

Embrace the Middle East

Annual Report & Accounts 2019



EMBRACE
the Middle East

The Trustees of Embrace the Middle East, who are also Directors of the Charity for the purposes of the Companies Act 2006, are pleased to present their annual report and the charity's audited consolidated financial statements for the year ended 31 December 2019.

Our Vision:

Lives and communities in the Middle East transformed by the compassion of Christ.

Embrace the Middle East Group

Embrace the Middle East
Registered company number
(England and Wales): 3706037
Registered charity number: 1076329

Our Mission:

To partner with Middle East Christians as they bring healing and hope to all who face poverty and injustice.

Transform

- **Support** people affected by poverty and assist them to overcome it.
- **Deliver** basic services and livelihood opportunities to under-served and excluded people.
- **Provide** humanitarian assistance to people affected by conflict and other crises. The projects we support will bring real and lasting change through the promotion of **gender equality, the empowerment of beneficiaries, and the inclusion of marginalised people** in wider society.

Strengthen and Encourage

- We will **invest** in stronger partnerships with local Christian civil society organisations, enabling our partners to be more self-reliant and better equipped through targeted capacity-building.
- We will support, develop and implement a **capacity-building, monitoring and evaluation framework**. Our approach will be to tailor our capacity-building support to each partner's individual circumstance and encourage opportunities for partners to learn from each other.
- We will grow our **network of volunteers and churches** who pray, give and advocate to support Christian social witness in the Middle East.

Challenge

- We will **promote awareness** of the role of Middle East Christians as positive agents for change in their communities.
- We will **highlight issues** arising from the unresolved Israeli/Palestinian conflict.
- We will work with our partners to identify advocacy and campaigning issues that concern them and where Embrace can **make a difference**.

Registered office:
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A message from the Chair of Trustees

As I write, the charity, our partners in the Middle East, and all who benefit from their endeavours delivering services in the health, education, disability support, community development, and refugee sectors including emergency humanitarian relief, as well as you, our donors and supporters, are suffering the consequences of the COVID-19 virus. Our thoughts and our prayers continue to be with those who are most vulnerable, whose lives are at risk or who have already, or may in the near future, lose loved ones.

At Embrace we have had to learn to work in a new way. The same is true of our partners. We are practising social distancing, working from home, and for some months have been unable to travel. Thankfully technology has brought us closer together in new and unexpected ways, even finding uplifting opportunities to pray with partners online.

The stresses and strains associated with COVID-19 and its impacts only serve to underline the continuing, and crucial, importance of Embrace the Middle East's mission to bring healing and

hope to all who suffer poverty and injustice in the Middle East. Nevertheless it is a strange time in which to be thinking, as we are, about the next five years 2021–25. How can we plan and strategise, and what kind of change and development should we and partners aspire to, when the near future looks so uncertain?

Not that the past year was any sort of haven of tranquillity. This is the Middle East after all! 2019 saw dramatic developments in the region: the long awaited publication of the Trump Plan – from Peace to Prosperity; a sharp and potentially catastrophic downturn in the Lebanese economy leading to a default on debt repayments, and an upsurge in citizen protest across the country; a return to violence in parts of Iraq and a continuation of the war in parts of Syria, especially in Idlib province.

Against that background, it is an impressive achievement to have raised nearly £4.2 million in voluntary income in 2019, enabling us to send over £3 million in grants to over 50 partners. This report is, in part, a celebration of the tangible difference this work has made to thousands of lives.

Faced with continuing political and economic challenges, exacerbated now by COVID-19 and the economic aftershocks of the global pandemic beginning to surface, our partners continue to show extraordinary fortitude, resilience and determination to carry on their work. I am proud to report that the charity is inspired to follow that example.

I was humbled in our consultations with partners in Egypt, Lebanon, Palestine and Israel earlier this year, focussed on common aspirations for the next five years. They underlined very clearly just how much we can achieve by working together, each listening to and learning from others.

That commitment to learning and achieving excellence even in the midst of momentous challenge is illustrated vividly in the impact section of this report. Everything this charity achieves is due in part to your generosity, your prayers and your steadfast support. On behalf of all at Embrace the Middle East: thank you.

Canon Anthony Ball
Chair of Trustees



Anthony, right, with Embrace Trustee Mariam Tadros and a staff member at the Well-baby clinic in Gaza.

The Charity in numbers

The table below contains key financial data for the Charity. These summary numbers are taken from the financial statements on pages 24 to 45, but for the purposes of clarity exclude the income and costs of our Trading subsidiary and the gain/losses on sale of investments.

Year ending 31 December	2015 £'000s	2016 £'000s	2017 £'000s	2018 £'000s	2019 £'000s
Donations	2,210	4,629	5,094	4,875	2,874
Legacies	831	792	1,437	1,269	1,288
Investment income	62	59	56	60	107
Local Helen Keller Income	555	449	–	–	–
Other	49	62	57	71	77
Total	3,707	5,991	6,643	6,275	4,346
Grants	1,964	2,026	2,732	2,683	3,040
Helen Keller support	880	861	–	–	–
UK staff costs	753	828	984	1,165	1,238
Other costs	629	838	926	784	945
Total resources expended	4,226	4,553	4,642	4,632	5,223
Net surplus/(deficit)	(519)	1,438	2,001	1,643	(877)
Helen Keller costs less local income	(325)	(412)	–	–	–
UK Charity income less costs	(194)	1,850	2,001	1,643	(877)
Assets as at 31 December	2015 £'000s	2016 £'000s	2017 £'000s	2018 £'000s	2019 £'000s
Investments	1,638	1,673	1,905	2,129	3,579
Cash at bank and in hand	1,083	3,136	4,741	6,198	4,416
Other net assets	1,167	633	950	761	575
Total funds	3,888	5,442	7,596	9,088	8,570

* Total donation figures for 2016–2018 include a single exceptional donation of £6.9m over the three years.

Further commentary on the 2019 results can be found in the 'Financial review' section on pages 14 to 15. In the pages that follow, we give details of what we and our partners achieved in 2019, compare our outcomes to the plan we set ourselves for the year, and set out our plans for 2020 and beyond.

“ I hope that parents who have children with disabilities will be more aware about their children's rights. I wish they become more confident and proud. People shouldn't be shy to integrate their disabled children in the society, because this is a very important step to encourage the child to interact and move forward. One thing people have to understand “our state of mind reflects powerfully on their children”. ”



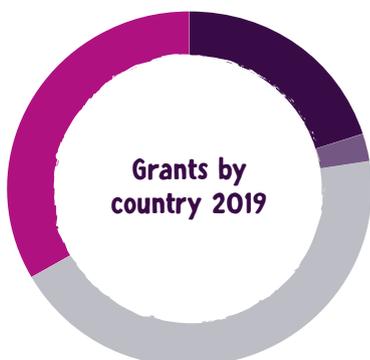
Our achievements in 2019

How we performed against our 2019 objectives

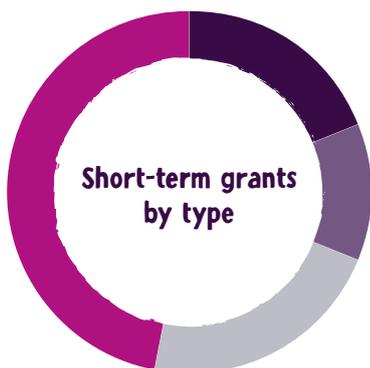
The Charity's performance against the objectives set out in our 2019 plan is summarised below:

1	Support medical projects that serve vulnerable and marginalised communities, providing them with access to essential healthcare and health education.	✓	Achieved – We supported 19 health projects throughout the year, providing assistance to thousands of people who would otherwise struggle to access the health care they need.
2	Work with children who are at risk of being excluded from education because of their special educational needs, gender or conflict, providing access to classes and learning support.	✓	Achieved – Working with 20 of our local partners, we supported girls to access extra school support, provided refugees with the opportunity to continue their learning when no school place is available and championed specialised education for children with individual learning needs.
3	Respond effectively to people affected by crisis.	✓	Achieved – We continued to respond to the Syrian refugee crisis, supporting families in the Bekaa valley with winter supplies and providing specialised psychological health for families affected by the traumas of war and displacement.
4	Establish new partnerships in Iraq, starting work on at least three projects in the north.	✓	Achieved – We established our Iraq programme in 2019, supporting training and small business loans for people affected by conflict in the Nineveh plains. We established two new partnerships in Iraq in 2019 and a third was agreed which commenced in January 2020.
5	Support local partners to develop, providing targeted capacity-building assistance and encouraging learning across organisations.	✓	Achieved – We supported training and development for staff in more than a dozen partners across the Middle East and facilitated organisational exchanges and learning to share best practise.
6	Increase the impact of our advocacy work.	✓	Achieved – We established a new public engagement team, to support our advocacy work and broader engagement with churches. We also participated in the FCO review of Christians persecuted worldwide.
7	Become a stronger, more effective organisation.	✓	Achieved – We exceeded our income target for the year by raising £4.2m in 2019. We continued to invest in the development of our staff through training and upgraded our CRM system, which in time will help us communicate more effectively with our supporters.

Our impact in 2019



- Egypt Total £611k
- Iraq Total £77k
- Israel & Palestine Total £1,344k
- Lebanon & Syria Total £1,008k
- Grand Total £3,040k**



- Humanitarian & Relief £166k
- Capacity Building £106k
- Other £189k
- Transition to multi-annual* £406k
- Grand Total £867k**

* Recurring short-term grants planned to enter the next multi-annual programme.

In 2019 we supported over 50 partners and provided 69 grants. This is a summary of some of the highlights and the difference we made:

1. Support medical projects that serve vulnerable and marginalised communities, providing them with access to essential healthcare and health education.

In Gaza and the West Bank with mothers and children.

Thanks to the generosity of our supporters, Embrace was able to increase its support to the Near East Council of Churches in 2019, expanding their essential medical programmes for expectant mothers and mothers and their young children. Working with vulnerable families in Rafah, Darraj and Shajaia, 14,070 children attended well baby and child clinics. Parents were also supported through health education and home visits. Each child was screened to identify health or nutritional problems and then provided treatment and ongoing monitoring. Almost two and half thousand children were diagnosed with anaemia or malnourishment, 70% responded quickly to treatment and experienced a recovery within 3 months.

Infant and maternal mortality are stubborn challenges for the people of Gaza, with rates more than double those

found in the UK. Government clinics face challenges due to the blockade and the poor economic situation; this results in staff shortages, wages going unpaid and medicines typically only available at the beginning of each month. For many families, their diet is limited and the only foods they can access are bread, rice and processed foods that are high in sugar. These assuage hunger but lack the micronutrients that are essential for children to grow and develop, as they should. Awareness of good health, nutrition and hygiene practices are also low amongst large sections of the population.

‘There was a big difference in the health of my daughter before and after joining the treatment plan. Before treatment, she was always sick and her face was yellow pale suffering from anorexia and refusing food, but now my child has a better appetite and her behaviour is much improved. I was ignorant about the quality of the food I should give to my child. Before I used to buy ready-made food from the supermarket, but the nurse at NECC, advised me to feed my children food rich in iron, and that I should buy fruit, vegetables, and nourishing soups.’

In the West Bank, the town of Taybeh is famous for its beer, but it only has one clinic serving the town and the remote villages in the surrounding area. This means that health information is not easily available for the population



Manal, a mother (aged 42), but one who doesn't live with her children. Manal was ill-treated by her family due to her disability/learning difficulty. Her "home" is Al-Kafaat now, but she has a good degree of independence and works in the cafeteria to earn money for her children. She feels accepted and loved – as all people should, regardless of their (dis)abilities.

‘My story was complicated. I have a mild mental disability, so I never went to school. Then my parents died. Then I got married. I have 2 children, but I am divorced now. My husband said I didn't know how to care for the house or the children. I stayed at one of my brothers' house, but he mistreated me. The ministry knew about it and sent me to Al-Kafaat.’

and for pregnant women it means that regular check-ups are hard. Embrace's partner, Caritas Jerusalem, provides a free clinic for mothers and babies. In the past year, 57 pregnant women were supported by the clinic through regular health check-ups, ultrasounds, counselling, supplements and health education. 51% of the women required one-to-one counselling and/or nutrition plans for the duration of their pregnancy. In 2019, no babies at the clinic were born with congenital abnormalities and all were within a healthy birth rate. The clinic also supported 51 new-born babies, monitoring and checking for any health risks and supplying the necessary immunisations.

One mother said: *'The support I got from Caritas medical team was really special. I had no financial ability to afford such a service, but they provided it free of charge. They helped me feel safe while pregnant and not to worry about my child since I knew that a professional doctor was there. You do not feel a stranger here, everyone treats you with love.'*

In Lebanon with Syrian refugees and the urban poor.

