as efforts to tackle underlying drivers of conflict, in order to benefit all of society. In a world where countries are preparing for war and where peace negotiations are increasingly about achieving high-level, short-term deals, we believe that our focus on inclusive and sustained peace is as relevant and needed as ever.

30 years ago, the organisation was founded on the idea that people living in areas of violent conflict should be at the heart of its resolution. This focus on local agency remains as important to us today, not least because we have consistently found that, only when all groups in society feel represented and involved in the ensuing peace, do we see positive and lasting change.

Over the next five years, we will stand by the foundations of our practice and adapt to the evolving landscape for peacebuilding and mediation by trying new approaches, developing new ideas and forging new relationships.

This plan is the outcome of a collaborative and reflective process involving our staff and trustees, as well as discussions with partners and peers. It sets our direction and ambitions for the period 2026-30, allowing us to pursue, learn from and measure the results of our work. Our strategic priorities will be to:

<b>1</b>  <b>Find lasting political solutions to conflict through mediation</b>	<b>2</b>  <b>Prevent and de-escalate violent conflict by tackling root causes</b>	<b>3</b>  <b>Position peacebuilding and mediation in public policy and discourse</b>
<b>4</b>  <b>Build knowledge and tools to support effective peacebuilding</b>	<b>5</b>  <b>Invest in relationships and efficiency</b>	

Conciliation Resources is now a diverse and decentralised organisation, working with teams and partners in 20 countries. Our passionate and skilled staff are the engine of our ambition. Over the coming five years we will need courage, creativity and solidarity with each other, our partners and our peers to succeed.

**Jonathan Cohen**  
Executive Director  
Conciliation Resources



# What guides us

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.

## Our vision

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

## Our purpose

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

## Our values

### COLLABORATION

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

### COMMITMENT


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

### CREATIVITY

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

### COURAGE

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



Members of a youth group during a workshop on mental health and psychosocial support in Bangui, Central African Republic.  
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# The landscape for peacebuilding and mediation 2026-2030

## Building peace in a world preparing for war

Peacebuilding needs to defend its core principles and adapt to changing circumstances in the face of multiple challenges.

### STATES ARE PREPARING FOR WAR, NOT PEACE

Geopolitical rifts are undermining multilateral cooperation to prevent and resolve conflict.

Many states are investing rapidly in military capability and arms in response to rising threats of violent conflict and insecurity, while their willingness to invest in sustained political dialogue and peacebuilding to resolve and prevent conflict is waning.

Huge reductions in Official Development Assistance are eroding local and international non-governmental organisations' ability to build and champion peace.

Conflict is changing. Conflicts between states are on the rise. Internal conflicts are more fragmented and involve more external parties. Politics, economics, criminality, ideology, climate change and digital technology overlay existing conflict drivers.

### NORMS TO SUSTAIN PEACE ARE LOSING SUPPORT

Societal participation in peace processes builds their legitimacy and sustainability. The rise of short-term and overtly transactional peace deals requires renewed emphasis on inclusion, and creativity in achieving it.

Powerful anti-gender movements are influencing a rollback on international commitments on gender equality and women's inclusion in peace and security efforts. While some traditional supporters of the Women, Peace and Security agenda are falling away, some states are standing firm.

### CIVIL SOCIETY PEACEBUILDING IS UNDER INCREASING PRESSURE

Many populations are losing faith in states' readiness to meet their peace and security needs. Local peace initiatives are increasingly undermined by repression of civic rights and freedoms, and reductions in funding and other support.

Polarised public discourse and disinformation, on- and offline, is exacerbating conflict and making peacebuilding more complex.

### PEACE MEDIATION IS CHANGING

An increasingly diverse range of state and non-state mediators are active in conflict contexts – each bringing their own interests and approaches.

Comprehensive peace processes and agreements are increasingly rare – partial, disparate agreements are becoming the norm.

Digital technologies are increasingly driving conflict, and shaping how wars are fought and how peace needs to be made.



# Our Strategic Priorities

## 2026-2030

Over the next five years we will show the value of the sustained pursuit of peace mediation and lasting political solutions to conflict. Our five strategic priorities, and the goals that underpin them, are set out below. A framework of targets and actions against each goal will guide what we will do to achieve them.

