

CONCORDIS INTERNATIONAL TRUST

England & Wales · Charity number 1105697

Details

Other names	CONCORDIS INTERNATIONAL
Status	Registered
Legal form	Charitable company
Company number	04930461
Registered	2004-09-01
Register	View on the Charity Commission register

Contact

Address	1 Paternoster Lane London EC4M 7BQ
Phone	02079367014
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Website	www.concordis.international

Activities

Objects: 2.1 TO PROMOTE NATIONAL AND INTERNATIONAL CONFLICT RESOLUTION AND RECONCILIATION FOR THE PUBLIC BENEFIT WITH A VIEW TO RELIEVING SUFFERING, POVERTY AND DISTRESS AND BUILDING AND MAINTAINING SOCIAL COHESION AND TRUST WITHIN AND BETWEEN COMMUNITIES BY: 2.1.1 INVESTIGATING AND IDENTIFYING PROBABLE CAUSES OF THE CONFLICT; 2.1.2 EXAMINING PROBABLE SOLUTIONS TO THE CONFLICT THROUGH PARTICIPATORY RESEARCH INTO RELEVANT ECONOMIC AND SOCIAL ISSUES; 2.1.3 MEDIATING WITH PARTIES TO THE CONFLICT AND OTHERS TOGETHER TO DISCUSS SUCH RESEARCH AND POSSIBLE SOLUTIONS ENABLING THEM TO BUILD RELATIONSHIPS OF TRUST; 2.1.4 RECOMMENDING TO THE INTERNATIONAL COMMUNITY AND THE PARTIES INVOLVED THE MEASURES WHICH, IN THE BOARD'S OPINION, ARE LIKELY TO RESULT IN THE RESOLUTION OR PREVENTION OF THE CONFLICT OR THE REDUCTION OF ANY HUMANITARIAN CRISIS THAT MAY ENSUE FROM THE CONFLICT; AND 2.1.5 PUBLISHING REPORTS FOR THE PUBLIC BENEFIT ON THE CAUSES AND RECOMMENDED SOLUTIONS OF PARTICULAR CONFLICTS; 2.1.6 DELIVERING SERVICES WHICH ADDRESS THE CHARITABLE NEEDS OF THOSE AFFECTED BY CONFLICT; PROVIDED THAT ALL ACTIVITIES SHALL BE BALANCED AND SHALL MAINTAIN OR ENHANCE THE COMPANY'S COMMITMENT TO REMAINING IMPARTIAL.

Activities: We work to prevent and transform violent social conflict by: researching conflict dynamics; facilitating dialogue between groups affected by conflict; building capacity in local actors, allowing them to develop their own peacebuilding solutions and mechanisms, and communicating local recommendations to policy makers. See our annual report for full details of activities from this financial year.

Classification

- **How:** Provides Human Resources, Provides Services, Provides Advocacy/advice/information, Sponsors Or Undertakes Research, Acts As An Umbrella Or Resource Body, Other Charitable Activities
- **What:** The Prevention Or Relief Of Poverty, Economic/community Development/employment, Human Rights/religious Or Racial Harmony/equality Or Diversity, Other Charitable Purposes
- **Who:** The General Public/mankind

Geography

- **Area of benefit:** OVERSEAS
- Central African Republic
- Ivory Coast
- Mauritania
- South Sudan
- Sudan
- City Of Westminster

Finances

Period end	Income	Expenditure	Assets	Employees
2024-06-30	£731,812	£2,722,124	£197,441	80
2023-06-30	£2,915,275	£1,939,111	£2,134,982	53
2022-06-30	£960,611	£964,075	£111,899	23
2021-06-30	£1,111,713	£1,088,351	£98,181	32
2020-06-30	£809,133	£760,655	£108,351	28

Trustees

Name	Role	Appointed
Edward Granville Lionel Moore	Chair	2011-03-14
Christopher John West		2023-05-22
David Charles Tetlow		2022-01-10
Fern Anne Margaret Curtis		2023-05-22
Frances Imogen Tammer		2022-01-10
Joanna Buckley		2023-05-22
Katie Jane Johnson		2023-02-14
Paul James Clough		2024-11-12
Peter Anthony McLoughlin		2019-12-12
Pieter Matthijs Alexander		2020-04-25
Samuel Slota-Newson		2022-01-10

CONCORDIS INTERNATIONAL TRUST

England & Wales - Charity number 1105697

Accounts

CHARITY NUMBER : 1105697

COMPANY NUMBER : 04930461

CONCORDIS INTERNATIONAL TRUST
COMPANY LIMITED BY GUARANTEE

TRUSTEES' ANNUAL REPORT AND FINANCIAL STATEMENTS
YEAR ENDED 30 JUNE 2024



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LEGAL AND ADMINISTRATIVE INFORMATION

Trustees and Directors: (Pieter) Thijs Alexander

Joanna Buckley

Paul Clough (appointed 12 November 2024)

Fern Curtis

Katie Johnson

Jeremy Lefroy

Peter McLoughlin

Edward Moore, Chair

Sam Slota-Newson

Frances Tammer

David Tetlow

Chris West

Henry Wrigley, Treasurer

Senior Executives:

Peter Marsden, Chief Executive and Director of Programmes

Sue Rooke, Director of Finance

Registered office:

International Dispute Resolution Centre,
1 Paternoster Lane, London, EC4M 7BQ

Company Secretary:

Sue Rooke

Independent Auditor:

Sayer Vincent LLP, 110 Golden Lane, London EC1Y 0TG

Bankers:

National Westminster Bank Plc, 56 St. Andrews Street, Cambridge CB2 3DA

Website:

more information about the charity can be found at www.concordis.international

Vision, mission, purpose and values

Concordis International Trust (Concordis) is a peacebuilding charity working in the Central African region.

Vision

For every community affected by armed conflict to have the resources it needs to manage conflict peacefully.

Mission

To enable people to find workable solutions that address the root causes of conflict and contribute to lasting peace and economic development, to mutual benefit.

Purpose

- To understand at depth the situations in which we work.
- To build trusting relationships with people involved in or affected by armed conflict.
- To facilitate challenging conversations between a wide range of people from all sides of the conflict divides.
- To contribute to lasting peace and economic development to mutual benefit.
- To leave a legacy of sustainable mechanisms that enable future conflict to be managed peacefully.

Values

- **Humility** – we recognise that we do not have all the answers, that there are different ways of dealing with and resolving conflict, and that our contribution should be part of a broad engagement by a number of people and groups.
- **Impartiality** – we act in a consciously non-partisan manner - always. We do not succumb to pressure to advance the interests of any parties (including third parties who are funding our work).
- **Inclusivity** – we promote active participation in our dialogues from people representing as many strands of opinion or interest as are appropriate. We work creatively to give voice to people and groups who might otherwise be marginalised by reason of gender, age or ethnicity. We include women as well as men, those who take up arms as well as those who choose not to, national governments as well as civil society.

Concordis approach to peacebuilding

Concordis' peacebuilders work to change attitudes and incentives, giving combatants meaningful alternatives to fighting. The teams work by:

- Travelling out of the cities and into the villages and cattle corridors, where conflict is fought and felt
- Consulting with thousands of people – women and men, young and old, from different ethnic groups and livelihood backgrounds - to understand their needs, fears and aspirations.
- Co-creating bespoke solutions with local people that everyone can embrace and own.
- Working alongside local peacebuilders who are already trusted by their communities, supporting and training them as needed.
- Mediating local conflicts, before they escalate into more serious violence.
- Facilitating peace conferences that address root causes of conflict.
- Amplifying recommendations from borderlands communities to those with power to effect change.
- Recognising that dialogue with the authorities is generally more effective than advocacy at them.

Our approach creates sustainable change, because communities are given agency through partnership, their skills are strengthened, and they are left able better to resolve their own issues in the future. We work simultaneously at the local, national and regional levels, to address both the manifestations of conflict and its structural drivers. We enable better communication between those who govern and those governed.

The Concordis approach is nimble, responsive, relational and effective.



Measuring Impact

Our aim is to produce real change for the better in the lives of the people and communities affected by conflict. Reduction of violence is important, but we aim for wider and deeper transformation across conflict lines.

We seek to evaluate the impact of our work, not merely monitoring our activities. Our consultations, research and evaluations inform our peacebuilding practice, ensuring our programmes are nimble and evolve with the rapidly changing conflict dynamics in the places where we work. They also enable us to chart our progress against a nuanced baseline survey, disaggregated by gender, age, livelihood, place and ethnicity.

Through individual interviews and focus groups, we seek to understand and measure:

- Conflict dynamics between groups and also within groups.
- Development of more positive relationships between people and groups, whether that be social interactions or economic inter-reliance
- Levels of trust in people and institutions to manage conflict, create security and promote livelihoods
- Reliance or otherwise on armed groups as well as levels of predation
- Economic indicators, including food prices and the availability of certain goods
- Access to services, looking for inequalities that might trigger resentment
- Resource availability and scarcity, looking for interventions by Concordis or other actors which might relieve pressure-points
- Adaptations people have or might make to increase their resilience to shocks, whether caused by conflict, political events or the effects of climate change

We employ quantitative and qualitative research methods to evaluate change, using tools tailored to each country's context. Working with local peacebuilders to design the research methodology ensures the measures used are relevant and illustrative of meaningful change in the local context. It also helps our teams identify what conflict transformation might look like for their communities and to think creatively about how that change might best be achieved.

Structure, governance and management

Structure

Concordis is a charitable company limited by guarantee. It is regulated by its Memorandum and Articles of Association as amended by Special Resolution adopted on 25 January 2013 which set out the objects and powers of the organisation. The charity is governed by a Board of Trustees which has legal, financial and managerial responsibility for the charity. The Trustees constitute Directors of the charitable company for the purposes of the Companies Act 2006 and Trustees of the charity for the purposes of the Charities Act 2011.

Governance

Trustees are appointed for a 3-year period, extendable for another 3-year period in the normal course of events, and for a further 3-year period exceptionally. Whenever a trustee resigns and at least once a year otherwise, we review the range of professional expertise the Board possesses. The last skills audit of Board

members identified a need to strengthen skills in the areas of operations, fundraising and marketing. If there is a vacancy or if a gap in expertise is identified, the Board has adopted formal recruitment and selection processes. New Trustees are provided with tailored induction by the chairman and the chief executive. The Trustees are committed to diversity and it is their policy to recruit from as broad a pool of candidates as possible.

Trustees meet quarterly when they consider the strategic direction and governance of the charity. Each trustee is a member of one or more of the four sub-committees of the Board, which oversee and report on issues relating to finance, funding and fundraising, human resources and risk. The committees meet between Board meetings, conduct the business delegated to them and provide advice and guidance to staff.

Each year, two Board meetings are preceded by meetings of the Advisory Panel, which comprises people with expertise in fields relevant to the charity's operations. The Advisory Panel, led by the chair of Trustees, is open to all staff and Trustees and debates and obtains expert perspectives on issues of policy relating to our work.

Management

The Board has delegated the day-to-day management of Concordis to the chief executive and the Director of Finance. This senior executive team, along with other managers in the organisation, report to Board and committee meetings on the organisation's progress with its programmes as well as the support activities and finances.

Public Benefit

The aims and benefits of Concordis are contained in this report on pages 4 and 5. We have considered the key principles of the Charity Commission's general guidance about public benefit and have concluded that Concordis meets all the requirements.

Remuneration policy

Staff remuneration is based on a desire to recruit and retain skilled staff who are committed to joining us in delivering our mission and operational aims. We aim to pay staff (including the chief executive) by reference to market data, comparison to similar roles in similar organisations and affordability in the context of funds available. We aim for equitable remuneration for all employees.

Fundraising, Supporters and Volunteers

Funding and Fundraising

We receive most of our income as restricted grants from the following institutional funders:



Fundraising for donations and gifts is carried out principally by Concordis employees in the UK. The activity is designed to conform with recognised fundraising standards, particularly the guidance provided by the

Fundraising Regulator and contained in the Code of Fundraising Practice. We never pressure anyone to donate and none of our appeals are unreasonably intrusive or persistent. We are committed to ensuring that we always treat the public sensitively and respectfully, taking special care to protect people who may find themselves in vulnerable circumstances. We do not work with professional fundraisers or agencies, nor would we accept or solicit donations from organisations or individuals who are involved in activities which would cause detriment to our reputation or work. Where employees and interns assist with fundraising, it is made clear that they must not place pressure on anyone to donate money to Concordis and that they should comply with the standards and good practice referred to above. We have not received any complaint about the way in which we raise funds during the reporting period.

Supporters

We are deeply grateful to all who support Concordis both practically and financially. We aim to maintain a wide range of funding sources, including individuals, churches, community groups, trusts, foundations and government agencies. We particularly welcome unrestricted donations and we could not do the work we do without the grants, sponsored events and in-kind support of our loyal supporters.

Volunteers

The Trustees also wish to acknowledge the contribution to the work made by our interns. Concordis runs an internship programme in which volunteers work for 6 months to support implementation of our programmes, enhancing our research capacity and enabling us to develop our work in new areas. In return, they receive training and coaching in peacebuilding, programme management, fundraising and conflict analysis. Our interns have gone on to pursue a wide range of interesting jobs around the world and we are thrilled to have played a small part in helping them to launch their careers.

Review of Achievements in 2023/2024

This financial year saw Concordis draw to the end of key funding cycles in all three geographic areas of its operation. Therefore this report reflects on the achievements of each programme, not just in this year but more generally over the last two to three years.

Central African Republic (CAR)

The programme was funded by the Foreign Policy Instrument of the European Union. Ancillary funding was given for small projects, provided by the UN FAO (Food and Agriculture Organisation), WCS (Wildlife Conservation Society, and international humanitarian NGOs, Premier Urgence and Triangle.

To keep the programme relevant to the local context, and to measure the impact of the programme, the team undertook extensive consultations with over 4,318 people during this reporting period.

The team delivered programme activities alongside 432 local peacebuilders selected during consultations as people trusted to manage conflict and to represent the interests of their communities. 35% of these are women. 307 of these people form Concordis' Advisory Groups, with another 125 Community Mediators.

In order to build wider resilience to conflict, the team delivered training in mediation and non-violent communication to another 2,956 people, including young people from both sides of the front line of conflict between herders and farmers.

The Advisory Groups met with the team 33 times in the course of this two-year programme, to discuss issues arising and to help plan programme activities that will address these effectively. This ensured that the programme was tailored to the fast-evolving nuances of conflict dynamics, was sensitive to the conflict, and remained owned by and accountable to the wider populations.

Advisory Group members personally resolved 706 conflicts arising, preventing them from escalating by intervening quickly with mediated solutions.

Advisory Group members also acted as an early warning system, reporting 92 dangerous cases to relevant authorities and security services in the three prefectures. These were escalated in this way due to the presence of weapons or the risk of loss of life.

The team facilitated 21 Workshops / Peace Conferences in the course of this two-year programme: 13 in Ouham-Pendé, 4 in Bamingui-Bangoran and 4 in Vakaga. These covered a range of conflict drivers including cattle rustling, promotion of peaceful transhumance and intercommunity trade, limiting recourse to armed groups, and security issues including sexual and gender-based violence. 184 women participated in these workshops, ensuring that they were proactively involved in influencing decisions that affected them.

Decisions from peace conferences were tested and disseminated with wider communities through a series of 33 Townhall-style meetings in schools or under trees. The team engaged with 1,667 people including 599 women through these. Over 100 community leaders spoke to Townhalls denouncing violence, including sub-prefects, traditional leaders and military commanders.

These messages of peace were also disseminated through 12 radio broadcasts, each of which reached between 5,000 and 30,000 people.



In order to build confidence in the peace process and to give incentives for people to engage proactively and change behaviours, the team delivered 29 sustainability and confidence building measures. These included:

- **Income Generating Projects**, building the sustainability of Advisory Groups.
- **Training in Bushfire management**.
- **Training Advisory Group members to collect rainfall statistics** to support the national weather service.
- **Youth and CAR army officers were trained in Conflict Prevention** (10 sessions reaching a total of 2,827 participants with 42% women)
- **Local government institutions were supported in better managing peaceful transhumance**, donating motorcycles to support: The local gendarmerie; civil servants with the Ministry of Agriculture and Ministry of Livestock; representatives of FNEC (Federation of CAR Herders).
- FNEC (the Federation of CAR Herders) representatives were trained in **transhumance management**. Topics included their role and tasks, veterinary medicine dosage, management of pastoral interests, warehouse management and conflict management.
- **5 cattle parks for vaccination** were built.
- **Two Livestock vaccination and veterinary campaigns**: vaccinating a total of 242,093 animals (174,984 cows, 64,356 goats and sheep and 2,755 chickens: benefited 14,467 people. Where needed treated animals with Oxytetracycline, Ivermectin and Albendazole, to protect them from worms and other illnesses.
- **Fourteen agropastoral infrastructures** built: 4 marketplaces; 5 cassava drying areas; and 5 multifunctional cattle parks.
- Supported the **National Meteorology Department** to facilitate dissemination of weather forecast alerts, and with field visits in each prefecture to identify and assess the state of each meteorological station.



SUDAN AND SOUTH SUDAN

South Darfur region of Sudan and the Greater Bahr el Ghazal region of South Sudan

The programme was funded by the Foreign Policy Instrument of the European Union and was delivered in partnership with local NGO, Malam Darfur Peace and Development (MDPD) in the 24 months between May 2022 and August 2024.

After the outbreak of war in Sudan on 15th April 2023, the EU permitted Concordis to implement some activities with Darfuris displaced into South Sudan, working to ensure they didn't come into conflict with one another or with the host populations.

The team also continued to deliver peacebuilding activities in South Darfur throughout the war, working alongside a network of 327 local peacebuilders, including 72 women. 220 of these were selected by the communities during the consultation phase as people trusted to manage conflict, and they were brought into the programme as Concordis' Advisory Group members. The programme also supported the 46 members of MDPD's Peace Committee, and their network of 61 Women Peace Ambassadors, both working in the north of the state.



All peacebuilding activities were delivered in the context of a polarising war that threatened genocide. During the reporting period, between 20,000 and 100,000 people were killed – the lack of precision over these numbers speaks to the challenges of the conflict. Sudan hosts at least 10 million internally displaced people (IDPs) and over 2 million more have fled the country to become refugees.

The team facilitated 13 Peace Conferences: 8 in South Darfur, 5 in the Greater Bahr el Ghazal region of South Sudan. 1,447 people participated in these. These covered a range of conflict drivers including land conflict, cattle rustling, disputes over natural resources (water and grazing), intercommunity violence and displacement issues.

Working alongside the team, the Advisory Group Members resolved another 33 conflicts, helping communities from multiple different tribes find solutions to serious conflicts in which blood had already been shed.

In order to disseminate the results of the Peace Conferences and to appeal for peaceful and calm solutions to conflicts in the course of the war, the team convened 9 Townhall style meetings, meeting 544 people. These are gatherings of people, usually in a school or under a tree, to pass on information, to discuss important issues and to build local ownership of the peace process. 46 community leaders spoke out during these Townhalls, encouraging people to refrain from violence.

Three reports were published, bringing nuanced information from the consultation with 3,722 people just before the war up to date, with analysis from the Advisory Group members, the Peace Conferences and the Townhall meetings. The briefs are titled:

1. Understanding Conflict Dynamics in South Darfur
2. Economic Cooperation and Social Cohesion in South Darfur
3. Promoting sustainable livelihoods in South Darfur to mutual economic benefit

The impact of this work was significant. The harvest in October – November 2023 failed almost entirely due to the chaos surrounding the war. Either people were too frightened to plant crops during the planting season, or the crops were destroyed by fighting and poorly regulated cattle movements, as traditional systems of governing herder farmer relations broke down.

Much of the team's peacebuilding work aimed at restoring traditional systems of managing land conflict, or putting in place new systems when the war and displacement had caused these to break down entirely.

Whilst the war continued and longstanding land conflicts are unresolved for now, the team were able to broker pragmatic solutions that enabled people to plant crops and keep them safe, move cattle and access water and pasturage, and resolve tensions before they escalated.

Even as famine is being declared across much of Darfur and wider Sudan, we can confirm in November 2024 that the harvest was safely brought in in all 14 sites where Concordis has been working.



Abyei, plus West Kordofan state of Sudan and Warrap state of South Sudan

The programme was funded by the Canadian Ministry for Global Affairs and the Kingdom of Norway.

The work focussed on:

- The Abyei Administrative Area, promoting peaceful intercommunity trade between Misseriya and Ngok Dinka groups (and others) in the Amiet Peace Market, and safe seasonal cattle movements into and through the area.
- West Kordofan, promoting resilience to the worst excesses of the war in Sudan, helping to manage relationships between groups at risk of finding themselves on rival sides in the war, including Misseriya, Hamar and Nuba groups.
- Warrap state, managing the violent conflict emerging between Dinka Twic and Dinka Ngok, with additional engagement with Nuer groups.

The team worked alongside local peacebuilders to promote peace, justice and security in the Amiet market and Abyei's cattle corridors. This includes:

28 current and prospective members of the Peace Committee in Amiet. The team trained 4 women and 4 youth as prospective members of the Peace Committee, helping them become more inclusive and attentive to the needs of the wider population.

30 judges and associates of the Community Court in Amiet. The team delivered training with them, helping them better to address complex cases in the market, including sexual violence, prostitution and crime committed by children. The team also worked with the communities to select a cadre of potential female court counsellors, who will support the judges in managing these cases in a more inclusive way.

Wider peacebuilding training for 52 members of civil society, building resilience to conflict across the Abyei box.

Training for 32 peace ambassadors, who were assigned areas and potential flash points along Abyei's cattle corridors, to serve as focal points for the communities, giving early warning of tensions arising and intervening as necessary.

Training and dialogue with 46 people including the Amiet Chamber of Commerce, focusing on improving strategy for the peaceful and sustainable functioning of the market.



Much of the work across this region is the quiet business of intra-community liaison and dialogues, working behind the scenes with those who are minded to take up arms as well as with those who prefer not to. This work helps them to formulate position statements, in which they can articulate their needs and demands in peaceful way. These position statements need to address the needs of the wider community, not just the vocal minority, and they need to be realistic if they are to find traction within the wider peace process.

Four peace conferences were hosted in Abyei:

Three cattle corridor conferences between Dinka Ngok and Misseriya participants (229 attendees in total)

A follow-up Misseriya-Ngok Dinka peace conference, to respond to issues arising following the cattle movement season and to address wider intercommunity conflicts between the communities. This meeting had 120 participants.

Two Peace Conferences were held in Warrap with Dinka Ngok and Dinka Twic groups:

One large conference with 92 participants. This did not reach an agreement, but set the scene for behind the scenes peace talks.

A mini peace conference with community leaders, which brokered a cessation of hostilities agreement and put in place a follow up scheme to manage conflicts arising.

Three Peace Conferences were facilitated in West Kordofan:

In February 2024 a conference was held in Al-Mayram between Misseriya, El-Fiarin, and Dinka Malual communities.

In March 2024 a conference was held in Al-Nuhud between Al-Hamar, Al-Manasra and Bani Fadl communities, leading to a signed peace agreement.

In March 2024 a conference was held in Al-Fula between Misseriya Zurq, Dago and Nuba communities, leading to a signed peace agreement.



Public Awareness and Cooperation with other organisations

One of Concordis' charitable objectives is to raise support for peacebuilding and dialogue as a response to conflict in the world. The need for this is growing, as political discourse becomes increasingly polarised.

Peacebuilding may be hard work, but it does work. This year we have continued to add our voice to those of our fellow peacebuilders, making the case for effective peacebuilding, nuanced conflict analysis and a conflict-sensitive approach to business, to humanitarian responses and to the mitigation of the effects of climate change. We have also worked collaboratively with diplomats and humanitarians to ensure that the people in the countries where we work are not forgotten, even if the focus of the media has moved on.

This public awareness work has included bilateral meetings with senior diplomats at the UK's Foreign, Commonwealth and Development Office (FCDO), the European Union, USAID and the governments of Canada, Norway, Sweden and Germany. It has also included being proactive members of BOND (the UK network for organisations working in international development), EPLO (the European Peacebuilding Liaison Office), country-specific working groups and UN clusters, speaking on panels and chairing and facilitating working groups as needed.

Concordis staff have taken a lead role in contributing to UK and EU policy on conflict and climate change; emergency response in the event of rapidly deteriorating security; providing market and other economic incentives to promote peace; and conflict arising out of seasonal migration.

Concordis has also enjoyed ongoing and fruitful partnerships with humanitarian organisations working in the same places, including **Danish Refugee Council, Premier Urgence, Triangle, Action Against Hunger, Oxfam and ACTED**. They asked Concordis to support them with peacebuilding aspects of their programme and to provide them with beneficiary feedback mechanisms, improving accountability of their work. In turn, we were able to provide them with recommendations made by participants in Concordis' dialogue processes for tangible interventions that address root causes of intercommunity conflict and provide peace dividends; clear and tangible benefits to resolving disputes peacefully instead of through violence.

United Nations Agencies

Projects are implemented in cooperation with many of the UN agencies, including:

- **MINUSCA** and **UNISFA** peacekeeping forces in CAR and Abyei, respectively.
- The International Organisation for Migration (**IOM**) to ensure clear collaboration and synergy with their work in the north of CAR and in Abyei.
- The Food and Agriculture Organisation (**FAO**), who deliver vaccines and other support to both herders and farmers, thereby providing peace dividends to communities in CAR and Abyei.
- The World Food Programme (**WFP**) who provide the teams with flights on the United Nations Humanitarian Air Service (**UNHAS**) when road travel is too difficult or dangerous in CAR and South Sudan.
- The United National Development Programme (**UNDP**), the UN Resident Coordinator's Office (**RCO**), the United Nations Office for the Coordination of Humanitarian Affairs (**OCHA**), **UNICEF** and others, who share information, analysis and risk assessments.

Our Future Plans

As our current programmes ended during the year, we took the opportunity to reflect not just on their achievements but also on our work over the last twenty years. This review enabled us to set our course for the next five years.

We established that **our core will remain unchanged** :

We will continue to use and develop skills honed over the past 20 years, and to apply them in the contexts where we have a reputation for impactful work. This involves bringing people together for challenging conversations, enabling them to find lasting peace and economic prosperity.

We will continue to supplement traditional peacebuilding work with activities that increases resilience to conflict. When intercommunity trade generates livelihoods and incentives for peaceful coexistence, we help to set up local markets. Healthy cows reduce tension between settled farmers and herder groups, so we help organise cattle vaccination programmes. And if contested access to water drives conflict, we can help install separate drinking water supplies for people and livestock.

Over the next five years **we will also stretch from our core** in two ways:

- Building peace beyond borders: Conflict transcends international borders so taking a joined-up approach to peacebuilding across borders makes the transformation of conflict more likely. We will work with a more regional mindset to build a more effective and lasting peace for more communities.
- Extending the effect of our peacebuilding: Just as international development depends on peace, peacebuilding can become more impactful if delivered in concert with conflict sensitive development assistance. We will work ever more closely with professionals from other disciplines from the public and private sectors, including humanitarian, climate science and academia, to contribute to complex responses to complex issues.

This stretching from our core will be evident in three strategic pillars:

- Showcasing an effective cross border peacebuilding practice - new regional programmes that work where there are issues, not restricted by borders.
- Sharing knowledge and insights to affect the platform on which others build - using our learning to give voice to those we work with and bring change.
- Acting as a catalyst for collaboration in peacebuilding and beyond - taking responsibility to bring people together who can help.

Risk management and Internal controls

The Board is responsible for ensuring that there is an appropriate process for the management of any risks faced by Concordis, including ensuring that internal policies and controls are in place and operating as intended. Alongside the executive team, the Board regularly reviews and assesses the major risks to which the organisation is exposed, those relating to the operations and finances of the organisation, and the safeguarding of staff and those with whom we work. Risks are recorded and monitored on an organisational risk register which includes an assessment of the likelihood and potential severity of impact of each risk. The register also records mitigating actions and controls and is used to proactively manage risk effectively.

The risk committee of the Board meets at least quarterly with the executive team, then reports on the status

of those risks to the full Board.

The most significant risk areas identified by the Board are described in more detail below.

- Our security system fails to provide adequate levels of cover to our staff and people we are working with and results in the death or serious injury of staff member in a project country
 - We ensure that the Board skills matrix includes members with significant security expertise, and this improves the Board's ability to support the executive staff in assessing and managing security risks.
 - The likelihood of security incidents is reduced through training for staff and risk assessments that consult a wide range of actors, including national security services, dominant embassies and UN security forces in each country, as well as Concordis' extensive networks amongst local populations and non-state actors.
- Failure to secure major, follow on funding for a key programme country or region or missing a key funding opportunity

We continue to decentralise more of our programme leadership to the countries where we work. As well as improving local ownership of the programmes, this enables senior staff to have more contact with current and prospective donors, as well as with potential partners for consortium bids.

- Our safeguarding system fails to protect the people we work with or our staff.

The Safeguarding Policy is supported by our Code of Conduct and clear whistleblowing procedures enable and encourage reporting.

Each programme has a has a nominated Safeguarding Focal person whose role is to induct and raise awareness of the policy within the programme. There are also nominated Safeguarding Officers at organisational and Board level.



FINANCIAL REVIEW

Results for the year

Concordis receives income as grants from governmental and institutional donors to fund specific projects. This is supplemented by donations and other fundraising activities. Total income in the financial year was £731,812 but was £2,915,275 in 2022/23. In common with other organisations in our circumstances, Concordis recognises income when we are legally entitled to, and its receipt is probable and quantifiable. This can (and as experienced this year) result in substantial differences in income levels arising from the timing of receipts of grant instalments. Towards the end of the previous year (May 2023), we received grant instalments of approximately £1.9 million which were carried over the June 2023 year end in restricted reserves and then used to fund expenditure in the current financial year. In the next financial year, we contracted with the EU to deliver a regional programme across Central Africa (Cameroon, Central African Republic, Chad and Darfur in Sudan). The €15 million programme runs from July 2024 to June 2028.

	Year	Year	Year	Year	Year	Average
	2021/22	2022/23	2023/24	2024/25	2025/26	
	£	£	£	£	£	£
	actual	actual	actual	forecast	forecast	forecast
Income	1,757,760	2,915,275	731,812	3,940,000	3,450,000	2,559,000

This reason also explains why Concordis reported a deficit for the financial year of £1,937,541 compared to a surplus of £986,288 reported in the previous year. This is made up of a deficit on unrestricted funds of £15,321 (2022/23: surplus of £48,889) and a deficit on restricted funds of £1,922,217 (2022/23: surplus of £937,399).

The level of restricted fund fluctuates from year to year due to changes in activity levels on restricted projects and the level of investment in capital assets.

Unrestricted funds comprise income from general fundraising activities and this funds the organisation's support costs.

Reserves policy

Our Reserves Policy is designed to provide strategic direction in maintaining adequate reserve levels. We need to hold sufficient funds to enable us to react to any unexpected adverse impact on our finances while ensuring we can cover future liabilities as they arise. The Trustees have set the reserves policy in terms of:

- the costs that would be incurred in the orderly winding down of the organisation's activities, including staff termination costs, legal fees, lease obligations, and other liabilities
- various scenarios where levels of risk materialise with adverse financial impact
- working capital requirements

Following the latest review of these criteria, the Trustees have set the target reserve level in the region of

£240,000. At 30 June 2024, our unrestricted reserve stood at £70,307 (2023: £99,584). Our future plans balance the need to build reserves while continuing to invest in our mission. We aim to build our reserve levels during our current five year strategic cycle.

Going concern

The Trustees regularly assess the ability of Concordis to continue as a going concern, and this was last reviewed in November 2024, before authorising these accounts. The Trustees have considered several factors when arriving at their conclusion as to whether the use of the going concern basis is appropriate when preparing these financial statements including a review of updated forecasts to the end of June 2026, and a consideration of key risks that could negatively affect the charity. At the time of the review, Concordis had signed a the €15million, 4-year contract for regional work in Central Africa, referred to above. This grant alone gives sufficient resources to ensure going concern for the next few years.

Core costs not directly chargeable to grants are covered broadly by 3 sources: (i) charitable donations from individuals and churches, (ii) unrestricted grants from private trusts (iii) overhead percentage chargeable on project expenditure under the terms of grant contracts. Contribution to core costs is forecast to be higher in 2024/25 than in 2023/24.

To address inherent uncertainties, we have considered detailed cash-flow projections based on several different funding scenarios and we are satisfied based on these projections that Concordis is able to continue as a going concern for the 12 months from the date of approval of these financial statements, and for the foreseeable future.

Auditor

Sayer Vincent LLP were re-appointed as auditor by Board resolution on 7 November 2024.

Responsibilities of the Trustees

The Trustees are responsible for preparing this Annual Report and the financial statements in accordance with applicable law and regulations and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

Company law requires the Directors to prepare financial statements for each financial year. Under that law the Directors have elected to prepare the financial statements in accordance with United Kingdom Generally Accepted Accounting Practice (United Kingdom Accounting Standards and applicable law). Under company law the Directors 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 charitable company and of the incoming resources and application of resources, including the income and expenditure, of the charitable company for that period. In preparing these financial statements, the Directors are required to:

- select suitable accounting policies and then apply them consistently
- observe the methods and principles in the charities SORP 2019 (FRS102)
- make judgements and accounting 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 company will continue in operation.

The Trustees are responsible for keeping adequate accounting records that disclose with reasonable accuracy at any time the financial position of the charitable 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 charitable company and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

The Trustees are responsible for the maintenance and integrity of the corporate and financial information included on the charitable company's website. Legislation in the UK governing the preparation and dissemination of financial statements may differ from legislation in other jurisdictions.

In so far as the Trustees are aware:

- There is no relevant audit information of which the charitable company's auditor is unaware; and
- The Trustees have taken all steps that they ought to have taken to make themselves aware of any relevant audit information and to establish that the auditor is aware of that information.

This report has been prepared in accordance with the special provisions for small companies under Part 15 of the Companies Act 2006.

The report was approved by the Board on 5 December 2024 and signed on its behalf by:

EDWARD MOORE, Chair of Trustees

INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF CONCORDIS INTERNATIONAL TRUST

Opinion

We have audited the financial statements of Concordis International Trust (the 'charitable company') for the year ended 30 June 2024 which comprise the statement of financial activities, balance sheet, statement of cash flows and notes to the financial statements, including significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including FRS 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 charitable company's affairs as at 30 June 2024 and of its incoming resources and application of resources, including its income and expenditure for the year then ended
- Have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice
- 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 charitable company 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 Trustees' 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 Concordis International Trust'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 Trustees with respect to going concern are described in the relevant sections of this report.

Other Information

The other information comprises the information included in the Trustees' Annual Report other than the financial statements and our auditor's report thereon. The Trustees are responsible for the other information contained within the 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. 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

INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF CONCORDIS INTERNATIONAL TRUST

obtained in the course of 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 this gives rise to a material misstatement in the financial statements themselves. 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.

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 for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- The Trustees' Annual Report has 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 charitable company and its environment obtained in the course of the audit, we have not identified material misstatements in the Trustees' Annual 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, or returns adequate for our audit have not been received from branches not visited by us; or
- The 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; or
- The Directors were not entitled to prepare the financial statements in accordance with the small companies regime and take advantage of the small companies' exemptions in preparing the Trustees' Annual Report and from the requirement to prepare a strategic report.

Responsibilities of Trustees

As explained more fully in the statement of Trustees' responsibilities set out in the Trustees' Annual Report, 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 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 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

INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF CONCORDIS INTERNATIONAL TRUST

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 are set out below.