In Lebanon, our partner, Tahaddi, continued to provide essential health and social services to refugees and vulnerable Lebanese families living in one of the most economically marginalised neighbourhoods

of Beirut. In 2019, Tahaddi provided some 11,869 consultations serving over 2,184 patients, in the form of medical, mental health and social service visits.

Tahaddi expanded their preventative health programme, taking health services beyond the doors of the clinic to the community by doing home visits and running regular health promotion activities such as workshops, health days, and health support groups. Women's health and adolescent health are both growing areas of focus for the team – in response to requests from the community – and they have increased the number of obstetrics and gynaecology visits to women, young mothers and teenage girls.

Another area of expansion this year, with thanks to increase in support from Embrace has been the provision of ophthalmic services to avoid preventable blindness from diabetes, cataracts or injuries. Since this programme started in late 2019, the centre was able to assist 10 patients with needed ophthalmic surgeries or treatments, and refer over 50 for specialist consultation. Tahaddi has formed a partnership with a local hospital who provide ophthalmic consultations free of charge.

'The support offered by Embrace ensures the ongoing operations of the Tahaddi Health Centre, and

accessible community-based care for over 2000 at-risk individuals. Embrace's commitment to provide for the salaries of key medical staff and for financial subsidies for families is hugely valued. We most appreciate Embrace's compassionate approach of coming alongside to support ongoing work in a long-term way.' Nadia Khouri, Tahaddi Medical Director.

Elsewhere, in the deprived Armenian quarter of Bourj Hammoud, the Karagheusian Centre is similarly working to make essential health services affordable and accessible to very poor Lebanese and refugee families. Hospital fees and medication in Lebanon remain largely unaffordable for many, and so the Embrace grant, which subsidises the cost of medical diagnostic tests and hospital treatments, as well as covering the ongoing costs of medication for chronic illnesses (such as diabetes or hypertension), is vital.

As Karagheusian Director, Serop Ohanian, explains: *'This support has been a means to reduce family conflicts, promote health and provide hope to our people. We have been able to make use of this type of contact with our patients to educate them about medications and being consistent in health care check-ups, as well as informing them about resources that they should know about for the different needs they have.'*

“ I am very happy now. I like my work in the cafeteria. I make money. I save money for my children, I like to buy them small things. In The Home they even let me regularly receive my children for visit (my brother always punished me by refusing for me to see them). I am not depressed anymore. I stopped the medication (anti-depressor) that I used to take before I came. I feel happy and safe. I have even become an agreeable and fun person to be with. ”



Our impact in 2019 continued

In Egypt with African refugees.

African refugees are a sizeable and often overlooked community in Egypt, clustered in several locations across Cairo. They mainly consist of Sudanese, South Sudanese and Eritreans residing in densely populated suburbs, and many rely on UN and NGO essential medical care and support. Refuge Egypt, a ministry of the Anglican Diocese, provides antenatal and well-baby services to this community across the city, and are supported by Embrace at their central Cairo clinic in Zamalek.

In 2019, over 700 women benefitted from antenatal care, half of whom were new to the programme. Each received a monthly check up, nutrition and health education advice – including awareness on the importance of breastfeeding. Nutrition support, in the form of food parcels, was provided to expectant and new mothers diagnosed with malnutrition – over 1,200 packages distributed throughout the year. The programme works to ensure both mother and baby are given the best possible chance and provide regular support for the important first five years of a child's life.

Many of Embrace's Egyptian partners experienced the double challenge of an economy in flux and the withdrawal of several high-profile international funding partners. At a time when prices rose and government subsidies reduced, in turn exacerbating the needs of vulnerable

communities, the pool of available international funds was noticeably reduced. Refuge Egypt was significantly impacted and sought extra emergency support from Embrace. Additional funds, to support the continuation of essential services in the 6th of October city suburb of Cairo, were granted in July. This six-month grant provided support to a further 80 women throughout their pregnancy and enabled this smaller clinic to continue running uninterrupted.

The programme team also dealt with a number of high-risk cases, including patients diagnosed with TB and HIV. Through these essential services, support is given to extremely vulnerable women who many clinics will simply turn away.

'Step by step during implementing the project we achieved a tremendous achievement, to make us proud of this project. During 2019 twelve pregnant women with HIV delivered their babies safely without mortality.' Refuge Egypt team member.

2. Work with children who are at risk of being excluded from education because of their special educational needs, gender or conflict, providing access to classes and learning support.

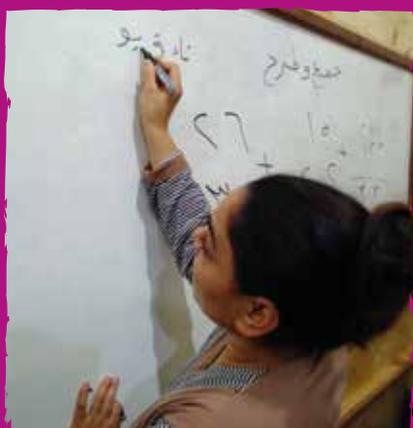
In Egypt, Lebanon and Israel providing support for girls at risk.

In Lebanon, our partner, Joint Christian Committee, works to ensure that

Palestinian and other refugee teenagers can access an education. One project supported by Embrace is in the crowded refugee camp of Shatilla, where JCC has been supporting a group of 21 out-of-school adolescents to have the grounding in education that they need to pursue vocational opportunities or further education. 2019 was the third year in this project and the fruits were really beginning to show.

One of the teenagers who has benefitted is 15 year old Nour, from Idlib in Syria. Nour left Idlib aged 11 and had missed most of her primary years of education so could hardly read or write. She was 13 when she joined the JCC programme. Her teachers say that she was a quiet and isolated girl. Nour was taught to read and write, she learned arithmetic and science, and participated in sports, art, and other recreational activities.

When the JCC team learned that Nour's mother was planning to withdraw her from the programme, to arrange her marriage, they intervened and launched a new programme of awareness sessions for mothers focused on the negative effects of early marriage. The staff were able to convince Nour's mother that an education would give her the best chance of building a bright future for her than making her marry at such a young age. Nour is now thriving in her classes. She likes to help others and her ambition is to become a teacher.



Gaelle, a 15 year old girl living in Bourj Hammoud. She has faced far too many hardships in her first 15 years.

Yet her story is one of hope too, because her life really has been transformed by the help she has received from our partner, Beit el Nour/Dar al Amal (which translates, fittingly, to House of Light and Hope). She is now receiving an education, and her learning difficulties have been diagnosed. She is safe(r) from harm or abuse, and her parents' attitudes have been changed too, because of the interventions of the social work team there.

Gaelle's family lives in a narrow house in Bourj Hammoud. Gaelle has a 16 year old brother who has ADHD. He's in a specialist evangelical school located in Achrafieh where he benefits from education and specialist services.

In a small town in the north of Israel, our partner ICCI runs a support group for girls at risk of dropping out of school. During 2019, 98 girls met in a small unassuming building six days per week. Each evening it supports a particular age group except on Fridays when they meet together. When the girls graduate school they also graduate from the group. In 2019, 20 out of 28 of these graduates progressed onto Higher Education and only two were married – a tremendous outcome in a community where early marriage is common.

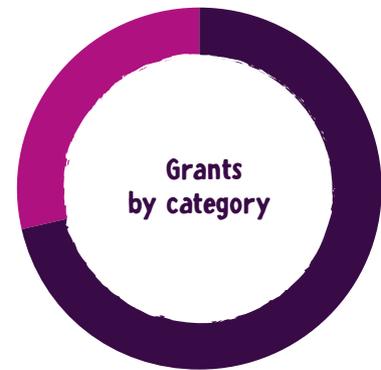
The local area is impacted by gang crime, poverty and different forms of substance abuse. Many of the girls come from broken homes and do not have easy access to recreational activities. The ICCI group provides them with a safe place to do their homework, eat a hot meal, discuss their problems and gain support from the ICCI counsellor and have fun playing games or on excursions to places like the beach. In 2019 ICCI had budgeted for a caretaker to clean and maintain the building, but the Grade 9 girls decided this wasn't necessary,

they see the building as their home and committed to cleaning it and maintaining it themselves.

One participant said: *'I didn't have friends or any other framework in the afternoons. The house was really crowded. I found the centre as a shelter, full of compassion and love. I knew new friends, had answers to my dilemmas. I have hot meals, trips, guidance, education skills. Those things influenced positively my personality and encouraged to develop my character, to pay more attention to my school and build my future.'*

In the Occupied West Bank support education for children from some of the poorest families.

Embrace has a long history of supporting the education of Palestinian children from economically and socially marginalised households. We currently deliver this through a bursary scheme that works across 17 schools in the West Bank, East Jerusalem and Gaza. In the school year 2018–19, 720 school children received a bursary. Out of the 720 bursaries given, 342 were given to students for the first time and 55% were provided to support girls in their education.



● Multi-annual	£2,173k
● Short-term	£867k
Grand total	£3,040k

The Bursary scheme helped economically disadvantaged students access funds they need to partially pay for their school education. Reducing their outstanding debt has a positive impact on their ability to stay in a private Christian school. The Bursary scheme comes in as a refuge to families and schools alike and helps them overcome some of their financial barriers in this very challenging financial situation, which has put considerable pressure on their ability to meet the high school tuition costs of the children.

We helped this family by providing:

- Listening and support from the social worker.
- Psychological support for Gaelle who has been deeply affected by bullying and sexual abuse.
- A secured space to enjoy time and to be protected from any harm.
- A space to let the mother express herself during the psychosocial support to share her needs, fears, suffering, sadness....And after a long time in denial the mother accepted Gaelle's situation and tried to take the necessary steps in order to protect her.



Our impact in 2019 continued

'The financial assistance you provided for our sponsored students is of great help to students (and families) to pay for their educational expenses and allowed them to concentrate more on their studies. Helping a big number of students with different backgrounds by decreasing their financial burden means that you give an equal opportunity for orphans, or children living with a widowed or sick parent/family member. This helped the beneficiary be at ease and relaxed in our school, assist them to increase their aspiration and prepare them for better future employment and community leadership.' Evangelical Lutheran School of Hope, Ramallah.

In Egypt and Lebanon through special education provision.

In Lebanon, only 6% of individuals/children with special needs receive any form of professional help, due to popular misconceptions, fear of being labelled, and stigma rooted in misinformation. The Smart Kids with Individual Learning Differences (SKILD) Centre, run by Embrace partner, the Lebanese Society for Educational and Social Development (LSESD), has been seeking to address these challenges through helping children with learning difficulties, and also further afield by raising awareness with families and the wider community.

In 2019, a total of 31 girls and 70 boys were supported at both the SKILD centre and at partnering schools, through sessions including speech therapy, psychotherapy, special education, and life and social skills sessions. They were also able to integrate ten children into summer schools to enjoy activities such as arts and crafts and sports with their mainstream peers. Alongside supporting children at the centre and partner schools, parents of those with special needs were also reached through support groups, and the wider community was also reached through national events and awareness raising programmes.

The Deaf Unit is based in Cairo and supports the educational needs of deaf and hearing-impaired children throughout Egypt. In 2019, they supported 60 children through academic and extra-curricular programmes. They learnt the Egyptian government curriculum, and all students passed exams with a mark of at least 85%, with seven children graduating from the school.

The students were taught vocational skills such as electrical work, crochet and cooking. Each course was one week long, giving students a basic knowledge of the skill and the opportunity to apply it.

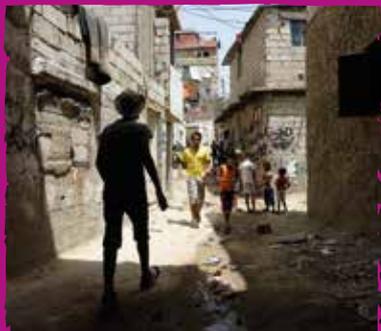
The children and their parents also went on a summer camp for a week, where the children took part in handicraft and painting activities, and the parents were able to attend awareness sessions.

Mehdi, aged ten, was a new student at the school this year. He was upset when he had to leave his father for the first time but has since been very interested to learn about electrical work. *'He is one of the most outstanding students in this area, and repaired two fans, and was so happy that he told everyone he met that he is able to fix the fans alone!'*

3. Respond effectively to people affected by crisis.

Provide support for immediate humanitarian needs and assistance for families impacted by long-term displacement from their homes

The impact of the Syrian conflict continues to be felt across the region, with over half the population being forced from their homes since 2011. For those families living in makeshift accommodation the hardship faced is significant. The competition for resources, limited access to services and casual employment has a tremendous impact on both Syrian refugees and Lebanon's existing poor. The situation is exacerbated in the winter (Nov–March) when the average temperatures drop to between



In February 2019 Milad (not his real name) was playing football with friends near Nablus when Israeli soldiers entered the village. Milad was scared and ran, but ended up in front of the soldiers who handcuffed him, blindfolded him and put him into their jeep.



