



international  
**alert**



**Annual report**

**and accounts**

**2024**

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# Message from our Chair of Trustees and Executive Director

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

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

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

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

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

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



*D. Nussbaum*  
**David Nussbaum,**  
Chair of Trustees



*N Hailey*  
**Nic Hailey,**  
Executive Director

# **Annual report**

# About us

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

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

To fulfil this purpose, we:

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

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

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

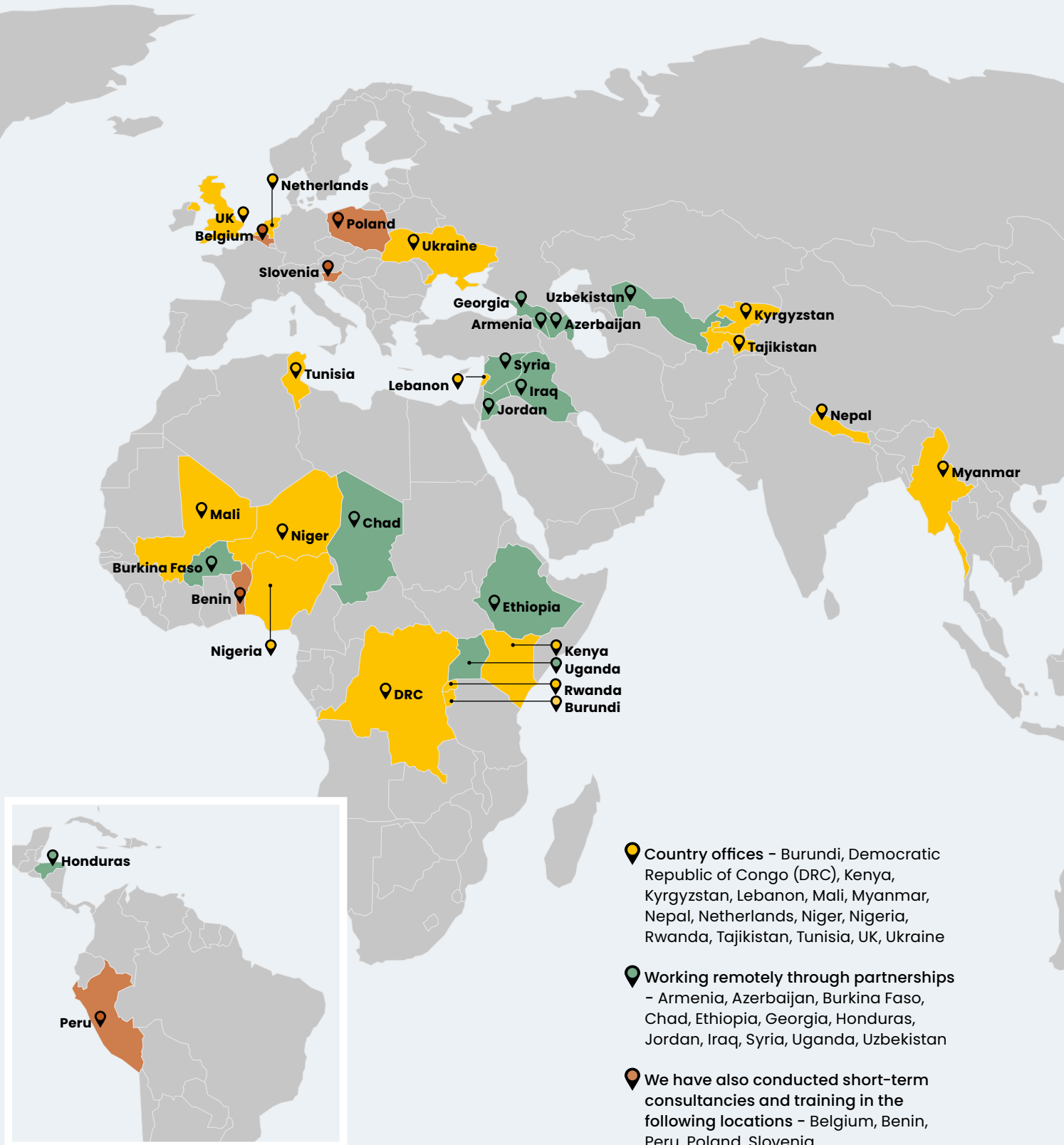
## Our annual report and accounts

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

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

# Locations

Where we worked in 2024.