### 1 Find lasting political solutions to conflict through mediation

We and our partners will contribute to positive outcomes from mediation processes for societies affected by conflict.

**Goal 1** Enable sustainable political agreements by engaging with a wider range of state and non-state mediators.

**Goal 2** Strengthen the inclusivity of peace processes, in particular the space for and influence of diverse women and youth, and excluded groups.

**Goal 3** Facilitate the transition from violence to politics by parties to conflict.

### 2 Prevent and de-escalate violent conflict by tackling root causes

Together with our partners, we will help to prevent and de-escalate violence by transforming underlying causes of conflict and unequal power relations.

**Goal 4** Address the legacies of violence in conflict-affected societies, including its psychosocial impact.

**Goal 5** Address unequal power relations and harmful attitudes, behaviours and roles associated with being men or women.

**Goal 6** Shape responses to environmental and other societal challenges that prevent conflict and build peace.

### 3 Position inclusive peacebuilding and mediation in public policy and discourse

We will promote peacebuilding to political leadership, governments and multilateral institutions, working collaboratively to connect local peacebuilders and decision-makers. We will communicate confidently how our work changes lives.

**Goal 7** Promote peacebuilding and mediation, and the efforts of local peace advocates, to national and international policymakers.

**Goal 8** Demonstrate the importance of gender equality commitments in conflict policies.

**Goal 9** Communicate confidently, and to new audiences, stories that support peacebuilding and mediation.

### 4 Build knowledge and tools to support effective peacebuilding

We will develop knowledge and skills needed for contemporary peacebuilding – with our partners, in our organisation, and with the wider peacebuilding sector. Through research and the Accord series, we will enhance global responses to conflict by providing cutting edge analysis and practical insight.

**Goal 10** Develop and apply new knowledge, tools and concepts for contemporary peacebuilding, including in the area of digital technology.

**Goal 11** Connect and inspire peace mediation efforts through cross-contextual learning.

**Goal 12** Enable continuous learning and skills development within the organisation.

# 5

## Invest in relationships and efficiency

We will nurture a positive organisational culture by investing in the quality of our partner relationships, in staff wellbeing and collaboration, and efficient internal systems and processes. We will embed our decentralised structure through adjustments to our governance, operations and ways of working. We will seek to consolidate relationships with our institutional funders and diversify the range of donors who support us.

