

INTERNATIONAL ALERT

England & Wales · Charity number 327553

Details

Other names	STANDING INTERNATIONAL FORUM ON ETHNIC CONFLICT GENOCIDE & HUMAN RIGHTS - INTERNATIONAL ALERT, ALERT, IA, INTERNATIONAL ALERT
Status	Registered
Legal form	Charitable company
Company number	02153193
Registered	1987-09-24
Register	View on the Charity Commission register

Contact

Address	New Economics Foundation 10 Salamanca Place London SE1 7HB
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Website	www.international-alert.org

Activities

Objects: The objects of the Association are:to promote all means of conciliation and resolution of such conflict and reparation in relation to the same so as to assist the resolution of such conflict such charitable objects to be carried on anywhere in the world ; to advance the education of the public by the promotion of research into the causes and effects of conflict (whether within or between groups or public entities of any kind) and research into the maintenance of human rights and development of economic well being in the context of such conflict and to disseminate the useful results of such research; and to relieve poverty suffering and distress

Activities: International Alert works with people directly affected by conflict to build lasting peace. We focus on solving the root causes of conflict with people from across divides. From the grassroots to the policy level, we bring people together to build peace. Experienced and respected, we have a proud track record of achieving change in fragile and conflict-affected countries and territories.

Classification

- **How:** Makes Grants To Organisations, Provides Advocacy/advice/information, Sponsors Or Undertakes Research, Other Charitable Activities
- **What:** Education/training, The Prevention Or Relief Of Poverty, Overseas Aid/famine Relief, Environment/conservation/heritage, Economic/community Development/employment, Human Rights/religious Or Racial Harmony/equality Or Diversity, Other Charitable Purposes
- **Who:** Other Charities Or Voluntary Bodies, Other Defined Groups, The General Public/mankind

Geography

- Afghanistan
- Armenia
- Azerbaijan
- Burma
- Congo (Democratic Republic)
- Ethiopia
- Georgia
- Kenya
- Kyrgyzstan
- Lebanon
- Mali
- Nepal
- Netherlands
- Niger
- Nigeria
- Philippines
- Rwanda
- Tajikistan
- Tunisia
- Uganda
- Ukraine

Finances

Period end	Income	Expenditure	Assets	Employees
2024-12-31	£19,995,786	£19,461,171	£10,732,438	205
2023-12-31	£19,217,000	£20,719,000	£10,199,000	254
2022-12-31	£25,275,000	£21,471,000	£11,701,000	257
2021-12-31	£19,371,000	£17,382,000	£7,897,000	257
2020-12-31	£17,657,000	£16,540,000	£5,968,000	255

Trustees

Name	Role	Appointed
David Nussbaum	Chair	2023-01-12
Azza Karam		2024-01-15
Emma Hillyard		2024-01-15
Jane Cotton		2024-01-15
Mouna Ben Garga		2024-01-15
Professor Nina Fallentin Caspersen		2020-09-01
ROSEMARY CARR		2024-01-15
Rafael Velasquez		2024-01-15
William van Niekerk		2024-01-15

INTERNATIONAL ALERT

England & Wales - Charity number 327553

Accounts



international
alert



Annual report

and accounts

2024

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Message from our Chair of Trustees and Executive Director

We publish this report at a pivotal time. Violent conflict continues to rise sharply around the globe. Geopolitical competition and division are putting huge strain on the world's ability, and will, to manage these crises.

World leaders are concerned: state-based armed conflict emerged as the leading immediate risk in the World Economic Forum's Global Risks Report 2025. The World Bank's latest assessment of global economic progress identifies conflict as the biggest reason why progress on the development goals has stalled. Furthermore, the international aid system, which – for all its flaws – saves and enhances the lives of millions of people, finds itself at a crossroads.

This report shows that peace is possible. When people directly affected by violence shape the solutions to conflict, addressing not just its symptoms but its root causes, peace is more lasting and more sustainable.

Conflict prevention and peacebuilding must be a bigger part of the world's response to the crises we now confront. International Alert will continue to make that case, seeking stronger and broader coalitions through which to do so. We will work in solidarity with peacebuilders around the world to strengthen societies' resources for resolving conflict without violence, for the long term.

Our work supports, and is driven by, local organisations, groups and communities; and it seeks to include everyone, however marginalised or left behind they may be. Alert remains committed to that mission, and to the values which underpin it. We will continue to transform our local partnerships, and our own organisation, to best support locally-designed and locally-driven solutions. And we will seek to work even more closely with governments, civil society, donors, investors and a range of others in conflict-affected societies to integrate peacebuilding in their work. Without this, people in conflict-affected contexts will continue to be left behind.

We hope you enjoy reading about some of International Alert's work in this report. Thank you for your support and engagement.



D. Nussbaum
David Nussbaum,
Chair of Trustees



N Hailey
Nic Hailey,
Executive Director

Annual report

About us

vision is a world where conflicts can be resolved without violence and people work together to support and sustain peace.

purpose is to support a sustainable and inclusive end to violence.

To fulfil this purpose, we:

- work with people directly affected by violence to support lasting solutions
- advocate with them for the changes to policies, practices and behaviours that are required for peace to be inclusive and sustainable
- collaborate openly and in solidarity with all those striving for peace to strengthen our common cause.

We base all of our work on a deep understanding of the root causes of violence in each context, developed through long-term engagement. Our work draws on what we and others have learned from decades of peacebuilding efforts.

We value progress, fairness, respect, inclusion and openness.

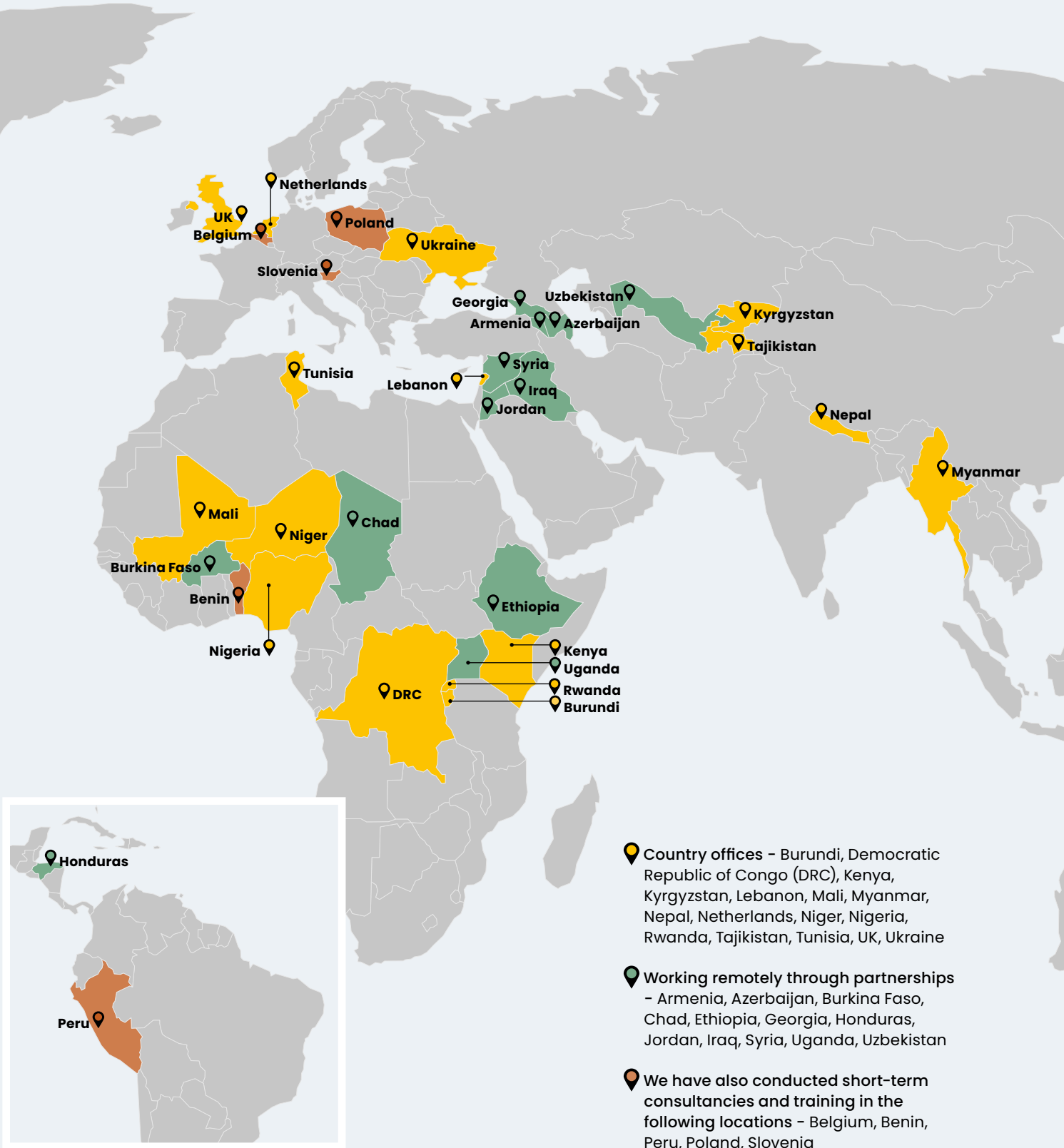
Our annual report and accounts

The trustees present their report and audited financial statements for the year ended 31 December 2024. The report includes legal and administrative information on page 20. The financial statements comply with current statutory requirements, the Memorandum and Articles of Association, and the Statement of Recommended Practice – Accounting and Reporting by Charities (SORP) 2019.

Information on our organisational development can be found under Goal 5 on page 18.

Locations

Where we worked in 2024.



In 2024 International Alert implemented 58 projects across 37 countries and territories through offices in 15 countries; maintained a long-term presence working remotely through partnerships in 13 countries; and delivered research and training in a further five countries.

Central Asia

In Kyrgyzstan and Tajikistan, and through partners in Uzbekistan, International Alert delivered projects that prevented violence against women and girls and supported equitable management of natural resources such as water to reduce conflict in border areas.

Europe

In Ukraine, we supported displaced women and girls and provided conflict sensitivity support to humanitarian and development interventions. In the Caucasus, we worked with local partners to advance the cross-conflict dialogue between Armenians and Azerbaijanis and contributed to the normalisation of relationships between the two societies, including through expert and intergenerational dialogue. We also worked in Armenia, Georgia and Poland to research social norms in relation to gender and identity disinformation.

Middle East and North Africa (MENA)

In Lebanon and Tunisia, and with partners in Syria, our MENA team worked to strengthen the capacity of women's networks and civil society organisations in peacebuilding and conflict sensitivity, integrating mental health and psychosocial support. Our work also helped to mainstream gender and reduce gender-based violence; improve social cohesion in education; and promote youth inclusion.

Asia

In Myanmar, our projects monitored conflict incidents and local responses and supported the creation and consolidation of locally led protection and response mechanisms. In Nepal, we supported transitional justice processes, promoted the right to information, strengthened the role of journalists in promoting free speech, and facilitated better community relationships with police and local government. In both countries, we provided conflict sensitivity support to various stakeholders.

Horn of Africa

In Kenya, and with partners in Ethiopia and Uganda, our team led projects that built peace through water resource management and climate action, gender inclusion, and conflict-sensitive and human rights-based business

Sahel

In Mali and Niger, and with partners in Chad, we delivered peacebuilding work at the intersection of climate change and conflict, promoting peaceful natural resource management, helping marginalised groups to integrate better, and supporting young people to address violent extremism.

Rwanda and Burundi

In Rwanda, and through partners in Burundi, our team delivered projects that boosted social cohesion and sustainable, cross-border trade, supported reconciliation, strengthened access to justice, and provided mental health and psychosocial support.

Democratic Republic of Congo (DRC)

Our team in DRC worked to reduce conflict, including around mining sites, and to build social cohesion, sustainable trade and access to justice across borders. We promoted the rights and inclusion of indigenous peoples in conflict resolution processes and provided conflict-sensitivity training and capacity-building support to national and local organisations.

Nigeria

In Nigeria, we worked to address climate-related conflicts and support access to justice and accountability processes. We supported police forces to improve community security. Our team also promoted policy development and advocacy on peace promotion and integration.

Our work in 2024

Goal 1: Building peace

Our approach to peacebuilding seeks lasting and transformative change. We achieve this through a deep understanding of the drivers and root causes of violence in each context, formed through ongoing engagement with the communities affected by that violence. With global conflict on the rise, and more and more people at risk, investing in peacebuilding and preventing violence is more critical than ever. It is far more cost-effective to prevent violent conflict than to deal with its results.

We support the inclusion of people of all groups and identities in decision-making, with a particular emphasis on gender dynamics and other factors of marginalisation. Peace is more likely and more sustainable when everyone is involved.

In Mali, where marginalisation of young people and other groups can increase vulnerability to recruitment by violent extremists, Alert has established youth-led community dialogue forums that allow young men and women to participate in decision-making in their communities. Young participants in the project have been motivated to engage further in their communities, including running their own campaigns against violent extremism and to promote peaceful cohabitation between villages.

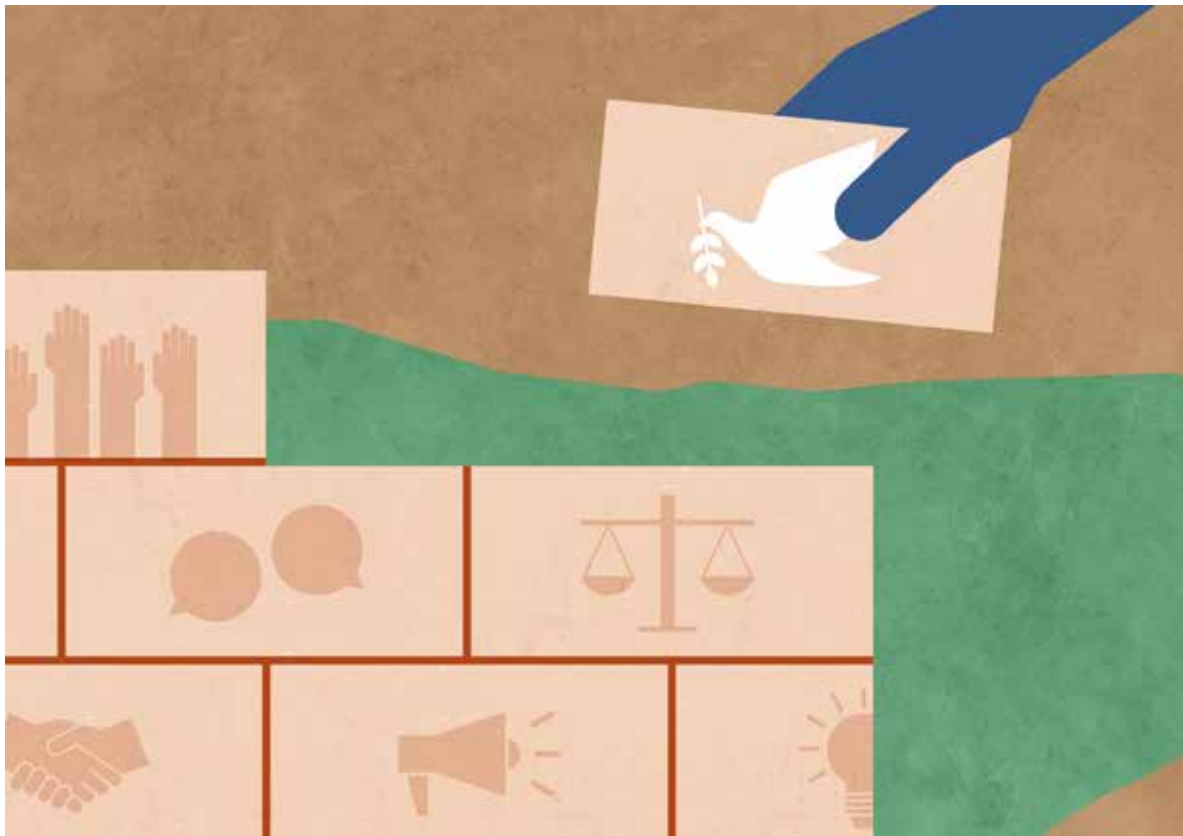


Illustration by Victoria Ford

“Before the project, I felt powerless in the face of my community’s problems. Now, thanks to what I have learned, I know I can make a difference.”

Youth participant, Mali

This project combined peacebuilding with addressing other drivers of tensions, such as economic exclusion. Vocational training and microgrants provided by the project supported many young participants to increase their earning capacity and to create jobs for other young people. Greater economic stability, skills and participation and recognition within the community reduced young people’s vulnerability to being drawn into lives outside their community, whether joining armed groups or migrating. This intervention shows that peacebuilding, humanitarian and development interventions can work together to address conflict drivers from different angles.

Justice is an important component of peace. In Nepal, we have been actively collaborating with networks of conflict victims and working for many years on transitional justice projects that redress, reintegrate and support civil war survivors, addressing marginalisation and grievances that undermine post-war reconciliation and social cohesion. Through sustained engagement, capacity-building, and strategic dialogue with key stakeholders, we successfully advocated for the adoption of amended transitional justice legislation in 2024 — a landmark law that upholds Supreme Court directives and addresses the rights and needs of conflict-affected communities. In addition, in 2024, following Alert’s engagement, 10 additional local governments adopted municipal-level policies to support conflict victims (bringing the total to 12). In 2024 we also trained 216 journalists across seven provinces on gender, equality and social inclusion, safeguarding policies and inclusive reporting techniques. Materials that we developed and shared online to empower both citizens and journalists in promoting and practising the right to information reached close to 52,000 people and generated high levels of online engagement.

Meanwhile, our DRC and Rwanda teams have been working on improving access to justice, helping communities understand their rights when they cross the border and access legal support. The project has tracked down missing family members who had been incarcerated, ensured access to legal representation during court cases, and helped to identify and secure the release of 180 people detained irregularly in DRC. It has also promoted alternative dispute resolution mechanisms, including mediation and community dialogue, to address conflicts at the local level before they escalate into legal cases. This has restored the faith of some cross-border communities in the justice system and offers community members an alternative to violence and other illegal approaches to seeking justice. As with many aspects of peacebuilding, these are the results of long-term engagement.

Even many years after conflict, communities can struggle to trust each other, creating risks of further violence. Alert’s long-term approach helps us to build trust over time. In Rwanda, we have been bringing communities together since 1996, two years after the devastating genocide against the Tutsi. In 2024, we contributed to the commemoration of the 30th anniversary of the genocide: so much progress had taken place in that time. We have built strong partnerships, including developing comprehensive guidelines on social healing, reintegration and cohesion with the Ministry of National Unity and Civic Engagement. The guidelines offer a blueprint for government bodies and other stakeholders to implement community-based interventions. They cover policy formulation, process establishment and regulatory framework development for the reintegration of individuals affected by genocide. This effectively embeds Alert’s peacebuilding principles in national practice, making a significant contribution to healing and social cohesion at the community level across Rwanda.



Participants of a dialogue on unity and reconciliation, part of the Dufatanye Urumuri, Ngororero District, Rwanda.
© Jean Baptiste Micomyiza/ International Alert

Bridging divides in Rwanda

On opposite banks of the Mpenge River, two neighbouring Rwandan villages, Buhumuro and Bumanzi, were adversaries for many years after the 1994 genocide against the Tutsi, divided by histories of violence and persecution. Economic collaboration was non-existent: cattle herders in Bumanzi refused to buy crops from Buhumuro, while Buhumuro's residents avoided buying milk from Bumanzi, even at reduced prices. Infrastructure projects, such as shared water systems, were sabotaged. Community work sessions (*umuganda*), a cornerstone of Rwandan unity, were boycotted and joint meetings were impossible to organise.

Through patient facilitation, Ritah Mukandori, a community facilitator for ARCT Ruhaka, Alert's partner organisation, began to introduce the idea of community dialogue. Initial sessions were tense, but over time residents began sharing their struggles and understanding their shared challenges.

This work gradually transformed relationships between these communities, with long-lasting impacts. Water infrastructure that was once sabotaged now serves both villages, ending the daily three-hour treks for water that many residents endured. Markets have become thriving hubs of trade, with Bumanzi's milk and Buhumuro's potatoes exchanged freely, strengthening economic interdependence. Joint celebrations, shared savings groups and casual gatherings are now the norm. ***"I was warned not to step foot in Buhumuro. Now, I visit freely. We're part of the same community."*** Marie Rose Mukandayisenga

Governance structures have benefitted from improved cooperation: joint initiatives, like the maintenance of shared infrastructure and the organisation of public forums, have strengthened local leadership's capacity to deliver services. The river that once divided them now flows as a symbol of unity, reminding all who witness their story that even the deepest divides can be bridged.



Hiba Ratel, a local woman mediator, at a retreat organised by International Alert in partnership with CPM and UN Women in Byblos, Lebanon. © The Media Booth / International Alert

Alert seeks to build trust and work towards peace, even in difficult situations including active conflict where the context is changing rapidly. We adapt our work to ensure that it is always relevant and responsive to the situation and the needs of people affected by conflict. Our teams are often working with displaced people, as well as trying to prevent the displacement of others. We address the tensions that emerge when displaced people have to settle among a new community, which is especially challenging when they are from different ethnic, religious or linguistic communities.

In Lebanon, our work has long addressed the conflicts between Lebanese and refugee communities, as well as between different Lebanese communities. Since 2023, our team has supported 130 local women mediators, who worked on addressing conflicts in families and their local communities. When the conflict escalated in 2024, many of these women turned their skills to support displaced communities. This involved organising humanitarian aid such as food and shelter, but also mediating conflicts that arose within the displaced communities or between the displaced and host communities.

Supporting displaced women in Lebanon

Dr Daad Azzi founded the Al-Shouf for Development Association. With limited resources and amid escalating violence, Dr Azzi and her team worked in 11 centres for displaced people providing essential aid and services to 8,000 women.

She used the mediation skills that she had acquired resolving disputes among displaced families and local communities in her own region, which had been impacted by sectarian and social tensions. She fostered dialogue, often drawing on religious and cultural commonalities to bridge divides. “Even when it feels impossible, showing empathy and offering understanding can transform hostility into cooperation,” she explained.

Recognising the potential within these communities, she recruited volunteers and professionals from among the displaced, empowering them through active contribution and strengthening the community’s resilience.

“[She] didn’t just see us as victims; she saw us as individuals who could make a difference. Through her guidance, I found ways to contribute meaningfully to our community, whether by helping distribute aid or supporting others in need. [Her] leadership reminded us that, even in the most difficult moments, we still had the ability to make a change.” Displaced volunteer

In Ukraine, we are working with women (including displaced women) at the community level through our local partners. It can be difficult for people displaced from the Russian-speaking east of Ukraine to integrate in other parts of the country. Many face distrust from local communities, which is exacerbated by trauma caused by war, relocation and loss of homes, as well as changed family dynamics. With our partners, we have helped to strengthen social cohesion by creating spaces where more than 500 displaced women and women from local communities can share stories and experiences, fostering mutual understanding and trust. These spaces are created through economic and livelihoods training, giving women and girls the tools, confidence and networks to rebuild their lives. The project also helped 300 people access mental health and psychosocial support through group or individual counselling sessions. As a further outcome, the project's social media activities reached an additional 66,000 people across the country.

Goal 2: Transforming our peacebuilding partnerships

Alert partnered with more than 80 organisations in 2024. Partnerships are central to how Alert builds peace: we bring diverse actors together, sometimes across conflict lines. Partnering ensures that peacebuilding is shaped by people and communities directly affected by the conflict and draws directly on their skills and knowledge. In 2024, Alert continued to become more partner-led, building deep, diverse and equitable partnerships to enable locally led and locally owned peacebuilding.

To explore what Alert's role should be as an international NGO in a changing world, we conducted in-depth research on localisation in the peacebuilding sector in Rwanda, Kenya, Lebanon and Syria (with our partner Mobaderoon). We published the research reports in December 2024, and we will work on the implementation of the recommendations in 2025, both within Alert and through advocacy across our networks.



A student represents her school in a competition as part of an awareness-raising session on social cohesion, inclusion and gender-based violence supported by the Tujenge project in North Kivu, DRC © Claudine Mukoko/ International Alert

Localisation research findings

Our research showed a great diversity in the understanding of, existing work around, and expectations of localisation across the four very different contexts. However, we identified three common pillars of successful localisation: trust and legitimacy, transforming power relations, and recognising and strengthening local capacities. All of these pillars are underpinned by the need for localisation to be conflict sensitive. It is important to remember that there is no one-size-fits-all model of localisation: the approach will always depend on the context. Participants identified concrete changes that were needed, but also emphasised that localisation needs a shift in culture and approach, not just technocratic change.

We continue to reflect on our role as an international organisation. What do local partners and conflict-affected communities most want from us: to bring people together across conflict divides or to support learning, networking or advocacy? Sometimes we may be the right organisation to lead partnerships and consortia, but we lead with equity, designing interventions with local partners and communities directly affected by violence.

In the South Caucasus, we brought together partners from Armenia and Azerbaijan, including those from the Nagorny Karabakh community, using cross-conflict dialogue to develop a common strategy based on joint analysis of the situation. This shared understanding proved an important foundation for constructive collaboration through the upheavals and uncertainties of the Armenian-Azerbaijani conflict and the peace process.

In Kenya, we sought to create more equitable dynamics within consortia led by Alert by establishing project steering committees to bring all organisations together to share their experience, plan, reflect and conduct joint advocacy. This also created spaces to plan collaboration and linkages within the project, such as between parts of the project led by Alert and others led by a local partners.



Illustration by Victoria Ford

Alert has a long history of working with a wide network of local peacebuilding partners in Nepal, incorporating an exchange of learning, skills and capacity. In 2024, we were involved in several projects where local partners have been successful in securing and leading donor-funded projects themselves, with Alert subcontracted to provide technical assistance and support.

Goal 3: Integrating peace

Integrating peace into other areas of work in fragile and conflict-affected contexts is more important than ever. Soaring rates of conflict, deepening humanitarian crises, increasing climate stressors and shrinking aid budgets all demand investment in cost-effective contributions to conflict prevention and peace. All actors operating in a fragile or conflict-affected setting can impact the dynamics of a conflict, so peace-positive impact must be a priority for development, humanitarian, climate, business and investment actors in such places, both to enhance the likely success of their interventions and to meet the needs and aspirations of communities affected by violence.

In 2024, Alert developed strategic partnerships on peace integration with development, humanitarian, climate and private-sector actors to learn, influence and amplify impact. We have achieved this by providing conflict analysis services and conflict sensitivity assistance to organisations such as international non-governmental organisations (NGOs), including Mines Advisory Group International, and development finance institutions, including the European Investment Bank and German Development Bank (KfW), to support them with investments that are sensitive to conflict dynamics.

In 2024, we also supported peace integration through our Conflict Sensitivity Integration Hubs in Honduras, DRC and Ukraine. These hubs supported donors, international NGOs and national/local NGOs with training, advice and analysis on conflict sensitivity, specifically tailored to their context. The Conflict Sensitivity Hub in DRC has supported 311 development and humanitarian organisations (277 local and 34 international) to deliver their work in areas of the country most affected by violence. This ensured humanitarian access, managed risk and generated peace-positive interventions that were better adapted to the needs of conflict-affected communities.

Conflict sensitivity in Honduras

The Conflict Sensitivity Integration Hub in Honduras, which concluded its work in 2024, produced strong outcomes, including:

- 95% of trainees reported increased knowledge of conflict sensitivity integration;
- 11 conflict sensitivity integration (CSI) champions from eight organisations were identified and active in networking on CSI; CSI champions received training and coaching to help them integrate conflict-sensitive approaches into the work of their organisations, enabling them to use these approaches in future projects;
- 14 peace and conflict assessments were conducted, some of which led to tangible improvements such as the ability of programmes to restart after being stopped by conflict dynamics or changes to make programming more effective by taking into account the conflict context; our accompaniment approach also increased the ability of participating organisations to conduct peace and conflict assessments for themselves in the future; and
- an open access CSI online repository was launched with resources in English and Spanish, filling a gap in available resources that was identified at the beginning of the project.



Japhet Torundu and Tabitha Emmanuel, members of the Fiidi land cooperative in Benue, Nigeria, feed fish in a tarpaulin pond, as an alternative means of fishing in the face of the impacts of climate change. © Imaobong Edukere/International Alert

Where the impact of severe climate stress on natural resources is driving conflict, peacebuilders should work closely with climate and natural resource partners. This includes the work that Alert does on water, peace and security: water scarcity is a key driver of conflict in many regions and is exacerbated by the pressures of climate change. This is particularly true in Kenya, where our team are seeking to raise awareness around the issue as part of our programming: on World Water Day, Alert's Kenya Director participated in a high-profile panel discussion on KTN News, a leading Kenyan media station, during prime time with an audience of 1,465,000 and positive feedback from viewers.

Our work in Northern Kenya and northwest and central Nigeria has demonstrated the benefits of integrating peacebuilding and climate action to address communities' needs more effectively. For example, we used peacebuilding approaches across conflict divides to generate shared, community-led peace and climate adaptation plans. By addressing the causes and drivers of conflict, we can resolve and prevent violence related to natural resources or the tensions caused by adapting to climate change.

Reducing natural resource-related violence in Nigeria

Alert's work has led to a reduction in the number of violent natural resource-related conflicts between the Egba and Ologba ethnic groups in Agatu, Benue state, who have been in conflict for more than a decade. This is seen in situational reports by Nigeria's military operating in the area, Operation Whirl Stroke. Representatives of security agencies and other government institutions are included in Alert's Advisory Committee and their participation has led to increasing awareness of effective strategies for addressing natural resource-related conflicts and communities' vulnerabilities to climate security risks.

Rangeland management practices in Kenya

In Masol ward in West Pokot county, Alert's project supported the local community to adopt effective rangeland management practices, with the aim of sustaining pastoral livelihoods and ending the often-violent disputes with the neighbouring community in Turkana. As a result, residents of Masol ward and the Masol conservancy board agreed collectively to reserve the Masol hills as a dry-season grazing area and drafted bylaws to manage access to and use of the area. The improved and integrated landscape management also restored degraded rangelands in the ward through purchase of grass seed (buffel grass) and the construction of semi-circular grass *bunds* (banks) for rainwater collection and range reseeding.

As with all peacebuilding work, it is important that climate adaptation is locally led so that it is based on communities' needs and that communities own and sustain the peace and adaptation solutions beyond the duration of the project. To enable this, it is vital to address the barriers that exclude women and young people, who are essential agents of change for peacebuilding and climate action.

Alert integrates peacebuilding into livelihoods and economic empowerment projects, where it can have a powerful impact bringing people together in a way that supports peace, while also addressing the economic precariousness and competition that can be a driver of tensions.



The rangelands in West Pokot, Kenya, that International Alert and its partners worked to restore as part of the Powering Peace Through Climate Action project. © Felix Omondi/ International Alert

Supporting women as mediators in Nigeria

Widows and elderly women in rural Nigeria do not usually hold leadership positions. By supporting them with livelihood resilience and conflict management, we helped to raise their social status, as well as increasing uptake of climate-friendly practices. Hazina Ibrahim, a widow in Gwadabawa local government area in Sokoto state, mainly relies on subsistence farming to support her five children. Like others, she received drought-resistant seeds and participated in training on mediation and eco-friendly charcoal production. Hazina has resolved local disputes effectively and, when necessary, refers more complex issues to the district head. Her new skills are earning her recognition within her family and close community, allowing her to play a leading role in fostering peace. Supporting women's leadership on livelihood adaptation and peace is an effective entry point to promoting more equal and inclusive gender dynamics and fostering community-based climate action.

In DRC, Rwanda and Burundi, we work with women cross-border traders, demonstrating the economic benefits of trust built through peacebuilding approaches. Women traders' cooperatives have been able to make impressive savings with support from the project, through financial education training, access to microfinance and support with conflict management and governance of the cooperatives. In DRC, a cooperative of cross-border women traders leveraged their accumulated savings of US\$30,000 to set up an internal loan system. When border restrictions tightened due to regional instability, many members faced cash flow problems that threatened their businesses. Instead of turning to high-interest informal lenders, they accessed interest-free emergency loans from the cooperative, enabling them to purchase stock and sustain their trade. This further strengthened economic interdependence among members, deepening trust and reducing tensions between traders of different nationalities.



Claudine Nyiranshimiyimana and Charlotte Murorunkwere, cross-border traders, speak as part of an event involving participants of the Mupaka Shambu Letu project and local authorities in Rusizi District, Rwanda. © Jean Baptiste Micomyiza/ International Alert

In Burundi, one cooperative strategically reinvested its savings into purchasing a communal storage facility. Previously members had struggled with rising market prices and unpredictable border closures. By buying in bulk and storing goods safely, they were able to ensure a consistent supply of products for trade. This initiative encouraged collaboration between Burundian and Rwandan traders, who began jointly planning cross-border supply chains, reducing friction at border points and demonstrating the benefits of cooperation.

In Rwanda, financial education played a key role in improving the governance of cooperatives and cross-border conflict resolution. One group that had initially faced disputes over the distribution of savings applied conflict resolution techniques learned through the project to create fairer financial management practices. This transparency not only improved internal cohesion, but also strengthened trust between cooperatives on both sides of the border, as Rwandan and Congolese traders engaged in more structured, peaceful negotiations over pricing and trade conditions.

Goal 4: Making connections to advocate for global change

Alert works to influence positive global change, while connecting this to change at a local level and amplifying the voices of local peacebuilders and people affected by conflict. We help to ensure that local voices are taken into account in national policy-making. We work in partnership convening stakeholders at all levels to ensure that the voices of those affected by conflict are heard and that they are involved in decisions that shape change in their own lives.

In 2024, we advocated on key global issues including climate change and peace economies. This included Alert's work at COP29, in advance of which Alert's climate team played a key role in shaping the Common Principles for Effective Climate Finance and Action for Relief, Recovery and Peace,¹ now endorsed by a number of governments, United Nations (UN) agencies and NGOs. These principles will help to shape future thinking and action to ensure that future climate finance supports peace. At COP29,² we held an official UN Framework Convention on Climate Change (UNFCCC) side event, with participation from the Green Climate Fund and the Irish government, and published a paper on lessons learned around integrating peacebuilding and climate action.³ This helped us to reach a wide audience of policy-makers grappling with these issues. As with all our advocacy, we drew directly from the experiences of our teams and partners on the ground and used our international platform to draw attention to their concerns.

We share experiences and impact to help others to learn from local-level work and inform policy-makers' thinking. We have drawn from the experience of change in our Business for Human Rights programme to inform advocacy at an international level. Alert led a panel session at the Third African Business and Human Rights Forum, with the UN Development Program (UNDP) and the UN Global Compact, to build momentum and promote peace and human rights by businesses in conflict-affected settings. This session shaped the forum's concluding call to action and commitments by governments, companies and civil society to strengthen responsible business conduct in Africa and beyond. Separately, we held a series of roundtables with investors designed to co-develop recommendations for peace-positive investment and led a session at the Geneva Global Business and Conflict Community of Practice, shaping the conversation on company and investor community

In Ethiopia, a partnership with Fana Broadcasting Corporate has led to a weekly radio programme on business and human rights that encourages responsible practices and builds momentum as the country embarks on a National Action Plan on this theme (itself the result of Alert's and partners' advocacy). The radio programme (in Amharic) reaches around 20 million people.

Supporting companies to promote human rights

Our Business for Human Rights project has fostered positive change in the Horn of Africa thanks to conflict-sensitive accompaniment, advice and training for companies. For example, a gold-mining company in Ethiopia has initiated company-community engagement by establishing a committee composed of local government, community leaders and companies, which fosters dialogue, discusses grievances and addresses potential conflicts within the community. Following consultations between the company, the community and the local government, the mining site was demarcated in consultation with community leaders and local government, ensuring land boundaries were agreed between all parties.

In Uganda, community-investor dialogue platforms led Total Energies to compensate communities for damage to their homes and gardens and to work with the local government to repair boreholes damaged by floods.

In Kenya, while preparing the closure of its mining operations in Kwale county, Base Titanium supported communities to advocate for a position on an inclusive post-mining land use committee.

As part of our peace economies work, we advocate for change in the global and national systems that regulate and oversee the production and trade in minerals, since this can have a direct impact on the risks of conflict on the ground. In 2024, we saw the fruits of this work with the first gold export from a pilot mine site with 'blue mines' certification⁴ in conflict-affected eastern DRC. This innovation



A participant speaks at the Annual Mining Conference in Kwale county, Kenya. © Ong'ondo Dennis/ International Alert

helps exporters to source and sell gold responsibly, even in the unstable Great Lakes region, thereby supporting communities' livelihoods without contributing to conflict. This was the result of years of close work with the government of DRC and Society Artisanal Sarl (an exporting company that works with communities). Our work in DRC was recognised by the Paris Peace Forum (PPF) in November 2024, when this project was selected as one of 10 projects for the PPF Scale-Up programme. As part of the programme, Alert and partners will receive one year of strategic guidance and mentorship from globally recognised PPF experts to improve results and global influencing strategy for greater respect of international due diligence standards and responsible sourcing of minerals from DRC.

Goal 5: An international, equitable, inclusive, sustainable and effective organisation: progress against our organisational priorities

Alert strives to be equitable and inclusive in how we work with staff and partners. We focus on what local organisations and conflict-affected communities most need from an international NGO. We seek to ensure that our diverse expertise is harnessed to achieve our common aims. We work to a set of standards and principles that are agreed and understood by us all. We make decisions in a transparent and inclusive way so that the people most affected are able to influence those decisions.

We support the wellbeing and development of our staff, investing in the talent and expertise of our people. We work to high standards in our programme delivery and partnerships, and seek to learn continuously and improve how we operate. We invest in strong systems so that we manage our risks and finances in a way that meets regulatory and funder compliance and sector best practice. We seek to reduce our impact on the environment and to be transparent about that impact.

Over the past year, International Alert has developed and begun implementing a new operating model to align our organisational structures and processes with the new strategy we launched at the start of 2024. Three key elements of this strategy are:

- **A significant restructure of our global teams in 2024:** This helped to foster greater efficiency and cross-team working, consolidated a number of functions formerly conducted at both regional and global levels into single teams, and created some new capacities (for example, on monitoring, evaluation and learning). Savings to organisational costs flowing from this restructure mean we can use flexible funding more effectively to support our peacebuilding impact. We are now recruiting for most roles across all of Alert's country offices, allowing us to draw on a broader field of applicants from the Global South and to develop as a truly global organisation.
- **Restructuring our country teams into a Country Hub model, with teams sharing resources (such as peacebuilding and operational expertise) across neighbouring or connected contexts, in a conflict-sensitive way:** This allows us to invest in expertise that is closer to our peacebuilding contexts, strengthens our ability to work on cross-border and regional conflict dynamics (an important factor in many of the contexts we work in), and provides better career paths for staff in our peacebuilding contexts to deepen and sustain the expertise on which our peacebuilding and operations rely.
- **A full-scale review of our operational policies:** This will bring our policies in line with the new operating model, best practice across the sector and among donors, and our commitments in our partnership position and on diversity, equity and inclusion.⁵

Beyond this, over the course of 2024:

- We have supported all management-level staff to strengthen their skills by providing management training in both French and English.
- We have invested in our Global Staff Forum so that staff across the organisation have a say in decision-making that affects them. The Global Staff Forum is formally a part of Alert's Executive Team, with staff views represented in all decision-making as appropriate.
- We have focused on security and safeguarding through crisis preparedness and response in Lebanon, DRC and Myanmar and updating our Global Security Policy and International Travel Policy. At country level, Alert's Security and Safeguarding Focal Points play a key role in ensuring that our teams and the people we work with and for remain safe. We have rolled out safeguarding training to staff and trustees. At a global level we have invested in crisis management training.
- We have strengthened our approach to risk management, ensuring that at country and organisation-wide levels we have a robust approach to identifying and mitigating risk and that risk management is embedded across the organisation. To test our own systems and compliance we have instituted a robust internal audit process to identify and remedy any weaknesses in our practices.
- We have continued our commitment to gender, diversity, equity and inclusion (GDEI) principles within peacebuilding contexts. In February 2024, our GDEI Steering Committee convened in Kigali, Rwanda, for a comprehensive 'training of trainers' workshop. Discussions covered the impacts of marginalisation across intersecting identities, the nuances of disability inclusion, ethnic discrimination, gender biases, mental health stigmas, and the influence of privilege and colonial legacies within the peacebuilding sector. Participants critically examined structural biases, the implications of privilege, and practical strategies for decolonising institutional practices. A significant outcome was the collective commitment to advance meaningful GDEI integration across the organisation through dedicated GDEI focal points, fostering inclusive workplace cultures, supporting staff wellbeing and advocating for GDEI initiatives.

The context for fundraising remained challenging through 2024 with a number of Alert's longstanding institutional donors cutting their aid budgets and the costs of operations continuing to grow amid upward conflict trends. Despite this, we secured £20 million income during the year. We are grateful to all of Alert's donors for their confidence in our and our partners' peacebuilding work, and in particular to our core donors, Sida, Irish Aid and the Pears Foundation for flexible funding that allowed us to respond to a challenging global context.

Organisational details

Trustees (also directors of the company)	<p>Mouna Ben Garga</p> <p>Nina Fallentin Caspersen</p> <p>Rosemary Carr*</p> <p>Erin Segilia Chase* (until 2 July 2024)</p> <p>Jane Cotton</p> <p>Abir Haj Ibrahim (until 17 May 2024)</p> <p>Emma Hillyard* – Treasurer (from 15 January 2024)</p> <p>Njeri Kabeberi (until 3 October 2024)</p> <p>Azza Karam</p> <p>Richard Langstaff* (until 25 June 2024, and Treasurer until 15 January 2024)</p> <p>David Nussbaum* – Chair</p> <p>William van Niekerk*</p> <p>Rafael Velasquez*</p> <p>* Denotes a member of the Risk and Audit Committee</p>
Principal officers	<p>Nic Hailey, Executive Director</p> <p>Kathryn Tomlinson, Director of Global Delivery (until 25 June 2024)</p> <p>Liz Dobson, Director of Resource Development (until 31 May 2024)</p> <p>Hannah Ward, Director of Policy, Advocacy and Communications (until 31 August 2024)</p> <p>Natalie Hogg, Interim Chief Operating Officer (from 4 June 2024)</p>
Auditors	HaysMac LLP, 10 Queen Street Place, London, EC4R 1AG, UK
Bankers	National Westminster Bank Plc, London Bridge Branch, PO Box 35, 10 Southwark Street, London SE1 1TT, UK
Solicitors	<p>Bates Wells, 10 Queen Street Place, London, EC4R 1BE, UK</p> <p>Bridgde Legal and Finance, Coen Building, Kabelweg 37, 1014 BA Amsterdam, Netherlands</p> <p>Clarkslegal, 41–44 Great Queen Street, London, WC2B 5AD, UK</p> <p>GDPR Advisors, 2 Masefield Avenue, Borehamwood, Hertfordshire, WD6 2HQ, UK</p> <p>Thrings Solicitors, Chancery House, Chancery Lane, London, WC2A 1QS, UK</p> <p>UK YESS Law, New Wing, Somerset House, London, WC2R 1LA, UK</p> <p>Rradar, 6 Beacon Way, Hull, HU3 4AE, UK</p>
Status	Company limited by guarantee without share capital (registration number: 02153193) in England and Wales, governed by Memorandum and Articles of Association, incorporated on 6 August 1987, registered as a charity on 24 September 1987 (registration number: 327553).
Registered office	10 Salamanca Place, London, SE1 7HB, UK

Strategic report

Organisational structure

International Alert, a UK-based NGO, is registered with both Companies House and the Charity Commission. As a company limited by guarantee with no share capital, our governance is overseen by a Board of Trustees (the Board), who are the directors of the company. Our current Board is composed of nine trustees from a range of backgrounds, nationalities and locations. Trustee roles are recruited openly and competitively before appointment by the Board. Trustees serve an initial three-year term, with the opportunity for re-election for an additional three years.

Potential new trustees undergo a comprehensive due diligence process including Disclosure and Barring Service (or equivalent) and sanctions checks. On appointment, new trustees are afforded a comprehensive induction that covers core organisational policies, the Articles of Association, Alert's strategy, annual plans and management accounts. All trustees sign the Code of Conduct and undergo a safeguarding induction.

The Risk and Audit Committee (RAC) operates as a committee of the Board, providing guidance and oversight on financial performance and risk management. The RAC is chaired by the treasurer and currently has four other trustees as members, including the chair of the Board.

Our peacebuilding programming, research and advocacy are delivered by our dynamic workforce of 184 staff members based in our offices in 15 countries. International Alert (UK) works alongside Stichting International Alert ('International Alert Europe'), a foundation registered in The Hague, Netherlands. A collaboration agreement describes the relationship between the two entities and our accounts are consolidated. The Chair of Alert Europe's Board serves as a trustee of International Alert (UK) and the Alert (UK) Executive Director sits on the Board of Alert Europe.

Decision-making

Meeting four times a year, the Board is responsible for governance, defining the organisation's strategic framework and annual objectives, and approving the annual budget. The trustees oversee financial reporting, which provides financial statements for each fiscal year, reflecting the organisation's financial activities and position at the year's end. The Board reviews financial performance quarterly, preceded by a review by the RAC.

The Executive Director (ED) is appointed by the Board and is accountable for all operational matters. Alert's Executive Team, responsible for strategic and operational decisions at the staff level, is composed of the senior staff reporting directly to the ED and rotating representatives of our country directors, GDEI Committee and global staff forum.

The Board has three designated safeguarding leads (one male and two female). The Chief Operating Officer acts as safeguarding lead within the staff team, working with a cross-organisational group to promote good safeguarding practice and training for staff and partners.

Financial review

Trustees' responsibilities

The Board – directors of the organisation for the purposes of company law – is responsible for the annual report and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practices).

Company law requires the Board to prepare financial statements for each financial year that give a true and fair view of the charity's situation and of its income and expenditure for that period. In preparing these financial statements, the Board is required to:

- select suitable accounting policies and apply them consistently;
- observe the methods and principles in the Charities Statement of Recommended Practice (SORP);
- make judgements and estimates that are reasonable and prudent;
- state whether applicable accounting standards, including the Financial Reporting Standard (FRS 102), have been followed, subject to any material departures disclosed and explained in the financial statements; and
- prepare the financial statements on a going-concern basis, unless it is inappropriate to presume that the charity will continue on that basis.

The Board is responsible for keeping proper accounting records that disclose, with reasonable accuracy at any time, the financial position of the charity and that enable the Board to ensure that the financial statements comply with the Companies Act 2006. They are also responsible for safeguarding the assets of the charity and hence for taking reasonable steps to prevent and detect fraud, as well as other irregularities.

Insofar as the Board is aware:

- there is no relevant audit information of which the charity's auditors are unaware; and
- the trustees have taken all steps they ought to have taken to make themselves aware of any relevant audit information and to establish that the auditors are aware of that information.

The Board is responsible for the maintenance and integrity of the corporate and financial information included on the charity's website. UK legislation governing the preparation and dissemination of financial statements may differ from legislation in other jurisdictions.

Public benefit statement

In accordance with section 17 of the Charities Act 2011, the Board has considered the guidance on public benefit provided by the Charity Commission. Specifically, as a peacebuilding organisation with a global reach, Alert's work contributes to fostering peace, stability and social cohesion in conflict-affected areas. The Board has assessed the positive impact achieved in 2024 and determined that the planned activities and objectives established for 2025 continue to promote peace and contribute significantly to public benefit internationally.

Income and expenditure

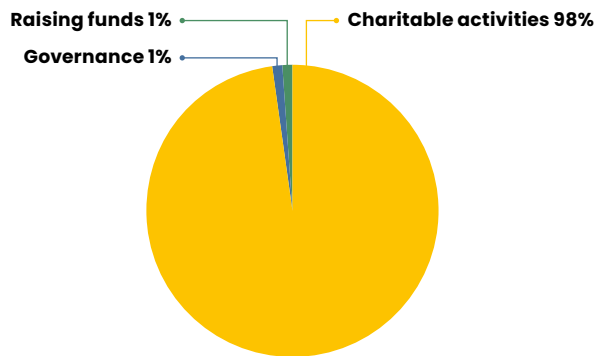
International Alert had a successful year in terms of financial and peacebuilding impact. In 2024 our total income was £20 million.

We continue to be a largely restricted-funded organisation, a trend that we expect to continue in the coming years. In 2024, our restricted funding amounted to £18.7 million, compared with £16.59 million in 2023, of which £8.53 million was carried forward into 2024. Unrestricted income was £1.34 million.

Alert is registered with the Fundraising Regulator and adheres to the Code of Fundraising Practice. Alert does not employ third-party fundraisers, ensuring direct oversight and control over all fundraising activities. We have a clear and accessible mechanism for making complaints available on our website. We have not received any complaints during the reporting period.

We are immensely grateful to our core strategic donors, the governments of Sweden and Ireland and the Pears Foundation, who provided unrestricted funding in 2024 and thus flexibly supported our peacebuilding efforts.

Total expenditure in 2024



Our total expenditure in 2024 was £19.4 million, allocated to

- charitable activities: £19 million (98%), compared with £20.2 million in 2023;
- governance: £0.24 million (1%), a slight decrease from £0.25 million in 2023; and
- raising funds: £0.2 million (1%), a decrease from £0.24 million in 2023.

Expenditure on peacebuilding programming, research and advocacy continued to be our highest priority and focus for the vast majority of our expenditure.

Remuneration

Alert has a clear Salary Policy, which applies to all Alert entities. All salaries including key management personnel are based on national pay scales with consideration for increases in the cost of living and affordability. The salary, and any salary increase, of the Executive Director is agreed by the Board.

Reserves

We carried forward a total of £10.7 million into 2025 (£10.2 million into 2024), comprising £1.36 million in unrestricted funds and £9.4 million in restricted funds. The Board decided in 2024 to use

a proportion of our unrestricted reserves to support Alert's restructuring towards the new operating model outlined on page 18 above, so as to align Alert's structures with our new strategy and ensure the organisation is sustainable with decreasing unrestricted funding in a challenging donor environment. In 2024, therefore, we saw a decrease in our unrestricted reserves to £1.36 million, from £1.67 million at the start of the year.

In line with Charity Commission guidance, Alert retains some of its funds in case of a core grant not being renewed or a major unforeseen event, to cover unplanned operational costs or project wind-up costs, as well as funding short-term budget deficits. Our Reserves Policy establishes a lower limit for reserves based on a calculation of the risk of loss of core unrestricted funding or overheads contributions from restricted projects, restructuring costs and overall overheads liability. This calculation for year end-2024 would specify a lower limit for unrestricted reserves of £1.12 million, meaning that our general unrestricted reserves of £1.36 million were £240,000 above this lower limit. The Board reviews the reserves position annually to ensure its continued relevance and effectiveness.

Risk management

Achieving our strategic objectives and goals would be unattainable without embracing and managing risks within acceptable limits. Risk management is crucial for Alert at every level, enabling the Board and the Executive Team to make informed decisions and maximise opportunities, while ensuring that the residual risk carried by the organisation remains at an acceptable level.

We have a clear, single system for identifying, prioritising and managing our risks, ensuring this is done at the right levels. The Executive Team reviews risks throughout the organisation and escalates programme, project and operational risks to the RAC and the full Board, which review the top organisational risks register regularly. Our trustees provide valued external challenge and advice.

The top risks identified and mitigated by the organisation in 2024 were:

- **The security of our staff and partners** operating in fragile contexts and with a number of surges in violent conflict during 2024 (Lebanon, Myanmar, DRC and elsewhere). We increased mitigating actions during 2024, as described under Goal 5.
- **Financial sustainability** in a context of rising costs and high demand for peacebuilding alongside shrinking donor funding. As noted under Goal 5, during 2024 we completed a range of work to implement our new operating model, with sustainability being a key driver of
- **Retaining expertise and maintaining staff wellbeing** through a tough year, including responding to escalating active conflict in a number of countries where we work and the pressures of restructuring as we implemented the new operating model. A key driver of our new model is the ability to retain project-funded, country-based expertise more sustainably through Country Hubs, and to support more efficient expert-based teams at the global level. We also deployed specialist mental health and wellbeing support to staff in a number of crisis-hit contexts.
- **Cyber security:** During 2024, we invested further in the mitigation of cyber risks, which were also reviewed in-depth by our Board.
- **Regulatory compliance** in an increasingly complex and challenging context for civil society in many of the countries where we operate. We put in place a new set of tools to allow each Alert office to assess compliance with national legislation and regulatory requirements and covered these issues alongside financial controls in our rolling internal audit programme.

Conclusion

The Board of Trustees of International Alert present this report for the year ended 31 December 2024 for the purposes of section 162 of the Charities Act 2011 and section 415 of the Companies Act 2006.

The financial statements comply with current statutory requirements, the Memorandum and Articles of Association and the Financial Reporting Standard (FRS 102).

The Board has also complied with section 17 of the Charities Act 2011 to have due regard to the guidance on public benefit published by the Charity Commission. In particular, the Board considers how planned activities will contribute to the aims and objectives set for 2025.

The report was approved by the Board on 16 June 2025 and signed by the Chair on its behalf.

D. Nussbaum

David Nussbaum

Chair, Board of Trustees

Acknowledgements

Donors

We would like to thank our strategic donors:



Ireland

Pears
Foundation



Sida

We would also like to thank our project donors:

Agence Française de Développement

Austrian Development Agency

Bezos Foundation

Cleen Foundation

Deutsche Gesellschaft für Internationale

European Commission

European Investment Bank

Federal Department of Foreign Affairs,
Switzerland

Federal Ministry for Economic Cooperation and
Development (BMZ)

Foreign, Commonwealth & Development Office
(FCDO)

Global Affairs Canada

KfW (German Development Bank)

Ministry of Foreign Affairs, Finland

Ministry of Foreign Affairs, Netherlands

PeaceNexus Foundation

Swedish Postcode Lottery Foundation

UN Women

United Nations Development Programme (UNDP)

United Nations International Children's
Emergency Fund (UNICEF)

United Nations International Office of Migration

United Nations Office for Project Services
(UNOPS)

United Nations World Food Programme

United States Agency for International
Development (USAID)

United States Department of State

World Bank Group

Partners

We would like to thank our project partners:*

Accountability Lab Nepal

ACTED

Action Pour La Formation et L'Autopromotion
Rurale

Actions des Communautés Unies pour le
Développement Intégral (ACDUI)

Angel Support Foundation

Association des Commerçants Transfrontaliers
du Burundi (ACTF-BU)

Association of Crossborder Traders in Rwanda
(ACTR)

Association des Femmes Rapatriées du Burundi
(AFRABU)

Baku Press Club

Bilozerskyi Center for Regional Development
 Bunyoro Albertine Petroleum Network on Environmental Conservation (BAPENECO)
 Bureau d'Etudes Scientifiques et Techniques (BEST)
 Célébrons le Courage des Femmes (CCF)
 Cercle de Réflexion et d'Action pour un Développement Innovent (CERCLE-DEV)
 Club Des Volontaires Pour L'Appui Aux Peuples Autochtones (CVAP)
 Commission Episcopale Justice et Paix Rwanda (CEJP)
 Community Links and Human Empowerment Initiative
 Consortium of Ethiopian Human Rights Organizations (CEHRO)
 Crown Agents
 Development Alternative Initiatives (DAI)
 Donetsk Women's Council
 Dunyoi Sabz
 European Centre For Development Policy Management
 European Network for Central Africa (EurAc)
 European Peacebuilding Liaison Office (EPLO)
 Family Health International (FHI 360)
 Federation Of Nepali Journalists (FNJ)
 Federation of Sexual and Gender Minorities Nepal (FSGMN)
 Femme Congolaise Pour Le Développement (FECONDE)
 Forum for Women, Law and Development (FWLD)
 Global Peace Development
 Halo (Act For Change)
 Initiative Development and Support Center "NIHOL" Uzbekistan
 International Peace Information Service (IPIS)
 International Public Foundation "Roza Otunbayeva Initiative"
 iPeace
 Jireh Doo Foundation (JDF)
 Justice Plus
 Kaduna State Multi-Door Court House
 Kende Avese Foundation
 Legal Aid & Consultancy Centre (LACC)
 Media Initiatives Center
 MediaStep (formerly Open Society)
 Mines Advisory Group (MAG)
 NGO Center for Progressive Reforms of Uzbekistan
 Oxfam
 Pact
 Panzi Foundation
 Peshsaf
 Pokot Youth Bunge
 Pole Institute
 Public Foundation DIA (Demilgeluu Ishker Aiymdar)
 Public Journalism Club
 Republican Center for Socio-Economic Development "SABR" Uzbekistan
 Republican Social Information Center "Istiqbol Avlod" Uzbekistan
 Rwandan Organization of Professional Trauma Counsellors (ARCT Ruhuka)
 Sahakarmi Samaj
 Samagra Jan-utthan Kendra
 Sancharika Samuha Nepal
 Save the Child Initiative
 Solidarité des Femmes de Fizi (SOFIBEF)
 Solidarité Féminine Pour La Paix et le Développement Intégral (SOFEPADI)
 Stepanakert Media Club (formerly Stepanakert Press Club)
 Stichting IHE Delft Institute for Water Education
 The Hague Centre For Strategic Studies
 Transcultural Psychosocial Organization Nepal (TPO)
 Transition International
 Transparency International
 Turkana Pastoralist Development Organization (TUPADO)
 Umoja wa Mbuti
 University Of Birmingham
 Voices of Women Media (VOW Media)
 Voluntary Aid Initiative
 Woman of the Future
 Yerevan Press Club
 Zinc Network

* Due to sensitivities around naming peacebuilding organisations in some contexts, this list is not exhaustive.

Accounts

Independent auditor's report to International Alert

Opinion

We have audited the financial statements of International Alert for the year ended 31 December 2024, which comprise Consolidated Statement of Financial Activities, the Consolidated and Charity Balance Sheets, the Consolidated Statement of Cash Flows and notes to the financial statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is in accordance with applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 *The Financial Reporting Standard applicable in the UK and Republic of Ireland* (United Kingdom Generally Accepted Accounting Practice).

In our opinion, the financial statements:

- give a true and fair view of the state of the group's charitable and company's affairs as at 31 December 2024 and of the group's charitable company's net movement in funds, including the income and expenditure, for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the auditor's responsibilities for the audit of the financial statements section of our report. We are independent of the group in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, including the Financial Reporting Council's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Conclusions relating to going concern

In auditing the financial statements, we have concluded that the trustees' use of the going concern basis of accounting in the preparation of the financial statements is appropriate.

Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on the group's ability to continue as a going concern for a period of at least 12 months from when the financial statements are authorised for issue.

Our responsibilities and the responsibilities of the trustees with respect to going concern are described in the relevant sections of this report.

Other information

The trustees are responsible for the other information. The other information comprises the information included in the trustees' annual report and the Chair's statement. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon.

In connection with our audit of the financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements, or our knowledge obtained in the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether there is a material misstatement in the financial statements or a material misstatement of the other information. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact. We have nothing to report in this regard.

Opinions on other matters prescribed by the Companies Act 2006

In our opinion, based on the work undertaken in the course of the audit:

- the information given in the trustees' annual report (which includes the strategic report and the directors' report prepared for the purposes of company law) for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the strategic report and the directors' report included within the trustees' annual report have been prepared in accordance with applicable legal requirements.

Matters on which we are required to report by exception

In the light of the knowledge and understanding of the group and charitable company and its environment obtained in the course of the audit, we have not identified material misstatements in the trustees' annual report.

We have nothing to report in respect of the following matters in relation to which the Companies Act 2006 requires us to report to you if, in our opinion:

- adequate accounting records have not been kept by the charitable company; or
- the charitable company financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of trustees' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit

Responsibilities of trustees for the financial statements

As explained more fully in the trustees' responsibilities statement on page 22, the trustees (who are also the directors of the charitable company for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the trustees are responsible for assessing the group's charitable company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the trustees either intend to liquidate the group charitable company or to cease operations, or have no realistic alternative but to do so.

Auditor's responsibilities for the audit of the financial statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance but is not a guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We design procedures in line with our responsibilities, outlined above, to detect material misstatements in respect of irregularities, including fraud. The extent to which our procedures are capable of detecting irregularities, including fraud is detailed below.

Based on our understanding of the group and the environment in which it operates, we identified that the principal risks of non-compliance related to charity and company law applicable in England and Wales, and we considered the extent to which non-compliance might have a material effect on the financial statements. We also considered those laws and regulations that have a direct impact on the preparation of the financial statements such as Companies Act 2006 and the Charities Act 2011, payroll tax and sales tax.

We evaluated management's incentives and opportunities for fraudulent manipulation of the financial statements (including the risk of override of controls) and determined that the principal risks were related to posting inappropriate journal entries and management bias in certain accounting estimates and judgements such as the recognition of income and expenditure at the year end. Audit procedures performed by the engagement team included:

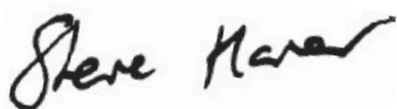
- inspecting correspondence with regulators and tax authorities;
- discussions with management including consideration of known or suspected instances of non-compliance with laws and regulation and fraud;
- evaluating management's controls designed to prevent and detect irregularities;
- identifying and testing journals, in particular journal entries posted with unusual account combinations, postings by unusual users or with unusual descriptions; and
- challenging assumptions and judgements made by management in their critical accounting

Because of the inherent limitations of an audit, there is a risk that we will not detect all irregularities, including those leading to a material misstatement in the financial statements or non-compliance with regulation. This risk increases the more that compliance with a law or regulation is removed from the events and transactions reflected in the financial statements, as we will be less likely to become aware of instances of non-compliance. The risk is also greater regarding irregularities occurring due to fraud rather than error, as fraud involves intentional concealment, forgery, collusion,

A further description of our responsibilities for the audit of the financial statements is located on the Financial Reporting Council's website at: www.frc.org.uk/auditorsresponsibilities. This description forms part of our auditor's report.

