

PREPARING THE GROUND FOR PEACE



CONCILIATION RESOURCES

30 years of building peace

AGAINST WAR.

ADAPTING FOR PEACE
Annual Review 2020

Annual report 2004



Annual Report 2015



Annual Report 2014



Annual Report 2013



People building peace
Annual Report 2017



25 YEARS OF BUILDING PEACE
Annual Review 2019

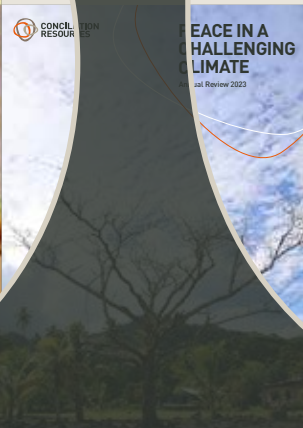


DIVERSE VOICES FOR PEACE

ANNUAL REVIEW 2021



Annual Report 2016



PEACE IN A CHALLENGING CLIMATE
Annual Review 2023



INNOVATING FOR PEACE
Annual Review 2022

ALTERNATIVE PATHS TO PEACE
OUR WORK IN REVIEW 2010-2011

THREE DECADES OF DIALOGUE

Annual Review 2024

THREE DECADES OF DIALOGUE
Annual Review 2004

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.

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 and 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.

Welcome

Thirty years ago, a group of friends gathered in a pub in north London with an aspiration to resource the endeavours and courage of people living through violent conflict as they sought to build peace. Soon after Conciliation Resources was born.

This was a leap of imagination that three decades later sees more than 80 staff working across more than 20 countries, with more than 100 partner organisations. It is a privilege to present our Annual Review for 2024 in this, our 30th year.

As we grapple with an ever-evolving conflict landscape, I am reminded of a Sierra Leonean partner who visited our first office, where we were squeezed into the backroom of the Institute for War and Peace Reporting. He looked around and wryly commented that he could see the conciliation, but where were the resources?

Three decades on, our belief in conciliation and dialogue is undimmed, and is backed up by 30 years of evidence of positive impact. Thanks to the dedication of staff, donors and numerous creative partnerships, we continue to generate resources for our work. But raising funds is challenging, and we can never take this for granted. Support for peace mediation is shrinking – governments have been increasing defence expenditure, but cutting development, humanitarian and peacebuilding budgets. All too often funding lacks the flexibility or long-term horizons needed to confront the fluid and entrenched nature of conflict.

There is no question we live in a turbulent era, in which anxiety often eclipses hope. Today's brutal wars in the Middle East, Ukraine, Sudan and beyond risk normalising perceptions that war is inevitable and also inexorable. There is a danger that we become immune to levels of atrocity that should be unacceptable, inured to the idea that armed violence cannot be prevented or ended, and instilled with the belief that only the military can guarantee security. The tenacity of these wars, and the evolving 'drivers' that fuel them such as the climate crisis, screams out that the need for peacebuilding and mediation is greater than ever.

High-level bargaining and transactional deals to end conflicts grab headlines and dominate political debate. These can be essential, but, as our annual review highlights, hope can and must be found in collaborations that cut across communal and conflict divides, and that spur lasting change beyond the political realm.

Our teams work to bridge local and national efforts, aligning community and political approaches to peacebuilding. Supporting local mediation processes and courageous people – often women – striving to resolve conflicts in their own societies, enables more inclusive and transformative processes, often alongside 'top table' negotiations.

These efforts are core building blocks in the face of increasingly fragmented conflicts. Building peace that is just and durable is neither easy nor quick – patience and persistence are essential to the peacebuilders' toolkit. And it is all the more acute as we approach the 25th anniversary year of the groundbreaking UN Security Council Resolution 1325 on Women Peace and Security, promoting women's participation in peacebuilding as we witness pushback against the significant gains made by this agenda.

While we can't tell what the conflict landscape of the next three decades will look like, there is no question that conflict prevention and mediation will need to interweave the work of peacebuilders globally in order to respond. How we integrate digital technology into our practice will be critical. We will also need to develop a stronger narrative around the potency of dialogue as a way to address violent conflict in the face of securitised responses.

I am grateful to our staff, trustees, partners and donors who embody our values of collaboration, commitment, creativity and courage, which will continue to guide us as we work to prevent violent conflict and create conditions for lasting peace.



Jonathan Cohen
Executive Director,
Conciliation Resources

“Our teams work to bridge local and national efforts, aligning community and political approaches to peacebuilding.”

Where We Work



West Africa

page 14

We work in the border regions of Burkina Faso, Côte d'Ivoire and Ghana exploring 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. We have continued our long-term work in northeast Nigeria, working primarily at local levels to deepen the inclusivity and effectiveness of community early warning and peacebuilding mechanisms, build relationships across conflict divides and to create a conducive environment for reintegration of – and reconciliation with – those involved or associated with armed groups.

East and Central Africa

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Our work in the Central African Republic supports communities to connect with local and national peace initiatives, community dialogue initiatives and addresses mental health challenges resulting from years of violent conflict. We also support young people in finding non-violent solutions to conflict. In the borderlands of Kenya, Uganda and South Sudan, we support agropastoral and pastoralist communities to find non-violent solutions to climate change-related issues.

Horn of Africa

page 16

Our work in Ethiopia focuses on the east, in particular the Somali Regional State of Ethiopia, and its bordering areas with Oromia and Afar. The programme supports inclusive dialogue and promotes the meaningful political participation and influence of women and other marginalised groups. We work with partners to underpin and sustain the Somali region's peace process and political transition by providing targeted support to civil society organisations, political parties, traditional leaders and government offices to promote gender-responsive dialogue, conflict resolution and prevention, and dealing with the past processes.

South Caucasus

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We focus on the conflict between Armenians and Azerbaijanis, and the Georgian-Abkhaz conflict context. We continue to support partners in the South Caucasus, maintaining spaces for discussion and dialogue and seeking progress towards conflict resolution.

South Asia

page 20

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

Philippines

page 21

In the Philippines, we continue to support the peaceful transition of governance for the Bangsamoro. Ongoing civil society engagement – from negotiation to implementation and beyond – is important to the success of the peace process. This engagement enables broader support and engagement, in particular for marginalised groups, and supports the development of legitimacy for new political arrangements.

Papua New Guinea

page 25

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

Fiji and the Solomon Islands

page 27

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

Conciliation Resources EU

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

Global Initiatives

page 29

We support initiatives for peace around the world that address the relationship between climate change and conflict, and those that increase the meaningful participation of women in peace processes. Our cross-regional programmatic work focuses on sharing solutions from the experiences of communities around the world, and is closely coordinated with our regional programmes, and the Research, Advisory and Policy Department to enhance both our programmatic work and internal and external learning.

Research, Advisory and Policy

page 31

We continue to make the case for peacebuilding, mediation and dialogue in a world of rising levels of violent conflict, drawing on lessons from practice in conflict-affected contexts. Through our policy advocacy we aim to ensure that research reaches the right audiences, promotes people-centred peacebuilding as an instrument of foreign and development policy, and works on reducing the legal and regulatory obstacles to humanitarian assistance and peacebuilding. We promote the inclusion of gender-responsive and intersectional approaches in decision-making on peace strategies and processes.

Our Goals

In 2024, our work resulted in greater participation and influence of civil society, including diverse women, in peace processes at all levels.



GOAL 1. Adaptive and Alternative Paths to Peace

Peacebuilding overcomes barriers to creating peaceful societies

Our work under this goal resulted in new angles from which to tackle structural obstacles to inclusion, new entry points for trust-building between conflict parties, and secured new agreements in fraught peace talks.

We continued the roll-out of our innovative Gender, Climate and Conflict Analysis methodology; in 2024 we did this with partners in Fiji and Nigeria. Participatory workshops surfaced new and alternative perspectives about the connections between gender and other forms of inequality, climate, peace and conflict, and helped participants identify steps that need to be taken to enable peaceful change and inclusion in these contexts.

Our efforts in 2024 fostered potential pathways forward for bilateral engagement between India and Pakistan. Building on technical and strategic dialogue processes

we convened to improve bilateral cooperation; we leveraged a renewed mutual interest from political-level actors in India and Pakistan in environmental cooperation as a confidence building mechanism. The relationships and trust built through the process, as well as the substance of the initial discussions in technical areas, provide an important basis for continued dialogue between participants, notwithstanding significant set-backs following conflict escalation.

In South Sudan, we provided technical and financial support to the Kenyan Government-led Tumaini high-level mediation initiative, which in turn led to the signing of six protocols by the conflict parties – a positive step forwards in the complex and fraught peace processes there.

1994

Conciliation Resources begins

Conciliation Resources is established by Andy Carl and David Lord, initially working in Fiji and Sierra Leone.

1996

A resource for peace is born

The first *Accord* publication is published looking at the Liberian peace process, with analysis and practical lessons from peacebuilding.

1997

Transforming conflict in war-torn Sierra Leone

Support begins for community mediation in response to civil war and widespread violence. Over the next 12 years, our work with the Bo Peace and Reconciliation Movement results in increased community cohesion, 'peace monitors' resolving hundreds of community disputes and the reintegration of ex-combatants into communities.



GOAL 2.

Connecting People and Peace Efforts

More coherent initiatives help prevent and reduce violent conflict

In 2024, we strengthened connections and complementarity between different peace initiatives and networks, broke down siloes and improved relationships between formal, high-level processes and informal community-level processes.

In the Central African Republic (CAR), we launched an innovative framework to address conflict-related trauma and to prevent it fuelling the resumption of violence. With our partners, we built collaboration between people working on mental health and psychosocial support (MHPSS) and those working on peacebuilding, and connected people working on these issues at local and national levels. Their insights shaped the design of a toolkit for conflict-sensitive and gender-responsive MHPSS that will be completed in 2025. This will illustrate what culturally grounded MHPSS and gender-sensitive peacebuilding looks like in CAR, and will be used to facilitate community discussions on how to apply this.

In the South Caucasus, we leveraged our role as consortium lead and grant manager to encourage

greater collaboration between consortium members from Armenia and Azerbaijan. By co-hosting events, including online dialogues, and championing evaluation activities that provided opportunities for sharing information about activities and mutual learning, we saw improvements in communication and strategic engagement with each other's networks, as well as joint activities.

In the Philippines, we organised a visit for members of the Philippine National Congress to London, Belfast and Dublin in order to learn about the experience of the Northern Irish peace process and its relevance for the Bangsamoro peace process. The visit made a deep impression on the participants; in a speech to the Philippines House of Representatives Congressman Zia Alonto Adiong stated, "Our recent learning exchange in Belfast, Northern Ireland and Dublin in Ireland, brought to light lessons that resonate deeply with the challenges and aspirations of the Bangsamoro... We are beyond grateful to Conciliation Resources for this historic opportunity and privilege."

1998

Constitutional education in Fiji

Alongside our Fijian partner, Citizens' Constitutional Forum, we produce a cartoon-illustrated booklet explaining the country's new constitution and electoral system for schools across the country. The booklet is launched by Prime Minister Sitiveni Rabuka and significantly increases awareness of the changes.

2000

Progress through Georgian-Abkhaz dialogue

We organise the first of many informal dialogue meetings bringing together high-level Georgian and Abkhaz officials, politicians and civil society representatives to discuss key issues connected to the conflict.

