



ANNUAL MANAGEMENT REPORT

2025

NGO FOUNDATION KINGDOM OF THE PEARL

First Micronation of Women, Peace and Security

Public institutional version

Montes de María, Colombia · Prepared in August 2026 on the basis of the records and supporting documents available for the 2025 reporting period.

Peace is also built when women's capacities, decisions and knowledge transform the territory.

DOCUMENT CONTROL

Title	Annual Management Report 2025
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SCOPE NOTE

This report provides a public overview of the institutional management carried out during 2025. For reasons of security, data protection and do-no-harm practice, it does not publish participants’ names, exact locations, sensitive testimonies, protection pathways, or supporting documents containing signatures or identity documents. Where quantitative records have not been fully consolidated, the report prioritises verifiable results and qualitative descriptions, avoiding unsupported estimates.

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1. FOREWORD

“The Kingdom safeguards the mission; women and territories produce the Pearls that bring it to life.”

For Kingdom of the Pearl, 2025 was a year of continued territorial work, completion of cooperation commitments, strengthening of community capacities, and consolidation of lessons developed from Montes de María.

Our management remained centred on peacebuilding from the territories, with particular attention to women’s participation, risk prevention and management, memory, the protection of community leadership, organisational strengthening, and coordination between communities and institutions.

This report recognises that territorial transformation cannot be measured solely by the number of activities delivered. It is also reflected in the trust created, the capacities strengthened, the institutional pathways that are better understood, the knowledge that remains within communities, and the partnerships that sustain processes beyond each individual project.

Evelyn Marcela Galván Lora
Legal Representative
NGO Foundation Kingdom of the Pearl

2. EXECUTIVE SUMMARY

Territorial management	Completion and consolidation of Gobernanza Real para la Paz activities, strengthening community capacities, prevention, protection, participation and territorial advocacy.
Memory and social fabric	Continuation of processes linked to Ruta por la Vida, community memory, organisational strengthening and food governance in communities affected by conflict.
Women, Peace and Security	Sustained spaces for encounter, leadership and care associated with Círculo de Mujeres Reales and territorial implementation of the Women, Peace and Security Agenda.
Coordination	Engagement with civil society organisations, women’s networks, public institutions, international cooperation actors and community stakeholders in Montes de María.
Financial management	Income and operating expenses of COP 67,014,000, a year-end result of COP 0, assets of COP 3,898,000 and no liabilities reported.

Key figures for the reporting period

1	COP 85 million	6	65
grant agreement completed in 2025	total value of the UNDP agreement implemented across 2024 and 2025	workshops recorded under Gobernanza Real para la Paz	attendances recorded across the process workshops

Note: the COP 85 million figure corresponds to the agreement certified by UNDP, implemented between 26 September 2024 and 15 March 2025; it does not, on its own, equal the accounting income reported for the 2025 financial year.

3. WHO WE ARE

Kingdom of the Pearl is a symbolic micronation created by women in Montes de María as a space of belonging, care, leadership, memory and territorial peacebuilding. Its public identity brings together a feminist, community-based and territorial vision aimed at turning the commitments of the Women, Peace and Security Agenda into concrete practice.

NGO Foundation Kingdom of the Pearl, legally established in 2018, is the legal and operational instrument that enters into agreements, manages resources, implements projects, procures goods and services, submits reports, and is accountable to authorities, partners and funders.

The organisation’s work primarily serves women affected by conflict, rural women, women human rights defenders, women leaders, peasant communities, young people and civil society organisations, using gender, human rights, do-no-harm, protection, memory and participation approaches.

Institutional purpose

To territorialise the Women, Peace and Security Agenda through community processes, training, research, cooperation, protection, memory, culture, participation and capacity strengthening, recognising women and territories as producers of knowledge and builders of peace.

Two-way approach

Kingdom of the Pearl brings the knowledge, lessons and proposals developed in the territories to the wider world while also bringing international agendas, networks, cooperation, opportunities, methodologies and external capacities closer to Montes de María, adapting them without replacing local knowledge or leadership.

Territories connected to the work in 2025

- El Carmen de Bolívar
- El Salado
- Chalán
- Chengue
- Montes de María as the wider region of coordination

4. TERRITORIAL AND PROGRAMME MANAGEMENT

4.1 Gobernanza Real para la Paz (Royal Governance for Peace)

During 2025, the low-value grant agreement signed with the United Nations Development Programme was completed within the framework of the Ministry of the Interior's capacity-strengthening project for implementation of the Peace Agreement, human security and respect for human rights.

