

## **CONCILIATION RESOURCES**

**DIRECTORS' AND TRUSTEES' REPORT AND ACCOUNTS**

**FOR THE YEAR ENDED**

**31 DECEMBER 2024**

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**Directors and Trustees**

Ms L Moore – Chair  
 Ms C Cheng  
 Ms M Fearon  
 Mr N Griffin  
 Ms N Hatendi  
 Ms D Hutter  
 Mr J Jinnah  
 Mr H Raine  
 Ms L Muir (resigned 27th February 2024)  
 Ms J Kemp (resigned 24th May 2024)  
 Mr G Graham (resigned 26th November 2024)  
 Ms C Brooks (appointed 31st July 2024)  
 Ms A Afrifa-Tchie (appointed 26th November 2024)  
 Mr G Ramshaw (appointed 26th November 2024)

**Company Secretary**

Mr G Salmon (resigned 8th January 2025)  
 Mr C Newman (appointed 8th January 2025)

**Executive Management Team**

Mr J Cohen – Executive Director  
 Mr G Salmon – Interim Chief Operating Officer (resigned 10th Jan 2025)  
 Mr C Newman – Chief Operating Officer (appointed 8th Jan 2025)  
 Dr T Dumasy – Research, Advisory and Policy Department Director  
 Ms L Aumeer – Europe-Asia Department Director  
 Mr C O'Toole – South-East Asia and Pacific Department Director  
 Mr A Abdi – Africa Department Director  
 Mr M Baah – Finance Director (resigned 31st August 2024)

**UK Company Number**                      03196482

**UK Charity Number**                      1055436

**Registered Office**                      Unit 1.1, 1st Floor  
    The Grayston Centre  
    28 Charles Square  
    London, N1 6HT

**Auditor**                                      HaysMac LLP  
    10 Queen Street Place,  
    London, EC4R 1AG

**Bankers**                                      Royal Bank of Scotland  
    40 Islington High Street  
    London, N1 8XJ  
    COIF Charity Deposit Funds  
    80 Cheapside  
    London, EC2V 6DZ

## Strategic Report

The Directors, who are the Trustees of the charitable company, present their report and audited accounts of the charity for the year ended 31 December 2024. The financial statements comply with the Charities Act 2011, the Companies Act 2006, the Memorandum and Articles of Association, and Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (Second Edition effective 1 January 2019).

### Structure, Governance and Management

#### *Governing Document*

Conciliation Resources is a Company limited by guarantee without share capital. The Company was incorporated on 9th May 1996 and is a registered charity constituted as a limited company under the Articles of Association. The charity registration number is 1055436 and the company registration number is 03196482.

#### *Organisation*

##### Board

Conciliation Resources is governed by a Board of Trustees that meets four times a year. During 2024, all meetings were held in hybrid format, in person and online. Financial and management reports are provided quarterly to the Board of Trustees, including information on programme and policy progress, restricted and unrestricted funds, risk management and staff wellbeing. Risk management and Keeping People Safe were central topics during all meetings in 2024, and a standalone training on safeguarding was conducted for trustees. Alongside 'day to day' governance, during the year the Board oversaw:

- Quarterly reporting to the Board from the Diversity and Inclusion Committee, Risk and Audit Committee, and Safeguarding Committee; and annual reporting from the Remuneration Committee (which reviews EMT salaries)
- A complete Risk Register and incident review as well as quarterly 'top risks' papers were reviewed by the Risk and Audit Committee
- A review of the organisation's three-year financial forecast, financial model and sustainability plan, particularly in the context of aid sector cuts from key donors
- A review of the organisation's work on mediation support and our Accord publication on innovation and adaptation in peace mediation; and managing operational risk in Ethiopia and the Caucasus.
- A review of the organisation's strategic priorities and discussion of the strategic plan process
- A review of the organisation's Reserves Policy
- Approving 2025 annual plans and budget

##### Executive Management Team

The Executive Management Team (EMT) includes the Executive Director, the Chief Operating Officer, the Research, Advisory and Policy Department Director, the three Programme Department Directors (Europe-Asia, Africa, South East Asia and Pacific).

The EMT meets fortnightly to discuss cross-organisational issues. The EMT is responsible for supporting the Executive Director in managing and overseeing the organisation. The EMT is the principal management decision-making body on strategic issues or matters of significant operational importance or risk. EMT members have delegated responsibility and accountability for decision-making as defined by parameters given to them by the Executive Director in their job descriptions or on an ad hoc basis. Further details of EMT workings are defined in EMT Terms of Reference.

Decisions and decision making are guided by our organisational values of Collaboration, Creativity, Challenge, Commitment. We strive to keep in mind these principles in both our external work and in how we operate internally, with an awareness that all decision making must consider what is achievable, realistic, timely and for the benefit of the organisation as a whole over the short, medium and long term.

#### Team Leader's Forum

The EMT is supported by a Team Leader's Forum (TLF) made up of senior staff from across Conciliation Resources. This group meets every quarter and functions as a forum for consultation, input and feedback to the EMT and to all staff. This is a two-way function as TLF members bring ideas and challenges from their respective teams and also communicate decisions and information from the EMT to their teams. Further details of TLF workings are defined in the TLF Terms of Reference.

#### Global Locations and Staff

With around 80 staff globally, around half of our staff are based in London, with staff also in Australia, Central African Republic, the Philippines, Ethiopia and Kenya. These offices are set up in order to ensure awareness of, and compliance with, local laws and regulations, as well as appropriate integration and coordination with our partners and the broader sector within the relevant area.

Conciliation Resources EU (CR EU) is legally an independent organisation registered in Germany with staff in Belgium, but is operationally integrated within the wider Conciliation Resources. CR EU is the face of Conciliation Resources in Brussels to the European institutions and EU Member States. Our Brussels team focuses on providing mediation support expertise and policy advice on specific thematic and geographic peacebuilding priorities.

Within the three Programme Departments, each Programme Director is responsible for the management of their area of work and the organisation actively provides opportunities for mutual support and learning. Each Programme Director is assisted by project staff and very occasionally volunteers. In addition to its in-house staff, Conciliation Resources works closely with external consultants.

Pay and remuneration for key management personnel is set by reference to the grading and salary structure which is reviewed and benchmarked regularly and is transparent within the organisation. The Board of Trustees sets the pay of the Executive Management Team each year through a Remuneration Committee, within the parameters of the grading, salary structure and sector benchmarking applied to all Conciliation Resources staff.

#### ***Recruitment and Appointment of Trustees***

As set out in the Articles of Association, the Board of Trustees of Conciliation Resources nominates the Chair of the Trustees. The Trustees are also the Directors and members of the Company. The Board of Trustees has power to appoint additional Trustees as it considers necessary and regularly reviews the required skills and the organisational policy underlying the role of the board of Conciliation Resources.

After the departure of three trustees, three new trustees were appointed in 2024. CR's Chair of three years stepped down at the end of 2023. Following a recruitment process, one of the existing trustees was appointed as Interim Chair, with the appointment confirmed at the July board meeting, for the remainder of the term. The Trustees in office and up to the date of this report are set out on page 3.

- The Risk and Audit Committee, which consists of four Trustees and the Chief Operating Officer / Company Secretary, oversaw the annual statutory audit process and supported the monitoring and updating of the organisational Risk Register, including an increased focus on financial risks.
- Two trustees acted as designated Safeguarding Trustees as part of the Keeping People Safe Committee, meeting with the Chief Operating Officer / Company Secretary and safety and compliance staff four times a year with additional communications as required. The Chair also attends these meetings.
- The Board and Staff Diversity and Inclusion Committee consists of four Trustees and four staff, including the Executive Director, while the Chair also attends.
- The Remuneration Committee consists of the Chair, and chairs of the sub committees.

We are very fortunate to have on our Board trustees with a depth of experience and understanding of charity and financial management, and of peacebuilding, with the dedication and commitment to support this work. Thorough evaluations of the Chair and Executive Director were undertaken in 2024.

### ***Trustee Induction and Training***

The Trustees maintain a good working knowledge of charity and company law and best practice through training sessions provided internally and by external consultants. New Trustees are given copies of the Articles of Association, supporting information on Conciliation Resources' work and relevant organisational policies, and hold a series of meetings with key staff from across the organisation in a structured induction led by the Executive Director. These meetings provide access to staff for all Trustees in order to find out more about Conciliation Resources' ongoing work. At the same time, it provides a chance for staff to understand some of the experiences and strengths that are available to them, and more broadly across Conciliation Resources, at Board level.

As part of the on-going development of each Trustee's understanding of Conciliation Resources and its work, when training is not scheduled, on the morning or afternoon of each Board meeting sessions are arranged between Trustees and staff at which key topics or areas of work are explored and insights shared.

### ***Related Parties and Collaborations***

Conciliation Resources has close working relationships with other charities and organisations (local and international) with which it cooperates in pursuit of its charitable objectives. This includes collaborative project partnerships, consortium initiatives and cooperative networks. Conciliation Resources currently works with more than 80 partners globally.

### ***Management of risks***

Major risks to which the charity is exposed (governance, reputational, legal, political, financial, programmatic), as identified by the staff Trustees after consolidation of information from all teams, are compiled in a Risk Register. An initial review is conducted by the Risk and Audit Committee before the Risk Register is presented to the entire Board. The register is monitored on an ongoing basis by the Senior International Safety and Compliance Officer, with formal review by the EMT and Trustees taking place once a year. The Risk Management Policy details the project and departmental approach to risk identification and management and the method for feeding that analysis into the organisational register.

### **Work environment**

As the nature of Conciliation Resources' work involves countries affected by conflict, the security situation in these countries is more frequently reviewed via a structured 'Programme Security Plan' involving in depth safety and security due diligence which incorporates safeguarding, complemented with external monitoring services. We seek to take all appropriate steps to avoid undue risk to staff and project partners, in line with laws and regulations as well as our organisational and an individual's risk appetite. Systems developed to mitigate these risks include staff safety and security policies and guidelines, Safety and Security Due Diligence and spot check processes, as well as hostile environment awareness training (HEAT). Conciliation Resources contracts external suppliers to provide security information, trip pre-briefing, contingency planning and emergency response. In addition, Conciliation Resources has different insurance policies in place to support staff travelling to, or in, conflict zones.

### **Financial Risk**

The external funding environment continues to be challenging, with a general reduction in available peacebuilding funding, particularly unrestricted funding. Funding is increasingly short term with greater levels of regulatory and compliance requirements.

There continues to be a diversion of government and private funding to immediate humanitarian and other needs related to the war in Ukraine and conflict in Gaza. The risk that insufficient funds will be generated for some of our programmes has been classified as high and is monitored closely by the Executive Management Team, which has undertaken financial contingency planning. Department Directors are responsible for sufficient fundraising and are supported to pursue their fundraising plans by the rest of the organisation.