### Goal 13

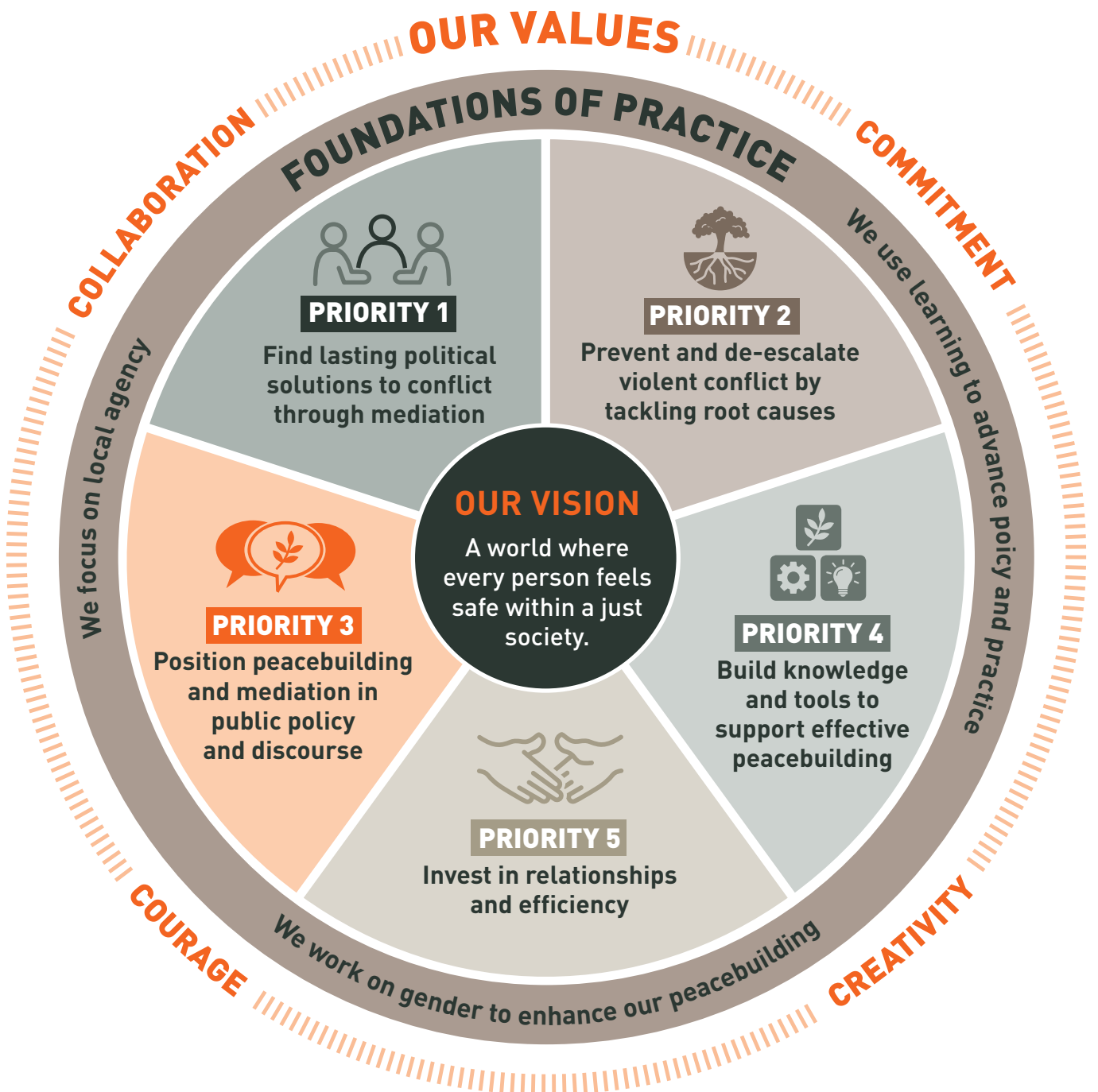
Strengthen staff wellbeing and collaboration, and the efficiency of systems and processes across our decentralised organisation.

### Goal 14

Strengthen mutual accountability in our partnerships to enhance local agency.

### Goal 15

Consolidate and diversify relationships with donors to secure sufficient and suitable resources.





Some of Conciliation Resources' staff and Trustees at a retreat in 2025.  
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## Who we are

Conciliation Resources was founded 30 years ago on the idea that people living in areas of violent conflict should be at the heart of its resolution.

We support processes of dialogue, mediation and negotiation – peacemaking – and efforts to transform the long-term drivers of conflict – peacebuilding – that bring benefit to all in society.

We pay attention to the affective aspects of peacebuilding – crafting dialogue processes that allow relationships of trust and cooperation to grow, and working on the legacies of conflict, including the psychosocial impact of violence.

This founding idea underpins our approach to partnership. Our partnerships in the places where we work – with individuals, civil society organisations, networks, and government and intergovernmental bodies – are usually long-term, built collaboratively over the years on shared peacebuilding objectives, with or without a financial relationship to underpin them.

Our role in partnership takes different forms and depends on what is most useful: we may offer practical support, resources and solidarity; we may act as a 'critical friend'; or as a facilitator of dialogue in mediation processes in which partners are engaged.

# Where we work

We work in a diverse range of places around the world. This includes countries within West Africa, the Horn of Africa, East and Central Africa, the South Caucasus, South East Asia, the Pacific region and South Asia.

Our geographic programmes have evolved through invitations, networks and intentional scoping – often in regions contiguous to where we already work and have expertise. Many of the places in which we work rarely appear in the media headlines – situations of protracted conflict and lower intensity violence.

Over the coming five years we intend to continue to work where we have long-term partnerships and expertise, adapting the level of our engagement to the needs of partners and available funding.

