



**ANNUAL REPORT
& ACCOUNTS
2019-2020**

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Cover image: Iloquin, a farmer in Mozambique, checks on his newly germinated crops grown from drought-resistant seeds provided by World Vision using DEC funding from the Cyclone Idai Appeal. © Peter Catony/DEC

CHAIR'S STATEMENT

As this financial year drew to a close, the Covid-19 pandemic was reaching its height in Europe and North America and was beginning to sweep through Africa, the Middle East, Asia and Latin America. The pandemic affects the lives and welfare of everyone and in countries that don't have the health services, resources or infrastructure to contain an outbreak, the effects could be catastrophic.

In early 2020, our member charities sprang into action to help the poorest and most marginalised communities to protect themselves, expanding and adapting their ongoing programmes to prevent the spread and reduce the risk of Covid-19. With international travel restrictions in place, they are also increasing their support of local partners as part of the response.

This year, we continued our work on three major responses: Cyclone Idai, the Indonesia Tsunami, and the Rohingya crisis. In the wake of Cyclone Idai in March 2019, DEC charities were some of the first to respond with life-saving assistance. In Mozambique, Zimbabwe and Malawi, where at least 900 people were killed and around three million needed humanitarian assistance, initial efforts concentrated on restoring clean water supplies and providing adequate sanitation, in order to head off a cholera epidemic. This year, the emphasis has been on helping people to earn a living again. Like many in her village, Maria, from Mozambique, lost most of her belongings. With some seeds supplied by one of our member charities and a little training, she has been growing vegetables. "I have been able to feed my family, give away vegetables to my friends and still have some to sell as well," she says.

In Sulawesi, Indonesia, our members have been helping communities to rebuild their shattered lives after the devastating earthquakes and tsunami which struck the island in September 2018. In the early months of the response, they concentrated on supplying food, clean water and materials to build temporary shelters. Many families who were dependent on fishing and farming lost everything when their boats were destroyed or farms left in ruins. This year, our members have been helping families to start again, providing new equipment and tools or cash to buy them. With more than 30,000 homes damaged or destroyed and

many people still living in tents, our members have also been helping families to build more permanent homes and training masons in earthquake-resistant building techniques.

For more than 800,000 Rohingya refugees in the overcrowded camps of Cox's Bazar, Bangladesh, security and privacy are sadly lacking. This leaves women, children, older people and people with disabilities particularly vulnerable to abuse. This year, our member charities concentrated on protecting the most vulnerable in both the Rohingya and Bangladeshi communities, for example by setting up safe spaces where women can access services, receive counselling or simply chat with friends. Noor Hasina, who lost her husband during their flight from Myanmar, attends one of these safe spaces. "Life is not easy in the camps," she says. "It is hot, we worry about our safety, and we have to go to collect rations, cook and look after the children. But when I am here... I forget all my worries, all my losses. I feel happy."

A hallmark of the DEC's approach is our flexible funding model and our members' ability to adapt their work on the ground to suit shifting priorities. This was highlighted in a review of our response to Cyclone Idai, where member charities provided tents for temporary learning spaces when school renovations took longer than expected, and diverted some of the funds raised to support families affected by a second cyclone, Kenneth.

At home, our fundraising efforts this year concentrated on the Cyclone Idai Appeal, launched in March 2019, and by the beginning of April 2019 we had raised £25 million, thanks to the generosity of the UK public as well as support from our broadcast partners, corporate partners and institutional donors, and £4 million matched by the UK government. The total raised with our member agencies now stands at £43 million,

of which £8.7 million was raised directly by the Disasters Emergency Committee in the year to April 2020.

At the heart of our work is efficient and well-managed collaboration to ensure a bigger and faster response to crises overseas. Our Rapid Response Network – a group of national media and corporate supporters – is an essential element, providing a way for key UK organisations to play a leading role in translating the groundswell of concern into a collaborative, effective and efficient public appeal. This year we developed a new partnership framework to outline how companies can best support our appeals, including matching employee or customer donations, or finding ways to create memorable donor experiences.

We must never take the support of our partners and donors for granted. This year we have sought opportunities to thank them and provide informative and engaging feedback on the work which they have made possible, from email and video updates on ongoing appeals to an immersive event in which we recreated aspects of DEC-funded work in a Rohingya refugee camp.

As the Covid-19 pandemic spreads across the world's poorest countries, putting millions of lives at risk, I'm reminded now more than ever of the need to work together, harnessing the reach and expertise of our member charities to protect the most vulnerable. And without the expertise and dedication of our partners, supporters, staff and volunteers, none of our work is possible. I would like to extend my heartfelt thanks to you all for your steadfast and ongoing support. Together we are stronger.

Sue English
Chair of Trustees
15 July 2020

TRUSTEES' ANNUAL REPORT

ABOUT THE DEC

When large-scale disasters hit countries without the capacity to respond, the DEC brings together 14 leading UK aid charities to raise funds quickly and efficiently. In these times of crisis, people in life-and-death situations need our help and our mission is to save, protect and rebuild lives through effective humanitarian response.

The Disasters Emergency Committee (DEC) has 14 members, all leading UK-based international aid charities, as follows:

Action Against Hunger

ActionAid

Age International

British Red Cross

CAFOD

CARE International UK

Christian Aid

Concern Worldwide

Islamic Relief Worldwide

Oxfam GB

Plan International UK

Save the Children

Tearfund

World Vision UK

RAPID RESPONSE NETWORK (RRN)

The DEC would like to thank its RRN partners, who help us reach a wide cross-section of the UK public during appeals.

BBC | ITV | Channel 4 | Channel 5 | Sky | Radiocentre | Community Media Association | NewsNow | 38 Degrees | UK Finance | HSBC UK | Barclays | Royal Bank of Scotland | Lloyds Bank | Santander | Tesco Bank | British Airways | Co-op | Greggs | Morrisons | Post Office | PayPal | Siemens | Western Union

THE DEC'S WORK FOCUSES ON FOUR GOALS:

Goal 1: Launch the right appeals, at the right time using agreed criteria and working closely with our Rapid Response Network partners

Goal 2: Maximise the money we raise for each appeal through constant improvement across our existing income streams, and continuing to develop insights about current and prospective donors

Goal 3: Increase the impact of the funds we raise for the people and communities affected by crises by ensuring funds are used efficiently and effectively, supporting adaptive programmes that best meet the needs of affected people, and evaluating DEC-funded work

Goal 4: Preserve and strengthen the public's willingness to donate to humanitarian crises overseas positioning the DEC as the 'central coordinator' of the UK's fundraising appeals for humanitarian crises and applying learnings from audience research





CHARITABLE OBJECTIVES OF THE ORGANISATION

- Providing an accredited national forum for joint fundraising by UK charitable voluntary sector NGOs (“agencies”) in order to maximise the funds raised and facilitate immediate commitment from participating agencies;
- Creating a focal point for the response of the public, the broadcasters and others to such disasters;
- Facilitating agency co-operation, co-ordination and communication;
- Ensuring that funds raised are used in an effective, timely, fully accountable way.

OUR VISION

A world where the impact of disasters on affected communities is minimised by working together through effective humanitarian response and growing resilience.

OUR MISSION

Together we will raise funds to save, protect and rebuild lives in vulnerable countries that are impacted by emergencies and major disasters. We will:

- Raise funds quickly and effectively in large scale humanitarian emergencies
- Uphold the highest standards of accountability and transparency
- Learn and share information to promote effective programmes of response.

WHEN WE LAUNCH AN APPEAL

The DEC responds to disasters in the world’s poorest countries, using a set of criteria to help us decide when we launch an appeal and how we can be most effective.

1. The disaster must be on such a scale and of such urgency as to call for swift international humanitarian assistance
2. The DEC member agencies, or some of them, must be in a position to provide effective and swift humanitarian assistance at a scale to justify a national appeal
3. There must be reasonable grounds for concluding that a public appeal would be successful, either because of evidence of existing public sympathy for the humanitarian situation or because there is a compelling case indicating the likelihood of significant public support should an appeal be launched

HOW WE SPEND AND ALLOCATE YOUR MONEY

Our priority is delivering aid and support to those that need it, as quickly and efficiently as possible. Decisions about how we allocate your money to each of our members when a disaster strikes are taken in advance, based on a calculation of the indicator of capacity (IoC) assessing each member’s ability to deliver aid where it is needed. We make certain that how we spend your money ensures that communities receive the urgent humanitarian aid required, as well as long term support to rebuild their lives after a disaster.

HOW WE ENSURE QUALITY AND ACCOUNTABILITY

The DEC’s work is governed by a commitment to best practice and being accountable to both our donors and those affected by disasters.

Our high standards begin with our membership, for which we have a strict set of criteria to make sure that the DEC is made up of the UK’s leading aid agencies.

We conduct and publish regular independent appeal evaluations to check our members’ disaster responses are really helping the communities that need them most.



STRATEGIC REPORT

GOAL 1: LAUNCH THE RIGHT APPEALS AT THE RIGHT TIME

This year we did not launch a new appeal. We use a set of criteria to help us decide whether and when to appeal to the UK public for funds, taking into account the scale and urgency of the disaster; the ability of our member charities to provide effective and swift humanitarian assistance in that context; and the likelihood that the public would support an appeal, given the cost and opportunity cost involved in launching an appeal for the DEC and our partners.

In the course of the year, we asked our member charities to report to us on the conflict in Idlib, Syria, and monitored the situation in Yemen, the impact of Ebola in DR Congo, the drought in Southern Africa, and the effect of locusts in East Africa. However, in a year during which the news agenda was largely dominated by domestic issues such as Brexit and the general election, we concluded that our criteria for launching an appeal had not been met. Though we received enquiries about appealing for funds in response to the fires in the Amazon and Australia, we were unable to do so as most of our member charities do not work in Brazil or Australia, and are set up to respond to humanitarian rather than environmental disasters.

