Charity registered number: NIC108056

RETHINKING CONFLICT

TRUSTEES' REPORT AND FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31 DECEMBER 2025

Tony Clarke
53 Andersonstown Road
Belfast
BT11 9AG

RETHINKING CONFLICT

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Trustees' Annual Report

REFERENCE AND ADMINISTRATIVE DETAILS

Registered Charity number	NIC108056
PUBLIC ADDRESS	Rev. Dr. Gary Mason Po Box 2328 Beflast BT5 9GX
CHAIRPERSON	Debbie Watters
TRUSTEES	Debbie Watters Marisa Louise Mcmahon John Mcgrath Deborah Suzanne Crooks
INDEPENDENT EXAMINER	**Tony Clarke** FCPA 53 Andersonstown Road Belfast BT11 9AG

Trustees' Annual Report

ANNUAL REPORT OF THE TRUSTEES

The trustees present their report and the unaudited the financial statements of the charity for the year ended 31 December 2025.

The financial statements are prepared in accordance with the Charities Act (Northern Ireland) 2008, FRS 102 "The Financial Reporting Standard applicable in the UK and Republic of Ireland" and Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their financial statements in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102).

The Trustees' Report contains the information required to be provided in the Trustees' Annal Report under the Statement of Reccommended Practice (SORP) guidelines.
In this report the trustees of Rethinking Conflict present a summary of its purpose, governance, activities, achievements and finances for the financial year 31 December 2025.
The charity is a registered charity and hence the report and results are presented in a form which complies with the requirements of the Charities Act (Northern Ireland) 2008 and, although not obliged to comply with the statement of Reccomended Practice applicable in the UK and Republic of Ireland FRS 102, the organisation has implemented its recommendation where relevant in these financial statements.

Appointment of Trustees
The Trustees of Rethinking Conflict meet four times a year, with an AGM held in May/June.

The Trustees recruit and select new Trustees as needed. They are recruited on the relevance of their knowledge, skills and experience, and their potential to be able to make a helpful contribution to the governance of the organisation. Trustees serve one year and may be re-elected at the AGM.

Charity Purpose
Rethinking Conflict aims to work in current zones of conflict and post conflict using the principles of conflict transformation, peace building and reconciliation to develop new and lasting relationships. We also work with individuals and organisations in the area of dealing with conflicted situations.

We currently work in three main geographic spaces – Northern Ireland, the Middle East (Israel and Palestine) and the United States of America.
The overall direct benefit from our work is increased dialogue and discussion between people from different religious, cultural and/or racial backgrounds, leading to greater understanding, tolerance and acceptance, which results in meaningful relationships and reconciliation.

Activities and Achievements
2025 was a year of continued growth, development and engagement both locally and internationally. There continues to be a strategic interest in our work from a number of quarters both locally, nationally and internationally and as an organisation we are incredibly grateful for that.

Trustees' Annual Report (continued)

Activities and Achievements continued…

The highlights of the 2025 year included -

Locally, we continue to work extensively in the ongoing process of building peace in the wider British/Irish context. We continue to facilitate a number of weekends in Dublin, which are primarily defined as, quiet below the radar strategic engagements between our two respective traditions, north and south of this island.

Our Compass Points dialogue group continues to go from strength to strength and numerically we have 100 people on our books for these quarterly meetings. We covered topics in the 2025 year from legacy, racism and finished the year with a very successful conference, based around Sam McBride and Fintan O'Toole's book, "For & Against a United Ireland." It was a great way to finish 2025 and with approximately 100 people in the room, and the authors of the book speaking and very strategic speakers from all generations, responding to this challenging, but worthwhile conversation.

Our emerging young leaders group which was formed in 2019 has continued to go from strength to strength, we have around 70 people engaged in this project. In the 2025 year, we engaged with local politicians from the five main parties, as well as looking at political and religious polarisation, diplomacy and peace building, legacy and dealing with the past and the topic of remaining in the UK or developing a new Ireland. This project for this group which we established in the Irish British context, has completely overtaken our original thinking for this project. A couple of years ago a similar group was developed in the Israeli Palestinian theatre, who are linked with our young emerging leaders and in the latter part of this year of 2025 we have plans in the calendar year 2026 to launch and develop three more emerging young leaders groups globally.

On the International front, our organisation works in two main areas the Israeli Palestinian region and also the United States.

