INTERNATIONAL ALERT is an independent peacebuilding organisation working in over 20 countries and territories around the world. We work with people affected by violent conflict as well as at government, EU and UN levels to shape both policy and practice in building sustainable peace. We also seek to raise public awareness of the issues involved in peacebuilding, aiming to help the sector increase its effectiveness and profile.

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International Alert has been working for almost 20 years to build peace in countries and territories affected or threatened by violent conflict. This work reflects our vision of a world in which, when people pursue their human rights and seek chances of betterment for themselves and their communities, the conflicts that arise are pursued with honesty, with forthrightness, and also with wisdom so that they do not erupt into violence.

As I joined Alert at the end of 2003, it was clear to me that the organisation had many assets, including experience in a relatively new and complex field and an unusual combination of capabilities, both for working on the ground in conflict-affected regions and as a think tank. The knowledge and skills gained over nearly two decades can make a real contribution to a field that is increasing in significance and scale. The challenge is to do this as effectively as possible.

In 2004 I therefore launched a strategic review of our work, our goals, our identity and the organisation itself. The process involved management, staff and trustees in a series of discussions and cumulative decisions. This review re-affirmed our commitment to understand the root causes of violent conflict and then act to make a difference.

The review was the basis on which we have drawn up a strategic approach for the next five years that will allow us to use our skills and experience to the best advantage. We are committed to:

- Working together with people who live in areas affected or threatened by armed conflict to make a positive difference for peace
- Improving both the substance and implementation of international policies that affect peacebuilding and the prospects for peace
- Strengthening the peacebuilding sector through increasing its expertise and profile

The main purpose of this report is to give a broad overview of our work towards these goals in 2004-5. It reflects the emphasis we place on working in partnership with people, groups and communities in conflict zones. This is the foundation of our work and the cornerstone of our approach to peacebuilding – it is the people who are most directly affected who have the most important role in building peace and preventing the eruption of armed conflict. We seek not to replace their effort but to enhance it.

To carry out this kind of work effectively requires a strong organisational core and I would like to acknowledge the efforts that we have made in 2004 to develop this. We employ over 90 staff, based both in our London office and in conflict zones. We have taken a number of steps to ensure we have robust systems for IT, finance, human resources, office management, fundraising and communications. This contributes directly to our work in the field. Our developing information technology infrastructure, for example, allows staff members to share information and collaborate on project plans and implementation from anywhere in the world.

I would like to thank all of our staff for all their work in 2004-5 and we look forward to working closely together with our partners in 2006 and beyond.

Dan Smith
Secretary General
International Alert works in countries and regions that are experiencing armed conflict, facing the threat of it, or trying to deal with its aftermath. While peace cannot be made on their behalf, individuals, organisations and communities can be equipped with the knowledge and skills to help avoid or mitigate violence.

We do this by bringing together in dialogue people who are divided by conflict in order to develop mutual understanding and identify new solutions to persistent problems. We accompany partner organisations in conflict zones through peace processes and we strengthen their capacities to build lasting peace. We also work with them to connect the experiences of those affected by conflict with international and national policy processes, so that they are more likely to lead to lasting peace and development.

We work in the African Great Lakes, West Africa, Asia, the Caucasus and Colombia. In 2004-5, this included:

- Encouraging wider participation in Burundi’s elections
- Lobbying to bring an end to sexual violence in the Democratic Republic of Congo
- Promoting Rwandan women’s involvement in the post-genocide justice tribunals
- Bringing together West African civil society groups who work with governments on peace issues
- Working with people in Sao Tome and Principe to prepare for the impact of oil extraction
- Training media and traditional communicators in Liberia on responsible reporting
- Building confidence among Georgian and Abkhaz community groups
- Working with Armenians and Azerbaijanis to address the conflict over Nagorny Karabakh
- Researching the links between economy and conflict in the South Caucasus
- Working with the Sri Lankan private sector on conflict-sensitive rebuilding after the tsunami
- Supporting the development of a peace research centre in Nepal
Burundi, the Democratic Republic of Congo (DRC) and Rwanda may all officially be in transition or post-transition phases but peace in the region is fragile and each country faces a real risk of violent conflict recurring. The August 2004 massacre of over 160 Congolese refugees at the Gatumba refugee camp in Burundi by Burundian rebels tragically highlighted the inextricable links between the various conflicts in the Great Lakes, and the need for regional responses to the on-going violence. Nevertheless, Burundi was increasingly peaceful, moving through its transition period towards elections in 2005. In Rwanda, the Gacaca local justice system was successfully piloted, offering an opportunity to begin the reconciliation process – 10 years after the genocide. While there has been some progress on the transition in the DRC, the situation in the eastern Kivu provinces remains extremely fragile.

**Encouraging participation in Burundi’s elections**

Burundi prepared for elections during 2004. In a country where governance has always been in the hands of the elite based in the capital, Bujumbura, it is vital that men and women at the community level throughout the whole country engage in the politics and economics of peace and development.

Burundian women’s organisations have been actively lobbying for women’s inclusion and participation in the elections. Dushirehamwe, a long-time Alert partner, held awareness-raising sessions to encourage solidarity during the election period and mobilised women to participate in the local elections – both as voters and candidates.

Another Alert partner, l’Observatoire de l’Action Gouvernementale, an association of civil society groups, journalists and parliamentarians that raises public awareness of government policy, used Burundi’s main independent radio stations to spread its research findings in both French and Kirundi on electoral issues such as refugee repatriation and education policy, helping the public to make informed choices in the elections.

**Research and advocacy in the Democratic Republic of Congo**

Communities affected by conflict often have little input into the design of peacebuilding strategies that affect them. Connecting the experiences of ordinary people to policy processes is an important part of our work in the DRC and, in 2004, we focused on two major issues: sexual violence and the connection between resource exploitation and conflict.

The DRC is rich in minerals, fertile land and rainforest. The prospects for peace and stability would greatly improve if a larger proportion of income from its natural resources was not only retained within the country, but distributed more equitably at the local level. Together with the Pole Institute, a Goma-based research centre, we
The African Great Lakes

convened a seminar in Brussels, bringing together Congolese civil society representatives with policy-makers from the European Union and other major institutions to discuss the issue and develop recommendations for key decision-makers internationally and in the DRC.

Sexual violence against women and girls is one of the most horrifying aspects of the armed conflict in eastern DRC. Although troops from neighbouring countries have officially withdrawn from the region, sexual violence against women continues to be commonplace.

In 2004 Alert, together with our partners, the Réseau des Femmes pour un Développement Associatif (RFDA) and the Réseau des Femmes pour la Défense des Droits et la Paix (RFDP), lobbied and advocated on issues of sexual violence in the DRC, based on research carried out in 2003. The research involved interviews with 492 rape victims and 50 members of the armed forces. A representative from RFDP gave a presentation to the UN Security Council on the issue in November 2004 (see also p. 16).

