

12 Years of Seed

2012-2024



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This report stands as a testament to the dedication of the Centre for Sustainable Peace and Democratic Development (SeeD) and its team, whose collective efforts have shaped SeeD's growth from a small, Cyprus based, Cyprus focused organisation to an international innovation hub. SeeD is committed to delivering its mission to empower peace and development architects in designing and implement transformational initiatives that foster multi-systemic resilience through data-driven, participatory research and interventions. Our greatest capital is, and always will be, our people. Despite numerous systemic shocks since our birth, from COVID-19 to full-scale invasion of Ukraine and US foreign aid freeze, our team has responded with humbling resolve and passion. Their resilience, and unwavering dedication not only help us deliver impactful projects but also maintain energy, cohesion and productivity in times of uncertainty and adversity.

A special thanks goes to Nino Samsonidze, our Partnerships and Growth Officer, who tirelessly coordinated the entire process and consolidated all the pieces of this report, to Dr. İlke Dagli-Hustings,

our Director General, for her rounds of diligent feedback and keen editorial eye, and the writers' team, namely, Selin Uretici, Sonia Dasse and Ashraf Saleem, who captured the organisation's footprint and drafted the different sections of this report. We would also like to extend our gratitude to Executive Directors, Alexander Guest and Dr. Bertrand Baldet and to our Board of Directors, Dr. Alexandros Lordos, Irene Charitou and Prof. Neophytos Loizides, for their resolute support, mentorship and guidance. Their meticulous attention to detail and commitment to quality have helped bring this report to life, making it a true reflection of our collective efforts. We are also grateful to our Head of Operations, Eliana Christoforou and Head of Finance, Chara Kazakeou for supporting the smooth functioning of our vital processes. Last but not least, we thank Marco Giannini, our designer and Oksana Lemishka, our external editor for their flexibility, creativity and conviviality during the intense period of production. This report is the result of a truly collaborative effort, and we are thankful for each contribution that has helped capture the progress, lessons, and impact of our work over the past 12 years.

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Message from the Director General

As we mark our 12 years since the inception of the Centre for Sustainable Peace and Democratic Development (SeeD) in 2012, I reflect on a journey defined by curiosity, courage, and collective purpose. What began in Cyprus as a modest initiative to understand the undercurrents of support or scepticism toward a comprehensive settlement on the island, has evolved into an international team of dedicated scholarly practitioners - or peace and development architects as we call ourselves - committed to fostering inclusive, cohesive and resilient communities.

The Social Cohesion and Reconciliation (SCORE) Index, our flagship tool, was the original success story that sparked our birth as an organisation, has become more versatile, multi-dimensional, and sophisticated. From its early application in Cyprus to its adaptation in over 20 countries, SCORE has enabled us to listen more deeply - to hear not just what divides communities, but what binds them.

I have had the privilege of witnessing and contributing to SeeD's transformation growing beyond Cyprus and beyond SCORE-inspired studies since 2016, when I joined as a Senior Researcher focused on security studies and security dialogue. We were a small group of 5-6 people, working hard and working smart to inform multi-track diplomacy and peacebuilding efforts in Cyprus, trying to open up the room for compromise on security issues on the Track 1 level negotiations. It was such an inspiring and reinvigorat-

ing time for me personally and for SeeD institutionally. Although the negotiations collapsed without a comprehensive settlement for the island of Cyprus, a lot of ground was covered and notable impact was created, which you can read more about in this report.

Since SCORE, we continued to proliferate its toolkits, methodological approaches, and intervention protocols, ranging from community-level resilience assessments to risk assessments, from life skills frameworks to employability frameworks, from multi-level analyses to participatory programming focused on trauma healing and collaborative livelihoods. We have tirelessly learned and innovated, guided by our mission to empower, to facilitate and to enhance the efforts peace and development actors across with better evidence and better solution towards fostering multi-systemic resilience for sustainable peace and democratic development.

This report is not merely a chronicle of projects completed, or data collected. It reflects the relationships we have built with communities, partners, and among ourselves. It captures the essence of our collaborative efforts, from the development of innovative tools to the implementation of tailored interventions. It reflects our collective achievements, and the lessons learned along the way. For that, I extend my deepest gratitude to our dedicated team, whose commitment and adaptability have been the backbone

of our success, and to our partners, for their unwavering support and trust in our journey since our infancy. The collective wisdom and productive collaboration we have built together have propelled SeeD from a local initiative to an internationally recognised hub for evidence-based peacebuilding innovation.

As we look to the future, we remain committed to adapting and innovating in response to emerging challenges, guided by the principles that have defined our journey thus far, and to strive for a world where sustainable peace and democratic development are not just ideals but lived realities.

With gratitude and resolve,

Dr. İlke Dağlı-Hustings

Director General

Centre for Sustainable Peace and Democratic Development (SeeD)

Kyiv, Ukraine, March 2024



About **Seed** *in a Nutshell*

Nicosia, Cyprus, June 2018



The Centre for Sustainable Peace and Democratic Development (Seed)¹

is an international not-for-profit organisation, born from a peacebuilding initiative in Cyprus over 12 years ago. Our origin story dates back to a bicomunal project supporting the Cyprus Peace Process initiated in 2008, but we were first registered as an entity in 2012. Today, Seed has grown into a globally recognised small but nimble, innovation hub uniting a multi-disciplinary team of scholarly practitioners working at the intersection of sustainable peacebuilding, social cohesion and democratic development, underpinned by collective commitment to fostering multi-systemic resilience and sustaining peace.



Rooted in the belief that data-driven, participatory approaches that hone the voices and elevate agency of communities can cultivate social cohesion, we work with international development organisations, governments, and civil society to design and implement people-centred strategies that support multi-systemic resilience. Working in different parts of the world from Ukraine to Ethiopia, Cyprus to Côte d'Ivoire, Somalia to Moldova, and Bosnia to Iraq, English speaking Caribbean to Fiji, our multi-disciplinary team includes psychologists, sociologists, political scientists, security experts, economists and even astronomers.

Over the past 12 years, one of our most valuable capitals has been our human

capital, our multidisciplinary team of dedicated and dynamic individuals that make up the Seed family. Our second most important capital is our social capital. Our work is integrally shaped by the people and organisations we collaborate with. Their insights, reflections, and lived experiences are central to the impact we achieve together. Our work would not be possible without the collaboration, trust, and shared vision. We may not be able to name them all in this report but would like to pay tribute to all those who walk alongside us, amplifying our impact and deepening the collective reach of our efforts across regions and contexts. From UNDP to Interpeace, SIDA to Liberia Peacebuilding Office, Peaceinvest to Equal Access International, Chemonics to INDIGO,

¹ <https://www.seedsofpeace.eu/>

FCDO to PDRC, Cuso International to University of Cyprus, Build Up to Future Worlds Center, our partners on international, national and local level have been instrumental in advancing our efforts and learning over the 12 years. These relationships have strengthened our ability to respond to complex realities with creativity, compassion, innovation, and people-centred solutions. Grounded in local contexts and guided by reliable evidence, our partners and allies enable us to co-create, adapt, and act in ways that honour the communities we serve.

We specialize in developing cutting-edge methodologies that generate robust and actionable evidence for policy and programme design; and frameworks that help design impactful and holistic intervention protocols. Our aim is to help our partners, allies and service users make informed, strategic, and locally grounded decisions to prevent violence, enhance wellbeing, cultivate collaborative livelihoods, and foster cohesive societies with a clear sense of direction and purpose, grounded in an enriched understanding of their challenges, capacities and tools.

SeeD is best known for the **Social Cohesion and Reconciliation Index (SCORE)**²,

a scientific framework for understanding societal dynamics and informing impactful policy and programming. SCORE has been calibrated and deployed in over 22 countries to test competing hypotheses, validate theories of change, inform prioritisation and allocation of material and immaterial resources, enrich monitoring, evaluation and learning (MEL) frameworks to increase likelihood of positive impact.

Growing both beyond on SCORE and Cyprus, SeeD has developed a broad portfolio of diagnostic tools, methodologies, and intervention protocols. These include trauma healing and mental health programmes such as Multi-Family Healing Spaces and Resilience-Oriented Therapy; violence prevention tools like the DRIVE Index and the Peace & Electoral Stability Barometer; and social and governance-focused instruments such as the Political Legitimacy Index and the Expert Community Scoring Tool. SeeD also delivers youth inclusion and collaborative livelihoods programming, underpinned by life skills and employability frameworks and community-based enterprise model. We also design and conduct complex risk and resilience assessments, constructive citizenship and civic behaviour audits, and randomised and non-randomised controlled trials (RCTs). Applying methodological rigour and counterfactual logic, we uncover drivers of fragility and resilience and identify pathways to positive social change. Our **4D approach** – Discover, Deliberate, Demonstrate, Deploy – ensures that research and programming are contextual, iterative, collaborative, and scalable (See section 4D Approach for more on our methodology).

Over the years, SeeD has **evolved** into a trusted strategic partner for peacebuilders,

policymakers, and development practitioners striving to create meaningful change in fragile and conflict-affected contexts. We have proven our flexibility, adaptability and versatility in the face of major global shocks and regional crises (e.g. global economic recession of 2008, COVID-19 pandemic, the full-scale Russian invasion of Ukraine, and the suspension of U.S. foreign aid), and continued to expand and deepen our efforts and offerings.

Looking ahead, we recognise that strengthening and expanding partnerships and service lines must be central to our strategic vision to allow us to remain relevant and to respond proactively to the emerging challenges and opportunities

John Lewis, Policy Specialist at United Nations Development Programme, UNDP:

« It's been great that SeeD is very flexible – that's a real strength. Their willingness to go the extra mile and always be ready to jump in is incredibly helpful and valuable. »

Johanna Suberu Svanelind, Program Officer, Human Security Second Secretary, Embassy of Sweden in Liberia:

« Preventing conflict can often feel broad and abstract. SCORE has provided us with a more targeted and structured framework. It has been instrumental in refining our methods, enabling us to develop a clearer theory of change as well. »

in the peacebuilding, development and humanitarian sector. To that end, we are committed to improving and expanding our efforts not only in fragile and conflict affected contexts but also to the so-called Global North where growing cohesion gaps, intolerance, and democratic erosion demand urgent attention.

We have been and continue to be committed to consistent and honest self-re-

² <https://www.scoreforpeace.org/>

flexion, course correction and learning. To that end, we will seek to integrate evidence-based peacebuilding approaches into essential societal systems such as education, healthcare, security provision and migration. We believe best solutions are not within but in-between sectors and disciplines, and that peacebuilding can thrive not as a standalone sector but as a fully-integrated approach in 'everyday essentials' where it becomes indispensable part of how public and private institutions operate. In the next 3 – 5 years, while we continue to calibrate and implement SCORE and SCORE-inspired research tools, we also would like to invest more time and energy in:

- adapting our **intervention protocols** such as multi-family healing spaces, collaborative livelihoods and resilience-oriented therapy to new contexts;
- deploying our **risk and resilience assessment frameworks** to improve effective anticipation, management and mitigation of risks in different contexts;
- consolidating our **experimental design** approaches and **rigorous impact assessments** that compare interventions to inaction and alternative action;
- improving our **knowledge transfer and evidence sharing** through better engagement, dissemination and evidence-uptake efforts;
- developing **competency and skill building packages** such as enumerator training, collaborative decision-making and inter-generational partnership programmes.

Kristin Jenssen, UN Peace and Development Advisor, Moldova:

«The SCORE was quite useful in the sense of providing data-driven guidance, it was a broad and sophisticated source of the evidence. It was useful for strategic planning, since it provided information on what to work, why and how.»

