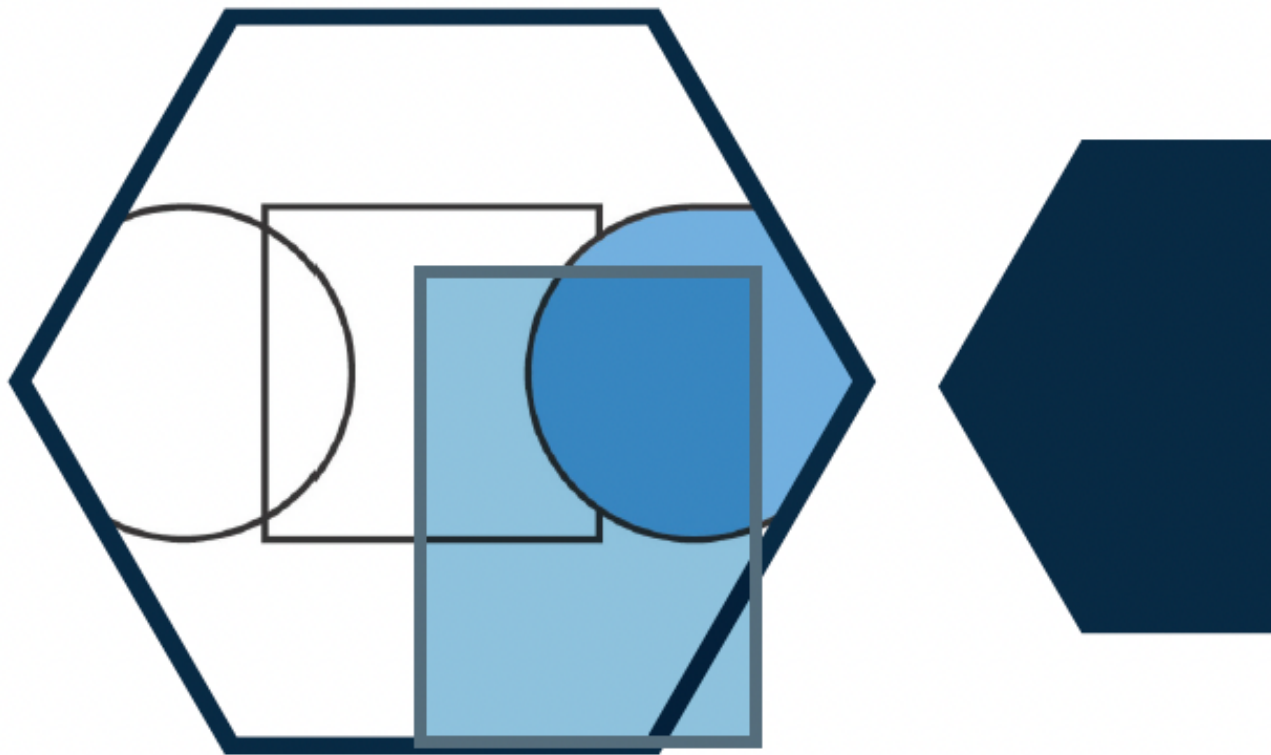
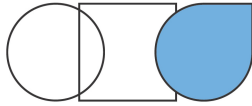


NIF Annual Report

Board of Trustees



**The Charity Commission for Northern Ireland (CCNI)
Trustees' Report
Financial Year 2022-2023**



Foundation (Northern Ireland)
Charity Number: 107531
Carnegie Library
121 Donegall Road, Belfast
BT12 5JL

Charity Information

Foundation (Northern Ireland), Carnegie Library 121 Donegall Road, Belfast BT12 5JL;
Charity no. 107531.

Trustee names:

1. Mr James Holmes

Charity Structure & Governance

The Northern Ireland Foundation (NIF) is a charitable company limited by guarantee, governed by its Memorandum and Articles of Association. The organisation operates as a membership-based charity with three classes of membership – Individual, Affiliate and Associate – who support the charitable objects and, where applicable, participate in general meetings. Voting rights are reserved to Individual and Affiliate Members.