2002

Owning the process

Accord 13: Owning the Process, kick-starts a real change in thinking around who should be involved in peace processes, advocating that the views and experiences of all those impacted by conflict need to be included in finding solutions, not just governments and armed groups.



GOAL 3. Inclusion, Gender and Influence

Excluded groups influence approaches to building peace

In 2024, our work in different contexts resulted in greater participation and influence of civil society, including diverse women, in peace processes at all levels.

Through the UN Women Peace and Humanitarian Fund Rapid Response Window – a UN funding mechanism we participate in – we provided operational support and technical accompaniment to seven civil society partner organisations working on the meaningful participation of women in Kosovo, Niger, the Philippines, Ethiopia, Afghanistan and Liberia, amongst others. This included work with the NGO Women for Afghanistan to organise high level dialogues on women's participation and with the Confederation of NGOs and Women's Associations in Niger to increase the number of women and people with disabilities on Communal Peace Committees.

Through confidence and trust building activities in the tri-border region of Burkina Faso, Côte d'Ivoire and Ghana, we increased the willingness and readiness of diverse community members to engage proactively with peacebuilding initiatives in their own contexts. Our approach resulted in a 50 per cent rise in the number of active participants from across ethnoreligious and communal identity divides.

In the Somali region of Ethiopia, we accompanied the efforts of the Ugaaso Women's Dialogue Space to build their links to regional policy initiatives and advocate more visibly and confidently for greater participation for women in politics and society. As a result, the Ugaaso Women's Dialogue Space is now the Chair of the Board of the Somali Non-State Actor's Coalition, and a member of the Jigjiga City Administration's advisory council. Ugaaso is now positioned to bring women's perspectives into initiatives and policies developed by these bodies.

2004

Alternative narratives on conflict in the South Caucasus

Our innovative radio diaries project challenges stereotypes and gives a human face to conflict, with over 1,500 diaries broadcast across the South Caucasus. It leads to other unique initiatives such as Dialogue through Film, bringing together more than 30 young Armenians from Mountainous Karabakh and Azerbaijanis to make short films about the conflict that divides them.

2005

Groundbreaking research on talking to armed groups

Accord 16: Choosing to engage - armed groups and peace processes, contributes new thinking to this hotly debated topic. Bringing together the voices of armed groups, governments and mediators, it highlights the importance of communicating with armed groups for peace, despite the rhetoric of the 'war on terror'.

2008

Trading for peace in Kashmir

The governments of India and Pakistan open up the Line of Control in Kashmir for limited trade. We support by facilitating written agreements and consolidating the development of the Jammu and Kashmir Joint Chamber of Commerce and Industry. This award-winning initiative builds confidence and develops relationships between the two sides, in one of the most militarised regions in the world.



GOAL 4. People Centred Policy

International peacebuilding support puts people first

Our research, and global and context policy work, generated and disseminated evidence of the effectiveness of peacebuilding, how to advance people's participation and perspectives within it, and how to ensure the regulatory environment enables this work.

The 30th edition of our flagship publication, *Accord*, analysed sector thinking and debate on the future of peace mediation at a time of geo-political change and heightened global insecurity. *Accord 30* made the case for why mediation is needed, and put forward ideas on where it needs to adapt and innovate to maintain relevance to contemporary challenges. We launched *Accord* at events in Geneva, Doha, London, Nairobi, New York and Washington DC – as well as online. Findings were timely and relevant to policymakers and practitioners.

In the UK, to advance a more enabling regulatory environment for humanitarian and peacebuilding work, we forged collaboration with NGO umbrella groups, Bond, the Muslim Charities Forum and Charity Finance Group, on the impact of bank de-risking on the charity sector. We co-organised a round-table discussion hosted by law firm Bates Wells, for charities, regulators and banks to discuss the legal right to a bank account for charities. This prompted spin-off conversations on dedicated services for smaller charities.

The UK Government published its sanctions strategy in 2024 in which it committed to the introduction of legislation which would introduce a humanitarian 'exception' across UK financial sanctions, which would bring greater consistency to exceptions already introduced within UN-related sanctions. Along with a group of NGOs, we contributed evidence and arguments to the Government, including through our role in the

2009

Regional response to conflict in East and Central Africa

The infamous Lord's Resistance Army (LRA) spreads from Uganda into the border areas of southern Sudan, Central African Republic and the Democratic Republic of Congo. In response, we establish a Regional Civil Society Task Force, bringing together people affected by the conflict from all four countries to discuss and coordinate solutions. Over time, they develop a network that provides early warning of LRA attacks.

2010

Colombia-Philippines peace exchange

Colombia and the Philippines grapple with similar peacebuilding challenges. We arrange the first of a series of exchange visits where politicians and professionals from both countries can learn from each other, as well as international experts from around the world. These exchanges help ensure that the issues of gender and indigenous rights in particular become key components of the formal peace talks in both countries.

2011

A new commitment to peace in the Basque country

We co-sponsor an international conference, where participants including former UN Secretary-General Kofi Annan, issue a declaration calling on ETA to formally end armed confrontation in Spain's Basque Country. The same month, ETA announces it will end armed activity after four decades of violence.



A policy and advocacy workshop with the Womens' Dialogue Space, KASMODev and Conciliation Resources in Jigjiga, Ethiopia.

Tri-Sector Group dialogue between government, banks and NGOs, on the need for the exception in the run-up to the strategy.

In Fiji, we fostered dialogue on climate change between the Government of Fiji and people living in informal settlements. Building on the findings of the report '*Building peace and security in Suva's climate affected informal settlements*', an Informal Settlements

Symposium was held at the end of June, bringing together key policy stakeholders with three informal settlement communities for the first time. This was an opportunity for these communities to present their issues, advocate, and engage directly with the Government of Fiji and the police. It was a crucial step in ensuring that the communities and their needs, which include young people facing unemployment and drug issues, are better addressed in future programmes.

2012

Assisting Fiji's return towards constitutional democracy

At the request of its Chair, we work with Fiji's Constitutional Commission, helping it to establish a Secretariat and organise a dynamic process which promotes public participation in developing a draft constitution for the country.

2013

Helping abductees return home

Our work helps hundreds of women, children, and other vulnerable adults, abducted by the Lord's Resistance Army to return to their communities. We help the Ugandan Government introduce an Amnesty Act, which allows some members of the armed group to return home safely once they denounce the rebellion and lay down their arms.

2014

Philippines peace agreement

The Government of the Philippines and the Moro Islamic Liberation Front sign a Comprehensive Peace Agreement after 16 years of negotiations. We had supported the peace talks since 2009, as a member of the International Contact Group. The new head of the Philippines Government panel says we have been instrumental in preventing the talks from collapsing when both panels presented their draft agreements.

30 Years of Building Peace

For three decades we have worked with inspiring and courageous staff, partners and peacebuilders from around the world to make peace possible.

However, this isn't a time for celebration. There is a new intensity to conflicts today. Many regions face increased insecurity and the existential threat of climate change looms ever larger.

Instead, this is time for reflection. To look back on the experience we have gained, some of our successes and hopes for the future of peacebuilding.

Humble beginnings

Conciliation Resources was born from the idea that people living in areas of violent conflict should be at the heart of its resolution. This idea remains central to how we work.

From humble beginnings with two second-hand computers and a donated office space in London, we now have more than 80 staff and over 100 partners working in 20 countries across Africa, Asia, Europe and the Pacific.

Conciliation Resources was founded by Andy Carl and David Lord in 1994. The Cold War was over and civil wars were erupting around the world. They saw

a need to support local organisations in finding resolutions to these conflicts, to have impact and influence on the overall conflict situation, both politically and at the community level.

Peacebuilding isn't a quick endeavour. It can take years of careful work, and our collaborative and accompanying approach means we remain committed to peace processes and partnerships. Through this long-term approach to supporting mediation, we have gained the experience, skills and knowledge to share with other contexts and partners on their journey to peace.

“Conciliation Resources was born from the idea that people living in areas of violent conflict should be at the heart of its resolution.”

Our work with partners is critical to our approach. These are people and organisations who care passionately about their communities and routes away from conflict. We aim to help our partners increase the skills, networks, opportunities and recognition they need to continue working for inclusive peace.

2016

Responding to Ebola-driven conflict

Ebola was not just a health crisis. In the already tense border regions of West Africa the epidemic, and attempts to control it, spark fresh waves of violence, fuelled by fear and misinformation. Our work with 18 District Platforms for Dialogue across the Mano River Region, creates spaces for communities to discuss their grievances and be informed about the epidemic. They help to resolve 142 conflicts between border communities, security officials and health workers.

2017

Youth building peace

We work with over 3,500 young people in eight different contexts, including Jammu and Kashmir, the Democratic Republic of Congo and northeast Nigeria. We provide training to help them to manage violence in their communities and have a voice on the conflicts that impact them. In the same year, research we undertook in Afghanistan, Kashmir, South Sudan and the Georgian-Abkhaz context feeds into the UN's Global Progress Report on Youth, Peace and Security.

2018

Securing a peace deal in Ethiopia

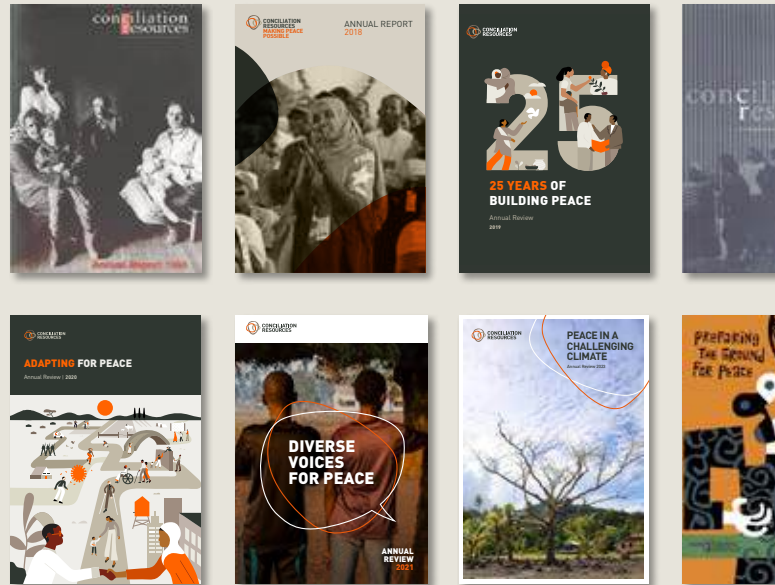
25 years of conflict had made the Somali Regional State of Ethiopia one of the country's poorest states. In October 2018, the Ogaden National Liberation Front and the Government of Ethiopia finally sign a peace agreement. We are there at the signing, as we were for the previous seven years, supporting the negotiations between these two parties and helping draft the final peace deal.

Our achievements

We supported the peace agreement in the Somali Regional State (SRS) of Ethiopia between the Ethiopian government and the Ogaden National Liberation Front in 2018. Tensions remain but the SRS is considered one of the most stable regions of Ethiopia. We continue to support victims' and survivors' networks, and women leaders in politics, civil society and business to amplify women's voices in the public sphere through the Ugaaso Women's Dialogue Space.

