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EPLO - Annual Report 2023
I am delighted to present EPLO’s Annual Report, highlighting the work of a platform to promote peacebuilding. The work of EPLO and its members is more needed and urgent than ever before in the face of complex and protracted conflicts around the world and the devastation we see in contexts such as Gaza, Haiti, Sudan and Ukraine.

As I step down as Chair of EPLO after six years in this role, I am conscious of the privilege it has been to represent committed and creative members across Europe and to support EPLO’s fantastic Brussels-based team. I observe a network that has grown from 33 members in 2018 to 50 members in 2024. The increased diversity – in terms of geography and scope of work – gives more heft to the network’s ideas and voice. It also represents the continued growth of a peacebuilding community that is engaged in a more nuanced and intelligent conversation about the needs of people most affected by violent conflict and the opportunities for them to engage in peacebuilding. This conversation is central to the learning and advocacy of the network, based on the practical support that members give to enhancing the process of peace.

The Civil Society Dialogue Network is at the heart of this work. It is a source of expertise and a conduit for information, analysis and accountability between civil society and the EU institutions. Our Annual Report highlights the wealth of engagement that has been afforded through the CSDN and how our community continues to promote innovation in critical areas such as mediation support, gender and mental health and psycho-social support to name but three.

Looking forward we know change is afoot as we await elections that will inform the composition of the new Commission. We will need to deepen our individual and collective thinking on how to engage across EU institutions for peace. But structural and internal political changes are only one dimension of the changes ahead. The environment in which the EU and EPLO members engage in peacebuilding is changing. We confront multiple challenges in the form of protracted conflicts, the climate crisis, international norms under duress and the funding of peacebuilding.

EPLO has a role to play in enhancing the EU as a global peace actor and to ensure the prioritisation of peace, human security, and addressing the root causes of conflict. This undertaking needs the EU’s consistent commitment to conflict prevention and resolution, and to protecting civic space and civil society. EPLO has built relationships and credibility over the past two decades that mean it is well-placed to play a critical role in this endeavour.

Jonathan Cohen, Chair, EPLO Steering Committee
Executive Director, Conciliation Resources
STRATEGIC & POLICY OBJECTIVES

EPLO’s mission is to influence European policymakers to take a more active and effective approach in securing peace and nonviolent forms of conflict resolution in all regions of the world. In the period 2020-2025, EPLO’s work toward its mission is framed by three interconnected strategic objectives:

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**Strategic Objectives:**

1. Advance the strengths of peacebuilding/conflict prevention in the narrative around EU external action
2. Improve EU peacebuilding in practice
3. Help the EU to improve its engagement in fragile and conflict-affected contexts

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Each strategic objective is in turn operationalised through six policy objectives:

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**Policy Objectives:**

1. A stronger EU policy framework for peacebuilding
2. Significant EU funding for peacebuilding
3. Centering gender equality in peace
4. A move from policy to practice
5. Better EU engagement in fragile and conflict-affected contexts
6. Broaden support for peacebuilding approaches

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EPLO’s Strategic and Policy Objectives for the period 2020-2025 can be read in full on our website.
In 2023, EPLO’s role as convenor for peacebuilding actors in Europe and source of information was put into practice through:

- 9 active EPLO working groups bringing members together to exchange and collaborate on key thematic/geographic topics and sharing key EU developments with members.
- Over 100 meetings/calls between EPLO staff and EU and EU Member State policymakers.
- 257 meetings/calls relating to peace and conflict prevention between EPLO staff and other actors (including member organisations).
- 16 presentations related to peacebuilding given by EPLO staff.
- 8 Brown Bag Lunch events hosted by EPLO on topical peacebuilding themes.
- 8 Civil Society Dialogue Network (CSDN) meetings.
2 public film screenings of CSDN videos

2 days in New York sharing best practices with the UN on CSO-decision-maker dialogue processes

12 internal newsletters and 4 external newsletters published

5 new member organisations welcomed to the EPLO network, bringing the total number of members to 50

Over 8,500 new followers across EPLO’s social media accounts

4 new publications, 4 new blog posts and 6 new videos produced
Providing timely opportunities for civil society to influence EU peacebuilding policies and practices through the CSDN

The fourth phase of the Civil Society Dialogue Network project (CSDN IV) successfully came to an end in September 2023 and the fifth phase (CSDN V) began on 1 October 2023, which will run for the next three years. EPLO has managed the CSDN since 2010, in cooperation with the European Commission and the European External Action Service.