Milad was detained for twelve days and attended court eight times. He was released on bail, awaiting a court verdict. Embrace's partner EJ-YMCA provided Milad with counselling support for PTSD. Over time his self-esteem increased and he felt less scared. His school work also improved and he was able to join his friends playing football again.

10 and -5 Celsius. For the many families living at high altitudes it results in 'exposing the most vulnerable of the population to cold and hardship.'⁽ⁱ⁾

Both Syrian refugee and vulnerable Lebanese families, who already struggle to cover rent, food, and medical expenses remain ill-prepared for the harsh conditions and additional costs that winter brings – especially since seasonal jobs in agriculture or construction are typically unavailable. Working with MERATH, we were able to support families with winter support. Providing vulnerable families with blankets, mattresses, heating stoves, fuel vouchers, boots and other winter clothing as part of a consortium of donors the project supported 4,200 families, over 20,000 people.

Back in Syria, Rida and Rizwan lived a comfortable life. He worked in construction and they owned their own home. When war broke out, everything changed, and they had to flee to Lebanon. They would love to return to Syria but have 'no livelihoods, no home, no safety and security.' The extended family of nine live in two rooms and share a small kitchen. During the severe storms in January 2019, only the church came to provide them with assistance, including a heating stove and fuel vouchers. 'If we didn't receive assistance from the church, life would be really hard,' they say.

4. Establish new partnerships in Iraq, starting work on at least three projects in the north of the country.

Provide support to currently displaced people and those who have now returned home, to re-establish their lives.

The scale of the task to support minority communities in Northern Iraq, affected by the rapid rise and fall of ISIS, cannot be understated – and yet there are signs of hope and a resilience within these communities. During 2019 we began working with our first Iraqi partner, CAPNI, providing two grants, supporting recovery and assisting a remote community suffering from the impact of a landslide on their local water supply. With support from Embrace, an essential water channel, providing irrigation to over 600 farmers, was re-established and work commenced to provide protection from future landslides. A new partnership was also established with the Chaldean Archdiocese of Erbil. In 2020 we will support their new Maryamana hospital, working with vulnerable patients who are unable to cover medical fees.

Working with CAPNI, local entrepreneurs were supported to restart businesses lost during the fighting and displacement caused by ISIS' rapid expansion in the Nineveh plains. In this pilot project, eight

business people benefitted from a no interest loan, business development advice and small grant to support their business beyond the first difficult year. One young man re-established his family's clothing business. In 2014, the family had four successful shops, which they had to vacate, and ultimately sell, to provide for their needs. Building on his experience selling clothes, a loan from CAPNI has helped him open a new shop in the main street and begin to rebuild the family business.

In Teluskof, 15 young men were trained in a local uPVC windows and glazing factory. Over a five-week period, these men learned to work with uPVC and glass to construct bespoke windows locally. The project also benefitted poor local families, unable to afford new windows and doors for their homes. CAPNI surveyed the area and identified vulnerable returnee families to benefit from the windows and doors made during the training and fitted in family homes in the surrounding area. At the end of the training, each of these young men had new skills and were a new pool of workers able to support local window and door construction. This was one of three planned courses which supported 60 people with skills training and support.

(i) 2017–2020 LCRP. Page 35.



‘After recognising my son Ahmad’s disability, I became a person who just focuses on his family’s needs, so I spend all my time on work just to be able to provide everything for my kids and family.’

‘I learned how to understand all my child’s needs. What helped me most is that we get trained by specialised therapists through attending every therapy session with our children.’



Our impact in 2019 continued

5. Support local partners to develop, providing targeted capacity-building assistance and encouraging learning across organisations.

In Egypt through a safeguarding community of practice.

Over the last few years we have supported partners to develop their safeguarding policies and practices, particularly in Egypt where standards are low and violence against children and women is endemic. This year a safeguarding policy writing workshop was held in Egypt in May, attended by 30 staff members representing seven Embrace partners and four other organisations. The focus was on supporting partners to practically finish writing their safeguarding policies. Since the workshop five partners have now completed their strategies and two are actively working on completion.

As a result of regularly meeting together over the last three years, this group of partners have requested to work together more formally in a network where they can meet to share their experiences of best practice and responding to abuse which occurs both within and outside of their organisations. Unlike in the UK there are not clear guidelines for organisations to help them to report abuse that occurs in the community, yet 93% of children in Egypt are exposed to violent disciplinary practices and rates of FGM and child marriage remain significant. We are hoping to launch a network in partnership with Viva (www.viva.org), an organisation which has already been helping us deliver the safeguarding training and which has experience of developing networks of child-focused organisations across the world.

In the Occupied Palestinian Territories (West Bank and Gaza) and Egypt through organisational development grants.

For the first time we were able to support a learning exchange between two partners who work in the field of deaf education in Lebanon and Egypt. Five staff members from the Deaf Unit in Cairo, part of the Anglican Diocese, attended a six-day training course on *'supporting deaf children and their families in achieving their communication potential'* at the Learning Centre for the Deaf (LCD) in Beirut. On their return to Cairo they delivered two days of training for all Deaf Unit staff to share their learning, including the importance of enabling deaf children to become sociable from an early age. A few months later, the directors of LCD made a visit to Cairo to follow up on how the training had been implemented and to provide further assessment and support to the staff. Key learning points were the importance of speech therapy and new teaching methods.

One of the Deaf Unit teachers explained, *'I learnt how to develop the language of a deaf child by using the word association technique, and to allow the children to solve a problem by thinking of ideas to do this. For example, in the drawing class I gave each child a paper, with nothing else, and asked them to draw what is in their mind, so that they think about what is missing, and they need to do this, and ask for it, such as a pen.'*

Embrace has supported the fledgling Nursing School at the Harpur Memorial Hospital in Menouf, Egypt since it's inauguration in 2017. For the first two years the 10 students took their classes in a converted ward within the hospital, and the teachers prepared their lessons in their cramped apartments. But this year they were able to move into a new purpose-built facility within the hospital grounds which was completed thanks to your generous donations. We were able to support the internal fittings of the nursing school which includes the main teaching room complete with a projector, a simulation area where students can practice their skills on a 'resusci-anna', a staff room for the teachers to prepare their lessons, a study room with computers for the students to do their homework, and a break-out room for refreshments and lunch. We also supported the furnishing of two flats above the nursing school which will house permanent and visiting teaching staff at the nursing school. Due to the challenging location of the hospital most of the staff live on site for security reasons and so these living spaces are essential to ensure good quality teachers are available for the school.

The new building means that the school was able to accept a larger class size for the new intake in September, and that the teaching staff have a better space to prepare their lessons and collaborate together. Many of the students live in small apartments and find it difficult to find a quiet space to study so the computer room allows them this as well as the ability to do computer-based research for their assignments and examinations.

“The main purpose of this project is to help children in their treatment, rehabilitation and integration, also it helped us as parents to be aware of our child's case and able to help him at home. Beside all of that we always get medical advice, and a home plan for practising at home, which enables us to help in our son's improvement.”



IoPT capacity development:

Caritas Jerusalem works across all of the Occupied Palestinian Territories. The restrictions on movement that apply to many of its employees makes effective operations difficult and when a new Director was appointed a couple of years ago, it became clear that a programme of organisational development and restructuring was needed. To ensure the process was fair and rigorous Caritas Jerusalem appointed a consultant to oversee the project and contacted its partners to ask for funding to cover the costs. Embrace, along with a number of other donors were happy to support this project, especially given the inclusive approach proposed by the consultant.

The consultation process included three separate workshops with the staff in the West Bank, East Jerusalem and Gaza as well as many in-person and video conferencing interviews. The results of the project have been a new five-year strategic plan for the organisation covering 2019-2023, a re-drafting or updating of all key manuals, policies and procedures, and a new organisational structure. The new structure was presented in draft form to all members of staff for feedback and is now being implemented in 2020. This includes a programme of re-training for staff members whose jobs are changing or developing.

The new strategic plan was presented to Caritas Jerusalem's partners at its partner meeting in late 2019 and it will allow the organisation to function more effectively across all the territories, empowering members of staff to take the needed decisions related to their

roles, offices and projects. It will also allow Caritas Jerusalem to target its fundraising capacities to the projects necessary to keep delivering against its long-term objectives and goals and think creatively about how they can access new income streams.

6. Increase the impact of our advocacy work

We took the decision to develop our advocacy work and broader public engagement – including church engagement – work from within a newly formed Public Engagement team. Emma Brown joined in November to head the newly created team.

Mark Calder ran 14 ultra-marathons, around 1700 miles, along ancient pilgrimage routes in Scotland and northern England to raise awareness of the suffering of displaced people in Iraq. Along the way he met with countless acts of kindness and engaged with a multitude of church communities of every denomination. He also managed to raise £56,000 for our work with CAPNI, in particular, helping Iraqi refugees rebuild their lives in northern Iraq. A tremendous achievement and a wonderful example of our ambition to broaden and deepen our engagement with churches and the wider public across the UK.

We were pleased to provide expert advice in the form of a written submission, and oral evidence, to the FCO review of the persecution of Christians worldwide. We worked closely with the Catholic Bishops' Conference, the Church of England international division and Lambeth Palace to develop the capacity for more joined up and effective advocacy in relation to the vital role of Christians in the Middle East, including in the Holy Land.

We continued to engage in the media, and both publicly and privately with MPs, and government, on the situation in Gaza, especially the appalling loss of life and injuries resulting from the Israeli military's response to the Great March of Return, and a number of disturbing and counter-productive developments in the US administration's Israel and Palestine policy, notably the so called 'Deal of the Century'. Embrace will continue unambiguously to oppose any unilateral moves, including Israel's threatened annexation of parts of the West Bank, which undermine the possibility of a negotiated and just peace.

7. Become a stronger, more effective organisation

2019 saw a step change in the charity's preparedness to embrace a digital future. We have invested in membership of an online learning platform for all staff, have upgraded our CRM, and are in the process of integrating all our digital processes with a view to maximising efficiency, improving our communications with supporters, and increasing the effectiveness of our fundraising. These developments proved crucial in April 2020 when all staff were required to work from home in response to COVID-19.

We exceeded our fundraising ambition for the year by raising £4.2 million. The year ahead looks challenging. Embrace and our regional partners will struggle to maintain current levels of income but we count on our amazing supporters, donors and partners, including many generous trusts, to help us rise to the challenge.

Priorities for 2020

Our plans for 2019 are based on our strategic plan for the period 2016 to 2020, Faith in Action: Partnering with Middle East Christians. A copy of the plan is available from the Charity's head office or can be downloaded from our website embraceme.org

Our strategic plan focuses on the following key objectives:

- To strengthen existing partnerships through targeted capacity-building.
- To establish new partnerships and expand into new countries.
- To increase grant expenditure by 50% over the plan period by growing income to £5 million by 2020.
- To focus more on targeted advocacy and campaigning.
- To invest in a stronger, more effective charity operation.

In 2020 we will bring this strategic period to conclusion:

Partnerships

- Build stronger, deeper, working relationships with our local Christian partners; through consultations, visits and virtual meetings.
- Invest in partner capacity; through grants, mentoring and external support.

Programmes

- Support essential health and social services for vulnerable and marginalised communities.
- Support projects which empower and engage people who are excluded; including women and girls, people with disabilities and people displaced from their homes.
- Support projects which enable people to develop their skills and improve their income.
- Support targeted emergency response for people in crisis.

Advocacy and engagement

- Deepen the engagement of UK churches with Middle East Christians.
- Amplify the voice of our partners with key decision makers and influencers.

Supporters and funding

- Develop our digital presence; including the launch of a new website.
- Provide supporters more opportunities to connect with Embrace and the work of our partners.
- Develop and diversify our voluntary income.

Strategy and organisation

- Launch a new five-year strategy, to guide the charity 2021-25.
- Invest in staff learning and development.
- Develop our systems; with a focus on efficiency and digital transformation.

“ I wanted to learn how to sew. Now my dream is coming true after 26 years! ”

“ In the future I want to open a sewing factory. I am working hard to ensure my children have a good future. ”



Fatima, a 40 year old Syrian refugee woman living in north Lebanon. Hers is a heart-breaking (yet not untypical) story of the tribulations these refugee families face, and yet when you read her story, you sense so much of her joy and positivity and incredible tenacity to face whatever comes her way.

‘I heard about this project from Brother Michel (the God is Love centre coordinator). I asked him if there was a possibility for a job somewhere as I want to work. He told me to wait for a while because they were going to have sewing project and that he would sign me up. Since I was 16, I wanted to learn sewing and asked my parents many times to learn but I couldn’t because of the culture back in Syria. From age 16 to now I wanted to learn how to sew. Now my dream is coming true after 26 years!’