The Gobernanza Real para la Paz process focused on strengthening community capacities, understanding institutional pathways, participation, prevention, protection and territorial advocacy. Available internal records report six workshops and 65 cumulative attendances.

The process produced and contributed to risk-identification exercises, participatory mapping and community analysis of the context, strengthened leadership, and inputs to support the continuity of territorial action.

4.2 Ruta por la Vida: memory, organisation and food governance

Kingdom of the Pearl remained involved in the Ruta por la Vida territorial process, developed with organisations and communities affected by the armed conflict.

The experience connected historical memory, organisational strengthening, the rebuilding of the social fabric and food governance. Documented processes include contributions to Memory Houses in Chengue, Chalán and El Salado, as well as mapping tools, museum-related content, accompaniment pathways and reflection on food sovereignty.

The organisation's participation sought to preserve memory without turning it into an exhibition of suffering, connect community learning with organisational capacities, and strengthen the relationship between memory, dignity, participation and territorial sustainability.

4.3 Círculo de Mujeres Reales and the Women, Peace and Security Agenda

Círculo de Mujeres Reales continued as a space for horizontal encounter, listening, care, leadership, memory and the production of collective knowledge.

In 2025, processes linked to the Circle helped sustain territorial dialogue on women's participation, the prevention of violence, the protection of leadership, advocacy, and community-level implementation of Resolution 1325.

The methodology prioritises consent, confidentiality, security, recognition of authorship, return of knowledge to communities, and the absence of hierarchies among participants.

4.4 Organisational strengthening, protection and accompaniment

The Foundation sustained accompaniment processes for civil society organisations, women's associations and territorial leaders through guidance, project development, the sharing of opportunities, institutional coordination and capacity strengthening.

Accumulated experience in the protection of women human rights defenders, human rights, community communication, memory and peacebuilding enabled flexible responses to territorial needs without replacing the autonomy of the organisations being accompanied.

5. PARTNERSHIPS AND COORDINATION

Management in 2025 was supported by cooperation and coordination relationships with community actors, women’s organisations, public institutions, territorial networks and international entities. These relationships were developed according to the principle of complementing capacities, respecting local autonomy and avoiding the replacement of existing leadership.

Cooperation and international entities	United Nations Development Programme (UNDP), International Center for Transitional Justice (ICTJ), and other cooperation spaces linked to peace, memory, human rights and organisational strengthening.
Public institutions	Ministry of the Interior, Ombudsman’s Office, Victims Unit, Territorial Renewal Agency, SENA, Chamber of Commerce, municipal administrations, and institutions operating in Montes de María.
Civil society organisations and platforms	Women’s networks, victims’ processes, peasant organisations, communication collectives and territorial coordination spaces, including Ruta Pacífica de las Mujeres - Bolívar Region, the Territorial Victims’ Roundtable, community collectives and organisations in Montes de María.
Territory and knowledge	Women leaders, women human rights defenders, associations, young people, communicators, professionals and volunteers who contributed capacities to institutional and community processes.

Principles applied to partnerships

- Respect for territorial autonomy and leadership.
- Clarity regarding responsibilities and resources.
- Do-no-harm practice and information protection.
- Recognition of authorship and community knowledge.
- Return of results and continuity of learning.

6. RESULTS AND LESSONS LEARNED

Community capacities

Strengthened knowledge on participation, prevention, protection, institutional pathways, human rights and peacebuilding.

Territorial risk analysis

Community exercises developed to identify risks, analyse contexts and build responses from local capacities.

Memory with purpose

Contributions to processes that connect historical memory, dignity, organisation, symbolic reparation and the rebuilding of the social fabric.

Women's leadership

Sustained spaces for dialogue, care, advocacy and collective construction linked to the Women, Peace and Security Agenda.

Coordination

Connected communities and organisations with institutions, networks, opportunities and partners without replacing their identities or decisions.

Institutional capacity

Management, closure and documentation of agreements, strengthening of financial records, and preparation of information for accountability.

Key lessons from 2025

Sustainable participation requires time, trust and care, not only one-off calls or events.

