



# ANNUAL REPORT & ACCOUNTS 2021-2022





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Above: DEC charity International Rescue Committee (IRC) gives emergency cash assistance to displaced families in Afghanistan allowing them to prepare ahead of a difficult winter. After the launch of the DEC appeal in December 2021, similar projects were implemented by many DEC members as cash provides people with the flexibility to meet their needs.

Cover image: 60-year-old Tatiana, a refugee from Ukraine, plays with her granddaughter Alyssa, aged 3, at a food distribution warehouse where she volunteers. Run by a local partner of DEC member Plan International, the warehouse provides food and hygiene kits for refugees to collect each week. © Andreea Campeanu/DEC

All names marked \* in this report have been changed to protect identity.

# CHAIR'S STATEMENT

This financial year saw a record income for the DEC with members working in multiple countries to respond to three very different humanitarian crises. It also saw new support, partnerships and opportunities for the DEC which will have a lasting impact on future appeals.

The year opened with an unexpected addition to our existing Coronavirus Appeal when we pivoted to support India as it confronted the worst outbreak of the virus anywhere in the world. India's second wave had spiralled out of control so quickly that the case for urgent humanitarian help was incontrovertible, despite the country's relative prosperity.

In December 2021, after months of close monitoring and as snow started to fall in Kabul, we launched an appeal for Afghanistan where, even before the change of government and collapse of the economy, people were struggling to survive. Afghanistan was experiencing the worst drought in 27 years, the impact of years of conflict and disruption caused by the pandemic. As our Afghanistan Crisis Appeal launched, millions of families were on the brink of starvation – three million children under five years of age risked acute malnutrition with at least a million at risk of dying.

Less than three months later in March 2022, the outbreak of conflict in Ukraine saw a mounting humanitarian crisis. Within a week, the DEC launched our fastest ever appeal for a conflict. We could not have predicted the phenomenal scale of response from the British public, leading to the DEC setting a Guinness World Record for the most funds raised online in a week; a staggering £61,997,547 was donated online to the DEC Ukraine Humanitarian Appeal between 3-10 March 2022.

At the time of launch, over a million people had left their homes in Ukraine, with numbers increasing every day. Some were internally displaced while others fled

to neighbouring countries, many arriving with only the items they could carry. DEC members responded by providing immediate aid in Ukraine as well as Poland, Romania, Hungary and Moldova.

The UK public has supported all three DEC appeals incredibly generously this year despite the financial strain on households in the UK. £14 million was raised for the India extension of the Coronavirus Appeal, £44.2 million was raised for the Afghanistan Crisis Appeal including £10 million from the UK Government Aid Match, and by the end of the financial year £281.8 million had been raised for the Ukraine Humanitarian Appeal, including £25 million from the UK Government and £59.4m of funds raised by members.

The speed and scale of funds raised for Ukraine is unprecedented, supported also by fresh partnerships, extraordinary philanthropic largesse, fundraising efforts from the public and corporates, as well as generous support from the UK Government. It has been a unique demonstration of the public's humanity and compassion – and also the capacity and expertise of the DEC including our members and rapid response network.

The success of the Ukraine Humanitarian Appeal presents a tremendous opportunity for the DEC to build on those partnerships for future appeals, and to engage donors who have not previously donated to overseas crises. Throughout the appeal the DEC has been seizing the opportunity to trial new, innovative approaches to raising funds, improving aid delivery and reporting back to donors on the impact of their donations. Building on this high level

of engagement going forward will allow us to increase and improve our response to future crises and optimise the services we deliver.

In September 2021, International Rescue Committee (IRC) UK became the DEC's newest member, bringing our total membership to its maximum level of 15. IRC has been at the forefront of responding to some of the world's worst humanitarian crises, and has greatly enhanced our collective expertise in responding to the crises in Afghanistan and Ukraine. We look forward to working together to enable DEC appeals to have a more positive impact on people's lives in the years ahead.

The unprecedented success of DEC appeals this year, and in particular the Ukraine Humanitarian Appeal, may well be a once-in-a-generation experience. It is testament to the dedication and expertise of DEC staff, members, partners, supporters, and volunteers that we were able to coordinate such an incredible response, and remain ready to do so, for disasters elsewhere, whenever the need arises. Thank you to everyone who has been part of this success.