I didn’t know anything about the machines and have learned from scratch how to thread and clean the machines. I dreamed that I would have my own factory one day and still aim for this.

I now have more confidence in myself. Even if I do something wrong, I can say I did it wrong and want to improve! Because the trainer speaks to us in a good manner, I have gained confidence.

In the future I want to open a sewing factory. I am working hard to ensure my children have a good future. I don’t want to need anybody; I want to provide what they need.’



“ I’ve learned about the machine and how to insert the threads and clean the machines. After the third week, the trainer taught us how to sew with the machine. After that we’ve been working on pockets for 3 weeks. ”

Financial review of 2019

Unless otherwise stated, figures below are expressed in k (thousands) consistent with the Charity's financial statements which follow.

Overview

2019 was another good year in terms of financial performance of the Charity with total income in line with, and expenditure slightly below expectations, resulting in an income and expenditure net deficit almost £100k lower than that planned.

The Trading company also delivered strong results for 2019 with sales up 10% helped by a return to the selling of carol sheets which had for a number of years been given away free by the Charity.

Our investment portfolio managed by Investec also performed well delivering a total return in excess of 10% which helped offset the deficit.

Income

Total income received in 2019 was £4.8m (2018: £6.6m) with underlying donations to the Charity growing by 6%. The £6.6m income figure for 2018 includes a final donation of £2,153k from the Custody of the Holy Land, a fraternity of the Order of Friars Minor (Franciscans) based in Jerusalem.

Donation income (donations to the Charity excluding legacy income) totalled £2,874k in 2019 an increase of £151k / 6% on 2018 (excluding the donation from the Franciscans). This growth in donations was mainly due to a very strong performance on income

from trusts and major donors which grew by over 50% on 2018 and included an anonymous donation of £250k.

Donation growth was also supported by the yearlong Run for Iraq activity which helped generate around £70k towards new projects in Northern Iraq helping returning refugees. Income from appeals in 2019 continued to grow year on year although at a slower rate of growth. The Charity did see a decline in donations as a result of carol sheets being sold but overall charity income through the trading company including alternative gifts is still close to £300k.

2019 was another strong year for legacy income with £1,288k received. This is 15% above the average of the last five years and £18k above 2018.

Trading turnover grew by 10% in 2019 mainly due to the selling of carol sheets. Although underlying sales for the key Christmas season were 3% lower than 2018 this was an improvement on the 10% decline seen in 2018. During 2019 the Trading team was reorganised and a new Head of Trading appointed. These changes are expected to help deliver future growth in trading and charity income.

Expenditure

Total expenditure during 2019 amounted to £5.6m (2018: £5.0m). Grants paid to our partners increased by almost £0.4m to £3m, in line with what

was planned and including spend on projects in Iraq delayed in 2018. A list of grant spend by partner can be found in the notes to the consolidated financial statements (pages 34 to 35).

Charity expenditure (excluding grants) in 2019 was £2,183k (2018: £1,949k) with the increase mainly due to; CRM upgrade costs (£140k), recruitment / filling of vacancies, purchase of laptops and some consultancy.

Trustees and senior management remain very focused on keeping overhead and other non-grant spend to a minimum. However, as part of our plan to grow the Charity, we also recognise the need to invest in both staff and infrastructure to improve operational capacity and effectiveness in resourcing the Charity for mission today and in the future.

Balance sheet

The Charity, including the trading subsidiary, continues to have a strong balance sheet ending 2019 with total funds of £8,613k which is £504k lower than 2018 (£9,117k) due to the planned deficit on for the year, partly offset by an increase in the value of our investments. General unrestricted reserves, those available for use in accordance with our charitable objects, totalled £1,377k at the end of 2019, a decrease of £425k from the 2018 year-end figure of £1,802k.

Embrace the Middle East would like to acknowledge the generosity of the following charitable organisations during 2019:

- The Mosawi Foundation
- The St Clare & St Francis Trust
- The Jerusalem Trust
- The Bernard Sunley Charitable Foundation
- The Hillier Trust

We would also like to express our gratitude to the astoundingly generous individual who made a donation of £250,000 to Embrace in 2019. They have chosen to remain anonymous, but we can assure them that their support has made a huge difference to our work and we are extremely grateful.

Reserves and investment policy

Trustees keep the Charity's reserves policy under regular review. In 2017 the Board undertook a major review of the policy, looking forward five years, working on projected income and expenditure plans, including projected deficits beyond the current plan period (2016–2020).

A revised reserves policy was agreed by the Board in December 2017. This is summarised as follows: *'Mindful of their responsibility to spend the Charity's funds in fulfilment of the Charity's objects and in a timely manner, but also to build the Charity's resilience to unforeseen and detrimental hazard or risk, the trustees of Embrace the Middle East have determined that for the foreseeable future the Charity's free reserves (cash and investments less restricted and designated funds) should not exceed the equivalent of six months, or fall below one month, of expected income. If the level of free reserves is likely to rise above this ceiling, or fall below the floor, the trustees will take action to restore the appropriate operational equilibrium between income and expenditure that this range of reserve is intended to secure.'*

In line with the policy, trustees have agreed designations to cover funds for our committed multi-annual core grants programme in 2020-21 (£2,551k), for our ongoing grant commitments to the Helen Keller School to 2021 (£273k), for projected deficits from 2020 to 2025 (£3,302k) and for fixed assets (£949k). At the end of 2019 the audited figure for free reserves was £1,377k, approximately equal to four months of budgeted income and consistent therefore with the charity's revised reserves policy.

During 2019 we took action to increase our investment portfolio in order to improve the financial resilience and sustainability of the Charity.

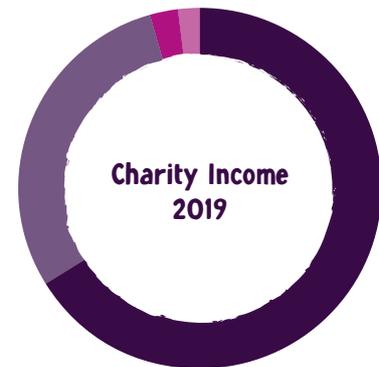
COVID-19

In response to the government imposed lockdown the Charity closed the Amersham office and required all staff to work from home. Fortunately we were well prepared. All staff had laptops and our infrastructure had been developed to ensure secure and effective working from home. As a result of closing the office we are unable to deal with post sent to us and process postal donations in the usual timely manner. A growing proportion of our income can be handled electronically including direct debit and standing order donations from our regular givers, as well as credit card donations, bank transfers and gift aid claims. Since the lockdown we have maintained our normal rhythm of communications and appeals. This includes an appeal for urgent basic healthcare in Gaza and a supporter magazine which will be issued in the coming weeks with the latest information on the challenges faced by our partners in the Middle East during this crisis.

Our trading subsidiary suffered a drop in sales volume during the Easter / Spring season not least as a result of our fulfilment house curtailing operations as a result of the lockdown. However the Spring season represents a relatively small proportion of annual sales. With a strong new trading team in place, and counting on the continued loyalty of our supporters, we maintain our expectation of a strong Christmas season.

Significant positive returns on our Investec managed investment portfolio in 2019 have been reversed by the impact of COVID-19 on investment markets across the globe. At the time of writing our investment portfolio had lost 9% of the value recorded at the end of 2019.

The outlook for 2020 is uncertain and at this early stage the impact on our income remains unclear. The response to our Gaza appeal will provide us



● Donations	£2,874k
● Legacies	£1,288k
● Investment income	£107k
● Other	£77k
Grand total	£4,346k



● Grants	£3,040k
● UK Staff	£1,238k
● Overheads	£945k
Grand total	£5,223k

with an indication of expectations for the income against forecast for the remainder of the year. We remain in close contact with our partners in the Middle East to monitor the impact of COVID-19 on them, organisationally and in terms of project delivery.

It is likely – although not certain – that we will end 2020 with a net deficit higher than planned. Fortunately the charity has strong reserves of both cash and investments which we believe will be more than adequate to weather the current storm.

Our charitable objectives and our organisational structure

Legal basis

Embrace the Middle East is a registered charity (no. 1076329) and a company limited by guarantee and not having share capital (no. 3706037). The Company is governed by a Memorandum and Articles of Association dated 2 February 1999 and amended by special resolutions on 5 December 2006, 18 October 2011 and 16 June 2015.

Objectives, principal activities and public benefit

The work of Embrace began in 1854 when what was then known as the Turkish Missions' Aid Society was founded.

Our charitable objective today is set out in our Articles of Association, revised in June 2015:

Inspired by the compassionate ministry of Christ, to work with and support local Christians in the lands of the Bible as they seek to improve the lives of vulnerable and disadvantaged people, with an emphasis on healthcare, disability, education and community development.

Our primary purpose is to work in partnership with Christian-led organisations involved in education, healthcare and community development in Israel, Palestine, Lebanon, Egypt, Syria and Iraq.

We raise funds in the UK to support this work, primarily through a large body of individual donors, but also through a number of generous trusts. These funds are used to support our partners and their work through short-term and multi-annual grants. As part of our commitment to long-term partnership non-financial assistance may also be provided. This includes capacity building, advocacy for positive change as well as facilitating encounters between UK Christians and our partners and their beneficiaries.

While the Charity works exclusively through Christian-led agencies in the Middle East, the faith identity of

beneficiaries is never an issue: we and our partners seek to support those in most need, regardless of faith.

Trustees confirm that in agreeing the objectives and planned activities of the Charity in 2019, they have had regard to the Charity Commission's guidance on public benefit, including the guidance 'public benefit: running a charity (PB2)'.

Governance

The governing body of the company is the Board of Trustees, whose members are also Directors of the company. Trustees who served during 2019, and up to the date of this report, are listed under 'Who we are' on page 20.

In June 2017 the Board delegated powers to two standing committees – Governance and Resources (largely concerned with the internal workings of the Charity) and Programmes and Public Engagement (concerned with external matters) – and an ad hoc Officers and Chairs Committee. This committee comprises the officers of the Charity (Chair, Vice Chair and Treasurer) and the chairs of the two standing committees.

It meets, as required, to ensure effective coordination between Board Committees and working groups, to set and keep under review the Chief Executive's objectives, performance and remuneration, and to manage Trustee recruitment, development and deployment.

Revised terms of reference for all Board Committees, role descriptions for officers and the Chief Executive, and a detailed scheme of Board powers, both reserved and delegated, were agreed by the Board, prior to the implementation of the new committee structure, and will be subject to periodic review.

In 2019 the Governance and Resources, and Programmes and Public Engagement Committees each met twice and the Officers and Chairs Committee four times.

The Board also met four times during the year – in April, June, September and December.

Trustee recruitment and training

Trustees are recruited through an open and transparent process, including by public advertisement on charity job websites and are selected on the basis that they have the professional skills and experience required for the Charity to operate effectively. The Charity strives to ensure that the Board is both gender-balanced and diverse and includes trustees from a range of denominations. Trustees are elected for a three year term that may be renewed, up to a maximum of nine years.

The Articles of Association of the Charity requires all trustees to be practising Christians. The maximum number of trustees is set at 12, with provision for an additional two co-opted trustees if required to fill skills gaps. Since the publication of the last annual report two trustees have completed their terms and one has been appointed with the gender balance of the Board broadly unchanged.

New trustees receive an induction from the Chief Executive, covering their legal obligations under charity and company law, the procedures of the Board and its committees, the strategic plan and Trustees' Annual Report, the recent financial performance of the Charity. Trustees are encouraged to attend appropriate external training events where these will facilitate or enhance their capacity to fulfil their role. Typically training is focused on good governance, legal and financial compliance and safeguarding.

Trustees are expected to make a familiarisation visit to one of the countries in which the Charity operates in order to better understand the work of Embrace the Middle East and our partners. Longer serving trustees will make more than one visit. In 2019 there was one trustee visit at a cost to the Charity of less than £1k.

Management and organisational structure

Trustees, working through the Board and its committees, are the ultimate decision-makers for Embrace the Middle East. They entrust day-to-day management of the Charity to a senior leadership team which operates within a framework, and a specified Scheme of Delegation, set by the trustees. Led by a Chief Executive, the senior leadership team (renamed the Leadership Group in the course of 2019) included a Director of Fundraising and Marketing, a Director of Programmes and Partnerships, and Heads of Finance, Human Resources and Information Systems and Security. Members of the Leadership Group and other senior staff members may attend Board meetings but do not vote.