Capability of the audit in detecting irregularities

In identifying and assessing risks of material misstatement in respect of irregularities, including fraud and non-compliance with laws and regulations, our procedures included the following:

- We enquired of management which included obtaining and reviewing supporting documentation, concerning the charity's policies and procedures relating to:
 - Identifying, evaluating, and complying with laws and regulations and whether they were aware of any instances of non-compliance;
 - Detecting and responding to the risks of fraud and whether they have knowledge of any actual, suspected, or alleged fraud;
 - The internal controls established to mitigate risks related to fraud or non-compliance with laws and regulations.
- We inspected the minutes of meetings of those charged with governance.
- We obtained an understanding of the legal and regulatory framework that the charity operates in, focusing on those laws and regulations that had a material effect on the financial statements or that had a fundamental effect on the operations of the charity from our professional and sector experience.
- We communicated applicable laws and regulations throughout the audit team and remained alert to any indications of non-compliance throughout the audit.
- We reviewed any reports made to regulators.
- We reviewed the financial statement disclosures and tested these to supporting documentation to assess compliance with applicable laws and regulations.
- We performed analytical procedures to identify any unusual or unexpected relationships that may indicate risks of material misstatement due to fraud.
- In addressing the risk of fraud through management override of controls, we tested the appropriateness of journal entries and other adjustments, assessed whether the judgements made in making accounting estimates are indicative of a potential bias and tested significant transactions that are unusual or those outside the normal course of business.

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.

INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF CONCORDIS INTERNATIONAL TRUST

A further description of our responsibilities is available on the Financial Reporting Council's website at: 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.

Noelia Serrano (Senior statutory auditor)

Date: 15 January 2025

for and on behalf of Sayer Vincent LLP, Statutory

Auditor 110 Golden Lane, LONDON, EC1Y 0TG

STATEMENT OF FINANCIAL ACTIVITIES
(Incorporating the income and expenditure account)
For the year ended 30 June 2024

	Notes	Unrestricted Funds Year to 30 June 2024 £	Restricted Funds Year to 30 June 2024 £	Total Funds Year to 30 June 2024 £	Unrestricted Funds Year to 30 June 2023 £	Restricted Funds Year to 30 June 2023 £	Total Funds Year to 30 June 2023 £
Income from:							
Donations and gifts	2	31,999	-	31,999	81,708	850	82,558
Other income		8,852	-	8,852	5,250	-	5,250
Institutional grants	3	-	690,961	690,961	-	2,827,467	2,827,467
Total Income		40,851	690,961	731,812	86,958	2,828,317	2,915,275
Expenditure on:							
Cost of raising funds		36,726	-	36,726	32,742	-	32,742
Charitable activities		69,866	2,615,532	2,685,398	18,479	1,887,890	1,906,369
Total expenditure	4	106,592	2,615,532	2,722,124	51,221	1,887,890	1,939,111
Net (expenditure)/ income from operating activities	5	(65,741)	(1,924,571)	(1,990,312)	35,737	940,427	976,164
Gains/(losses) on exchange rate movements		36,750	16,021	52,771	13,152	(3,028)	10,124
Transfers between funds		13,667	(13,667)	-			
Net movement of funds		(15,324)	(1,922,217)	(1,937,541)	48,889	937,399	986,288
Reconciliation of funds							
Fund balances brought forward	12	101,225	2,033,757	2,134,982	52,336	1,096,358	1,148,694
Total funds carried forward	12	85,901	111,540	197,441	101,225	2,033,757	2,134,982

All the above amounts relate to continuing activities.

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

The notes on pages 28 to 39 form part of these financial statements.

Registered company number: 04930461

BALANCE SHEET
as at 30 June 2024

	Notes	As at 30 June 2024 £	As at 30 June 2023 £
Fixed assets	8	126,407	168,791
Current assets			
Debtors	9	88,735	77,703
Cash at bank and in hand	10	221,116	2,064,681
		309,851	2,142,384
Current liabilities			
Creditors: amounts falling due within one year	11	(238,817)	(176,193)
Net current assets		71,034	1,966,191
Total net assets	12	197,441	2,134,982
Funds			
Restricted fixed asset funds		110,813	167,150
Restricted revenue funds		727	1,866,607
Total restricted funds		111,540	2,033,757
Unrestricted fixed assets funds		15,594	1,641
Unrestricted funds		70,307	99,584
Total funds	12	197,441	2,134,982

The notes on pages 28 to 39 form part of these financial statements.

The financial statements were approved and authorised for issue by the Board of Trustees on 5 December 2024 and signed on their behalf by:

EDWARD MOORE, Chair of Trustees

HENRY WRIGLEY, Treasurer

STATEMENT OF CASH FLOWS

For the year end 30 June 2024

	Note	Year to 30 June 2024 £	Year to 30 June 2023 £
Cash flows from operating activities:	A		
Net cash (used in)/provided by operating activities		(1,845,072)	1,129,362
Cash flows from investing activities:			
Purchase of fixed assets		(51,264)	(171,021)
Change in cash and cash equivalents in the year		(1,896,336)	958,341
Cash and cash equivalents at the start of the year		2,064,681	1,096,216
Change in cash and cash equivalents due to exchange rate movements during the year		52,771	10,124
Cash and cash equivalents at the end of the year		221,116	2,064,681

	At 1 July 2023 £	Cash movements £	At 30 June 2024 £
Net debt reconciliation			
Cash at bank and in hand	2,064,681	(1,843,565)	221,116

Note A: Reconciliation of net income to net cash inflow from operating activities

Net (expenditure)/income for the year	(1,937,541)	986,288
Adjustments for:		
Depreciation	50,019	42,627
Loss on fixed assets	43,629	-
(Gains) on foreign exchange	(52,771)	(10,124)
Decrease/(increase) in debtors	(11,032)	19,100
Increase in creditors	62,624	91,471
Net cash (used in)/provided by operating activities	(1,845,072)	1,129,362

The notes on pages 28 to 39 form part of these financial statements.

1. ACCOUNTING POLICIES

a) Legal status

Concordis International Trust is a charitable company limited by guarantee. It has been registered in England and Wales with the Charity Commission (Charity no: 1105697) since September 2004 and with Companies House since it was incorporated in October 2003 (Company no: 04930461). The company has no share capital, and its members are the Trustees named on page 3. 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. At the balance sheet date there were 12 members (2023: 12).

b) Registered and principal office

The registered and principal office of Concordis is International Dispute Resolution Centre, 1 Paternoster Lane, London EC4M 7BQ.

c) Basis of preparation

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 (FRS102) (Charities SORP FRS102), the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS102) and the Companies Act 2006.

The financial statements have been prepared under the historical cost convention and are presented in pounds sterling which is the functional currency of the charity.

Concordis meets the definition of a public benefit entity under FRS 102.

d) Going concern

The Trustees regularly assess the ability of Concordis to continue as a going concern, and this was last reviewed in November 2024, before authorising these accounts. The Trustees have considered several factors when arriving at their conclusion as to whether the use of the going concern basis is appropriate when preparing these financial statements including a review of updated forecasts to the end of June 2026, and a consideration of key risks that could negatively affect the charity. At the time of the review, Concordis had signed a the €15million, 4-year contract for regional work in Central Africa, referred to above. This grant alone gives sufficient resources to ensure going concern for the next few years.

Core costs not directly chargeable to grants are covered broadly by 3 sources: (i) charitable donations from individuals and churches, (ii) unrestricted grants from private trusts (iii) overhead percentage chargeable on project expenditure under the terms of grant contracts. Contribution to core costs is forecast to be higher in 2024/25 than in 2023/24.

To address inherent uncertainties, we have considered detailed cash-flow projections based on several different funding scenarios and we are satisfied based on these projections that Concordis is able to continue as a going concern for the 12 months from the date of approval of these financial statements, and for the foreseeable future.

e) Income

Income is accounted for on an accruals basis in the period in which the charity is entitled to income where the amount can be measured with reasonable certainty. Where donations are received net of tax, and tax is recoverable, the income is recognised gross at the time of receipt. Where the entitlement to project or grant income is performance related the income is recognised when the conditions for entitlement have been fulfilled.

Legacy income is included when there is sufficient evidence of entitlement, probable receipt and where the amount is measurable. Pecuniary and residuary legacies notified before the year end, are accrued where it can be demonstrated that the charity had entitlement at the year end, the amounts can be quantified with reasonable certainty and where receipt is probable.

f) Donated services

In line with SORP 2019, the value of donated services provided by volunteers is not incorporated into these financial statements.

g) Expenditure, its allocation and irrecoverable VAT

Expenditure is accounted for on an accruals basis and is recognised when there is a legal or constructive obligation to pay. Expenditure on charitable activities includes the direct cost of planning, staffing and implementing the operational activities. It also includes support costs, which represent costs of providing the infrastructure and organisational services that support the charitable activities as well as governance costs.

The majority of costs are directly attributable to specific charitable activities. Support costs, which relate to more than one activity, are apportioned across charitable activities and fundraising costs based on the level of expenditure of these activities.

Irrecoverable VAT is charged as a cost against the activity for which it was incurred.

h) Pensions

The costs of providing defined contribution pensions in the UK are charged to the Statement of Financial Activities as they fall due. The difference between contributions payable in the year and those paid are included in creditors in the balance sheet.

i) Operating leases

Instalments paid under operating leases are charged to the Statement of Financial Activities as they fall due.

j) Presentation currency and Exchange rate gains and losses

The functional currency of Concordis is pounds sterling (GBP) because that is the currency of the primary economic environment in which the charity operates.

Monetary assets and liabilities held at the year end and denominated in foreign currencies are translated into pounds sterling at the rates of exchange ruling at the balance sheet date. Transactions in foreign currencies are recorded at the rate of exchange ruling on the time of the transaction. Exchange rate gains and losses are recognised in the Statement of Financial

Activities.

k) Tangible fixed assets and Depreciation

Tangible fixed assets are stated at cost less any provisions for depreciation. Tangible fixed assets costing more than £500 are capitalised except when purchased with restricted funds when donor requirements for capitalisation are applied. The cost of fixed assets is their purchase cost, together with any incidental expenses on acquisition.

Depreciation is provided to write off the cost, less estimated residual values, of all fixed assets, spread evenly over their expected useful lives. It is calculated at a rate of 33.3% per annum.

l) Debtors

Other debtors are recognised in the financial statements at the settlement amount due. Prepayments are valued at the amount prepaid at the balance sheet date.

m) Cash at bank and in hand

Cash at bank and in hand includes current account balances held with banks.

n) Creditors

Creditors are recognised where the charity has a present obligation resulting from a past event that will probably result in the transfer of funds to a third party and the amount due to settle the obligations can be measured or estimated reliably. Creditors are normally recognised at their settlement amount.

o) Fund accounting

Restricted funds are funds that can only be used in accordance with specific restrictions imposed by donors. The detail of each restricted fund is set out in the note 12. Unrestricted general funds are available to spend on activities that further any of the charity's objectives. Designated funds are unrestricted funds of the charity which the Trustees have decided to set aside to use for a specific purpose. No unrestricted funds have currently been designated by the Trustees.

p) Taxation

Concordis meets the definition of a charitable company for UK corporation tax purposes. It is exempt from taxation on its income or capital gains to the extent they are applied for its charitable purposes.

q) 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 their settlement value. Fixed assets are recorded at depreciated historical value. All other assets and liabilities are recorded at cost which is their fair value

r) Critical accounting judgements and estimates

In the application of the accounting policies described in Notes 1a to 1q, 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.

	Unrestricted Funds Year to 30 June 2024 £	Restricted Funds Year to 30 June 2024 £	Total Funds Year to 30 June 2024 £	Unrestricted Funds Year to 30 June 2023 £	Restricted Funds Year to 30 June 2023 £	Total Funds Year to 30 June 2023 £
2. Donations and gifts						
Individuals	25,849	-	25,849	47,114	-	47,114
Churches	1,200	-	1,200	700	-	700
Corporates	150	-	150	-	-	-
Trusts	4,800	-	4,800	17,950	850	18,800
Legacies	-	-	-	15,944	-	15,944
	31,999	-	31,999	81,708	850	82,558

	Unrestricted Funds Year to 30 June 2024 £	Restricted Funds Year to 30 June 2024 £	Total Funds Year to 30 June 2024 £	Unrestricted Funds Year to 30 June 2023 £	Restricted Funds Year to 30 June 2023 £	Total Funds Year to 30 June 2023 £
3. Institutional grants						
Chemonics						
Research, 2023	-	12,500	12,500	-	7,500	7,500
European Union						
Mauritania, 2019-2021	-	-	-	-	111,352	111,352
Abyei, 2019-2021	-	37,314	37,314	-	-	-
CAR, 2022-2024	-	-	-	-	1,295,194	1,295,194
Darfur, 2022-2024	-	-	-	-	829,865	829,865
Foreign, Commonwealth and Development Office						
CAR (via UK Aid Direct), 2018-2021	-	-	-	-	10,000	10,000
Government of Canada						
Abyei, 2021-2023	-	431,660	431,660	-	398,372	398,372
Government of Norway						
Abyei, 2024-2025	-	161,371	161,371	-	-	-
Kingdom of Belgium						
Mauritania, 2020-2022	-	48,116	48,116	-	88,073	88,073
United Nations						
CAR (via FAO), 2022	-	-	-	-	87,111	87,111
	-	690,961	690,961	-	2,827,467	2,827,467

	Staff Costs £	Other Direct Costs £	Grants to other orgs. £	Support Costs £	Year to 30 June 2024 £
4b. Analysis of expenditure					
Current year					
Cost of raising funds	24,986	9,650	-	2,090	36,726
Charitable activities: peace building					
Central African Republic	480,281	754,449	-	74,518	1,309,248
Abyei	244,997	264,832	-	30,769	540,598
Darfur	340,328	336,502	46,070	43,628	766,528
Research	4,215	13,580	-	1,074	18,869
Future project development	35,751	10,524	-	2,793	49,068
Awareness raising and advocacy	1,025	-	-	62	1,087
	1,131,583	1,389,537	46,070	154,934	2,722,124
	Staff Costs £	Other Direct Costs £	Grants to other orgs. £	Support Costs £	Year to 30 June 2023 £
Previous year					
Cost of raising funds	22,216	8,945	-	1,581	32,742
Charitable activities: peace building					
Central African Republic	322,550	347,672	-	34,018	704,240
Mauritania	74,773	127,031	-	10,243	212,047
Abyei	253,227	245,675	-	25,323	524,225
Darfur	278,420	104,266	26,260	20,757	429,703
Research	3,785	3,420	-	366	7,571
Future project development	23,217	1,566	-	1,258	26,041
Awareness raising and advocacy	2,419	-	-	123	2,542
	980,607	838,575	26,260	93,669	1,939,111

Staff costs totalling £94,642 (2022: £30,992) are included in allocated support costs.

	Year to 30 June 2024	Year to 30 June 2023
	£	£
4b. Analysis of support costs		
Governance	49,721	34,811
Facilities and IT	36,350	23,679
Financial management	39,003	24,220
Human resources	29,860	10,959
	154,934	93,669
4c. Analysis of governance costs		
Audit	23,880	22,200
Board and committee meetings	1,152	353
Strategic and operational planning	24,689	3,215
	49,721	34,811
5. Net (expenditure)/income for the year		
Net (expenditure)/income for the year is stated after charging:		
Auditor's remuneration – for annual audit (excl VAT)	12,550	11,750
Auditor's remuneration – for grant audits (excl VAT)	-	7,950
Depreciation	50,019	42,627
Loss on fixed assets	43,629	-
Payments under operating leases	-	56,278

	Year to 30 June 2024	Year to 30 June 2023
	£	£
6. Staff costs and numbers		
Costs of employing UK contracted staff were:		
Salaries	330,900	306,382
National insurance	31,459	28,510
Pension	20,544	19,489
	382,903	354,381
Costs of employing overseas staff on local contracts were:		
Salaries	759,602	584,987
Local payroll taxes	83,720	72,231
	1,226,225	1,011,599
The average number of contracted staff was:		
In the UK	7	7.5
Overseas	73	46.0
	80	53.5
The total remuneration of Key Management Personnel was:	135,365	136,917
Employees who received employee benefits (excluding employer pension costs) of more than £60,000:		
£70,000-£79,999	1	1

Redundancy payments made during the year were £nil (2022/23: £2,700)

7. Trustees remuneration and Related party transactions

The Trustees received no remuneration or expenses during the year (2022/23: nil).

Reimbursement was made to one Trustee for directly incurred expenses of £79 (2022/23: two Trustees, £195). Aggregate donations received from Trustees and key management personnel during the year were £1,260 (2022/23: £4,265).

No other benefits were awarded to Trustees during the current or previous financial year.

After the end of the financial year, Concordis was awarded funding to start work in the Central Africa region. The first instalment was received retrospectively (in October 2024) to the start of the project (in July 2024). Two related individuals lent the charity £70,000 on an interest free basis. The loans were repaid after 23 days.

	As at 30 June 2024	As at 30 June 2024	As at 30 June 2024
	Equipment	Vehicles	Total
	£	£	£
8. Fixed Assets			
Cost at start of year	123,645	184,709	308,354
Additions	48,159	3,105	51,264
Disposals	(254)	(53,925)	(54,179)
Cost at end of year	171,550	133,889	305,439
Depreciation at start of year	51,310	88,253	139,563
Charge for the year	27,361	22,658	50,019
Disposals	(64)	(10,486)	(10,550)
Depreciation at end of year	78,607	100,425	179,032
Net book value			
At 30 June 2024	92,943	33,464	126,407
At 30 June 2023	72,335	96,456	168,791

	As at 30 June 2024	As at 30 June 2023
	£	£
9. Debtors and prepayments		
Advance payments	15,036	53,880
Gift aid and other amounts due	59,373	4,641
Prepayments	14,326	19,182
	88,735	77,703
10. Cash at bank and in hand		
Cash at bank held in the UK	126,005	1,892,660
Cash at bank held overseas	18,022	109,784
Cash held overseas	77,089	62,237
	221,116	2,064,681

	As at 30 June 2024 £	As at 30 June 2023 £
11. Creditors: amounts falling due within one year		
Trade creditors	34,928	14,172
Other creditors	40,484	4,564
Payroll tax and social security costs	61,050	16,181
UK pensions	7,895	6,900
Provision for overseas employment termination costs	78,980	40,085
Accruals	15,480	14,100
	238,817	176,193

	Note	At 1 July 2023 £	Income £	Expenditure £	Transfers	Gain/(loss) on exchange £	At 30 June 2024 £
12a. Current year							
Restricted fixed asset fund							
EU: 2022-2023, CAR	1	97,473	-	(37,478)	31,422	-	91,417
EU: 2022-2023, Darfur	4	64,799	-	(51,305)	5,902	-	19,396
Govt. of Canada: 2021-2023, Abyei	3	4,878	12,760	(3,971)	(13,667)	-	-
		167,150	12,760	(92,754)	23,657	-	110,813
Restricted revenue fund							
Chemonics: 2023 Research	5	295	12,500	(17,795)	-	-	(5,000)
EU: 2019-2021, CAR (via Bekou)	1	31,305	-	-	-	-	31,305
EU: 2019-2021 Abyei	3	(37,302)	37,314	-	-	(12)	-
EU: 2022-2023, CAR	1	1,142,067	-	(1,243,703)	(31,422)	-	(133,058)
EU: 2022-2023, Darfur	4	773,010	-	(755,424)	(5,902)	-	11,684
Govt. of Canada: 2021-2023, Abyei	3	3,896	418,900	(482,099)	-	15,785	(43,518)
Govt. of Norway: 2024-2025, Abyei	3	-	161,371	(23,757)	-	-	137,614
Kingdom of Belgium: 2020-2022, Mauritania	2	(48,364)	48,116	-	-	248	-
Other	4	1,700	-	-	-	-	1,700
		1,866,607	678,201	(2,522,778)	(37,324)	16,021	727
Unrestricted fixed asset fund		1,641	1,180	(894)	13,667	-	15,594
Unrestricted fund		99,584	39,671	(105,698)	-	36,750	70,307
Total funds		2,134,982	731,812	(2,722,124)	-	52,771	197,441

		At 1 July 2022 £	Income £	Expenditure £	Gain/(loss) on exchange £	At 30 June 2023 £
12b. Prior year						
Restricted fixed asset fund						
EU: 2022-2023, CAR	1	22,096	97,239	(21,862)	-	97,473
EU: 2022-2023, Darfur	4	13,876	68,041	(17,118)	-	64,799
Govt. of Canada: 2021-2023, Abyei	3	4,425	2,378	(1,925)	-	4,878
Kingdom of Belgium: 2020-2022, Mauritania	2	-	1,363	(1,363)	-	-
		<u>40,397</u>	<u>169,021</u>	<u>(42,268)</u>	<u>-</u>	<u>167,150</u>
Restricted revenue fund						
Chemonics: 2023 Research	5	-	7,500	(7,205)	-	295
EU: 2019-2021, CAR (via Bekou)	1	31,305	-	-	-	31,305
EU: 2019-2021 Mauritania	2	(99,625)	111,352	(7,892)	(3,835)	-
EU: 2019-2021 Abyei	3	(44,685)	-	(4,221)	11,604	(37,302)
EU: 2022-2023, CAR	1	626,251	1,197,955	(675,787)	(6,352)	1,142,067
EU: 2022-2023, Darfur	4	431,339	762,674	(421,003)	-	773,010
Govt. of Canada: 2021-2023, Abyei	3	163,299	395,994	(555,397)	-	3,896
Kingdom of Belgium: 2020-2022, Mauritania	2	17,312	86,710	(147,941)	(4,445)	(48,364)
UK Aid Direct: 2019-2021 CAR	1	(10,000)	10,000	-	-	-
UN FAO: 2022, CAR	6	(60,935)	87,111	(26,176)	-	-
Other	4	1,700	-	-	-	1,700
		<u>1,055,961</u>	<u>2,659,296</u>	<u>(1,845,622)</u>	<u>(3,028)</u>	<u>1,866,607</u>
Unrestricted fixed asset fund		-	2,000	(359)	-	1,641
Unrestricted fund		52,336	84,958	(50,862)	13,152	99,584
Total funds		<u>1,148,694</u>	<u>2,915,275</u>	<u>(1,939,111)</u>	<u>10,124</u>	<u>2,134,982</u>

Notes: The purpose of the grants are as follows:

- (1) EU 2022-2023 CAR, EU: 2019-2021, CAR (via Bekou) and UK Aid Direct 2018-2021 CAR are to promote peaceful seasonal migration to mutual benefit in the Central African Republic.
- (2) EU: 2019-2021 Mauritania and Kingdom of Belgium: 2020-2022 Mauritania are to promote peaceful coexistence and resilience to the effects of climate change in the Senegal River Valley region.
- (3) Government of Canada 2021-2023, Government of Norway: 2024-2025 and EU: 2019-2021 Abyei are for supporting peacebuilding and intercommunity trade in the Abyei Administrative Area.
- (4) EU: 2022-2023 Darfur and Other Fund are to promote resolution of conflict in Sudan.
- (5) Chemonics: 2023 Research is for a project which will research and report on promoting locally owned, regionally focused, international responses to transboundary insecurity in the Central African region, including Sudan and South Sudan.
- (6) UN FAO 2022 CAR is to analyse the causes of conflict linked to transhumance in 2 sub-prefectures of Ouham Pende Prefecture (Bozoum and Paoua), to map the pastoral infrastructure of the prefecture and to vaccinate livestock in the area.

	Unrestricted Funds Year to 30 June 2024 £	Restricted Funds Year to 30 June 2024 £	Total Funds Year to 30 June 2024 £	Unrestricted Funds Year to 30 June 2023 £	Restricted Funds Year to 30 June 2023 £	Total Funds Year to 30 June 2023 £
13. Analysis of net assets between funds						
Fixed assets	15,594	110,813	126,407	1,641	167,150	168,791
Debtors and prepayments	8,255	80,480	88,735	6,904	70,799	77,703
Cash at bank and in hand	95,273	125,843	221,116	119,653	1,945,028	2,064,681
Creditors: amounts falling due within one year	(33,221)	(205,596)	(238,817)	(26,973)	(149,220)	(176,193)
Total net assets	85,901	111,540	197,441	101,225	2,033,757	2,134,982

**As at 30
June 2024
£**

**As at 30
June 2023
£**

14. Lease commitments

Operating leases which expire:

Within one year – land and buildings	<u>-</u>	<u>12,000</u>
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CONCORDIS INTERNATIONAL TRUST

England & Wales - Charity number 1105697

Accounts

CHARITY NUMBER : 1105697

COMPANY NUMBER : 04930461

CONCORDIS INTERNATIONAL TRUST
COMPANY LIMITED BY GUARANTEE

TRUSTEES' ANNUAL REPORT AND FINANCIAL STATEMENTS
YEAR ENDED 30 JUNE 2023



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LEGAL AND ADMINISTRATIVE INFORMATION

Advisory panel: Viscount Brentford
Edward Moore
Dame Rosalind Marsden
Dan Philips
Joan McGregor
Vice Admiral Charles Style
Duke Duchscherer
Milen Maes

Trustees and Directors: (Pieter) Thijs Alexander
Joanna Buckley (appointed, 22 May 2023)
Fern Curtis (appointed, 22 May 2023)
Sally Deffor (resigned, 11 September 2022)
Katie Johnson (appointed, 14 February 2023)
Peter McLoughlin
Jeremy Lefroy
Edward Moore, Chair
Sam Slota-Newson
Frances Tammer
David Tetlow
Mary Thorogood (resigned, 12 September 2022)
Chris West (appointed, 22 May 2023)
Henry Wrigley, Treasurer

Senior Executives: Peter Marsden, Chief Executive and Director of Programmes
Emma Joynson-Hicks, Director of Operations (until 31 October 2022)
Sue Rooke, Director of Finance

Registered office: International Dispute Resolution Centre,
1 Paternoster Lane, London, EC4M 7BQ

Company Secretary: Sue Rooke

Independent Auditor: Sayer Vincent LLP, Invicta House, 108-114 Golden Lane, London EC1Y 0TL

Bankers: National Westminster Bank Plc, 56 St. Andrews Street, Cambridge CB2 3DA

Website: more information about the charity can be found at www.concordis.international

Mission, values and principles

Concordis works alongside those involved in or affected by armed conflict, helping them find workable solutions that address the root causes of conflict and contribute to lasting peace and economic development. We are committed to finding solutions that benefit women as well as men, those in armed groups as well as those who chose not to take up arms, national governments as well as civil society.

Mission

- To build **trusting relationships** with people involved in or affected by armed conflict.
- To facilitate **challenging conversations** between people from opposing factions.
- To enable people to find **workable solutions** that address the root causes of conflict and contribute to lasting peace and economic development to **mutual benefit**.
- To include **women** as well as men, those in armed groups as well as those who chose not to take up arms, national governments as well as civil society.
- To **leave a legacy** of sustainable mechanisms that enable future conflict to be managed peacefully.

Values and Principles

We are committed to transformational justice and peacebuilding, underpinned by Concordis' values of:

- **Humility** – we recognise that we do not have all the answers, that there are different ways of dealing with and resolving conflict, and that our contribution should be part of a broad engagement by a number of people and organisations
- **Impartiality** – we act in a consciously non-partisan manner
- **Inclusivity** – we promote active participation in our dialogues from people representing as many strands of opinion or interest as are appropriate. We work creatively to give voice to people and groups who might otherwise be marginalised by reason of gender, age or ethnicity.

To carry out our mission in accordance with these values, we abide by a set of fundamental principles:

- **Strategic intervention** – using in-depth analysis, we endeavour to understand as much as possible about the situations in which we work and we take account of complexity
- **Long-term engagement** – we aim to work in a sustained way in relation to conflicts with which we are invited to engage
- **Doing no harm** – we recognise the potential negative impact of interventions and seek to ensure that ours do not have unintended consequences
- **Independence** – we do not succumb to pressure to advance the interests of third parties (including third parties who are funding our work)
- **Cooperation** – we act collaboratively and in partnership with other agencies and organisations whenever it is appropriate to do so.

Strategic Approach

The Concordis' team have a proven and independently evaluated reputation for effective work in a number of fields, including:

- Finding creative ways to ensure the inclusion of groups often marginalised from decision making or formal peace processes, bringing in **meaningful participation by women** as well as men, **young** as well as old, those in armed groups as well as those who chose not to take up arms, national governments as well as civil society
- Promoting peaceful **seasonal livestock migration** to mutual benefit
- Creating the conditions necessary to enable **cross border trade** to resume in challenging environments
- **Developing markets** for exchange of goods and services between groups formerly in conflict to build resilient livelihoods for women and men, resilience to future conflict and economic incentives to peaceful collaboration
- Putting in place **early warning systems** and conflict management mechanisms to prevent tensions escalating into conflict
- Working with customary and state **legal systems** to establish and train quasi-judicial bodies that are acceptable to all sides
- **Monitoring and evaluation** of the effectiveness of peacebuilding interventions with sophisticated analysis of quantitative and qualitative datasets, which can be disaggregated by gender, age, livelihoods etc.
- Thought leadership on the **effects of climate change** and extreme weather events on conflict dynamics between farmers and herders in the Sahel, bringing together subject experts from different disciplines to pool knowledge and experience in building resilience and promoting sustainable adaptation
- Engaging proactively with the **religious element** of certain conflicts in promoting peaceful coexistence. Organisationally, Concordis has no religious affiliation, but amongst the senior staff team, there are individuals with knowledge and personal expertise in transformation of conflicts with a religious dimension
- Developing an understanding of the regional dynamics of peace and conflict across the **wider Sahel**.

Measuring Impact

Our aim is to produce real change for the better in the lives of the people and communities affected by conflict. Reduction of violence is important, but we aim for wider and deeper transformation across conflict lines.

We seek to evaluate the **impact** of our work, not merely monitoring our activities. Our consultations, research and evaluations inform our peacebuilding practice, ensuring our programmes are nimble and evolve with the rapidly changing conflict dynamics in the places where we work. They also enable us to chart our progress against a nuanced baseline survey, disaggregated by gender, age, livelihood, place and ethnicity.

Through individual interviews and focus groups, we seek to understand and measure:

- Conflict dynamics between groups and also within groups.
- Development of more positive relationships between people and groups, whether that be social interactions or economic inter-reliance
- Levels of trust in people and institutions to manage conflict, create security and promote livelihoods
- Reliance or otherwise on armed groups as well as levels of predation
- Economic indicators, including food prices and the availability of certain goods
- Access to services, looking for inequalities that might trigger resentment
- Resource availability and scarcity, looking for interventions by Concordis or other actors which might relieve pressure-points
- Adaptations people have or might make to increase their resilience to shocks, whether caused by conflict, political events or the effects of climate change

We employ quantitative and qualitative research methods to evaluate change, using tools tailored to each country's context. Working with local peacebuilders to design the research methodology ensures the measures used are relevant and illustrative of meaningful change in the local context. It also helps our teams identify what conflict transformation might look like for their communities and to think creatively about how that change might best be achieved.

We also commission independent evaluations of our work, which report on the changes to which we have contributed.

Recent evaluations demonstrate that we have met or exceeded all targets and produced real change for the better among the people we work with.

Structure, governance and management

Structure

Concordis is a charitable company limited by guarantee. It is regulated by its Memorandum and Articles of Association as amended by Special Resolution adopted on 25 January 2013 which set out the objects and powers of the organisation. The charity is governed by a Board of Trustees which has legal, financial and managerial responsibility for the charity. The Trustees constitute Directors of the charitable company for the purposes of the Companies Act 2006 and Trustees of the charity for the purposes of the Charities Act 2011.

Governance

Trustees are appointed for a 3-year period, extendable for another 3-year period in the normal course of events, and for a further 3-year period exceptionally. Whenever a trustee resigns and at least once a year otherwise, we review the range of professional expertise the Board possesses. The last skills audit of Board members identified a need to strengthen skills in the areas of operations, fundraising and marketing. If there is a vacancy or if a gap in expertise is identified, the Board has adopted formal recruitment and selection processes. New Trustees are provided with tailored induction by the chairman and the chief executive. The Trustees are committed to diversity and it is their policy to recruit from as broad a pool of candidates as possible.

Trustees meet quarterly when they consider the strategic direction and governance of the charity. Each trustee is a member of one or more of the four sub-committees of the Board, which oversee and report on issues relating to finance, funding and fundraising, human resources and risk. The committees meet between Board meetings, conduct the business delegated to them and provide advice and guidance to staff.

Each year, two Board meetings are preceded by meetings of the Advisory Panel, which comprises people with expertise in fields relevant to the charity's operations. The Advisory Panel, led by the chair of Trustees, is open to all staff and Trustees and debates and obtains expert perspectives on issues of policy relating to our work.

Management

The Board has delegated the day-to-day management of Concordis to the chief executive and the Director of Finance. This senior executive team, along with other managers in the organisation, report to Board and committee meetings on the organisation's progress with its programmes as well as the support activities and finances.

Public Benefit

The aims and benefits of Concordis are contained in this report on pages 4 and 5. We have considered the key principles of the Charity Commission's general guidance about public benefit and have concluded that Concordis meets all the requirements.

Remuneration policy

Staff remuneration is based on a desire to recruit and retain skilled staff who are committed to joining us in delivering our mission and operational aims. We aim to pay staff (including the chief executive) by reference to market data, comparison to similar roles in similar organisations and affordability in the context of funds available. We aim for equitable remuneration for all employees.

Fundraising, Supporters and Volunteers

Fundraising

We receive most of our income as restricted grants from the following institutional funders:



KINGDOM OF BELGIUM
Federal Public Service
Foreign Affairs,
Foreign Trade and
Development Cooperation



Food and Agriculture
Organization of the
United Nations



Fundraising for donations and gifts is carried out principally by Concordis employees in the UK. The activity is designed to conform with recognised fundraising standards, particularly the guidance provided by the Fundraising Regulator and contained in the Code of Fundraising Practice. We never pressure anyone to donate and none of our appeals are unreasonably intrusive or persistent. We are committed to ensuring that we always treat the public sensitively and respectfully, taking special care to protect people who may find themselves in vulnerable circumstances. We do not work with professional fundraisers or agencies, nor would we accept or solicit donations from organisations or individuals who are involved in activities which would cause detriment to our reputation or work. Where employees and interns assist with fundraising, it is made clear that they must not place pressure on anyone to donate money to Concordis and that they should comply with the standards and good practice referred to above. We have not received any complaint about the way in which we raise funds during the reporting period.

Supporters

We are deeply grateful to all who support Concordis both practically and financially. We aim to maintain a wide range of funding sources, including individuals, churches, community groups, trusts, foundations and government agencies. We particularly welcome unrestricted donations and we could not do the work we do without the grants, sponsored events and in-kind support of our loyal supporters.

Volunteers

The Trustees also wish to acknowledge the contribution to the work made by our interns. Concordis runs an internship programme in which volunteers work for 6 months to support implementation of our programmes, enhancing our research capacity and enabling us to develop our work in new areas. In return, they receive training and coaching in peacebuilding, programme management, fundraising and conflict analysis. Our interns have gone on to pursue a wide range of interesting jobs around the world and we are thrilled to have played a small part in helping them to launch their careers.

Review of Achievements in 2022/2023

Our achievements in 2022/2023 centred on peace building activities in our key areas of operation as well as efforts we made to raise public awareness of the wider issues. The year saw significant progress for the team in Central African Republic as their efforts ranged from grass roots initiatives to improve security for women to negotiations for cross border peace agreements for peaceful cattle migration. The teams in Sudan and South Sudan have covered a broad range of work in South Darfur, West Kordofan and Abyei ensuring they are prepared and able to support communities in rapidly changing political and in fragile security circumstances. Finally, in June 2023, we closed our project in Mauritania as we recognised that the communities with whom we worked can now stand alone and keep peace without us. Each of these programmes is discussed in more detail below.

Central African Republic (CAR)

Concordis has four bases in CAR: Paoua, Ndélé, Birao and Bangui, from which our teams support Advisory Groups across the prefectures of Ouham Pendé, Bamingui Bangoran and Vakaga. Concordis' philosophy is that people who live where conflict is fought and felt, and who are already respected members of their communities, are those best placed to resolve conflict when it arises. We aim to put in place local capacity to resolve conflict quickly, before it escalates further.