Over the 42 months of CSDN IV, 44 CSDN events were organised, along with two film screenings. These included Policy Meetings focusing on thematic issues relating to the EU’s peacebuilding and practices, such as stabilisation, mediation and security sector reform; Geographic Meetings focusing on a particular country or region; Funding Instruments Meetings focusing on the EU’s external financing instruments; and Training Seminars on peacebuilding advocacy towards the EU. These events brought together a total of 981 civil society participants to engage in dialogue with a total of 458 EU policymakers and increase their knowledge of issues relating to the EU’s peacebuilding policies and practices.

EPLO has been able to confirm (either through external evaluations, EU document analysis or from EU policymakers) a significant number of instances where the recommendations from CSDN meetings directly informed EU decisions, policies and processes. Indeed, according to the externally commissioned final evaluation report of CSDN IV, ‘CSDN events had a practical and direct influence on specific EU policies, guidelines, and information notes related to policies and practice on conflict prevention and peacebuilding issues.’ And the work doesn’t end there – EPLO staff continually liaise with EU policymakers and civil society, providing information on the EU and peacebuilding, developing civil society analysis, following up on CSDN meeting results and the implementation of EU policies and identifying opportunities for future activities.
Strengthening the EU policy framework for peace processes

The EU’s policy framework on mediation was an important focus of EPLO’s work in 2023, ensuring that EPLO member organisations’ expertise was taken into account in the formulation of new EU Peace Mediation Guidelines and reinforcing the thinking around how to strengthen inclusion in EU peace mediation support.

In October, the European External Action Service (EEAS) published the new Peace Mediation Guidelines, after completing a consultative process to review the Guidelines published in December 2020 together with the Concept on EU Peace Mediation. On 4-5 May, EPLO organised a CSDN Policy Meeting entitled ‘Revision of the EEAS Peace Mediation Guidelines: Gathering Input from Experts’, which allowed the participants to provide contributions into the drafting of the seven new chapters. EPLO Member Organisations and other mediation NGOs also had the possibility to provide specific contributions in written form, including amendments to the drafts of the chapters. Representatives of EPLO Member Organisations submitted a total of 105 amendments, of which 77 (73%) were integrated in the final version of the Guidelines. In many cases, the EEAS integrated entire paragraphs, sentences and heading changes. At least 27 of the broader recommendations included in the meeting report were integrated in the final Guidelines.

EPLO was also on the Steering Committee of this year’s EU Community of Practice on Peace Mediation (CoP), which took place on 18-19 October in Brussels. The CoP enabled discussions on mediation and peace process support among policymakers, experts and practitioners, as well as knowledge exchanges and reflections on challenges and best practices on EU peace mediation practice. Many of the 40+ panels were organised or involved EPLO Member Organisations.

Building on these previous events, EPLO then organised a CSDN Member State Meeting in Madrid entitled ‘Strengthening inclusion and participation in EU peace mediation support: Role of insider mediators’ in December, which discussed the challenges and added value of insider mediation in peace processes and gathered recommendations on how the EU can further support the work carried out by insider mediators. The meeting report, which presents the key points and recommendations made during the meeting, is available here.
Centring gender equality in peace, including for EU conflict analysis

EPLO continues to not only mainstream gender equality throughout its own work and practice but also promotes a stronger focus on gender equality in the EU's external action through its peacebuilding advocacy. EPLO regularly engages in discussions with the EU concerning the EU's Gender Action Plan III (GAP III) and draws attention to deficiencies in its implementation.

By providing platforms for dialogue in its ‘Gender, Peace and Security’ (GPS) working group as well as through events taking place under the CSDN mechanism or the Brown Bag Lunch-format, EPLO fosters intersectional and holistic approaches to gender equality as an integral part to peacebuilding.