In 2014, the Government of the Philippines and the Moro Islamic Liberation Front of the Bangsamoro region signed a Comprehensive Peace Agreement after 16 years of negotiations. Through our membership of the International Contact Group, we supported the processes which led to the signing of the Comprehensive Peace Agreement. We continue to accompany the implementation of the agreement, supporting talks and engagement between the parties as preparations are made for a significant step in electoral politics in Mindanao in 2025.

Increasingly we are seeing our peacebuilding work intersecting with some of the biggest crises our world has seen. The climate crisis exacerbates existing conflicts, and pressure on limited resources can raise tensions between groups of people, or create competition where none existed before. These situations are complex and require sensitive approaches to find common ground.



We have examined the effects of climate change on existing conflicts and peacebuilding approaches as well as the opportunities a changing climate presents for collaboration. Our work in the Pacific and South Asia, as well as parts of Africa, has focused on these challenges and opportunities.

We have promoted gender-sensitive peacebuilding approaches to ensure peace processes remain equitable and beneficial to all. Our gender-sensitive conflict analysis approach examines the barriers women and minorities face in being involved in peace processes, and what men can do to be better allies and create equal spaces.

2019

Exploring inclusion in peace processes

Accord 28: Inclusion in peace processes explores who should be involved in a peace process, the challenges this creates and how these can be overcome. We examine what inclusion in peace processes means in practice. Effective peace processes do not mean including all of the people all of the time but making informed decisions about who should be included in what and how.

2020

Peacebuilding in a pandemic

The Covid-19 pandemic sweeps the globe, but violent conflicts don't stop and efforts to sustain peace processes continue. Along with our partners, we adapt our peacebuilding work; from mapping Covid-19 related conflict in the Central African Republic to supporting the emergency humanitarian response in Abkhazia.

2021

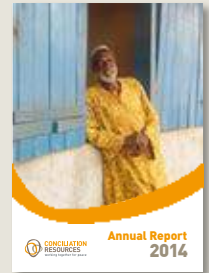
Smart Peace

We conclude a three-year project to improve peacebuilding in fragile and conflict-affected states including northeast Nigeria, Central African Republic, Myanmar and beyond. We lead a consortium of partners to develop an evidence-based adaptive approach that trials innovative peacebuilding, research, analysis and evaluation methods.



“As we mark our 30th anniversary we reflect with pride and humility on the contributions we have made to support peace in the communities we work with. Sustained partnerships and the ability to adapt our peacebuilding work will be more needed than ever to face the challenges inherent in confronting the violent conflicts that lie ahead.”

– Jonathan Cohen, Executive Director
of Conciliation Resources



The future

Peacebuilding and mediation must adapt to new trends and challenges, while acknowledging that existing methods are still very effective. Emerging areas of priority lie in digital spaces, where disinformation can spread, but at the same time where people can connect more easily over any distance. We must face the rise in populism and an increasingly polarised political environment where nuance and discussion are reduced to binary choices.

We must also stay true to our belief in peace that is inclusive and sustained. A positive peace that is more

than simply the absence of conflict, but peace that supports people in living lives unencumbered by fear and division. A peace where everyone is heard respectfully.

As we develop our plans for the next five years, we are mindful of a challenging environment in peacebuilding, both in terms of climate change, instability and an increasingly difficult funding landscape.

The need for promoting peaceful responses to conflicts existing and emerging is more important than ever before and we remain committed to building peace together.

2022

Decentralising dialogue

Alongside national civil society partners in the Central African Republic, we develop the Decentralised Dialogue process to identify conflicts that can be managed at community level, and those that require advocacy to engage with the provincial and national governments. More than 150 people from 12 communities come together to discuss the future of peace in the area around Bossangoa. The town of 15,000 people is widely regarded as the epicentre of conflict in the country.

2023

Connecting gender, cultural identity, conflict and climate change

Gender and social inequality, the climate crisis and conflict are three of the biggest challenges of our time. We analyse how gender and other forms of social inequality drive conflict, which we seek to transform as part of more effective peacebuilding responses. We publish a report providing lessons for more gender and culturally responsive peacebuilding and climate programming and policy.

2024

Adaptation and innovation in peace mediation

Accord 30: Still time to talk looks at how mediators can adapt to the changing realities of conflict and global politics. We examine the evolving mediation landscape and explore innovative approaches to engaging armed groups, navigating the digital environment, and ensuring diverse views are incorporated into peace processes.



West Africa



Our work in West Africa focuses on the tri-border area of Burkina Faso, Côte d'Ivoire and Ghana.

This region faces growing peace and security challenges due to the spillover of jihadist violence from the Sahel, which in 2024 accounted for half of all global terror-related casualties. Armed groups exploit porous borders and weak state presence to carry out attacks, arms trafficking, disrupt local governance, and recruit vulnerable populations.

These threats have triggered displacement, strained local resources, and increased tensions among communities in the region. These dynamics intersect with longstanding local conflicts over land, chieftaincy, herder-farmer relations, and illicit mining and regional geopolitical tensions, which creates a volatile and complex security environment.

In 2024, we worked to support local partners in the tri-border region to be proactive and effective peacebuilders, given the majority of them come from a conservation or environmental protection background with limited peacebuilding experience.

Northern Nigeria is grappling with a complex and interconnected security crisis, spanning the prolonged insurgency in the northeast, widespread banditry and mass kidnappings in the northwest, and intensifying farmer-herder clashes compounded by entrenched ethno-religious tensions. These challenges are underpinned by weak civilian-state relations, fragile social cohesion, climate-related vulnerabilities, inadequate justice and accountability mechanisms, and underdeveloped conflict resolution and reconciliation processes. In Nigeria we work primarily at local levels to deepen inclusive practices in peacebuilding processes – with a particular focus on strengthening the meaningful participation of women and young people – and creating a conducive environment for mediation between divided groups and the reintegration of, and reconciliation with, those involved or associated with armed groups.

Achievements

Strengthened the capacity and confidence of partner organisations

Through confidence building, participatory needs assessments, the facilitation of peer-to-peer learning exchanges, mentoring and a structured portfolio of

training workshops, our support to partners in Burkina Faso and Ghana has helped them to design and deliver proactive and effective peace initiatives in their respective contexts. This has deepened their perceived legitimacy to serve as trusted peacebuilders. Having observed their work on projects affiliated with us, third-party donors including GIZ, Congenta and the StarGhana Foundation have approached and funded our partner's peacebuilding work.

Eroded the culture of silence and fear in affected communities along the Burkina Faso-Côte d'Ivoire-Ghana border region

This culture has prevented communities discussing issues around conflict, violence and security and served as a barrier to active participation in a stagnated peace ecosystem. Through confidence and trust building, sustained engagement and sensitive facilitation, our work has been able to build the will, sense of agency and confidence among diverse community members to engage in peacebuilding spaces. This has seen the number of active participants in facilitated activities increase by more than half. Communities now have the ability to facilitate diverse spaces spanning ethno-religious and communal identity divides, and have been organising dialogues outside of our engagement.

Deepened regional trust and collaboration between Burkinabe, Ghanaian and Ivorian Government institutions

Our sustained engagement with government institutions in Burkina Faso, Côte d'Ivoire and Ghana has led to us being a trusted partner. We have leveraged this trust to create spaces and opportunities for regional engagement and collaboration between respective National Boundary Commissions. This at a time of heightened regional tensions caused by the withdrawal of Burkina Faso (alongside Mali and Niger) from ECOWAS and increasingly divergent geopolitical alignments at the global level. As a result, governments have held regular engagements and exchanges, committed to and jointly planned African Border Day celebrations, and mutually agreed plans to influence their respective constituents in the Accra Initiative around perspectives and needs of borderland communities.



East and Central Africa



The Central African Republic (CAR) has been going through repetitive violence and high political tensions between opposition parties and the government. The latest cycle of violence erupted in 2021. A constitutional referendum in 2023 led to the removal of the two-term presidential limit. Local elections initially scheduled for 2024 were postponed to 2025.

The long-standing conflict, a volatile socio-economic situation and deep-rooted negative perceptions, continue to expose young men and women to challenges influencing their future, mental health, and employment opportunities. Women, young people and other marginalised groups are often seen as passive victims, and not recognised as key players in reproducing deeply ingrained gender norms – nor in their potential to change them.

In 2024, much of our work in CAR has focused on gender, and the integration of mental health and psychosocial support (MHPSS) in peacebuilding work. We explored how to shift gender norms through intergenerational dialogues. We also examined how having an MHPSS approach to peacebuilding work can support the reintegration of communities displaced by conflict.

In the borderlands of Kenya, Uganda and South Sudan, conflict and climate change combine to create destructive, complex and protracted violence among agropastoral and pastoralist communities. Our work in this region supports these communities to find non-violent solutions to these issues.

Achievements

Increased awareness to gender norms, which led to a family reconciliation and a shift in perceptions

We worked alongside our partner Fondation Vegas, who ran a four-day training session with 20 young people from communities around the town of Sibut where they learned about gender norms in their communities, how these influence community and family conflict dynamics, and what actions and strategies can be taken to address these conflict dynamics. One young woman who participated in the workshops put her new mediation skills into practice - challenging gender norms, resolving

a family dispute and inspiring local leadership (see Story on page 17).

Increased engagement between communities and the government in Bossangoa

Our Decentralised Dialogue process in 2022 facilitated connections between communities in Benzambe – a village near Bossangoa and home region of former president Bozizé ousted from power in 2013 – with local leaders and other organisations including the UN Multidimensional Integrated Stabilisation Mission (MINUSCA). This engagement has now been taken forward by MINUSCA and linked to the national level political processes through the coordination of *Accord Politique pour la Paix et la Réconciliation* (Political Agreement for Peace and Reconciliation). As a result of sustained engagement, the local market has now reopened, people returned to their villages and schools are reopening, all signs of increased stability in the region. In 2024, our project on integrating MHPSS into gender-sensitive peacebuilding built on our Decentralised Dialogue work. The inclusion of MHPSS components in community action plans supported the reintegration of displaced communities – in particular Muslim communities – in Benzambe and Bossangoa.

Supported local peace structures to implement effective peacebuilding strategies

In the tri-border area of Kenya, Uganda and South Sudan we have helped local peace structures to create connections and have the tools, skills and relationships they need to address cross-border pastoralist conflicts. Local peace structures have networks to enable them to work across borders and with local communities and government and security structures. Civil society and local peacebuilding structures are sharing information and analysis of conflict, security and governance issues and are more confident in engaging with decision-makers.



Horn of Africa



Ethiopia is facing a multitude of conflict, economic and governance challenges and risks.

This has included armed insurgencies in Oromia and Amhara, a fragile ceasefire in Tigray, inter-state communal and cross-border violence in a number of regions – most notably the Somali-Afar and Oromia-Amhara borders, increasingly frequent and severe climate shocks, an increased cross-border threat from Al-Shabaab and a struggling economy.

By contrast, the Somali Regional State of Ethiopia (SRS) is experiencing a period of relative stability. The SRS has made significant progress towards dealing with the legacies of its violent past. We continue to support the regional Truth and Reconciliation Commission (TRC) that was mandated with documenting abuses suffered during the decade preceding the political transition in 2018 and making recommendations on reparations and transitional justice.