In early 2024, we were notified by our core unrestricted donor, The Swedish International Development Cooperation Agency (Sida) that they would no longer be providing ongoing unrestricted funding after the completion of the current grant agreement in December 2024. The removal of this unrestricted funding, worth approximately £900,000 per year, would mean that CR could no longer fund its support structure in the way that it had been operating.

CR responded to this by planning a cost reduction programme which began in early 2024. This included a reduction in headcount of 9, achieved through not replacing 4 positions as individuals resigned, and making 5 roles redundant. This cost reduction, along with the improved support cost recovery that had been introduced in 2023, enabled the organisation to finish the year with a surplus which then provides a buffer for the continued uncertainty. Prompt action at the start of 2024, along with the prior years' work, positions the organisation to be able to continue even if further unrestricted funds are not secured in 2025 and beyond.

Despite the decrease in unrestricted funds, the total budget increased from 2023, with additional restricted funds being secured for programming. While this is a success, it also creates some strain given the reduced support structure. Further modelling of support cost recovery will be needed to ensure that the support structure is sufficient to provide effective service to the programme activities.

CR works with partners in our programme locations. In some cases there have been challenges in transferring funds to partners through the local banking sector. In these situations, cash couriering has been the only practical approach to transferring funds. During 2024 more than £85,000 has been transferred through this method. CR has a policy and procedures for cash couriering which is informed by Charity Commission guidance, and includes declarations to HMRC when needed. A risk assessment is carried out for all transactions through cash couriering prior to these being authorised.

#### Fundraising Activities

In 2024, our income was mainly derived from institutional donors, with additional amounts from trusts and foundations, and individuals. We did not work with external professional fundraisers, and donations from members of the public totalled less than 1% of income. We do not anticipate this increasing in the next few years. Management and the Development Team, which manages organisational fundraising, stayed abreast of recognised public fundraising standards. We are registered with the Fundraising Regulator, showing our commitment to abide by the Code of Fundraising Practice and the Fundraising Promise. In 2024, no complaints were received in relation to our fundraising activities.

We maintained and strengthened our relationships with a range of government and multilateral donors. This included the Swedish International Development Cooperation Agency, the Department of Foreign Affairs and Trade of Ireland, and the Ministry for Foreign Affairs of Finland, all of which provided core funding. We secured project funding from a range of donors including the European Union; the Foreign, Commonwealth and Development Office of the UK; the Federal Department of Foreign Affairs of Switzerland; and the Department of Foreign Affairs and Trade of Australia. We developed our relationship with Global Affairs Canada and submitted two applications for project funding - one in West Africa and one in the Horn of Africa, both of which were successful in early 2025. We received funding from several trusts and foundations including Robert Bosch Stiftung; Misereor; and Humanity United. We strengthened fundraising capacity across the organisation, including improving our budget development tools and maintaining our online grants management system.

#### Keeping People Safe

Safeguarding is a responsibility of the entire Board, with the Board's Safeguarding (Keeping People Safe) Committee leading on this area of work. The Committee is made up of the Chair of the Board and 2-3 Safeguarding Trustees, one of whom chairs the Committee. The Committee, which meets on a quarterly basis, is supported by the Chief Operating Officer and the Senior International Safety and Compliance Officer and is attended by the Executive Director and the Europe-Asia Department Director.

All concerns raised have been investigated and responded to. During the year, we continued to provide 'Keeping People Safe' sessions with our partner organisations, in order to ensure necessary safeguarding standards and practices are understood. However, as part of our aim to streamline processes and reduce workload, we reduced the KPS analysis sessions with partners from 16 hours, to 3.5 hours while maintaining key elements to ensure essential KPS messages were conveyed and discussed.

The team received a total of 19 reported concerns during the year, 7 of which were near misses all of which were responded to.

We continue to develop our systems, processes and policies in this area including our Risk Management Policy, Keeping People Safe Policy, Safety and Security Policy and Programme Security Plans.

Among other policies, our Complaints Policy and Data Protection Policy are available on our website.

### ***Staff Wellbeing***

During 2024, CR continued with a second round of redundancies to further mitigate the impact of funding cuts from Sida. The negative impact on staff wellbeing and mental health of the redundancy programme was mitigated through establishing early and effective communication with all staff in general, and particularly with those at risk of redundancy. In addition, CR encouraged staff members to take Mental Health Days, with each employee entitled to take one Mental Health Day as additional leave each quarter. Settling in the new shared office space in London also significantly improved the working environment and resulted in greater socialisation between employees using that office.

The organisation has a Wellbeing Coordination Group of senior staff, an Employee Assistance Programme, Mental Health First Aiders and free anonymous counselling at their own discretion. Line managers are provided with line management training and tools. We continue to improve our systems, processes and policies to provide required support services.

### ***Public Benefit Statement***

The Trustees consider that they have complied with Section 17 of the Charities Act 2011 with regard to the guidance on public benefit published by the Charity Commission. The paragraphs below demonstrate the public benefit arising through the Charity's activities.

### ***Objectives and activities***

Conciliation Resources is an independent international organisation working with people in conflict to prevent violence, resolve conflicts and promote peaceful societies. We commit to providing our assistance, expertise and practical resources for the long-term. In addition, we share what we learn from our work with partners to government decision-makers and others working to end conflict, to improve policies and practice worldwide. Since 1996, Conciliation Resources has worked in partnership with local and international civil society actors, helping people work together to find their own solutions to the conflicts affecting them.

**Our vision** is a world where people work together to resolve conflicts and promote peaceful and inclusive societies.

**Our mission** is to provide practical support to help people affected by violent conflict achieve lasting peace. We draw on our shared experiences to improve peacebuilding policies and practice worldwide.

The Trustees have paid due regard to the Charity Commission's Guidance on Public Benefit when determining the activities of Conciliation Resources which has the purposes of: "the advancement of human rights, conflict resolution or reconciliation or the promotion of religious or racial harmony or equality and diversity".

Our ambition (impact) is that we will make significant and documented contributions to preventing and transforming violent conflicts and promoting peaceful and inclusive societies.

Conciliation Resources' 2020-2025 Strategic Plan, "*Building Better Peace*", sets out four goals with corresponding strategic outcomes:

#### **Goal 1: Adaptive and alternative paths to peace**

Peacebuilding overcomes barriers to creating peaceful societies

#### **Goal 2: Connecting people and peace efforts**

More coherent initiatives help prevent and reduce violent conflict



**Goal 3: Inclusion, gender and influence**

Excluded groups influence approaches to building peace

**Goal 4: People centred policy**

International peacebuilding support puts people first

Our organisational values both support and underpin everything we do and seek to achieve:

*Collaboration:* We believe that everybody affected by conflict has a stake in peace. We work to create peaceful and inclusive change within societies in partnership with local people, to respond to violence, inequality, injustice and exclusion.

*Challenge:* We believe that peace can only come about if people have a chance to better understand their conflict and if difficult conversations are held between allies and adversaries. We stand alongside those who, with courage and integrity, reach out across conflict divides.

*Creativity:* We believe that peacebuilding needs to be flexible and adaptive to the specific and evolving realities of each conflict context. We support innovative ways to influence change, and we share insights from people's lived experience globally to build collective knowledge and expertise.

*Commitment:* We believe that building sustainable peace takes time. That's why we make long-term commitments to support just and resilient transitions from protracted conflict to lasting peace.

To help deliver the 2020-2025 Strategic Plan, we have developed a costed five-year Operational Plan with actions against the following goals, with leadership of each goal allocated to senior staff:

- Operational Goal 1. Invest in staff
- Operational Goal 2. Invest in partnerships
- Operational Goal 3. Locate and equip staff to provide effective peacebuilding support
- Operational Goal 4. Keep people safe
- Operational Goal 5. Develop evidence, learning and creativity
- Operational Goal 6. Ensure impactful external communications
- Operational Goal 7. Secure sufficient, flexible income
- Operational Goal 8. Ensure efficient financial systems and processes

**Selected achievements in 2024**

In 2024, CR made significant progress under the peace goals in our strategic plan for 2020-2025: [Building better peace](#). Examples of activities and achievements against each goal are below.

**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 2024 efforts fostered potential pathways forward for bilateral engagement between India and Pakistan. Building on technical and strategic dialogue processes we have convened to improve bilateral co-operation, 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 on next steps.

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.

## **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 South Caucasus, CR was able to leverage its role as a consortium lead and grant manager to encourage greater collaboration between consortium members from Armenia and Azerbaijan. By co-hosting events, hosting voluntary online dialogues, and championing development 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 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 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."

## **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 partly implemented by CR – 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/Women's Associations in Niger, to increase the number of women and people with disabilities on Communal Peace Committees at the communal level.

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 and genuinely 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 Jijiga City Administration's advisory council. Ugaaso is now positioned to bring women's perspectives into initiatives and policies developed by these bodies.

#### **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, 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. The 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, and 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 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.

#### ***Publications and Other Resources Produced in 2024***

We produced 17 multimedia products and publications, which were viewed or downloaded 15,020 times.

##### ***Multimedia***

[VIDEO: Teresa Whitfield Introduces Accord 30](#)

[WEBINAR - 'Together for Peace: Berghof Foundation and Conciliation Resources on peace and gender'](#)

[VIDEO - Reconstructing masculinities](#)

[VIDEO - Rapid Response Window: Lessons learned](#)

[PODCAST - 'In conversation: The essential role of women in peacebuilding'](#)

##### ***Publications***

[Accord: Still time to talk](#)

[Reconstructing masculinities](#)

[Building peace and security in Suva's climate affected informal settlements](#)

["Wai manga! We want a peaceful Hela!" - perspectives and experiences of peace and justice in Hela Report](#)

[Embracing change: Outcome Harvesting in peacebuilding practice](#)

[Accord Insight: Peace and security for pastoralist communities in African borderlands](#)

[Annual Review 2023](#)

[Climate change and conflict risks in Bougainville](#)

[Climate change and peacebuilding in Fiji](#)

[Ugaaso: Lessons from a women's dialogue space in the Somali Regional State of Ethiopia](#)

[Enabling change: Lessons from grant-making to increase women's participation in peace processes](#)

[Peace Matrix for Afghanistan: Strengthening Afghans' pursuit of democracy, freedom and economic recovery](#)

## Financial Review

During 2024, CR responded collectively to mitigate the financial challenges that emerged during the year. As noted previously, a cost saving exercise was carried out which included a reduction in headcount. Some roles were also moved to departments to place them closer to the programme work, with finance business partner roles moving from the operations team to the department teams.

