

# Management Report 2024



CONDUCTIVE SPACE · FOR PEACE

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## 1. Introduction

Conductive Space for Peace (CSP) is a Danish civil society organisation established at a founding general meeting in November 2016 and registered as a non-profit association with the Danish Business Authority as of 1 January 2019. In relation to a change in the management structure of CSP from January 1<sup>st</sup>, 2023, the articles of association were reviewed by a lawyer and a number of minor changes were made to the decision-making structures for CSP, including that the annual accounts and elections to the Board of Directors take place at the general meeting. In addition, based on a request from CSP's management, the Board of Directors decided to change the management structure so that as of 1 January 2023, it consists of two Co-Directors, one with responsibility for «Strategy, Innovation, Finance» and the other with responsibility for «Organisational leadership». The former remains overall responsible to CSP's Board of Directors and the authorities with regard to all regulatory requirements.

## 2. CSP's Goals and Strategy

The overall goal of CSP is to promote an equitable and effective global peacebuilding system that holds local agency and power at the core and provides a conducive space for equal and dignified collaboration for sustainable peace. The outcomes that CSP pursues are two-fold: 1) International institutions are transformed to better enable locally led peacebuilding and development, and 2) global collaboration on peacebuilding with civil society at the centre is reimagined in ways that are equitable and relevant in the radically changing global context. CSP's work in 2024 has focused on reimagining global (trans-local) spaces and infrastructures for peace, developing scenarios and gaining traction for new pathways to change based on the scenarios all under Outcome 2.

With CSP's new strategy, which was developed in 2023 and fully entered into force as of 1 January 2024, CSP increased its focus on rethinking the global peacebuilding infrastructure. This happens at a critical time where geopolitical realities are

radically changing, the number of armed conflicts is increasing and spreading to regional and international structures, and the number of refugees and migrants is at unprecedented levels. As we now operate in a world in violent flux, our strategic and future-thinking «nerve» has been sharpened – in 2024 and in the coming years.

## 3. Development in activities

The RESPACE initiative constituted a significant organisational focus in 2024. Through the RESPACE initiative, a group of 26 committed change agents from 17 countries came together to rethink global collaboration for sustainable peace. The initiative was launched in collaboration with Reos Partners and the Network for Empowered Aid Response (NEAR). The process started with the recruitment of the change agents, who then participated in dialogue interviews that resulted in a synthesis report as a foundation for the further process. Through interactive virtual introduction and exploration workshops in April and May, participants explored the uncertainties that define the current global landscape and the opportunities for change in global collaboration. These discussions set the stage for the physical meeting in Limuru, Kenya, in June 2024, where 20 participants worked intensively over four days to develop four different scenarios for the future of global collaboration for peace. Subsequently, different subgroups took on the responsibility of sharpening the scenarios, developing visual narratives and ensuring that the scenarios resonated in different global realities.

Once the scenarios were fully developed and [the scenario report](#) was published, CSP held a series of workshops on the future of global collaboration for peace, including a virtual session in September 2024 with participation from women Sudanese peacebuilders, a side event at the UN Summit of the Future, a half-day workshop for Danish civil society actors, and a workshop session during Geneva Peace Week.

CSP also organised and facilitated a number of events as part of the annual conference *Knowledge*



*Platform on Security & Rule of Law* in Dakar, Senegal, in November. Here, CSP held a workshop with West African civil society organisations, which resulted in discussions and action points on collaboration for peace, solidarity, and the role of civil society. CSP also had a booth at the «marketplace» of the conference, where RESPACE posters with scenario illustrations sparked interest among local and international civil society organisations, diplomats, and UN representatives.

In December, CSP participated in a CSO-UN Dialogue on Peacebuilding focused on the UN Peacebuilding Architecture Review (PBAR), facilitated workshops with both local and international NGOs, and held a series of meetings in New York, including with the permanent missions of Denmark and Norway to the UN in New York, as well as with the UN's Peacebuilding Support Office (PBSO). Although CSP in 2024 has primarily focused on the RESPACE initiative and follow-up advocacy work, CSP also actively participated in a number of international meetings, including EPLO's CSDN and directors' meeting in Brussels, the FriEnt conference and a learning meeting with RBSG in Berlin, and a conference in Belfast on the role of financing in peacebuilding.