We worked with partners in the SRS to support women-led and women-founded civil society organisations. We continued to support the Somali Institute for Research and Development, and the Somali regional branch of the National Electoral Board of Ethiopia (NEBE) in convening inter-political party dialogue forums. Through the forums, parties have worked constructively with NEBE in preparing for the re-conducting of elections in Jigjiga following complaints from independent candidates that the elections had not been free and fair.

Achievements

Supported the Somali region TRC in ensuring a victim-centred statement-gathering process

Alongside our partner Kasmodev, we continued to support the Somali regional TRC. The TRC gathered more than 40,000 statements, documenting abuses suffered during the decade preceding the political transition in 2018. We worked with victims' groups to ensure the process was victim-centred, and we assisted the TRC in establishing a special unit for conflict-related sexual and gender-based violence cases to support this vulnerable group of victims and survivors for whom the barriers to give statements are significant. We also worked with

the TRC and the Somali regional victims' network in establishing a victim-centred emergency response fund for victims and survivors who require immediate, mostly medical, support.

Increased the influence of the Ugaaso Women's Dialogue Space

Our support to the Ugaaso Women's Dialogue Space has helped them gain traction in the Somali region, advocating for increased women's participation in politics and society in a more visible and outspoken manner. In February, Ugaaso released a statement expressing concern over the limited representation of women in the recent cabinet reshuffle. The statement generated significant social media and political attention and Ugaaso was invited to a series of high-level meetings with very senior regional politicians to discuss their concerns. At the same time, Ugaaso has taken up leadership of the Somali Non-State Actors Coalition (SONSAC), has been included as a member of the Jigjiga city administration's advisory council, and was elected as a member of the steering committee for the Coalition for Women's Voice in the National Dialogue at the national level.

Facilitated an insider-mediation approach to a long-standing community conflict

We worked with the regional government and the Council for Peace and Unity on a bottom-up, insider-mediated peace mediation initiative in the district of Gursum, a break from more securitised approaches to addressing conflict in the past. This bottom-up approach saw religious and traditional leaders setting the agenda and taking the lead in a series of peace dialogues, using their social status and cross-clan acceptance as insider mediators. These dialogues resulted in a number of measures, including the establishment of a joint committee led by religious and traditional elders, which have maintained peace in the area. The Gursum initiative now serves as an example of how community-led initiatives to address conflict can be more effective, and government partners have suggested applying this peacemaking approach to other communal conflicts in the SRS.

STORY

Understanding gender norms leads to a reunited family and a change of approach for community leadership

In a village in the sub-prefecture of Sibut in the Central African Republic, one young woman has put her new mediation skills into practice – challenging gender norms, resolving a family dispute and inspiring local leadership.

Amina* is aged 24 and a mother of two children. She married at the age of 17. Following in her older sister's footsteps, Amina started small businesses, cultivated fields and took part in credit savings activities, which quickly made her financially independent. This autonomy increased her self-confidence. It was her older sister who first introduced her to business and financial support. In time, their mother became dependent on their income for her needs and care.

Perhaps because she married young, and because she was also able to become financially independent, Amina was accused of having developed haughtiness and arrogance towards several adults in the village. According to her mother, Amina was talked about everywhere in the village: "...that she is proud, quarrelsome, disrespectful, talkative and gets very angry at the slightest mistake made by a person she knows to be financially vulnerable". Amina was seen to be contradicting predominant local gender norms which dictate that women should acquiesce to the authority of their elders and to men.

A question of tradition

Amina's village is in a commune in the sub-prefecture of Sibut – an area known for being rooted in Central African tradition, where traditional practices are common. Early marriage is seen as a proof of family honour, but is linked to high rates of school dropout, and is one of many factors limiting girls' access to education. Even when girls and young women do marry early, they can experience negative community perceptions towards them.

The family conflict began when Amina's older sister suggested to their mother that they sell the family land to

alleviate some of the financial difficulties they were facing, and to support the business activities of the two sisters. Amina supported this idea and saw it as a way to help her business flourish. Amina and her older sister worked together to encourage their mother to sell the land, but their mother refused and was ready to endure possible difficulties in order to keep the land for all her children. Amina's older sister did not agree, and decided to suspend all support for her mother, refusing to speak to her.

Amina admired her older sister and regarded her as a role model in the world of small business. She sometimes criticised her mother for her negative attitude towards her older sister. The conflict between the two worsened and reached a point where the whole village was talking about it. Both Amina and her sister were seen to be transgressing the norm that young women should respect the authority of their parents.

Challenging gender norms

Conciliation Resources and its implementing partner Fondation Vegas Jeunes pour le Développement have been working in the Central African Republic to promote the empowerment of women by collectively identifying and working against exclusionary and harmful gender norms.

Last year, Fondation Vegas ran a four-day training session with 20 young people from communities around the town of Sibut where they learned about gender norms in their communities, how these influence community and family conflict dynamics, and what actions and strategies can be taken to address these conflict dynamics. Amina was one of the young people invited to take part.

Amina and the other participants learned that conflict is normal and natural. Amina began to see the relationships between her, her loved ones and her community as having been influenced by certain gender norms which, when understood, can more easily be navigated to resolve conflict.

As a result of what she had learned during the training session, Amina approached her mother and sister. She said: "I just explained to my older sister and my mother that what happens between us is normal and natural, but



The outskirts of of the town of Sibut in the Central African Republic.

we must not let our interests or pride push us to violence as we do. I understood after this training the value of peace, education and the impact of the ignorance in which I grew up and acted.”

“I understood after this training the value of peace, education and the impact of the ignorance in which I grew up and acted.”

— Amina

After the session, Amina’s mother introduced herself to the Fondation Vegas team members to express her gratitude for having identified her daughter for this training. She said: “I don’t know how to express my gratitude to you for opening my daughter’s eyes.” She shared that when Amina returned from her training, she had initiated a mediation between her older sister and her mother, which led to a reconciliation and caused astonishment in the entire village.

Inspiring change

Two weeks later, the Fondation Vegas team visited Amina’s village to support young people in raising awareness of the impact of gender norms with community members. The chosen theme was the impact of early marriage as a common practice influenced

by gender norms. Amina led the presentations on the concept of gender and gender norms, and discussed how these related to early marriage to members of her community. She was able to lead discussion around how early marriage can negatively impact young women and girls whether or not they marry young.

Amina’s change in attitude has had positive impacts on relationships within her family, both between her mother and her sister, and between herself and her mother. It is also leading to transformation within her village. The village chief who witnessed Amina’s act of family mediation reflected that it had really affected his own opinions about the role young women can play in his community, and that they needn’t be viewed in derogatory terms merely for having a level of financial autonomy and influence over decision-making. He said: “I will now contribute to awareness-raising for the promotion of girls’ education.”

Amina has built a good relationship with the members of the Fondation Vegas team and is now committed to continuing to work with other women and girls in her community to discuss the gender norms which are impacting their lives, and explore alternatives.



This project has been funded by the French Embassy in the Central African Republic and implemented by Fondation Vegas Jeunes pour le Développement with the support of Conciliation Resources.

* Names have been changed to protect identities.



South Caucasus



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

In the Armenia-Azerbaijan context, we aim to enhance and expand networks, identifying new opportunities and addressing emerging needs. This involves thematic work on dealing with the past and archiving, support to a network of scholars exploring different perspectives and narratives, and peace education. In the Georgian-Abkhaz context we seek to facilitate dialogue and memory work and support local peacebuilding initiatives.

2024 was a challenging year for peacebuilding in the South Caucasus. Political upheaval on both sides of the Georgian-Abkhaz divide created significant challenges for our work. Armenia and Azerbaijan saw a fundamental transformation of the context after a military operation by Azerbaijan in September 2023 led to the mass displacement of Armenians from Mountainous Karabakh.

Strengthened spaces for critical scholarship

Throughout the year, we continued to support the development of the ArAz Scholars' Initiative – a growing network of Armenian, Azerbaijani, and international academics engaging with the conflict through critical and multi-perspective scholarship. Our role included facilitating connections among scholars, reviewing materials, and supporting the preparation of public-facing discussions. One such event in June brought together historians and political scientists to reflect on the uses of history in the conflict and the possibilities for more inclusive and responsible academic engagement. This work forms part of an ongoing process to establish a sustained, interdisciplinary platform.

Achievements

Moved forward initiatives on dealing with the past in both contexts

Our work with partners to record and archive oral history and eyewitness accounts of the Georgian-Abkhaz and Armenian-Azerbaijan conflicts can provide a basis for understanding the past and serve as an aid to dialogue. Armenian and Azerbaijani partners continued to gather archival materials and made progress towards synchronising their work documenting reflections on the past and discussing the next steps for using this material. Partners working on the Georgian-Abkhaz Memory Project took steps towards making their archives accessible to more people.



South Asia



Our work in South Asia is centred on influencing a more inclusive peace process between India and Pakistan, incorporating Kashmiri stakeholders, through ongoing engagement.

We do this through providing support to dialogue processes, supporting confidence-building measures, sustaining constituencies and Line of Control (LoC) networks and platforms, and supporting partners to sustain civil society engagement on respective sides of the LoC.

In 2024, relations between India and Pakistan remained strained as the implications of the 2019 constitutional changes abrogating Jammu and Kashmir's special status continued to be felt, with increased securitisation and human rights crackdowns, and the continued suspension of cross-LoC trade.

Both India and Pakistan have faced visible and devastating impacts of environmental degradation and climate change, from increased floods and natural disasters to some of the highest levels of air pollution globally. A lack of coordination at the national, institutional and civil society levels across the border hampers the ability of either country to effectively respond to such challenges. Kashmir is particularly vulnerable to degradation of land, with the LoC one of the most militarised areas globally.

Achievements

Facilitated bilateral cooperation between India and Pakistan on environmental cooperation as a confidence-building mechanism

In 2024, we held technical and strategic-level dialogue processes to support improved bilateral cooperation between India and Pakistan. This included discussions on shared priority environmental issues such as air pollution and water management, connected to strategic engagement between the two countries. The first of

these meetings was held in Muscat and focused on water diplomacy, the preservation of the Indus Water Treaty and other potential opportunities around water cooperation in the current India-Pakistan context. It involved cross-contextual learning, from the Israel-Palestine-Jordan context, the Finland-Russia context and other international case studies. A subsequent meeting in Nairobi, brought together technical expertise alongside strategic stakeholders. This meeting expanded the thematic areas of discussion to focus on air pollution, broader environmental cooperation and bilateral trade. Ahead of the Nairobi meeting, we commissioned technical research to serve as a baseline and feed into strategic level dialogue ensuring a strong evidence base. The meeting further expanded on the discussions in Muscat whilst also considering other potential confidence-building mechanisms around air quality, water sharing and gender.

Provided small direct grants to three well-established partners across Kashmir

We supported three partners – the Human Welfare Voluntary Organisation, the Kashmir Institute of International Relations and the Centre for Peace, Development and Reforms – to deliver targeted training supporting gender-transformative and climate-focused programming and generate research on inclusion, gender and climate issues through a small grant scheme. Partners carried out a total of 19 workshops, inviting over 250 participants to discuss topics around inclusion, gender and youth marginalisation, governance and the links between climate, gender and conflict. These workshops also provided a crucial platform for participants to learn how to engage with local government, thereby advancing civil society and women's voices into local governance processes.



Philippines



In the Philippines we work with multiple levels of government and key sectors of civil society.