With DEC funds, our member charities continued to support communities affected by Cyclone Idai and the Indonesian tsunami, as well as refugees and Bangladeshi families affected by the Rohingya crisis (see page 8 for a summary of this work). At the end of the year, as the spread of Covid-19 around the world was declared a pandemic by the World Health Organization, our members were responding swiftly, equipping local medical staff and adapting the aid they deliver through DEC-funded programmes to help prevent the spread of the virus. In countries such as Indonesia, Mozambique and Zimbabwe, member charities monitored the scale of local outbreaks; delivered public health messaging and education; provided protective equipment and medical

supplies, as well as clean water and soap; and helped to feed malnourished people. provided protective equipment and medical supplies, as well as clean water and soap; and helped to feed malnourished people. The DEC supported the National Emergencies Trust – set up last year to distribute donations in a similar way to the DEC but in times of national crisis – in the build up to the launch of its coronavirus appeal, which provided funds for community foundations around the UK.

By the end of the year, the DEC was assessing our appeal criteria and monitoring outbreaks of the virus in the world's poorest communities, where health systems don't have the capacity to deal with large numbers of patients and poverty, conflict and drought make people especially vulnerable. The situation is unlike any the DEC has faced in its history, with the same crisis affecting all countries around the world including the UK, but the DEC will continue to use our appeal criteria to inform decision-making on when to launch an appeal in partnership with our Rapid Response Network.

Shortly before this report was published the DEC, alongside our members and Rapid Response Network, launched the DEC Coronavirus Appeal to fund our members' work in Afghanistan, the Rohingya camps in Bangladesh, Democratic Republic of Congo, Somalia, South Sudan, Syria and Yemen. See [our website](#) for more information.



GOAL 2: MAXIMISE THE MONEY WE RAISE FOR EACH APPEAL

This year we used a number of approaches to reach supporters, partners and prospective donors, testing new channels and piloting innovative technologies in order to raise as much money as possible for our appeals.

Raising funds for the Cyclone Idai Appeal

The Cyclone Idai Appeal, which was launched at the end of the last financial year, raised a total of £43 million, of which £8.7 million was raised this year. This campaign included email marketing and paid search after another cyclone – Kenneth – hit Mozambique in late April.

In May, we hosted a screening of ‘The Boy Who Harnessed the Wind’ in aid of the appeal, attended by DEC supporters, public figures and the media. Chiwetel Ejiofor, the director and star of the film, which is set in Malawi, one of the three countries devastated by Cyclone Idai, spoke in support of the appeal. A Q&A session, chaired by the BBC’s chief international correspondent, Lyse Doucet, provided an opportunity for supporters to find out more about our members’ work to help those affected by the cyclone.

Strengthening the Rapid Response Network

Our national media and corporate partners, known collectively as the Rapid Response Network, are essential to enabling us to raise funds quickly, efficiently and at scale. This year, we developed a new partnership framework to outline how companies can best support DEC appeals and so maximise the amount of money raised. Developed as an aid to recruit and retain Rapid Response Network members, the framework asks partners to support us in one or more of the following ways:

- notify private networks, such as their employees or members, of DEC appeals and provide them with easy ways to donate
- publicly amplify a DEC appeal to their customers or clients
- match employee, customer or public donations to a DEC appeal

- create an enhanced supporter or donation experience for DEC supporters by leveraging a competency or set of assets unique to their business and otherwise inaccessible to the DEC.

Current Rapid Response Network partners have been consulted in the development of the new framework, and many have committed to increased activity to support future appeals.

Improving our donation system

This year, the DEC completed several internal projects designed to maximise our future income. We integrated Give Clarity Gift Aid, an HMRC-approved app, into our digital customer relationship management system, which will allow us to more effectively claim and maximise Gift Aid income. We also made improvements to our donation system to make giving to the DEC as easy and streamlined as possible. We now offer PayPal as an option on the DEC donation page and have adopted two additional payment platforms to ensure our online donation system is not overloaded at the height of an appeal.

Digital innovation and communications

In June 2019, a Digital and Innovation Manager joined the DEC to oversee our digital strategy and help us to deliver a more agile approach to digital fundraising and supporter engagement. To ensure that we commit resource in areas with the biggest growth potential, we completed a review of emerging technologies against the DEC’s market position, working with external market analysts. The findings were fed into this year’s work plan for new and existing product development. We also undertook research to provide context and insight into the digital needs of our supporters and

potential supporters, which will guide next year’s redesign of the DEC website.

To ensure we communicate clearly and consistently with our supporters and the general public, we refreshed and developed our brand strategy, rolling it out across the organisation and to our creative agencies.

The DEC Emergency Fund

The DEC Emergency Fund is used to collect money outside of our high-profile appeals to help us respond quickly and effectively when a crisis hits. The fund is only used to help people overcome by crises and in desperate need of humanitarian assistance – such as food, clean water, medicine and shelter – in parts of the world where governments and other organisations cannot meet their needs. Together with our member charities, we identify the most effective use of the Emergency Fund, allowing us to respond quickly when an emergency strikes, or enabling us to reach people affected by crises which aren’t making headlines.

At the end of the 2018-19 financial year, it has raised £217,000. A further £172,000 was donated throughout the 2019-20 financial year and no allocations were made. The fund now stands at £388,000.



GOAL 3: INCREASE THE IMPACT OF THE FUNDS WE RAISE FOR THE PEOPLE AND COMMUNITIES

CYCLONE IDAI APPEAL

On 21 March 2019, we launched an emergency appeal for people affected by Cyclone Idai, which had swept through Mozambique, Malawi and Zimbabwe less than a week earlier. Strong winds and widespread flooding ripped apart roads, bridges, houses, schools and health facilities and submerged vast swathes of agricultural land. Another major cyclone, Kenneth, followed Idai a few weeks later, the first time in recorded history that two strong tropical cyclones had made landfall in Mozambique in the same season. Across the three countries affected, at least 900 people were killed and around three million were left in desperate need of humanitarian assistance.

A total of £43 million was raised, £30.5 million of which was donated directly to the DEC, including £4 million from the UK Government's Aid Match scheme. The appeal is now closed, but member charities will continue to spend DEC funds up to March 2021. Thirteen member charities are taking part in the response.

In the first six months (March to the end of September 2019), DEC member charities and their partners provided relief assistance to more than 352,800 people. They prioritised delivering clean water and building and repairing toilets and handwashing facilities to help tackle an outbreak of cholera that began within a few weeks of the disaster. Member charities also delivered emergency shelter materials and blankets, food such as pulses and maize flour, and urgent health assistance.

This year, as part of the recovery phase, which runs from October 2019 until March 2021, DEC member charities are concentrating on helping people to restore their livelihoods, supplying seeds and tools so that farmers can replant their fields, or cash for women to start up small

businesses. At the end of this year, our member charities were working to adapt their programmes in light of the Covid-19 pandemic.

Review of the response

This year, the DEC commissioned an independent real-time review of the DEC-funded response to Cyclone Idai. It was carried out at a critical point in the first phase of members' activities to provide a number of country-specific recommendations for improving the response. These then fed into members' plans for Phase 2 of programming, which began in October.

The review noted the flexibility of DEC funding, which allowed member charities to adapt their responses quickly when circumstances required, addressed the needs that communities said were most relevant, and provided a means of accountability to those communities. A particular strength highlighted by the review was the diversity of DEC member charities, which provided opportunities to learn lessons and best practices from each other, saving time and effort.

Adaptive programming

Given the changing needs of those affected by Cyclone Idai as well as political and economic uncertainty in all three countries, member charities are ensuring their programmes are as flexible and as responsive as possible. This includes:

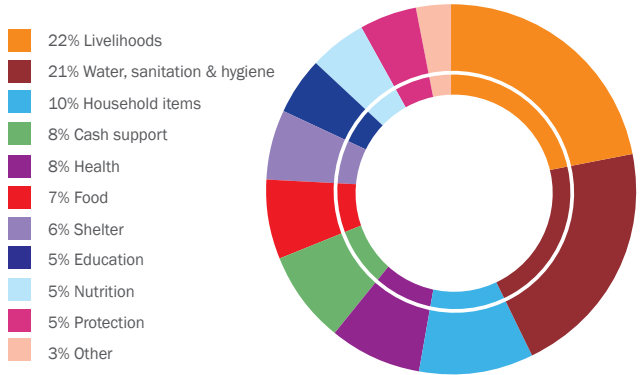
- using funds to also respond to the needs of people affected by Cyclone Kenneth
- buying additional seeds and tools with cost savings from other interventions and changing delivery times to align better with the farming calendar
- providing tents as a safe space for children to learn when the renovation of classroom blocks took longer than anticipated because of the scale of damage
- building toilets in schools or communities instead of resettlement camps when the camps were closed.

For an overview of the first six months of the DEC-funded response, see the [2019 Cyclone Idai Appeal Six-Month Report](#)





Cyclone Idai Phase 1 expenditure by sector



INDONESIA TSUNAMI APPEAL

On 28 September 2018, a series of powerful earthquakes struck the Indonesian island of Sulawesi. This triggered a tsunami reaching up to 18 feet in height, which struck the regional capital, Palu, and the nearby coastal settlements of Donggala and Mamuju, leaving a trail of destruction in its wake. The results were devastating: in some places, the ground turned to liquid mud, submerging whole villages. At least 4,140 people are now known to have been killed in the disaster, with a further 705 still counted as missing. Tens of thousands of homes were destroyed and entire communities devastated. The disaster left 200,000 survivors in need of humanitarian assistance, around a quarter of whom were children. At the start of 2019, 133,000 people were still displaced, with many living in tents and reliant on aid.