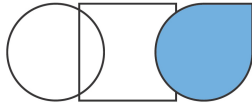
The charity is overseen by a Board of Directors, who also act as the charity's trustees for the purposes of charity law. Directors are elected by the voting membership at General Meetings in accordance with the governing document, and the Board may appoint individuals to fill casual vacancies until the next election. Each year the Board appoints from among its members a Chair, Vice-Chair, Treasurer and Secretary. The Board of Directors delegate day-to-day operations to the Project Managers and Coordinator, who report directly to the Board. The Trustees retain full responsibility for monitoring performance, financial stewardship, and compliance.

The Board meets regularly and has overall responsibility for strategic direction, governance, financial oversight and compliance. Operational decisions may be delegated to sub-committees or advisory groups where appropriate, though the Board retains ultimate responsibility for all activities. Trustees adhere to the charity's conflict-of-interest policy, and declarations are recorded in the minutes.

The charity's governing document allows the Directors to invite non-voting advisors with relevant expertise to attend Board meetings in an advisory capacity.

The Board also receives reports from the charity's delivery partner, International Communities Organisation (ICO), which supports the implementation of international programmes on behalf of NIF. All expenditure, programme decisions and public-benefit outcomes remain subject to oversight and approval by the Board.

New Trustees are appointed through open advertisement and nomination, ensuring a wide range of relevant skills and perspectives. Each Trustee receives an induction pack outlining governance responsibilities, policies, and current programmes. Ongoing



Foundation (Northern Ireland)
Charity Number: 107531
Carnegie Library
121 Donegall Road, Belfast
BT12 5JL

training is provided to ensure Trustees are aware of their duties under the Charities Act (Northern Ireland) 2008 and the Companies Act 2006

The charity has adopted standard policies covering safeguarding, data protection, equality and diversity, health and safety, and financial control. These policies are kept under review and updated as necessary to ensure continued compliance and best practice.

Charity's objectives

The Northern Ireland Foundation (NIF) was established to undertake research and promote educational activities on issues relating to a “Shared Future” in and from Northern Ireland.

Today, its work focuses on sharing lessons from Northern Ireland’s reconciliation process to build understanding, trust, and cooperation across divided communities and applying these lessons internationally in contexts where peace, reconciliation, and inclusive governance are urgently needed. The charity hosts and facilitates dialogues, capacity building initiatives, and training programmes that promote cross-community understanding and share practical knowledge of peacebuilding. In Northern Ireland, NIF continues to anchor its work locally through the restoration of the Carnegie Oldpark Library as a shared community hub for education, enterprise, arts, and civic engagement, embodying the principles of cooperation, inclusion, and mutual respect.

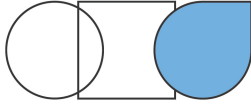
Internationally, and through its delivery partner International Communities Organisation (ICO), NIF shares relevant lessons from Northern Ireland’s peace and reconciliation journey to support divided communities abroad. In addition, ICO collaborates with divided communities to highlight issues on the international stage and works with the governments where they reside to find meaningful policy solutions.

Charity's Activities

In Northern Ireland, NIF has continued to anchor its work in community life through the restoration of the Carnegie Oldpark library as a shared community hub. This project embodies the “Shared Future” ethos by bringing together people of all backgrounds for education, enterprise, arts, and civic engagement.

Forum for Cities in Transition

The Northern Ireland Foundation continued to provide secretariat services to the Forum, which is an international network of municipalities in divided societies. The



Foundation (Northern Ireland)
Charity Number: 107531
Carnegie Library
121 Donegall Road, Belfast
BT12 5JL

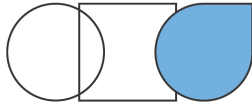
Forum for Cities in Transition brings together protagonists from divided societies. Its guiding principle is that one divided society is in the best position to help another.