In Denmark, CSP completed its Global Focus funded project that focused on strengthening the network of change agents in Denmark who work for more equal support for local civil society actors. The last three activities under this project took place in January 2024 with the following titles: *Learnings from Promoting Local Leadership in the Humanitarian Sector: Takeaways for Peacebuilding; Moving the Needle from within: Harnessing Leadership Potential of Individuals Promoting Local Leadership and; Peer to Peer Learning from Denmark on Localisation Strategies.*

CSP continued its engagement in various working groups, including Global Focus and the Network for Conflict Prevention and Peacebuilding in Denmark, with a focus on promoting the agenda for «shift-the-power» and systems change in the existing peacebuilding and development assistance

systems. We submitted consultation responses to Danida's Africa strategy and actively contributed to shaping Danish priorities in connection with future development strategies.

As part of CSP's work to create systems change in international NGOs and make them better equipped to provide relevant support to local partners, in 2024, CSP conducted a mapping of what types of support the organisations need in order to create systemic change, what support already exists, where the gaps are, and what CSP's added value could be. CSP interviewed a number of organisations that either had expertise in organisational development and/or expressed interest in receiving CSP's support for their own change process. This assessment resulted in a strategic decision to NOT prioritise further development of organisational change processes, but instead to continue our work and collaboration with individual change agents who are collectively pursuing this agenda.

In the last half of 2024, CSP conducted a number of consultations with individuals and organisations in Denmark working with structural racism, equal treatment, and decolonisation in the Greenlandic-Danish relationship. The goal was first to identify whether CSP would be able to contribute meaningfully to the work that is already being carried out in promoting equal treatment of Greenlanders/Inuit in Denmark and decolonization of the Greenlandic-Danish relationship, and then identify the initiatives and role CSP could take on in this work. CSP established a partnership with the International Work Group for Indigenous Affairs (IWGIA) and Nauja Bianco, Isuma Consulting, and applied for funding from the Global Focus/FRIpuljen for a project to promote equal treatment of Kalaallit/Inuit in Denmark. The money was granted, and the first instalment was coined. In addition, we applied for funding for the development of teaching material on structural racism and equal treatment from CISU's Global Connect grant, and here the application was rejected, but we were encouraged to adjust the project and apply again.



#### 4. Developments in CSP's financial conditions

In 2024, CSP received grants from Humanity United (HU), Robert Bosch Foundation (RBSG), Global Fund for Community Foundations (GFCF), ADRA, and Global Fokus (FRIPuljen). The planned instalments of the HU and RBSG grants were DKK 1,378,999 and DKK 914,746, respectively, while the smaller grants from GFCF and ADRA were DKK 103,287 and DKK 35,000, respectively. In addition, CSP received the first part of the grant for a DK-Greenland Alliance Building project of DKK 243,990 out of a total of DKK 304,988 from FRIPuljen (Global Fokus) which was transferred to 2025 to align with the initiation of the project period. In addition to grants CSP received an additional income from a consultancy assignment for the Danida Fellowship Center of DKK 135,278. The total income/turnover in 2024 was DKK 4,561,050.

Of the HU and RBSG transferred funds from 2023 to 2024 and income in 2024, CSP spent DKK 2,136.698 respectively. The remaining funds were transferred from 2024 to 2025 when the activities which the grants were intended for are finalised. This amounts to DKK 3,793.998 kr. from RBSG and DKK 2,574.655 kr. from Humanity United. In addition, and as mentioned above, DKK 243,990 from the Global Fokus grant was transferred from 2024 to 2025. In 2024 there was an exchange rate gain of DKK 541,099 from the USD and EUR accounts.

In 2024, CSP spent slightly less on salaries than budgeted even with an additional staff member (Finance, HR and Admin Manager) in November and December. This was due to the fact that one of

the two senior programme managers started her contract with CSP in April 2024 rather than in January and due to the fact that an agreement was made with the same senior programme manager to work part-time rather than full time. On activities there is a slight underspending on both Outcome Area 1 and Outcome area 2, which can be explained primarily by planned activities being pushed into 2025, but also by additional grants for Outcome Area 2 activities in Kenya as well as by some of the expenses incurred in 2024 being paid for in the beginning of 2025. There is a slight overspending on DFC as some of the costs relating to 2025 were paid 2024. The remaining funds on the Global Fokus grant from 2023 were spent in the first two months of the year, and the project report submitted to the funder. Administrations costs fall below budget, because CSP changed its financial management set-up from October 2024 onwards, so the cost budgeted for Azets providing these services is less than expected.

CSP has allocated DKK 70,000 for equity which is twice as much as budgeted in order to move towards having a buffer large enough to cover staff costs for 3 months as well as other liabilities should anything unforeseeable occur. At the board meetings of 2024, the board asked CSP management to do a precise calculation of liabilities and pursue a financial strategy to reach this level. By December 31<sup>st</sup> 2024, CSP's total equity was DKK 1,056,000.

#### 5. The expected financial development

The association expects a positive result for the coming year.