We began our current project in CAR with comprehensive consultations involving more than 8,000 people, ensuring that people from all communities felt heard. Subsequently, we identified people who were already trusted by each group to resolve conflict, carefully checking for any affiliation with armed groups or extremist ideologies.

Some from this group joined a network of Community Mediators who we trained, supported and then equipped with practical equipment like motorbikes, to enable them to reach conflict zones quickly. Others were appointed by their communities to join an Advisory Group: a gathering of peacebuilders from across a prefecture, of different ethnic groups and livelihoods, who advised us how to tailor our work to meet complex local needs, and who kept us accountable to the communities who sent them. Our early warning system raises alerts of brewing conflicts, enabling the Advisory Group to intervene or to send out a Community Mediator thereby, resolving disagreements and restoring relationships.

This year our project work, funded by the European Union, has:

- trained and supported 90 local peacebuilders in income generating activities, to make their work sustainable.
- held workshops for 89 women, who were then able to play an active part in finding agreed solutions to root causes of conflict.
- trained 8 Civil Society organisations, including 2 women's organisations, which became actively involved in peacebuilding.
- engaged 95 Community Leaders who have used Concordis' platforms to speak out against violence and encourage their supporters to work together peacefully.
- increased the number of Advisory Group members to 216, of whom 34% are women.

- trained over 400 individuals in conflict analysis and mediation, who took their skills into the communities where they experience conflict.
- resolved 525 conflicts in CAR because the protagonists called Advisory Groups instead of resorting to violence or calling in an armed group. These conflicts were rooted in a number of issues including, destruction of crops, disruption of fishing, rustling of cattle, armed youths, and rape and attempted rape cases.
- trained and supported 112 Community Mediators, of whom 38% are women.
- engaged 40,000 people through radio broadcasts.
- brokered 2 highly significant Cross-Border Agreements with Acts of Engagement.
- enabled 1,029 herders to have their livestock vaccinated, a total of 12,275 animals, including cattle, sheep, goats chickens.



Negotiating cross-border peace agreements

This year in CAR, we have had a significant breakthrough, which is already making a difference in promoting peaceful cattle migration. This came about through the work of our team, building relationships with all sides over five years.

When cattle rustlers and other criminals were being pursued by the military, they often fled across the border. Either they would get away, or they would be followed by the military into Chad or CAR. This would look like an invasion, and there were many diplomatic incidents when the armies of Chad and CAR faced off across the

border. Following extensive trust-building with all sides, Prefects from southwest Chad and northwest CAR agreed to meet on the border at a series of two cross-border security workshops facilitated by Concordis in Markounda and Bekoninga. We enabled the Prefects to have more collaborative and trusting relationships, so they can now address cross-border issues as they arise. We brokered 'Engagement Acts' with agreements on accountable taxation of herders, establishment of joint security patrols, information sharing protocols and the provision of services including veterinary support.

The impact of the cross-border peace agreements is that

- herder members of the Ouham Pendé Advisory Group have reported a significant decrease in livestock theft because of the cross-border agreement that Concordis brokered.
- farmers report a reduction in the destruction of fields and increased respect for cattle corridors. Farmers also report fewer herders calling upon armed groups to support them.
- there have been no house-burning incidents in this zone since the agreement was signed.

This has given confidence to many of the mayors, traditional leaders and others to implement the agreement and to work more collaboratively with their counterparts from across the border. It has certainly encouraged them to support Concordis' work and to work closely with us in finding peaceful solutions to the complex challenges of governing these borderland areas.

Grassroot solutions to make women safer

Our recent consultations in north-west CAR discovered profound differences in the way women and men experience conflict. As people told us their stories and we found that, outside the home, most violence against women occurs on their way to markets, water points and the fields they farm. When our team in CAR began to overlay maps of these different conflict dynamics, we found a clear correlation between villages without a source of clean drinking water in the village, and those whose women reported higher incidents of sexual violence. 12 of the 14 villages that reported the highest cases of violence against women also reported that they have no working well or an unreliable well. Conversely, the nine villages with a working well reported lower levels of violence against women.



We used this evidence base to demonstrate where wells and other infrastructure are needed most if they are to alleviate conflict. We mapped out the places where repairing broken boreholes or digging more boreholes would provide a secure and adequate source of water for each community. We aimed to reduce the distances women need to travel to get water and therefore their exposure to violence.

We then worked alongside other organisations who have these specialist skills, enabling them to deliver their vital services at the point of greatest need. This means infrastructure is built where it is likely to prevent conflict, and where it will be valued and owned by the local communities.

We know that merely improving access to waterpoints will not resolve intercommunity tensions on their own. But when this infrastructure is provided as part of a wider package to improve the socio-economic context and to build social cohesion, then the waterpoints can address a root cause of conflict, provide a peace dividend, and build confidence in the wider peace process.

SUDAN AND SOUTH SUDAN

The War

On the 15 April 2023, conflict in Sudan escalated rapidly as President al-Burhan and Vice President Dagalo (known as Hemeti) mobilised their respective military factions, the Sudanese Armed Forces (SAF) and Rapid Support Forces (RSF) and began fighting in Khartoum and across much of Sudan. These men had ruled the country together after overthrowing the civilian / military coalition in 2021 but turned to fighting each other for political and economic power. While the focus is on Khartoum's power struggles, local, intercommunity tensions and latent conflicts have reignited and sparked. Those bubbling grievances are picked up by SAF and RSF recruiters, persuading people from the same tribe, clan or even family, to bring their fight to one side or the other of this war.

The Concordis' team in Sudan is based in Nyala, the capital of South Darfur, which is on a front-line, including the residential neighbourhoods where our staff live. Mercifully, all 15 of Concordis' Sudanese staff were safe, but life for them has been tough. Concordis' priority was to support our colleagues and their families as best we can, showing them that they and their country are loved and not forgotten.

We are now helping the team gradually return to their roles. As the war continues, there have also been opportunities for ongoing peacebuilding. In Sudan, there are proactive local peacebuilders seeking to stop the war and to prevent conflict in their communities from escalating into violence. Opportunities to support and amplify their work have been taken and will continue to be taken into the next financial year.

South Darfur, Sudan

Building peace in Sudan has been part of Concordis' work since our inception in 2004. We work by invitation, helping to support local people implement long-term and sustainable solutions to disputes. We were delighted, therefore in early 2023, to receive an invitation to resume our work alongside Sudanese communities located in South Darfur funded by the European Union. The invitation came from Darfuri herders who were familiar with our work from spending the dry season over the border in Central African Republic.

The Concordis team consulted 3,722 people in February and March 2023 across 16 localities in South Darfur. In this financial year, time was dedicated to going back to the communities at intervals, to keep us accountable

to the communities affected by conflict and to ensure that our work remains relevant and useful to them, as well as to check our own assumptions. During the consultations, we identified people who are trusted by the community to resolve conflict and to whom they go if they have a problem. We then invited these trusted women and men to join an Advisory Group. During the consultation we identified 103 trusted people from across South Darfur, who are suitable to join an Advisory Group.

In addition, we trained:

- 61 Women Peace Ambassadors and 46 Peace Committee members in peacebuilding.
- 39 women in using small business grants to further peacebuilding and social relief.
- 175 women in small grants management, preparing them to receive a grant to start small businesses and dispersed 19 grants before the war stopped this activity.

Concordis' programme in South Darfur continues into 2023/24, as our brave and committed national staff work alongside a network of brilliant and trusted local peacebuilders, seeking to stop existing tensions becoming instrumentalised by the war.



West Kordofan; Sudan

In the last quarter of the year, the Concordis team supported a peace messaging tour across the 14 localities of the Sudanese state of West Kordofan led by Misseriya Paramount Chief Baba Mukhtar who has been party to our work in Abyei for more than a decade. The work was funded by the Canadian Ministry for Global Affairs.

Chief Mukhtar saw the need and the opportunity to use his influence to help prevent his state from becoming engulfed in the war. He invited Concordis to partner with him in this initiative. He drew large crowds of women and men, with a simple, effective message, urging the protagonists on both sides that, whatever their issues with one another, they must not destroy their own communities.

During the tour, Chief Mukhtar and the Concordis team facilitated dialogue between traditional leaders, local

authorities and communities. They responded to invitations to host community meetings, to advocate peace messaging, to give bespoke training for civil society on conflict resolution, and to support local peacebuilders in using traditional law and customs to deescalate conflicts.

The communities also came up with broader recommendations for future initiatives, to include work with other communities in conflict outside West Kordofan, the creation of employment opportunities for youth through improved access to local markets and providing training for women in income generating activities. The tour was a powerful testament to the transformative potential of unity, dialogue and shared aspirations and these will go a long way to continued work on building resilience to conflict in the state.

Abyei

Abyei covers 4,000 square miles in the borderlands between Sudan and South Sudan and is a contested territory whose status was never determined by the Comprehensive Peace Agreement that ended the Sudanese Civil War in 2005. It is important as it is one of few border crossings for trade, particularly food, between Sudan and South Sudan. Abyei is home to over 100,000 Ngok Dinka and hosts over 200,000 more people during the dry season when Misseriya from the north and Twic Dinka and Nuer from the south graze their cattle there.

Abyei's contested governance results in the area being highly volatile and violent, because:

- international development assistance is all but impossible, especially in the north. Acute underdevelopment creates grievances.
- access to justice services, particularly for women, is limited but sorely needed to ensure justice, accountability and survivor care.
- pressure on grazing due to both droughts and flood, made worse and more frequent by the effects of climate change, is increasingly bringing herders from different ethnic groups into conflict.

Consequently, Abyei is highly volatile and experiences frequent violence. Concordis has been working there since 2009, now with offices in Abyei Town, Amiet Market and Muglad, in Sudan.



In this financial year, our work (also funded by the Canadian Ministry for Global Affairs), has focussed on peace conferences on the cattle routes and their role in building resilience to conflict. Peace conferences are part of ongoing work in which people and communities hold one another accountable for the agreements they have made. Members of the Peace Committee comprise Misseriya and Ngok Dinka representatives, appointed by their communities and Concordis staff provide practical support and with mediation as necessary. The conference itself is attended by traditional leaders, community influencers including women and youth, and sometimes members of armed self-defence groups. The Peace Committee may decide to invite paramount chiefs for a high-level meeting, or to work on local dynamics around cattle movements, inviting cattle owners and the farmers who cultivate land close to the cattle corridor. Examples from the year include:

- in October 2022, 46 Twic and Ngok civil society members talked face-to-face for four days, resulting in an agreement to cooperate and a call for ceasefire.
- in April 2023, 92 traditional leaders agreed to implement many provisions in a peace agreement, including restoring freedom of movement and withdrawing armed Nuer allies. In August 2023, this peace agreement was signed.

The key outcome of these conferences was the commitment from each community to meet ahead of cattle movement seasons, fostering locally led conflict resolution. Our work to deal with underlying grievances goes on, but this is tremendously encouraging.

Mauritania

Concordis' programme in Mauritania focussed on conflict transformation and attitudinal change, made possible by bringing rival communities together through years of carefully facilitated dialogue. After nearly a decade of investment in community mediators, joint councils and women's cooperatives, previously conflicting groups now have symbiotic, mutually beneficial relationships. Through our work we have identified that these communities can now stand alone and keep the peace without us.



The Concordis team has been delighted to see that the project has also led to changing attitudes between men and women, and the transformation of their respective roles and responsibilities. Examples include:

- Concordis has been working in south-west Mauritania since 2014, in villages where the relationships between the Moorish, Pulaar and Wolof communities were non-existent, and conflicts were numerous. In 1989, nearly 100,000 Pulaar people from Mauritania were violently displaced from their homelands in the fertile Senegal River Valley, to the other side of that river, into Senegal itself. Nearly twenty years later, the Senegalese government decided to return the Pulaar deportees to their villages in Mauritania. On their return, they found the land had been given to Haratine people, ostensibly to help them out of modern-day slavery. Slowly but surely, Concordis built trust between these communities. Groups who once didn't communicate are now interacting harmoniously, going to each other's weddings and working together on shared agriculture projects.
- we brought together communities from 31 villages facing seemingly intractable land conflict, to help them decide how best to use the contested plots of land. Six villages decided to grant the land to women's cooperatives, to be farmed by women from both sides of the conflict. It looked beyond the apparent conflict and addressed the root causes of grievance, namely lack of livelihoods, access to land and food insecurity. The solution also began to address important issues around female empowerment and economic engagement.
- women worked collaboratively to develop other new sources of income with inter-community agreements protecting the arrangements. Concordis organised training courses and provided tools and sewing machines. With the women as joint providers for their family's needs, alongside their men, they have more voice in the community. The men in the villages are increasingly recognising women's role as autonomous economic actors, and now give them more space in collective decision-making.

The Concordis team leaves a very different Mauritania to 2014. Her people still face enormous challenges, being at a front line in the impact of climate change, but they can now face these challenges collaboratively and without the compounding hazard of intercommunity conflict. Just as important, they can face these challenges with women as more fully engaged economic actors, which is more sustainable for everyone. We are grateful to the Kingdom of Belgium for funding this final phase of the programme.



Public Awareness and Cooperation with other organisations

One of Concordis' charitable objectives is to raise support for peacebuilding and dialogue as a response to conflict in the world. The need for this is growing, as political discourse becomes increasingly polarised and, as we write this report, we face the real possibility of a war between global powers.

Often, and perhaps understandably, the default response to international conflict is military escalation. We believe it is now more important than ever to keep open channels for communication, and to work strategically to deescalate conflict and to identify and address its root causes.

This is not naive optimism; peacebuilding requires bravery and hard work, particularly on the part of the women and men who live and work where conflict is fought and felt. It is our privilege to work alongside some of these peacebuilders on the front line of conflict, and we are strong champions for them and for the vital work we share.

Peacebuilding may be hard work, but it does work. This year we have continued to add our voice to those of our fellow peacebuilders, making the case for effective peacebuilding, nuanced conflict analysis and a conflict-sensitive approach to business, to humanitarian responses and to the mitigation of the effects of climate change. We have also worked collaboratively with diplomats and humanitarians to ensure that the people in the countries where we work are not forgotten, even if the focus of the media has moved on.

This public awareness work has included bilateral meetings with senior diplomats at the UK's Foreign, Commonwealth and Development Office (FCDO), the European Union, USAID and the governments of Canada, Norway, Sweden and Germany. It has also included being proactive members of BOND (the UK network for organisations working in international development), EPLO (the European Peacebuilding Liaison Office), country-specific working groups and UN clusters, speaking on panels and chairing and facilitating working groups as needed.

Concordis staff have taken a lead role in contributing to UK and EU policy on conflict and climate change; emergency response in the event of rapidly deteriorating security; providing market and other economic incentives to promote peace; and conflict arising out of seasonal migration.

Concordis has also enjoyed ongoing and fruitful partnerships with humanitarian organisations working in the same places, including **Danish Refugee Council, Premier Urgence, Triangle, Action Against Hunger, Oxfam and ACTED**. They asked Concordis to support them with peacebuilding aspects of their programme and to provide them with beneficiary feedback mechanisms, improving accountability of their work. In turn, we were able to provide them with recommendations made by participants in Concordis' dialogue processes for tangible interventions that address root causes of intercommunity conflict and provide peace dividends; clear and tangible benefits to resolving disputes peacefully instead of through violence.

United Nations Agencies

Projects are implemented in cooperation with many of the UN agencies, including:

- **MINUSCA** and **UNISFA** peacekeeping forces in CAR and Abyei, respectively.
- The International Organisation for Migration (**IOM**) to ensure clear collaboration and synergy with their work in the north of CAR and in Abyei.
- The Food and Agriculture Organisation (**FAO**), who deliver vaccines and other support to both herders

and farmers, thereby providing peace dividends to communities in CAR and Abyei.

- The World Food Programme (**WFP**) who provide the teams with flights on the United Nations Humanitarian Air Service (**UNHAS**) when road travel is too difficult or dangerous in CAR and South Sudan.
- The United National Development Programme (**UNDP**), the UN Resident Coordinator's Office (**RCO**), the United Nations Office for the Coordination of Humanitarian Affairs (**OCHA**), **UNICEF** and others, who share information, analysis and risk assessments.



Priorities for 2023/24

Concordis' key priority for the coming financial year is to pursue our strategic approach in line with our mission, principles and values by:

- delivering our current programmes to the highest standard, making a measurable and sustainable impact for peace by:
 - in Abyei: continuing the work funded by the Canadian Ministry for Global Affairs, which has a particular focus on the role of justice in peace, and on the role of women and youth in promoting peaceful solutions.
 - in CAR: continuing the work funded by the European Union, promoting peaceful transhumance in the Northern prefectures along the borders with Cameroon, Chad and Darfur.
 - in Darfur: continuing the work funded by the European Union, promoting peaceful coexistence between herders and farmers, displaced people, returnees and settled populations in South Darfur. This mirrors our work in north-eastern CAR.
- monitoring and evaluating impact in all areas of our work, enabling us to adapt programmes to meet areas of greatest need, and to remain accountable to both communities and our funders. This will include independent evaluations of our programmes.
- preparing and disseminating clear reports that make the communities' recommendations and Concordis' analysis widely available to policy makers and others, whose decisions might support peace to the mutual benefit of the populations in conflict.
- working alongside women and men effected by conflict to design and fund future programming that will be effective in these rapidly evolving and complex contexts. This includes ongoing work in the places we already operate, and new work in places where there are gaps in provision and opportunities to engage, which would benefit from our strategic approach and technical expertise.

Risk management and Internal controls

The Board is responsible for ensuring that there is an appropriate process for the management of any risks faced by Concordis, including ensuring that internal policies and controls are in place and operating as intended. Alongside the executive team, the Board regularly reviews and assesses the major risks to which the organisation is exposed, those relating to the operations and finances of the organisation, and the safeguarding of staff and those with whom we work. Risks are recorded and monitored on an organisational risk register which includes an assessment of the likelihood and potential severity of impact of each risk. The register also records mitigating actions and controls and is used to proactively manage risk effectively.

The risk committee of the Board meets at least quarterly with the executive team, then reports on the status of those risks to the full Board.

The most significant risk areas identified by the Board are described in more detail below.

- Our security system fails to provide adequate levels of cover to our staff and people we are working with and results in the death or serious injury of staff member in a project country
 - We ensure that the Board skills matrix includes members with significant security expertise,

and this improves the Board's ability to support the executive staff in assessing and managing security risks.

- The likelihood of security incidents is reduced through training for staff and risk assessments that consult a wide range of actors, including national security services, dominant embassies and UN security forces in each country, as well as Concordis' extensive networks amongst local populations and non-state actors.
- Failure to secure major, follow on funding for a key programme country or region or missing a key funding opportunity

We continue to decentralise more of our programme leadership to the countries where we work. As well as improving local ownership of the programmes, this enables senior staff to have more contact with current and prospective donors, as well as with potential partners for consortium bids.

- Our safeguarding system fails to protect the people we work with or our staff.

The Safeguarding Policy is supported by our Code of Conduct and clear whistleblowing procedures enable and encourage reporting.

Each programme has a has a nominated Safeguarding Focal person whose role is to induct and raise awareness of the policy within the programme. There are also nominated Safeguarding Officers at organisational and Board level.

FINANCIAL REVIEW

Results for the year

Concordis receives income as grants from governmental and institutional donors to fund specific projects. This is supplemented by donations and other fundraising activities. Total income in the financial year rose from £1,757,760 in 2021/22 (restated) to £2,915,275 in 2022/23. Our donations and gifts rose from £33,178 in 2021/22 to £82,558 in 2022/23. Grant income also rose, an increase of almost £1,160,000 between the two financial years (restated). This reflects the fact that the programme in Central African Republic grew from operating in one location to having bases and thereby close access to communities in four locations. In addition, in 2022/23 we set up our operations in South Darfur, Sudan.

Our expenditure falls in to two categories, namely the costs of fundraising and the costs of implementing programmes on the ground in Africa. Both categories include a proportional share of the organisation's support costs, which include the costs of running the central entity and the costs of its governance. Total expenditure in 2022/2023 was £1,939,111 which is higher than the level of £964,075 from the previous year, for the reasons stated above.

Concordis reported a surplus for the financial year of £986,288 which is an increase from the surplus of £831,003 (restated) reported in the previous year. This is made up of a surplus on unrestricted funds of £48,889 (2021/22: deficit of £15,635) and a surplus on restricted funds of £937,399 (2021/22 (restated): surplus of £846,638).

The level of restricted fund fluctuates from year to year due to changes in activity levels on restricted projects

and the level of investment in capital assets.

Unrestricted funds comprise income from general fundraising activities and this funds the organisation's support costs.

Reserves policy

Our Reserves Policy is designed to provide strategic direction in maintaining adequate reserve levels. We need to hold sufficient funds to enable us to react to any unexpected adverse impact on our finances while ensuring we can cover future liabilities as they arise. The Trustees have set the reserves policy in terms of:

- the costs that would be incurred in the orderly winding down of the organisation's activities, including staff termination costs, legal fees, lease obligations, and other liabilities
- various scenarios where levels of risk materialise with adverse financial impact
- working capital requirements

Following the latest review of these criteria, the Trustees have set the target reserve level in the region of £240,000. At 30 June 2023, our unrestricted reserve stood at £99,584 (2022: £52,336). Our future plans balance the need to build reserves while continuing to invest in our mission. We aim to build our reserve levels during our current three year strategic cycle.

Going concern

The Trustees regularly assess the ability of Concordis to continue as a going concern, and this was last reviewed in January 2024, before authorising these accounts. The Trustees have considered several factors when arriving at their conclusion as to whether the use of the going concern basis is appropriate when preparing these financial statements including a review of updated forecasts to the end of June 2025, and a consideration of key risks that could negatively affect the charity.

Core costs not directly chargeable to grants are covered broadly by 3 sources: (i) charitable donations from individuals and churches, (ii) unrestricted grants from private trusts (iii) overhead percentage chargeable on project expenditure under the terms of grant contracts. Contribution to core costs is forecast to be higher in 2023/24 than in 2022/23.

To address inherent uncertainties, we have considered detailed cash-flow projections based on several different funding scenarios and we are satisfied based on these projections that Concordis is able to continue as a going concern for the 12 months from the date of approval of these financial statements, and for the foreseeable future.

Auditor

Sayer Vincent LLP were appointed as auditor by Board resolution on 18 June 2023.

Responsibilities of the Trustees

The Trustees are responsible for preparing this Annual Report and the financial statements in accordance with applicable law and regulations and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

Company law requires the Directors to prepare financial statements for each financial year. Under that law the Directors have elected to prepare the financial statements in accordance with United Kingdom Generally Accepted Accounting Practice (United Kingdom Accounting Standards and applicable law). Under company law the Directors 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 charitable company and of the incoming resources and application of resources, including the income and expenditure, of the charitable company for that period. In preparing these financial statements, the Directors are required to:

- select suitable accounting policies and then apply them consistently
- observe the methods and principles in the charities SORP 2019 (FRS102)
- make judgements and accounting 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 company will continue in operation.

The Trustees are responsible for keeping adequate accounting records that disclose with reasonable accuracy at any time the financial position of the charitable 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 charitable company and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

The Trustees are responsible for the maintenance and integrity of the corporate and financial information included on the charitable company's website. Legislation in the UK governing the preparation and dissemination of financial statements may differ from legislation in other jurisdictions.

In so far as the Trustees are aware:

- There is no relevant audit information of which the charitable company's auditor is unaware; and
- The Trustees have taken all steps that they ought to have taken to make themselves aware of any relevant audit information and to establish that the auditor is aware of that information.

This report has been prepared in accordance with the special provisions for small companies under Part 15 of the Companies Act 2006.

The report was approved by the Board on 1 February 2024 and signed on its behalf by:

EDWARD MOORE, Chair of Trustees

INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF CONCORDIS INTERNATIONAL TRUST

Opinion

We have audited the financial statements of Concordis International Trust (the 'charitable company') for the year ended 30 June 2023 which comprise the statement of financial activities, balance sheet, statement of cash flows and notes to the financial statements, including significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including FRS 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 charitable company's affairs as at 30 June 2023 and of its incoming resources and application of resources, including its income and expenditure for the year then ended
- Have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice
- 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 charitable company 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 Trustees' 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 Concordis International Trust'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 Trustees with respect to going concern are described in the relevant sections of this report.

Other Information

The other information comprises the information included in the Trustees' Annual Report other than the financial statements and our auditor's report thereon. The Trustees are responsible for the other information contained within the 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. 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

INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF CONCORDIS INTERNATIONAL TRUST

obtained in the course of 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 this gives rise to a material misstatement in the financial statements themselves. 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.

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 for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- The Trustees' Annual Report has 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 charitable company and its environment obtained in the course of the audit, we have not identified material misstatements in the Trustees' Annual 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, or returns adequate for our audit have not been received from branches not visited by us; or
- The 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; or
- The Directors were not entitled to prepare the financial statements in accordance with the small companies regime and take advantage of the small companies' exemptions in preparing the Trustees' Annual Report and from the requirement to prepare a strategic report.

Responsibilities of Trustees

As explained more fully in the statement of Trustees' responsibilities set out in the Trustees' Annual Report, 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 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 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

INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF CONCORDIS INTERNATIONAL TRUST

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 are set out below.

Capability of the audit in detecting irregularities

In identifying and assessing risks of material misstatement in respect of irregularities, including fraud and non-compliance with laws and regulations, our procedures included the following:

- We enquired of management which included obtaining and reviewing supporting documentation, concerning the charity's policies and procedures relating to:
 - Identifying, evaluating, and complying with laws and regulations and whether they were aware of any instances of non-compliance;
 - Detecting and responding to the risks of fraud and whether they have knowledge of any actual, suspected, or alleged fraud;
 - The internal controls established to mitigate risks related to fraud or non-compliance with laws and regulations.
- We inspected the minutes of meetings of those charged with governance.
- We obtained an understanding of the legal and regulatory framework that the charity operates in, focusing on those laws and regulations that had a material effect on the financial statements or that had a fundamental effect on the operations of the charity from our professional and sector experience.
- We communicated applicable laws and regulations throughout the audit team and remained alert to any indications of non-compliance throughout the audit.
- We reviewed any reports made to regulators.
- We reviewed the financial statement disclosures and tested these to supporting documentation to assess compliance with applicable laws and regulations.
- We performed analytical procedures to identify any unusual or unexpected relationships that may indicate risks of material misstatement due to fraud.
- In addressing the risk of fraud through management override of controls, we tested the appropriateness of journal entries and other adjustments, assessed whether the judgements made in making accounting estimates are indicative of a potential bias and tested significant transactions that are unusual or those outside the normal course of business.

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.

INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF CONCORDIS INTERNATIONAL TRUST

A further description of our responsibilities is available on the Financial Reporting Council's website at: 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.

Noelia Serrano (Senior statutory auditor)

Date: 20 March 2024

for and on behalf of Sayer Vincent LLP, Statutory Auditor

Invicta House, 110 Golden Lane, LONDON, EC1Y 0TG

STATEMENT OF FINANCIAL ACTIVITIES
(Incorporating the income and expenditure account)
For the year ended 30 June 2023

	Notes	Unrestricted Funds Year to 30 June 2023	Restricted Funds Year to 30 June 2023	Total Funds Year to 30 June 2023	Unrestricted Funds Year to 30 June 2022	Restricted Funds Year to 30 June 2022 (restated)	Total Funds Year to 30 June 2022 (restated)
		£	£	£	£	£	£
Income from:							
Donations and gifts	2	81,708	850	82,558	33,178	-	33,178
Other income		5,250	-	5,250	5,306	-	5,306
Institutional grants	3	-	2,827,467	2,827,467	-	1,719,276	1,719,276
Total Income		86,958	2,828,317	2,915,275	38,484	1,719,276	1,757,760
Expenditure on:							
Cost of raising funds		32,742	-	32,742	14,041	-	14,041
Charitable activities		18,479	1,887,890	1,906,369	57,260	892,774	950,034
Total expenditure	4	51,221	1,887,890	1,939,111	71,301	892,774	964,075
Net income from operating activities	5	35,737	940,427	976,164	(32,817)	826,502	793,685
Gains/(losses) on exchange rate movements		13,152	(3,028)	10,124	17,182	20,136	37,316
Net movement of funds		48,889	937,399	986,288	(15,635)	846,638	831,003
Reconciliation of funds							
Fund balances brought forward	12	52,336	1,096,358	1,148,694	67,971	249,720	317,691
Total funds carried forward	12	101,225	2,033,757	2,134,982	52,336	1,096,358	1,148,694

All the above amounts relate to continuing activities.

The Statement of Financial Activities includes all gains and losses recognised in the year.
Detailed information on the restatement of income in prior years is included in note 15 to the financial statements.

The notes on pages 30 to 42 form part of these financial statements.

Registered company number: 04930461

BALANCE SHEET
as at 30 June 2023

	Notes	As at 30 June 2023 £	As at 30 June 2022 (restated) £
Fixed assets	8	168,791	40,397
Current assets			
Debtors	9	77,703	96,803
Cash at bank and in hand	10	2,064,681	1,096,216
		2,142,384	1,193,019
Current liabilities			
Creditors: amounts falling due within one year	11	(176,193)	(84,722)
Net current assets		1,966,191	1,108,297
Total net assets	12	2,134,982	1,148,694
Funds			
Restricted fixed asset funds		167,150	40,397
Restricted revenue funds		1,866,607	1,055,961
Total restricted funds		2,033,757	1,096,358
Unrestricted fixed assets funds		1,641	-
Unrestricted funds		99,584	52,336
Total funds	12	2,134,982	1,148,694

The notes on pages 30 to 42 form part of these financial statements.

The financial statements were approved and authorised for issue by the Board of Trustees on 1 February 2024 and signed on their behalf by:

EDWARD MOORE, Chair of Trustees

HENRY WRIGLEY, Treasurer

STATEMENT OF CASH FLOWS

For the year end 30 June 2023

	Note	Year to 30 June 2023 £	Year to 30 June 2022 (restated) £
Cash flows from operating activities:	A		
Net cash provided by operating activities		1,129,362	755,877
Cash flows from investing activities:			
Purchase of fixed assets		(171,021)	(41,896)
Change in cash and cash equivalents in the year		958,341	713,981
Cash and cash equivalents at the start of the year		1,096,216	344,919
Change in cash and cash equivalents due to exchange rate movements during the year		10,124	37,316
Cash and cash equivalents at the end of the year		2,064,681	1,096,216

	At 1 July 2022 £	Cash movements £	At 30 June 2023 £
Net debt reconciliation			
Cash at bank and in hand	1,096,216	968,465	2,064,681

Note A: Reconciliation of net income to net cash inflow from operating activities

Net income for the year	986,288	831,003
Adjustments for:		
Depreciation	42,627	30,009
(Gains) on foreign exchange	(10,124)	(37,316)
Decrease/(increase) in debtors	19,100	(76,489)
Increase in creditors	91,471	8,670
Net cash provided by operating activities	1,129,362	755,877

The notes on pages 30 to 42 form part of these financial statements.

1. ACCOUNTING POLICIES

a) Legal status

Concordis International Trust is a charitable company limited by guarantee. It has been registered in England and Wales with the Charity Commission (Charity no: 1105697) since September 2004 and with Companies House since it was incorporated in October 2003 (Company no: 04930461). The company has no share capital, and its members are the Trustees named on page 3. 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. At the balance sheet date there were 12 members (2022: 10).

b) Registered and principal office

The registered and principal office of Concordis is International Dispute Resolution Centre, 1 Paternoster Lane, London EC4M 7BQ.

c) Basis of preparation

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 (FRS102) (Charities SORP FRS102), the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS102) and the Companies Act 2006.

The financial statements have been prepared under the historical cost convention and are presented in pounds sterling which is the functional currency of the charity.

Concordis meets the definition of a public benefit entity under FRS 102.

d) Going concern

The Trustees regularly assess the ability of Concordis to continue as a going concern, and this was last reviewed in January 2024, before authorising these accounts. The Trustees have considered several factors when arriving at their conclusion as to whether the use of the going concern basis is appropriate when preparing these financial statements including a review of updated forecasts to the end of June 2025, and a consideration of key risks that could negatively affect the charity.

Core costs not directly chargeable to grants are covered broadly by 3 sources: (i) charitable donations from individuals and churches, (ii) unrestricted grants from private trusts (iii) overhead percentage chargeable on project expenditure under the terms of grant contracts. Contribution to core costs is forecast to be higher in 2023/24 than in 2022/23.

To address inherent uncertainties, we have considered detailed cash-flow projections based on several different funding scenarios and we are satisfied based on these projections that Concordis is able to continue as a going concern for the 12 months from the date of approval of these financial statements, and for the foreseeable future.

e) Income

Income is accounted for on an accruals basis in the period in which the charity is entitled to income where the amount can be measured with reasonable certainty. Where donations are received net of tax, and tax is recoverable, the income is recognised gross at the time of receipt. Where the entitlement to project or grant income is performance related the income is recognised when the conditions for entitlement have been fulfilled.

Legacy income is included when there is sufficient evidence of entitlement, probable receipt and where the amount is measurable. Pecuniary and residuary legacies notified before the year end, are accrued where it can be demonstrated that the charity had entitlement at the year end, the amounts can be quantified with reasonable certainty and where receipt is probable.

f) Donated services

In line with SORP 2019, the value of donated services provided by volunteers is not incorporated into these financial statements.

g) Expenditure, its allocation and irrecoverable VAT

Expenditure is accounted for on an accruals basis and is recognised when there is a legal or constructive obligation to pay. Expenditure on charitable activities includes the direct cost of planning, staffing and implementing the operational activities. It also includes support costs, which represent costs of providing the infrastructure and organisational services that support the charitable activities as well as governance costs.

The majority of costs are directly attributable to specific charitable activities. Support costs, which relate to more than one activity, are apportioned across charitable activities and fundraising costs based on the level of expenditure of these activities.

Irrecoverable VAT is charged as a cost against the activity for which it was incurred.

h) Pensions

The costs of providing defined contribution pensions in the UK are charged to the Statement of Financial Activities as they fall due. The difference between contributions payable in the year and those paid are included in creditors in the balance sheet.

i) Operating leases

Instalments paid under operating leases are charged to the Statement of Financial Activities as they fall due.

j) Presentation currency and Exchange rate gains and losses

The functional currency of Concordis is pounds sterling (GBP) because that is the currency of the primary economic environment in which the charity operates.

Monetary assets and liabilities held at the year end and denominated in foreign currencies are translated into pounds sterling at the rates of exchange ruling at the balance sheet date. Transactions in foreign currencies are recorded at the rate of exchange ruling on the time of the transaction. Exchange rate gains and losses are recognised in the Statement of Financial Activities.

k) Tangible fixed assets and Depreciation

Tangible fixed assets are stated at cost less any provisions for depreciation. Tangible fixed assets costing more than £500 are capitalised except when purchased with restricted funds when donor requirements for capitalisation are applied. The cost of fixed assets is their purchase cost, together with any incidental expenses on acquisition.

Depreciation is provided to write off the cost, less estimated residual values, of all fixed assets, spread evenly over their expected useful lives. It is calculated at a rate of 33.3% per annum.

l) Debtors

Other debtors are recognised in the financial statements at the settlement amount due. Prepayments are valued at the amount prepaid at the balance sheet date.

m) Cash at bank and in hand

Cash at bank and in hand includes current account balances held with banks.

n) Creditors

Creditors are recognised where the charity has a present obligation resulting from a past event that will probably result in the transfer of funds to a third party and the amount due to settle the obligations can be measured or estimated reliably. Creditors are normally recognised at their settlement amount.

o) Fund accounting

Restricted funds are funds that can only be used in accordance with specific restrictions imposed by donors. The detail of each restricted fund is set out in the note 11. Unrestricted general funds are available to spend on activities that further any of the charity's objectives. Designated funds are unrestricted funds of the charity which the Trustees have decided to set aside to use for a specific purpose. No unrestricted funds have currently been designated by the Trustees.

p) Taxation

Concordis meets the definition of a charitable company for UK corporation tax purposes. It is exempt from taxation on its income or capital gains to the extent they are applied for its charitable purposes.

q) 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 their settlement value. Fixed assets are recorded at depreciated historical value. All other assets and liabilities are recorded at cost which is their fair value

r) Critical accounting judgements and estimates

In the application of the accounting policies described in Notes 1a to 1q, 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.