The DEC launched the Indonesia Tsunami Appeal on 4 October 2018. It raised £30 million, £20.3 million of which was donated directly to the DEC, including £2 million in Aid Match from the UK Government. The appeal is now closed, but our member charities will continue their DEC-funded activities up to September 2020. Thirteen member charities are taking part in the response.

In the first six months, DEC member charities and their partners provided relief assistance to more than a quarter of a million people, such as supplying food and clean drinking water, installing toilets and providing materials to build temporary shelters and basic household goods. DEC funds were also used to provide protection services to vulnerable women, children and older people, as well as health services through mobile clinics and repairs to local health posts.

As part of the recovery phase, which began in April 2019, our member charities have

been providing cash to help people recover their businesses, or training so that they can take up new livelihood options. As many displaced families continued to live in informal settlements, tents or makeshift shelters next to their former homes, DEC funds were also used to provide materials and cash so that people can build more permanent shelters. In response to the Covid-19 pandemic, our member charities began adapting their programmes to prevent the spread of the virus and protect vulnerable communities.

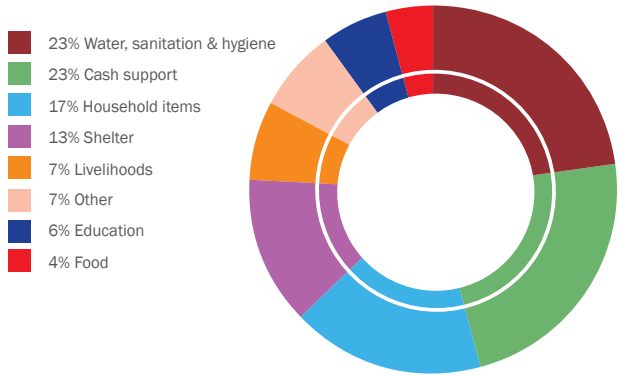


Adaptive programming

Just three months after the devastating earthquake and tsunami that struck Central Sulawesi, a second tsunami hit the coastline of the Sunda Strait, which separates the Indonesian islands of Java and Sumatra. More than 400 people were killed, at least 14,000 injured and 33,000 left homeless. One DEC member charity already had an office in the area and was therefore in a good position to respond. It directed a small proportion of its funds allocated from the DEC Indonesia Tsunami Appeal to assist the response in the worst-affected areas of the Sunda Strait. These funds were used to provide affected families with cash to meet essential needs through a cash-for-work scheme and also to improve child protection and develop disaster reduction plans with local authorities.

For an overview of the first six months of the DEC-funded response, see the [2018 Indonesia Tsunami Appeal Six-Month Report](#)

Indonesia Tsunami Phase 1 expenditure by sector



EMERGENCY APPEAL FOR PEOPLE FLEEING MYANMAR

In October 2017, the DEC launched an appeal to the UK public to help the large numbers of people, mostly ethnic Rohingya, who were fleeing across the border from Rakhine State, Myanmar, into Bangladesh, Myanmar, into Bangladesh. They arrived with almost nothing, exhausted and hungry, and told of being driven out of



their villages by terrible violence. By the time of the DEC appeal, almost half a million people were setting up makeshift shelters in camps in the area around Cox's Bazar, Bangladesh, which now hosts the largest refugee settlement in the world.

The DEC appeal raised a total of £30 million, £20 million of which was donated directly to the DEC, including £5 million from the UK Government's Aid Match scheme. The appeal is now closed. Thirteen member charities took part in the response.

During the first six months of the DEC-funded response (October 2017 to March 2018), our member charities and their local partners concentrated on supplying food and clean drinking water, installing toilets and improving living conditions by providing

basic household goods and materials to build shelters.

During the second phase (April 2018 to the end of December 2019), the focus was on protection interventions in Rohingya and Bangladeshi host communities, where there were serious risks for vulnerable groups. These included setting up safe spaces for women, children and older people, and providing trauma counselling and support on gender-based violence. Health posts were supplied with medicine and medical equipment through DEC funds so that they could provide services such as immunisation and contraception. Repairing and maintaining water and sanitation infrastructure in camps and host communities also remained key.

Adaptive programming

The changing needs of Rohingya refugees and local Bangladeshi communities meant that a flexible response was essential. Examples of DEC member charities' agility and adaptability include:

- running cash-for-work schemes to support vulnerable families instead of providing household items, when monitoring results showed that some goods were being sold in local markets
- switching funds from a health budget to water and sanitation to cover the increased costs of a large faecal sludge movement machine when this was deemed an immediate priority in the camps
- using DEC funds to procure 26 much-needed street lights in camps instead of installing five tube wells when it became clear the allocated ground was unsuitable for wells
- providing two surface pumps instead of drilling boreholes, as a result of discussions with affected communities.

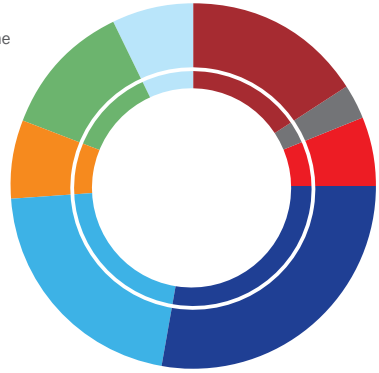
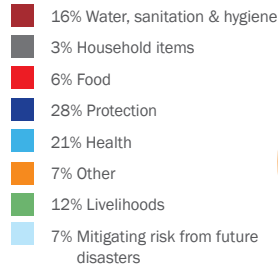
For an overview of the DEC-funded response, see the [2017 Rohingya Crisis: Appeal for People Fleeing Myanmar Final Report](#)

Other funding

In Scotland, the Scottish Government renewed its contract with the DEC to manage its Humanitarian Emergency Fund.

People Fleeing Myanmar Phase 2 expenditure by sector

April 2018 to end of December 2019



IMPROVING OUR WAYS OF WORKING

Environmental sustainability and climate change

Our member charities have a clear desire to incorporate environmental considerations into their work but face a number of barriers. This year, we commissioned a study from a consultancy team of International Development Masters students from the London School of Economics to examine these challenges, as well as key opportunities for change and development. Given the speed required for humanitarian response, the study found that most DEC member charities do not prioritise environmental considerations because of a lack of time, money and expertise. It noted that donors have a crucial role to play in escalating the environmental agenda by mainstreaming this issue through their own work and

funding models, as is currently the case for gender and disability. This would encourage humanitarian organisations to consider the environment holistically across their work. The report also provided a list of recommendations for both the DEC Secretariat and DEC member charities to enable them to reduce the environmental footprint of their humanitarian work.

Core Humanitarian Standard

In 2015, the DEC adopted the Core Humanitarian Standard on Quality and Accountability as the key quality standard for DEC member charities and how they deliver their programmes. This year, a report commissioned to examine our members' progress against the Standard found that all 14 members have improved the quality and accountability of their

programmes compared with the previous reporting period (2017–2018) and are in line with other organisations across the sector. These findings will be used to identify strengths, areas for improvement and potential learning opportunities between and among DEC members.



GOAL 4: PRESERVE AND STRENGTHEN THE PUBLIC'S WILLINGNESS TO DONATE TO HUMANITARIAN CRISES OVERSEAS

The DEC is undertaking a detailed programme of research to help us fully understand the wide variety of attitudes towards humanitarian crises among the UK public, including their motivations, concerns and expectations. We also want to identify the current gaps in terms of information, stories or resources about humanitarian issues that the DEC could help to fill.

This year we completed the first phase of the project, which consisted of an analysis of attitudes and beliefs around humanitarian appeals in the UK, and qualitative analysis that took the form of a two-week online focus group, as well as some in-depth interviews. This phase has already provided some valuable insights, which will help to frame proposed activities and fundraising communications. These approaches will be tested in future phases as part of the audience insight programme. This audience-led approach could help us to generate new strategies for public engagement and find more effective ways of working. As well as helping the DEC to meet its strategic goals in the next five years, it is also intended to be of use to our member charities and the wider sector.

Alongside our own research, we are proactively engaging with sector-wide groups, including BOND and the Development Engagement Lab, to ensure we assimilate the excellent work being done by others in this field, and share knowledge accordingly.

We experimented with innovative ways to deepen our supporters' understanding of and engagement with our work this year. In April, we invited key corporate supporters and partners to 'step into' a Cox's Bazar refugee camp in a London warehouse, as part of an immersive event to showcase on the work of our member charities addressing the Rohingya crisis. Moving between food stalls, tents and a water tank, supporters were able to talk to staff from member charities about the challenges they face in the camps

and their innovative solutions. As well as providing an opportunity to thank our Rapid Response Network partners for their ongoing contributions and provide feedback, it also offered an insight into ongoing interventions in Cox's Bazar from the perspective of aid workers.

Throughout the year, we updated our partners, major donors and trusts on the DEC-funded response to the Yemen Crisis, East Africa Crisis, Indonesian Tsunami, Cyclone Idai, and Rohingya crisis appeals. Corporate partners also received feedback videos outlining our member charities' ongoing Cyclone Idai response programmes. We ran a small Christmas campaign thanking donors for their support and explaining how their donations had made a difference in our last two appeals.

We also carried out a review of how we work in Scotland, Wales, and Northern Ireland to ensure we are getting our message out effectively in different parts of the UK. In Wales, the Welsh Government continued to part-fund the role of External Relations Manager with a grant of £20,000 to enhance the profile, reputation and income of the DEC and its appeals in Wales. This position has allowed the forging of new relationships, including with Wales Online and Cardiff airport, and helped coordinate member charities' appeal activities in Wales. The DEC's External Relations Manager in Scotland cultivated new relationships and hosted two well-attended panel events at the Edinburgh Book Festival in August.