The process of decentralising functions also continued with procurement and finance systems being established in the Kenya and Ethiopia offices, thus allowing more effective operational capacity. Work to determine the extent to which finance functions should be further decentralised, or whether there are additional improvements to systems, is planned for 2025.

The Statement of Financial Activities shows a net surplus, after exchange losses of £387,585 (2023 restated - net deficit of £302,869) for the year and total funds available stand at £1,279,725 (2023, £892,140). This surplus is a little lower than planned (forecast £510,000), but was planned to enable the organisation to manage the expected cuts in Sida funding in 2025, allowing time to increase restricted funding, with its associated support costs, to allow the organisation to operate in a sustainable manner.

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

The level of deferred income balances as at the end of 2024 increased to £4,948,177 (2023, £3,524,473; see note 16). A contract-by-contract level review informs the decision as to whether income should be recognised in the current year or whether it is recognised as deferred income (further information is included in Note 1 – Income Recognition).

The ongoing success in raising restricted funding for programming activities enables CR to maintain and increase the focus of its peacebuilding work. This comes with the challenge of maintaining the necessary support structure in light of evolving regulatory requirements and reductions in unrestricted funding. CR will continue to explore alternative sources of funding as it seeks to maintain an appropriate balance of funding sources.

Despite initial messaging that funding was unlikely to continue beyond 2024, towards the end of the year The Swedish International Development Cooperation Agency (Sida) invited CR to submit a proposal for core funding for the period 2025-2027. This would enable the continuation of the longstanding and much valued relationship between our two organisations. Funding would enable investment in core support functions to improve efficiency and effectiveness in operational support to programming initiatives, while also supporting increased fundraising capacity..

## Principal Financial Management Policies

Conciliation Resources has financial regulations and control policies set up and reviewed regularly. These set out the allocation of financial management responsibilities, identifying lines of reporting for all aspects of operations, including controls, with the delegation of authority and responsibilities clearly defined. Conciliation Resources uses a nominal ledger coding system for all financial transactions.

Regardless of project simplicity or complexity, all project expenditure is checked against budget and authorised by the appropriate budget-holder, who is responsible for ensuring that expenditure remains within budget. It is then double-checked by two authorised signatories before any payment is made.

An annual planning process is carried out by all budget-holders covering their proposed work for the upcoming period along with a fundraising plan, financial budget and cashflow. This information is reviewed by the Executive Management Team and cross-organisational functions, such as safety and compliance, monitoring and evaluation and finance. A consolidated report is presented to the Board of Trustees for their endorsement at the final Board meeting of the year.

Every quarter, as part of the budget reforecasting process, the Finance Team meets with all teams to discuss the respective changes in planned activities that may impact the annual finances or cashflow. These team forecasts are consolidated into a reforecast of expected income and expenditure each quarter and are presented to the Board of Trustees for their awareness and consideration.

Conciliation Resources holds accounts in seven main currencies; Australian dollar, Euro, US dollar, Ethiopian Birr, Central African Francs, Kenyan Shilling, Swedish Krona and the Pound Sterling.

Exchange rate risk is considered at a project and organisational level on a rolling basis. Currency exchange rates are monitored by the Chief Operating Officer, who works with the Finance Team to ensure that incoming funds are deposited into the appropriate account, and transfers are made in a timely manner. Projects that are planned based on income in a foreign currency carry an element of risk that is identified and responded to at the project planning phase.

Funding to partners is made in a currency that is agreed with the partner, to reduce exchange rate risk to the partner without creating unreasonable risk to Conciliation Resources. Overseas expenditure is predominantly in USD and Australian Dollars.

### **Principal Funding Sources**

The principal funding sources for the charity are currently grant income and donations mainly from governments and charitable organisations. Further details of funding are provided in notes 2 and 3 to the Financial Statements.

### **Investment Powers and Policy**

Conciliation Resources received income through donations, grants, project income and other sources. Conciliation Resources plans its activities over one, three and five-year time horizons and budgets to use all anticipated income. The only funds that Conciliation Resources holds that are not expendable within 12 months of receipt are reserves and any grants or contracts for activities over a longer period. The policy for investment is outlined in our Ethical Fundraising and Investment Policy. We currently retain funds as cash and place them on bank deposit, or on deposit with the COIF Charities Deposit Fund.

### **Reserves Policy**

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 had to close. This amount was set at £745,000 for 2024 and 2025 in accordance with the Reserves Policy approved in November 2024.

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 EMT decide to provide office locations with increased direct financial management responsibility.

### **Plans for the Future**

Despite changing political and donor dynamics, particularly as a result of the war in Ukraine as well as the Israel-Gaza conflict, the Trustees are pleased with the final year of the 2020-2025 Strategic Plan and the corresponding 2020-2025 Operational Plan. We continue to have a positive impact, and 2025 will witness the initial work required to develop the organisation's next Strategic Plan.

We see a continued need for our work and unique peacebuilding approach. Continuity and long-term partnership are necessary elements of good peacebuilding. During the strategic planning process we will consider whether we should be looking to adjust our geographical or thematic focus, responding to the contextual needs. We will also make plans on how we can maintain a broad and diverse funding base, and further refine our cost recovery approaches to ensure we can continue to meet the needs of our operations. This will enable us to mitigate further fluctuations in unrestricted donor income.

### **Trustees' Responsibilities in Relation to the Financial Statements**

The Trustees are responsible for preparing the Annual Report and the financial statements in accordance with applicable law and regulation.

Company law requires the Trustees to prepare financial statements for each financial year. Under that law the Trustees have elected to prepare the financial statements in accordance with the United Kingdom Generally Accepted Accounting Practice (United Kingdom Accounting Standards and applicable law). Under company law the Trustees must not approve the financial statements unless they are satisfied that they give a true and fair view of the state of affairs of the Company and of its income and expenditure for that period. In preparing these financial statements, the Trustees are required to:

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles in the charities' SORP;
- make judgements and estimates that are reasonable and prudent;
- state whether applicable UK Accounting Standards have been followed, subject to any material departures disclosed and explained in the financial statements;
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charitable company will continue in business.

The Trustees are responsible for keeping adequate accounting records that are sufficient to show and explain the Company's transactions and disclose with reasonable accuracy at any time the financial position of the Company and enable them to ensure that the financial statements comply with the Companies Act 2006. They are also responsible for safeguarding the assets of the Company and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

### **Statement of Disclosure to Auditor**

In accordance with company law, the Company's Directors certify that:

- so far as they are aware, there is no relevant audit information of which the Company's auditor is unaware; and
- as the Directors of the Company, they have taken all the steps that they ought to have taken in order to make themselves aware of any relevant audit information and to establish that the Charity's auditor is aware of that information.

### **Auditor**

In November 2020, the Board agreed to appoint Haysmacintyre LLP for the audit of CR's Financial Statements for 2020 and three further years, subject to an annual review and approval by the CR Risk & Audit Committee and the Trustee Board. On 18 November 2024, the company's auditor changed its name from Haysmacintyre LLP to HaysMac LLP.

The trustees have agreed to re-appoint the auditors to undertake the 2025 Year End audit and HaysMac LLP has indicated its willingness to continue in office.

**Approval**

This Trustees Report was approved by the Board of Directors and Trustees on the 16th June 2025 and signed on its behalf. The Trustees Report includes the Strategic Report as required by company law. The Strategic Report comprises the sections in relation to: Strategic Management (pages 3-4), Business Environment (pages 5-7) and Business Performance and Position (pages 7-12).

A handwritten signature in black ink, appearing to be 'LM' or similar, written over a horizontal line.

Lucy Moore  
Director and Chair of Trustees

## **INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF CONCILIATION RESOURCES YEAR ENDED 31 DECEMBER 2024**

### **Opinion**

We have audited the financial statements of Conciliation Resources for the year ended 31 December 2024 which comprise the Consolidated Statement of Financial Activities, the Balance Sheets, the Statement of Cash Flows and notes to the financial statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 The Financial Reporting Standard applicable in the UK and Republic of Ireland (United Kingdom Generally Accepted Accounting Practice).

In our opinion, the financial statements:

- give a true and fair view of the state of the group's and of the parent charitable company's affairs as at 31 December 2024 and of the group and parent charitable company's net movement in funds, including the income and expenditure, for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

### **Basis for opinion**

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the Auditor's responsibilities for the audit of the financial statements section of our report. We are independent of the group in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, including the FRC's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

### **Conclusions relating to going concern**

In auditing the financial statements, we have concluded that the trustee's use of the going concern basis of accounting in the preparation of the financial statements is appropriate.

Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on the group's ability to continue as a going concern for a period of at least twelve months from when the financial statements are authorised for issue.

Our responsibilities and the responsibilities of the directors with respect to going concern are described in the relevant sections of this report.

### **Other information**

The trustees are responsible for the other information. The other information comprises the information included in the Trustees' Annual Report. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon.

In connection with our audit of the financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether there is a material misstatement in the financial statements or a material misstatement of the other information. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact. We have nothing to report in this regard.



## **INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF CONCILIATION RESOURCES YEAR ENDED 31 DECEMBER 2024**

### **Opinions on other matters prescribed by the Companies Act 2006**

In our opinion, based on the work undertaken in the course of the audit:

- the information given in the Trustees' Annual Report (which includes the strategic report and the directors' report prepared for the purposes of company law) for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the strategic report and the directors' report included within the Trustees' Annual Report have been prepared in accordance with applicable legal requirements.

### **Matters on which we are required to report by exception**

In the light of the knowledge and understanding of the group and parent charitable company and its environment obtained in the course of the audit, we have not identified material misstatements in the Trustees' Annual Report (which incorporates the strategic report and the directors' report).

We have nothing to report in respect of the following matters in relation to which the Companies Act 2006 requires us to report to you if, in our opinion:

- adequate accounting records have not been kept by the parent charitable company; or
- the charitable company financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of trustees' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit.

### **Responsibilities of trustees for the financial statements**

As explained more fully in the trustees' responsibilities statement set out on page 15, the trustees (who are also the directors of the charitable company for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the trustees are responsible for assessing the group and the parent charitable company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the trustees either intend to liquidate the group or the parent charitable company or to cease operations, or have no realistic alternative but to do so.

### **Auditor's responsibilities for the audit of the financial statements**

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We design procedures in line with our responsibilities, outlined above, to detect material misstatements in respect of irregularities, including fraud. The extent to which our procedures are capable of detecting irregularities, including fraud is detailed below:

## INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF CONCILIATION RESOURCES YEAR ENDED 31 DECEMBER 2024

Based on our understanding of the group and the sector in which it operates, we identified that the principal risks of non-compliance with laws and regulations related to regulatory requirements of the Charity Commission, and we considered the extent to which non-compliance might have a material effect on the financial statements. We also considered those laws and regulations that have a direct impact on the preparation of the financial statements such as the Charities Act 2011, Companies Act 2006 and payroll taxes.