	Unrestricted Funds Year to 30 June 2023 £	Restricted Funds Year to 30 June 2023 £	Total Funds Year to 30 June 2023 £	Unrestricted Funds Year to 30 June 2022 £	Restricted Funds Year to 30 June 2022 £	Total Funds Year to 30 June 2022 £
2. Donations and gifts						
Individuals	47,114	-	47,114	27,728	-	27,728
Churches	700	-	700	600	-	600
Corporates	-	-	-	200	-	200
Trusts	17,950	850	18,800	4,650	-	4,650
Legacies	15,944	-	15,944	-	-	-
	81,708	850	82,558	33,178	-	33,178

	Unrestricted Funds Year to 30 June 2023 £	Restricted Funds Year to 30 June 2023 £	Total Funds Year to 30 June 2023 £	Unrestricted Funds Year to 30 June 2022 £	Restricted Funds Year to 30 June 2022 (restated) £	Total Funds Year to 30 June 2022 (restated) £
3. Institutional grants						
Chemonics						
Research, 2023		7,500	7,500	-	-	-
European Union						
2019-2021, Mauritania	-	111,352	111,352	-	-	-
2022-2024, CAR	-	1,295,194	1,295,194	-	686,271	686,271
2022-2024, Darfur	-	829,865	829,865	-	523,215	523,215
Foreign, Commonwealth and Development Office						
2018-2021 CAR (via UK Aid Direct)	-	10,000	10,000	-	29,039	29,039
Government of Canada						
2021-2023, Abyei	-	398,372	398,372	-	387,909	387,909
Kingdom of Belgium						
2020-2022 Mauritania	-	88,073	88,073	-	-	-
Oxfam						
2022, CAR	-	-	-	-	52,531	52,531
United Nations						
2021 Abyei (via UNIFSA)	-	-	-	-	4,355	4,355
2022,CAR (via FAO)	-	87,111	87,111	-	35,956	35,956
	-	2,827,467	2,827,467	-	1,719,276	1,719,276

	Staff Costs £	Other Direct Costs £	Grants to other orgs. £	Support Costs £	Year to 30 June 2023 £
4b. Analysis of expenditure					
Current year					
Cost of raising funds	22,216	8,945	-	1,581	32,742
Charitable activities: peace building					
Central African Republic	322,550	347,672	-	34,018	704,240
Mauritania	74,773	127,031	-	10,243	212,047
Abyei	253,227	245,675	-	25,323	524,225
Darfur	278,420	104,266	26,260	20,757	429,703
Research	3,785	3,420	-	366	7,571
Future project development	23,217	1,566	-	1,258	26,041
Awareness raising and advocacy	2,419	-	-	123	2,542
	980,607	838,575	26,260	93,669	1,939,111
Previous year					
Cost of raising funds	12,029	1,665	-	347	14,041
Charitable activities: peace building					
Central African Republic	93,149	199,127	-	7,412	299,688
Mauritania	61,807	95,361	-	3,986	161,154
Abyei	231,670	139,283	-	9,407	380,360
Darfur	27,345	16,168	28,480	1,826	73,819
Research					
Future project development	30,947	-	-	785	31,732
Awareness raising and advocacy	3,200	-	-	81	3,281
	460,147	451,604	28,480	23,844	964,075

Staff costs totalling £30,992 (2022: £8,366) are included in allocated support costs.

	Year to 30 June 2023 £	Year to 30 June 2022 £
4b. Analysis of support costs		
Governance	34,811	7,618
Facilities and IT	23,679	8,123
Financial management	24,220	5,459
Human resources	10,959	2,644
	<u>93,669</u>	<u>23,844</u>
4c. Analysis of governance costs		
Audit	22,200	4,050
Board and committee meetings	1,869	353
Strategic and operational planning	10,742	3,215
	<u>34,811</u>	<u>7,618</u>
5. Net income for the year		
Net income for the year is stated after charging:		
Auditors' remuneration – for annual audit (excl VAT)	11,750	7,000
Auditors' remuneration – for grant audits (excl VAT)	7,950	8,000
Depreciation	42,627	30,009
Payments under operating leases	<u>56,278</u>	<u>27,784</u>

	Year to 30 June 2023	Year to 30 June 2022
	£	£
6. Staff costs and numbers		
Costs of employing UK contracted staff were:		
Salaries	306,382	218,630
National insurance	28,510	17,492
Pension	19,489	13,166
	354,381	249,288
Costs of employing overseas staff on local contracts were:		
Salaries	584,987	197,129
Local payroll taxes	72,231	21,850
	1,011,599	468,267
The average number of contracted staff was:		
In the UK	7.5	7.0
Overseas	46.0	16.0
	53.5	23.0
The total remuneration of Key Management Personnel was:	136,917	117,774

There were no employees who received employee benefits (excluding employer pension costs) of more than £60,000 (2022: nil).

Redundancy payments made during the year were £2,700 (2021/22: £1,360)

7. Trustees remuneration and Related party transactions

The Trustees received no remuneration or expenses during the year (2021/2022: nil).

Reimbursement was made to two Trustees for directly incurred expenses of £195 (2021/2022: one trustee £154).

Aggregate donations received from Trustees and key management personnel during the year were £4,265 (2021/22: £3,240).

No other benefits were awarded to Trustees during the current or previous financial year.

In 2021/22 Concordis was awarded funding to start work in Darfur. The first instalment was received retrospectively to the start of the project. One member of the key management team lent the charity £25,000 on an interest free basis. It was repaid after 40 days.

	As at 30 June 2023 Equipment £	As at 30 June 2023 Vehicles £	As at 30 June 2023 Total £
8. Fixed Assets			
Cost at start of year	74,420	87,577	161,997
Additions	50,588	120,433	171,021
Disposals	(1,363)	(23,301)	(24,664)
Cost at end of year	<u>123,645</u>	<u>184,709</u>	<u>308,354</u>
Depreciation at start of year	34,023	87,577	121,600
Charge for the year	18,650	23,977	42,627
Disposals	(1,363)	(23,301)	(24,664)
Depreciation at end of year	<u>51,310</u>	<u>88,253</u>	<u>139,563</u>
Net book value			
At 30 June 2023	<u>72,335</u>	<u>96,456</u>	<u>168,791</u>
At 30 June 2022	<u>40,397</u>	<u>-</u>	<u>40,397</u>

	As at 30 June 2023 £	As at 30 June 2022 (restated) £
9. Debtors and prepayments		
Advance payments	53,880	77,160
Gift aid and other amounts due	4,641	2,489
Prepayments	<u>19,182</u>	<u>17,154</u>
	<u>77,703</u>	<u>96,803</u>
10. Cash at bank and in hand		
Cash at bank held in the UK	1,892,660	1,007,742
Cash at bank held overseas	109,784	30,021
Cash held overseas	<u>62,237</u>	<u>58,453</u>
	<u>2,064,681</u>	<u>1,096,216</u>

	As at 30 June 2023	As at 30 June 2022 (restated)
	£	£
11a. Creditors: amounts falling due within one year		
Trade creditors	14,172	4,087
Other creditors	4,564	3,552
Payroll tax and social security costs	71,102	16,181
UK pensions	6,900	5,097
Provision for overseas employment termination costs	65,355	40,085
Accruals	14,100	15,720
	176,193	84,722

12a. Current year

Restricted fixed asset fund

	Note	At 1 July 2022 £	Income £	Expenditure £	Gain/loss on exchange £	At 30 June 2023 £
EU: 2022-2023, CAR	1	22,096	97,239	(21,862)	-	97,473
EU: 2022-2023, Darfur	4	13,876	68,041	(17,118)	-	64,799
Govt. of Canada: 2021-2023, Abyei	3	4,425	2,378	(1,925)	-	4,878
Kingdom of Belgium: 2020-2022, Mauritania	2	-	1,363	(1,363)	-	-
		40,397	169,021	(42,268)	-	167,150

Restricted revenue fund

Chemonics: 2023 Research	7	-	7,500	(7,205)	-	295
EU: 2019-2021, CAR (via Bekou)	1	31,305	-	-	-	31,305
EU: 2019-2021 Mauritania	2	(99,625)	111,352	(7,892)	(3,835)	-
EU: 2019-2021 Abyei	3	(44,685)	-	(4,221)	11,604	(37,302)
EU: 2022-2023, CAR	1	626,251	1,197,955	(675,787)	(6,352)	1,142,067
EU: 2022-2023, Darfur	4	431,339	762,674	(421,003)	-	773,010
Govt. of Canada: 2021-2023, Abyei	3	163,299	395,994	(555,397)	-	3,896
Kingdom of Belgium: 2020-2022, Mauritania	2	17,312	86,710	(147,941)	(4,445)	(48,364)
UK Aid Direct: 2019-2021 CAR	1	(10,000)	10,000	-	-	-
UN FAO: 2022, CAR	6	(60,935)	87,111	(26,176)	-	-
Other	4	1,700	-	-	-	1,700
		1,055,961	2,659,296	(1,845,622)	(3,028)	1,866,607

Unrestricted fixed asset fund

		-	2,000	(359)	-	1,641
Unrestricted fund		52,336	84,958	(50,862)	13,152	99,584
Total funds		1,148,694	2,915,275	(1,939,111)	10,124	2,134,982

NOTES TO THE FINANCIAL STATEMENTS

		At 1 July 2021 (restated) £	Income (restated) £	Expenditure £	Gain/loss on exchange (restated) £	At 30 June 2022 (restated) £
12b. Prior year						
Restricted fixed asset fund						
EU: 2019-2021, CAR (via Bekou)	1	745	-	(745)	-	-
EU: 2019-2021, Mauritania	2	4,237	-	(4,237)	-	-
EU: 2019-2021, Abyei	3	23,134	-	(23,134)	-	-
EU: 2022-2023, CAR	1	-	22,727	(631)	-	22,096
EU: 2022-2023, Darfur	4	-	14,272	(396)	-	13,876
Govt. of Canada: 2021-2023, Abyei	3	-	4,897	(472)	-	4,425
UK Aid Direct: 2019-2021 CAR	1	394	-	(394)	-	-
		28,510	41,896	(30,009)	-	40,397
Restricted revenue fund						
EU: 2019-2021, CAR (via Bekou)	1	79,830	-	(47,932)	(593)	31,305
EU: 2019-2021 Mauritania	2	(46,885)	-	(52,740)	-	(99,625)
EU: 2019-2021 Abyei	3	73,280	-	(117,965)	-	(44,685)
EU: 2022-2023, CAR	1	-	663,544	(46,316)	9,023	626,251
EU: 2022-2023, Darfur	4	-	508,943	(77,604)	-	431,339
Govt. of Canada: 2021-2023, Abyei	3	-	383,012	(219,713)	-	163,299
Kingdom of Belgium: 2020-2022, Mauritania	2	112,300	-	(94,988)	-	17,312
Oxfam: 2021-2022, CAR	5	-	52,531	(52,531)	-	-
UK Aid Direct: 2019-2021 CAR	1	5,340	29,039	(56,085)	11,706	(10,000)
UN FAO: 2022, CAR	6	-	35,956	(96,891)	-	(60,635)
UN: 2021 Abyei (via UNIFSA)	7	(4,355)	4,355	-	-	-
Other	4	1,700	-	-	-	1,700
		221,210	1,677,380	(862,765)	20,136	1,055,961
Unrestricted fund		67,971	38,484	(71,301)	17,182	52,336
Total funds		317,691	1,757,760	(964,075)	37,316	1,148,694

Notes: The purpose of the grants are as follows:

- (1) UK Aid Direct 2018-2021 CAR and EU 2022-2023 CAR is to promote peaceful seasonal migration to mutual benefit in the Central African Republic.
- (2) EU: 2019-2021 Mauritania and Kingdom of Belgium: 2020-2022 Mauritania is to promote peaceful coexistence and resilience to the effects of climate change in the Senegal River Valley region.
- (3) EU: 2019-2021 Abyei and Government of Canada 2021-2023 Abyei is for supporting peacebuilding and intercommunity trade in the Abyei Administrative Area.
- (4) EU: 2022-2023 Darfur and Other Fund are to promote resolution of conflict in Sudan.
- (5) Oxfam 2021-2022 CAR to analyse causes of local conflict in 11 localities covered by Oxfam's RELSUDE project.
- (6) UN FAO 2022 CAR is to analyse the causes of conflict linked to transhumance in 2 sub-prefectures of Ouham Pende Prefecture (Bozoum and Paoua), to map the pastoral infrastructure of the prefecture and to vaccinate livestock in the area.
- (7) UN: 2021 Abyei (via UNIFSA) is for supporting peacebuilding and intercommunity trade in the Abyei Administrative Area.
- (8) Chemonics: 2023 Research is for a project which will research and report on promoting locally owned, regionally focused, international responses to transboundary insecurity in the Central African region, including Sudan and South Sudan.

	Unrestricted Funds Year to 30 June 2023	Restricted Funds Year to 30 June 2023	Total Funds Year to 30 June 2023	Unrestricted Funds Year to 30 June 2022	Restricted Funds Year to 30 June 2022 (restated)	Total Funds Year to 30 June 2022 (restated)
	£	£	£	£	£	£
13. Analysis of net assets between funds						
Fixed assets	1,641	167,150	168,791	-	40,397	40,397
Debtors and prepayments	6,904	70,799	77,703	2,745	94,058	96,3
Cash at bank and in hand	119,653	1,945,028	2,064,681	61,446	1,034,770	1,096,216
Creditors: amounts falling due within one year	(28,614)	(147,579)	(176,193)	(11,855)	(72,867)	(84,722)
Total net assets	99,584	2,035,398	2,134,982	52,336	1,096,358	1,148,694

	As at 30 June 2023 £	As at 30 June 2022 £
14. Lease commitments		
Operating leases which expire:		
Within one year – land and buildings	12,000	41,955
After more than one year – land and buildings	-	7,270
	12,000	49,225

15. Prior year Adjustment

The prior year adjustment has been made to account for income through restricted funds rather than through deferred income (creditors). The impact of the adjustment has been that we have reallocated income to different accounting periods, both earlier and later. It has also resulted in recognising some exchange difference that had previously been carried in the balance sheet.

	Unrestricted Funds £	Restricted Funds £	Total Funds £
Impact on balance sheets			
Total funds at 1 July 2021 as previously stated	67,971	30,210	98,181
Adjustments to funds for income now recognised in future periods/ previously recognised in prior periods, now recognised in 2020/21	-	219,510	219,510
Total funds at 1 July 2021 as previously stated	67,971	249,720	317,691
 Total funds at 1 July 2022 as previously stated	52,336	59,563	111,899
Adjustments to funds for income now recognised in future periods/ previously recognised in prior periods, now recognised in 2021/22	-	1,036,795	1,036,795
Total funds at 1 July 2022 as previously stated	52,336	1,096,358	1,148,694
 Impact on income and expenditure 2021/22			
Net income as previously reported	(15,635)	29,563	13,718
Adjustment for income previously recognised in 2021/22 now recognised in future periods	-	1,201,750	1,201,750
Adjustment for income previously recognised in prior periods, now recognised in 2021/22	-	(404,601)	(404,601)
Adjustment for exchange differences now recognised in 2021/22	-	20,136	20,136
Net income as restated	(15,635)	846,638	831,003

Accounts

CHARITY NUMBER : 1105697

COMPANY NUMBER : 04930461

**CONCORDIS INTERNATIONAL TRUST
COMPANY LIMITED BY GUARANTEE**

**TRUSTEES' ANNUAL REPORT AND FINANCIAL STATEMENTS
YEAR ENDED 30 JUNE 2022**



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LEGAL AND ADMINISTRATIVE INFORMATION

Advisory panel: Viscount Brentford
Edward Moore
Dame Rosalind Marsden
Joan McGregor
Vice Admiral Charles Style
Guy Leadbeater

Trustees and Directors: (Pieter) Thijs Alexander
James Dalby (resigned, 22 July 2021)
Sally Deffor (resigned, 11 September 2022)
Peter McLoughlin
Jeremy Lefroy
Edward Moore, Chair
Aimee Neaverson (resigned, 31 December 2021)
Sam Slota-Newson (appointed, 10 January 2022)
Frances Tammer (appointed, 10 January 2022)
David Tetlow (appointed, 10 January 2022)
Jessica Toale (resigned, 27 January 2022)
Mary Thorogood (resigned, 12 September 2022)
Henry Wrigley, Treasurer

Senior Executives: Peter Marsden, Chief Executive and Director of Programmes
Emma Joynson-Hicks, Director of Operations
Sue Rooke, Director of Finance

Registered office: International Dispute Resolution Centre,
1 Paternoster Lane, London, EC4M 7BQ

Company Secretary: Sue Rooke

Independent Auditor: Price Bailey LLP, Tennyson House, Cambridge Business Park,
Cambridge CB4 0WZ

Bankers: National Westminster Bank Plc, 56 St. Andrews Street, Cambridge CB2 3DA

Website: more information about the charity can be found at www.concordis.international

Mission, values and principles

Concordis works alongside those involved in or affected by armed conflict, helping them find workable solutions that address the root causes of conflict and contribute to lasting peace and economic development. We are committed to finding solutions that benefit women as well as men, those in armed groups as well as those who chose not to take up arms, national governments as well as civil society.

Mission

- To build **trusting relationships** with people involved in or affected by armed conflict.
- To facilitate **challenging conversations** between people from opposing factions.
- To enable people to find **workable solutions** that address the root causes of conflict and contribute to lasting peace and economic development to **mutual benefit**.
- To include **women** as well as men, those in armed groups as well as those who chose not to take up arms, national governments as well as civil society.
- To **leave a legacy** of sustainable mechanisms that enable future conflict to be managed peacefully.

Values and Principles

We are committed to transformational justice and peacebuilding, underpinned by Concordis' values of:

- **Humility** – we recognise that we do not have all the answers, that there are different ways of dealing with and resolving conflict, and that our contribution should be part of a broad engagement by a number of people and organisations
- **Impartiality** – we act in a consciously non-partisan manner
- **Inclusivity** – we promote active participation in our dialogues from people representing as many strands of opinion or interest as are appropriate. We work creatively to give voice to people and groups who might otherwise be marginalised by reason of gender, age or ethnicity.

To carry out our mission in accordance with these values, we abide by a set of fundamental principles:

- **Strategic intervention** – using in-depth analysis, we endeavour to understand as much as possible about the situations in which we work and we take account of complexity
- **Long-term engagement** – we aim to work in a sustained way in relation to conflicts with which we are invited to engage
- **Doing no harm** – we recognise the potential negative impact of interventions and seek to ensure that ours do not have unintended consequences
- **Independence** – we do not succumb to pressure to advance the interests of third parties (including third parties who are funding our work)
- **Cooperation** – we act collaboratively and in partnership with other agencies and organisations whenever it is appropriate to do so.

Strategic Approach

The Concordis' team have a proven and independently evaluated reputation for effective work in a number of fields, including:

- Finding creative ways to ensure the inclusion of groups often marginalised from decision making or formal peace processes, bringing in **meaningful participation by women** as well as men, **young** as well as old, those in armed groups as well as those who chose not to take up arms, national governments as well as civil society
- Promoting peaceful **seasonal livestock migration** to mutual benefit
- Creating the conditions necessary to enable **cross border trade** to resume in challenging environments
- **Developing markets** for exchange of goods and services between groups formerly in conflict to build resilient livelihoods for women and men, resilience to future conflict and economic incentives to peaceful collaboration
- Putting in place **early warning systems** and conflict management mechanisms to prevent tensions escalating into conflict
- Working with customary and state **legal systems** to establish and train quasi-judicial bodies that are acceptable to all sides
- **Monitoring and evaluation** of the effectiveness of peacebuilding interventions with sophisticated analysis of quantitative and qualitative datasets, which can be disaggregated by gender, age, livelihoods etc.
- Thought leadership on the **effects of climate change** and extreme weather events on conflict dynamics between farmers and herders in the Sahel, bringing together subject experts from different disciplines to pool knowledge and experience in building resilience and promoting sustainable adaptation
- Engaging proactively with the **religious element** of certain conflicts in promoting peaceful coexistence. Organisationally, Concordis has no religious affiliation, but amongst the senior staff team, there are individuals with knowledge and personal expertise in transformation of conflicts with a religious dimension
- Developing an understanding of the regional dynamics of peace and conflict across the **wider Sahel**.

Measuring Impact

Our aim is to produce real change for the better in the lives of the people and communities affected by conflict. Reduction of violence is important, but we aim for wider and deeper transformation across conflict lines.

We seek to evaluate the **impact** of our work, not merely monitoring our activities. Our consultations, research and evaluations inform our peacebuilding practice, ensuring our programmes are nimble and evolve with the rapidly changing conflict dynamics in the places where we work. They also enable us to chart our progress against a nuanced baseline survey, disaggregated by gender, age, livelihood, place and ethnicity.

Through individual interviews and focus groups, we seek to understand and measure:

- Conflict dynamics between groups and also within groups.
- Development of more positive relationships between people and groups, whether that be social interactions or economic inter-reliance
- Levels of trust in people and institutions to manage conflict, create security and promote livelihoods
- Reliance or otherwise on armed groups as well as levels of predation
- Economic indicators, including food prices and the availability of certain goods
- Access to services, looking for inequalities that might trigger resentment
- Resource availability and scarcity, looking for interventions by Concordis or other actors which might relieve pressure-points
- Adaptations people have or might make to increase their resilience to shocks, whether caused by conflict, political events or the effects of climate change

We employ quantitative and qualitative research methods to evaluate change, using tools tailored to each country's context. Working with local peacebuilders to design the research methodology ensures the measures used are relevant and illustrative of meaningful change in the local context. It also helps our teams identify what conflict transformation might look like for their communities and to think creatively about how that change might best be achieved.

We also commission independent evaluations of our work, which report on the changes to which we have contributed.

Evaluations in 2021-2022 demonstrate that we have met or exceeded all targets and produced real change for the better among the people we work with.

Structure, governance and management

Structure

Concordis is a charitable company limited by guarantee. It is regulated by its Memorandum and Articles of Association as amended by Special Resolution adopted on 25 January 2013 which set out the objects and powers of the organisation. The charity is governed by a Board of Trustees which has legal, financial and managerial responsibility for the charity. The trustees constitute directors of the charitable company for the purposes of the Companies Act 2006 and trustees of the charity for the purposes of the Charities Act 2011.

Governance

Trustees are appointed for a 3-year period, extendable for another 3-year period in the normal course of events, and for a further 3-year period exceptionally. Whenever a trustee resigns and at least once a year otherwise, we review the range of professional expertise the board possesses, this year through a skills audit of board members. If there is a vacancy or if a gap in expertise is identified, the board has adopted formal recruitment and selection processes. New trustees are provided with tailored induction by the chairman and the chief executive. The trustees are committed to diversity and it is their policy to recruit from as broad a pool of candidates as possible.

Trustees meet quarterly when they consider the strategic direction and governance of the charity. Each trustee is a member of one or more of the four sub-committees of the board, which oversee and report on issues relating to finance; funding; risk; fundraising and messaging; and human resources. The committees meet between Board meetings, conduct the business delegated to them and provide advice and guidance to staff.

Each year, two Board meetings are preceded by meetings of the Advisory Panel, which comprises people with expertise in fields relevant to the charity's operations. The Advisory Panel, led by the chair of trustees, is open to all staff and trustees and debates and obtains expert perspectives on issues of policy relating to our work.

Management

The Board has delegated the day-to-day management of Concordis to the chief executive and through him, to the Directors of Operations and Finance. This senior executive team report to Board and committee and working group meetings on the organisation's progress with its programmes as well as the support activities and finances.

Public Benefit

The aims and benefits of Concordis are contained in this report on pages 4 and 5. We have considered the key principles of the Charity Commission's general guidance about public benefit and have concluded that Concordis meets all the requirements.

Remuneration policy

Staff remuneration is based on a desire to recruit and retain skilled staff who are committed to joining us in delivering our mission and operational aims. We aim to pay staff (including the chief executive) by reference to market data, comparison to similar roles in similar organisations and affordability in the context of funds available. We aim for equitable remuneration for all employees.

Fundraising, Supporters and Volunteers

Fundraising

We receive most of our income as restricted grants from the following institutional funders:



KINGDOM OF BELGIUM
Federal Public Service
Foreign Affairs,
Foreign Trade and
Development Cooperation



Food and Agriculture
Organization of the
United Nations



Fundraising for donations and gifts is carried out principally by Concordis employees in the UK. The activity is designed to conform with recognised fundraising standards, particularly the guidance provided by the Fundraising Regulator and contained in the Code of Fundraising Practice. We never pressure anyone to donate and none of our appeals are unreasonably intrusive or persistent. We do not work with professional fundraisers or agencies nor would we accept or solicit donations from organisations or individuals who are involved in activities which would cause detriment to our reputation or work. Where employees and interns assist with fundraising, it is made clear that they must not place pressure on anyone to donate money to Concordis. We have not received any complaint about the way in which we raise funds during the reporting period.

Supporters

We are deeply grateful to all who support Concordis both practically and financially. We aim to maintain a wide range of funding sources, including individuals, churches, community groups, trusts, foundations and government agencies. We particularly welcome unrestricted donations and we could not do the work we do without the grants, sponsored events and in-kind support of our loyal supporters.

Volunteers

The trustees also wish to acknowledge the contribution to the work made by our interns. Concordis runs an internship programme in which volunteers work for 6 months to support implementation of our programmes, enhancing our research capacity and enabling us to develop our work in new areas. In return, they receive training and coaching in peacebuilding, programme management, fundraising and conflict analysis. Our interns have gone on to pursue a wide range of interesting jobs around the world and we are thrilled to have played a small part in helping them to launch their careers.

Review of Achievements in 2021/2022

The need for our work has been as great as ever in the current review period.

Our achievements centred on peace building activities in our four key areas of operation as well as efforts we made to raise public awareness of the wider issues.

Abyei; Sudan / South Sudan

The Abyei Administrative Area is a disputed area on the border of Sudan and South Sudan and is contested territory between the two countries. Its 4,000 square miles are mostly inhabited by Ngok Dinka pastoralist farmers and by Misseriya herders and traders, with more Misseriya herders arriving during the dry season. We have been working along this politically sensitive border since 2009, promoting peaceful trade and livestock migration to mutual economic benefit.

In the 2021-22 financial year, the Abyei team faced challenges on multiple fronts and was able to overcome them as follows:

Response to security and climate-related challenges – The Abyei Administrative Area offers excellent year-round grazing for cattle and other livestock, and cattle farming is a significant part of both the culture and livelihood of the nine Ngok Dinka chiefdoms settled in the area.

Traditionally, Misseriya herders move south into the Abyei Administrative Area during the dry season, seeking pasture and water for their cattle when this is depleted in the north. When the rains come and the Misseriya herders move north, Twic, Nuer and Ruweng herders from the south move into the Abyei Administrative Area to escape flooding in their territories. Then, as the land in the south dries out, the Twic, Nuer and Ruweng move south out of the Abyei Administrative Area, vacating the pasture for Misseriya cattle.



In this past year, however, extreme weather events in both Sudan and South Sudan have led to unusual flooding, preventing the southern communities leaving the Abyei Administrative Area in the dry season. This competition for natural resources reignited land conflicts and caused significant loss of life in fighting between Dinka Ngok and Dinka Twic, in addition to violent conflict between Dinka Ngok and Misseriya groups. Markets were deliberately targeted, leading to food insecurity.

In this difficult context, the Concordis team adapted their planned programming to engage Misseriya, Dinka Ngok and Twic groups in separate intra-community dialogues, helping each community to reflect on what they really needed out of the peace process, and to find consensus on a negotiating position that was likely to achieve these needs. We trained youth groups and women's groups in non-violent communication, mediation and negotiation skills, to help them better articulate their own needs within these dialogues.

This process takes time, with ongoing commitment to community engagement, to rebuild the necessary relationships of trust and to help people move beyond their instinctive reactions and to understand the reservations and misgivings harboured by different Abyei communities.

Having played a significant role in proactively defusing these tensions, Concordis has been invited to facilitate Twic / Ngok Dinka peace talks, and to facilitate Ngok Dinka / Misseriya cattle conferences, to help the communities find a workable way forward.

Training of Community Court – The Community Court was set up as part of peace dialogues facilitated by Concordis. Comprising a mix of Misseriya and Ngok Dinka traditional judges, they are accepted by both communities to arbitrate in disputes between individuals.

In October 2021, Concordis delivered extensive legal training to 30 Community Court judges. Working with experts in Dinka and Sharia law, we facilitated a week of dialogue in which the judges formulated a hybrid system to deal effectively and inclusively with sensitive crime involving sexual and gender-based violence, prostitution and juvenile crime in the market.

The same team went on to train 25 members of the Community Protection Committee, in cooperation with the United Nations Police. In the absence of a formal police force, they manage security in the market and the training helped them to become better at using Dinka and Misseriya customary law in enforcing law and justice in the market.

Training of women and youth – Training and equipping people from across conflict divides to be peacemakers where they live and work continues to be a major element of what we do. Working in both Abyei Town in the south and Diffra in the north of the area, with a particular focus on civil society, we trained over 50 women and young people in conflict resolution and negotiation. The participants came from 6 civil society organisations, 5 of which are led by women and all being led by people under 35. Over 90% of male and female, Dinka Ngok and Misseriya found the training to be "good" or "excellent" in equipping them for peacebuilding roles. Of those trained, many agreed to play an active role in the creation and maintenance of early warning systems in the north and south of the Abyei Administrative Area ahead of forthcoming seasonal movements of cattle.

A strong, independent endorsement of a flexible approach – In recognition of Concordis' approach and activities during the past financial year as outlined above, an evaluation commissioned by the European Union found that the Concordis programme in Abyei *"has maintained a flexible and adaptive approach when faced with complications,"* which in turn *"also increased the need for Concordis as a trusted and neutral community-level intermediary".*

Central African Republic (CAR)

Concordis has worked in CAR since 2015. We work mainly in the northern prefectures of Ouham Pendé, Bamingui Bangoran and Vakaga, important corridors for seasonal livestock migration to and from Cameroon, Chad and Sudan's Darfur. This is a crucial node for regional trade, but it can also create tensions where herders and farmers find themselves on opposite sides of armed conflict or in conflict over natural resources.

The CAR team completed a £1.4 million UK Aid Direct funded programme in July 2021. The team worked with 19,500 people from 94 different social or ethnic groups during the three-year programme during which 114 people were trained in peacebuilding, 145 violent incidents were averted and two migration routes were opened to peaceful cattle migration. Three Advisory Groups continued to work to promote peace, providing early warning systems, resolving conflicts through dialogue and promoting social cohesion.

Independent evaluation of the programme found:

- The project was **highly impactful** and added significant value to social cohesion, resilience, local economic development and governance. There was **widespread evidence of changes in attitudes and behaviour** between farmers and herders in project areas.
- Delivered in an extremely complex context, the project demonstrated **excellent flexibility and adaptive capacity** and consequently remained highly relevant throughout the project period. It is an **excellent and innovative pilot**, which **should be replicated and scaled up** nationally.
- The project worked with **over 19,500 beneficiaries**. Advisory Groups addressed over 145 conflicts leading to better social coexistence. Two migration routes in Ouham-Pendé and Bamingui-Bangoran were mutually agreed by farmer and herder communities, **facilitating peaceful transhumance** (seasonal cattle migration) and **contributing to local economic benefits** in the communities.

This work is now funded by a grant from the European Union.



In the gap between the UK Aid and European Union grants, Concordis partnered with Oxfam and COOPI (Cooperazione Internazionale), supporting them with conflict analysis and helping them identify physical interventions that would promote peaceful coexistence between different groups living in the South East of CAR.

The team consulted 1,431 people (754 women, 677 men) were consulted across five prefectures. to understand the perceptions, experiences and aspirations of communities around security, in particular those of women and youth whose voices tend not to be heard or taken into account.

These areas were severely affected by the crisis of 2012/2013: violent clashes between Seleka (UPC) and Anti-Balaka armed groups have taken place in the intervening years, in addition to inter-ethnic conflict, leaving social fabric frayed and the economy ruined. The consultations also identified local conflict resolution initiatives and major issues to which local civil society organisations could engage with to reduce the structural and socio-cultural causes of conflict, violence and insecurity. The team also delivered training in conflict analysis and management for people across the region, equipping 169 people (78 women, 91 men, 4 disabled) to prevent or mitigate violence in their communities.

Concordis also signed an agreement with the UN's Food and Agriculture Organisation, FAO, to strengthen mechanisms for managing transhumance, restore intercommunity dialogue and consolidate peace in Ouham and Ouham Pende prefectures. The team mapped out where infrastructure was needed to promote peaceful relations between herder and farmer groups, and they vaccinated and dewormed 150,000 cattle. 715 people were consulted for the cartography, including 471 in focus groups and 244 through individual questionnaires. 32% of these were Central African herders and 25% were foreign transhumants.

Building on earlier success, two advisory groups were expanded, giving representation to farmers and herders on every geographical axis of sub-prefectures of Paoua and Bozoum, focusing especially on representation from conflict hotspots. The Concordis team took the opportunity to refresh the training of advisory group members on peaceful resolution of conflict and facilitating dialogue.



Mauritania

In Mauritania, we work primarily with people from the Peulh and Haratine ethnic groups, who found themselves locked in a land dispute over the fertile land on the Senegal River Valley. Since 2013, Concordis has been supporting them in finding mutually beneficial and peaceful solutions in 32 towns and villages where this conflict was most acute, working alongside our national partner, FONADH.

In recent years, the environmental challenges faced in the Senegal River Valley have worsened, as the rains have failed or fallen at irregular times, causing drought and, just as destructively, unseasonal flooding. These destructive weather patterns are likely to become more of a feature in Mauritania, due to the effects of climate change.

This programme is preventative, working with communities facing many drivers of conflict to ensure these tensions don't lead to violence. It is about conflict transformation, supporting communities facing resource scarcity and land conflict in generating sustainable livelihoods that benefit both communities. And the programme is about social transformation, working alongside women as they become agents of change in their own right.

Concordis' network of 110 community mediators are drawn from both sides of the conflict; they model social cohesion as they work side by side, helping the communities manage conflict peacefully and use their limited natural resources more sustainably and to mutual benefit.

This year have continued to help Haratine and Peulh women start small businesses, supporting them with income generating projects. With funding from the Kingdom of Belgium, we've provided them with tools, particularly sewing machines, as well as skills training on both the machines and on running a small business. As these women have worked side by side in a shared enterprise, they've modelled the benefits of social cohesion and helped to diversify livelihoods away from total dependence on subsistence farming. This helps to deescalate the land conflicts and generates tangible benefits to living peacefully alongside one another.

Ongoing intercommunity dialogues have helped the communities to develop and refine Village Action Plans.



These help people in villages that were previously considered 'sites of conflict' to manage their natural resources more sustainably, modelling effective collaboration between Haratine and Peulh community leaders. They share stewardship of the resources they do have, the wider community is able to benefit more from the peace than they would from fighting.

Sudan - Darfur

Concordis' programme in CAR has worked for many years with Darfuri herders who spend the dry season in north eastern CAR. Several of these herders, together with Sudanese government officials, invited us to launch a new programme in Darfur, mirroring the CAR programme.

This year we worked collaboratively with Darfuri peacebuilders, Malam Darfur Peace and Development (a South Darfur based NGO), to design a programme that will be effective in this context and will meet the needs of herders and farmers competing for natural resources in this space. We also concluded our negotiations with the European Union for a grant, and launched our new programme in South Darfur, based in the regional capital, Nyala.