As part of the International Contact Group (ICG) – which supported the signing of the 2014 Comprehensive Agreement on the Bangsamoro (CAB) – we continue to support implementation of the agreement through our engagement with the Peace Implementing Panels (PIP) for both the Government of the Philippines (GPH) and the Moro Islamic Liberation Front (MILF).

However, there has been a deterioration of relationships between the PIPs on the MILF and GPH sides. The unilateral removal of the International Monitoring Team, the perception that the GPH were circumventing the PIP mechanism in implementing aspects of the normalisation process, and the failure to move forward on the disbandment of private armed groups has deepened mistrust within the MILF towards the GPH.

The BARMM parliamentary elections were postponed until October 2025 (from May 2025), following the Supreme Court's decision to exclude the Sulu Islands from the Bangsamoro Autonomous Region in Muslim Mindanao (BARMM). The Supreme Court's decision also led to a realignment of the main competitors for power in BARMM. We have been working with CSOs from the island provinces of BARMM to encourage participation in the decision-making processes during the ongoing transition including monitoring and awareness campaigns for the October 2025 BARMM elections.

We also focus on working with communities to resolve local conflicts and strengthen relationships between communities and local authorities, and strengthening approaches to gender and inclusion in our partnerships.

Achievements

Supported Peace Implementing Panels to examine challenges in implementing the CAB

We have been leading a significant mediation support project under the mandate of the ICG to support the Peace Implementing Panels from both the GPH and MILF. Workshops were conducted to examine the challenges in implementing the Comprehensive

Agreement on the Bangsamoro and led to both peace panels working together in coordination with the formal dialogue facilitated by Malaysia. The ICG is increasingly viewed by the GPH and MILF as a legitimate and trusted partner in mediation support to the CAB and has engaged us to lead a study group to provide recommendations for best options on CAB implementation.

Facilitated comparative learning between the Philippines and the Northern Ireland Peace Process

We facilitated a comparative learning visit for key members of the Philippine Congress (House of Representatives) to meet with parliamentarians in Dublin, Ireland and Belfast, Northern Ireland. Discussions focused on the implementation of the Good Friday/Belfast Agreement, parliamentary functions, coalition formation and intergovernmental relations. The Philippine Congress is essential to the Bangsamoro peace process as part of the Inter-Governmental Relations Body for the ongoing transition. It also sits with their MILF-led BARMM Parliament counterpart in the Philippines Congress-Bangsamoro Parliament Forum, where representatives discuss salient issues on the peace process such as policing and autonomy. In recognition of our approach to comparative learning, the Bangsamoro Transition Authority and its Parliament awarded us a plaque during a public ceremony at the CAB Commemoration in Camp Darapanan.

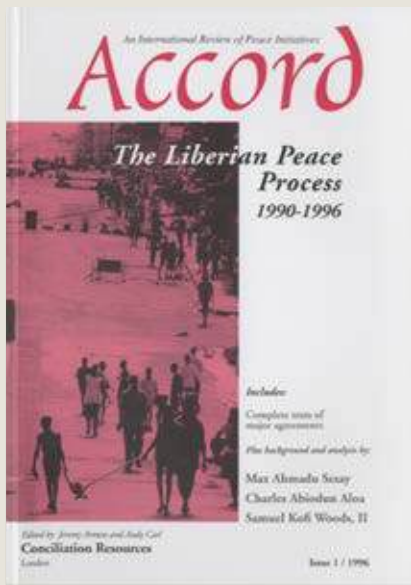
Launched research report on gender dynamics in the Bangsamoro

The report, '*Reconstructing Masculinities: Gender Dynamics after Conflict in the Bangsamoro*' was based on research conducted in partnership with Integral Knowledge Asia. The report reflected on how mediation, peace and security policy and practice can better respond to the interconnected challenges of unequal gender practices in the family and households, and the effects of conflict-related trauma and gender-based violence in communities and society more broadly. The research report was adopted as a reference by the Philippine Center for Population and Development.

Reaching an Accord: 30 Years of Learning for Peace

Over the last 30 years, our flagship *Accord* publication series has examined how peace processes work. It has become an essential resource for peacebuilding and mediation practice for researchers, practitioners, policymakers and peacebuilders around the world.

The series has helped turn creative ideas and formative methods into effective and established practice. *Accord* has evolved over the years, but the core idea of presenting practical and usable learning on peace processes, drawing on the real experiences of people involved in them, remains at its heart.



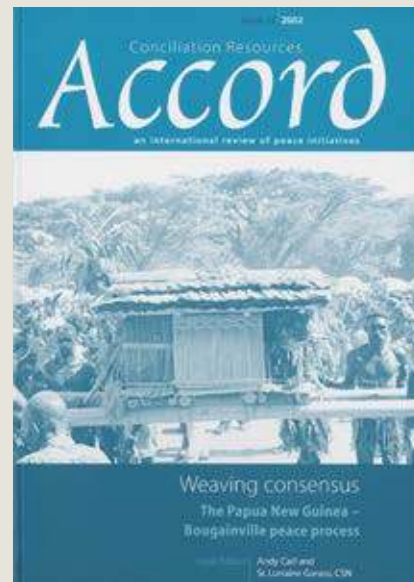
Accord beginnings – filling a peace learning gap

The very first issue of *Accord* was published in 1996. In it, we provided commentary, background information and critical analysis on the peace process in Liberia, along with the texts of the basic peace agreements. The premise of this inaugural publication was that the lack of accurate and accessible comparative information at that time meant there was a greater risk of repeating past mistakes in designing and implementing the peace agreements.

Our co-founder, Andy Carl, was the driving force behind *Accord*. In the 25th edition, he recalls a moment of inspiration behind it. Andy describes a visit he and

colleagues made in the mid-1990s to the Netherlands offices of the National Democratic Front (NDF), an opposition movement from the Philippines. On their shelves were overflowing files of information about peace processes in Guatemala, South Africa and El Salvador, so the NDF could learn from them.

There was considerable scepticism at first to the idea of creating a free, online publication on peace processes at a time when the internet was still quite new. But the belief in the need to learn from people working for peace when there was very little material available prevailed. This is a need that remains strong to this day.



Public participation in peace processes

Each of the first 12 issues of *Accord* looked at a peace process for a specific conflict – from Liberia in 1996, to Papua New Guinea-Bougainville in 2002, and various others in between. In 2002, our 13th edition introduced an innovation for the *Accord* series – to explore an emerging theme in peacemaking, in this instance public participation in peace processes.



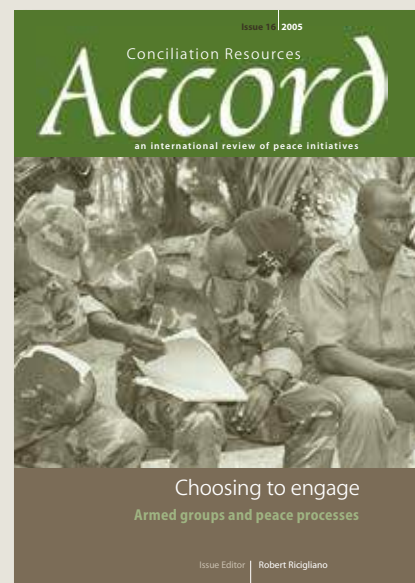
In *Accord 13* we contended that peace processes are more than ending armed conflict, important as this is. To establish durable and inclusive peace, peace processes need to address the root causes of violence, such as through new political, constitutional and economic arrangements. Who participates in these processes is critical. Many wars have ended through pacts between warring parties. But people not involved in the fighting, or whose interests are not represented by the parties, do not then have a say in what peace should look like.

Accord 13 looked at how peace processes had tried to broaden public participation in South Africa, Guatemala, Mali, Northern Ireland and the Philippines, exploring different approaches like National Dialogue, Civil Society Assembly, constitutional processes, and the Northern Ireland Women's Coalition. It examined barriers to increasing public participation, such as resistance from the warring parties, as well as potential trade-offs, from compromising efforts to end violence, to challenges of confidentiality and efficiency, and ensuring 'meaningful inclusion' whereby participants' opinions actually influence the process.

Accord 13 aimed to establish why public participation is important, what value it can add, and how it can work – bringing together experiences and examples from different peace processes in a coherent and compelling area of practice.

Engaging armed groups in peace processes

Our 16th edition looked at how to engage non-state armed groups in peace processes. Armed groups are central players in many armed conflicts. Talking to armed groups can improve understanding of a conflict and obstacles to settling it, can help build confidence in dialogue, and can help pave the way towards sustainable conflict resolution. But how to talk to armed groups, or whether to talk to them at all, is difficult and often highly contentious – not least when *Accord 16* was published in 2005, in the aftermath of 9/11 and the 'war on terror'.



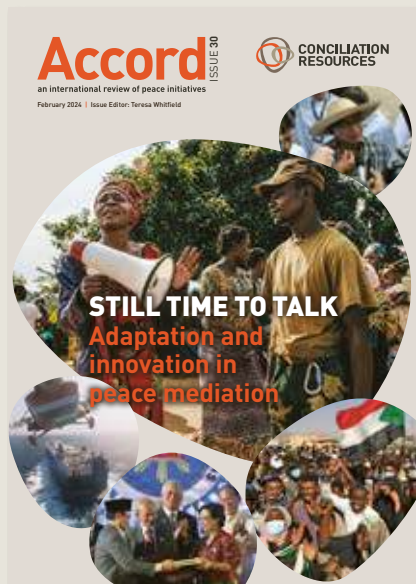
We explored a range of options for doing this in the publication, using case studies from Democratic Republic of Congo, Sierra Leone and Sudan, Colombia, Myanmar, the Philippines and Sri Lanka, and the Middle East conflict. We looked at issues of understanding armed groups – for example, their decision-making to talk or fight, engaging militants, sidelining hardliners, different types of intermediary to facilitate contact with armed groups, and engaging armed groups on humanitarian issues, such as enabling delivery of aid.

Our premise for *Accord 16* was not whether, but how best to engage armed groups in peace processes, that this is an essential, if not always easy or comfortable pathway out of violent conflict, and that it is vital to

understand risks and possibilities involved drawing on real experiences. Engaging armed groups was a very sensitive topic at the time, and remains so today. But it has continued to grow and evolve as a key area of peace practice.

Peace mediation – adaptation and innovation

In our 30th edition, published in 2024, we asked how peace mediation could adapt to the fast changing realities of conflict and global politics of the time – an era of geopolitical polarisation, surging armed conflict, deep technological change, diversifying mediators, and the rising prominence of systemic threats such as the climate emergency and risks associated with artificial intelligence (AI).



Accord 30 explored the diversification of peace mediators – with a new prominence of regional or ‘middle power’ mediators requiring new partnerships; and changing priorities in what mediation is trying to achieve, notably the increasing focus on transactional peace deals, which demands new thinking on how to achieve durable and equitable change.

The edition investigated how to engage resistant, elusive and excluded parties in peace mediation – such as armed groups that are banned as terrorists or primarily identified as criminal organisations; or sustaining progress in the meaningful inclusion of women in the face of growing resistance.

It also looked at digital technology – at how to build trust and mediate between conflict parties regarding the divisive use of information and communication technologies; how online spaces can help to connect communities in peace processes; and the potential for AI to facilitate peace mediation and dialogue.