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

### **Central Asia**

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

### **Europe**

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

### **Middle East and North Africa (MENA)**

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

### **Asia**

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

### **Horn of Africa**

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

### **Sahel**

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

### **Rwanda and Burundi**

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

### **Democratic Republic of Congo (DRC)**

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

### **Nigeria**

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

# Our work in 2024

## Goal 1: Building peace

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

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

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

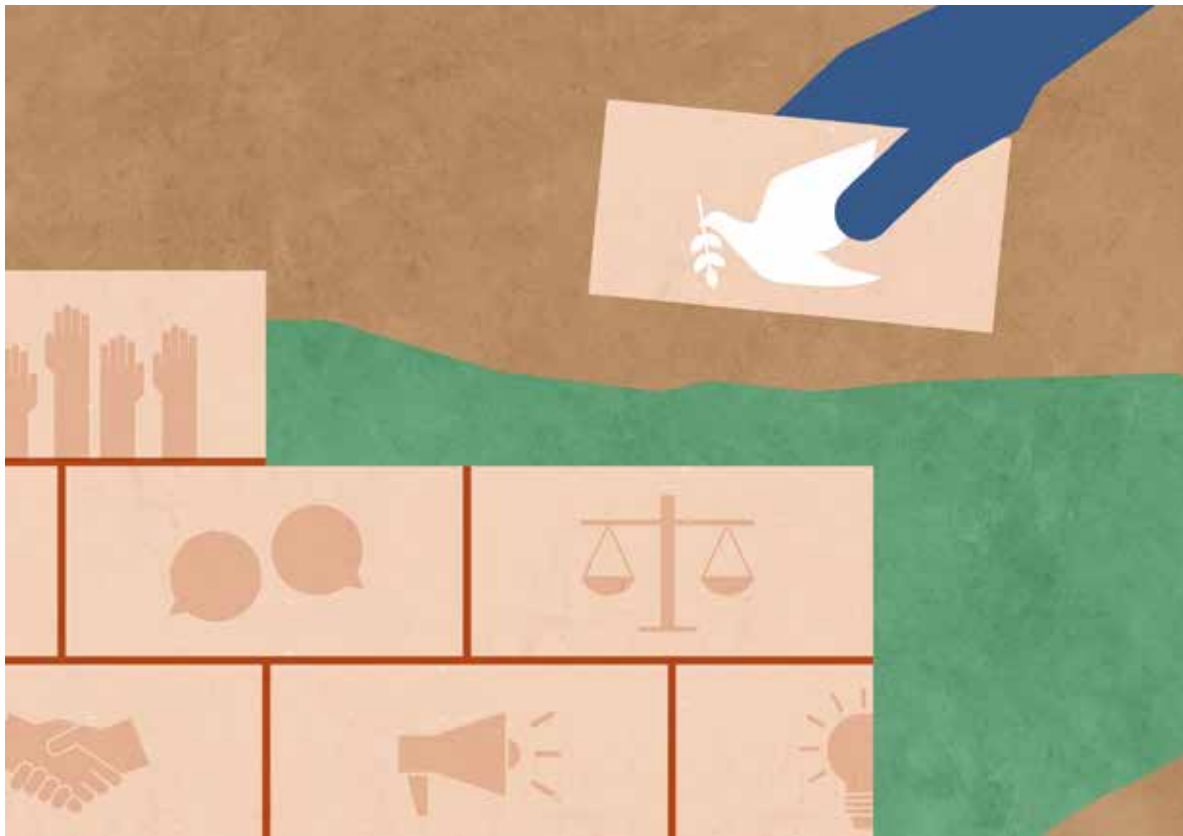


Illustration by Victoria Ford

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

Youth participant, Mali

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

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

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

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



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

### **Bridging divides in Rwanda**

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

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

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

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



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

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

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

### **Supporting displaced women in Lebanon**

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

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

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

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

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

## Goal 2: Transforming our peacebuilding partnerships

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

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



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

## Localisation research findings

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

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

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

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



Illustration by Victoria Ford

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

## Goal 3: Integrating peace

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

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

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

### Conflict sensitivity in Honduras

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

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



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

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

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

### **Reducing natural resource-related violence in Nigeria**

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

## Rangeland management practices in Kenya

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

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

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



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

## Supporting women as mediators in Nigeria

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

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



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

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

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

## **Goal 4: Making connections to advocate for global change**

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

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

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

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

**Supporting companies to promote human rights**

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

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

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

As part of our peace economies work, we advocate for change in the global and national systems that regulate and oversee the production and trade in minerals, since this can have a direct impact on the risks of conflict on the ground. In 2024, we saw the fruits of this work with the first gold export from a pilot mine site with ‘blue mines’ certification<sup>4</sup> in conflict-affected eastern DRC. This innovation



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

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

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

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

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

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

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

Beyond this, over the course of 2024:

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

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

# Organisational details

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

# Strategic report

## Organisational structure

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

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

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

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

## Decision-making

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

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

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

# Financial review

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## Trustees' responsibilities

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

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

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

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

Insofar as the Board is aware:

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

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

## Public benefit statement

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

## Income and expenditure

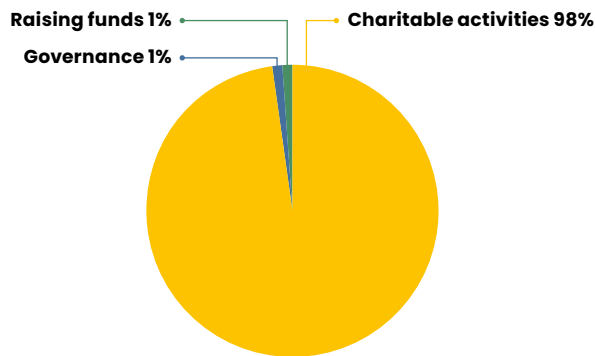
International Alert had a successful year in terms of financial and peacebuilding impact. In 2024 our total income was £20 million.