During 2019 the Charity restructured its five existing UK-based teams to become six:

- The Chief Executive's office (headed by the CEO and Company Secretary, Tim Livesey) provides overall strategic leadership, human resource (working alongside Lucy Insua) and day-to-day operational management of the Charity.
- The Fundraising and Marketing team (headed by Nigel Varndell until February 2020) is responsible for all matters relating to fundraising and marketing, including appeals, publications, digital communications and media.

- The Charity's Trading operations (headed by Amy Parr), effected through Embrace the Middle East Trading Limited, a wholly owned subsidiary of the Charity, also sat within this team.
- The Programmes and Partnerships team (headed by Jamie Eyre) is responsible for managing and developing the Charity's overseas partnerships, grants programme and (until April 2019) advocacy.
- The Finance team (headed by Jim Buckley) is responsible for managing the income and expenditure of the Charity and all financial infrastructure and statutory reporting.
- The Information Systems and Security team (headed by Clayton Ndro then Sam Mackwell) is responsible for information technology, communication systems and data security.
- A Public Engagement team (headed by Emma Brown from November 2019) was created in 2019 and is responsible for the charity's public outreach and advocacy in the UK and elsewhere.

Pay policy for key management

The key management personnel of the charity comprise the trustees, the Chief Executive, the Director of Fundraising and Marketing (until February 2020), the Director of Programmes and Partnerships, and the Heads of Public Engagement, Information Systems and Security, Finance and HR and Trading.

The total employee benefits of the Leadership Group in 2019 were £400k (2018:£386k). The increase is mainly due to annual cost of living increase and additional pension contributions to meet regulatory requirements. Remuneration and benefits for executive management are determined on the basis of performance and periodic peer sector benchmarking. In the case of the Chief Executive this power is delegated by the Board to the Officers and Chairs Committee. In the case of other management personnel, pay and benefits are determined by the Chief Executive, subject to an overall budget agreed by trustees.

In 2018 the Charity undertook a fundamental review of its safeguarding policy and practice. Implementation of enhanced and improved safeguarding practice continued throughout 2019. Signature of and adherence to new codes of conduct by all staff, volunteers and third parties coming into contact with partners, or their beneficiaries, is now mandatory. The charity has instituted a new safeguarding policy and framework for the reporting of concerns or suspicions of abuse, neglect or malpractice. A Safeguarding Committee comprising staff from all parts of the Charity, including – but operationally independent of – senior management, is responsible for advising on all matters related to safeguarding best practice, and the adjudication of cases of concern referred to it.



“The home plan created a partnership relation in our small family. Me, my wife and Ahmad's sister work together to implement the home plan. Despite his sister's young age, we make sure that she knows the basics to help and respect her brother.”

Our charitable objectives and our organisational structure continued

The Chair of the Committee is the Charity's designated Safeguarding Officer. The Committee meets regularly, or as required, and reports directly to the CEO and the trustees, or if circumstances dictate, direct to the Chair or Vice Chair of Trustees. The Vice Chair of Trustees is the Board's designated Safeguarding Officer. The Charity's revised safeguarding policy and reporting mechanism has been professionally peer reviewed by Keeping Children Safe of which the Charity is an associate member. As a charity, Embrace the Middle East aspires to the highest standards of safeguarding in line with its ethos and values. Safeguarding policy and practice is a key element in our due diligence process with regard to partners and, where appropriate, an area where we offer capacity building support and advice through our safeguarding partner, Viva. The trustees are clear about their statutory responsibilities with respect to safeguarding, and remain abreast of the Charity Commission's ongoing concerns in this area of governance. A copy of the Charity's safeguarding policy is available on the website embraceme.org/safeguarding.

Risk management

In 2016 with the help of an external consultant, the trustees reviewed their approach to risk and agreed a comprehensive new risk management policy. The application of this policy is reviewed annually and the risk register is reviewed each time the Board or one of its standing committees meets. In September 2017 the Board agreed a statement of its overall approach to risk as follows:

'In pursuit of its charitable purpose, Embrace the Middle East is required to work with partners in inherently complex and pressured environments. We embrace risk as a condition of partnership, of our mission to tackle poverty and injustice in the Middle East

and of our ambition for growth in our impact. Working to transform the lives of vulnerable and marginalised people precludes an undue or exaggerated aversion to risk. In accepting risk as a necessary part of our work we undertake at all times to seek to mitigate and manage every risk to our staff, our supporters, our partners, their beneficiaries and the sustainability of the Charity and its work. We will not shy away from reasonable risks that further the purpose of the Charity and are consistent with our values.'

Consistent with this overall approach the Charity's risk policy:

- Establishes a general approach to the management of risk, based on the identification, analysis, evaluation and treatment of specific risks. The policy describes how risks will be analysed.
- Categorises risks as recommended by the Charity Commission: governance, operational, financial, environmental or external and compliance (law or regulation).
- Sets out how the Charity's risk register will be compiled and kept up-to-date.
- Sets out a detailed process for the monitoring and review of risks by the Board, its committees and the Senior Leadership Group.

In the course of 2019 the risk register was subject to major review with historic risks assessed as sufficiently well managed, or mitigated, as to no longer pose significant risk to the Charity, being archived for periodic review. New risks, new variants of existing risks, and additional mitigation added to the register in 2019 included intensive discussion with the Charity's bank in relation to the security of overseas bank transfers to comply with anti-terror legalisation and enhanced measures to protect personal data held by the Charity including the introduction of an enhanced customer relations management system.

Statement of fundraising practice

In accordance with the Charities (Protection and Social Investment) Act 2016, the following statement outlines the fundraising practice of Embrace the Middle East in 2019:

'Embrace the Middle East is registered with the Fundraising Regulator and adheres strictly to their Code of Fundraising Practice and all legal obligations. In 2019 there were no failures to comply with this Code of Practice. In addition, we do not sell or swap data with other charities or organisations or make any cold telephone calls to the general public. We have not used SMS as part of our fundraising portfolio.'

In 2019 Embrace did not contract the services of any professional fundraisers as defined by section 58 of the Charities Act 1992. During the course of 2019 we received 31 complaints about our fundraising practice (2018:20) in response to over 250,000 pieces of fundraising direct mail that were sent out. We received no other complaints about fundraising. We do not engage in persistent or intrusive fundraising practices and are especially sensitive to the interests of older and more vulnerable supporters or potential supporters. We act promptly on requests from supporters to change their contact preferences and comply with all requests to cease contact received through the Fundraising Preference Service.

Embrace the Middle East maintains a team of specialist staff dedicated to maintaining excellent and respectful relationships with all of our supporters.

A married couple waited so long to become a mother and a father. Finally, life bloomed again the day they knew the wife was pregnant. Ahmad and Layan were growing in Wissam's womb.

Pregnancy months passed in health and joy, but there is nothing guaranteed in life, and a person should keep this in mind. One should train himself on acceptance and fulfilment, which are the most valuable manners when life changes its face!

While Layan was born fully healthy, Ahmad faced lack of oxygen during the birth, which caused cerebral palsy. Almost Razi and Wissam's dreams for their small family were broken, but they decided to stand against the storm.

They visited doctors and made many check-ups and assessments for Ahmad, till they were referred to The Jerusalem Princess Basma Centre, where Ahmad received comprehensive rehabilitation program. While his father Razi accompanied him in all his therapy sessions; within the mother and family empowerment program.



‘I hope that parents who have children with disabilities be more aware about their children's rights.’



‘I believe that the main purpose of the family empowerment program is to help the children in their treatment, rehabilitation and integration, through us as parents.’

After recognizing Ahmad's disability, Razi was ready to change all his life plans and future dreams. Since the mother has never got a permit to enter Jerusalem, the father had to be the only one who travels with Ahmad.

Razi benefitted from the family empowerment program, specially from the home plan, he says that this plan strengthened the relation in between his family members, since he teaches his wife about the manners and therapies he learns during Ahmad's sessions.

He carries on 'I believe that the main purpose of the family empowerment program is to help the children in their treatment, rehabilitation and integration, through us as parents. The consistent medical advices and psychosocial care we receive have empowered me, and made Ahmad's case more clear'.

Ahmad has improved a lot during his 6 admissions, and because of the family empowerment program the family are walking in this journey side by side to implement the home plan as a team.

The village community still doesn't understand the way Razi is fully responsible about Ahmad's case, since people think it's the mother's role to take care of her children, especially if they were disabled. But Razi thinks in opposite direction, and all he focuses on is Ahmad's treatment and development, 'I hope that parents who have children with disabilities be more aware about their children's rights. I wish they become more confident and proud. People shouldn't be shy to integrate their disabled children in the society, because this is a very important step to encourage the child to interact and move forward. One thing people have to understand...our state of mind reflects powerfully on our children.'

Who we are

Trustees

Tanas Alqassis

Canon Anthony Ball (*Chair of Trustees*)

Anne Clayton (*Vice Chair of Trustees*)

Madeleine Davies

Stephen P Dengate (*Treasurer until April 2019 when his term concluded*)

Alanna Harris (*until April 2019 when she stepped down*)

Rev Dr James Hawkey (*from April 2020*)

Dr Kathryn Kraft

John Mitchell OBE (*from April 2019, Chair of Programmes and Public Engagement Committee from April 2020*)

Ben Morgan (*Chair of Governance and Resources Committee from April 2020*)

John Neate (*Chair of Programmes and Public Engagement Committee until April 2020 when his term ended*)

Mary Oakes (*co-opted from December 2017 and a full Board member from April 2019*)

Victoria Smith (*from April 2019; Treasurer from the same date*)

Mariam Tadros *Please note that Mariam (Tadros) stood down as a trustee of Embrace on 1 June*

Gareth Williams (*Chair of Governance and Resources Committee until April 2020 when his term ended*)

Patrons

His Eminence Archbishop Angaelos OBE, Bishop of the Coptic Orthodox Diocese of London

Rt Rev Christopher Chessun, Anglican Bishop of Southwark

Rev David Coffey OBE, former President, Baptist World Alliance

Rt Rev Dr Michael Langrish, former Anglican Bishop of Exeter

Very Rev Dr Andrew McLellan CBE, Convener, World Mission Council of the Church of Scotland

Most Rev Timothy Radcliffe OP, former Master of the Order of Preachers (Dominicans)

UK Senior Leadership Group

Tim Livesey (*Chief Executive Officer and Company Secretary*)

Jamie Eyre (*Director of Programmes and Partnerships*)

Nigel Varndell (*Director of Fundraising and Marketing until February 2020; not replaced*)

Jim Buckley (*Head of Finance*)

Lucy Insua (*Human Resources Manager*)

Clayton Nodoro (*until October 2019*) then **Sam Mackwell** (*Head of Information Systems & Security*)

Emma Brown (*Head of Public Engagement*) *from November 2019*

Registered office

24 London Road West
Amersham
Buckinghamshire
HP7 0EZ

Auditors

Wilkins Kennedy Audit Services
Statutory Auditor
Greytown House
221-227 High Street
Orpington, Kent
BR6 0NZ

Bankers

NatWest Bank plc
2nd Floor
Rapid House
40 Oxford Road
High Wycombe
HP11 2EE

Close Brothers Limited
10 Crown Place
London
EC2A 4FT

Investment advisers

Investec Wealth and Investment
2 Gresham Street
London
EC2V 7QN

Epworth Investment
Management Limited
9 Bonhill Street
London
EC2A 4PE

CCLA Investment
Management Limited
Senator House
85 Queen Victoria Street
London
EC4V 4ET

Statement of Trustees' responsibilities

The trustees (who are also the Directors of Embrace the Middle East for the purposes of company law) are responsible for preparing the annual and strategic reports and the financial statements of the Charity in accordance with applicable law and United Kingdom accounting standards (United Kingdom 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 the incoming resources and application of resources, including the income and expenditure of the charitable company for the year. 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 2015 (FRS102).
- Make judgements 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.
- Prepare the financial statements on a going concern basis unless it is inappropriate to presume that the Charity will continue in operation.

The trustees are responsible for keeping adequate accounting records that disclose, with reasonable accuracy at any time, the financial position of the Charity 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 Charity 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 Charity's website. Legislation in the United Kingdom governing the preparation and dissemination of financial statements may differ from legislation in other jurisdictions.

Statement as to Disclosure of Information to Auditors

In so far as the trustees are aware:

- There is no relevant audit information of which the charitable company's auditor is unaware.
- The trustees have taken all steps that they ought to have taken to make themselves aware of any relevant audit information and to establish that the auditor is aware of that information.