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Justice and reconciliation in Rwanda

2004 marked 10 years since the genocide in Rwanda, as well as the first year of the post-transitional government. A community justice system known as Gacaca was adopted by the government to judge the 120,000 prisoners accused of war crimes, and Alert has been working for the past two years to encourage women – the main witnesses to and survivors of the genocide – to take part in the process.

Working with ProFemmes Twesehamwe, the main umbrella group for Rwandan women’s organisations, we provided training to 209 community leaders to facilitate awareness-raising meetings throughout the country. For over 130,000 people, these meetings have been a space for their communities to discuss, for the first time, what is needed for reconciliation in Rwanda.

In addition to raising awareness and creating a space for dialogue on Gacaca, Alert and ProFemmes lobbied for improvements to Gacaca law to remove some of the barriers women have faced in prosecuting perpetrators of sexual violence and torture.

Regional work

At the regional level Alert worked with AMANI, the Great Lakes parliamentarians’ peace forum, to prepare the ground for the DRC to become the seventh national member and establish an AMANI chapter in Kinshasa next year. We also facilitated two meetings of peace research analysts from the three core countries of the region (Burundi, DRC and Rwanda). The participants identified major causal factors in the regional conflict system and are beginning to develop a network to carry out policy research and advocacy.
International Alert has been working to build peace in West Africa for many years. In 2004, Côte D’Ivoire remained deeply unstable, experiencing intermittent episodes of armed violence with the potential to destabilise the fragile peace situation in its neighbouring countries of Liberia and Guinea. Liberia, still in recovery after many years of violent conflict, continued to lack services and infrastructure and suffered a number of violent ethnic/religious clashes. The deteriorating health situation of the Guinean President created the potential for violence there and a number of conflicts continued in Nigeria. Sierra Leone, however, was relatively peaceful in 2004 and Sao Tome and Principe began to establish the preliminary infrastructure and institutions required for the exploitation of oil.

Networks across the regions

Conflicts in West Africa tend to spill across borders, making regional initiatives to prevent conflict particularly important. In 2004 two Alert-backed forums for addressing security issues on a regional basis became formally established. Both the West African Civil Society Forum (WACSOF), which works as a platform for members of civil society to engage with the Economic Community of West African States (ECOWAS), and the Mano River Union Peace Forum (MRUPF), which works to build peace and monitor events in the MRU countries of Sierra Leone, Liberia and Guinea-Conakry, opened offices, developed constitutions and began a range of projects.

WACSOF now makes submissions to ECOWAS prior to each ECOWAS summit, ensuring that the voices and concerns of ordinary people are heard at the highest level. It has been widely credited with galvanising the ECOWAS heads of states to pay more attention to the situation in Côte D’Ivoire. The MRUPF has organised a series of workshops for women, youth, parliamentarians and media practitioners from the MRU countries to plan peacebuilding approaches within their sectors. These have been particularly successful: media practitioners, for example, have now developed an informal network which is used to exchange information, cross-check facts and provide mutual moral support in a political climate that does not always welcome freedom of the press.

Conflict prevention in Sao Tome and Principe: managing the impact of oil

When oil production begins in 2007 in Sao Tome and Principe (STP), it could bring great financial benefits to its population. However, if managed poorly, it also has the potential to create conflict, as it has in many other parts of the world. We have been working in STP since September 2004 to build the capacity of the media, parliamentarians and NGOs to prepare for these forthcoming oil revenues. Independent mass media that can scrutinise and question government decision-making are vital to ensuring transparency and accountability. However, misunderstanding of issues and lack of objective analysis by the media can also
stimulate conflict. In September 2004 we opened a media centre in Sao Tome to provide journalistic training on oil-related issues such as transparency and investigative reporting. We also began a programme of training for parliamentarians to encourage informed and responsible legislation on oil, covering issues such as transparency, accountability and reviewing state budgets and expenditure.

Few non-governmental organisations (NGOs) in Sao Tome and Principe feel able to influence government policy. Therefore, we have been working with FONG, the islands’ main association of NGOs, to increase members’ knowledge and understanding of oil issues and ensure that they are able to communicate the concerns of the population to policymakers. In April 2005 we brought together international experts, representatives of STP civil society and government, the oil industry, and representatives of civil society from Angola, Chad, Cameroon and Nigeria to share their experiences and perspectives during a two-day conference. This provided valuable lessons for Sao Tomean civil society and politicians, improving their understanding of oil investment and its implications for STP, as well as exploring how the issue has been handled in other countries from the Gulf of Guinea.

**Working with the media in Liberia**

Liberia is officially at peace; at the time of this publication elections were being held for the first time since the end of the civil war. However, many deep-rooted divisions and inequalities persist, particularly between those who live in the capital, Monrovia, and the rest of the country. In 2004 we began a new project to raise awareness about the upcoming elections and the fast developing political situation outside the capital. The project also aimed to ensure that those who feel marginalised and alienated can articulate their views, needs and rights through a strong independent media rather than resorting to violence.

A workshop held in Zwedru, Grand Geddah, in the east of Liberia, brought together 40 community radio journalists, regional correspondents of Monrovia-based media organisations, traditional communicators, popular dramatists, government public relations officers and teachers for training on media-related issues such as the role and responsibilities of the media in post-conflict reporting, media law and professional ethics, election reporting, and the code of conduct of the Press Union of Liberia.

Over 500 people from four counties attended a cultural festival in a village in the River Gee county (also in the east of Liberia) in an attempt to mend some of the fractures that were created during the violence. Participants dramatised traditional methods of conflict resolution through dance, music, singing and theatre and shared stories to reconfirm their unity as people of the same nation. The festival was attended by the Deputy Minister for Culture and Superintendents from the four counties – thus helping re-establish relationships between the counties and the central government in Monrovia.
Asia

The tsunami that hit the shores of Eastern and Southern Sri Lanka, Aceh in Indonesia, and many other coastal areas of South Asia at the end of 2004 claimed an estimated 280,000 lives and displaced millions. Its impact on conflicts in the region is still not clear. What is clear is that nothing will be the same again in the communities devastated by the waves. The huge injections of aid money that started pouring in since the beginning of 2005 are much needed. However, the past has shown that these humanitarian efforts are seldom conflict-sensitive and may have a negative impact on the affected countries. Elsewhere in Asia, peace negotiations in the Philippines were stalled and the conflict in Nepal significantly deteriorated with the King assuming absolute power in February 2005.

Working with the private sector in Sri Lanka

Prior to the tsunami, Sri Lanka had experienced a year of political change. 2004 began with the dissolution of parliament by President Kumaratunga, followed by elections in April which brought her to power as the head of a coalition. The political battles that preceded this had led to the stalling of the peace process with the Liberation Tigers of Tamil Eelam (LTTE), causing renewed frustration.