STRUCTURE, GOVERNANCE AND MANAGEMENT

The DEC has been operating since 1963 and was registered as an independent charity on 4 June 1997. It is incorporated as a company limited by guarantee: we have no share capital and the guarantee is limited to £1 for each of our 14 members. Our governing document is the Memorandum and Articles of Association of the company.

The DEC Secretariat has core staff of 22 people (as at 31 March 2020) who run DEC appeals and oversee the use of DEC funds. The DEC plays a large role in fundraising and communications but also in oversight and accountability in how money raised is spent, and in promoting standards of good practice among members.

Fundraising

The DEC undertakes active fundraising only in the context of DEC appeals – usually only for a period of six months from the date of the public launch of an appeal.

Following the decision to launch an appeal for a particular crisis, we engage energetically with the public and our supporters to draw attention to the humanitarian need and raise money, using a wide range of fundraising approaches to maximise donations to the appeal. This includes broadcast, print and online advertising, direct marketing activities, engaging with local community and faith groups, and working with corporate partners and philanthropists. Our fundraising activity is carried out by our core staff team and the DEC does not employ professional telephone or street fundraisers or commercial participators to carry out our fundraising activities.

The DEC complies with all relevant statutory regulations, including the Charities Act 2011, the Data Protection Act 2018 and the Privacy and Electronic Communications Regulations 2003. We always seek to act in ways that are legal, open, honest and respectful – striving for best practice in fundraising by complying with a range of

codes of practice, including being registered with the Fundraising Regulator, and adhering to its Code of Fundraising Practice and Fundraising Promise. We have a donations acceptance policy that deals with ethical concerns, particularly for contributions from the private sector. We are careful to monitor our fundraising activities and provide supporters with help and information via our website, including Live Chat, by email, phone or post. We have a complaints policy available on our website, and record and respond to all complaints. In the 2019-20 financial year, the DEC received 4,608 queries from the public, including 99 complaints. Feedback shows that 94.8% of those who contacted us were satisfied with our response and follow-up, including 90.3% in relation to dealing with complaints.

Financial review

Total income received directly by the DEC including gift aid and bank interest for the year amounted to £9.9 million (2019: £45.5 million). Of this, the DEC Cyclone Idai Appeal (launched in March 2019) raised £8.7 million, and the DEC Emergency Fund raised £0.5 million. All values include gift aid.

Additional income in the year of £0.7 million (2019: £1.6 million) was received for other DEC appeals launched in previous years, donations from member charities and general unrestricted income.

Total expenditure for the year amounted to £29.6 million (2019: £27.8 million) including £26.6 million (2019: £22.3 million) of appeal funds committed to DEC members for use towards humanitarian programmes, £2.3 million (2019: £5.1 million) in costs of raising funds, and £0.7 million (2019: £0.5 million) of other costs. The DEC's core costs are covered mainly by contributions from our members, with appeal-specific costs charged to the related appeal.

Net unrestricted income for the year totalled £2.0 million (2019: £3.8 million). After transfers to restricted appeal funds of gift aid income totalling £0.9 million and from endowment funds of £0.6 million, and a transfer from historic appeal funds of £0.6 million representing core expenditure unfunded in 2019/20, an overall net movement in unrestricted funds of £0.3 million is reported (2019: £0.03 million). This net result is ahead of the budgeted deficit for the year of £0.2 million, building our reserves from 3 months to 6 months projected operating expenditure.



Board of Trustees

The Board of Trustees are directors of the company and, as shown on page 34, comprise six independent trustees (including the Chair of Trustees, Vice Chair and Honorary Treasurer) alongside the chief executives of each of the DEC's member charities. Trustees have no financial beneficial interest in the charity but do have voting rights. Trustees receive no remuneration or any other emoluments from the DEC. Biographies of trustees are shown on the [DEC's website](#)

The Board meets three times each year, in addition trustees attend an annual awayday to review the DEC's strategy, performance and plans. The Board has established committees – Membership and Accountability; Audit, Finance and Risk; and Remuneration – that operate under agreed terms of reference, oversee key aspects of DEC activity and report back to the full Board. These committees are chaired by independent trustees and include member trustees also, as shown on page 34.

Independent trustees, including the Chair and Honorary Treasurer, hold office for a term of three years; they may then be reappointed for a second term, with provision to extend this second term by up to 12 months, and then retire from office. Member trustees hold office for a term that is related to their roles as chief executive of a DEC member charity.

The appointment of new independent trustees is overseen by the Board with support from the Membership and Accountability Committee, following an analysis of skills, targeted advertising and an interview process. We also take account of diversity. The Chair is nominated by the independent trustees and appointed by majority agreement of the member trustees.

Trustee induction and conduct

Trustees sign consent and eligibility forms and complete a declaration of interests that is reviewed annually. New trustees are given a detailed induction by the Chair of Trustees, the DEC's Chief Executive and staff. A trustee handbook is also provided to new trustees, including relevant policies,

procedures, governance information and role descriptions. This is revisited after one year to support each trustee's ongoing learning and development with the DEC.

Management

Day-to-day management of the charity is delegated to the Chief Executive, Saleh Saeed, who leads the staff team. Performance and risk are monitored against strategic objectives. The staff head count is currently 21 full-time positions and 1 part-time position. Alongside the staff team, the DEC benefits from the help of regular volunteers and employs temporary staff or uses contractors where these are required to help with specific projects or the increased workload linked to a DEC appeal.

Remuneration

The Remuneration Committee subcommittee of the Board of Trustees is responsible for reviewing DEC Secretariat remuneration policy and practice on an annual basis for recommendation to the full Board. The Committee specifically sets the remuneration of the Chief Executive and the DEC's reward policy that provides for an annual cost of living increase in line with reported inflation rates, with a pay benchmarking exercise carried out every three years to ensure that remuneration levels remain competitive in line with averages for the wider charity sector.

Risk management

The DEC has a robust framework for identifying, reporting and managing

risks and is accountable for the effective use of the charitable funds raised in our name. The DEC is not operational in aid delivery, and therefore delegates the management of risks associated with delivering humanitarian programmes to member charities while maintaining oversight through an assurance system that includes independent reviews and evaluations, regular member reporting and external verification against the Core Humanitarian Standard.

The DEC has adopted an approach that assesses the charity's risk appetite in specific areas and maintains a risk register which is regularly reviewed in relation to those risks associated with our responsibilities for fundraising, stewardship and oversight, including what controls and safeguards operate to manage or mitigate risks.

Key risks identified in the risk register include:

- The risk that a DEC appeal is unsuccessful, or is seen as such, raising a low level of funds. This risk is perhaps greatest in relation to humanitarian crises that arise from conflict or are slow in their onset. The DEC monitors the onset of crises as they develop, assesses evidence of public interest and empathy and obtains feedback from broadcasters and other third parties before making an appeal in order to maximise the chance of success.



- The risk that programmes funded by the DEC and managed by member charities fail to deliver the planned benefits to disaster-affected communities, whether due to poor quality or financial losses, including risks of fraud, diversion of funds or safeguarding breaches. Given the complex risks inherent in DEC-funded responses by member charities operating in challenging environments, the DEC seeks assurance from its members that they have in place effective processes to manage such risks, including in relation to any partner organisations with which they are working to deliver aid programmes on the ground. To manage these risks, the DEC has an established framework of accountability and due diligence to ensure member charities have in place effective systems, processes and controls.
- The risk that IT failures or a security breach results in unauthorised access to stored data and a loss of confidence in the DEC or damage to the charity's reputation. In managing this risk, the DEC works closely with fundraising partners and suppliers. During the year, we continued to assess and strengthen further our systems and procedures in this area ahead of the new GDPR data regulations which came into force in 2018.
- The risk that strongly negative media or publicity, whether direct or indirect, causes damage to the DEC's position with the public, donors or other stakeholders. To manage this risk, the DEC works with members to ensure highest levels of transparency and deliver accountability to donors building on its work on accountability to affected populations. The DEC will invest in raising public trust, building on previously successful Thank You campaigns to increase public understanding of how aid works.
- The risk of losing ground to a new digital fundraiser or to changes in news media and public viewing habits towards the DEC's traditional broadcast appeal. The DEC continues to invest in development and innovation in fundraising, marketing and communications across digital media to ensure that it has a compelling digital offering. This follows the successful pilot project undertaken in the previous year. The DEC has plans to develop partnerships with major digital platforms, including social media and search engines, to engage with digital influencers and to work with public broadcasters to increase their digital offering.
- The risk that domestic or international news (such as the Coronavirus pandemic and Brexit) will adversely affect the public's willingness and ability to donate to overseas crisis. The DEC monitors domestic and international trends to ensure that it can adapt and respond rapidly to change.

Reserves policy

The trustees have set a target of free reserves, which are those general funds which are freely available to spend on any of the charity's purposes and exclude restricted and designated funds and fixed assets held for the charity's own use. The target range of free reserves has been set at 3 - 6 months' core overhead costs which is currently budgeted at £0.5m - £1.1m. This target takes into account working capital requirements and the need to fund operations in between appeals. Total free reserves are currently close to the target level as set out below:

	2020	2019
	£m	£m
Total funds	4.3	24.0
Restricted funds	(3.2)	(22.5)
Expendable endowment	-	(0.6)
General reserves	1.1	0.9
Fixed assets	(0.2)	(0.2)
Free reserves	0.9	0.7



Investment policy

Under its memorandum and articles of association, the charity has the power to make investments. The DEC needs to be in a position to enable its members to act very quickly in emergencies and therefore has a policy to balance keeping a proportion of funds in instant access and short-term deposits that can be accessed readily with considerations of high security and investment return.