Approved by the Board of Trustees on 2 July 2020 and signed on its behalf by:

Canon Anthony Ball
Chair of Trustees



“ I hope that the society's perspective towards disabled children changes, also I hope that it changes towards their families specially the fathers. I met many people who didn't understand the idea of me being fully responsible about my child's case, they were shocked by seeing me leave my home and stay in Jerusalem in every and each admission for Ahmad. People think that it's the mother's role to take care of her children, especially if they were disabled. ”

Independent Auditor's Report to the Trustees of Embrace the Middle East

Opinion

We have audited the financial statements of Embrace the Middle East (the 'parent charitable company') and its subsidiaries (the 'group') for the year ended 31 December 2019 which comprise the Consolidated Statement of Financial Activities, Consolidated Balance Sheet, Consolidated Cash Flow Statement and notes to the financial statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 the Financial Reporting Standard applicable in the UK (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

- give a true and fair view of the state of the group's and parent charitable company's affairs as at 31 December 2019, and of the group's 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; and
- have been prepared in accordance with the requirements of the Companies Act 2006 and the Charities Act 2011.

Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the Auditor's responsibilities for the audit of the financial statements section of our report. We are independent of the group and parent 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 group's or parent 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 trustees are responsible for the other information. The other information comprises the information included in the trustees' annual report, other than the financial statements and our auditor's report thereon.

Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon.

In connection with our audit of the financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether there is a material misstatement in the financial statements or a material misstatement of the other information. If, based on the work we have performed, we conclude that there is a material misstatement of this other information; we are required to report that fact.

We have nothing to report in this regard.

Opinions on other matters prescribed by the Companies Act 2006

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

- the information given in the trustees' report (incorporating the strategic report and the trustees' report) for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the strategic report and the trustees' report have been prepared in accordance with applicable legal requirements.

Matters on which we are required to report by exception

In the light of our knowledge and understanding of the group and parent charitable company and its environment obtained in the course of the audit, we have not identified material misstatements in the strategic report and the trustee's report.

We have nothing to report in respect of the following matters in relation to which the Companies Act 2006 and the Charities Act 2011 requires us to report to you if, in our opinion:

- adequate and sufficient accounting records have not been kept by the parent charitable company, or returns adequate for our audit have not been received from branches not visited by us; or
- the parent charitable company's financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of directors' 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 trustees' responsibilities statement set out on page 21, the trustees (who are also the directors of the charitable company for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

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

Auditor's responsibilities for the audit of the financial statements

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

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

Use of our report

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

Michelle Wilkes FCA

for and on behalf of Wilkins Kennedy Audit Services

Senior Statutory Auditor

Greytown House
221–227 High Street
Orpington
Kent
BR6 0NZ

Consolidated Statement of Financial Activities

For the year ended 31 December 2019 (incorporating an income and expenditure account)

	Note	Unrestricted funds £'000	Restricted funds £'000	Total funds 2019 £'000	Total 2018 £'000
Income:					
Donations and legacies	3	2,862	1,300	4,162	6,144
Charitable activities	3	51	–	51	48
Trading activities	2	405	–	405	367
Investments		107	–	107	60
Other income		26	–	26	23
Total income		3,451	1,300	4,751	6,642
Expenditure:					
Cost of fundraising	4	1,394	–	1,394	1,222
Trading activities	2	391	–	391	369
Investment management		22	–	22	17
Charitable activities	3	2,517	1,290	3,807	3,393
Total expenditure	4	4,324	1,290	5,614	5,001
Net gains/(losses) on investments	10	359		359	(152)
Net Income/(Expenditure) on operations		(514)	10	(504)	1,489
Net movement in funds		(514)	10	(504)	1,489
Reconciliation of funds:					
Total funds brought forward		7,563	108	9,117	7,628
Total funds carried forward		7,049	118	8,613	9,117

The statement of financial activities includes all gains and losses recognised in the year.

All income and expenditure derive from continuing activities.

The notes on pages 28 to 45 form part of these financial statements.

Consolidated Statement of Financial Activities

For the year ended 31 December 2018 (incorporating an income and expenditure account)

2018 SOFA for comparative purposes	Note	Unrestricted funds £'000	Restricted funds £'000	Total funds 2018 £'000
Income:				
Donations and legacies	3	4,477	1,667	6,144
Charitable activities	3	48	–	48
Trading activities	2	367	–	367
Investments		60	–	60
Other income		23	–	23
Total income		4,975	1,667	6,642
Expenditure:				
Cost of fundraising	4	1,222	–	1,222
Trading activities	2	369	–	369
Investment management		17	–	17
Charitable activities	3	1,769	1,624	3,393
Total expenditure	4	3,377	1,624	5,001
Net gains/(losses) on investments	10	(152)	–	(152)
Net Income/(Expenditure) on operations		1,446	43	1,489
Net movement in funds		1,446	43	1,489
Reconciliation of funds:				
Total funds brought forward		7,563	65	7,628
Total funds carried forward		9,009	108	9,117

The statement of financial activities includes all gains and losses recognised in the year.

All income and expenditure derive from continuing activities.

Consolidated and Charity Balance Sheets

As at 31 December 2019

	Note	2019 Group £'000	2018 Group £'000	2019 Charity £'000	2018 Charity £'000
Fixed assets					
Tangible assets	9	949	975	949	975
Investments	10	3,578	2,128	3,579	2,129
		4,527	3,103	4,528	3,104
Current assets					
Stocks		32	29	–	–
Debtors: amounts falling due within 1 year	11	180	86	174	79
Cash at bank and in hand		4,488	6,292	4,416	6,198
		4,700	6,407	4,590	6,277
Creditors					
Amounts falling due within 1 year	12	(614)	(393)	(548)	(293)
Net current assets		4,086	6,014	4,042	5,984
Net assets		8,613	9,117	8,570	9,088
Funds					
Restricted funds	17	118	108	118	108
Designated funds	16	7,075	7,177	7,075	7,177
Reserves available for charitable purposes		1,377	1,802	1,377	1,803
Non charitable trading funds	2	43	30	–	–
Total funds	15	8,613	9,117	8,570	9,088

The financial statements were approved by the Board of Trustees on 2 July 2020 and were signed on its behalf by:

Canon Anthony Ball
Chair of Trustees

The notes on pages 28 to 45 form part of these financial statements.

Consolidated Cash Flow Statement

For the year ended 31 December 2019

	Note	2019 £'000	2018 £'000
Cash flows from operating activities:			
Cash generated from operations	19	(810)	1,860
Net cash from operating activities		(810)	1,860
Cash flows from investing activities:			
Income from investments		107	60
Purchase of property, plant and equipment		(10)	(49)
Purchase of investments		(1,251)	(596)
Proceeds from the sale of investments		160	220
Net cash from investing activities		(994)	(365)
(Decrease)/increase in cash and cash equivalents		(1,804)	1,495
Cash and cash equivalents at beginning of year	20	6,292	4,797
Cash and cash equivalents at end of year	20	4,488	6,292

Notes to the Consolidated Financial Statements

For the year ended 31 December 2019

1 Accounting policies

Basis of preparation

Embrace The Middle East is a company limited by guarantee in the United Kingdom. In the event of the charitable company being wound up, the liability in respect to the guarantee is limited to £1 per member of the charitable company. The address of the registered office is given in the charity information on page 20 of these financial statements. The nature of the charitable company's operations and principal activities are set out on page 16.

The charity constitutes a public benefit as defined by FRS 102. The financial statements have been prepared in accordance with Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their account in accordance with Financial Reporting Standard applicable in the UK (FRS 102) issued on 16 July 2014, the Financial Reporting Standard applicable in the United Kingdom (FRS 102), the Charities Act 2011 and UK Generally Accepted Practice as it applies from 1 January 2015 and updated for Bulletin 1&2.

The financial statements are prepared on a going concern basis under the historical cost convention, modified to include certain items at fair value. The financial statements are prepared in sterling which is the functional currency of the charity.

The significant accounting policies applied in the preparation of these financial statements are set out below. These policies have been consistently applied to all years presented unless otherwise stated.

Basis of consolidation

The financial statements consolidate on a line-by-line basis the results of the Charity and its wholly owned subsidiary, Embrace the Middle East Trading Limited.

Funds accounting

The Charity's reserves are classified in the following three ways:

Restricted funds – funds that have been received by the Charity with specific restrictions imposed by donors or which have been raised by the Charity for specific purposes. The costs of raising and administering these funds are charged against the unrestricted, or free, reserves of the Charity and accordingly Gift Aid tax reclaimed on these funds is included in unrestricted reserves.

Designated funds – these are funds that trustees from time to time set aside for specific purposes. These are normally when expenditure outside of the normal activity of the Charity is planned or when unrestricted funds have arisen from asset realisations and they are set aside for a specific use.

Unrestricted funds – funds, also termed free reserves, which are available for the trustees to use in the normal activity of the Charity in furtherance of its charitable objectives.

Income recognition

All income is included in the Statement of Financial Activities (SOFA) when the Charity is legally entitled to the income after any performance conditions have been met, the amount can be measured reliably and it is probable that the income will be received.

Donations – Donations are brought into the financial statements when the receipts have been deposited into the bank. Gift Aid tax reclaimable is recognised in the accounts when a claim has been submitted. Gifts in kind donated are included at the value at the date of the gift.

Legacies – The amount shown for legacy income includes accruals where the Charity is advised by the personal representative of an estate that payment will be made and the amount involved has been quantified.

Grants – Grants are recognised when paid out of the bank account or when deposited into the bank. Grants agreed to be made but which have not been paid by year-end are accrued. Grants offered subject to conditions which have not been met at the year-end are not accrued as expenditure.

Investment income – Investment income is recognised using the effective interest method.

All expenditure is accounted for on an accruals basis and has been classified under headings that aggregate all costs related to the category. Expenditure is recognised where there is a legal or constructive obligation to make payments to third parties, it is probable that the settlement will be required and the amount of the obligation can be measured reliably. It is categorised under the following headings:

- Costs of raising funds are those costs incurred in attracting voluntary income and include employment costs of fundraising employees along with the direct costs of publications and advertising.
- Investment management fees are the fees charged by the fund managers who manage the investment portfolio.
- Charitable expenditure comprises those costs incurred by the Charity in the delivery of its activities and services for its beneficiaries. It includes both costs allocated directly to such activities and those costs of an indirect nature necessary to support them.

Support costs allocation

Support costs are those that assist the work of the charity but do not directly represent charitable activities and include office costs, governance costs, and administrative payroll costs. They are incurred directly in support of expenditure on the objects of the Charity. Where support costs cannot be directly attributed to particular headings they have been allocated to cost of raising funds and expenditure on charitable in proportion to allocations of hours worked by employees on the above headings.

Fundraising costs are those incurred in seeking voluntary contributions and do not include the costs of disseminating information in support of the charitable activities.

The analysis of these costs is included in note 4.

Tangible fixed assets

Depreciation is provided at the following rates in order to write off each asset over its estimated useful life:

UK freehold property	–	1% per annum on a straight line basis
Fixtures and fittings	–	10% per annum on a straight line basis
Motor vehicles	–	25% on a straight line basis
Computer equipment	–	25% per annum on a straight line basis

Some assets that had been depreciated at rates in place before the current policy are included at a net book value which is less than the value which would have been applied under the current policy. Those assets have not been depreciated.

Impairment of assets

At each reporting date fixed assets are reviewed to determine whether there is any indication that those assets have suffered an impairment loss. If there is an indication of possible impairment, the recoverable amount of any affected asset is estimated and compared with its carrying amount. If estimated recoverable amount is lower, the carrying amount is reduced to its estimated recoverable amount, and an impairment loss is recognised immediately in the Statement of Financial Activities.

If an impairment loss subsequently reverses, the carrying amount of the asset is increased to the revised estimate of its recoverable amount, but not in excess of the amount that would have been determined had no impairment loss been recognised for the asset in prior years. A reversal of an impairment loss is recognised immediately in the Statement of Financial Activities (SOFA).

Fixed asset investments

Investments are recognised initially at fair value, which is normally the transaction price excluding transaction costs. Subsequently, they are measured at fair value with changes recognised in 'net gains/(losses) on investments' in the SOFA if the shares are publicly traded or their fair value can otherwise be measured reliably. Other investments are measured at cost less impairment.

Stock

Stocks are stated at the lower of cost and estimated selling price less costs to complete and sell. Costs include all aspects of purchase and other costs incurred in bringing stock to its present location and condition. Cost is calculated using the first in, first out basis. Provision is made for damaged, obsolete and slow-moving stock where appropriate.

Debtors and creditors receivable/payable within one year

Debtors and creditors with no stated interest rate and receivable or payable within one year are recorded at transaction price. Any losses arising from impairment are recognised in expenditure.

Notes to the Consolidated Financial Statements continued

For the year ended 31 December 2019

1 Accounting policies continued

Cash and cash equivalents

Cash and cash equivalents in the balance sheet comprise cash at banks and in hand and short-term deposits with an original maturity date of three months or less.