Pyrga, Cyprus, June 2017



12 Years in Numbers

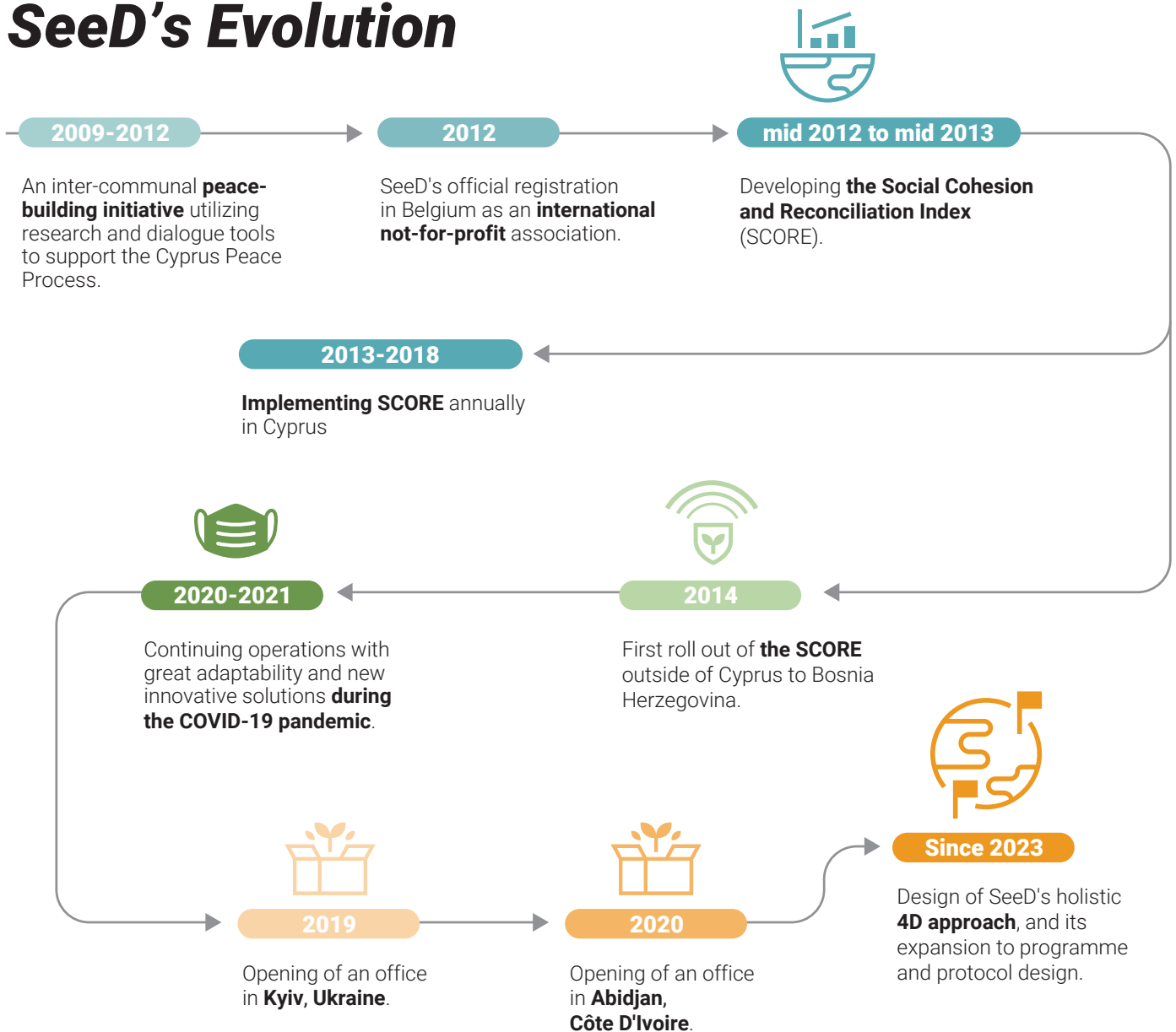
Over the past 12 years, SeeD evolved and matured, constantly learning and striving to create meaningful impact.

Founded in 2012 with a vision of supporting peacebuilding efforts and intergroup harmony in Cyprus, we have grown from a single project (i.e. The Cyprus 2015 Pro-

ject) with a single tool (i.e. SCORE) into an organisation operating internationally with a wide range of tools and protocols. Through strategic partnerships, innovative

approaches, and evidence-based methods, we have established ourselves as a trusted organisation capable of responding effectively to evolving global needs.

SeeD's Evolution

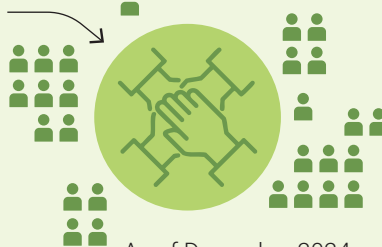


In 2012

We started with

**2 full-time staff****In 2018 our team doubled to 12****In 2023, we reached****26 team members**

by continuing to acquire new dynamic talent due to increased demand



As of December 2024,

the SeeD team had **25 full-time staff** and **4 part-time staff** across 6 countries

We successfully implemented

45**different projects** across **23 countries** in under **10 years³**

12 years of SeeD

We designed and deployed over

17**innovative assessment frameworks and intervention protocols⁴**, some of which are detailed in our Innovations Catalogue

We formed more than

38 partnerships⁵

with different local, regional, and international institutions, including UN agencies, EU bodies, and national governments

We produced over

320**scholarly and practitioner publications**Among them, **analytical reports, policy briefs, and analytical infographics⁶**We have steadily increased annual turnover from **400,000€** in 2017to **1,200,000€**

in 2024, in line with our growing geographical footprint, human and intellectual capital

We have expanded and improved our reach to **new audiences**, demonstrated by the**32,000**new users the SCORE platform attracted since **October 2020**

³ Afghanistan, Armenia, Azerbaijan, Bangladesh, Bosnia & Herzegovina, Côte d'Ivoire, Cyprus, Ethiopia, Fiji, Georgia, Guatemala, Iraq, Liberia, Malaysia, Mali, Moldova, Nepal, Rwanda, Somalia, South Sudan, Timor Leste, Ukraine, and Zimbabwe.

⁴ 1. Social Cohesion and Reconciliation Index (SCORE) and SCORE-inspired Holistic Assessment of Resilience of Population (SHARP), also other SCORE inspired tools such as Ethiopia Peace Index (EPI), Somalia Conciliation Barometer (SCB); 2. Peace Polls for Security Dialogue, Urban SCORE, Gender SCORE, Youth and Adolescent Development SCORE; 3. The Development & Resilience Index against Violent Extremism (DRIVE); 4. Education Resilience Toolkit; 5. Employability Framework; 6. Social Tension Monitoring Mechanism; 7. Expert Community Scoring Tool (ECoST); 8. Community Resilience Assessment Framework (CRAF); 9. Peace & Electoral Stability Barometer (BaSE) Intervention Protocols; 10. Multi-Systemic Risk and Resilience Framework (MRRF); 11. Life Skills Assessment Framework; 12. Political Legitimacy Index; 13. Collaborative Livelihoods Intervention Protocol (CO-LIVE); 14. Multi-Family Healing Spaces Intervention Protocol (MFHS); 15. Resilience Oriented Therapy Intervention Protocol (RLOT); 16. Pusula AI powered Civic Participation Platform; 17. Randomised Control Trial (Rwanda, Ethiopia, Liberia) and Impact Assessment Tools (British Council).

⁵ ACTED; Berghof Foundation; BuildUp; CUSO International; Catholic Relief Service (CRS); Chemonics; Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ); Dhalax-Reeb; Dutch Development Agency; Equal Access International; Foreign, Commonwealth and Development Office (FCDO); Future Worlds Center; Global Affairs Canada; IMPACT; Indigo Ivory Coast; International Organization for Migration (IOM); Interpeace; Liberia Peacebuilding Office (PBO); National Peace and Reconciliation Commission; Pro-Public; Puntland Development and Research Center (PDRC); Search for Common Ground; The Cyprus Institute; The Swedish International Development Cooperation Agency (SIDA); UKAid; Ukrainian Leadership Academy; United Nations Children's Fund (UNICEF); United Nations Department for Peacekeeping Operations (DPKO); United Nations Department of Political Affairs (DPA); United Nations Development Programme (UNDP); United Nations Entity for Gender Equality and the Empowerment of Women (UN WOMEN); United Nations Food and Agriculture Organization (FAO); United Nations High Commissioner for Refugees (UNHCR); United Nations Population Fund (UNFPA); United Nations World Food Programme (UNWFP); United States Agency for International Development (USAID); United States Institute of Peace; World Health Organization (WHO).

⁶ <https://scoreforpeace.org/en/publications>

From Cohesion and Reconciliation to Multi-systemic Resilience

At SeeD, we bridge the gap between research and action, ensuring that peace-building and development efforts are evidence-based, participatory, and impactful. Our work is grounded in the 4D Approach (illustrated below) - a structured framework that enables us to uncover challenges, design participatory solutions, test interventions rigorously, and scale them responsibly.

In this section, we outline the evolution of SeeD's methodological trajectory and how our approach has transformed in response to the growing complexity of the contexts we operate in. What began as a multi-disciplinary but specific focus on understanding the drivers of social cohesion and reconciliation has expanded into a broader mission of cultivating multi-systemic resilience.

We learned with humility from each context, each community and each partner adding layers of wisdom and rigour to our approaches and complementing our versatile research savviness with programmatic expertise.

Bugesera, Rwanda, August 2021





Our initial focus on social cohesion and reconciliation emphasised conflict transformation through trust-building, reducing prejudice, improving human security and fostering inclusive identities. However, while these efforts were vital, they often could not account for multi-systemic challenges going beyond communities and even national institutions. Crises today have become increasingly complex, convoluted and compound. Just as crises do not occur in isolation as a disruption in one sector (e.g. health, environment, financial) often spills over into others, revealing the deeply interconnected and interdependent nature of the systems, neither can sustainable nor effective solutions can be found in individual sectors in siloes but in-between sectors where they intersect. While well-balanced multi-dimensional (e.g. intergroup relations, human security, civic) and multi-disciplinary (e.g. sociological, political, economic, psychological) approaches help us analyse social cohesion and reconciliation, a multi-systemic (i.e. individual, household, community, institutional, regional/geo-political systems) perspective goes further. It recognizes

that systems interact, reinforce, and depend on one another. Accepting that we cannot eliminate all adversities and potential stressors on all systems, solutions must focus on transformative resilience built across systems.

As our experience and perspective expanded, our focus shifted from reconciliation to resilience. Without resilience, even the most positive or normative outcomes can become inadequate when tested by real-world pressures. Take social cohesion as an example. When we take a snapshot of social cohesion without accounting resilience capacities, a community may appear cohesive and harmonious. But how would that cohesion sustain if tested, faced with stressors and shocks? Would it prove to be resilient not only to withstand crisis but to adapt and transform flexibly and constructively? In this sense, even the most desirable outcomes such as social cohesion, intergroup harmony or human security, are holistic and sustainable enough without accounting for resilience capacities and ‘immunity of communities’ to adversities.

However, in recent years resilience has become a catch-all buzz word. Resilience is not bouncing back without adapting, transforming and learning. Resilience is neither merely the absence of risk and fragility nor achieving progress in any or every SDG target. Just as not everything negative is fragility, not everything positive is resilience. Resilience should be seen as a process rather than an end goal, allowing for iterative learning, fostering adaptable, long-term strategies, and advocating for collective responsibility.