This new programme joins up our peacebuilding work across Sudan, South Sudan and CAR. We'll draw on the extensive knowledge and experience of Malam Darfur and bring in our own networks and experience of working across these fluid international borders.



Public Awareness and Cooperation with other organisations

One of Concordis' charitable objectives is to raise support for peacebuilding and dialogue as a response to conflict in the world. The need for this is growing, as political discourse becomes increasingly polarised and, as we write this report, we face the real possibility of a war between global powers.

Often, and perhaps understandably, the default response to international conflict is military escalation. We believe it is now more important than ever to keep open channels for communication, and to work strategically to deescalate conflict and to identify and address its root causes.

This is not naive optimism; peacebuilding requires bravery and hard work, particularly on the part of the women and men who live and work where conflict is fought and felt. It is our privilege to work alongside some of these peacebuilders on the front line of conflict, and we are strong champions for them and for the vital work we share.

Peacebuilding may be hard work, but it does work. This year we have continued to add our voice to those of our fellow peacebuilders, making the case for effective peacebuilding, nuanced conflict analysis and a conflict-sensitive approach to business, to humanitarian responses and to the mitigation of the effects of climate change. We have also worked collaboratively with diplomats and humanitarians to ensure that the people in the countries where we work are not forgotten, even if the focus of the media has moved on.

This public awareness work has included bilateral meetings with senior diplomats at the UK's Foreign, Commonwealth and Development Office (FCDO), the European Union, USAID and the governments of Canada, Norway, Sweden and Germany. It has also included being proactive members of BOND (the UK network for organisations working in international development), EPLO (the European Peacebuilding Liaison Office), country-specific working groups and UN clusters, speaking on panels and chairing and facilitating working groups as needed.

Concordis staff have taken a lead role in contributing to UK and EU policy on conflict and climate change; emergency response in the event of rapidly deteriorating security; providing market and other economic incentives to promote peace; and conflict arising out of seasonal migration.

Concordis has also enjoyed ongoing and fruitful partnerships with humanitarian organisations working in the same places, including **Danish Refugee Council, Premier Urgence, Triangle, Action Against Hunger, Oxfam and ACTED**. They asked Concordis to support them with peacebuilding aspects of their programme and to provide them with beneficiary feedback mechanisms, improving accountability of their work. In turn, we were able to provide them with recommendations made by participants in Concordis' dialogue processes for tangible interventions that address root causes of intercommunity conflict and provide peace dividends; clear and tangible benefits to resolving disputes peacefully instead of through violence.

United Nations Agencies

Projects are implemented in cooperation with many of the UN agencies, including:

- **MINUSCA** and **UNISFA** peacekeeping forces in CAR and Abyei, respectively.
- The International Organisation for Migration (**IOM**) to ensure clear collaboration and synergy with their work in the north of CAR and in Abyei.
- The Food and Agriculture Organisation (**FAO**), who deliver vaccines and other support to both herders

and farmers, thereby providing peace dividends to communities in CAR and Abyei.

- The World Food Programme (**WFP**) who provide the teams with flights on the United Nations Humanitarian Air Service (**UNHAS**) when road travel is too difficult or dangerous in CAR and South Sudan.
- The United National Development Programme (**UNDP**), the UN Resident Coordinator's Office (**RCO**), the United Nations Office for the Coordination of Humanitarian Affairs (**OCHA**), **UNICEF** and others, who share information, analysis and risk assessments.



Priorities for 2021/22

Concordis' key priority for the coming financial year is to pursue our strategic approach in line with our mission, principles and values by:

- Delivering our current programmes to the highest standard, making a measurable and sustainable impact for peace by:
 - In Abyei, continuing the work funded by the Canadian Ministry for Global Affairs, which has a particular focus on the role of justice in peace, and on the role of women and youth in promoting peaceful solutions.
 - In Mauritania, continuing the work funded by the Kingdom of Belgium, which has a particular focus on building resilience to conflict alongside resilience to the effects of climate change.
 - In CAR: continuing the work funded by the European Union, promoting peaceful transhumance in the Northern prefectures along the borders with Cameroon, Chad and Darfur; and finalise work funded by FAO, mapping out what community assets are needed to address drivers of conflict in Ouham Pendé.
 - In Darfur: continuing the work funded by the European Union, promoting peaceful

coexistence between herders and farmers, displaced people, returnees and settled populations in South Darfur. This mirrors our work in north-eastern CAR.

- Monitoring and evaluating impact in all areas of our work, enabling us to adapt programmes to meet areas of greatest need, and to remain accountable to both communities and our funders. This will include independent evaluations of our programmes.
- Preparing and disseminating clear reports that make the communities' recommendations and Concordis' analysis widely available to policy makers and others, whose decisions might support peace to the mutual benefit of the populations in conflict.
- Working alongside women and men effected by conflict to design and fund future programming that will be effective in these rapidly evolving and complex contexts. This includes ongoing work in the places we already operate, and new work in places where there are gaps in provision and opportunities to engage, which would benefit from our strategic approach and technical expertise.

Risk management and Internal controls

The board is responsible for ensuring that there is an appropriate process for the management of any risks faced by Concordis, including ensuring that internal policies and controls are in place and operating as intended. Alongside the executive team, the board regularly reviews and assesses the major risks to which the organisation is exposed, in particular those relating to the operations and finances of the organisation, and the safeguarding of staff and those with whom we work. Risks are recorded and monitored on an organisational risk register which includes an assessment of the likelihood and potential severity of impact of each risk. The register also records mitigating actions and controls and is used to proactively manage risk effectively.

The risk committee of the board meets at least quarterly with the executive team, then reports on the status of those risks to the full board.

The most significant risk areas identified by the board are described in more detail below.

- Our security system fails to provide adequate levels of cover to our staff and people we are working with and the death or serious injury of staff member in a project country

The board has taken on two new members with significant security expertise, and this improves the board's ability to support the executive staff in assessing and managing security risks.

Likelihood of security incidents is reduced through training for staff and risk assessments that consult a wide range of actors, including national security services, dominant embassies and UN security forces in each country, as well as Concordis' extensive networks amongst local populations and non-state actors.

- Failure to secure major, follow on funding for a key programme country or region or missing a key funding opportunity

This year Concordis took the strategic decision to decentralise more of its programme leadership to the countries where we work. As well as improving local ownership of the programmes, this enables senior staff to have more contact with current and prospective donors, as well as with potential partners for consortium bids. This strategy will be

implemented in the financial year 2022/23.

- The fundraising target, for primarily unrestricted income, is not achieved or is affected by external events, such as COVID and poor communication of programme impacts to supporters

Concordis took the strategic decision to invest more in monitoring and evaluation, and in employing research managers with the skills to tell the story of the impacts of Concordis' work. This strategy will be implemented in the financial year 2022/23.

FINANCIAL REVIEW

Results for the year

Concordis receives income grants from governmental and institutional donors to fund specific projects. This is supplemented by donations and other fundraising activities. Total income in the financial year fell from £1,111,713 to £960,611. Our donations and gifts fell from £76,561 in 2020/21 to £33,178 in 2021/22. Grant income also fell, a drop of over £113,000 between the two financial years. This reflects a gap in the major funding stream to the programme in Central African Republic for a large part of the year. However, activities were maintained through two short term grants with Oxfam and UN FAO and we are pleased to report that in April, we signed a grant agreement with the EU for a major new phase of the programme.

Our expenditure falls in to two categories, namely the costs of fundraising and the costs of implementing programmes on the ground in Africa. Both categories include a proportional share of the organisation's support costs, which include the costs of running the central entity and the costs of its governance. Total expenditure in 2021/2022 was £964,075 which is below the level of £1,088,351 from the previous year, for the reason stated above.

Concordis reported a surplus for the financial year of £13,718 which is an increase from the deficit of £10,170 reported in the previous year. This is made up of a deficit on unrestricted funds of £15,635 (2020/21: surplus of £38,341) and a surplus on restricted funds of £29,353 (2020/21: deficit of £48,511).

The level of restricted fund fluctuates from year to year due to changes in the level of capital investment in our restricted projects and activity levels on restricted projects. In 2020/21 there was a deficit as no new investment took place and the assets moved closer to the end of their useful lives on the respective projects. By contrast, in 2021/22 we started the first phase of investment in the projects in Central African Republic and Darfur which will continue into 2022/23. Our closing restricted fund balance is £59,563 (2021: £30,210).

Unrestricted funds comprise income from general fundraising activities and this funds the organisation's support costs. Our current plans are to increase the level of the unrestricted fund. Our closing unrestricted fund balance is £52,336 (2021: £67,971).

Reserves policy

Reserves are needed to bridge the gap between the spending and receiving of income and to cover expenditure that has to be paid from unrestricted funds. The trustees resolved that Concordis should hold reserves equal to its liabilities, should the charity need to be wound up on a given day without further income. As at the end of the financial year, this amounts to £15,000. Unrestricted reserves on 30 June 2022 were £50,346 (2021: £67,971) which means that the policy has been met.

Going concern

The trustees regularly assess the ability of Concordis to continue as a going concern, and this was last reviewed in January 2023, before authorising these accounts. The trustees have considered several factors when arriving at their conclusion as to whether the use of the going concern basis is appropriate when preparing these financial statements including a review of updated forecasts to the end of 2023, and a consideration of key risks that could negatively affect the charity.

Core costs not directly chargeable to grants are covered broadly by 3 sources: (i) charitable donations from individuals and churches, (ii) unrestricted grants from private trusts (iii) overhead percentage chargeable on project expenditure under the terms of grant contracts. Contribution to core costs is forecast to be higher in 2022/23 than in 2021/22. Donations and pledges already received in 2022/23 suggest that the funding base is secure for (i) and (ii). Contributions from programme funding which accounts for (iii) is forecast to be increased in the coming financial year, as the grants from the European Union for Central African Republic and Darfur progress to full operational levels.

To address inherent uncertainties, we have considered detailed cash-flow projections based on several different funding scenarios and we are satisfied based on these projections that Concordis is able to continue as a going concern for the 12 months from the date of approval of these financial statements, and for the foreseeable future.

Auditor

Price Bailey LLP were re-appointed as auditor at the Board meeting on 27 October 2022.

Responsibilities of the Trustees

The Trustees are responsible for preparing this annual report and the financial statements in accordance with applicable law and regulations and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

Company law requires the directors to prepare financial statements for each financial year. Under that law the directors have elected to prepare the financial statements in accordance with United Kingdom Generally Accepted Accounting Practice (United Kingdom Accounting Standards and applicable law). Under company law the directors 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 charitable company and of the incoming resources and application of resources, including the income and expenditure, of the charitable company for that period. In preparing these financial statements, the directors are required to:

- Select suitable accounting policies and then apply them consistently
- Observe the methods and principles in the charities SORP 2019 (FRS102)
- Make judgements and accounting 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 company will continue in operation.

The Trustees are responsible for keeping adequate accounting records that disclose with reasonable accuracy at any time the financial position of the charitable 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 charitable company and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

The trustees are responsible for the maintenance and integrity of the corporate and financial information included on the charitable company's website. Legislation in the UK governing the preparation and dissemination of financial statements may differ from legislation in other jurisdictions.

In so far as the Trustees are aware:

- There is no relevant audit information of which the charitable company's auditor is unaware; and
- The Trustees have taken all steps that they ought to have taken to make themselves aware of any relevant audit information and to establish that the auditor is aware of that information.

This report has been prepared in accordance with the special provisions for small companies under Part 15 of the Companies Act 2006.

The report was approved by the Board on 26 January 2023 and signed on its behalf by:



EDWARD MOORE, Chair of Trustees

INDEPENDENT AUDITORS REPORT TO THE MEMBERS OF CONCORDIS INTERNATIONAL

Opinion

We have audited the financial statements of Concordis International (the 'charitable company') for the year ended 30 June 2022 which comprise the Statement of Financial Activities, the Balance Sheet, the Statement of Cashflows and the related notes, 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 charitable company's affairs as at 30 June 2022, and of its incoming resources and application of resources, including its 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 charitable company 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

We have nothing to report in respect of the following matters in relation to which the ISAs (UK) require us to report to you where:

- the trustees' use of the going concern basis of accounting in the preparation of the financial statements is not appropriate; or
- the trustees have not disclosed in the financial statements any identified material uncertainties that may cast significant doubt about the charitable company's ability to continue to adopt the going concern basis of accounting for a period of at least twelve months from the date when the financial statements are authorised for issue.

Other information

The trustees are responsible for the other information. The other information comprises the information included in the trustees' annual report, other than the financial statements and our auditor's report thereon. 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.

INDEPENDENT AUDITORS REPORT TO THE MEMBERS OF CONCORDIS INTERNATIONAL

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.

Opinions on other matters proscribed 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' report (incorporating the directors' report) for the financial year for which the financial statements are prepared is consistent with the financial statements: and
- the directors' report has been prepared in accordance with applicable legal requirements.

Matters on which we are required to report by exception

In the light of our knowledge and understanding of the charitable company and its environment obtained in the course of the audit, we have not identified material misstatements in the directors' report.

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

- adequate accounting records have not been kept, or returns adequate for our audit have not been received from branches not visited by us; or
- the financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of directors' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit; or
- the trustees were not entitled to prepare the financial statements in accordance with the small companies' regime and take advantage of the small companies' exemptions in preparing the directors' report and from the requirement to prepare a strategic report.

Responsibilities of trustees

As explained more fully in the trustees' responsibilities statement, the trustees (who are also the directors of the charitable company for the purposes of company law) are responsible for the preparation of 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 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 charitable company or to cease operations, or have no realistic alternative but to do so.

INDEPENDENT AUDITORS REPORT TO THE MEMBERS OF CONCORDIS INTERNATIONAL

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.

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. 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.



Helena Wilkinson BSc FCA DChA (Senior Statutory Auditor)

for and on behalf of

PRICE BAILEY LLP

Chartered Accountants

Statutory Auditors

Tennyson House

Cambridge Business Park

Cambridge CB4 0WZ

Date: 28 March 2023

STATEMENT OF FINANCIAL ACTIVITIES
(Incorporating the income and expenditure account)
For the year ended 30 June 2022

	Notes	Unrestricted Funds Year to 30 June 2022 £	Restricted Funds Year to 30 June 2022 £	Total Funds Year to 30 June 2022 £	Unrestricted Funds Year to 30 June 2021 £	Restricted Funds Year to 30 June 2021	Total Funds Year to 30 June 2021
Income from:							
Donations and gifts	2	33,178	-	33,178	72,878	3,683	76,561
Other income		5,306	-	5,306			
Institutional grants	3	-	922,127	922,127	-	1,035,152	1,035,152
Total Income		38,484	922,127	960,611	72,878	1,038,835	1,111,713
Expenditure on:							
Cost of raising funds		14,041	-	14,041	806	3,683	4,489
Charitable activities		57,260	892,774	950,034	199	1,083,663	1,083,862
Total expenditure	4	71,301	892,774	964,075	1,005	1,087,346	1,088,351
Net income from operating activities	5	(32,817)	29,353	(3,464)	71,873	(48,511)	23,362
Gains/(losses) on exchange rate movements		17,182	-	17,182	(33,532)	-	(33,532)
Net movement of funds		(15,635)	29,353	13,718	38,341	(48,511)	(10,170)
Reconciliation of funds							
Fund balances brought forward	12	67,971	30,210	98,181	29,630	78,721	108,351
Total funds carried forward	12	52,336	59,563	111,899	67,971	30,210	98,181

All of the above amounts relate to continuing activities.
The Statement of Financial Activities includes all gains and losses recognised in the year.
The notes on pages 27 to 37 form part of these financial statements.

Registered company number: 04930461

BALANCE SHEET
as at 30 June 2022

	Notes	As at 30 June 2022 £	As at 30 June 2021 £
Fixed assets	8	40,397	28,510
Current assets			
Debtors	9	299,943	71,554
Cash at bank and in hand	10	1,096,216	344,919
		1,396,159	416,473
Current liabilities			
Creditors: amounts falling due within one year	11	(1,324,657)	(346,802)
Net current assets		71,502	69,671
Total net assets	12	111,899	98,181
Funds			
Restricted fixed asset funds		40,397	28,510
Restricted revenue funds		19,166	1,700
Total restricted funds		59,563	30,210
Unrestricted funds		52,336	67,971
Total funds	12	111,899	98,181

The notes on pages 27 to 37 form part of these financial statements.

The financial statements were approved and authorised for issue by the Board of Trustees on 26 January 2023 and signed on their behalf by:



EDWARD MOORE, Chair of Trustees



HENRY WRIGLEY, Treasurer

STATEMENT OF CASH FLOWS

For the year end 30 June 2022

	Note	Year to 30 June 2022 £	Year to 30 June 2021 £
Cash flows from operating activities:	A		
Net cash provided by/(used in) operating activities		776,011	(191,941)
Cash flows from investing activities:			
Purchase of fixed assets		(41,896)	(13,783)
Change in cash and cash equivalents in the year		734,115	(205,724)
 Cash and cash equivalents at the start of the year		344,919	584,175
 Change in cash and cash equivalents due to exchange rate movements during the year		17,182	(33,532)
 Cash and cash equivalents at the end of the year		1,096,216	344,919

	At 1 July 2021 £	Cash movements £	At 30 June 2022 £
Net debt reconciliation			
Cash at bank and in hand	344,919	751,297	1,096,216

Note A: Reconciliation of net income to net cash inflow from operating activities

Net income for the year	13,718	(10,170)
Adjustments for:		
Depreciation	30,009	62,294
(Gains)/losses on foreign exchange	(17,182)	33,532
(Increase) in debtors	(228,389)	(39,165)
Increase/(decrease) in creditors	977,855	(238,432)
Net cash provided by/(used in) operating activities	776,011	(191,941)

The notes on pages 27 to 37 form part of these financial statements.

1. ACCOUNTING POLICIES

a) Legal status

Concordis International Trust is a charitable company limited by guarantee. It has been registered in England and Wales with the Charity Commission (Charity no: 1105697) since September 2004 and with Companies House since it was incorporated in October 2003 (Company no: 04930461). The company has no share capital, and its members are the trustees named on page 3. 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. At the balance sheet date there were 10 members (2021: 9).

b) Registered and principal office

The registered and principal office of Concordis is International Dispute Resolution Centre, 1 Paternoster Lane, London EC4M 7BQ.

c) Basis of preparation

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 (FRS102) (effective 1 Jan 2019) (Charity SORP 2019), the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS102) and the Companies Act 2006.

The financial statements have been prepared under the historical cost convention and are presented in pounds sterling which is the functional currency of the charity.

Concordis meets the definition of a public benefit entity under FRS 102.

d) Going concern

The trustees regularly assess the ability of Concordis to continue as a going concern, and this was last reviewed in January 2023, before authorising these accounts. The trustees have considered several factors when arriving at their conclusion as to whether the use of the going concern basis is appropriate when preparing these financial statements including a review of updated forecasts to the end of 2023, and a consideration of key risks that could negatively affect the charity.

Core costs not directly chargeable to grants are covered broadly by 3 sources: (i) charitable donations from individuals and churches, (ii) unrestricted grants from private trusts (iii) overhead percentage chargeable on project expenditure under the terms of grant contracts. Contribution to core costs is forecast to be higher in 2022/23 than in 2021/22. Donations and pledges already received in 2022/23 suggest that the funding base is secure for (i) and (ii). Contributions from programme funding which accounts for (iii) is forecast to be increased in the coming financial year, as the grants from the European Union for Central African Republic and Darfur progress to full operational levels.

To address inherent uncertainties, we have considered detailed cash-flow projections based on several different funding scenarios and we are satisfied based on these projections that

Concordis is able to continue as a going concern for the 12 months from the date of approval of these financial statements, and for the foreseeable future.

e) Income

Income is accounted for on an accruals basis in the period in which the charity is entitled to income where the amount can be measured with reasonable certainty. Where donations are received net of tax, and tax is recoverable, the income is recognised gross at the time of receipt. Where the entitlement to project or grant income is performance related the income is recognised when the conditions for entitlement have been fulfilled.

f) Donated services

In line with SORP 2019, the value of donated services provided by volunteers is not incorporated into these financial statements.

g) Expenditure, its allocation and irrecoverable VAT

Expenditure is accounted for on an accruals basis and is recognised when there is a legal or constructive obligation to pay. Expenditure on charitable activities includes the direct cost of planning, staffing and implementing the operational activities. It also includes support costs, which represent costs of providing the infrastructure and organisational services that support the charitable activities as well as governance costs.

The majority of costs are directly attributable to specific charitable activities. Support costs, which relate to more than one activity, are apportioned across charitable activities and fundraising costs based on the level of expenditure of these activities.

Irrecoverable VAT is charged as a cost against the activity for which it was incurred.

h) Pensions

The costs of providing defined contribution pensions in the UK are charged to the Statement of Financial Activities as they fall due. The difference between contributions payable in the year and those paid are included in creditors in the balance sheet.

i) Operating leases

Instalments paid under operating leases are charged to the Statement of Financial Activities as they fall due.

j) Presentation currency and Exchange rate gains and losses

The functional currency of Concordis is considered to be pounds sterling (GBP) because that is the currency of the primary economic environment in which the charity operates.

Monetary assets and liabilities held at the year end and denominated in foreign currencies are translated into pounds sterling at the rates of exchange ruling at the balance sheet date. Transactions in foreign currencies are recorded at the rate of exchange ruling on the time of the transaction. Exchange rate gains and losses are recognised in the Statement of Financial Activities.

k) Tangible fixed assets and Depreciation

Tangible fixed assets are stated at cost less any provisions for depreciation. Tangible fixed assets costing more than £500 are capitalised except when purchased with restricted funds when donor requirements for capitalisation are applied. The cost of fixed assets is their purchase cost, together with any incidental expenses on acquisition.

Depreciation is provided to write off the cost, less estimated residual values, of all fixed assets, spread evenly over their expected useful lives. It is calculated at a rate of 33.3% per annum. Where the asset has been acquired using restricted funds, the asset is depreciated to write off the cost, less estimated residual values over the remaining term of the grant.

l) Debtors

Other debtors are recognised in the financial statements at the settlement amount due. Prepayments are valued at the amount prepaid at the balance sheet date.

m) Cash at bank and in hand

Cash at bank and in hand includes current account balances held with banks.

n) Creditors

Creditors are recognised where the charity has a present obligation resulting from a past event that will probably result in the transfer of funds to a third party and the amount due to settle the obligations can be measured or estimated reliably. Creditors are normally recognised at their settlement amount.

o) Fund accounting

Restricted funds are funds that can only be used in accordance with specific restrictions imposed by donors. The detail of each restricted fund is set out in the note 11. Unrestricted general funds are available to spend on activities that further any of the charity's objectives. Designated funds are unrestricted funds of the charity which the trustees have decided to set aside to use for a specific purpose. No unrestricted funds have currently been designated by the trustees.

p) Taxation

Concordis meets the definition of a charitable company for UK corporation tax purposes. It is potentially exempt from taxation on its income or capital gains to the extent they are applied for its charitable purposes.

q) 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 their settlement value. Fixed assets are recorded at depreciated historical value. All other assets and liabilities are recorded at cost which is their fair value.

r) Critical accounting judgements and estimates

In the application of the accounting policies described in Notes 1a to 1s, 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.

	Unrestricted Funds Year to 30 June 2022 £	Restricted Funds Year to 30 June 2022 £	Total Funds Year to 30 June 2022 £	Unrestricted Funds Year to 30 June 2021 £	Restricted Funds Year to 30 June 2021 £	Total Funds Year to 30 June 2021 £
2. Donations and gifts						
Individuals	27,728	-	27,728	47,803	895	48,698
Churches	600	-	600	1,025	-	1,025
Corporates	200	-	200	12,590	-	12,590
Trusts	4,650	-	4,650	11,460	2,788	14,248
	33,178	-	33,178	72,878	3,683	76,561
3. Institutional grants						
European Union						
2019-2021 CAR, (via Bekou)	-	47,932	47,932	-	110,689	110,689
2019-2021, Mauritania	-	52,740	52,740	-	79,488	79,488
2019-2021, Abyei	-	117,965	117,965	-	343,265	343,265
2022-2024, CAR	-	70,001	70,001	-	-	-
2022-2024, Darfur	-	95,470	95,470	-	-	-
Foreign, Commonwealth and Development Office						
2018-2021 CAR (via UK Aid Direct)	-	56,085	56,085	-	391,670	391,670
2021 Mauritania	-	-	-	-	19,959	19,959
Government of Canada						
2021-2023, Abyei	-	234,529	234,529	-	-	-
Kingdom of Belgium						
2020-2022 Mauritania	-	97,983	97,983	-	28,168	28,168
Oxfam						
2022, CAR	-	52,531	52,531	-	-	-
United Nations						
2020 Abyei (via UNIFSA)	-	-	-	-	19,582	19,582
2021 Abyei (via UNIFSA)	-	-	-	-	23,012	23,012
2022,CAR (via FAO)	-	96,891	96,891	-	-	-
USAID						
2020 CAR (via Tetra Tech)	-	-	-	-	19,319	19,319
	-	922,127	922,127	-	1,035,152	1,035,152

	Staff Costs £	Other Direct Costs £	Grants to other orgs. £	Support Costs £	Year to 30 June 2022 £	Staff Costs £	Other Direct Costs £	Support Costs £	Year to 30 June 2021 £
4a. Analysis of expenditure									
Cost of raising funds	12,029	1,665	-	347	14,041	4,300	57	132	4,489
Charitable activities:									
peace building									
Central African Republic	93,149	199,127	-	7,412	299,688	211,514	316,579	15,973	544,066
Mauritania	61,807	95,361	-	3,986	161,154	47,196	83,011	3,939	134,146
Abyei	231,670	139,283		9,407	380,360	214,085	171,380	11,660	397,125
Darfur	27,345	16,168	28,480	1,826	73,819				
Future project development	30,947	-	-	785	31,732	4,871	3,000	238	8,109
Awareness raising and advocacy	3,200	-	-	81	3,281	404	-	12	416
	460,147	451,604	28,480	23,844	964,075	482,370	574,027	31,954	1,088,351

Staff costs totalling £8,366 (2020: £15,255) are included in allocated support costs.

4b. Analysis of support costs

Governance	7,618	10,136
Facilities and IT	8,123	13,581
Financial management	5,459	2,815
Human resources	2,644	5,422
	23,844	31,954

4c. Analysis of governance costs

Audit	4,050	9,030
Board and committee meetings	353	125
Strategic and operational planning	3,215	981
	7,618	10,136

5. Net income for the year

Net income for the year is stated after charging:

Auditors' remuneration – for annual audit	8,400	9,030
Auditors' remuneration – for grant audits	9,600	-
Depreciation	30,009	62,294
Payments under operating leases	27,784	37,726

	Year to 30 June 2022 £	Year to 30 June 2021 £
6. Staff costs and numbers		
Costs of employing UK contracted staff were:		
Salaries	218,630	198,855
National insurance	17,492	19,472
Pension	13,166	11,151
	249,288	229,478
Costs of employing overseas staff on local contracts were:		
Salaries	197,129	237,939
Local payroll taxes	21,850	23,319
	468,267	490,736
The average number of contracted staff was:		
In the UK	7	6
Overseas	16	26
	23	32
The total remuneration of Key Management Personnel was:	117,774	112,263

There were no employees who received employee benefits (excluding employer pension costs) of more than £60,000 (2021: nil).

Redundancy payments made during the year were £1,360 (2021: nil)

7. Trustees remuneration and Related party transactions

The trustees received no remuneration or expenses during the year (2020/2021: nil).

Reimbursement was made to one trustee for directly incurred expenses of £154 (2020/2021: nil)

Aggregate donations received from trustees and key management personnel during the year were £3,240 (2020/2021: £2,805).

No other benefits were awarded to Trustees during the current or previous financial year.

During the year Concordis was awarded funding to start work in Darfur. The first instalment was received retrospectively to the start of the project. One member of the key management team lent the charity £25,000 on an interest free basis. It was repaid after 40 days (2020/21: nil).

	As at 30 June 2022 Equipment £	As at 30 June 2022 Vehicles £	As at 30 June 2022 Total £
8. Fixed Assets			
Cost at start of year	32,524	95,383	127,907
Additions	41,896	-	41,896
Disposals	-	(7,806)	(7,806)
Cost at end of year	74,420	87,577	161,997
Depreciation at start of year	25,408	73,989	99,397
Charge for the year	8,615	21,394	30,009
Disposals	-	(7,806)	(7,806)
Depreciation at end of year	34,023	87,577	121,600
Net book value			
At 30 June 2022	40,397	-	40,397
At 30 June 2021	7,116	21,394	28,510

	As at 30 June 2022 £	As at 30 June 2021 £
9. Debtors and prepayments		
Advance payments	77,160	11,412
Gift aid and other amounts due	205,629	52,182
Prepayments	17,154	7,960
	299,943	71,554
10. Cash at bank and in hand		
Cash at bank held in the UK	1,007,742	250,036
Cash in hand in the UK	-	94
Cash at bank held overseas	30,021	71,005
Cash held overseas	58,453	23,784
	1,096,216	344,919

	As at 30 June 2022 £	As at 30 June 2021 £
11a. Creditors: amounts falling due within one year		
Trade creditors	4,087	15,828
Other creditors	3,552	-
Payroll tax and social security costs	16,181	4,997
UK pensions	5,097	1,586
Provision for overseas employment termination costs	40,085	26,785
Deferred income (see notes 11b and 11c)	1,239,935	541,169
Accruals	15,720	6,750
	<u>1,324,657</u>	<u>346,802</u>
11b. Deferred income		
Brought forward at start of year	290,856	541,169
Income deferred during the year	1,584,537	784,839
Income released during the year	(678,068)	(1,035,152)
Income transferred to debtors	42,610	-
Carried forward at the end of the year	<u>1,239,935</u>	<u>290,856</u>
11c. Analysis of deferred income		
European Union		
2019-2021, CAR (via Bekou)	31,305	79,237
2019-2021, Abyei	-	85,355
2022-2024, CAR	616,270	-
2022-2024, Darfur	427,745	-
Foreign, Commonwealth and Development Office		
2018-2021 CAR (via UK Aid Direct)	-	17,046
Government of Canada		
2021-2023, Abyei	153,380	-
Kingdom of Belgium		
2020-2022, Mauritania	11,235	109,218
	<u>1,239,935</u>	<u>290,856</u>

NOTES TO THE FINANCIAL STATEMENTS

	Note	At 1 July 2021 £	Income £	Expenditure £	Gain/loss on exchange £	At 30 June 2022 £
12a. Current year						
Restricted fixed asset fund						
EU: 2019-2021, CAR (via Bekou)	1	745	-	(745)	-	-
EU: 2019-2021, Mauritania	2	4,237	-	(4,237)	-	-
EU: 2019-2021, Abyei	3	23,134	-	(23,134)	-	-
EU: 2022-2023, CAR	1	-	22,727	(631)	-	22,096
EU: 2022-2023, Darfur	4	-	14,272	(396)	-	13,876
Govt. of Canada: 2021-2023, Abyei	3	-	4,897	(472)	-	4,425
UK Aid Direct: 2019-2021 CAR	1	394	-	(394)	-	-
		28,510	41,896	(30,009)	-	40,397
Restricted revenue fund						
EU: 2019-2021, CAR (via Bekou)	1	-	47,932	(47,932)	-	-
EU: 2019-2021 Mauritania	2	-	52,740	(52,740)	-	-
EU: 2019-2021 Abyei	3	-	117,965	(117,965)	-	-
EU: 2022-2023, CAR	1	-	47,274	(46,316)	-	958
EU: 2022-2023, Darfur	4	-	81,198	(77,604)	-	3,594
Govt. of Canada: 2021-2023, Abyei	3	-	229,632	(219,713)	-	9,919
Kingdom of Belgium: 2020-2022, Mauritania	2	-	97,983	(94,988)	-	2,995
Oxfam: 2021-2022, CAR	5	-	52,531	(52,531)	-	-
UK Aid Direct: 2019-2021 CAR	1	-	56,085	(56,085)	-	-
UN FAO: 2022, CAR	6	-	96,891	(96,891)	-	-
Other	4	1,700	-	-	-	1,700
		1,700	880,231	(862,765)	-	19,166
Unrestricted fund		67,971	38,484	(71,301)	17,182	52,336
Total funds		98,181	960,611	(964,075)	17,182	111,899
12b. Prior year						
Restricted fixed asset fund						
EU: 2019-2021 CAR (via Bekou)	1	9,688	-	(8,943)	-	745
EU: 2019-2021 Mauritania	2	12,710	-	(8,473)	-	4,237
EU: 2019-2021 Abyei	3	49,515	13,783	(40,164)	-	23,134
UK Aid Direct: 2019-2021 CAR	1	5,108	-	(4,714)	-	394
		77,021	13,783	(62,294)	-	28,510
Restricted revenue fund						
EU: 2019-2021 CAR (via Bekou)	1	-	110,689	(110,689)	-	-
EU: 2019-2021 Mauritania	2	-	79,488	(79,488)	-	-
EU: 2019-2021 Abyei	3	-	329,482	(329,482)	-	-
FCDO: 2019-2021 CAR (via UK Aid Direct)	1	-	19,959	(19,959)	-	-
FCDO: 2021 Mauritania	2	-	28,168	(28,168)	-	-
Belgium: 2020-2022 Mauritania	2	-	391,670	(391,670)	-	-
UN: 2020 Abyei (via UNIFSA)	3	-	19,582	(19,582)	-	-
UN: 2021 Abyei (via UNIFSA)	3	-	23,012	(23,012)	-	-
USAID: 2020 CAR (via Tetra Tech)	1	-	19,319	(19,319)	-	-
Other	4	1,700	3,683	(3,683)	-	1,700
		1,700	1,025,052	(1,025,052)	-	1,700
Unrestricted fund		29,630	72,878	(1,005)	(33,532)	67,971
Total funds		108,351	1,111,713	(1,088,351)	(33,532)	98,181

Notes: The purpose of the grants are as follows:

- (1) UK Aid Direct 2018-2021 CAR and EU 2022-2023 CAR is to promote peaceful seasonal migration to mutual benefit in the Central African Republic.
- (2) EU: 2019-2021 Mauritania and Kingdom of Belgium: 2020-2022 Mauritania is to promote peaceful coexistence and resilience to the effects of climate change in the Senegal River Valley region.
- (3) EU: 2019-2021 Abyei and Government of Canada 2021-2023 Abyei is for supporting peacebuilding and intercommunity trade in the Abyei Administrative Area.
- (4) EU: 2022-2024 Darfur is to promote resolution of conflict in South Sudan.
- (5) Oxfam 2021-2022 CAR to analyse causes of local conflict in 11 localities covered by Oxfam's RELSUDE project
- (6) UN FAO 2022 CAR is to analyse the causes of conflict linked to transhumance in 2 sub-prefectures of Ouham Pende Prefecture (Bozoum and Paoua), to map the pastoral infrastructure of the prefecture and to vaccinate livestock in the area.

	Unrestricted Funds Year to 30 June 2022 £	Restricted Funds Year to 30 June 2022 £	Total Funds Year to 30 June 2022 £	Unrestricted Funds Year to 30 June 2021 £	Restricted Funds Year to 30 June 2021 £	Total Funds Year to 30 June 2021 £
13. Analysis of net assets between funds						
Fixed assets	-	40,397	40,397	-	28,510	28,510
Debtors and prepayments	2,745	297,198	299,943	986	70,568	71,554
Cash at bank and in hand	61,446	1,034,770	1,096,216	67,333	277,586	344,919
Creditors: amounts falling due within one year	(11,855)	(1,312,802)	(1,324,657)	(348)	(346,454)	(346,802)
Total net assets	52,336	59,563	111,899	67,971	30,210	98,181

	As at 30 June 2022 £	As at 30 June 2021 £
14. Lease commitments		
Operating leases which expire:		
Within one year – land and buildings	41,955	7,555
After more than one year – land and buildings	7,270	-
	49,225	7,555

CONCORDIS INTERNATIONAL TRUST

England & Wales - Charity number 1105697

Accounts

CHARITY NUMBER : 1105697

COMPANY NUMBER : 04930461

CONCORDIS INTERNATIONAL TRUST
COMPANY LIMITED BY GUARANTEE

TRUSTEES' ANNUAL REPORT AND FINANCIAL STATEMENTS
YEAR ENDED 30 JUNE 2021



This photo: Concordis programme officer consulting in Vakaga, Central African Republic, 2021.