We published *Accord 30* at a time when the world was facing an unprecedented era of violent conflict and disruption, and when peace mediation was under severe pressure to prove its relevance and effectiveness. *Accord 30* did not claim to know the answers, but we believe that it presented informed and practical insights into where and how peace processes can adapt and innovate.

Accord collective

Creating each edition of *Accord* is a collective endeavour. We work with a specialist editor to guide each issue, and invite inputs from a diversity of practical and analytical expertise and experience – from local peacebuilders and women’s activists, to members of armed groups, senior mediators, representatives of governments, and established and upcoming researchers. Often publications are produced in partnership with organisations with specialist topical and contextual knowledge and networks.

Accord analysis is intended to be of practical use for different people involved in peace processes, as well as agenda-setting. Shorter formats, such as *Accord* Insight and *Spotlight*, revisit and update topics covered previously in the series, or zoom in on compelling peacemaking challenges.

The wide and diverse networks involved in developing and disseminating *Accord* stretch far beyond our organisation. These networks of peace know-how, resourcefulness and solidarity are the lifeblood of *Accord* and key to its ongoing value. We remain honoured to be the convener of such a body of collective knowledge, and hope that we can continue to work together to learn for peace in years to come.

An indispensable source... If Accord did not exist already it would have to be invented!

– Johan Galtung, Founder, Peace Research Institute Oslo



Papua New Guinea



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

As PNG moves towards its 50th anniversary of independence in 2025, the nation is grappling with the unresolved issue of the final political status of the Autonomous Region of Bougainville (which voted for independence in a 2019 referendum), with the perceived risk of self-determination agendas expanding to other provinces, as well as escalation in the impacts of tribal violence and sorcery accusation-related violence (SARV). These challenges are also impacted by climate change as well as geopolitics within the Pacific region.

In Bougainville, we support the implementation of the 2001 Bougainville Peace Agreement, working alongside communities, civil society actors and governments. We also support partners to analyse the links between climate change and conflict, and provide peacebuilding support to communities affected by relocation due to climate impacts.

In Hela province, we have developed a programme aimed at transforming conflict resolution mechanisms and improving the effectiveness of peace, development and justice initiatives, with a focus on supporting community peacebuilders. We have established relationships with a number of local peacebuilding organisations, and seek to expand our understanding of conflict drivers and capacities for peacebuilding in the Highlands region.

Achievements

Facilitated comparative learning between peace processes in PNG and the Philippines

We supported key women leaders from the PNG government, the Autonomous Bougainville Government (ABG) and Bougainville civil society to build comparative understanding of the peace processes in the Bangsamoro Autonomous Region in Muslim Mindanao (BARMM), in the Philippines. During the visit, women leaders from PNG met with women MPs in the BARMM, as well as chief negotiators of the Bangsamoro Peace Agreement on both the Moro Islamic Liberation Front and Government of Philippines sides. Relationships between women across the PNG Government-ABG divide were also strengthened, leading to increased collaboration and communication between them. Women have faced challenges entering political leadership positions in the PNG government. The previous PNG government had no women representatives at all, whilst the

ABG has had more success with female parliamentarians due to reserved seats for women. Strengthened support and solidarity amongst women MPs has enhanced our support to the Women Peace and Security agenda in PNG.

Enhanced women's leadership in community peacebuilding through community peacebuilding dialogues

Community peacebuilding dialogues and workshops have enhanced collaboration among diverse community leadership groups, enhancing women's leadership in community peacebuilding. Structured workshops and dialogues enabled women leaders, including young women, traditional chiefs, youth representatives, and church leaders to collectively analyse community-level conflict dynamics and develop collaborative peacebuilding action plans. Community dialogues specifically addressed issues such as interpersonal violence, SARV, alcohol and drug abuse, land disputes, and resource-based conflicts linked to alluvial gold mining. These discussions enabled key stakeholders – community leaders, women's networks, and peacebuilding organisations – to formulate collective strategies that responded to the emerging security landscape. The dialogues contributed to the strengthening of local mechanisms for conflict resolution. This fosters stronger cooperation between community leadership groups and institutional peacebuilding actors.

Increased and shared understanding of peace, conflict and justice issues in Hela province

We published a report on the perspectives and experiences of peace and justice in Hela province. It provided a comprehensive overview of the prevalent interpersonal and intergroup violence in Hela province, showcasing its devastating impact including displacement, physical injuries, and pervasive fear. The *'Wai manga! We want a peaceful Hela!'* report drew from the narratives of 160 individuals representing diverse identities and illuminated key themes such as trauma, breakdown of leadership structures, and strained community relationships. It offered a set of recommendations aimed at catalysing transformative actions to rebuild trust, address unmet needs, and foster sustainable peace in Hela province, advocating for addressing the root causes of violence by understanding local perspectives on peace and justice, rather than relying solely on reactive measures.



Participants take part in a sharing and collaboration workshop in Bougainville, Papua New Guinea.



In the village of Vunisavisavi in Fiji, sea level rise due to climate change has rendered land unusable for growing crops.



Fiji and the Solomon Islands



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

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

In 2024, Fiji established a Truth and Reconciliation Commission (TRC) to investigate human rights violations during the periods of political disturbance following coup d'etats in 1987, 2002 and 2006. The Republic of Fiji Military Forces also began its own internal reconciliation processes, committing to end its 'coup culture'.

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

General elections in the Solomon Islands in April 2024 were conducted peacefully despite previous elections being problematic. Our partners continue to engage with local climate change and peacebuilding organisations in the Solomon Islands.

Achievements

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

In March, we published a practice paper on climate change and peacebuilding in Fiji. The paper was the culmination of almost five years of work examining how climate change

has been affecting rural and urban communities in Fiji and what peacebuilding approaches may be needed to mitigate related conflict risks and promote culturally and conflict sensitive engagement with affected communities. The work the report was based on focused on long-term engagement of climate change-affected communities and informal settlements in Fiji; strengthening climate change-related peacebuilding resources and approaches of partner organisations; and advocacy activities to connect community representatives with government officials.

Fostered dialogue between Fiji's government and informal settlements

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

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

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

Conciliation Resources EU

Our Conciliation Resources EU team in Brussels connects us with European institutions and EU Member States. The team advances inclusive peacebuilding and mediation, primarily through the implementation of framework and service contracts and policy engagement with EU institutions and EU Member State representations.

In 2024, under three framework contracts, we managed eleven assignments, including some on transitional justice and mediation and another on Kosovo. We partnered with CMI – Martti Ahtisaari Peace Foundation and the Finnish Permanent Representation to convene and design discussions on enlargement, mediation and Common Security and Defence Policy missions.

We continued to partner with the French Ministry for Foreign and European Affairs to help the development of their thinking on support to women mediators, and provided them with valuable advice and information on EU policies and frameworks relating to Women, Peace and Security and mediation.

Achievements

Enhanced the scale and content of the EU Community of Practice on Peace Mediation

As a member of the steering committee for organising this annual event, we co-organised three sessions, and our staff appeared in six sessions on issues ranging from multi-mediation to environmental cooperation and negotiating the political integration of armed groups. The event brought together 200 practitioners in person and many others online, including regional and international organisations, civil society, government and EU senior officials.

Supported the development of tools for EU policy

Through the EU Facility on Justice in Conflict and Transitions – in cooperation with the International Centre for Transitional Justice – we managed the development of a research paper and user guide on Mental Health and Psychosocial Support and Transitional Justice for EU officials. The research will further inform the policy, programming and funding decisions of policymakers and donors when supporting comprehensive transitional justice processes. This work drew on the published findings of our work with local and national actors in the Central African Republic on addressing the intersection of mental health, gender, conflict and reconciliation in context-sensitive ways.

Drafted a report on the state of play of regional women mediator networks

Following a needs assessment report we produced for the French Ministry for Foreign and European Affairs on the potential for a francophone women mediator network, the European External Action Service commissioned us to produce a report on the state of play of regional women mediator networks, and opportunities for partnership or funding support. This request demonstrated both EU interest in supporting regional women mediator networks, and confidence in the quality of our research and networks.

Global Initiatives

Conciliation Resources encourages learning across programmes and the connection between policy and practice through a number of thematic global initiatives that cut across regional departments, covering mental health and peacebuilding, women's participation, and climate change.

In 2024, we consolidated learning from different regional teams to enhance wider programming and develop key messages. Building on our innovative gender, climate and conflict analysis, we conducted research for the UK Foreign, Commonwealth and Development Office (FCDO) to inform programming in Nigeria and Fiji.

We are part of a number of initiatives to advance the meaningful participation of women in peace processes, providing operational and strategic support through our engagement in the UN Women's Peace and Humanitarian Fund (WPHF) Rapid Response Window (RRW) mechanism, and through our role supporting the Women Mediators across the Commonwealth (WMC) Network. We supported the WMC as they advocated for women's participation alongside the Global Alliance of Regional Women Mediator Networks, and supported their development as an independent expert network. We are also a partner on the UK Integrated Security Fund's Women, Peace and Security (WPS) Helpdesk, an expert call-down facility that can quickly deploy experts to provide desk-based advisory support on WPS to the UK Government.

Achievements

Supported civil society partners to advocate for women's engagement in peace processes at all levels

Through the RRW, we provided technical accompaniment and operational support to seven civil society organisation (CSO) partners on women's engagement in peace processes, including in Ethiopia, Liberia, Niger, and the Philippines, amongst others. Working with partners we sought to break down the barriers between formal peace processes and technical agreements and the communities they are there to serve, at both local and