Use of our report

This report is made solely to the charitable company's members, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006. Our audit work has been undertaken so that we might state to the charitable company's members those matters we are required to state to them in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the charitable company and the charitable company's members, as a body, for our audit work, for this report, or for the opinions we have formed.



Steven Harper (Senior Statutory Auditor)
For and on behalf of HaysMac LLP, Statutory Auditors
25 July 2025

10 Queen Street Place
London
EC4R 1AG

Financial statements

Statement of financial activities for the year ended 31 December 2024

	Unrestricted funds	Restricted funds	2024 total	Unrestricted funds	Restricted funds	2023 total	
Notes	£'000	£'000	£'000	£'000	£'000	£'000	
Income and endowments from:							
Donations and legacies							
Donations	6	-	6	4	3	7	
Income from charitable activities	1,288	18,653	19,941	2,572	16,587	19,159	
Income from investments	32	-	32	18	-	18	
Other income	16	1	17	33	-	33	
Total income	4	1,342	18,654	19,996	2,627	16,590	19,217
Expenditure on:							
Raising funds	207	-	207	243	-	243	
Charitable activities	1,421	17,833	19,254	1,655	18,821	20,476	
Total expenditure	1,628	17,833	19,461	1,898	18,821	20,719	
Net income/(expenditure)	(286)	821	535	729	(2,231)	(1,502)	
Transfers between funds	(30)	30	-	(437)	437	-	
Net movement in funds	(316)	851	535	292	(1,794)	(1,502)	
Reconciliation of funds:							
Total funds brought forward	1,673	8,526	10,199	1,381	10,320	11,701	
Total funds carried forward	16	1,357	9,377	10,734	1,673	8,526	10,199

Balance sheet at 31 December 2024

		2024	2024	2023	2023
		Group	Charity	Group	Charity
	Notes	£'000	£'000	£'000	£'000
Fixed assets					
Tangible assets	10	3	3	7	7
Current assets					
Debtors	11	3,733	3,824	4,217	5,265
Cash at bank and in hand		7,967	7,846	7,908	6,833
		11,700	11,670	12,125	12,098
Creditors					
Amounts falling due within one year	12	801	795	1,479	1,488
		801	795	1,479	1,488
Net current assets		10,899	10,875	10,646	10,610
Provisions for liabilities	13	168	168	454	454
Total net assets	15	10,734	10,710	10,199	10,163
Funds					
Unrestricted					
General funds		1,357	1,357	1,673	1,673
		1,357	1,357	1,673	1,673
Restricted					
		9,377	9,352	8,526	8,490
	16	10,734	10,710	10,199	10,163

The net income/(expenditure) of the parent charity before consolidation was £546k (2023: (£1.5m))

Approved by the Board of Trustees and authorised to issue on 16 June 2025 and signed on its behalf by:

D. Nussbaum

David Nussbaum
Chair

Emma Hillyard

Emma Hillyard
Treasurer

Company Registration Number 2153193

The notes on pages 35 to 50 form part of these financial statements.

Statement of cash flow for the year ended 31 December 2024

		2024	2023	2022
	Notes	£'000	£'000	£'000
Cash flows from operating activities:				
Net cash provided by operating activities	17	27	(2,809)	2,222
Cash flows from investing activities:				
Interest from deposits		32	18	2
Purchase of tangible fixed assets	10	-	-	(13)
Net cash provided by investing activities		32	18	(11)
Change in cash and cash equivalents in reporting period		59	(2,791)	2,211
Cash and cash equivalents at the beginning of the reporting period		7,908	10,699	8,488
Cash and cash equivalents at the end of the reporting period		7,967	7,908	10,699

Notes to the financial statements

1. Accounting policies

Accounting basis

These financial statements are prepared on a going concern basis, under the historical cost convention, modified to include certain financial instruments at fair value. The financial statements are prepared in sterling, which is the functional currency of the Group. Monetary amounts in these financial statements are rounded to the nearest pound. The principal accounting policies adopted are set out below.

The financial statements have been prepared in accordance with the Financial Reporting Standard Applicable in the UK and the Republic of Ireland (FRS 102). The charitable company is a public benefit company for the purposes of FRS 102, and the Group has also prepared its financial statements in accordance with the Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and the Republic of Ireland (The FRS 102 Charities SORP), the Companies Act 2006 and the Charities Act 2011.

The trustees have taken advantage of the exemption allowed under section 408 of the Companies Act 2006 and have not presented a charity-only Statement of Financial Activities in these financial

Going concern

The trustees have assessed whether the use of the going concern basis is appropriate and have considered possible events or conditions that might cast significant doubt on the ability of the Group to continue as a going concern. The trustees have made this assessment for a period of at

least one year from the date of approval of the financial statements. In particular, the trustees have considered the Group's forecasts and projections, and have taken account of pressures on grant and core income in a challenging overall donor environment. After making enquiries, the trustees have concluded that there is a reasonable expectation that the Group has adequate resources to continue in operational existence for the foreseeable future. There are no material uncertainties which may impact this expectation. The Group therefore continues to adopt the going concern basis in preparing its financial statements.

In making this assessment, the trustees are satisfied there are no material uncertainties in International Alert's ability to continue as a going concern.

Critical accounting estimates and judgements

In accordance with FRS 102, the trustees are required to make certain estimates and judgements that have an impact on the policies and amounts reported in the financial statements. These estimates and judgements are based on historical experience and other factors including expectations of future at are believed to be reasonable at the time such estimates and judgements are made.

The estimates and underlying assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognised in the period in which the estimate is revised if the revision affects only that period or in the period of the revision and future periods if the revision affects the current and future periods.

The significant estimates and judgements are:

- accrued income (see Income Policy below)
- accruals: costs not yet invoiced (see Expenditure Policy below)
- allocation of support costs (see Expenditure Policy below)

In the view of the trustees no assumptions concerning the future or estimation uncertainty affecting assets and liabilities at the balance sheet date are likely to result in a material adjustment to their carrying amounts in the next financial year.

Income

All income is included in the Statement of Financial Activities (SOFA) when the charity is legally entitled to the income, receipt is probable and the amount can be quantified with reasonable accuracy, and the amount can be measured reliably. Where contracts for advisory services cover a period of time spanning the financial year end the proportion of revenue recognised in the year reflects an assessment of the fair value of services provided to the reporting date.

Funds

Restricted funds are grants received for specific purposes as laid down by the donor. Expenditure that ts these criteria is charged to these funds. Funds unspent at the year end that will be spent in future accounting periods are carried forward as restricted funds.

Unrestricted funds are funds that can be freely used in accordance with International Alert's charitable objectives at the discretion of the trustees. Organisational investment funds are funds set aside by the trustees out of unrestricted general funds for specific future purposes or projects.

Tangible fixed assets

Depreciation is provided in order to write off the cost of the assets over their estimated useful lives on a straight-line basis as follows:

- office equipment and computers over three years;
- property improvements over seven to ten years; and
- motor vehicles over three to five years depending on local legislation.

Assets over a capitalisation limit of £1,500 are treated as fixed assets. Those not over £1,500 are written off to expenditure. Assets purchased from donor funding are written off to expenditure when acquired.

Expenditure

Expenditure is classified under the two principal categories of raising funds and charitable activities. Costs of raising funds comprise salaries, direct costs and overheads of staff engaged in fundraising.

Grants to partner organisations are included in the SOFA when payment is incurred.

Charitable activities are all the resources expended on programme and project work that is directed at the achievement of its charitable aims and objectives. Such costs include the direct costs of the charitable activities together with those support costs incurred that enable these activities to be undertaken. Direct project costs have been allocated in accordance to resources expended against the stated activities.

Support costs have been apportioned on a reasonable, justifiable and consistent basis to each of the activity cost categories being supported. Support costs have been allocated either on the basis of time spent on the activity or on the basis of usage – that is, on the same basis as expenditure incurred directly in undertaking the activity.

Expenditure is accounted for on an accruals basis. Irrecoverable VAT is included with the item of expense to which it relates.

Foreign currency

Transactions in foreign currencies are translated into sterling at the rates of exchange published on a monthly basis. Assets and liabilities at the year end are translated into sterling at the rate of exchange ruling at the balance sheet date. Exchange differences are accounted for in the SOFA. We have segregated foreign exchange gains and losses in separate designated funds as shown in Note 16.

Taxation

The charity falls within the meaning of Part 1, Schedule 6 of the Finance Act 2010. Accordingly, the charity is potentially exempt from taxation in respect of income or capital gains within categories covered by Chapter 3 of Part 11 of the Corporation Tax Act 2010 or Section 256 of the Taxation of Chargeable Gains Act 1992, to the extent that such income or gains are applied exclusively to charitable purposes. No tax charges arose in the period.

Irrecoverable VAT is not separately analysed and is charged to the SOFA when the expenditure to which it relates is incurred, and is allocated as part of the expenditure to which it relates.

No provision has been made for taxation since all income is charitable and charitable status was obtained following incorporation.

Pension costs

The charity provides a defined contribution scheme, which is available to all UK employees. The funds are independently held from those of the charity. The pension costs comprise the costs of the charity's contribution to its employees' pension schemes.

Financial instruments

The charity has financial assets and liabilities of a kind that qualify as basic financial instruments. Financial assets comprise cash at bank and in hand, trade and other debtors. Financial liabilities include trade and other creditors. Basic financial instruments are recognised at transaction value. Details of these financial assets and liabilities and their carrying value are given in the notes to the

2. Total resources expended

Activity or programme	Activities undertaken directly £'000	Direct staff costs £'000	Grant funding of activities £'000	Support costs £'000	2024 total £'000
Raising funds	-	-	-	207	207
Charitable activities	7,377	5,054	5,402	1,178	19,011
Governance	-	-	-	243	243
	7,377	5,054	5,402	1,628	19,461
			(Note 6)	(Note 3)	

Activity or programme	Activities undertaken directly £'000	Direct staff costs £'000	Grant funding of activities £'000	Support costs £'000	2023 total £'000
Raising funds	-	-	-	243	243
Charitable activities	8,674	5,492	4,655	1,401	20,222
Governance	-	-	-	254	254
	8,674	5,492	4,655	1,898	20,719
			(Note 6)	(Note 3)	

3. Support cost breakdown by activity

Support cost	Raising funds £'000	Charitable activities £'000	Governance £'000	2024 total £'000	Basis of allocation
Governance and finance	34	464	175	673	Time
Impact and learning	-	-	-	-	Time
Regional support	42	379	-	421	Time
Communications	-	311	16	327	Time
Raising funds	131	24	52	207	Time
	207	1,178	243	1,628	

Support cost	Raising funds £'000	Charitable activities £'000	Governance £'000	2023 total £'000	Basis of allocation
Governance and finance	28	401	138	567	Time
Impact and learning	-	-	-	-	Time
Regional support	70	631	-	701	Time
Communications	-	368	19	387	Time
Raising funds	145	1	97	243	Time
	243	1,401	254	1,898	

4. Total incoming resources

	2024	2023
	£'000	£'000
Institutional funding		
Agence Française de Développement	-	262
Austrian Development Agency	529	257
Deutsche Gesellschaft für Internationale Zusammenarbeit	225	477
European Commission	1,394	2,936
European External Action Service	-	1
European Investment Bank	148	82
Federal Department of Foreign Affairs, Switzerland	443	523
Food and Agriculture Organisation of the United Nations (FAO)	-	(2)
Foreign, Commonwealth & Development Office (FCDO)	1,242	1,296
Global Affairs Canada	564	1,009
International Fund for Agricultural Development (IFAD)	-	(2)
Irish Aid - Stability Fund	203	125
Irish Aid - Project funding	42	2
Kreditanstalt für Wiederaufbau (KfW)	(4)	-
Ministry of Foreign Affairs, Denmark	-	(58)
Ministry of Foreign Affairs, Finland	529	653
Ministry of Foreign Affairs, Netherlands - Strategic partnership	-	1,400
Ministry of Foreign Affairs, Netherlands - Restricted	7,228	2,224
Swedish International Development Corporation Agency (Sida) – Core grant	1,017	1,303
Swedish International Development Cooperation Agency (Sida) – Earmarked: Turning up the heat	-	32
Swedish International Development Corporation Agency (Sida) – Restricted	445	1,374
UN Women	243	19
United Nations Development Programme (UNDP)	104	51
United Nations International Children's Emergency Fund (UNICEF)	59	(63)
United Nations International Organisation for Migration	9	12
United Nations Office for Project Services (UNOPS)	92	87
United Nations World Food Programme	54	-
United States Agency for International Development (USAID)	3,442	3,632
United States Department of State	542	(7)
World Bank Group	45	-
	18,595	17,625
Foundations, trusts and other organisations		
Act for Change	87	31
Association Rwandaise des Conseillers en Traumatisme	(58)	58
Bezos Foundation	342	-
The German Center for International Peace Operations (ZIF)	1	-
Cleen Foundation	39	98

Crown Agents	80	239
Development Alternative Initiatives	-	198
European Centre for Development Policy Management	-	19
European Peacebuilding Liaison Office (EPLO)	5	-
Family Health International (FHI 360)	(15)	312
Federation of Nepalese Journalists (FNJ)	220	-
Ford Foundation	-	74
Forum for Women Law And Development	(3)	3
Kings College London	-	1
Mines Advisory Group	46	38
Legal Aid and Consultancy Centre (LACC)	6	-
Nordic International Support Foundation	-	14
PeaceNexus Foundation	45	47
Oxfam	3	-
Pact	50	125
Pears Foundation	50	-
Save the Children	-	(299)
SNV	-	39
Stichting IHE Delft Institute for Water Education	132	290
Swedish Postcode Lottery Foundation	74	140
Tearfund	-	40
The African Alliance	-	1
The Hague Centre for Strategic Studies	9	-
The Mershon Center	-	16
Transition International	4	-
UnionAID	-	(19)
University of Birmingham	58	-
Zinc Network	165	51
	1,340	1,516
Corporate and private individuals, bank interest and other donations/income		
Aboitiz Power	-	18
Bank interest	32	18
Other donations/income	8	41
Gifts from individuals	21	-
	61	77
Total income	19,996	19,218

5. Staff numbers and costs

The average numbers of employees during the year were as follows:

	2024	2023
	No.	No.
Raising funds	6	7
Charitable activities - direct	8	15
Charitable activities - support	17	24
Overseas staff	174	208
	205	254

Staff costs during the year were as follows:

	2024	2023
	£'000	£'000
Salaries	1,890	2,558
Employer's National Insurance contributions	189	230
Pension costs	186	237
Overseas staff cost	4,607	4,484
	6,872	7,509

During the year redundancy payments made amounted to £64,797 (2023: £189,170) as a result of a restructuring of the charity.

The numbers of employees receiving emoluments in the following ranges were:

	2024	2023
	No.	No.
Between £60,001 and £70,000	7	8
Between £70,001 and £80,000	2	2
Between £80,001 and £90,000	-	1
Between £110,001 and £120,000	-	1
Between £120,001 and £130,000	1	-

Pension contributions amounting to £72,928 were made during the reporting period for employees whose emoluments for the year exceeded £60,000 (2023: £86,044).

Key management personnel include the Executive Director and Principal Officers reporting directly to the Executive Director. The total employee remuneration of the charity during the reporting period for key management personnel was £466,251 (2023: £563,691) and pension was £37,245 (2023: £43,354).

6. Grants funding of activities – grants to partners

	2024 £'000	2023 £'000
Accountability Lab Nepal	31	5
Action Des Chrétiens Unis Pour Le Développement	24	-
Actions des Communautés Unies pour le Développement Intégral (ACDUI)	6	-
Action pour la Formation et l'Autopromotion Rurale	57	47
Action pour la Paix et la Concorde (APC ASBL)	3	-
Association des Femmes Rapatriées du Burundi (AFRABU)	68	-
Africa Youth Growth Foundation (AYGF)	6	-
African Youth for Peace Development and Empowerment	-	(10)
Angel Support Foundation	6	8
Antenna Foundation Nepal	1	-
Appui à la Communication Interculturelle et à l'Autopromotion Rurale (ACIAR)	8	52
Association des Commerçants Transfrontaliers DRC	16	-
Association des Commerçants Transfrontaliers du Burundi	22	(5)
Association for Repatriated Women in Burundi	-	(2)
Association Rwandaisedes Conseillers en Traumatisme	264	282
Bangsamoro Women of South Cotabato	-	7
Bapeneco Uganda	141	67
Basmeh & Zeitooneh	-	10
Beam	7	-
Bilozerka Center for Regional Development	26	-
Bureau d'Etudes Scientifiques et Techniques (BEST)	65	-
Caritas Developpement Wamba	-	17
Cehro Ethiopia	59	59
Célébrons le Courage de la Femme (CCF)	60	-
Centre for Cultural Relations - Caucasian House	-	56
Cercle de Réflexion et d'Action pour un Développement Innovent (CERCLE-DEV)	17	-
Chouf Association for Development	4	-
Citizens Centre for Integrated Development and Social Rights	3	-
Civil Society Development Association ARGO	-	21
Club de Volontaires pour l'Appui aux Peuples autochtones (CVAP)	8	18
Collectif Alpha Ujuvi	-	9
Comité Provincial de Suivi des Activités Minières (CPS-SK)	-	4
La Commission Diocésaine pour la Justice et la Paix (CDJP)	25	11
Commission Épiscopale Justice et Paix du Rwanda (CEJP)	86	(11)
Community Links & Human Empowerment Initiative	7	7
Congolese Family for Joy	(3)	-
Development Policy Institute	-	-
Dunyo Sabz	7	19
European Investment Bank	16	-
European Network for Central Africa (EuRac)	(3)	18
Faith Victory Association (FVA)	-	16
Family Rights Forum	7	-
Farodis (Tajikistan)	-	3
Federation des Entreprises du Congo - Sud Kivu	14	-
Federation des Entreprises du Congo - Nord Kivu	13	-
Federation of Nepali Journalists (FNJ)	39	25
Femme Congolaise pour le Développement (FECONDE)	16	26
Flouve d'Eau Vive Coule aux Autres	9	32
Fondation Panzi	72	-
Forum Des Mamans de L'Ituri	8	26
Fund for Peace, Washington Dc	26	-
Fund for Social and Cultural Initiatives	(1)	55
Global Peace Development Initiative	28	31
Go Group Georgia	115	36
Guichet d'economie Locale du Sud Kivu (GEL)	-	11
Guiding Star	1	-
Helping Hands	1	-

Hope and Peace Foundation	-	15
Institute of Human Rights Communication Nepal (IHRICON)	4	5
International Peace Information Service (IPIS)	25	164
Interpeace - DRC	166	-
iPeace - DRC	622	350
iPeace Rwanda	452	522
IPF ROI	44	32
Istiqbolli Avlod	37	-
Jireh Doo Foundation	3	9
Justice Plus	397	645
Justicia	14	16
Kaara-Buura Aiymdary - Kyrgyzstan	-	6
Keen International	7	-
Kende Avese Foundation	6	7
Kings N Queens	-	1
Laissez L'Afrique Vivre	-	7
Lin Yaung Chi	1	-
Lupah-Sug Bangsmoro Women	-	-
Media Initiatives Center	61	36
Midal Organization	7	-
MediaStep	46	31
Mobaderoon	22	-
Nangkyeo Organization	-	11
Nationwide Movement "Yuksalish"	-	10
Nibela Ltd	-	-
Nigeria Cleen Foundation	51	-
Nihol	22	-
Notre Dame University	-	36
Nuri Naw	-	19
Nusroto	3	-
Observatoire Gouvernance et Paix (OGP)	130	402
Other partners	29	29
P O Marifati Shahrvasdi	-	2
Paramishin	1	-
Pact - Kamanyola	11	-
Plateforme des Autorites Locales des Pays des Gran	-	(3)
Po Marifat	-	2
Po Peshsaf	66	26
Po Water Partnership Tajikistan	-	8
Pokot Youth Bunge	25	6
Pole Institute	609	580
Public Foundation DIA (Demilgeluu Ishker Aiymdar)	47	32
Public Journalism Club (PJC)	117	14
Rachaya Environmental Committee Organization	3	-
Republican Center for Socio-Economic Development (SABR)	15	-
Reseaux des Institutions de Microfinance	-	(8)
Sada Bekaa	4	-
Sahakarmi Samaj	61	56
Salam pour Developpement et Dialog	4	-
Samagra Jan Utthan Kendra	66	42
Sancharika Samuha Nepal	31	16
Save the Child Initiative	-	9
Shwe Myaing Thu Lay Myar	1	-
Sociétés De Microfinance Congolais (SMICO)	-	8
Solidarité de Femmes de Fize pour le Bien-Être Familial	42	(0)
Solidarité Féminine pour la Paix et le Développement	169	109
Sphere Building Tomorrow	3	-
Taimako Community Development Initiative	-	25
Tasbikka Inc	-	24
Tenke Zoltani	5	-
The Lee Experience	4	-
Transcultural Psychosocial Organization Nepal (TPO)	46	29

Transparency International Kenya	67	78
Turkana Pastoralist Development Organisation (TUPADO)	30	35
Umoja in Action	-	-
Union Association for Human Development	7	-
Videre Est Credere	114	80
Voices of Women Media (VOW)	31	46
Voluntary Aid Initiative (VAI)	18	21
Women of the Future	26	-
Women's League of Donechchyna	26	-
Women's Platform to Lead	7	-
Yaung Chit Thit	-	(5)
Yerevan Press Club	127	29
Total	5,386	4,604

7. Trustees' remuneration

Trustees received no remuneration in 2024 (2023: nil). In 2024, costs of travel, accommodation and related expenses reimbursed to four trustees amounted to £791 (in 2023, four trustees received £2,939).

8. Trustees' liability insurance

The cost of trustees' liability insurance for 2024 was £13,710 (2023: £9,666).

9. Included in the income and expenditure are:

	2024	2023
	£'000	£'000
Statutory audit fees	(31)	(29)
Auditors fees - other services	(6)	(6)
Other auditors fees	(85)	(178)
Governance	(243)	(254)
Depreciation	(4)	(4)
Defined pension scheme contributions	(186)	(237)

10. Tangible fixed assets

	Office equipment and computers	Motor vehicles	Total
	£'000	£'000	£'000
Cost			
At 1 January 2024	190	93	283
Additions	-	-	-
At 31 December 2024	190	93	283
Accumulated depreciation			
At 1 January 2024	183	93	276
Charge for the Year	4	-	4
At 31 December 2024	187	93	280
Net book values			
At 31 December 2024	3	0	3
Net book values			
At 31 December 2023	7	0	7

11. Debtors

	Group	Group	Charity	Charity
	2024	2023	2024	2023
	£'000	£'000	£'000	£'000
Accrued income	3,518	4,005	3,232	3,728
Prepayments	132	86	132	86
Sundry debtors	83	126	82	126
Intercompany	-	-	378	1,325
	3,733	4,217	3,824	5,265

12. Creditors

	Group	Group	Charity	Charity
	2024	2023	2024	2023
	£'000	£'000	£'000	£'000
Creditors	69	22	69	22
Taxation and social security	318	305	313	315
Accrued expenditure	244	246	244	246
Deferred income	74	881	74	881
Pension creditors	1	7	-	6
Sundry creditors	95	18	95	18
	801	1,479	795	1,488

12a. Deferred income

Deferred income	Group	Group
	2024	2023
Opening balance	881	1,572
Less: Realised during the year	(881)	(1,572)
Add: Deferred income during the year	74	881
	74	881

Deferred income relates to grants received in 2024 for 2025 projects.

13. Provision

	Group	Group	Charity	Charity
	2024	2023	2024	2023
	£'000	£'000	£'000	£'000
Opening balance	454	248	454	248
Less: Realised during the year	(286)	(248)	(286)	(248)
Add: Provision for liability during the year	-	454	-	454
	168	454	168	454

Provision for liability relates to VAT penalty charge for late registration and interest.

International Alert has registered for VAT in 2024 and settled back dated liabilities that were due. The uncertainty remains around the VAT penalty and interest chargeable by HMRC. It is our estimation that the remaining provision for liability should be sufficient to meet this liability.

14. Commitment

At 31 December 2024, International Alert was committed to making the following payment under non-cancellable operating leases.

Operating leases which expire	Land and buildings		Other	
	2024	2023	2024	2023
	£'000	£'000	£'000	£'000
Within one year	-	58	12	12
Within two to five years	-	-	30	42
Over five year	-	-	-	-
	-	58	42	54

15. Analysis of net assets between funds

	Unrestricted funds	Restricted funds	Total funds	Unrestricted funds	Restricted funds	Total funds
	2024	2024	2024	2023	2023	2023
	£'000	£'000	£'000	£'000	£'000	£'000
Fixed assets	3	-	3	7	-	7
Current assets	2,323	9,377	11,700	3,599	8,526	12,125
	2,326	9,377	11,703	3,606	8,526	12,132
Less: Creditors	801	-	801	1,479	-	1,479
Less: Provision for liability	168	-	168	454	-	454
	1,357	9,377	10,734	1,673	8,526	10,199

16. Movement on funds

The overall movement on funds is shown below. The restricted funds comprise unexpended balances of grants held on trust to be applied for specific purposes.

	At 1 January 2024	Movements between funds	Incoming resources	Outgoing resources	Other transfers	At 31 December 2024
	£'000	£'000	£'000	£'000	£'000	£'000
Restricted funds*						
Africa	5,764	-	14,196	(12,128)	(33)	7,799
Asia-MENA	1,495	-	1,461	(2,059)	2	899
Eurasia	781	-	2,370	(2,092)	-	1,059
Global Programmes and Policy	317	-	326	(382)	-	261
Alert Europe projects	37	-	254	(299)	32	24
Earmarked projects	-	-	-	3	(3)	-
Other	-	-	45	(40)	32	37
Exchange rate revaluation**	132	-	2	(836)	-	(702)
	8,526	-	18,654	(17,833)	30	9,377
Unrestricted funds						
Unrestricted funds	1,673	-	1,342	(1,628)	(30)	1,357
	1,673	-	1,342	(1,628)	(30)	1,357
Total funds	10,199	-	19,996	(19,461)	-	10,734

* Restricted funds: The restricted balance of £9.38 million includes expenditure totalling £3.48 million that has not been reimbursed by donors. This is in line with project activities and the funds in this regard will be forthcoming from donors in 2025.

** The exchange rate revaluation reserve represents the unrealised exchange differences arising from the retranslation of the Group's monetary assets and liabilities denominated in foreign currencies at the balance sheet date, 31 December 2024.

These fluctuations arose due to the use of a single entity for both operational and consolidation purposes, which affected the accuracy of foreign currency retranslation. The impact is expected to reverse in the next financial year following the implementation of a quarterly revaluation process. In addition, a permanent resolution is anticipated through the planned roll-out of a new accounting system across all Group entities.

	At 1 January 2023	Movements between funds	Incoming resources	Outgoing resources	Other transfers	At 31 December 2023
	£'000	£'000	£'000	£'000	£'000	£'000
Restricted funds*						
Africa	7,016	(4)	10,498	(11,988)	242	5,764
Asia-MENA	1,849	-	2,082	(2,538)	102	1,495
Eurasia	263	1	2,463	(1,871)	(75)	781
Global Programmes and Policy	377	(57)	404	(409)	2	317
Alert Europe Projects	41	-	806	(790)	(20)	37
Earmarked Projects	386	(386)	337	(957)	620	-
Other	-	12	-	(91)	79	-
Exchange rate revaluation	388	(79)	-	(177)	-	132
	10,320	(513)	16,590	(18,821)	950	8,526
Unrestricted funds						
Unrestricted funds	1,344	513	2,627	(1,898)	(913)	1,673
Designated fund for development	37	-	-	-	(37)	-
	1,381	513	2,627	(1,898)	(950)	1,673
Total funds	11,701	-	19,217	(20,719)	-	10,199

* Restricted funds: The restricted balance of £8.53 million includes expenditure totalling £4 million that has not been reimbursed by donors. This is in line with project activities and the funds in this regard will be forthcoming from donors in 2024.

Movements and transfers between funds relate to reallocation of projects between regions but also, the clearing of old closed projects balances.

17. Notes to the cash flow statement

	2024	2023
	£'000	£'000
Reconciliation of net income to net cash flow from operating activities		
Net income for the period	535	(1,502)
Interest from deposits	(32)	(18)
Depreciation	5	5
Exchange rate gain/(loss)	-	-
(Increase)/decrease in debtors	484	(782)
Increase/(decrease) in creditors	(965)	(512)
Net cash inflow/(outflow) from operating activities	27	(2,809)

	At 1 Jan 2024	Cashflows	At 31 Dec 2024
	£'000	£'000	£'000
Analysis of changes in net debt			
Cash and cash equivalents			
Cash	7,908	59	7,967
Total	7,908	59	7,967

18. Related party transactions

- (i) A trustee and members of key management personnel are on the board of Stichting International Alert in the Netherlands.
- (ii) During the reporting period, International Alert donated to its affiliate Stichting International Alert £95,598 (2023: £117,080)

There is no other related parties transactions incurred during the reporting period or the prior year.

19. Subsidiary entity included in the group consolidated result

Stichting International Alert is a foundation incorporated under the laws of the Netherlands having its corporate seat in The Hague, the Netherlands and its address at Fluwelen Burgwal 58, 2511CJ, The Hague, Netherlands, registered with the Dutch Chamber of Commerce under number 69358621 (the "Foundation"). It is controlled by International Alert through Stichting International Alert's Board

	2024	2023	2022
	£'000	£'000	£'000
Total net assets at 31 December	23	37	41
Project income for the year	254	806	716
Donation from International Alert	96	117	11
Expenditure for the year	363	928	925
Surplus / (deficit) for the year	(13)	(4)	(197)

Endnotes

- 1 Ecosystem for Peace, Common Principles for Effective Climate Finance and Action for Relief, Recovery, and Peace, 2024, <https://www.ecosystemforpeace.org/principles> (accessed on 1 June 2025)
- 2 International Alert, International Alert at COP29: making peace a top-tier priority, International Alert, 2024, <https://www.international-alert.org/blogs/international-alert-at-cop29-making-peace-a-top-tier-priority/> (accessed 1 June 2025)
- 3 International Alert, Integrating peacebuilding and climate action: Lessons from Nigeria and Kenya, 2024, <https://www.international-alert.org/app/uploads/2024/11/Integrating-peacebuilding-and-climate-action-full-report.pdf>
- 4 Blue Mines Certificates indicate mining initiatives that promote sustainable and efficient practices. It is not a formal certificate, however, it provides a framework for responsible mining operations.
- 5 International Alert, International Alert's partnership position, 2023, <https://www.international-alert.org/publications/international-alerts-partnership-position/>

International Alert works with people directly affected by conflict to build lasting peace. We focus on solving the root causes of conflict with people from across divides. From the grassroots to policy level, we bring people together to build sustainable peace.

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Registered charity no. 327553



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Layout: D.R. ink

Cover: Hafsat Muhammed (left) and Kauna Godfrey (right), school friends reunited through a reconciliation process supported by International Alert that helped their respective communities to overcome violent conflict in Kaduna state, Nigeria. © Boman James Kazah/ International Alert

INTERNATIONAL ALERT

England & Wales - Charity number 327553

Accounts



international
alert



**Annual report
and accounts**

2023

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Message from our Chair of Trustees and Executive Director

International Alert's vision is a world where conflict can be resolved without violence, and people work together to support and sustain peace. As violent conflict continues to rise globally, that world seems far from reach. But change is possible.

In communities around the world, people are working to reduce violence, tackle the root causes of conflict, and build lasting peace. They are the communities working to eject armed groups from mines in the Democratic Republic of Congo, taking back control through local cooperatives, and using the revenues to improve their lives. They are the people negotiating new deals between farming, fishing and herder communities in the face of climate change, so natural resources such as water and grasslands can be used sustainably by all.

They are the survivors of civil war and genocide coming together to reconcile with those who attacked their families, so these terrible events can never happen again. And they are the advocates, campaigners and activists working to break down systemic patterns of violence and to change the policies and practices that make peace more possible.

This report sets out some of what peacebuilders like these have achieved, and how the work of International Alert and our partners has contributed.

The year 2023 was also an important period for Alert's development as an organisation. As our previous strategy period came to an end, a sustained process of consultation with our local peacebuilding partners challenged us to rethink Alert's role, structures and practices, confront embedded power relations and assumptions, and reflect on the role of peacebuilding in an ever-more challenging and violent global context.

We begin 2024 with a new strategy which captures the results of this shared reflection. It focuses our goals even more clearly on what communities and partners most need from an international peacebuilding non-governmental organisation (NGO), and on the change we need to help bring about so the root causes of violence are addressed.

Thank you for your support and engagement in working towards a more peaceful world.



N Hailey
Nic Hailey
Executive Director



D. Nussbaum
David Nussbaum
Chair of Trustees

Annual report

About us

Vision

Our vision is a world where conflicts can be resolved without violence and people work together to support and sustain peace.

Purpose

Our purpose is to support a sustainable and inclusive end to violence.

To fulfil this purpose, we:

- work with people directly affected by violence to support lasting solutions
- advocate with them for the changes to policies, practices and behaviours that are required for peace to be inclusive and sustainable
- collaborate openly and in solidarity with all those striving for peace to strengthen our common cause.

We base all our work on a deep understanding of the root causes of violence in each context, developed through long-term engagement. Our work draws on what we and others have learned from decades of peacebuilding efforts.

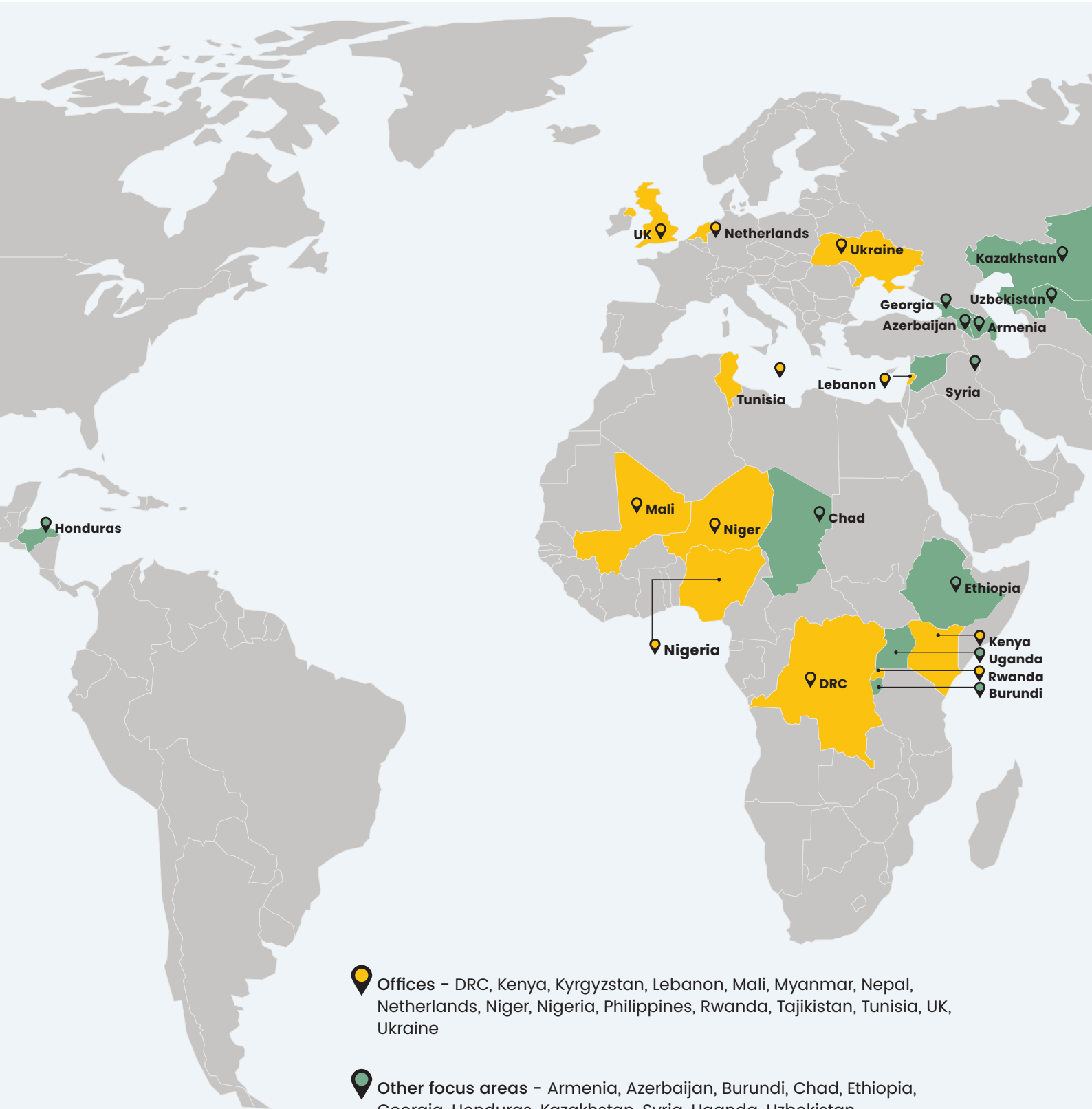
We value progress, fairness, respect, inclusion and openness.


Our annual report and accounts


The trustees present their report and audited financial statements for the year ended 31 December 2023. Legal and administrative information set out on page 25 forms part of this report. The financial statements comply with current statutory requirements, the Memorandum and Articles of Association and the Statement of Recommended Practice – Accounting and Reporting by Charities (SORP 2005).

Locations

Where we worked in 2023.



 **Offices** - DRC, Kenya, Kyrgyzstan, Lebanon, Mali, Myanmar, Nepal, Netherlands, Niger, Nigeria, Philippines, Rwanda, Tajikistan, Tunisia, UK, Ukraine

 **Other focus areas** - Armenia, Azerbaijan, Burundi, Chad, Ethiopia, Georgia, Honduras, Kazakhstan, Syria, Uganda, Uzbekistan



The year 2023 marked the end of our previous strategy, *Breaking cycles of violence, building cycles of peace (2019-2023)*. The strategy covered a period of intense social and economic upheaval, with the Covid-19 pandemic changing interactions, reshaping priorities, and catalysing transformations in ways unprecedented in our lifetimes. Conflict continued to intensify and diversify, with persisting regional conflicts in the Middle East, East Africa and the Sahel and the Horn of Africa, as well as parts of Asia (including Myanmar and Afghanistan). The previously frozen conflict between the Armenians and Azerbaijanis over Nagorny Karabakh escalated into violence, and Russia's full-scale invasion of Ukraine in 2022 has had global impacts. The rise of populism and the far right in many donor nations, in addition to the conflict in Ukraine, has impacted policy and drawn funding away from long-term peacebuilding.

Conflict-induced humanitarian crises have deepened, leading to mass displacement, food insecurity and widespread suffering among civilian populations. Climate change is further compounding conflict dynamics, and although there is growing recognition at a global level of the complex interactions between climate and conflict, barriers to addressing the climate crisis in fragile contexts remain. The celebration of the twentieth anniversary of the UN Security Council Resolution 1325 on women, peace and security in 2020 showed how much progress has been made, but also how much there still is to be done to realise women's full, equal and meaningful participation in peace processes, conflict prevention, peacebuilding and peacekeeping.

Despite these hugely challenging, dynamic, global, regional and national trends, our teams of dedicated peacebuilders have continued to work in partnership with communities, civil society, the private sector and governments to contribute towards lasting peace in some of the world's most complex conflict contexts. In this annual report we look back at how our work in 2023 has contributed towards achieving the goals set out in our 2019-2023 strategy. We also look ahead to the coming period and the implementation our new strategy, *Partners for peace*.

Our work in 2023

For International Alert, peacebuilding means supporting people in or at risk of conflict to prevent or end direct violence. It also means creating the conditions for sustainable, peaceful coexistence and peaceful social change by addressing structural violence, underlying inequalities, injustice – or conflict between groups of people caused by established institutions or processes.

Our work supports building peaceful relationships between all sectors of society, developing and supporting societies' mechanisms for keeping the peace, and helping to ensure that everyone can live satisfying, peaceful lives.



24
countries
and territories



59
projects



112
partners

Goal 1: To strengthen communities' voices and their capacity to reduce violence, in particular by working with disadvantaged women and young people

Through our 2019-2023 strategy, we have been working to combat marginalisation, strengthen connections within communities, break down divides and support the momentum of change in favour of peace. We work with people directly affected by conflict to end violence and create conditions for peaceful coexistence and positive social change, strengthening relationships within and between communities, and bringing together people from different groups, including those who are frequently marginalised or excluded (such as women, young people, people with different sexual and gender identities, people with disabilities and people from different economic, ethnic and religious backgrounds). Work with communities is central to locally led peacebuilding and therefore is the bedrock of all our work.

In eastern **Democratic Republic of Congo** (DRC), the M23 conflict continues to intensify, with an estimated 2 million people now displaced by the crisis in North Kivu. Ongoing violence and mass

movements of people are putting increasing pressure on local economies, placing vulnerable groups (particularly women and girls) at significant risk and causing a re-opening or deepening of existing conflicts between elites and different groups. Despite this complex and challenging context, we have successfully strengthened capacities for peace amongst local leaders, community members and dialogue groups in Ituri province, allowing local actors to take important steps to limit intercommunal violence and violence perpetrated by armed groups in the region. The symbolism of key actions such as leaders and authorities from one community spending the night in another community (despite a real threat to their lives) sent a clear message of peace and confidence amongst these leaders. This remains an important example for community members of what is possible despite some of the worst violence in the province in the past 30 years – a neglected emergency within an already neglected crisis in DRC.

Our Living with Dignity approach is helping to reduce violence against women and girls across **Central Asia**. The methodology tackles harmful behaviours at a household level (working with partners and other family members), targets social norm change at a community level and integrates income-generating activities to address both social and economic drivers of violence. This has led to a 50% reduction in violence against women and girls, improved family and community cohesion and mental and physical health and increased women’s and family savings by 400-800%. Launched in Tajikistan in 2015, the programme now extends across Central Asia. In 2023, we supported 30 families in Tajikistan along with our partner NGOs Dunyo Sabz and Peshhaf, and 40 in Kyrgyzstan along with our partners Initiative of Roza Otunbayeva Foundation and the women-led organisation DIA, and launched a pilot in Uzbekistan training 10 expert trainers in the methodology.

50%
reduction
in violence
against
women
and girls



A group of women are trained in dressmaking as part of International Alert’s Living with Dignity project in Gissar, Tajikistan. © Aziza Tukhtabaeva/International Alert

In 2023, there was a significant military escalation in the **Nagorny Karabakh** context, leading to the dissolution of the de facto Nagorny Karabakh Republic and Azerbaijan retaking the territory. The military escalation led to the exodus of almost the entire Armenian population of Nagorny Karabakh (over 100,000 people) into Armenia, where they received humanitarian support and temporary housing.

20 TV programmes co-produced

Despite the challenging circumstances, we have been able to maintain relationships between partners from across the conflict divide, holding regular online and in-person meetings. We continue to enable cross-conflict relationships, supporting civil society strengthening and maintaining civic space with a particular focus on media actors, expert community members and young activists whom we supported to gather, foster relationships and build their capacity for peacebuilding. This has been reinforced by internal and cross-border (Armenian-Azerbaijani) collaboration enabling public debates to flourish and producing joint media content (cross-border TV talk shows and articles) that highlight peace and conflict issues.

So far, 20 television programmes have been co-produced and published on prominent online media platforms in **Armenia and Azerbaijan**, with a combined 312,000 views across all platforms. For the first time, over 30 Armenian and Azerbaijani experts have engaged in a sustained online public dialogue on peace and conflict-related issues, stimulating fresh thinking on both sides, and nurturing a culture of pragmatic political and public debate. Our media partners in conflict-sensitive and human-centred reporting produce materials that reach millions of readers in all regional languages (Armenian, Azeri, Georgian, as well as Russian and English) quarterly. This is particularly important in the context of hate speech and the information war in the Caucasus. Since the mass exodus of the Armenian population from Nagorny Karabakh, the Alert-led consortium has also taken on additional work supporting the professional integration of displaced media practitioners into the Armenian media space, through capacity-building, work placements, and small grants. Out of the 100 identified media practitioners who have been displaced from Nagorny Karabakh, the consortium is supporting at least half.

30 experts engaged in a sustained online public dialogue



Marie, a participant in genocide reconciliation and trauma healing sessions, part of the USAID Dufatanye Urumuri Project in Rubavu, Rwanda.
© Jean-Baptiste Micomyiza/International Alert

In **Rwanda**, 30 years after the genocide, the country continues to navigate the complexities of healing and building social cohesion. While significant strides have been made in reconciliation, challenges remain, manifesting in enduring trauma and subtle divisions, including along economic lines. There is further risk of divisions being transmitted and perpetuated through younger generations who bear the burden of intergenerational trauma.



A community dialogue session on trauma healing and social cohesion in Kigali, Rwanda. © Jean-Baptiste Micomyiza/ International Alert

420

**community
facilitators
trained,
including
217 women**

Our programme has demonstrated the value of psychosocial support as a cornerstone for bridging deep-seated divisions. By integrating economic activities as a vehicle for engagement, we foster the construction of a collective identity grounded in shared values and mutual goals among community members of diverse historical backgrounds. This sense of shared identity can serve as a foundation for sustaining peace, promoting unity, and advancing Rwanda's continued progress and development.

Our partner, Rwandan Organization of Professional Trauma Counsellors (ARCT Ruhuka), is leading community-based interventions using cognitive behavioural therapy (with a humanistic approach), training volunteer community facilitators to provide psychosocial support with technical support and clinical supervision by professional counsellors. These 420 community facilitators – 217 of whom are women – have been instrumental in engaging their communities to address historical challenges, bringing local knowledge and nuance to effectively shape interventions.

Goal 2: To harness the private sector to support inclusive peace

International Alert has a long track record of working with private sector actors and addressing economic drivers of conflict. Businesses, informal economic actors and investors can fuel conflict through their political, social, economic and environmental impacts. They also have the power to

contribute to addressing conflict and actively building the conditions for peace. Since 2019, we have expanded our portfolio of private-sector engagements and now work with a range of different economic actors at local, national, regional and global levels, facilitating a greater understanding of the impact of their work and promoting a conflict-sensitive approach to operations, strategy and investments in conflict contexts.

Eastern DRC's rich mineral resources have long funded non-state fighters and fuelled corruption within the Congolese military. The 3Ts (tungsten, tantalum and tin), along with gold, are listed by both the European Union and United States as conflict minerals, meaning they can only be legally exported from DRC if the supply chain is certified as meeting strict due diligence criteria. Until recently, such certification has been near impossible for small-scale mines. Thanks to the ongoing efforts of staff, partners and communities to improve security and working conditions around mines and transport routes, accreditation and permissions have been received for the country's first certified conflict-free "blue mine" export and preparations to start exporting are underway. We are working with communities, civil society and leaders to ensure that the profits of these exports are reinvested in community development and stabilisation efforts.

We continue to work with the extractives industry in **Kenya** to enhance business and human rights in the sector. In 2023, we supported communities and civil society organisations (CSOs) in Kwale and Marsabit counties to advocate for land rights, with the Bamburi community securing a lease document, empowering them to negotiate compensation with the mining company for use of their land. In Kwale, we facilitated capacity-building sessions for the CSO network, Kwale Mining Alliance, focusing on conflict sensitivity and advocacy. In Marsabit, we facilitated the establishment of the Marsabit Renewable Energy Reference Group, which serves as a platform for various historically divided community groups to come together, fostering collective engagement and advocacy.

We have provided ongoing support by organising capacity-building sessions and quarterly meetings for the reference group, fostering joint planning and enabling collective engagement efforts. The El-Molo community petitioned the Senate to register their community land and the Sakuye/Dabel community lodged a petition with the Ministry of Mining, National Land Commission and County Commission over an unresolved land dispute with a major company.

We have supported enhanced engagement of oil companies on issues of business and human rights with grassroots CSOs in Uganda's Albertine region through capacity-building initiatives, multi-stakeholder engagement and promotion of dialogue, so communities can discuss grievances, secure their rights and find solutions that are acceptable to all parties.

At a global level, in collaboration with three other international NGOs, we successfully campaigned for including amendments on conflict sensitivity in the **European Corporate Sustainability Due Diligence Directive**. This included mobilising members of the European Parliament from three political parties and submitting a letter to the European Union signed by 50 NGOs. Negotiations on the final text have now concluded, with the legislation passed on 15 March 2024.

The Directive includes text on the importance of responding to contextual risks and there is language in a recital to the Directive (introductory text that explains the purpose of the Directive) on the need for heightened due diligence in conflict-affected contexts. Investment decisions by development banks have been shaped by Alert's peace and conflict impact assessments, through our partnerships with KfW Development Bank and the European Investment Bank.

Goal 3: To promote fairness, inclusion and justice in local and national governance systems, including security, to support peace and to address the root causes of conflict, including structural inequalities

A society with a well-functioning governance structure provides opportunities for everyone to participate in discussions and decisions about who has power and how that power is exercised. Prospects for peace are strongest when governments operate transparently and accountably to deliver goods and services to the population, when laws reflect the common good, and when people and their leaders collaborate to define and take practical action on the right priorities.

International Alert has successfully supported citizens and authorities to establish constructive and peaceful relationships, so they can work together to solve the problems causing conflict in their communities. We have helped people to shape the decisions that affect their lives and advocated to governments on how to support the freedoms needed for a vibrant civil society.

Many young people in **Tunisia**, particularly those outside the more prosperous coastal regions, experience severe social and economic marginalisation. We conducted studies into the effects on austerity on young people’s ability to access healthcare, and the prevalence of risky behaviours due to mental health problems amongst Tunisian youth, with the support of the Ministry of Health.

We are working with young people to develop health and education diagnostics supporting them to design metrics and gather data on the accessibility and quality of services for young people. This will provide the foundations for young people to advocate for changes in service provision, building on our long track record of citizen diagnostics under previous governance structures in Tunisia.

In **Nepal**, we have been working with the police to strengthen relationships with communities, to increase the public’s confidence in reporting a case or complaint and help the police better serve local populations.

Our Community Score Card (CSC) is a systematic process of non-confrontational dialogues designed to improve collaboration and mutual accountability between the community and police. The CSC guides the development of joint indicators for good performance, accountability standards and a common scoring process. The collaboration fosters stronger ownership of the processes and generates a greater sense of shared responsibility between the community and police working towards the mutually beneficial goal of better community security and justice.

3,000
community members engaged

80
trained police personnel

We trained 80 police personnel, equipping them with the necessary skills to implement the CSC tool for planning and evaluating local interventions. This initiative engaged approximately 3,000 community members and 600 police officers across 10 clusters of project locations. Together, they actively participated in formulating need-based plans, jointly implementing these plans, and collaboratively evaluating the outcomes and results.

In addition to improvements in indicators across the score cards, the Nepal Police have observed a significant improvement in community and policy connection, and how the communities' increased support and willingness to work with the police has improved the efficiency of criminal investigations.



Adetoun and Omolola take part in a communications tools and awareness raising workshop for public relation officers on the Nigerian Police Act 2020 in Abuja, Nigeria. © Bola Akadiri/International Alert

In **Nigeria**, the Police Act 2020 is the reference point for police reforms, yet there is weak understanding of its provisions in the country. We have been working to enhance understanding among citizens and the police towards increasing awareness about the act as the basis for reforms in resourcing the police, human rights protection and community policing. We have conducted reflection sessions on rights, privileges, duties and responsibilities with citizens and the police Public Relations Officers, and undertook two pieces of research on 'Public perception about the police' and 'Police understanding of the Police Act 2020'. We also organised a National Retreat on Policing where we discussed evidence from the research and established a Community of Practice (CoP) between CSOs and the police towards building better relationships and trust.

In **Lebanon**, we are working with the education sector to reduce violence against young people and strengthen social cohesion, using a community school model to create an inviting and inclusive space for students and their parents and other caregivers, as well as the teachers. We are working in partnership with the Norwegian Refugee Council which focuses on education, and WASH and Lebanese partners Amel Association and Ana Aqra Association which lead on education and psychosocial support.

Alert plays an advisory and technical role on how to form and activate the community-school model, by providing evidence; conducting research and context analyses; monitoring impact, providing training, accompaniment and coaching to partners; and designing tools, in addition to a social cohesion toolkit which is at the heart of the research used for advocacy.

270
educators
trained



A child participates in activities from Alert's social cohesion toolkit in Beirut, Lebanon. © Caline Saad/International Alert

29

public schools using our toolkit

Through increased engagement with their community and enhancing social cohesion, schools are better able to identify and address students' support needs so they can access and stay in education, while contributing positively towards greater social cohesion within and across different groups. Some 74% of students reported a decrease in bullying and violence in their schools, while 86% of students reported being satisfied with schools' efforts to address and prevent violence and discrimination.

We are also strengthening teacher capacity, with 270 educators and 180 practitioners across all targeted schools being trained on and receiving our *Prevention of violence against children toolkit*. Our *Social cohesion in education toolkit* has been finalised in collaboration with the Ministry of Education, and is now being used in 29 public schools.

Goal 4: To support inclusive peace processes and wider peacebuilding initiatives

International Alert works to ensure a range of communities and diverse groups participate effectively in formal and informal peace processes, working across the conflict cycle to support effective conflict recovery, including reconciliation and transitional justice. Since 2019, we have helped facilitate community participation at different levels of peace processes and peacebuilding initiatives across a diversity of contexts experiencing active conflict, while continuing long-term engagement in places still rebuilding from historic conflict.

In **Mali**, we have successfully fostered inclusive participation of women and youth in conflict prevention mechanisms, peace processes and decision-making related to natural resource governance. Women and youth now represent 21% and 37% respectively of members in land commissions and community dialogue spaces, and 30% and 23% of participants in capacity-building sessions on the provisions of the rural land code. Before our intervention, there were no women participating in the commissions.

21% women
and 37% youth
make up
members of land
commissions
and community
dialogue spaces



Ways of working: Dialogue

Dialogue is a central tool in our peacebuilding. It involves bringing people together across conflict lines to improve relationships and build trust. By providing a space to understand one another's different perspectives and to feel heard, dialogue provides people and groups with the chance to communicate about conflict issues constructively.

The situation in Mali remains critically unstable following a succession of military takeovers and widespread insurgency by Islamist militants. As a result, there is a significant lack of trust between government authorities and communities. International Alert has established dialogue platforms at local, regional and national levels between citizens (including women) and the state, facilitating open exchange of perspectives, concerns and suggestions which have established connections and laid the groundwork for closer collaboration.

A key issue identified was that of the lack of birth certificates and the impact on accessing school, healthcare and other public services, as well as identity-related issues. We have been able to play a pivotal role in addressing and resolving this problem by fostering collaboration between municipal authorities and the community through the dialogue platforms, which enabled people to raise awareness of the issue.

Together, they sought solutions on the vital importance of civil registration for the population, recognising it as a fundamental right and establishing a comprehensive framework for addressing social challenges. As a result, the administrative authorities have now made birth certificates available to all newborns.

The active involvement of women in peace negotiations has yielded successful results, as illustrated by the case of a group of women mediators who were able to secure the release of healthcare workers held by armed groups, when their male counterparts (including certified mediators) had been unable to do so. Women's participation and intervention with traditional authorities in the mediation process has been crucial for resolving disputes within the community and is helping to counter negative perceptions on the role of women in decision-making and conflict issues.

In **Niger**, we have significantly contributed to the improvement of peace mechanisms through capacity-building among local actors including, among others, nomadic leaders, traditional authorities, youth and women leaders, technical services and administrative authorities. With our support and technical assistance, better collaboration has been created between stakeholders. This has enabled Mohamit Arabs from Chad and indigenous Arabs from Niger, as well as other nomadic groups including Fulani, to reach a consensus on how to peacefully use shared resources and water points in the N'Gourti Region of Diffa.

In the two regions of International Alert's intervention in Niger (Agadez and Diffa), we have contributed to strengthening interactions to create a culture of peace in five communes. Studies have shown a positive change in the perception of stakeholders and their appropriation of the conflict sensitivity approach by integrating them into the management of conflicts and tensions between them.

Transitional justice remains a strategic priority for International Alert in Nepal, where we are mobilising municipal transitional justice networks to strengthen relationships between civil society and state authorities and improve access to justice for conflict victims through storytelling, data collection, advocacy and dialogue. As a result, six municipalities of Madhesh Province officially collected and maintained the data of conflict victims for the first time.

One municipality also adopted a municipal level policy to support conflict victims. This has established conflict victims' data in the local government registry and will help local government to formulate programmes and policies and allocate budgets to support the reparative needs of the conflict victims. We have organised community psychosocial worker training to provide psychosocial counselling and health treatment to victims, mobilising trained mentors to the households of conflict victims to support their social and emotional needs.

Faith-based organisations have had a complex history in **Rwanda**, playing both direct and indirect roles in the country's tragic past. They have also been instrumental in Rwanda's social transformation and remain important and well-respected institutions within communities. While many are already successfully working to promote unity and social cohesion, our research has identified gaps in knowledge, skills and confidence to address sensitive issues, especially related to the genocide. This is compounded by the fact that leaders themselves are still grappling with personal challenges relating to the historical context.

We are working to assist faith leaders in addressing their own traumatic experiences and equip them with the tools and confidence needed to effectively tackle sensitive topics and enhance their role in fostering unity and social cohesion within their communities. As a result, with the support of International Alert, faith-based organisations have effectively facilitated the reconciliation of 641 ex-genocide prisoners and survivors, through a process involving confession, apology and forgiveness. At a national level, thanks to our ongoing support, significant progress was achieved by the government in streamlining efforts towards social healing, social cohesion, and social reintegration through the establishment of national guidelines for all related interventions.

Early warning of violence can prevent escalation and enable swift support to those affected by violence. Understanding potential triggers of violence requires a deep understanding of the context, through conversations, research and dialogue, to build a picture of people's experiences of security and insecurity.

In **Myanmar**, we continued to develop our community conflict monitoring system in the Sagaing and Magway regions, supporting 27 community conflict monitors and communities through regular meetings, reflection, training and communications practices, helping them feel more connected and facilitating information and learning exchange. Increasing information sharing about potential risks and incidents in the region among CSOs, partners and communities has led to more coordinated responses to incidents of violence and conflict.

A comprehensive training programme for our new partners has facilitated enhanced gender and conflict sensitivity within their programmes and enabled them to implement data and digital security approaches to help keep them safe. They were also able to demonstrate their skills and knowledge in supporting the emergency response during and after Cyclone Mocha.

27

**community
conflict
monitors
supported**



Ways of working: Partnership

3,000

**people involved
in a campaign
to counter
fake news**

Our work with partners in peacebuilding contexts is central to our ability to contribute to positive social change, and we continue to strengthen our approaches towards partnerships for locally led peacebuilding.

In DRC we are working with the Beni Youth Parliament, young men and women change makers who are part of a national network of youth parliaments that define themselves as a forum where young people are actively involved in shaping society through their non-partisan political participation.

Through our joint interventions, the Beni Youth Parliament has successfully brought young people from across the political spectrum to engage in a joint action plan for change. This involves large-scale public awareness campaigns in universities and colleges calling on young people to think for themselves, avoid being co-opted by rich and powerful elites who have contributed to undermining civic activism over the years, and weakening civil society voices in key political and economic debates in Beni. Conflict resolution and mediation skills support has helped the parliament to better manage conflicts amongst different youth factions; today it is seen by many as one of the only mediators between these groups, preaching the power of tolerance, debate and diversity. In the run up to the December 2023 general elections, the Beni Youth Parliament launched anti-corruption campaigns on local radio targeted at local candidates running for office, trained 160 youth leaders on how to combat misinformation, hate speech and manipulation on social networks, and launched a major door-to-door awareness campaign involving more than 3,000 people on countering fake news.

160

**young people
trained on
combating
misinformation,
hate speech and
manipulation on
social networks**



A woman from a local mediator network participates in a workshop for women peacebuilders in Beirut, Lebanon. © The Media Booth Company/International Alert

In **Lebanon**, we have established a network of women peacebuilders who have been equipped to de-escalate conflicts within their families, workplaces and communities through local connections and initiatives with the municipalities and other local authorities. They are supported through our Gender Early Warning System (GEWS), currently being piloted in the south of the country (with greatest proximity to armed conflict). GEWS issued an alert on the situation in southern Lebanon and the gendered impacts on women and girls, which has been used by UN Women and other organisations to understand the needs of women in the south and design their aid programmes, including the release of grant funding by UN Women for psychosocial support.

Goal 5: To champion gender and conflict sensitivity in ways that contribute to peace, including in our own work

Working to bring about peace first requires an understanding of what is causing the violence. Regular conflict analysis with our partners enables us to adapt our peacebuilding to changing dynamics. Because changes to the social and economic status quo can cause or exacerbate conflicts, development, humanitarian and even peacebuilding programming can have negative unintended impacts on peace and security. If such risks are not identified, managed and mitigated well, these conflicts can become violent, but if managed well, people across different sectors can actively contribute to reducing both direct and structural violence.

Through our 2019-2023 strategy we have increased the level and type of support we provide to a range of organisations to integrate conflict and gender sensitivity practices, strengthening operations in fragile and conflict-affected states and shaping strategic and investment decisions. We implement various models of conflict sensitivity hubs in different contexts, offering a range of training, accompaniment, analysis and learning relating to peace and conflict issues.

In **Honduras**, we are working in partnership with FHI 360 and United States Agency for International Development (USAID) to enable USAID programmes and implementing partners to respond effectively to conflict dynamics. We developed and conducted a peace and conflict analysis, identifying sources of tension and entry points to integrate conflict sensitivity in programming, which in turn has informed programme adaptation in a number of different sectors including governance, education, electoral reform, environment and monitoring, evaluation and learning.

We have established a network of Conflict Sensitivity Integration Champions with training for 53 participants (60% women) on 24 different USAID activities. They have now gone on to conduct conflict-sensitivity training for field-based colleagues using the knowledge, skills and support gained to strengthen conflict-sensitivity integration within their programmes, now covering 80% of USAID's portfolio in Honduras.