In 2023, EPLO promoted several dialogues on feminist perspectives on peace and security in Europe amongst its members, EU policymakers and academics. Discussions shed light on the power structures inherent to the international system and peacebuilding, and how a feminist lens to external action can promote change towards equality and inclusion. In spring, EPLO kicked off these discussions with an online call on Feminist Foreign Policy (FFP) with a special focus on the Netherlands and Germany in the framework of its GPS working group. This was followed by a Q&A session with Centre for Feminist Foreign Policy (CFFP) co-founder Nina Bernarding published on EPLO’s blog. In summer, EPLO organised a CSDN Conference with Academics on ‘Feminist perspectives on peace and security in Europe’ bringing together academics, civil society and EU policymakers to consider the relevance of feminism to foreign policy and discuss how to promote gender equality in the EU’s external action. The conference was co-organised by EPLO member PAX for Peace. You can read the meeting report here. EPLO closed this year’s GPS working group discussions on FFP with an online conversation with MEP Hannah Neumann (Greens/EFA) in November. On 13 and 14 November, Hannah Neumann organised the "The Way Towards a European Feminist Foreign Policy" Conference at which EPLO Senior Associate on Gender Laura Davis participated in the panel discussing the question 'Is the EU's foreign policy a feminist one yet?'. You can find a recording of the panel here (starting at minute 1:58:58).

In the context of the mid-term review of the EU’s Gender Action Plan III (GAP III), EPLO engaged on its implementation, including by participating in a consultation organised by the DG for International Partnerships (DG INTPA) on the mid-term report of GAP III along with other EPLO Member Organisations and raising messages such as the need to fully involve civil society partners and increase funding to local CSOs. EPLO also engaged with the EU Informal Taskforce on UNSCR 1325 in relation to GAP III.
In 2023, EPLO engaged with the EEAS and with DG INTPA in relation to the EU's overhaul of its mechanisms for conflict analysis and early warning. In particular, in September, EPLO organised a CSDN Policy Meeting entitled ‘The EU and Gender-Responsive Conflict Analysis: Gathering Civil Society Input’. The objective was to feed into the ongoing revision of the EU's conflict analysis processes with regard to strengthening how responsive they are to gender and gender equality. The meeting report, which presents the key points and recommendations made during the meeting, is available here. A background paper on gender-responsive conflict analysis frameworks was produced ahead of the meeting by Dr Sophia Close; it is available here.

**Putting human security at the heart of EU security assistance & stabilisation practice**

As the EU makes a concerted effort to define itself as a security provider and reinforce its security capabilities, EPLO has responded by ensuring that civil society perspectives raising the need for human security, accountability and conflict sensitivity are consistently heard at EU level.

The first half of 2023 saw sustained engagement on stabilisation, amidst EU-level reflections on the implementation of the EU Stabilisation Concept. In February, a CSDN Policy Meeting entitled ‘Enhancing EU Stabilisation Practice’ was organised. The overall objective of the meeting was to share recommendations and best practices from civil society experts for strengthening the EU’s stabilisation practice for improved human security. The report is available here. In March, the Committee for Civil Aspects of Crisis Management (CivCom) invited EPLO’s Executive Director to give a debriefing to contribute to the reflection of the Concept’s implementation. Two months later in May, EPLO’s Executive Director then moderated a roundtable discussion on the German concept entitled ‘Shaping Stabilisation - Foreign and Security Policy Concept for an Integrated Action for Peace’ to allow for an expert-level exchange on the EU approach to peace and security and EU Member State (EU MS) contributions to it. This event, hosted by the Permanent Representation of Germany to the EU, brought together a number of EPLO Member Organisations, and officials from several EU MS, the EU and the UN.

In February, EPLO organised a CSDN Policy Meeting entitled ‘The EU Human Rights
Due Diligence Policy on Security Sector Support: Gathering Civil Society Input’. The overall aim of the meeting was to gather the analysis and recommendations of civil society experts on how the EU should identify, manage and prevent possible risks of human rights and international humanitarian law (IHL) violations associated with its support to the security sectors of partner countries. In particular, the meeting served to gather input and feedback on the issues and points that should be considered and included in the new EU Human Rights Due Diligence Policy on Security Sector Support (HRDDP) and in its related implementation tools. The report from the discussions is available here. EPLO has continued to engage with the EEAS on the HRDDP, with officials confirming that the input gathered through the CSDN meeting influenced the drafting of the document.

The Council of the EU adopted a new Civilian CSDP Compact in May, which includes strategic guidelines, commitments and deliverables with the main objective to ‘strengthen the civilian side of the Common Security and Defence Policy (CSDP).’ While the focus of the Compact remains predominantly on operational aspects and deployment of CSDP missions, compared to the previous Compact adopted in 2018, the document includes several additional elements focused on making the missions more accountable, better aligning the mandates with local needs, and making implementation more conflict-sensitive. Throughout 2022 and 2023, EPLO and several member organisations provided input into the drafting process of the new CSDP Compact. Some of these contributions are included in the book ‘The New Civilian CSDP Compact - Food for Impact’ published by the European Union Institute for Security Studies and the European Centre of Excellence for Civilian Crisis Management.