In the United States, we work in the area primarily of political and religious polarisation, drawing on lessons from the Northern Irish peace process. We are engaged with a number of different groups, religious and political NGOs, think tanks and we had some very successful visits this year as well as ongoing seminars and engagements. We also spent time in the United States in the early part of 2025 and also in April 2025, where we engaged with a wide range of different groupings and spoke at very significant and worthwhile conferences and meetings in that region.

The complexities and difficulties of the Middle East region still continue to occupy the minds of so many people globally. It is a region in which we have been working in, since the inception of our organisation and have hosted here in our own context, a number of very significant change-makers and influencers across both political and religious bodies, both Palestinian and Israeli drawing on lessons from our ongoing peace process.

Trustees' Annual Report (continued)

Activities and Achievements continued…

As an organisation, we've been very fortunate to engage with leading universities, think tanks and academics in both the United States and in the Israeli Palestinian region on these areas of conflict transformation. We have also been able to engage with leading British and Irish politicians particularly exploring the complexities of the Middle East and our experience that we've gained in that region now for well over a decade. Our Executive director has been involved in some very key below the radar conversations particularly, around the Middle East.

We are deeply grateful as an organisation for the support, encouragement and advice we received from a wide variety of sources globally and we don't take the interest in our work and in our organisation lightly, it is very deeply valued and appreciated.

Going Concern

After making appropraite enquiries, the trustees have a reasonable expectation that the charity has adequate resources to continue in operational existence for the foreseable future. For this reason they continue to adopt the going concern basis in preparing the financial statements. Further details reqarding the adoption of the going concern basis can be found in the Accounting Policies.

Financial Review

The results for the year ended 31 December 2025 are set out on pages 8 and 9 of the financial statements.

The total income for the year ended 31 December 2025 amounted to £280,136 (2024: £347,824). The total expenditure was £298,742 (2024: £281,646)
The Trustees consider that the unrestricted funds of the charity is sufficient and adequate to fulfil their obligations. The charity held £72,012 in reserves at the year end (2024: £67,482).

Reserves Policy

The income of the charity is considered adequate and the risks associated with any significant reduction in income is regarded as unlikely. The Trustees are satisfied with the current level of reserves at the present time. The Trustees are reviewing the Reserves Policy in the current year.

Trustees' Annual Report (continued)

Trustees' responsibilities statement

As the charity's trustees we are aware of our responsibilities for the preparation of the accounts in accordance with the Charities Act (Northern Ireland) 2008.
It is also our responsibility to:

- select suitable accounting policies and then apply them consistently
- observe the methods and principles in the Charities SORP;
- make judgments and accounting estimates that are reasonable and prudent;
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charity will continue in operation.

The Trustees are responsible for keeping adequate accounting records that are sufficient to show and explain the charity's transactions and disclose with reasonable accuracy at any time the financial position of the charity and enable them to ensure that the financial statements comply with CCNI guidelines. The Trustees are also responsible for safeguarding the assets of the charity and hence to take reasonable steps to prevent and detect fraud and other irregularities.

This report was approved by the Trustees, on 17/06/2026 and signed on behalf by:



Debbie Watters
Trustee

INDEPENDENT EXAMINER'S REPORT TO THE TRUSTEES OF RETHINKING CONFLICT

I report on the financial statements of the charity for the year ended 31 December 2025 which are set out on pages 8 and 9.

This report is made solely to the charitys members, as a body in accordance with section 65(3)(a) of the Charities Act Northern Ireland 2008 and regulations made under section 66 of the Act. My work has been undertaken so that I might state to the charities Trustees those matters I am required to state to them in an Independent examiner's report and for no other purpose. To the fullest extent permitted by law, I do not accept or assume responsibility to anyone other than the charity and the charities Trustees as a body, for my work of this report.

Respective responsibilities of trustees and examiner

As the charity's Trustees are responsible for the preparation of the financial statements in accordance with the requirments of the Charities Act (Northern Ireland) 2008. Having satisfied myself that the charity is not subject to audit under Charities Act (Northern Ireland) 2008 and is eligable for Independant examination.

It is my responsibility to:

- examine the accounts under section 65 of the Charities Act
- follow the procedures laid down in the general Directions given by the Commission under section 65(9)(b) of the Charities Act
- state whether particular matters have come to my attention.