Our work in Sri Lanka is focused on the private sector, aiming to develop the positive contribution that it can make towards economic, social and political stability. One of our main partners, the Business for Peace Alliance (BPA), represents 17 chambers of commerce from all over the island. This group of business leaders is grounded in local communities and can reflect their different interests. Discussing one another’s problems and experiences of the conflict has greatly increased the members’ awareness and understanding of the causes and impacts of conflict. In this way, the BPA has fostered reconciliation, business-to-business relationships, and regional inclusion in the political and peace processes. Convening in all regions of the country, their projects combine private sector interests with peacebuilding. In 2004, for example, they arranged for members of regional business chambers to visit other areas of the island, partly to match investors with needs and opportunities, but also to promote understanding and reconciliation.

Following the tsunami, the BPA is playing a key role in ensuring aid to the country does not increase tensions. Control of development assistance had already been a key point of contention during the cease-fire and it is vital that the international community and policy-makers in Colombo understand the needs and wants of the tsunami-affected communities. Alert and the BPA arranged for BPA member chambers to support district coordinators in meeting with local populations, and then communicating their needs to those responsible for rebuilding and planning – helping them link development to the peace process.

Strengthening foundations for peace in Nepal

The royal takeover on 1st February 2005 marked a new phase in the gradual deterioration of the political and security
situation since the escalation of the civil war in 2001 and the dismissal of elected government in late 2002. In the context of diminishing spaces for development and political expression, mass support for a republic has been growing – only to be met by repression on both sides. The international community has been under mounting pressure to develop appropriate responses to the crisis, but has been unable to advance prospects for meaningful dialogue and civil society has only begun to find its voice amidst the turmoil.

Friends for Peace, a resource centre based in Kathmandu, is an attempt to address some of the issues that led to the failure of previous negotiations between the government and the Maoists by producing credible research on contentious issues central to the conflict. It began work in 2004, recruiting staff, setting up a central meeting space, building a library of materials on conflict and peacebuilding and developing a website. It has undertaken a number of research projects, including publications on security sector reform, small arms proliferation, relations with India and peace initiatives taking place in communities outside the capital. Working on peace issues has become particularly challenging in the current political climate but, as the situation deteriorates, there is even greater need for such a resource.

Supporting the peace process in the Philippines

The political situation in the Philippines remained deeply polarised in 2004 and the negotiations between the Government of the Republic of the Philippines (GRP) and the National Democratic Front (NDF) were stalled. Alert continued to support the peace process in a number of ways and at different levels.

Alert acted as a low-profile resource to the Norwegian facilitators and the negotiating panels of the conflict parties, providing briefings, exchanges, inputs and recommendations to help advance their efforts towards peace. We also worked to encourage peace-related politics in the country by assisting the emergence of a multi-partisan group of political leaders committed to a negotiated political outcome. Together with our main NGO partner in the region, GZO Peace Institute, we helped organise exchanges between Norwegian parliamentarians attending a conference in Manila, and key members of the Philippines Congress and Senate. This was an important step in broadening support for the GRP/NDF peace process at the political level.

Another important part of our work was to support citizen peace advocates in the Philippines, using our experience to assist them to think through approaches and encourage a new generation to continue the work towards peace in their country. We co-convened the annual gathering of representatives of peace organisations, members of the diplomatic community, government and international third-party facilitators working on conflicts in Southeast Asia to compare experiences and draw lessons. We also convened a gathering of academics, practitioners and political leaders to discuss two issues vital to building durable peace: governance and security sector reform.

Peacebuilding assessment in Central Asia

The five former Soviet republics of Central Asia share many of the background characteristics of the Caucasus region (see p. 10), yet conflicts in Central Asia are more diffuse, with poorly defined sides and issues. Issues that could lead to conflict are rooted in the way Central Asian states have taken shape since independence, and in the impact of the turbulent neighbourhood in which they are located. The most potent challenges relate to the issues of governance, the role of the security sector, a strong reliance on a shadow economy and labour migration, and the challenge of a peaceful political succession.

Realising that this is a crucial moment for the region, International Alert has initiated a regional strategic peacebuilding assessment in Central Asia – a process of research and consultation that aims to compile a comprehensive analysis of both the conflict potential in the region, and the record of engagement at the local, national and international level. The resulting Strategic Peacebuilding Framework will be published in English and Russian, offering a number of recommendations to various stakeholders.
2004 was a year of generational political change in the Caucasus. The ‘Rose Revolution’ in 2003 in Georgia and the death of President Haidar Aliyev in Azerbaijan marked the beginning of a new period for the region and had a significant impact on the conflict dynamics.

In the summer hostilities resumed between Georgia and South Ossetia, seriously undermining the formal settlement process and harming unofficial relationships built up over the past 10 years between the sides. In Abkhazia the latter half of the year was characterised by events preparing for and reacting to the de facto presidential elections. As a result, in January 2005 a new president was inaugurated, following a political crisis that only narrowly avoided a serious confrontation and widespread bloodshed. The events demonstrated the strength of Abkhaz civil society and the commitment of Abkhaz citizens to determine their own future, even in the face of enormous outside pressure. Elsewhere in the South Caucasus hostile rhetoric grew, with little political development in the conflict between Armenians and Azerbaijanis over the territory of Nagorny Karabakh. In the North Caucasus the security situation deteriorated dramatically after the hostage situation in Beslan, North Ossetia, in September 2004.

Working with Armenians and Azerbaijanis to address the conflict over Nagorny Karabakh

The armed conflict over the territory of Nagorny Karabakh began in 1988 and worsened after the collapse of the Soviet Union in 1991. The situation has driven approximately 800,000 people out of their homes. While a cease-fire was agreed in 1994, there has been little progress towards a peaceful resolution since that then.

Since 2003 International Alert has been part of a coalition of international NGOs (known as the Consortium Initiative) that is working to address this conflict. The four members of the coalition bring their expertise in specific areas and work with a wide range of stakeholders. Alert focuses on increasing the likelihood of a negotiated settlement by strengthening the capacities of key civil society groups in Armenia, Azerbaijan and Nagorny Karabakh to engage with dialogue and support the peace process. In 2004 we held a series of events and activities aiming to strengthen and expand networks of civil society leaders working across the conflict divide – enhancing the role of communities in resolving the conflict, including those directly affected by the war. Our future work will focus on building trust and confidence between these groups and on supporting their efforts to develop long-term strategies to sustain civil society engagement in dialogue and peacebuilding. Alert is the lead agency in this initiative and hosts the coordination unit of the project.