At SeeD, we conceptualise as **“endogenous attributes, capacities, resources and responses that enable individuals, communities, and institutions to peacefully deal with the impact of conflict and violence, as well as adapt and learn to prevent new and emerging patterns of conflict and violence”**. This integrated understanding enables us to design more holistic and rigorous assessment instruments and more impactful and contextually tailored interventions that not only address immediate needs but also strengthen the interconnected systems.

Resilience is multi-systemic. It operates on individual, family, collective/group, national and institutional levels.

Resilience is multi-dimensional. It can be understood as material and immaterial assets, or capital, such as human, social, technological, natural, institutional, and economic capital.

Resilience across all systems and dimensions, is

- **Absorptive:** withstands shocks and stressors without significant disruption.
- **Adaptive:** adjusts and evolves in response to challenges or threats in a positive way (not mal-adaptive way).
- **Transformative:** fundamentally alters systems to reduce future vulnerabilities.

Resilience is **against** shocks and stressors, operating as a coping mechanism, as much as it is **for** sustainable peace and development operating as a preventative effort.



4D Approach

With the multi-dimensional, multi-systemic approach that we take to understand and study social cohesion and resilience, with many other themes from violence prevention to constructive citizenship and sustainable livelihoods folded in depending on contextual and policy/programmatic needs, we have developed the 4D approach.

SeeD's 4D Approach that stands for Discover, Deliberate, Demonstrate, Deploy, representing a structured and participatory process for fostering evidence-based decision-making and sustainable impact.

1 Discover

This is the research stage, where robust, nuanced and contextual evidence is created via participatory mixed methods research such as SCORE and community resilience assessments.

2 Deliberate

This represents the deliberative design stage, where programmes are designed and contextually calibrated, based on evidence-based and holistic theories of change with collaborative decision making and system design tools. The knowledge gained in stage 1 informs the program design in stage 2.

3 Demonstrate

This refers to the pilot stage, where programmes are piloted based on comprehensive, well-tailored and evidence-based protocols and rigorous impact assessments that can account for counter-factual evidence (e.g. randomised controlled trials).



Nicosia, Cyprus, March 2018



Nicosia, Cyprus, March 2018



Nicosia, Cyprus, March 2018

Nicosia, Cyprus, March 2018



4 Deploy

Finally, the 4th D is the scale up stage, where lessons from stage 3 are used to fine-tune programmes for horizontal (e.g. geographic & target group) and vertical (e.g. policy and institutional) scaling in a responsible and context sensitive way.

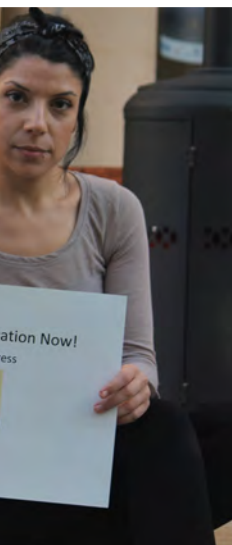
While the tools and protocols appropriate for each stage can change depending on context and need, this cyclical and adaptive 4D process mainstreams participatory-ness, contextual sensitivity and scientific rigour to ensure that peacebuilding, development and humanitarian efforts are responsible and impactful, optimising scarce material and immaterial resources to respond to complex real-world challenges⁷.



Nicosia, Cyprus, March 2018



Nicosia, Cyprus, March 2018



⁷ For more on Seed's 4D approach see methodology infographic - https://api.scoreforpeace.org/storage/pdfs/PUB_Seed_PROD-3-Page-Infographic-on-Stage-2+3.pdf

Achievements of the Past 12 Years

Below we would like to share some notable highlights and moments of pride from the past 12 years.



Kramatorsk, Ukraine, July 2019



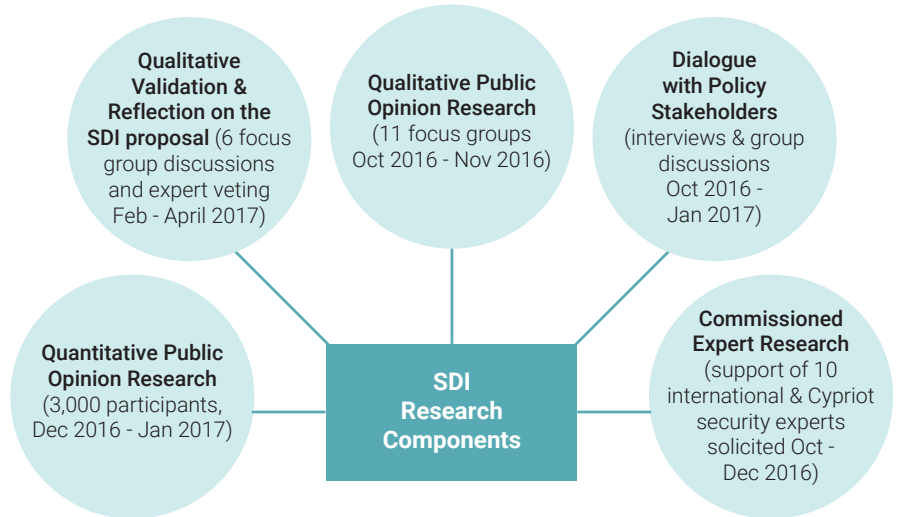
2016-2017

Bridging Communities in Cyprus

Launched in 2016, the Security Dialogue Initiative (SDI) was a joint effort implemented by SeeD in partnership with Interpeace and Berghof Foundation and funded by the U.S. Department of State, the Federal Foreign Office of Germany, and the Netherlands Ministry of Foreign Affairs, during a pivotal phase of Cyprus peace negotiations. Moving beyond rigid, traditional security narratives, SDI introduced a participatory, people-centred approach grounded in the real fears, anxieties, and aspirations of both Greek Cypriot and Turkish Cypriot communities. Supporting the Track 1 negotiations that led to Crans Montana, SDI developed a new and innovative, security architecture accompanied by tailored security solutions that can foster endogenous resilience rather than relying on deterrence to break out of the militaristic zero-sum security negotiations. Despite the failure of

the Track 1 in reaching a comprehensive settlement in Crans Montana in 2017, SDI helped unlock progress on sensitive and historically intractable security chapter by bridging grassroots input with high-level talks. One of the concrete achievements

of SDI was the widely accepted New Security Architecture for Cyprus complete with the proposals on transitional arrangements, which effectively expanded the way security was negotiated by the two communities in Cyprus⁸.



⁸ https://api.scoreforpeace.org/storage/pdfs/PB_SD116_White-Paper.pdf



2016-2023



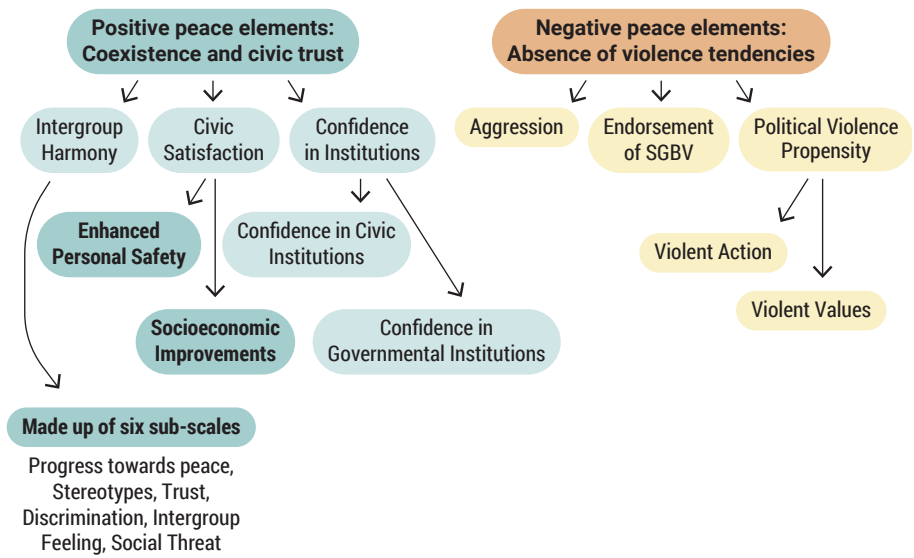
Influencing on National Policy in Liberia

The first wave of SCORE Liberia in 2016 was focused on violent tendencies, co-existence and civic trust, political tribalism and perceptions about UNMIL, and informed the responsible drawdown of the UN peacekeeping mission along with facilitating the democratic and non-violence during the presidential elections in 2017. Following peaceful transition of power after 70 years, SCORE indicators were integrated into Liberia’s Pro-Poor Agenda for Prosperity and Development (PAPD), a 5-year National Development Plan from 2018 to 2023. The PAPD adopted the SCORE Index as a high-level monitoring and evaluation tool for some of its pillars: Civic Trust and Coexistence, Violent Tendencies (including SGBV for Gender Equality). SCORE was used by the Liberia government to monitor these pillars and to set short, medium, and long-

term priorities. Following its first iteration in 2016, SeeD together with the Liberia Peacebuilding Office and UN agencies,

continued revising and implementing SCORE every two years—in 2018, 2021, and 2023⁹.

Components of Social Cohesion in Liberia



⁹ https://api.scoreforpeace.org/storage/pdfs/A5_PUB_Liberia_23_Civic_Satisfaction_Final_ONLINE.pdf

Lofa, Liberia, January 2018



2020-2021



COVID response with the Ministry of Education in Ukraine

During the Covid-19 pandemic and its devastating impact on education and adolescents, SeeD partnered with UNICEF and Ministry of Education and Science in Ukraine to develop the School Preparedness Toolkit (SPT)¹⁰. SPT, aimed to address COVID-19 challenges and support public health and education policies in Ukraine. A highly tailored digital tool, SPT assessed the resilience of education facilities by five main pillars: Access to Education Provision, Quality and Inclusive Learning, Well-Being (Mental Health and Psychosocial Support), Safety, Nutrition and School Feeding on the school level for school administrators and educators, and helped partners diagnose needs and

vulnerabilities for better policy making on the national level. It provided tailored recommendations to school leadership

based on their self-assessment scores and helped identify and support the most vulnerable student groups.