Basis of Independent Examiner's report

I have examined your charity accounts as required under section 65 of the Charities Act and my examination was carried out in accordance with the general directions given by the Charity Commission for Northern Ireland under section 65(9)(b) of the Charities Act.

My examination included a review of the accounting records kept by the charity and a comparison of the accounts presented with those records. It was also included consideration of any unusual items or disclosures in the accounts, and seeking explanations from you as charity trustees concerning any such matters.

Independent examiner’s statement

My role is to state whether any material matters have come to my attention giving me cause to believe:

1 That accounting records were not kept in accordance with section 63 of the Charities Act
2 That the accounts do not accord with those accounting records
3 That the accounts do not comply with the accounting requirements of the Charities Act
4 That there is further information needed for a proper understanding of the accounts to be

INDEPENDENT EXAMINER'S REPORT TO THE TRUSTEES OF RETHINKING CONFLICT (continued)

Since your charity's gross income exceeded £250,000 your examiner must be a member of a listed body. I can confirm that I am qualified to undertake the examination because I am a registered member of Certified Public Accountants Association which is one of the listed bodies.

I have completed my examination and have no concerns in respect of the matters (1) to (4) listed on page 6 and, in connection with following the directions of the Charity Commission for Northern Ireland, I have found no matters that require drawing to your attention.



17/06/2026

Tony Clarke FCPA
53 Andersonstown Road
Belfast
BT11 9AG

Date:

STATEMENT OF FINANCIAL ACTIVITIES INCORPORATING THE INCOME AND EXPENDITURE ACCOUNT

	Note	Unrestricted Funds £	Restricted Funds £	Year to 31-Dec-25 TOTAL £	Year to 31-Dec-24 TOTAL £
Income from:					
Donations and Legacies	2	111,727	-	**111,727**	85,468
Charitable Activities	3	-	168,409	**168,409**	262,355
Total Income		**111,727**	**168,409**	**280,136**	**347,824**
Expenditure on:					
Charitable Activities	5	109,397	189,345	**298,742**	281,646
Total expenditure:		**109,397**	**189,345**	**298,742**	**281,646**
Net income/(expenditure)		2,331	(20,936)	**(18,605)**	66,177
Transfers between funds		2,200	(2,200)	**-**	-
Net movement in funds		4,531	(23,136)	**(18,605)**	66,177
Reconciliation of funds					
Total funds brought forward		67,481	210,267	**277,748**	211,571
Total funds carried forward		**72,012**	**187,131**	**259,143**	**277,748**

The statement of financial activities includes all gains and losses recognised in the year.

All incoming resources and resources expended derive from continuing activities.

The notes on page 10 to 16 form an integral part of these accounts

BALANCE SHEET
As at 31 December 2025

	Note		2025 £		2024 £
Fixed Assets					
Tangible Assets			-		-
			-		-
Current Assets					
Cash at bank		264,461		281,746	
		264,461		281,746	
Liabilities					
Creditors: amounts falling due within one year	**7**	(5,319)		(3,998)	
Net Current Assets			259,143		277,748
Total Assets Less Current (Liabilities)			259,143		277,748
Net assets			**259,143**		**277,748**
Funds					
Restricted			187,131		210,267
Unrestricted			72,012		67,482
TOTAL FUNDS			**259,143**		**277,748**

The financial statements were approved by the board of Trustees on 17/06/2026 and were signed on their behalf by:



Debbie Watters
Trustee

The notes on page 10 to 16 form and integral part of these accounts

NOTES TO THE ACCOUNTS

1 Accounting policies

(a) Basis of preparation of financial statements

The financial statements have been prepared in accordance with Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective 1 January 2019) - (Charities SORP (FRS 102) the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102).
Rethinking Conflict meets the definition of a public benefit entity under FRS 102. Assets and liabilities are initially recognised as historical cost or transaction value unless otherwise stated in the relevant accounting policy.

(b) General information

Rethinking Conflict is a charity in Northern Ireland. The registered office address and principal place of business is Po Box 2328, Belfast, Northern Ireland, BT5 9GX.
The financial statements are presented in Sterling (£). The level of rounding is £1.

(c) Going concern

After reviewing the charities forecasts and projections, the trustees have a reasonable expectation that the charity has adequate resources to continue in operational existence for the foreseeable future. The charity therefore continues to adopt the going concern basis in preparing it financial statements.