Institutional pathways are more useful when translated into language and situations that are concrete and relevant to the territory.

Memory should build capacities for the present and should not be limited to preserving accounts of harm.

Cooperation creates greater value when it strengthens what communities have already built.

Documentation and data protection must be integrated from the beginning of each process.

Qualitative results require stronger recording systems in order to become public evidence without exposing participants.

7. FINANCIAL MANAGEMENT 2025

Public financial information is presented in a summarised and protected form. The complete financial statements, signed by the Legal Representative and the Public Accountant, are retained for legitimate verification and due-diligence processes. The figures below do not constitute an audit.

Concept	Amount (COP)
Income from service provision	\$ 66.995.000
Other income	\$ 19.000
Total income	\$ 67.014.000
Donation expenditure	\$ 41.600.000
Financial expenses	\$ 418.000
Services	\$ 12.410.000
Miscellaneous	\$ 12.586.000
Total operating expenses	\$ 67.014.000
Year-end result	\$ 0
Total assets at year-end	\$ 3.898.000
Total liabilities at year-end	\$ 0
Equity	\$ 3.898.000

Financial overview

Income and operating expenses for the year were equivalent, resulting in an annual result of COP 0.

The organisation closed the reporting period with no liabilities reported.

Total assets were concentrated in available cash and computer and communications equipment.

The 2025 financial statements were approved by the Board of Directors on 6 January 2026.

8. GOVERNANCE, INTEGRITY AND PROTECTION

Legal and operational responsibility rests with NGO Foundation Kingdom of the Pearl and its governing bodies. The General Assembly is the highest governing body; the Board of Directors provides direction and adopts decisions within its authority; and the Legal Representative leads management and formalises authorised actions.

The organisation maintains institutional policies initially adopted in 2018 and reviewed annually. The current 2025 version covers ethics and conduct, transparency, anti-corruption, fraud prevention, conflicts of interest, safeguarding, PSEA, data protection, procurement and contracting, whistleblower protection, image use, and digital security.

Transparency is applied through a protection approach: verifiable information is made available without publishing signatures, identity documents, bank details, sensitive locations, identifiable

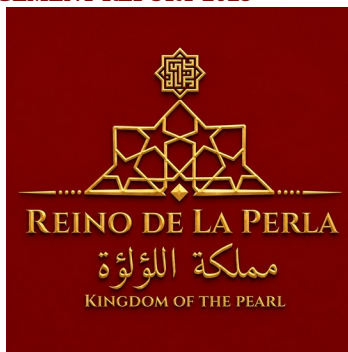
testimonies, or information that could increase risks for women, women human rights defenders or communities.

9. CHALLENGES AND PRIORITIES FOR 2026

Systematisation	Consolidate records of activities, participants, results and indicators using protection criteria and responsible disaggregation.
Kingdom of the Pearl Model	Transform accumulated experience into a methodological and scientific architecture for territorialising the Women, Peace and Security Agenda.
Institutional protection	Strengthen digital security, risk management, safeguarding, information backup and psychosocial care for the team.
Transparency	Publish narrative and financial reports, institutional policies, information-request channels, and complaint and feedback mechanisms.
Cooperation	Expand national and international partnerships that bring resources, knowledge and opportunities closer to the territory and share its learning with the wider world.
Alhambra Montemariana	Consolidate the headquarters as an institutional space and the first Living Laboratory of the Kingdom of the Pearl Model.
Knowledge	Connect territorial experience with research, training, publications and public-policy documents.

10. DOCUMENTARY SOURCES

- United Nations Development Programme certification regarding Low-Value Grant Agreement PAZ-172-01000992, implemented between 26 September 2024 and 15 March 2025.
- Financial statements of NGO Foundation Kingdom of the Pearl for the financial year ended 31 December 2025.
- Certificate of approval of the 2025 financial statements by the Board of Directors.
- Internal records and institutional descriptions of Gobernanza Real para la Paz, Ruta por la Vida, Círculo de Mujeres Reales, and organisational-strengthening processes.
- Institutional documents on organisational history, partnerships, governance structure, policies and the territorial working model.



FINAL STATEMENT

Kingdom of the Pearl recognises that the knowledge, capacities and transformations of women and communities belong to them.

The institution's role is to protect, connect, document and project them without separating them from their origin.

NGO Foundation Kingdom of the Pearl

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