In **DRC**, we continue to grow our conflict-sensitivity hub, providing tailored training, accompaniment, analysis and support to over 240 humanitarian, peace and development actors working in eastern DRC. After three years of implementation, we are now considering strategic adjustments to our focus and operations that allow us to support longer-term and more systemic change so that aid actors in DRC adopt conflict-sensitive approaches.

The hub is working with international and domestic NGOs and donors to more effectively respond to crises and emergencies in a conflict-sensitive way, actively engaging communities in determining priorities and adapting organisational operating systems and partnership approaches to very volatile and fragile contexts.

**More than 240
humanitarian,
peace and
development
actors
supported in
eastern DRC**



Pupils from The Emmaus Center, a project in partnership with Crown Agents that provides people with disabilities opportunities to learn and live independently in Lviv, Ukraine. © UCUniversity/Crown Agents

120

**public events
involving
more than
5,000 people**

involved 28 local CSOs which organised an extensive network of cooperation and expanded the programme's coverage to 128 CSOs. Over 120 public events were held during the two years of the programme, and more than 5,000 people were involved. We carried out a peace and conflict analysis in three oblasts and are further collaborating with the demining sector on conflict-sensitivity integration. We held the first gathering of our peace café, creating an informal safe space to bring together like-minded individuals to discuss topics relevant to the gender- and conflict-sensitive early recovery and reconstruction efforts in Ukraine.

In **Ukraine**, while the country faces down the challenge of a full-scale Russian invasion, we have been building on lessons learned from other hub approaches to embed context sensitivity, training and research support, seeking to improve coordination and conflict-sensitivity integration by key players in the context, including Ukrainian civil society, the government and international organisations.

We accompanied a large-scale civil society support programme led by Crown Agents to mainstream conflict sensitivity throughout programme implementation and delivering capacity-building activities around conflict sensitivity. The programme

128

**CSOs involved
in the
programme**



Ways of working: Influencing

Bringing about social change requires influencing those with the power, capacity or mandate to change structures, attitudes and behaviours in society. Our influencing work involves engaging with others to enable them to change both practices and policies. To do this, we draw on our own experience, research and analysis, as well as the knowledge of our partners and local peacebuilders.

On World Mental Health Day 2023, we launched our report *Peace of Mind: Integrating mental health and psychosocial support in reconciliation and violence prevention programmes in Rwanda and Tajikistan*. The research provides new evidence of the impact of mental health interventions in preventing conflict within communities and supporting efforts to promote peace and reconciliation. It outlines the findings of in-depth assessments of two of International Alert's peacebuilding projects in Rwanda and Tajikistan identifying how mental health and psychosocial support (MHPSS), when combined with improved economic security and access to justice, can break damaging cycles of violence. Through this research we were able to identify the effectiveness of integrating MHPSS into programming and the key elements that made these interventions successful, leading to the development of seven guiding principles for the integration of MHPSS into peacebuilding work.

Communications and advocacy objectives were integrated into the project, with dedicated funding for a series of videos filmed with project participants and partners. This enabled rich, engaging multimedia content, centring the voices of those directly affected by conflict, shared across our social channels, which allowed us to deliver the findings of the report in different, accessible ways.

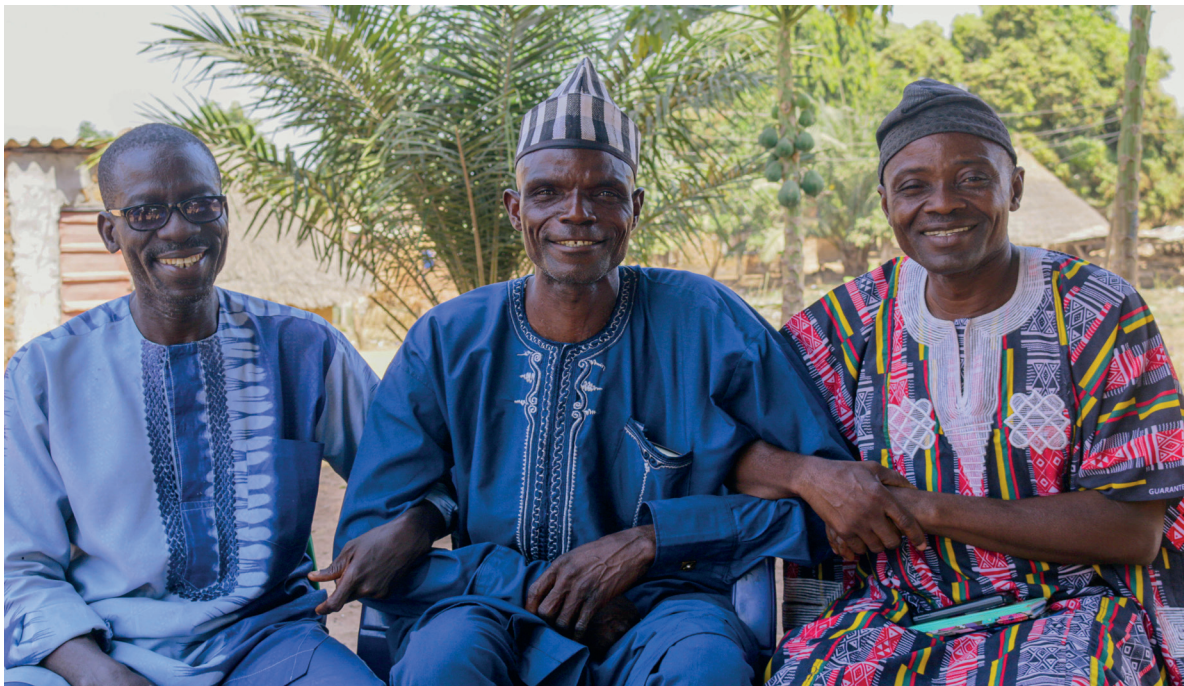


Alice, a participant from one of the projects in Rwanda studied for our Peace of Mind report. © Jimmy Adam Ndayizigiye/International Alert

More than 140 people attended the launch event online, including global policymakers and donors as well as a range of humanitarian and development organisations and representatives from the Rwandan government. We received positive media coverage in the development press, including a piece focusing on our work in Tajikistan in *Global Health Now*, plus several pieces in the Rwandan media. We have had follow-up conversations with a number of humanitarian and development organisations and multilateral institutions keen to integrate the findings into their work.

In **Kenya, Nigeria and Central Asia**, we are making progress towards integrating conflict sensitivity in climate action. Although it is still a relatively new concept in Kenya, our sustained engagement, capacity-building and advocacy have successfully influenced key decision-makers, helping to shape government-led adaptation and mitigation efforts so they consider peace and conflict dimensions. With local partner Pokot Youth Bunge supporting community-level mobilisation and awareness-creation efforts, the County Climate Change Adaptation Plans in Turkana and West Pokot counties now have dedicated sections on conflict dynamics and climate change. At a national level, the National Climate Change Readiness/Response Plan now includes climate security and conflict sensitivity components and has been deployed to enhance conflict sensitivity within the presidential initiative to plant 5 billion trees by 2032 and support coordination of community climate action.

In **Nigeria**, we have generated evidence on the intersection between climate change and conflict and carried out national advocacy on the need for resource-based conflicts in Nigeria to be addressed through a climate lens. Through our locally driven adaptation model, conflict-affected communities are establishing dialogues about the challenges they face and how they can jointly address them. This approach focuses on the development and implementation of Local Peace and Adaptation Plans through participatory rural appraisal (PRA) techniques.



Tiv and Jukun elders discuss the positive impact of local climate projects in their community in Benue, Nigeria. © Imaobong Edukere/International Alert

The implementation of these plans is promoting peace and social cohesion in conflict-affected communities, prosperity (increased income) and addressing impacts of climate change such as natural-resource scarcity, competition and deforestation. Communities are implementing their shared priorities and have established cooperatives that are formally registered, can access small-scale grants and are carrying out environmental advocacy to other communities and government institutions. Most participating communities are now producing and selling briquettes made from plant waste and used as an alternative source of energy for cooking. This is significantly reducing dependence on fuel wood and by extension deforestation. The project demonstrates how peace can be promoted through collective climate action in conflict-affected communities.

Water resource governance is a key conflict driver in **Central Asia** and is further threatened by the impact of climate change on rainfall and water levels. In partnership with ACTED, we have conducted several assessments and analysis of watersheds within the Fergana valley to facilitate selection of target areas for further intervention on the conflict, gender and climate nexus working between Uzbekistan, Tajikistan and Kyrgyzstan. This is supported by partner training on conflict and gender sensitivity.

We have supported recipients of our small grants programme in Kazakhstan, Kyrgyzstan and Tajikistan to introduce conflict-sensitive modern irrigation and water-saving mechanisms, generating a multiplier effect as neighbouring communities sought to learn from the project participants. This has helped to increase income for households through more climate-resilient agriculture and contributed towards greater social cohesion within and between communities. This work was carried out in careful collaboration with local government agencies to help foster trust and transparency in a politically sensitive area and with the support of our partners ARGO in Kazakhstan and the nationwide movement Yuksalish in Uzbekistan.

Progress against our operational priorities in 2023

Strategy

The development of our 2024-2030 strategy was a significant cross-organisational priority in 2023. We undertook a series of consultations with our staff, partners and strategic donors, along with findings from board and staff working groups on our identity, purpose and value proposition; options for our future structure; and our future business model, plus wider context and trends analysis. Through this process we have agreed five strategic goals to shape our work over the coming seven years.

Our peacebuilding approach

Building on our refreshed *Approach to peacebuilding (2022)*, in 2023 we formed our Peacebuilding Connections Group to discuss key topics and themes across our programming portfolio, identified by colleagues from across our country teams. This included working with armed groups, neutrality/impartiality, engaging with the United Nations and middle-power countries, peace processes, media and technology, DDR and transitional justice, mental health and psychosocial support, social movements, climate and peace education. Following the publication of *Partnership Position* in 2023, committing us to enabling increasingly locally led peacebuilding, we established working groups to take forward key recommendations and commitments, covering capacity-building, financial sustainability, partnership procedures and connecting, and learning, feeding into the development of the partnership goal within the organisational strategy.

Advocacy

Climate and gender remained key global influencing priorities in 2023, with the inclusion of a thematic day on peace at COP28 for the first time, following extensive lobbying by International Alert and our networks, which led to a Declaration on Climate, Relief, Recovery and Peace. Our 'Breaking the gender trap' research shared examples and recommendations from projects on what works and what is needed to tackle patriarchal norms and harmful ideas of masculinities and femininities, reaching an audience of policymakers and practitioners working in the women, peace and security field.

We continued to advocate to donors and policymakers about the importance of focusing not just on the physical reconstruction of Ukraine but also social reconstruction, in support of the Ukraine team's efforts, including in the UK national press. We stepped up our public advocacy efforts around the conflict in eastern DRC, co-ordinating an open letter to the United Nations Security Council calling for increased and improved international action signed by over 60 national and international CSOs. Media engagement helped the Nigeria team promote dialogue, stability and gender equality in the post-election period.



Students from a programme in partnership with Crown Agents that trains and supports young people from local communities to develop skills to influence local advocacy and processes of recovery in Kyiv Region, Ukraine.

© NGO Generation U/ Crown Agents

Fundraising

We continued to strengthen our partnerships with key peacebuilding donors to strengthen our profile and reputation at a country level and within donor headquarters, and broadening our donor portfolio. We were successful in securing a number of framework agreements, including the UK's Integrated Security Fund and the Global Development Delivery Framework. We continued to build relationships with other organisations across humanitarian, development and peacebuilding sectors for leading or subcontracting in consortia, and to strengthen our internal systems to deliver at scale.

Internal governance

We continued to implement our Gender, Diversity, Equity and Inclusion (GDEI) agenda, with the nomination of GDEI focal points in each of our country offices and preparing for our first global gathering and training on GDEI held in Kigali in early 2024. Our Philippines team completed the transition to becoming a fully local organisation: Council for Climate and Conflict Action Asia (CCLiCAA). This next step for a strong team is in line with Alert's commitment to enabling increased locally led peacebuilding.

In the UK, we signed a voluntary union agreement with trade union Community, establishing a forum for formal consultation, continuing our work to strengthen staff voice within Alert. We also supported greater involvement of our Global Staff Forum, whose representatives participate fully in Alert's executive team meetings. With a number of our trustees' terms coming to an end, we launched a recruitment campaign and welcomed a number of new members to our Board in early 2024 to help guide the organisation through challenging geopolitical and financial times.

Operations

We restructured teams within our global functions to optimise efficiency and effectiveness. This included the merger of Programmes, Finance and Operations into the Global Delivery team for more collaborative delivery, planning and problem solving between global, regional and country teams. We also reshaped teams within our global finance and operations functions to strengthen support to country teams and improve on security, safety and internal controls. We strengthened our cybersecurity, receiving the Cyber Essentials Plus certification, and began to roll out an extensive programme of IT infrastructure and security upgrades across our country offices.

Organisational details

Trustees (also directors of the company)	<p>Mouna Ben Garga</p> <p>Emine Bozkurt (until 2 October 2023)</p> <p>Nina Fallentin Caspersen</p> <p>Rosemary Carr*</p> <p>Erin Segilia Chase *</p> <p>Jane Cotton</p> <p>Abir Haj Ibrahim (until 17 May 2024)</p> <p>Emma Hillyard* – Treasurer (from 15 January 2024)</p> <p>Njeri Kabeberi</p> <p>Azza Karam</p> <p>Richard Langstaff* – Treasurer (until 25 June 2024)</p> <p>David Nussbaum* – Chair</p> <p>Lisa Rose* (until 31 December 2023)</p> <p>William van Niekerk*</p> <p>Rafael Velasquez*</p> <p>* Denotes a member of the Risk and Audit Committee</p>
Principal officers	<p>Nic Hailey, Executive Director</p> <p>Kathryn Tomlinson, Director of Global Delivery (from 2 May 2023; Director of Programmes until 1 May 2023)</p> <p>Liz Dobson, Director of Resource Development</p> <p>Hannah Ward, Director of Policy, Advocacy and Communications</p> <p>Kirsten Meersschaert, Executive Director Stichting International Alert (until 31 December 2023)</p> <p>Senait Fassil, Director of Finance and Operations (until 30 April 2023)</p>
Auditors	Haysmacintyre LLP, 10 Queen Street Place, London, EC4R 1AG, UK
Bankers	National Westminster Bank Plc, London Bridge Branch, PO Box 35, 10 Southwark Street, London SE1 1TT, UK
Solicitors	<p>Bates Wells, 10 Queen Street Place, London, EC4R 1BE, UK</p> <p>Bridgde Legal and Finance, Coen Building, Kabelweg 37, 1014 BA Amsterdam, Netherlands</p> <p>Clarkslegal, 41–44 Great Queen Street, London, WC2B 5AD, UK</p> <p>GDPR Advisors, 2 Masefield Avenue, Borehamwood, Hertfordshire, WD6 2HQ</p> <p>Thrings Solicitors, Chancery House, Chancery Lane, Holborn, London, WC2A 1QS</p> <p>UK YESS Law, New Wing, Somerset House, London, WC2R 1LA, UK</p> <p>Rradar, 6 Beacon Way, Hull, HU3 4AE, UK</p>
Status	Company limited by guarantee without share capital (registration number 2153193) in England and Wales, governed by Memorandum and Articles of Association, incorporated on 6 August 1987, registered as a charity on 24 September 1987 (registration number 327553).
Registered office	Offley Works, 1 Pickle Mews, Oval, London SW9 0FJ, UK

Our operational priorities for 2024

Strategy: The roll out of our new organisational strategy will be a major cross-organisational priority during 2024. We are developing three-year implementation plans for each strategic goal along with three-year country strategies, and a new organisational fundraising strategy. Our Global Leadership Team meeting presents an opportunity to bring the strategy to life, reflecting on what it means for our different teams, and how to measure success.

Our peacebuilding approach: The coming year will see us consolidating our work to implement our partnership position, including rolling out common tools across our teams to support reflection with our partners through the project cycle, as well as more equitable and efficient partner due diligence and financial monitoring tools. We will be experimenting with ways to engage our partners in greater learning exchanges and improving the visibility of their work, and will welcome their contributions to our strategic and annual planning.

Advocacy: As we launch our new organisational strategy, we will develop a global communications strategy to guide our work, including audience mapping and a review of our website and social media approaches. We will continue to lead on advocacy initiatives and engage with partners and networks on coordinated initiatives that respond to issues of policy and practice affecting peacebuilding at the global level. This will primarily focus on the thematic influencing priorities outlined in the new organisational strategy: climate change and NRM, gender (including LGBTIQ+ issues and masculinities) and peace economies. We are also seeking to influence the international community to resume support to the Sahel at a time of intensifying conflict and worsening humanitarian crisis.



Participants and staff from UN Women and International Alert at a women peacebuilders event in Beirut, Lebanon.

© The Media Booth Company/International Alert

Fundraising: We will develop a three-year fundraising strategy, outlining how our approaches to fundraising will support implementation of our strategy, building on the consultations and analysis begun through the organisational strategy development process. As we see an increasing trend away from core funding for peacebuilding, we will continue to strengthen our relationships with government and foundation funders, and with other organisations working in conflict contexts to deepen and broaden our funding portfolio and ensure effective resourcing for our peacebuilding programmes.

Internal governance: We will continue with the induction and onboarding of our new trustees, supporting them to familiarise themselves with the organisation and facilitating connections with staff. We will roll out training on GDEI led by our GDEI steering committee, with a GDEI focal point in each Alert office. We will continue to strengthen staff voice within the organisation, working with our newly recognised union and our global staff forum to support effective and inclusive decision-making at an organisational level.

Operations: We will improve the policy and procedure framework within which we implement our peacebuilding, and plan for system improvements in our fundraising, project and financial management. This will include a significant upgrade of our finance and grants management systems to streamline ways of working across our teams. We intend to move our London office to a smaller workspace, reflecting changing working patterns and greater global distribution of support functions, representing further cost-savings and efficiency. We will design, and begin to implement, a new operating model for Alert that best delivers our new strategy and responds sustainably to the significant decline in core funding within our business model.

Strategic report

Structure, governance and management

Organisational structure

International Alert, a UK-based NGO, is registered with both Companies House and the Charities Commission. As a company limited by guarantee with no share capital, our governance is overseen by a Board of Trustees (the Board) who are the directors of the company. The Risk and Audit Committee (RAC) operates as a committee of the Board, providing guidance and oversight on financial performance and risk management. The RAC is chaired by the Treasurer and currently has seven other trustees as members, including the Chair of the Board.

With the flexibility to accommodate between three and 15 members, our current Board is composed of 12 trustees, half of whom are based outside the UK, in Kenya, Lebanon, Mexico, the Netherlands and the USA. Three quarters of our trustees are female, and a quarter male. We undertook an intensive recruitment process for new trustees in 2023, and welcomed Mouna Ben Garga, Rosemary Carr, Jane Cotton, Emma Hillyard, Azza Karam, William van Niekerk and Rafael Velasquez to the Board early in 2024. Emine Bozkurt, who served also on our Stichting International Alert Board, and Lisa Rose, our Vice-Chair, stepped down in the last quarter of 2023. We would like to express our deep gratitude to Lisa and Emine for their extensive service to Alert.

New trustees are appointed by the Board and serve an initial three-year term, with the opportunity for re-election for an additional three-year term. We undertake a selection process for our trustees, which includes advertising the opportunity widely and holding interviews with at least two board members, usually including the Chair, and the Executive Director. Upon appointment, new trustees receive an induction covering their responsibilities under company and charity law, as well as a briefing on the organisation's operations.

Our peacebuilding programming, research and advocacy are delivered by our dynamic workforce of 203 staff members based in our 15 offices: DRC, Kenya, Kyrgyzstan, Lebanon, Mali, Myanmar, Nepal, the Netherlands, Niger, Nigeria, Rwanda, Tajikistan, Tunisia, UK and Ukraine. We draw on staff with deep technical expertise in conflict and governance, project and programme management, finance, operations, monitoring and evaluation, communications and advocacy.

Pay and remuneration of staff are set in accordance with our Salary Policy and we aim to implement it in a fair, open, objective, responsible and effective way. This includes clearly defined salary procedures and aims to reflect good practice, including guidelines for the impartial review of jobs and market comparisons, with the Executive Team taking responsibility for the review and implementation of the policy.

International Alert (UK) works alongside Stichting International Alert ('International Alert Europe'), a foundation registered in The Hague, Netherlands, as independent members of the global family of peacebuilding organisations. A collaboration agreement describes the relationship between the two

entities, and our accounts are consolidated. The Chair of Alert Europe's Board serves as a trustee of International Alert (UK) and the Alert (UK) Executive Director sits on the Board of Alert Europe.

Decision-making

Meeting four times a year, the Board is responsible for governance, defining the organisation's strategic framework and annual objectives, and approving the annual budget. As directors of the company under company law, the trustees oversee financial reporting, which provides financial statements for each fiscal year, reflecting the organisation's financial activities and position at the year end. The Board reviews financial performance quarterly, preceded by a review by the RAC, which is tasked with the oversight of the charity's finance, risk and security. The Board has at least two designated safeguarding leads (one male and one female).

The Executive Director is appointed by the Board and is accountable for all operational matters. Within the senior leadership, a team of global directors (which during the year were the Director of Programmes who became Director of Global Delivery, Director of Finance and Operations, Director of Resource Development and Director of Policy, Advocacy, and Communications) have oversight of Alert's key areas of work. The Executive Director of Alert Europe worked as part of this team until the closure of the post at the end of 2023.

The Executive Team, responsible for strategic and operational decisions, is composed of the global directors, regional directors, Director of Global Peacebuilding Unit, and rotating representatives of our country directors, GDEI Committee, and global staff forum. The Director of Global Delivery acts as safeguarding lead within the staff team, working with a cross-organisational group to promote good safeguarding practice and training for staff and partners.

Financial review

Trustees' responsibilities

The Board, as directors of the organisation for the purposes of company law, is responsible for the annual report and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practices).

Company law requires the Board to prepare financial statements for each financial year that give a true and fair view of the charity's situation and of its income and expenditure for that period.

In preparing these financial statements, the Board is required to:

- select suitable accounting policies and apply them consistently;
- observe the methods and principles in the Charities Statement of Recommended Practice (SORP);
- make judgements and estimates that are reasonable and prudent;
- state whether applicable accounting standards, including the Financial Reporting Standard (FRS 102), have been followed, subject to any material departures disclosed and explained in the financial statements;

- state whether a SORP applies and has been followed, subject to any material departures, which are explained in the financial statements; and
- prepare the financial statements on a going-concern basis unless it is inappropriate to presume that the charity will continue on that basis.

The Board is responsible for keeping proper accounting records that disclose, with reasonable accuracy at any time, the financial position of the charity and that enable the Board to ensure that the financial statements comply with the Companies Act 2006. They are also responsible for safeguarding the assets of the charity and hence for taking reasonable steps to prevent and detect fraud as well as other irregularities.

Insofar as the Board is aware:

- there is no relevant audit information of which the charity's auditors are unaware; and
- the trustees have taken all steps they ought to have taken to make themselves aware of any relevant audit information and to establish that the auditors are aware of that information.

The Board is responsible for the maintenance and integrity of the corporate and financial information included on the charity's website. UK legislation governing the preparation and dissemination of financial statements may differ from legislation in other jurisdictions.

Public benefit statement

In accordance with Section 17 of the Charities Act 2011, the Board has considered the guidance on public benefit provided by the Charity Commission. Specifically, as a peacebuilding organisation with a global reach, Alert's work contributes to fostering peace, stability and social cohesion in conflict-affected areas. The Board has assessed the positive impact achieved in 2023 and determined that the planned activities and objectives established for 2024 continue to promote peace and contribute significantly to public benefit internationally.

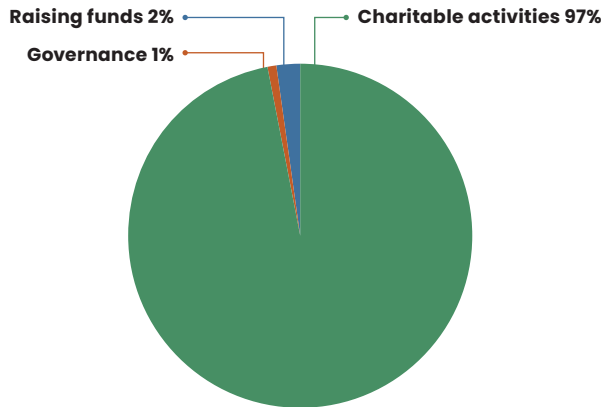
Our financial review

International Alert was pleased to have had a successful year in financial as well as peacebuilding impact terms. In 2023 our total income was £19.5 million, very similar to our 2021 income of £19.4 million, and a decrease on the £25.3 million secured in 2022. 2022 was an unusual year in the sector, with considerable funding secured as donors re-adjusted following Covid-related funding adaptations. We also secured several large grants at the end of 2022 and carried forward the income to begin implementation in 2023.

We continue to be a largely restricted-funded organisation, a trend which we anticipate will increase in the coming years. In 2023 our restricted funding amounted to £16.9 million, compared with £22.9 million in 2022 (of which £6.9 million was carried forward into 2023).

Our unrestricted income was £2.6 million, a further rise on the £2.4 million secured in 2022. We are immensely grateful to our three core donors, the governments of Ireland, the Netherlands and Sweden, who have provided significant unrestricted funding and flexibly supported our peacebuilding efforts over many years. Given the widespread donor shifts away from providing unrestricted core funding to international NGOs, of which the Netherlands' grant is the latest example, adjusting to operate efficiently without reliance on any core unrestricted funding is a key pillar of Goal 5 of our 2024-2030 strategy.

Total expenditure in 2023



Our total expenditure in 2023 was £20.7 million, allocated to

- charitable activities: £20.1 million (97%), compared with £20.82 million in 2022;
- governance: £0.25 million (1%), a decrease from £0.28 million in 2022; and
- raising funds: £0.38 million (2%), a slight increase from £0.37 million in 2022.

Expenditure on peacebuilding programming, research and advocacy continues to be our highest priority and focus for the vast majority of our expenditure.

Reserves

We carried forward a total of £10.5 million (£11.7 million in 2022) into 2024, comprising £1.7 million in unrestricted funds and £8.8 million in restricted funds. After two years of strategic use of reserves in implementing our Resilience Plan, adapting to the impact of the pandemic, 2023 saw the second consecutive year of an increase in our unrestricted reserves to £1.7 million, from £1.4 million at the start of the year.

In line with Charity Commission guidance, Alert retains some of its funds in case of a core grant not being renewed, a major unforeseen event, to cover unforeseen operational costs or project wind-up costs, as well as funding short-term budget deficits. Our Reserves Policy establishes lower and upper limits for general unrestricted reserves. The lower limit is based on a calculation of the risk of loss of core unrestricted funding or overheads contributions from restricted projects, restructuring costs and overall overheads liability, set at currently £1.08 million. The upper limit has been calculated as 75% of our unrestricted income (then £2 million), allowing nine months to replenish reserves or implement corrective action, setting an upper limit of £1.5 million.

At the end of 2023, our general unrestricted reserves of £1.67 million were above the policy's upper limits. The Board has therefore approved spending a proportion of the reserves during 2024. We will update our Reserves Policy during 2024, to reflect our changing funding portfolio, and particularly the ongoing reduction in core unrestricted funding, necessitating an alternative risk-based approach to our reserves limits.

Our balance sheet at the end of 2023 reflects a comfortable financial position and will enable us to respond strategically to the changing funding landscape and prepare ourselves for sustainable operations without core funding from 2026.

Risk management

In a constantly evolving social and economic climate, achieving our strategic objectives and goals would be unattainable without embracing and managing risks within acceptable limits. Risk management is crucial for Alert at every level, enabling the Board and the Executive Team to make informed decisions and maximise opportunities while ensuring the organisation remains within its risk appetite. The Executive Team at Alert reviews risks throughout the organisation and escalates programme, project and operational risks to the RAC and the full Board. Our trustees provide valued external challenge and advice, as well as deciding on the appropriate level of risk appetite for the organisation. We have a clear, single system for identifying, prioritising and managing our risks, ensuring this is done at the right levels and ensuring clarity on risk appetite between staff, management and trustees.

Each country, regional and global team at Alert undertakes an annual full review of the risks associated with our work each summer. Country teams operating in volatile and conflict contexts review their risk assessments every six months to respond to context evolution. At a country level, our approach to risk assessment, mitigation and management is closely integrated with our conflict-sensitivity approach, with ongoing context analysis and monitoring supporting continuous risk management. These annual team risk assessments are collated into an Organisation Risk Register (ORR), updated quarterly by the Global Delivery Team, for review and discussion by the Executive Team.

International Alert's Board of Trustees has overall responsibility for our risk appetite. The Board undertakes a full review of the ORR in its quarter three meeting annually. It delegates more regular review to the RAC, which oversees Alert's risk management framework and reviews the principal risks and the effectiveness of related mitigating actions.

The top risks identified and mitigated by the organisation in 2023 were:

- **Security:** staff or partners injured, killed or detained by state or non-state armed groups, or as a result of criminal activity, as well as the risk of injury or death from road traffic accidents or Covid-19 or other diseases;
- **Safeguarding:** staff, partners or participants sexually, physically or mentally abused by other staff, partners or participants during Alert's work, and the reputational harm that might result from a safeguarding incident;
- **Financial:** corruption, fraud or other misuse of funds by staff or partners; insufficient funds to cover global or country shared costs, and ineligibility for funding through donor restrictions relating to Brexit or localisation;
- **Delivery:** poor delivery due to poor project management or overcommitment by staff, low capacity of partners; poor quality delivery by consultants;
- **Human resources:** insufficient capacity to deliver work due to insufficient staff, consultant or trustee personnel, skills or inadequate performance, and damage to reputation due to staff non-compliance with organisational policies, staff demotivated or experiencing mental health challenges; and
- **Information technology:** cyber-attacks on the organisation resulting in ransom, data leak or data loss and hence distribution to activities, with a particular focus on the use of personal devices resulting in security breaches, cyber-attacks and data losses.

Conclusion

The Board of Trustees of International Alert present this report for the year ended 31 December 2023 for the purposes of section 162 of the Charities Act 2011 and section 415 of the Companies Act 2006.

The financial statements comply with current statutory requirements, the Memorandum and Articles of Association and the Financial Reporting Standard (FRS 102).

The Board has also complied with section 17 of the Charities Act 2011 to have due regard to the guidance on public benefit published by the Charity Commission. In particular, the Board considers how planned activities will contribute to the aims and objectives set for 2024.

The report was approved by the Board on 24 June 2024 and signed by the Chair on its behalf.

D. Nussbaum

David Nussbaum

Chair, Board of Trustees

Acknowledgements

Donors

We would like to thank our strategic donors:



Ireland



We would also like to thank our project donors:

Act For Change	Foreign, Commonwealth & Development Office	Tearfund
Agence Française de Développement	Friedrich Ebert Foundation	The African Alliance
Austrian Development Agency	International Fund For Agricultural Development	UnionAID
British Council	KfW	United Nations Development Fund for Women
Cleen Foundation	Kings College London	United Nations Development Programme
Conciliation Resources	London Metropolitan University	United Nations International Children's Emergency Fund
Department of Global Affairs, Canada	Mines Advisory Group	United Nations Office for Project Services
Deutsche Gesellschaft für Internationale Zusammenarbeit	Ministry of Foreign Affairs, Denmark	United State Institute of Peace
Development Alternative Initiatives	Ministry of Foreign Affairs, Finland	United States Agency for International Development
European Centre For Development Policy Management	Nordic International Support Foundation	United States Department of State
European Commission	Norwegian Refugee Council	Voluntary Service Overseas
European Union External Actions	Oxford Brookes University	World Bank Group
Federal Department of Foreign Affairs, Switzerland	Pact	World Vision
Food And Agriculture Organisation Of The United Nations	Peacenexus Foundation	Zinc Network
Ford Foundation	Pears Foundation	
	Profemmes	
	Stichting Netherland Institute	
	Swedish Postcode Lottery Foundation	

Partners

We would like to thank our project partners:

Africa

Appui à la Communication Interculturelle et à l'Autopromotion Rurale
Action Pour La Formation et L'Autopromotion Rurale
Angel Support Foundation
Association pour le Développement de la Région du Kanem
Bunyoro Albertine Petroleum Network on Environmental Conservation
CARE International
Caritas-Développement Wamba
Comité Provincial De Suivi Des Activités Minières
Commission Diocésaine Justice et Paix Sud Kivu
Commission Episcopale Justice et Paix Rwanda
Community Links and Human Empowerment Initiative
Consortium of Ethiopian Human Rights Organizations
Club des Volontaires pour l'Appui aux Peuples Autochtones
Dry Lands Learning and Capacity Building Initiative
European Network for Central Africa
Faith Victory Association
Femme Congolaise pour le Développement
Fleuve d'eau Vive qui coule aux Autres
Forum des Maman de l'Ituri
Global Peace Development Initiative
Homme Environnement Développement Tamat
HELP CHAD
Interpeace
Ipeace
International Peace Information Service
Jireh Doo Foundation
Justice Plus
Justicia
Kende Avese Foundation
Life and Peace Institute
Mercy Corps
Ministry of Justice of Rwanda
Ministry of Unity and Civic Engagement of Rwanda
Norwegian Refugee Council
Observatoire Gouvernance et Paix
Oxfam
Panzi Foundation
Pokot Youth Bunge
Pole Institute
Rwandan Organization Professional Trauma Counsellors
Rwanda Governance Board
Save the Child Initiative
Save the Children
Search for Common Ground
Solidarité Féminine Pour La Paix et le Développement Intégral
Taimako Community Development Initiative
Transparency International
Turkana Pastoralist Development Organization
Umoja wa Mbuti
Voluntary Aid Initiative
Wildlife Conservation Society
Wetlands International

Asia, Middle East and North Africa

Al Bawsala
Amel Association
Ana Aqra
Accountability Lab
Bangsamoro Women of South Cotabato
Cartographie Citoyenne
Federation of Nepali Journalists
Federation of Sexual and Gender Minorities
Nepal
Forum for Women, Law and Development
Green Network
Institute of Human Rights and Communication
Nepal
Issam Fares Institute
Kamma Youth Development Association
Legal Aid and Consultancy Centre
Mines Advisory Group
Norwegian Refugee Council Lebanon
Notre Dame University, Cotabato City
Oxford Global Security Program
Pact Thailand
Plan International
Positive Action
Sahakarmi Samaj
Samagra Jan-utthan Kendra
Sancharika Samuha Nepal
Shamseya for Innovative Community Healthcare
Solutions
TASBIKka Inc
The Directorates of Education in Kasserine and
Tataouine
The Regional Network of Associations in
Tataouine
Transcultural Psychosocial Organization Nepal
UNICEF Lebanon
University Saint Joseph/Center for Training and
Awareness of the Practice of Mediation
Voices of Women Media
Yaw Women Development Association

Europe, Central Asia and North America

ACTED
Association for the Development of Civil Society
Baku Press Club
Caucasian House
Crown Agents
Deltares
DIA
Dunyo Sabz
Equality Access International
FHI 360
Fund for Social and Cultural Initiatives
Go Group Media
Hague Centre for Strategic Studies
IHE Delft Institute for Water Education
Internews
Initiatives of Rosa Otunbaeva Foundation
Ma'rifat
Ma'rifat Shahrivandi
Media Initiatives Center
Ministry of Labor, Social Welfare and Migration of
the Kyrgyz Republic
Open Society NGO
Peshsaf
Public Journalism Club
Stepanakert Press Club
Water Partnership of Tajikistan
World Resources Institute
Yerevan Press Club
Yuksalish

Accounts

Independent auditor's report to the members of International Alert

Opinion

We have audited the financial statements of International Alert for the year ended 31 December 2023, which comprise the Consolidated Statement of Financial Activities, the Consolidated Balance Sheets, the Consolidated Statement of Cash Flows and notes to the financial statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 The Financial Reporting Standard applicable in the UK and Republic of Ireland (United Kingdom Generally Accepted Accounting Practice).

In our opinion, the financial statements:

- are a true and fair view of the group's and the parent charitable company's affairs as at 31 December 2023 and of the group's and parent charitable company's net movement in funds, including the income and expenditure, for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Charities Act 2011.

Basis for opinion

We have been appointed as auditor under section 144 of the Charities Act 2011 and report in accordance with the Act and relevant regulations made or having effect thereunder. We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the auditor's responsibilities for the audit of the financial statements section of our report. We are independent of the group in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, including the FRC's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Conclusions relating to going concern

In auditing the financial statements, we have concluded that the trustees' use of the going concern basis of accounting in the preparation of the financial statements is appropriate.

Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on the group's ability to continue as a going concern for a period of at least 12 months from when the financial statements are authorised for issue.

Our responsibilities and the responsibilities of the trustees with respect to going concern are described in the relevant sections of this report.

Other information

The trustees are responsible for the other information. The other information comprises the information included in the Trustees' Annual Report. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon.

In connection with our audit of the financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether there is a material misstatement in the financial statements or a material misstatement of the other information. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact. We have nothing to report in this regard.

Opinions on other matters prescribed by the Companies Act 2006

In our opinion, based on the work undertaken in the course of the audit:

- the information given in the Trustees' Annual Report (which includes the strategic report and the directors' report prepared for the purposes of company law) for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the strategic report and the directors' report included within the Trustees' Annual Report have been prepared in accordance with applicable legal requirements.

Matters on which we are required to report by exception

We have nothing to report in respect of the following matters in relation to which the Charities (Accounts and Reports) Regulations 2008 require us to report to you if, in our opinion:

- adequate accounting records have not been kept by the parent charity;
- sufficient accounting records have not been kept; or
- the parent charity financial statements are not in agreement with the accounting records and returns; or
- we have not received all the information and explanations we require for our audit.

Responsibilities of trustees for the financial statements

As explained more fully in the trustees' responsibilities statement set out on page 29, the trustees are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the trustees are responsible for assessing the group's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going-concern basis of accounting unless the trustees either intend to liquidate the group or to cease operations, or have no realistic alternative but to do so.

Auditor's responsibilities for the audit of the financial statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We design procedures in line with our responsibilities, outlined above, to detect material misstatements in respect of irregularities, including fraud. The extent to which our procedures are capable of detecting irregularities, including fraud is detailed below.

Based on our understanding of the group and the environment in which it operates, we identified that the principal risks of non-compliance with laws and regulations related to non-compliance with laws and regulations related to regulatory requirements of the Charity Commission and we considered the extent to which non-compliance might have a material effect on the financial statements. We also considered those laws and regulations that have a direct impact on the preparation of the financial statements such as Charities Act 2011, payroll tax.

We evaluated management's incentives and opportunities for fraudulent manipulation of the financial statements (including the risk of override of controls) and determined that the principal risks were related to posting inappropriate journal entries and management bias in certain accounting estimates and judgements such as the recognition of income and expenditure at the year end. Audit procedures performed by the engagement team included:

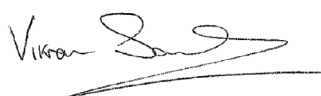
- inspecting correspondence with regulators and tax authorities;
- discussions with management including consideration of known or suspected instances of non-compliance with laws and regulation and fraud;
- evaluating management's controls designed to prevent and detect irregularities;
- review of minutes of meetings to identify expected material amounts of income;
- identifying and testing journals, in particular journal entries posted with unusual account combinations, postings by unusual users or with unusual descriptions; and
- challenging assumptions and judgements made by management in preparing the financial statements.

Because of the inherent limitations of an audit, there is a risk that we will not detect all irregularities, including those leading to a material misstatement in the financial statements or non-compliance with regulation. This risk increases the more that compliance with a law or regulation is removed from the events and transactions reflected in the financial statements, as we will be less likely to become aware of instances of non-compliance. The risk is also greater regarding irregularities occurring due to fraud rather than error, as fraud involves intentional concealment, forgery, collusion, omission or misrepresentation.

A further description of our responsibilities for the audit of the financial statements is located on the Financial Reporting Council's website at: www.frc.org.uk/auditorsresponsibilities. This description forms part of our auditor's report.

Use of our report

This report is made solely to the charity's trustees, as a body, in accordance with section 144 of the Charities Act 2011 and regulations made under section 154 of that Act. Our audit work has been undertaken so that we might state to the charity's trustees those matters we are required to state to them in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the charity's trustees as a body for our audit work, for this report, or for the opinions we have formed.



Vikram Sandhu
Haysmacintyre LLP
Statutory Auditors
29 July 2024

10 Queen Street Place
London
EC4R 1AG

Haysmacintyre LLP is eligible to act as an auditor in terms of section 1212 of the Companies Act 2006

Financial statements

Statement of financial activities for the year ended 31 December 2023

	Unrestricted funds	Restricted funds	2023 total	Unrestricted funds	Restricted funds	2022 total
Notes	£'000	£'000	£'000	£'000	£'000	£'000
Income and endowments from:						
Donations and legacies						
Institutional grants					955	955
Donations	4	3	7	53		53
Income from charitable activities	2,572	16,587	19,159	2,353	21,911	24,264
Income from investments	18		18	3		3
Other income	33		33			
Total income and endowments	2,627	16,590	19,217	2,409	22,866	25,275
Expenditure on:						
Raising funds	243		243	374		374
Charitable activities	1,401	18,821	20,222	1,893	18,925	20,818
Governance	254		254	279		279
Total resources expended	1,898	18,821	20,719	2,546	18,925	21,471
Net (outgoing)/ incoming resources before transfers	729	(2,231)	(1,502)	(137)	3,941	3,804
Transfers between funds	(437)	437		481	(481)	
Exchange rate gain/(loss)						
Net income/(expenditure)	292	(1,794)	(1,502)	344	3,460	3,804
Total funds brought forward at 1 January 2023	1,381	10,320	11,701	1,037	6,860	7,897
Total funds carried forward at 31 December 2023	1,673	8,526	10,199	1,381	10,320	11,701

Balance sheet at 31 December 2023

		2023	2023	2022	2022
		Group	Charity	Group	Charity
	Notes	£'000	£'000	£'000	£'000
Fixed assets					
Tangible assets	10	7	7	11	11
Current assets					
Debtors	11	4,217	5,265	3,435	3,137
Cash at bank and in hand		7,908	6,833	10,699	9,754
		12,125	12,098	14,134	12,891
Creditors					
Amounts falling due within one year	12	1,933	1,942	2,444	2,430
		1,933	1,942	2,444	2,430
Net current assets		10,192	10,156	11,690	10,461
Total net assets	14	10,199	10,163	11,701	10,472
Funds					
Unrestricted					
General funds		1,673	1,673	1,344	1,344
Designated fund for development				37	37
		1,673	1,673	1,381	1,381
Restricted					
		8,526	8,490	10,320	9,091
	15	10,199	10,163	11,701	10,472

Approved by the Board of Trustees and authorised to issue on 24 June 2023 and signed on its behalf by:

D. Nussbaum

David Nussbaum
Chair

Emma Hillyard

Emma Hillyard
Treasurer

Company Registration Number 2153193

The notes on pages 43 to 56 form part of these financial statements.

Statement of cash flow for the year ended 31 December 2023

		2023	2022	2021
	Notes	£'000	£'000	£'000
Cash flows from operating activities:				
Net cash provided by operating activities	16	(2,809)	2,222	1,888
Cash flows from investing activities:				
Interest from deposits		18	2	1
Purchase of tangible fixed assets	10	(13)	(13)	
Net cash provided by investing activities		18	(11)	1
Change in cash and cash equivalents in reporting period		(2,791)	2,211	1,889
Cash and cash equivalents at the beginning of the reporting period		10,699	8,488	6,599
Cash and cash equivalents at the end of the reporting period		7,908	10,699	8,488

Notes to the financial statements

1. Accounting policies

Accounting basis

These financial statements are prepared on a going-concern basis, under the historical cost convention, modified to include certain financial instruments at fair value. The financial statements are prepared in pound sterling, which is the functional currency of the group. Monetary amounts in these financial statements are rounded to the nearest pound. The principal accounting policies adopted are set out below.

The financial statements have been prepared in accordance with the Financial Reporting Standard Applicable in the UK and the Republic of Ireland (FRS 102). The charitable company is a public benefit company for the purposes of FRS 102, and the group has also prepared its financial statements in accordance with the Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and the Republic of Ireland (FRS 102 Charities SORP), the Companies Act 2006 and the Charities Act 2011.

Going concern

The trustees have assessed whether the use of the going-concern basis is appropriate and have considered possible events or conditions that might cast significant doubt on the ability of the group to continue as a going concern. The trustees have made this assessment for a period of at least one year from the date of approval of the financial statements. In particular, the trustees have considered the group's forecasts and projections and have taken account of pressures on grants and investment income. After making enquiries, the trustees have concluded that there is a reasonable expectation that the group has adequate resources to continue in operational existence for the foreseeable future. The group therefore continues to adopt the going-concern basis in preparing its financial statements.

Critical accounting estimates and judgements

In accordance with FRS 102, the trustees are required to make certain estimates and judgements that have an impact on the policies and amounts reported in the financial statements. These estimates and judgements are based on historical experience and other factors including expectations of future events that are believed to be reasonable at the time such estimates and judgements are made.

The estimates and underlying assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognised in the period in which the estimate is revised if the revision affects only that period or in the period of the revision and future periods if the revision affects the current and future periods.

The significant estimates and judgements are:

- accrued income (see Income Policy below);
- accruals: costs not yet invoiced (see Expenditure Policy below); and
- allocation of support costs (see Expenditure Policy below).

In the view of the trustees no assumptions concerning the future or estimation uncertainty affecting assets and liabilities at the balance sheet date are likely to result in a material adjustment to their carrying amounts in the next financial year.

Income

All income is included in the Statement of Financial Activities (SOFA) when the charity is legally entitled to the income, receipt is probable and the amount can be quantified with reasonable accuracy, and the amount can be measured reliably. Where contracts for advisory services cover a period of time spanning the financial year end the proportion of revenue recognised in the year reflects an assessment of the fair value of services provided to the reporting date.

Funds

Restricted funds are grants received for specific purposes as laid down by the donor. Expenditure that meets these criteria is charged to these funds. Funds unspent at the year end that will be spent in future accounting periods are carried forward as restricted funds.

Unrestricted funds are funds that can be freely used in accordance with International Alert's charitable objectives at the discretion of the trustees. Organisational investment funds are funds set aside by the trustees out of unrestricted general funds for specific future purposes or projects.

Tangible fixed assets

Depreciation is provided in order to write off the cost of the assets over their estimated useful lives on a straight-line basis as follows:

- office equipment and computers over three years;
- property improvements over seven to ten years; and
- motor vehicles over three to five years depending on local legislation.

Assets over a capitalisation limit of £1,500 are treated as fixed assets. Those not over £1,500 are written off to expenditure. Assets purchased from donor funding are written off to expenditure when acquired.

Expenditure

Expenditure is classified under the two principal categories of raising funds and charitable activities. Costs of raising funds comprise salaries, direct costs and overheads of staff engaged in fundraising. Grants to partner organisations are included in the SOFA when payment is incurred.

Charitable activities are all the resources expended on programme and project work that is directed at the achievement of its charitable aims and objectives. Such costs include the direct costs of the charitable activities together with those support costs incurred that enable these activities to be undertaken. Direct support costs have been apportioned on a reasonable, justifiable and consistent basis to each of the activity cost categories being supported. Support costs have been allocated either on the basis of time spent on the activity or on the basis of usage – that is, on the same basis as expenditure incurred directly in undertaking the activity.

Expenditure is accounted for on an accruals basis. Irrecoverable VAT is included with the item of expense to which it relates.

Foreign currency

Transactions in foreign currencies are translated into sterling at the rates of exchange published on a monthly basis. Assets and liabilities at the year end are translated into sterling at the rate of exchange ruling at the balance sheet date. Exchange differences are accounted for in the SOFA. We have segregated foreign exchange gains and losses in separate designated funds as shown in note 15.

Taxation

The charity falls within the meaning of Part 1, Schedule 6 of the Finance Act 2010. Accordingly, the charity is potentially exempt from taxation in respect of income or capital gains within categories covered by Chapter 3 of Part 11 of the Corporation Tax Act 2010 or Section 256 of the Taxation of Chargeable Gains Act 1992, to the extent that such income or gains are applied exclusively to charitable purposes. No tax charges arose in the period.

Irrecoverable VAT is not separately analysed and is charged to the SOFA when the expenditure to which it relates is incurred, and is allocated as part of the expenditure to which it relates.

No provision has been made for taxation since all income is charitable and charitable status was obtained following incorporation.

Pension costs

The charity provides a defined contribution scheme, which is available to all employees. The funds are independently held from those of the charity. The pension costs comprise the costs of the charity's contribution to its employees' pension schemes.

Financial instruments

The charity has financial assets and liabilities of a kind that qualify as basic financial instruments. Financial assets comprise cash at bank and in hand, trade and other debtors. Financial liabilities include trade and other creditors. Basic financial instruments are recognised at transaction value. Details of these financial assets and liabilities and their carrying value are given in the notes to the accounts.

2. Total resources expended

Activity or programme	Activities undertaken directly	Direct staff costs	Grant funding of activities	Support costs	2023 Total
	£'000	£'000	£'000	£'000	£'000
Raising funds	0	0	-	243	243
Charitable activities	8,674	5,492	4,655	1,401	20,222
Governance	0	0	0	254	254
	8,674	5,492	4,655	1,898	20,719
			(Note 6)	(Note 3)	

Activity or programme	Activities undertaken directly	Direct staff costs	Grant funding of activities	Support costs	2022 Total
	£'000	£'000	£'000	£'000	£'000
Raising funds	0	0	0	374	374
Charitable activities	8,151	5,158	5,615	1,894	20,818
Governance	0	0	0	279	279
	8,151	5,158	5,615	2,547	21,471
			(Note 6)	(Note 3)	

3. Support cost breakdown by activity

Support cost	Raising funds	Charitable activities	Governance	2023 Total	Basis of allocation
	£'000	£'000	£'000	£'000	
Governance and finance	28	401	138	567	Time
Impact and learning	-	-	-	-	Time
Regional support	70	631	-	702	Time
Communications	-	368	19	387	Time
Raising funds	145	1	97	243	Time
	243	1,401	254	1,898	

Support Cost	Raising funds	Charitable activities	Governance	2022 Total	Basis of allocation
	£'000	£'000	£'000	£'000	
Governance and finance	105	776	174	1,055	Time
Impact and learning	0	109	0	109	Time
Regional support	122	489	0	611	Time
Raising funds	0	399	0	399	Time
	147	121	105	373	Time
	374	1,894	279	2,547	

4. Total incoming resources

	2023	2022
	£'000	£'000
Institutional funding		
Agence Française de Développement	262	81
Austrian Development Agency	257	-
British Council	-	119
Deutsche Gesellschaft für Internationale Zusammenarbeit	477	1,262
European Commission	2,936	844
European External Action Service	1	-
Federal Department of Foreign Affairs, Switzerland	523	347
Food and Agriculture Organisation of the United Nations (FAO)	(2)	44
Foreign, Commonwealth & Development Office (FCDO)	1,296	728
Global Affairs Canada	1,009	1,310
International Fund For Agricultural Development (IFAD)	(2)	17
Irish Aid - Stability Fund	125	125
Irish Aid - Project funding	2	720
KfW	82	73
Ministry of Foreign Affairs, Denmark	(58)	401
Ministry of Foreign Affairs, Finland	653	171
Ministry of Foreign Affairs, Netherlands - Strategic Partnership	1,400	1,400
Ministry of Foreign Affairs, Netherlands - Restricted	2,224	6,003
Swedish International Development Corporation Agency (SIDA) – Core grant	741	1,198
Swedish International Development Cooperation Agency (SIDA) – Earmarked: Turning up the heat	593	562
Swedish International Development Corporation Agency (SIDA) – Restricted	1,374	1,302
United Nations Development Programme (UNDP)	51	937
United Nations International Children's Emergency Fund (UNICEF)	(63)	147
United Nations International Office of Migration	12	-
United Nations Development Fund For Women	19	8
United Nations Office for Project Services (UNOPS)	87	-
United States Agency for International Development (USAID)	3,632	1,922
United State Institute Of Peace	-	2
United States Department of State	(7)	1,026
World Bank Group	-	490
	17,624	21,239
Foundations, trusts and other organisations		
Act For Change	31	-
Associat. Rwandaise Des Conseillers En Traumatisme	58	-
Cleen Foundation	98	-
Conciliation Resources	-	1
Crown Agents	239	76
Development Alternative Initiatives	198	279
European Centre For Development Policy Management	19	-
Family Health International (FHI 360)	312	159
Ford Foundation	74	122
Forum For Women Law And Development	3	-
Friedrich Ebert Foundation	-	41

Kings College London	1	10
Mines Advisory Group	38	127
London Metropolitan University	-	2
Nordic International Support Foundation	14	179
Norwegian Refugee Council	-	1,606
Peacenexus Foundation	47	15
Oxfam	-	309
Oxford Brookes University	-	1
Pact	125	-
Pears Foundation	-	57
Plan International	-	20
Profemmes	-	75
Save The Children	(299)	346
SNV	39	-
Stichting Netherland Institute	290	370
Swedish Postcode Lottery Foundation	140	-
Tearfund	40	-
The African Alliance	1	-
The Mershon Center	16	-
UnionAID	(19)	88
Voluntary Service Overseas	-	-
World Vision	-	20
Zinc Network	51	-

1,516	3,903
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Corporate and private individuals, bank interest and other donations/income

Aboitiz Power	18	74
Bank Interest	18	3
Other donations/income	41	24
Gifts from Individuals	-	32
	77	133

Total income

19,217	25,275
---------------	---------------

5. Staff numbers and costs

The average numbers of employees during the year were as follows:

	2023	2022
	No.	No.
Raising funds	7	4
Charitable activities - direct	15	29
Charitable activities - support	24	22
Overseas staff	208	202
	254	257

Staff costs during the year were as follows:

	2023	2022
	£'000	£'000
Salaries	2,558	2,848
Employer's National Insurance contributions	230	279
Pension costs	237	293
Overseas Staff Cost	4,484	4,275
	7,509	7,695

During the year redundancy payments made amounted to £189,170 (2022: £61,428) as a result of a restructuring of the charity.

The numbers of employees receiving emoluments in the following ranges were:

	2023	2022
	No.	No.
Between £60,001 and £70,000	8	4
Between £70,001 and £80,000	2	4
Between £80,001 and £90,000	1	0
Between £90,001 and £100,000	0	0
Between £100,001 and £110,000	0	0
Between £110,001 and £120,000	1	1

Pension contributions amounting to £86,044 were made during the reporting period for employees whose emoluments for the year exceeded £60,000 (2022 - £66,816).

Key management personnel include the Executive Director and Principal Officers reporting directly to the Executive Director. The total employee remuneration of the charity during the reporting period for key management personnel was £563,691 (2022: £511,392) and pension was £43,354 (2021: £41,336).

6. Grants funding of activities – grants to partners

	2023	2022
	£'000	£'000
Accountability Lab Nepal	5	-
Action Pour La Formation Et L'autopromotion Rurale	47	347
African Youth for Peace Development and Empowerment	(10)	-
Ale Civil Society Development Association Argo Zha	21	74
Alina Hagverdi	-	12
Alpha Ujuvi - Collectif	9	44
Angel Support Foundation	8	-
Appui À La Communication Interculturelle Et A L'Autopromotion Rurale (ACIAR)	52	72
Association Rwandaise Des Conseillers En Traumatisme	282	80
Association des commerçants transfrontaliers	0	9
Association des Commerçants Transfrontaliers du Bu	(5)	25
Association for Repatriated Women in Burundi	(2)	159
Basmeh & Zeitooneh	10	196
Bangsamoro Women of South Cotabato	7	-
BAPENECO Uganda	67	-
Caritas Developpement Wamba	17	94
CDA Collaborative Learning Projects	-	(57)
CEHRO Ethiopia	59	-
Center for Advocacy, Transparency and Accountability Initiative (CATAI)	-	20
Center for Social Cohesion Peace and Empowerment	-	51
Centre for Cultural Relations - Caucasian House	56	58
Centre for Lebanese Studies	-	19
Club Des Volontaires Pour L'Appui Aux Peuples Autochtones (CVAP)	18	-
Comité Provincial de Suivi des activités minières	4	3
Commission Diocésaine Pour La Justice Et La Paix Sud Kivu	11	-
Commission épiscopale Justice et Paix du Rwanda	(11)	101
Community links & Human Empowerment Initiative	7	-
COOPEC CAHI	-	8
Cordaid	-	38
Damma Foundation	-	16
Dansalan College	-	6
Development Policy Institute	-	45
European Network for Central Africa (EurAc)	18	26
Faith Victory Association	16	76
Farodis (Tajikistan)	3	28
Federation of Nepali Journalists (FNJ)	25	33
Federation of Sexual and Gender Minorities Nepal	-	28
Femme Congolaise Pour Le Développement (FECONDE)	26	-
Fleuve D'eau Vive Coule Aux Autres	32	92
Focus on Arid Land and Integrated Development	-	12
Forum Des Mamans De L'ituri	26	99
Fund for Peace, Washington DC	-	6

Fund for Social and Cultural Initiatives	55	79
Gamkhori	-	29
Global Peace Development Initiative	31	-
Go Group Georgia	36	159
Grants for civil society - Various	-	311
Grow Strong Foundation	-	47
Guichet d'Economie Locale du Sud Kivu (GEL)	11	55
Hope and Peace Foundation	15	78
Institute of Human Rights Communication Nepal	5	28
International Peace Information Service (IPIS)	164	474
Internews Azerbaijan Public Association	11	33
Ipeace DRC	350	-
Ipeace Rwanda	522	-
IPF ROI	32	-
Jireh Doo Foundation	9	-
Justice Plus	645	529
JUSTICIA	16	-
Kaara-Buura aiymdary	6	-
Kende Avese Foundation	7	-
Kings N Queens	1	12
Laissez l'Afrique vivre	7	70
Legal Aid Consultancy Centre	-	44
LINKS	-	51
Lupah-Sug Bangsmoro Women	(0)	3
Media Initiatives Center	36	36
Nangkyeo Organization	11	74
National Mediation Centre	-	78
Nationwide movement "Yuksalish"	10	-
Nibela Ltd	(0)	41
Notre Dame University	36	58
Nuri Naw	19	25
Observatoire Gouvernance et Paix	402	585
Open Society NGO - Artsakh	31	21
P O Madina	19	-
P O Marifati shahrvandi	2	-
Peacenet Kenya	-	42
Plateforme Des Autorites Locales Des Pays Des Gran	(3)	55
P O Marifat	2	-
P O Peshsaf	26	-
PO Water Partnership Tajikistan	8	-
Pokot Youth Bunge	6	-
Pole Institute	580	99
Press Club MMC	29	-
DIA	32	-
Public Journalism Club	14	37
Reseaux des Institutions de Microfinance	(8)	29

Sahakarmi Samaj	56	(0)
Samagra Jan Utthan Kendra	42	5
Samira Ahmadova	18	-
Sancharika Samuha Nepal	16	-
Save the Child Initiative	9	-
Sawa for Development and Aid	-	40
Sociétés De Microfinance Congolais (SMICO)	8	(21)
Solidarité des Femmes de Fizi pour le Bien-Etre Fa	(0)	71
Solidarité Féminine Pour La Paix et le Développement Intégral (SOFEPADI)	109	108
Stepanakert Press Club NGO	42	41
Taimako Community Development Initiative	25	150
TASBIKKa Inc	24	32
Transcultural Psychosocial Organization Nepal (TPO Nepal)	29	4
Transparency International Kenya	78	47
Turkana Pastoralist Development Organisation (TUPADO)	35	30
Umoja wa Mbuti	(0)	71
Videre Est Credere	80	-
Voices of Women Media	46	2
Voluntary Aid Initiative	21	-
Western Mindanao State University (WMSU)	-	24
Yaung Chit Thit Local NGO	(5)	22
Total	4,604	5,629

7. Trustees' remuneration

Trustees received no remuneration in 2023 (2022: nil). In 2023, costs of travel, accommodation and related expenses reimbursed to four trustees amounted to £2,939 (in 2022, six trustees received £4,064).

8. Trustees' liability insurance

The cost of trustees' liability insurance for 2023 was £9,666 (2022: £7,863).

9. Included in the income and expenditure are:

	2023	2022
	£'000	£'000
Statutory audit fees	(29)	(22)
Audit fees - other services	(6)	(7)
Project audit fees	(178)	(71)
Governance	(254)	(279)
Depreciation	(4)	271
Defined pension scheme contributions	(237)	(293)
Foreign exchange gains/(loss)	-	-

10. Tangible fixed assets

	Property improvements	Office equipment and computers	Motor vehicles	Total
	£'000	£'000	£'000	£'000
Cost				
At 1 January 2023	-	190	93	283
Additions	-	-	-	-
At 31 December 2023	-	190	93	283
Accumulated depreciation				
At 1 January 2023	-	179	93	272
Charge for year	-	4	-	4
At 31 December 2023	-	183	93	276
Net book values				
At 31 December 2023	-	7	0	7
Net book values				
At 31 December 2022	-	11	0	11

11. Debtors

	Group	Group	Charity	Charity
	2023	2022	2023	2022
	£'000	£'000	£'000	£'000
Accrued income	4,005	3,279	3,728	2,981
Receivable from associated charity	-	0	0	0
Prepayments	86	35	86	35
Sundry debtors	126	121	126	121
Intercompany	-	-	1,325	0
	4,217	3,435	5,265	3,137

12. Creditors

	Group	Group	Charity	Charity
	2023	2022	2023	2022
Notes	£'000	£'000	£'000	£'000
Creditors	22	127	22	127
Taxation and social security	305	140	315	127
Accrued expenditure	246	222	246	222
Deferred income	881	1,572	881	1,572
Pension creditors	7	126	6	125
Sundry creditors	18	9	18	9
Provisions	454	248	454	248
	1,933	2,444	1,942	2,430

12a. Deferred income

Deferred income	Group	Group
	2023	2022
Opening balance	1,572	1,249
Less: Realised during the year	(1,572)	(1,249)
Add: Deferred income during the year	881	1,572
	881	1,572

13. Creditors

At 31 December 2023, International Alert was committed to making the following payment under non-cancellable operating leases.