(d) Income

All income is recognised once the charity has entitlement to the income. It is probable that the income will be received and the amount of income receivable can be measured reliably.

Donated services or facilities are recognised when the charity has control over the item, any conditions associated with the donated item have been met, the receipt of economic benefit from the use of the charity of the item is probable and the economic benefit can be measured reliably In accordance with the Charities SORP (FRS 102).
On receipt, donated professional services and donated facilities are recognised on the basis of the value of the gift to the charity which is the amount the charity would be willing to pay to obtain services or facilities of equivalent economic benefit on the open market; a corresponding amount is then recognised in expenditure in the period of receipt.

Income tax recoverable in relation to donations received under Gift Aid or deeds of covenant is

Income tax recoverable in relation to investments income is recognised at the time the

NOTES TO THE ACCOUNTS (continued)

(e) Expenditure

Expenditure is recognised once there is a legal or constructive obligation to transfer economic benefit to a third party. It is probable that a transfer of economic benefits will be required in settlement and the amount of the obligation can be measured reliably. Expenditure is classified by activity. The cost of each activity are made up of the total direct costs and shared costs, including support costs involved in undertaking each activity. Direct costs attributable to a single activity are allocated directly to that activity. Shared costs which contribute to more than one activity and support costs which are not attributable to a single activity are apportioned between those activities on the basis consistent with the use of resources.

Support costs are those costs incurred directly in support of expenditure on the objects of the charity.

(f) Tangible fixed assets and depreciation

A review for impairment of a fixed asset is carried out if events or changes in circumstances indicate that the carrying value of the asset may not be recoverable. Shortfalls between the caring value of the fixed assets and their recoverable amounts are recognised as impairments, impairments losses are recognised in the Statement of financial activities incorporating income and expenditure account.

Tangible fixed assets are carried at cost, net of depreciation and any provision for impairment. Depreciation if provided at rated calculated to write off the cost of the fixed assets, less their estimated residual value, over their expected useful lives on the following bases:

Equipment	-	15% Reducing Balance
Land and Buildings	-	20 year lease term

(g) Interest receivable

Interest on funds held on deposit is included when receivable and the amount can be measured reliably by the charity; this is normally upon notification of the interest paid or payable by the bank.

(h) Debtors

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

NOTES TO THE ACCOUNTS (continued)

(i) Cash at Bank and in hand

Cash at bank and in hand includes cash and short term highly liquid investments with a short maturity of three months or less from the date of acquisition or opening of the deposit of similar account.

(j) Liabilities and provisions

Liabilities are recognised when there is an obligation at the balance sheet date as a result of a past event, it is probable that the transfer of economic benefit will be required in settlement, and the amount of the settlement can be estimated reliably. Liabilities are recognised at the amount at the charity anticipates it will pay to settle the debt or the amount it has received as advanced payments for the goods or services it must provide. Provisions are measured at the best estimate of the amounts required to settle the obligation. Where the effect of the time value of money is material, the provision is based on the present value of these amounts, discounted at the pre-tax discounted rate that reflects the risks specific to the liability. The unwinding of the discount is recoginsed within the interest payable and similar charges.

(k) Financial instruments

The charity only has financial assets and financial liabilities of a kind that qualifies as basic financial instruments. Basic financial instruments are initially recognised at transaction value and subsequently measured at their settlement value with the exception of bank loans which are subsequently measured at amortised cost using the effective interest method.

(l) Fund accounting

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

Restricted funds are funds which are to be used in accordance with the specific restrictions imposed by donors or which have been raised by the charity for particular purposes. The costs of raising and administering such funds are charged against the specific fund. The aim and use of each restricted fund is set out in the notes to the financial statements.