ICO as an agent of NIF

Internationally, through its delivery partner, International Communities Organisation (ICO), NIF has applied lessons from Northern Ireland's peace and reconciliation journey to support divided communities abroad.

- In Kosovo, programmes have focused on minority inclusion in decision-making, economic development through the Economic Prosperity Fund, and structured community consultations, helping to bridge divides between Kosovar Serbs and Albanians to contribute to the building of a shared future between these divided communities.
- In Cameroon, education initiatives have provided free higher-education certificates to over 120 students across linguistic and cultural divides to help support a shared future between francophone and anglophone communities, while local councils in Anglophone regions have been supported to strengthen governance and resilience, including through research and best practice from the Northern Ireland reconciliation process.
- In the Middle East, NIF/ICO has advanced coexistence projects between Jewish and Arab communities, including language exchange, youth sport, cultural initiatives, and cross-community SMEs. Alongside grassroots activities, high-level mediation dialogues and sharing best practices from Northern Ireland for economic projects such as the Holy Land Bond have sought to create conditions for lasting peace and cooperation.
- In Cyprus, NIF/ICO has supported bi-communal dialogue and economic cooperation activities between Greek Cypriots and Turkish Cypriots, including a major business fair in the UN Buffer Zone in partnership with UNFICYP, creating space for cooperation across long-standing divides. The Cyprus programme has directly benefited from lessons learned during the negotiation of the Good Friday agreement.

Across all of these activities, NIF ensures that expenditure is linked to measurable outcomes, whether in Belfast or abroad. The core principle remains the same: building peace and shared future through practical initiatives that bring people, civil society and government together, create opportunities, and support inclusive governance. Trustees have considered the Charity Commission's public benefit guidance and are satisfied that all activities undertaken during the year directly advance the charity's purposes.



Foundation (Northern Ireland)
Charity Number: 107531
Carnegie Library
121 Donegall Road, Belfast
BT12 5JL

Charity's Public Benefit

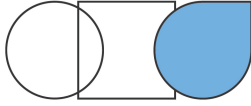
The Northern Ireland Foundation (NIF) advances education and understanding relating to peace, reconciliation, and a “Shared Future”, rooted in lessons learned in and from Northern Ireland. The benefits flowing from this purpose include increased awareness of positive peacebuilding practices, improved skills for practitioners and community actors, and enhanced cooperation across divided or marginalised groups. These benefits are evidenced through participant feedback, partner evaluations, and regular internal review of our programmes.

When working with individuals and communities affected by conflict or trauma, there is a risk of reinvoking difficult experiences. This risk is managed through robust safeguarding policies and a strict code of conduct for staff and volunteers. Trustees consider that the proven educational and reconciliatory benefits significantly outweigh this limited risk.

The charity's beneficiaries are the general public, both in Northern Ireland and internationally, including participants who attend conferences, exchanges, community programmes, and educational activities. Some private benefit inevitably arises for suppliers of services, but this is incidental and necessary to deliver the charity's purposes. All procurement follows recognised good-practice standards to ensure transparency and value for money.

Examples of outputs and outcomes of the charity's work

- In Kosovo, 1,200 members of the Serb community took part in surveys and consultations, leading to practical recommendations on minority inclusion, while more than 40 Kosovar Albanian and Serb leaders engaged in dialogue events that promoted cooperation. The launch of an *Economic Prosperity Fund* has started building pathways for minority entrepreneurs, linking reconciliation to economic growth.
- In Cameroon, over 120 young people from both Anglophone and Francophone backgrounds completed free higher education courses, while four local councils covering a population of 428,000 benefited from capacity-building programmes to strengthen governance and resilience.
- In the Middle East, the *Good Neighbours* programme engaged over 400 people in cross-community activities such as youth football, language cafés, cultural tours, and community gardening, fostering everyday trust between Jewish and



Foundation (Northern Ireland)
Charity Number: 107531
Carnegie Library
121 Donegall Road, Belfast
BT12 5JL

Arab residents. In parallel, the *Holy Land Bond* initiative advanced investment in housing, SMEs, and healthcare for underserved Palestinian communities.