Confidence-building between the Georgians and the Abkhaz

Because of the change in the Georgian government following the Rose Revolution and the de facto Abkhaz
Accompanying peace advocates in Colombia

Alert’s work in Colombia in 2004 focused on supporting the work of peace advocates in the country’s main peace formations, such as the Permanent Assembly, the Peace Network and the Peace Programme. We also collaborated with representatives of religious groups, with women in the Ruta Pacífica de las Mujeres, and with local business leaders in the Fundación Ideas por la Paz. An external evaluation conducted by Fundación Synergia in 2004 highlighted the value of Alert’s work, in particular, its technique of ‘silent diplomacy’ resulting in the transformation of relations between leaders, its capacity to work with sectors and people of diverse groups, generating trust and building links to sustain actions and processes. In brief, the evaluation concluded that, ‘given the quality and relevance of its contributions, Alert brings about qualitative changes in people’s capacity to contribute to peace-building processes’.

Our programme in Colombia comes to an end in 2005, when our focus will change to the Andean sub-region.
Awareness of sustainable peace processes at government and international levels has grown over the past decade but decision-makers at these levels need more insight into the practical consequences of their decisions and priorities in conflict regions. We work to ensure that the perspectives and priorities of our local partners are represented at the highest international levels and that the debates taking place at the international level are communicated to our local partners.

In 2004 we continued to focus on a number of peacebuilding issues including security, gender, business, conflict prevention and the European Union, and development assistance. As well as conducting research and advocacy work at national and international levels, we published a number of practical ‘toolkits’ or resource packs to enable those working in conflict zones (extractive industries, development agencies, donors and peace activists) to better understand their impact and put conflict-sensitivity at the centre of their thinking, planning and implementation. Projects included:

- Monitoring the implementation of international controls on small arms proliferation
- Advising international policy-makers and practitioners on the need to consider gender when working on small arms policy
- Producing a resource for women peace actors to use in their peacebuilding work in conflict zones
- Supporting Congolese partners to voice their concerns on sexual violence at the United Nations Security Council
- Providing tools for oil, gas and mining corporations to assess the impact of their operations in conflict-prone regions and make them more conflict-sensitive
- Research on the role of local business in building peace
- Developing guidelines for humanitarian and development organisations to make their work in conflict zones more conflict-sensitive
- Working with the international community to respond carefully to the state of emergency in Nepal
- Advising EU Presidencies on peacebuilding and conflict prevention policy
- Better understanding the potential unintended consequences of working towards the UN Millennium Development Goals
Small arms and light weapons

Small arms are easily obtainable in zones of conflict and have a destructive impact that reaches far beyond their use by armies. They are used by civilians, private security companies, criminals and youth to kill, injure and intimidate. After war has ended they are used as instruments of power, undermining efforts to build peace and development.

Removing these weapons and addressing the causes of proliferation are crucial to promoting peace and creating safer societies. In 2004-5 we continued to assess progress made and challenges faced in the implementation of international small arms control measures, as well as working to strengthen policy-makers’ understanding of the issue.

International advocacy on the 2001 UN Programme of Action

The most significant global agreement on small arms and light weapons is the 2001 UN Programme of Action to Prevent, Combat and Eradicate the Illicit Trade in Small Arms and Light Weapons in All its Aspects.

As part of the Biting the Bullet partnership (with Saferworld and the University of Bradford) Alert works to promote understanding of key issues around the implementation of the Programme of Action and stimulate debate on critical issues that proved controversial at the 2001 Conference.

The 2005 Biennial Progress Report on the Programme of Action (produced by Biting the Bullet with the International Action Network on Small Arms) was released in the run-up to the second Biennial Meeting of States at the UN and built on the success of the 2003 progress report. The 2005 report was based on data from over 180 countries, analysing local, national, regional and international processes, taking stock of progress so far and identifying priorities for the future.

The Consultative Group Process organised by Biting the Bullet aims to stimulate debate on two controversial issues that were not included in the Programme of Action: guidelines for national export controls and transfers of weapons from governments to non-state actors in other countries.

In 2004-5, 30 government and UN representatives and a number of NGOs met twice to continue discussions on these topics, resulting in a draft paper summarising progress and issues to be taken forward. The group has managed to achieve a broad-based consensus that we hope will have a material impact on the deliberations and conclusions of the UN’s 2006 Review Conference.
Gender

Violent conflict involves and affects men, women, boys and girls in different ways. They have different roles and needs that should to be taken into consideration when attempting to understand the dynamics and impact of conflict and when trying to find peacebuilding solutions.

The international community is beginning to commit to ‘gender mainstreaming’ – for example, assessing the implications for both women and men of any planned legislation, policy and practice, so that women and men benefit equally and inequalities are not further perpetuated. In 2004-5 we continued to lobby policymakers to both deepen this commitment in practice as well as support the efforts of women and men in conflict zones around the world to build peace.

Small arms and gender: putting a human face to the problem of small arms proliferation

The 2001 UN Programme of Action to Prevent, Combat, and Eradicate the Illicit Trade in Small Arms and Light Weapons in All its Aspects falls short in identifying women only as victims when, in reality, women and girls play diverse and multiple roles as combatants, weapons carriers for traffickers and, in a more positive sense, as peacebuilders and agents of change. Ninety percent of small arms homicide victims are, in fact, young men.

Understanding the gender dimensions of small arms proliferation and misuse is essential to help clarify the challenges and opportunities for disarmament and to address specific issues such as supply and demand. In early 2005 we combined our expertise on security and gender issues to publish a paper that advises governments and development practitioners on how taking a gender approach to small arms issues and incorporating social, as well as legal, enforcement mechanisms can make their control and mitigation efforts more effective. The paper is also specifically aimed at policy-makers who, in 2006, will be discussing revisions to the current Programme of Action.

Inclusive security, sustainable peace

Our work with women’s organisations in conflict zones indicated very strongly that there was a pressing need for easily accessible information on policies, international legal mechanisms and conflict issues. In order to bridge the divide between policy and practice for women peace actors, Alert and the US-based organisation Women Waging Peace, produced Inclusive Security, Sustainable Peace: A Toolkit for Advocacy and Action in November 2004.

This resource unpacks and clarifies peace and security policy jargon and gives practical examples of how civil society, and women in particular, are engaging with these issues in different contexts around the world. It has been enthusiastically received by policy-makers and peace activists, with some chapters translated into Arabic, Russian and French. We are now using the toolkit to support the identification of women’s priorities to policy-
makers, both in the conflict-affected regions where we work and internationally.

Connecting women activists with policy-makers

If international policy on security and peacebuilding issues is to be truly effective, decision-makers need to be aware of the practical consequences of their decisions and priorities for conflict-affected regions. One of the ways we work is to accompany women from conflict zones to present their peacebuilding issues directly at international policy events.