Statement of trustees' responsibilities

The trustees (who are also the directors of the DEC for the purposes of company law) are responsible for preparing the trustees' report, including the strategic report and the financial statements in accordance with applicable law and UK Accounting Standards (UK Generally Accepted Accounting Practice).

Company law requires the trustees to prepare financial statements for each financial year which give a true and fair view of the state of affairs of the charitable company and of its incoming resources and application of resources, including the income and expenditure, for that period.

In preparing these financial statements, the trustees are required to:

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles in the Charities SORP;
- make judgments and estimates that are reasonable and prudent;
- state whether applicable UK Accounting Standards have been followed, subject to any material departures disclosed and explained in the financial statements; and
- prepare the financial statements on the going concern basis, unless it is inappropriate to presume that the charitable company will continue in operation.

The trustees are responsible for ensuring that adequate accounting records are kept that disclose with reasonable accuracy at any time the financial position of the charitable company and enable them to

ensure that the financial statements comply with the Companies Act 2006.

They are also responsible for safeguarding the assets of the charitable company and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

The trustees are responsible for the maintenance and integrity of the corporate and financial information included on the charitable company's website. Legislation in the UK governing the preparation and dissemination of financial statements may differ from legislation in other jurisdictions. The strategic report includes a review of financial performance and of the charity's reserves position. We have adequate financial resources and are well placed to manage the business risks. Our planning process, including financial projections, has taken into consideration the current economic climate and its potential impact on the various sources of income and planned expenditure. We have a reasonable expectation that we have adequate resources to continue in operational existence for the foreseeable future. We believe that there are no material uncertainties that call into doubt the charity's ability to continue. The accounts have therefore been prepared on the basis that the charity is a going concern.

Each of the persons who is a trustee at the date of approval of this report confirms that insofar as the trustees are aware, there is no relevant audit information of which the company's auditors are unaware, and that they have taken all the steps that 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.

Meeting and reporting on public benefit

The trustees confirm that they have complied with the duty in section 4 of the Charities Act 2011 to have due regard to the Charity Commission's general guidance on public benefit, 'Charities and Public Benefit'.

The structure of the trustees' annual report includes reporting on our strategic aims, the DEC's activities and achievements during the year and our plans for 2020–2021. We have highlighted how our work furthers our charitable purpose and the significant benefits it brings to:

- people in developing countries in urgent need of emergency relief, regardless of race, creed or nationality, through the funding provided by DEC appeals to 14 of the UK's leading humanitarian charities;
- the promotion of the efficiency and effectiveness of life-saving assistance and the alleviation of poverty;
- people in developing countries affected by an emergency situation being involved in the relief effort and being treated with dignity.

This trustees' report, including the strategic report, was approved by the Board of Trustees on 15 July 2020 and signed on its behalf by

Sue English
Chair

Jane Hanson
Honorary Treasurer



INDEPENDENT AUDITOR'S REPORT

To the members of the Disasters Emergency Committee

OPINION

We have audited the financial statements of Disasters Emergency Committee (the 'charitable company') for the year ended 31 March 2020 which comprise the statement of financial activities, balance sheet, statement of cash flows and notes to the financial statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 *The Financial Reporting Standard applicable in the UK and Republic of Ireland* (United Kingdom Generally Accepted Accounting Practice).

In our opinion, the financial statements:

- Give a true and fair view of the state of the charitable company's affairs as at 31 March 2020 and of its incoming resources and application of resources, including its income and expenditure, for the year then ended
- Have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice
- 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 charitable company in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, including the FRC's Ethical Standard and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have

obtained is sufficient and appropriate to provide a basis for our opinion.

CONCLUSIONS RELATING TO GOING CONCERN

We have nothing to report in respect of the following matters in relation to which the ISAs (UK) require us to report to you where:

- The trustees' use of the going concern basis of accounting in the preparation of the financial statements is not appropriate; or
- The trustees have not disclosed in the financial statements any identified material uncertainties that may cast significant doubt about the charitable company's ability to continue to adopt the going concern basis of accounting for a period of at least twelve months from the date when the financial statements are authorised for issue.

OTHER INFORMATION

The other information comprises the information included in the trustees' annual report, including the strategic report, other than the financial statements and our auditor's report thereon. The trustees are responsible for the other information. 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.

OPINION 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, including the strategic report, for the financial year for which the financial statements are prepared is consistent with the financial statements
- The trustees' annual report, including the strategic report, has been prepared in accordance with applicable legal requirements

MATTERS ON WHICH WE ARE REQUIRED TO REPORT BY EXCEPTION

In the light of the knowledge and understanding of the charitable company and its environment obtained in the course of the audit, we have not identified material misstatements in the trustees' annual report including the strategic 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, or returns adequate for our audit have not been received from branches not visited by us; or
- The 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

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

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

AUDITOR'S RESPONSIBILITIES FOR THE AUDIT OF THE FINANCIAL STATEMENTS

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion.

Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

As part of an audit in accordance with ISAs (UK), we exercise professional judgment and maintain professional scepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit

procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.

- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the trustees.
- Conclude on the appropriateness of the trustees' use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the entity's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the entity to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in

internal control that we identify during our audit.

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.

Noelia Serrano (Senior statutory auditor)
16th July 2020

for and on behalf of Sayer Vincent LLP,
Statutory Auditors
Invicta House, 108-114 Golden Lane,
LONDON, EC1Y 0TL



Statement of Financial Activities for the year ended 31 March 2020

(incorporating an income and expenditure account)

	Note	Unrestricted funds £000	Endowment funds £000	Restricted funds £000	2020 Total £000	2019 Total £000
Income from:						
Donations and legacies		1,056	-	-	1,056	1,319
Charitable activities						
DEC People Fleeing Myanmar Appeal		-	-	(2)	(2)	1,187
DEC East Africa Crisis Appeal		-	-	1	1	252
DEC Yemen Crisis Appeal		(4)	-	-	(4)	52
DEC Nepal Earthquake Appeal		-	-	(34)	(34)	25
DEC Indonesian Tsunami Appeal		(245)	-	36	(209)	20,517
DEC Cyclone Idai		1,080	-	7,662	8,742	21,725
DEC Emergency Fund		38	-	134	172	204
Humanitarian Emergency Fund (Scotland)		-	-	37	37	40
Humanitarian Emergency Fund (Wales)		-	-	20	20	20
Cash investments		109	-	-	109	140
Total income		2,034	-	7,854	9,888	45,481
Expenditure on:						
Raising funds	2	1,053	-	1,393	2,446	5,086
Charitable activities						
People Fleeing Myanmar disaster response programmes	3	-	-	-	-	2,819
East Africa Crisis disaster response programmes	3	-	-	-	-	1,068
Yemen Crisis disaster response programmes	3	-	-	-	-	1,051
Nepal Earthquake disaster response programmes	3	-	-	-	-	-
Indonesian Tsunami response programmes	3	103	-	464	567	17,534
Cyclone Idai response programmes		104	-	26,080	26,184	6
Humanitarian Emergency Fund (Scotland)		-	-	38	38	35
Welsh Government Fund		-	-	27	27	13
Lesson learning and accountability		191	-	93	284	209
Total expenditure		1,451	-	28,095	29,546	27,821
Net income for the year		583	-	(20,241)	(19,658)	17,660
Transfers between funds	13	(314)	(555)	869	-	-
Net movement in funds		269	(555)	(19,372)	(19,658)	17,660
Reconciliation of funds						
Total funds brought forward	13	855	555	22,548	23,958	6,298
Total funds carried forward	13	1,124	-	3,176	4,300	23,958

All of the above results are derived from continuing activities. There were no other recognised gains or losses other than those stated above. Comparable information for the year ended 31 March 2019 is shown in note 15 to the financial statements. Movements in funds are disclosed in note 13 to the financial statements.

Balance Sheet at 31 March 2020

	Note	£000	2020 £000	£000	2019 £000
Fixed assets					
Tangible fixed assets	7		248		155
			248		155
Current assets					
Debtors	8	158		12,922	
Investments	9	-		263	
Cash at bank and in hand	9	14,805		31,274	
		14,963		44,459	
Liabilities					
Creditors: amounts due within one year	10	(10,911)		(20,656)	
Net current assets			4,052		23,803
Total assets less current liabilities			4,300		23,958
Net assets	12		4,300		23,958
Funds					
Unrestricted funds					
General reserves	13		1,124		855
Expendable endowment	13		-		555
Restricted funds	13		3,176		22,548
Total funds			4,300		23,958

Approved by the trustees on 15 July 2020 and signed on their behalf by

Sue English
Chair

Jane Hanson
Honorary Treasurer

Statement of Cash Flows for the year ended 31 March 2020

	Note	2020 £000	2019 £000
Cash flows from operating activities			
Net cash (used in)/ provided by operating activities	14	(16,655)	6,604
Cash flows from investing activities			
Interest from investments		109	140
Purchase of fixed assets		(187)	(155)
Net sale/(purchase) of current asset investments		263	(3)
Net cash provided by/ (used in) investing activities		185	(18)
Change in cash and cash equivalents in the year		(16,469)	6,586
Cash and cash equivalents at the beginning of the year		31,274	24,688
Cash and cash equivalents at the end of the year		14,805	31,274

	At 1 April 2019 £000	Cash flows £000	Other non-cash changes £000	At 31 March 2020 £000
Cost				
Cash at bank and in hand	31,274	(16,469)	-	14,805
Total cash and cash equivalents	31,274	(16,469)	-	14,805

Notes to the financial statements for the year ended 31 March 2019

1. ACCOUNTING POLICIES

a) Basis of accounting

The financial statements have been prepared in accordance with Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) - (Charities SORP FRS 102), the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) and the Companies Act 2006.