ORIGINAL ARTICLE



The School Preparedness Toolkit: Building Systemic Resilience in Ukrainian Schools Through a Self-Assessment Digital Platform

Alexandros Lordos¹ · Georgia Christou¹ · Bohdan Yarema² · Andrii Dryga³ · Anastasios Petrou¹ · Maria Symeou³

Accepted: 30 August 2023 / Published online: 19 October 2023
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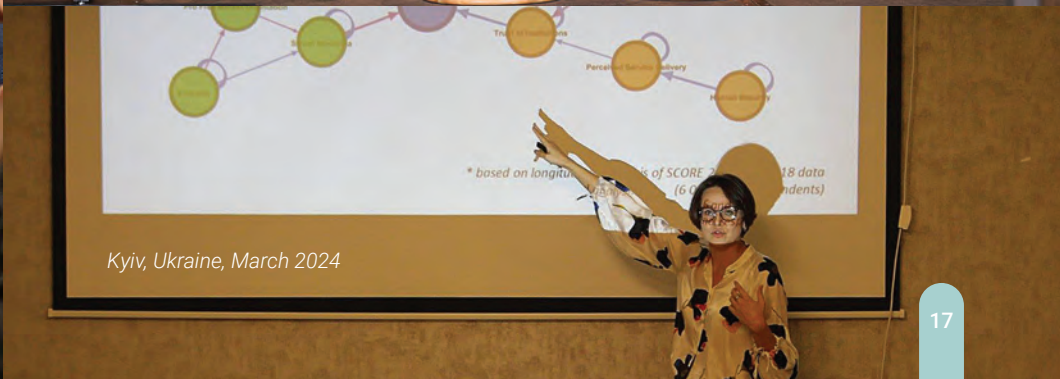
Abstract

During the COVID-19 outbreak, schools around the world faced major challenges and were required to adapt to new educational practices while supporting students' learning and well-being. This study outlines the development of School Preparedness Toolkit (SPT), an online interactive checklist launched from January to March 2021 among 273 Ukrainian schools. SPT was a dual-use tool, aiming to inform and support efforts of school administrations in implementing effective strategies to address challenges arising from COVID-19 and to inform related public health and educational policies at regional and national levels. The toolkit focused on resilience against COVID-19 challenges across five main domains: Access to

¹⁰ https://www.researchgate.net/publication/366325608_The_School_Preparedness_Toolkit_Building_Systemic_Resilience_in_Ukrainian_Schools_Through_a_Self-Assessment_Digital_Platform#full-

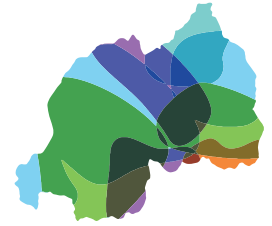
Kyiv, Ukraine, February 2019

Kyiv, Ukraine, March 2024



2020-2022

Transforming Mental Health and Social Cohesion in Rwanda



Interpeace, SeeD and national partners - the Ministry of Gender and Family Promotion, the Ministry of National Unity and Civic engagement, the Rwanda Correctional Service, the National Youth Council, the National Women’s Council, Haguruka, Dignity in Detention (DIDE) and Prison Fellowship Rwanda (PFR) - implemented a holistic, community-based, and scalable initiative for the psychosocial and socioeconomic recovery of survivors and perpetrators of the genocide against the Tutsi: “Reinforcing

community capacity for social cohesion and reconciliation through societal trauma healing”. Focused post-genocide healing and prisoner reintegration in Rwanda, the initiative applied a multi-systemic resilience model to transforming mental health and social cohesion.

Over 60 facilitators were trained in intervention protocols tailored to genocide survivors, ex-perpetrators, and prisoners. More than 1,000 individuals received re-

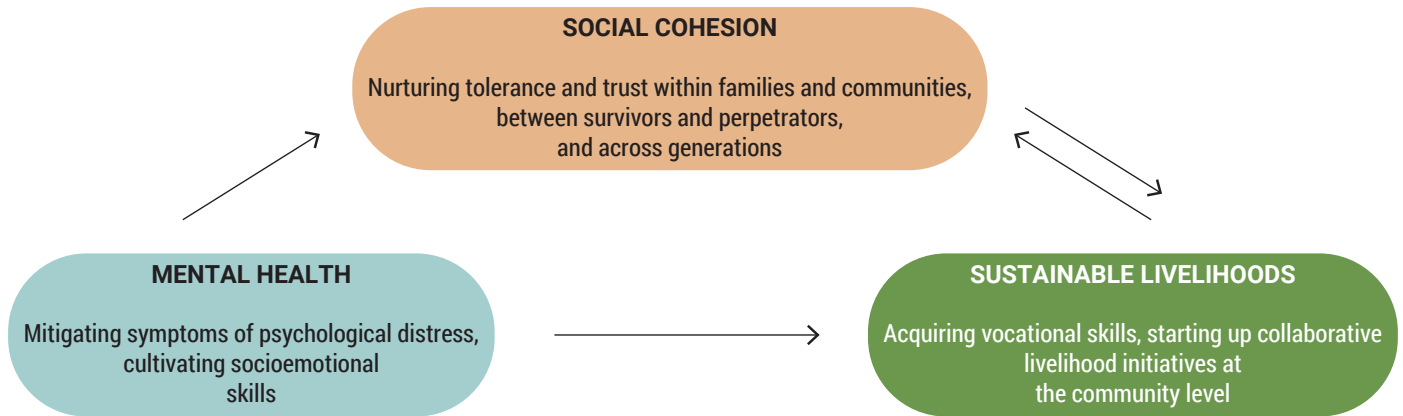
silience-oriented therapy and multi-family healing, resulting in strengthened emotional well-being, family cohesion, and socio-emotional skills. By integrating mental health support, social cohesion, and livelihoods, the program fostered sustainable transformation. It was recognised by key national and international stakeholders, including SIDA, the EU, the Ministries of Education and Health, Prison Fellowship Rwanda, and Interpeace, as a leading example of holistic post-conflict recovery.



1. Kigali, Rwanda, May 2022; 2 & 4. Kigali, Rwanda, August 2021; 3. Kigali, Rwanda, May 2022; 5. Bugesera, Rwanda, November 2021.



Rwanda Societal Healing Initiative Theory of Change



Addis Ababa, Ethiopia, March 2024





2023-2024

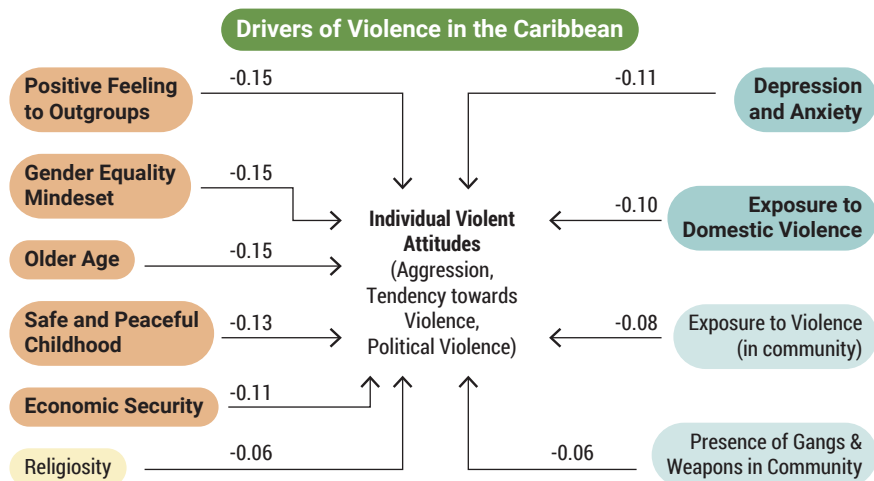
Shifting the Focus from Securitisation to Prevention in the Caribbean

SCORE Caribbean is SeeD's first subregional project, multi-country initiative, funded by the Joint UNDP-DPPA Programme on Building National Capacities for Conflict Prevention. The project gathers data from more than 3000 individuals across 7 countries in the English-speaking Caribbean. SCORE Caribbean is calibrated to investigate outcomes such as Intergroup Harmony, Social Mobility, Civic Engagement, Community Cooperation, Violent Attitudes, and Gender Equality. It aimed to inform subregional and national strategies for policy and programme design by uncovering factors that drive or undermine social cohesion, as well as by identifying vulnerable demographic groups and/or geographies that need tailored attention. SCORE Caribbean played a pivotal role in transitioning the regional approach from

reactive securitization to proactive prevention in addressing violence.

This shift facilitated the development of a coordinated subregional strategy, endorsed by UN senior management and national governments, promoting a ho-

listic intervention framework that incorporates elements like family cohesion, gender equality, and mental health. Additionally, it broadened security discussions to include diverse stakeholders, emphasizing the importance of gender and mental health considerations.



Bridgetown, Barbados, December 2024



2022-Ongoing



Empowering Local Governance and Community Development in Moldova

SeeD designed and implemented Social Tension Monitoring Mechanism (STMM) tool for Moldova in partnership with UNDP. STMM is underpinned by a comprehensive theoretical and conceptual framework that investigates individual and group grievances that can lead to social tensions and disruptive civic contentiousness. It has two main components: a household surveys that tests the competing hypothesis and identifies the relevant indicators to monitor; and the Expert Community Scoring Tool (ECoST), that engages community representatives and local experts in multi-stakeholder settings to monitor the selected indicators via community scoring instruments. Local multi-stakeholder groups and national reflection groups digest and validate findings towards evidence-based locally owned action plans that utilise Structured Democratic Dialogue methodology.

Following its first iteration in 10 localities, STMMs increased community involvement in decision-making, supporting 7 local authorities in using the mechanism to strengthen community engagement and

European Village Program funding applications. STMM is preparing to expand to 20 localities and designing an online media monitoring tool to track disruptive and manipulative narratives in 2025¹¹.

Average ECoST Scores per Locality

Indicator	Full sample	Baserbeasca	Cahul	Causeni	Chişinău	Comrat	Donuşeni	Ocnîţa	Orhei	Ştefan Vodă	Taracia
Confidence in locality's future	8.5	7.3	8.8	8	8.5	8.4	8.6	8.1	8.9	8.9	8.9
Positive intergroup relations	7.8	6.9	8.3	7.6	6.9	8.2	7.7	7.7	7.6	8.2	8.3
Quality and accessibility of schools	7.6	5.3	7.2	8.3	7.1	8.4	7.8	7.3	7.4	8.6	7.9
Community mobilisation potential	7.7	6.6	8.4	7.5	8	7	8.1	7.8	7.6	8.4	7.5
Absence of social tensions	7.4	6.4	7.6	6.4	7.1	7.4	7.5	7.4	7.7	7.6	8.2
Community attitude towards Ukrainian refugees	7.3	6.4	7.6	6.8	8	6.5	7	7.6	7.7	7.8	8
Overall assessment of capacity of local government	6.9	6	7.5	6.6	6.5	7.3	6.9	6.3	6.4	7.3	8
Presence of an efficient associative sector	6.9	6.3	7.6	7	7.1	7.1	6.9	6.4	6.4	7	6.3
Acceptance of other groups outside of the community	6.9	6.3	7.3	6.5	6.5	6.2	7.2	6.2	7.6	7.1	8.2
Absence of societal polarisation	6.7	6	7	6.6	5.8	6.4	7	6.3	7.4	7.1	7.6
Citizen participation in decision making	6.6	6	6.4	6.5	5.9	7.5	6.6	6.6	6.7	6.7	6.7
Availability of economic opportunities	6.7	4.7	7.3	6.1	7.5	7.6	6.7	5.6	7	6.9	6.7
Access to community assets and resources	6.6	5.7	6.2	5.6	6.8	7	6.7	6.6	7	7.4	6.6
Availability of social welfare support	6	5.8	6	5.4	6.2	6.4	5.6	6.3	5.4	6.8	5.7
Access to good healthcare system	5.9	4.7	6.1	6.1	6.2	6	6.2	5.5	5.3	6.1	5.6
Absence of environmental risks	5.6	5	5.7	5.2	4.5	5.8	5.3	6.2	6.3	5.9	6
National authorities care	5.6	4.9	6.4	6.7	6.1	6	5.1	4.2	5.1	5.3	4.9

¹¹ https://api.scoreforpeace.org/storage/pdfs/Understanding-Social-Tensions-in-Moldova_%E2%84%962_web.pdf

Chisinau, Moldova, October 2020



2024-2025



Influencing Conflict Research and Peacebuilding in West Africa

Over the past five years, SeeD's collaboration with Interpeace and Indigo has significantly influenced the way conflict research and peacebuilding efforts are approached in West Africa. Through three SCORE processes in Côte d'Ivoire, covering all districts, a robust evidence base was de-

veloped to support targeted interventions. This work culminated in the creation of an Electoral Stability Barometer designed, adjusted to track the landscape on the 2025 electoral year. Evidence helped identify hotspots of potential election-related violence, enabling targeted interventions

to prevent conflict. Adding on this, the EU, UNDP and UNFPA uses indicators to track shifts in trust in state institutions, access to livelihoods, and rule of law, ensuring a data-driven approach to multi-agency collaboration and program design along with better progress tracking.