	Lands and buildings		Other	
	2023	2022	2023	2022
Operating leases which expire	£'000	£'000	£'000	£'000
Within one year	58	0	12	-
Within two to five years	-	0	42	-
Over five years	-	0	-	-
	58	-	54	-

14. Analysis of net assets between funds

	Unrestricted funds	Restricted funds	Total funds	Unrestricted funds	Restricted funds	Total funds
	2023	2023	2023	2022	2022	2022
	£'000	£'000	£'000	£'000	£'000	£'000
Fixed assets	7	-	7	11	-	11
Current assets	3,599	8,526	12,125	3,814	10,320	14,134
Total assets	3,606	8,526	12,132	3,825	10,320	14,145
Less: Creditors	1,933	-	1,933	2,444	-	2,444
	1,673	8,526	10,199	1,381	10,320	11,701

15. Movement on funds

The overall movement on funds is shown below. The restricted funds comprise unexpended balances of grants held on trust to be applied for specific purposes.

	At 1 January 2023	Movements between funds	Incoming resources	Outgoing resources	Other transfers	At 31 December 2023
	£'000	£'000	£'000	£'000	£'000	£'000
Restricted funds*						
Africa	7,016	(4)	10,498	(11,988)	242	5,764
Asia-MENA	1,849		2,082	(2,538)	102	1,495
Eurasia	263	1	2,463	(1,871)	(75)	781
Global Peacebuilding Unit	377	(57)	404	(409)	2	317
Alert Europe projects	41	-	806	(790)	(20)	37
Earmarked projects	386	(386)	337	(957)	620	-
Other	-	12	-	(91)	79	-
Exchange rate revaluation	388	(79)	-	(177)	-	132
	10,320	(513)	16,590	(18,821)	950	8,526
Unrestricted funds						
Unrestricted funds	1,344	513	2,627	(1,898)	(913)	1,673
Designated fund for development	37	-	-	-	(37)	-
	1,381	513	2,627	(1,898)	(950)	1,673
Total Funds	11,701	-	19,217	(20,719)	-	10,199

* Restricted funds: The restricted balance of £8.54 million includes expenditure totalling £4 million that has not been reimbursed by donors. This is in line with project activities and the funds in this regard will be forthcoming from donors in 2024.

Movements and transfers between funds relate to reallocation of projects between regions but also, the clearing of old closed projects balances.

	At 1 January 2022	Movements between funds	Incoming resources	Outgoing resources	Other transfers	At 31 December 2022
	£'000	£'000	£'000	£'000	£'000	£'000
Restricted funds*						
Africa	3,598	(123)	14,224	(10,735)	52	7,016
Asia-MENA	1,178	156	4,535	(3,711)	(309)	1,849
Eurasia	806	185	1,463	(2,202)	11	263
Global Peacebuilding Unit	776	(394)	864	(869)	-	377
Alert Europe projects	190	-	714	(863)	-	41
Earmarked projects	312	-	1,066	(993)	1	386
Exchange rate revaluation	-	(60)	-	448	-	388
	6,860	(236)	22,866	(18,925)	(245)	10,320
Unrestricted funds						
Unrestricted funds	1,000	236	2,409	(2,546)	245	1,344
Designated fund for development	37	-	-	-	-	37
	1,037	236	2,409	(2,546)	245	1,381
Total Funds	7,897	-	25,275	(21,471)	-	11,701

* Restricted funds: The restricted balance of £10.32 million includes expenditure totalling £3.28 million that has not been reimbursed by donors. This is in line with project activities and the funds in this regard will be forthcoming from donors in 2023.

Transfers between funds relates to reallocation of projects between regions but also, the clearing of old closed projects balances.

16. Notes to the cash flow statement

	2023	2022
	£'000	£'000
Reconciliation of net income to net cash flow from operating activities		
Net income for the period	(1,502)	3,804
Interest from deposits	(18)	(3)
Depreciation	5	15
Exchange rate gain/(loss)	-	-
(Increase)/decrease in debtors	(782)	(2,246)
Increase/(decrease) in creditors	(512)	652
Net cash inflow/(outflow) from operating activities	(2,809)	2,222

	At 1 Jan 2023	Cashflows	At 31 Dec 2023
	£'000	£'000	£'000
Analysis of changes in net debt			
Cash and cash equivalents			
Cash	10,699	(2,791)	7,908
Total	10,699	(2,791)	7,908

17. Related party transactions

- (i) A trustee and members of key management personnel are on the board of Stichting International Alert in the Netherlands.
- (ii) During the reporting period, International Alert donated to its affiliate Stichting International Alert £117,080 (2022 £9,194).

18. Subsidiary entity included in the group consolidated result

Stichting International Alert is a foundation incorporated under the laws of the Netherlands having its corporate seat in The Hague, the Netherlands and its address at Fluwelen Burgwal 58, 2511CJ The Hague, the Netherlands, registered with the Dutch Chamber of Commerce under number 69358621. It is controlled by International Alert through Stichting International Alert's board composition.

	2023	2022	2021
	£'000	£'000	£'000
Total net assets at 31 December	37	41	238
Project income for the year	806	716	1,268
Donation from International Alert	117	11	-
Expenditure for the year	928	925	1,118
Surplus / (deficit) for the year	(4)	(197)	150

International Alert works with people directly affected by conflict to build lasting peace. We focus on solving the root causes of conflict with people from across divides. From the grassroots to policy level, we bring people together to build sustainable peace.

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Registered charity no. 327553



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Layout: D.R. ink

Cover: Firuza, trained as a dressmaker through International Alert's Living with Dignity project, which provides mental health and psychosocial support in Tajikistan – Hatlon, Tajikistan. © Aziz Sattori

INTERNATIONAL ALERT

England & Wales - Charity number 327553

Accounts



international
alert

Annual Report and Accounts

For year ended 31 December 2022



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Layout: D.R. ink

Cover image: Bernard Chirchir from the Kenya Wildlife Service Sibiloi answers questions from fishers in the Lake Turkana region during a dialogue forum, as part of the Water, Peace and Security partnership. Photo: © Martin Mwangi/
International Alert

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Message from our Chair

In a world more violent and dangerous than it has been for decades, peacebuilding can help enable people to secure a better future for themselves and their communities. It works best when it is shaped and driven by those people and communities themselves. That is our mission at International Alert and it has never been more important.

Conflict has become the single biggest obstacle to achieving the Sustainable Development Goals and blights the lives of hundreds of millions of people. The accelerating effects of climate change and the lasting impacts of the COVID-19 pandemic continued to sharpen conflict trends during 2022. So, of course, did the repercussions of the war in Ukraine, from impacts on food and energy prices – sources of tension in many contexts – to the fragility of geopolitics itself.

These factors also remind us of the connections between people around the world. What happens in one place affects – increasingly quickly – those who live elsewhere. Recognising the common humanity in others underpins Alert's peacebuilding work and gives us hope for restored relationships.

I was delighted to be appointed as Alert's new Chair in January 2023. I pay tribute to my predecessor, Carey Cavanaugh, who served as Chair over the last five years, including throughout the period covered by this report. The role of the Board of Trustees is to oversee, champion and support Alert's work. This report sets out some of what Alert did during 2022, the impact achieved, challenges encountered and lessons identified. Crucially, what is set out here is achieved through partnerships with others. The courage, commitment and imagination of our many partners is Alert's greatest source of strength at a challenging time for peace: we owe them our warmest thanks.

I hope you enjoy reading about Alert's work during 2022. Thank you for your engagement and your support.



David Nussbaum

Chair of the Board of Trustees

Message from our Executive Director

2022 was a tough year for peacebuilders. Alongside rising global conflict trends and geopolitical tensions, International Alert, like others, has worked in a challenging donor context. We are grateful to all our donors for the faith they have put in us and our partners, which allowed us to continue expanding our peacebuilding work during 2022.

With conflict ever higher on the international agenda, we have also valued the relationships and engagement that allow us to continue connecting local peacebuilders with global decision-makers: this is something our partners rightly ask and expect of us as an international network.

We work alongside many other organisations and actors striving for peace, and we draw strength and learning from those relationships. Peacebuilding requires many approaches and perspectives. But we will continue to make the case for it to be shaped above all by the voices and needs of the people and communities most directly affected by violence. That is even more important for those who are marginalised because of their identities,

age, disability or distance from power. We work with them both to reduce violence itself and to tackle the underlying abuses of power that often lie at its roots.

Alert itself continued to evolve over 2022, to ensure our resources are used where they can make the biggest difference, and to find new and more equitable ways of working with our partners and inside our organisation. The conclusion of our partnerships review was an important milestone here, as was the validation of our organisational charter on gender, diversity, equity and inclusion. Both were the result of deep processes of engagement and reflection that set the direction for the way forward, including as we develop our next strategy over the course of the current year.

Thank you for working with us to build peace.

Nic Hailey

Nic Hailey
Executive Director

Annual report

About us

International Alert (Alert) works with people directly affected by conflict to build lasting peace.

We focus on solving the root causes of conflict with people from across divides. From the grassroots to the policy level, we bring people together to build sustainable peace.

Peace is just as much about communities living together, side by side, and resolving their differences without resorting to violence, as it is about people signing a treaty or laying down their arms. Peace is when you can walk your children to school in safety, feed your family or make a living, no matter who you are.

We bring people together to inspire and amplify voices for peace. In collaboration with communities, partners, businesses and policy-makers, we turn our in-depth research and analysis into practical solutions that make a difference on the ground.

Vision

Our vision is that people and their societies can resolve conflicts without violence, working together to build sustainable and inclusive peace.

Mission

Our mission is to break cycles of violence and to build sustainable peace through:

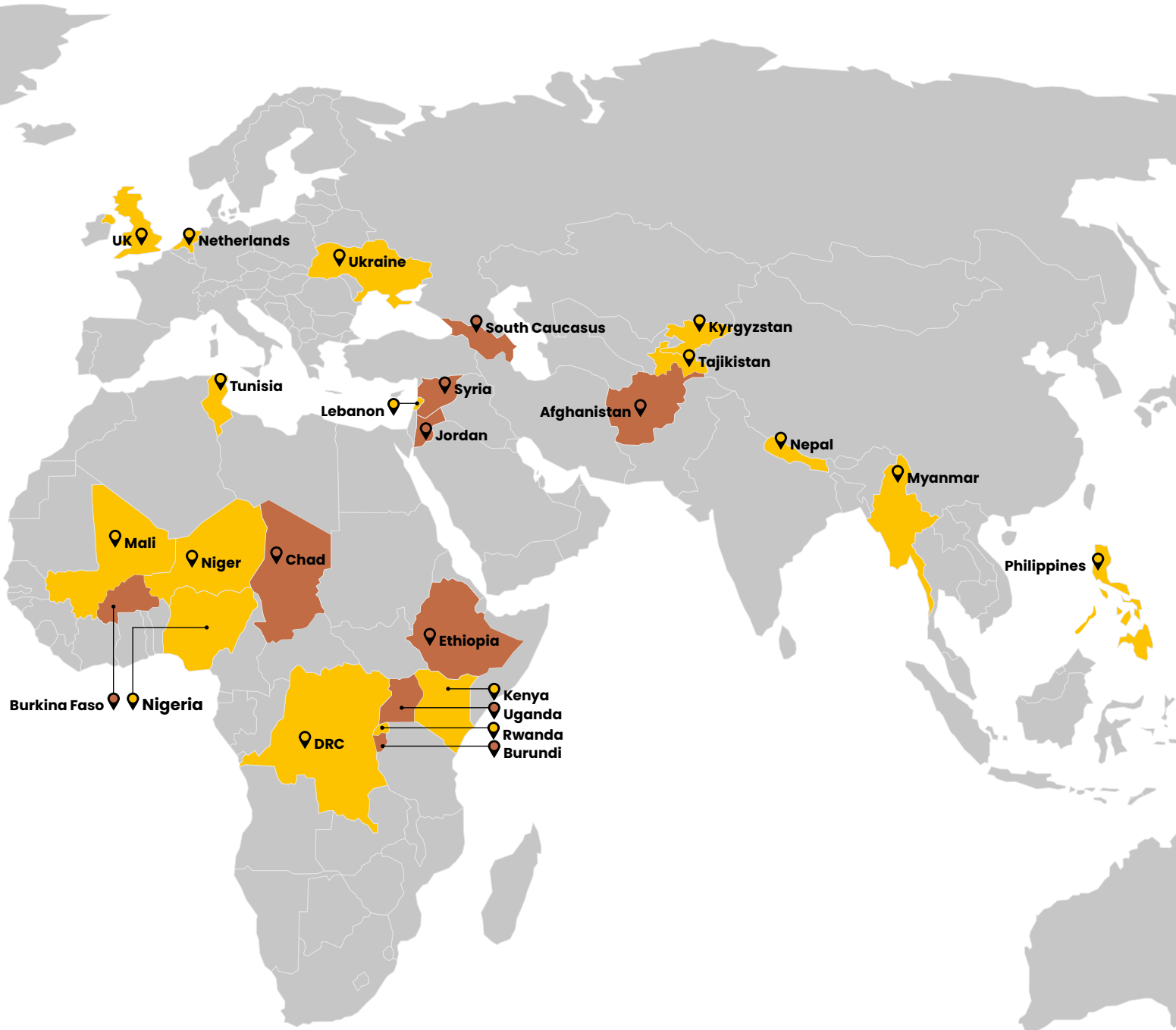
- working with people directly affected by violent conflict to find lasting solutions;
- shaping policies and practices to reduce and prevent violence, and to support sustainable peace; and
- collaborating with all those striving for peace to strengthen our collective voice and impact.



Our Annual Report and Accounts

The trustees present their report and audited financial statements for the year ended 31 December 2022. Legal and administrative information set out on page 27 forms part of this report. The financial statements comply with current statutory requirements, the Memorandum and Articles of Association and the Statement of Recommended Practice – Accounting and Reporting by Charities (second edition) and the Financial Reporting Standard (FRS 102).

Locations

The countries and territories where we worked in 2022.



-  Offices
-  Other focus area

Our work in 2022

For Alert, peacebuilding means supporting people in or at risk of conflict to prevent or end direct violence. It also means creating the conditions for sustainable peaceful coexistence and peaceful social change by addressing structural violence, underlying inequalities, injustice or conflict between groups of people caused by established institutions or processes.

Our work supports building peaceful relationships between all sectors of society, developing and supporting societies' mechanisms for keeping the peace, and helping to ensure that everyone can live satisfying, peaceful lives.



23
countries
and territories



82
projects



93
partners

1. Working with those affected by conflict

We believe that violent conflict can only be resolved sustainably with the involvement of those directly affected by it. The solutions to societal problems must by their very nature be applied from within society, which means appropriate changes need to be defined and achieved by people and organisations in the conflict-affected places where we work. The participation and collaboration of those most affected by the conflict, and people with diverse perspectives, are essential for both ending violence and building sustainable peace. We see anyone with whom we work to deliver peacebuilding outcomes as a partner. Stories of our work with partners are found throughout this report.

Inclusion

Finding peaceful solutions to conflict, whether direct or structural, requires bringing together people with different views. Moreover, a society that structurally excludes some of its members is a society that is failing to resolve conflicts and is thus prone to violence. While people in any society will have differing kinds of power, a society that does not exclude sections of the population from power on account of their membership of a particular group or identity (such as gender, age, ethnicity, disability or religion) is better able to resolve conflicts without using violence. Therefore, we work to support the **inclusion** of people of all groups and identities in decisions in society. Some groups are more marginalised from discussions than others, so we focus on finding ways to ensure equitable access and meaningful inclusion in

decision making. Depending on the needs of the context, we may focus particularly on supporting inclusion of young people or people from a particularly marginalised ethnic group. Working for inclusion also involves challenging and calling out those who work against it.

For example, in **Tunisia** we have supported inclusive participatory governance processes since 2014. We work closely with local authorities in neighbourhoods and border communities where inequality and marginalisation are prevalent, to promote **young people's** participation in Tunisia's fledgling decentralised democracy, building trust between local authorities and young people. In 2022, we expanded our work into two new working-class neighbourhoods in Greater Tunis and to two new border areas in the governorates of Kasserine and Tataouine. In all four of these areas, we have convened discussions with municipal councils and established youth platforms to lead work using tools for participatory local democracy. These platforms are valuable in enabling youth ownership of governance processes, particularly in a context marked by youth disengagement.

Russia's war in Ukraine and the broader geopolitical and economic fallout (including sanctions against Russia) significantly affected the **South Caucasus** region. September's hostilities in Armenia, which saw an unprecedented number of casualties and additional psychological distress for populations, further limited the space for peacebuilding. There is very little appetite for cross-conflict dialogue. It is therefore particularly significant that **young people** were able to meet across conflict divides for the first time since the COVID-19 pandemic began and significantly since the second Nagorny Karabakh war between Armenians and Azerbaijanis in late 2020. Through careful planning and sensitive facilitation, we were able to conduct two cross-conflict meetings for young people involved in our programming: Armenian and Azerbaijani journalists met outside the region to work on conflict-sensitive reporting; and young people from across the South Caucasus came together to share experiences with their peers of working on ecological problems in their communities. Such dialogues keep alive links and networks across the conflict divide.

Gender

Within our peacebuilding work, we place a special emphasis on understanding and addressing **gender** dynamics within societies as they relate to violent conflict. Gender is just one aspect of a person's identity, alongside others such as ethnicity, nationality, religion, socio-economic status, disability, age, sexual orientation and so forth. Gender is one of the factors that influence, positively and negatively, the ability of societies to manage conflict without resorting to violence. Rigid interpretation of gender norms (such as men's honour being associated with protecting the family and women's being associated with purity and caregiving) can be an important underlying cause of high levels of violence and discrimination throughout society.

Since the twentieth anniversary of the United Nations Security Council resolution 1325 (**UNSCR 1325**) on women, peace and security (WPS) in 2020, we have been advocating for greater recognition of the political nature of the WPS agenda, recognising that changing the position of women in peacebuilding requires shifts in the actions and positions of men. Patriarchal gender norms and structures (which prioritise male political leadership, privilege and control of resources) marginalise women's voices and suppress gender equality at all levels of society. These issues have been at the heart of difficulties to fully implement progressive legislation towards gender equality.

To understand the experiences of LGBT+ people in conflict-affected areas, we undertook research on people's experiences in **Myanmar** and **Nepal** entitled **Breaking the binary**. This highlighted the increased vulnerability of LGBT+ people in conflict contexts, with violence escalating during military and security sector mobilisation. Specific targeting of people with diverse sexual and gender identities includes sexual assault, torture and humiliation termed as 'sexual cleansing'. In both countries, LGBT+ people faced social stigma, lack of equal participation in decision making and lack of equal economic opportunities. To ensure an inclusive and sustainable peace, LGBT+ issues need to be considered in peacebuilding initiatives along with women's issues. The WPS agenda is a significant and strategic entry point for addressing gender dynamics in conflict. Our advocacy in Nepal helped to ensure the integration of LGBT+ issues into the current draft of

the national action plan on UNSCR 1325 (on women, peace and security) and 1820 (on sexual violence as a weapon and tactic of war). And in collaboration with peers, several engagements with the drafting team resulted in integration of some LGBT+ language in the draft of the UK's national action plan on UNSCR 1325 for the first time.



Our partner: Federation of Sexual and Gender Minorities – Nepal (FSGMN)

FSGMN is the only federation of LGBT+ led community-based organisations in Nepal, comprising of 37 affiliated organisations. It aims to create a strong network of organisations with the capacity to work on the rights of LGBT+ communities across Nepal. FSGMN led advocacy to secure greater rights of LGBT+ people in Nepal's 2015 constitution, including their recognition as a gender and sexual group, their right to change their sex and progress towards recognition of same-sex marriage. We partner with FSGMN to contribute to greater social and political inclusion of sexual and gender minorities, for a cohesive and peaceful Nepali society. In 2022, together we successfully advocated for inclusion of LGBT+ as a target group in the second national action plan on UNSCR 1325 and 1820.

We created women's groups across **Lebanon** that engaged in intergenerational, cross-community dialogues on the narratives of violence, civil war and reconciliation, and trained 160 women in mediation skills. Their knowledge of the national WPS agenda was strengthened and they became more confident in talking about sexual and gender-based violence (SGBV). These sessions directly influenced women's ideas regarding mediation, peacebuilding and gender roles. They were able to share their changed perspectives with family members and colleagues and in their neighbourhoods. By the end of the project, more than 100 women had used their new skills in direct involvement in de-escalating tensions in their families, workplaces and neighbourhoods.

Partners

Our local, national, regional and international **partners** are central to our ability to contribute to positive social change. Our collaboration with partners takes many forms, tailored to the opportunities and needs of the contexts in which we work.

As an international NGO, we seek to amplify the efforts, impact and voice of our partners, work



As part of our 'Creating spaces for women peacebuilders in Lebanon' project supported by UN Women and in partnership with Saint Joseph University, participants discuss ways of strengthening the next phase of the work. Photo: © Joumana Rizk Yark

in solidarity and connect partners with others. Our accompaniment includes securing funding for partners' work, providing training, mentoring and other capacity building in peacebuilding and organisational management, and working together to influence powerholders to bring about change. Our partners support us through grounding our understanding of conflict, shaping our approach to peacebuilding, expanding our reach, bringing specific expertise to our joint work, sharing learning and ensuring we remain adaptive and relevant in the contexts in which we work.

During 2022 and 2023 we are undertaking a process to reflect on our partnerships, hear our local and national partners' views, clarify our partnership position and develop guidance and tools to support our partnerships. This work is informed by our commitment to improving our approach to gender, diversity, equity and inclusion, and forms part of the process to develop our new organisational strategy. Our thinking is informed by global discussions about localisation, which supports a shift to locally led peacebuilding.

In September 2022, as part of our reflection on our approach to partnerships, we asked our local and national partners what they thought about their partnership with us. 58 people responded to an

anonymous survey and our country teams held discussions with 30 partners from across the globe, to gain a better understanding of how we partner at Alert and what we could do better. Their views have shaped our new **partnership position**, committing us to working towards more of our partnerships being locally led. We will continue to deliver some locally managed and locally implemented peacebuilding, driven by the needs and capacities of our contexts and the actors in them. But we commit to actively shifting towards greater local management and leadership. Whether our partners work locally, nationally or internationally, we will work toward partnerships being more equitable, effective, deep and diverse.

2. Building peaceful relationships

Engagement between people who disagree is necessary both to address immediate direct violence and to bring about changes to institutions, attitudes and behaviours that underpin structural violence. We work to support the building of trusting relationships between powerholders and wider society (known as *vertical relationships*) and among people across society (known as *horizontal relationships*).



Our partners: House of Peace and Basmeh and Zeitooneh

Our partnership with the two Lebanese NGOs, House of Peace and Basmeh and Zeitooneh, embodied our desire to contribute to local leadership of peacebuilding. House of Peace focuses on peace as a right for all people and respecting diversity and gender, and Basmeh and Zeitooneh works on peacebuilding and social cohesion, and civil society enablement. Together we supported the capacity strengthening of local organisations and communities to respond to the needs of Syrian refugees and host communities in Bekaa and Tripoli. Each of us worked on an approach to social stability that best fits our expertise, network and resources, aiming for complementarity. The project contributed to establishing a network of civil society organisations (CSOs) in Bekaa and Tripoli, creating new dialogue groups while concurrently empowering existing groups, and building existing youth and women committees' capacities in peace education. Among other contributions, House of Peace focused on building the conflict sensitivity capacity of CSOs through trainings, in which CSO representatives reflected on the potential conflict dynamics related to their own programmes. Basmeh and Zeitooneh provided tailored peace education to the committee members that challenges stereotypes, helps them with their own coping mechanisms and helps them to work together as a committee. Our collective work helped participants build new relationships and change attitudes and perceptions while also strengthening community mechanisms. Community initiatives brought together people with different identities and demonstrated how they can work together and collectively benefit the community. It also enabled parents and children to understand their own concerns and ensure self-care, and provided mental health support.

Conflict and gender sensitivity

Working to bring about peace first requires an understanding of what is causing the violence. Regular conflict analysis with our partners enables us to effectively adapt our peacebuilding to changing dynamics. Because changes to the social and economic status quo can cause or exacerbate conflicts, development, humanitarian and even peacebuilding programming can have negative unintended impacts on peace and security. If such risks are not identified, managed and mitigated well, these conflicts can become violent. But if managed well, people across the sector can actively contribute to reducing both direct and structural violence. We support the integration of **conflict and gender sensitivity** practices into the operations of organisations working in fragile and conflict-affected places.

We increased awareness of the need for conflict and gender sensitivity in the humanitarian and reconstruction efforts responding to the war in **Ukraine**, conducting a conflict sensitivity review of the humanitarian response in the country. The review, which found that conflict sensitivity is poorly



Our partner: Mines Advisory Group (MAG)

We supported MAG in its commitment to further integrating conflict sensitivity into their humanitarian mine action and armed violence reduction work. We provided accompaniment and technical advice on conflict sensitivity to five MAG country offices, including analysis, training, guidance and tools development on conflict sensitivity. Additionally, we worked with MAG to develop an organisational conflict sensitivity framework that outlines the relevance of conflict sensitivity to MAG's work and entry points for application at strategic, policy and programming levels and in terms of capacity development for staff and partners.

understood at all levels, has been shared with the UK and Netherlands governments, and Ukrainian, European and US civil society. This helped launch our Context Sensitivity and Social Cohesion Hub for Ukraine to work with and advise international and local humanitarian and development actors.

In **Niger**, we influenced the integration of conflict and gender sensitivity by consortium partners



Our partner organisations and representatives from local authorities from Chad meet in Niamey in neighbouring Niger to discuss collaboration on the project, 'Strengthening resilience and social cohesion in the border areas of Niger and Chad'. Photo: © Abdourahamane Malam Saley/International Alert

via trainings and sharing tools and technical support. This is positively impacting the work of local partners in Niger and Chad. For example, we supported our partner to deliver two workshops in Niger on peacebuilding and social cohesion, bringing together local authorities, traditional leaders (chiefs of cantons, tribes and villages or neighbourhoods), technical services, defence and security forces, civil society representatives (women's associations, young people and small farmers' organisations) and the national High Authority for the Consolidation of Peace (HACP). During the six days of training, the participants discussed the socio-economic situation of the community, different forms of security threats, mechanisms for preventing and managing land conflicts, and UNSCR 1325 and 2250 (on increasing representation of young people in decision making at all levels). Our conflict analysis enabled participants to discuss the main causes of conflicts that hinder living together, including scarcity of natural resources, exclusion of certain social groups, corruption, and customs that discriminate against women. As a result, participants developed an action plan to contribute to addressing recurring conflicts (herder–farmer, fisher–herder, inter-community and natural resource management conflicts).

In the **Democratic Republic of Congo (DRC)**, we set up a Conflict Sensitivity Hub (CS Hub) to provide humanitarian, development and peace actors with access to resources that allow them to ensure their programmes across eastern DRC are delivered in a conflict-sensitive way. The CS Hub is funded by multiple donors and is the first of its kind in the country. In 2022, the CS Hub received over 50 requests for technical support from local and international NGOs and trained 187 people (131 men and 56 women) in Goma, Bunia, Kalemie and Kananga in conflict sensitivity principles. We are accompanying organisations delivering cash programming and humanitarian work across South Kivu and Ituri provinces to review their methodologies and make adjustments to ensure their work is responding to changes in the context. The CS Hub has allowed these actors to ensure their aid programmes are as effective as possible and has helped them to build confidence with the vulnerable communities they are working to support.

Elections

For a society to be peaceful, decisions made by those with power should be effective, accountable and responsive to the needs of all in society, and people should have influence over the choice and conduct of their leaders. Violent conflict often emerges due to two or more parties competing for power. In societies that use democracy as the model for selecting leaders, elections can be key moments of violence. We therefore work with those with a stake in elections to prevent violence before, during and after elections.

Contributing to more peaceful and inclusive elections was a key focus for our **Kenya** team and partners in 2022. In collaboration with the Peace Actors Forum, we supported organisations to conduct dialogues in counties that were regarded as election violence hotspots, mobilising a range of peace structures to sustain these dialogues on peace pre- and post-election. Nakuru county was one of the six counties assessed as being at highest risk for election violence and experienced a wave of attacks by criminal gangs in June 2022, just before the August general election. Our partners Midrift Human Rights Network and Peace Corps, together with community leaders, therefore arranged a series of public security meetings, gradually building young people's trust in the process and willingness to participate. This open communication helped police to arrest some of the criminal gangs, which reduced the incidences of violence in the county. In Nairobi county, the Mathare informal settlements have experienced inter-ethnic violence during previous elections. With our support, Mathare Peace Initiative arranged multistakeholder dialogues, sporting events and peace caravans, during which young people in or at risk of crime surrendered weapons to the police. These efforts contributed to peaceful elections with minimal violence in areas that were regarded as hotspots.

In the **Philippines**, our Conflict Alert conflict monitoring system records the incidence, causes and human costs of violent conflict in the Bangsamoro Autonomous Region in Muslim Mindanao (BARMM). With ten years of experience and data and a breadth of networks, we provided timely deep analysis of conflict dynamics in the Bangsamoro around the national elections in



Our partner: Midrift Human Rights Network (Midrift Hurinet)

Midrift Hurinet works to empower citizens, the state and non-state actors in and around Rift Valley to inculcate a culture of human rights, good governance, peace and security in Kenya. In 2022, they worked with Alert and the Peace Actors Forum to strengthen community peace structures in Nakuru county, regarded as a hotspot for potential election-related violence. Their work mobilising communities and facilitating dialogues was critical in ensuring a peaceful election. In Rongai, Midrift Hurinet supported a critical conversation between community leaders of long-standing residents and communities resettled there after the post-election violence of 2007, to address the issue of land, the key factor driving local violence. At the forum, elders asked the deputy county commissioner to expedite the issuance of title deeds to solve the land disputes. The deputy county commissioner committed that, because the High Court had issued its ruling, a land surveyor would visit following the elections, after which community members would receive title deeds. These conversations played a significant role in improving community relationships and minimising violence during the August 2022 elections.

May 2022. Our community-based Early Response Network monitored major political clan feuding in the months leading to the elections in hotspot areas and were able to react quickly to emerging threats of violence. Our radio programme Alerto! Bangsamoro continued to serve as a platform to inform a wider audience on these issues. Early Response Network field reporters provided news updates on elections in Lanao del Sur, Maguindanao including the Teduray Lambangian areas, Basilan, Sulu, Tawi-Tawi, the 63 special geographic areas in the BARMM and Zamboanga City.

Participation in governance

A society with a well-functioning governance structure provides opportunities for everyone to **participate in governance** discussions and decisions about who has power and how that power is exercised. Prospects for peace are strongest when governments operate transparently and accountably

to deliver goods and services to the population, when laws reflect the common good, and when people and their leaders collaborate to define and take practical action on the right priorities.

Together with our partners, we regularly convene dialogues between civil society and government representatives to help establish constructive and peaceful relationships, so they can work together to solve the problems causing conflict in their communities. In 2022, this work included meetings with regional and local authorities in **Mali**, including the technical departments of the ministries of agriculture and land affairs and natural resource management, to discuss natural resources management and climate change policies affecting water-related conflicts in Mopti. In **Nepal**, some of our engagement with local government focussed on addressing the needs of conflict victims, seeking to hold local government to account, and asking them to prioritise health treatment, access to free education, livelihoods, employment and psychosocial counselling.

Transparency and social accountability

We recognise that the state can be a negative force in people's lives and can cause or reinforce both direct and indirect violence. This may be due to highly bureaucratic or securitised state structures, institutions that consolidate unequal national or international trading relationships, or socio-economic policies that leave the most vulnerable people exposed to economic crises. We seek to support improved **transparency and social accountability** by states or others in power, enabling people to challenge deeply embedded inequalities and established relationships between those in power that actively continue to exclude others.

In **Kyrgyzstan**, we enabled work by 34 CSOs and 25 local governments (known as local self-governing bodies, or LSGs), supported by 135 mediators across the country, to establish a civic network to produce solutions to a variety of socio-economic problems at the local level, with the aim of contributing to preventing post-election violence. In addition to LSGs, we worked closely

with the Central Election Commission, Ministry of Internal Affairs and State Agency for Civil Service and Local Self-Government Affairs under the Cabinet of Ministers. The project evaluation found that, as a result of our work, citizens' trust in local authorities has increased thanks to strengthening collaboration and joint work of LSGs and CSOs using the local initiatives mechanism. The transparency and accountability of local authorities has been greatly increased through holding public budget hearings, open sessions of local councils, introducing IT innovations in communication with local residents (for example, a Telegram bot for complaints and suggestions from local residents), supporting youth initiatives funded by the local budget, and strengthening mediation and conflict prevention skills. Local authorities' readiness to allocate funds to implement community action plans, particularly conflict prevention plans, indicates their political will.

Social cohesion

Strong horizontal relationships within communities, particularly between people from different groups, are essential in preventing conflict from escalating into violence. Such relationships are also important in bringing those who have been at conflict back into a more normal and stable social interaction. Much of our work and that of our partners is focussed on strengthening this **social cohesion** – the relationships and sense of connectedness among members of a community.

In 2022, we provided conflict resolution and mediation training to local communities and their leaders in the Bandiagara region in central **Mali**. We also set out to improve effective communication among conflicting clans from different social, ethnic and religious backgrounds, by building networks of local mediators and young leaders, including women community leaders, so that they could integrate inclusive dialogue and rights-based approaches to peacebuilding issues. These tactics helped promote trust, social cohesion and peaceful coexistence in a very polarised political environment. In particular, we helped to facilitate a long mediation process between clans of different religious and ethnic backgrounds, solving three conflicts between people using a water point. One

case saw conflict over access control and use of a water reservoir by market gardeners, fishers and bogolan makers (a handmade cotton fabric). As the amount of water stored in the reservoir no longer met the needs of all who used it, the market gardeners and fishers began to prohibit bogolan makers from washing cloth coated with clay or dyed with bleach, as well as preventing women who make blue indigo with caustic soda from using the reservoir. This conflict made it difficult to use the river's water, which had previously served as a focus for social cohesion and promotion of economic growth in the area. The mediation consisted of separate one-on-one interviews with presidents of the various associations, with the goal of convincing them to move toward a win-win solution. The communities subsequently requested the project's support to rehabilitate the reservoir in order to increase its retention capacity and thus reduce tensions between market gardeners, fishers and bogolan makers.

Lack of community cohesion is a key source of conflict in northeast **Nigeria**, so positive changes in attitudes and behaviour towards others are significant for long-term peace. We supported improved community social cohesion and a reduction in conflict, reduced stigmatisation of vulnerable groups and enhanced local conflict resolution mechanisms, by strengthening state government and community capacity to build households' and community resilience to recurrent shocks (conflict and its negative effects). Our work included strengthening public administration capacity to deliver youth-focused social protection programmes and to develop a state social protection policy, and providing women and young people with skills development opportunities, enabling them to diversify their incomes. In an evaluation, 60% of women who participated in the project in the city of Potiskum felt that social ties were stronger and their level of interaction had significantly improved, because they could now freely celebrate and mourn together and work together to clean the community.

Reconciliation and reintegration

Conflict leaves its mark on individuals, communities and societies well after the violence ends. Following

violent conflict, relationships within society are broken and explicit efforts are often needed to bring people (back) together and enable everyone to live normal lives. This work includes **reintegration** of former combatants back into their communities and **reconciliation** between previously conflicting parties.

Our programme in **Rwanda** is contributing to post-genocide recovery with an innovative integrated approach to supporting **reconciliation**, addressing the impacts of the genocide through psychosocial support, trauma healing and economic development opportunities. This approach has been highly successful in addressing social exclusion and

marginalisation by bringing together perpetrators, survivors and orphans from different communities to heal and prosper.

In **Nepal**, we continued our work on **transitional justice**, helping to shape an environment to address the immediate needs of conflict victims, as well as preventing local violence. We mobilised district transitional justice networks (DTJNs) to conduct advocacy dialogues at the local, provincial and federal level, strengthening citizen–state relations and access to justice for conflict victims. As a result, eight municipalities have started to allocate budgets for conflict victims in their annual plans, enabling



Our partner: Rwanda Organization of Trauma Counselors (ARCT-Ruhuka)

ARCT-Ruhuka aims to lead the development and application of innovative psychosocial approaches to mental health services and strengthen professional capacity in understanding, treating and preventing mental health problems. They deliver mental health and psychosocial support interventions, conflict management and peacebuilding for sustainable development in all 30 districts of Rwanda. We have been working together to improve reconciliation efforts in Rwanda through healing of historical wounds and facilitation of open and inclusive dialogue on contemporary sensitive issues in communities, secondary and high schools, universities and civil society.

ARCT-Ruhuka's community-based intervention uses cognitive behaviour therapy and humanistic approaches, through which trustworthy volunteers are trained in basic mental health and psychosocial intervention, with technical support and clinical supervision by professional counsellors. By the end of 2022, 150 community facilitators were trained and providing therapy sessions to genocide survivors, released perpetrators, returnees, ex-combatants and young people from those families (to prevent transgenerational trauma). Between them they formed 255 therapy groups (2,917 members, 61% female, 39% male), which serve as safe and confidential spaces where members express their emotions, and exchange and learn from each other about healing, social cohesion and resilience building. The community facilitators received technical guidance from the project's professional counsellors, through clinical supervision and field visits to their group therapy sessions. Members have reported reduced symptoms of trauma, such as fear, anxiety, isolation, anger, guilt, lack of trust and an increased sense of belonging to one's family and society.

After 62-year-old Theoneste, a widower with four children, was released from prison for participation in the genocide against the Tutsi, he felt shame and was afraid to meet survivors, especially those whose family members he had killed, so he ran away from them or stayed inside his house alone all day. Hearing this from neighbours, a community facilitator explained to him about the importance of the therapy groups for trauma healing, unity and reconciliation. In a therapy group, he met two survivors who openly shared their stories and how they felt. Two weeks later, Theoneste also shared his stories with other participants, contrasting how he felt previously, and his inability to sleep, with how he felt after releasing all that was inside his mind. He said that after sharing his stories and asking for forgiveness, his symptoms are much reduced. "I felt so relieved and happy. Now I sleep well, socialise with others by attending weddings, church and other government development programmes." He also feels more resilient and accepted within his community. "Before, I used to see anything and get frightened. Even a tree would scare me, thinking it is someone coming to kill me due to what I have done. But now I am comfortably living with others in the community." Kabahizi, whose family members Theoneste had killed, forgave him and, as a symbol of a renewed relationship, even promised to give him a cow.

basic and immediate support for conflict victims from local governments. Facilitating mechanisms include a local municipality's provision of free health insurance to 33 conflict victims to continue their health treatment and medication, and free letters of recommendation to enable those in difficult financial circumstances to obtain their birth certificate and other citizenship documentation.

Sexual and gender-based violence

SGBV is direct interpersonal violence that is rooted in gender inequality, societal norms and abuse of power, such as patriarchal gender norms that reserve leadership for male elders and expect subservience from younger women. These norms also serve to exclude those from LGBT+ communities, who can be victims of SGBV. We recognise that constructive change in the family can not only reduce SGBV, but also have far reaching consequences beyond the family in the reduction of direct and structural violence.

In **Myanmar**, we have continued to focus on bringing about positive changes in male and female relationships in Kachin and Rakhine states. Through support to improve their interpersonal communication and reflections on men and women's gendered power, participants explored gender norms that fuel violent behaviour and attitudes, such as recognising that use of violence at home to express unfulfilled needs can fuel community conflict. The evaluation of our work reported a greater understanding of SGBV among men and a greater willingness to address issues of violent behaviour with other men as a result of their participation in our project. We also successfully dispelled misconceptions about sexual and reproductive health issues, leading to less discriminatory practices. One participant explained how the dialogue work had helped him change his behaviour:

"I always wanted to change my attitude and toxic behaviour. I knew that I had to change, but I didn't know what makes me stuck. I am a breadwinner and may have asserted my voice towards my kids and my wife ... I used to be the person who always spoke and didn't give other people space to express their opinions. After the dialogue sessions, it became clear

to me that I should talk less and listen more ... I reflected on my habits and realised it was wrong of me to ignore people's opinions, especially my family members'. I never willingly accepted when my kids approached me. I shut them up when they wanted to discuss things."

These changes are important in Myanmar's context, as expectations of men can combine with the ongoing crisis to produce violent behaviours, attitudes and discourses that undermine social cohesion and increase the potential for SGBV and community violence.

3. Keeping the peace

Societies have developed multiple ways to manage relationships between people, and in particular disagreements or tensions between their members, without use of violence. We work to support these institutions to work inclusively and equitably.

Justice

Effective laws reduce the ability of people to use or provoke violence, and protect everyone's human rights. In addition to fair laws, a peaceful society needs effective mechanisms to enforce those laws, ensuring that they apply to everyone in society. Such mechanisms enable prevention, protection and punishment, and enable **justice** not only to be done, but to be seen to be done. This includes being able to pursue truth and justice for crimes committed during violent conflict.

April 2022 saw the Marawi Siege Victims Compensation Act signed into law in the **Philippines**. This was the successful culmination of our and partners' efforts to support justice for the victims of the 2017 Marawi siege, a five-month armed conflict between government security forces and militants affiliated with the Islamic State. Drawing on our ten years of conflict data collection and analysis, our regular evidence-based strategic engagement with key legislators reinforced the urgent need to pass legislation on issues that significantly impact the Bangsamoro transition. We provided analysis and thematic briefings on the lack of progress in the



Our partner: Marawi Reconstruction Conflict Watch (MRCW)

In 2018, a year after the Marawi siege, the internally displaced people (IDPs) were calling on authorities to let them go home and rebuild their homes themselves. The development of a Marawi Compensation Bill became a central advocacy focus for MRCW, a multi-stakeholder dialogue group set up to hold government, private sector, donors and CSOs accountable to the people most affected by the war. The MRCW included traditional and new leaders, women and young people, Muslims and non-Muslims, teachers, lawyers, development workers and some government executives acting in a private capacity. Their task was to shine the spotlight on the rehabilitation process, allow people's voices to be heard, provide expert advice, prevent corruption and inefficiency, and ensure civil society accompaniment throughout the process.

The government's Task Force Bangon Marawi (TFBM) repeatedly delayed the date of return of the displaced and the rebuilding of vital services. The MRCW pressured the government to fulfil their promises and account for the utilisation of aid. Social media was regularly used to bring the message to a wider audience, especially legislators. For example, in May 2020, during the third Marawi siege commemoration, MRCW and Alert ran the #KayaNgMeranaw online campaign to showcase the Maranao people's stories of strength, bravery and perseverance amid the constant delays in the Marawi rehabilitation. Constant media engagement using stories and pictures of those affected was crucial in putting the Marawi issue back into the public consciousness. The #MarawiCompensationNow! campaign launched in the second half of 2021 used social, national and local broadcast media to increase the public attention on the need to pass the compensation bill. The MRCW concurrently cultivated champions in both the Senate and the House of Representatives. For the MRCW and Marawi IDPs, the passage of the bill in 2022 provided tangible support and recognition of the pain experienced by those who lost loved ones and their homes in the 2017 war, as well as recognition of the state's responsibility to compensate the victims of war.

Marawi rehabilitation to allow local communities to return to their homes, the provision of compensation to victims, and violence over land and resources, especially in the ancestral lands of non-Muslim indigenous people. With the passage of the Marawi Compensation Act, our policy advocacy focused on ensuring the legislation's proper implementation, including the establishment of a multi-stakeholder Marawi Compensation Board as the crucial first step.

Security

In a peaceful society, everyone can live their lives in **security**, without undue fear of physical or psychological threat. Although the physical prevention of violence alone is not enough to create peace, it is an essential component. Where violence is seen as a legitimate way to resolve personal or local conflicts, it is more likely to be used in political or other conflicts. State or community security forces must have the trust of the societies they are recruited to protect, and the skills and capacity to undertake that protection. We analyse the reasons behind insecurity and public perceptions of security actors, and explore their impact on political and social instability. We use this knowledge to work with communities, governments and international agencies to devise practical responses that reduce harm, build respect for the rule of law and help ensure greater security and stability for citizens.

Improving collaborative links, communication and trust between citizens and the security forces is a focus of our work in **Mali**. We held civilian–military dialogues in Boni and Douentza communes, bringing together representatives of the community and local civil society and those of the Malian Armed Forces. These dialogues were designed to identify security-related issues affecting the communities and concerns that compromise not only the social fabric in the region, but also civilians' relations with security services. At the time, the Malian Armed Forces had been accused of executing civilians in the central Malian town of Moura, whom they purportedly suspected of being Islamist fighters. This was discussed within the civilian dialogue forums and, following long hours of discussions, forum members identified local solutions in Boni and Douentza that would help re-build confidence and pave the way for fruitful civilian–military collaboration. These



A civilian–military dialogue in Boni commune in the Mopti region of Mali, bringing together members of the community and local civil society with the Malian Armed Forces to identify and address security-related issues affecting the community. Photo: © Yaya Diarra/International Alert

local peace initiatives brought together a total of 225 participants, including 50 security personnel and 175 community members, through sporting events, roundtables and discussions on topics such as the role of young people in security governance. These joint actions provided an opportunity for local citizens and security and defence personnel to get to know one another and share information. We observed positive behavioural changes as a result. These included citizens requesting mounted military patrols in the region, to improve their security, and the creation of a liaison committee between the security and defence forces and the communities of Boni, serving as an early warning system. The project helped change communities’ negative perceptions of the Malian Armed Forces and laid the foundations for strong collaboration.

In **DRC**, we have ensured that the government and diplomatic actors hear from the people most affected by violence involving the M23 armed group in North Kivu province and use this information to inform their policy decisions in responding to this conflict. This has been crucial given the political and diplomatic significance of the M23 conflict and its contribution to regional tensions with neighbouring

Rwanda. Working with 33 national and international NGOs active in eastern DRC and the wider region, we provided written and verbal briefings to national and regional decision-makers and diplomatic representatives on local civil society’s views on urgent humanitarian needs and called for a rapid diplomatic solution to the conflict, to reduce further displacement and loss of life. We were able to use our connections and reputation to convey the voices of those under armed group control, on the frontline or in displaced people’s camps. Our advocacy was used by the donor Peace and Security Working Group at a critical moment, to influence their national and collective responses to the conflict.

We have also improved security around targeted mine sites in South Kivu and Ituri provinces through the implementation of priority actions in local security plans. Local monitoring committees for mining activities – multi-stakeholder conflict resolution structures – mobilised local young men and women to improve sections of roads leading to mining sites. This encourages quicker and more direct transportation of minerals from the mines to trade centres and on to processing centres – reducing interference in the chain. Security along the routes



Our partner: Justice Plus

Justice Plus is an NGO that fights for the promotion and defence of human rights, conflict transformation, stabilisation and good governance in Ituri province. They are specialists in strengthening social cohesion and confidence between authorities and community members. In 2022, Justice Plus contributed to several crucial peacebuilding results across our work in Ituri. For example, following their training and coaching programme, a deputy administrator has become actively engaged within a local mining monitoring platform and in the resolution of security incidents around mine sites. He has organised awareness sessions on legal mining practices during police parades and financed missions to monitor conflict resolution and incidents in the mine sites, working with civil society and local leaders. Justice Plus also supported local monitoring committees for mining activities to better manage conflict in mining communities. For example, in Mambisa and Bahema-Baguru chiefdoms, when artisanal miners have destroyed farmers' fields and inhabitants' houses without consent, such conflicts have previously been settled by violence and sometimes in court. After coaching and support from Justice Plus, the committees are now effectively managing these conflicts, mediating between actors so that farmers and mining cooperatives negotiate settlements and resolve their conflicts peacefully. Justice Plus is taking on increasing leadership in our collaborations. They sit on the steering committee for two of our projects, providing a strategic steer on the projects' direction. Through our engagements and joint advocacy, we have learned a lot from Justice Plus, including about the complex historical dynamics of community level conflicts in Ituri.

and in neighbouring communities has also increased significantly, further improving accessibility. Together with our partners, we worked with the local authorities to provide technical support (e.g. mediation of disputes) and financial support (e.g. construction of small infrastructure projects requested by the mining communities to improve security in their area). Women were selected to work as roadside helpers, which also helped to address social stigmas that mean women are often not chosen first for this sort of work. Engaging them in this activity boosted their confidence to put themselves forward and manage household finances. It also demonstrated to local leaders that women have important contributions to make to the development of their communities.

Early warning of violence

Where institutions are not able to ensure the peaceful management of conflict, **early warning of violence** can prevent escalation and enable swift support to those affected by violence. Understanding potential triggers of violence requires a deep understanding of the context, through conversations, research and dialogue, to build a picture of people's experiences of security and insecurity. We use technology to manage data, forecast organised violence and make insights widely available to those who can take action to prevent or mitigate violence.



An antenna is installed for the Mayuano Community Radio in Ituri province in DRC as part of our project, 'Madini kwa Amani na Maendeleo', in partnership with Justice Plus. This was an action point in the community's local security plan, to improve access to information and social cohesion in this artisanal gold mining area. Photo: © Justice Plus

In **Myanmar**, we established a conflict monitoring system across nine townships in the Sagaing region composed of 27 community conflict monitors and coordinators. This resulted in increased information sharing about potential risks and incidents in the region among CSOs, partners and communities, and led to more coordinated responses to incidents of violence and conflict. Fortnightly and quarterly newsletters distributed in the region capture patterns of conflict, including military movements, helping to keep communities safer and less impacted by outbreaks of violence. Our establishing of this system has been a significant step in ensuring that local news and conflict data are better communicated to communities affected, and that local organisations' responses are better coordinated.

4. Living peaceful lives

In a peaceful society, people have fair access to services of decent standards that enable them to live in dignity. Mental and physical wellbeing are maintained and people are able to work towards fulfilling their aspirations. People go about their lives without using violence to do the normal things that we all seek to do: earn a living, stay healthy, raise the next generation and fulfil our emotional and spiritual needs. We work to address structural limitations and ensure fair access to services, to enable all people to live their diverse lives peacefully. As well as satisfying individual needs, such work reduces the risk of some groups' grievances resulting in violence and enables diverse contributions to peaceful social change.

Economic opportunities

Everyone needs to be able to make a living, to provide for themselves and their families. Therefore, ensuring fair and inclusive **economic opportunities** is a key factor in developing a peaceful society. If people are financially excluded, particularly on the basis of some aspect of their identity, there is a risk of increased social tension and potentially violence. We work with all sorts of economic actors, from supporting young people to set up small businesses and reduce the attraction of violent means to secure money, through supporting traders to fairly and

easily access sustainable livelihoods, to working with large companies to ensure their operations do not exacerbate conflicts.

We have continued to see positive results of our support to women working as cross-border traders in the **Great Lakes** region of Africa, despite ongoing and increasing tensions between the countries in which we work. We undertake joint advocacy to amplify the voices of local actors and take the lessons from community-based implementation to affect regional or national policy change. The closure of the **Burundi–Rwanda** borders since the start of the COVID-19 crisis had closed markets, putting traders' livelihoods in peril, with some turning to illegal trafficking of goods to meet their basic needs. We supported women from both sides of the border to undertake a joint advocacy campaign, demonstrating to national and regional authorities the detrimental impact the border closure had on economic and social cohesion in their communities. In 2022, after extensive advocacy and backdoor diplomacy, the Burundian and Rwandan governments agreed to re-open the border. **DRC** authorities had revised the DRC–Rwanda border-crossing requirements to limit the number of people crossing the border during the pandemic, requiring the purchase of a \$40 three-month residence permit. Our Rwandan partner, La Commission Episcopale Justice et Paix Rwanda, established the Rubavu advocacy platform to support cross-border traders working in DRC, to advocate with authorities to improve their working conditions. The same advocacy platform was also set up on the Congolese side of the border by our DRC partner, Umoja in Action. On both sides of the border, we helped build the capacity of the platform members and partners' staff, and organised joint border committee meetings. These activities enabled the platform members to ask authorities to extend the validity of the residence permit, to increase the viability of their businesses. As a result of our joint efforts, the cross-border residence permit was increased from three to 12 months, greatly improving conditions for the traders. This also demonstrated the capacity of women working as small-scale traders to advocate for their needs and influence changes in regulations and practices. In recognition of our work, we were granted an observer seat on the DRC–Rwanda joint

border committee, a mechanism that promotes cross-border trade and resolves issues that present barriers to trade.

Conflict-sensitive business practices

Whether through aid delivered at the height of a conflict, ongoing business and trade, or investments made in post-conflict settings, economic policies and practices play a huge role in fragile and conflict-affected places. Businesses, development organisations, informal economic actors, policy-makers and investors can exacerbate or drive conflict through their political, socio-economic and environmental impacts. They also have the power to contribute to addressing conflict and to build the conditions for peace. We aim to address the structural causes of conflict by influencing economic actors at the local, national, regional and international level to understand the impact of their work on societies. We help companies, financial institutions and investors to mainstream **conflict-sensitive business practices** in their policies and operations, and to comply with accountability frameworks such as the Voluntary Principles on Security and Human Rights.

In 2022, we undertook research on investment and conflict sensitivity and published a policy note on **peace-positive investment**, outlining practical steps for investors and regulators to take to ensure that investments are conflict sensitive, peace positive and actioned within a stronger environmental, social and governance (ESG) framework. We recognise that private investment will be necessary if we are to have a chance of achieving the Sustainable Development Goals by 2030. Fragile and conflict-affected places are most in need of investment, to unlock their potential for growth and jobs and to address the root causes of conflict and fragility. Yet few fragile and conflict-affected places have attracted significant volumes of foreign direct investment. Our research explored the key risks facing investments in conflict-affected areas and the best practices in mitigating these risks, as well as potential ways for investors to contribute to building peace and social cohesion.

Since 2022, we have been providing conflict sensitivity analysis, capacity development and knowledge management for the European

Investment Bank. This has enabled us to influence the investments of one of the largest development finance institutions in areas affected by conflict. We have also used our expertise to shape legislation on conflict-sensitive business practices. Together with three other international NGOs, we successfully campaigned for including amendments on conflict sensitivity in the European Corporate Sustainability Due Diligence Directive. This included mobilising members of the European Parliament from three political parties and submitting a letter to the EU signed by 50 NGOs. These amendments were agreed by the European Parliament's human rights and legal affairs committees and will advance to a plenary vote by the chamber later in 2023.

Natural resource management and climate change

Competition over the natural resources needed to live and earn a living, including land, forests and water, is a major driver of conflict. Systematic, fair, inclusive and responsive natural resource management is therefore integral to preventing conflict. It is also vital to effective climate change adaptation and mitigation efforts. Climate extremes and variability are threatening the livelihoods, food security, health and wellbeing of millions of people worldwide, which can create or exacerbate community tensions, with the potential to lead to violent conflict. We bring together communities, authorities and businesses to design effective and conflict-sensitive management solutions for natural resources and climate action.

In 2022, we improved the coordination of water resource governance in the Lake Turkana region of **Kenya** as part of the Water, Peace and Security partnership. Fishers were concerned about deteriorating hygiene along the lake, which exposed them to waterborne diseases, as well as lack of transparency in the spending and activities of the Beach Management Unit (BMU), the water governance structure. Our partner, Turkana Pastoralist Development Organization (TUPADO), supported frequent dialogues between the BMU members, the Kibish Water Resource Users Association officials, the government and the fishers working on Lake Turkana. Dialogue and coordination efforts have improved the relationships



Our Central Asia Director Shakirat Toktosunova discusses the findings of research on the impact of climate change on conflict dynamics in transboundary river basins in Kazakhstan, Kyrgyzstan and Tajikistan. The research, part of a collaboration with Kazakh civil society organisation ARGO, was shared with climate change and peacebuilding experts from the three countries through a dialogue platform in Almaty, Kazakhstan. Photo: © ARGO

and reduced conflict between fishers and the Kenya Wildlife Service warden over poaching in protected fish breeding sites, and improved the accountability of the BMUs. The BMU management has been updating the fishers on how they spend the revenue they collect, part of which has been used to maintain hygiene along the shorelines of Lake Turkana, especially at the landing sites. The dialogue forums also gave Kenya Wildlife Service officials an opportunity to familiarise the fishers with fishing regulations, particularly on protected grounds, the proper use of appropriate nets, and the repercussions for breaking these laws. This was critical in enabling fishers to understand why they could not use certain nets or were prohibited from fishing in certain areas of the lake.

In Central Asia, we undertook research in **Kazakhstan, Kyrgyzstan and Tajikistan** into local and cross-border water management conflict. Using these findings, we strengthened the capacity of cross-border small basin councils and local self-government bodies in Kazakhstan, providing training in practical skills such as conflict-sensitive modern irrigation and water saving mechanisms to

improve water management. We established links with leading water law experts in Kazakhstan, who provided insights into how changing the status of small basin councils could enable them to be better involved in local resolutions about water usage.

Globally we have been expanding the evidence base on conflict-sensitive business practices in relation to the green energy transition. With the push to achieve net zero driving massive global investments in renewable energy, there is a risk that such green energy projects could cause conflicts. Our 2022 research, **Fuelling conflict?**, examined the implications of this issue in the cobalt mining industry in DRC and in wind and solar projects in Kenya and Morocco. We have also been influencing donor governments to integrate climate security into their policy frameworks, working with the Netherlands Ministry of Foreign Affairs to include climate security in their rule of law theory of change. We were also successful in influencing the climate change community (historically not particularly receptive to including conflict and peacebuilding perspectives as part of their messaging) to include references to climate and conflict risks in their briefing to the EU. This focussed

on how the EU might strengthen its partnerships in Africa, including financing of climate adaptation and loss and damage.

Health

The COVID-19 pandemic demonstrated how **health** crises can exacerbate direct and structural violence across the globe, especially in already fragile situations. Lack of equity and accessibility in health service provision can be a driver of conflict as well as expose inequalities elsewhere in society. One in five people affected by conflict experiences serious mental health difficulties.¹ The emotional, mental and physical symptoms associated with mental health problems among those living through violent conflict can cause them to withdraw and experience social exclusion, lead to harmful coping methods and hinder social cohesion. Focusing on individual healing, rebuilding trust and relationships, and repairing the social fabric can create a context in which wellbeing is more likely to be protected and nurtured. Healing these individual and social wounds through work on **mental health and psychosocial support** is essential to ensure that future conflicts can be addressed peacefully.

1 Mental health in emergencies, World Health Organization, 16 March 2022

Our **Tunisia** team has a strong focus on increasing access to mental and physical healthcare, particularly for marginalised young people and those most affected by government austerity measures. Our work aims to empower young residents of border regions and working-class neighbourhoods to exercise their right to mental health and to mental health services. We undertook research into young people's perceptions of mental health and the obstacles in accessing mental healthcare. We promoted local and regional discussion of mental health issues, including airing 12 radio spots called 'A minute for mental health' over three months across two stations, along with six radio shows dealing with violence, bullying and social media in relation to mental health, street performances on mental health, and anti-bullying campaigns with artistic activities for students in eight schools. We facilitated dialogues between young people and local authorities around violence, social media and bullying, and engaged with the local representatives of the ministries of education and culture on the issue of bullying. We also trained 121 employees of the Centres for Defence and Social Integration and reproductive healthcare centres, which provide services relating to risk-taking behaviours such as addiction and violence that further marginalise young people, on improving their communication strategies and outreach.



Our partner: Shamseya for Community Healthcare Solutions

Shamseya is a problem solver for challenges facing healthcare. Their diverse team, which includes physicians, global health experts, technical programmers and sociologists, has extensive practical experience of community assessment of local health needs and facilities. Together with Alert, Shamseya developed an innovative citizen diagnostic mobile app, which young people used to assess seven kinds of healthcare facilities, including hospitals, reproductive health centres, pharmacies and gyms. Measures were developed in focus groups with young people from three regions, triangulated by input from medical specialists, and converted into an accessible user-friendly app, which was then trialled by the young people. 91 healthcare facilities were assessed anonymously by two people, at different times of the day. Friendly facilities were awarded a sign indicating this status, which encouraged them and created an environment of positive competition, motivating others locally to demonstrate the same quality of service. The youth network provided 'unfriendly' healthcare services with detailed assessments and held a discussion with the facility head, offering an amnesty period within which to make improvements before a re-assessment. Young people reported that they can now engage objectively with healthcare authorities on the quality of services, a discussion from which they have long been excluded.

Progress against our operational priorities in 2022

Peacebuilding quality – impact, learning and partnerships

In 2022, we developed our [approach to peacebuilding](#), an updated description of our work, including what we mean by peacebuilding, why it is important and how we at Alert build peace. This provides the basis for a common framework for planning and reporting on our peacebuilding results, which will be further developed in the coming year. In parallel, we undertook an in-depth reflection on our partnerships, consulting widely with local and national partners and Alert staff on their views on our current partnerships and what should improve. In our [partnership position](#) we stated that we want our peacebuilding to be increasingly locally led and locally managed, and will work towards our partnerships being more equitable, effective, deep and diverse. In 2023, we will develop the tools and guidance necessary to enable us to implement this position.

Connections, collaborations and coalitions for impact, including inside Alert

We reformed our internal governance during 2022 to make the Executive Team more inclusive and representative, in line with the principles of our organisational charter on gender, diversity, equity and inclusion (GDEI). The Executive Team now includes representation from regional and country directors, the Global Peacebuilding Unit, the staff forums and the GDEI Steering Committee. The resulting strategic and operational decision-making body is more inclusive and making better decisions. In November, we held our Global Leadership Team meeting in person for the first time in three years. This meeting set the framework for our new strategy process and opened honest and inclusive discussions on structural racism and equity. Externally, we

took a systematic approach to strengthening our international NGO relationships at headquarters level, identifying over 300 potential NGO and private sector consortium partners, and focussing on building relationships with 50 of them. The resulting connections have strengthened our convening role and led to multiple global, regional and national joint funding bids.