EPLO regularly organises CSDN meetings to feed into the Strategic Reviews of CSDP missions. In January, a CSDN meeting on the EU Border Assistance Mission in Libya (EUBAM) was held, which enabled civil society input to be taken into account by the mission’s Strategic Planners.

In light of the EU’s review of its 2016 Joint Communication on Elements for an EU-wide strategic framework to support security sector reform (JC on SSR), EPLO organised a CSDN Policy Meeting entitled ‘EU-wide Strategic Framework to Support Security Sector Reform: Gathering Civil Society Perspectives’ in June. The objective was to exchange and gather civil society insights and recommendations for strengthening EU support to SSR for improved human security. In preparation for the meeting, EPLO produced a Background Paper on EU SSR Support. As a reputable source and trusted civil society partner, EPLO was then invited to present the findings of the meeting included in the final report to the EU inter-service SSR Task Force in November.

EPLO also continued to monitor developments relating to the European Peace Facility (EPF), the off-budget instrument which enables the EU to provide lethal equipment
to third countries for the first time. EPLO gave a presentation entitled ‘Civil society perspectives on the European Peace Facility’ to the EPF Committee delegates during a meeting organised by the Swedish Presidency of the Council of the EU, providing recommendations for improved human security.

Advocating for significant EU funding for peacebuilding

EPLO sustained its engagement on EU funding for peacebuilding, as well as following developments related to national-level budgets.

In 2023, the EU began the mid-term evaluation and review of the Neighbourhood Development and International Cooperation Instrument – Global Europe (NDICI-GE). In April, EPLO Member Organisations had the opportunity to provide input into the mid-term evaluation of the NDICI-GE Thematic Programme on Peace Stability and Conflict Prevention (TP on PS&CP) and the PS&CP component of the NDICI-GE Rapid Response Actions (RRAs) through a meeting with the evaluators organised by EPLO. A CSDN Funding Instruments Meeting was then organised in September, which gathered civil society input for the mid-term review of the Multiannual Indicative Programme 2021-2027, as well as the Annual Action Programmes 2024, of the Thematic Programme on Peace Stability and Conflict Prevention. Almost 70 civil society representatives attended this meeting. The Meeting Reports can be found [here](#) and [here](#). The EU has confirmed that this input will inform both the Mid-term Review and the drafting of the Annual Action Programmes.

In parallel, the EU has also been conducting the mid-term revision of its long-term budget, the Multiannual Financial Framework 2021-2027. EPLO has followed developments closely and amplified the need for sufficient EU funding for external action and flexibility to respond to unforeseen crises in collaboration with other NGOs, in order for the EU to uphold its commitments to peacebuilding and conflict prevention (see this [letter](#) signed by our Executive Director). A decision on the mid-term revision is due early 2024.

In light of the significant cuts to development cooperation budgets across Europe, EPLO convened Member Organisations to share information and coordinate advocacy initiatives. EPLO’s Executive Director and Chair of the Steering Committee also wrote an advocacy letter to Sweden highlighting their concerns, following the announcement of major budget cuts.

EPLO hosted two events organised by Member Organisations on the topic of locally-led peacebuilding in 2023. The first was a Brown Bag Lunch event entitled ‘Exploring flexible funding models for locally-led peacebuilding: the case of the ‘Local Action Fund’ with EPLO Member Organisation Peace Direct in March and the second was a learning session for peacebuilding INGOs entitled ‘Learning from Innovative Practices
Pushing for a peacebuilding approach to the interplay between the climate crisis, climate actions, and peace and conflict dynamics

EPLO engaged with policymakers from the EEAS, the European Commission (EC) and EU Member States to influence the drafting of the EU Joint Communication on the Climate and Security Nexus, and has continued to engage on its implementation since the Joint Communication’s (JC) adoption. It has also pursued its exchanges with policymakers on programming priorities relating to the interplay between climate change, peace and conflict.

On 28 June, the EU adopted a JC entitled ‘A new outlook on the climate and security nexus: Addressing the impact of climate change and environmental degradation on peace, security and defence’. EPLO engaged with the EEAS penholder for the JC before and during the drafting process, as well as with other EU stakeholders and the Swedish presidency, to submit points to include in the document – despite there being limited space to include civil society input.