Abidjan, Côte d'Ivoire, April 2025





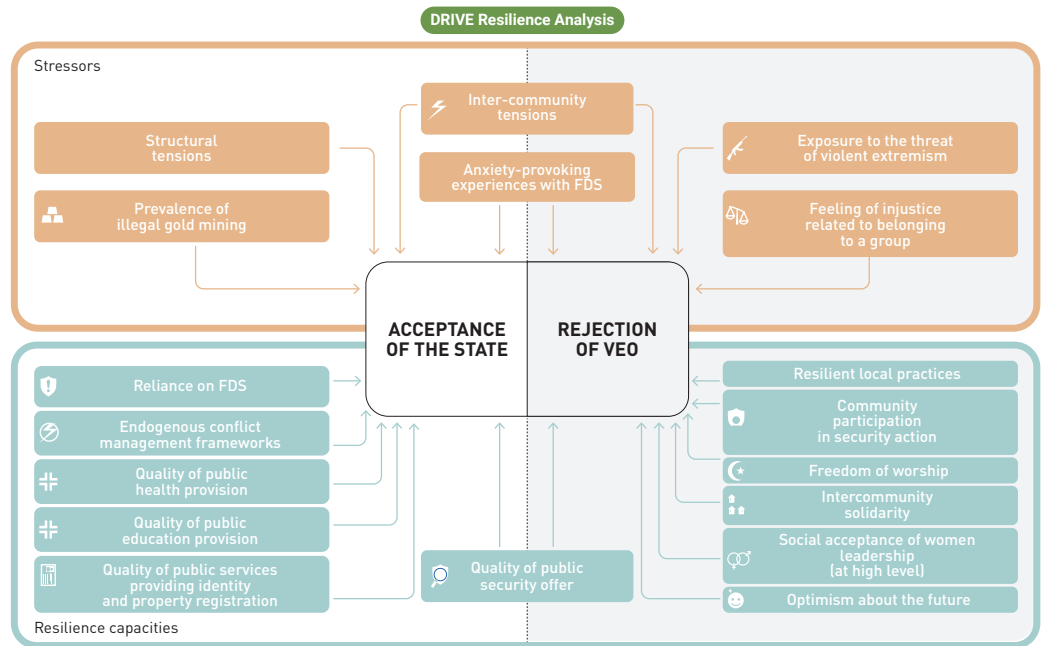
2023-2024

Strengthen Community Resilience Against the Threat of Non-State Armed Groups in Côte d'Ivoire

The Development & Resilience Index Against Violent Extremism (DRIVE)¹² stands out as a flagship initiative designed to strengthen community resilience against the growing threat of Non-State Armed Groups (NSAGs), particularly along the northern borders of Côte d'Ivoire with Burkina Faso and Mali. DRIVE, designed and implemented in partnership with Equal Access International has proven to be a practical and nuanced empirical tool for assessing local vulnerabilities and resilience factors in areas at risk of violent extremism. For example, the tool identified Intergenerational cohesion, Freedom to worship, Community participation in security measures and Social acceptance of women leadership as resilience capacities that help build immunity at the local

level against vulnerability and penetration of NSAGs. The National Security Council and border security forces have actively used DRIVE findings to inform their national strategies. In recognition of its impact, DRIVE has also been presented to key international partners such as the African

Development Bank and the UK's FCDO, underscoring its potential to guide targeted funding and policy development for community-based prevention. This milestone reflects SeeD's sustained commitment to locally rooted, data-driven approaches in fragile and complex security environments.



¹² https://api.scoreforpeace.org/storage/pdfs/PUB_IvoryEAI23_FINAL-REPORT_Eng.pdf
https://api.scoreforpeace.org/storage/pdfs/PUB_IvoryEAI23_FINAL-REPORT_Fr.pdf



2023

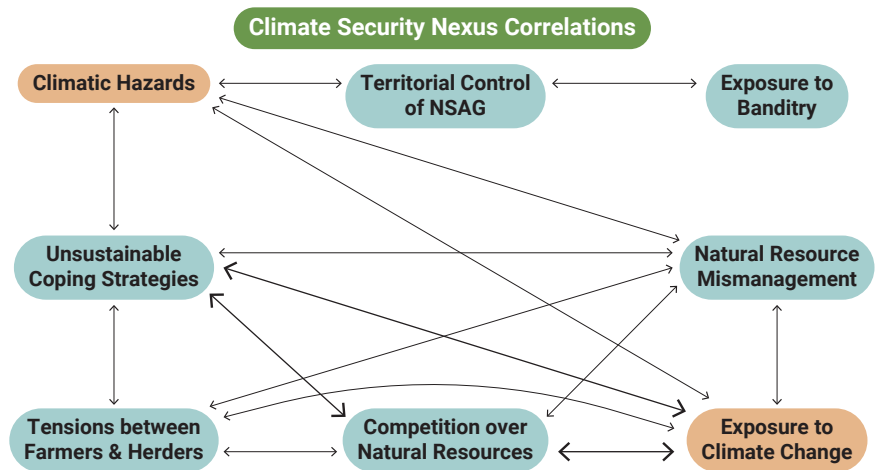


Linking Climate Change and Violent Extremism in Niger

SeeD's efforts in Niger in partnership with UNDPO-OROLSI, Folke Bernadotte Academy and SIPRI offers a critical evidence-based exploration of the complex relationship between climate change and armed group recruitment patterns¹³. The analysis highlights the nexus between climate security, governance gaps, and community resilience, providing a detailed picture of how fragile ecological and political systems create fertile ground for recruitment into armed groups. The study empirically and statistically confirmed complex linkages through which climate change impacts affect human security and recruitment into armed groups such as the pathways through which climate change contributes to making people more vulnerable to joining armed groups, and how weaponisation dynamics manifest in specific localities where human security is negatively affected by climate change. Based

on the findings, SeeD created a report that outlines a framework for Disarmament, Demobilisation and Reintegration (DDR) interventions to strengthen resilience, improve governance, address climate-related vulnerabilities, and mitigate the risks posed by armed groups. This research is a significant contribution to the growing field of

climate security and underscores SeeD's commitment to integrating environmental and conflict-sensitive approaches into peacebuilding efforts. The findings not only inform national and regional strategies but also offer valuable guidance to international actors working to foster long-term stability in the Sahel.



¹³ Climate Change and Armed Groups, Key Takeaways https://api.scoreforpeace.org/storage/pdfs/PUB_NigerDPO_Short-Version_Final_PRINT.pdf

New York, USA, May 2024





2022-2023

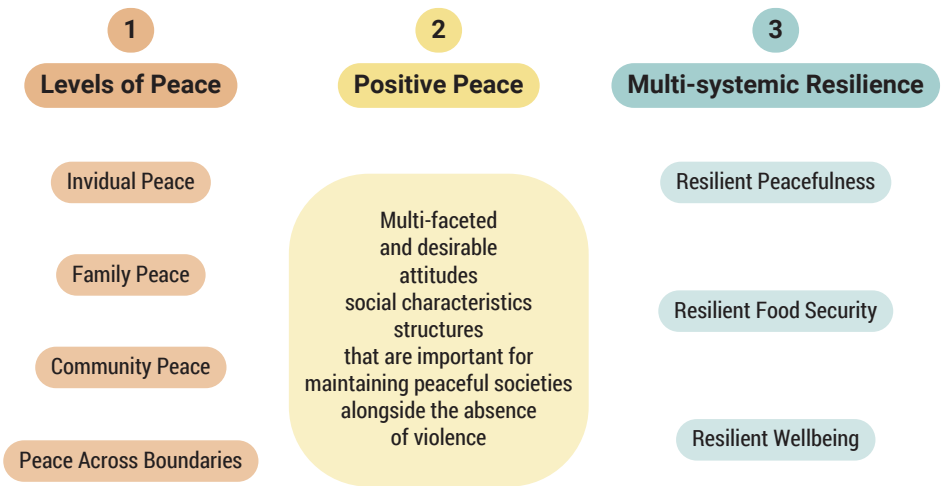
Providing a Multi-level Analysis Tool for Peace and Social Cohesion in Ethiopia

In Ethiopia, SeeD in partnership with Ministry of Peace, local stakeholders piloted the Ethiopian Peace Index (EPI)¹⁴ as a multi-level analysis tool to support peace and social cohesion, in close collaboration with the Ministry of Peace and local stakeholders. The study gathered data from a broad range of participants, including citizens, traditional leaders, and Kebele administrators, highlighting the need for a more robust, multi-systemic approach to addressing challenges related to peacefulness, mental well-being, food security, and gender equality. The EPI provided a foundational baseline for the Ministry of Peace, supporting evidence-based policy-making and locally tailored peacebuilding strategies. It identified resilience factors that safeguard food security amid climatic and economic stressors, as well as those that sustain peace and cohesion in the face of social, political, and econom-

ic adversities (i.e. growing enset or peas, crop and fodder storage and access to a robust, dense social network were identified as resilience enhancing capacities). This marked a successful application of

our multi-systemic resilience assessment framework, which explores how systems interact, what stressors affect them, and which resilience factors can be leveraged to sustain positive outcomes.

Frameworks of the Ethiopia Peace Index



¹⁴ [https://api.scoreforpeace.org/storage/pdfs/Ethiopian-Peace-Index-web-v7-\(1\).pdf](https://api.scoreforpeace.org/storage/pdfs/Ethiopian-Peace-Index-web-v7-(1).pdf)

Addis Ababa, Ethiopia, March 2024





Ongoing Projects

Ukraine



reSCORE Ukraine¹⁵, continuing the efforts since 2016 with UNDP

2016 – ongoing: The reSCORE Ukraine is a joint initiative funded by the USAID (until January 2025) and UNDP, and implemented by SeeD. The project serves as an annual assessment tool of societal resilience and recovery that informs the policies and programming of national, regional, and international partners. Like its predecessor, the SCORE Ukraine between 2018 to 2021, it aims to identify pathways and respond to complex needs, geared at strengthening individual and collective coping mechanisms, and fostering a democratic, just, inclusive, and cohesive Ukraine. The reSCORE/SCORE in Ukraine has been implemented eight times since 2016.

Moldova



Social Tension Monitoring Mechanism in Moldova (STMM)¹⁶

2022-2025 STMM, implemented by SeeD in partnership UNDP, started in 2022 with a conceptual and theoretical design phase. Since then, SeeD completed STMM's first wave in 2024 and launched its second wave in 2025. The project presents a contextually tailored toolkit with three components: 1. A household survey to investigate societal tensions and deprivations; 2. An expert community scoring tool that localises evidence and response mechanisms via participatory multi-stakeholder deliberation; and 3. A media monitoring tool to identify manipulative and/or marginalising narratives.

Ethiopia



Multi-Family Healing Spaces (MFHS) in Ethiopia¹⁷

2024-2025: The project is a psychosocial intervention implemented by SeeD, Interpeace and Cuso International, targeting trauma-exposed communities, especially girls, in the Benishangul-Gumuz region of Ethiopia. It supports intergenerational healing and fosters resilience on individual, family and community levels. MFHS protocols designed by SeeD, were piloted with nearly 600 participants. The project incorporates randomised control trials for rigorous impact assessment, and exemplifies a holistic model that merges peacebuilding, mental health, and empowerment interventions to foster sustainable recovery and collective healing.