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LEGAL AND ADMINISTRATIVE INFORMATION

Advisory panel:

Viscount Brentford	Joan McGregor
Edward Moore	John Broadley
Adrian Cohen	Milen Mael
Matthew Layton	Vice Admiral Charles Style
Dame Rosalind Marsden	

Trustees and Directors: (Pieter) Thijs Alexander
James Dalby (resigned, 22 July 2021)
Sally Deffor
Peter McLoughlin
Jeremy Lefroy
William Mills (resigned, 29 April 2021)
Edward Moore, Chair
Aimee Neaverson (resigned, 31 December 2021)
Sam Slota-Newsom (appointed, 10 January 2022)
Francis Tammer (appointed, 10 January 2022)
David Tetlow (appointed, 10 January 2022)
Jessica Toale (resigned, 27 January 2022)
Mary Thorogood
Henry Wrigley, Treasurer

Senior Executives: Peter Marsden, Chief Executive and Director of Programmes
Emma Joynson-Hicks, Director of Operations
Sue Rooke, Director of Finance

Registered office: International Dispute Resolution Centre,
1 Paternoster Lane, London, EC4M 7BQ

Company Secretary: M&N Secretaries Limited (to 5 November 2020)
Sue Rooke (from 5 November 2020)

Independent Auditor: Price Bailey LLP, Tennyson House, Cambridge Business Park,
Cambridge CB4 0WZ

Bankers: National Westminster Bank Plc, 56 St. Andrews Street, Cambridge CB2 3DA

Website: more information about the charity can be found at www.concordis.international

Mission, values and principles

Concordis works alongside those involved in or affected by armed conflict, helping them find workable solutions that address the root causes of conflict and contribute to lasting peace and economic development. We are committed to finding solutions that benefit women as well as men, those in armed groups as well as those who chose not to take up arms, national governments as well as civil society.

Mission

- To build **trusting relationships** with people involved in or affected by armed conflict.
- To facilitate **challenging conversations** between people from opposing factions.
- To enable people to find **workable solutions** that address the root causes of conflict and contribute to lasting peace and economic development to **mutual benefit**.
- To include **women** as well as men, those in armed groups as well as those who chose not to take up arms, national governments as well as civil society.
- To **leave a legacy** of sustainable mechanisms that enable future conflict to be managed peacefully.

Values and Principles

We are committed to transformational justice and peacebuilding, underpinned by Concordis' values of:

- **Humility** – we recognise that we do not have all the answers, that there are different ways of dealing with and resolving conflict, and that our contribution should be part of a broad engagement by a number of people and organisations
- **Impartiality** – we act in a consciously non-partisan manner
- **Inclusivity** – we promote active participation in our dialogues from people representing as many strands of opinion or interest as are appropriate. We work creatively to give voice to people and groups who might otherwise be marginalised by reason of gender, age or ethnicity.

To carry out our mission in accordance with these values, we abide by a set of fundamental principles:

- **Strategic intervention** – using in-depth analysis, we endeavour to understand as much as possible about the situations in which we work and we take account of complexity
- **Long-term engagement** – we aim to work in a sustained way in relation to conflicts with which we are invited to engage
- **Doing no harm** – we recognise the potential negative impact of interventions and seek to ensure that ours do not have unintended consequences
- **Independence** – we do not succumb to pressure to advance the interests of third parties (including third parties who are funding our work)
- **Cooperation** – we act collaboratively and in partnership with other agencies and organisations whenever it is appropriate to do so.

Strategic Approach

The Concordis' team have a proven and independently evaluated reputation for effective work in a number of fields, including:

- Finding creative ways to ensure the inclusion of groups often marginalised from decision making or formal peace processes, bringing in **meaningful participation by women** as well as men, **young** as well as old, those in armed groups as well as those who chose not to take up arms, national governments as well as civil society
- Promoting peaceful **seasonal livestock migration** to mutual benefit
- Creating the conditions necessary to enable **cross border trade** to resume in challenging environments
- **Developing markets** for exchange of goods and services between groups formerly in conflict to build resilient livelihoods for women and men, resilience to future conflict and economic incentives to peaceful collaboration
- Putting in place **early warning systems** and conflict management mechanisms to prevent tensions escalating into conflict
- Working with customary and state **legal systems** to establish and train quasi-judicial bodies that are acceptable to all sides
- **Monitoring and evaluation** of the effectiveness of peacebuilding interventions with sophisticated analysis of quantitative and qualitative datasets, which can be disaggregated by gender, age, livelihoods etc.
- Thought leadership on the **effects of climate change** and extreme weather events on conflict dynamics between farmers and herders in the Sahel, bringing together subject experts from different disciplines to pool knowledge and experience in building resilience and promoting sustainable adaptation
- Engaging proactively with the **religious element** of certain conflicts in promoting peaceful coexistence. Organisationally, Concordis has no religious affiliation, but amongst the senior staff team, there are individuals with knowledge and personal expertise in transformation of conflicts with a religious dimension
- Developing an understanding of the regional dynamics of peace and conflict across the **wider Sahel**.

Measuring Impact

Our aim is to produce real change for the better in the lives of the people and communities affected by conflict. Reduction of violence is important, but we aim for wider and deeper transformation across conflict lines.

We seek to evaluate the **impact** of our work, not merely monitoring our activities. Our consultations, research and evaluations inform our peacebuilding practice, ensuring our programmes are nimble and evolve with the rapidly changing conflict dynamics in the places where we work. They also enable us to chart our progress against a nuanced baseline survey, disaggregated by gender, age, livelihood, place and ethnicity.

Through individual interviews and focus groups, we seek to understand and measure:

- Conflict dynamics between groups and also within groups.
- Development of more positive relationships between people and groups, whether that be social interactions or economic inter-reliance
- Levels of trust in people and institutions to manage conflict, create security and promote livelihoods
- Reliance or otherwise on armed groups as well as levels of predation
- Economic indicators, including food prices and the availability of certain goods
- Access to services, looking for inequalities that might trigger resentment
- Resource availability and scarcity, looking for interventions by Concordis or other actors which might relieve pressure-points
- Adaptations people have or might make to increase their resilience to shocks, whether caused by conflict, political events or the effects of climate change

We employ quantitative and qualitative research methods to evaluate change, using tools tailored to each country's context. Working with local peacebuilders to design the research methodology ensures the measures used are relevant and illustrative of meaningful change in the local context. It also helps our teams identify what conflict transformation might look like for their communities and to think creatively about how that change might best be achieved.

We also commission independent evaluations of our work, which report on the changes to which we have contributed.

Evaluations in 2019-2020 demonstrate that we have met or exceeded all targets and produced real change for the better among the people we work with.

Structure, governance and management

Structure

Concordis is a charitable company limited by guarantee. It is regulated by its Memorandum and Articles of Association as amended by Special Resolution adopted on 25 January 2013 which set out the objects and powers of the organisation. The charity is governed by a Board of Trustees which has legal, financial and managerial responsibility for the charity. The trustees constitute directors of the charitable company for the purposes of the Companies Act 2006 and trustees of the charity for the purposes of the Charities Act 2011.

Governance

Trustees are appointed for a 3-year period, extendable for another 3-year period in the normal course of events, and for a further 3-year period exceptionally. Whenever a trustee resigns and at least once a year otherwise, we review the range of professional expertise the board possesses. If there is a vacancy or if a gap in expertise is identified, the board has adopted formal recruitment and selection processes. New trustees are provided with tailored induction by the chairman and the chief executive. The trustees are committed to diversity and it is their policy to recruit from as broad a pool of candidates as possible.

Trustees meet quarterly when they consider the strategic direction and governance of the charity. Each trustee is a member of one or more of the four sub-committees of the board, which oversee and report on issues relating to finance; funding; risk; fundraising and messaging; and human resources. The committees meet between Board meetings, conduct the business delegated to them and provide advice and guidance to staff.

Each year, two Board meetings are preceded by meetings of the Advisory Panel, which comprises people with expertise in fields relevant to the charity's operations. The Advisory Panel, led by the chair of trustees, is open to all staff and trustees and debates and obtains expert perspectives on issues of policy relating to our work.

Management

The Board has delegated the day-to-day management of Concordis to the chief executive and through him, to the Directors of Operations and Finance. This senior executive team report to Board and committee and working group meetings on the organisation's progress with its programmes as well as the support activities and finances.

Public Benefit

The aims and benefits of Concordis are contained in this report on pages 4 and 5. We have considered the key principles of the Charity Commission's general guidance about public benefit and have concluded that Concordis meets all the requirements.

Remuneration policy

Staff remuneration is based on a desire to recruit and retain skilled staff who are committed to joining us in delivering our mission and operational aims. We aim to pay staff (including the chief executive) by reference to market data, comparison to similar roles in similar organisations and affordability in the context of funds available. We aim for equitable remuneration for all employees.

Fundraising, Supporters and Volunteers

Fundraising

We receive most of our income as restricted grants from the following institutional funders:



Fundraising for donations and gifts is carried out principally by Concordis employees in the UK. The activity is designed to conform with recognised fundraising standards, particularly the guidance provided by the Fundraising Regulator and contained in the Code of Fundraising Practice. We never pressure anyone to donate and none of our appeals are unreasonably intrusive or persistent. We do not work with professional fundraisers or agencies nor would we accept or solicit donations from organisations or individuals who are involved in activities which would cause detriment to our reputation or work. Where employees and interns assist with fundraising, it is made clear that they must not place pressure on anyone to donate money to Concordis.

We have not received any complaint about the way in which we raise funds during the reporting period.

Supporters

We are deeply grateful to all who support Concordis both practically and financially. We aim to maintain a wide range of funding sources, including individuals, churches, community groups, trusts, foundations and government agencies. We particularly welcome unrestricted donations and we could not do the work we do without the grants, sponsored events and in-kind support of our loyal supporters.

Volunteers

The trustees also wish to acknowledge the contribution to the work made by our interns. Concordis runs an internship programme in which volunteers work for 6 months to support implementation of our programmes, enhancing our research capacity and enabling us to develop our work in new areas. In return, they receive training and coaching in peacebuilding, programme management, fundraising and conflict analysis. Our interns have gone on to pursue a wide range of interesting jobs around the world and we are thrilled to have played a small part in helping them to launch their careers.

Review of Achievements in 2020/2021

The need for our work has been as great as ever in the current review period.

Our achievements centred on peace building activities in our three key areas of operation as well as efforts we made to raise public awareness of the wider issues.

Abyei; Sudan / South Sudan

The Abyei Administrative Area (Abyei) is a disputed area on the border of Sudan and South Sudan and is contested territory between the two countries. Its 4,000 square miles are mostly inhabited by Ngok Dinka pastoralist farmers and by Misseriya herders and traders, with more Misseriya herders arriving during the dry season.

We have been working along this politically sensitive border since 2009, promoting peaceful trade and livestock migration to mutual economic benefit.



In the 2020-21 financial year, the Abyei team achieved the following:

A strong endorsement from an independent evaluator – the evaluation commissioned by the European Union found that the Concordis programme in Abyei “*respond(s) to a gap in inter-community governance and provision of justice and security, as there are no other inter communal mechanisms or institutions to deliver these services in Abyei*”

Community Consultation for women and youth groups – throughout the year, Concordis had a series of meetings and conversations with women and youth groups in both the South and the North of Abyei. In part and funded by UNISFA (the UN peacekeeping force in Abyei), this was to conduct assessments of the technical, administrative and organisational capacities of the various community associations. Whilst doing this assessment, we took the opportunity to gain a better understanding of the needs, aspirations and fears of a wide range of people from the Misseriya and Ngok Dinka communities. We sought opportunities to find common ground and to ensure that the voices of women and of youth would be fully considered in ongoing peace and dialogue processes.

Concordis published the findings of these consultations in September 2020, revealing significant contrasts between the livelihood security of Ngok Dinka women and Misseriya women in Abyei. We were able to make clear recommendations to UNISFA, offering opportunities for investment and development that will yield material benefits to peaceful coexistence.

Training of women and youth – Training and equipping people from across conflict divides to be peacemakers where they live and work is a major element of what we do. Working in both Abyei Town in the south and Diffra in the north of the area, we trained nearly 100 women and young people in conflict resolution and negotiation. Just under 90% of participants found that, following the training, they are now better able to articulate their views clearly and persuasively in dialogues. Of those trained, many are now participating in, and contributing to, peace dialogues and conferences and the young people have begun to establish themselves within peace negotiations and other relevant activities in the area.

The women and youth from across the conflict divide asked for joint training with the other community on peacebuilding and conflict management. It is an important part of our work to ensure programme design is informed by those with whom we work and we were able to source funds from the Canadian Ministry for Global Affairs to deliver just this in the next financial year.

Joint Community Court - The Joint Community Court (JCC) was set up as part of peace dialogues facilitated by Concordis. Comprising a mix of Misseriya and Ngok Dinka traditional judges, they are accepted by both communities to arbitrate in disputes between individuals. As well as ongoing support and coaching, we were also able to build them a formal court, made of traditional materials, for hearings. This was done in consultation with the authorities and the local community, to ensure the court continued to be accepted.

Peacebuilding Activities - Concordis has always aimed to support local peacebuilding activities, especially peace conferences and local advocacy between groups. Major challenges to this, such as politicisation, still exist, but this year we worked to reinitiate the dialogue between the Paramount Chiefs in the South and North. Very positively, there were three meetings of the Misseriya and Ngok Dinka Traditional Leaders between December 2020 and February 2021. These were difficult, but they were able to agree in principle on terms to negotiate seasonal livestock movements and set up measures for accountability if issues arise. When logistical and accountability mechanisms are agreed in advance, tensions over seasonal livestock movements are far less likely to occur, making this agreement important and timely.

Pre and post cattle movement conferences – it was difficult to hold large-scale cattle conferences this year, due to restrictions imposed to prevent the spread of the pandemic. Instead, the Concordis team supported local actors to negotiate these movements quietly, on a case by case, village by village basis. This increased local ownership and accountability.

Amiet Market and the Fires - The setting up of Amiet Market in 2016 enabled intercommunity and international trade to resume. The market is widely seen as a reason to keep the peace despite the political pressures over the contested territory. In September 2020, 100% of market users interviewed said they would have a legal remedy in which they had confidence if they were assaulted or cheated at the market (disaggregated by gender and ethnicity). As well as the international trade, there is significant local trade generated between the ethnic groups and the Market allows them to buy and sell what they produce (fruit, vegetables, meat, hides etc) and make a living. During the year, Concordis was able to improve sanitation in the market by installing additional latrines.

In early 2021, the market experienced a huge fire which destroyed about 80% of the 3,000 shops and restaurants. Within a couple of weeks, the market users had rebuilt it entirely using local materials and without international support and it was trading again very quickly. The rapid response by the communities showed an extraordinary resilience and also demonstrates how much the market is owned and valued by those who use it.

Central African Republic (CAR)

Concordis has worked in CAR since 2015. We work in the northern prefectures of Ouham Pendé, Bamingui Bangoran and Vakaga, which are important corridors for seasonal livestock migration to and from Cameroon, Chad and Sudan's Darfur. This is a crucial node for the resolution of tensions, in a context in which herders and farmers find themselves on opposite sides of armed sectarian conflict, as well as conflict over natural resources.



concordis INTERNATIONAL
SOLIDIFIER DES RELATIONS POUR UNE PAIX DURABLE

BÊKOU
Fonds Militaire de l'État pour la République centrafricaine

UKaid
from the British people

A woman from our Central African programme stated:
"Thanks to these workshops, we (women) can participate meaningfully in preventing conflict and building peace in our country."

In the 2020-21 financial year, the CAR team completed a three-year, £1.4 million UK Aid Direct funded programme which ended in July 2021. The team were also given additional funding of £181,000 by the UK's Foreign, Commonwealth and Development Office to use their peacebuilding networks to help prevent the spread of COVID-19 by providing reliable information about the virus and early warnings about its arrival in certain regions.

The aim of the wider project was to promote peaceful and safe seasonal movement of cattle through Northern CAR.

The team substantially exceeded our targets, working with 19,500 people from 94 different social or ethnic groups, resulting in a more peaceful migration.

The impact of the intervention was measured against a baseline using advanced quantitative and qualitative analysis of a complex range of metrics, thereby developing new techniques for the evaluation of peacebuilding work.

Independent evaluation of the programme found:

- The project was **highly impactful** and added significant value to social cohesion, resilience, local economic development and governance. There was **widespread evidence of changes in attitudes and behaviour** between farmers and herders in project areas.
- Delivered in an extremely complex context, the project demonstrated **excellent flexibility and adaptive capacity** and consequently remained highly relevant throughout the project period. It is

an **excellent and innovative pilot**, which **should be replicated and scaled up** nationally.

- The project worked with **over 19,500 beneficiaries**. Advisory Groups addressed over 145 conflicts leading to better social coexistence. Two migration routes in Ouham-Pendé and Bamingui-Bangoran were agreed, **facilitating peaceful transhumance** [seasonal cattle migration] and **contributing to local economic benefits** in the communities.

Three Advisory Groups with 114 people from 45 target beneficiary groups met 15 times this year, across the three prefectures, and 18 times in total. They were trained in peacebuilding and resolved over 129 conflicts this year (145 conflicts over the three years), using dialogue to avoid violence. These included conflicts into which armed groups were about to intervene with extreme violence, as well as uncovering and dismantling an organised cattle rustling network. The Advisory Groups have shown incredible dedication and resolve.

The second consultation enabled the team to meet 4,600 people (having consulted another 2,555 people last year), to measure the impact of the programme and to ensure that the next phase of work will be tailored to local needs and demands. Consultation in Ouham-Pendé, for example, showed how most people in both herder and settle populations appreciated the benefit of the programme and had a better and more peaceful experience of seasonal transhumance as a result. There were many reports of markedly improved behaviour of Chadian herders in the 2020 migration season, as herds stuck to the migration agreements made in this programme, followed agreed routes and negotiated their arrival in advance with the authorities.

The Prefect of Gore, in Chad, appreciated Concordis working with the authorities as well as with the communities. He confirmed that this collaboration ensured that herders were willing to cross the border at the proper places and not clandestinely as before. Interviews with the authorities in Lia (CAR) confirm the intervention calmed intercommunity tensions after the conflict in 2020.

The Advisory Groups organised 8 workshops this year (11 in total) which made over 45 policy recommendations to address barriers to peaceful transhumance and economic development. Workshops directly included policy makers with endorsement of their recommendations from other policy makers following thereafter. In addition, bilateral agreements were made between Chad and CAR over taxation of herders, and between four armed groups, the CAR army and UN peacekeepers over security protocols. These contributed to a much more peaceful migration season in 2020/2021.

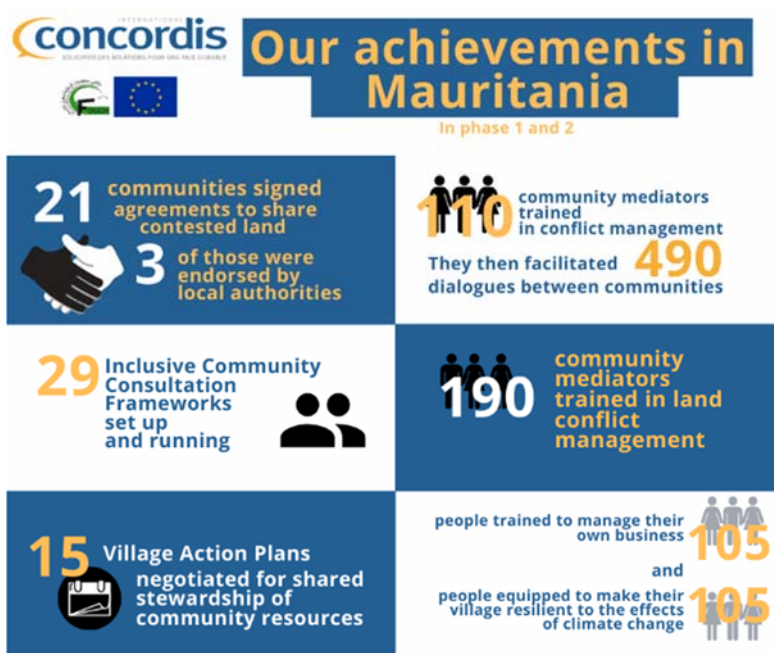
Seasonal transhumance was negotiated and agreed along two migration routes, one in Ouham Pendé and one in Bamingui Bangoran. Agreed migration routes reduced violence because settled populations can prepare for the arrival of herders and protect their crops, and the herders have a smoother passage, with reduced attacks and rustling of their cattle, making this a fantastic result for this migration season.

Protecting the National Park: A peaceful resolution was negotiated when over 54,000 head of cattle begun moving across a protected National Park, before that escalated into a very dangerous confrontation. We opened a new collaboration with the Wildlife Conservation Service, who manage the park, to help find negotiated solutions to protecting of the Park's fragile ecosystem, whilst simultaneously providing tangible benefits to both farmers and herders.

The programme was delivered in close collaboration with the authorities, supporting the National Development Plan. 121 meetings were held at the local level and 27 meetings at Government Minister or Ministerial Director level.

Mauritania

In Mauritania, we work primarily with people from the Peulh and Haratine ethnic groups, who found themselves locked in a land dispute in the Senegal River Valley. Since 2013, Concordis has been supporting them in finding mutually beneficial and peaceful solutions in 32 towns and villages where this conflict was most acute, working with our national partner, FONADH. We established a network of 110 community mediators, drawn from both sides of the conflict, and support them in their work. However, sources of tension persist and our area of intervention remains undermined by severe challenges, including those caused by climate change, which is a felt reality in Mauritania.



Key achievements this year

The following are our key successes and achievements in Mauritania in the 2020-21 year:

- **3 new villages** negotiated shared stewardship of community resources. This marks a significant achievement for these communities. People who were once implacably hostile, now have a shared vision for making their community more sustainable in the face of the environmental challenges they face, which are being exacerbated by the effects of climate change.
- **Face masks in Mauritania** – The WHO and the Mauritanian Government recommend the use of face masks to stop the spread of COVID-19. However, there was limited availability in the country and low levels of use in the South. Concordis provided training and sewing machines, enabling women-led cooperatives, comprising both Haratine and Peulh women, enabling women from both sides to come together in a shared enterprise. Initially they made face masks, then they progressed to more advanced tailoring. This simultaneously increased Mauritanian capacity to produce health equipment, enabled local micro-enterprises to survive and thrive through the pandemic and built social cohesion between Peulh and Haratine communities through this shared income-generating activity.
 - **30** sewing machines distributed to 30 villages (July - September 2020)
 - **64** women trained in the first techniques of sewing (September 2020).

- **75** villagers trained in prevention of social conflicts and mediation techniques (March 2021).
- **103** people trained in COVID-19 prevention and equipped with preventive materials for 30 villages (April – May 2021).

Public Awareness and Cooperation with other organisations

The UK Government

The Programme team advise and liaise with the UK Foreign, Commonwealth and Development Office (FCDO) through working groups and bilateral meetings with ambassadors and desk officers. The team share knowledge and experience on measures that might be effective in the complex environments of Abyei, the Central African Republic and the wider Sahel, encouraging Her Majesty's Government to use its money and influence efficiently and effectively.

The European Union

Concordis is a member of the European Peacebuilding Liaison Office (EPLO), which brings together organisations with similar objectives and facilitates proactive engagement between them and the European Union. This is intended to inform EU policy and decision making as to how future funding will be allocated, including through the Brexit process. EPLO has funding which enabled Concordis staff to make several visits to Brussels at no cost, working with colleagues across the peacebuilding sector and with senior officials in the European Union to develop policy and codes of practice that will increase programmatic effectiveness in the challenging contexts in which we all work. In particular, Concordis staff have taken a lead role in contributing to policy on conflict and climate change; emergency response in the event of rapidly deteriorating security; providing market and other economic incentives to promote peace; and conflict arising out of seasonal migration.

Concordis has continued to develop and deepen its own bilateral relationships with senior staff at the EU, both in Brussels and in the delegations in the countries in which we work.

Danish Refugee Council (DRC)

Concordis works collaboratively in consortium with DRC in Central African Republic in the north of the country. DRC has a longstanding commitment to CAR, with excellent networks and deserved reputation for delivering high-quality humanitarian work in the country. They asked Concordis to support them with peacebuilding aspects of their programme and to provide them with beneficiary feedback mechanisms, improving accountability of their work.

In turn, DRC and consortium partners, **Premier Urgence**, **Triangle** and **Action Against Hunger**, support Concordis' work, providing tangible interventions that respond to recommendations made by participants in Concordis' dialogue processes. These interventions address root causes of intercommunity conflict and provide peace dividends; clear and tangible benefits to resolving disputes peacefully instead of through violence.

United Nations Agencies

Projects are implemented in cooperation with many of the UN agencies, including:

- **MINUSCA** and **UNISFA** peacekeeping forces in CAR and Abyei, respectively.

- The International Organisation for Migration (**IOM**) to ensure clear collaboration and synergy with their work in the north of CAR and in Abyei.
- The Food and Agriculture Organisation (**FAO**), who deliver vaccines and other support to both herders and farmers, thereby providing peace dividends to communities in CAR and Abyei.
- The World Food Programme (**WFP**) who provide the teams with flights on the United Nations Humanitarian Air Service (**UNHAS**) when road travel is too difficult or dangerous in CAR and South Sudan.
- The United National Development Programme (**UNDP**), the UN Resident Coordinator's Office (**RCO**), the United Nations Office for the Coordination of Humanitarian Affairs (**OCHA**), **UNICEF** and others, who share information, analysis and risk assessments.

Priorities for 2021/22

Concordis' key priority for the coming financial year is to pursue our strategic approach in line with our mission, principles and values by:

- Delivering our current programmes to the highest standard, making a measurable and sustainable impact for peace by:
 - In Abyei, concluding the work funded by the European Union, finalising contractual arrangements for further work funded by the Canadian Ministry for Global Affairs, and starting implementation of those activities. These will have a particular focus on the role of justice in peace, and on the role of women and youth in promoting peaceful solutions.
 - In Mauritania, complete the work funded by the EU and the Kingdom of Belgium, which has a particular focus on building resilience to conflict alongside resilience to the effects of climate change. We also need to secure the next grant to start in Q4/Q1 2022-23
 - In CAR: finalise work on the UK Aid Grant; contract then deliver short programmes in the South East, in collaboration with Oxfam and others, and in the north-west, in collaboration with the UN's FAO; secure new primary grant for CAR, to start in Q3.
 - In Darfur, to work with national partners and existing contacts to design and negotiate funding for a new programme, then set up operations and start implementation. This will mirror our work in north-eastern CAR.
- Monitoring and evaluating impact in all areas of our work, enabling us to adapt programmes to meet areas of greatest need, and to remain accountable to both communities and our funders. This will include independent evaluations of each of our programmes.
- Preparing and disseminating clear reports that make the communities' recommendations and Concordis' analysis widely available to policy makers and others, whose decisions might support peace to the mutual benefit of the populations in conflict.
- Working alongside women and men effected by conflict to design and fund future programming that will be effective in these rapidly evolving and complex contexts. This includes ongoing work in the places we already operate, and new work in places where there are gaps in provision and opportunities to engage, which would benefit from our strategic approach and technical expertise.

In line with all businesses, the Board and executive team at Concordis have adapted our ways of working in response to the challenges presented by the COVID pandemic, to ensure our staff and those with whom we work are not put at risk of infection because of our activities. We adapted our programme activities to ensure

they comply with national regulations. Working with and through our networks, we have been able to support local peace builders in continuing to find workable solutions to the root causes of conflict, even when staff have not been able to visit them directly. In the UK, we have moved from office-based working to a hybrid model that is based on home working with options for face-to-face meetings at our registered office in London or a convenient local venue.

Risk management and Internal controls

The board is responsible for ensuring that there is an appropriate process for the management of any risks faced by Concordis, including ensuring that internal controls are in place and operating as intended. Alongside the executive team, the board regularly reviews and assesses the major risks to which the organisation is exposed, in particular those relating to the operations and finances of the organisation, and the safeguarding of staff and of those with whom we work. Risks are recorded and monitored on an organisational risk register which includes an assessment of the likelihood and potential severity of impact of each risk. The register also records mitigating actions and controls and is used to proactively manage risk effectively.

The risk committee of the board meets at least quarterly with the executive team, then reports on the status of those risks to the full board.

The most significant risk areas identified by the board are described in more detail below.

- Unrestricted income is insufficient to cover unbudgeted expenditure – we work to prevent this happening, and to mitigate the impact, by maintaining forecasting reporting systems that will forewarn when this happens and give sufficient time to implement any changes needed. In addition, we seek to reduce the likelihood of this happening by increasing fundraising from individuals and trusts.
- Institutional funding environment limits availability of grants – we attempt to reduce the impact by creatively looking for new fundraising opportunities with a more diverse set of donors as well as developing networks for consortium bids.
- Local people or staff are not safe from harm or abuse because of their association with Concordis - We have strong Safeguarding and Whistleblowing policies in place and continue to roll out training and awareness raising in all aspects of our work.
- Our security system fails to provide adequate cover to staff and the people we work with - central senior staff work closely with in-country staff to analyse and manage security risks. In country staff maintain good and regular contact with national security services, local security actors and their wider networks, who give access to briefings and provide support in the event of a crisis. Staff travelling to our programmes must complete specialist security awareness training.

Prior to each activity undertaken in the field, risks are assessed and analysed and appropriate mitigating steps are adopted. These are reviewed by the chief executive or the programme manager as appropriate.

FINANCIAL REVIEW

Results for the year

Concordis receives income grants from governmental and institutional donors to fund specific projects. This is supplemented by donations and other fundraising activities. Total income in the financial year increased to £1,1131,713 from £809,133 in the prior financial year. Our donations and gifts rose by 28% from £59,623 in 2019/2020 to £76,561 in 2020/21. Grant income also increased by over £285,000 between the two financial years. This reflects an overall faster implementation rate as the work was less constrained by COVID restrictions. In addition, we secured funding, which is supplemental to the main grants in our three countries of operation, to carry out short-term pieces of work which add to the impact of the programmes overall.

Our expenditure falls in to two categories, namely the costs of fundraising and the costs of implementing programmes on the ground in Africa. Both categories include a proportional share of the organisation's support costs, which include the costs of running the central entity and the costs of its governance. Total expenditure in 2020/2021 rose to £1,088,351 from £760,655 the previous year, although as stated above this was due to the increased programme activity.

Concordis reported a deficit for the financial year of £10,791 which is a decrease from the £38,731 reported surplus in the previous year. However, this is made up of a surplus on unrestricted funds of £38,341 (2019/20: surplus of £11,522) and a deficit on restricted funds of £48,511 (2019/20: surplus of £27,209).

The level of restricted fund fluctuates from year to year due to changes in the level of capital investment in our restricted projects. In 2019/20 the figure was a surplus because we received funding for vehicles and equipment for our project on the Sudan South Sudan borderlands. This year, 2020/21 the equivalent figure is a deficit as no new investment took place and the assets moved closer to the end of their useful lives on the respective projects. Our closing restricted fund balance is £30,320 (2020: £78,721).

Unrestricted funds comprise income from general fundraising activities and this funds the organisation's support costs. Our current plans are to increase the level of the unrestricted fund and we are pleased to have achieved this in the financial year. Our closing unrestricted fund balance is £67,971 (2020: £29,630).

Reserves policy

Reserves are needed to bridge the gap between the spending and receiving of income and to cover expenditure that has to be paid from unrestricted funds. The trustees resolved that Concordis should hold reserves equal to its liabilities, should the charity need to be wound up on a given day without further income. As at the end of the financial year, this amounts to £15,000. Unrestricted reserves on 30 June 2021 were £67,972 (2020: £29,630) which means that the policy has been met.

Going concern

The trustees regularly assess the ability of Concordis to continue as a going concern, and this was last reviewed in January 2022, before authorising these accounts. The trustees have considered several factors when arriving at their conclusion as to whether the use of the going concern basis is appropriate when preparing these financial statements including a review of updated forecasts to the end of 2022, and a consideration of key risks that could negatively affect the charity.

Core costs not directly chargeable to grants are covered broadly by 3 sources: (i) charitable donations from individuals and churches, (ii) unrestricted grants from private trusts (iii) overhead percentage chargeable on project expenditure under the terms of grant contracts. Contribution to core costs is forecast to be higher in 2021/22 than in 2020/21. Donations and pledges already received in the first half of 2020/21 suggest that the funding base is secure for (i) and (ii). Contributions from programme funding which accounts for (iii) is forecast to be increased in the coming financial year, on account of grants under negotiation with the European Union as well as the Canadian Ministry for Global Affairs.

To address inherent uncertainties, we have considered detailed cash-flow projections based on several different funding scenarios and we are satisfied based on these projections that Concordis is able to continue as a going concern for the 12 months from the date of approval of these financial statements, and for the foreseeable future.

Auditor

Price Bailey LLP were re-appointed as auditor at the Board meeting on 27 January 2022.

Responsibilities of the Trustees

The Trustees are responsible for preparing this annual report and the financial statements in accordance with applicable law and regulations and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

Company law requires the directors to prepare financial statements for each financial year. Under that law the directors have elected to prepare the financial statements in accordance with United Kingdom Generally Accepted Accounting Practice (United Kingdom Accounting Standards and applicable law). Under company law the directors 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 charitable company and of the incoming resources and application of resources, including the income and expenditure, of the charitable company for that period. In preparing these financial statements, the directors are required to:

- Select suitable accounting policies and then apply them consistently
- Observe the methods and principles in the charities SORP 2019 (FRS102)
- Make judgements and accounting 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 company will continue in operation.

The Trustees are responsible for keeping adequate accounting records that disclose with reasonable accuracy at any time the financial position of the charitable 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 charitable company and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

The trustees are responsible for the maintenance and integrity of the corporate and financial information included on the charitable company's website. Legislation in the UK governing the preparation and dissemination of financial statements may differ from legislation in other jurisdictions.

In so far as the Trustees are aware:

- There is no relevant audit information of which the charitable company's auditor is unaware; and
- The Trustees have taken all steps that they ought to have taken to make themselves aware of any relevant audit information and to establish that the auditor is aware of that information.

This report has been prepared in accordance with the special provisions for small companies under Part 15 of the Companies Act 2006.

The report was approved by the Board on 27 January 2022 and signed on its behalf by:



EDWARD MOORE, Chair of Trustees

INDEPENDENT AUDITORS REPORT TO THE MEMBERS OF CONCORDIS INTERNATIONAL TRUST

Opinion

We have audited the financial statements of Concordis International Trust (the 'charity') for the year ended 30 June 2021 which comprise the Statement of Financial Activities, the Balance Sheet, the Statement of Cash Flows, and notes to the financial statements, including 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 charity's affairs as at 30 June 2021, and of its incoming resources and application of resources, including its 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 charity 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 trustees' 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 charity'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 trustees with respect to going concern are described in the relevant sections of this report.

Other information

The other information comprises the information included in the trustees' annual report, other than the financial statements and our auditor's report thereon. The trustees are responsible for the other information contained within the 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.