Sue English  
Chair of Trustees  
22nd November 2022

# TRUSTEES' ANNUAL REPORT

## ABOUT THE DEC

When large-scale disasters hit countries without the capacity to respond, the DEC brings together 15 leading UK aid charities to raise funds quickly and efficiently. In these times of crisis, people in life-and-death situations need our help and our mission is to save, protect and rebuild lives through effective humanitarian response.

The Disasters Emergency Committee (DEC) has 15 members, all leading UK-based international aid charities, as follows:

Action Against Hunger UK

ActionAid

Age International

British Red Cross

CAFOD

CARE International UK

Christian Aid

Concern Worldwide (UK)

International Rescue Committee UK

Islamic Relief Worldwide

Oxfam GB

Plan International UK

Save the Children UK

Tearfund

World Vision UK

### RAPID RESPONSE NETWORK (RRN)

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

BBC | ITV | Channel 4 | Channel 5 |  
Sky | Radiocentre | NewsNow |  
PayPal | NatWest Group | UK Finance |  
Barclays | British Airways |  
Royal Mail | Post Office |  
Co-operative Group | Morrisons |  
Liverpool FC | Charities Aid Foundation |  
The Big Give.

### THE DEC'S WORK FOCUSES ON FOUR GOALS:

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

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

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

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

DEC charity Islamic Relief distributes food packs to families in Kabul ahead of the DEC Afghanistan Crisis Appeal launch. A similar project was implemented with DEC funds to vulnerable families in Afghanistan in desperate need of food.



### CHARITABLE OBJECTIVES OF THE ORGANISATION

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

### OUR VISION

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

### OUR MISSION

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

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

### WHEN WE LAUNCH AN APPEAL

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

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



Maria\* and her son were among the many refugees who fled to Poland from Ukraine. When they arrived at Przemysl train station in March 2022, just before the launch of the DEC appeal, they were welcomed at a facility run by DEC charity CAFOD where they had access to food, water, hot drinks and medical help.



Papiya, an aid worker in West Bengal, India, teaches students using flashcards in a project funded by Save the Children. Similar community relief initiatives were supported by the DEC Coronavirus Appeal funds.

### HOW WE SPEND AND ALLOCATE YOUR MONEY

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

### HOW WE ENSURE QUALITY AND ACCOUNTABILITY

The DEC's work is governed by a commitment to best practice and being accountable to both our donors and those affected by disasters. Our high standards begin with our membership, for which we have a strict set of criteria to make sure that the DEC is made up of the UK's leading aid agencies. We conduct and publish regular independent appeal evaluations to check our members' disaster responses are really helping the communities that need them most.

# STRATEGIC REPORT

## GOAL 1: LAUNCH THE RIGHT APPEALS AT THE RIGHT TIME

This year we launched two new appeals, and extended our Coronavirus Appeal to India. The extension was a new approach for the DEC, with members already responding to the pandemic in seven places. The Afghanistan Crisis Appeal was launched after a period of monitoring as soon as the appeal criteria were met. The Ukraine Humanitarian Appeal was launched rapidly in response to the conflict.

### Coronavirus Appeal - India Extension

In late March 2021, a second wave of a more infectious and deadly strain of Covid-19 that would later be known as the delta variant swept across India with grim ferocity, resulting in a huge death toll and the effective collapse of health, nutrition and social protection systems. Amid scenes of hospitals being overrun, oxygen trucks moving around under armed guard and

round-the-clock mass cremations, the DEC launched an extension to the Coronavirus Appeal on 28 April 2021, adding India to the seven places already receiving support from the appeal, which launched in July 2020: Afghanistan, refugee camps in Bangladesh, DR Congo, Somalia, South Sudan, Syria and Yemen. Extending an appeal to include a new country is unusual but the second Covid-19 wave struck India so hard that their health

system and local authorities were unable to address the situation alone. Without action, marginalised and vulnerable people were at extreme risk of death and extreme poverty. With national and state lockdowns to curb the virus's spread, the secondary impacts on health, nutrition and livelihoods in a country that has 292 million people living below the income-poverty line hugely increased the need for urgent humanitarian help.



Aid workers offload relief supplies at a distribution camp in West Bengal, eastern India, in a project funded by Save the Children. Funds from the DEC Coronavirus Appeal also helped to provide food and essential items to families who lost their source of livelihoods due to the pandemic.