We evaluated management's opportunities for fraudulent manipulation of the financial statements (including the risk of override of controls), and determined that the principal risks were related to posting inappropriate journal entries and management bias in certain accounting estimates and judgements such as the income recognition policy applied to grant income. Audit procedures performed by the engagement team included:

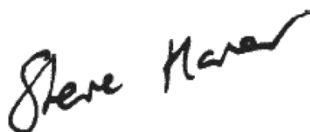
- Inspecting correspondence with appropriate regulators and tax authorities;
- Discussions with management including consideration of known or suspected instances of non-compliance with laws and regulation and fraud;
- Evaluating management's controls designed to prevent and detect irregularities;
- Review of minutes of meetings to identify expected material amounts of voluntary income;
- Identifying and testing journals, using data analytics to focus testing on higher risk entries; and
- Challenging assumptions and judgements made by management in their critical accounting estimates, with a focus on recognition of grant income at the year end.

Because of the inherent limitations of an audit, there is a risk that we will not detect all irregularities, including those leading to a material misstatement in the financial statements or non-compliance with regulation. This risk increases the more that compliance with a law or regulation is removed from the events and transactions reflected in the financial statements, as we will be less likely to become aware of instances of non-compliance. The risk is also greater regarding irregularities occurring due to fraud rather than error, as fraud involves intentional concealment, forgery, collusion, omission or misrepresentation.

A further description of our responsibilities for the audit of the financial statements is located on the Financial Reporting Council's website at: [www.frc.org.uk/auditorsresponsibilities](http://www.frc.org.uk/auditorsresponsibilities). This description forms part of our auditor's report.

### Use of our report

This report is made solely to the charitable company's members, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006. Our audit work has been undertaken so that we might state to the charitable company's members those matters we are required to state to them in an Auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the charitable company and the charitable company's members as a body, for our audit work, for this report, or for the opinions we have formed.



Steven Harper (Senior Statutory Auditor)  
For and on behalf of HaysMac LLP, Statutory Auditors  
26<sup>th</sup> June 2025

10 Queen Street Place  
London  
EC4R 1AG

**CONSOLIDATED STATEMENT OF FINANCIAL ACTIVITIES**  
**(including an Income and Expenditure Account)**

	Notes	Unrestricted funds £	Restricted funds £	<b>Total 2024 £</b>	Total 2023 (restated) £
<b>Income from:</b>					
Donations and core funding	2	994,505	-	<b>994,505</b>	1,247,008
Charitable activities	3	100,227	10,312,119	<b>10,412,346</b>	9,086,947
Investments	4	38,031	-	<b>38,031</b>	38,060
<b>Total income</b>		<u>1,132,763</u>	<u>10,312,119</u>	<b><u>11,444,882</u></b>	<u>10,372,015</u>
<b>Expenditure on:</b>					
Raising funds	5	155,593	-	<b>155,593</b>	226,636
Charitable activities	6	1,435,363	9,466,341	<b>10,901,704</b>	10,448,248
<b>Total expenditure</b>		<u>1,590,956</u>	<u>9,466,341</u>	<b><u>11,057,297</u></b>	<u>10,674,884</u>
<b>Net (expenditure)/income</b>		(458,193)	845,778	<b>387,585</b>	(302,869)
Transfers between funds	19	845,778	(845,778)	-	-
<b>Net movement in funds</b>		<u>387,585</u>	<u>-</u>	<b><u>387,585</u></b>	<u>(302,869)</u>
<b>Reconciliation of funds:</b>					
Total funds brought forward		892,140	-	<b>892,140</b>	1,195,009
Total funds carried forward	19	<u>1,279,725</u>	<u>-</u>	<b><u>1,279,725</u></b>	<u>892,140</u>

The Statement of Financial Activities also complies with the requirement for an Income & Expenditure Account under the Companies Act 2006.

All income and expenditure derives from continuing activities.

The Statement of Financial Activities includes all gains and losses recognised during the year.

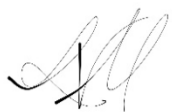
Full comparative figures for the year ended 31 December 2023 are shown in note 27.

The accompanying notes form part of these Financial Statements.

**CONSOLIDATED BALANCE SHEET**

	Notes	£	2024	£	£	2023	£
<b>Fixed assets</b>							
Intangible fixed assets	12			95,557		127,513	
Tangible fixed assets	13			20,331		34,229	
				<u>115,888</u>		<u>161,742</u>	
<b>Current assets</b>							
Debtors	14	1,344,218			1,532,310		
Cash at bank and in hand		5,455,405			3,520,011		
		<u>6,799,623</u>			<u>5,052,321</u>		
<b>Creditors:</b> amounts falling due within one year	15	<u>(5,608,710)</u>			<u>(4,271,447)</u>		
<b>Net current assets</b>				1,190,913		730,398	
Provisions	18			(27,075)		(50,476)	
<b>Total Net assets</b>				<u>1,279,725</u>		<u>892,140</u>	
<b>Charity Funds</b>							
<b>Unrestricted funds</b>							
- General funds	19			1,279,725		892,140	
<b>Restricted funds</b>	19			-		-	
<b>TOTAL FUNDS</b>				<u>1,279,725</u>		<u>892,140</u>	

The financial statements were approved and authorised for issue by the Board of Directors and Trustees on 19th June 2025 and were signed on its behalf by:



..... Lucy Moore (Director and Chair of Trustees)



..... Callum Newman (Company Secretary)

The accompanying notes form part of these Financial Statements.

**BALANCE SHEET (Company only)**

	2024		2023 (As restated)	
	£	£	£	£
<b>Fixed assets</b>				
Intangible fixed assets		95,557		127,513
Tangible fixed assets		20,331		34,229
		<u>115,888</u>		<u>161,742</u>
<b>Current assets</b>				
Debtors	1,570,983		1,522,933	
Cash at bank and in hand	<u>4,987,194</u>		<u>2,625,144</u>	
	6,558,177		4,148,077	
<b>Creditors:</b> amounts falling due within one year	<u>(5,236,776)</u>		<u>(3,970,872)</u>	
<b>Net current assets</b>		1,321,401		177,205
Provisions		-		-
<b>Total Net assets</b>		<u>1,437,289</u>		<u>338,947</u>
<b>Charity Funds</b>				
<b>Unrestricted funds</b>				
- General funds		1,437,289		338,947
- Designated funds		-		-
<b>Restricted funds</b>		-		-
<b>TOTAL FUNDS</b>	28	<u>1,437,289</u>		<u>338,947</u>

The net income for the charitable company for the 12-month period to 31 December 2024 was £1,098,342 (2023: £218,137).

The financial statements were approved and authorised for issue by the Board of Directors and Trustees on 19th June 2025 and were signed on its behalf by:



..... Lucy Moore (Director and Chair of Trustees)



..... Callum Newman (Company Secretary)

**CONSOLIDATED STATEMENT OF CASH FLOWS**

	Notes	2024 £	2023 £
<b>Cash flow from operating activities</b>	22	<b>2,221,848</b>	1,222,513
<b>Net cash flow provided by operating activities</b>		<b>2,221,848</b>	<b>1,222,513</b>
<b>Cash flows from investing activities</b>			
Purchase of tangible fixed assets		(8,160)	(15,496)
Additions to intangible fixed assets		-	-
Dividend and interest receivable		38,031	38,060
<b>Net cash (used in)/ provided by investing activities</b>		<b>29,871</b>	<b>22,564</b>
<b>(Decrease)/increase in cash and cash equivalents in the year</b>		<b>2,251,718</b>	<b>1,245,077</b>
Cash and cash equivalents at the beginning of the year		<b>3,520,011</b>	2,381,996
Change in cash and cash equivalents due to exchange rate movements		(316,324)	(107,062)
<b>Total cash and cash equivalents at year end</b>		<b>5,455,405</b>	<b>3,520,011</b>
<b>Cash and cash equivalents consists of:</b>			
Cash at bank and in hand		<b>5,455,405</b>	3,520,011
<b>Cash and cash equivalents at 31 December</b>		<b>5,455,405</b>	<b>3,520,011</b>

The accompanying notes form part of these Financial Statements.

## NOTES TO THE FINANCIAL STATEMENTS

### 1. Summary of significant accounting policies

The significant accounting policies applied in the preparation of these financial statements are set out below. The accounting policies have been applied consistently throughout the year and in the preceding year, unless otherwise stated.

#### **Basis of Preparation of Accounts and General Information**

Conciliation Resources is a charitable company Registered in England and Wales. In the event of the charity being wound up, the liability in respect of the guarantee is limited to £1 per member of the charity. The address of the registered office is given in the charity information on page 2 of these financial statements. The nature of the charity's operations and principal activities are included in the Report of the Directors and Trustees.

The charity constitutes a public benefit entity as defined by FRS 102. The financial statements have been prepared in accordance with Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102), the Financial Reporting Standard applicable in the United Kingdom and Republic of Ireland (FRS 102), the Charities Act 2011, the Companies Act 2006 and UK Generally Accepted Practice as it applies from 1 January 2019.

The financial statements have been prepared on a going concern basis under the historical cost convention. The financial statements are prepared in sterling which is the functional currency of the charity. The accounts are rounded to the nearest pound.

#### **Basis of Consolidation**

The consolidated statement of financial activities (SOFA), group balance sheet and consolidated statement of cash flows consolidate the financial statements of the Charity and its subsidiary (Conciliation Resources Australia-CRA). The financial statements of the subsidiary are consolidated with the Charity on a line-by-line basis. Transactions and balances between entities are eliminated on consolidation.

No separate SOFA has been presented for the Company alone, as permitted by s408 of the Companies Act 2006. The total income of the Company for the period was £10,611,113 (2023: £9,563,294) and the net result of the Company was a surplus of £1,098,342 (2023: deficit £218,137).

#### **Going Concern**

The Directors are required, under the rules governing the preparation of accounts, to consider each year whether it is appropriate to prepare the accounts on a going concern basis. This requires them, therefore, to take a view that the charity can continue in operation for the foreseeable future.

Over the year 2024, Conciliation Resources has faced changes in the funding landscape resulting in some impact on our organisational development and support teams as well as the programme teams. At the same time, 2024 has shown that we have an ability to attract significant and diverse funding, offsetting the reductions. The Directors have reviewed the future requirements of Conciliation Resources and the likely levels of financing, a significant amount of which has already been secured for 2025 and 2026, as well as the satisfactory levels of cash and reserves which it holds. Hence, the directors have not identified any material uncertainty in the charity's ability to continue as a going concern. Accordingly, the Directors are satisfied that resources are fully adequate for the foreseeable future and that it is appropriate that the accounts should be prepared on the going concern basis.