Somalia



Somalia Reconciliation Barometer (Heshiins Beeg)

2024-2025: Heshiins Beeg, a Somali barometer of reconciliation and peace, is implemented by SeeD, Build Up, PDRC, Dhaxal Reeb, and funded by Somalia Stabilisation Fund. The project aims to produce evidence and data which will inform the policies and actions of various actors, including national actors (in state and federal government, ministries, etc), international actors (development agencies, embassies, the UN system, etc) and actors within SSF's network (SSF donors, cooperating government bodies, implementing partners, etc).

Fiji



SCORE Fiji, assessing vertical and horizontal cohesion

2024 – 2025: SeeD is conducting a social cohesion assessment to assess horizontal and vertical cohesion, including gender equality dynamics. Horizontal cohesion analysis focuses on intergenerational and intergroup tensions, and attitudes towards marginalised groups, including IDPs, LGBTQ people, and immigrants. The vertical analysis examines trust in institutions, different forms of civic and political participation, and individuals support for human rights. Finally, the gender dimensions look at the different profiles that support women in leadership, as well as the normalisation of gender roles and stereotypes.

Côte d'Ivoire



Peace & Electoral Stability Barometer in Côte d'Ivoire

2025 – 2026: As Côte d'Ivoire prepares for its presidential elections in October 2025, followed by general elections in 2026, SeeD in partnership with Indigo and Interpeace is implementing the Peace & Electoral Stability Barometer, underpinned by earlier versions of SCORE in the country. The project aims to identify and monitor the risks of electoral violence while strengthening community mechanisms for preventative rapid response to support consolidation of democratic processes. The project, supported by the EU, will deploy the Barometer every six months to provide digestible and actionable evidence.

¹⁵ https://scoreforpeace.org/en/ukraine/methodology?utm_source

¹⁶ <https://scoreforpeace.org/en/moldova/datasets>

¹⁷ [https://api.scoreforpeace.org/storage/pdfs/DOC_Ethiopia23_Project-Summary_MHPSS_final\(1\).pdf](https://api.scoreforpeace.org/storage/pdfs/DOC_Ethiopia23_Project-Summary_MHPSS_final(1).pdf)

Financials

Key Financial Highlights

Over the past decade, our organisation has demonstrated consistent financial growth, strategic agility, and a strong commitment to innovation and impact creation.

From 2014 to an estimated 2025, income has increased more than **sevenfold**, reflecting both the trust placed in our work and our expanding footprint. Despite global and sectoral challenges, we continue to manage resources responsibly while steadily increasing investments in learning, innovation, and operational excellence.

Pyrga, Cyprus, June 2017



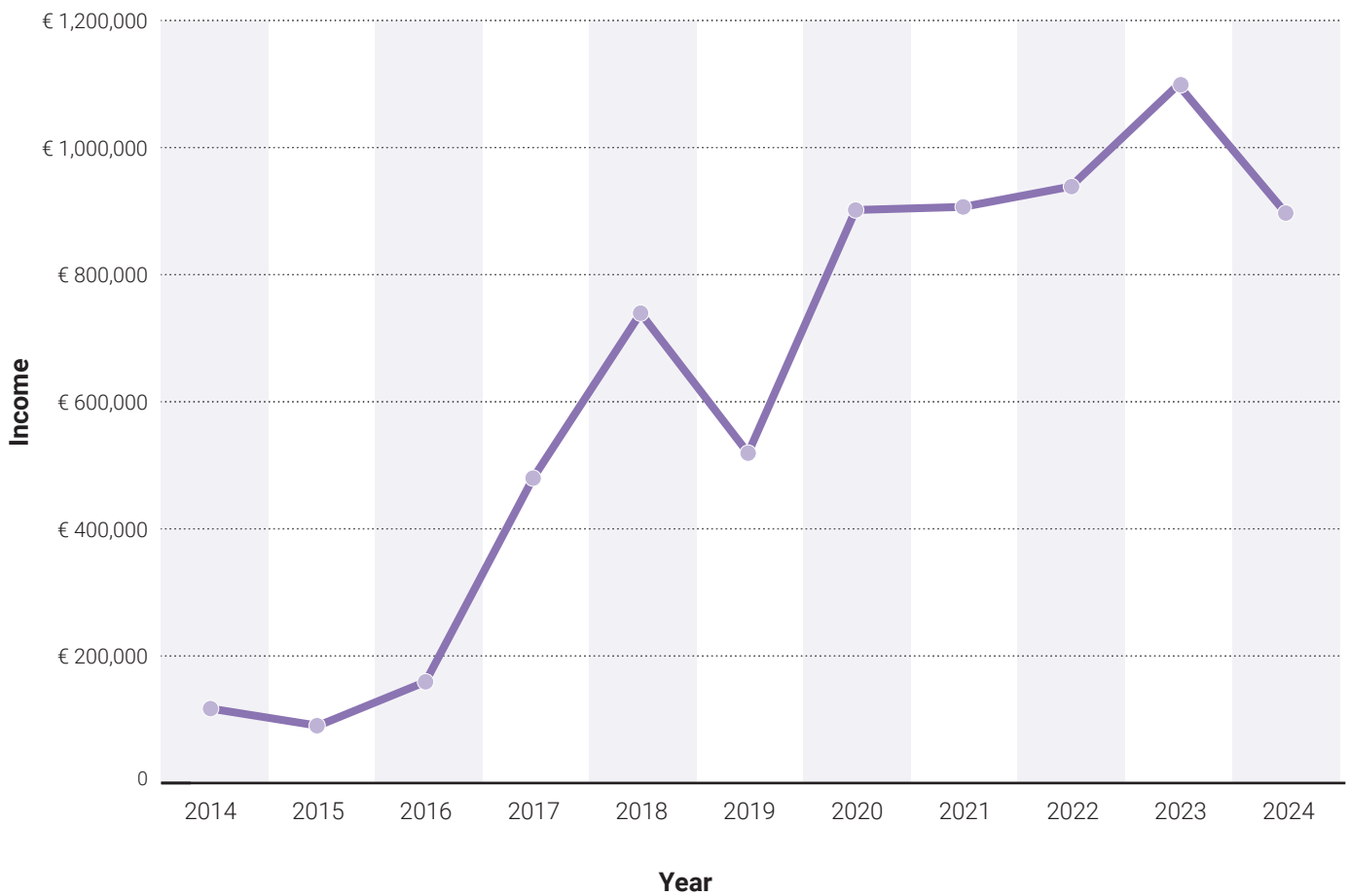
Robust Income Growth

The financial trends over the past decade reveal a narrative of purposeful growth, strategic prioritisation, and adaptive in-

vestment. Income has grown from **€117K in 2014** to an estimated **€832K in 2025**, peaking at **€1.1M in 2023**. This trajectory

reflects SeeD's increasing donor confidence and underscores the organisation's expanding portfolio and impact.

Income





Sustained Investment in Core Projects

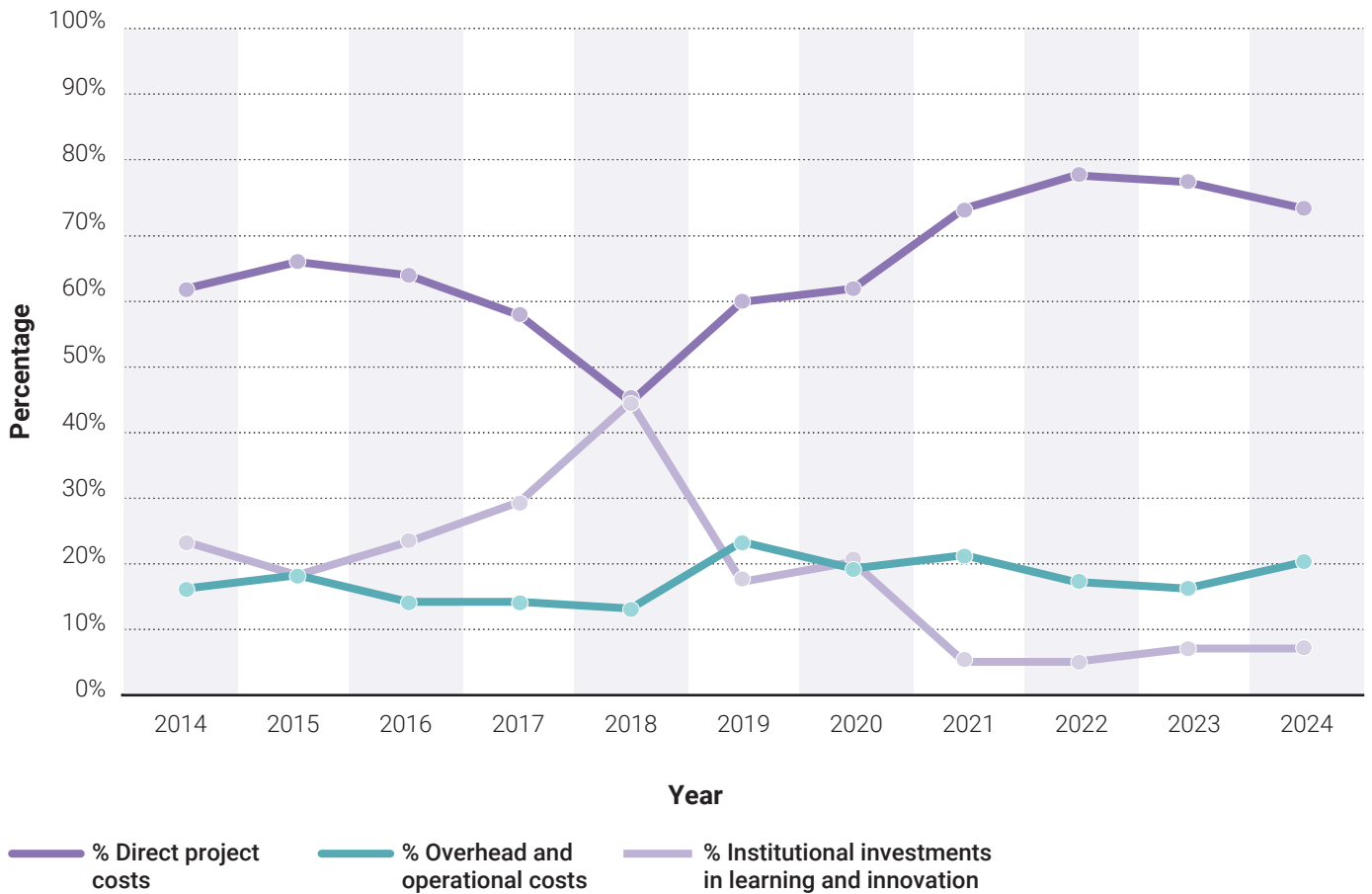
We categorize our costs into three primary areas: direct project costs, overhead, operational and management costs, and learning and innovation investments. Direct project costs have consistently accounted for the largest share of expenditure, averaging between 56% and 65% of annual income. From 2021 to 2024, this allocation remained consistently above 70%, underscoring SeeD's strong commitment to maximizing direct impact

while streamlining administrative and operational expenses.