A healthcare worker in Daykundi, Afghanistan, assesses a child for malnutrition at an Action Against Hunger mobile health clinic, just before the launch of the DEC appeal, when one million children were at risk of dying.

### Afghanistan Crisis Appeal

The situation in Afghanistan made headline news in August 2021, with the withdrawal of foreign forces and the change of government. The world watched as thousands of Afghans desperately scrambled to leave the country and as the freezing of state assets and imposition of sanctions prompted economic collapse. The worst drought in 27 years, meanwhile, meant catastrophic levels of severe hunger swept the country and millions were left on the brink of starvation. The humanitarian situation was dire with strong public awareness of the crisis but the decision of when to launch a DEC appeal had to factor in the unpredictable operating environment, safety and security risks, procurement and liquidity challenges. The DEC received regular briefings from our members and the United Nations Office for the Coordination of Humanitarian Affairs (UNOCHA) Afghanistan to monitor the situation and assess members' ability to respond effectively. On 14 December 2021, with winter looming and amid increasingly dire warnings from UN agencies and daily

news coverage of the humanitarian crisis, the DEC launched an Afghanistan Crisis Appeal. Acting quickly was essential, with temperatures set to fall as low as -12 degrees, and snow potentially blocking off roads. 13 DEC members responded to the crisis despite the challenges of operating in the region. In the first two weeks, the appeal raised £26 million, including member income and £10 million Aid Match from the UK Government. Among those who supported the appeal were HRH the Prince of Wales and singer Dua Lipa who raised awareness of the appeal among her 76 million followers on Instagram.

### Ukraine Humanitarian Appeal

Soon after conflict broke out in Ukraine in February 2022, it became clear the DEC criteria for launching an appeal would be met. We rapidly began gathering context information and negotiating with broadcasters to launch an appeal exactly one week later, on 3 March 2022. The Ukraine Humanitarian Appeal became the fastest appeal the DEC has launched in a conflict situation, because previously it has taken months or even years into a conflict for the humanitarian toll to escalate, or indeed for the public to become aware of the humanitarian impact. For this crisis however, just one week in, 750,000 people, mostly women and children, had already fled the country. The appeal raised £55 million on its first day alone, and in the days that followed included generous donations from Her Majesty the Queen, HRH The Prince of Wales, The Duke of Cambridge and many others. With unprecedented support from the UK public, corporates, media and celebrities, the appeal had raised a total of £267.8m million as of 30 March, including member income and £25 million UK Aid Match. This is the second largest DEC appeal, after the Boxing Day tsunami of 2004.

Throughout the year, the DEC also monitored a number of crises, including the war in Ethiopia, August 2021 earthquake in Haiti, and droughts in Madagascar and the Horn of Africa. Although many of our member charities raised funds and responded to these crises, they did not meet the DEC criteria for launching a joint appeal.



Refugees from Ukraine cross over railway tracks in Krościenko at the Poland/Ukraine border.

## GOAL 2: MAXIMISE THE MONEY WE RAISE FOR EACH APPEAL

This year we reached new audiences and supporters, in particular for our high profile Ukraine Humanitarian Appeal which saw brand awareness of the DEC peak not just during the two week launch period but beyond. Individual donors, community groups, corporate supporters, broadcast partners and others raised funds in innovative ways in what was a truly national effort to support the appeal.

This year we sought to maximise the funds we raised for our Coronavirus Appeal countries, Afghanistan and Ukraine through traditional and digital methods against the backdrop of an ongoing global pandemic, with restrictions in the UK easing as the year went on. The overhauled DEC website launched at the start of the financial year served as our primary publishing medium, augmented by a powerful push through our social media channels which gained a significant increase in following.

### Coronavirus Appeal - India Extension

The India extension launched on 28 April 2021 and after two weeks, with the appeal extension total standing at £5 million, we highlighted the urgency of the situation and continued to spur donations with a powerful digital film fronted by actor Himesh Patel. In the space of six weeks (28 April 2021 to 9 June 2021) the India response raised £14 million. After 9 June 2021, after the outbreak had peaked and declined in India, subsequent donations were allocated to wherever the need was greatest among all eight countries that formed part of the Coronavirus Appeal: Afghanistan, Bangladesh, DR Congo, India, Somalia, South Sudan, Syria and Yemen.

We are particularly grateful to the Isle of Man Government, the Volant Charitable Trust and the Paul Hamlyn Foundation for their significant contributions.