Advocacy: Changing people's minds through clarity, engagement and thought leadership

We continued our global work influencing change on climate and gender. Our climate security efforts included research into the conflict risks of the green energy transition, launched at an event organised in partnership with Chatham House on the International Day of Peace on 21 September. We also launched our advocacy paper, [From diagnosis to action: Five lessons for addressing climate security risks](#), drawing on our work in 12 countries. This work underpinned our messaging in the lead up to and during COP27, where we pressed for conflict to be a key consideration in climate negotiations. Our gender work included our [Breaking the binary](#) paper on LGBT+ inclusion in the WPS agenda, which was launched at an online event attended by over 70 participants. Our advocacy efforts contributed to supporting the integration of LGBT+ issues into draft WPS national action plans in the UK and Nepal. Our European affiliate, Stichting International Alert became a signatory of the Netherlands' WPS national action plan, opening a new avenue for strategic advocacy on the linkages between gender and peacebuilding. In addition, we undertook extensive advocacy about the war in Ukraine, raising alerts about the potential impact of the conflict on the wider region and the need for a conflict-sensitive humanitarian response. Later in the year, we began participating in discussions around the reconstruction

of Ukraine, urging for the rebuilding of its social fabric to be prioritised to ensure long-term, sustainable peace. We sent a delegation of our Executive Director and a local and an international partner to the Vatican to meet with the Pope's foreign minister on the conflict sensitivity of his trip to eastern DRC and published an advocacy situation brief setting out our recommendations for a [people's peace](#).

Strong systems to manage delivery and governance, money, knowledge, relationships and risk

2022 saw us update our risk management framework, alongside consolidating knowledge management through more centralised data storage. This included procurement of a relationship management database for managing our partner and donor relationships. We worked to strengthen our governance procedures, updating our Memorandum and Articles of Association, and Risk and Audit Committee Terms of Reference. The Alert Board elected a new Chair at the turn of this year and continued to renew its membership and broaden its expertise. Engagement between staff and the Executive Team was further strengthened through regular staff forum meetings with the Executive Director.

Fundraising and cost recovery

In line with our fundraising action plan, we expanded our focus on commercial contract frameworks and deepened our relationships with our strategic donors (the Dutch Ministry of Foreign Affairs, the Irish Department of Foreign Affairs and the Swedish International Development Cooperation Agency), convening joint discussions in October. We also identified 11 donors with whom we sought greater partnerships, developing strategies for senior engagement to complement our country offices' fundraising efforts. We continued our focus on supporting teams to recover the true cost of project delivery through their budgets, providing updated guidance and training from our central Finance and Resource Development teams.

Gender, diversity, equity and inclusion (GDEI)

Our organisational charter on GDEI, which lays out our institutional position and commitments to GDEI, and a framework for implementation, was validated by staff in April 2022. The charter centres on four key principles: supporting power-shifting and inclusion in our processes; building trust and accountability with our partners and the communities with which we work; adapting our structures to ensure GDEI; and delivering locally owned and locally led peacebuilding programming. New initiatives launched in line with the charter included our expanded Executive Team and framing our Global Leadership Team meeting around GDEI charter aims. To embed our GDEI principles, trainings were developed and piloted with the staff of our largest country office, DRC, in our Goma and Bukavu locations. Our HR policies were reviewed by a GDEI consultant during the spring and a plan developed for a comprehensive review of our global reward framework and pay structure.

Efficiency – a lean cost structure

Our London-based team moved into a new, more efficient office in August 2022, as part of a wider plan to reduce cross-organisational overheads and reduce unrestricted spend. This plan is being implemented through a series of measures, including restructuring of some teams and posts.

A nature-neutral Alert

We undertook an eco-audit in 2022, providing recommendations to assist with our efforts to reduce Alert's impact on the environment. Staff, the Executive Team and Global Leadership Team considered options to reduce our resource use in the changed financial environment.

Our operational priorities for 2023

Strategy

The development of our next strategy will be a major cross-organisational priority during 2023. Alongside consultations with all teams and the Board, with local partners and strategic donors, three staff working groups will examine: our identity, purpose and value proposition; options for our future structure; and our future business model. We aim to have a new strategy approved by the Board by the end of the year.

Our peacebuilding approach

We will use our [approach to peacebuilding](#) as the basis for strategic discussions in 2023 about whether any of our programming focus should shift, as part of the formulation of our next strategy. In our [partnership position](#) we stated that we want our peacebuilding to be increasingly locally led and locally managed, and will work towards our partnerships being more equitable, effective, deep and diverse. In 2023, we will develop the tools and guidance necessary to enable us to implement this position.

Advocacy

Ukraine will remain an advocacy priority for 2023, with a continuing focus on the need to invest in and rebuild Ukraine's social fabric. In relation to DRC, we will continue our advocacy to support work there, in an increasingly fragile country context. Thematically, we will continue to prioritise climate and conflict, working towards this being a higher priority at COP28, and gender, focussing on masculinities and patriarchal norms, among others.

Fundraising

We will continue our global-level engagement with key donors to strengthen our profile and reputation and ensure we fully understand their priorities, and will complement ongoing partnerships within our countries of operation. We will deploy the strong relationships with consortium partners for work leading or subcontracting in consortia. Maintaining strategic partnerships in the changed funding environment will be a key focus, as will bidding for and strengthening capacity to deliver projects commercially.

Internal governance

We will continue to implement our GDEI agenda in 2023, including ensuring that GDEI is central to the strategy process. We will make a significant step on localisation during 2023 by working with our Philippines team to transform it into a fully local organisation, with a close relationship as a partner of Alert for the future.

Operations

We will focus on implementing savings, strengthening our financial budgeting and management processes, and continuing to increase overhead recovery to ensure a sustainable financial model. This will also entail a focus on organisational cohesion and staff engagement and communication as we navigate internal and external changes. Our reward review will conclude, we will implement recommendations in line with our eco-audit and refresh our internal policies to ensure consistency and appropriateness.

Organisational details

Trustees (also directors of the company) Ambassador (retired) Carey Cavanaugh* – Chair (until January 2023)
David Nussbaum* – Chair (from January 2023)
Richard Langstaff* – Honorary Treasurer
Hans Bolscher* (until March 2022)
Emine Bozkurt
Nina Caspersen
Christopher Deri (until May 2022)
Njeri Kabeberi (from September 2022)
Abir Haj Ibrahim
Lisa Lynn Rose*
Erin Segilia Chase*

* Denotes member of the Risk and Audit Committee

Principal officers Nic Hailey, Executive Director
Senait Fassil, Director of Finance and Operations (until May 2023)
Kathryn Tomlinson, Director of Programmes (until April 2023), Director of Global Delivery (from May 2023)
Liz Dobson, Director of Resource Development (on maternity leave until September 2022)
Richard Ashiagbor, Interim Director of Resource Development (until August 2022)
Mark Nowotny, Interim Director of Policy, Advocacy and Communications (until August 2022)
Hannah Ward, Director of Policy, Advocacy and Communications (from August 2022)
Kirsten Meersschaert, Executive Director, Stichting International Alert

Auditors Haysmacintyre LLP, 10 Queen Street Place, London, EC4R 1AG, UK

Bankers National Westminster Bank, PO Box 35, 10 Southwark Street, London, SE1 1TT, UK

Solicitors Bates Wells, 10 Queen Street Place, London, EC4R 1BE, UK
Bridgde Legal and Finance, Coen Building, Kabelweg 37, 1014 BA Amsterdam, Netherlands
Clarkslegal, 41–44 Great Queen Street, London, WC2B 5AD, UK
GDPR Advisors, 2 Masefield Avenue, Borehamwood, Hertfordshire, WD6 2HQ, UK
YESS Law, New Wing, Somerset House, London, WC2R 1LA, UK

Status Company limited by guarantee without share capital (registration number 2153193) in England and Wales, governed by Memorandum and Articles of Association, incorporated on 6 August 1987, registered as a charity on 24 September 1987 (registration number 327553).

Registered office Offley Works, 1 Pickle Mews, London, SW9 0FJ, UK

Strategic report

Structure, governance and management

Organisational structure

International Alert, a UK-based non-governmental organisation (NGO), is registered with both Companies House and the Charity Commission. As a company limited by guarantee with no share capital, our governance is overseen by a Board of Trustees (the Board) who are the directors of the company. The Risk and Audit Committee (RAC) operates as a committee of the Board, providing guidance and oversight on financial performance and risk management. The RAC is chaired by the Treasurer and has three other trustees as members, including the Chair of the Board.

With the flexibility to accommodate between three and 15 members, our current Board is composed of eight trustees, including four based outside the UK, of whom six are female and two male. In 2022, Hans Bolscher and Christopher Deri stepped down as trustees and we welcomed Njeri Kabeberi, who joined the Board. We also prepared for the departure of our Chair, Carey Cavanaugh, and recruited David Nussbaum, who joined the Board as Chair in January 2023. We thank our departing trustees for their contribution and service to Alert.

New trustees are appointed by the Board and serve an initial three-year term, with the opportunity for re-election for an additional three-year term. We undertake a selection process for our trustees, which includes advertising the opportunity widely and holding interviews with at least two Board members, usually including the Chair, and the Executive Director. Upon appointment, new trustees receive an induction covering their responsibilities under company and charity law, as well as a briefing on the organisation's operations.

Our peacebuilding programming, research and advocacy is delivered by our dynamic workforce of around 240 staff members based in our 14 country offices, and in the UK and the Netherlands. We draw on staff with deep technical expertise in conflict and governance, project and programme management, finance, operations, monitoring and evaluation, communications and advocacy.

Pay and remuneration of staff are set in accordance with our Salary Policy and we aim to implement it in a fair, open, objective, responsible and effective way. This includes clearly defined salary procedures and aims to reflect good practice, including guidelines for the impartial review of jobs and market comparisons, with the Executive Team taking responsibility for the review and implementation of the policy.

International Alert (UK) works alongside Stichting International Alert ('International Alert Europe'), a foundation registered in the Hague, Netherlands, as independent members of the global family of peacebuilding organisations. A Collaboration Agreement describes the relationship between the two entities, and our accounts are consolidated. The Chair of Alert Europe's Board serves as a trustee of International Alert (UK) and the International Alert (UK) Executive Director sits on the Board of International Alert Europe.

Decision making

Meeting four times a year, the Board is responsible for governance, defining the organisation's strategic framework and annual objectives, and approving the annual budget. As directors of the company under company law, the trustees oversee financial reporting, which provides financial statements for each fiscal year, reflecting the organisation's financial activities and position at the year-end. The Board reviews financial performance quarterly, preceded by a review by the RAC, which is tasked with the oversight of the charity's finances, risk and security. The Board has two designated safeguarding leads (one male and one female).

The Executive Director is appointed by the Board and accountable for all operational matters. Within the senior leadership, a team of senior directors (which during the year were the Director of Programmes, Director of Finance and Operations, Director of Resource Development and Director of Policy, Advocacy and Communications) have oversight of Alert's key areas of work, together with the Executive Director of International Alert Europe.

The Executive Team, which is responsible for strategic and operational decisions, is composed of the senior directors, executive directors and representatives of our country directors, regional directors, Global Peacebuilding Unit and the GDEI Steering Committee. Representatives of our staff forums attend to inform specific agenda items. One of the senior directors acts as safeguarding lead within the staff team, working with a cross-organisational group to promote good safeguarding practice and training for staff and partners.

Financial review

Trustees' responsibilities

The Board, as directors of the organisation for the purposes of company law, is responsible for the annual report and the financial statements in accordance with applicable law and UK Accounting Standards (UK Generally Accepted Accounting Practices).

Company law requires the Board to prepare financial statements for each financial year that give a true and fair view of the charity's situation and of its income and expenditure for that period.

In preparing these financial statements, the Board is required to:

- select suitable accounting policies and apply them consistently;
- observe the methods and principles in the Charities Statement of Recommended Practice (SORP);
- make judgements and estimates that are reasonable and prudent;

- state whether applicable accounting standards, including the Financial Reporting Standard (FRS 102), have been followed, subject to any material departures disclosed and explained in the financial statements;
- state whether a SORP applies and has been followed, subject to any material departures, which are explained in the financial statements; and
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charity will continue on that basis.

The Board is responsible for keeping proper accounting records that disclose, with reasonable accuracy at any time, the financial position of the charity and that enable the Board to ensure that the financial statements comply with the Companies Act 2006. They are also responsible for safeguarding the assets of the charity and hence for taking reasonable steps to prevent and detect fraud as well as other irregularities.

Insofar as the Board is aware:

- there is no relevant audit information of which the charity's auditors are unaware; and
- the trustees have taken all steps they ought to have taken to make themselves aware of any relevant audit information and to establish that the auditors are aware of that information.

The Board is responsible for the maintenance and integrity of the corporate and financial information included on the charity's website. UK legislation governing the preparation and dissemination of financial statements may differ from legislation in other jurisdictions.

Public benefit statement

In accordance with Section 17 of the Charities Act 2011, the Board has considered the guidance on public benefit provided by the Charity Commission. Specifically, as a peacebuilding organisation with a global reach, Alert's work contributes to fostering peace, stability and social cohesion in conflict-affected areas. The Board has assessed the positive impact achieved in 2022 and determined that the planned activities and objectives established for 2023 continue to promote peace and contribute significantly to public benefit internationally.

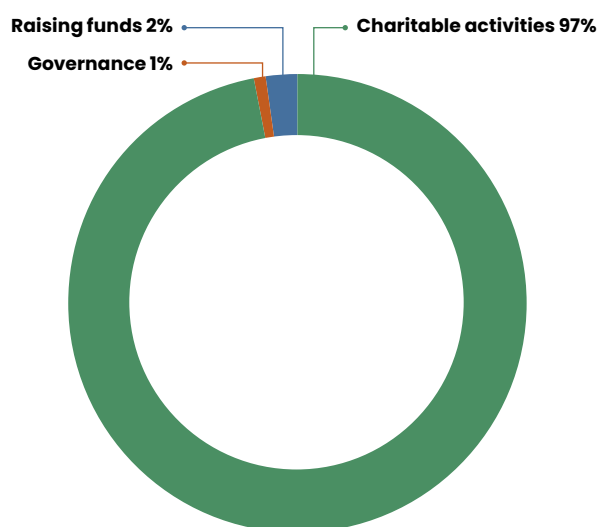
Our financial review

The financial review reflects Alert's resilience in navigating the challenges posed by the COVID-19 pandemic. Our strategic financial planning and prudent cost-management measures enabled us to generate a significant increase in total income in 2022, with a strong focus on achieving our mission goals. As we continue to adapt to the changing global landscape, strategic financial management will help to drive sustainable growth and positive impact in our peacebuilding efforts.

In 2022, our total income reached £25.3 million, a marked increase from £19.4 million in 2021. Our income growth in 2022 can be largely attributed to the rise in restricted grants, which increased from £17.4 million in 2021 to £21.9 million in 2022. We also witnessed an increase in unrestricted income to £2.4 million (from £2.0 million in 2021), driven by a strategic change in funding allocation from one of our core donors. This allowed us to allocate a substantial portion of their funding towards unrestricted purposes, which enabled us to support our charitable efforts more effectively.

In 2022, we strategically allocated our funds to maximise impact and progress towards our mission goals. The breakdown of total expenditure of £21.5 million was as follows:

- Charitable activities: £20.82 million (97%)
- Governance: £0.28 million (1%)
- Raising funds: £0.37 million (2%)



We will continue to build on this foundation of financial resilience, strategic resource allocation and mission-driven growth as we seek to achieve our vision of a world in which peace is possible.

As evidenced by our resource allocation outlined in the chart on this page, we continue to prioritise spending our funds on furthering our mission goals, driving tangible progress towards a more peaceful world.

Reserves

Our Reserves Policy is designed to provide strategic guidance in maintaining prudent reserves, informed by our financial indicators and peer comparisons. The policy establishes both lower and upper limits for general unrestricted reserves, as detailed below:

- **Upper limit:** When determining the upper limit, Alert considers the potential loss of all unrestricted income (currently £2m based on two major donors, excluding earmarked funds over a three-year average). In the short term, we aim to maintain reserves equal to 75% of our unrestricted income at the beginning of the year. This allows for approximately nine months to replenish reserves or implement corrective action, setting an upper limit of £1.5m.
- **Lower limit:** This limit of £1 million is based on various scenarios where levels of risk materialise, impacting the organisation's financial standing. We assess these scenarios based on likelihood and impact, assigning a risk level accordingly.

At the end of 2022, our General Unrestricted Reserves were in line with the policy's upper and lower limits, standing at £1.4 million (compared to £1.0 million at the end of 2021). The Board reviews the reserves position annually to ensure its continued relevance and effectiveness.

At the end of 2022, we carried forward a total of £11.7 million (£7.9 million in 2021) into 2023, comprising £1.4 million in unrestricted funds and £10.3 million in restricted funds.

The significant increase in restricted funds is due to the timing of two major projects in DRC and Rwanda, which began towards the end of the year

and for which we received upfront payments from donors. The remaining restricted funds will be spent on specific projects during 2023, in line with commitments to our funders.

Our balance sheet at the end of 2022 reflects a satisfactory financial position. Despite the reduction in a core donor's contribution for 2023, our unrestricted general reserves provide us with some flexibility to manage planned staffing and structural organisational changes.

Risk management

In a constantly evolving social and economic climate, achieving our strategic objectives and goals would be unattainable without embracing and managing risks within acceptable limits. Risk management is crucial for Alert at every level, enabling the Board and the Executive Team to make informed decisions and maximise opportunities while ensuring the organisation remains within its risk appetite.

The Executive Team plays a pivotal role in identifying and managing risks across the organisation, serving as the escalation route for programme, project and operational risks to the RAC and Board. Through rigorous analysis of Alert's emerging and ongoing risks, the RAC and the Board provide challenge and advice so that the organisation's risk appetite remains appropriate.

Over the past year, the Board and RAC have supported and challenged the Executive Team on the critical risks facing Alert. These include:

- 1. Financial sustainability:** The risk of being unable to secure sufficient funding to maintain operations and organisational structure, or losing core funding and, as a result, shrinking functions and capacity to achieve peacebuilding impact.
- 2. Operational safety:** The inherent risk of working in hazardous locations, which may result in injury or fatality for Alert employees, partners or consultants while on duty.
- 3. Cybersecurity:** The heightened risk of cyber-attacks requires ongoing management, through the implementation of robust safeguards and recommended practices to protect Alert's

systems and data, while also maintaining the capacity to function remotely and deliver impactful programmes.

- 4. Talent retention and attraction:** The need to remain competitive and attract and retain skilled personnel and expertise to maintain Alert's role as a leading peacebuilding organisation and deliver effective programmes.
- 5. Funding diversification:** The necessity to diversify funding sources amid an uncertain landscape, particularly regarding traditional and significant sources in the post-pandemic and post-Brexit environment, and as a result of the war in Ukraine.

Alert is committed to refining its risk management framework to support improvement in risk insight, accountability and organisational evolution.

Conclusion

The Board of Trustees of International Alert present this report for the year ended 31 December 2022 for the purposes of Section 162 of the Charities Act 2011 and Section 415 of the Companies Act 2006.

The financial statements comply with current statutory requirements, the Memorandum and Articles of Association and the Financial Reporting Standard (FRS 102).

The Board has also complied with Section 17 of the Charities Act 2011 to have due regard to the guidance on public benefit published by the Charity Commission. In particular, the Board considers how planned activities will contribute to the aims and objectives set for 2023.

The report was approved by the Board on 19 June 2023 and signed by the Chair on its behalf.



David Nussbaum

Chair, Board of Trustees

Acknowledgements

Donors

We would like to thank our strategic donors:



Ministry of Foreign Affairs of the Netherlands



Ireland



Sida

We would also like to thank our project donors:

AboitizPower

Agence Française de Développement

British Council

Conciliation Resources

Crown Agents

Department of Global Affairs, Canada

Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ)

Development Alternative Initiatives (DAI)

European Commission

European Investment Bank

Federal Department of Foreign Affairs, Switzerland

FHI 360

Food and Agriculture Organization of the United Nations

Ford Foundation

Foreign, Commonwealth and Development Office (FCDO)

Friedrich Ebert Foundation

International Fund for Agricultural Development

Irish Aid – Department of Foreign Affairs, Republic of Ireland

King's College London

London Metropolitan University

Mines Advisory Group

Ministry of Foreign Affairs, Denmark

Ministry of Foreign Affairs, Finland

Ministry of Foreign Affairs, Netherlands

Nordic International Support Foundation

Norwegian Refugee Council

Oxfam

Oxford Brookes University

PeaceNexus Foundation

Pears Foundation

Plan International

Pro-Femmes

Save The Children

Stichting Netherland Institute

Swedish International Development Cooperation Agency (SIDA)

UnionAID

United Nations Development Fund for Women (UN Women)

United Nations Development Programme (UNDP)

United Nations International Children's Emergency Fund (UNICEF)

United States Agency for International Development (USAID)

United States Department of State

United States Institute of Peace

World Bank Group

Partners

We would like to thank our project partners:

Africa

Action Pour La Formation et L'Autopromotion Rurale
African Youth for Peace Development Association
Argo Zha
Appui à la communication interculturelle et a l'au
Association des Commerçants Transfrontaliers
Association des Commerçants Transfrontaliers du Burundi
Association des Femmes Rapatriées du Burundi
Association Rwandaise des Conseillers en Traumatisme
Caritas-Développement Wamba
Center for Advocacy, Transparency and Accountability
Center for Social Cohesion Peace and Empowerment
Centre of Poverty Analysis
Collectif Alpha Ujuvi
Collectif des Associations Féminines (CAF)
Comité Provincial de Suivi des activités minières de l'Ituri
Comité Provincial de Suivi des activités minières du Sud Kivu
Commission Épiscopale Justice et Paix du Rwanda
Cooperative d'Épargne et de Crédit CAHI
Faith Victory Association (FVA)
Fleuve d'eau Vive qui coule aux Autres (FLEVICA)
Focus On Arid Land and Integrated Development
Forum des Mamans de l'Ituri
Greencode
Grow Strong Foundation
Guichet d'Économie Locale du Sud-Kivu
Hope and Peace Foundation
International Peace Information Service (IPIS)
Justice Plus
Laissez l'Afrique Vivre
Mathare Peace Initiative
Nibela Ltd.

Observatoire Gouvernance et Paix
PeaceNet Kenya
Plateforme des Autorités Locales des Pays des Grands Lacs
Pole Institute
Reseaux des Institutions de Microfinance
Sociétés de Microfinance Congolais (SMICO)
Solidarité des Femmes de Fizi pour le Bien-Etre Familial
Solidarité Féminine Pour La Paix et le Développement Intégral (SOFEPADI)
Taimako Community Development Initiative
Transparency International Kenya (TI Kenya)
Turkana Pastoralist Development Organization (TUPADO)
Umoja In Action

Asia, Middle East and North Africa

Basmeh and Zeitooneh
Cartographie Citoyenne
Centre for Lebanese Studies
Damma Foundation
Dansalan College, Iligan City
Federation of Nepali Journalists (FNJ)
Federation of Sexual and Gender Minorities Nepal (FSGMN)
Forum for Women, Law and Development
Institute of Human Rights Communication Nepal
Kings N Queens
Legal Aid and Consultancy Centre
Lupah Sug Bangsamoro Women's Association
Nangkyeo Organization
Notre Dame University, Cotabato City
Radio Celium FM Kasserine
Radio Tataouine
Sahakarmi Samaj
Samagra Jan-utthan Kendra

Sawa for Development and Aid
Shamseya for Innovative Community Healthcare
Solutions
Tabang Ako Siyap Ko Bangsa Iranun Saya Ko
Kalilintad Ago Kapamagayon (TASBIKKa Inc.)
TPO Nepal
Voices of Women Media (VOW Media)
Western Mindanao State University, Zamboanga City
Yaung Chi Thit

Europe, Central Asia and North America

Association for the Development of Civil Society
(ARGO)
Caucasian House
Cordaid
Development Policy Institute (DPI)
European Network for Central Africa
Farodis
Fund for Peace
Fund for Social and Cultural Initiatives
Gamkhori
Go Group Media
Hague Centre for Strategic Studies
IHE Delft Institute for Water Education
Internews
LINKS Europe Stichting, The Hague
Ma'rifat
Ma'rifati Shahrivandi
Madina
Media Initiatives Center
National Mediation Center (NMC)
Noori naw
Open Society NGO
Peshsaf
Public Journalism Club
Stepanakert Press Club
Wetlands International Deltares
World Resources Institute

Accounts

Independent auditor's report to the members of International Alert

Opinion

We have audited the financial statements of International Alert for the year ended 31 December 2022, which comprise the consolidated 'Statement of financial activities', the consolidated and charity 'Balance sheet', the consolidated 'Statement of cash flow' and notes to the financial statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and UK Accounting Standards, including Financial Reporting Standard 102 The Financial Reporting Standard applicable in the UK and Republic of Ireland (UK Generally Accepted Accounting Practice).

In our opinion, the financial statements:

- give a true and fair view of the state of the group's and of the parent charitable company's affairs as at 31 December 2022 and of the group's and parent charitable company's net movement in funds, including the income and expenditure, for the year then ended;
- have been properly prepared in accordance with UK Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the 'Auditor's responsibilities for the audit of the financial statements' section of our report. We are independent of the group in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, including the Financial Reporting Council's Ethical Standard, and we have fulfilled our other ethical responsibilities in

accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Conclusions relating to going concern

In auditing the financial statements, we have concluded that the trustees' use of the going concern basis of accounting in the preparation of the financial statements is appropriate.

Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on the group's ability to continue as a going concern for a period of at least 12 months from when the financial statements are authorised for issue.

Our responsibilities and the responsibilities of the trustees with respect to going concern are described in the relevant sections of this report.

Other information

The trustees are responsible for the other information. The other information comprises the information included in the Trustees' Annual Report. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon.

In connection with our audit of the financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit, or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether there is a

material misstatement in the financial statements or a material misstatement of the other information. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact. We have nothing to report in this regard.

Opinions on other matters prescribed by the Companies Act 2006

In our opinion, based on the work undertaken in the course of the audit:

- the information given in the Trustees' Annual Report (which includes the strategic report and the directors' report prepared for the purposes of company law) for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the strategic report and the directors' report included within the Trustees' Annual Report have been prepared in accordance with applicable legal requirements.

Matters on which we are required to report by exception

In light of the knowledge and understanding of the group and the parent charitable company and its environment obtained in the course of the audit, we have not identified material misstatements in the Trustees' Annual Report (which incorporates the strategic report and the directors' report).

We have nothing to report in respect of the following matters in relation to which the Companies Act 2006 requires us to report to you if, in our opinion:

- adequate accounting records have not been kept by the parent charitable company, or returns adequate for our audit have not been received from branches not visited by us; or
- the parent charitable company financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of trustees' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit.

Responsibilities of trustees for the financial statements

As explained more fully in the trustees' responsibilities statement set out on page 29, the trustees (who are also the directors of the charitable company for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the trustees are responsible for assessing the group's and the parent charitable company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the trustees either intend to liquidate the group or the parent charitable company or to cease operations, or have no realistic alternative but to do so.

Auditor's responsibilities for the audit of the financial statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We design procedures in line with our responsibilities, outlined above, to detect material misstatements in respect of irregularities, including fraud. The extent to which our procedures are capable of detecting irregularities, including fraud, is detailed below:

Based on our understanding of the group and the environment in which it operates, we identified that the principal risks of non-compliance with laws and regulations related to regulatory requirements of the Charity Commission, and we considered the extent to which non-compliance might have a material effect on the financial statements. We also considered those laws and regulations that have a direct impact on the preparation of the financial statements, such as Companies Act 2006, Charities Act 2011, payroll tax and sales tax, and local laws in places in which International Alert operates.

We evaluated management's incentives and opportunities for fraudulent manipulation of the financial statements (including the risk of override of controls) and determined that the principal risks were related to posting inappropriate journal entries and management bias in certain accounting estimates and judgements, such as the income recognition policy applied to grant income. Audit procedures performed by the engagement team included:

- inspecting correspondence with regulators and tax authorities;
- discussions with management, including consideration of known or suspected instances of non-compliance with laws and regulation and fraud;
- evaluating management's controls designed to prevent and detect irregularities;
- reviewing minutes of meetings to identify expected material amounts of voluntary income;
- identifying and testing journals, in particular journal entries posted with unusual account combinations, postings by unusual users or with unusual descriptions; and
- challenging assumptions and judgements made by management in their critical accounting estimates, including review of how grant income has been recognised at the year end.

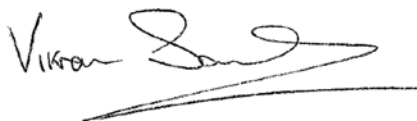
Because of the inherent limitations of an audit, there is a risk that we will not detect all irregularities, including those leading to a material misstatement in the financial statements or non-compliance with regulation. This risk increases the more that compliance with a law or regulation is removed from the events and transactions reflected in the financial statements, as we will be less likely

to become aware of instances of non-compliance. The risk is also greater regarding irregularities occurring due to fraud rather than error, as fraud involves intentional concealment, forgery, collusion, omission or misrepresentation.

A further description of our responsibilities for the audit of the financial statements is located on the Financial Reporting Council's website at: www.frc.org.uk/auditorsresponsibilities. This description forms part of our auditor's report.

Use of our report

This report is made solely to the charitable company's members, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006. Our audit work has been undertaken so that we might state to the charitable company's members those matters we are required to state to them in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the charitable company and the charitable company's members, as a body, for our audit work, for this report, or for the opinions we have formed.



Vikram Sandhu

Senior Statutory Auditor
For and on behalf of Haysmacintyre LLP,
Statutory Auditor
10 Queen Street Place, London, EC4R 1AG, UK

24 July 2023

Financial statements

Statement of financial activities for the year ended 31 December 2022

	Unrestricted funds £'000	Restricted funds £'000	2022 total £'000	2021 total £'000
Notes				
Income and endowments from:				
Donations and legacies				
Institutional grants	-	955	955	911
Donations	53	-	53	7
Income from charitable activities	2,353	21,911	24,264	18,452
Income from investments	3	-	3	1
Other income				
Total income and endowments	2,409	22,866	25,275	19,371
Expenditure on:				
Raising funds	374	-	374	247
Charitable activities	1,893	18,925	20,818	16,934
Governance	279	-	279	200
Total resources expended	2,546	18,925	21,471	17,382
Net (outgoing)/incoming resources before transfers	(137)	3,941	3,804	1,989
Transfers between funds	481	(481)	-	-
Exchange rate gain/(loss)	-	-	-	(60)
Net income/(expenditure)	344	3,460	3,804	1,929
Total funds brought forward at 1 January 2022	1,037	6,860	7,897	5,967
Total funds carried forward at 31 December 2022	1,381	10,320	11,701	7,897

Balance sheet at 31 December 2022

	Notes	2022 Group £'000	2022 Charity £'000	2021 Group £'000	2021 Charity £'000
Fixed assets					
Tangible assets	10	11	11	13	13
Current assets					
Debtors	11	3,435	3,137	1,193	1,366
Cash at bank and in hand		10,699	9,754	8,488	8,078
		14,134	12,891	9,682	9,444
Creditors					
Amounts falling due within one year	12	2,444	2,430	1,797	1,798
		2,444	2,430	1,797	1,798
Net current assets					
		11,690	10,461	7,884	7,646
Total net assets					
	14	11,701	10,472	7,897	7,659
Funds					
Unrestricted					
General funds		1,344	1,344	1,000	995
Designated Fund for Development		37	37	37	37
		1,381	1,381	1,037	1,032
Restricted					
		10,320	9,091	6,860	6,626
	15	11,701	10,472	7,897	7,659

Approved by the Board of Trustees and authorised to issue on 19 June 2023 and signed on its behalf by:

D. Nussbaum

David Nussbaum
Chair

Richard Langstaff

Richard Langstaff
Honorary Treasurer

Company Registration Number 2153193

The notes on pages 41 to 54 form part of these financial statements.

Statement of cash flow for the year ended 31 December 2022

	Notes	2022 £'000	2021 £'000
Cash flows from operating activities			
Net cash provided by operating activities	16	2,222	1,888
Cash flows from investing activities			
Interest from deposits		2	1
Purchase of tangible fixed assets	10	(13)	-
Net cash provided by investing activities		(11)	1
Change in cash and cash equivalents in reporting period		2,211	1,889
Cash and cash equivalents at the beginning of the reporting period		8,488	6,599
Cash and cash equivalents at the end of the reporting period		10,699	8,488

Notes to the financial statements

1. Accounting policies

- a) These financial statements are prepared on a going concern basis, under the historical cost convention, modified to include certain financial instruments at fair value. The financial statements are prepared in sterling, which is the functional currency of the group. Monetary amounts in these financial statements are rounded to the nearest pound. The principal accounting policies adopted are set out below.

The financial statements have been prepared in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102). The charitable company is a public benefit company for the purposes of FRS 102 and the group has also prepared its financial statements in accordance with the Statement of Recommended Practice applicable to charities preparing their accounts in accordance with FRS 102 (FRS 102 Charities SORP), the Companies Act 2006 and the Charities Act 2011.

The trustees have assessed whether the use of the going concern basis is appropriate and have considered possible events or conditions that might cast significant doubt on the ability of the group to continue as a going concern. The trustees have made this assessment for a period of at least one year from the date of approval of the financial statements. In particular, the trustees have considered the group's forecasts and projections and have taken account of pressures on donation and investment income. After making enquiries, the trustees have concluded that there is a reasonable expectation that the group has adequate resources to continue in operational existence for the foreseeable future. The group therefore continues to adopt the going concern basis in preparing its financial statements.

In preparing financial statements, it is necessary to make certain judgements, estimates and assumptions that affect the amounts recognised in the financial statements. In the view of the trustees in applying the accounting policies

adopted, no judgements were required that have a significant effect on the amounts recognised in the financial statements and no estimates or assumptions made carry a significant risk of material adjustment in the next financial year.

- b) Incoming resources are accounted for when receivable. Grants receivable are credited to the Statement of Financial Activities as soon as the conditions of receipt have been satisfied. Income is classified under three principal categories, namely grants and donations, income from investments and charitable activities.
- c) Restricted funds are grants received for specific purposes as laid down by the donor. Expenditure that meets these criteria is charged to these funds. Funds unspent at the year-end that will be spent in future accounting periods are carried forward as restricted funds.
- d) Unrestricted funds are funds that can be freely used in accordance with Alert's charitable objectives at the discretion of the trustees. Organisational investment funds are funds set aside by the trustees out of unrestricted general funds for specific future purposes or projects.
- e) Grants to partner organisations are included in the Statement of Financial Activities when payment is incurred, as defined in the terms and conditions for the grant.
- f) Depreciation is provided in order to write off the cost of the assets over their estimated useful lives on a straight-line basis as follows:
- office equipment and computers over three years;
 - property improvements over seven to ten years; and
 - motor vehicles over three to five years, depending on local legislation.

Assets over a capitalisation limit of £1,500 are treated as fixed assets. Those not over £1,500 are written off to expenditure. Assets purchased from donor funding are written off to expenditure when acquired.

- g) Expenditure is classified under the three principal categories of charitable activities, governance and raising funds. Costs of raising funds comprise salaries, direct costs and overheads of staff engaged in fundraising.

Expenditure on charitable activities includes all the resources expended on the charity's programme and project work that are directed at the achievement of its charitable aims and objectives. Such costs include the direct costs of the charitable activities together with those support costs incurred that enable these activities to be undertaken. Direct project costs have been allocated in accordance to resources expended against the stated activities.

Support costs have been apportioned on a reasonable, justifiable and consistent basis to each of the activity cost categories being supported. Support costs have been allocated either on the basis of time spent on the activity or on the basis of usage – that is, on the same basis as expenditure incurred directly in undertaking the activity.

Expenditure is accounted for on an accruals basis. Irrecoverable VAT is included with the item of expense to which it relates.

- h) Transactions in foreign currencies are translated into sterling at the rates of exchange published on a monthly basis. Assets and liabilities at the year-end are translated into sterling at the rate of exchange ruling at the balance sheet date. Exchange differences are accounted for in the Statement of Financial Activities.
- i) No provision has been made for taxation, since all income is charitable and charitable status was obtained following incorporation.
- j) The charitable company as an employer contributes 10% of basic salary to the personal pension plans of its employees on the UK payroll who choose to take advantage of this scheme.
- k) Rentals payable under operating leases where substantially all the risks and rewards of ownership remain with the lessee are charged to the Statement of Financial Activities in the period in which they fall.

l) Other financial instruments:

- Cash and cash equivalents: Cash and cash equivalents include cash at banks and cash in hand and in short-term deposits with a maturity date of three months or less.
- Debtors and creditors: Debtors and creditors receivable or payable within one year of the reporting date are carried at their transaction value. Debtors and creditors that are receivable or payable in more than one year and not subject to a market rate of interest are measured at the present value of the expected future receipt or payment discounted at a market rate of interest.

m) The group financial statements consolidate those of the charity and its subsidiary undertakings as well as branches up to 31 December 2022.

2. Total resources expended

Activity or programme	Activities undertaken directly £'000	Direct staff costs £'000	(Note 6)	(Note 3)	2022 total £'000
			Grant funding of activities £'000	Support costs £'000	
Raising funds	-	-	-	374	374
Charitable activities	8,151	5,159	5,615	1,893	20,818
Governance	-	-	-	279	279
	8,151	5,159	5,615	2,546	21,471

Activity or programme	Activities undertaken directly £'000	Direct staff costs £'000	(Note 6)	(Note 3)	2021 total £'000
			Grant funding of activities £'000	Support costs £'000	
Raising funds	233	-	-	14	247
Charitable activities	7,709	3,565	3,903	1,757	16,934
Governance	-	-	-	200	200
	7,942	3,565	3,903	1,971	17,382

3. Support cost breakdown by activity

Support cost	Raising funds	Charitable activities	Governance	2022 total £'000	Basis of allocation
	£'000	£'000	£'000		
Governance and finance	105	776	174	1,055	Time
Impact and learning	-	109	-	109	Time
Regional support	122	488	-	610	Time
Communications	-	399	-	399	Time
Raising funds	147	121	105	373	Time
	374	1,893	279	2,546	

Support cost	Raising funds	Charitable activities	Governance	2021 total £'000	Basis of allocation
	£'000	£'000	£'000		
Management	1	72	124	197	Time
Finance	1	266	-	267	Usage
Information technology	1	323	-	324	Usage
Human resources	1	245	-	246	Usage
Facilities	2	496	-	498	Usage
Communications	8	354	76	438	Time
	14	1,756	200	1,970	

4. Total incoming resources

	2022 £'000	2021 £'000
Agence Française de Développement	81	258
British Council	119	220
Department of Foreign Affairs and Trade, Australia	-	1,098
Department of Foreign Affairs, Ireland – Stability Fund	125	153
Department of Foreign Affairs, Ireland – Project funding	720	-
Department of Global Affairs, Canada	1,310	(0)
Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ)	1,262	-
European Commission	844	1,634
Federal Department of Foreign Affairs, Switzerland	347	492
Food and Agriculture Organization of the United Nations	44	40
Foreign, Commonwealth and Development Office (FCDO)	728	974
International Fund for Agricultural Development	17	-
Ministry of Foreign Affairs, Denmark	401	-
Ministry of Foreign Affairs, Finland	171	-
Ministry of Foreign Affairs, Netherlands – Strategic partnership	1,400	1,400
Ministry of Foreign Affairs, Netherlands – Restricted	6,003	2,207
Swedish International Development Cooperation Agency (SIDA) – Core grant	1,760	1,760
Swedish International Development Cooperation Agency (SIDA) – Climate	562	-
Swedish International Development Cooperation Agency (SIDA) – Earmarked gender	-	166
Swedish International Development Cooperation Agency (SIDA) – Earmarked other grants	-	100
Swedish International Development Cooperation Agency (SIDA) – Restricted	740	2,315
United Nations Development Fund for Women (UN Women)	7	205
United Nations Development Programme (UNDP)	937	880
United Nations International Children's Emergency Fund (UNICEF)	147	195
United States Agency for International Development (USAID)	1,922	1,021
United States Department of State	1,026	1,035
United States Institute of Peace	1	-
World Bank Group	490	507
	21,164	16,661

Foundations, trusts and other organisations

Conciliation Resources	1	-
Durham University	-	8
FHI 360	159	-
Ford Foundation	122	-
Friedrich Ebert Foundation	41	-
Helvetas Swiss Intercooperation	-	1
IHE Delft Institute for Water Education	370	188
Interpeace – Switzerland	-	14
King's College London	10	10
London Metropolitan University	2	1
Mines Advisory Group	127	22
Nordic International Support Foundation	179	126
Norwegian Refugee Council	1,606	-
Open Society Foundation London	-	(9)
Organisation for Economic Co-operation and Development	-	85
Oxfam	309	-
Oxford Brookes University	1	-
Peace Direct	-	1
PeaceNexus Foundation	15	27

Pears Foundation	57	-
Plan International	20	-
Pro-Femmes	75	-
Rosa Luxemburg Foundation	-	32
Saferworld	-	144
Save the Children	346	198
The Allan and Nesta Ferguson Charitable Trust	-	150
The Municipality of the Hague	-	15
UnionAID	88	32
Voluntary Service Overseas	-	177
Women for Women International	-	12
World Vision	20	39
	3,546	1,272
Corporate and private individuals, bank interest and other donations/income		
Aboitiz Power	74	59
Bank interest	3	0.2
Crown Agents	76	-
Development Alternative Initiatives (DAI)	279	313
European Investment Bank	73	-
Gifts from individuals	32	-
Management Systems International (MSI)	-	455
Other donations/income	29	42
Palladium	-	3
	565	872
Total income	25,275	18,805

5. Staff numbers and costs

The average number of employees during the year was as follows:

	2022	2021
	No.	No.
Raising funds	4	5
Charitable activities – direct	29	38
Charitable activities – support	22	23
Overseas staff	202	191
	257	257

Staff costs during the year were as follows:

	2022	2021
	£'000	£'000
Salaries	2,848	3,018
Employer's National Insurance contributions	279	276
Pension costs	293	305
Overseas staff cost	4,275	3,467
	7,695	7,066

During the year, redundancy payments made amounted to £61,428 (2021: £9,570) as a result of a restructuring of the charity.

The number of employees receiving emoluments in the following ranges were:

	2022	2021
	No.	No.
Between £60,001 and £70,000	4	8
Between £70,001 and £80,000	4	1
Between £110,001 and £120,000	1	-

Pension contributions amounting to £66,816 were made during the reporting period for employees whose emoluments for the year exceeded £60,000 (2021: £59,256).

Key management personnel include the Executive Director and principal officers reporting directly to the Executive Director. The total employee remuneration of the charity during the reporting period for key management personnel was £511,392 (2021: £358,366) and for pension was £41,336 (2021: £31,624).

6. Grants funding of activities – Grants to partners

	2022	2021
	£'000	£'000
Action Pour La Formation et L'Autopromotion Rurale	347	-
African Youth for Peace Development Association Argo Zha	74	104
Alpha Ujuvi - Collectif	44	79
Appui À La Communication Interculturelle Et A L'Au	72	-
Association des Commerçants Transfrontaliers	9	-
Association des Commerçants Transfrontaliers du Burundi	25	-
Association des Femmes Rapatriées du Burundi	159	129
Association Rwandaise des Conseillers en Traumatisme	80	67
Basmeh and Zeitooneh	196	76
Benishyaka Association	0.4	60
Caritas-Développement Wamba	94	-
Caucasian House	58	-
CDA Collaborative	(57)	-
Center for Advocacy, Transparency and Accountability	20	-
Center for Social Cohesion Peace and Empowerment	51	74
Centre for Lebanese Studies	19	-
Comité Provincial de Suivi des activités minières	3	-
Commission Épiscopale Justice et Paix du Rwanda	101	119
Cooperative d'Épargne et de Crédit CAHI	8	-
Cordaid	38	-
Damma Foundation	16	-
Dansalan College	6	-
Development Policy Institute	45	-
Euro Network For Central Africa-Eurac	26	-
Faith Victory Association (FVA)	76	106
Farodis	28	-
Federation of Nepali Journalists (FNJ)	33	-
Federation of Sexual and Gender Minorities Nepal (FSGMN)	28	-
Fleuve d'eau Vive qui coule aux Autres (FLEVICA)	92	-
Focus On Arid Land and Integrated Development	12	110
Forum des Mamans de l'Ituri	99	-
Fund for Peace	6	-
Fund for Social and Cultural Initiatives	79	-
Gamkhori	29	-
Go Group Media	159	-
Grants for civil society – Various	323	1,141
GreenCode	-	106
Grow Strong Foundation	47	-
Guichet d'Économie Locale du Sud-Kivu	55	74
Hope and Peace Foundation	78	-
Institute of Human Rights Communication Nepal	28	-
International Peace Information Service (IPIS)	474	159
Internews	33	-
Justice Plus	529	222
Kings N Queens	12	-
Laissez l'Afrique Vivre	70	73
Legal Aid and Consultancy Centre	44	65
LINKS Europe Stichting, The Hague	51	-
Lupah Sug Bangsamoro Women's Association	3	-
Media Initiatives Center	36	-

Nangkyeo Organization	74	-
National Mediation Center (NMC)	78	55
Nibela Ltd.	41	-
Noori naw	25	-
Notre Dame University, Cotabato City	58	-
Observatoire Gouvernance et Paix	585	504
Open Society NGO	21	-
PeaceNet Kenya	42	165
Plateforme des Autorités Locales des Pays des Grands Lacs	55	-
Pole Institute	99	-
Public Journalism Club	37	-
Reseaux des Institutions de Microfinance	29	75
Samagra Jan-utthan Kendra	5	-
Sawa for Development and Aid	40	53
Sociétés de Microfinance Congolais (SMICO)	(21)	-
Solidarité des Femmes de Fizi pour le Bien-Etre Familial	71	65
Solidarité Féminine Pour La Paix et le Développement Intégral (SOFEPADI)	108	-
Stepanakert Press Club	41	-
Tabang Ako Siyap Ko Bangsa Iranun Saya Ko Kalilintad Ago Kapamagayon (TASBIKka Inc.)	32	-
Taimako Community Development Initiative	150	76
Thomson Media	-	65
Transcultural Psychosocial Organization Nepal (TPO Nepal)	4	-
Transparency International Kenya (TI Kenya)	47	-
Turkana Pastoralist Development Organization (TUPADO)	30	-
Umoja In Action	71	70
Voices of Women Media (VOW Media)	2	-
Western Mindanao State University, Zamboanga City	24	-
Yaung Chi Thit	22	-
Total	5,630	3,893

7. Trustees' remuneration

Trustees received no remuneration in 2022 (2021: nil). In 2022, costs of travel, accommodation and related expenses reimbursed to six trustees amounted to £4,064 (in 2021, four trustees received £5,948).

8. Trustees' liability insurance

The cost of trustees' liability insurance for 2022 was £7,863 (2021: £6,006).

9. Included in the income and expenditure are:

	2022 £'000	2021 £'000
Statutory audit fees	(22)	(18)
Audit fees – other services	(7)	(7)
Project audit fees	(71)	(74)
Governance	(279)	(200)
Depreciation	(15)	(21)
Defined contributions pension scheme	(293)	(305)
Foreign exchange gains/(loss)	-	(60)

10. Tangible fixed assets

	Property improvements £'000	Office equipment and computers £'000	Motor vehicles £'000	Total £'000
Cost				
At 1 January 2022	286	177	93	556
Additions	-	13	-	13
Disposals	(286)	-	-	(286)
At 31 December 2022	286	190	93	283
Accumulated depreciation				
At 1 January 2022	286	165	92	543
Charge for year	-	14	1	15
Charge on disposals	(286)	-	-	(286)
At 31 December 2022	286	179	93	272
Net book values				
At 31 December 2022	-	11	-	11
Net book values				
At 31 December 2021	-	12	1	13

11. Debtors

	Group	Group	Charity	Charity
	2022	2021	2022	2021
	£'000	£'000	£'000	£'000
Accrued income	3,279	1,030	2,981	465
Receivable from associated charity	-	11	0	11
Prepayments	35	103	35	103
Sundry debtors	121	48	121	50
Intercompany	-	-	0	739
	3,435	1,193	3,137	1,368

12. Creditors

	Group	Group	Charity	Charity
	2022	2021	2022	2021
	£'000	£'000	£'000	£'000
Creditors	127	22	127	22
Taxation and social security	140	95	127	95
Accrued expenditure	222	243	222	243
Deferred income	1,572	1,249	1,572	1,249
Pension creditors	126	183	125	183
Sundry creditors	9	6	9	6
Provisions	248	-	248	-
	2,444	1,797	2,430	1,797

Note 12.a

12.a Deferred income

	Group	Group
	2022	2021
	£'000	£'000
Opening balance	1,249	1,534
Less: Realised during the year	(1,249)	(1,534)
Add: Deferred income during the year	1,572	1,249
	1,572	1,249

Deferred income relates to grants received in 2022 for 2023 projects.

13. Commitment

At 31 December 2022, International Alert was committed to making the following payment under non-cancellable operating leases.

Operating leases which expire	Land and buildings		Other	
	2022	2021	2022	2021
	£'000	£'000	£'000	£'000
Within one year	-	149	-	149

14. Analysis of net assets between funds

	Unrestricted funds	Restricted funds	Total funds	Unrestricted funds	Restricted funds	Total funds
	2022	2022	2022	2021	2021	2021
	£'000	£'000	£'000	£'000	£'000	£'000
Fixed assets	11	-	11	13	-	13
Current assets	3,814	10,320	14,134	2,814	6,857	9,671
	3,825	10,320	14,145	2,826	6,857	9,683
Less: Creditors	2,444	-	2,444	1,388	400	1,788
	1,381	10,320	11,701	1,438	6,458	7,896

15. Movement on funds

The overall movement on funds is shown below. The restricted funds comprise unexpended balances of grants held on trust to be applied for specific purposes.

	At 1 January 2022	Movements between funds	Incoming resources	Outgoing resources	Other transfers	At 31 December 2022
	£'000	£'000	£'000	£'000	£'000	£'000
Restricted funds*						
Africa	3,598	(124)	14,224	(10,735)	52	7,015
Asia-MENA	1,178	157	4,536	(3,711)	(310)	1,850
Eurasia	806	185	1,462	(2,203)	12	262
Global Peacebuilding Unit	776	(394)	864	(869)	-	377
Alert Europe projects	190	-	714	(863)	-	41
Earmarked projects	312	-	1,066	(993)	1	386
Exchange rate revaluation	-	(60)	-	449	-	389
	6,860	(236)	22,866	(18,925)	(245)	10,320
Unrestricted funds						
Unrestricted funds	1,000	236	2,409	(2,546)	245	1,344
Designated Fund for Development	37	-	-	-	-	37
	1,037	236	2,409	(2,546)	245	1,381
Total funds	7,897		25,275	(21,471)		11,701

* Restricted funds: The restricted balance of £10.32 million includes expenditure totalling £3.28 million that has not been reimbursed by donors. This is in line with project activities and the funds in this regard will be forthcoming from donors in 2023.

Transfers between funds relates to reallocation of projects between regions but also the clearing of old closed project balances.

	At 1 January 2021	Movements between funds	Incoming resources	Outgoing resources	Other transfers	At 31 December 2021
	£'000	£'000	£'000	£'000	£'000	£'000
Restricted funds*						
Africa	2,847	95	8,754	(8,102)	4	3,598
Asia-MENA	(217)	140	4,078	(3,336)	513	1,178
Eurasia	894	(577)	1,641	(1,078)	(73)	806
Global Peacebuilding Unit	328	783	382	(357)	(360)	776
Alert Europe projects	53	-	1,113	(977)	-	190
Earmarked projects	379	-	1,406	(1,390)	(84)	312
	4,284	440	17,373	(15,240)	-	6,860
Unrestricted funds						
Unrestricted funds	1,500	(256)	1,996	(2,201)	(37)	1,000
Designated Fund for Development**	34	(34)	-	-	37	37
Designated to Organisational Investment Fund***	150	(150)	-	-	-	-
	1,684	(440)	1,996	(2,201)	-	1,037
Total funds	5,968		19,369	(17,442)		7,897

* Restricted funds: The restricted balance of £6.86 million includes expenditure totalling £2.83 million that has not been reimbursed by donors. This is in line with project activities and the funds in this regard will be forthcoming from donors in 2022.

** Designated Fund for Development/Contingencies: As planned, £34,000 was transferred from the Designated Fund for Development to the General Unrestricted Fund for organisational development and operation. Due to positive results at the end of 2021, £37,000 was set aside in the fund surplus to sustain the organisational development and operations, in line with the charity's objectives during 2021.

*** Designated Organisational Investment Fund: As planned, £150,000 was transferred from the Designated Fund for Development to the General Unrestricted Fund for organisational development and operation.

16. Notes to the cash flow statement

Reconciliation of net income to net cash flow from operating activities

	2022 £'000	2021 £'000
Net income for the period	3,804	1,988
Interest from deposits	(3)	(1)
Depreciation	15	-
Exchange rate gain/(loss)	-	(60)
(Increase)/decrease in debtors	(2,246)	1,193
Increase/(decrease) in creditors	652	-
Net cash inflow/(outflow) from operating activities	2,222	3,121

Analysis of changes in net debt	At 1 January 2022 £'000	Cash flows £'000	At 31 December 2022 £'000
Cash and cash equivalents			
Cash	8,488	2,211	10,699
Total	8,488	2,211	10,699

17. Related party transactions

(i) A trustee and members of key management personnel are on the Board of Stichting International Alert in the Netherlands.

(ii) During the reporting period, International Alert donated to its affiliate Stichting International Alert £9,194 (2021: £67,743).

18. Subsidiary entity included in the group consolidated result

Stichting International Alert is a foundation incorporated under the laws of the Netherlands, having its corporate seat in the Hague, the Netherlands and its address at Fluwelen Burgwal 58, 2511CJ the Hague, the Netherlands, registered with the Dutch Chamber of Commerce under number 69358621 (the 'Foundation'). It is controlled by International Alert through Stichting International Alert's Board Composition.

	2022 £'000	2021 £'000
Total net assets at 31 December 2022	41	238
Income for the year	716	1,268
Expenditure for the year	925	1,118
Surplus for the year	(209)	150

International Alert

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info@international-alert.org

www.international-alert.org

Registered charity no. 327553



INTERNATIONAL ALERT

England & Wales - Charity number 327553

Accounts



international
alert

Annual Report and Accounts

For year ended 31 December 2021



“There comes a point where we need to stop just pulling people out of the river. We need to go upstream and find out why they’re falling in.”

Late patron Archbishop Desmond Tutu (1931–2021)

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Layout: D.R. ink

Cover image: Elders engage in dialogue over grievances arising from oil operations in Turkana county, Kenya.

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Organisational details

Trustees
(also directors of the company)

Ambassador (retired) Carey Cavanaugh* (US) – Chair
Richard Langstaff* (UK/US) – Honorary Treasurer
Hans Bolscher* (Netherlands)
Emine Bozkurt (Netherlands)
Nina Caspersen (Denmark/UK)
Christopher Deri (US)
Abir Haj Ibrahim (Syria/UAE)
Lisa Lynn Rose* (US/Northern Ireland)
Erin Segilia Chase* (US/UK)

** Denotes member of the Strategy, Risk and Audit Committee*

Principal officers

Michael Young, Chief Executive Officer (until February 2021)
Nic Hailey, Executive Director (from September 2021)
Senait Fassil, Director of Finance and Operations, and Interim Co-Executive Director (March–September 2021)
Kathryn Tomlinson, Interim Director of Programmes (from February 2021) and Interim Co-Executive Director (March–September 2021)
Liz Dobson, Director of Resource Development (on maternity leave from August 2021)
Richard Ashiagbor, Interim Director of Resource Development (from July 2021)
Julian Egan, Director of Advocacy and Communications (until October 2021)
Mark Nowotny, Interim Director of Policy, Advocacy and Communications (from October 2021)

Auditors Haysmacintyre LLP, 10 Queen Street Place, London, EC4R 1AG, UK

Bankers National Westminster Bank, PO Box 35, 10 Southwark Street, London, SE1 1TT, UK

Solicitors YESS Law (employment legal advice), New Wing, Somerset House, London, WC2R 1LA, UK
Clarkslegal (immigration legal advice), 41–44 Great Queen Street, London, WC2B 5AD, UK

Status Company limited by guarantee without share capital (registration number 2153193) in England and Wales, governed by Memorandum and Articles of Association, incorporated on 6 August 1987, registered as a charity on 24 September 1987 (registration number 327553).

Registered office 346 Clapham Road, London, SW9 9AP, UK

International Alert is a registered charity (registration number 327553) and a company limited by guarantee (registration number 2153193) in England and Wales.

Foreword from the Chair of our Board of Trustees

The world today yearns for peace. As war rages in Ukraine, newspapers and television around the world report daily on the slaughter of civilians and destruction of cities. Sadly, Ukraine is only the latest nation to be suffering: 2021 saw significant bloodshed in Afghanistan, Ethiopia, South Sudan, Syria and Yemen, and increased conflict and instability in dozens more countries.

Conflict and fragility today blight the lives of over two billion people. Prior to this year, one in 95 people globally had fled their homes due to violence or disaster. Ukraine has now added millions more internally displaced people and refugees to their ranks, straining the ability of international institutions and host nations alike to accommodate their needs.

In our interconnected world, increasingly all conflict has global ramifications. Ukraine provides a perfect case in point. While we are all witnessing the horrific human toll of fighting between Russia and Ukraine, the political and economic impacts of this conflict have only begun to be felt. As governments reallocate budgets to meet new demands and increased defence concerns, which important domestic and international programmes will go under-funded? Will the essential political cooperation needed to tackle pressing global issues, such as nuclear arms control and the climate crisis, be possible in this new political environment?

Economically we have seen turbulent stock markets worldwide and rising grain, energy and fertiliser prices. Indeed, given Ukraine and Russia's leading role as suppliers of wheat (together they provided over 25% of global exports), countries in north Africa and the Middle East to south and southeast Asia now face food insecurity and, due to potential supply shortages, social unrest.

The need to promote peace and peacebuilding has never been greater. International institutions and nation states have the lead role here, establishing ceasefires, crafting diplomatic approaches and supplying emergency relief. Yet, as a former peace mediator, I also know sustainable peace requires direct engagement with local communities on cooperation and reconciliation. This is where organisations like International Alert and our colleagues in the peacebuilding sector perform essential roles.

In 2021, Alert supported peace across the globe. We used conflict data to influence key legislation in the Philippines, supported water diplomacy and dialogue in Mali and Kenya, improved religious leaders' understandings of gender-based violence in Kyrgyzstan and supported violence prevention for children in Lebanon, to name but a few examples. Internally, Alert created a Conflict Hub to strengthen our expertise in conflict sensitivity and conflict analysis, established a Gender, Diversity, Equity and Inclusion Steering Committee to drive forward change in the organisation and expanded our European headquarters in the Hague to increase our partnerships with European institutions and interactions with donors.

Whether you wish to see progress on reducing poverty and inequality, on the climate crisis, on gender equality or on the Sustainable Development Goals, ending cycles of violence remains paramount for success and Alert stands ready to help.



Carey Cavanaugh

US Ambassador (retired),
Chair, Board of Trustees

Foreword from our Executive Director

Three months ago I met a woman and the man who tried to kill her. The rest of her family was murdered in the genocide against the Tutsi, but she managed to hide. He found out and went back to get her; she managed to escape again.

He murdered many others, was caught and spent years in jail. She suffered decades of grief and severe post-traumatic stress. She was convinced he would come back at any time to kill her.

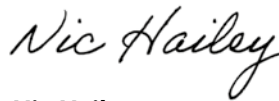
A short time back she joined a local peace club to get psycho-social support and counselling. For the first time since the genocide, she felt she was healing.

Then he was released from jail and joined the peace club too. She almost quit. But he too got help and started to heal. He asked for and received her forgiveness.

They now embrace when they meet.

Through the peace club, they work together with around 30 others from Gasabo district – survivors, perpetrators, orphans. They run a village savings and loan scheme to which they all contribute: it has allowed every member to buy livestock and also provides a common fund for emergencies. They've founded a basket-weaving cooperative. They're healing and starting to prosper together.

Amid a global crisis of conflict and fragility, there are thousands of stories like this that prove peace is possible and changes lives. Thank you for your support and partnership as we work together for peace.



Nic Hailey
Executive Director

Annual report

**TRUSTEES' AND
STRATEGIC REPORTS**

About us

International Alert works with people directly affected by conflict to build lasting peace.

We focus on solving the root causes of conflict with people from across divides. From the grassroots to the policy level, we bring people together to build sustainable peace.

Peace is just as much about communities living together, side by side, and resolving their differences without resorting to violence, as it is about people signing a treaty or laying down their arms. Peace is when you can walk your children to school in safety, feed your family or make a living, no matter who you are.

That is why we bring people together to inspire and amplify our voice for peace. In collaboration with communities, partners, businesses and policy-makers, we turn our in-depth research and analysis into practical solutions that make a difference on the ground.

Vision

Our vision is that people and their societies can resolve conflicts without violence, working together to build sustainable and inclusive peace.

Mission

Our mission is to break cycles of violence and to build sustainable peace through:

- working with people directly affected by violent conflict to find lasting solutions;
- shaping policies and practices to reduce and prevent violence, and to support sustainable peace; and
- collaborating with all those striving for peace to strengthen our collective voice and impact.

Locations

Africa

Mali

We work to strengthen security governance, improve trust and collaboration between citizens and the state, and manage natural resource and water-related conflicts.

Niger and Chad

We produce conflict analysis and support partners to embed conflict and gender sensitivity into resilience programming in border communities.

Rwanda

We support societal healing through peaceful reintegration and reconciliation of survivors, perpetrators, ex-combatants and young people affected by the genocide and its consequences and other emerging conflicts.

Nigeria

We contribute to greater social cohesion and increase the capacity of communities to prevent and manage conflict, specifically relating to the reintegration of women and girls held captive by Boko Haram.

Kenya

We support conflict-sensitive management of natural resources, increasing inclusive and participatory political governance, and championing gender justice and equity.