Assets and liabilities are initially recognised at historical cost or transaction value unless otherwise stated in the relevant accounting policy or note.

b) Public benefit entity

The charitable company meets the definition of a public benefit entity under FRS 102.

c) Going concern

The trustees consider that there are no material uncertainties about the charitable company's ability to continue as a going concern.

d) Estimates

The trustees do not consider that there are any sources of estimation uncertainty at the reporting date that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next reporting period.

e) Income

Income is recognised when the charity has entitlement to the funds, it is probable that the income will be received and that the amount can be measured reliably. Income includes associated gift aid tax claims.

Donations to DEC appeals are included as restricted income, used to fund the related disaster response programmes. Associated gift aid tax claims are included as unrestricted income and then

transferred to the related restricted fund for each DEC appeal. Contributions from member agencies towards DEC's appeal preparedness is included as donations and accounted for when received.

Income from legacies is included when received from the estate or when the charity is notified by the executor that a distribution will be made. 50% of legacy income is allocated to restricted income and used to fund disaster response programmes, 50% is allocated to unrestricted income.

Interest on funds held on cash deposit is included when receivable.

f) Donations of services

During the year the DEC has benefited from broadcasting, promotion and donations processing services received free or at discounted rates from various providers. The value of these services is not reasonably quantifiable and measurable and the cost of identifying them and assessing their value to the DEC would outweigh the benefit to users of the accounts. Therefore no value has been attributed to these services in the accounts.

In accordance with the Charities SORP (FRS 102), volunteer time is not recognised. The trustees' annual report provides more information about their contribution.

g) Fund accounting

Restricted funds are used for specific purposes as laid down by the donor or related to a specific DEC appeal. Expenditure which meets these criteria is charged to the fund.

Unrestricted funds are donations and other incoming resources received or generated for the charitable purposes.

Designated funds are unrestricted funds earmarked by the trustees for particular purposes.

h) Expenditure and irrecoverable VAT

Expenditure is recognised once there is a legal or constructive obligation to make a payment to a third party, it is probable that settlement will be required and the amount of the obligation can be measured reliably. Expenditure is classified under the following activity headings:

Costs of raising funds relate to the costs incurred by the charity in encouraging individuals and other third parties to make voluntary contributions to DEC appeals, as well as the cost of any activities with a fundraising purpose.

Expenditure on charitable activities includes the funds allocated to DEC member agencies towards the costs of delivering disaster response programmes as set out in note i) below. Expenditure is recognised when allocations are confirmed to members because it is at this time that a firm commitment is made by DEC towards the planned programmes of work by members in response to each appeal. This is two weeks following the launch of an appeal.

Irrecoverable VAT is charged as a cost against the activity for which the expenditure was incurred.

i) Basis of allocation to member agencies

Member charities are entitled to a share of the appeal income if they opt into that appeal. A formula known as the Indicator of Capacity (IOC) is used to allocate appeal funds among DEC member agencies.

DEC informs the member agencies of their estimated income from an appeal after one week and commits funds towards disaster relief programmes two weeks after the appeal launch. Further allocations are made as income for specific appeals is received and as the programme is implemented.

j) Allocation of support costs

All expenditure is accounted for on an accruals basis and has been classified

Notes to the financial statements for the year ended 31 March 2020

under headings that aggregate all costs related to that category. Where costs cannot be directly attributed to particular headings they have been allocated to activities on a basis consistent with use of resources.

Fundraising expenditure has been shown separately. These costs are incurred in seeking donations and voluntary contributions and do not include the costs of disseminating information in support of the charitable activities.

Governance costs are the costs associated with the governance arrangements of the charity which relate to the general running of the charity as opposed to those costs associated with fundraising or charitable activity. Included within this category are costs associated with the strategic, as opposed to day-to-day, management of the charity's activities.

Support costs which include costs associated with general management,

financial management and accounting, information technology, human resources and premises are allocated across the categories of charitable expenditure, governance costs and the costs of generating funds. The basis of the cost allocation has been explained in the notes to the accounts.

k) Operating leases

Rental charges are charged on a straight line basis over the term of the lease.

l) Tangible fixed assets

Tangible fixed assets are stated at cost less accumulated depreciation. Assets, or groups of assets purchased within a single project, costing £1,000 and above are capitalised. Depreciation is provided at rates calculated to write down the cost of each asset to its estimated residual value over its expected useful life. The depreciation rates in use are as follows:

Leasehold improvements
- 5 years or term of lease if shorter

Furniture, fittings and office equipment
- 5 years
Computer equipment, software & web development
- 3 years

m) Cash at bank and in hand

Cash at bank and cash in hand includes cash and short term highly liquid investments with a short maturity of three months or less from the date of acquisition or opening of the deposit or similar account. Cash deposits with maturities above 3 months are shown as current asset investments.

n) Pension contributions

The charity has a stakeholder pension scheme and makes defined contributions based on salary. Pension contributions are charged to the statement of financial activities as incurred and attributed to unrestricted and restricted funds in line with other Secretariat staffing costs.



Notes to the financial statements for the year ended 31 March 2020

2. TOTAL RESOURCES EXPENDED

a) Current year

	Member allocations £000	Other direct costs £000	Allocated support costs £000	2020 Total £000	2019 Total £000
Cost of generating voluntary income	-	1,994	452	2,446	5,086
Disaster response programmes	26,544	-	-	26,544	22,251
Humanitarian Emergency Fund (Scotland)	-	38	-	38	35
Welsh Government Fund	-	27	-	27	13
Lesson learning and accountability	-	130	153	283	209
Governance costs	-	129	79	208	227
Total resources expended	26,544	2,318	684	29,546	27,821

b) Prior year

	Member allocations £000	Other direct costs £000	Allocated support costs £000	2019 Total £000
Cost of generating voluntary income	-	4,810	276	5,086
Disaster response programmes	22,251	-	-	22,251
Humanitarian Emergency Fund (Scotland)	-	35	-	35
Humanitarian Emergency Fund (Wales)	-	13	-	13
Lesson learning and accountability	-	135	74	209
Governance costs	-	91	136	227
Total resources expended	22,251	5,084	486	27,821

The appeal for Cyclone Idai was launched on 21 March 2019. The funds allocated to member agencies towards the costs of delivering disaster response programmes were confirmed on 3 April 2019 and so the related expenditure of £24,000,000 was recorded in the year to 31 March 2020 and is excluded from the expenditure reported for the year to 31 March 2019.

		2020 £000	2019 £000
Support costs are allocated on the following basis:			
Nature of cost	Allocation basis		
Staff	Estimate of where staff spend their time	174	394
Premises, utilities and other overheads	Actual and estimated usage	511	92
Total allocated support costs		685	486

Allocated support costs: cost allocation includes an element of judgement and the charity has had to consider the cost and benefit of detailed calculations and record keeping. This allocation includes support costs where they are attributable and are a best estimate of the costs that have been so allocated. The various categories of support costs are described above (see note 1j).

Notes to the financial statements for the year ended 31 March 2020

3. DISASTER RESPONSE PROGRAMMES

a) Current year

Appeal funds allocated, committed to, or returned by, participating member charities are as follows:

	ITEA £000	CIA £000	2020 Total £000	2019 Total £000
Action Against Hunger	(68)	-	(68)	371
ActionAid	-	1,368	1,368	1,132
Age International	17	813	830	662
British Red Cross	74	3,581	3,655	3,080
CAFOD	23	1,115	1,138	919
CARE International UK	23	1,125	1,148	891
Christian Aid	38	1,836	1,874	1,631
Concern Worldwide UK	-	794	794	155
Islamic Relief	23	1,095	1,118	972
Oxfam	131	4,683	4,814	4,091
Plan International UK	28	1,354	1,382	1,114
Save the Children	112	5,220	5,332	4,680
Tearfund	30	1,467	1,497	1,209
World Vision UK	33	1,629	1,662	1,344
Total	464	26,080	26,544	22,251

Negative balance represents funds granted to member agency in prior year returned in current year.

Notes to the financial statements for the year ended 31 March 2020

3. DISASTER RESPONSE PROGRAMMES (continued)

b) Prior year

Appeal funds allocated, committed to, or returned by, participating member charities are as follows:

	YCA £000	YCA £000	EACA £000	PFM £000	2019 Total £000
Action Against Hunger	-	-	-	371	371
ActionAid	-	63	150	919	1,132
Age International	-	33	83	546	662
British Red Cross	164	135	375	2,406	3,080
CAFOD	-	49	121	749	919
CARE International UK	40	-	95	756	891
Christian Aid	104	86	207	1,234	1,631
Concern Worldwide UK	40	32	83	-	155
Islamic Relief	65	53	119	735	972
Oxfam	247	203	495	3,146	4,091
Plan International UK	-	57	148	909	1,114
Save the Children	266	218	551	3,645	4,680
Tearfund	74	-	147	988	1,209
World Vision UK	-	71	177	1,096	1,344
Total	1,000	1,000	2,751	17,500	22,251

Key

PFM: People Fleeing Myanmar Appeal

EACA: East Africa Crisis Appeal

YCA: Yemen Crisis Appeal

NEA: Nepal Earthquake Appeal

ITEA: Indonesia Tsunami Earthquake Appeal

CIA: Cyclone Ildai Appeal

4. ANALYSIS OF STAFF COSTS AND THE COST OF KEY MANAGEMENT PERSONNEL

a) Staff costs were as follows:	2020 £000	2019 £000
Salaries and wages	959	897
National insurance	100	88
Contribution to defined contribution pension schemes	117	125
Temporary and agency staff	83	82
Total	1,259	1,192

Notes to the financial statements for the year ended 31 March 2020

4. ANALYSIS OF STAFF COSTS AND THE COST OF KEY MANAGEMENT PERSONNEL (continued)

b) Employees whose emoluments were equal to or greater than £60,000 per annum

	2020 No.	2019 No.
£100,001 - £110,000	1	1
£60,001 - £70,000	2	4

The highest paid employee is the Chief Executive whose emoluments in the year include a salary of £80,325 (2019: £78,533), an accommodation allowance of £10,506 (2019: £10,000) and pension contributions including contributions by way of employee salary exchange of £27,902 (2019: £27,222). No benefits in kind or other remuneration are paid.