#### **Income**

All income is included in the Statement of Financial Activities (SoFA) when the charity is legally entitled to the income, after any performance conditions have been met, when the amount can be measured reliably and when it is probable that the income will be received.

**1. Summary of significant accounting policies (continued)**

Income from donations, including gifts and grants that provide core funding or are of general nature, are recognised on receipt, unless there are conditions attached to the donation that have to be satisfied before entitlement can be obtained. In this case income is deferred until those conditions are fully met or the fulfilment of those conditions is within the control of the charity and it is probable that they will be fulfilled.

The charity receives grant income, including government grants, which provides funding to support its activities. Income from government grants and other grants are recognised at fair value when the charity has an entitlement to it, when performance conditions have been met, it is probable that the income will be received and the amount can be measured reliably. If entitlement conditions are not met then these amounts are deferred.

Investment income is recognised on a receivable basis.

**Volunteers and Donated Services and Facilities**

Where services that would normally be purchased from suppliers are provided to the charity free of charge, this contribution is included as both income and expenditure in the financial statements at an estimate of the value of the contribution to the charity. There were no such donations during the year.

During 2024 (2023-nil), the charity had no volunteers.

**Expenditure**

All expenditure is accounted for on an accruals basis. Expenditure is recognised where there is a legal or constructive obligation to make payments to third parties, it is probable that the settlement will be required and the amount of the obligation can be measured reliably. It is categorised under the following headings:

- Raising funds are those costs incurred in attracting voluntary contributions and donations, and those incurred in trading activities that raise funds and do not include the costs of disseminating information in support of the charitable activities;
- Expenditure on charitable activities includes expenditure associated with the main objectives of the charity and include both direct costs and support costs relating to these activities; and
- Other expenditure represents those items not falling into the categories above.

Irrecoverable VAT is charged as an expense against the activity for which expenditure arose.

**Support costs allocation**

Support costs are those that assist the work of the charity but do not directly represent charitable activities and include office costs, communications costs, governance costs, and project management costs. They are incurred directly in support of expenditure on the objects of the charity. Where support costs cannot be directly attributed to particular headings, they have been allocated to each programme activity based on the size of the programme expenditure as a proportion of the total expenditure on charitable activities and raising funds.

The analysis of these costs is included in note 7.

**Accounting for transfers to partners**

In delivering its charitable activities, Conciliation Resources works closely with a range of local partners. The delivery of these charitable activities is in conjunction with local partners. On this basis, costs incurred by partners are categorised within the accounts as direct costs rather than as grants made, as in the trustees view this is the most appropriate category having considered the substance of the costs.



**1. Summary of significant accounting policies (continued)****Intangible Assets**

Intangible assets are stated at cost less accumulated amortisation and are amortised on a straight-line basis over their useful lives. The useful lives of intangible assets are as follows:

Computer software      7 years

**Tangible Fixed Assets and Depreciation**

Tangible fixed assets are stated at cost less depreciation. The cost of minor additions or those costing less than £900 are not capitalised. Depreciation is provided at rates calculated to write off the cost or valuation of fixed assets, less their estimated residual value, over their expected useful lives on a straight-line basis:

Computer Equipment	3 years
Office Furniture & Fittings	3 years
Leasehold	10 years
Leasehold Improvements	3 years

**Debtors**

Trade and other debtors are recognised at the settlement amount due after any trade discount offered. Prepayments are valued at the amount prepaid net of any trade discounts due.

**Creditors and Provisions**

Creditors and provisions are recognised when the charity has an obligation at the balance sheet date as a result of a past event, it is probable that an outflow of economic benefits will be required in settlement and the amount can be reliably estimated. Creditors and provisions are normally recognised at their settlement amount after allowing for any discounts due.

**Financial Instruments**

The charity only has financial assets and financial liabilities of a kind that qualify as basic financial instruments. Basic financial instruments are initially recognised at transaction value and subsequently measured at the settlement value.

**Funds**

Unrestricted general funds are available for use at the discretion of the Trustees in furtherance of the general objectives of the charity and which have not been designated for other purposes.

Designated funds comprise unrestricted funds that have been set aside by the Trustees for specific purposes. The aim and use of each designated fund is set out in the notes to the financial statements.

Restricted funds are monies raised for, and their use restricted to, a specific purpose or donations subject to donor-imposed conditions. The cost of raising and administering such funds is charged against the specific fund. The aim and use of each restricted fund is set out in the notes to the financial statements.

**Employee Benefits**

When employees have rendered service to the charity, short-term employee benefits to which the employees are entitled are recognised at the undiscounted amount expected to be paid in exchange for that service.

The charity operates a defined contribution pension plan for the benefit of its employees. Contributions are expensed as they become payable.

**1. Summary of significant accounting policies (continued)****Tax**

The charity is potentially exempt from taxation in respect of income or capital gains received within categories covered by Part 10 Income Tax Act 2007 or Section 256 of the Taxation of Chargeable Gains Act 1992, to the extent that such income or gains are applied exclusively to charitable purposes.

**Foreign Currency**

Monetary assets and liabilities denominated in foreign currencies are translated into sterling at the rate of exchange ruling at the balance sheet date. Transactions in foreign currencies are initially recorded at the rate ruling at the date of the transaction. All differences are taken to the Statement of Financial Activities.

**Critical accounting judgements and key sources of estimation uncertainty**

In the application of the Charity's accounting policies, the Trustees are required to make judgements, estimates and assumptions about the carrying amounts of assets and liabilities that are not readily apparent from other sources.

The estimates and associated assumptions are based on historical experience and other factors that are considered to be relevant. Actual results may differ from these estimates. The estimates and underlying assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognised in the period in which the estimate is revised if the revision affects only that period, or in the period of the revision and future periods if the revision affects both current and future periods. The Trustees do not consider there are any critical judgements or sources of estimation uncertainty affecting assets or liabilities at the balance sheet date which is likely to result in a material adjustment to their carrying amount in the next financial year.

**Operating lease agreements**

Rentals applicable to operating leases where substantially all of the benefits and risks of ownership remain with the lessor are charged to the statement of financial activities on a straight-line basis over the period of the lease.

**2. Unrestricted Income from donations and grants**

	<b>Group</b>	
	<b>2024</b>	<b>2023</b>
	<b>£</b>	<b>£</b>
Donations	<b>15,788</b>	18,480
Core funding	<b>978,717</b>	1,228,528
	<b>994,505</b>	<b>1,247,008</b>

Income from donations and core funding was £994,505 (2023 - £1,247,008) all of which was attributable to unrestricted funds (2023 - all).

Core funding includes £978,717 (2023 - £1,228,528) of government grants receivable in the year.

**2. Unrestricted Income from donations and grants (continued)**

These grants were awarded as follows:

	<b>2024</b>	<b>Group</b>
	<b>£</b>	<b>2023</b>
		<b>£</b>
The Swedish International Development Cooperation Agency (Sida)	<b>890,321</b>	1,049,462
Department of Foreign Affairs and Trade, Ireland	<b>84,296</b>	87,756
Ministry for Foreign Affairs of Finland	-	86,310
Others	<b>4,100</b>	5,000
	<b>978,717</b>	<b>1,228,528</b>

100% (2023: 100%) of core funding is received from funders outside of the United Kingdom.

**3. Income from charitable activities**

	<b>2024</b>	<b>Group</b>
	<b>£</b>	<b>2023</b>
		<b>£</b>
Project grant income	<b>10,312,119</b>	9,059,367
External consultancies	<b>4,000</b>	20,023
High Net Worth Donors	<b>96,227</b>	7,557
	<b>10,412,346</b>	<b>9,086,947</b>

Income from charitable activities was £10,412,346 (2023 - £9,086,947) of which £10,312,119 (2023 - £9,055,752) was attributable to restricted funds and £100,227 (2023 - £31,195) was attributable to unrestricted funds.

Grant income includes £8,679,456 (2023, £7,233,915) of government grants receivable in the year. The government and multilateral grants received are identified by a \* below:

	<b>2024</b>	<b>Group</b>
	<b>£</b>	<b>2023</b>
		<b>£</b>
<b>Research, Advisory and Policy</b>		
Joseph Rowntree Charitable Trust	<b>74,784</b>	66,941
* Federal Department of Foreign Affairs, Switzerland	<b>122,783</b>	198,656
Sasakawa Peace Foundation	<b>169,874</b>	227,563
* Foreign, Commonwealth and Development Office, UK	<b>835,221</b>	516,160
Ecorys	-	11,148
PeaceNexus	-	8,686
*Department of Foreign Affairs and Trade, Ireland	<b>10,576</b>	7,024
	<b>1,213,238</b>	<b>1,036,178</b>

3. Income from charitable activities (continued)

	Group	
	2024	2023
	£	£
<b>Europe/South Asia</b>		
* European Union	2,381,170	2,308,000
* Federal Department of Foreign Affairs, Switzerland	86,542	12,000
* Foreign, Commonwealth and Development Office, UK	320,668	326,771
Sigrid Rausing Trust	109,374	168,986
* Ministry for Foreign Affairs of Finland	-	27,738
Ploughshares	13,946	32
Allan & Nesta Ferguson Charitable Trust	11,624	-
United States Institute of Peace	77,710	-
* Foreign, Commonwealth and Development Office, UK	196,169	-
Misereor	31,979	30,131
	<b>3,229,182</b>	<b>2,873,658</b>
<b>West Africa</b>		
National Endowment for Democracy	15,252	43,192
Robert Bosch Stiftung	395,143	207,822
* Norwegian Agency for Development Cooperation	36,310	6,888
	<b>446,705</b>	<b>257,902</b>
<b>East and Central Africa</b>		
Zivik	207,886	255,750
* European Union	199,464	-
Expertise France	185,127	-
Peace Dividend	10,289	-
DanChurchAid	6,551	372,680
* United Nations Development Programme	1,118	271,136
	<b>610,435</b>	<b>899,566</b>
<b>Horn of Africa</b>		
* Federal Foreign Office, Germany	762	364,279
* Foreign, Commonwealth and Development Office, UK	881,206	1,152,759
* Department of Foreign Affairs and Trade, Ireland	761,427	589,533
* Danish Embassy, Ethiopia	186,271	-
	<b>1,829,666</b>	<b>2,106,571</b>
<b>Pacific</b>		
* Department of Foreign Affairs and Trade, Australia	149,695	99,573
* New Zealand Ministry of Foreign Affairs and Trade	583,498	303,892
Misereor	92,432	129,460
* Foreign, Commonwealth and Development Office, UK	410,573	92,256
* European Union	139,800	69,564
Q2IMPACT	114,224	-
* United Nations Development Programme	27,994	71,788
* Federal Foreign Office, Germany	217,500	216,130
	<b>1,735,716</b>	<b>982,663</b>

3. Income from charitable activities (continued)

	2024 £	Group 2023 £
<b>Philippines</b>		
* Department of Foreign Affairs and Trade, Ireland	48,278	-
* Foreign, Commonwealth and Development Office, UK	14,111	202,164
* Department of Foreign Affairs and Trade, Australia	-	40,724
	<b>62,389</b>	<b>242,888</b>
<b>Cross Regional Programme</b>		
* Foreign, Commonwealth and Development Office, UK	355,482	32,609
Saferworld	64,461	20,826
* The Swedish International Development Cooperation Agency (Sida)	-	172,148
Aurora Trust	12,432	-
Eva Reckitt Trust Fund	176	-
Myriad USA	1,970	-
* Ministry for Foreign Affairs of Finland	150,157	-
* UN Women's Peace and Humanitarian Fund	600,109	430,146
	<b>1,184,787</b>	<b>655,729</b>
<b>Total grants</b>	<b>10,312,119</b>	<b>9,055,155</b>

67% (2023 - 72%) of grants within charitable activities is attributable to geographical areas outside the United Kingdom.