- In Cyprus, more than 200 people from across the island attended a business and networking fair in the UN Buffer Zone, building cooperation between divided communities, while policy dialogues enabled high-level leaders to explore inclusive solutions to long-standing barriers to peace.

Through these projects, the charity has delivered tangible outputs: education courses have been completed, leaders from divided communities have convened, divided communities have increased interaction with one another. These outputs have led to outcomes such as strengthened trust, increased shared participation in decision-making, and improved opportunities for disadvantaged groups. Trustees are satisfied that all of these activities provide clear and measurable benefits to the public.

Future Plans

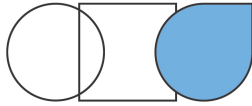
Over the coming year, the charity intends to strengthen and grow its existing programmes, both in Northern Ireland and internationally, while remaining firmly rooted in its founding purpose of promoting a “Shared Future.” A key priority will be to deepen the charity’s strategic partnership with its delivery agent, the International Communities Organisation (ICO), to ensure that the experiences and lessons of Northern Ireland’s peace process continue to inform practical peacebuilding initiatives abroad.

The charity will expand its efforts to capture, systematise, and share learning from Northern Ireland’s legacy, particularly in areas such as disarmament and reintegration, economic revitalisation, inclusive governance, and cross-community/faith dialogue. This expertise will be applied across current programmes in Kosovo, Cameroon, Cyprus, and the Middle East, as well as in any new contexts where communities seek support in rebuilding trust and cooperation.

NIF also aims to increase opportunities for Northern Ireland practitioners, experts, and community leaders to contribute to international work, creating a two-way exchange of knowledge. By drawing more deliberately on Northern Ireland’s own experience of conflict transformation, while also learning from global partners. The charity will continue to refine and strengthen its model of reconciliation, peace education, and community empowerment.

These plans are aligned with the charity’s objectives and will be developed in line with trustee oversight, available resources, and ongoing assessment of public benefit.

Financial Review



Foundation (Northern Ireland)
Charity Number: 107531
Carnegie Library
121 Donegall Road, Belfast
BT12 5JL

The Company reported current assets of £10,072 and creditors falling due within one year of £661,920. As a result, the Company was in a net liability position of £651,848 at the year end.

The Company's liabilities are primarily owed to a single creditor. The trustees continue to monitor the Company's financial position closely and remain engaged with the creditor regarding repayment arrangements.

The net liability position reflects historic obligations and limited operating activity during the year. The trustees have considered the financial position carefully in assessing the Company's ability to continue as a going concern and have outlined their plans for financial support within the going concern section of this report.

Reserves Policy

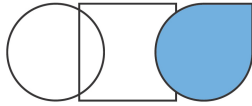
The trustees have considered the charity's need to maintain reserves in accordance with Charity Commission guidance. At the reporting date, the charity does not hold free reserves. As set out in the Statement of Financial Position, the charity is in a net liability position, which primarily reflects amounts owed to a related party for services provided under contract, rather than liabilities arising from routine trading or short-term operational costs.

The trustees recognise the importance of building appropriate reserves over time to support financial resilience and long-term sustainability. However, given the charity's current funding model and stage of development, available resources have been prioritised for programme delivery in furtherance of the charity's charitable objectives.

The trustees note that settlement of the related-party liability is expected to be managed over time, including through the planned realisation of assets, and that the creditor has demonstrated ongoing support for the charity's work.

The trustees therefore consider that this liability does not present an immediate operational cash-flow risk.

The trustees keep the charity's financial position under regular review and intend to develop a formal reserves policy as income streams become more predictable and levels of unrestricted funding increase. In the interim, financial risk is managed through close oversight of expenditure, careful cash-flow management, and ongoing support from related organisations and partners.