DRC

We contribute to increasing inclusive peace processes and building social cohesion, including working to reduce natural resource management-related conflict, strengthen regional social cohesion through cross-border trade and engage the private sector in promoting peace and equitable economic development.

Burundi

We support women cross-border traders to engage constructively with their peers at home and in neighbouring countries on social and economic issues of mutual interest and to challenge harmful gender norms.

Europe and Central Asia

Ukraine

Before the 2022 crisis, we focused on increasing the capacity of civil society to contribute to social cohesion within their communities, building nationwide informal networks and fostering constructive engagement with local authorities.

South Caucasus

We work with young people, journalists and activists to promote shared identities, social change and local agency across the region.

Kyrgyzstan

We facilitate multi-stakeholder policy dialogue on issues including natural resource management and the relationship between the state and religion, as well as working to strengthen civil society and prevent gender-based violence and election-related violence.

Tajikistan

We help people to find peaceful solutions to conflict by focusing on the issues that influence peace, including promoting more equitable gender relations to reduce the levels of violence against women and girls.

Asia

Nepal

We work to strengthen the citizen–state relationship for open, inclusive and accountable federal governance, including tackling harmful social and gender norms and enhancing access to justice and public services.

Myanmar

We work to reduce sexual and gender-based violence by using more inclusive and comprehensive approaches to integrating gender into peacebuilding and strengthening community-based conflict monitoring.

Philippines

We focus on addressing rebellion-related, community-level conflicts and emerging threats of violence in Mindanao through research and analysis, advocacy, capacity building and facilitation of multi-stakeholder processes.

Middle East and North Africa

Tunisia

We support the democratic transition process and human rights by promoting the inclusion of disadvantaged groups – particularly young people and women in marginalised areas – in authorities' decision making on public policies and in access to health, water and education through participatory local democracy.

Syria

We support local and international peace processes, focusing on the meaningful participation of civil society, women, young people and other marginalised groups in the process.

Lebanon

We work with community leaders, authorities and local women's and youth networks to help address the priorities of communities and build safer and more stable communities, and support national and international partners to integrate conflict sensitivity and social stability into their development and humanitarian work.

Our work in 2021

How we build peace

We use a variety of methods to support people to address conflicts without the use of violence, through analysing the drivers of conflict, supporting civil society and government actors to use peaceful tools including dialogue to resolve conflicts, and enabling the delivery of aid in ways that do not increase the risk of violent conflict.

Partnerships

We believe that peaceful solutions to conflict can only be found by involving those who are directly affected by the conflict, and this often requires systematic, societal change. Therefore, partnerships with organisations in the countries in which we work is essential to achieving peacebuilding change. In 2021, we collaborated with **132 partners** around the world. We work hard to develop and cultivate partnerships over many years, to help ensure our efforts have a greater and more lasting impact. These partnerships shape our work, locally and globally. Together with our partners, last year we engaged and **supported 98,440 people**, of whom 54% were women, 45% were men and 1% identified as 'other' or preferred not to reveal their gender identity.

Research and analysis

Working to bring about peace requires first an understanding of what is causing the violence. That is why all our work begins with research and analysis of the conflict in question, including investigating what drives the conflict and who is involved. This analysis forms the bedrock of our programming efforts to address the drivers of conflict and enables us to adapt effectively to changing dynamics.

In the **Philippines**, we gather, analyse and share conflict data to support the prevention, resolution and restitution of violent conflict. Since 2013, the conflict monitoring system 'Conflict Alert' has recorded the incidence, causes and human costs of violent

conflict in the Philippines' Bangsamoro Autonomous Region in Muslim Mindanao. We gather data on conflict incidents from reputable sources, encode it, have it validated by community stakeholders and experts, then analyse and disseminate key findings through targeted briefings, policy briefs, analytical pieces in the media and an annual report. The data and analyses we produce are used by government agencies, legislators, the diplomatic community, local and international scholars, media and other entities interested in understanding and averting violent conflict and addressing its key drivers.

Alongside this, our Critical Events Monitoring System (CEMS) receives real-time reports on emerging conflict threats and potential violent flashpoints via SMS and two-way radio from our community-based Early Response Network (ERN) in conflict hotspots. Our ERN shares these alerts to members of local disaster risk reduction offices, government agencies and traditional and religious leaders who can provide appropriate responses to avoid further escalation. For example, in April, an armed clash between the military and the National People's Army in a remote area in Lanao del Sur province displaced hundreds of people. The incident was reported via the CEMS, prompting our ERN members to coordinate with local agencies and deploy immediate response. As a result, the Department of Social Welfare and Development arrived the next morning with relief for the displaced people. The remoteness of the region means that the government response would otherwise have taken much longer.

In 2021, local, national and international level discussions, planning processes and strategy development were aided by Conflict Alert and CEMS, notably on issues affecting the Bangsamoro region's ongoing political transition. Our work influenced key pieces of legislation. We strengthened support among legislators from the Senate and Congress for the Marawi Compensation Bill (to provide compensation to those who lost loved ones or whose homes and property were destroyed during the 2017 siege), which was signed into law in April 2022; we

prompted the filing of a Congressional Resolution to protect and promote indigenous people's rights in the Bangsamoro Autonomous Region in Muslim Mindanao in June 2021; and we contributed to the passage of the Equality and Non-Discrimination on Race, Ethnicity, and Religion Act in February 2021 through advocacy, provision of data to consultations, technical working groups and committee hearings, and participating as resource persons in legislative hearings and deliberations.

In **Ukraine**, we analysed perceptions of peacebuilding efforts by local, national and international actors in relation to the armed conflict in the Donbas region. This showed that peacebuilding in and around the Donbas has been defined by donor-driven project activities that focus predominantly on the conflict's consequences, rather than being driven by a vision and strategies to address the conflict's root causes. The cumulative effect of these shortcomings has been disillusionment and burnout within the sector, sceptical attitudes both towards and from external actors (donors and policy-makers) and a shared feeling of unmet expectations. In the report, published in August 2021, we advocated for the reform of conceptual, methodological and structural approaches to peacebuilding in the Donbas context, and in Ukraine more broadly.

Dialogue

We enable people directly affected by conflict to build peace by promoting dialogue, connecting people across conflict lines. Dialogue is the bringing together of people involved in a conflict to improve relationships and build trust. By creating a space for understanding one another's different perspectives where each feels heard, dialogue provides people and groups with the chance to communicate constructively about conflict issues. This could be to resolve a particular dispute, for example over access to water or land. Or it could be about creating a safe space for ongoing communication, for example to reduce tensions and misconceptions, and to create a shared vision for change. Dialogue is a central tool in our peacebuilding. As well as facilitating dialogue directly ourselves, we support partner organisations and community members to convene and facilitate dialogue between conflict parties. In 2021, Alert and our partners facilitated **758 dialogue meetings**,

bringing a total of 46,993 people (54% women, 45.5% men, 0.5% other) together to talk.

In Migori county, **Kenya**, Alert and our partner PeaceNet supported local peace actors to use dialogue to address community conflicts. The theft of cattle is a key driver of the conflict between pastoralist Kuria and Masai communities, who rarely engage in structured forums to address the problem. We supported the formation of local peace committees in both communities. Their regular dialogues have resulted in a reduction of cattle theft, the return of stolen cattle and the prevention of revenge attacks, as well as the resolution of decades-old land disputes and a government amnesty resulting in the handover of weapons. As well as reducing violence and deaths in the communities, this has built trust and encouraged communities to interact more, increasing trade and other exchanges.

While most of our dialogue work focuses on community and sub-national conflicts, in **Syria** we have worked at multiple levels. Alert and our partners created safe spaces for diverse Syrians based in multiple countries to meet and discuss key issues related to the peace process and the future of their country. Participants stated that it is crucial to create bridges between Syrians everywhere and that this work has fortified their sense of belonging. We also facilitated a series of dialogues with national actors to support the development of a roadmap for negotiations in the Syrian political process, using security sector transformation as an entry point. The adoption of the roadmap suggests a readiness to explore alternative negotiating strategies and to develop a more comprehensive and robust negotiating agenda that factors in the 'frozen conflict' reality and a deadlocked UN political process. The outlining of this agenda – which focuses on creating a 'safe, calm and neutral environment' as a conducive environment for future political talks towards a ceasefire and political settlement – was the main output of our work.

Training, capacity building and mentoring

We support partners and others to learn about peacebuilding approaches and develop the skills needed to address conflict and support peace.

In 2021, we ran **317 training, capacity building and mentoring** activities, involving 17,034 people (54% women, 43% men, 3% other). Whether we are working at a local or international level, with individuals, organisations or governments, we root our training in our direct experience of peacebuilding and the successes and challenges this involves. We are always context-specific, tailoring our approach to the context and to the needs and nature of learners. As well as supporting communities and local and national partners to increase their peacebuilding skills and experience, we support the wider aid sector to ensure that development initiatives do not inadvertently exacerbate conflict. The establishment last year of our Conflict Hub, as a focus for **conflict sensitivity** and conflict analysis expertise, was a key aspect of this work. We have also developed an online conflict sensitivity training to be launched with the Netherlands Ministry of Foreign Affairs.

In **Lebanon**, 2021 was a year of continued economic, political and security turmoil, worsened by the pandemic. Relations between Lebanese of different backgrounds deteriorated significantly along with relations between Lebanese and refugees. The economic downturn and the devaluation of the lira has pushed more than 50% of the population below the poverty line, with an estimated 90% of Syrian refugees living in extreme poverty. Our Lebanon team has continued to implement direct peacebuilding interventions, but also recognised that influencing institutional and material change relies on partnerships with large humanitarian and development actors. We therefore worked to inform donor and international partner policies and programming through consortia and working groups. With the UN Development Programme (UNDP) and House of Peace, we provided practical training on conflict-sensitive procurement – a particularly sensitive issue in Lebanon – to more than 60 representatives of local and international NGOs. Our formal and informal advice and feedback on policy documents and in trainings with such actors has helped maintain space for practical and adaptable models of conflict sensitivity.

We also seek to advise on effective – and ineffective – peacebuilding strategies. We saw an increased uptake of our approach, lessons and evidence for taking a peacebuilding and conflict-sensitive approach to

preventing violent extremism. We provided capacity building in monitoring, evaluation and learning as well as advisory services. We shared best practice from our work with UNDP's Regional Bureau for Arab States and in the Philippines at the third Oslo Global Preventing Violent Extremism Conference, attended by over 1,500 participants. We also provided conflict sensitivity advisory support to Save the Children's Sahel offices (Niger, Burkina Faso, Mali and Nigeria) through training and accompaniment.

Influencing

We seek to shape policies and practices to reduce violence and prevent conflict by better addressing the root causes and influencing structural change in favour of peace. To do this, we draw on our own experience, research and analysis. But we also depend on the knowledge of our partners and local peacebuilders, ensuring their voices are heard by decision-makers. In 2021, we undertook **162 advocacy and outreach activities** to influence change or raise awareness, directly reaching 20,294 people (53% women, 46% men, 1% other). Our **communications** – from radio plays and documentaries to webinars and opinion pieces – ensured our messages on key issues affecting peace and conflict reached over 750,000 more people indirectly around the world.

The factors that promote peace

We believe that peace is more than just the absence of violence. While the period after the fighting stops and a return to normality is welcome, stability frequently masks the reality that grievances or other causes of conflict have not been addressed and may erupt again. We therefore work to support 'positive peace': people anticipating and managing conflicts without violence and engaging in inclusive social change processes that improve the quality of people's lives. This involves addressing issues of power, income, security, justice and wellbeing within society. We therefore also work to support people to achieve positive changes in these 'peace factors', to ensure the ongoing conditions for peaceful change.

Power

How power is exercised is by far the greatest factor that contributes to conditions for peace. Much conflict is the result of two or more parties competing for power: how governance and leadership are exercised, how people interrelate, and how they and others identify that they belong. We work to ensure that power, and the associated conflict, is exercised inclusively, fairly and without use of violence.

Participation in governance

People should have influence over the choice of those who provide them with leadership and over the directions and conduct of such leaders. They also need to be able to voice their impressions of whether or not the system of governance itself is working well, or if it needs adjusting. In many of the countries in which we work, we seek to enable greater participation of people in the decisions that affect them, both by supporting increased engagement between citizens and government officials, and by advocating for national changes based on what we and our partners have learned working at a community level.

In **Mali**, violent conflict often takes place at the local level, where state authorities and government forces may be absent. Our interventions have created safe spaces for community dialogue and engagement with government officials to address governance issues and other root causes of conflict. Training on conflict analysis and advocacy methods have also allowed participants to understand and assess conflict dynamics and the actions they can take to influence decision-making. Through the dialogue forums established by Alert, local community leaders have resolved long-standing disputes over succession rights. Community members and youth advocated to the local mayor to introduce a joint patrol with security forces and local youths to help reduce livestock theft and civil society members have successfully advocated to the national authorities for a reduction in the costs of identity cards. These forums have improved trust and collaboration by demonstrating to participants that their collective, organised efforts can be transformative and by

providing the space for conflicting groups to come together to work for the benefit of their communities.

Social cohesion

Strong relationships within a community, particularly between people from different groups, is essential in preventing conflict escalating into violence. Such relationships are also important in bringing those who have been at conflict back into a more normal and stable social interaction. Much of Alert and our partners' work is focussed on strengthening this social cohesion – the relationships and sense of connectedness among members of a community.

This was a particular focus of our work in northeast **Nigeria** in 2021, where we work with communities affected by the Boko Haram insurgency. Recognising that it takes many actors and many approaches to build and maintain a cohesive community, we worked with community and religious leaders, youth, women and girls who survived Boko Haram captivity and other community members. Our partners worked with relevant stakeholders to support the reintegration of those associated with Boko Haram. Community members suggested culturally and socially accepted activities such as cooking competitions, community theatres and football matches as ways to create bonds between them and isolated survivors of Boko Haram and their children. Some decided to start the bonding process by visiting returnees to apologise for their poor behaviour towards them after their return.

Our work resulted in significant shifts in attitudes: 99% of community participants in our reintegration socio-cultural activities reported that the programme had positively impacted their attitudes towards other social groups and 93% of women and 100% of girls participating felt less marginalised in their community. Meanwhile, 98% of children reached by peer-to-peer peace club activities in primary schools reported more positive attitudes towards children who had been associated with armed groups. In Yobe state, our work changed community members' perceptions of returnee women, resulting in 16 women being accepted back into their families, having previously been rejected. Trained community leaders and social welfare officers were active in identifying survivors, facilitating support sessions



A training session in mediation and conflict and gender sensitivity for women in Borno state, northern Nigeria, to help improve conflict resolution and security locally. © International Alert

and conducting follow-up monitoring, where they had previously stigmatised the survivors. Survivors have testified that the rejection led them to want to return to Boko Haram. The increased acceptance led not only to improved wellbeing for returnees, but also improved community social cohesion. The leadership of community members is also a good sign for the sustainability of the efforts, as they will be equipped with the skills and experience to continue the work.

In **Nepal**, we work to make the transitional justice process following the civil war of 1996–2006 more responsive to the victims and to increase local and provincial government engagement with those victims. As a result of our work, local governments allocated budget to support conflict-affected groups. Fifty-year-old Mangati Tharu and her son and daughter have had no news from or about her husband since he was arrested by security forces in 2001. Mangati has suffered physically and mentally since her husband's arrest, experiencing irritability, frustration, loss of appetite, loneliness, headaches and chest pain, and feels she has no-one with whom to share these feelings. She and her children participated in our family-centred programming, including a 10-week social and gender empowerment

training and five-week economic empowerment training. She learned how to better manage her family's money and has been motivated to rear goats to increase the family's income. In addition, she has received psycho-social counselling and her mental health symptoms are gradually subsiding. She said, "Now I have started paying attention to how and where the family expenses are going and focusing more on saving than spending money on useless matters. I now have the knowledge about how I can take my business forward and improve it."

The implementation of programmes to address the needs of conflict victims, 15 years after the end of the war, is a significant change. It is resulting in economic and wellbeing improvements, as well as helping the victims to feel more secure. Civil society actors have collaborated to continue such work. The District Transitional Justice Network (DTJN) in Dang organised several advocacy meetings with the local government, seeking to secure scholarship support for conflict-affected children in the Belwa area. Officials coordinated with a local school and provided scholarship to eight conflict-affected children, from grades 1 to 9. Pramod Chaudhary, who lost his parents during the armed



The youth dialogue group in Bekaa do an assessment of a site selected for 'placemaking', which is about reimagining and reinventing an existing public space. © Ghina Kanawaty/Catalytic Action

conflict, said, "I was always worried about my school fees due to lack of money. But now I have a scholarship to continue my studies. I can study with more confidence. Thank you to DTJN for advocating with the local government and school for our rights."

Inclusion of young people

While people in any society will have differing amounts and types of power, a peaceful society is one that does not exclude sections of its population from power on account of their membership of a particular group or identity, such as sex, age, ethnicity or religion. A society that structurally excludes some of its members is a society that is failing to resolve conflicts and is thus prone to violence. We therefore work to support the inclusion of people of all groups in decision-making in society. We have a particular focus on youth inclusion.

Socio-economic and political exclusion of young people can be a driver of conflict. But young people can also be active peacebuilders, helping directly to resolve conflicts as well as working to improve the factors that lead to a more cohesive, resilient and prosperous society.

In **Lebanon**, we worked with local authorities and young people to undertake an analysis of the conflict dynamics in central Bekaa, an area which hosts a large concentration of Syrian refugees. We identified the need to address conflict between young people in Bekaa and improve linkages between youth networks and local authorities. Participants were keen to open spaces for dialogue within and between communities. Lebanese youth welcomed Syrians in these dialogues and together they had open discussions. With the youth dialogue group, we used 'placemaking' (reimagining and reinventing an existing public space in their village) as a way to support and coach them to implement their own community initiative. One participant said:

"Peace is there within us, hidden within everyone. It is time to get off our family or political affiliations and have a new blood, a new generation participating in such youth groups, which aim to work for the village."

In Tripoli, we established a new youth dialogue group that is extremely dynamic and leading local peacebuilding initiatives. Diverse youth are engaging outside of the Alert sessions and proactively

proposing shared priorities. Young people in Tripoli, many for the first time, are meeting across neighbourhoods, nationalities, socio-economics, gender and other dividing lines. In doing so, they are strengthening the bonds between different groups, increasing social cohesion and making their communities more resilient to violent conflict.

We have been excited to see young people in many contexts in which we work also taking the lead in this way. In the **South Caucasus**, we have been supporting young people to increase their understandings of the influence of conflict on their societies. Young people's motivation for civic activism increased through implementing small initiatives within our project. Despite the pandemic and the deteriorated political situation, we maintained dialogue among key local partners, both online and in-person. Grassroots, youth-led organisations are now empowered to operate in a region where civil society space is shrinking, including on difficult topics such as ethnic minorities, violence against women and girls, and disabilities.

Gender

Gender refers to the socially-constructed roles and expectations that are attributed to men, women, girls and boys on the basis of their sex. Gender is one of the factors that influences, positively and negatively, the ability of societies to manage conflict without resorting to violence. Norms that promote narrow, uncompromising and violent identities for boys and men are an important underlying cause of high levels of violence throughout society. Individuals who have the courage to break prevailing gender norms and stand up against violence risk losing fundamental rights and endangering their own safety. Violent conflict is a driver for changes in gender relations. Women often take on a broader range of economic and societal roles in times of conflict, but conflict can also give rise to more rigid gender stereotypes that men and women are expected to fulfil. We aim to make use of positive changes in gender relations during conflict to promote more peaceful and inclusive societies.

In **Myanmar**, we worked with communities in Yangon and Rakhine to improve family communication and reduce gender-based violence, increasing

understandings of gendered power dynamics. We saw improved communication skills among participants, including active listening, improved self-confidence, greater understanding of others, and being patient and less aggressive. Some families reported improved relationships, fewer arguments and less domestic violence as a result of our work. Male and female participants shared learning from the training with others. For example, an older man from Mingalardon said he shared the learning with his wife, stopped beating his child and treated his wife with respect after attending the dialogue meetings. These changes are significant because enhanced communication skills contribute to more cohesive families and communities. This is especially important now, at a time of increased violence and militarisation in the country, when there is a heightened risk of a breakdown of gendered relations and entrenchment of everyday violence and insecurity for women. Our dialogue activities have contributed to men's increased understandings of gender relations, and particularly of harmful norms, behaviours and attitudes. Enhanced communication is essential for maintaining connections amid conflict and providing critical alternatives to violence at all levels, which benefit women and gendered relations.

In **Tajikistan**, we worked to support reduction in stigma and violence towards young women, including those living with disabilities. The data we collected from isolated areas where there have been no previous interventions suggests a common experience of violence among women with disabilities. Feedback from the women with whom we work indicates they have seen a shift in their families' attitudes towards them, including a reduction in the violence they have experienced and an increase in opportunities to participate in family economic life. For many, this was their first experience of working outside of their houses, which has had a profound effect on their own outlook and helped to challenge societal stereotypes, prejudices and ableism. Local partners reported a noticeable increase in non-violent communication, both in target families and in the community, demonstrating that work in households can contribute to broader social cohesion.

In Wajir county, **Kenya**, prevalent social and cultural norms have limited women's access to decision-making and political space. As a result, women were

never considered for elective political positions by the Council of Elders, known as 'Sultans', who play a key role in endorsing political aspirants in an election. With Alert's support, our partners Focus on Arid Land and Integrated Development and Maendeleo Ya Wanawake Organization held consultative meetings to revive the women's movement. This included establishing a joint forum of key women, the Wajir County Council of Women, which successfully advocated for women's inclusion in elective political positions. After facilitated discussions and consultative sessions, the Council of Elders endorsed two women aspirants to run for Member of the County Assembly, making headlines across local and international media. Following the media coverage, UN Women promised financial support for the Wajir County Council of Women. The two organisations have achieved a milestone in the political history of the region. Despite traditional practices excluding women from politics, there is now recognition and acceptance of their role by the traditional Council of Elders, county government and the general public. Women can now participate in leadership in Wajir county.

Media

A free and independent media is an essential component of any peaceful society. As well as enabling all members of society to access, share and debate information, the media plays an important role in holding those in power to account, monitoring and reporting on their actions. It also provides a public space for dialogue between citizens and government. Restrictions on media freedom threaten the open exchange of views within society and hence the ability of members of that society to resolve conflicts peacefully. The way in which the media reports can either inflame or reduce conflict. As a journalist in Migori county, **Kenya** noted, "If I report in that way, people in this community could get hurt." We work to hold open the space for a free media and to support journalists to work in a conflict-sensitive way.

In **Nepal**, we support the media to be more professional and independent and increase state accountability. We trained emerging journalists, from women's and other marginalised groups, to undertake professional and accountable journalism.

We held a seven-day training for 331 journalists, covering journalism fundamentals, gender equality, the journalist code of conduct and conflict-sensitive reporting. Of this group, 83 have since begun evidence-based reporting to make the state more accountable towards its citizens. Goma Dhungana, a young journalist from Biratnagar, who has worked at the online media organisation Sangalo Khabar for two years, said:

"I have never been part of any training on journalism before. Prior to this I wrote news based on inadequate information. Now I make sure to verify information with multiple sources before publishing it. My knowledge about journalism has increased immensely and the training has allowed me to be better at my job. I am now better able to investigate news content and publish news with in-depth information, which makes the state more accountable. This skill also helps to avoid misinformation in the news. This kind of support to journalists is immeasurable."

We also strengthened the capacity of the Federation of Nepali Journalists to advocate for media-friendly policies at the local, provincial and federal level, through forming 11 Free Media Networks. With our support, the Federation of Nepali Journalists influenced one federal and four provincial legislative processes, undertaking timely advocacy using policy analysis papers on the draft communication bills. Three provincial chief ministers committed to making the bills more media friendly, and one province has already changed the contested provisions in the laws after the project's advocacy. These activities have resulted in a less restrictive environment for journalism and greater freedom of expression enshrined in law.

Income and assets

Everyone needs to be able to make a living, to provide for themselves and their families. Ensuring fair and inclusive economic opportunities is a key factor in developing a peaceful society. If people are financially excluded on the basis of some aspect of their identity, there is a risk of increased social tension and potentially violence.

Trade

Working with 6,000 women small-scale traders across the **Burundi, Democratic Republic of Congo (DRC)** and **Rwanda** borders, we have built social cohesion and enhanced livelihoods. For example, 99% of the participants said they would be open to one of their children marrying someone from another ethnic group, up from less than half of participants at the beginning of the project. As we reported last year, when the coronavirus disease (COVID-19) pandemic closed borders, participants felt able to collectivise their trade through a group purchasing scheme, trusting they would get the proceeds back once their goods were sold. This system persists even as borders reopen and has led to an increase in profits, as women are more informed and strategic about what they sell on either side of the border. Twice as many participants are now able to pay medical and school fees compared to at the start of the project, and three times as many of their husbands/partners now help with household chores. We have since been asked to join the regional governmental committee on cross-border trade, which allows us to support women's voices and needs to be recognised by authorities responsible for developing regional trade agreements.

Globally, we have worked with the Voluntary Principles Initiative (VPI) to support the implementation of the Voluntary Principles on Security and Human Rights. The VPI involves governments, international NGOs and companies that extract, harvest or develop natural resources and energy, strengthening members' capacities to address security issues and ensure human rights are represented in business operations. Focused on avoiding individual human rights abuses, VPI's current tools do not take sufficient account of the risks of business operations creating new or exacerbating existing conflicts. We helped VPI members to develop a new conflict sensitivity tool that is being piloted by two corporate members. This paves the way for us to engage bilaterally with companies to ensure they are applying these tools successfully.

Natural resource management

People need fair and well managed access to the resources on which they depend to earn a living.

Therefore, governance and income are closely interlinked. We work extensively to support the peaceful management of natural resources, particularly water and land, in order to enable people to earn an income.

Eastern **DRC's** rich mineral resources have long funded non-state fighters and fuelled corruption within the Congolese military. The 3Ts (tungsten, tantalum and tin), along with gold, are listed by both the European Union and United States as conflict minerals, meaning they can only be legally exported from DRC if the supply chain can be certified as disconnected from armed groups. Until recently, such certification has been near impossible for small-scale mines. But in November 2021, after advocacy from civil society, Alert and our partners, the country's Minister of Mines signed into law the blue mines certification mechanism. Previously only mining sites validated 'green' (certified) or qualified 'yellow' (requiring a corrective measure) by joint validation teams of government officials and international partners were allowed to export minerals. But these processes have been slow and expensive, with unqualified mine sites often facing long waiting periods for visits by the validation teams. This left thousands of artisanal mines as de facto illegal, despite their aspiration for formalisation. The blue mine status allows a registered mine site to exploit and export minerals while officially waiting for its validation status, with the exporter responsible for publishing a risk assessment of the mining site. Alert and our partners the International Peace Information Service, Observatoire Gouvernance et Paix, Justice Plus and European Network for Central Africa have accompanied the Ministry of Mines throughout 2021 to enable the blue mine status to be established in law, with its final text mirroring much of the language we proposed in our technical meetings and roundtable discussions with officials.

We have also been working with the government, civil society and private sector in DRC to develop seven local security plans, outlining intercommunity priorities around mines. Cutting across political, ethnic and economic divides, these allow mining monitoring committees to identify problems and intervene before conflicts escalate. This led to timely interventions by Ministry of Interior mediators in conflicts among community leaders in the Fizi and Shabunda areas of South Kivu province.



A dialogue forum bringing together water users and authorities to discuss and address key issues affecting water, peace and security in Djenne, Mali. © Ousmane Makaveli

Access to, and control of, water is another driver of conflict that we work to manage, along with our partners and local authorities. We are part of the innovative Water, Peace and Security partnership, which brings together academics, international NGOs and the private sector to develop and test new tools to support policy-makers to identify and reduce the risks of water-related conflict. We are leading on strengthening processes of peaceful conflict resolution through water diplomacy and dialogue in **Kenya** and **Mali**. We also support other consortium partners and the Netherlands government with training on peacebuilding and conflict sensitivity in relation to water security. Our dialogue activities helped strengthen the ability of water users and authorities in the central Delta region of Mali to analyse the threats to effective management of this essential natural resource, as well as provide tools to help the government and communities manage water access and usage without violent conflict. Our conflict analysis findings have been used by our partner Deltares to develop a model for Inner Niger Delta communities and leaders on how flood variation can lead to inter-community clashes. Their scientific local model predicts changes of behaviour of agricultural

communities, herders and fishers in relation to changes in the flood of the Bani and Niger rivers.

We are also working on water management in **Tunisia**, particularly in the border governorate of Kasserine, where access to clean potable water is a challenge. We undertook analysis and training to advocate for citizens' access to water. In partnership with the Tunisia Water Observatory, we have brought together key stakeholders in water management, including the local farmers union and the local branch of the Ministry of Agriculture, as well as affected residents of rural and urban areas in the region, for a training on the complex reality of water governance and legislation. As part of our [#Access_to_water_is_a_constitutional_right](#) awareness campaign, we produced a 12-minute documentary film about access to water in Kasserine (which reached 300,000 people on Facebook), as well as two animations about water governance and the legal frameworks guaranteeing citizens' access to water in the governorate. These videos have generated wide media coverage of the issues and are being used by civil society, universities and thought leaders as a tool for advocacy and learning.



Police officers being trained to be trainers in the use of our Community Score Card in Lumbhini province, Nepal.
© Nepal Police

Justice and safety

Effective laws reduce the ability of people to use violence and protect human rights. In addition to fair laws, a peaceful society needs effective mechanisms to enforce those laws, ensuring that they apply to everyone in society. Such mechanisms enable prevention, protection and punishment, and enable justice not only to be done, but to be seen to be done. In addition, in a peaceful society everyone can live their lives in security without undue fear of physical or psychological threat. A society in which violence against others is commonly used to resolve personal or local conflicts is a society that legitimises violence and is more likely to resort to violence as a solution to political or other conflicts. Police, security forces and others with the power and responsibility to provide security services need to have the trust of the societies they are recruited to protect and the skills and capacity to protect. Both justice and security are usually, but not always, provided by state institutions in a peaceful society. Therefore, peacebuilding work on these two peace factors often involves engagement between communities and government actors.

In **Nepal**, we have been working with the police in 33 local authorities to strengthen relationships with communities, in order to increase the public's confidence in reporting a case or complaint to the police. We introduced a tool called the Community Score Card, a systematic process of non-confrontational dialogues designed to improve collaboration and mutual accountability between the community and police. The Community Score Card guides the development of joint indicators for good performance, accountability standards and a common scoring process. The collaboration fosters stronger ownership of the processes and generates a greater sense of responsibility between the community and police towards each other and the mutually beneficial goal of better community security and justice. The community became more positive towards the police and the 'trust deficit', previously identified as a marker of people's sense of insecurity and marginalisation, has been lessened. As a result of 113 actions jointly planned and implemented by the police and community members, the police saw a 19% increase in 'first information reports' (initial incident reports completed by police). Crime reporting increased and evidence collection and investigation became

easier, especially for incidents of gender-based violence.

In **Nigeria**, we also worked to increase trust, collaboration and accountability between civilians and formal and informal security actors. Lack of trust had led to ineffective security force operations in communities affected by violence, while lack of accountability fuelled abuses and further conflict. Addressing these issues means both improving the likelihood of successful security operations and reducing the risk of harmful behaviour on both sides. The evaluation of this work showed a 23% increase in the number of community members feeling formal security forces were effective and a 61% increase in those saying security forces were accountable. Meanwhile, there was a 33% increase in security forces who said they saw community members as valuable partners in dealing with security matters.

Wellbeing

Another factor in ensuring the conditions for a peaceful society is people's mental and physical wellbeing. This includes how people's mental and physical wellbeing are maintained and their aspirations are considered. This requires health and education to be accessible to all and that services provided are of a quality that allows people to live in dignity. The way in which education is provided should support children to grow up with the desire and the ability to resolve conflicts without violence. Religion can play a significant role in people's mental wellbeing, as well as influencing their values, including about the role of violence in their lives. For others, the quality of their environment, access to leisure opportunities and whether they feel they can follow their aspirations affect their wellbeing and hence their individual and collective ability to live well without conflict and violence. Peaceful societies enable individuals and groups to feel respected and to experience their contribution to social change being valued.

Health

Last year we described the work we did to support responses to the COVID-19 pandemic. Similar work continued in 2021, including providing evidence-

based analysis on the effects of COVID-19 in the **Philippines**, informing pandemic recovery plans and broader emergency responses and protocols to promote inclusive policies and responses and help ensure these did not trigger conflict and violence.

In **DRC**, we worked with joint health structures to bring advocacy priorities to the attention of provincial authorities, including conflict at the border with Burundi over differing costs of COVID-19 tests for cross-border traders. These joint health structures managed to lobby effectively for a standardisation of costs of COVID-19 tests at the border and practical protocols for regular border users.

We also increased our focus on mental health and psycho-social support, both for the people we work with and for our partners and staff working under difficult circumstances. In **Tunisia**, we undertook quantitative research on young people's mental health, with 1,250 respondents. The findings provided unprecedented knowledge around marginalised young people's access to physical and mental health services, which was especially critical during the period of the combined pressures of the pandemic and political crisis. Over two-thirds of respondents reported that their psychological wellbeing was 'very bad' and one in four confirmed the need to visit a psychiatrist in the last year, while over 80% identified stigma as a barrier to accessing counselling. The research also examined violence, addiction and other at-risk behaviours, and included young people in prisons, to understand their psycho-social needs.

Following the second Nagorny Karabakh war in 2020, societies in **Armenia, Azerbaijan** as well as **Nagorny Karabakh** continue to be traumatised, and violent rhetoric – including at the state level – is frequently employed. We pioneered 'trauma-aware' approaches, by increasing local journalists' trauma-sensitive reporting and self-awareness on mental health issues, opening up a taboo topic. Additionally, we provided direct psychological support to individuals affected by the war, particularly journalists and young people.

Education

Schools are centres of learning but unfortunately they can also be centres of learning about violence.



A training for members of the Interfaith Working Group and representatives of religious communities on the prevention of violence against women and girls, Bishkek, Kyrgyzstan. © Iuliia Babiuk/International Alert

In **Lebanon**, we undertook research that showed a high prevalence of violence and acceptance of violence towards children, with 87% having witnessed violence. We worked to improve violence prevention for younger children in three schools and six learning centres. We have engaged over 6,000 community members in preventing violence against children in non-formal education activities, including 562 caregivers and 1,457 children (820 female, 637 male). Among the activities were peace education lessons, community-led initiatives including a library visit, a football game organised by a scout troop, and a 2,500-person gathering to discuss preventing violence against children. As a result of our work, 80% of educators and staff members reported increased knowledge and skills and 88% of children demonstrated improved understanding of preventing violence against children. Additionally, community outreach engaged a wider range of leaders, including faith leaders and municipal representatives, who have influence and legitimacy to challenge perceptions and norms around violence against children. These achievements are important in helping to raise young people to live without the expectation of violence.

We have also supported women traders in the Great Lakes to learn to read and write. Levels of literacy among women cross-border traders in the region are very low – many have never been to school or were forced to drop out after a few years of primary schooling to support their families. As a result, women traders face many challenges in trying to get their small businesses up and running. For example, they are vulnerable to fraud, cannot read tax and legal notices, and struggle to keep track of profit and savings. Our Mupaka Shamba Letu project seeks to strengthen regional cohesion among border communities in **Burundi, DRC and Rwanda** through cross-border trade. We realised early on that our project would only have limited results if we couldn't support women traders to have a voice and strengthen their businesses through literacy. Our partner Collectif Alpha Ujuvi has designed basic literacy programmes appropriate to the lives and needs of women cross-border traders. The women learn how to read, write, calculate and formulate arguments in local languages. Their assessments include essays on subjects important to them, such as the price and origins of local vegetables, the impact of COVID-19 on trade and balancing work and family life. The women study for approximately nine

hours per week over a six-month period. Madame Rachel, one of the women trader students, says:

"It's a lot of time to put to one side when you have to wake up at 5am to feed the family, make sure the children get off to school, and get to the market – especially during COVID times. But it opens a whole new world. I feel much more confident in my business, I can engage better with traders on the other side of the border and it makes me feel proud."

We work with 6,600 women cross-border traders at 12 border crossing points across Burundi, DRC and Rwanda, about 25% of whom benefit from literacy support. The women we have equipped with skills and confidence to advocate for reform of government regulations have put these skills to good use too. In 2021, a group of the women in Kamanyola, DRC, convinced the customary leader to include support for their cooperative in the chiefdom's 2022 budget. In Rubavu, Rwanda, the 30-women cooperative COAGUGI advocated successfully for the exemption of tax worth \$2,000 for the importation of fabrics from Goma, DRC.

Religion

In **Kyrgyzstan**, we worked with religious leaders to increase their understandings of gender and supported them to play an active role in preventing gender-based violence. We began by undertaking research on how gender, masculinities and femininities are perceived in Islamic conservative communities. A team of linguists then designed a gender lexicon in the Kyrgyz language, referring to Kyrgyz history and culture. By grounding gender concepts in accessible language, we promoted improved understanding of these terms and reduced the perception of them as imported 'western values'. We then conducted gender-sensitisation workshops in six different religious communities: Islamic (Sunni), Russian Orthodox, Baha'i, Protestant, Tengri and Roman Catholic. Faith representatives described how equality and domestic violence are addressed in their scriptures, resulting in practical mutual exchange on how they are working on preventing domestic violence and how to advance this work. Finally, we convened an Interfaith Working Group to enable the religious community to contribute to the new National Strategy and National Action Plan

for Gender Equality. At a two-day workshop, leaders of most Kyrgyzstan faiths, the State Commission on Religious Affairs and gender activists developed recommendations to address the needs of women and girls from religious communities. This was the first time that consultations have been held with the religious community to discuss strategic documents on gender, and it has become a precedent for their participation in legislative development.

Progress against our

organisational priorities in 2021

In 2020, we developed a Resilience Plan for investment in structural changes, people and resources to make us more resilient, impactful, influential and competitive. The 10 change commitments in our Resilience Plan formed our organisational priorities for 2021.

1. Build an organisation that is greener and more diverse, equitable, accountable and inclusive

We undertook an organisational eco-audit, as part of our drive to become a nature-neutral organisation and drive down our carbon emissions. Our Gender, Diversity, Equity and Inclusion (GDEI) Steering Committee was established, comprising of 20 staff from across the organisation. The Steering Committee held a series of structured conversations with staff and undertook a review of human resource policies, which will contribute to a GDEI Charter to be launched in 2022. We also established a Global Staff Council, with representatives of each country Staff Council, to enable staff to come together to discuss common concerns.

2. Resolve how we raise and distribute unrestricted core and overheads

Having evaluated our cost base and funding sources, we developed and rolled out a new Resource Allocation Model, to work towards full cost recovery of our operating costs within restricted grants and increase transparency of internal allocation of unrestricted funds.

3. Boost our capacity to identify, track and generate funding

Building on country teams' fundraising support needs, we recalibrated and expanded our Resource Development team, developing clear guidance and processes for donor and partner engagement and bid development. We established a business development function to expand HQ donor connections, reviewed our systems and refreshed our major giving programme.

4. Refocus on four cornerstones and a keystone of policy and practice

We revitalised our Peacebuilding Advisory Unit as a focal point of knowledge and good practice in peace economies, gender, and climate change and natural resource management. We also established the Conflict Hub as a focal point for conflict analysis and sensitivity expertise. By integrating the Peacebuilding Advisory Unit with our Advocacy and Communications team, we increased mutual planning for greater influencing impact.

5. Build up advocacy and communications for reach and strategic influence

While some of our plans to boost our capacity to identify and act on key policy issues were hampered by recruitment challenges, we revised our media strategy and developed and launched our new website, resulting in a marked increase in media coverage in the second half of the year.



Pascal was part of a mob that killed Primitiva's children during the genocide against the Tutsi in Rwanda. Today, they have reconciled through our dialogue groups. © International Alert

6. Position ourselves to promote peacebuilding in COVID-19 responses

Following the publication of the paper, *How do we build peace during a pandemic?* we pivoted to focus on other influencing priorities, particularly climate and conflict, given the shifting donor landscape and other dominating issues in 2021.

7. Define, structure and staff Alert Europe

We recruited our Alert Europe Director in 2021. Our Alert Europe office has expanded and established itself as a European base, enabling increased partnerships and profile raising with EU institutions and other European donors.

8. Sharpen strategic focus and support for country programme impact

In seeking to ensure our HQ support and management structures aligned with country programme needs, we undertook two surveys and a consultative online workshop with country

directors over two weeks. As a result, we refocused our regional support teams and recruited two new regional directors to manage the renewed structures. We also ran competitive processes to allocate investment and innovation funding to enable country teams to sharpen their strategic focus.

9. Build up our organisational infrastructure

We recruited additional IT and risk and security staff, initiated a review of systems across the organisation, launched a new intranet and internal filing structure, and established a dedicated Risk and Security Unit to support organisational and operational risk and security management.

10. Strengthen commitment to and resources for partnerships and alliances

After exploration, we decided not to pursue merger opportunities at this stage, but collaborated with peer organisations on joint projects and expanded our networking with potential partners. Our exploration of our local partnerships approach was postponed until 2022, enabling us to build on the GDEI Charter.

Our organisational priorities for 2022

Our peacebuilding intentions for 2022 vary by country, but all contribute to breaking cycles of violence and building sustainable peace. In order to support the achievement of these programmatic aims, we have agreed the following organisational priorities for the coming year.

1. Peacebuilding quality – impact, learning and partnerships

Continue to improve the quality of our peacebuilding by establishing a new results framework, implementing our learning review and delivering a partnership engagement review.

2. Connections, collaborations and coalitions for impact – including inside Alert

Ensure that we create and maintain connections, collaborations and coalitions to reflect the organisation's aims of becoming more horizontally connected and inclusive.

3. Advocacy – changing people's minds through clarity, engagement and thought leadership

Raise our profile through a synchronised advocacy and communications plan, and delivering advocacy plans on climate and gender that join up with our programming ambitions.

4. Strong systems to manage delivery and governance, money, knowledge, relationships and risk

Ensure that our systems continue to support and manage through an improved systems approach across the board.

5. Fundraising and cost recovery

Deliver the fundraising actions plan and Resource Allocation Model to underpin and support all of our activities.

6. Gender, diversity, equity and inclusion

Implement the GDEI Charter and review HR policies on recruitment, with a focus on localisation and shifting power.

7. Efficiency – a lean cost structure

Orchestrate an office move and deliver plans to reduce cross-organisational overheads.

8. A nature-neutral Alert

Develop and deliver the greening initiative initiated in 2021 in our efforts to become a nature-neutral organisation.

Strategic report

Structure, governance and management

Organisational structure

International Alert is a UK-based NGO registered with Companies House and the Charities Commission. The charity is a company limited by guarantee and has no share capital. We are governed by a Board of Trustees (Board). The Board has a sub-committee, the Strategy, Risk and Audit Committee (SRA), which advises on and monitors matters of organisational strategy, risk management and relevant audits. The SRA comprises the Chair, the Treasurer and two further trustees.

The Executive Team, responsible for strategic and operational leadership of the organisation, comprises the Executive Director, the Director of Programmes, the Director of Finance and Operations, the Director of Resource Development and the Director of Policy, Advocacy and Communications. We have 238 staff based in our 15 offices around the world, including a team of thematic peacebuilding experts. Our programmatic work is supported by administrative, financial, fundraising, human resources, IT and advocacy and communications teams. International Alert UK is affiliated with International Alert Europe, which is registered as a *stitching* (foundation) in the Hague, the Netherlands.

Decision-making

The Board meets four times a year and is responsible for governance, establishing the organisation's strategic framework and annual objectives, and agreeing the annual budget. The trustees are directors of the organisation for the purposes of company law and, in line with that responsibility, oversee the financial reporting and ensure that proper financial statements are made for each financial year to give a true and fair view of the organisation's financial activities and its financial

position at the year end. The SRA meets on a quarterly basis and is the key committee of the Board. The SRA has been entrusted with the more detailed oversight of key areas of the charity, including finance and all budgetary issues, risk and security, and organisational strategy. The Executive Director is accountable to the Board for all the organisation's work and the other members of the Executive Team report to the Executive Director. The Executive Team reports to each Board and SRA meeting on the organisation's work, activities and finances, presenting progress in relation to the budget, annual objectives and strategic framework.

Board of Trustees

The Board may consist of three to 15 members; we currently have nine trustees. The Board is international to reflect the diversity of the organisation's work. New trustees are elected at the Annual General Meeting or by the Board at a regular meeting and serve for a period of three years. Trustees may be re-elected for one further term of three years. Before a decision is taken to appoint a trustee, meetings are arranged for the potential new trustee with the Executive Director and one or two senior Board members, normally including the Chair. On appointment, new trustees receive a full induction on their responsibilities under company law and charity law, and on the organisation. The process includes both a pack of relevant documentation and a series of meetings with senior and middle management. During 2021, there were no changes to the trustee body; we ended the year with a total of nine trustees (five women and four men), five of whom are based outside the UK.

Trustees' responsibilities

The Board, as directors of the organisation for the purposes of company law, is responsible for preparing the annual report and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

Company law requires the Board to prepare financial statements for each financial year that give a true and fair view of the charity's situation and of its income and expenditure for that period.

In preparing these financial statements, the Board is required to:

- select suitable accounting policies and apply them consistently;
- observe the methods and principles in the Charities Statement of Recommended Practice (SORP);
- make judgements and estimates that are reasonable and prudent;
- state whether applicable accounting standards, including the Financial Reporting Standard (FRS 102), have been followed, subject to any material departures disclosed and explained in the financial statements;
- state whether a SORP applies and has been followed, subject to any material departures, which are explained in the financial statements; and
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charity will continue on that basis.

The Board is responsible for keeping proper accounting records that disclose, with reasonable accuracy at any time, the financial position of the charity and that enable the Board to ensure that the financial statements comply with the Companies Act 2006. They are also responsible for safeguarding the assets of the charity and hence for taking reasonable steps to prevent and detect fraud as well as other irregularities.

Insofar as the Board is aware:

- there is no relevant audit information of which the charity's auditors are unaware; and
- the trustees have taken all steps they ought to have taken to make themselves aware of any relevant audit information and to establish that the auditors are aware of that information.

The Board is responsible for the maintenance and integrity of the corporate and financial information included on the charity's website. UK legislation governing the preparation and dissemination of financial statements may differ from legislation in other jurisdictions.

Public benefit statement

The Board has complied with Section 17 of the Charities Act 2011 to have due regard to the guidance on public benefit published by the Charity Commission. In particular, the Board considers the impact achieved in 2021 and planned activities and objectives set for 2022 contribute to public benefits.

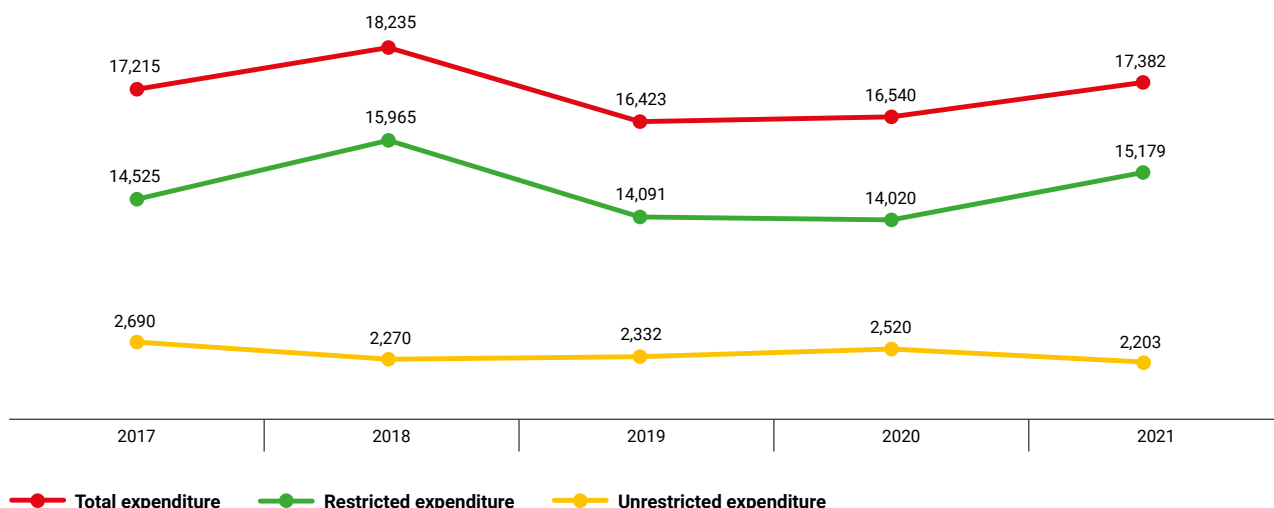
Financial review

The outbreak of COVID-19 was a challenge to International Alert, slowing our work in 2020 and continuing to influence our work in 2021. This was compounded by the reduction in grants from several of our institutional donors, making it difficult to raise money for crucial peacebuilding work.

Against all these challenges, we ended 2021 with a total income of £19.37 million (up from £17.65 million in 2020). Most of these increases come from our restricted income, which increased to £17.37 million (£15.39 million in 2020).

Unrestricted income in 2021 was £2 million (£2.26 million in 2020). Unrestricted expenditure in 2021 was £2.2 million (£2.52 million in 2020) and comprised £1.96 million on charitable activities and £0.25 million on the cost of raising funds. The balance of unrestricted funds at year-end was £1.04 million (£1.68 million in 2020).

Restricted income in 2021 was £17.37 million (£15.40 million in 2020), whereas the total restricted expenditure was £15.18 million (£14.02 million in 2020). The balance of restricted funds at year-end was £6.86 million (£4.28 million in 2020).



Note: We use expenditure as a measure to record growth.

The breakdown of total expenditure of £17.37 million in 2021 was:

- **Mission goal 1:** Working with people directly affected by violent conflict to find lasting solutions: £10.71 million (£9.80 million in 2020)
- **Mission goal 2:** Shaping policies and practices to reduce and prevent violence, and to support sustainable peace: £4.91 million (£4.86 million in 2020)
- **Mission goal 3:** Collaborating with all those striving for peace to strengthen our collective voice and impact: £1.51 million (£1.50 million in 2020)
- **Raising funds:** £0.24 million (£0.37 million in 2020)

Over the past five years (2017–2021), our expenditure has been between £16 million and £18 million. Despite the global pandemic affecting most of 2020, we had an increase of 0.3% in expenditure. Although activities slowed in many of our projects, we secured extra funding for work in DRC, Lebanon, the Philippines and Rwanda. The focus for Alert in 2021 was to continue managing the situations created by COVID-19 and to set ourselves up for investment in delivering the commitments outlined in the Resilience Plan from 2021.

With sound financial management systems, effective fundraising to raise more funds to support the organisation through the pandemic and robust

management, we emerged in a positive financial position and maintained our reserves just below the minimum limit at year-end.

Reserves

In 2020, the Board approved a change in the Reserves Policy and this was reviewed and approved in 2021 to have a lower and upper limit.

- **Upper limit:** When considering the upper limit, Alert will take a view that all unrestricted funds are not renewed, giving a loss of unrestricted income (currently £2m based on two major donors and excluding earmarked funds on three years average). In the short term, we will consider 75% of our unrestricted income at the beginning of the year, which will allow approximately nine months to replenish or to take corrective action, and work on having reserves that amount to 75% of the total unrestricted income, currently giving an upper limit of £1.5m.
- **Lower limit:** This will be based on several scenarios where levels of risks materialise that have a financial impact on the organisation. We would not expect all scenarios to crystallise at the same time. We would then assess this based on likelihood and impact and attach a risk level.

The General Unrestricted Reserves at year-end were in line with this policy (upper limit and lower limit), standing at £1 million. In addition, we designated, in

an Organisational Investment Fund, a further £0.37 million to support investment needs – for example, to develop new programming ideas. The Reserves Policy is subject to annual review by the Board.

Total unrestricted funds, including General Unrestricted Reserves, at year-end were £1.04 million (compared to £1.68 million in 2020). This was in line with the investment to our fundraising efforts as agreed by the Board.

Building on a stable financial picture at the end of 2021, overall funds being carried forward to 2022 are £7.90 million (£5.97 million in 2020), split between unrestricted funds of £1.04 million and restricted funds of £6.86 million. This level of unrestricted funds provides us with stability and the ability to invest in future development and the 2022 budget. Restricted funds held are due to the timing of receipt of funds. Restricted funds held at year-end will be spent on specific projects, in line with commitments made to funders in 2021.

Our balance sheet at the end of 2021 reflects this secure position. We are hopeful, depending on funding support, that we will sustain this in 2022. As we recover from the effects of the pandemic, the Ukraine conflict will bring new challenges, but we are confident that we have built the resilience to maintain and improve the financial position of the organisation.

Risk management

In a changing social and economic climate, achieving our strategic objectives and goals would be impossible without taking and managing risk within an acceptable appetite. Risk management is essential for Alert at all levels. It also helps the Board and Executive Team in maximising possibilities by allowing for more informed decision-making while providing assurance that Alert stays within its risk appetite.

The Executive Team plays a critical role in identifying and managing risk throughout the organisation, acting as the escalation route for programme, project and operational risks to the Board and SRA. Through the rigorous analysis of Alert's risks, both emerging and continuing, the Board and SRA contribute

important and valued external challenge and advice to ensure that its risk appetite is appropriate.

The Board and SRA have supported and challenged the Executive Team on the critical risks to Alert over the past year. The following are the top risks that the organisation faces:

- the risk that Alert is unable to raise enough money to maintain its operations and structure, or if it loses core funding, it will shrink its functions and capacity to achieve peacebuilding impact;
- the nature of its work, operating in dangerous places, presents the risk that Alert's employees, volunteers and associates are injured or killed while on duty;
- the increased risk of cyber-attack requires ongoing management, through the implementation of adequate safeguards and recommended practices to protect Alert's data, while also maintaining its capacity to function remotely and deliver impactful programmes;
- the need to stay competitive and to retain and attract skilled personnel and expertise to maintain its role as a leading peacebuilding organisation and deliver effective programmes; and
- the need to diversify its sources of funding against an uncertain landscape for funding from its traditional and largest sources in a post-pandemic and post-Brexit environment.

Alert will continue to evolve its Risk Management Framework in support of continued improvement in risk insight, accountability and the future evolution of the organisation.

Remuneration policy

Our Salary Policy aims to adhere to quality standards that will ensure that its implementation is fair, open, objective, responsible and effective. The policy is implemented through clearly defined salary procedures. The policy aims to reflect good practice, including:

- a clear policy on salaries, which is linked to organisational objectives, with the Executive Team taking responsibility for the review and implementation of the policy; and

- guidelines for the impartial review of jobs and a process for making valid and reliable market comparisons.

The Board of Trustees of International Alert presents this report for the year ended 31 December 2021 for the purposes of Section 162 of the Charities Act 2011 and Section 415 of the Companies Act 2006.

The financial statements comply with current statutory requirements, the Memorandum and Articles of Association and the Financial Reporting Standard (FRS 102).

The Board has also complied with Section 17 of the Charities Act 2011 to have due regard to the guidance on public benefit published by the Charity Commission. In particular, the Board considers how planned activities will contribute to the aims and objectives set for 2022.

The report was approved by the Board on 20 June 2022 and signed by the Chair on its behalf.



Carey Cavanaugh
Chair, Board of Trustees

Acknowledgements

Donors

We would like to thank our strategic donors:



Ministry of Foreign Affairs of the Netherlands



We would also like to thank our project donors:

Agence Française de Développement

Allan and Nesta Ferguson Charitable Trust

Australian Department of Foreign Affairs and Trade

Durham University

European Commission

European Union

Federal Department of Foreign Affairs, Switzerland

Foreign, Commonwealth and Development Office, UK

Global Affairs Canada

Helvetas

King's College London

London Metropolitan University

Ministry of Foreign Affairs, Denmark

Ministry of Foreign Affairs, Netherlands

Municipality of the Hague

Organisation for Economic Co-operation and Development

PeaceNexus Foundation

Robert Bosch Foundation

Rosa Luxemburg Foundation

Safe to Learn Global Initiative, hosted by the End Violence Partnership

Swedish International Development Cooperation Agency

Swiss Agency for Development and Cooperation

Swiss embassy, Kyrgyzstan

UnionAID

United Nations Children's Fund

United Nations Development Programme

United Nations Entity for Gender Equality and the Empowerment of Women

United Nations Food and Agriculture Organization

United States Agency for International Development

United States Department of State

World Bank Group

Partners

We would like to thank our project partners:

Africa

Action pour le Développement et la Paix endogènes
African Youth for Peace Development and Empowerment
Aide et Action pour la Paix
Appui au Développement de l'Enfant en Détresse
Association des Femmes Rapatriées du Burundi
Association Modeste et Innocent
Association Rwandaise des Conseillers en Traumatisme Associations des Commerçants Transfrontaliers du Burundi
Benishyaka Association
Bureau pour le Volontariat au Service de l'Enfance et de la Santé
CDA Collaborative Learning Projects
Célébrons le Courage de la Femme
Centre for International Private Enterprise
Centre for Social Cohesion, Peace and Empowerment
Collectif Alpha Ujuvi
Commission Épiscopale Justice et Paix du Rwanda
Cooperative d'Épargne et de Credit de CAHI
European Network for Central Africa
Faith Victory Association
Focus On Arid Land and Integrated Development
Fongim, Mali
Green Concern for Development
GreenCode
Grow Strong Foundation
Guichet d'Économie Locale du Sud Kivu
Horn of Hope Vision for Peace and Community Development in Nigeria
Justice Plus
Kaputir Resource Management Association
Kishimi Shelter and Care Foundation
Laissez l'Afrique Vivre

Maendeleo Ya Wanawake Organization
Observatoire Gouvernance et Paix
Pamoja for Transformation
Peace Actors Forum
PeaceNet Kenya
Pole Institute
Réseau d'Innovation Organisationnelle/Centre Régional de Paix
Réseau des Institutions de Microfinance au Burundi
Réseau pour le Plaidoyer et la sécurisation Foncière, Mali
Rutengroc
Sociétés de Microfinance Congolais
Solidarité des Femmes de Fizi pour le Bien-Etre Familial
Solidarité des Volontaires pour l'Humanité
Taimako Community Development Initiative
Umoja In Action
World Vision
Youth Association for Human Rights Promotion and Development

Asia

AboitizPower
Afghan Women's Educational Center
Antenna Foundation Nepal
Dansalan College Foundation
Early Response Network
Federation of Nepali Journalists
Federation of Sexual and Gender Minorities, Nepal
Forum for Women, Law and Development
Institute of Human Rights and Communication Nepal
Kings N Queens
Legal Aid Consultancy Centre
Lupah Sug Bangsamoro Women's Association

Madesh Human Rights – Mahuri Home
Maranao People Development Center
Notre Dame University
Nuri Naw
Phan Tee Eain
Samagra Jan-utthan Kendra
Sustainable Development Policy Institute
TASBIKKA, Inc.
Timuay Justice and Governance
Transcultural Psychosocial Organization Nepal
United Youth Community Nepal
Western Mindanao State University
Yaung Chi Thit

Europe and Central Asia

Bond
Centre for Cultural Relations – Caucasian House
Civil Society Development Association ARGO
Conciliation Resources
Cordaid
Deltares
Development Policy Institute
European Peacebuilding Liaison Office
Farodis
Fund for Social and Cultural Initiatives
Gamkhori
Gender Action for Peace and Security
Go Group Media
GreenCode
IHE Delft Institute for Water Education
International Alert Europe
International Peace Information Service
Internews
Interpeace
Media Initiatives Center
Mines Advisory Group
National Mediation Center
Nordic International Support Foundation
Open Society NGO
Palladium

Peace Direct
Public Journalism Club
Saferworld
Save the Children
State Commission on Religious Affairs of the Kyrgyz Republic
The Hague Centre for Strategic Studies
Thomson Media
Voluntary Service Overseas
Wetlands International

Middle East and North Africa

Amel Association
Ana Aqra Association Génération Anti Marginalisation
Basmeh and Zeitooneh
British Council
Centre for Lebanese Studies
Conflict Mediation Solutions
Damma Foundation
DARB
Globally Connected
Jouri Research and Consulting
Kiron Open Higher Education
Mobaderoon
Norwegian Refugee Council
Sawa for Development and Aid

North America

Alliance for Peacebuilding
CDA Collaborative Learning Projects
Center for International Private Enterprise
DAI
Fund for Peace
Management Systems International
Notre Dame University
Search for Common Ground
Women for Women International
World Resource Institute
World Vision

Accounts

**FOR THE YEAR ENDED
31 DECEMBER 2021**

Independent auditor's report to the members of International Alert

Opinion

We have audited the financial statements of International Alert for the year ended 31 December 2021, which comprise the Consolidated Statement of Financial Activities, the Consolidated and Charity Balance Sheet, the Consolidated Cash Flow Statement and notes to the financial statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 The Financial Reporting Standard applicable in the UK and Republic of Ireland (United Kingdom Generally Accepted Accounting Practice).

In our opinion, the financial statements:

- give a true and fair view of the state of the group's and of the parent charitable company's affairs as at 31 December 2021 and of the group's and parent charitable company's net movement in funds, including the income and expenditure, for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the 'Auditor's responsibilities for the audit of the financial statements' section of our report. We are independent of the group, in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, including

the FRC's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Conclusions relating to going concern

In auditing the financial statements, we have concluded that the trustees' use of the going concern basis of accounting in the preparation of the financial statements is appropriate.

Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on the group's ability to continue as a going concern for a period of at least 12 months from when the financial statements are authorised for issue.

Our responsibilities and the responsibilities of the trustees with respect to going concern are described in the relevant sections of this report.

Other information

The trustees are responsible for the other information. The other information comprises the information included in the Trustees' Annual Report. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon.

In connection with our audit of the financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements, or our knowledge obtained in the audit or otherwise appears to be materially misstated. If we identify such material

inconsistencies or apparent material misstatements, we are required to determine whether there is a material misstatement in the financial statements or a material misstatement of the other information. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact. We have nothing to report in this regard.