4. Income from investments

	2024 £	Group 2023 £
Bank interest	38,031	38,060

Income from investments was £38,031 (2023 - £38,060) of which all (2023 – all) was attributable to unrestricted funds.

5. Costs of raising funds

	2024 £	Group 2023 £
Salaries and staff costs	125,230	174,754
Direct costs	6,064	8,837
Support costs	24,299	43,045
	<b>155,593</b>	<b>226,636</b>

All £155,593 (2023 - £226,636) of the above costs were attributable to unrestricted funds.

# CONCILIATION RESOURCES

YEAR ENDED 31 DECEMBER 2024

## 6. Analysis of expenditure on charitable activities

Group	Salaries and Staff costs £	Direct costs £	Support costs £	2024 £
Research, Advisory and Policy	489,452	346,908	154,786	991,146
Europe/South Asia	489,160	2,448,857	543,739	3,481,756
West Africa	146,023	222,769	68,253	437,045
East and Central Africa	152,532	377,632	98,118	628,282
Horn of Africa	288,807	1,181,833	272,172	1,742,812
Pacific	676,054	624,106	240,621	1,540,781
Philippines	67,713	114,476	33,718	215,907
Cross Regional Programme	6,280	661,908	124,181	792,369
Africa Department	139,760	177,566	58,662	375,988
Europe Asia Department	266,272	11,100	50,880	328,252
Cross-departmental expenditure	-	-	367,366	367,366
Total	2,722,053	6,167,155	2,012,496	10,901,704

## 2023 Comparative Information

Group	Salaries and Staff costs £	Direct costs £	Support costs £	2023 (restated) £
Research, Advisory and Policy	601,490	382,585	230,725	1,214,800
Europe/South Asia	461,848	2,194,943	622,907	3,279,698
West Africa	134,702	130,702	62,226	327,630
East and Central Africa	235,550	602,706	196,536	1,034,792
Horn of Africa	333,836	1,477,903	424,777	2,236,516
Pacific	656,655	422,410	252,996	1,332,061
Philippines	56,607	119,272	41,236	217,115
Cross Regional Programme	-	300,403	70,910	371,313
Africa Department	27,219	51,700	19,680	98,599
Europe Asia Department	258,330	7,029	60,560	325,919
Cross-departmental expenditure			9,805	9,805
Total	2,766,237	5,689,653	1,992,358	10,448,248

£9,466,341 (2023 - £8,625,010) of the above costs were attributable to restricted funds and £1,435,363 (2023 - £1,823,238) of the above costs were attributable to unrestricted funds.

# CONCILIATION RESOURCES

YEAR ENDED 31 DECEMBER 2024

## 7. Allocation of support costs

Group	Management, Administration and Staff costs	Premises costs	Communication costs	Information Technology	Governance costs	Other charitable expenses	2024
	£	£	£	£	£	£	£
Costs of raising funds	14,681	5,004	456	3,009	404	745	24,299
Research, Advisory and Policy	93,520	31,875	2,901	19,168	2,576	4,745	154,785
Europe/South Asia	328,523	111,972	10,193	67,336	9,047	16,670	543,741
West Africa	41,238	14,055	1,279	8,452	1,136	2,092	68,252
East and Central Africa	59,282	20,205	1,839	12,151	1,633	3,008	98,118
Horn of Africa	164,444	56,048	5,102	33,705	4,529	8,344	272,172
Pacific	145,381	49,551	4,510	29,798	4,004	7,377	240,621
Philippines	20,372	6,943	632	4,176	561	1,034	33,718
Cross Regional Programme	74,715	25,466	2,318	15,314	2,058	3,791	123,662
Africa Department	35,483	12,094	1,101	7,273	977	1,800	58,728
Europe Asia Department	31,015	10,571	962	6,357	854	1,574	51,333
Cross-departmental expenditure	-	-	-	-	-	367,366	367,366
<b>Total</b>	<b>1,008,654</b>	<b>343,784</b>	<b>31,293</b>	<b>206,739</b>	<b>27,779</b>	<b>418,546</b>	<b>2,036,795</b>

## 2023 Comparative Information

Group	Management, Administration and Staff costs	Premises costs	Communication costs	Information Technology	Governance costs	Other charitable expenses	2023 (restated)
	£	£	£	£	£	£	£
Costs of raising funds	24,866	9,652	1,297	5,072	1,829	329	43,045
Research, Advisory and Policy	133,288	51,733	6,953	27,186	9,288	2,276	230,724
Europe/South Asia	359,849	139,669	18,774	73,395	25,177	6,043	622,907
West Africa	35,948	13,952	1,875	7,332	2,643	475	62,225
East and Central Africa	113,538	44,068	5,923	23,157	8,349	1,501	196,536
Horn of Africa	245,391	95,244	12,802	50,051	18,044	3,245	424,777
Pacific	146,154	56,727	7,625	29,810	10,747	1,933	252,996
Philippines	23,822	9,246	1,243	4,859	1,752	315	41,237
Cross Regional Programme	40,677	15,788	2,122	8,297	2,991	1,036	70,911
Africa Department	10,689	4,149	558	2,180	786	1,319	19,681
Europe Asia Department	35,953	13,954	1,876	7,333	1,444	-	60,560
Cross-departmental expenditure	-	-	-	-	-	9,805	9,805
<b>Total</b>	<b>1,170,175</b>	<b>454,182</b>	<b>61,048</b>	<b>238,672</b>	<b>83,050</b>	<b>28,277</b>	<b>2,035,404</b>

Support costs are allocated in accordance with the accounting policies on pages 23 & 24.

**8. Governance costs**

	<b>Group</b>	
	<b>2024</b>	<b>2023</b>
	<b>£</b>	<b>£</b>
Board costs	1,136	1,182
Auditors' remuneration (UK)	19,000	18,000
Auditors' remuneration (Ethiopia)	759	2,000
Auditors' remuneration (Australia)	6,884	4,194
Legal, professional fees and other support costs	17,032	56,161
	<b>44,811</b>	<b>81,537</b>

**9. Net income for the year**

The net income is stated after charging:

	<b>Group</b>	
	<b>2024</b>	<b>2023</b>
	<b>£</b>	<b>£</b>
Depreciation of tangible fixed assets	22,059	40,120
Amortisation of intangible fixed assets	31,956	31,956
Operating lease rentals	44,721	44,721
Audit's remuneration	19,000	18,000
Statutory audit (current auditor)		
Statutory audit (Ethiopia)	759	2,000
Statutory audit (Australia)	6,884	4,194
Grant audits	48,310	63,019
Foreign Exchange Translation Gains/(Losses)	<b>(316,324)</b>	<b>(107,062)</b>

**10. Trustees' and key management personnel remuneration and expenses**

Expenses reimbursed for airfares, travel, telephone, hospitality and accommodation totalling £1,136 (2023 - £1,182) were paid on behalf of four (2023 - three) trustees.

The number of key management personnel in the year was seven (2023 - seven). The total amount of employee benefits received by key management personnel during the year was £649,592 (2023, £623,265). The Charity considers its key management personnel to be the Executive Management Team.



**11. UK Staff costs and employee benefits**

The total UK staff costs and employee benefits were as follows:

	<b>2024</b>	<b>Group</b>	<b>2023</b>
	<b>£</b>		<b>£</b>
Employee salaries	<b>3,151,990</b>		3,351,824
Social security	<b>283,673</b>		302,991
Defined contribution pension costs	<b>319,771</b>		322,978
	<b>3,755,434</b>		3,977,793
Termination payments	<b>30,844</b>		45,400
	<b>3,786,278</b>		4,023,193

4 employees received termination payment in 2024, (2023 - 6).

The number of employees who received total employee benefits (excluding employer national insurance, pension costs and termination payments) of more than £60,000 is as follows:

	<b>2024</b>	<b>Group</b>	<b>2023</b>
£90,001 to £100,000	1		1
£80,001 to £90,000	2		-
£70,001 to £80,000	3		4
£60,000 to £70,000	8		9

During the year the charity paid £95,897 (2023 - £90,871) under a defined contribution pension scheme on behalf of the staff members/director earning over £60,000.