### Afghanistan Crisis Appeal

The Afghanistan Crisis Appeal was launched on 14 December 2021 with appeals presented by JJ Chalmers on the BBC and Gillian Anderson on ITV, Channel 4, Channel 5 and Sky. Actor Lenora Crichlow voiced radio appeals on commercial



Adrian Lester presents the DEC Ukraine Humanitarian Appeal on BBC.

Gillian Anderson presents the DEC Afghanistan Crisis Appeal on ITV.

stations nationwide. ITN also shared a social media version of the appeal film giving it extended digital reach across commercial TV channels. The DEC hosted a hybrid press conference at launch chaired by Chief Executive Saleh Saeed, with a panel of humanitarian colleagues who were in Afghanistan or had recently returned from there: Maryann Horne, Senior Advisor for Humanitarian Crises and Emergencies at the British Red Cross; Tufail Hussain, UK Director of Islamic Relief; and Fiona McSheehy, Director of Humanitarian Operations for Save the Children UK who joined the press conference via live link.

The Afghanistan Crisis Appeal raised £9.5 million in its first 24 hours. On 20 December 2021, with the appeal total standing at £17.7 million, HRH The Prince of Wales, Patron of DEC member International Rescue Committee UK, issued a message of support for the appeal. We also received support from many public figures including actors Bronagh Waugh, Jodie Whittaker and newsreader Jon Snow. On 25 January 2022, we released a poignant recording of a 14-year-old Afghan Scottish schoolboy from Glasgow reciting the traditional Burns Night prayer, The Selkirk Grace.

We received high levels of corporate support and are particularly grateful to PayPal for their campaign which raised over £900,000; and also to the NatWest Group for featuring this appeal in-app, raising over £1 million. We would also like to thank the Royal Mail for their support at what was a busy time for them in the lead up to Christmas.

This was the first hybrid appeal for the DEC with staff, secondees, freelancers and agencies successfully able to work from home and a core team from the office. Communications staff were seconded from DEC member charities as usual, including a social media and press team, while fundraising teams continued to work collaboratively to maximise funds raised and reduce costs.

In February 2022 attention quickly shifted to Ukraine when the conflict started, which saw the launch of the Ukraine Humanitarian Appeal, and the DEC having two active appeals. Thanks to our generous supporters who recognised the ongoing need in both contexts, we continued to receive donations for Afghanistan as well as Ukraine.

### Ukraine Humanitarian Appeal

Within hours of launch on 3 March, hundreds of thousands of members of the public donated to the Ukraine Humanitarian Appeal, contributing to an extraordinary £55 million raised in its first day alone, £25 million of which came from the UK Government's Aid Match. Appeals were presented by the actor Adrian Lester on the BBC and Kit Harington on ITV, Channel 4, Channel 5 and Sky. Commercial radio appeals were voiced by actor David Tennant. The day one total included generous donations from Her Majesty the Queen, HRH The Prince of Wales, The Duke of Cambridge and many others. Like previous DEC appeals, the Ukraine Humanitarian Appeal also received generous support from both the Welsh Government, with a donation of £4 million, and a Scottish Government donation of £2 million. The public in both nations, and in Northern Ireland also gave generously with numerous fundraising initiatives by individuals and organisations as well as high profile media coverage and corporate support.

A live hybrid press conference chaired by DEC Chief Executive Saleh Saeed featured insight into the fast-moving humanitarian crisis from Andrew Morley, President and CEO of World Vision International, who had just returned from the border with Romania and Moldova; Olena Stokoz, Deputy Director General of Ukrainian Red Cross Society; Bethan Lewis, Head of Disaster Risk Management, Plan International UK; and Tatiana Sorocan, Country Director for HelpAge International in Moldova, joining by live video link.

The appeal received support from a vast array of other public figures including Julie Walters, Hugh Bonneville, Simon Pegg, Andy Serkis, Indra Varma and many other high profile people on social media. Key UK landmarks were lit in red or displayed the appeal including the BT Telecom Tower and Piccadilly Circus lights in London, and Edinburgh castle in Scotland.

The appeal received an incredible amount of media coverage with more than 18,000 mentions in the Period of Joint Action alone. For the first time we agreed media partnerships with news outlets including

with Evening Standard and iNews which drove donations from readers, and increased coverage of the appeal.