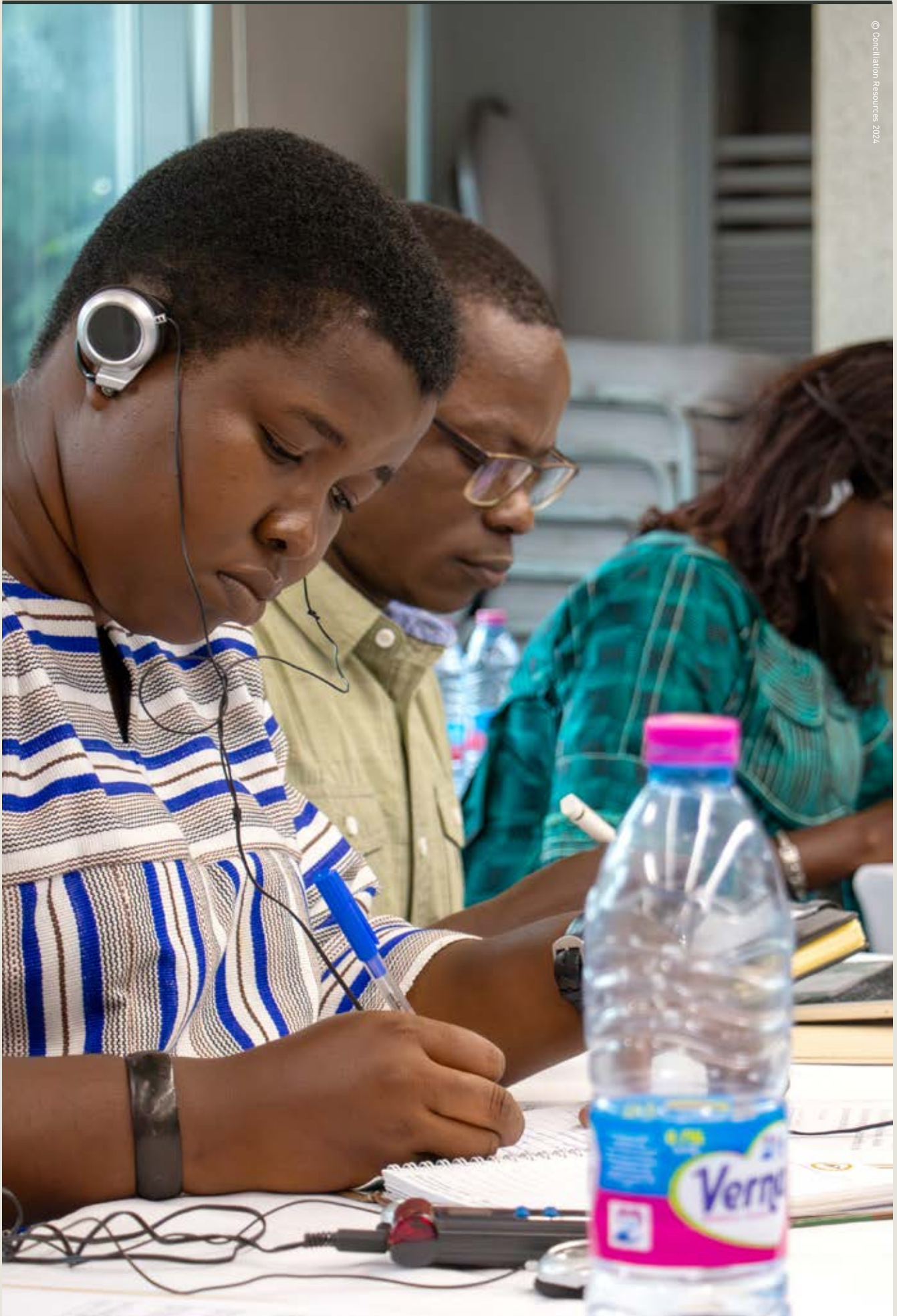
regional levels. In Ethiopia we worked with the Ugaaso Women's Dialogue Space on women's participation in the implementation of the regional Asmara peace agreement in the Somali Region of Ethiopia, and in Niger we worked with *Coordination des Organisations Non Gouvernementales et Associations Féminines du Niger* (CONGAFEN) on increasing the number of women and people with disabilities on Communal Peace Committees at the communal level. We worked with partners to help them successfully apply for funding, navigate political and security challenges, accompany them technically during the implementation of their initiatives and identify opportunities for sustainability.

Shared learning on the innovative approaches used by women peacebuilders

We facilitated learning exchanges between partners to share ideas and build solidarity, and accordingly published a learning paper highlighting the tactics women peacebuilders have used to navigate resistance they have encountered while working to localise peace efforts. The paper also reflected on how best to support women peacebuilders. It demonstrated the benefit of flexible and innovative grantmaking arrangements, alongside the challenges to be overcome with short-term funding opportunities. We have shared this report directly with policy makers and practitioners and arranged for the partners involved to share their experiences and lessons with the UN WPHF and other civil society organisations it supports.

Contributed to policy and programming on the intersection of climate and conflict

We enhanced our own understanding of the connection between climate change, conflict, and peacebuilding, contributing to our and our partners' programming. Using our methodology on gender, climate and conflict analysis piloted in our work in Pakistan, the Philippines and Uganda in 2023, in 2024 we published a climate security and WPS report for the UK Government's WPS Helpdesk, drawing on new participatory research in Nigeria and Fiji. This outlined recommendations for UK policy and programming, which we understand has since influenced additional work within the UK FCDO. In addition, we shared our emerging policy messages in external fora.



Participants take part in a gender analysis workshop in Accra, Ghana.

Research, Advisory and Policy

Through our research we document and analyse inclusive peacebuilding and mediation practice in order to inform the policies of governments and multilateral organisations and the work of peacebuilding and mediation practitioners around the world.

In 2024 we explored how peacemaking needs to adapt and innovate to meet both new conflict dynamics and a new geopolitical landscape for peace mediation, and suggested new ways to approach mediation in protracted self-determination conflicts.

We pursued the objectives in our Gender Strategy, *'Towards an inclusive and transformative peace'*, by supporting our teams and partners to design and implement gender-responsive and transformative programmes, and providing expert advice and recommendations to policymakers on delivering on their policy goals on Women, Peace and Security.

In our policy work, we worked with others to promote peacebuilding to decision-makers before and after the UK general election, led efforts to reduce the legal and regulatory obstacles to humanitarian and peacebuilding work, and supplied our programme teams with tools and advice for policy influencing strategies in the contexts in which they work.

Achievements

Published 30th edition of *Accord*

Our 30th edition of *Accord* examined the future of peace mediation at a time when it is under severe pressure from intense and rapid shifts in how wars are fought and peace should be made. The publication made the case for why mediation is needed, and critically reflected on where it must adapt and innovate to tackle today's conflict challenges – from building new types of partnership among increasingly diverse mediators; to involving resistant, elusive and excluded conflict parties in peace mediation, such as armed groups banned as terrorists or identified as criminals; as well as enhancing the meaningful inclusion of women in peace mediation. *Accord 30* also looked at mediating with and on technology – to address digital harm in conflict, and using online spaces to connect various communities in mediation processes.

Accord 30 was discussed among global audiences in Geneva, Doha, London, Nairobi and New York. Key policymakers and practitioners have used its findings to inform their work. One senior government adviser on mediation described *Accord* as “compulsory reading for the current and next generation of mediators and mediation experts”.

Pursued solutions to charities' financial access difficulties

Small and Muslim humanitarian and peacebuilding charities operating in conflict areas face particular difficulties transferring funds via formal banking channels and opening and maintaining bank accounts. It can severely impede their ability to provide support where and when it is really needed, and do so safely. Using the opportunity of a review by the UK Financial Conduct Authority into 'de-banking', we collaborated with Bond, the Charity Finance Group and the Muslim Charities Forum to run a survey of UK charities, and convene a round-table discussion, hosted by law firm Bates Wells, with charities, banks and officials on the challenges and solutions. The meeting encouraged one major bank to explore tailored services for smaller charities. We also endorsed a report by the Muslim Charities Forum on de-banking in the Muslim charity sector by providing a foreword and speaking at the launch in parliament.

Advanced Women, Peace and Security ambitions through support to governments and multilateral organisations

We provided three well-received training sessions and facilitated two roundtable discussions for Finnish government officials on how to take a gender-transformative approach to implementing Finland's National Action Plan on Women, Peace and Security (WPS). At the request of the Finnish Government we also helped draft the Organisation for Security and Co-operation in Europe (OSCE) WPS Roadmap - a strategic document which sets out a range of WPS actions and commitments for OSCE Member States. Finland's OSCE Task Force intends to publish this in 2025 to encourage OSCE participating states to further their implementation of WPS ahead of the 25th anniversary of UN Security Council Resolution 1325.

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

At the heart of our organisation is the unwavering commitment, dedication and professionalism of our employees. We offer access to flexible working arrangements, comprehensive mental health and wellbeing support through dedicated counsellors, trauma and resilience training, and four mental health leave days per year. Our collaborative and consultative approach gives voice to staff experience and perspectives to inform strategy development and management practice. Diversity, inclusion and equality are fundamental values we strive to uphold. Our Diversity and Inclusion Committee – comprising both staff and Board members – demonstrates our commitment to fostering an inclusive environment.



OPERATIONAL GOAL 2: Invest in partnerships

Our approach to peacebuilding is centred around partnership and collaboration. In 2024 we worked with over 100 partners globally. Our accompaniment approach is based on tailored partnerships, mutual learning and adaptation. In many contexts we have seen civil society space continue to shrink, compounded by global funding challenges for peacebuilding and civil society. Within this context, it has been more important than ever to identify how our partnerships can work better, to trial innovative approaches within funding mechanisms and to continue to share lessons with wider policy and practitioner audiences. In 2024, we published and disseminated a learning paper from our work under the UN Women's Peace and Humanitarian Fund's Rapid Response Window, where we have used innovative approaches to funding women-led peacebuilding organisations. Through this we provide practical recommendations on how to better support women peacebuilders, particularly those working at a local level. We continue to work closely with others in a variety of peacebuilding and mediation networks, which allows us to share lessons and insights, learn from others and work together for wider influencing and impact.



OPERATIONAL GOAL 3: **Locate and equip staff to provide effective peacebuilding support**

During 2024 we continued to refine our organisational approach to how we locate and equip staff. The Africa regional office was established in Kenya to provide support to the programme offices in Ethiopia and the Central African Republic as well as to staff in West Africa. We continue to support work in South East Asia and the Pacific from Australia and the Philippines; while the South Asia and South Caucasus work is supported from the UK. In addition, the Belgium office continues as an EU engagement office. As part of the office support, security assessments have been conducted to recognise key risks and to develop mitigation plans.



OPERATIONAL GOAL 4: **Keeping people safe**

Keeping people safe is essential for the security of our staff and partners. We do this through a range of training, engagement and incident monitoring, management and response as part of our Keeping People Safe (KPS) strategy. We streamlined processes and improved value for money by changing security suppliers, while maintaining minimum standards of best practice. In addition to revising our KPS analysis sessions with partners, we created a KPS accompaniment document to ensure that due diligence reflects the risks and required mitigating actions.





OPERATIONAL GOAL 5: Develop evidence, learning and creativity

In 2024 we published a learning paper '*Embracing change: Outcome Harvesting in peacebuilding practice*'. This outlines our experience using Outcome Harvesting as an inclusive approach to monitor and evaluate the results of our programmes operating in unpredictable, fast-changing environments. This method has improved our operational efficiency and enhanced our ability to achieve and showcase impact. The paper also summarised lessons and recommendations to inform the uptake of Outcome Harvesting by the wider aid sector through dissemination at peacebuilding and donor-convened events. Despite a reduction in the size of the organisation's Monitoring, Evaluation and Learning team and associated support due to reductions in overall levels of funding, the team resumed provision of in-person training and facilitation to programmes and partners following a four-year hiatus in travel due to Covid-19 restrictions and knock-on effects on programme implementation timelines. This included delivery of face-to-face training to nine partner organisations as part of our commitment to strengthening partners' practice in leading their own monitoring, evaluation and learning. The team also piloted a new outcome harvesting workshop model with partners in the Horn of Africa to encourage a stronger emphasis on learning through analysis of wider trends and patterns in outcomes.



OPERATIONAL GOAL 6: Ensure impactful external communications

Our communications work is critical for us to make the case for peacebuilding and highlight our research and approach. It allows us to engage with donors, the public and the wider peacebuilding sector to tell the story of our impact and the work of our partners. The launch of the 30th edition of *Accord* was a significant moment in which we shared the latest thinking in peacebuilding methodology. Our Executive Director was interviewed on the BBC World Service and took part in several podcasts, helping us to reach fresh audiences. Our digital reach continued to grow with more than 48,000 followers of our social media channels and over 540,000 website visitors.