Opinions on other matters prescribed by the Companies Act 2006

In our opinion, based on the work undertaken in the course of the audit:

- the information given in the Trustees' Annual Report (which includes the strategic report and the directors' report prepared for the purposes of company law) for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the strategic report and the directors' report included within the Trustees' Annual Report have been prepared in accordance with applicable legal requirements.

Matters on which we are required to report by exception

In the light of the knowledge and understanding of the group and the parent charitable company and its environment obtained in the course of the audit, we have not identified material misstatements in the Trustees' Annual Report (which incorporates the strategic report and the directors' report).

We have nothing to report in respect of the following matters in relation to which the Companies Act 2006 requires us to report to you if, in our opinion:

- adequate accounting records have not been kept by the parent charitable company, or returns adequate for our audit have not been received from branches not visited by us; or
- the parent charitable company financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of trustees' remuneration specified by law are not made; or

- we have not received all the information and explanations we require for our audit.

Responsibilities of trustees for the financial statements

As explained more fully in the trustees' responsibilities statement set out on pages 27–28, the trustees (who are also the directors of the charitable company for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the trustees are responsible for assessing the group's and the parent charitable company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the trustees either intend to liquidate the group or the parent charitable company or to cease operations, or have no realistic alternative but to do so.

Auditor's responsibilities for the audit of the financial statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We design procedures in line with our responsibilities, outlined above, to detect material misstatements in respect of irregularities, including fraud. The extent to which

our procedures are capable of detecting irregularities, including fraud, is detailed below.

Based on our understanding of the group and the environment in which it operates, we identified that the principal risks of non-compliance with laws and regulations related to regulatory requirements of the Charity Commission, and we considered the extent to which non-compliance might have a material effect on the financial statements. We also considered those laws and regulations that have a direct impact on the preparation of the financial statements such as Companies Act 2006, Charities Act 2011, payroll tax and sales tax, and local laws in which International Alert operates.

We evaluated management's incentives and opportunities for fraudulent manipulation of the financial statements (including the risk of override of controls) and determined that the principal risks were related to posting inappropriate journal entries and management bias in certain accounting estimates and judgements such as the income recognition policy applied to grant income. Audit procedures performed by the engagement team included:

- inspecting correspondence with regulators and tax authorities;
- discussions with management, including consideration of known or suspected instances of non-compliance with laws and regulation and fraud;
- evaluating management's controls designed to prevent and detect irregularities;
- review of minutes of meetings to identify expected material amounts of voluntary income;
- identifying and testing journals, in particular journal entries posted with unusual account combinations, postings by unusual users or with unusual descriptions; and
- challenging assumptions and judgements made by management in their critical accounting estimates, including review of how grant income has been recognised at the year end.

A further description of our responsibilities for the audit of the financial statements is located on the Financial Reporting Council's website at: www.frc.org.uk/auditorsresponsibilities. This description forms part of our auditor's report.

Use of our report

This report is made solely to the charitable company's members, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006. Our audit work has been undertaken so that we might state to the charitable company's members those matters we are required to state to them in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the charitable company and the charitable company's members, as a body, for our audit work, for this report or for the opinions we have formed.



Murtaza Jessa

Senior Statutory Auditor
For and on behalf of Haysmacintyre LLP,
Statutory Auditor
10 Queen Street Place, London, EC4R 1AG

28 June 2022

Financial statements

Group statement of financial activities (including income and expenditure account)

For the year ended 31 December 2021

Notes	Unrestricted funds £'000	Restricted funds £'000	2021 total £'000	2020 total £'000
Income and endowments from:				
Donations and legacies				
Institutional grants	911		911	1,246
Donations	7		7	3
Charitable activities				
Working with people directly affected by violent conflict to find lasting solutions	717	10,696	11,413	10,165
Shaping policies and practices to reduce and prevent violence, and to support sustainable peace	327	5,373	5,700	4,817
Collaborating with all those striving for peace to strengthen our collective voice and impact	34	1,305	1,339	1,411
Investments	0	1	1	15
Other income				
Total income and endowments	1,996	17,375	19,371	17,657
Expenditure on:				
Raised funds				
	247	0	247	373
Charitable activities				
Working with people directly affected by violent conflict to find lasting solutions	1,024	9,686	10,710	9,804
Shaping policies and practices to reduce and prevent violence, and to support sustainable peace	656	4,258	4,914	4,862
Collaborating with all those striving for peace to strengthen our collective voice and impact	276	1,235	1,511	1,501
Total resources expended	2,203	15,179	17,382	16,540
Net (outgoing)/incoming resources before transfers				
	(207)	2,196	1,989	1,117
Transfers between funds	(440)	440	0	0
Exchange rate gain/(loss)	0	(60)	(60)	54
Net income/(expenditure)	(647)	2,576	1,929	1,171
Total funds brought forward at 1 January 2021	1,684	4,284	5,968	4,797
Total funds carried forward at 31 December 2021	1,037	6,860	7,897	5,968

Group balance sheet

At 31 December 2021

	Notes	2021 £'000	2020 £'000
Fixed assets			
Tangible assets	10	13	33
Current assets			
Debtors	11	1,193	1,353
Cash at bank and in hand		8,488	6,599
		9,681	7,952
Creditors			
Amounts falling due within one year	12	1,797	2,017
		1,797	2,017
Net current assets		7,884	5,935
Total net assets	14	7,897	5,968
Funds			
Unrestricted			
General funds		1,000	1,500
Designated Fund for Development		37	34
Designated to Organisational Investment Fund			150
		1,037	1,684
Restricted		6,860	4,284
	15	7,897	5,968

The surplus of the parent charity was £1,778k

Approved by the Board of Trustees and authorised to issue on 20 June 2022 and signed on its behalf by:



Carey Cavanaugh
Chair



Richard Langstaff
Honorary Treasurer

Company Registration Number 2153193

The notes on pages 42 to 56 form part of these financial statements.

Charity balance sheet

For the year ended 31 December 2021

	Notes	Charity 2021 £'000	Charity 2020 £'000
Fixed assets			
Tangible assets	10	13	33
Current assets			
Debtors	11	1,366	1,347
Cash at bank and in hand		8,078	6,517
		9,444	7,864
Creditors			
Amounts falling due within one year	12	1,797	2,017
		1,797	2,017
Net current assets			
		7,647	5,935
Total net assets			
	14	7,660	5,968
Funds			
Unrestricted			
General funds		997	1,465
Designated Fund for Foreign Exchange Movement		-	-
Designated Fund for Development		37	34
Designated to Organisational Investment Fund		-	150
		1,034	1,649
Restricted			
		6,626	4,231
	15	7,660	5,881

Approved by the Board of Trustees and authorised to issue on 20 June 2022 and signed on its behalf by:



Carey Cavanaugh

Chair



Richard Langstaff

Honorary Treasurer

Company Registration Number 2153193

The notes on pages 42 to 56 form part of these financial statements.

Statement of cash flow

For the year ended 31 December 2021

	Notes	2021 £'000	2020 £'000
Cash flows from operating activities:			
Net cash provided by operating activities	16	1,888	618
Cash flows from investing activities:			
Interest from deposits		1	15
Purchase of tangible fixed assets	10		
Net cash provided by investing activities		1	15
Change in cash and cash equivalents in reporting period		1,889	633
Cash and cash equivalents at the beginning of the reporting period		6,599	5,966
Cash and cash equivalents at the end of the reporting period		8,488	6,599

Notes to the financial statements

1. Accounting policies

- a) These financial statements are prepared on a going concern basis, under the historical cost convention, modified to include certain financial instruments at fair value. The financial statements are prepared in sterling, which is the functional currency of the group. Monetary amounts in these financial statements are rounded to the nearest pound. The principal accounting policies adopted are set out below.

The financial statements have been prepared in accordance with the Financial Reporting Standard Applicable in the UK and the Republic of Ireland (FRS 102). The charitable company is a public benefit company for the purposes of FRS 102, and the group has also prepared its financial statements in accordance with the Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and the Republic of Ireland (The FRS 102 Charities SORP), the Companies Act 2006 and the Charities Act 2011.

The trustees have assessed whether the use of the going concern basis is appropriate and

have considered possible events or conditions that might cast significant doubt on the ability of the group to continue as a going concern. The trustees have made this assessment for a period of at least one year from the date of approval of the financial statements. In particular, the trustees have considered the group's forecasts and projections and have taken account of pressures on donation and investment income. After making enquiries, the trustees have concluded that there is a reasonable expectation that the group has adequate resources to continue in operational existence for the foreseeable future. The group therefore continues to adopt the going concern basis in preparing its financial statements.

In preparing financial statements, it is necessary to make certain judgements, estimates and assumptions that affect the amounts recognised in the financial statements. In the view of the trustees in applying the accounting policies adopted, no judgements were required that have a significant effect on the amounts recognised in the financial statements and no estimates or assumptions made carry a significant risk of material adjustment in the next financial year.

b) Incoming resources are accounted for when receivable. Grants receivable are credited to the Statement of Financial Activities as soon as the conditions of receipt have been satisfied. Income is classified under two principal categories of 'Grants and donations' and 'Charitable activities'. Incoming resources for charitable activities are analysed using the same categories as used for resources expended.

c) Restricted funds are grants received for specific purposes, as laid down by the donor. Expenditure that meets these criteria is charged to these funds. Funds unspent at the year-end that will be spent in future accounting periods are carried forward as restricted funds.

d) Unrestricted funds are funds that can be freely used in accordance with International Alert's charitable objectives at the discretion of the trustees. Organisational investment funds are funds set aside by the trustees out of unrestricted general funds for specific future purposes or projects. A Designated Fund for Development has been created to set aside funds for development work of the group's objectives during 2021.

e) Grants to partner organisations are included in the Statement of Financial Activities when payment is incurred, as defined in the terms and conditions for the grant.

f) Depreciation is provided in order to write off the cost of the assets over their estimated useful lives on a straight-line basis as follows:

- office equipment and computers over three years;
- property improvements over seven to ten years; and
- motor vehicles over three to five years, depending on local legislation.

Assets over a capitalisation limit of £1,500 are treated as fixed assets. Those not over £1,500 are written off to expenditure. Assets purchased from donor funding are written off to expenditure when acquired.

g) Expenditure is classified under the two principal categories of 'Raising funds' and 'Charitable activities'. Costs of raising funds comprise salaries, direct costs and overheads of staff engaged in fundraising.

Charitable activities are all the resources expended on programme and project work that is directed at the achievement of its charitable aims and objectives. Such costs include the direct costs of the charitable activities together with those support costs incurred that enable these activities to be undertaken. Direct project costs have been allocated in accordance with resources expended against the stated activities.

Support costs have been apportioned on a reasonable, justifiable and consistent basis to each of the activity cost categories being supported. Support costs have been allocated either on the basis of time spent on the activity or on the basis of usage – that is, on the same basis as expenditure incurred directly in undertaking the activity.

Expenditure is accounted for on an accruals basis. Irrecoverable VAT is included with the item of expense to which it relates.

h) Transactions in foreign currencies are translated into sterling at the rates of exchange published on a monthly basis. Assets and liabilities at the year-end are translated into sterling at the rate of exchange ruling at the balance sheet date. Exchange differences are accounted for in the Statement of Financial Activities. We have segregated foreign exchange gains and losses in separate designated funds as shown in Note 15.

i) No provision has been made for taxation, since all income is charitable and charitable status was obtained following incorporation.

j) The charitable company as an employer contributes 10% of basic salary to the personal pension plans of its employees on the UK payroll who choose to take advantage of this scheme.

- k) Rentals payable under operating leases where substantially all the risks and rewards of ownership remain with the leaser are charged to the Statement of Financial Activities in the period in which they fall.
- l) Other financial instruments:
- Cash and cash equivalents: Cash and cash equivalents include cash at banks and cash in hand and in short-term deposits with a maturity date of three months or less.
 - Debtors and creditors: Debtors and creditors receivable or payable within one year of the reporting date are carried at their transaction price. Debtors and creditors that are receivable or payable in more than one year and not subject to a market rate of interest are measured at the present value of the expected future receipts or payment discounted at a market rate of interest.
- m) The group financial statements consolidate those of the charity and its subsidiary undertakings as well as branches up to 31 December 2021.

2. Total resources expended

Activity or programme	Activities undertaken directly £'000	Direct staff costs £'000	Grant funding of activities £'000	Support costs £'000	2021 total £'000
Raising funds	233	0	-	14	247
Working with people directly affected by violent conflict to find lasting solutions	4,630	2,421	2,485	1,174	10,710
Shaping policies and practices to reduce and prevent violence, and to support sustainable peace	2,425	997	935	557	4,914
Collaborating with all those striving for peace to strengthen our collective voice and impact	654	148	484	225	1,511
	7,942	3,566	3,904	1,970	17,382
			(Note 6)	(Note 3)	

Activity or programme	Activities undertaken directly £'000	Direct staff costs £'000	Grant funding of activities £'000	Support costs £'000	2020 total £'000
Raising funds	226	113	0	35	374
Working with people directly affected by violent conflict to find lasting solutions	3,191	2,961	2,539	1,112	9,803
Shaping policies and practices to reduce and prevent violence, and to support sustainable peace	1,703	1,672	995	492	4,862
Collaborating with all those striving for peace to strengthen our collective voice and impact	543	327	431	200	1,501
	5,663	5,073	3,965	1,839	16,540
			(Note 6)	(Note 3)	

3. Support cost breakdown by activity

Support cost	Raising funds	Working with people directly affected by violent conflict to find lasting solutions	Shaping policies and practices to reduce and prevent violence, and to support sustainable peace	Collaborating with all those striving for peace to strengthen our collective voice and impact	2021 total	Basis of allocation
	£'000	£'000	£'000	£'000	£'000	
Management	1	78	69	49	197	Time
Finance	1	187	67	12	267	Usage
Information technology	1	227	81	15	324	Usage
Human resources	1	158	66	21	246	Usage
Facilities	2	353	123	20	498	Usage
Communications	8	171	151	108	438	Time
	14	1,174	557	225	1,970	

Support Cost	Raising funds	Working with people directly affected by violent conflict to find lasting solutions	Shaping policies and practices to reduce and prevent violence, and to support sustainable peace	Collaborating with all those striving for peace to strengthen our collective voice and impact	2020 total	Basis of allocation
	£'000	£'000	£'000	£'000	£'000	
Management	6	59	51	43	159	Time
Finance	5	199	63	9	276	Usage
Information Technology	5	202	69	14	290	Usage
Human Resources	4	142	58	19	223	Usage
Facilities	9	360	118	21	508	Usage
Communications	7	149	133	94	383	Time
	36	1,111	492	200	1,839	

4. Total incoming resources

	2021	2020
	£'000	£'000
Institutional funding		
Agence Française de Développement	258	11
Australian Department of Foreign Affairs and Trade (Australian Aid)	1,098	733
Austrian Development Agency	0	35
British Council	220	135
Conflict, Stability and Security Fund, UK	0	1,011
Department of Foreign Affairs, Republic of Ireland – Core grant	153	128
Deutsche Gesellschaft für Internationale Zusammenarbeit	0	210
European Commission	1,634	2,004
Federal Department of Foreign Affairs, Switzerland	492	154
Foreign, Commonwealth and Development Office, UK	974	571
Global Affairs Canada	0	446
Helvetas Swiss Intercooperation	1	0
Ministry of Foreign Affairs, Netherlands – Core grant	1,400	1,400
Ministry of Foreign Affairs, Netherlands – Restricted	2,207	1,103
Swedish International Development Cooperation Agency – Core grant	997	1,059
Swedish International Development Cooperation Agency – Earmarked gender	168	168
Swedish International Development Cooperation Agency – Earmarked other grants	595	202
Swedish International Development Cooperation Agency – Restricted	2,581	1,586
United Nations Development Fund for Women	205	0
United Nations Development Programme	880	2,229
United Nations Educational, Scientific and Cultural Organization	0	72
United Nations Entity for Gender Equality and the Empowerment of Women	0	66
United Nations Food and Agriculture Organization	40	0
United Nations International Children's Emergency Fund	195	591
United States Agency for International Development	1,021	329
United States Department of State	1,035	1,346
United States Institute of Peace	0	16
Women for Women International	12	0
World Bank Group	507	193
	16,673	15,798
Foundations, trusts and other organisations		
Bonn International Center for Conversion		
)Durham University	8	(8)
IHE Delft Institute for Water Education	250	54
Intergovernmental Authority on Development	0	62
International Rescue Committee	0	20
Interpeace	14	0
King's College London	10	10
Landell Mills	0	77
London Metropolitan University	1	1
Mines Advisory Group	22	0
Municipality of the Hague	15	0
Nordic International Support Foundation	126	190
Norwegian People's Aid	0	4

Open Society Foundation London	(8)	0
Organisation for Economic Co-operation and Development	85	38
Oxford Policy Management	0	166
Peace Direct	1	0
PeaceNexus Foundation	27	0
Pickwell Foundation	0	14
Rosa Luxemburg Foundation	32	0
Saferworld	144	96
Save the Children	701	6
The Allan and Nesta Ferguson Charitable Trust	150	0
UnionAID	32	36
Voluntary Service Overseas	177	479
World Vision	39	104
	1,826	1,348

Corporate and private individuals, bank interest and other donations/income

Aboitiz Power Corporation	59	0
Anglo American Services Ltd.	0	(3)
Bank interest	0	14
Development Alternatives Incorporated	313	65
Management Systems International	455	345
Other donations/income	42	63
Palladium	3	0
Thomson Media	0	2
Trans Adriatic Pipeline AG	0	25
	872	511
Total income	19,371	17,657

5. Staff numbers and costs

The average number of employees during the year were as follows:

	2021	2020
	No.	No.
Raising funds	5	5
Charitable activities – direct	38	39
Charitable activities – support	23	21
Overseas staff	191	190
	257	255

Staff costs during the year were as follows:

	2021	2020
	£'000	£'000
Salaries	3,018	3,031
Employer's National Insurance contributions	276	277
Pension costs	305	305
Overseas staff cost	3,467	3,260
	7,066	6,873

During the year, redundancy payments made amounted to £19,583 (2020: £182,107) as a result of a restructuring of the charity.

The number of employees receiving emoluments in the following ranges were:

	2021	2020
	No.	No.
Between £60,000 and £69,999	8	8
Between £70,000 and £79,999	1	2
Between £80,000 and £89,999	0	0
£90,000 and above	0	1

Pension contributions amounting to £59,256 were made during 2021 for employees whose emoluments for the year exceeded £60,000 (2020: £75,387).

Key management personnel include the Chief Executive Officer/Executive Director and Principal Officers reporting directly to the Chief Executive Officer/Executive Director. The total employee remuneration of the charity for 2021 for key management personnel was £358,366 (2020: £371,358) and pension was £31,624 (2020: £33,118).

6. Grants Funding of Activities – Grants to Partners

	2021 £'000	2020 £'000
African Youth for Peace Development and Empowerment	104	23
Association des Femmes Rapatriées du Burundi	129	73
Association Rwandaise des Conseillers en Traumatisme	67	9
Basmeh and Zeitooneh	76	-
Benishyaka Association	60	1
Centre for Social Cohesion, Peace and Empowerment	74	128
Collectif Alpha Ujuvi	79	40
Commission Épiscopale Justice et Paix du Rwanda	119	41
Faith Victory Association	106	56
Focus On Arid Land and Integrated Development	110	29
GreenCode	106	-
Guichet d'Économie Locale du Sud-Kivu	74	53
International Peace Information Service	159	109
Justice Plus	222	66
Laissez l'Afrique Vivre	73	54
Legal Aid and Consultancy Centre	65	102
National Mediation Center, Kyrgyzstan	55	-
Observatoire Gouvernance et Paix	504	32
PeaceNet Kenya	165	56
Réseau des Institutions de Microfinance du Burundies	75	-
Sawa for Development and Aid	53	78
Solidarité des Femmes de Fizi pour le Bien-Etre Familial	65	55
Taimako Community Development Initiative	76	22
Thomson Media	65	82
Umoja In Action	70	46
Others	1,153	2,809
Total	3,904	3,965

For a full list of our partners, see pages 33–34.

7. Trustees' remuneration

Trustees received no remuneration in 2021 (2020: nil). In 2021 costs of travel, accommodation and related expenses reimbursed to four trustees amounted to £5,948 (in 2020, nine trustees received £1,415).

8. Trustees' liability insurance

The cost of trustees' liability insurance for 2021 was £6,006 (2020: £4,702).

9. Included in the income and expenditure are:

	2021 £'000	2020 £'000
Statutory audit fees	(15)	(14)
Audit fees – other services	(7)	(6)
Project audit fees	(74)	(53)
Depreciation	(21)	(23)
Defined pension scheme contributions	462	393
Foreign exchange gains/(loss)	(60)	54

10. Tangible fixed assets

	Property improvements £'000	Office equipment and computers £'000	Motor vehicles £'000	Total £'000
Cost				
At 1 January 2021	286	177	93	556
Additions	-	-	-	
At 31 December 2021	286	177	93	556
Accumulated depreciation				
At 1 January 2021	286	150	86	523
Charge for year	-	14	6	21
At 31 December 2021	286	165	92	543
Net book values				
At 31 December 2021	-	12	1	13
Net book values				
At 31 December 2020	-	27	7	33

11. Debtors

	Group	Group	Charity	Charity
	2021	2020	2021	2020
	£'000	£'000	£'000	£'000
Grant income	1,030	1,164	465	1,158
Receivable from associated charity	11	50	11	50
Prepayments	103	99	103	99
Sundry debtors	49	40	50	40
Intercompany			739	
	1,193	1,353	1,368	1,347

12. Creditors

	Group	Group	Charity	Charity
	2021	2020	2021	2020
	£'000	£'000	£'000	£'000
Trade creditors	22	29	22	29
Taxation and social security	95	97	95	97
Accrued expenditure	242	123	242	123
Deferred income	1,249	1,535	1,249	1,535
Pension creditors	183	171	183	171
Sundry creditors	6	62	6	62
	1,797	2,017	1,797	2,017

Note 12.a

12.a Deferred income

	Group	Group
	2021	2020
	£'000	£'000
Opening balance	1,534	1,533
Less: Realised during the year	(1,534)	(1,533)
Add: Deferred income during the year	1,249	1,534
	1,249	1,534

Deferred income relates to grants received in 2020 for 2021 projects.

13. Commitment

At 31 December 2021, International Alert was committed to making the following payment under non-cancellable operating leases in the year to 31 December 2022.

Operating leases which expire	Land and buildings		Other	
	2021	2020	2021	2020
	£'000	£'000	£'000	£'000
Within one year	149	207	-	-
Within two to five years	0	149	-	-
Over five years	-	-	-	-

14. Analysis of net assets between funds

	Unrestricted funds	Restricted funds	Total funds	Unrestricted funds	Restricted funds	Total funds
	2021	2021	2021	2020	2020	2020
	£'000	£'000	£'000	£'000	£'000	£'000
Fixed assets	13	-	13	33	-	33
Current assets	2,419	7,262	9,681	3,183	4,764	7,946
	2,432	7,262	9,694	3,216	4,764	7,979
Less: Creditors	1,395	402	1,797	1,471	541	2,012
	1,037	6,860	7,897	1,745	4,223	5,967

15. Movement on funds

The overall movement on funds is shown below. The restricted funds comprise unexpended balances of grants held on trust to be applied for specific purposes.

	At 1 January 2021	Movements between funds	Incoming resources	Outgoing resources	Other transfers	At 31 December 2021
	£'000	£'000	£'000	£'000		£'000
Restricted funds*						
Africa	2,847		9,151	(8,402)		3,594
Asia	(217)	440	3,884	(2,490)		1,617
Europe, Middle East and North Africa	894		2,268	(2,356)		806
Peacebuilding Advisory Unit/Global Issues	706		2,072	(1,931)		847
Designated Fund for Foreign Exchange Movement**	54			(60)		(6)
	4,284	440	17,375	(15,239)		6,857
Unrestricted funds						
Unrestricted funds	1,500	(256)	1,996	(2,203)	(37)	1,001
Designated Fund for Development***	34	(34)	-	-	37	37
Designated to Organisational Investment Fund****	150	(150)	-	-		
	1,684	(440)	1,996	(2,201)		1,037
Total funds	5,968		19,371	(17,442)		7,897

* Restricted funds: The restricted balance of £6.86 million includes expenditure totalling £2.83 million that has not been reimbursed by donors. This is in line with project activities and the funds in this regard will be forthcoming from donors in 2022.

** Designated Fund for Foreign Exchange Movement: This fund denotes net book gains made on foreign currency accounts. During 2021, the company made exchange losses aggregating £60,000. Part of this was covered by a balance of £54,000 carried from 2020.

*** Designated Fund for Development/Contingencies: As planned, £34,000 was transferred from the Designated Fund for Development to the General Unrestricted Fund for organisational development and operation. Due to positive results at the end of 2021, £37,000 was set aside in the fund surplus to sustain the organisational development and operations, in line with the charity's objectives during 2021. These funds will be utilised during 2022 and beyond.

**** Designated Organisational Investment Fund: As planned, £150,000 was transferred from the Designated Fund for Development to the General Unrestricted Fund for organisational development and operation.

	At 1 January 2020	Movements between funds	Incoming resources	Outgoing resources	Other transfers	At 31 December 2020
	£'000	£'000	£'000	£'000		£'000
Restricted funds*						
Africa	2,459		8,503	(8,115)		2,847
Asia	(32)		2,893	(3,078)		(217)
Europe, Middle East and North Africa	(95)		3,070	(2,081)		894
Peacebuilding Advisory Unit/Global Issues	525		927	(746)		706
Designated Fund for Foreign Exchange Movement*				54		54
	2,857		15,393	(13,966)		4,284
Unrestricted funds						
Unrestricted funds	1,500		2,264	(2,520)	256	1,500
Designated Fund for Foreign Exchange Movement*			-	-		
Designated Fund for Development**	290		-	-	(256)	34
Designated to Organisational Investment Fund***	150		-	-		150
	1,940		2,264	(2,520)		1,684
Total funds	4,797		17,657	(16,486)		5,968

* Restricted funds: The restricted balance of £4.3 million includes expenditure totalling £2.14 million that has not been reimbursed by donors. This is in line with project activities and the funds in this regard will be forthcoming from donors in 2021.

** Designated Fund for Foreign Exchange Movement: This fund denotes net book gains made on foreign currency accounts. During 2020, the company made exchange gains aggregating £54,000. These funds will be used for exchange rate losses during 2021 and beyond.

*** Designated Fund for Development/Contingencies: As planned, £186,000 was transferred from the Designated Fund for Development to the General Unrestricted Fund for organisational development and operation. Due to positive results at the end of 2020, £104,000 was set aside in the fund surplus to sustain the organisational development and operations, in line with the charity's objectives during 2020. These funds will be utilised during 2021 and beyond.

**** Designated Organisational Investment Fund: During 2020, no funds were drawn from the Organisational Investment Fund. These funds will be used in 2021 to support organisational development and operations.

16. Notes to the cash flow statement

Reconciliation of net income to net cash flow from operating activities

	2021	2020
	£'000	£'000
Net income for the period	1,988	1,117
Interest from deposits	(1)	(15)
Depreciation	21	23
Exchange rate gain/(loss)	(60)	54
(Increase)/decrease in debtors	160	(398)
Increase/(decrease) in creditors	(220)	(163)
Net cash inflow/(outflow) from operating activities	1,888	618

Analysis of changes in net debt

	At 1 January 2021	Cash flows	At 31 December 2021
	£'000	£'000	£'000
Cash and cash equivalents			
Cash	6,599	1,889	8,488
Total	6,599	1,889	8,488

17. Related party transactions

- (i) A trustee and members of key management personnel are on the Board of Trustees of Stichting International Alert in the Netherlands.
- (ii) During 2021, International Alert donated to its affiliate Stichting International Alert £67,743.

18. Post-balance sheet events

The COVID-19 outbreak has continued to affect our operations in varying ways in the countries where we operate. At this stage, the total impact on our charity and results is limited.

19. Subsidiary entity included in the group-consolidated result

Stichting International Alert is a foundation incorporated under the laws of the Netherlands, having its corporate seat in The Hague, the Netherlands and its address at Fluwelen Burgwal 58, 2511CJ The Hague, the Netherlands, registered with the Dutch Chamber of Commerce under number 69358621 (the "Foundation"). It is controlled by International Alert through Stichting International Alert's Board Composition.

Total net assets at 31 December 2021	£238k
Income for the year	£1,268k
Expenditure for the year	£1,118k
Surplus for the year	£150k

International Alert

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www.international-alert.org

Registered charity no. 327553



INTERNATIONAL ALERT

England & Wales - Charity number 327553

Accounts



international
alert

Annual Report and Accounts

For year ended 31 December 2020

About International Alert

International Alert works with people directly affected by conflict to build lasting peace.

We focus on solving the root causes of conflict with people from across divides. From the grassroots to policy level, we bring people together to build sustainable peace.

www.international-alert.org

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Organisational details

Trustees (also directors of the company)	Ambassador (retired) Carey Cavanaugh* (US) – Chair Gregor Stewart (UK) – Honorary Treasurer (until 30 June 2020) Richard Langstaff* (UK/US) – Honorary Treasurer (from 1 November 2020) Hans Bolscher* (Netherlands) Emine Bozkurt (Netherlands) (from 14 September 2020) Nina Caspersen (Denmark/UK) (from 1 September 2020) Christopher Deri (US) Abir Haj Ibrahim (Syria/UAE) Padma Jyoti (Nepal) (until 30 April 2020) Oliver Kemp (UK) (until 9 March 2020) Lisa Lynn Rose* (US/Northern Ireland) Erin Segilia Chase* (US/UK)
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** Denotes member of the Strategy, Risk and Audit Committee*

Principal officers	Michael Young, Chief Executive Officer (until 26 February 2021) Mohsin Baluch, Chief Finance Officer (until 14 April 2020) Jessica Banfield, Director of Programmes (until 22 January 2021) Liz Dobson, Director of Resource Development (from 16 March 2020) Julian Egan, Director of Advocacy and Communications (from 4 May 2020) Senait Fassil, Director of Finance and Operations (from 27 July 2020) Susan McCready, Chief Operating Officer, Company Secretary (until 13 March 2020)
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Auditors	Haysmacintyre LLP, 10 Queen Street Place, London, EC4R 1AG, UK
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Bankers	National Westminster Bank, PO Box 35, 10 Southwark Street, London, SE1 1TT, UK
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Solicitors	YESS Law (employment legal advice), New Wing, Somerset House, London, WC2R 1LA, UK Clarkslegal (immigration legal advice), 12 Henrietta Street, London, WC2E 8LH, UK Status Company limited by guarantee without share capital, governed by Memorandum and Articles of Association, incorporated on 6 August 1987, registered as a charity on 24 September 1987.
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Registered office	346 Clapham Road, London, SW9 9AP, UK
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International Alert is a registered charity (registration number 327553) and a company limited by guarantee (registration number 2153193) in England and Wales.

Message from the Chair of our Board of Trustees

We remain in the midst of an unfolding tragedy, with more than 157 million people in nearly 200 countries having been infected by the coronavirus disease (COVID-19), resulting in over three million deaths.

COVID-19's impact has been staggering, shuttering cities and nations, crippling economies and transforming everyday life for billions of people. The unprecedented success in rapidly developing several highly effective vaccines means there is promising light at the end of the tunnel, but significant hurdles remain to manufacture, distribute and administer sufficient vaccines to protect the entire planet. As London, New York and Paris begin to reopen, Brazil, India and Nepal are now seized with significant outbreaks and some fear that large parts of Africa could be next – vaccine rollout there under the COVAX initiative only began on 1 March 2021.

What COVID-19 did not shut down in 2020 was conflict and war. United Nations Secretary-General António Guterres' call for a global ceasefire went unmet – fighting continued in Afghanistan, Iraq, Syria and Yemen; major hostilities erupted between Armenia and Azerbaijan over Nagorny Karabakh; and violent insurgency was endemic from the Maghreb to Congo to the Horn of Africa. For many, especially women, COVID-19 also resulted in a 'shadow pandemic' of domestic violence. The strains that COVID-19 placed on basic services such as healthcare and education revealed chronic needs, and the rollout of mass vaccination campaigns brought the disparities between the global north and south into even starker contrast. Peacebuilding work is needed now more than ever.

The issue facing the global community today is not simply how do we emerge from this devastating pandemic intact, but how do we enhance international cooperation to better respond to such threats and build more equitable, just and peaceful societies. For peacebuilding, humanitarian and development organisations, this is tied to another

critical question: How do we ensure that our actions live up to our ideals of fostering inclusive and sustainable change?

Like many organisations, International Alert spent much of 2020 unable to work in the ways to which we have become accustomed: large gatherings were prohibited, international travel curtailed and most direct contact replaced by remote communication. The intimate face-to-face engagement that is so fundamental to peacebuilding was simply not possible. This necessitated new innovative approaches from our headquarters and country teams – our people responded to the challenge with conviction and creativity. Our teams in Kyrgyzstan, Nigeria and the Philippines designed new projects to actively address unique conflict dynamics caused by COVID-19; others, such as our DRC and Lebanon teams, adapted their existing work to take account of this new context. Their hard work and dedication let International Alert continue to deliver high-quality peacebuilding across Africa, Asia, Europe, the Middle East and North Africa.

Last year, as COVID-19 seemed certain to disrupt not only our traditional methods of operations, but also the level of governmental funding provided for peacebuilding and humanitarian activities, we developed a Resilience Plan to adjust to this new reality and build a better version of ourselves in the years ahead. This plan contains several bold aspirations (you can read about them on page 22), but chief among them is a commitment to making International Alert a more diverse, equitable and inclusive organisation. To that effect, we are now partnering with PeaceNexus (a Swiss foundation dedicated to supporting peacebuilding institutions) to help make that goal a reality in 2021.



Carey Cavanaugh

US Ambassador (retired), Chair of International Alert

Annual report

Trustees' and strategic reports

About us

International Alert works with people directly affected by conflict to build lasting peace.

We focus on solving the root causes of conflict with people from across divides. From the grassroots to the policy level, we bring people together to build sustainable peace.

Peace is just as much about communities living together, side by side, and resolving their differences without resorting to violence, as it is about people signing a treaty or laying down their arms. Peace is when you can walk your children to school in safety, feed your family or make a living, no matter who you are.

That is why we bring people together to inspire and amplify our voice for peace. In collaboration with communities, partners, businesses and policy-makers, we turn our in-depth research and analysis into practical solutions that make a difference on the ground.

Vision

Our vision is that people and their societies can resolve conflicts without violence, working together to build sustainable and inclusive peace.

Mission

Our mission is to break cycles of violence and to build sustainable peace through:

- working with people directly affected by violent conflict to find lasting solutions;
- shaping policies and practices to reduce and prevent violence, and to support sustainable peace; and
- collaborating with all those striving for peace to strengthen our collective voice and impact.

Summary of our work in 2020

In 2020, we ran projects in **21 countries and territories**, with training, research or one-off consultancies and business partnerships in a further 15. In total, we implemented **76 projects**, 15 of which took place in multiple regions.

Despite the challenges brought about by the COVID-19 pandemic, we were able to continue delivering high-quality peacebuilding across Africa, Asia, Europe, the Middle East and North Africa.

Highlights

Here are some key highlights of our impact during 2020:

- We successfully adapted our programming approaches to respond to COVID-19, including developing pandemic-specific workstreams, analysis and research, and maintaining our peacebuilding work on the ground despite ongoing restrictions. (See page 16 for more.)
- We continued to develop our approach to cooperation between those working on humanitarian relief, long-term development and peacebuilding (known as 'the triple nexus'). We are bringing good peacebuilding practice and conflict sensitivity approaches that go beyond the basic 'do no harm' principle to building positive peace in resilience programmes in Nigeria and expanding into Chad and Niger, both new countries of operation for us.
- In the Middle East and North Africa, we stepped up our work on access to essential services for marginalised groups and improving participatory governance, to help address the root causes of conflict in the region. This included the publication of insights from our partnership with Lebanese NGO Amel around improving social stability by providing services in a conflict-sensitive way, and the campaign 'Health is a constitutional right' led by our Tunisia team. COVID-19 put a spotlight on the central role of healthcare, as well as water, sanitation and



Young people taking part in our project to ensure more youth-friendly healthcare services in Tunisia. The initiative includes using an interactive mobile app to assess healthcare facilities.

hygiene health (WASH) and other services, as potential conflict drivers but also possible entry points to help mitigate conflict.

- We continued to address the role played by print and social media in conflict in various countries. This included training journalists in Nepal on conflict-sensitive reporting, increasing representation of female journalists in Afghanistan through a training and mentorship programme and working with media houses in Pakistan to address issues of inclusion and the lack of reporting on women and minorities. In the Caucasus, we worked with young people to help them successfully navigate fake news on social media. We harnessed the power of social media to extend key peacebuilding messages through anti-violence campaigns in Myanmar and Tunisia (see pages 17 and 12) and a campaign celebrating the resilience of the people of Marawi in the southern Philippines, three years on from an extremist takeover of the city.

- Our Water, Peace and Security partnership won the Luxembourg Peace Prize for Outstanding Environmental Peace. The partnership, led by IHE Delft Institute for Water Education and supported by the Dutch Ministry of Foreign Affairs, is pioneering the development of innovative tools and services that help identify and address water-related security risks. This complements our programming on issues relating to natural resource governance and/or climate crisis in Kenya, Kyrgyzstan, Lebanon, Mali and Myanmar.
- We marked the 20th anniversary of the United Nations Security Council Resolution (UNSCR) 1325 on women, peace and security (WPS) with a series of roundtable events with representatives from UN member states, to present our findings from our years of field experience implementing WPS programming. We called for an increased focus on non-violent expectations of men's behaviour ('masculinities') and addressing harmful patriarchal norms.

Activities

Throughout the year, together with our partners, we engaged and supported 187,230 people through dialogue, training, advocacy, accompaniment, research and outreach activities.

Of these, 47% were women and 50% were men, with 3% of people identifying as 'other' or preferring not to reveal their gender identity.



314 dialogue meetings

28,779 people

15,031 women

13,708 men

40 other



258 trainings, capacity-building and mentoring activities

33,311 people

17,387 women

15,916 men

8 other



170 advocacy and outreach activities

73,234 people

27,188 women

39,910 men

6,136 other



342 other activities

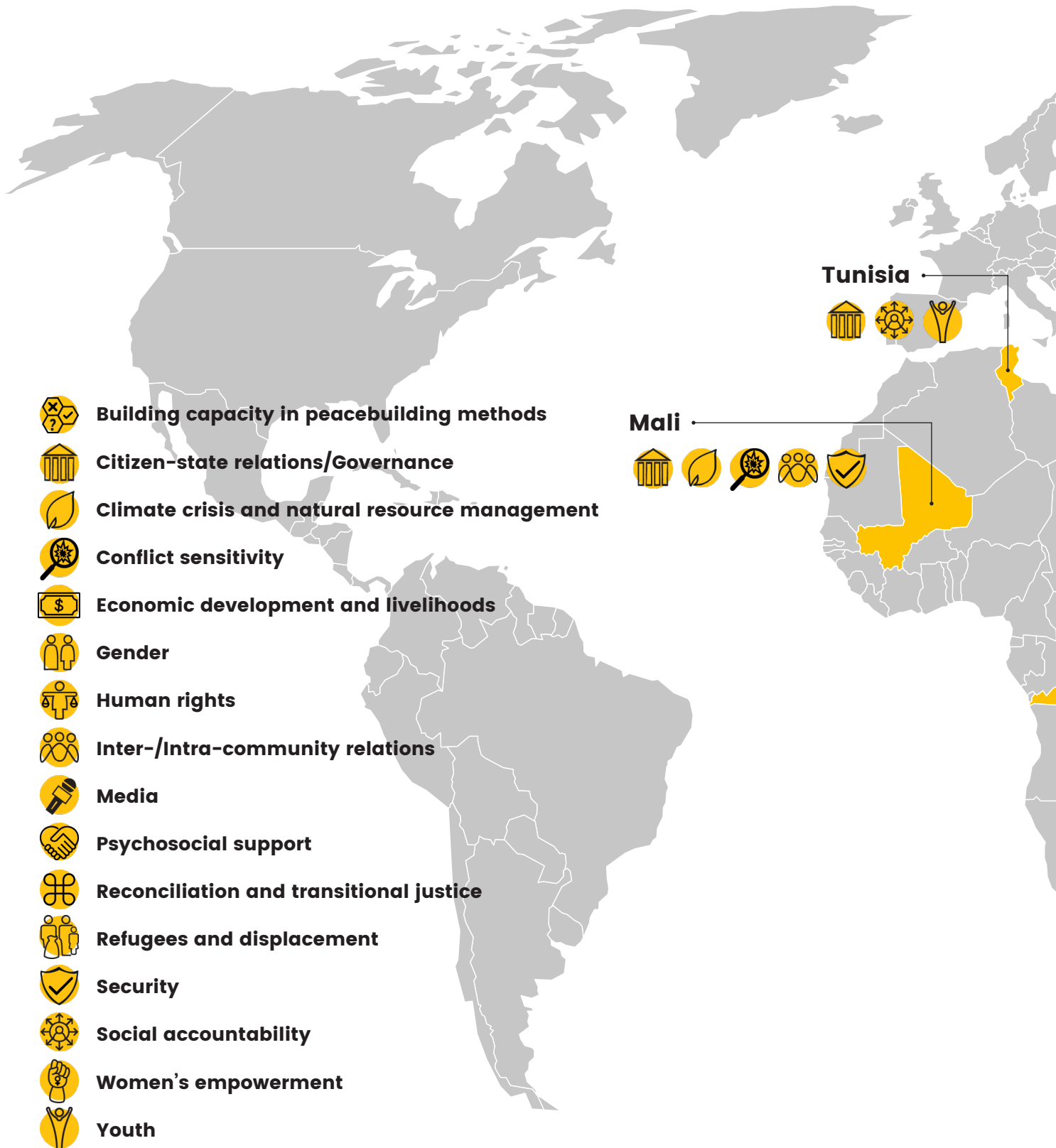
51,906 people

27,965 women

23,890 men

51 other

Locations



Ukraine



Syria



South Caucasus



Kyrgyzstan



Afghanistan



Tajikistan



Jordan



Nepal



Lebanon



Pakistan



Philippines



Myanmar



Kenya



Rwanda



DRC



Progress against our goals in 2020

In 2020, we continued to deliver our current strategy (2019–2023), which sets out five ambitious goals for our peacebuilding.

Goal 1: Strengthen communities' voices and their capacity to reduce violence, in particular by working with disadvantaged women and young people

Engagement with communities is the bedrock of all our work. Last year we worked with 121,668 community members in fragile and conflict-affected contexts across the globe to help combat marginalisation, strengthen relations within and between communities, and promote collaboration.

In the **Democratic Republic of Congo (DRC)**, we continued to support mechanisms in the eastern provinces of North and South Kivu for addressing local conflicts before they escalate, helping to build trust and encouraging social cohesion. This included

271 community members participating in dialogue sessions to tackle issues such as land disputes and gender and ethnic discrimination. Thanks to the effectiveness of these conflict-resolution structures, local leaders reported a reduction in both the number of small-scale conflicts between communities and the time taken to address these disputes. Our work has helped to relieve pressure on the over-burdened justice system and prevent local grievances from escalating into violence.

In **Nigeria**, we have continued to support community-owned dialogue and decision-making platforms for addressing conflict. We brought together a variety of community members (including women and young people, who are often excluded from such discussions) to better understand the causes of conflict and to assist them in developing strategies for building sustainable peace. This work has improved the ability of communities and government to address conflict issues more effectively. We trained 58 community and religious leaders to run reconciliation and mediation sessions and have



© International Alert

The recording of a radio programme in Nigeria to disseminate messages of tolerance and patience during the pandemic, using community and religious leaders to counter false information and stigmatisation.

increased the integration of 250 vulnerable women and girls, including survivors of sexual and gender-based violence and young people who are vulnerable to recruitment by armed organised groups, through socio-economic activities.

In the **Caucasus**, we have been working with young activists to transform discourse around conflict. Our approach is to encourage open dialogue and analysis, to empower young people to navigate issues relating to propaganda, prejudice and misinformation, and build bridges across conflict divides. We ran 34 youth discussion clubs for 768 young people to discuss youth activism and previously taboo subjects such as disabilities and violence against women and girls, using different formats such as podcasts and online forums. There is greater awareness among young people of their role in promoting social change and we are seeing a generational transfer of social power to young people.

Goal 2: Harness the private sector to support inclusive peace

This work addresses the economic drivers of peace and conflict. This included engaging with private sector actors from the local to global level to promote gender- and conflict-sensitive business practices and economic development that supports peace. We continued to deepen and expand our work to mitigate the conflict impacts of extractive industries by strengthening communication between communities, companies and authorities.

In **Kenya**, we facilitated multi-stakeholder dialogue on conflict and governance issues related to the oil industry in Turkana county in the northwest of the country. Local communities now have a better understanding of the oil sector, some of its positive impacts and how they can engage public authorities and commercial entities to advocate for their rights and interests. For example, the Twiga community secured safer disposal of hazardous waste from an oil company using information gained through a cross-learning exchange visit to Hoima in Uganda. This led to the construction of a site for the safe disposal of hazardous waste, peacefully addressing a long-standing grievance with a sustainable solution developed by the communities themselves.

Despite COVID-19 restrictions to cross-border trade, we were able to continue supporting greater stability and social cohesion for women small-scale traders across the borders of **Burundi, DRC** and **Rwanda**. Cross-border traders' cooperatives were supported to start group trading – a requirement to continue trading amid COVID-19 restrictions – which made transactions easier, allowed traders to continue earning a livelihood and helped increase social cohesion. We also cooperated with the Ministry of Trade in South Kivu province, DRC to reduce taxation and improve application of the new rules. This promoted regional interdependence and economic exchange, and reduced the risks of conflict related to economic hardship. Due to its success, the project approach is being replicated by 17 cooperatives across the region.

At the policy level, we served as a member of the Steering Committee of the Voluntary Principles Initiative, which promotes the implementation of a set of principles that guide companies on how to respect human rights in the management of the security of their operations. We joined the Conflict Working Group of the initiative to ensure a deeper engagement with companies on enhancing their contribution to peace. And we provided various companies with technical advice and practical tools for embedding peace-conducive practices. This included supporting companies like Tullow Kenya Business Ventures and Trans Adriatic Pipeline to implement the Voluntary Principles on Security and Human Rights and the Principles on Business and Human Rights, through training and reviews of internal policies and practices.

Goal 3: Promote fairness, inclusion and justice in national governance systems, including security, to support peace and to address the root causes of conflict, including structural inequalities

This work strengthens relations between citizens and the state to reduce instability and inequality. We worked with security forces and justice systems, municipal authorities, religious leaders, community groups and civil society to find common ground to reduce violence and promote peace and inclusion.



© International Alert

One of four short films recorded with marginalised young people in Tunisia as part of an anti-violence awareness campaign.

We also deepened our support to those engaged in peaceful natural resource governance.

In **Mali**, the lack of trust in security forces and the state is a key driver of violence among young people. Addressing this is therefore vital to tackling the root causes of conflict in the country. Our security governance work has strengthened inclusive dialogue, trust and collaboration between communities and state authorities, including security forces. We ran 56 dialogue forums to address concerns between communities and authorities, and facilitated small-scale peacebuilding initiatives developed by the forums. For example, in the southern region of Ségou, communities organised an awareness-raising campaign to prevent the enrolment of youth into armed groups, a key point of tension with security forces.

In **Tunisia**, our research found that 17% of 18–34-year-olds had been arrested or jailed in 2019. To reduce tensions, we are working to increase inclusion of marginalised young people in local decision-making and social and economic initiatives. As part of this work, 20 young people produced anti-violence and COVID-19 awareness videos, which were viewed over 104,000 times. One participant commented: “In our neighbourhood, we rarely have

the opportunity to share our experiences. But we cannot remain silent about the violence our friends, families and neighbours face. We made these films to help others understand that the law gives us the right to protection from violence and that we must stand up for that right.”

In **Nepal**, we supported local collaborative dialogue, including building relationships and trust between the community and police. A Community Score Card system was introduced to over 1,100 community members for use in planning and evaluating local initiatives and has been used to help define 396 such initiatives, with local governments now adopting the system. As a result, we have seen increased support towards police investigations, increased reporting of cases of gender-based violence and improved law enforcement through COVID-19 lockdowns. The dialogue sessions also directly contributed to the development of a three-year police strategy to strengthen community–police partnerships.

In **Ukraine**, we created a network of 60 civil society organisations to improve collaboration, share knowledge and increase their capacity to better serve and advocate for their constituents. We supported 30 civil society-led projects, hosted 30 training events and assisted six advocacy campaigns in the

process. By engaging local authorities, we were also able to demonstrate the added value of civil society organisations and operationalise existing mandated processes for including civil society in policy-making.

In **Myanmar**, we continued to engage on the issue of natural resource management as a driver of conflict in the country through the publication of important and relevant research on women's involvement in forest management issues in Karen areas. Delivered through our **Peace Research Partnership** with our peer organisations Conciliation Resources and Saferworld, funded by UK aid from the UK government, our report ***Rooting out inequalities*** showed a potential resurgence of forestry programming as a means to create dialogue around peacebuilding in conflict-affected areas.

Also through the Peace Research Partnership, we published ***Maintaining peace and stability in Mali's Sikasso region***, which looked at strategies for containing land-related conflicts in the country. The research informed our development of dialogue forums in **Mali** as a platform for managing local conflict, particularly regarding natural resources. Through the forums, herders and farmers in the northern region of Timbuktu collaborated on these issues for the first time and developed and adopted a convention to improve peaceful coexistence around land use. While in the Ségou region, women began to participate in the local conflict-prevention and management committee, significantly improving inclusivity and representing an important shift in gender norms to consider the perspectives of women affected by conflict.

Goal 4: Support inclusive peace processes and wider peacebuilding initiatives

This work supports the active involvement of diverse voices at different levels of formal and informal peace processes and governance initiatives across a range of conflict contexts.

In **Rwanda**, persistent trauma from the genocide is an ongoing challenge to healing and long-term peace. To combat this, we supported 162 dialogue sessions to address some of the psycho-social impacts of the

genocide and, in so doing, helped to reduce mutual suspicion and increase collaboration among victims and perpetrators. As well as reducing marginalisation and stigmatisation among participants, the sessions helped them to establish joint livelihoods initiatives such as village savings and loan groups. We also worked with the National Unity and Reconciliation Commission and state and non-state partners to inform and improve the implementation of the National Policy on Unity and Reconciliation, utilising the national reconciliation policy guidelines we had previously developed.

In the **Philippines**, we have been working to reduce tensions and reinforce non-violent and conciliatory measures through a restorative justice approach that uses dialogue and conflict resolution. This included piloting a justice model for women reintegrating from the Marawi siege of 2017 and the development of alternative approaches for rebuilding trust and relationships within communities affected by violence. We also strengthened our existing mechanisms like the Marawi Reconstruction Conflict Watch, which tracks government rehabilitation efforts and provides reliable data on emerging threats and issues.

In **Nepal**, we have strengthened the Transitional Justice Networks to advocate for local reconciliation, raise victims' voices and to adapt to the changing needs following COVID-19. This included providing relief support to 622 families of victims in the four project districts during lockdown, in coordination with local governments and other stakeholders. The project also provided psycho-social, legal and health support during lockdown, and 402 people engaged in local or district-level discussions on justice issues.

Goal 5: Champion gender and conflict sensitivity in ways that contribute to peace, including in our own work

We promote and mainstream gender and conflict sensitivity through a diverse portfolio of activities, including: conflict analysis and conflict sensitivity guidance; training and capacity-building, such as the development of a conflict sensitivity online training platform (to be launched in 2021); research and

awareness campaigns around sexual and gender-based violence; and analysis and programming on the women, peace and security agenda, including work on masculinities. Internally, last year we launched our Gender Action Plan and we are in the process of establishing a Steering Committee on Gender, Diversity, Equity and Inclusion to ensure that our internal policies and governance structures epitomise our values.

In **Lebanon**, we have increased outreach and influence on health and social stability by sharing lessons on how to ensure that provision of health services does not cause or exacerbate conflict, including launching and disseminating research to over 75 public health, NGO and donor representatives. Stakeholders used the findings to inform their own analysis and approaches, and local partners have taken learnings from our training on conflict sensitivity and applied the community-based approach to new programming in healthcare and education.

In **Nigeria**, we are part of a consortium delivering an integrated humanitarian, development and peacebuilding ('triple nexus') programme to strengthen economic development, social cohesion and resilience among 8,000 vulnerable households in the northeastern state of Yobe. Our research revealed gendered factors such as social stigma, unequal economic opportunities and perceived victimhood are challenges to reintegrating people formerly affiliated with armed organised groups like Boko Haram. We have helped address these issues by providing over 100 psycho-social support sessions for victims and dialogue sessions for 960 family and community members.

We are also delivering a capacity-building programme in Nigeria for our consortium partners and key policy-makers aimed at fully integrating gender and conflict sensitivity across programme implementation and policy development. This has reshaped the intervention strategy, as partners have a better understanding of conflict-sensitive



© Afghan Women's Educational Centre

Training young female journalists in Afghanistan as part of a comprehensive training, mentorship and work placement scheme to increase the number of women in the media.

programming that goes beyond the 'do no harm' humanitarian principle to using approaches that build positive peace. This should have a multiplier effect, benefiting organisations and the communities they reach through improvements in how the project is delivered, how policy is crafted and how partners carry the approaches into other programmes.

In 2020, we continued a range of interventions in support of conflict-sensitive journalism, to improve reporting practices in social and traditional media. In **Nepal**, we provided journalists with mentorships and developed and delivered training on conflict-sensitive reporting and inclusive and independent journalism. We also formed Free Media Networks in all seven provinces and four strategic cities. Totalling 13,000 members from the media, civil society, community groups, security forces and local government, the networks aim to help address challenges to press freedom, media security and professionalism.

In **Pakistan**, we improved understanding of the economic, social and political power relations within

media houses that enable systematic exclusion on the basis of gender and religion. Lessons from our programming were disseminated online and we reached 1,478,724 unique users and engaged 45,840 users in direct communication (e.g. comments and dialogue). This helped influence donor policies and funding commitments on promoting media freedom and freedom of expression through online media in the country. We have also seen evidence of improved inclusivity in media spaces, with reports in mainstream news media on women, transgender and religious minority communities increasing by 23.5% following our intervention.

In **Afghanistan**, our work to increase representation of female journalists in the private media sector continued, with two cohorts of women journalists graduating from our training programme to enjoy meaningful careers within print media. More than 50% of participants found placements within the media sector due directly to the contacts they had made and experience they had gained during the project.

The impact of COVID-19 on our work

The COVID-19 pandemic and the global response to it have had a profound impact on International Alert – on our staff, our partners, the communities we serve and the peacebuilding sector as a whole. Traditional peacebuilding methodologies, which are reliant on face-to-face interactions, have had to be revised; the fragility and poor infrastructure of many of our countries of operation has been brought into sharp focus, along with clear north–south power divides; and we’re seeing newly emerging conflict trends induced by the social, political and economic impacts of the pandemic.

Our country teams have witnessed first-hand the interplay of the virus with conflict. In the **Great Lakes region** of Africa, border closures created additional pressures for women cross-border traders, including loss of income and reduced customers and supplies. In **Tunisia**, the pandemic served to heighten regional disparities, social inequalities and the depletion of health services, culminating in escalating tension and unrest. In **Kyrgyzstan** and **Myanmar**, as in numerous other contexts, the secondary impacts of the virus prompted severe increases in violence against women and girls. While our team in **Lebanon** noted how strains on public health and welfare

services contributed to increased animosity towards Palestinian and Syrian refugee communities, fracturing existing societal faultlines.

These shifts represent just a fraction of COVID-19’s wider repercussions on peace and security around the world, with many of the longer-term implications yet to be seen.

Our COVID-19 peacebuilding response

In the initial months of the pandemic, we conducted an extensive scenario planning process and early contextual analysis of emerging conflict trends, drawing upon the skills, knowledge and expertise of our local staff and long-term peacebuilding partners. This process enabled us to develop tools and policies to build support for peacebuilding at this critical time, as well as design an effective peacebuilding response to the pandemic.

Taking as a starting point that incorporating a peacebuilding approach in pandemic responses is essential to ensuring the success of public health



An animation for a digital messaging campaign in Myanmar advocating for self-control instead of violence, to counter rising rates of gender-based violence in the wake of COVID-19 stay-at-home orders.

Reducing the vulnerability of religious communities in Kyrgyzstan

COVID-19 split society in Kyrgyzstan along many different faultlines – economic, political, religious and social. There was a real risk of the messaging around the pandemic response inflaming divisions between religious communities and not reaching the most vulnerable in society. We helped bring together a diverse range of institutions and communities from across the country to develop sensitive messaging and to help mitigate tensions between different religious and non-religious groups in virtual spaces. This Interfaith Working Group enabled representatives from different religious groups and denominations to collaborate with the Ministry of Health to promote tolerance and understanding of religious diversity. The group developed joint resolutions and held collective dialogue sessions to address existing and potential community conflicts caused by the pandemic.

With the support of the State Commission on Religious Affairs, the group also developed conflict- and gender-sensitive pandemic communication materials for religious influencers to use to counter misinformation and support social cohesion. These were coupled with conflict sensitivity guidelines for the government and media, to ensure that COVID-19 responses and news coverage do not exacerbate tensions. Project participants felt that the working group played an important role in mitigating the social and political turbulence of the country during the pandemic.

interventions, to mitigating emerging conflict trends and to taking advantage of opportunities to comprehensively address the structural drivers of violence, we identified five programming areas to strengthen prospects for a positive and sustained peace:

- using evidence to inform short- and long-term responses to COVID-19 and conflict;
- supporting conflict-sensitive public health and humanitarian responses, alongside long-term recovery interventions;
- countering divisive narratives and building bridges across divides;
- (re)building trust and accountability between citizens and states; and
- reducing gender inequalities through responding to COVID-19 and its impacts.

Pandemic programming

Our country teams have been working across these programming areas over the last year, designing new projects to actively address COVID-19 conflict dynamics, pivoting existing programmes to account for newly emerging trends and adapting long-term

programmes to continue providing impact during the pandemic.

In northeast **Nigeria**, we worked with the Centre for Social Cohesion, Peace and Empowerment to adapt their successful media peacebuilding work to counter false information and stigmatisation. Using local radio programmes, this restored public confidence in health directives and elevated community voices on the disproportionate impacts of the pandemic on vulnerable groups.

To counter rising rates of gender-based violence in **Myanmar**, together with our partners Phan Tee Eain, we conducted a men-focused digital messaging campaign to advocate for self-control instead of violence. This included producing a video featuring five popular musicians and an animation, which reached five million viewers in the first three months.

In the **Caucasus**, the Youth Dialogue for Civic Action project held virtual discussion clubs over the summer to ensure the continuation of a safe space for young people to discuss issues relating to their everyday lives and opportunities for local partners to maintain contact across regional conflict lines during a time of distance.



© PDRRMO Lanao del Sur

The Provincial Disaster Risk Reduction and Management Office of Lanao del Sur in southern Philippines uses our general reference maps in planning and coordinating their COVID-19-prevention activities in the province.

Supporting conflict-sensitive responses to COVID-19 in the Philippines

At the onset of the pandemic, our Philippines team expanded the thematic and geographical scope of their Critical Events Monitoring System to include the effects of government COVID-19 responses on peace and human security within and beyond the Bangsamoro region. This included tracking pandemic-related tensions and key events such as access to relief; application of quarantine rules and use of excess force, bullying and intimidation; and cultural sensitivity in protocols such as treatment of sick people and handling of the deceased. This enabled quick mobilisation to address urgent issues. For example, the team were able to advocate for inclusion of respect to religious and cultural practices in a national directive following identification of incidents of discrimination against Muslim communities.

The team also provided printed and digital maps to local government units in the provinces of Maguindanao and Lanao del Sur at the start of the country's first hard lockdown, allowing the authorities to visualise potential flashpoints and better craft conflict-sensitive COVID-19 responses. A feature of the digital maps was information on geohazards and conflict incidents, which have been gathered over a 10-year period via our Conflict Alert monitoring system. The local government units have used the information to develop monitoring, isolation, testing, contact tracing and relief distribution strategies, making sure the processes do not exacerbate existing conflict or lead to new conflicts.

Publications, research and communications

Alongside our peacebuilding programmes, we developed analysis and tools and advocated for the importance of peacebuilding and conflict sensitivity in COVID-19 responses and recovery more broadly.

Our report ***Peace is the cure***, demonstrates how Sustainable Development Goal 16 on peace, justice and strong institutions can unlock progress across the 2030 Agenda in the wake of COVID-19, particularly in fragile and conflict-affected contexts, which have borne excessive impacts of the pandemic. Alongside this, we published ***Realising the potential of social media as a tool for building peace***, which reflects on the ways in which social media can be positively harnessed in peacebuilding.

COVID-19 has had a profound impact on the very means of building peace: bringing people together face-to-face. Our report ***Can we build peace from a distance?*** examines how the move to online makes it difficult to create safe spaces to discuss sensitive issues and jeopardises trust-building in peace mediation and dialogue over the long term.

The consequences of inequitable access to the digital world have meant that some now hold a new form of power, while further marginalising others, potentially aggravating grievances and conflict. The evolving global context and changing practice of peacebuilding have, however, opened the space to consider exactly how the localisation agenda can finally be realised, with the possibilities of transferring project implementation and service delivery to local staff or commissioning new partners. Yet, the sector must work together to navigate challenges such as the transfer of risks and fluctuating donor support to make this a reality.

Our teams have also continued to undertake important research that explores the far-reaching impacts of the pandemic. ***Gender-based violence in Tajikistan in the context of COVID-19*** presents the findings of research carried out in two districts in the southwest of the country and offers recommendations to prevent gender-based violence in the short, medium and long term, while ***Prospects for peace in crises*** provides a comprehensive context analysis of Lebanon in the midst of its interrelated crises, to guide peacebuilding and development programmes and identify spaces for strengthening civic activism and political dialogue.

