



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.

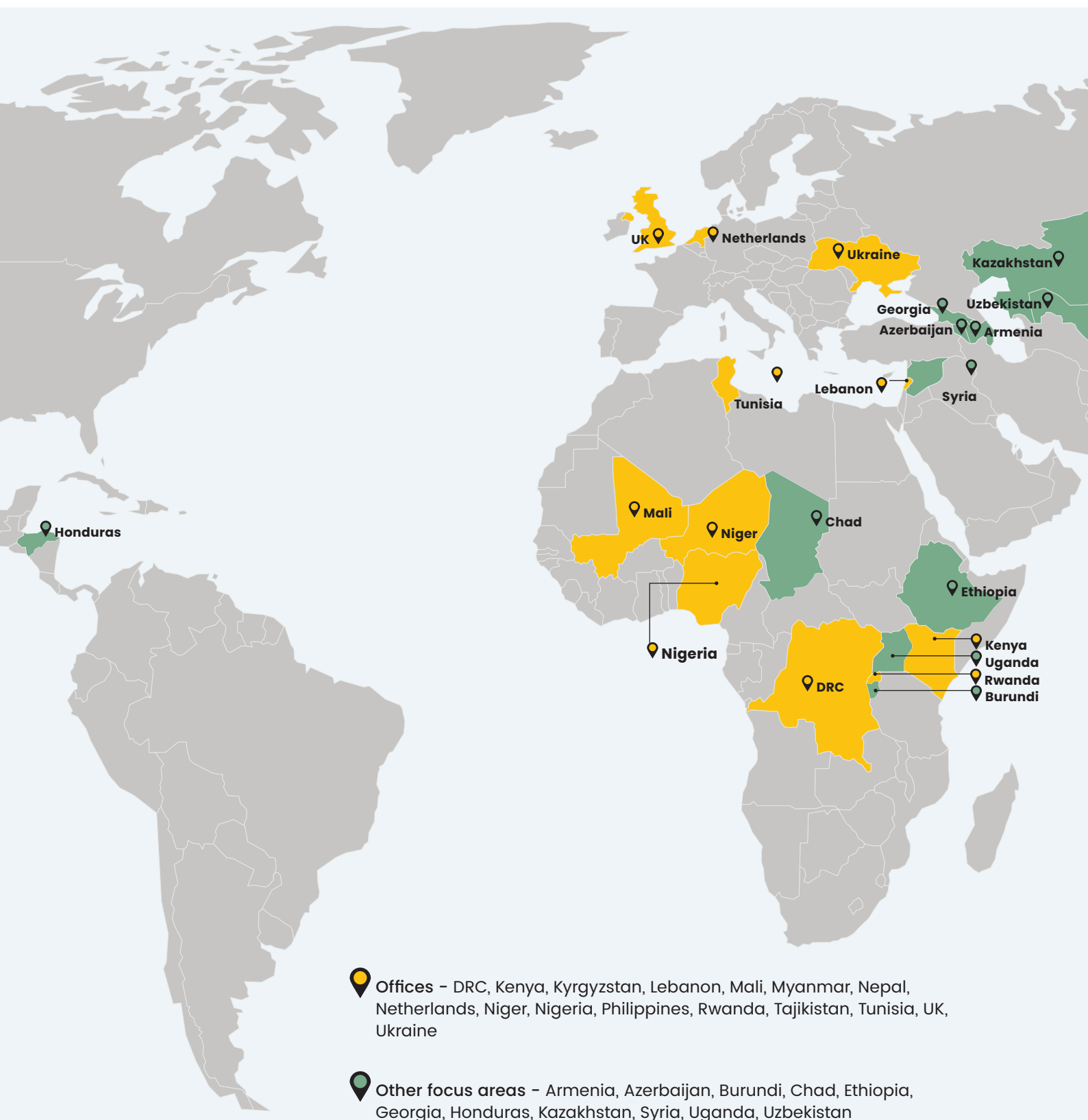
We value progress, fairness, respect, inclusion and openness.

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.





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 of 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 Pesshaf, 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.