In October 2004, with the support of the UN-focused NGO Working Group on Women, Peace and Security, we facilitated the representative of a partner in the Democratic Republic of Congo (DRC) to speak at a UN Security Council Open Debate about gender-based violence in the DRC. This was the first time in 40 years that a civil society representative had addressed the Security Council in an Open Debate forum and her contribution was a factor in encouraging the UN to establish a new Gender Advisor post within the UN peacekeeping operation (MONUC) in the eastern DRC. It also helped raise the issue of sexual abuse of local women and girls by UN peacekeeping personnel.

Alert also published a policy briefing on gender, justice and accountability in peace support operations, providing recommendations to the UN and regional peacekeeping bodies on standards and practice guidelines. The UN Special Committee on Peacekeeping has since produced recommendations for addressing the issue.

National and inter-regional consultations on women, peace and security

The Women Building Peace: Sharing Know-How workshop on assessing impact was held in London in July 2004. The meeting brought together women peacebuilders from conflict-affected countries in Africa, the Middle East, South Asia, the Caucasus and South America to identify how women peace actors measure the impact of their work, both for their own goal-setting and planning purposes, and to communicate their achievements and experiences to stakeholders. This workshop sought to broaden the scope of gender-blind peace and conflict impact assessment (PCIA) by highlighting issues of concern to women, and analysing their relationship to evaluation frameworks designed by donors.

Alert collaborated with the Afghan Civil Society Forum to hold the first ever Afghan consultation on UN Security Council Resolution 1325 on Women, Peace and Security in November 2004. This consultation brought together women, men and youth from different provinces of Afghanistan to discuss peace and security issues affecting women within the framework of Resolution 1325 and other international human rights instruments. The workshop focused on three key themes: Afghan perspectives of the conflict with a focus on women’s perspectives; priority issues that need addressing in order to promote peace and security; and key instruments women could use to ensure their inclusion in the reconstruction process. It also provided targeted recommendations for implementing Resolution 1325.
Business

Our experience in regions affected by conflict shows that while business often contributes to dynamics that escalate violence, it also has the potential to make important contributions to peace.

Our focus is both on local business people from conflict zones and multinational corporations. Our two major strands of work in 2004-5 have been the publication and roll-out of practical guidelines for extractive industry companies on conflict-sensitive business practice, and the collection of comparative experiences from local businesses contributing to peace in conflict zones. We also have continued our public policy work in this area, promoting clearer rules for companies investing in conflict zones and closer links between economic development and peacebuilding, as well as beginning new work on engineering and project finance.

Conflict-sensitive business practice

Multinational corporations have begun to pay attention to human rights, the environment and other areas of corporate social responsibility but they often lack the skills and experience to avoid exacerbating instability or violence.

Conflict-Sensitive Business Practice: Guidance for Extractive Industries is a set of tools produced by Alert for companies investing or seeking to invest in countries affected or threatened by conflict, aimed at helping them to better understand their impact, minimise conflict risk and actively contribute to peace. It includes information on issues that can arise at the various stages of oil, gas and mining projects such as resettlement, compensation and corruption, as well as tools for companies to assess the risk of conflict and the impact of their operations.

The culmination of a major research project that began in 2002, the toolkit was developed with the help and involvement of industry professionals and published in early 2005 in English and Spanish. It fills an important gap in company practice and has been well-received by the corporate sector, government and civil society actors alike, with invitations for follow-up work from many companies.

Now we are working to pilot the tools and promote more conflict-sensitive approaches from companies in specific settings, with an emphasis on their engagement with civil society. Follow-up work also includes engaging at the international policy level in the search for clearer rules of engagement for investors conducting business in conflict zones. 2005 also has seen progress in adapting the tools for two new sectors: project finance and engineering.

“I welcome this contribution to the efforts of the United Nations to promote responsible corporate citizenship and universal principles and hope that it reaches the wide global audience it deserves.” KOHI ANNAN, UN SECRETARY GENERAL, CSBP FOREWORD

The role of local business in building peace

Local business leaders can play an important role in...
promoting peace in conflict-affected states. However, to date, there is no consolidated body of work presenting lessons learned from existing initiatives and making recommendations on policy.

In 2004-5 we continued our major comparative research project on this issue, working with a group of researchers from conflict-affected countries to gather case studies from a wide range of territories including Afghanistan, Bosnia, Colombia, Guatemala, Israel and Palestine, Nepal, Somalia, Sri Lanka and the South Caucasus.

An expert advisory group of peacebuilding practitioners, academics and local private sector actors provided advice on research methodology and analysis.

The final report will cover themes such as the role of business in reducing conflict, demobilisation, disarmament and reintegration of ex-combatants, and peace negotiations. Its findings will be fed into concrete policy proposals to international donors and development agencies in order to encourage them to include local business in their strategies to reduce and resolve conflict.

Conflict prevention and the European Union

The EU is a major international body with a common commitment to build ‘a secure and peaceful world’. Some examples of its current work towards this goal include acting as one of the four partners of the International Quartet in the Middle East Peace Process; supporting reform of the security sector under the Democratic Republic of Congo’s transitional government; assisting the reform of the justice system in Georgia’s post-transitional government; and providing incentives for creating space for more independent media and opposition parties in Guinea-Conakry through dialogue, aid and trade agreements. The EU has a sophisticated conflict prevention policy but it needs to develop these policies further and put them into effective practice in order to help those affected by conflict and poverty on the ground.

Our understanding of the political and structural dynamics of the EU, coupled with our analysis of the causes and processes of violent conflict, has meant that we have become one of the leading providers of expertise and advice to the EU Presidencies, Council, Commission, Parliament and NGO community on a range of strategic peacebuilding issues.

In 2004, together with our partner Saferworld, we assisted the Irish EU Presidency in analysing the implications for EU conflict prevention arising out of the European Security Strategy, contributing particularly to a reassessment of early warning and early action mechanisms. In 2005 we worked with the Luxembourg Presidency to raise security sector reform (SSR) and disarmament, demobilisation and reintegration as major agenda items for joined-up strategic planning. We also worked with the UK government in preparation for its Presidency. This focused on the effective design of an EU SSR concept and the meaningful implementation of preventive strategies as a means of addressing the security, governance and development needs of fragile states.

In addition we sought to strengthen European civil society networks and lobbying on conflict prevention through, for example, the inclusion of human security in the UK Development Platform’s EU manifesto 2005.
Development assistance and humanitarian aid

Equitable development is key to achieving sustainable peace – and vice versa. However, humanitarian aid and development assistance can feed conflict rather than alleviate it, either by inadvertently supporting and entrenching the systems and structures that lie at the root of civil war, bestowing legitimacy on warring factions, or fuelling tensions by the perceived favouring of one community over another. We believe that donors and development practitioners in areas affected by war need to put conflict at the centre of their thinking, planning and implementation – because if they do not, the impact of their work can be disastrous.