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 course of 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 this gives rise to a material misstatement in the financial statements themselves. 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 AUDITORS REPORT TO THE MEMBERS OF CONCORDIS INTERNATIONAL TRUST

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' report for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the trustees' report has 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 company and its environment obtained in the course of the audit, we have not identified material misstatements in trustees' report.
- We have nothing to report in respect of the following matters where the Companies Act 2006 requires us to report to you if, in our opinion:
 - adequate and proper accounting records have not been kept for the charitable company, or returns adequate for our audit have not been received from branches not visited by us; or
 - the 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; or
 - the trustees' were not entitled to prepare the financial statements in accordance with the small companies regime and take advantage of the small companies' exemptions in preparing the trustees' report and from the requirement to prepare a strategic report.

Responsibilities of trustees

As explained more fully in the trustees' responsibilities statement, the trustees 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 charity'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 charity 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 specific procedures for this engagement and the extent to which these are capable of detecting irregularities, including fraud is detailed below:

We gained an understanding of the legal and regulatory framework applicable to the charity and how it operates and considered the risk of the charity not complying with the applicable laws and regulations including fraud in particular those that could have a material impact on the financial statements. This included those regulations directly related to the financial statements. In relation to the charity this included employment law, financial

INDEPENDENT AUDITORS REPORT TO THE MEMBERS OF CONCORDIS INTERNATIONAL TRUST

reporting and health & safety.

The risks were discussed with the audit team and we remained alert to any indications of non-compliance throughout the audit. We carried out specific procedures to address the risks identified. These included the following:

- We reviewed systems and procedures to identify potential areas of management override risk. In particular, we agreed the financial statements to underlying records, we carried out testing of journal entries and other adjustments for appropriateness, and evaluating the business rationale of significant transactions to identify large or unusual transactions.
- We reviewed key authorisation procedures and decision making processes for any unusual or one-off transactions.
- We reviewed minutes of Trustee Board meetings and agreed the financial statement disclosures to underlying supporting documentation.
- We have made enquiries of management and officers of the charitable company regarding laws and regulations applicable to the organisation and
- We reviewed the procedures in place for reporting the Risk Register to the Trustee Board.
- We have reviewed any correspondence with the Charity Commission and reviewed the procedures in place for the reporting of incidents to the Trustee Board including serious incident reporting of any such matters if necessary.

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 is available on the Financial Reporting Council's website at: <https://www.frc.org.uk/Our-Work/Audit/Audit-and-assurance/Standards-and-guidance/Standards-and-guidance-for-auditors/Auditors-responsibilities-for-audit/Description-of-auditors-responsibilities-for-audit.aspx>. 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.



Helena Wilkinson BSc FCA DChA (Senior Statutory Auditor)

for and on behalf of

PRICE BAILEY LLP

Chartered Accountants

Statutory Auditors

Tennyson House

Cambridge Business Park

Cambridge

CB4 0WZ

Date: 31 March 2022

STATEMENT OF FINANCIAL ACTIVITIES
(Incorporating the income and expenditure account)
For the year ended 30 June 2021

	Notes	Unrestricted Funds Year to 30 June 2021 £	Restricted Funds Year to 30 June 2021 £	Total Funds Year to 30 June 2021 £	Unrestricted Funds Year to 30 June 2020 £	Restricted Funds Year to 30 June 2020	Total Funds Year to 30 June 2020
Income from:							
Donations and gifts	2	72,878	3,683	76,561	59,623	-	59,623
Institutional grants	3	-	1,035,152	1,035,152	-	749,510	749,510
Total Income		72,878	1,038,835	1,111,713	59,623	749,510	809,133
Expenditure on:							
Cost of raising funds		806	3,683	4,489	4,690	-	4,690
Charitable activities		199	1,083,663	1,083,862	33,664	722,301	755,965
Total expenditure	4	1,005	1,087,346	1,088,351	38,354	722,301	760,655
Net income from operating activities	5	71,873	(48,511)	23,362	21,269	27,209	48,478
(Losses)/gains on exchange rate movements		(33,532)	-	(33,532)	(9,747)	-	(9,747)
Net movement of funds		38,341	(48,511)	(10,170)	11,522	27,209	38,731
Reconciliation of funds							
Fund balances brought forward	12	29,630	78,721	108,351	18,108	51,512	69,620
Total funds carried forward	12	67,971	30,210	98,181	29,630	78,721	108,351

All of the above amounts relate to continuing activities.
The Statement of Financial Activities includes all gains and losses recognised in the year.
The notes on pages 26 to 36 form part of these financial statements.

Registered company number: 04930461

BALANCE SHEET
as at 30 June 2021

	Notes	As at 30 June 2021 £	As at 30 June 2020 £
Fixed assets	8	28,510	77,021
Current assets			
Debtors	9	71,554	32,389
Cash at bank and in hand	10	344,919	584,175
		416,473	616,564
Current liabilities			
Creditors: amounts falling due within one year	11	(346,802)	(585,234)
Net current assets		69,671	31,330
Total net assets	12	98,181	108,351
Funds			
Restricted fixed asset funds		28,510	77,021
Restricted revenue funds		1,700	1,700
Total restricted funds		30,210	78,721
Unrestricted funds		67,971	29,630
Total funds	12	98,181	108,351

The notes on pages 26 to 36 form part of these financial statements.

The financial statements were approved and authorised for issue by the Board of Trustees on 27 January 2022 and signed on their behalf by:



EDWARD MOORE, Chair of Trustees



HENRY WRIGLEY, Treasurer

STATEMENT OF CASH FLOWS

For the year end 30 June 2021

	Note	Year to 30 June 2021 £	Year to 30 June 2020 £
Cash flows from operating activities:	A		
Net cash (used in)/ provided by operating activities		(191,941)	309,369
Cash flows from investing activities:			
Purchase of fixed assets		(13,783)	(59,620)
Change in cash and cash equivalents in the year		(205,724)	249,749
 Cash and cash equivalents at the start of the year		584,175	344,173
 Change in cash and cash equivalents due to exchange rate movements during the year		(33,532)	(9,747)
 Cash and cash equivalents at the end of the year		344,919	584,175

	At 1 July 2020 £	Cash movements £	At 30 June 2021 £
Net debt reconciliation			
Cash at bank and in hand	584,175	(239,256)	344,919

Note A: Reconciliation of net income to net cash inflow from operating activities

Net income for the year	(10,170)	38,731
Adjustments for:		
Depreciation	62,294	32,411
Losses on foreign exchange	33,532	9,747
(Increase) in debtors	(39,165)	(27,863)
(Decrease)/increase in creditors	(238,432)	256,343
Net cash (used in)/provided by operating activities	(191,941)	309,369

The notes on pages 26 to 36 form part of these financial statements.

1. ACCOUNTING POLICIES

a) Legal status

Concordis International Trust is a charitable company limited by guarantee. It has been registered in England and Wales with the Charity Commission (Charity no: 1105697) since September 2004 and with Companies House since it was incorporated in October 2003 (Company no: 04930461). The company has no share capital, and its members are the trustees named on page 3. 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. At the balance sheet date there were 9 members (2020: 10).

b) Registered and principal office

The registered and principal office of Concordis is International Dispute Resolution Centre, 1 Paternoster Lane, London EC4M 7BQ.

c) Basis of preparation

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 (FRS102) (effective 1 Jan 2019) (Charity SORP 2019), the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS102) and the Companies Act 2006.

The financial statements have been prepared under the historical cost convention and are presented in pounds sterling which is the functional currency of the charity.

Concordis meets the definition of a public benefit entity under FRS 102.

d) Going concern

The trustees regularly assess the ability of Concordis to continue as a going concern, and this was last reviewed in January 2022, before authorising these accounts. The trustees have considered several factors when arriving at their conclusion as to whether the use of the going concern basis is appropriate when preparing these financial statements including a review of updated forecasts to the end of 2022, and a consideration of key risks that could negatively affect the charity.

Core costs not directly chargeable to grants are covered broadly by 3 sources: (i) charitable donations from individuals and churches, (ii) unrestricted grants from private trusts (iii) overhead percentage chargeable on project expenditure under the terms of grant contracts. Contribution to core costs is forecast to be higher in 2021/22 than in 2020/21. Donations and pledges already received in the first half of 2020/21 suggest that the funding base is secure for (i) and (ii). Contributions from programme funding which accounts for (iii) is forecast to be increased in the coming financial year, on account of grants under negotiation with the European Union as well as the Canadian Ministry for Global Affairs.

To address inherent uncertainties, we have considered detailed cash-flow projections based on several different funding scenarios and we are satisfied based on these projections that

Concordis is able to continue as a going concern for the 12 months from the date of approval of these financial statements, and for the foreseeable future.

e) Income

Income is accounted for on an accruals basis in the period in which the charity is entitled to income where the amount can be measured with reasonable certainty. Where donations are received net of tax, and tax is recoverable, the income is recognised gross at the time of receipt. Where the entitlement to project or grant income is performance related the income is recognised when the conditions for entitlement have been fulfilled.

f) Donated services

In line with SORP 2019, the value of donated services provided by volunteers is not incorporated into these financial statements.

g) Expenditure, its allocation and irrecoverable VAT

Expenditure is accounted for on an accruals basis and is recognised when there is a legal or constructive obligation to pay. Expenditure on charitable activities includes the direct cost of planning, staffing and implementing the operational activities. It also includes support costs, which represent costs of providing the infrastructure and organisational services that support the charitable activities as well as governance costs.

The majority of costs are directly attributable to specific charitable activities. Support costs, which relate to more than one activity, are apportioned across charitable activities and fundraising costs based on the level of expenditure of these activities.

Irrecoverable VAT is charged as a cost against the activity for which it was incurred.

h) Pensions

The costs of providing defined contribution pensions in the UK are charged to the Statement of Financial Activities as they fall due. The difference between contributions payable in the year and those paid are included in creditors in the balance sheet.

i) Operating leases

Instalments paid under operating leases are charged to the Statement of Financial Activities as they fall due.

j) Presentation currency and Exchange rate gains and losses

The functional currency of Concordis is considered to be pounds sterling (GBP) because that is the currency of the primary economic environment in which the charity operates.

Monetary assets and liabilities held at the year end and denominated in foreign currencies are translated into pounds sterling at the rates of exchange ruling at the balance sheet date. Transactions in foreign currencies are recorded at the rate of exchange ruling on the time of the transaction. Exchange rate gains and losses are recognised in the Statement of Financial Activities.

k) Tangible fixed assets and Depreciation

Tangible fixed assets are stated at cost less any provisions for depreciation. Tangible fixed assets costing more than £500 are capitalised except when purchased with restricted funds when donor requirements for capitalisation are applied. The cost of fixed assets is their purchase cost, together with any incidental expenses on acquisition.

Depreciation is provided to write off the cost, less estimated residual values, of all fixed assets, spread evenly over their expected useful lives. It is calculated at a rate of 33.3% per annum. Where the asset has been acquired using restricted funds, the asset is depreciated to write off the cost, less estimated residual values over the remaining term of the grant.

l) Debtors

Other debtors are recognised in the financial statements at the settlement amount due. Prepayments are valued at the amount prepaid at the balance sheet date.

m) Cash at bank and in hand

Cash at bank and in hand includes current account balances held with banks.

n) Creditors

Creditors are recognised where the charity has a present obligation resulting from a past event that will probably result in the transfer of funds to a third party and the amount due to settle the obligations can be measured or estimated reliably. Creditors are normally recognised at their settlement amount.

o) Fund accounting

Restricted funds are funds that can only be used in accordance with specific restrictions imposed by donors. The detail of each restricted fund is set out in the note 11. Unrestricted general funds are available to spend on activities that further any of the charity's objectives. Designated funds are unrestricted funds of the charity which the trustees have decided to set aside to use for a specific purpose. No unrestricted funds have currently been designated by the trustees.

p) Taxation

Concordis meets the definition of a charitable company for UK corporation tax purposes. It is potentially exempt from taxation on its income or capital gains to the extent they are applied for its charitable purposes.

q) 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 their settlement value. Fixed assets are recorded at depreciated historical value. All other assets and liabilities are recorded at cost which is their fair value.

r) Critical accounting judgements and estimates

In the application of the accounting policies described in Notes 1a to 1s, 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.

	Unrestricted Funds Year to 30 June 2021 £	Restricted Funds Year to 30 June 2021 £	Total Funds Year to 30 June 2021 £	Unrestricted Funds Year to 30 June 2020 £	Restricted Funds Year to 30 June 2020 £	Total Funds Year to 30 June 2020 £
2. Donations and gifts						
Individuals	47,803	895	48,698	43,109	-	43,109
Churches	1,025	-	1,025	1,150	-	1,150
Corporates	12,590	-	12,590	-	-	-
Trusts	11,460	2,788	14,248	15,364	-	15,364
	72,878	3,683	76,561	59,623	-	59,623
3. Institutional grants						
European Union						
2019-2021 CAR (via Bekou)	-	110,689	110,689	-	68,201	68,201
2019-2021 Mauritania	-	79,488	79,488	-	86,476	86,476
2019-2021 Abyei	-	343,265	343,265	-	213,972	213,972
Foreign, Commonwealth and Development Office						
2018-2021 CAR (via UK Aid Direct)	-	391,670	391,670	-	334,547	334,547
2021 Mauritania	-	19,959	19,959	-	-	-
Kingdom of Belgium						
2020-2022 Mauritania	-	28,168	28,168	-	-	-
United Nations						
2020 Abyei (via UNIFSA)	-	19,582	19,582	-	4,371	4,371
2021 Abyei (via UNIFSA)	-	23,012	23,012	-	-	-
USAID						
2020 CAR (via Tetra Tech)	-	19,319	19,319	-	41,943	41,943
	-	1,035,152	1,035,152	-	749,510	749,510

	Staff Costs £	Other Direct Costs £	Support Costs £	Year to 30 June 2021 £	Staff Costs £	Other Direct Costs £	Support Costs £	Year to 30 June 2020 £
4a. Analysis of expenditure								
Cost of raising funds	4,300	57	132	4,489	3,667	716	307	4,690
Charitable activities:								
peace building								
Central African Republic	211,514	316,579	15,973	544,066	256,096	190,962	31,315	478,373
Mauritania	47,196	83,011	3,939	134,146	45,157	44,312	6,267	95,736
Abyei	214,085	171,380	11,660	397,125	98,896	55,727	10,831	165,454
Future project development	4,871	3,000	238	8,109	2,972	7,789	754	11,515
Awareness raising and advocacy	404	-	12	416	3,092	1,475	320	4,887
	482,370	574,027	31,954	1,088,351	409,880	300,981	49,794	760,655

Staff costs totalling £8,366 (2019: £15,255) are included in allocated support costs.

4b. Analysis of support costs

Governance	10,136	9,210
Facilities and IT	13,581	26,588
Financial management	2,815	7,299
Human resources	5,422	6,697
	31,934	49,794

4c. Analysis of governance costs

Audit	9,030	6,828
Board and committee meetings	125	256
Strategic and operational planning	981	2,260
	10,136	9,210

5. Net income for the year

Net income for the year is stated after charging:

Auditors' remuneration	9,030	6,828
Depreciation	62,294	32,411
Payments under operating leases	37,726	40,500

	Year to 30 June 2021 £	Year to 30 June 2020 £
6. Staff costs and numbers		
Costs of employing UK contracted staff were:		
Salaries	198,855	157,185
National insurance	19,472	15,708
Pension	11,151	9,169
	<u>229,478</u>	<u>182,062</u>
Costs of employing overseas staff on local contracts were:		
Salaries	237,939	218,612
Local payroll taxes	23,319	24,461
	<u>490,736</u>	<u>425,135</u>
The average number of contracted staff was:		
In the UK	6	5
Overseas	26	23
	<u>32</u>	<u>28</u>
The total remuneration of Key Management Personnel was:	<u>112,263</u>	<u>86,160</u>

There were no employees who received employee benefits (excluding employer pension costs) of more than £60,000 (2020: nil).

7. Trustees remuneration and Related party transactions

The trustees received no remuneration or expenses during the year (2019/2020: nil).

No reimbursement was made to trustees for directly incurred expenses in the current or preceding financial years.

Aggregate donations received from trustees and key management personnel during the year were £2,805 (2019/2020: £15,249).

No other benefits were awarded to Trustees during the financial year.

There were no other related party transactions.

	As at 30 June 2021 Equipment £	As at 30 June 2021 Vehicles £	As at 30 June 2021 Total £
8. Fixed Assets			
Cost at start of year	26,547	87,577	114,124
Additions	5,977	7,806	13,783
Cost at end of year	32,524	95,383	127,907
Depreciation at start of year	9,270	27,833	37,103
Charge for the year	16,138	46,156	62,294
Depreciation at end of year	25,408	73,989	99,397
Net book value			
At 30 June 2021	7,116	21,394	28,510
At 30 June 2020	17,277	59,744	77,021

	As at 30 June 2021 Total £	As at 30 June 2020 Total £
9. Debtors and prepayments		
Advance payments	11,412	10,832
Gift aid and other amounts due	52,182	4,936
Prepayments	7,960	16,621
	71,554	32,389

10. Cash at bank and in hand		
Cash at bank held in the UK	250,036	535,769
Cash in hand in the UK	94	-
Cash at bank held overseas	71,005	33,018
Cash held overseas	23,784	15,388
	344,919	584,175

	As at 30 June 2021 £	As at 30 June 2020 £
11a. Creditors: amounts falling due within one year		
Trade creditors	15,828	19,447
UK payroll tax and social security costs	4,997	-
Overseas payroll taxes	1,586	17,336
UK pensions	26,785	1,282
Deferred income (see notes 11b and 11c)	290,856	541,169
Accruals	6,750	6,000
	346,802	585,234

11b. Deferred income

Brought forward at start of year	541,169	279,051
Income deferred during the year	784,839	921,252
Income released during the year	(1,035,152)	(659,134)
Carried forward at the end of the year	290,856	541,169

11c. Analysis of deferred income

European Union

2019-2021 CAR (via Bekou)	79,237	50,829
2019-2021 Mauritania	-	32,158
2019-2021 Abyei	85,355	428,620

Foreign, Commonwealth and Development Office

2018-2021 CAR (via UK Aid Direct)	17,046	-
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Kingdom of Belgium

2020-2022 Mauritania	109,218	-
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United Nations

2020 Abyei (via UNIFSA)	-	15,177
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USAID

2020 CAR (via Tetra Tech)	-	14,385
	290,856	541,169

	Note	At 1 July 2020 £	Income £	Expenditure £	Gain/loss on exchange rate £	At 30 June 2021 £
12a. Current year						
Restricted fixed asset fund						
EU: 2019-2021 CAR (via Bekou)	1	9,688	-	(8,943)	-	745
EU: 2019-2021 Mauritania	2	12,710	-	(8,473)	-	4,237
EU: 2019-2021 Abyei	3	49,515	13,783	(40,164)	-	23,134
UK Aid Direct: 2019-2021 CAR	1	5,108	-	(4,714)	-	394
		77,021	13,783	(62,294)	-	28,510
Restricted revenue fund						
EU: 2019-2021 CAR (via Bekou)	1	-	110,689	(110,689)	-	-
EU: 2019-2021 Mauritania	2	-	79,488	(79,488)	-	-
EU: 2019-2021 Abyei	3	-	329,482	(329,482)	-	-
FCDO:2019-2021 CAR (via UK Aid Direct)	1	-	19,959	(19,959)	-	-
FCDO: 2021 Mauritania	2	-	28,168	(28,168)	-	-
Belgium: 2020-2022 Mauritania	2	-	391,670	(391,670)	-	-
UN: 2020 Abyei (via UNIFSA)	3	-	19,582	(19,582)	-	-
UN: 2021 Abyei (via UNIFSA)	3	-	23,012	(23,012)	-	-
USAID: 2020 CAR (via Tetra Tech)	1	-	19,319	(19,319)	-	-
Other	4	1,700	3,683	(3,683)	-	1,700
		1,700	1,025,052	(1,025,052)	-	1,700
Unrestricted fund		29,630	72,878	(1,005)	(33,532)	67,971
Total funds		108,351	1,111,713	(1,088,351)	(33,532)	98,181
12b. Prior year						
Restricted fixed asset fund						
EU: 2019-2021 CAR (via Bekou)	1	9,822	-	(6,520)	-	3,302
EU: 2019-2021 Mauritania	2	21,359	-	(8,473)	-	12,886
EU: 2019-2021 Abyei	3	-	59,620	(8,475)	-	51,145
UK Aid Direct: 2019-2021 CAR	1	18,631	-	(8,943)	-	9,688
		49,812	59,620	(32,411)	-	77,021
Restricted revenue fund						
EU: 2019-2021 CAR (via Bekou)	1	-	68,201	(68,201)	-	-
EU: 2019-2021 Mauritania	2	-	86,476	(86,476)	-	-
EU: 2019-2021 Abyei	3	-	154,352	(154,352)	-	-
UK Aid Direct: 2019-2021 CAR	1	-	334,547	(334,547)	-	-
UN: 2020 Abyei (via UNIFSA)	3	-	4,371	(4,371)	-	-
USAID: 2020 CAR (via Tetra Tech)	1	-	41,943	(41,943)	-	-
Other	4	1,700	-	-	-	1,700
		1,700	689,890	(689,890)	-	1,700
Unrestricted fund		18,108	59,623	(38,354)	(9,747)	29,630
Total funds		69,620	809,133	(760,655)	(9,747)	108,351

Notes:

- (1) The purpose of the grants UK Aid Direct 2018-2021 CAR, EU 2019-2021 CAR (via Bekou) and USAID: 2020 CAR (via Tetra Tech) is to promote peaceful seasonal migration to mutual benefit in the north of Central African Republic.
- (2) The purpose of the grants EU: 2019-2021 Mauritania, FCDO: 2021 Mauritania and Belgium: 2020-2022 Mauritania is to promote peaceful coexistence and resilience to the effects of climate change in the Senegal River Valley region.
- (3) The purpose of the grants EU: 2019-2021 Abyei, UN: 2020 Abyei (via UNIFSA) and UN: 2021 Abyei (via UNIFSA) is for supporting peacebuilding and intercommunity trade in the Abyei Administrative Area.
- (4) The purpose of the individual donor grants for South Sudan is to promote resolution of conflict at national level in South Sudan.

	Unrestricted Funds Year to 30 June 2021 £	Restricted Funds Year to 30 June 2021 £	Total Funds Year to 30 June 2021 £	Unrestricted Funds Year to 30 June 2020 £	Restricted Funds Year to 30 June 2020 £	Total Funds Year to 30 June 2020 £
13. Analysis of net assets between funds						
Fixed assets	-	28,510	28,510	-	77,021	77,021
Debtors and prepayments	986	70,568	71,554	4,482	27,907	32,389
Cash at bank and in hand	67,333	277,586	344,919	27,046	557,129	584,175
Creditors: amounts falling due within one year	(348)	(346,454)	(346,802)	(1,898)	(583,336)	(585,234)
Total net assets	67,971	30,210	98,181	29,630	78,721	108,351

	As at 30 June 2021 £	As at 30 June 2020 £
14. Lease commitments		
Operating leases which expire		-
Within one year – land and buildings	<u>7,555</u>	<u>50,100</u>

Accounts

CHARITY NUMBER : 1105697

COMPANY NUMBER : 04930461

**CONCORDIS INTERNATIONAL TRUST
COMPANY LIMITED BY GUARANTEE**

TRUSTEES' ANNUAL REPORT AND FINANCIAL STATEMENTS

YEAR ENDED 30 JUNE 2020



This photo: Social cohesion project conference in Mauritania, January 2020

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LEGAL AND ADMINISTRATIVE INFORMATION

Advisory panel:	Viscount Brentford Edward Moore Adrian Cohen Matthew Layton Dame Rosalind Marsden	Joan McGregor John Broadley Milen Mael Vice Admiral Charles Style Bridget Walker
Trustees and Directors:	(Pieter) Thijs Alexander (appointed 25 April 2020) James Dalby Sally Deffor (appointed 12 December 2019) Isaac Egberedu (resigned 2 July 2020) Peter McLoughlin (appointed 12 December 2019) Jeremy Lefroy (appointed 21 April 2020) William Mills Edward Moore, Chair Aimee Neaverson (appointed 10 December 2019) Jessica Toale (appointed 22 December 2019) Mary Thorogood (appointed 10 December 2019) Gareth Siddorn (resigned 26 September 2019) Henry Wrigley, Treasurer	
Senior Executives:	Peter Marsden, Chief Executive and Director of Programmes Emma Joynson-Hicks, Director of Operations (from 1 November 2019) Sue Rooke, Director of Finance (from 1 July 2020)	
Registered office:	International Dispute Resolution Centre, 70 Fleet Street, London, EC4Y 1EU	
Company Secretary:	M&N Secretaries Limited (to 5 November 2020) Sue Rooke (from 5 November 2020)	
Independent Auditor:	Price Bailey LLP, Tennyson House, Cambridge Business Park, Cambridge CB4 0WZ	
Bankers:	National Westminster Bank Plc, 56 St. Andrews Street, Cambridge CB2 3DA	
Website:	more information about the charity can be found at www.concordis.international	

Mission, values and principles

Concordis works alongside those involved in or affected by armed conflict, helping them find workable solutions that address the root causes of conflict and contribute to lasting peace and economic development. We are committed to finding solutions that benefit women as well as men, those in armed groups as well as those who chose not to take up arms, national governments as well as civil society.

Mission

- To build **trusting relationships** with people involved in or affected by armed conflict.
- To facilitate **challenging conversations** between people from opposing factions.
- To enable people to find **workable solutions** that address the root causes of conflict and contribute to lasting peace and economic development to **mutual benefit**.
- To include **women** as well as men, those in armed groups as well as those who chose not to take up arms, national governments as well as civil society.
- To **leave a legacy** of sustainable mechanisms that enable future conflict to be managed peacefully.

Values and Principles

We are committed to transformational justice and peacebuilding, underpinned by Concordis' values of:

- **Humility** – we recognise that we do not have all the answers, that there are different ways of dealing with and resolving conflict, and that our contribution should be part of a broad engagement by a number of people and organisations
- **Impartiality** – we act in a consciously non-partisan manner
- **Inclusivity** – we promote active participation in our dialogues from people representing as many strands of opinion or interest as are appropriate. We work creatively to give voice to people and groups who might otherwise be marginalised by reason of gender, age or ethnicity.

To carry out our mission in accordance with these values, we abide by a set of fundamental principles:

- **Strategic intervention** – using in-depth analysis, we endeavour to understand as much as possible about the situations in which we work and we take account of complexity
- **Long-term engagement** – we aim to work in a sustained way in relation to conflicts with which we are invited to engage
- **Doing no harm** – we recognise the potential negative impact of interventions and seek to ensure that ours do not have unintended consequences
- **Independence** – we do not succumb to pressure to advance the interests of third parties (including third parties who are funding our work)
- **Cooperation** – we act collaboratively and in partnership with other agencies and organisations whenever it is appropriate to do so.

Strategic Approach

The Concordis' team have a proven and independently evaluated reputation for effective work in a number of fields, including:

- Finding creative ways to ensure the inclusion of groups often marginalised from decision making or formal peace processes, bringing in **meaningful participation by women** as well as men, **young** as well as old, those in armed groups as well as those who chose not to take up arms, national governments as well as civil society
- Promoting peaceful **seasonal livestock migration** to mutual benefit
- Creating the conditions necessary to enable **cross border trade** to resume in challenging environments
- **Developing markets** for exchange of goods and services between groups formerly in conflict to build resilient livelihoods for women and men, resilience to future conflict and economic incentives to peaceful collaboration
- Putting in place **early warning systems** and conflict management mechanisms to prevent tensions escalating into conflict
- Working with customary and state **legal systems** to establish and train quasi-judicial bodies that are acceptable to all sides
- **Monitoring and evaluation** of the effectiveness of peacebuilding interventions with sophisticated analysis of quantitative and qualitative datasets, which can be disaggregated by gender, age, livelihoods etc.
- Thought leadership on the **effects of climate change** and extreme weather events on conflict dynamics between farmers and herders in the Sahel, bringing together subject experts from different disciplines to pool knowledge and experience in building resilience and promoting sustainable adaptation
- Engaging proactively with the **religious element** of certain conflicts in promoting peaceful coexistence. Organisationally, Concordis has no religious affiliation, but amongst the senior staff team, there are individuals with knowledge and personal expertise in transformation of conflicts with a religious dimension
- Developing an understanding of the regional dynamics of peace and conflict across the **wider Sahel**.

Measuring Impact

Our aim is to produce real change for the better in the lives of the people and communities affected by conflict. Reduction of violence is important, but we aim for wider and deeper transformation across conflict lines.

We seek to evaluate the **impact** of our work, not merely monitoring our activities. Our consultations, research and evaluations inform our peacebuilding practice, ensuring our programmes are nimble and evolve with the rapidly changing conflict dynamics in the places where we work. They also enable us to chart our progress against a nuanced baseline survey, disaggregated by gender, age, livelihood, place and ethnicity.

Through individual interviews and focus groups, we seek to understand and measure:

- Conflict dynamics between groups and also within groups.
- Development of more positive relationships between people and groups, whether that be social interactions or economic inter-reliance
- Levels of trust in people and institutions to manage conflict, create security and promote livelihoods
- Reliance or otherwise on armed groups as well as levels of predation
- Economic indicators, including food prices and the availability of certain goods
- Access to services, looking for inequalities that might trigger resentment
- Resource availability and scarcity, looking for interventions by Concordis or other actors which might relieve pressure-points
- Adaptations people have or might make to increase their resilience to shocks, whether caused by conflict, political events or the effects of climate change

We employ quantitative and qualitative research methods to evaluate change, using tools tailored to each country's context. Working with local peacebuilders to design the research methodology ensures the measures used are relevant and illustrative of meaningful change in the local context. It also helps our teams identify what conflict transformation might look like for their communities and to think creatively about how that change might best be achieved.

We also commission independent evaluations of our work, which report on the changes to which we have contributed.

Evaluations in 2019-2020 demonstrate that we have met or exceeded all targets and produced real change for the better among the people we work with.

Structure, governance and management

Structure

Concordis is a charitable company limited by guarantee. It is regulated by its Memorandum and Articles of Association as amended by Special Resolution adopted on 25 January 2013 which set out the objects and powers of the organisation. The charity is governed by a Board of Trustees which has legal, financial and managerial responsibility for the charity. The trustees constitute directors of the charitable company for the purposes of the Companies Act 2006 and trustees of the charity for the purposes of the Charities Act 2011.

Governance

Trustees are appointed for a 3-year period, extendable for another 3-year period in the normal course of events, and for a further 3-year period exceptionally. Whenever a trustee resigns and at least once a year otherwise, we review the range of professional expertise the board possesses. If there is a vacancy or if a gap in expertise is identified, the board has adopted formal recruitment and selection processes. New trustees are provided with tailored induction by the chairman and the chief executive. The trustees are committed to diversity and it is their policy to recruit from as broad a pool of candidates as possible.

Trustees meet quarterly when they consider the strategic direction and governance of the charity. Each trustee is a member of one or more of the four sub-committees of the board, which oversee and report on issues relating to finance; funding; risk; fundraising and messaging; and human resources. The committees meet between Board meetings, conduct the business delegated to them and provide advice and guidance to staff.

Each year, two Board meetings are preceded by meetings of the Advisory Panel, which comprises people with expertise in fields relevant to the charity's operations. The Advisory Panel, led by the chair of trustees, is open to all staff and trustees and debates and obtains expert perspectives on issues of policy relating to our work.

Management

The Board has delegated the day-to-day management of Concordis to the chief executive and through him, to the Directors of Operations and Finance. This senior executive team report to Board and committee and working group meetings on the organisation's progress with its programmes as well as the support activities and finances.

Public Benefit

The aims and benefits of Concordis are contained in this report on pages 4 and 5. We have considered the key principles of the Charity Commission's general guidance about public benefit and have concluded that Concordis meets all the requirements.

Remuneration policy

Staff remuneration is based on a desire to recruit and retain skilled staff who are committed to joining us in delivering our mission and operational aims. We aim to pay staff (including the chief executive) by reference to market data, comparison to similar roles in similar organisations and affordability in the context of funds available. We aim for equitable remuneration for all employees.

Fundraising, Supporters and Volunteers

Fundraising

We receive most of our income as restricted grants from the following institutional funders:



Fundraising for donations and gifts is carried out principally by Concordis employees in the UK. The activity is designed to conform with recognised fundraising standards, particularly the guidance provided by the Fundraising Regulator and contained in the Code of Fundraising Practice. We never pressure anyone to donate and none of our appeals are unreasonably intrusive or persistent. We do not work with professional fundraisers or agencies nor would we accept or solicit donations from organisations or individuals who are involved in activities which would cause detriment to our reputation or work. Where employees and interns assist with fundraising, it is made clear that they must not place pressure on anyone to donate money to Concordis.

We have not received any complaint about the way in which we raise funds during the reporting period.

Supporters

We are deeply grateful to all who support Concordis both practically and financially. We aim to maintain a wide range of funding sources, including individuals, churches, community groups, trusts, foundations and government agencies. We particularly welcome unrestricted donations and we could not do the work we do without the grants, sponsored events and in-kind support of our loyal supporters.

Volunteers

The trustees also wish to acknowledge the contribution to the work made by our interns. Concordis runs an internship programme in which volunteers work for 6 months to support implementation of our programmes, enhancing our research capacity and enabling us to develop our work in new areas. In return, they receive training and coaching in peacebuilding, programme management, fundraising and conflict analysis. Our interns have gone on to pursue a wide range of interesting jobs around the world and we are thrilled to have played a small part in helping them to launch their careers.

Review of Achievements in 2019/2020

The need for our work has been as great as ever in the current review period.

Our achievements centred on peace building activities in our three key areas of operation as well as efforts we made to raise public awareness of the wider issues.

Central African Republic (CAR)

Concordis has worked in CAR since 2015, on a programme promoting peace between herders and farmers, enabling the seasonal livestock migration to run smoothly to mutual benefit.

We work in the northern prefectures of Ouham-Pendé, Bamingui-Bangoran and Vakaga, which are important corridors for seasonal livestock migration to and from Cameroon, Chad and Sudan's Darfur. This is a crucial node for the resolution of tensions linked to pastoralist movements.



Some of our recent successes and achievements in CAR have been:

- Negotiating agreements between armed groups and the army over security:** Many herders admit to us that they seek protection from armed groups when they are subjected to cattle rustling and banditry, explaining that they have no-one else to turn to. Armed groups justify their *raison d'être* as being to protect either herders or local communities from bandits and other armed groups. We worked with representatives of four different armed groups, the CAR army and people from different communities, to help them negotiate a highly nuanced security plan, assigning different zones to different groups, to the mutual satisfaction of all.
- Using taxation to encourage herders to use official border crossings.** When we spoke with farmers at the border, they complained that herders were not respecting the official border crossings and were taking clandestine routes, trampling their fields. Herders explained that, on the official routes, they were subject to exorbitant double taxation from the authorities on both sides of the border. We brought together the prefects, sub-prefects and mayors from the Chadian and CAR sides of the border and put this problem to them. They agreed bilaterally that they would both reduce taxation by over 50%. The herders have now returned to the official routes, farmers' fields are un-trampled and the authorities are now able to collect revenue that was being evaded.

- Following **careful negotiation**, five different armed groups issued a "*Laissez passer*" (freedom pass) to all our staff and Advisory Groups, permitting safe travel through areas controlled by armed groups.
- **We spent time listening to 3,555 people** in CAR and Chad. By reporting what they say and by basing our work around their stated needs and fears, we give voice to those who would otherwise be excluded and ensure our work remains rooted in the local context.
- **Two inclusive Advisory Groups** created. These mixed groups of women and men, herders and farmers, advise on our programme to ensure our work responds to people's needs and concerns in a way that is relevant, appropriate and accountable to those we seek to serve.