We will remain open to forms of engagement in other places where this adds value, the impact of our work can be sustained, and we have staff and expertise.



# Foundations of practice

## We focus on local agency

We are committed to forging a peacebuilding sector where more power resides with those working for peace in their own societies.

As an international partner to dialogue in conflict settings, we leverage the resources available to us – be they financial, expertise, access or networks – to support these efforts.

We recognise that as an international NGO founded in the Global North, we are part of an aid system in which power is inherently skewed and born out of historic injustices.

We therefore seek to identify and tackle any systemic racism or other 'colonial' mindsets and practices that may affect our work and the experience of our staff and partners.

Our relationships with our partners are based on mutual accountability and respect for their agency to lead change in their own societies.

The nature of our role in a given location determines whether we open a physical office. If we think it may compromise our position as an impartial third party, or narrow the space available to local peacebuilders and mediators, we will avoid it.

## We work on gender to enhance our peacebuilding

As an organisation we believe that gender equality and justice support the kind of peacebuilding we pursue.

We believe that all people affected by violent conflict – irrespective of gender and other identities – have the right to shape ensuing peace.

Gender inequality can drive conflict by fuelling grievance and exacerbating exclusion. It impacts how people experience conflict, heal and reconcile, and determines the quality of peace by influencing the types of issues prioritised in peace processes.

As an organisation we have therefore committed to:

- **respond** to the effects of gender inequality and conflict – such as exclusion, stigma and trauma, to ensure peace initiatives are more inclusive for different groups of people; and
- where possible **transform** their underlying causes – such as imbalances of power between men and women, harmful norms and narratives (for example, associated with masculinity), and unequal access to resources and decision-making.

Our intersectional approach allows us to see how gender interacts with other identities, such as age, class and disability, so we can uncover and work on wider systems of inequality.

Our approach is tailored to each context and success is defined by those we work with in each place.

## We use learning to advance policy and practice

Our Accord publication series informs and strengthens peace processes by drawing on a wide and diverse range of experience and expertise to document and analyse the practical lessons and innovations in peacebuilding and peace mediation. We also produce robust analysis and actionable, policy-relevant advice, drawn from practice.

The audience for our publications is wide and diverse, ranging from decision-makers in governments and multilateral organisations to parties to conflict. We continue to assess and adapt to who our audiences are and how best to engage with them.

We produce tools and guidance for peacebuilders, such as our toolkit for gender-sensitive conflict analysis, and guidance on 'futures thinking' approaches.

We bring examples from other peace processes into those we support and create opportunities for cross-contextual exchanges in our programmes.

We learn from our own and others' research and practice.

We use and blend participatory methods to capture diverse and gendered perspectives and experience, create spaces for reflection and lesson learning by teams, partners and project participants, and encourage staff and partners to think logically, critically and creatively.



## Monitoring and measuring our progress

Monitoring and measuring progress against our Strategic Plan will be more important than ever – to demonstrate results and generate evidence that makes the case for peacebuilding and investment in our and our partners’ approaches, and to inform decisions on adapting to an increasingly volatile environment for our work.

Monitoring and accountability for progress against our goals will be through a framework of annually reviewed targets. We will conduct a mid-term review of the Strategic Plan in 2027.

We will continue to use Outcome Harvesting to facilitate systematic monitoring of our work and to ‘harvest’ and analyse results across the organisation. We will increase opportunities to analyse outcomes, reflect on progress and explore implications for adaptation.

We will use data from Outcome Harvesting to document and communicate success and lessons. We will create more opportunities for cross-team sharing to spark ideas and collaboration.

To promote greater accountability to partners and local stakeholders, we will pilot ways to adapt our own systems and processes to be more responsive to partners’ learning questions and priorities, and support their efforts to strengthen their monitoring and evaluative capacity.

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Conciliation Resources, Unit 1.1, First Floor,  
Brick Yard, 28 Charles Square,  
London N1 6HT, UK

@ cr@c-r.org

+44 (0)20 7359 7728

www.c-r.org

**in** Conciliation Resources

**f** ConciliationResources

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