NOTES TO THE ACCOUNTS (continued)

2 Income from Donations and Legacies

	Unrestricted Funds	Restricted Funds	2025 TOTAL	2024 TOTAL
	£	£	£	£
General Income	48,715	-	**48,715**	48,950
Reimbursements	63,012	-	**63,012**	36,518
Totals 2025	**111,727**	**-**	**111,727**	**85,468**
Totals 2024	**85,468**	**-**	**85,468**	

3 Income from Charitable Activities

	Unrestricted Funds	Restricted Funds	2025 TOTAL	2024 TOTAL
	£	£	£	£
Department of Foreign Affairs	-	77,485	**77,485**	74,986
Esmee Fairbairn	-	-	**-**	25,031
Porticus	-	80,000	**80,000**	162,339
UCF	-	10,924	**10,924**	-
Totals 2025	**-**	**168,409**	**168,409**	**262,355**
Totals 2024	**-**	**262,355**	**262,355**	

4 Staff Costs and Numbers

	2025	2024
	£	£
Gross Wages and Salaries	116,167	111,150
Social Security Costs	5,716	12,553
Pension	11,288	9,076
	133,172	**132,779**

No employee received emoluments of more than £60,000 (2024: None)
The average monthly number of employees during the year, calculated on the basis of full time equivalents, was as follows:

	2025	2024
	Number	Number
	2	2

NOTES TO THE ACCOUNTS (CONTINUED)

5 Expenditure

Charitable Activities	Unrestricted Funds	Restricted Funds	2025 TOTAL	2024 TOTAL
	£	£	£	£
Accommodation	9,307	17,039	**26,346**	18,715
Administration, Conference & Evaluation	1,275	900	**2,175**	2,231
Emerging Young Leaders	403	-	**403**	1,700
Facilitation	-	1,400	**1,400**	4,975
General & Other Expenses	35,585	130	**35,715**	25,025
Hospitality/Catering	9,106	9,619	**18,725**	14,207
Insurance & Miscellaneous	1,167	-	**1,167**	1,906
Mentoring	-	-	**-**	7,706
Office & IT Expense	-	-	**-**	2,127
Payroll & Professional	5,016	128,155	**133,172**	132,779
Seminar	17,199	26,226	**43,426**	28,331
Telephone	682	-	**682**	1,081
Travel and Meetings	17,640	4,600	**22,240**	34,578
USA Trip	9,997	-	**9,997**	-
Accountancy	2,012	1,275	**3,287**	6,285
Bank Fees	6	-	**6**	-
Totals 2025	**109,397**	**189,345**	**298,742**	**281,646**
Totals 2024	**88,827**	**192,819**	**281,646**	

6 Trustees remuneration & expenses

During the year, no Trustees received any remuneration (2024 - £NIL).
During the year, no Trustees received any benefits in kind (2024 - £NIL).
During the year, no Trustees received any reimbursement of expenses (2024 - £NIL).
During the year, one trusree received £2,200 for professional services provided (2024 - £4,200).

7 Debtors

	2025	2024
	£	£
Grants Receivable	-	-
Trade debtors	-	-
Prepayments	-	-
Total	**-**	**-**

NOTES TO THE ACCOUNTS (CONTINUED)

8 Creditors: amounts falling due within one year

	2025	2024
	£	£
Accruals & Deferred Income		-
HMRC PAYE & Pension	5,319	3,998
Other Creditors		-
Total	**5,319**	**3,998**

9 Independent examiner's remuneration

The independent Examiner's remuneration amounts to an Independent Examination fee of £360 (2024 - £360)

10 Related party transactions

There were no related party transactions during the year.

NOTES TO THE ACCOUNTS (continued)

11 Statement of funds - current year

	Balance at January 2025	Income	Expenditure	Transfer in/out	**Balance at December 2025**
Restricted funds	£	£	£	£	**£**
Department of Foreign Affairs	51,987	77,485	(99,862)	(2,200)	**27,410**
Esmee Fairbairn	9,099	-	(9,099)	-	**-**
Porticus	149,181	80,000	(80,384)	-	**148,797**
UCF	-	10,924	-	-	**10,924**
Total restricted funds	**210,267**	**168,409**	**(189,345)**	**(2,200)**	**187,131**
Unrestricted funds					
General	67,481	111,727	(109,397)	2,200	**72,012**
Total Unrestricted funds	**67,481**	**111,727**	**(109,397)**	**2,200**	**72,012**
Total of funds - current year	**277,748**	**280,136**	**(298,742)**	**-**	**259,143**

12 Statement of fund - prior year

	Balance at January 2024	Income	Expenditure	Transfer in/out	**Balance at December 2024**
Total unrestricted funds	63,267	85,468	(88,827)	7,574	**67,482**
Total restricted funds	148,304	262,355	(192,819)	(7,574)	**210,267**
Total of funds - prior year	**211,571**	**347,824**	**(281,646)**	**-**	**277,748**