The average monthly number of employees and full time equivalent (FTE) during the year was as follows:

<b>Group</b>	<b>2024</b>	<b>2024</b>	<b>2023</b>	<b>2023</b>
	<b>Number</b>	<b>FTE</b>	<b>Number</b>	<b>FTE</b>
Executive Management Team	7.67	7.67	9.33	9.07
Research, Advisory and Policy	7.13	6.73	9.87	9.27
Africa Department	1.62	1.62	0.50	0.50
Europe/South Asia	7.02	7.02	7.65	7.65
West Africa	2.00	2.00	2.00	2.00
East and Central Africa	3.50	3.50	5.81	5.81
Europe Asia Department	2.86	2.68	2.50	2.40
Horn of Africa	7.63	7.63	7.37	7.27
Pacific	3.86	3.86	3.76	3.76
Philippines and Colombia	3.18	3.18	2.19	2.19
South East Asia Department	6.16	6.16	7.04	7.04
Cross Regional Programme	0.75	0.75	1.00	1.00
Administrative, financial management and fundraising support	14.24	13.44	17.51	16.37
<b>Total</b>	<b>67.6</b>	<b>66.2</b>	<b>76.5</b>	<b>74.3</b>

**12. Intangible fixed assets**

<b>Group and Company</b>	<b>Computer Software £</b>
<b>Cost</b>	
Balance as at 1 January 2024	297,196
Additions in the year	-
At 31 December 2024	<u>297,196</u>
<b>Amortisation</b>	
Balance as at 1 January 2024	169,683
Charge for the year	31,956
At 31 December 2024	<u>201,639</u>
<b>Net book value</b>	
As at 31 December 2024	<u>95,557</u>
As at 31 December 2023	<u>127,513</u>

**13. Tangible fixed assets**

<b>Group and Company</b>	<b>Leasehold improvement s £</b>	<b>Computer equipment £</b>	<b>Fixtures &amp; Fittings £</b>	<b>Total £</b>
<b>Cost</b>				
Balance as at 1 January 2024	316,564	207,834	54,287	578,685
Additions	-	8,160	-	8,160
Disposals	-	-	-	-
At 31 December 2024	<u>316,564</u>	<u>215,994</u>	<u>54,287</u>	<u>586,845</u>
<b>Depreciation</b>				
Balance as at 1 January 2024	314,882	175,287	54,287	544,456
Charge for the year	1,682	20,377	-	22,059
Depreciations on Disposals	-	-	-	-
At 31 December 2024	<u>316,564</u>	<u>195,664</u>	<u>54,287</u>	<u>566,515</u>
<b>Net book value</b>				
As at 31 December 2024	<u>-</u>	<u>20,331</u>	<u>-</u>	<u>20,331</u>
As at 31 December 2023	<u>1,682</u>	<u>32,547</u>	<u>-</u>	<u>34,229</u>

**14. Debtors**

	<b>Group</b>		<b>Company</b>	
	<b>2024</b>	<b>2023</b>	<b>2024</b>	<b>2023</b>
	<b>£</b>	<b>£</b>	<b>£</b>	<b>(Restated)</b>
				<b>£</b>
Grants receivable	<b>48,984</b>	424,148	<b>48,984</b>	496,924
Other debtors	<b>9,471</b>	114,747	<b>6,437</b>	38,937
Prepayments and accrued income	<b>309,462</b>	509,281	<b>253,648</b>	424,724
Grants accrued	<b>976,301</b>	484,134	<b>1,235,157</b>	327,348
Amounts owed by CR Australia	-	-	<b>26,757</b>	235,000
	<b>1,344,218</b>	1,532,310	<b>1,570,983</b>	1,522,933

Other debtors includes rent deposits of £9,471 (2023 - £32,500) which is receivable in more than one year.

**15. Creditors: Amounts Falling Due Within One Year**

	<b>Group</b>		<b>Company</b>	
	<b>2024</b>	<b>2023</b>	<b>2024</b>	<b>2023</b>
	<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>
Trade creditors	<b>188,060</b>	269,580	<b>168,347</b>	248,720
Social security and other taxes	<b>132,326</b>	109,869	<b>84,833</b>	83,928
Other creditors	<b>199,442</b>	199,319	<b>199,902</b>	199,319
Accruals	<b>140,705</b>	95,431	<b>104,080</b>	91,912
Accounts payable	-	72,776	-	-
Deferred income (Note 16)	<b>4,948,177</b>	3,524,472	<b>4,679,614</b>	3,346,993
	<b>5,608,710</b>	4,271,447	<b>5,236,776</b>	3,970,872

**16. Deferred income**

	<b>Group</b>		<b>Company</b>	
	<b>2024</b>	<b>2023</b>	<b>2024</b>	<b>2023</b>
	<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>
Balance as at 1 January	<b>3,524,473</b>	2,793,298	<b>3,343,993</b>	2,683,558
Amount released to income in the year	<b>(3,524,473)</b>	(2,793,298)	<b>(3,343,993)</b>	(2,683,558)
Amount deferred in the year	<b>4,948,177</b>	3,524,473	<b>4,679,614</b>	3,343,993
	<b>4,948,177</b>	3,524,473	<b>4,679,614</b>	3,343,993

16. Deferred income (continued)

	Group		Company	
	2024	2023	2024	2023
	£	£	£	£
Foreign, Commonwealth and Development Office, UK	275,709	64,504	55,369	48,838
The Swedish International Development Cooperation Agency (Sida)	14,096	14,096	14,096	14,096
Department of Foreign Affairs and Trade, Ireland	811,609	790,262	811,609	790,262
European Union	2,334,448	996,731	2,305,735	993,552
Department of Foreign Affairs & Trade, Australia	1,179	-	-	-
Federal Department of Foreign Affairs, Switzerland	137,516	-	137,516	-
Joseph Rowntree Charitable Trust	18,361	34,293	18,360	34,293
Ploughshares	41,392	-	41,392	-
New Zealand Ministry of Foreign Affairs and Trade	-	583,498	-	583,498
Sasakawa Peace Foundation	643	13,802	643	13,802
Federal Foreign Office, Germany	17,633	161,635	-	-
Allan & Nesta Ferguson Charitable Trust	13,376	-	13,376	-
UN Women and United Nations Development Programme	18,297	460,574	17,600	460,574
Sigrid Rausing	9,294	140,543	9,294	140,543
DanChurchAid	-	2,906	-	2,906
PeaceNexus	13,368	-	13,368	-
Robert Bosch Stiftung	534,873	84,714	534,873	84,714
Ministry for Foreign Affairs of Finland	271,648	172,620	271,648	172,620
Peace Dividend Initiative	-	4,295	-	4,295
Humanity United	37,290	-	37,290	-
Expertise France	32,258	-	32,258	-
Danish Embassy, Ethiopia	365,187	-	365,187	-
	<b>4,948,177</b>	<b>3,524,473</b>	<b>4,679,614</b>	<b>3,343,993</b>

17. Operating leases

Total future minimum lease payments under non-cancellable operating leases are as follows. These relate to office rent:

	Group and Company	
	2024	2023
	£	£
Not later than one year	44,721	44,721
Later than one and not later than five years	144,984	178,885
	<b>189,705</b>	<b>223,606</b>

18. Provisions for liabilities

	Group	
	2024	2023
	£	£
Balance as at 1 January	50,476	97,257
Additions during the year	-	50,476
Cancellations	(23,401)	(97,257)
Balance as at 31 December	27,075	50,476

Charges to the Statement of Financial Activities for disallowable expenditure against restricted grants restricted during the year amount to £nil (2023 - £50,476) of which all (2023 - all) were attributable to unrestricted funds.

19. Fund reconciliation 2024

Group	Balance as at 01.01.24 £	Income £	Expenditure £	Transfers & gains/(losses) £	Balance as at 31.12.24 £
<b>Restricted Funds:</b>					
<b>Charitable Activities:</b>					
Research, Advisory and Policy	-	1,213,238	(1,056,881)	(156,357)	-
Europe/South Asia	-	3,229,183	(3,074,078)	(155,105)	-
West Africa	-	446,705	(420,158)	(26,547)	-
East and Central Africa	-	610,435	(588,330)	(22,105)	-
Horn of Africa	-	1,829,666	(1,720,714)	(108,952)	-
Pacific	-	1,735,716	(1,475,850)	(259,866)	-
Philippines	-	62,389	(48,278)	(14,111)	-
Cross Regional Programme	-	1,184,787	(1,082,052)	(102,735)	-
<b>Total Restricted Funds</b>	-	10,312,119	(9,466,341)	(845,778)	-
General funds					
<b>Total Unrestricted Funds</b>	892,140	1,132,763	(1,590,956)	845,778	1,279,725
<b>Total Funds</b>	892,140	11,444,882	(11,057,297)	-	1,279,725

## 19. Fund reconciliation 2024 (continued)

Company	Balance as at 01.01.24 £	Income £	Expenditure £	Transfers & gains/(losses) £	Balance as at 31.12.24 £
<b>Restricted Funds:</b>					
<b>Charitable Activities:</b>					
Research, Advisory and Policy	-	1,213,238	(988,293)	(224,945)	-
Europe/South Asia	-	3,229,183	(3,074,078)	(155,105)	-
West Africa	-	446,705	(420,158)	(26,547)	-
East and Central Africa	-	610,435	(588,330)	(22,105)	-
Horn of Africa	-	1,829,666	(1,720,714)	(108,952)	-
Pacific	-	988,092	(94,382)	(893,710)	-
Philippines	-	48,278	(3,028)	(45,250)	-
Cross Regional Programme	-	1,184,788	(1,055,789)	(128,999)	-
<b>Total Restricted Funds</b>	-	9,550,385	(7,944,772)	(1,605,613)	-
General funds					
<b>Total Unrestricted Funds</b>	338,945	1,060,728	(1,567,997)	1,605,613	<b>1,437,289</b>
<b>Total Funds</b>	338,945	10,611,113	(9,512,769)	-	<b>1,437,289</b>

## Fund reconciliation 2023

Group	Balance as at 01.01.23 £	Income £	Expenditure £	Transfers & gains/(losses) £	Balance as at 31.12.23 £
<b>Restricted Funds:</b>					
<b>Charitable Activities:</b>					
Research, Advisory and Policy	-	1,036,177	(920,710)	(115,467)	-
Europe/South Asia	-	2,873,657	(2,816,855)	(56,802)	-
West Africa	-	257,903	(235,674)	(22,229)	-
East and Central Africa	-	899,566	(834,453)	(65,113)	-
Horn of Africa	-	2,106,571	(1,986,520)	(120,051)	-
Pacific	-	1,226,150	(1,232,719)	6,569	-
Cross Regional Programme	-	655,729	(598,080)	(57,649)	-
<b>Total Restricted Funds</b>	-	9,055,753	(8,625,011)	(430,742)	-
General funds					
<b>Total Unrestricted Funds</b>	1,195,009	1,316,263	(2,049,874)	430,742	892,140
<b>Total Funds</b>	1,195,009	10,372,015	(10,674,884)		892,140

## 19. Fund reconciliation 2024 (continued)

## Fund reconciliation 2023

Company	Balance as at 01.01.24 £	Income £	Expenditure £	Transfers & gains/(losses) £	Balance as at 31.12.24 £
<b>Restricted Funds:</b>					
<b>Charitable Activities:</b>					
Research, Advisory and Policy	-	1,036,177	(920,710)	(115,467)	-
Europe/South Asia	-	2,873,657	(2,816,855)	(56,802)	-
West Africa	-	257,903	(235,674)	(22,229)	-
East and Central Africa	-	899,566	(834,453)	(65,113)	-
Horn of Africa	-	2,106,571	(1,986,520)	(120,051)	-
Pacific	-	417,429	(442,585)	25,156	-
Cross Regional Programme	-	655,729	(598,080)	(57,649)	-
<b>Total Restricted Funds</b>	-	8,247,032	(7,834,877)	(412,155)	-
General funds					
<b>Total Unrestricted Funds</b>	557,082	1,316,263	(1,946,555)	412,155	338,945
<b>Total Funds</b>	557,082	9,563,295	(9,781,432)	-	338,945

**Purposes of Restricted Funds:**

Restricted funds are funds which are subject to restrictions on use imposed by donors and are not available for use generally by Conciliation Resources. Restricted funds held by the charity are used to fulfil its objects and goals, in accordance with the terms and conditions specified by the sources of the relevant funds. Restricted funds are currently held for the Research, Advisory and Policy to deliver informed, improved support for inclusive peace and transition processes and for the Programmes teams to support national and regional stakeholder dialogues, promote reconciliation in communities, to enhance prospects for lasting peace, ensure inclusive policy making and to support innovative paths to peace.