Learning and innovation investments saw a significant spike in 2018, marking a year of transformational growth and experimentation. Key initiatives included the design of the interactive SCORE data platform, institutional skill-building retreats, and microcredential trainings in big data. This period also marked a ma-

ajor phase of institutionalisation: SeeD transitioned from the shared Home for Cooperation space to its own headquarters in Nicosia, Cyprus, and began laying the groundwork for a physical presence in Ukraine and Ivory Coast. As a result, 2018 and 2019 were characterized by substantial one-time setup costs tied to organizational development and administrative expansion

Cost allocations





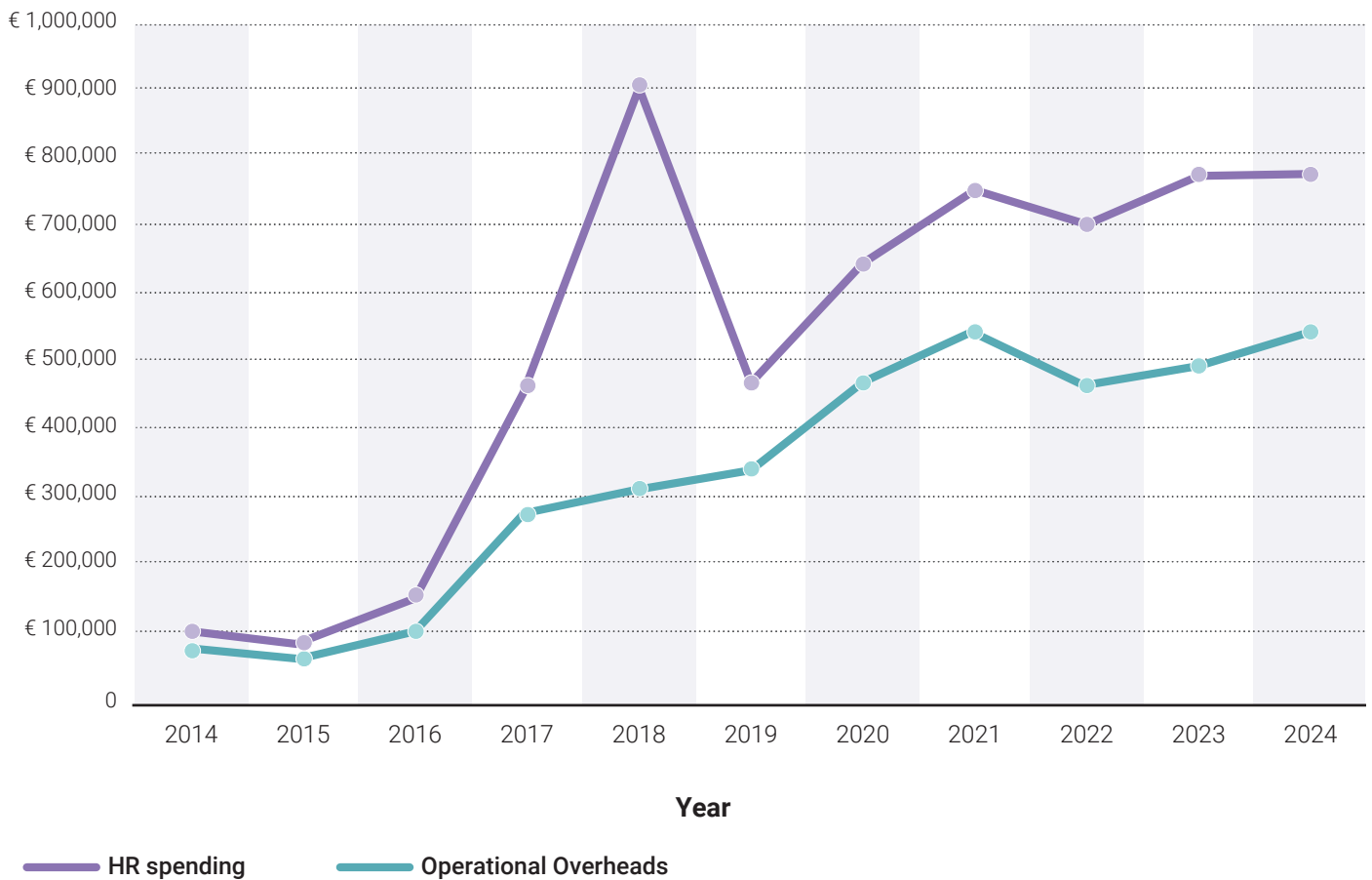
Emphasis on Personnel Growth and Development

With 70% spending dedicated to our human resources, we reaffirm that our people are our greatest asset. As a research

and innovation hub, this investment ensures we can acquire and retain talent, foster professional development, and

build a resilient team committed to lifelong learning and prepared to meet our mission.

Human resource and operational spending





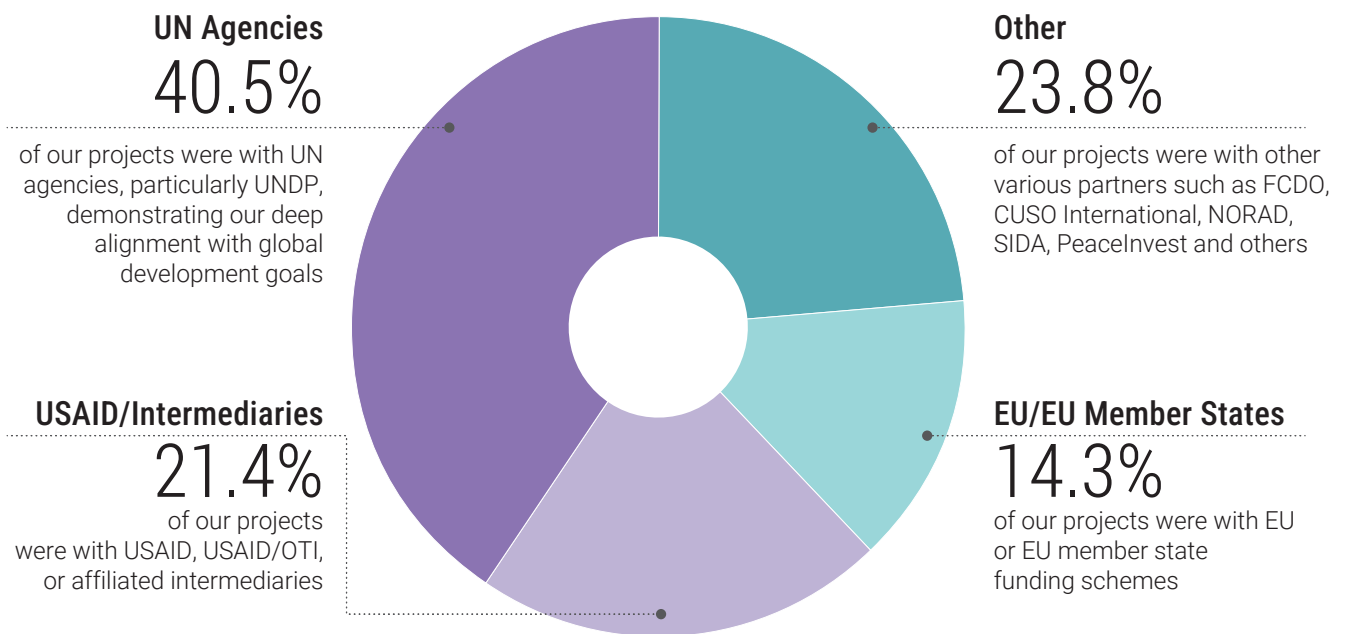
Expanding Strategic Partnerships

Over the past **seven years** between 2018 and 2024, which is when our Unit started to keep clear records and Partnerships and

Growth Unit initiated the retroactive analysis, SeeD has significantly expanded its collaborative footprint through **42 new project**

contracts, a clear reflection of growing trust and credibility among peace and development actors and donors in our sector.

Distribution of projects across donor categories between 2018 - 2024



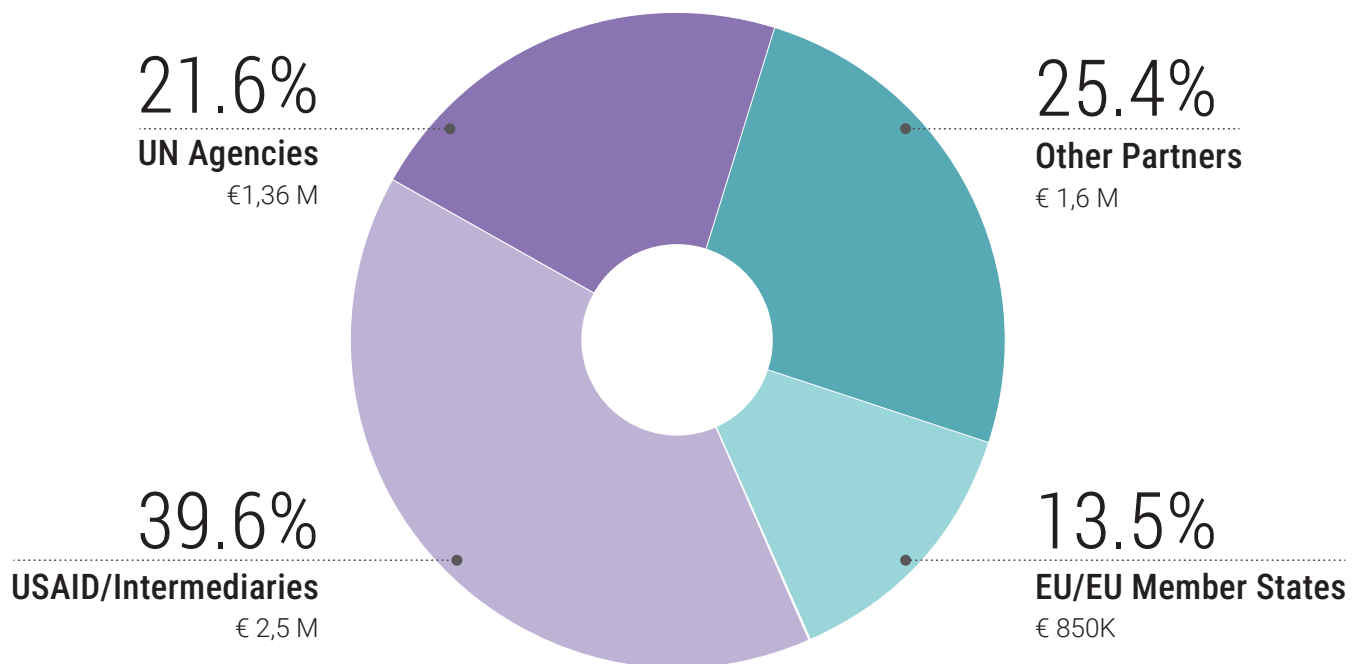
Donor Contributions by Amount

The figure below illustrates **the distribution of total funding (€6.31 million)** across donor categories for the 42 new project contracts signed between 2018

and 2024. These funding contributions are not just contracts, they are votes of confidence in SeeD's capacity, impact, and integrity. They enable us to co-design

bold, people-centred solutions with institutions that share our vision for inclusive, sustainable development.

Distribution of projects across donor categories between 2018 - 2024



Looking Ahead

The financial data tells a story of SeeD's deliberate growth, resource stewardship, and continuous investments in innovation. As we look to 2025 and beyond, we plan to consolidate our institution, streamline operations, and make bold strategic investments in innovation and human capital. The freezing of U.S. foreign aid in January 2025 has prompted deep reflection on our sector's future, exposing seismic shifts and uncertainty across peacebuilding, development, and humanitarian work. Despite widespread anxiety and unpredictability, and despite collective moral reckoning that continues to challenge our collective sense of purpose in the sector, there lie opportunities and resil-

ience capacities. As resources dwindle and sector reserves shrink, our intellectual, human and social capital must be defended.