Foundation (Northern Ireland)
Charity Number: 107531
Carnegie Library
121 Donegall Road, Belfast
BT12 5JL

Going Concern

The Company had net liabilities of £651,848. The trustees recognise that this represents a material uncertainty which may cast significant doubt on the Company's ability to continue as a going concern.

The Company's liabilities are substantially owed to a single creditor. The Director has indicated an intention to support the Company through the donation of digital copper holdings held via associated entities. These holdings are listed on recognised exchanges and are expected to be realised over time, with proceeds applied toward reducing the outstanding creditor balance.

The creditor has indicated a willingness to consider a structured repayment approach.

Based on the Director's stated commitment to provide financial support and the ongoing cooperation of the principal creditor, the trustees consider it appropriate to prepare the financial statements on a going concern basis. However, the position remains dependent on the successful implementation of the proposed support.

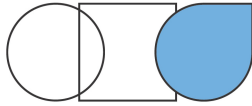
Policies on programme expenditure

The Foundation has in place a clear programme expenditure and grant-making policy to ensure that all funds are spent responsibly and deliver measurable impact. All grants or programme costs are tied to written agreements that set out objectives, permitted uses, and reporting requirements. Proposals undergo due diligence and are approved against strategic and financial criteria. Expenditure is monitored through narrative and financial reports, with staff oversight, audits, and site visits where appropriate. Strong internal financial controls ensure compliance with charity law and funder obligations, and outcomes are assessed to demonstrate real benefits for communities and to inform future learning.

Information about the contribution made by volunteers

At Foundation (Northern Ireland) volunteers are central to advancing our mission of supporting communities globally to build a more equitable and peaceful future. We involve volunteers in a variety of ways, including through research fellowship programmes that contribute to our peacebuilding agenda, and through specialised internships that focus on areas such as advocacy, digital communications, project coordination, and policy development. These roles allow volunteers to gain valuable experience while meaningfully contributing to NIF's work.

Volunteers are always supervised by a member of staff, who conducts an induction, develops a tailored work programme, and oversees their outputs to ensure a



Foundation (Northern Ireland)
Charity Number: 107531
Carnegie Library
121 Donegall Road, Belfast
BT12 5JL

constructive and supportive learning environment. Our recruitment process upholds our commitment to equal opportunities, ensuring fairness, inclusion, and compliance with relevant legal standards. Through this structured approach, volunteers are integrated into NIF's team in a way that both supports their development and strengthens the impact of our organisation.

How expenditure supports the charity's objectives

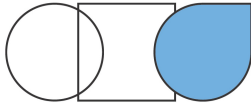
All expenditure during the year was directed towards advancing the charity's objects as defined in its governing document: undertaking research and promoting educational activities on issues relating to a "Shared Future" in and from Northern Ireland.

- Programme delivery – The majority of funds were spent on project activities such as community programmes in Northern Ireland (e.g. the Carnegie Oldpark initiative) and international initiatives under the ICO brand (e.g. minority rights consultations in Kosovo, education access projects in Cameroon, and cross-community dialogue in the Middle East and Cyprus). These directly support education, reconciliation, and building more inclusive societies.
- Research and educational outputs – Expenditure also covered research fellowships, policy consultations, and events (such as the House of Lords Kosovo briefing) designed to gather evidence, promote knowledge exchange, and influence policy on peacebuilding and shared futures.
- Capacity building and partnerships – Funds supported training, leadership development, and small grants for community organisations and SMEs, enabling local partners to advance peace and development goals sustainably.
- Operational and governance costs – A small proportion of expenditure was used for governance, compliance, and oversight, ensuring that all activities are properly monitored and align with the charity's objects and public benefit duty.

In this way, every area of expenditure can be traced directly to furthering the charity's aims of education, research, and building a shared future both in Northern Ireland and internationally.