OPERATIONAL GOAL 7: **Secure sufficient, flexible income**

The external funding environment remained challenging in 2024 with some governments spending less on peacebuilding, amidst an unprecedented rise in global military expenditure. We focused on maintaining, strengthening and diversifying our relationships with government and multilateral donors. This included the Swedish International Development Cooperation Agency; the Department for Foreign Affairs and Trade of Ireland; the Ministry for Foreign Affairs of Finland; the Foreign, Commonwealth and Development Office of the UK; Global Affairs Canada and the European Union. We also secured project funding from non-governmental organisations including Robert Bosch Stiftung, Misereor and Humanity United. We were grateful to receive unrestricted income from a small number of trusts and foundations in the UK and individual givers. We strengthened fundraising capacity across the organisation including improving our budget development and tracking tools.



OPERATIONAL GOAL 8: **Ensure efficient financial systems and processes**

During 2024, the decentralisation of the finance function continued with the establishing of the Africa regional office in Kenya. This enabled finance personnel to work more closely with programme staff, particularly in engaging with donors. Financial systems were decentralised as well, with the invoicing and accounting systems rolled out at both the Ethiopia and Kenya offices. With this, transactions can be processed closer to where they take place, thus improving efficiency and creating greater opportunities to address queries in a timely manner. These improvements contributed to a successful statutory annual audit.

Programme and Policy Partners

Collaborative partnerships are the cornerstone of everything we do. In 2024, we partnered with over 100 courageous individuals and organisations around the world. We partner with people impacted by conflict, who have the legitimacy and influence to make change happen. We also partner with peer organisations and networks internationally, combining expertise to enhance peacebuilding knowledge and conflict policy influence.

West Africa

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

East and Central Africa

- DanChurchAid
- Fondation Vegas Jeunes pour le Développement
- Friends of Lake Turkana
- Genre Paix et Développement
- Karamoja Development Forum
- Organisation for Peace, Relief and Development
- Peace Dividend Initiative
- Plateforme des Confessions Religieuses de Centrafrique, Antenne de Bossangoa

Horn of Africa

- Afar Intellectuals Association
- Catholic Relief Services
- Children and Youth Relief Organization (formerly Yatiim Orphan Care)

- The Commission of Investigation of Violence and Reconciliation and Reparation of Victims in the Somali Region
- Council for Peace and Unity
- East African Initiative for Change
- The Frontier Counties Development Council
- Hankaal Institute for Peace and Policy Development
- Hay'ada Gabdhaha Hormud
- Himilo
- KasmDev
- Organisation for Victims and Survivors
- Somali Institute for Research and Development
- Somali Non-State Actors Coalition
- Somali Regional State Government
- Ugaaso
- Umbrella for Somali Region Intellectuals

South Asia

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

Philippines

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

Papua New Guinea

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

Fiji and the Solomon Islands

- Pacific Centre for Peacebuilding
- Transcend Oceania

Conciliation Resources EU

- CITpax (Toledo International Centre for Peace)
- The College of Europe
- ESSEC Irene (Institute for Research and Education on Negotiation)
- European Centre for Electoral Support
- European External Action Service
- European Peacebuilding Liaison Office
- Fondation Hirondelle
- International Centre for Transitional Justice
- International Institute for Democracy and Electoral Assistance
- Swisspeace

Global Initiatives

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

Research, Advisory and Policy

- Alliance for Peacebuilding
- Bond
- Centre for Humanitarian Dialogue
- Centre for Security Studies at ETH Zurich
- Charity & Security Network
- Chatham House
- Chemonics
- Christian Aid
- CIASE
- CMI – Martti Ahtisaari Peace Foundation
- Gender Action for Peace and Security
- Institute of Development Studies
- International Alert
- Islamic Relief Worldwide
- Mediation Support Network
- Muslim Charities Forum
- Norwegian Refugee Council
- Overseas Development Institute
- Oxfam
- Peace Direct
- Peace Nexus
- PeaceRep
- Rethinking Security
- Saferworld
- Sasakawa Peace Foundation
- Satellite Catapult
- Save the Children
- Talk for Peace
- Tearfund
- University of Edinburgh
- Women's International League for Peace and Freedom

Funding Partners

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

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

Government and multilateral organisations

- Department of Foreign Affairs and Trade, Australia
- Department for Foreign Affairs and Trade, Ireland
- European Union
- Federal Department of Foreign Affairs, Switzerland
- Federal Foreign Office, Germany
- Foreign, Commonwealth and Development Office, UK
- Global Affairs Canada
- Government of the Principality of Liechtenstein
- Ministry for Europe and Foreign Affairs, France
- Ministry for Foreign Affairs, Finland
- Ministry of Foreign Affairs, Denmark
- Ministry of Foreign Affairs and Trade, New Zealand
- Norwegian Agency for Development Cooperation
- Swedish International Development Cooperation Agency
- United Nations Development Programme
- United Nations Entity for Gender Equality and the Empowerment of Women
- United States Agency for International Development

Other donors, trusts and foundations

- Allan & NESTA Ferguson Charitable Trust
- Aurora Trust
- DanChurchAid
- Eva Reckitt Trust Fund
- Humanity United
- Institut für Auslandsbeziehungen (zivik Funding Programme)
- Joseph Rowntree Charitable Trust
- Misereor
- National Endowment for Democracy
- PeaceNexus
- Ploughshares
- Robert Bosch Stiftung
- Sasakawa Peace Foundation
- Sigrid Rausing Trust
- United States Institute of Peace

“In particular, we would like to thank the Swedish International Development Cooperation Agency (Sida), the Department for Foreign Affairs and Trade of Ireland and the Ministry for Foreign Affairs of Finland for their vital core support, which underpins all of our programme work and enables us to adapt and respond flexibly to the changing dynamics of the conflicts and environments we operate in.”

Our People

In 2024, we were represented by a diverse staff body of 80 people based in Belgium, the Central African Republic, Ethiopia, Ghana, Kenya, the UK, Nigeria, Australia, the Philippines and Uganda. Our staff have combined expertise across multiple contexts and peacebuilding areas, as well as operational support.

We were also supported by a committed Board of Trustees who met every quarter to provide advice, oversee governance and exercise scrutiny of our work. The Board has three committees to provide focused oversight: the Safeguarding Committee, the Risk and Audit Committee and a 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.

2024 Board members:

- Lucy Moore (Chair)
- Ama Afrifa-Tchie (joined November 2024)
- Caroline Brooks (joined July 2024)
- Christine Cheng
- Megan Fearon
- George Graham (left November 2024)
- Nicholas Griffin KC
- Nesta Hatendi
- Dorothee Hutter
- Jamine Jinnah
- Jo Kemp (left May 2024)
- Liz Muir (left February 2024)
- Henry Raine
- Graeme Ramshaw (joined November 2024)

“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.”

Financial Summary

Income recognised in 2024 was £11,444,882 compared to total income of £10,372,015 in 2023.

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

Reserves

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

The total unrestricted funds balance at the end of the year under review was £1,279,725. Of the total reserves held at the end of the year, £115,888 was in fixed assets.

Consequently, the charity had free reserves of £1,163,837 at the year end. This ensures that the free reserves are more than is necessary as per the reserves policy.

The Board of Trustees keeps the reserves policy under regular review and particular attention will be given to the increasingly global spread of financial risk and liability as and when the Board and Executive Management Team decide to provide office locations with 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 has been audited by Haysmacintyre LLP. These have been prepared in accordance with the Statement of Recommended Practice (SORP 2005) issued by the Charity Commission for England and Wales and the Financial Reporting Standard 102. We publish our audited accounts on our website: www.c-r.org or they can be downloaded from the Charity Commission website: www.charitycommission.gov.uk

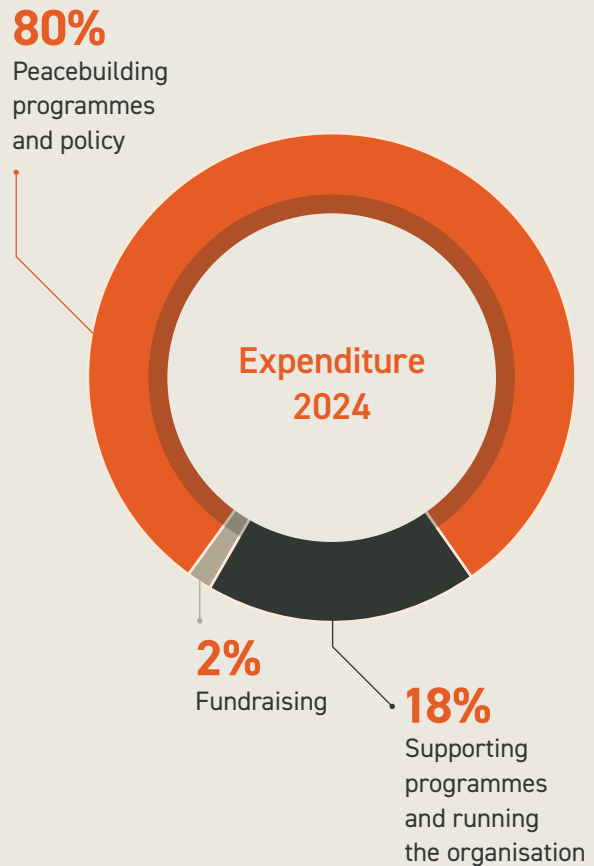
Summary Statement of Financial Activities

Income (£)	2024	2023
Unrestricted income	1,132,763	1,316,263
Restricted income	10,312,119	9,055,752
Total income	11,444,882	10,372,015
Expenditure (£)	2024	2023
Fundraising	-155,593	-226,636
Charitable activities	-10,901,704	-10,545,505
Total expenditure	-11,057,297	-10,772,141
Surplus/(deficit)	387,585	-400,126
Balance sheet (£)	2024	2023
Fixed assets	115,888	161,742
Current assets	6,799,623	5,052,321
Liabilities	-5,635,785	-4,321,923
Net assets	1,279,725	892,140

How We Spent Your Money in 2024

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

- **80p** on peacebuilding programmes and policy
£8,889,208
- **18p** on supporting programmes and running the organisation
£2,012,496
- **2p** on fundraising
£155,593



Conciliation Resources EU 2024 (€)

Conciliation Resources EU 2024	2024
Turnover/income	219,635
Total expenditure	284,943
Surplus/deficit	-65,307
Reserves as of 31 December 2024	-94,213

Department-level funding (£)

	2024	2023
Research, advisory & policy	991,146	1,214,800
South East Asia Pacific	1,756,688	1,549,176
Africa	3,184,127	3,697,537
Europe-Asia	4,602,377	3,976,930
Cross-departmental	367,366	107,062



Participants in discussion during a policy and advocacy workshop with the Womens Dialogue Space, KasmDev and Conciliation Resources in Jigjiga, Ethiopia.



Physical Inclusion: We need to have
Advocacy Policy document
-> Peace building: From Report To
Kebele level women peace committees
are needed
-> To have women groups in TD 110
-> More engagement with clan leaders
-> Mentorship program
-> GBU, Harmon Practices/Agreements
of WSG
Support we need from CERF
-> Financial & Technical Support

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



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www.c-r.org



[Conciliation Resources](#)



[ConciliationResources](#)

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Charity registered in England and Wales (1055436)

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Conciliation Resources Africa

The Werks Limited, Hatheru Road, Lavington, Nairobi, Kenya

Conciliation Resources Australia

552 Victoria St, North Melbourne VIC 3051, Australia

Charity registered with the ACNC ABN (94 642 321 640)