The world has 10 years to achieve the UN Millennium Development Goals (MDGs). Many of the countries in which they are meant to be achieved are affected by violent conflict. There is an increasing awareness that the MDGs cannot be reached in situations of violent conflict and that the way many of the MDGs are being pursued risk exacerbating these situations. International Alert is therefore working to connect the realities of those affected by violent conflict with the work of development practitioners and the global debate on this issue to help improve the capacity of development practitioners to increase the positive impacts of their work and contribute to sustainable peace.

Practical guidance for humanitarian and development organisations

Although it is vital that each development agency incorporates conflict-sensitivity in a way that is appropriate to its specific approach, there are certain systematic ways of understanding the dynamics of a conflict context and of ensuring that the risks involved are included at all stages of a project – strategising, planning, implementation, monitoring and evaluation.

The publication of the resource pack Conflict-Sensitive Approaches to Development, Humanitarian Assistance and Peacebuilding by a consortium of partner organisations, including Alert, was the culmination of a two-year process that involved extensive consultation with governments, international NGOs, donors and civil society groups.

The pack provides practical guidelines and tools to help development and humanitarian organisations working in conflict zones to place conflict-sensitivity at the centre of their situation analysis, programme design and monitoring processes. It has been enthusiastically received by donors and development institutions and has made an important contribution to the growing debate on using international aid as an instrument to building peace. We have gone on to produce training materials aimed at making the resource pack more accessible and practical.

Rethinking aid in Nepal

There has long been a need for the international community to rethink approaches to development assistance in Nepal, which has been receiving aid for the past 50 years with limited sustainable impact. The international community is furthering its thinking on how to support Nepal in meeting the basic needs of its people. Increasingly, they recognise that Nepal is a country in serious conflict and treating it as anything else risks fuelling further tensions.

When the King dismissed his government on 1st February 2005 and declared a state of emergency, Alert had already been talking to donors in the region, advising on how aid should be provided in a way that is sensitive to the conflict and aware of its implications. The events of 1st February meant that these discussions took on a sense of urgency as donors began to assess their own role in the changed context. We have continued to work with donors, providing technical support and advice to ensure that their responses and strategies are sensitive to the conflict and that opportunities are realised to use development assistance as a peacebuilding tool.
Partners

We work closely with civil society and NGOs in conflict areas, with international NGOs and with other actors including inter-governmental organisations and companies to encourage and assist them in contributing positively to the prospects for peace.

These are only some of those with whom we worked in 2004-5:

ABC Development, Guinea-Conakry
Action des Femmes Chrétiennes (AFEC), DRC
Afghan Civil Society Forum, Afghanistan
Africa Peace Forum (APFO), Kenya
Amani Forum, Great Lakes of Africa
Association des Communicateurs Traditionnels de Guinée, Guinea-Conakry
Association des Femmes pour les Initiatives de Paix (AFIP), DRC
Association of Female Lawyers of Liberia (AFELL), Liberia
Association of Women of Abkhazia, Sukhum/i
Association pour la Défense des Droits de la Femme, Guinea-Conakry
Ateneo University School of Government, the Philippines
Bradford University, UK
British Overseas Non-Governmental Organisations for Development (BOND), UK
Burundi Enterprise Network, Burundi
Business for Peace Alliance, Sri Lanka
Campaign for Good Governance, Sierra Leone
Caritas Europa, Belgium
Catholic Justice and Peace Commission, Liberia
Catholic Relief Services Caucasus, Georgia
Caucus des Femmes Congolaises du Sud-Kivu pour le Paix, DRC
Caucus Dialogue, Tbilisi
Caucusus Forum of NGOs, the Caucasus
Caucasus Women’s League, the Caucasus
Center for Democracy and Development (CDD), Nigeria
Center for Justice and Peace Studies, Liberia
Centre for Conflict Resolution (CECORE), Uganda
Centre for Democracy and Development, UK
Centre for Humanitarian Programmes, Sukhum/i
Civil Society Institute, Yerevan
Collectif des Associations et ONGs Féminines du Burundi (CAFØB), Burundi
Commission for Justice and Peace of the Burundian Catholic Church, Burundi
Conciliation Resources, UK
Confédération des ONG Femminine de Guinée (COFEG), Guinea-Conakry
Conseil Interreligieux de Guinée, Guinea-Conakry
Consortium of Humanitarian Agencies (CHA), Sri Lanka
Dushirehamwe, Burundi
Eben Ezer Ministry, DRC
Economic Community of West African States (ECOWAS), West Africa
Economy & Conflict Research Group, South Caucasus
European Peacebuilding Liaison Office (EPLIO), Belgium
Federation of STP NGOs (FONG), Sao Tome and Principe
Femmes Africa Satidaité, Switzerland
Friends for Peace, Nepal
Gaston Z Ortigas Peace Institute, the Philippines
Hayat, Baku
Human Rights Center of Liberia, Liberia
Institute of Citizen Diplomacy, Stepanakert/Khankendi
Institute of Social Justice, West Africa
Inter-Faith Mediation Center, Nigeria
International Action Network on Small Arms (IANSA), UK
International Women’s Tribune Centre (IWTC), USA
Inter-Religious Council of Liberia, Liberia
ISIS Europe, Belgium
ISIS-WICCE, Uganda
Pax Christi, Belgium
Kono District Women’s Multipurpose Cooperative, Sierra Leone
Liberian Democracy Resource Center, Liberia
Liberian Women’s Initiative, Liberia
London Information Network on Conflicts and State-building, UK
Muslim/Christian Inter-faith Mediation Center
National Business Initiative, Liberia
Networking Movement for Justice and Development, Sierra Leone
NGO Working Group on Women, Peace and Security, UN
NOVIB, Netherlands
Observatoire de l’Action Gouvernementale, Burundi
Pole Institute, DRC
Press Union of Liberia, Liberia
Profemmes Twesehamwe, Rwanda
Réseau des Femmes pour la Défense des Droits et la Paix, DRC
Réseau des Femmes pour un Développement Associatif, DRC
Ruta Pacifica de las Mujeres, Colombia
Saferworld, UK
SNV, Nepal
Solidarité des Femmes Parlementaires Burundaises (SOFEPA), Burundi
Sulima Fishing Community Development Project (SFCDP), Sierra Leone
Swiss Development Cooperation, Nepal
Talking Drum Studio, Liberia
Traditional Leaders of Liberia, Liberia
Trócaire, Ireland
UK Working Group on Women, Peace and Security, UK
UNDP Bureau for Crisis Prevention and Reconstruction
UNDP, Sao Tome and Principe
UNICEF, Sao Tome and Principe
Union of Journalists, Sao Tome and Principe
University of the Philippines (College of Arts and Sciences, Political Science Dept and University Centre for Integrative and Development Studies), the Philippines
West African Civil Society Forum (WACSOF), West Africa
WOMANKIND Worldwide, UK
Women Waging Peace, USA
We are grateful to all our donors for their support in 2004-5. Their financial and political support is making a major contribution to the development and significance of peacebuilding around the world.