Charity's Organisation Structure

**Board of Trustees (also
Company Directors)**
Chair
Vice Chair
Treasurer



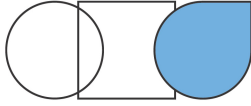
Foundation (Northern Ireland)
Charity Number: 107531
Carnegie Library
121 Donegall Road, Belfast
BT12 5JL



The charity's relationship with related parties

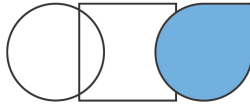
The Northern Ireland Foundation (NIF) is a registered charity. To advance its charitable objectives, NIF established International Communities Organisation (ICO), a not-for-profit company limited by guarantee, which acts as its delivery partner. While ICO is not itself a registered charity, it operates under agreements that make clear it is an agent of NIF when delivering programmes and spending funds. This arrangement allows NIF to draw on ICO's specialist expertise, staff, and international networks, while retaining oversight and accountability for charitable expenditure.

All funds disbursed to ICO are subject to written agreements setting out purposes, budgets, and reporting requirements. NIF's trustees retain responsibility for ensuring charitable funds are applied properly, receive regular reports on activities and outcomes, and exercise appropriate oversight of ICO's work. This ensures that all



Foundation (Northern Ireland)
Charity Number: 107531
Carnegie Library
121 Donegall Road, Belfast
BT12 5JL

expenditure is directed towards NIF's charitable purposes and that proper controls are in place, while enabling effective delivery of impact on the ground.



Foundation (Northern Ireland)
Charity Number: 107531
Carnegie Library
121 Donegall Road, Belfast
BT12 5JL

Appendix 1 | Statement of Financial Activities

Foundation (Northern Ireland)

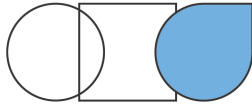
Company Limited by Guarantee

Statement of Financial Activities (including income and expenditure account)

Year ended 28 February 2023

			2023		2022
	Note	Unrestricted funds £	Restricted funds £	Total funds £	Total funds £
Income and endowments					
Donations and legacies	5	112,825	14,050	126,875	26,212
Charitable activities	6	5,713	–	5,713	–
Total income		<u>118,538</u>	<u>14,050</u>	<u>132,588</u>	<u>26,212</u>
Expenditure					
Expenditure on charitable activities	7,8	137,973	14,050	152,023	34,265
Total expenditure		<u>137,973</u>	<u>14,050</u>	<u>152,023</u>	<u>34,265</u>
Net expenditure and net movement in funds		<u>(19,435)</u>	<u>–</u>	<u>(19,435)</u>	<u>(8,053)</u>
Reconciliation of funds					
Total funds brought forward		(644,991)	12,578	(632,413)	(624,360)
Total funds carried forward		<u>(664,426)</u>	<u>12,578</u>	<u>(651,848)</u>	<u>(632,413)</u>

The statement of financial activities includes all gains and losses recognised in the year.
All income and expenditure derive from continuing activities.



Foundation (Northern Ireland)
Charity Number: 107531
Carnegie Library
121 Donegall Road, Belfast
BT12 5JL

Appendix 2 | Statement of Financial Position

Foundation (Northern Ireland)

Company Limited by Guarantee

Statement of Financial Position

28 February 2023

	Note	2023 £	2022 £
Current assets			
Cash at bank and in hand		10,072	27,587
Creditors: amounts falling due within one year	13	<u>661,920</u>	<u>660,000</u>
Net current liabilities		<u>651,848</u>	<u>632,413</u>
Total assets less current liabilities		<u>(651,848)</u>	<u>(632,413)</u>
Net liabilities		<u>(651,848)</u>	<u>(632,413)</u>
Funds of the charity			
Restricted funds		12,578	12,578
Unrestricted funds		<u>(664,426)</u>	<u>(644,991)</u>
Total charity funds	15	<u>(651,848)</u>	<u>(632,413)</u>