Calculation to defined contribution pension schemes includes 8% employee pension contribution and contributions by employees by way of salary exchange.

The total amount of remuneration and benefits paid to the key management personnel were £439,617 (2019: £418,727).

c) The average number of employees (head count based on number of staff employed) during the year was as follows:

	2020 No.	2019 No.
Fundraising and communications	13	14
Supporter care (temporary staff during appeals)	-	1
Lesson learning and evaluation	4	4
Governance	2	2
Finance and administration	4	4
Total	23	25

d) The average number of employees (head count based on Full Time Equivalent of staff employed) during the year was as follows:

	2020 FTE No.	2019 FTE No.
Fundraising and communications	12	13
Supporter care (temporary staff during appeals)	-	1
Lesson learning and evaluation	4	4
Governance	2	2
Finance and administration	4	4
Total	22	24

5. TRUSTEES

No trustees received emoluments in the year (2019: nil). Amounts reimbursed to Trustees for travel and other expenditure totalled £1,358 in the year (2019: £470).

Notes to the financial statements for the year ended 31 March 2020

6. NET INCOME FOR THE YEAR IS STATED AFTER CHARGING:

	2020 £000	2019 £000
Depreciation charge	94	21
Operating lease rentals – premises	97	91
Auditors' remuneration (excluding VAT)		
Audit	24	23
Other services	6	7
	<u>6</u>	<u>7</u>

7. TANGIBLE FIXED ASSETS

	Leasehold improvements £000	Computer equipment, software and web development £000	Furniture, fittings and office equipment £000	Total £000
Cost				
At the start of the year	144	136	-	280
Additions	76	51	60	187
Disposals	-	-	-	-
At the end of the year	220	187	60	467
Depreciation				
At the start of the year	-	125	-	125
Disposals	-	-	-	-
Charge for the year	59	19	16	94
At the end of the year	59	144	16	219
Net book value				
At the end of the year	161	43	44	248
At the start of the year	144	11	-	155

8. DEBTORS

	2020 £000	2019 £000
Prepayments	69	59
Gift aid receivable	60	3,849
Appeal income receivable	-	8,937
Legacy income receivable	25	71
Other debtors	4	6
	<u>158</u>	<u>12,922</u>

Notes to the financial statements for the year ended 31 March 2020

9. CASH AND CURRENT ASSET INVESTMENTS

	2020 £000	2019 £000
Cash at bank and in hand	14,805	31,274
Investments: Cash equivalents on deposit	-	263
	14,805	31,537

The balance in cash and short term deposits represents funds raised during the Cyclone Idai and Indonesia appeals. While these funds have very largely been committed to member agencies towards disaster response programmes, the disbursement of these fund take place over the period of those programmes.

10. CREDITORS: AMOUNTS DUE WITHIN ONE YEAR

	2020 £000	2019 £000
Trade creditors	123	1,281
Taxation and social security costs	62	30
Due to member charities – disaster response programmes	10,691	18,664
Other creditors and accruals	35	681
	10,911	20,656

11. OPERATING LEASE COMMITMENTS

The charity's total future minimum lease payments under non-cancellable operating leases is as follows for each of the following periods

	Property		Equipment	
	2020 £000	2019 £000	2020 £000	2019 £000
Less than one year	59	59	-	1
One to five years	102	161	-	-
Total	161	220	-	1

Notes to the financial statements for the year ended 31 March 2020

12. ANALYSIS OF NET ASSETS BETWEEN FUNDS

a) At 31 March 2020

	Unrestricted funds £000	Endowment funds £000	Restricted funds £000	Total funds £000
Tangible fixed assets	248	-	-	248
Net current assets	876	-	3,176	4,052
Net assets at the end of the year	1,124	-	3,176	4,300

b) At 31 March 2019

	Unrestricted funds £000	Endowment funds £000	Restricted funds £000	Total funds £000
Tangible fixed assets	155	-	-	155
Net current assets	700	555	22,548	23,803
Net assets at the end of the year	855	555	22,548	23,958

13. STATEMENT OF FUNDS

a) For the year ended 31 March 2020

	At the start of the year £000	Income £000	Disaster response programmes £000	Resources expended £000	Transfers between funds £000	At the end of the year £000
Restricted funds:						
DEC People Fleeing Myanmar Appeal	395	(2)	-	(61)	(332)	-
DEC East Africa Crisis Appeal	495	1	-	(10)	(486)	-
DEC Yemen Crisis Appeal	283	-	-	(6)	(277)	-
DEC Nepal Earthquake Appeal	34	(34)	-	-	-	-
DEC Emergency Appeal	217	134	-	(1)	38	388
DEC Indonesia Tsunami Appeal	1,145	36	(464)	(43)	(245)	429
DEC Cyclone Idai	19,966	7,662	(26,080)	(1,365)	2,171	2,354
Humanitarian Emergency Fund (Scotland)	6	37	-	(38)	-	5
Humanitarian Emergency Fund (Wales)	7	20	-	(27)	-	-
Total restricted funds	22,548	7,854	(26,544)	(1,551)	869	3,176
Unrestricted funds:						
General reserve	855	2,034	-	(1,451)	(314)	1,124
Designated reserve	-	-	-	-	-	-
Total unrestricted funds	855	2,034	-	(1,451)	(314)	1,124
Expendable endowment	555	-	-	-	(555)	-
Total funds	23,958	9,888	(26,544)	(3,002)	-	4,300

Notes to the financial statements for the year ended 31 March 2020

13. STATEMENT OF FUNDS

a) For the year ended 31 March 2019

	At the start of the year	Income	Disaster response programmes	Resources expended	Transfers between funds	At the end of the year
	£000	£000	£000	£000	£000	£000
Restricted funds:						
DEC People Fleeing Myanmar Appeal	2,062	1,145	(2,751)	(151)	90	395
DEC East Africa Crisis Appeal	1,233	190	(1,000)	(1)	73	495
DEC Yemen Crisis Appeal	1,263	72	(1,000)	(52)	-	283
DEC Nepal Earthquake Appeal	47	1	-	(39)	25	34
DEC Indonesia Tsunami Appeal	-	18,481	(17,500)	(1,917)	2,081	1,145
DEC Cyclone Idai	-	19,962	-	(1,760)	1,764	19,966
DEC Emergency Fund	12	205	-	-	-	217
Humanitarian Emergency Fund (Scotland)	1	40	-	(35)	-	6
Welsh Government Fund	-	20	-	(13)	-	7
Total restricted funds	4,618	40,116	(22,251)	(3,968)	4,033	22,548
Unrestricted funds:						
General reserve	823	1,326	-	(1,601)	307	855
Designated reserve	-	4,033	-	-	(4,033)	-
Total unrestricted funds	823	5,359	-	(1,601)	(3,726)	855
Expendable endowment	857	6	-	(1)	(307)	555
Total funds	6,298	45,481	(22,251)	(5,570)	-	23,958

Restricted income funds All restricted income fund balances at year end are represented by cash balances, debtors and creditors.

The DEC Cyclone Idai was launched on 21 March 2019 and raised £8.7m (including gift aid) in this financial year. £26.1m was committed to member agencies in the year towards disaster response programmes. At the end of the financial year, funds held against appeals where programmatic activity had ended were transferred into this fund. Funds from the DEC People Fleeing Myanmar Appeal (£332k), DEC East Africa Crisis Appeal (£486k) and DEC Yemen Crisis Appeal (£277k) were transferred. The transfer was made following established practice of moving unspent appeal funds into the next DEC appeal.

The DEC Indonesia Tsunami Appeal was launched on 4 October 2018. £464k was committed to member agencies in the year towards disaster response programmes in Indonesia.

The DEC People Fleeing Myanmar Appeal was launched on 4 October 2017. At the end of the 2019/20 financial year, the balance on the fund of £332k was transferred into the Cyclone Idai appeal fund.

The DEC East Africa Crisis Appeal was launched on 15 March 2017. At the end of the 2019/20 financial year, the balance of funds of £486k was transferred into the Cyclone Idai appeal fund.

The DEC Yemen Crisis Appeal was launched on 13 December 2016 and concluded programmatic activity at the end of 2018. At the end of the 2019/20 financial year, the balance on the appeal of £277k was transferred into the Cyclone Idai appeal fund.

The DEC Nepal Earthquake Appeal was launched on 28 April 2015. During the 2019/20 financial year the balance carried forward of £35k was transferred to the DEC Emergency Fund as the programmatic activity linked to the appeal had concluded.

Notes to the financial statements for the year ended 31 March 2020

13. STATEMENT OF FUNDS (continued)

On the 27th March 2018 the DEC launched a way to give to outside of our high-profile appeals. The DEC Emergency Fund is an always-on donation platform that allows people to give whether or not an appeal has been launched. The DEC will work with its member charities to identify the most effective use of the Emergency Fund, allowing us to respond quickly to natural disasters, or enabling us to reach people affected by crises which aren't making headlines.

The fund will only be used to help people overcome by crises and in desperate need of humanitarian assistance – such as food, clean water, medicine and shelter – in parts of the world where governments and other organisations cannot meet the needs of the affected population. We will provide a full account of how money from the Emergency Fund has been spent in our next annual report.

