

CHARITY NUMBER : 1105697

COMPANY NUMBER : 04930461

**CONCORDIS INTERNATIONAL TRUST
COMPANY LIMITED BY GUARANTEE**

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



CONTENTS

Legal and administrative information	3
Trustees' Annual Report	4
Independent Auditor's Report	21
Statement of Financial Activities	24
Balance Sheet	25
Statement of Cash Flows	26
Notes to the Financial Statements	27

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,
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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