Trade and other Creditors

Trade and other payables with no stated interest rate or payable within one year are recorded at transaction price. Any losses arising from impairment are recognised in the Statement of Financial Activities. If the arrangement constitutes a financing transaction in which case the transaction is measured at present value of future payments discounted at prevailing market rate of interest. Other financial liabilities are initially measured at fair value net of their transaction costs. They are subsequently measured at amortised cost using the effective interest method.

Taxation

The company is a registered charity and is therefore entitled to the exemptions from corporation tax afforded by section 505 of the Income and Corporation Taxes Act 1988. Accordingly, there is no corporation tax charge in these financial statements.

Foreign currency

Foreign currency transactions are initially recognised by applying to the foreign currency amount of the spot exchange rate between the functional currency and the foreign currency at the date of the transaction.

Monetary assets and liabilities denominated in a foreign currency at the balance sheet date are translated using the closing rate.

Employee benefits

Short-term employee benefits, including holiday entitlement and other non-monetary benefits, and contributions to defined contribution plans are recognised as an expense in the period in which they are incurred.

The company recognises an accrual for accumulated annual leave accrued by employees as a result of services rendered in the current period for which employees can carry forward and use within the next year. The accrual is measured at the salary cost of the respective employee in relation to the period of absence.

Going concern

The financial statements have been prepared on a going concern basis as the trustees believe that no material uncertainties exist. The trustees have considered the level of funds held and the expected level of income and expenditure for 12 months from authorising these financial statements. The budgeted income and expenditure is sufficient with the level of reserves for the charity to be able to continue as a going concern.

Judgements and key sources of estimation uncertainty

Accounting estimates and judgements are continually evaluated and are based on historical experience and other factors, including expectations of future events that are believed to be reasonable under the circumstances.

The following judgements (apart from those involving estimates) have been made in the process of applying the above accounting policies that have had the most significant effect on amounts recognised in the financial statements:

Useful economic lives of tangible assets

The annual depreciation charge for tangible assets is sensitive to changes in the estimated useful economic lives and residual values of the assets. The useful economic lives and residual values are re-assessed annually. They are amended when necessary to reflect current estimates, based on technological advancement, future investments, economic utilisation and the physical condition of the assets. See note 9 for the carrying amount of the tangible fixed assets.

Bad debt provision

Bad debts are provided for specific debts when required, there is no estimation in use.

There are no other key assumptions concerning the future and other key 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 financial year.

2 Commercial trading activities of the Trading subsidiary

Embrace the Middle East Trading Limited is a wholly owned subsidiary, incorporated in England and Wales (company number 00901022).

A summary of the Trading company's results for 2019 is shown below:

Summary profit and loss account

	2019 £'000	2018 £'000
Turnover	405	367
Cost of sales and administrative expenses	(388)	(369)
Tax	(3)	–
Profit/ (loss) for the year after tax	14	(2)

Summary balance sheet

	2019 £'000	2018 £'000
Current assets		
Stock	32	30
Debtors	28	43
Cash	72	94
	132	167
Creditors falling due within one year	88	137
Net current assets	44	30
Called up share capital	1	1
Capital redemption reserve	8	8
Profit and loss account	35	21
Shareholders' funds	44	30

Notes to the Consolidated Financial Statements continued

For the year ended 31 December 2019

3 Charitable activities

The principal activity of the Charity is the provision of grants to Christian partners in areas where we work.

	Total 2019 £'000	Total 2018 £'000
Income		
Donations		
Unrestricted funds	1,656	3,474
Restricted funds	1,218	1,401
Legacies		
Unrestricted funds	1,206	1,003
Restricted funds	82	266
Other income	51	48
Total charitable income	4,213	6,192
Grants paid	3,040	2,683
Charitable activities	767	710
Total charitable activity expense	3,807	3,393
Net surplus for the year	406	2,799
Transfers between activities	–	–
Surplus on charitable activities	406	2,799

	Total 2019 £'000	Total 2018 £'000
Reconciliation to SOFA		
Total charitable income as above	4,213	6,192
Trading activities income	405	367
Investment income	107	60
Other income	26	23
Total Income as SOFA	4,751	6,642

	Total 2019 £'000	Total 2018 £'000
Total charitable activity expense as above	3,807	3,393
Cost of fundraising	1,394	1,222
Trading activities expenditure	391	369
Investment management expenses	22	17
Total expenditure as SOFA	5,614	5,001

4 Analysis of expenditure

Category	Direct staff costs £'000	Direct costs £'000	Support costs £'000	Total 2019 £'000	Total 2018 £'000
Cost of generating funds	422	583	389	1,394	1,222
Charitable activities					
Information and education	97	41	91	229	203
Grants to partners	–	3,040	–	3,040	2,683
Other support to partners	268	35	235	538	507
Total charitable activities	365	3,116	326	3,807	3,393
Total costs of the charity	787	3,699	715	5,201	4,615
Trading company	51	340	–	391	369
Investment management	–	22	–	22	17
Total group costs	838	4,061	715	5,614	5,001

The £715k (2018: £681k) of support costs, which includes Governance costs of £144k (2018:£125k), have been allocated across the categories based on time spent.

Support costs includes £383k (2018:£382k) of staff costs which is level with that for 2019.

The balance of support costs includes £51k for establishment/premises costs (includes; insurance, power, water, rates, repairs and maintenance and waste collection), IT systems/support & equipment £42k, office and communication costs £25k (includes; telephone, supplies, photocopying & postage), bank charges £22k, short term contractor costs £20k, recruitment costs £10k, training costs £10k and life cover £8k.

Governance costs of £144k comprise £62k of staff costs, an allocation of £42k of support costs, £23k of audit costs, £8 of strategy consultancy costs, £6k for trustee meeting and travel expenses and £3k for Trustees Annual Report and Accounts.

Notes to the Consolidated Financial Statements continued

For the year ended 31 December 2019

5 Details of grants we paid to our partners

	2019 £'000	2018 £'000
Egypt		
Anafora	51	21
BLESS (Coptic Orthodox Bishopric, Ecumenical & Social Services)	87	107
CEOSS (Coptic Evangelical Organisation of Social Services)	78	–
Christian Medical Fellowship	11	13
Episcocare	98	86
Fairhaven School	15	15
Harpur Memorial Hospital	18	45
Refuge Egypt	70	63
Salaam Center	45	45
Shams El Birr	15	15
The Deaf School	23	23
Think & Do	100	151
Total of Egypt	611	584
Lebanon		
Al-Kafaàt	135	135
Beit El Nour	26	26
DID (Dreams In Deed)	25	10
Habitat for Humanity	91	97
Ecumenical Relief Services (formerly MECC)	58	53
Karagheusian	163	22
Johan Ludwig Schneller School	14	18
Joint Christian Committee	55	55
Learning Centre for the Deaf	36	36
Lebanese Society for Social Education and Development	183	121
Pontifical Mission for Lebanon	52	52
Tahaddi	133	46
The Awareness Foundation	25	–
Zvartnotz Centre	12	35
Total of Lebanon and Syria	1,008	706

	2019 £'000	2018 £'000
Palestine & Israel		
Al Ahli Arab Hospital	70	153
Arab Evangelical School	2	5
Aviv Ministry	25	21
Bethany Girls School	8	34
Bethlehem Arab Society for Rehabilitation	45	41
Bursary Scheme (Secretariat of Solidarity)	125	125
Caritas Jerusalem	78	52
East Jerusalem YMCA	111	113
Four Homes of Mercy	63	58
Gaza YMCA	14	–
Helen Keller School	244	283
International Christian Committee in Israel	23	23
MECC Department of Service to Palestinian Refugees	13	–
Musalaha	22	22
Nazareth School of Nursing	18	17
Near East Council of Churches	126	81
Olive Tree Project	32	35
Palestinian Bible Society	54	58
Pontifical Mission for Palestine	161	128
Princess Basma Centre	50	52
Rawdat		12
SIRA School	12	12
Society of St Yves	17	31
St Luke's Hospital	25	25
Talitha Kumi	6	12
Total of Palestine and Israel	1,344	1,393
Iraq		
CAPNI (Christian Aid Program Nohadra Iraq)	77	–
Total of Iraq	77	–
Grand Total	3,040	2,683

Notes to the Consolidated Financial Statements continued

For the year ended 31 December 2019

6 Net incoming/(outgoing) resources

	Year ended 2019 £'000	Year ended 2018 £'000
Net resources are stated after charging:		
Auditors' remuneration	23	21
Depreciation – owned assets	36	24
Staff pension contributions	164	152
Services provided by the Charity's auditor during the year:		
Audit of the Charity and consolidated financial statements	16	14
Audit of the Trading subsidiary including provision of annual report and accounts	5	5
Corporation tax calculation for Charity & Trading subsidiary	2	2
	23	21

7 Trustees' and key management personnel remuneration and expenses

The trustees neither received nor waived any emoluments during the year.

Trustees' expenses

During the period the Charity reimbursed necessary travel expenses incurred by trustees.

The total of these expenses was

	2019 £'000	2018 £'000
Trustee travel expenses	6	7

The key management personnel of the charity comprise the trustees, and the Leadership Group comprising the Chief Executive, the Director of Fundraising & Marketing, the Director of Programmes & Partnerships, and the Heads of Information Systems & Security, Finance & HR.

The total employee benefits of the Leadership Group in 2019 were £400k (2018: £386k) with the increase mainly due to annual cost of living allowance increase and additional pension contribution required to meet regulatory requirements.

Remuneration and benefits for executive management are determined on the basis of performance and periodic peer sector benchmarking.

In the case of the Chief Executive this power is delegated by the Board to the Officers and Chairs Committee. In the case of other management personnel by the Chief Executive, subject to the overall budget agreed by trustees.

8 Staff Costs

	2019 £'000	2018 £'000
Wages and salaries	1,032	962
Social Security costs	93	88
Pension plan contributions	164	152
	1,290	1,202

The average monthly headcount of employees during the year was as follows:

	2019	2018
UK management staff	5	5
UK administrative staff	32	31
	37	36

Number of employees receiving total employee benefits (gross pay and company pension contributions), in the ranges:

	2019	2018
£60,000 – £70,000	1	–
£70,000 – £80,000	1	1
£90,000 – £100,000	1	1

9 Tangible fixed assets

Group	UK freehold property £'000	Fixtures and fittings £'000	Computer related £'000	Motor vehicles £'000	Totals £'000
Cost					
At 1 January 2019	968	119	173	35	1,295
Additions	–	–	10	–	10
Disposals	–	–	7	–	7
At 31 December 2019	968	119	176	35	1,298
Depreciation					
At 1 January 2019	78	89	153	–	320
Charge for the year	9	9	9	9	36
Disposals	–	–	7	–	7
At 31 December 2019	87	98	155	9	349
Net Book Value					
At 31 December 2019	881	21	21	26	949
At 31 December 2018	890	30	20	35	975

Notes to the Consolidated Financial Statements continued

For the year ended 31 December 2019

9 Tangible fixed assets continued

Charity	UK freehold property £'000	Fixtures and fittings £'000	Computer related £'000	Motor vehicles £'000	Totals £'000
Cost					
At 1 January 2019	968	118	173	35	1,294
Additions	–	–	10	–	10
Disposals	–	–	7	–	7
At 31 December 2019	968	118	176	35	1,297
Depreciation					
At 1 January 2019	78	88	153	–	319
Charge for the year	9	9	9	9	36
Disposals	–	–	7	–	7
At 31 December 2019	87	97	155	9	348
Net Book Value					
At 31 December 2019	881	21	21	26	949
At 31 December 2018	890	30	20	35	975

10 Fixed asset investments

Group	Listed investments £'000	Unlisted investments £'000	Total £'000
Market value as at 31 December 2018	2,122	6	2,128
Additions	1,251	–	1,251
Disposals	(160)	–	(160)
Revaluations	359	–	359
Market value as at 31 December 2019	3,572	6	3,578
Historical cost of the investments were:			
31 December 2018	1,854	2	1,856
31 December 2019	2,989	2	2,991

Charity	Listed investments £'000	Unlisted investments £'000	Holding in trading company £'000	Total £'000
Market value as at 31 December 2018	2,122	6	1	2,129
Market value as at 31 December 2019	3,572	6	1	3,579

Listed investments were comprised of the following:

	2019 £'000	2018 £'000
UK equities	1,819	1,117
UK bonds	520	410
Property	346	85
Far East and Australasian equities	109	91
North American equities	277	169
Infrastructure	244	132
European equities	79	68
Emerging economies	32	25
Other investments	146	25
Total	3,572	2,122

The following holdings were over 5% of the total market value of the portfolio.

	Market Value at 31 December 2019 £'000	Market Value at 31 December 2018 £'000
Charities Property Fund	204	–
UK 2.5% Gilt 17/07/24	–	128

Of the unlisted investments, £6k was invested overseas.