The continued support of our core donors remains critical to the long-term success and impact of our work, allowing us to leverage other, more restricted, resources. As part of our aim to further strengthen this group, during the first part of 2005 we finalised new funding agreements with two new core donors – the Swiss Agency for Development Cooperation (SDC) and Development Cooperation Ireland (DCI).

A crucial part of our strategy for 2005 and beyond is to begin securing unrestricted funding from totally new sources. In the first instance we will focus on seeking support from private individuals and will begin to explore our networks and create new opportunities for people to get involved. If you have read this report and would like to discuss how you could help, please call our Development Director at +44 (0) 207 7627 6800.

**Core donors**

ICCO, Netherlands  
Ministry of Foreign Affairs of Denmark  
Ministry for Foreign Affairs of Finland  
Netherlands Ministry of Foreign Affairs  
NOVIB, Netherlands  
Swedish International Development Cooperation Agency

**Foundations**

Comic Relief, UK  
Community Fund, UK  
Joseph Rowntree Charitable Trust, UK  
National Endowment for Democracy, USA  
Sigrid Rausing Trust, UK  
Shamrock Foundation, Ireland  
Westminster Foundation for Democracy, UK

**NGOs**

BICC, Germany  
Bread for the World, Germany  
CAFOD, UK  
Christian Aid, UK  
Cordaid, Netherlands  
Misereor, Germany  
ZIVIK, Germany

**Government and inter-governmental organisations**

UK Govt – DFID and FCO  
European Commission  
DFAIT, Canada  
Ministry of Foreign Affairs Norway  
Ministry of Foreign Affairs Switzerland  
UNDP, USA  
UNIFEM, Global  
USAID, USA
Financial and fundraising review

Treasurer’s report

Over the last few years International Alert has grown quickly to meet increasing demand for our expertise, reflecting recognition of the quality of our work and the confidence shown in us by our supporters. Over this period our income has doubled – rising from £2.7 million in 2000 to £5.5 million in 2003.

2004 was a year of consolidation in which we achieved a total income of £5.6 million; our overall expenditure of £5.6 million was much the same as in the previous year. One of our aims over the next three years is to further increase our income so that we can continue to expand our work across many of the areas which are covered in this review.

Like many in the not-for-profit sector, however, we continue to experience a decline in the proportion of income which is unrestricted and available to cover indirect costs. Additionally, some of the funding we receive is causing ‘structural under-funding’ – a situation in which funds provided do not meet the full costs of the activities we propose to carry out.

While these issues are common problems faced by the not-for-profit sector as a whole – and there is much that donors can do to recognise these issues and find ways of addressing them – we nevertheless need to find our own solutions in the meantime. As a result, we are continuing with our long-term investment in exploring and opening up new funding sources in order to increase our unrestricted funding and diversify our funding base.

Craig McGilvray, 11th November 2005
Honorary Treasurer

Auditors’ statement

The figures shown on these pages are extracted from the full trustees report and financial statements that have been audited by Horwath Clark Whitehill LLP, who gave an unqualified audit report on 12th September 2005. The auditors have confirmed to the trustees that the summarised financial statements contained here are consistent with the full financial statements for the year ended 31st December 2004. The trustees report and the financial statements were approved by the trustees and signed on their behalf on 21st April 2005 and conform to the latest Charity Commission Guidelines (SORP). This summarised financial information may not contain sufficient information to gain a complete understanding of the financial affairs of the charity. The full trustees report, audit report and financial statements may be obtained from the Secretary General’s office.

Horwath Clark Whitehill LLP
Chartered Accountants and Registered Auditors
St Bride’s House, 10 Salisbury Square, London EC4Y 8EH
Statement of financial activities


<table>
<thead>
<tr>
<th>Unrestricted Funds £’000</th>
<th>Restricted Funds £’000</th>
<th>2004 £’000</th>
<th>2003 £’000</th>
</tr>
</thead>
<tbody>
<tr>
<td>Incoming resources</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Activities to further the charity’s objectives</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Grants receivable</td>
<td>622</td>
<td>4,912</td>
<td>5,534</td>
</tr>
<tr>
<td>Miscellaneous income</td>
<td>22</td>
<td>51</td>
<td>73</td>
</tr>
<tr>
<td>Bank interest</td>
<td>25</td>
<td>0</td>
<td>25</td>
</tr>
<tr>
<td>Total incoming resources</td>
<td>669</td>
<td>4,963</td>
<td>5,632</td>
</tr>
</tbody>
</table>

Less: Cost of generating funds

| Fundraising costs        | 362                    | 362        | 264        |

Net incoming resources available for charitable application

| 307                      | 4,963                  | 5,270      | 5,288      |

Charitable expenditure

| Grants to partner organisations | 3                     | 1,461      | 1,464      | 1,044      |
| Programme operation costs      | 84                    | 2,742      | 2,826      | 3,276      |
| Programme support costs        | 557                   | 422        | 979        | 945        |
| Managing and administering the charity | 35                  | -          | 35         | 80         |
| Move costs                     | -                     | -          | 75         |            |
| Total charitable expenditure   | 679                    | 4,625      | 5,304      | 5,420      |

Total resources expended

| 1,041                    | 4,625                  | 5,666      | 5,684      |

Net (outgoing)/ incoming resources before transfers

| (372)                   | 338                    | (34)       | (132)      |

Transfers between funds

| 13                      | (13)                   | -          | -          |

Net incoming resources after transfers

| (359)                   | 325                    | (34)       | (132)      |

Funds brought forward at 1st January 2004

| 664                     | 853                    | 1,517      | 1,649      |

Funds carried forward at 31st December 2004

| 305                     | 1,178                  | 1,483      | 1,517      |

BALANCE SHEET AT 31st DECEMBER 2004

<table>
<thead>
<tr>
<th>2004 £’000</th>
<th>2003 £’000</th>
</tr>
</thead>
<tbody>
<tr>
<td>Fixed assets</td>
<td></td>
</tr>
<tr>
<td>Tangible assets</td>
<td>227 224</td>
</tr>
</tbody>
</table>

Current Assets

| 708 611 |
| Deposits |
| 298 934 |
| Cash at bank and in hand | 510 58 |
| 1,516 1,603 |

Creditors

| 260 310 |
| Amounts falling due within one year |
|       |

Net current assets

| 1,256 1,293 |
|             |

Total net assets

| 1,483 1,517 |
|             |

Funds

| 1,178 853 |
| Unrestricted |
| - General Funds | 90 394 |
| - Designated Funds | 215 270 |

Funds brought forward at 31st December 2004

| 1,483 1,517 |
|             |
We have over 90 staff, based in our London offices and in the regions where we work. Most are full-time staff, but we also have a number of interns and volunteers who typically spend six months gaining experience of working in an international non-govermental organisation.