It is conflict, rather than COVID, that makes work difficult. Open warfare between armed groups, coupled with unrestrained banditry, makes some areas too dangerous for our teams to work. All areas in which Concordis works are classified as being in the 'Crisis Phase' or worse this year, per the Integrated Food Security Phase Classification. The conflict restricts people's ability to farm safely, destroys crops and prevents food getting to market. When food becomes scarce and expensive, and people go hungry, competition for food further increases anxiety and conflict. People frightened away from their homes by conflict can, in turn, bring them into conflict with their new hosts.

Mauritania

In Mauritania, we support people from two ethnic groups who are locked in a land dispute, helping them resolve it to mutual benefit. In 1989, nearly 100,000 Pulaar people were violently displaced from their homelands in the fertile Senegal River Valley. The land was given to Haratine people, ostensibly to help them out of modern-day slavery. When the Pulaar returned, over 20 years later, Returnee Pulaars and Haratine both had a legitimate interest in the same land, with both acutely vulnerable to food shortages.

Since 2013 we have been working with 32 villages with the highest risk of conflict, helping them find workable solutions to the unique challenges they each face.

The following are our key successes and achievements in Mauritania to date:

- **21 villages** negotiated shared stewardship of community resources. People who were once implacably hostile, now have a shared vision for making their community more sustainable in the face of the environmental challenges they face, which are being exacerbated by the effects of climate change.
- **110 Community mediators** have been trained in conflict management. They are from both sides of the conflict, yet they work together, Haratine and Pulaar, modelling peaceful collaboration and mutual respect, as they find workable solutions to the challenges their communities face.
- **169 people** trained and supported in setting up small businesses. Diversification of income sources makes people more resilient to climate shocks. As people from the two communities work together, they become socially and economically interdependent, increasing their resilience to conflict.

- **Face masks in Mauritania** - The WHO and the Mauritanian Government recommend the use of face masks to stop the spread of COVID-19. However, there is limited availability in the country and low levels of use in the South. Concordis provided training and sewing machines, enabling women-led cooperatives to make face masks. This simultaneously increases Mauritanian capacity to produce health equipment, enables local micro-enterprises to survive and thrive through the pandemic and builds social cohesion between Returnee and Haratine communities through this shared income-generating activity.

Abyei; Sudan South Sudan borderlands

The Abyei Administrative Area (Abyei) straddles the border of Sudan and South Sudan and is contested territory between the two countries. Its 4,000 square miles are mostly inhabited by Ngok Dinka pastoralist farmers and by Misseriya herders and traders, with more Misseriya herders arriving during the dry season.

We have been working along this politically sensitive border since 2009, promoting peaceful trade and livestock migration to mutual economic benefit.

The setting up of **Amiet Market**, in 2016, enabled intercommunity and international trade to resume. The market is widely seen as a reason to keep the peace, despite the political pressures over the contested territory. The market gives tangible benefits to both communities and even to both countries. This year:

- **Food prices have been lowered and food availability increased**, even during times of shortage elsewhere;
- 3,000 tonnes of goods are traded every week by the 500 store-holders;
- Up to 10,000 people use the market each day;
- The market is a **portal for goods traded internationally** between Sudan and South Sudan, including food, livestock, vehicles, building materials, mobile phones, fuel and scrap metal; and
- Notably, when the market closes for any length of time, food prices begin to rise, even in neighbouring counties, over a hundred miles away.

Despite these successes, this is a politically sensitive area and violence continues, with regular skirmishes, cattle rustling and tit-for-tat killings. In January 2020, the village of Kolom was attacked, just outside Amiet Market. 33 people were killed, including women and children, houses burned to the ground and the survivors fled to a displacement camp in Abyei Town, 30km south. This has been a major set-back for peace talks and, once again, communication between Misseriya and Ngok Dinka leaders has broken down. The seasonal livestock movements for Misseriya herders were disrupted and trade in the Market reduced, hurting livelihoods. Concordis is working in both the north and south of the Abyei Administrative Area, undertaking shuttle diplomacy between the two sides. This has paved the way for a meeting of traditional leaders, under the protection of UN peacekeepers, UNISFA, to unblock this impasse.

Public Awareness and Cooperation with other organisations

The UK Government

The Programme team advise and liaise with the UK Foreign, Commonwealth and Development Office (FCDO formerly Department for International Development (DFID)). Through working groups and bilateral meetings with ambassadors and desk officers, the team share knowledge and experience on measures that might be effective in the complex environments of Abyei, the Central African Republic and the wider Sahel, encouraging Her Majesty's Government to use its money and influence efficiently and effectively.

The European Union

Concordis is a member of the European Peacebuilding Liaison Office (EPLO), which brings together organisations with similar objectives and facilitates proactive engagement between them and the European Union. This is intended to inform EU policy and decision making as to how future funding will be allocated, including through the Brexit process. EPLO has funding which enabled Concordis staff to make several visits to Brussels at no cost, working with colleagues across the peacebuilding sector and with senior officials in the European Union to develop policy and codes of practice that will increase programmatic effectiveness in the challenging contexts in which we all work. In particular, Concordis staff have taken a lead role in contributing to policy on emergency response in the event of rapidly deteriorating security; providing market and other economic incentives to promote peace; and conflict arising out of seasonal migration.

Concordis has continued to develop and deepen its own bilateral relationships with senior staff at the EU, both in Brussels and in the delegations in the countries in which we work.

Danish Refugee Council (DRC)

Concordis works in consortium with DRC in Central African Republic to work collaboratively in the north of the country. DRC has a longstanding commitment to CAR, with excellent networks and deserved reputation for delivering high-quality humanitarian work in the country. They asked Concordis to support them with peacebuilding aspects of their programme and to provide them with beneficiary feedback mechanisms, improving accountability of their work.

In turn, DRC and consortium partners, **Premier Urgence**, **Triangle** and **Action Against Hunger**, will support Concordis' work, providing concrete interventions that respond to recommendations made by participants in Concordis' dialogue processes. These interventions will address root causes of intercommunity conflict and provide peace dividends; clear and tangible benefits to resolving disputes peacefully instead of through violence.

United Nations Agencies

Projects are implemented in cooperation with many of the UN agencies, including:

- **MINUSCA** and **UNISFA** peacekeeping forces in CAR and Abyei, respectively.
- The International Organisation for Migration (**IOM**) to ensure clear collaboration and synergy with their work in the north of CAR and in Abyei.

- The Food and Agriculture Organisation (**FAO**), who deliver vaccines and other support to both herders and farmers, thereby providing peace dividends to communities in CAR and Abyei.
- The World Food Programme (**WFP**) who provide the teams with flights on the United Nations Humanitarian Air Service (**UNHAS**) when road travel is too difficult or dangerous in CAR and South Sudan.
- The United National Development Programme (**UNDP**), the UN Resident Coordinator's Office (**RCO**), the United Nations Office for the Coordination of Humanitarian Affairs (**OCHA**), **UNICEF** and others, who share information, analysis and risk assessments.

Priorities for 2020/21

Concordis' key priority for the coming financial year is to pursue our strategic approach in line with our mission, principles and values by:

- Delivering the current programmes to the highest standard, making a measurable impact for peace
- Monitoring and evaluating that impact, enabling us to adapt programmes to meet areas of greatest need, and to remain accountable to both communities and our funders
- Preparing and disseminating clear reports that make the communities' recommendations and Concordis' analysis widely available to those who would benefit from it
- Working alongside women and men effected by conflict to design and fund future programming that will be effective in these rapidly evolving and complex contexts. This includes ongoing work in the places we already operate, and new work in places where there are gaps in provision and opportunities to engage, which would benefit from our strategic approach and technical expertise.

In line with all businesses, the Board and executive team at Concordis have adapted our ways of working in response to the challenges presented by the COVID pandemic, to ensure our staff and those with whom we work are not put at risk of infection because of our activities. Our head office has seen little use since March 2020, since staff based there have worked from home, and international travel was not possible.

We adapted our programme activities to ensure they comply with national regulations and do not put people at risk. Workshops and dialogues were undertaken with smaller numbers of people, socially distanced and in the open air. Movement of people was kept to a minimum and we relied even more on local peacebuilders working where they live.

Fortunately, Concordis has always invested heavily in training and support local peacebuilders across the regions where we work. We have been able to support them in continuing to build peace and in finding workable solutions to root causes of conflict, even when staff have not been able to visit them directly. Working with and through these networks, we are playing a key role in helping prevent the spread of the pandemic. Our early warning networks can also warn of outbreaks of infection, or of conflict triggered in response to the virus. They also push out accurate information about the virus, to improve resilience to infection and to counter 'fake news'.

Risk management and Internal controls

The board is responsible for ensuring that there is an appropriate process for the management of any risks faced by Concordis, including ensuring that internal controls are in place and operating as intended. Alongside the executive team, the board regularly reviews and assesses the major risks to which the organisation is exposed, in particular those relating to the operations and finances of the organisation, and the safeguarding of staff and of those with whom we work. Risks are recorded and monitored on an organisational risk register which includes an assessment of the likelihood and potential severity of impact of each risk. The register also records mitigating actions and controls and is used to proactively manage risk effectively.

The risk committee of the board meets at least quarterly with the executive team, then reports on the status of those risks to the full board.

The most significant risk areas identified by the board are described in more detail below.

- Unrestricted income is insufficient to cover unbudgeted expenditure.
 - Prevent by maintaining forecasting reporting systems that will forewarn when this happens and give sufficient time to implement any changes needed;
 - Reduce by increasing fundraising from individuals and trusts.
- Institutional funding environment limits availability of grants.
 - Reduce the impact by creatively looking for new fundraising opportunities with a more diverse set of donors
 - Develop a network for consortium bids
 - Consider a merger to improve our competitive advantage

Prior to each activity undertaken in the field, risks are assessed and analysed and appropriate mitigating steps are adopted. These are reviewed by the chief executive or the programme manager as appropriate.

FINANCIAL REVIEW

Results for the year

Concordis receives income principally as grants from governmental and institutional donors to fund specific projects. This is supplemented by donations and other fundraising activities. Total income in the financial year increased to £809,133 from £586,225 in the prior financial year. This was due mainly to the fact we secured new grant funding for the Abyei project work in the Sudan South Sudan borderlands.

Our expenditure falls in to two categories, namely the costs of fundraising or the costs of implementing programmes on the ground in Africa. Both categories include a proportional share of the organisation's support costs, which include the costs of running the central entity and the costs of its governance. Total expenditure in 2019/2020 rose to £760,655 from £524,391 the previous year, although as stated above this was largely due to the increased programme activity in Abyei.

Concordis reported a surplus for the financial year of £38,731 which is a decrease from the £62,616 reported in the previous year. This is made up of a surplus on unrestricted funds of £11,522 (2018/19: surplus of

£14,814) and a surplus on restricted funds of £27,209 (2018/19: surplus of £47,802).

The level of restricted fund surplus or deficit fluctuates from year to year due to changes in the level of capital investment in our restricted projects. In 2019/20 this figure is a surplus because we received funding for vehicles and equipment on the major new project referred to above. Our closing restricted fund balance is £78,721 (2019: £51,512).

Unrestricted funds comprise income from general fundraising activities and this funds the organisation's support costs. Our current plans are to increase the level of the unrestricted fund and we are pleased to have achieved this in the financial year. Our closing unrestricted fund balance is £29,630 (2019: £18,108).

Reserves policy

Reserves are needed to bridge the gap between the spending and receiving of income and to cover expenditure that has to be paid from unrestricted funds. The trustees resolved that Concordis should hold reserves equal to its liabilities, should the charity need to be wound up on a given day without further income. As at the end of the financial year, this amounts to £15,000. Unrestricted reserves on 30 June 2020 were £29,630 (2019: £18,108) which means that the policy has been met. We will be reviewing our reserves policy during the forthcoming financial year.

Going concern

The trustees have assessed the ability of Concordis to continue as a going concern. The trustees have considered several factors when arriving at their conclusion as to whether the use of the going concern basis is appropriate when preparing these financial statements including a review of updated forecasts to the end of 2021, and a consideration of key risks that could negatively affect the charity.

Core costs not directly chargeable to grants are covered broadly by 3 sources: (i) charitable donations from individuals and churches, (ii) unrestricted grants from private trusts (iii) overhead percentage chargeable on project expenditure under the terms of grant contracts. All of these are forecast to be higher in 2020/21 than in 2019/20. Donations and pledges already received in the first half of 2020/21 suggest that the funding base is secure for (i) and (ii). Programme funding which accounts for (iii) is contracted for most of the forecast review period. To address inherent uncertainties, we have considered detailed cash-flow projections based on several different funding scenarios and we are satisfied based on these projections that Concordis is able to continue as a going concern for the 12 months from the date of approval of these financial statements, and for the foreseeable future.

Auditor

Price Bailey LLP were re-appointed as auditor at the Board meeting on 28 January 2021.

Responsibilities of the Trustees

The Trustees are responsible for preparing this annual report and the financial statements in accordance with applicable law and regulations and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

Company law requires the directors to prepare financial statements for each financial year. Under that law the directors have elected to prepare the financial statements in accordance with United Kingdom Generally Accepted Accounting Practice (United Kingdom Accounting Standards and applicable law). Under company

law the directors 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 charitable company and of the incoming resources and application of resources, including the income and expenditure, of the charitable company for that period. In preparing these financial statements, the directors are required to:

- Select suitable accounting policies and then apply them consistently
- Observe the methods and principles in the charities SORP 2019 (FRS102)
- Make judgements and accounting 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 company will continue in operation.

The Trustees are responsible for keeping adequate accounting records that disclose with reasonable accuracy at any time the financial position of the charitable 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 charitable company and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

The trustees are responsible for the maintenance and integrity of the corporate and financial information included on the charitable company's website. Legislation in the UK governing the preparation and dissemination of financial statements may differ from legislation in other jurisdictions.

In so far as the Trustees are aware:

- There is no relevant audit information of which the charitable company's auditor is unaware; and
- The Trustees have taken all steps that they ought to have taken to make themselves aware of any relevant audit information and to establish that the auditor is aware of that information.

This report has been prepared in accordance with the special provisions for small companies under Part 15 of the Companies Act 2006.

The report was approved by the Board on 28 January 2021 and signed on its behalf by:



EDWARD MOORE, Chair of Trustees

INDEPENDENT AUDITORS REPORT TO THE TRUSTEES AND MEMBERS OF CONCORDIS INTERNATIONAL

Opinion

We have audited the financial statements of Concordis International (the 'charitable company') for the year ended 30 June 2020 which comprise the Statement of Financial Activities, the Balance Sheet, the Statement of Cashflows and the related notes, 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 charitable company's affairs as at 30 June 2020, and of its incoming resources and application of resources, including its 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 charitable company 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

We have nothing to report in respect of the following matters in relation to which the ISAs (UK) require us to report to you where:

- the trustees' use of the going concern basis of accounting in the preparation of the financial statements is not appropriate; or
- the trustees have not disclosed in the financial statements any identified material uncertainties that may cast significant doubt about the charitable company's ability to continue to adopt the going concern basis of accounting for a period of at least twelve months from the date when the financial statements are authorised for issue.

Other information

The trustees are responsible for the other information. The other information comprises the information included in the trustees' annual report, other than the financial statements and our auditor's report thereon. Our opinion on the financial statements does not cover the other information and, except to the extent

INDEPENDENT AUDITORS REPORT TO THE TRUSTEES AND MEMBERS OF CONCORDIS INTERNATIONAL

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.

Opinions on other matters proscribed 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' report (incorporating the directors' report) for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the directors' report has been prepared in accordance with applicable legal requirements.

Matters on which we are required to report by exception

In the light of our knowledge and understanding of the charitable company and its environment obtained in the course of the audit, we have not identified material misstatements in the directors' report.

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

- adequate accounting records have not been kept, or returns adequate for our audit have not been received from branches not visited by us; or
- the financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of directors' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit; or
- the trustees were not entitled to prepare the financial statements in accordance with the small companies' regime and take advantage of the small companies' exemptions in preparing the directors' report and from the requirement to prepare a strategic report.

Responsibilities of trustees

As explained more fully in the trustees' responsibilities statement, the trustees (who are also the directors of the charitable company for the purposes of company law) are responsible for the preparation of 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 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 charitable company or to

INDEPENDENT AUDITORS REPORT TO THE TRUSTEES AND MEMBERS OF CONCORDIS INTERNATIONAL

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.

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. 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.



Helena Wilkinson BSc FCA DChA (Senior Statutory Auditor)

for and on behalf of

PRICE BAILEY LLP

Chartered Accountants

Statutory Auditors

Tennyson House

Cambridge Business Park

Cambridge CB4 0WZ

Date: 12 February 2021

STATEMENT OF FINANCIAL ACTIVITIES
(Incorporating the income and expenditure account)
For the year ended 30 June 2020

	Notes	Unrestricted Funds Year to 30 June 2020 £	Restricted Funds Year to 30 June 2020 £	Total Funds Year to 30 June 2020 £	Unrestricted Funds Year to 30 June 2019 £	Restricted Funds Year to 30 June 2019	Total Funds Year to 30 June 2019
Income from:							
Donations and gifts	2	59,623	-	59,623	37,281	287	37,568
Institutional grants	3	-	749,510	749,510	25	548,632	548,657
Total Income		59,623	749,510	809,133	37,306	548,919	586,225
Expenditure on:							
Cost of raising funds		4,690	-	4,690	2,309	-	2,309
Charitable activities		33,664	722,301	755,965	19,842	502,240	522,082
Total expenditure	4	38,354	722,301	760,655	22,151	502,240	524,391
Net income from operating activities	5	21,269	27,209	48,478	15,155	46,679	61,834
(Losses)/gains on exchange rate movements		(9,747)	-	(9,747)	(341)	1,123	782
Net movement of funds		11,522	27,209	38,731	14,814	47,802	62,616
Reconciliation of funds							
Fund balances brought forward	12	18,108	51,512	69,620	3,294	3,710	7,004
Total funds carried forward	12	29,630	78,721	108,351	18,108	51,512	69,620

All of the above amounts relate to continuing activities.
The Statement of Financial Activities includes all gains and losses recognised in the year.
The notes on pages 23 to 32 form part of these financial statements.

Registered company number: 04930461

BALANCE SHEET
as at 30 June 2020

	Notes	As at 30 June 2020 £	As at 30 June 2019 £
Fixed assets	8	77,021	49,812
Current assets			
Debtors	9	32,389	4,526
Cash at bank and in hand	10	584,175	344,173
		616,564	348,699
Current liabilities			
Creditors: amounts falling due within one year	11	(585,234)	(328,891)
Net current assets		31,330	19,808
Total net assets	12	108,351	69,620
Funds			
Restricted fixed asset funds		77,021	1,700
Restricted revenue funds		1,700	49,812
Total restricted funds		78,721	51,512
Unrestricted funds		29,630	18,108
Total funds	12	108,351	69,620

The notes on pages 23 to 32 form part of these financial statements.

The financial statements were approved and authorised for issue by the Board of Trustees on 28 January 2021 and signed on their behalf by:



EDWARD MOORE, Chair of Trustees



HENRY WRIGLEY, Treasurer

STATEMENT OF CASH FLOWS

For the year end 30 June 2020

	Note	Year to 30 June 2020 £	Year to 30 June 2019 £
Cash flows from operating activities:	A		
Net cash provided by/(used in) operating activities		309,369	380,461
Cash flows from investing activities:			
Purchase of fixed assets		(59,620)	(54,504)
Change in cash and cash equivalents in the year		249,749	325,957
 Cash and cash equivalents at the start of the year		344,173	17,434
 Change in cash and cash equivalents due to exchange rate movements during the year		(9,747)	782
 Cash and cash equivalents at the end of the year		584,175	344,173

	At 1 July 2019 £	Cash movements £	At 30 June 2020 £
Net debt reconciliation			
Cash at bank and in hand	344,173	240,002	584,175

Note A: Reconciliation of net income to net cash inflow from operating activities

Net income/(expenditure) for the year	38,731	62,616
Adjustments for:		
Depreciation	32,411	4,692
Gains/(losses) on foreign exchange	9,747	(782)
(Increase)/decrease in debtors	(27,863)	(1,282)
Increase/(decrease) in creditors	256,343	315,217
Net cash provided by/(used in) operating activities	309,369	380,461

The notes on pages 23 to 32 form part of these financial statements.

1. ACCOUNTING POLICIES

a) Legal status

Concordis International Trust is a charitable company limited by guarantee. It has been registered in England and Wales with the Charity Commission (Charity number 1105697) since and with Companies House since it was incorporated on 13 October 2003 (Company number 04930461). The company has no share capital, and its members are the trustees named on page 3. 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. At the balance sheet date there were 11 members (At 30 June 2019: 6).

b) Registered and principal office

The registered and principal office of Concordis is International Dispute Resolution Centre, 70 Fleet Street, London EC4Y 1EU.

c) Basis of preparation

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 (FRS102) (effective 1 Jan 2019) (Charity SORP 2019), the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS102) and the Companies Act 2006.

The financial statements have been prepared under the historical cost convention and are presented in pounds sterling which is the functional currency of the charity.

Concordis meets the definition of a public benefit entity under FRS 102.

d) Going concern

The trustees have assessed the ability of Concordis to continue as a going concern. The trustees have considered several factors when arriving at their conclusion as to whether the use of the going concern basis is appropriate when preparing these financial statements including a review of updated forecasts to the end of 2021, and a consideration of key risks that could negatively affect the charity.

Core costs not directly chargeable to grants are covered broadly by 3 sources: (i) charitable donations from individuals and churches, (ii) unrestricted grants from private trusts (iii) overhead percentage chargeable on project expenditure under the terms of grant contracts. All of these are forecast to be higher in 2020/21 than in 2019/20. Donations and pledges already received in the first half of 2020/21 suggest that the funding base is secure for (i) and (ii). Programme funding which accounts for (iii) is contracted for most of the forecast review period. To address inherent uncertainties, we have considered detailed cash-flow projections based on several different funding scenarios and we are satisfied based on these projections that Concordis is able to continue as a going concern for the 12 months from the date of approval of these financial statements, and for the foreseeable future.

e) Income

Income is accounted for on an accruals basis in the period in which the charity is entitled to income where the amount can be measured with reasonable certainty. Where donations are received net of

tax, and tax is recoverable, the income is recognised gross at the time of receipt. Where the entitlement to project or grant income is performance related the income is recognised when the conditions for entitlement have been fulfilled.

f) Donated services

In line with SORP 2019, the value of donated services provided by volunteers is not incorporated into these financial statements.

g) Expenditure, its allocation and irrecoverable VAT

Expenditure is accounted for on an accruals basis and is recognised when there is a legal or constructive obligation to pay. Expenditure on charitable activities includes the direct cost of planning, staffing and implementing the operational activities. It also includes support costs, which represent costs of providing the infrastructure and organisational services that support the charitable activities as well as governance costs.

The majority of costs are directly attributable to specific charitable activities. Support costs, which relate to more than one activity, are apportioned across charitable activities and fundraising costs based on the level of expenditure of these activities.

Irrecoverable VAT is charged as a cost against the activity for which the expenditure was incurred.

h) Pensions

The costs of providing defined contribution pensions in the UK are charged to the Statement of Financial Activities as they fall due. The difference between contributions payable in the year and those paid are included in creditors in the balance sheet.

i) Operating leases

Instalments paid under operating leases are charged to the Statement of Financial Activities as they fall due.

j) Presentation currency and Exchange rate gains and losses

The functional currency of Concordis is considered to be pounds sterling (GBP) because that is the currency of the primary economic environment in which the charity operates.

Monetary assets and liabilities held at the year end and denominated in foreign currencies are translated into pounds sterling at the rates of exchange ruling at the balance sheet date. Transactions in foreign currencies are recorded at the rate of exchange ruling on the time of the transaction. Exchange rate gains and losses are recognised in the Statement of Financial Activities.

k) Tangible fixed assets and Depreciation

Tangible fixed assets are stated at cost less any provisions for depreciation. Tangible fixed assets costing more than £500 are capitalised except when purchased with restricted funds when donor requirements for capitalisation are applied. The cost of fixed assets is their purchase cost, together with any incidental expenses on acquisition.

Depreciation is provided to write off the cost, less estimated residual values, of all fixed assets, spread evenly over their expected useful lives. It is calculated at a rate of 33.3% per annum. Where the asset has been acquired using restricted funds, the asset is depreciated to write off the cost, less estimated

residual values over the remaining term of the grant.

l) Debtors

Other debtors are recognised in the financial statements at the settlement amount due. Prepayments are valued at the amount prepaid at the balance sheet date.

m) Cash at bank and in hand

Cash at bank and in hand includes current account balances held with banks.

n) Creditors

Creditors are recognised where the charity has a present obligation resulting from a past event that will probably result in the transfer of funds to a third party and the amount due to settle the obligations can be measured or estimated reliably. Creditors are normally recognised at their settlement amount.

o) Fund accounting

Restricted funds are funds that can only be used in accordance with specific restrictions imposed by donors. The detail of each restricted fund is set out in the note 11. Unrestricted general funds are available to spend on activities that further any of the charity's objectives. Designated funds are unrestricted funds of the charity which the trustees have decided to set aside to use for a specific purpose. No unrestricted funds have currently been designated by the trustees.

p) Taxation

Concordis meets the definition of a charitable company for UK corporation tax purposes. It is potentially exempt from taxation on its income or capital gains to the extent they are applied for its charitable purposes.

q) 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 their settlement value. Fixed assets are recorded at depreciated historical value. All other assets and liabilities are recorded at cost which is their fair value.

r) Critical accounting judgements and estimates

In the application of the accounting policies, which are described in Notes 1a to 1s, 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.

s) Restatement of comparative figures

The presentation of the notes to the accounts have been re-formatted to improve understanding of the figures. Where this has been necessary, the note to the account is headed "Restated". The overall results for the year ended 30 June 2019 have not changed.

	Unrestricted Funds Year to 30 June 2020 £	Restricted Funds Year to 30 June 2020 £	Total Funds Year to 30 June 2020 £	Unrestricted Funds Year to 30 June 2019 £	Restricted Funds Year to 30 June 2019 £	Total Funds Year to 30 June 2019 £
2. Donations and gifts						
Individuals	43,109	-	43,109	31,981	287	32,268
Churches	1,150	-	1,150	400	-	400
Trusts	15,364	-	15,364	4,900	-	4,900
	59,623	-	59,623	37,281	287	37,568
3. Institutional grants						
European Union						
2019-2021 CAR (via Bekou)	-	68,201	68,201	-	72,598	72,598
2016-2018 Mauritania	-	-	-	-	13,498	13,498
2019-2021 Mauritania	-	86,476	86,476	-	86,567	86,567
2019-2021 Abyei	-	213,972	213,972	-	-	-
UK Aid Direct						
2018-2021 CAR	-	334,547	334,547	-	375,969	375,969
United Nations						
2020 Abyei (via UNIFSA)	-	4,371	4,371	-	-	-
USAID						
2020 CAR (via Tetra Tech)	-	41,943	41,943	-	-	-
Other	-	-	-	25	-	25
	-	749,510	749,510	25	548,632	548,657

NOTES TO THE FINANCIAL STATEMENTS

	Staff Costs	Other Direct Costs	Support Costs	Year to 30 June 2020	Staff Costs (restated)	Other Direct Costs (restated)	Support Costs (restated)	Year to 30 June 2019 (restated)
	£	£	£	£	£	£	£	£
4a. Analysis of expenditure								
Cost of raising funds	3,667	716	307	4,690	2,213	-	96	2,309
Charitable activities: peace building								
Central African Republic	256,096	190,962	31,315	478,373	148,541	260,383	18,197	427,121
Mauritania	45,157	44,312	6,267	95,736	34,033	35,799	3,106	72,938
Abyei	98,896	55,727	10,831	165,454	-	(12)	-	(12)
Future project development	2,972	7,789	754	11,515	15,439	-	688	16,127
Awareness raising and advocacy	3,092	1,475	320	4,887	5,658	-	250	5,908
	409,880	300,981	49,794	760,655	205,884	296,170	22,337	524,391

Staff costs totalling £15,255 (2019: £981) are included in allocated support costs.

4b. Analysis of support costs

Governance	9,210	7,633
Facilities and IT	26,588	10,192
Financial management	7,299	3,598
Human resources	6,697	914
	49,794	22,337

4c. Analysis of governance costs

Audit	6,828	7,000
Board and committee meetings	256	439
Strategic and operational planning	2,126	194
	9,210	7,633

5. Net income for the year

Net income for the year is stated after charging:

Auditors' remuneration	6,828	7,000
Depreciation	32,411	4,692
Payments under operating leases	45,306	40,500

	Year to 30 June 2020	Year to 30 June 2019 (restated)
	£	£
6. Staff costs and numbers		
Costs of employing UK contracted staff were:		
Salaries	157,185	98,574
National insurance	15,708	10,383
Pension	9,169	4,496
	<u>182,062</u>	<u>113,453</u>
Costs of employing overseas staff on local contracts were:		
Salaries	218,612	79,262
Local payroll taxes	24,461	14,150
	<u>425,135</u>	<u>206,865</u>
The average number of contracted staff was:		
In the UK	5	3
Overseas	23	18
	<u>28</u>	<u>21</u>
The total remuneration of Key Management Personnel was:	<u>86,160</u>	<u>113,453</u>

There were no employees who received employee benefits (excluding employer pension costs) of more than £60,000 (2018: nil).

7. Trustees remuneration and Related party transactions

The trustees received no remuneration or expenses during the year (2018: nil).

No reimbursement was made to trustees for directly incurred expenses in the current or preceding financial years.

Aggregate donations received from trustees and key management personnel during the year were £15,249 (2018/19: £5,280).

No other benefits were awarded to Trustees during the financial year.

There were no other related party transactions.

NOTES TO THE FINANCIAL STATEMENTS

	As at 30 June 2020 Equipment £	As at 30 June 2020 Vehicles £	As at 30 June 2020 Total £
8. Fixed Assets			
Cost at start of year	12,572	41,932	54,504
Additions	13,975	45,645	59,620
Cost at end of year	26,547	87,577	114,124
Depreciation at start of year	2,750	1,942	4,692
Charge for the year	6,520	25,891	32,411
Depreciation at end of year	9,270	27,833	37,103
Net book value			
At 30 June 2020	17,277	59,744	77,021
At 30 June 2019	9,882	39,990	49,812

	As at 30 June 2020 Total £	As at 30 June 2019 Total £
9. Debtors and prepayments		
Advance payments	10,832	-
Gift aid and other amounts due	4,936	247
Prepayments	16,621	4,279
	32,389	4,526
10. Cash at bank and in hand		
Cash at bank held in the UK	535,769	333,985
Cash at bank held overseas	33,018	5,239
Cash held overseas	15,388	4,949
	584,175	344,173

	As at 30 June 2020	As at 30 June 2019 (restated)
	£	£
11a. Creditors: amounts falling due within one year		
Trade creditors	19,447	36,719
UK payroll tax and social security costs	-	964
Overseas payroll taxes	17,336	4,765
UK pensions	1,282	392
Deferred income (see notes 11b and 11c)	541,169	279,051
Accruals	6,000	7,000
	<u>585,234</u>	<u>328,891</u>
11b. Deferred income		
Brought forward at start of year	279,051	-
Income deferred during the year	921,252	279,051
Income released during the year	(659,134)	-
Carried forward at the end of the year	<u>541,169</u>	<u>279,051</u>
11c. Analysis of deferred income		
European Union		
2019-2021 CAR (via Bekou)	50,829	121,868
2019-2021 Mauritania	32,158	113,850
2019-2021 Abyei	428,620	-
UK Aid Direct		
2018-2021 CAR	-	43,333
United Nations		
2020 Abyei (via UNIFSA)	15,177	-
USAID		
2020 CAR (via Tetra Tech)	14,385	-
	<u>541,169</u>	<u>279,051</u>

	Note	At 1 July 2019 £	Income £	Expenditure £	Gain/loss on exchange rate £	At 30 June 2020 £
12a. Current year						
Restricted fixed asset fund						
EU: 2019-2021 CAR (via Bekou)	1	9,822	-	(6,520)	-	3,302
EU: 2019-2021 Mauritania	2	21,359	-	(8,473)	-	12,886
EU: 2019-2021 Abyei	3	-	59,620	(8,475)	-	51,145
UK Aid Direct: 2019-2021 CAR	1	18,631	-	(8,943)	-	9,688
		49,812	59,620	(32,411)	-	77,021
Restricted revenue fund						
EU: 2019-2021 CAR (via Bekou)	1	-	68,201	(68,201)	-	-
EU: 2019-2021 Mauritania	2	-	86,476	(86,476)	-	-
EU: 2019-2021 Abyei	3	-	154,352	(154,352)	-	-
UK Aid Direct: 2019-2021 CAR	1	-	334,547	(334,547)	-	-
UN: 2020 Abyei (via UNIFSA)	3	-	4,371	(4,371)	-	-
USAID: 2020 CAR (via Tetra Tech)	1	-	41,943	(41,943)	-	-
Other	5	1,700	-	-	-	1,700
		1,700	689,890	(689,890)	-	1,700
Unrestricted fund		18,108	59,623	(38,354)	(9,747)	29,630
Total funds		69,620	809,133	(760,655)	(9,747)	108,351
12b. Prior year						
Restricted fixed asset fund						
EU: 2019-2021 CAR (via Bekou)	1	-	12,572	(2,750)	-	9,822
EU: 2019-2021 Mauritania	2	-	23,301	(1,942)	-	21,359
UK Aid Direct: 2018-2021 CAR	1	-	18,631	-	-	18,631
		-	54,504	(4,692)	-	49,812
Restricted revenue fund						
EU: 2019-2021 CAR (via Bekou)	1	-	363,397	(363,397)	-	-
EU: 2016-2018 Mauritania	4	-	13,498	(13,498)	-	-
EU: 2019-2021 Mauritania	2	-	63,266	(63,266)	-	-
UK Aid Direct: 2018-2021 CAR	1	-	53,967	(53,967)	-	-
Other	5	3,710	287	(2,297)	-	1,700
		3,710	494,415	(494,425)	-	1,700
Unrestricted fund		3,294	37,306	(23,274)	782	18,108
Total funds		7,004	586,225	(524,391)	782	69,620

Notes:

- (1) The purpose of the grants UK Aid Direct 2018-2021 CAR, EU 2019-2021 CAR (via Bekou) and USAID: 2020 CAR (via Tetra Tech) is to promote peaceful seasonal migration to mutual benefit in the north of Central African Republic.
- (2) The purpose of the grant EU: 2019-2021 Mauritania is to promote peaceful coexistence and resilience to the effects of climate change in the Senegal River Valley region.
- (3) The purpose of the grants EU: 2019-2021 Abyei and UN: 2020 Abyei (via UNIFSA) is for supporting peacebuilding and intercommunity trade in the Abyei Administrative Area.
- (4) The purpose of the grant EU: 2016-2018 Mauritania is to promote conflict resolution and peacebuilding in the Senegal River Valley region.
- (5) The purpose of the individual donor grants for South Sudan is to promote resolution of conflict at national level in South Sudan.

	Unrestricted Funds Year to 30 June 2020 £	Restricted Funds Year to 30 June 2020 £	Total Funds Year to 30 June 2020 £	Unrestricted Funds Year to 30 June 2019 £	Restricted Funds Year to 30 June 2019	Total Funds Year to 30 June 2019
13. Analysis of net assets between funds						
Fixed assets	-	77,021	77,021	-	49,812	49,812
Debtors and prepayments	4,482	27,907	32,389	(325)	4,851	4,526
Cash at bank and in hand	27,046	557,129	584,175	22,080	322,093	344,173
Creditors: amounts falling due within one year	(1,898)	(583,336)	(585,234)	(3,085)	(325,806)	(328,891)
Total net assets	29,630	78,721	108,351	18,670	50,950	69,620

	As at 30 June 2020 £	As at 30 June 2019 £
14. Lease commitments		
Operating leases which expire		-
Within one year – land and buildings	<u>50,100</u>	<u>4,442</u>