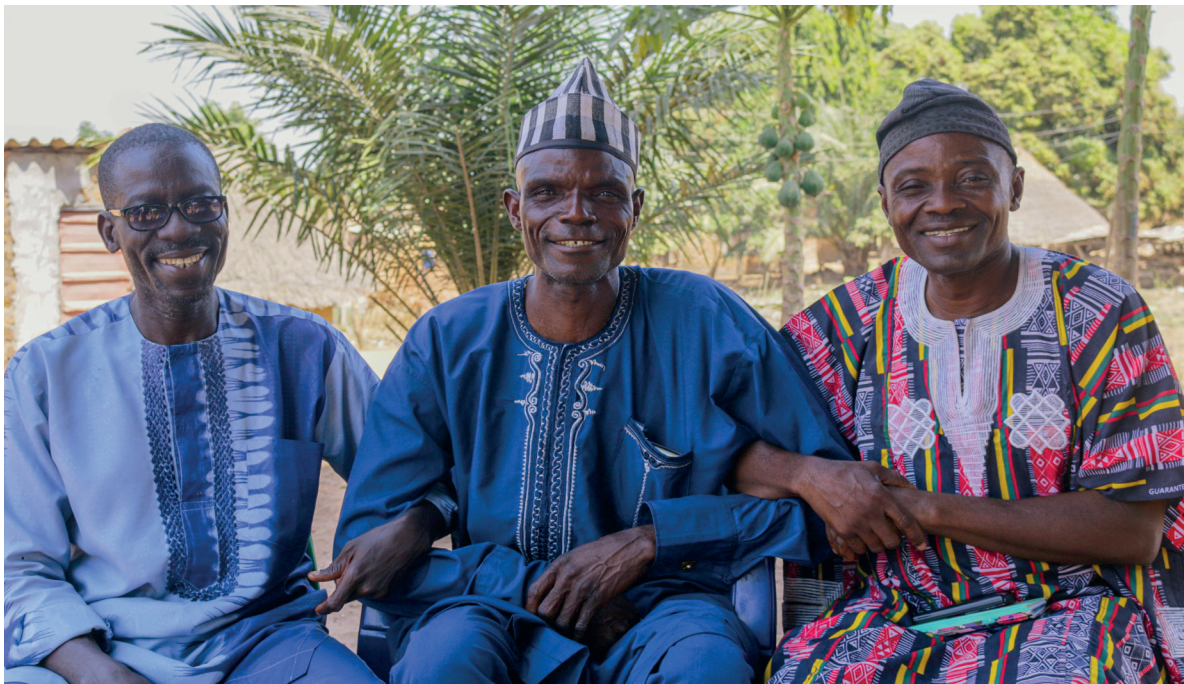


Alice, a participant from one of the projects in Rwanda studied for our Peace of Mind report. © Jimmy Adam Ndayizigiye/International Alert

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>Briddge 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 Maselfield 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.

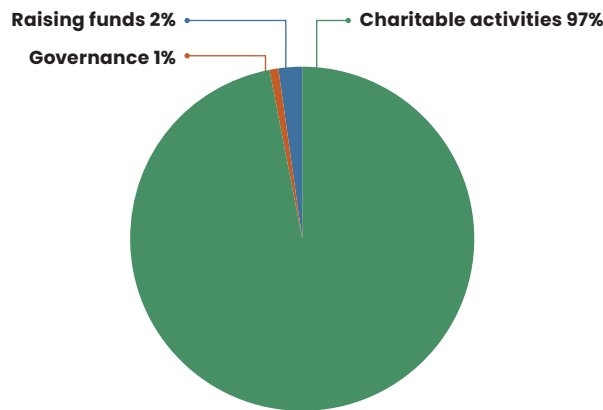
Our financial review

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.



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:

Act For Change

Agence Française de
Développement

Austrian Development Agency

British Council

Cleen Foundation

Conciliation Resources

Department of Global Affairs,
Canada

Deutsche Gesellschaft für
Internationale Zusammenarbeit

Development Alternative
Initiatives

European Centre For
Development Policy
Management

European Commission

European Union External
Actions

Federal Department of Foreign
Affairs, Switzerland

Food And Agriculture
Organisation Of The United
Nations

Ford Foundation

Foreign, Commonwealth &
Development Office

Friedrich Ebert Foundation

International Fund For
Agricultural Development

KfW

Kings College London

London Metropolitan University

Mines Advisory Group

Ministry of Foreign Affairs,
Denmark

Ministry of Foreign Affairs,
Finland

Nordic International Support
Foundation

Norwegian Refugee Council

Oxford Brookes University

Pact

Peacenexus Foundation

Pears Foundation

Profemmes

Stichting Netherland Institute

Swedish Postcode Lottery
Foundation

Tearfund

The African Alliance

UnionAID

United Nations Development
Fund for Women

United Nations Development
Programme

United Nations International
Children's Emergency Fund

United Nations Office for
Project Services

United State Institute of Peace

United States Agency for
International Development

United States Department of
State

Voluntary Service Overseas

World Bank Group

World Vision

Zinc Network

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
Dunyoi 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:

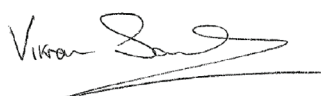
- inspecting correspondence with regulators and tax authorities;
- discussions with management including consideration of known or suspected instances of non-compliance with laws and regulation and fraud;
- evaluating management's controls designed to prevent and detect irregularities;
- review of minutes 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	4	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							
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	15	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
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

	Raising funds	Charitable activities	Governance	2023 Total	Basis of allocation
Support cost	£'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	

	Raising funds	Charitable activities	Governance	2022 Total	Basis of allocation
Support Cost	£'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
Communications	0	399	0	399	Time
Raising funds	147	121	105	373	Time
	374	1,894	279	2,547	

4. Total incoming resources

	2023 £'000	2022 £'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
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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 £'000	Office equipment and computers £'000	Motor vehicles £'000	Total £'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 2023 £'000	Group 2022 £'000	Charity 2023 £'000	Charity 2022 £'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

	Notes	Group 2023 £'000	Group 2022 £'000	Charity 2023 £'000	Charity 2022 £'000
Creditors		22	127	22	127
Taxation and social security		305	140	315	127
Accrued expenditure		246	222	246	222
Deferred income	12.a	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
	£'000	£'000	£'000	£'000
Operating leases which expire				
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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