During the financial year, £172k was received towards the DEC Emergency appeal.

Designated funds Gift aid tax recoverable on donations to the DEC appeals, although unrestricted, is designated to the relief work respectively in those crisis-affected countries for which DEC appeals are launched. Income accrued for gift aid for these appeals has already been transferred from the designated fund to the restricted fund for the DEC Cyclone Idai, DEC Indonesia Tsunami Appeal, DEC People Fleeing Myanmar, DEC East Africa Crisis Appeal and DEC Nepal Earthquake Appeal as there is a presumption that this money will be utilised against these appeal responses.

Expendable endowment DEC received a legacy of £1.7m during the 2010/11 financial year which established an expendable endowment by a trustee declaration of trust to be spent over 10 years. During the 2019/20 financial year it was decided to fully expense this fund, given the financial situation of the charity and the ending of the endowment. Therefore the outstanding funds of £555k were transferred into general reserves.

14. RECONCILIATION OF NET EXPENDITURE TO NET CASH FLOW FROM OPERATING ACTIVITIES

	2020 £000	2019 £000
Net income for the reporting period (as per the statement of financial activities)	(19,658)	17,660
Depreciation charges	94	21
Interest from current asset investments	(109)	(140)
(Increase)/decrease in debtors	12,764	(12,128)
Increase/(decrease) in creditors	(9,746)	1,191
Net cash provided by/(used in) operating activities	(16,655)	6,604

Notes to the financial statements for the year ended 31 March 2020

15. STATEMENT OF FINANCIAL ACTIVITIES (INCORPORATING AN INCOME AND EXPENDITURE ACCOUNT)

For the year ended 31 March 2019

	Note	Unrestricted funds £000	Endowment funds £000	Restricted funds £000	2019 Total £000
Income from:					
Donations and legacies		1,319	-	-	1,319
Charitable activities					
DEC People Fleeing Myanmar Appeal		90	-	1,097	1,187
DEC East Africa Crisis Appeal		73	-	179	252
DEC Yemen Crisis Appeal		-	-	52	52
DEC Nepal Earthquake Appeal		25	-	-	25
DEC Indonesian Tsunami Appeal		2,081	-	18,436	20,517
DEC Cyclone Idai		1,764	-	19,961	21,725
DEC Emergency Fund		-	-	204	204
Humanitarian Emergency Fund (Scotland)		-	-	40	40
Humanitarian Emergency Fund (Wales)		-	-	20	20
Cash investments		7	6	127	140
Total income		5,359	6	40,116	45,481
Expenditure on:					
Raising funds	2	1,165	1	3,920	5,086
Charitable activities					
People Fleeing Myanmar disaster response programmes	3	68	-	2,751	2,819
East Africa Crisis disaster response programmes	3	68	-	1,000	1,068
Yemen Crisis disaster response programmes	3	51	-	1,000	1,051
Nepal Earthquake disaster response programmes	3	-	-	-	-
Indonesian Tsunami response programmes	3	34	-	17,500	17,534
Cyclone Idai response programmes		6	-	-	6
Humanitarian Emergency Fund (Scotland)		-	-	35	35
Humanitarian Emergency Fund (Wales)		-	-	13	13
Lesson learning and accountability		209	-	-	209
Total expenditure	2	1,601	1	26,219	27,821
Net income for the year		3,758	5	13,897	17,660
Transfers between funds	14	(3,726)	(307)	4,033	-
Net movement in funds		32	(302)	17,930	17,660
Reconciliation of funds					
Total funds brought forward	14	823	857	4,618	6,298
Total funds carried forward	14	855	555	22,548	23,958

Notes to the financial statements for the year ended 31 March 2020

16. RELATED PARTY TRANSACTIONS

The charity trustees disclosed on page 34 include executives of all member agencies. The material transactions are disclosed in note 3. The member agencies made donations of £1,000k (2019: £1,279k) in the year to the charity. In addition, £22,000 (2019: £78,000) was collected in the year by member charities on behalf of the charity. Being £nil (2019: £12,000) Yemen Crisis Appeal; £nil (2019: £103) East Africa Crisis Appeal; £nil (2019: £1,048) People Fleeing Myanmar Appeal; £nil (2019: £53,000) Indonesian Tsunami Appeal; £22,000 (2019: £12,000) Cyclone Idai Appeal

The Humanitarian Memorial Appeal (HMA) is an initiative to establish a lasting memorial to humanitarian workers, including those killed or injured in the course of helping others. HMA is an unconstituted body run by a steering group comprising 11 individuals, including DEC's CEO, Saleh Saeed. DEC is supporting HMA with the provision of a bank account and during the financial year the bank balance stood at £364k (2019: £373k). Under the terms of the agreement with HMA, DEC has no responsibility for the management and control of HMA. The activities of HMA are not reflected in these accounts.

17. TAXATION

The Disasters Emergency Committee is a registered charity and as such is potentially exempt from taxation of its income and gains to the extent that they fall within the charity exemptions in the Corporation Taxes Act 2010 or section 256 Taxation of Chargeable Gains Act 1992. No tax charge has arisen in the year.



BOARD OF TRUSTEES

ROLES OF THE BOARD COMMITTEES

Membership and Accountability

Committee – Responsible for developing accountability policy and monitoring member agencies and DEC performance against it, and overseeing DEC activity to promote learning and accountability. The committee is also responsible for ensuring our membership criteria are appropriate; making decisions on action with non-performing members and recruitment of independent trustees.

Chair: Andy Green

Members 2020: Mike Adamson, Rose Caldwell, Jean-Michel Grand, Jane Hanson, Nigel Harris, Baroness Helene Hayman, Sue English, Chris Roles, Charles Stewart-Smith, Richard Tait

Audit, Finance and Risk Committee

– Responsible for reviewing draft financial statements and considering the external auditor's management letter. The committee is also responsible for advising trustees on the appointment of external auditors; reviewing external audit plans; reviewing the effectiveness of the internal control and risk management systems and monitoring the implementation of audit recommendations.

Chair: Jane Hanson

Members 2020: Andy Green, Naser Haghamed, Danny Harvey, Laurie Lee, Girish Menon, Amanda Mukwashi

Remuneration Committee

– Responsible for reviewing DEC remuneration policy and practice on an annual basis for recommendation to the full Board.

Chair: Andy Green

Members 2020: Rose Caldwell, Jane Hanson, Sue English, Chris Roles

BOARD OF TRUSTEES

INDEPENDENT TRUSTEES

Sue English

Chair of Trustees, Independent Trustee

Andy Green, CBE

Vice Chair, Independent Trustee

Jane Hanson

Honorary Treasurer, Independent Trustee

Baroness Helene Hayman

(resigned 15/07/20)
Independent Trustee

Tanya Steele

(appointed 15/07/20)
Independent Trustee

Charles Stewart-Smith

Independent Trustee

Richard Tait, CBE

Independent Trustee

MEMBER TRUSTEES

Jean-Michel Grand

Action Against Hunger – Executive Director

Girish Menon

ActionAid UK – Executive Director

Chris Roles

Age International – Director

Mike Adamson

British Red Cross – Chief Executive

Christine Allen

CAFOD – Director

Laurie Lee

CARE International UK – Chief Executive

Amanda Mukwashi

Christian Aid – Director

Rose Caldwell

Concern Worldwide UK – Executive Director
(resigned 25/11/19)

Danny Harvey

Concern Worldwide UK – Executive Director
(appointed 25/11/19)

Naser Haghamed

Islamic Relief Worldwide – Chief Executive

Dr Danny Sriskandarajah

Oxfam GB - Chief Executive

Tanya Barron, OBE

Plan International UK – Chief Executive
(resigned 25/11/19)

Rose Caldwell

Plan International UK – Chief Executive
(appointed 25/11/19)

Kevin Watkins

Save the Children UK – Chief Executive

Nigel Harris

Tearfund – Chief Executive

Tim Pilkington

World Vision UK – Chief Executive
(resigned 09/03/20)

Mark Sheard

World Vision UK – Interim Chief Executive
(appointed 09/03/20)

DEC SECRETARIAT

KEY MANAGEMENT

Saleh Saeed

Chief Executive

Nicola Peckett

Director of Communications

Nick Waring

Director of Finance and Resources

Simon Beresford

Director of Fundraising and Marketing

Madara Hettiarachchi

Director of Programmes and
Accountability

On behalf of the Trustees and members, the Chair would like to thank the executive team and staff for all the excellent work and their achievements and dedication shown during the year.

IN ADDITION TO KEY MANAGEMENT, STAFF WHO SERVED DURING THE YEAR

Sonja Ashbury, Adam Bailey, Monica Blagescu, Katy Bobin, Kathryn Brooke, Adam Brown, Gary Carpenter, Priya Changela, Hayley Collins, Barney Guiton, Ash Hiden, Mollie Lawrence, Malcolm Lloyd, Sarah Maynard, Hannah McCarthy, Emily McDonnell-Thomas, Eppie Nguyen-Xuan, Huw Owen, Sarah Sansom, Hilda Sejeji-Paulo, Adeola Soyege, Harry Stevens, Bethan Sweeting, Pete Teverson, Owen Thomas, Adrian Walker, Casia Wiliam, James Winterkorn.

VOLUNTEERS AND OTHER SUPPORT

We were also greatly assisted by a number of volunteers both during and outside of our appeals to whom we are extremely grateful.

We are grateful for all the support of our rapid response network some of whom provide services either free or at reduced costs. During the year Sidley Austin LLP provided pro-bono legal support which has been much appreciated and beneficial to the DEC.

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**DEC
MEMBER
CHARITIES**



act:onaid



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