Thanks in part to EPLO’s consistent involvement, the Joint Communication includes some positive elements on the importance of peacebuilding, conflict sensitivity and conflict analysis in line with the advocacy points shared with the penholder. At the same time, the document puts significantly more emphasis on how the European security and defence sector, and CSDP missions and operations, should address climate security issues.

EPLO has been engaging with the EEAS, the Service for Foreign Policy Instruments (FPI) and DG INTPA to discuss and to provide recommendations for the implementation of the JC, particularly with regard to a number of entry points. These include EU commitments relating to strengthening climate-sensitive conflict analysis and creating a Hub for Climate and Environment Security Data and Analysis, enhancing the conflict sensitivity of its climate and environment-related policies and practices, mainstreaming climate and environmental considerations into ‘EU peacebuilding, stabilisation, crisis management and post-conflict recovery’, and using environmental issues as entry points for mediation and dialogue efforts. In addition to the implementation of the JC itself, EPLO has continued to engage with EC policymakers on thematic areas of interest for the use of the NDICI-GE to respond to the interplay between climate change and peace and conflict dynamics. EPLO will continue engaging with the EU on these issues in 2024, including as part of discussions on the possible peace dividends relating to the EU’s efforts on the green transition in its external action.
From policy to practice: showcasing examples and lessons from different contexts

EPLO continued to bring examples from different contexts in 2023, to strengthen our advocacy work around the effective implementation of EU policies, including on the humanitarian-development-peace (HDP) nexus.

This year, the EU has been continuing its efforts to enhance its operationalisation of the HDP nexus, including through internal discussions on implementing some of the recommendations put forward in the study commissioned by DG INTPA on the topic, for which EPLO and its members contributed input in 2022.

EPLO continued to engage with the EEAS, DG INTPA, FPI and the European Commission’s Civil Protection and Humanitarian Aid Operations department (DG ECHO) throughout the year to provide recommendations on how to deepen their implementation of the HDP nexus, particularly with regard to its peace component, and to share examples from the activities of EPLO member organisations. In October, we published a new CSDN discussion paper entitled ‘Peace in the Humanitarian-Development-Peace Nexus: Good Practices and Recommendations’. The paper was authored by Lorenzo Angelini and Summer Brown and is available here. It aimed at informing EU policy discussions and priorities on the HDP nexus by providing concrete examples of how to integrate the peace component in practice. Accordingly, the paper included ten case studies showcasing the work of EPLO member organisations implementing HDP nexus activities, and presented consolidated recommendations for the EU on the basis of the case studies. EPLO also produced a short animated video to illustrate some of the points and case studies in the paper. The video is available on the EPLO YouTube channel.

EPLO also regularly hosted Brown Bag Lunch events focusing on specific contexts and regions. These included the following: ‘Burkina Faso After the Second Coup: Deteriorating Security and Shrinking Civic Space’ with EPLO Member PAX, ‘Leçons du Niger et du Mali : Promouvoir l’État de droit et la gouvernance inclusive comme impératif pour la paix au Sahel’ with EPLO Members Transparency International and Search for Common Ground, and ‘Kosovo-Serbia: Time for constructive voices’ with Peaceful Change initiative.
Broadening support for peace & communicating with impact

In 2023, EPLO engaged with stakeholders from outside the peacebuilding community, sharing our advocacy points and messages, so that they may also be elevated by others.

As part of our advocacy work on the EU’s implementation of the HDP nexus, EPLO engaged with its sister networks VOICE (humanitarian NGOs) and CONCORD (development NGOs), as well as with some of their members, to share information and to disseminate our points on how the EU should pursue the operationalisation of the peace component of the HDP nexus. This co-ordination included organising regular calls and meetings, as well as joint advocacy meetings with EU officials.

EPLO engaged with climate adaptation and environmental protection NGOs as part of our work on the interplay between the climate crisis and peace and conflict, to promote our points on ensuring that engagements are conflict-sensitive, learn more about their advocacy efforts, and discuss some of their lessons learned and good practices in pursuing integrated engagements. This also included organising a roundtable discussion with organisations from the Water, Peace and Security Partnership in Brussels in September.

EPLO engaged with political parties at EU level to contribute input as part of the drafting process of their manifestos for the European elections that will take place in June 2024. This involved participating in closed-door discussions and consultations organised by the Party of European Socialists, the European Greens and Renew Europe, promoting our advocacy points and priorities on strengthening the EU’s support to peacebuilding.