We enter this next chapter with clarity and purpose. Having demonstrated resilience and adaptability amid multi-layered crises from COVID-19 to the

full-scale invasion of Ukraine by Russia, SeeD remains committed to people-centred solutions grounded in robust data and informed action. Looking ahead, we will guide our partners through uncertainty with our growing expertise, strengthening our role in advancing resilient, evidence-based, and locally grounded peacebuilding solutions. We envision a stronger, more collaborative, and inclusive ecosystem for peacebuilding, development and humanitarian work. Reflecting this renewed commitment, SeeD will elevate its focus on innovation, learning, and forward-thinking, especially in areas like AI-supported skill development and assessment frameworks in the next three years.



Our Organisational Structure

The SeeD was first established as a not-for-profit association (*Association Internationale Sans But Lucratif*)¹⁸ in Belgium in 2012. Belgium was selected as a neutral ground for registering the organisation as a legal entity to avoid being perceived as a Greek Cypriot or Turkish Cypriot organisation as at our inception, our main focus was the peacebuilding efforts in Cyprus.

When we grew out of Cyprus and became a multicultural and international organisation, we established SeeD under the legal framework of the Republic of Cyprus as a **non-profit company limited by guarantee**, which allowed us to institutionalise by becoming an employer and establishing

an operational and administrative headquarter in Nicosia with a fully equipped office space. Operating in full compliance with all relevant legal provisions governing non-profit entities in Cyprus, SeeD upholds the principles of transparency, accountability, and good governance.

¹⁸ French version for International Non-Profit Association. It is a legal status under Belgian law for non-profit organizations that operate internationally.

Nicosia, Cyprus, April 2025



Board of Directors

SeeD is governed by an independent Board of Directors (BoD) that provides strategic oversight, ensures fiduciary responsibility, and upholds the SeeD's mission and values. As of 2025, BoD is composed of, three accomplished, seasoned professionals with diverse and complementary backgrounds, who graciously and generously guide and mentor our senior management regularly, review, and revise SeeD's organisational direction and vision periodically.



Dr Alexandros Lordos

PRESIDENT OF THE BOARD

Dr Alexandros Lordos is one of the founders of SeeD, where he served as Head of Research (2012-2015) and as Head of Learning and Innovation (2016-2018). He is currently an Assistant Professor in Clinical Psychology at the University of Cyprus, where he also directs the Skills and Resilience Lab at the Department of Psychology. In his various capacities, at the University of Cyprus and at SeeD, he has served as principal investigator or co-principal investigator in projects across several countries in Africa, Europe, and Asia. Dr Lordos' research investigates the interplay between individual, community and institutional factors in the emergence of multi-systemic resilience in conflict-affected populations. He has published his work extensively in scholarly peer-reviewed journals within the fields of mental health and peacebuilding.



Prof. Neophytos Loizides

BOARD MEMBER

Neophytos Loizides is Professor of International Conflict Analysis at the University of Warwick, with previous posts at Queen's University Belfast, the University of Kent, and Princeton. He has held fellowships at the University of Essex, the University of Pennsylvania (Solomon Asch Centre) and the Kennedy School of Government at Harvard University. He developed Café Diplomatico, a negotiation training program for diplomats across the Americas. Neophytos has authored several books and more than fifty academic articles and book chapters in the areas of forced displacement, nationalism, and conflict regulation in deeply divided societies. His role as a SeeD Board member provides a platform to extend his comparative work on displacement and constitutional peacebuilding with strong policy relevance contributes to SeeD's mission for developing cutting-edge approaches and methodologies that can foster endogenous resilience and transformative peace.



Irene Charitou

BOARD MEMBER

Irene is a marketing communications and business development expert with almost 30 years of multi-disciplined experience across banking, private, and professional sectors. She holds degrees from the University of Cambridge (MPhil) and American University (BA), Irene's foundation in Finance and Economic Theory provides her with an insightful perspective on organisational growth and development. An accredited personal performance coach, Irene brings a people-focused approach to leadership. An advocate for female entrepreneurship, equity and inclusion, Irene is driven to action by a belief in the power of women's roles in fostering economic growth. Her role as a SeeD Board member provides a platform to extend this passion for diversity, equity, and inclusion beyond corporates to communities, furthering SeeD's mission for societal cohesion, resilience, and sustainable development.

Senior Management

SeeD has three Executive Directors and two Heads of Department that make up the senior leadership, namely the Director General, Director of Research and Innovation and Director Programmes supported by Head of Operations and Head of Finance.



Dr. Ilke Dagli Hustings

DIRECTOR GENERAL

Ilke is a peace practitioner and researcher, and a peace activist for more than two decades. She holds an MSc in Security and Development (University of Bristol) and a PhD in Security, Identity, and Peacebuilding (University of Warwick). Ilke has co-authored and coordinated numerous peacebuilding projects in collaboration with UN, EU, and local partners. She joined SeeD in 2016 as a Senior Security Researcher, and served as Head of Operations and Programmes (2017–2021), leading SeeD’s expansion and consolidation and navigating the organisation through the pandemic. Ilke has been leading the organisation as Director General, also responsible for partnerships and organisational growth, since January 2023.



Alexander Guest

DIRECTOR OF INNOVATION

Alexander is a quantitative researcher dedicated to advancing evidence-based peacebuilding and policy-making. He joined SeeD in 2027 and he has led research initiatives across Africa, the Balkans, and Eastern Europe to address evidence gaps and inform decision-making with data-driven insights. His diverse experience includes exploring the roots of violent tendencies, and how to mitigate cycles of violence. Alexander is particularly interested in civic behavior of individuals, structural and contextual factors, and resilience analysis. His diverse background includes work in astronomy, media analysis, and wooden toy-making. He is committed to strengthening research and innovation capacity in conflict-affected contexts.



Dr. Bertrand Baldet

DIRECTOR OF PROGRAMMES

Bertrand holds a PhD in Sociology from the University Toulouse Capitole, where he focused on flood risk management and adopted a multi-disciplinary approach that married sociological and political science approaches to better understand and investigate environmental conflicts and environmental public policies. His research covers various topics such as resilience approaches, poverty traps, large-scale land appropriation, sustainable livelihood framework, climate change stakes, smart and sustainable agriculture practices and natural resource management. Bertrand joined SeeD in 2018 to help design measurement metrics to better understand the effect of environmental challenges on social cohesion and peace-building before transitioning into the senior researcher role for Cote d’Ivoire and West Africa efforts.



Eliana Christoforou

HEAD OF OPERATIONS

Eliana brings over 25 years of experience in operations management. She holds a Bachelor's in Public Relations, complemented by postgraduate studies in Communications, an MBA and an award in NGO Management. Her professional journey includes working in the aviation industry, where she specialised in logistics, contracts negotiations, team coordination, and crisis management, and Academia, where she managed diverse administrative and operational functions, ensuring smooth institutional workflows and supporting academic excellence. Eliana is known for her adaptability, strong communication skills, and results-driven approach across diverse professional environments. She joined SeeD in 2023.



Chara Kazakeou

HEAD OF FINANCE

Chara is a qualified accountant and fellow of the Association of Chartered Certified Accountants (FCCA) with over 20 years of experience in senior accounting roles. Throughout her career, she has established a strong reputation for supervising financial operations and ensuring the accuracy, transparency, and compliance of all financial processes. Chara's responsibilities include overseeing the preparation and management of financial reports, conducting in-depth budget analysis, and delivering dependable financial forecasts to support strategic decision-making. Chara also ensures the integrity of the general ledger and adherence to accounting standards across all financial activities. She became a valued member of the SeeD team in 2024.

Our Partners

ACTED

Berghof Foundation

BuildUp

CUSO International

Catholic Relief Service (CRS)

Chemonics

Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ)

DhaxalReeb

Dutch Development Agency

Equal Access International

Foreign Commonwealth and Development Office (FCDO)

Future Worlds Center

Global Affairs Canada

IMPACT

Indigo Ivory Coast

International Organization for Migration (IOM)

Interpeace

Liberia Peacebuilding Office (PBO)

National Peace and Reconciliation Commission

Pro-Public

Puntland Development and Research Center (PDRC)

Search for Common Ground

The Cyprus Institute

The Swedish International Development Cooperation Agency (SIDA)

UKAid

Ukrainian Leadership Academy

United Nations Children's Fund (UNICEF)

United Nations Department for Peacekeeping Operations (DPKO)

United Nations Department of Political Affairs (DPA)

United Nations Development Programme (UNDP)

United Nations Entity for Gender Equality and the Empowerment of Women (UN WOMEN)

United Nations Food and Agriculture Organization (FAO)

United Nations High Commissioner for Refugees (UNHCR)

United Nations Population Fund (UNFPA)

United Nations World Food Programme (UNWFP)

United States Agency for International Development (USAID)

United States Institute of Peace

World Health Organization (WHO)

Abbreviations

ACTED – Agency for Technical Cooperation and Development	PAPD – Pro-Poor Agenda for Prosperity and Development
BaSE – Peace & Electoral Stability Barometer (Baromètre de Stabilité Electorale)	PBO – Liberia Peacebuilding Office
BoD – Board of Directors	PDRC – Puntland Development and Research Center
CENAP – Centre d’Alerte et de Prévention des Conflits (Conflict Alert and Prevention Centre, Burundi)	PFR – Prison Fellowship Rwanda
CO-LIVE – Collaborative Livelihoods Intervention Protocol	RCT – Randomised Controlled Trial
CRAF – Community Resilience Assessment Framework	RLOT – Resilience-Oriented Therapy Intervention Protocol
CRS – Catholic Relief Services	SCORE – Social Cohesion and Reconciliation Index
CUSO International - Canadian international development organization	SDI – Security Dialogue Initiative
DDR – Disarmament, Demobilisation and Reintegration	SGBV – Sexual and Gender-Based Violence
DIDE – Dignity in Detention	SeeD – The Centre for Sustainable Peace and Democratic Development
DPA – United Nations Department of Political Affairs	SHARP – SCORE-inspired Holistic Assessment of Resilience of Population
DPKO – United Nations Department for Peacekeeping Operations	SIDA – The Swedish International Development Cooperation Agency
DRIVE – Development & Resilience Index against Violent Extremism	SPT – School Preparedness Toolkit
ECoST – Expert Community Scoring Tool	STMM – Social Tensions Monitoring Mechanism
EPI – Ethiopia Peace Index	UKAid – United Kingdom Foreign Aid
EU – European Union	UN – United Nations
FCDO – Foreign, Commonwealth and Development Office	UNDP – United Nations Development Programme
FAO – United Nations Food and Agriculture Organization	UNFPA – United Nations Population Fund
GIZ – Deutsche Gesellschaft für Internationale Zusammenarbeit (Heshiis Beeg)	UNHCR – United Nations High Commissioner for Refugees
IOM – International Organization for Migration	UNICEF – United Nations Children’s Fund
MFHS – Multi-Family Healing Spaces	UNMIL – United Nations Mission in Liberia
MEL – Monitoring, Evaluation and Learning	WOMEN – United Nations Entity for Gender Equality and the Empowerment of Women
MRRF – Multi-Systemic Risk and Resilience Framework	UNWFP – United Nations World Food Programme
NSAGs – Non-State Armed Groups	USAID – United States Agency for International Development
	USIP – United States Institute of Peace
	WHO – World Health Organization