11 Debtors: amounts falling due within one year

	Group		Charity	
	2019 £'000	2018 £'000	2019 £'000	2018 £'000
Trade debtors	25	24	–	21
Amount owed by group undertaking	–	–	12	–
Other debtors	114	29	124	28
Prepayments	41	33	38	30
Total	180	86	174	79

12 Creditors: amounts falling due within one year

	Group		Charity	
	2019 £'000	2018 £'000	2019 £'000	2018 £'000
Trade creditors	78	137	45	48
Amount due to group undertaking	–	–	–	16
Social security and other taxes	46	45	28	27
Other creditors	8	7	5	6
Accruals	482	204	470	196
Total	614	393	548	293

Notes to the Consolidated Financial Statements continued

For the year ended 31 December 2019

13 Accrued grants

	2019 £'000
At 1 January 2019	147
New grants committed (note 5)	3,040
Grants paid in year	(2,768)
At 31 December 2019	419

14 Pension commitments

The charity operates a defined contribution pension scheme for its UK employees. The assets are held separately from those of the Charity in an independently administered fund.

The pension costs charged represents contributions to the fund payable by the charity and amounted to £161k, (period to 31 December 2018 £150k). There were £3k of contributions outstanding at 31 December 2019 (period to 31 December 2018 £4k).

15 2019 Analysis of net assets between funds

2019	Unrestricted funds £'000	Designated funds £'000	Restricted funds £'000	2019 total funds £'000
Fixed assets	–	949	–	949
Investments	2,034	1,544	–	3,578
Current assets	–	4,582	118	4,700
Current liabilities	(614)	–	–	(614)
	1,420	7,075	118	8,613

2018 Comparatives	Unrestricted funds £'000	Designated funds £'000	Restricted funds £'000	2018 total funds £'000
Fixed assets	–	975	–	975
Investments	2,128	–	–	2,128
Current assets	97	6,202	108	6,407
Current liabilities	(393)	–	–	(393)
	1,832	7,177	108	9,117

16 Designated funds

2019	As at 1 January 2019 £'000	New Designations £'000	Designations Released £'000	As at 31 December 2019 £'000
Fixed Assets ¹	975		(26)	949
Programme Fund ²	2,850		(299)	2,551
Helen Keller School Grants ³	489		(216)	273
Projected Deficits ⁴	2,863	439	–	3,302
	7,177	439	(541)	7,075

Fixed Assets

1 Trustees have resolved to designate funds to the value of £949k to reflect the value of fixed assets being unavailable for use in the Charity's usual operations.

Programme Fund

2 Trustees have designated funds to cover 18 months of expenditure (subject to other grant conditions being met) on committed multi-annual grants to partners.

Helen Keller School Grants

3 Trustees have designated funds to the value of £273k to reflect the current sterling value (at an exchange rate of 4.58 New Israeli Shekels to the £) of the charity's grant commitments to the Helen Keller School for the two years 2020 to 2021. These were agreed, subject to certain conditions being met, as part of the transfer of the school to the Franciscans in September 2016.

Projected Deficits

4 Trustees have designated funds to cover projected operating deficits 2020-2025. Current projections for potential income growth and a small annual increase in grant spend over the period would allow the Trustees to maintain the charity's reserves within the target of one to six months of budgeted income.

2018 comparatives	As at 1 January 2018 £'000	New Designations £'000	Designations Released £'000	As at 31 December 2018 £'000
Fixed Assets ¹	950	25	–	975
Programme Fund ²	2,850	–	–	2,850
Helen Keller School Grants ³	789	–	(300)	489
Projected Deficits ⁴	1,339	1,524	–	2,863
	5,928	1,549	(300)	7,177

Fixed Assets

1 Trustees have resolved to designate funds to the value of £975k to reflect the value of fixed assets being unavailable for use in the Charity's usual operations.

Programme Fund

2 Trustees have designated funds to cover 18 months of expenditure (subject to other grant conditions being met) on committed multi-annual grants to partners.

Helen Keller School Grants

3 Trustees have designated funds to the value of £489k to reflect the current sterling value (at an exchange rate of 4.8 New Israeli Shekels to the £) of the charity's grant commitments to the Helen Keller School for the three years from 2019 to 2021. These were agreed, subject to certain conditions being met, as part of the transfer of the school to the Franciscans in September 2016.

Projected Deficits

4 Trustees have designated funds to cover projected operating deficits 2019-2025. Current projections for achievable income growth and a small annual increase in grant spend over the period would allow the Trustees to maintain the charity's reserves within the target of one to six months of budgeted income and plan for a balanced budget being achieved by 2025.

Notes to the Consolidated Financial Statements continued

For the year ended 31 December 2019

17 2019 Restricted funds

The table below shows the income and expenditure, with opening and closing balances where appropriate, for the main categories of restricted funds which were received by the Charity in the United Kingdom.

	Opening balance £'000	Income during 2019 £'000	Spending during 2019 £'000	Closing balance £'000
General funds ¹				
Education	–	294	294	–
Health	–	104	104	–
Community Development	100	307	291	116
Refugees	–	41	41	–
Special needs and disability	–	35	35	–
Women's education and empowerment	–	1	1	–
Country specific funds	–	329	329	–
Partners working within the following fields ²				
Education	8	72	78	2
Health	–	15	15	–
Community Development	–	15	15	–
Special needs and disability	–	55	55	–
Other restricted funds	–	32	32	–
Total restricted funds	108	1,300	1,290	118

1 General funds are funds restricted either by field of work or by country.

2 Partner restricted funds have been categorised by type of work.

2018 Comparatives

The table below shows the income and expenditure, with opening and closing balances where appropriate, for the main categories of restricted funds which were received by the Charity in the United Kingdom.

	Opening balance £'000	Income during 2018 £'000	Spending during 2018 £'000	Closing balance £'000
General funds ¹				
Education	–	270	270	–
Health	–	110	110	–
Community Development	–	223	123	100
Refugees	–	198	198	–
Special needs and disability	–	26	26	–
Women's education and empowerment	–	–	–	–
Country specific funds	–	546	546	–
Alternative gifts ²	–	24	24	–
Partners working within the following fields ³				
Education	46	91	129	8
Health	19	22	41	–
Community Development	–	27	27	–
Special needs and disability	–	80	80	–
Other restricted funds	–	50	50	–
Total restricted funds	65	1,667	1,624	108

1 General funds are funds restricted either by field of work or by country.

2 Alternative gifts are sold through the trading subsidiary's catalogue and the funds received are passed by the trading company directly to the Charity. The gifts specify a purpose to which the funds would be put, for example provision of food parcels for a refugee family, providing antenatal care for vulnerable refugee mothers or enabling doctors to reach the most vulnerable in Gaza. The gifts are held in funds identified for each purpose and used to support projects of that nature.

3 There are five funds in this section, which are restricted to specific partners working in the fields shown.

Notes to the Consolidated Financial Statements continued

For the year ended 31 December 2019

18 Related party disclosures

Embrace the Middle East is an incorporated charity which has no controlling party. All transactions with group companies are eliminated on consolidation.

Embrace the Middle East Trading Limited collected donations on behalf of the charity throughout its catalogue and website sales and also sold alternative gifts which are a form of donation.

	2019 £'000	2018 £'000
Donations received on behalf of the charity	58	80 ¹
Alternative gifts sold on behalf of the charity	238	237 ²
Total	296	317

1 2018 figure restated to £80k – previously reported as £83k

2 2018 figure restated from £207k to £237k

As at 31 December 2019 a net figure of £22k was owed by the Trading company to the Charity.

At the end of 2018 a sum of £5k was owed by the Trading company to the Charity.

19 Reconciliation of surplus on ordinary activities to cash generated from operations

	2019 £'000	2018 £'000
Surplus on ordinary activities	(504)	1,489
Income from investments	(107)	(60)
Net (gains) /losses on investments	(359)	152
Loss on disposal of fixed assets	–	–
Depreciation charges	36	24
(Increase)/decrease re stock	(3)	27
(Increase)/decrease re debtors	(94)	211
Increase in trade and other creditors	221	17
	(810)	1,860

20 Cash and cash equivalents

The amounts disclosed on the cash flow statement in respect of cash and cash equivalents are in respect of these balance sheet amounts:

	31 December 2019 £'000	01 January 2019 £'000
Year ended 31 December 2019		
Cash and cash equivalents	4,488	6,292

	31 December 2018 £'000	01 January 2018 £'000
Year ended 31 December 2018		
Cash and cash equivalents	6,292	4,797

21 Company limited by guarantee

The liability of each member is limited to £1 by guarantee.

22 Post balance sheet events

The COVID-19 pandemic and subsequent government imposed lock-down has had a relatively minor financial impact on the charity and trading subsidiary at the time of writing. Further detail can be found in the Financial Review of 2019 page 15.

There is obviously some uncertainty around donation income going forward but the charity has a strong level of reserves to help offset any shortfalls.

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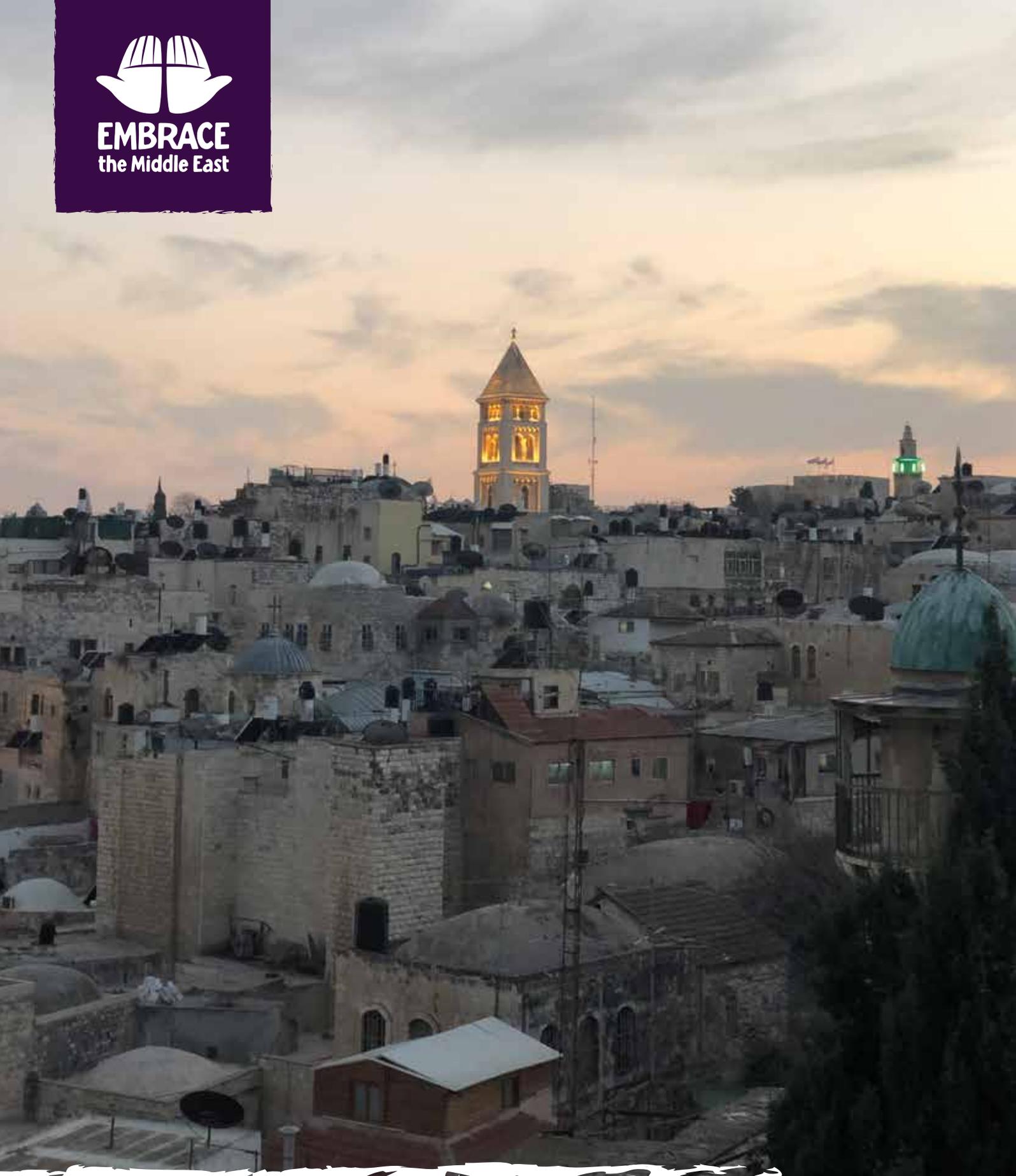
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