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

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

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

### Total expenditure in 2024



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

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

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

## Remuneration

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

## Reserves

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

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

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

## **Risk management**

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

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

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

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

## **Conclusion**

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

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

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

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

*D. Nussbaum*

**David Nussbaum**

Chair, Board of Trustees

# Acknowledgements

## Donors

**We would like to thank our strategic donors:**



Ireland

Pears  
Foundation



Sida

**We would also like to thank our project donors:**

Agence Française de Développement

Austrian Development Agency

Bezos Foundation

Cleen Foundation

Deutsche Gesellschaft für Internationale

European Commission

European Investment Bank

Federal Department of Foreign Affairs,  
Switzerland

Federal Ministry for Economic Cooperation and  
Development (BMZ)

Foreign, Commonwealth & Development Office  
(FCDO)

Global Affairs Canada

KfW (German Development Bank)

Ministry of Foreign Affairs, Finland

Ministry of Foreign Affairs, Netherlands

PeaceNexus Foundation

Swedish Postcode Lottery Foundation

UN Women

United Nations Development Programme (UNDP)

United Nations International Children's  
Emergency Fund (UNICEF)

United Nations International Office of Migration

United Nations Office for Project Services  
(UNOPS)

United Nations World Food Programme

United States Agency for International  
Development (USAID)

United States Department of State

World Bank Group

## Partners

**We would like to thank our project partners:\***

Accountability Lab Nepal

ACTED

Action Pour La Formation et L'Autopromotion  
Rurale

Actions des Communautés Unies pour le  
Développement Intégral (ACDUI)

Angel Support Foundation

Association des Commerçants Transfrontaliers  
du Burundi (ACTF-BU)

Association of Crossborder Traders in Rwanda  
(ACTR)

Association des Femmes Rapatriées du Burundi  
(AFRABU)

Baku Press Club

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

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

# Accounts

# Independent auditor's report to International Alert

## Opinion

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

In our opinion, the financial statements:

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

## Basis for opinion

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

## Conclusions relating to going concern

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

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

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

## **Other information**

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

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

## **Opinions on other matters prescribed by the Companies Act 2006**

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

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

## **Matters on which we are required to report by exception**

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

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

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

## **Responsibilities of trustees for the financial statements**

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

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

## **Auditor's responsibilities for the audit of the financial statements**

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

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

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

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


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

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

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

## **Use of our report**

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



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

10 Queen Street Place  
London  
EC4R 1AG

# Financial statements

## Statement of financial activities for the year ended 31 December 2024

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

## Balance sheet at 31 December 2024

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

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

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

*D. Nussbaum*

**David Nussbaum**  
Chair

*Emma Hillyard*

**Emma Hillyard**  
Treasurer

Company Registration Number 2153193

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

## Statement of cash flow for the year ended 31 December 2024

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

## Notes to the financial statements

### 1. Accounting policies

#### Accounting basis

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

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

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

#### Going concern

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

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

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

### **Critical accounting estimates and judgements**

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

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

The significant estimates and judgements are:

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

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

### **Income**

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

### **Funds**

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

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

## **Tangible fixed assets**

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

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

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

## **Expenditure**

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

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

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

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

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

## **Foreign currency**

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

## **Taxation**

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

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

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

**Pension costs**

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

**Financial instruments**

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

## 2. Total resources expended

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

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

## 3. Support cost breakdown by activity

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

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

## 4. Total incoming resources

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

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

## 5. Staff numbers and costs

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

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

Staff costs during the year were as follows:

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

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

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

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

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

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

## 6. Grants funding of activities – grants to partners

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

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

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

## 7. Trustees' remuneration

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

## 8. Trustees' liability insurance

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

## 9. Included in the income and expenditure are:

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

## 10. Tangible fixed assets

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

## 11. Debtors

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

## 12. Creditors

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

## 12a. Deferred income

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

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

## 13. Provision

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

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

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

## 14. Commitment

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

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

## 15. Analysis of net assets between funds

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

## 16. Movement on funds

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

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

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

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

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

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

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

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

## 17. Notes to the cash flow statement

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

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

## 18. Related party transactions

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

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

## 19. Subsidiary entity included in the group consolidated result

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

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

## Endnotes

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

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

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