In addition to the CSDN Conference with Academics organised in June 2023, EPLO engaged with academia to promote peacebuilding and to strengthen collaboration with academics working on relevant issues throughout the year, including by meeting with students from different universities and intervening as a speaker at the annual conference of the International Association for Media and Communication Research (IAMCR). Four new members joined the Academic Friends of EPLO (total: 106).

In 2023, EPLO also continued to translate its expertise on peacebuilding and conflict prevention into publications and videos.

EPLO produced background papers on Security Sector Reform and gender-responsive conflict analysis, a mapping of EU actors, and a discussion paper on the Humanitarian-Development-Peace Nexus as well as three blog posts.
Furthermore, this year, EPLO released a range of videos, available to watch on YouTube. Among them MARIAMA, a short documentary on post-electoral violence and social cohesion in Côte d’Ivoire.

MARIAMA premiered in Abidjan, Côte d’Ivoire in June 2023 in a screening event with opening remarks from Mariama Diomande and EU Head of Delegation, Ambassador Francesca Di Mauro. The screening provided a space for civil society representatives from several Abidjan-based organisations to discuss issues related to the main themes of the documentary with the EU Delegation. Local CSO representatives in attendance commented on the timeliness of the documentary and expressed an interest in using it as an awareness-raising tool.

On the day of the celebration of the International Day of Peace in September, EPLO organised a screening and networking reception in Brussels, where MARIAMA and a second EPLO-produced documentary, Marsabit, were featured. The screening of the two documentaries was used to shed light on the actions coordinated and put in place by the local civil society organisations, often led by young leaders, in the field of peacekeeping with EU and civil society representatives in Brussels.

This year’s numerous videos and publications have contributed to growing our online audience. In 2023, we gained over 8,500 new followers across our social media platforms.
Publications:

- European ‘Security and Justice Sector Support’: On the way to better security sector reform (June 2023)
- Mapping of actors: the European Union and Peacebuilding (June 2023)
- Gender-Responsive Conflict Analysis Frameworks: Existing tools and methods (September 2023)
- ‘Peace’ in the Humanitarian-Development-Peace Nexus: Good Practices and Recommendations (October 2023)

Videos:

4 short video interviews with civil society on Water, Peace and Conflict
January 2023

#HumansBuildPeace: Mahmoud Qeshreh
January 2023

MARIAMA
June 2023
3 short video interviews with civil society on Security Sector Reform
August 2023

‘Peace’ in the Humanitarian-Development-Peace Nexus: Good Practices and Recommendations
October 2023

The Civil Society Dialogue Network
October 2023

Blog posts:

- Water, Peace and Conflict: Recommendations from Civil Society (January 2023)
- Q&A with Nina Bernarding (CFFP) on Germany’s Feminist Foreign Policy and its implications for the EU (July 2023)
- What Mariama Diomande can teach us about social cohesion (July 2023)
- Peace in the Humanitarian-Development-Peace Nexus: Key Recommendations (December 2023)
MEMBER ORGANISATIONS

EPLO is the largest independent network of European organisations working on peacebuilding worldwide.

The network is made up of European NGOs, NGO networks and think tanks. Since its inception in 2001, the network has grown steadily year by year.

In 2023, EPLO welcomed 5 new member organisations:

- Adapt Peacebuilding
- The HALO Trust
- Humanity & Inclusion
- International Alert Europe
- Transparency International - Defence & Security

In total, EPLO is made up of 50 member organisations based in 17 European countries.
EPLO’s Steering Committee consists of five to seven members. Steering Committee members are elected for two year terms in a personal capacity and on the understanding that they work in the interest of EPLO, independent of their professional commitments elsewhere. They contribute their professional experience on a voluntary basis and seek to represent the best interest of EPLO as a whole and of all its members. In 2023, the EPLO Steering Committee met four times.

**Chair**

Jonathan Cohen  
Executive Director, Conciliation Resources

**Treasurer**

Santa Falasca  
Head of Office (Brussels and The Hague), International Center for Transitional Justice

**Members**

Charline Burton  
Executive Director (Brussels), Search for Common Ground

Kristian Herbolzheimer  
Director, International Catalan Institute for Peace

Dr Jibecke Joensson  
Head of Brussels Office, CMI – Martti Ahtisaari Peace Foundation

Christoph Lüttmann  
Managing Director, CSSP – Berlin Center for Integrative Mediation

Judy McCallum  
Executive Director, Life & Peace Institute