During the year, most funds received were performance related. In accordance with the accounting policy (see note 1), funds received and not recognised as income have been carried forward as deferred income (see note 16).

During the year a number of grants came to an end and a final submission prepared to the donor. Any previously unrecognised overhead contributions were transferred to unrestricted reserves at the year end.

**Transfers between funds:**

In 2023 and 2024, a transfer was made from restricted to unrestricted funds in respect of Indirect Cost Recovery (ICR) for funded projects during the financial year.

**20. Analysis of net assets between funds – Group**

<b>Group</b>	General Funds £	Designated Funds £	Restricted Funds £	<b>Total 2024 £</b>
Fixed assets	115,888	-	-	<b>115,888</b>
Cash	5,455,405	-	-	<b>5,455,405</b>
Other current assets/liabilities	(4,291,568)	-	-	<b>(4,291,568)</b>
	<u>1,279,725</u>	<u>-</u>	<u>-</u>	<u><b>1,279,725</b></u>

**Analysis of net assets between funds – 2023 comparative**

<b>Group</b>	General Funds £	Designated Funds £	Restricted Funds £	<b>Total 2023 £</b>
Fixed assets	161,742	-	-	161,742
Cash	3,520,011	-	-	3,520,011
Other current assets/liabilities	(2,789,613)	-	-	(2,789,613)
	<u>892,140</u>	<u>-</u>	<u>-</u>	<u>892,140</u>

**Analysis of net assets between funds – Company**

<b>Company</b>	General Funds £	Designated Funds £	Restricted Funds £	<b>Total 2024 £</b>
Fixed assets	115,888	-	-	<b>115,888</b>
Cash	4,987,194	-	-	<b>4,987,194</b>
Other current assets/liabilities	(3,665,793)	-	-	<b>(3,665,793)</b>
	<u>1,437,289</u>	<u>-</u>	<u>-</u>	<u><b>1,437,289</b></u>

**Analysis of net assets between funds - 2023 comparative**

<b>Company</b>	General Funds (restated) £	Designated Funds £	Restricted Funds £	<b>Total 2023 (restated) £</b>
Fixed assets	161,742	-	-	161,742
Cash	2,625,144	-	-	2,625,144
Other current assets/liabilities	(2,447,939)	-	-	(2,447,939)
	<u>338,947</u>	<u>-</u>	<u>-</u>	<u>338,947</u>



21. Analysis of changes in net funds

Group	At start of year £	Cash-Flows £	Foreign exchange movements £	Other non-cash changes £	At end of year £
Cash	3,520,011	2,251,718	(316,324)	-	5,455,405

Analysis of changes in net funds- 2023 comparative

Group	At start of year £	Cash-Flows £	Foreign exchange movements £	Other non-cash changes £	At end of year £
Cash	2,381,996	1,245,077	(107,062)	-	3,520,011

As at 31 December 2024, Conciliation Resources had no net debt, (2023 - £nil).

22. Reconciliation of net expenditure to net cash flow from operating activities

	Group	
	2024 £	2023 £
Net income/(expenditure) for the year	438,627	(400,126)
Interest receivable	(38,031)	(38,060)
Depreciation of tangible fixed assets	22,059	40,120
Amortisation of intangible fixed assets	31,956	31,956
(Increase)/decrease in debtors	188,092	747,419
Increase/(decrease) in creditors and provisions	1,313,862	734,143
Movement on reserves	(51,042)	-
Unrealised exchange rate gains/(loss) on cash and cash equivalents	316,324	107,062
Net cash flow from operating activities	(2,221,848)	(1,222,513)

23. Pensions and other post-retirement benefits

**Defined contribution pension plans**

The Charity operates a defined contribution pension plan for its employees. The amount of contributions recognised as an expense during the year was £319,771 (2023 - £322,978).

The pension expense has been charged to specific programmes where staff are engaged in particular activities. The pension expense included with support costs has been allocated across the activities between unrestricted and restricted funds in accordance with the accounting policy on page 24.

**24. Related party transactions**

For the whole of the year, the charity was under the control of the Directors and Trustees as shown on page 2.

The total related transactions with CR Australia was £26,757 (2023 - £235,000). There were no other related transactions.

**25. Financial instruments**

The charity holds a number of financial assets (for example debtors and cash) and financial liabilities (for example creditors and provisions for grants payable) which meet the definition of basic financial instruments under the FRS 102 SORP. Details of the measurement bases, accounting policies and carrying values for these financial assets and liabilities are disclosed in the notes above.

**26. Investments**

**Charity**

Conciliation Resources Australia ("CRA") is registered as an Australian legal entity, as both a company (limited by guarantee) and a charity (PBI subtype) with an Australian Business Number (94 642 321 640). It is a subsidiary ("Branch") of Conciliation Resources with an MoU in place between the entities. The CRA Board is constituted with CRA and CR staff on a 50/50 basis.

**Subsidiary: Conciliation Resources Australia**

	<b>2024</b>	<b>2023</b>
	<b>£</b>	<b>£</b>
Total turnover	<b>833,769</b>	808,721
Total expenditure	<b>(1,540,042)</b>	893,452
Net result for the year	<b>(706,273)</b>	<b>(84,731)</b>

The aggregate of assets, liabilities and funds was

	<b>2024</b>	<b>2023</b>
	<b>£</b>	<b>£</b>
		<b>(restated)</b>
Total assets	<b>613,601</b>	982,459
Total liabilities	<b>(766,681)</b>	(429,266)
Total funds	<b>(153,080)</b>	<b>553,193</b>

As explained in note 28, it has been identified that the 31 December 2023 balance sheet contained debtors owed by Conciliation Resources Australia to the parent charity which were not recoverable. Accordingly, these have been impaired and a prior year adjustment made to correct the prior year figures. The above disclosure is revisited to correctly show only those amounts which were due to the parent charity at 31 December 2023.

**27. Comparative Statement of Financial Activities (2023)**

		Unrestricted Funds £ (restated)	Restricted funds £ (restated)	Total 2023 £ (restated)
<b>Income from:</b>				
Donations and core funding	2	1,247,008	-	1,247,008
Charitable activities	3	31,195	9,055,752	9,086,947
Investments	4	38,060	-	38,060
<b>Total income</b>		<b>1,316,263</b>	<b>9,055,752</b>	<b>10,372,015</b>
<b>Expenditure on:</b>				
Raising funds	5	226,636	-	226,636
Charitable activities	6	1,823,238	8,625,010	10,448,248
<b>Total expenditure</b>		<b>2,049,874</b>	<b>8,625,010</b>	<b>10,674,884</b>
<b>Net (expenditure)/income</b>		<b>(733,611)</b>	<b>430,742</b>	<b>(302,869)</b>
Transfers between funds	19	430,742	(430,742)	-
<b>Net movement in funds</b>		<b>(302,869)</b>		<b>(302,869)</b>
<b>Reconciliation of funds:</b>				
Total funds brought forward		1,195,009		1,195,009
<b>Total funds carried forward</b>	19	<b>892,140</b>		<b>892,140</b>

**28. Prior Year Adjustment****Company balance sheet**

A prior year adjustment has been made to recognise an impairment of debtors shown in the 31 December 2023 balance sheet. This is due to funds that had been contracted by the parent Company but spent by the Australian branch, and had been recorded as debtors. The adjustment recognises these were not debtors, but funds that were transferred to the Australian branch for project activities. The transfers occurred prior to the 1st January 2023, hence adjustments are needed to the 2023 balance sheet and the opening balances at 1st January 2023. The following summarises the changes:

	£
Debtors at 31 December 2023 as previously stated	4,320,424
Impact of prior year adjustment	(£2,797,491)
<b>Debtors at 31 December 2023 as restated</b>	<b>1,522,933</b>
Net assets at 31 December 2023, as previously stated	3,136,437
Impact of prior year adjustment	(2,797,491*)
<b>Net assets at 31 December 2023, as restated</b>	<b>338,947</b>
Net assets at 1 January 2023 as previously stated	3,354,574
Impact of prior year adjustment	(2,797,491*)
<b>Net assets at 1 January 2023 as restated</b>	<b>557,082</b>

\* rounded

**28. Prior Year Adjustment (continued)****Group Statement of Financial Activities**

In addition to the above, the Trustees have also revisited certain aspects of the presentation of the Financial Activities, and the following have been restated:

Movements on provisions which were previously shown as other movements on reserves have been reclassified to expenditure: reduction of expenditure amounting to £97,257

Foreign exchange losses relating to transactions during the year have been reclassified to expenditure: increase of expenditure amounting to £107,062

The net impact of the above is an increase in 2023 group expenditure from £10,665,079 (as previously stated) to £10,674,884. There is no impact on the group net assets at 31 December 2023.

**Annex**

Included within income and expenditure in the Statement of Financial Activities are the following amounts relating to FCDO funded projects:

**Charitable activities income recognised / expenditure**

<b>Project</b>	<b>2024 £</b>	<b>2023 £</b>
Conflict Transformation	320,668	326,771
Women Mediators Across the Commonwealth	355,482	32,609
Peace by Piece: Bridging Divides through Dialogue for Inclusive and Sustainable Peace in eastern Ethiopia	881,206	1,152,758
Strengthening Pacific Regional Peacebuilding Capacity	83,480	-
Developing Inter-Governmental Analysis and Learning for Ongoing Understanding and Engagement with the ICG	32,239	60,871
Bougainville Community Capacities for Peace	129,082	92,256
Community Peacebuilding – Bougainville	165,772	-
XCEPT - The Cross-Border Conflict Evidence, Policy and Trends Programme	8,744	184,342
Peace and Conflict Resolution Evidence Platform	202,528	274,449
Strengthening support for peace processes	590,790	57,369
Expert Discussion: Innovation in Peace Mediation – matched funding	33,159	-
Pakistan India Conflict Resolution Dialogues	196,169	-
Comparative Learning Support to the Comprehensive Agreement on the Bangsamoro	14,111	137,501
Support to the ICG Phase 2	-	3,793
	<b>3,013,430</b>	<b>2,322,719</b>