COVID-19 peace and conflict analysis

The impact of COVID-19 has been most acutely felt in divided, fragile and conflict-affected contexts, reinforcing the importance of high-quality analysis underpinning our understanding of shifting conflict dynamics in the countries where we work. Over the last year, our Peacebuilding Advisory Unit (PAU) concentrated its efforts to enhance our conflict sensitivity support and assist peace and conflict analysis, combining 30 years of producing bespoke peace and conflict analysis with consultation with colleagues from around the world.

The result is a step-by-step manual that is rooted in who we are as a peacebuilding organisation and the way we work. The manual offers guidance for staff and partners seeking to design their own peace and conflict analysis processes, providing six clear steps to enable exploration of how key peace factors interact within a conflict context and form a strong foundation upon which to build peacebuilding interventions.

The guide is accompanied by a COVID-19-specific companion guide, which offers our country teams and partners a framework to support them to understand the ways in which the pandemic has impacted peace and conflict dynamics in different contexts, such as security and governance, violence against women and girls, economic employment and livelihoods, and cross-border trade. It offers specific guidance to ask COVID-19 questions rather than general conflict analysis questions, and to ensure that analyses integrate gender dimensions and are carried out in a gender-sensitive and conflict-sensitive way.

Progress against our organisational priorities in 2020

Ensure the organisation is resilient to the impact of COVID-19

The COVID-19 pandemic has had, and continues to have, a profound impact on conflict and peacebuilding. It has inflamed social fractures and citizen–state divides, but also given new opportunities for peace and consideration of conflict-sensitive pandemic responses. However, among the top donors for peacebuilding, the cost of countering the pandemic will have a significant knock-on effect on aid budgets and programming priorities over the coming years. Through in-depth scenario planning, flexible and adaptive programming, and our committed partnerships with our core donors and strategic partners (the Swedish International Development Cooperation Agency, the Dutch Ministry of Foreign Affairs and the Irish Department of Foreign Affairs), we have been able to enter 2021 in a strong position.

Plan for regrowth in the post-pandemic world

The launch of our Resilience Plan provides the operational framework for International Alert to remain a viable, relevant and impactful actor for peace at a time when our mission, expertise and knowledge are needed more than ever. The Resilience Plan sets out the structures and resources necessary to recommit to greater impact and influence in future years. The plan includes 10 change commitments cutting across all areas of our work (see page 22), building up from a foundational commitment to strengthening organisational approaches to gender, diversity, equity and inclusion. Through a series of strategic investments, we aim to become a better version of ourselves, with stronger internal systems and processes, greater programming impact, and better able to project the voices from our work on the ground into the global arena.

Ensure organisational learning on gender and conflict sensitivity

Based on a programmatic needs assessment, we conducted an organisation-wide conflict sensitivity review, drawing on our extensive expertise to create a robust and shared knowledge base for our staff and partners. Building on the findings of this review, we are launching a Conflict Hub to provide high-quality and innovative guidance on how to undertake gender and conflict analysis, as well as how to ensure programmes are gender and conflict sensitive. We have also developed a comprehensive peace and conflict analysis guide for our staff and partners, with a companion guide specifically focused on COVID-19. Both guides have gender mainstreamed throughout and will be tested and rolled out during 2021.

We have developed an institutional Gender Action Plan, based on our 2019 organisational gender review. In direct response to the COVID-19 pandemic, the Resilience Plan committed to establishing a Steering Committee on Gender, Diversity, Equity and Inclusion, which will take forward the plan to ensure that our internal policies and governance structures epitomise our values.

Help shape international action on UNSCR 1325

October 2020 marked the 20th anniversary of the landmark United Nations Security Council Resolution (UNSCR) 1325 on women, peace and security (WPS). We have been involved in the WPS agenda since the outset, leading projects designed to advocate for, implement and monitor UNSCR 1325 at the local, national and global levels. As part of our wider policy engagement on UNSCR 1325, we produced a policy paper, **Twenty years**



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A presentation by young people in Kyrgyzstan on the dangers of early marriage, as part of a locally led initiative supported by International Alert aimed at reducing the number of early marriages.

of implementing UNSCR 1325 and the women, peace and security agenda: Lessons from the field, drawing on our extensive experience, which was presented to numerous donor governments. We also convened a donor roundtable event in advance of the UN Security Council Open Debate on Women, Peace and Security. This enabled us to advocate the need for the WPS agenda to focus on addressing patriarchal gender norms, engaging men and masculinities, and push to re-politicise the agenda. Internally, we are leveraging the UNSCR 1325 anniversary to start reframing and making linkages between our work with masculinities and our work on women’s empowerment, which will become more explicit in our organisational gender strategy moving forward.

Our approach to research

Research has long been a core component of our approach, providing robust evidence and analysis from which to develop our peacebuilding programming and advocacy. In this regard, 2020 was no different, as demonstrated by the varied research we undertook in relation to peacebuilding and COVID-19 (see page 19). We had anticipated developing a rigorous research strategy to enable our work to have an even greater impact on shaping policy decisions on peace, conflict and security. As a result of the unanticipated extent of the pandemic, this focus has been postponed to next year, while we implement our Resilience Plan in 2021. In the meantime, we will continue to develop and deliver high-quality research, drawing on our practical peacebuilding experience.

Our organisational priorities for 2021

In 2020 we developed a rigorous Resilience Plan for investment in structural changes, people and resources to make us more resilient, impactful, influential and competitive. The 10 change commitments in our Resilience Plan form our organisational strategic objectives for 2021.

- 1. Build an organisation that is greener and more diverse, equitable, accountable and inclusive:** We will drive forward progress on gender, diversity and inclusion, and become more responsive to the climate emergency. In addition, we will be developing a more decentralised model for our global presence and management.
- 2. Resolve how we raise and distribute unrestricted core funds and overheads:** We will review our cost structures and business model and redesign our systems and processes to reflect more realistic expectations and more transparent and inclusive use of the funding available to us.
- 3. Boost our capacity to identify, track and generate funding:** We will invest in people, resources and systems to better understand funding markets, identify opportunities and deepen relations with existing and potential core and strategic donors.
- 4. Refocus on four cornerstones and a keystone of policy and practice:** We will define four cornerstones of policy and practice, alongside conflict analysis and sensitivity – delivered through our new Conflict Hub – as a keystone that underpins all our work. We will examine how policy interacts with our programming and influencing and reboot our technical assistance resources and structures.
- 5. Build up advocacy and communications for reach and strategic influence:** We will boost our capacity to identify and act on key policy issues. This will help connect best practice and evidence



Our training in business skills such as entrepreneurship, management and gender equality helped cross-border traders in Rwanda like Julliene overcome some of the barriers to running a business, even during the pandemic.

in our country programmes with influencing and high-level networking.

- 6. Position ourselves to promote peacebuilding in COVID-19 responses:** We will develop and refine our peacebuilding approaches to COVID-19 to position ourselves as an adaptive and innovative organisation. This will include building our COVID-19 programming where appropriate and articulating a policy voice on how COVID-19 impacts peace and conflict.
- 7. Define, structure and staff Alert Europe:** We will focus our Hague office on fundraising, donor relationship management and profile building with EU institutions and other European donors.
- 8. Sharpen strategic focus and support for country programme impact:** We will realign HQ support and management structures to maximise our country programme impact and invest in strategic and innovative country funding

needs. We intend to sharpen our strategic focus at the regional and country levels on impact, programme innovation and development, and regional influence.

- 9. Build up our organisational infrastructure:** We will revamp and invest in our resources and systems for our staff, IT, grants and contracts administration, and risk management. Our operational support services will be client-focused and model best practice.
- 10. Strengthen commitment to and resources for partnerships and alliances:** We will review our partnership practice and boost our capability for accompaniment. As part of this work, we will define values of and parameters for meaningful partnerships with local, national and regional peacebuilders, as well as build strategic alliances with international humanitarian and development NGOs. Finally, we will be exploring the potential for mergers and acquisitions.

Strategic report

Structure, governance and management

Organisational structure

International Alert is a UK-based NGO, registered with Companies House and the Charities Commission. The charity is a company limited by guarantee and has no share capital. We are governed by a Board of Trustees (Board). The Board has a sub-committee, the Strategy, Risk and Audit Committee (SRA), which advises on and monitors matters of organisational strategy, risk management and relevant audits. The SRA comprises the Chair, the Treasurer and two further trustees. In 2020, we restructured our Senior Management Team into an Executive Team, responsible for strategic and operational leadership of the organisation. The Executive Team comprises the CEO, the Director of Programmes, the Director of Finance and Operations, the Director of Resource Development and the Director of Advocacy and Communications. We have 230 staff based in our 14 offices around the world, including a team of thematic peacebuilding experts. The programmes' work is supported by administrative, financial, fundraising, human resources, IT, and advocacy and communications teams. International Alert UK is affiliated with International Alert Europe, which is registered as a *stichting* (foundation) in the Hague, the Netherlands.

Decision-making

The Board meets four times a year and is responsible for governance, establishing the organisation's strategic framework and annual objectives, and agreeing the annual budget. The trustees are directors of the organisation for the purposes of company law and, in line with that responsibility, oversee the financial reporting and ensure that proper financial statements are made for each financial year to give a true and fair view of the organisation's financial activities and its financial position at the year-end. The SRA meets on a quarterly basis and is the key committee of the Board. The SRA has been entrusted

with the more detailed oversight of key areas of the charity, including finance and all budgetary issues, risk and security and organisational strategy. The CEO is accountable to the Board for all the organisation's work, and the other members of the Executive Team report to the CEO. The Executive Team reports to each Board and SRA meeting on the organisation's work, activities and finances, presenting progress in relation to the budget, annual objectives and strategic framework.

Board of Trustees

The Board may consist of three to 15 members; we currently have nine trustees. The Board is international, to reflect the diversity of the organisation's work. New trustees are elected at the Annual General Meeting or by the Board at a regular meeting and serve for a period of three years. Trustees may be re-elected for one further term of three years. Before a decision is taken to appoint a trustee, meetings are arranged for the potential new trustee with the CEO and one or two senior Board members, normally including the Chair. On appointment, new trustees receive a full induction on their responsibilities under company law and charity law, and on the organisation. The process includes both a pack of relevant documentation and a series of meetings with senior and middle management. During 2020, three trustees either completed their term or resigned, and three new trustees joined the Board. We ended 2020 with a total of nine trustees (five women and four men), five of whom are based outside the UK.

Trustees' responsibilities

The Board, as directors of the organisation for the purposes of company law, is responsible for preparing the annual report and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

Company law requires the Board to prepare financial statements for each financial year that give a true

and fair view of the charity's situation and of its income and expenditure for that period.

In preparing these financial statements, the Board is required to:

- select suitable accounting policies and apply them consistently;
- observe the methods and principles in the Charities Statement of Recommended Practice (SORP);
- make judgements and estimates that are reasonable and prudent;
- state whether applicable accounting standards, including the Financial Reporting Standard (FRS 102), have been followed, subject to any material departures disclosed and explained in the financial statements;
- state whether a SORP applies and has been followed, subject to any material departures, which are explained in the financial statements; and
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charity will continue on that basis.

The Board is responsible for keeping proper accounting records that disclose, with reasonable accuracy at any time, the financial position of the charity and that enable the Board to ensure that the financial statements comply with the Companies Act 2006. They are also responsible for safeguarding the assets of the charity and hence for taking reasonable steps to prevent and detect fraud as well as other irregularities.

Insofar as the Board is aware:

- there is no relevant audit information of which the charity's auditors are unaware; and
- the trustees have taken all steps they ought to have taken to make themselves aware of any relevant audit information and to establish that the auditors are aware of that information.

The Board is responsible for the maintenance and integrity of the corporate and financial information included on the charity's website. UK legislation governing the preparation and dissemination of financial statements may differ from legislation in other jurisdictions.

Public benefit statement

The Board has complied with Section 17 of the Charities Act 2011 to have due regard to the guidance on public benefit published by the Charity Commission. In particular, the Board considers the impact achieved in 2020 and planned activities and objectives set for 2021 contribute to public benefits.

Financial review

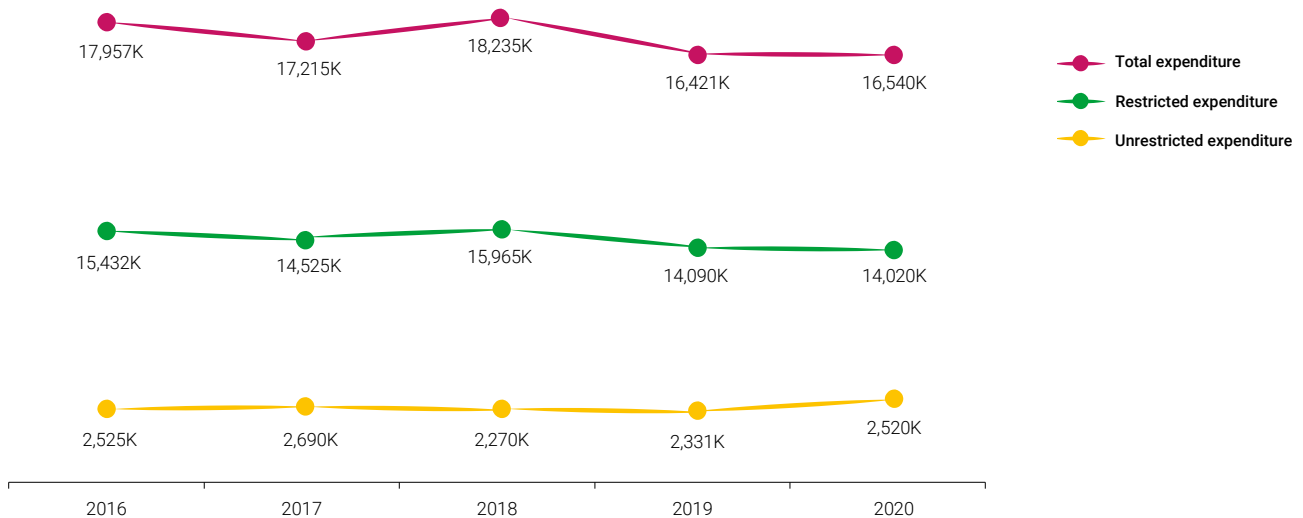
Against the challenging year of 2020, we achieved a total income for the year ending 31 December 2020 of £17.66 million (£16.68 million in 2019), a small increase. On the other hand, the total expenditure in 2020 was £16.54 million (£16.42 million in 2019).

Restricted income in 2020 was £15.40 million (£14.35 million in 2019), whereas the total restricted expenditure was £14.02 million (£14.09 million in 2019). The balance of restricted funds at year-end, after transfer between funds, was £4.28 million (£2.86 million in 2019).

Unrestricted expenditure in 2020 was £2.52 million (£2.33 million in 2019) and comprised £2.15 million on charitable activities and £0.37 million in the costs of raising funds. The balance of unrestricted general reserves at year-end was £1.68 million (£1.94 million in 2019).

The breakdown of total expenditure of £16.54 million in 2020 was:

- **Mission goal 1:** Working with people directly affected by violent conflict to find lasting solutions: £9.80 million (£10.46 million in 2019)
- **Mission goal 2:** Shaping policies and practices to reduce and prevent violence, and to support sustainable peace: £4.86 million (£4.52 million in 2019)
- **Mission goal 3:** Collaborating with all those striving for peace to strengthen our collective voice and impact: £1.50 million (£1.02 million in 2019)
- **Raising funds:** £0.37 million (£0.43 million in 2019)



Note: We use expenditure as a measure to record growth.

Over the past five years (2016–2020), our expenditure has been between £16 million and £18 million. Despite the global pandemic affecting most of 2020, we had an increase of 1% in expenditure. Although there was slow activity in most of our projects, we secured extra funding for work in DRC and the Philippines. The focus for the organisation in 2020 was to manage the situations created by COVID-19 and look to set ourselves up for investment in delivering the commitments outlined in the Resilience Plan from 2021.

With sound financial management systems, effective fundraising to raise more funds to support the organisation through the pandemic and robust management, we emerged in a positive financial position and maintained our reserves within the upper limit at the end of 2020.

Reserves

In 2020, the Board approved a change in the Reserves Policy that introduced a range of lower and upper limits rather than spot point:

- Upper limit:** When considering the upper limit, Alert will take a view that all unrestricted funds are not renewed, giving a loss of unrestricted income (currently £2 million, based on two major donors and excluding earmarked funds on three years average). In the short term, we will consider 75% of our unrestricted funds at the beginning of the year, which will allow approximately nine months to replenish or to take corrective action,

and work on having reserves of 75% of the total unrestricted income, currently giving an upper limit of £1.50 million.

- Lower limit:** This will be based on several scenarios where levels of risks materialise that have a financial impact on the organisation. We would not expect all scenarios to crystallise at the same time. We would then assess this based on their likelihood and impact and attach a risk level.

The General Unrestricted Reserves at year-end was in line with this policy (Upper limit), standing at £1.50 million. In addition, we designated, in an Organisational Investment Fund, a further £0.15 million to support investment needs to develop new programming ideas. The Reserves Policy is subject to annual review by the Board.

By the end of 2020, £0.03 million remained in a temporary Designated Fund for Development. This will provide much-needed flexibility to meet our objectives and unforeseen expenses, particularly due to the need to manage recovery in 2021.

A sum of £0.15 million was brought forward in an Organisational Investment Fund from 2019. This was not invested in 2020, but plans are in place to invest it in 2021 in the Programmes Innovation Fund (PIF).

Total unrestricted funds, including General Unrestricted Reserves, at year-end were £1.68 million (£1.94 million in 2019).

Building on a stable financial picture at the end of 2020, overall funds carried forward to 2021 were £5.97 million (£4.80 million in 2019), split between unrestricted funds of £1.68 million and restricted funds of £4.28 million. This level of unrestricted funds provides us with stability and the ability to invest in future development and the 2021 budget. Restricted funds held are due to the timing of receipt of funds. Restricted funds held at year-end will be spent on specific projects, in line with commitments made to funders during 2020.

Our balance sheet at the end of 2020 reflects this secure position. We are hopeful, depending on funding support, that we will sustain in 2021. However, with COVID-19, there looms a greater uncertainty across the globe, hence like others we are closely monitoring our finances and placing more emphasis on continuity after the pandemic.

Risk management

The Board is responsible for overseeing global risk management, assisted by the Executive Team in implementation. Risk management priorities are assessed and agreed at the quarterly Board meetings. A risk management report is also presented at two SRA meetings a year, while experience during the year is assessed at the December Board meeting as part of the basis for preparing the next year's priorities.

The Board recognises that risk is relative, that the organisation works in conflict zones and that systems can provide reasonable but not absolute assurance that major risks are adequately managed. In 2020, as well as monitoring risk areas around safeguarding, fraud and programme security, we identified and acted upon cybersecurity as a developing risk area for the organisation.

Looking forward, as with many organisations impacted by COVID-19, we identified the following additional risks:

- Funding cuts by institutional and other major donors will pose a high risk to our financial sustainability. To mitigate this risk, in 2021 we began reviewing our full cost recovery practices.
- We are still exposed to a high risk of delays to our projects due to COVID-19. To mitigate this risk, we

continue to deliver impactful programmes online and, where possible, in person by observing the appropriate COVID-19 protocols.

The Executive Team will continue to monitor risks and update the Board on contingency plans as and when risks change significantly.

Remuneration policy

Our Salary Policy aims to adhere to quality standards that will ensure that its implementation will be fair, open, objective, responsible and effective. The policy is implemented through clearly defined salary procedures. The policy aims to reflect good practice, including:

- a clear policy on salaries, which is linked to organisational objectives, with the Executive Team taking responsibility for the review and implementation of the policy; and
- guidelines for the impartial review of jobs and a process for making valid and reliable market comparisons.

The Board of Trustees of International Alert presents this report for the year ended 31 December 2020 for the purposes of Section 162 of the Charities Act 2011 and Section 415 of the Companies Act 2006.

The financial statements comply with current statutory requirements, the Memorandum and Articles of Association, and the Financial Reporting Standard (FRS 102).

The Board has also complied with Section 17 of the Charities Act 2011 to have due regard to the guidance on public benefit published by the Charity Commission. In particular, the Board considers how planned activities will contribute to the aims and objectives set for 2021.

The report was approved by the Board on 24 May 2021 and signed by the Chair on its behalf.



Carey Cavanaugh
Chair, Board of Trustees

Acknowledgements

Donors

We would like to thank our strategic donors:



Ministry of Foreign Affairs of the Netherlands



Irish Aid

Department of Foreign Affairs
An Roinn Gnóthaí Eachtracha



Sweden
Sverige

We would also like to thank our project donors:

Institutions

Agence Française de Développement
Australian Department of Foreign Affairs and Trade
(Australian Aid)
Austrian Development Agency
British Council
Conflict, Stability and Security Fund, UK
Department of Foreign Affairs and Trade, Republic of Ireland
Deutsche Gesellschaft für Internationale Zusammenarbeit
European Commission
Federal Department of Foreign Affairs, Switzerland
Foreign, Commonwealth and Development Office, UK
Global Affairs Canada
Ministry of Foreign Affairs, Denmark
Ministry of Foreign Affairs, Netherlands
Ministry of Foreign Affairs, Norway
Swedish International Development Corporation Agency, Sweden
Swiss Development Corporations
United Nations Development Programme
United Nations Educational, Scientific and Cultural Organization
United Nations Entity for Gender Equality and the Empowerment of Women

United Nations International Children's Emergency Fund
United Nations Interregional Crime and Justice Research
United States Agency for International Development
United States Department of State
United States Institute of Peace
World Bank Group

Foundations, trusts and other organisations

Bonn International Center for Conversion
Durham University
Finnish University Partnership for International Development
Helvetas Swiss Intercooperation
Institut für Auslandsbeziehungen – Zivik
Intergovernmental Authority on Development
International Development Law Organization
International Rescue Committee
King's College London
Landell Mills
London Metropolitan University
Nordic International Support Foundation
Norwegian People's Aid
Oleoducto Central SA

Organisation for Economic Cooperation and Development
Oxford Policy Management
Pickwell Foundation
Saferworld
Save the Children
SOAS University of London
Stichting IHE
Stichting the Network University
Street Child
Terre des Hommes
UnionAID
Voluntary Service Overseas
World Vision

Companies and private individuals

Adam Smith International
Anglo American Services Ltd.
Bank interest
Cerrejón Mining Company
Development Alternative Initiative
German Technical Cooperation Agency
Gran Tierra Energy Inc.
International Petroleum Industry Environmental Conservation Association
Management Systems International
Other donations/income
Thomson Media
TradeMark East Africa
Trans Adriatic Pipeline AG
Turcan Connell

Partners

+Peace Coalition
Aboitiz Power
Action pour la Solidarité et la Paix
Action pour le Développement des Populations Défavorisées
Action pour le Développement et la Paix Endogènes
Afghan Women's Education Center
African Youths for Peace Development and Empowerment Foundation
Aide et Action pour la Paix

Alliance for Peacebuilding
Antenna Foundation Nepal
Appui au Développement de l'Enfant en Détresse
Areg Balayan
Armine Vanyan
Artsakh Volunteer Union
Artsakhertum Youth NGO
Artsvit Gallery
Association de la Jeunesse pour la Promotion des Droits de l'Homme et Développement
Association for Repatriated Women in Burundi
Association Malienne pour la Survie au Sahel
Association Modeste et Innocent
Association Paysanne pour le Développement Integral
Association Rwandaise des Conseillers en Traumatisme
Associations des Commerçants Transfrontaliers du Burundi
Azat Adamyan
Basmeh and Zeitooneh
BBC Media Action
Benishyaka Association
Bilozerka Center for Regional Development
Bond
Bureau pour le Volontariat au Service de l'Enfance et de la Santé
Bwishyaza Coffee cooperative
Caprocyu cooperative
Caritas Byumba
Caritas Développement Uvira
CDA Collaborative Learning Projects
Célébrons le Courage de la Femme
Center for International Private Enterprise
Centre for Cultural Relations – Caucasian House
Centre for Lebanese Studies
Centre for Social Cohesion, Peace and Empowerment
Child Smile
Chuhivska Pravozakhysna Hrupa
Cofar
Collectif Alpha Ujuvi
Commission Épiscopale Justice et Paix du Rwanda
Committee of Voters of Ukraine

Conciliation Resources
 Cooperative d'Épargne et de Crédit de CAHI
 Cooperative pour la Valorisation des Marais de Burera
 Coribaru cooperative
 Crisis Management Initiative
 Crisis Media Center Siverskyi Donets
 Damma Foundation
 Deltares
 Department of Foreign Affairs and International Trade, Canada
 Dnipro League of Social Workers
 Duhuzintego Bahimba
 Equal Opportunity Space
 European Movement in Artsakh
 European Network for Central Africa
 European Peacebuilding Liaison Office
 Faith Victory Association
 Farodis
 Federation of Muslim Women's Associations in Nigeria
 Federation of Nepali Journalists
 Focus on Arid Land and Integrated Development
 Fund for Development of Spiritual Culture 'lyman'
 Fund for Social and Cultural Initiatives
 Gamkhori
 Gender Action for Peace and Security
 Gender Club Dnipro
 Gender Equality, Peace and Development Center
 Go Group Media
 Groupe Milima
 Grow Strong Foundation
 Guichet d'Économie Locale du Sud-Kivu
 Harmony NGO
 Health Care Development Focus Initiative
 Hope and Peace Foundation
 Horn of Hope Vision for Peace and Community Development in Nigeria
 I Change
 IHE Delft Institute for Water Education
 Indatwa-Kayonza cooperative
 Info Change Pvt Limited
 Innovation et Formation pour le Développement et la Paix
 Institute of Human Rights Communication Nepal
 International Alert Europe
 International Association of Business and Parliament
 International Peace Information Service
 Inyenyeri Itazima
 Irina Gabrielyan
 Journalists for Democracy and Human Rights
 Justice Plus
 Kachinland Research Centre
 Kairos Sri Lanka
 Kaputir Resource Management Organisation
 Karitas Sambirsko-Drohobyskoi Yeparkhii
 Kaw Lah Foundation
 Kenya Muslim Youth Alliance
 Kharkiv Regional Association of Community Initiatives
 Kharkiv Volunteer Center
 Kishimi Shelter and Care Foundation
 Koaiga Imitoma cooperative
 Kristina Alahverdyan
 Kvinna till Kvinna
 Laissez l'Afrique Vivre
 Legal Aid and Consultancy Centre
 Levon Arshakyan
 LINKS
 Lupah Sug Bangsamoro Women Association
 Madhes Human Rights Home
 Maksym Serhiyovych Ieligulashvili
 Mariupol Youth Union
 Mayrutyun NGO
 Mindanao Business Council
 Nepal Madhesh Foundation
 Nune Tovmasyan
 Observatoire Gouvernance et Paix
 Open Society NGO
 Otava
 Peace and Durable Development
 PeaceNet Kenya
 Phan Tee Eain

Pole Institute
Pro-Femmes Twese Hamwe
Public Journalism Club
Regional Analytical Center Ukraine
Réseau d'Innovation Organisationnelle/Centre
Régional de Paix
Rivets Learning
Rutengroc
Rwanda Organization for Development Initiatives
Saferworld
Samagra Jan-Utthan Kendra
Sawa for Development and Aid
Sociétés de Microfinance Congolais
Solidarité des Femmes Activistes pour la Défense
des Droits Humains
Solidarité des Femmes de Fizi pour le Bien-Être
Familial
Solidarité des Volontaires pour l'Humanité
Station Kharkiv
Strong Community
Support Center of Young Women
Sushan Ghahriyan
Taimako Community Development Initiative
TASBIKka, Inc.
The Hague Centre for Strategic Studies
The Lebanese Women Democratic Gathering
The Story Kitchen
Thomson Media
THRD Alliance
Transcultural Psychosocial Organization Nepal
Umoja in Action
Union des Groupes d'Actions Fitz-Itombwe
United Nations Development Programme
University of Notre Dame
Vector Youth
Viktoria
Western Mindanao State University
Wetlands International
Women of Western Donba
World Resources Institute
Yaung Chit Thit
Yelena Sarkisyan
Youth Dnepr

Accounts

**For the year ended
31 December 2020**

Independent auditor's report to the members of International Alert

Opinion

We have audited the financial statements of International Alert for the year ended 31 December 2020 which comprise Statement of Financial Activities, the Balance Sheet, the Cash Flow Statement and notes to the financial statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 *The Financial Reporting Standard applicable in the UK and Republic of Ireland* (United Kingdom Generally Accepted Accounting Practice).

In our opinion, the financial statements:

- give a true and fair view of the state of the charitable company's affairs as at 31 December 2020 and of the charitable company's net movement in funds, including the income and expenditure, for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the Auditor's responsibilities for the audit of the financial statements section of our report. We are independent of the charity in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, including the FRC's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we

have obtained is sufficient and appropriate to provide a basis for our opinion.

Conclusions relating to going concern

In auditing the financial statements, we have concluded that the trustees' use of the going concern basis of accounting in the preparation of the financial statements is appropriate.

Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on the charitable company's ability to continue as a going concern for a period of at least twelve months from when the financial statements are authorised for issue.

Our responsibilities and the responsibilities of the trustees with respect to going concern are described in the relevant sections of this report.

Other information

The trustees are responsible for the other information. The other information comprises the information included in the Trustees' Annual Report. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon.

In connection with our audit of the financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether there is a material misstatement in the financial statements or a material misstatement

of the other information. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact. We have nothing to report in this regard.

Opinions on other matters prescribed by the Companies Act 2006

In our opinion, based on the work undertaken in the course of the audit:

- the information given in the Trustees' Annual Report (which includes the strategic report and the directors' report prepared for the purposes of company law) for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the strategic report and the directors' report included within the Trustees' Annual Report have been prepared in accordance with applicable legal requirements.

Matters on which we are required to report by exception

In the light of the knowledge and understanding of the charitable company and its environment obtained in the course of the audit, we have not identified material misstatements in the Trustees' Annual Report (which incorporates the strategic report and the directors' report).

We have nothing to report in respect of the following matters in relation to which the Companies Act 2006 requires us to report to you if, in our opinion:

- adequate accounting records have not been kept by the charitable company, or returns adequate for our audit have not been received from branches not visited by us; or
- the charitable company financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of trustees' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit.

Responsibilities of trustees for the financial statements

As explained more fully in the trustees' responsibilities statement (see page 24), the trustees (who are also the directors of the charitable company for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the trustees are responsible for assessing the charitable company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the trustees either intend to liquidate the charitable company or to cease operations, or have no realistic alternative but to do so.

Auditor's responsibilities for the audit of the financial statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We design procedures in line with our responsibilities, outlined above, to detect material misstatements in respect of irregularities, including fraud. The extent to which our procedures are capable of detecting irregularities, including fraud, is detailed below.

Based on our understanding of the charitable company and the environment in which it operates, we identified that the principal risks of non-compliance with laws and regulations related to regulatory requirements of the Charity Commission, and we considered the extent to which non-compliance might have a material effect on the financial statements. We also considered those laws and regulations that have a direct impact on the preparation of the financial statements such as Companies Act 2006, Charities Act 2011, payroll tax and sales tax.

We evaluated management's incentives and opportunities for fraudulent manipulation of the financial statements (including the risk of override of controls), and determined that the principal risks were related to posting inappropriate journal entries and management bias in certain accounting estimates and judgements such as the income recognition policy applied to grant income. Audit procedures performed by the engagement team included:

- Inspecting correspondence with regulators and tax authorities;
- Discussions with management including consideration of known or suspected instances of non-compliance with laws and regulation and fraud;
- Evaluating management's controls designed to prevent and detect irregularities;
- Review of minutes of meetings to identify expected material amounts of voluntary income;
- Identifying and testing journals, in particular journal entries posted with unusual account combinations, postings by unusual users or with unusual descriptions; and
- Challenging assumptions and judgements made by management in their critical accounting estimates, including review of how grant income has been recognised at the year end.

A further description of our responsibilities for the audit of the financial statements is located on the Financial Reporting Council's website at: www.frc.org.uk/auditorsresponsibilities.

This description forms part of our auditor's report.

Use of our report

This report is made solely to the charitable company's members, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006. Our audit work has been undertaken so that we might state to the charitable company's members those matters we are required to state to them in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the charitable company and the charitable company's members, as a body, for our audit work, for this report or for the opinions we have formed.



Murtaza Jessa
(Senior Statutory Auditor)

For and on behalf of Haysmacintyre LLP, Statutory Auditor
10 Queen Street Place
London
EC4R 1AG
UK

28 May 2021

Financial statements

Statement of financial activities (including income and expenditure account)

For the year ended 31 December 2020

	Notes	Unrestricted funds 2020 £'000	Unrestricted funds 2019 £'000	Restricted funds 2020 £'000	Restricted funds 2019 £'000	Total 2020 £'000	Total 2019 £'000
Income and endowments from:	4						
Donations and legacies							
Institutional grants		1,246	1,147	-	-	1,246	1,147
Donations		3	2	-	-	3	2
Charitable activities							
Working with people directly affected by violent conflict to find lasting solutions		623	707	9,542	9,595	10,165	10,302
Shaping policies and practices to reduce and prevent violence, and to support sustainable peace		341	412	4,476	3,641	4,817	4,053
Collaborating with all those striving for peace to strengthen our collective voice and impact		48	59	1,363	1,090	1,411	1,149
Investments		3	2	12	23	15	25
Total income		2,264	2,329	15,393	14,349	17,657	16,678
Expenditure on:							
Raising funds		373	427	-	-	373	427
Charitable activities							
Working with people directly affected by violent conflict to find lasting solutions		1,117	918	8,687	9,543	9,804	10,461
Shaping policies and practices to reduce and prevent violence, and to support sustainable peace		730	703	4,132	3,817	4,862	4,520
Collaborating with all those striving for peace to strengthen our collective voice and impact		300	284	1,201	731	1,501	1,015
Total expenditure	2	2,520	2,332	14,020	14,091	16,540	16,423
Net income/(expenditure)		(256)	(3)	1,373	258	1,117	255
Transfers between funds			86		(86)		
Exchange rate gain/(loss)			(373)	54		54	(373)
Net movement in funds		(256)	(290)	1,427	172	1,171	(118)
Total funds brought forward at 1 January		1,940	2,230	2,857	2,685	4,797	4,915
Total funds carried forward at 31 December		1,684	1,940	4,284	2,857	5,968	4,797

Balance sheet

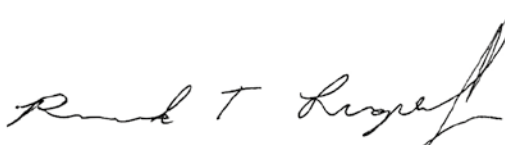
At 31 December 2020

	Notes	2020 £'000	2019 £'000
Fixed assets			
Tangible assets	10	33	56
Current assets			
Debtors	11	1,353	955
Cash at bank and in hand		6,599	5,966
		7,952	6,921
Creditors			
Amounts falling due within one year	12	2,017	2,180
		2,017	2,180
Net current assets			
		5,935	4,741
Total net assets			
	14	5,968	4,797
Funds			
Unrestricted			
General funds		1,500	1,500
Designated Fund for Foreign Exchange Movement			
Designated Fund for Development		34	290
Designated to Organisational Investment Fund		150	150
		1,684	1,940
Restricted			
		4,284	2,857
	15	5,968	4,797

Approved by the Board of Trustees and authorised to issue on 24 May 2021 and signed on its behalf by:



Carey Cavanaugh
Chair



Richard Langstaff
Honorary Treasurer

Company Registration Number 2153193

The notes on pages 38 to 52 form part of these financial statements.

Statement of cash flow

For the year ended 31 December 2020

	Notes	2020 £'000	2019 £'000
Cash flows from operating activities:			
Net cash provided by operating activities	Note 16	618	(841)
Cash flows from investing activities:			
Interest from deposits		15	25
Purchase of tangible fixed assets	Note 10		(43)
Net cash provided by investing activities		15	(18)
Change in cash and cash equivalents in reporting period		633	(859)
Cash and cash equivalents at the beginning of the reporting period		5,966	6,825
Cash and cash equivalents at the end of the reporting period		6,599	5,966

Notes to the financial statements

1. Accounting policies

- a) These financial statements are prepared on a going concern basis, under the historical cost convention, modified to include certain financial instruments at fair value. The financial statements are prepared in sterling, which is the functional currency of the charity. Monetary amounts in these financial statements are rounded to the nearest pound. The principal accounting policies adopted are set out below.

The financial statements have been prepared in accordance with the Financial Reporting Standard applicable in the UK and the Republic of Ireland (FRS 102). The charitable company is a public benefit company for the purposes of FRS 102, and the charity has also prepared its financial statements in accordance with the Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and the Republic of Ireland (FRS 102 Charities SORP), the Companies Act 2006 and the Charities Act 2011.

The trustees have assessed whether the use of the going concern basis is appropriate and have considered possible events or conditions that might cast significant doubt on the ability of the charity to continue as a going concern. The trustees have made this assessment for a period of at least one year from the date of approval of the financial statements. In particular, the trustees have considered the charity's forecasts and projections and have taken account of pressures on donation and investment income. After making enquiries, the trustees have concluded that there is a reasonable expectation that the charity has adequate resources to continue in operational existence for the foreseeable future. The charity therefore continues to adopt the going concern basis in preparing its financial statements.

In preparing financial statements, it is necessary to make certain judgements, estimates and assumptions that affect the amounts recognised in the financial statements. In the view of the trustees in applying the accounting policies adopted, no judgements were required that have a significant effect on the amounts recognised

in the financial statements and no estimates or assumptions made carry a significant risk of material adjustment in the next financial year.

- b) Incoming resources are accounted for when receivable. Grants receivable are credited to the Statement of Financial Activities as soon as the conditions of receipt have been satisfied. Income is classified under two principal categories of grants and donations, and charitable activities. Incoming resources for charitable activities are analysed using the same categories as used for resources expended.
- c) Restricted funds are grants received for specific purposes as laid down by the donor. Expenditure that meets these criteria is charged to these funds. Funds unspent at the year-end that will be spent in future accounting periods are carried forward as restricted funds.
- d) Unrestricted funds are funds that can be freely used in accordance with International Alert's charitable objectives at the discretion of the trustees. Organisational Investment Funds are funds set aside by the trustees out of unrestricted general funds for specific future purposes or projects. A Designated Fund for Development has been created to set aside funds for development work of the charity's objectives during 2020.
- e) Grants to partner organisations are included in the Statement of Financial Activities when payment is incurred, as defined in the terms and conditions for the grant.
- f) Depreciation is provided in order to write off the cost of the assets over their estimated useful lives on a straight-line basis as follows:
- office equipment and computers over three years;
 - property improvements over seven to ten years; and
 - motor vehicles over three years.

Assets over a capitalisation limit of £1,500 are treated as fixed assets. Those not over £1,500 are written off to expenditure. Assets purchased from donor funding are written off to expenditure when acquired.

- g) Expenditure is classified under the two principal categories of raising funds and charitable activities. Costs of raising funds comprise salaries, direct costs and overheads of staff engaged in fundraising.

Charitable activities are all the resources expended on programme and project work that is directed at the achievement of International Alert's charitable aims and objectives. Such costs include the direct costs of the charitable activities together with those support costs incurred that enable these activities to be undertaken. Direct project costs have been allocated in accordance to resources expended against the stated activities.

Support costs have been apportioned on a reasonable, justifiable and consistent basis to each of the activity cost categories being supported. Support costs have been allocated either on the basis of time spent on the activity or on the basis of usage – that is, on the same basis as expenditure incurred directly in undertaking the activity.

Expenditure is accounted for on an accruals basis. Irrecoverable VAT is included with the item of expense to which it relates.

- h) Transactions in foreign currencies are translated into sterling at the rates of exchange published on a monthly basis. Assets and liabilities at the year-end are translated into sterling at the rate of exchange ruling at the balance sheet date. Exchange differences are accounted for in the Statement of Financial Activities. We have segregated foreign exchange gains and losses in separate designated funds, as shown in Note 15.

- i) No provision has been made for taxation, since all income is charitable and charitable status was obtained following incorporation.
- j) The charitable company as an employer contributes 10% of basic salary to the personal pension plans of its employees on the UK payroll who choose to take advantage of this scheme.
- k) Rentals payable under operating leases where substantially all the risks and rewards of ownership remain with the lessor are charged to the Statement of Financial Activities in the period in which they fall.
- l) Other financial instruments:
- Cash and cash equivalents: Cash and cash equivalents include cash at banks and cash in hand and in short-term deposits with a maturity date of three months or less.
 - Debtors and creditors: Debtors and creditors receivable or payable within one year of the reporting date are carried at their transaction price. Debtors and creditors that are receivable or payable in more than one year and not subject to a market rate of interest are measured at the present value of the expected future receipts or payment discounted at a market rate of interest.

2. Total resources expended

Activity or programme	Activities undertaken directly	Direct staff costs	Grant funding of activities	Support costs	2020 total
	£'000	£'000	£'000	£'000	£'000
Raising funds	226	113	-	35	374
Working with people directly affected by violent conflict to find lasting solutions	3,191	2,961	2,539	1,112	9,803
Shaping policies and practices to reduce and prevent violence, and to support sustainable peace	1,703	1,672	995	492	4,862
Collaborating with all those striving for peace to strengthen our collective voice and impact	543	327	431	200	1,501
	5,663	5,073	3,965	1,839	16,540
			(Note 6)	(Note 3)	

Activity or programme	Activities undertaken directly	Direct staff costs	Grant funding of activities	Support costs	2019 total
	£'000	£'000	£'000	£'000	£'000
Raising funds	301	91	-	35	427
Working with people directly affected by violent conflict to find lasting solutions	3,609	3,018	2,692	1,142	10,461
Shaping policies and practices to reduce and prevent violence, and to support sustainable peace	1,562	1,688	767	503	4,520
Collaborating with all those striving for peace to strengthen our collective voice and impact	406	220	190	199	1,015
	5,878	5,017	3,649	1,879	16,423
			(Note 6)	(Note 3)	

3. Support cost breakdown by activity

Support cost	Raising funds	Working with people directly affected by violent conflict to find lasting solutions	Shaping policies and practices to reduce and prevent violence, and to support sustainable peace	Collaborating with all those striving for peace to strengthen our collective voice and impact	2020 total	Basis of allocation
	£'000	£'000	£'000	£'000	£'000	
Management	6	59	51	43	159	Time
Finance	5	199	63	9	276	Usage
Information technology	5	202	69	14	290	Usage
Human resources	4	142	58	19	223	Usage
Facilities	9	360	118	21	508	Usage
Communications	7	149	133	94	383	Time
	36	1,111	492	200	1,839	

Support cost	Raising funds	Working with people directly affected by violent conflict to find lasting solutions	Shaping policies and practices to reduce and prevent violence, and to support sustainable peace	Collaborating with all those striving for peace to strengthen our collective voice and impact	2019 total	Basis of allocation
	£'000	£'000	£'000	£'000	£'000	
Management	3	36	32	26	97	Time
Finance	6	230	74	12	322	Usage
Information technology	5	202	70	16	293	Usage
Human resources	5	155	67	24	251	Usage
Facilities	9	362	121	22	514	Usage
Communications	7	157	139	99	402	Time
	35	1,142	503	199	1,879	

4. Total incoming resources

	2020 £'000	2019 £'000
Institutional funding		
Agence Française de Développement	11	(3)
Australian Department of Foreign Affairs and Trade (Australian Aid)	733	829
Austrian Development Agency	35	65
British Council	135	212
Conflict, Stability and Security Fund, UK	1,011	439
Department for International Development, UK	328	4
Department for International Development, UK – Global Security Rapid Analysis/Peace Research Partnership project		317
Department of Foreign Affairs and Trade, Republic of Ireland – Core grant	128	133
Deutsche Gesellschaft für Internationale Zusammenarbeit	210	62
European Commission	2,003	778
Federal Department of Foreign Affairs, Switzerland	154	479
Foreign and Commonwealth Office, UK	245	907
Global Affairs Canada	446	327
Ministry of Foreign Affairs, Denmark		(2)
Ministry of Foreign Affairs, Netherlands – Restricted	1,103	999
Ministry of Foreign Affairs, Netherlands – Strategic Partnership	1,400	1,400
Ministry of Foreign Affairs, Norway		4
Swedish International Development Corporation Agency, Sweden – Core grant	1,059	1,096
Swedish International Development Corporation Agency, Sweden – Earmarked gender	168	165
Swedish International Development Corporation Agency, Sweden – Earmarked other grants	202	145
Swedish International Development Corporation Agency, Sweden – Restricted	1,586	565
Swiss Development Corporations		13
United Nations Development Programme	2,228	3,421
United Nations Educational, Scientific and Cultural Organization	72	45
United Nations Entity for Gender Equality and the Empowerment of Women	66	152
United Nations International Children's Emergency Fund	591	66
United Nations Interregional Crime and Justice Research		148
United States Agency for International Development	329	1,117
United States Department of State	1,346	1,062
United States Institute of Peace	16	
World Bank Group	193	307
	15,798	15,252
Foundations, trusts and other organisations		
Bonn International Center for Conversion		8
Durham University	(8)	8
Finnish University Partnership for International Development		10
Helvetas Swiss Intercooperation		3
Institut für Auslandsbeziehungen – Zivik		(1)
Intergovernmental Authority on Development	62	
International Development Law Organization		6
International Rescue Committee	20	
King's College London	10	10
Landell Mills	77	
London Metropolitan University	1	
Nordic International Support Foundation	190	1
Norwegian People's Aid	4	5
Oleoducto Central SA		26

Organisation for Economic Cooperation and Development	38	
Oxford Policy Management	166	8
Pickwell Foundation	14	10
Saferworld	96	209
Save the Children	6	6
SOAS University of London		(5)
Stichting IHE	53	1
Stichting the Network University		3
Street Child		4
Terre des Hommes		(3)
UnionAID	36	37
Voluntary Service Overseas	479	400
World Vision	104	181
	1,348	927
Corporate and private individuals, bank interest and other donations/income		
Adam Smith International		13
Anglo American Services Ltd.	(3)	195
Bank interest	14	24
Cerrejón Mining Company		48
Development Alternative Initiative	65	
German Technical Cooperation Agency		23
Gran Tierra Energy Inc.		29
International Petroleum Industry Environmental Conservation Association		4
Management Systems International	345	
Other donations/income	63	29
Thomson Media	2	
TradeMark East Africa		88
Trans Adriatic Pipeline AG	25	45
Turcan Connell		1
	511	499
Total income	17,657	16,678

5. Staff numbers and costs

The average numbers of employees during the year were as follows:

	2020	2019
	No.	No.
Raising funds	5	3
Charitable activities – direct	39	37
Charitable activities – support	21	22
Overseas staff	190	178
	255	240

Staff costs during the year were as follows:

	2020	2019
	£'000	£'000
Salaries	3,031	2,926
Employer's National Insurance contributions	277	275
Pension costs	305	302
Overseas staff cost	3,260	3,254
	6,873	6,757

During the year, redundancy payments made amounted to £182,107.31 (2019: £51,451) as a result of a restructuring of the charity.

The numbers of employees receiving emoluments in the following ranges were:

	2020	2019
	No.	No.
Between £60,000 and £69,999	8	3
Between £70,000 and £79,999	2	1
Between £80,000 and £89,999	0	2
£90,000 and above	1	0

Pension contributions amounting to £75,387 were made during 2020 for employees whose emoluments for the year exceeded £60,000 (2019: £49,298).

Key management personnel include the Chief Executive Officer and Principal Officers reporting directly to the Chief Executive Officer. The total employee remuneration of the charity for 2020 for key management personnel was £371,358 (2019: £289,077) and pension was £33,118 (2019: £25,714).

6. Grants funding of activities – Grants to partners

	2020	2019
	£'000	£'000
Aboitiz Power		
Action pour la Solidarité et la Paix	140	104
Action pour le Développement des Populations Défavorisées	(6)	12
Action pour le Développement et la Paix Endogènes	21	168
Afghan Women's Education Center	63	54
African Youths for Peace Development and Empowerment Foundation	23	
Aide et Action pour la Paix	75	66
Antenna Foundation Nepal	2	
Appui au Développement de l'Enfant en Détresse	127	94
Areg Balayan		15
Armine Vanyan		4
Artsakh Volunteer Union		5
Artsakhertum Youth NGO		6
Artsvit Gallery	4	
Association de la Jeunesse pour la Promotion des Droits de l'Homme et Développement	50	77
Association for Repatriated Women in Burundi	73	25
Association Malienne pour la Survie au Sahel	26	51
Association Modeste et Innocent	1	2
Association Paysanne pour le Développement Integral		92
Association Rwandaise des Conseillers en Traumatisme	9	36
Associations des Commerçants Transfrontaliers du Burundi	4	
Azat Adamyan		6
Basmeh and Zeitooneh	60	25
BBC Media Action	152	273
Benishyaka Association	1	4
Bilozerka Center for Regional Development		4
Bureau pour le Volontariat au Service de l'Enfance et de la Santé	122	75
Bwishyaza Coffee cooperative	4	
Caprocyu cooperative	4	
Caritas Byumba	4	
Caritas Développement Uvira		95
CDA Collaborative Learning Projects	123	49
Célébrons le Courage de la Femme	17	
Center for International Private Enterprise	109	
Centre for Cultural Relations – Caucasian House	44	6
Centre for Lebanese Studies	33	
Centre for Social Cohesion, Peace and Empowerment	128	29
Child Smile	1	6
Chuhuvivska Pravozakhysna Hrupa		4
Cofar	4	
Collectif Alpha Ujuvi	40	23
Commission Épiscopale Justice et Paix du Rwanda	41	21
Committee of Voters of Ukraine	4	4
Conciliation Resources	35	144
Cooperative d'Epargne et de Credit de CAHI	6	
Cooperative pour la Valorisation des Marais de Burera	4	
Coribaru cooperative	4	
Crisis Management Initiative	81	12
Crisis Media Center Siverskyi Donets		4

Damma Foundation	2	2
Department of Foreign Affairs and International Trade, Canada		(4)
Dnipro League of Social Workers	4	
Duhuzintego Bahimba	4	
Equal Opportunity Space	1	5
European Movement in Artsakh		(8)
European Network for Central Africa	15	
Faith Victory Association	56	27
Farodis	18	
Federation of Muslim Women's Associations in Nigeria		
Federation of Nepali Journalists	26	1
Focus on Arid Land and Integrated Development	29	20
Fund for Development of Spiritual Culture 'lyman'		8
Fund for Social and Cultural Initiatives	48	9
Gamkhori	15	
Gender Club Dnipro	4	
Gender Equality, Peace and Development Center	59	24
Go Group Media		11
Groupe Milima		155
Grow Strong Foundation	49	
Guichet d'Économie Locale du Sud-Kivu	53	31
Harmony NGO		6
Health Care Development Focus Initiative		(4)
Hope and Peace Foundation	1	2
Horn of Hope Vision for Peace and Community Development in Nigeria	74	
I Change		11
Indatwa-Kayonza cooperative	4	
Info Change Pvt Limited	6	19
Innovation et Formation pour le Développement et la Paix		184
Institute of Human Rights Communication Nepal	16	
International Alert Europe		58
International Association of Business and Parliament		3
International Peace Information Service	109	
Inyenyeri Itazima	2	2
Irina Gabrielyan		5
Journalists for Democracy and Human Rights		0
Justice Plus	66	
Kachinland Research Centre		1
Kairos Sri Lanka		1
Kaputir Resource Management Organisation	86	84
Karitas Sambirsko-Drohobytskoi Yeparkhii	5	4
Kaw Lah Foundation	(1)	31
Kenya Muslim Youth Alliance	1	
Kharkiv Regional Association of Community Initiatives	4	7
Kharkiv Volunteer Center		4
Kishimi Shelter and Care Foundation	33	
Koaiga Imitoma cooperative	4	
Kristina Alahverdyan		5
Kvinna till Kvinna	60	6
Laissez l'Afrique Vivre	54	17
Legal Aid and Consultancy Centre	102	136
Levon Arshakyan		4
LINKS		23
Lupah Sug Bangsamoro Women Association	8	26

Madhes Human Rights Home	169	63
Maksym Serhiyovych Ieligulashvili		13
Mariupol Youth Union	6	6
Mayrutyun NGO		5
Mindanao Business Council		
Nepal Madhesh Foundation	11	37
Nune Tovmasyan		4
Observatoire Gouvernance et Paix	91	
Open Society NGO		6
Otava	4	
Peace and Durable Development	4	
PeaceNet Kenya	56	17
Phan Tee Eain	23	1
Pole Institute	114	5
Pro-Femmes Twese Hamwe		3
Public Journalism Club		3
Regional Analytical Center Ukraine	5	5
Réseau d'Innovation Organisationnelle/Centre Régional de Paix	13	125
Rivets Learning	27	
Rutengroc	3	
Rwanda Organization for Development Initiatives	6	3
Saferworld	271	225
Samagra Jan-Utthan Kendra	89	74
Sawa for Development and Aid	78	
Sociétés de Microfinance Congolais	14	
Solidarité des Femmes Activistes pour la Défense des Droits Humains	(2)	92
Solidarité des Femmes de Fizi pour le Bien-Être Familial	55	16
Solidarité des Volontaires pour l'Humanité	68	122
Station Kharkiv		4
Strong Community	4	
Support Center of Young Women	4	
Sushan Ghahriyan		10
Taimako Community Development Initiative	22	
TASBIKka, Inc.	18	37
The Lebanese Women Democratic Gathering	1	2
The Story Kitchen		5
Thomson Media	82	118
THRD Alliance		8
Transcultural Psychosocial Organization Nepal	7	
Umoja in Action	46	
Union des Groupes d'Actions Fitz-Itombwe		97
United Nations Development Programme		(1)
University of Notre Dame	1	16
Vector Youth		6
Viktoria	4	
Western Mindanao State University		6
Women of Western Donba	4	
Yaung Chit Thit	18	
Yelena Sarkisyan		5
Youth Dnepr	4	
	3,965	3,649

7. Trustees' remuneration

Trustees received no remuneration in 2020 (2019: nil). In 2020, costs of travel, accommodation and related expenses reimbursed to nine trustees amounted to £1,415 (in 2019, nine trustees received £15,085).

8. Trustees' liability insurance

The cost of trustees' liability insurance for 2020 was £4,702 (2019: £4,200)

9. Included in the income and expenditure are:

	2020 £'000	2019 £'000
Statutory audit fees	(14)	(13)
Audit fees – other services	(6)	(11)
Project audit fees	(53)	(82)
Depreciation	(23)	(10)
Defined benefit pension scheme contributions	(5,870)	(302)
Foreign exchange gains/(loss)	54	(373)

10. Tangible fixed assets

	Property improvements £'000	Office equipment and computers £'000	Motor vehicles £'000	Total £'000
Cost				
At 1 January 2020	286	177	93	556
Additions	-	-	-	
At 31 December 2020	286	177	93	556
Accumulated depreciation				
At 1 January 2020	286	136	78	500
Charge for year	-	14	8	23
At 31 December 2020	286	150	86	523
Net book values				
At 31 December 2020	-	27	7	33
Net book values				
At 31 December 2019	-	41	15	56

11. Debtors

	2020 £'000	2019 £'000
Grant income	1,164	696
Receivable from associated charity	50	116
Prepayments	99	91
Sundry debtors	40	52
	1,353	955

12. Creditors

	2020	2019
	£'000	£'000
Trade creditors	29	31
Taxation and social security	97	152
Accrued expenditure	123	265
Deferred income	1,535	1,534
Pension creditors	171	186
Sundry creditors	62	12
	2,017	2,180

Note 12.a

12.a Deferred income

	2020	2019
	£'000	£'000
Opening balance	1,534	1,533
Less: Realised during the year	(1,534)	(1,533)
Add: Deferred income during the year	1,535	1,534
	1,535	1,534

Deferred income relates to grants received in 2020 for 2021 projects.

13. Commitments

At 31 December 2020, International Alert was committed to making the following payment under non-cancellable operating leases in the year to 31 December 2021.

Operating leases which expire	Land and buildings		Other	
	2020	2019	2020	2019
	£'000	£'000	£'000	£'000
Within one year	207	207	-	13
Within two to five years	149	356	-	-
Over five year	-	-	-	-

14. Analysis of net assets between funds

	Unrestricted funds	Restricted funds	Total funds	Unrestricted funds	Restricted funds	Total funds
	2020	2020	2020	2019	2019	2019
	£'000	£'000	£'000	£'000	£'000	£'000
Fixed assets	33	-	33	56	-	56
Current assets	3,183	4,764	7,946	3,386	3,535	6,921
	3,216	4,764	7,979	3,442	3,535	6,977
Less: Creditors	1,471	541	2,012	1,502	678	2,180
	1,745	4,223	5,967	1,940	2,857	4,797

15. Movement on funds

The overall movement on funds is shown below. The restricted funds comprise unexpended balances of grants held on trust to be applied for specific purposes.

	At 1 January 2020 £'000	Movements between funds £'000	Incoming resources £'000	Outgoing resources £'000	Other transfers	At 31 December 2020 £'000
Restricted funds*						
Africa	2,459		8,503	(8,115)		2,847
Asia	(32)		2,893	(3,078)		(217)
Europe, Middle East and North Africa	(95)		3,070	(2,081)		894
Peacebuilding Advisory Unit/Global Issues	525		927	(746)		706
Designated Fund for Foreign Exchange Movement*				54		54
	2,857		15,393	(13,966)		4,284
Unrestricted funds						
Unrestricted funds	1,500		2,264	(2,520)	256	1,500
Designated Fund for Foreign Exchange Movement*			-	-		
Designated Fund for Development**	290		-		(256)	34
Designated to Organisational Investment Fund***	150		-	-		150
	1,940		2,264	(2,520)		1,684
Total funds	4,797		17,657	(16,486)		5,968

* Restricted funds: The restricted balance of £4.3 million includes expenditure totalling £2.14 million that has not been reimbursed by donors. This is in line with project activities and the funds in this regard will be forthcoming from donors in 2021.

** Designated Fund for Foreign Exchange Movement: This fund denotes net book gains made on foreign currency accounts. During 2020, the company made exchange gains aggregating £54,000. These funds will be used for exchange rate losses during 2021 and beyond.

*** Designated Fund for Development/Contingencies: £256,000 was transferred from the Designated Fund for Development to the General Unrestricted Fund for organisational development and operations. Due to positive results at the end of 2020, £34,000 was set aside in the fund surplus to sustain the organisational development and operations, in line with the charity's objectives during 2021. These funds will be utilised during 2021 and beyond.

**** Designated Organisational Investment Fund: During 2020, no funds were drawn from the Organisational Investment Fund. These funds will be used in 2021 to support organisational development and operations.

	At 1 January 2019 £'000	Movements between funds £'000	Incoming resources £'000	Outgoing resources £'000	Other transfers	At 31 December 2019 £'000
Restricted funds*						
Africa	982	-	9,192	(7,715)	-	2,459
Asia	21	-	3,197	(3,250)	-	(32)
Europe, Middle East and North Africa	1,210	-	915	(2,220)	-	(95)
Peacebuilding Advisory Unit/Global Issues	472	(86)	1,045	(906)	-	525
	2,685	(86)	14,349	(14,091)	-	2,857
Unrestricted funds						
Unrestricted funds	1,500	293	2,329	(2,332)	(290)	1,500
Designated Fund for Foreign Exchange Movement**	279	94	-	373	-	-
Designated Fund for Development***	193	(193)	-	-	290	290
Designated to Organisational Investment Fund****	258	(108)	-	-	-	150
	2,230	86	2,329	(2,705)	-	1,940
Total funds	4,915	-	16,678	(16,796)	-	4,797

* Restricted funds: The restricted balance of £2.86 million includes expenditure totalling £1.81 million that has not been reimbursed by donors. This is in line with project activities and the funds in this regard will be forthcoming from donors in 2020.

** Designated Fund for Foreign Exchange Movement: This fund denotes net gains and losses made on foreign currency accounts. During 2019, the company made exchange losses aggregating £373,000, bringing the balance to a deficit of £94,000. A transfer was made from the Designated Fund for Development to bring the balance to nil at the end of 2019.

*** Designated Fund for Development/Contingencies: As planned, £193,000 was transferred from the Designated Fund for Development to the General Unrestricted Fund for organisational development and operations (£99,000) and the Designated Fund for Foreign Exchange Movement (£94,000). Due to positive results at the end of 2019, £290,000 was transferred from the General Unrestricted Fund to the Designated Fund for Development. These funds will be utilised during 2020 and beyond. £290,000 was transferred from the General Unrestricted Fund to assist with organisational development and operations, in line with the charity's objectives during 2020. These funds will be utilised during 2020 and beyond.

**** Designated Organisational Investment Fund: During 2019, £108,000 was drawn from the Organisational Investment Fund and transferred to the General Unrestricted Fund to support organisational development and operations. The balance on the fund will allow the charity flexibility towards programme investment and organisational growth during 2020 and 2021.

16. Notes to the cash flow statement

Reconciliation of net income to net cash flow from operating activities

	2020	2019
	£'000	£'000
Net income for the period	1,117	255
Interest from deposits	(15)	(25)
Depreciation	23	10
Exchange rate gain/(loss)	54	(373)
(Increase)/decrease in debtors	(398)	(306)
Increase/(decrease) in creditors	(163)	(402)
Net cash inflow/(outflow) from operating activities	618	(840)

17. Analysis of changes in net debt

	At 1 January 2020 £'000	Cash flows £'000	At 31 December 2020 £'000
Cash and cash equivalents			
Cash	5,966	633	6,599
	5,966	633	6,599

18. Related party transactions

- (i) A trustee and members of key management personnel are on the Board of Trustees of Stichting International Alert in the Netherlands.
- (ii) During 2020, International Alert donated to its affiliate Stichting International Alert £103,464 (2019: £46,000).

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