**Board of Trustees**

<table>
<thead>
<tr>
<th>Name</th>
<th>Country/Region</th>
<th>Notes</th>
</tr>
</thead>
<tbody>
<tr>
<td>Philip Deer, Chair</td>
<td>Australia</td>
<td></td>
</tr>
<tr>
<td>Craig McGilvray, Treasurer</td>
<td>UK</td>
<td>(appointed August 2004)</td>
</tr>
<tr>
<td>Claes Cronstedt, Sweden</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Richard Dales, UK</td>
<td>(appointed December 2004)</td>
<td></td>
</tr>
<tr>
<td>Francis Deng, Sudan</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Pumla Gobodo-Madikizela, SA</td>
<td>(appointed May 2004)</td>
<td></td>
</tr>
<tr>
<td>Henny van der Graaf, NL</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Jan Pronk, The Netherlands</td>
<td>(resigned June 2004)</td>
<td></td>
</tr>
<tr>
<td>Wibgerto Tañada, Philippines</td>
<td>(retired May 2004)</td>
<td></td>
</tr>
</tbody>
</table>

We are very sad to report the sudden death of Marianne Heiberg who was a long-standing supporter of International Alert and a Trustee for six years. She will be greatly missed.

**Secretary General’s Office**

<table>
<thead>
<tr>
<th>Name</th>
<th>Role</th>
</tr>
</thead>
<tbody>
<tr>
<td>Dan Smith</td>
<td>Secretary General</td>
</tr>
<tr>
<td>Maria Vlaho</td>
<td>PA to Secretary General December onwards</td>
</tr>
<tr>
<td>Rachel Zerhan</td>
<td></td>
</tr>
</tbody>
</table>

**Directors of Programmes**

<table>
<thead>
<tr>
<th>Programme</th>
<th>Managers</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Asia and Americas Programmes</strong></td>
<td>Ed Garcia, Feyzi Ismail, Nissa Roguiai</td>
</tr>
<tr>
<td><strong>Great Lakes Programme</strong></td>
<td>Ian Campbell, Anthony Jackson, Carolyn Juber, Jean-Pierre Kabirigi, Maria Lange, Margaret Shava, Bill Yates</td>
</tr>
<tr>
<td><strong>Development, Security &amp; Peacebuilding Programme</strong></td>
<td>Lindsay Alexander, Adam Barbolet, William Godnick, Rachel Goldwyn, Andrew Sherrick (Manager September), Helena Vázquez, Janani Vivekananda (Intern), Charlotte Watson</td>
</tr>
<tr>
<td><strong>Eurasia Programme</strong></td>
<td>Siobhan Kimmerle, Paul Lawrence, Sabina Masimova, Dessislava Roussanova, Larisa Solieva (Consultant), Aglaya Smetkov, Gervork Ter-Gabrielian (Manager), Lada Zimina</td>
</tr>
<tr>
<td><strong>Gender &amp; Peacebuilding Programme</strong></td>
<td>Ancil Adrian Paul (Manager), Maria Olson (Intern), Nicola Johnston, Guillermo Suarez Sebastian (Intern), Mebrak Tareke (Volunteer)</td>
</tr>
<tr>
<td><strong>Colombo Office</strong></td>
<td>E.M.U. Jayantha, Mohamed Nawaz, S.P. Nithiyaraj, V.S. Srikantha</td>
</tr>
<tr>
<td><strong>Great Lakes Women's Peace Programme</strong></td>
<td>Gloriosa Bazigaga, Annie Bukaraba, Liz Egan (Manager), Laura Hucks, Ndeye Sow, Emily Thomas (Volunteer), Evelin Weller (Intern)</td>
</tr>
<tr>
<td><strong>West Africa Programme</strong></td>
<td>Lulsegged Abebe (Manager April), Nana K.A. Busia, Jr (Manager until April), Sidy Dieye, Elizabeth Drake, Anne Thurin (Intern)</td>
</tr>
</tbody>
</table>

**Administration, Finance, HR and IT**

<table>
<thead>
<tr>
<th>Role</th>
<th>Names</th>
</tr>
</thead>
<tbody>
<tr>
<td>Steve Eames</td>
<td>Diana Vlaho</td>
</tr>
<tr>
<td>Alison Faux (Head of Finance from September)</td>
<td></td>
</tr>
<tr>
<td>Sheryl Fergus</td>
<td>Andy Grant</td>
</tr>
<tr>
<td>Andy Grant</td>
<td>Andrew Harrison</td>
</tr>
<tr>
<td>Ali Jawad Islam</td>
<td>Jey Jeyaprakash Balakrishnan</td>
</tr>
<tr>
<td>Edwin Lamprey</td>
<td>Elizabeth Salgado Martinez</td>
</tr>
<tr>
<td>Sue McCready (Chief Operating Officer)</td>
<td></td>
</tr>
<tr>
<td>Heidi Czachur-Nielsen</td>
<td>John Owen (Head of Finance until April)</td>
</tr>
<tr>
<td>Bilal Patel</td>
<td>Shivani Rangoolam</td>
</tr>
<tr>
<td>Jörn Staby (IT Manager)</td>
<td>Ola Tomori</td>
</tr>
</tbody>
</table>

**Development Department**

<table>
<thead>
<tr>
<th>Role</th>
<th>Names</th>
</tr>
</thead>
<tbody>
<tr>
<td>Peter Boonman</td>
<td>Natalie Cade</td>
</tr>
<tr>
<td>Eleanor Grieve</td>
<td>Catherine Hall</td>
</tr>
<tr>
<td>Camilla Modesto Leal (Intern)</td>
<td></td>
</tr>
<tr>
<td>Alberto Masetti-Zannini</td>
<td>Heidi Ober</td>
</tr>
<tr>
<td>Peter Raven</td>
<td>Andrew Webb (Director of Development)</td>
</tr>
</tbody>
</table>
In 2004-5 International Alert continued its work with people who live in areas affected or threatened by armed conflict, making a positive difference for peace. Developments around the world have reminded us all that the dynamics of violent conflict are complex, embedded in history and profoundly destructive.

Under the leadership of Dan Smith our management team has been working towards a five-year strategic perspective that addresses the numerous challenges facing the organisation. Continuity in plans is important as we pursue sustained engagement in peace and conflict issues through long-term partnerships. Understanding conflict and building peace is critical to building an environment in which human rights and security, social and economic development and good governance can flourish. On this foundation sustainable peace can be built.

I thank my fellow trustees for their service to the organisation and I thank the dedicated staff of International Alert for their enthusiasm and professionalism. In particular, I thank our donors, who continue to place their trust in International Alert.

Philip W Deer