Numerous arts, culture, sporting and community events took place across the UK to raise funds for the appeal. Radio presenter Chris Evans held a fundraising auction via his Virgin Radio Breakfast show with contributions from many British actors and celebrities. The most high profile event of all was the ITV Concert for Ukraine on 29 March 2022 at Resorts World Arena, Birmingham. Organised by Livewire Pictures and others, 3.6 million people tuned in to the one-off concert featuring Ed Sheeran, Camila Cabello, Paloma Faith, Gregory Porter, Emeli Sandé, Nile Rodgers and Chic and Ukrainian singer and former Eurovision winner Jamala. The concert was broadcast live on ITV, STV, and streamed online, featuring films showing the work of DEC charities in and around Ukraine, as well as a message from DEC CEO Saleh Saeed. This event alone, a first for DEC, raised £13.4 million for the appeal.

This appeal also received significant corporate support, from both existing partners and those new to the DEC. NatWest Group, a long-standing partner of the DEC, launched a multi-faceted campaign across internal and external communication channels as their customers and staff teams called on the business to support the appeal. NatWest Group matched donations and enabled customers to give through innovative methods, including within their banking apps, and by converting loyalty scheme "Rewards" into donations. DEC partners PayPal, Morrisons, Co-operative Group and the Post Office also launched multi-faceted campaigns which raised significantly more than in previous appeals. This appeal also saw significant support from the technology sector, with particularly powerful support gratefully received from Google and Twitter, vastly increasing the reach of the appeal. New corporate support came from a wide range of brands communicating the appeal to their customer bases and facilitating donations.

We are very grateful to the many Corporates, Trusts, Foundations and individuals that supported with significant gifts.

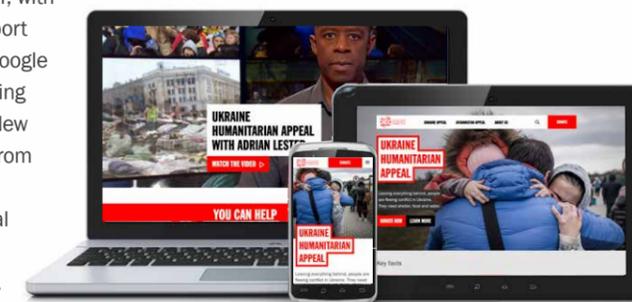
The nationwide fundraising and marketing campaign across the UK saw record breaking levels of response from the public. Thanks to the support of multiple media partners, the DEC received substantial free and heavily discounted advertising opportunities, to maximise the reach of the appeal. This also enabled the DEC to communicate more widely how donations are being put to use, and to thank the UK public for their incredible generosity, including via a full-page open letter published in major national newspaper titles.

### UK Government Aid Match

The UK Government pledged an Aid Match donation of up to £10 million for the Afghanistan Crisis Appeal and up to £25 million for the Ukraine Humanitarian Appeal; the latter being the largest sum pledged to date. These Aid Match commitments provide a further incentive for the UK public to donate to DEC appeals and were fully reached in the early days of both the Afghanistan Crisis Appeal and Ukraine Humanitarian Appeal.

### The new DEC website

The DEC's website, redesigned to better communicate our emergency appeals and improve the experience of donors, including its accessibility, went live in April 2021. The Afghanistan Crisis Appeal was the first full appeal to launch on the new website. The new design led to more engaging content, with engagement metrics improving since its launch. Throughout the year the website continues to receive more traffic from people using mobile phones than computers, so particular attention continues to be paid to ensuring that the experience on mobile was as good as desktop.



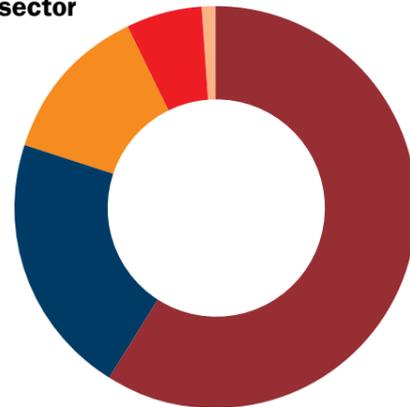
# GOAL 3: INCREASE THE IMPACT OF THE FUNDS WE RAISE FOR THE PEOPLE AND COMMUNITIES AFFECTED BY CRISES

## CORONAVIRUS APPEAL - INDIA EXTENSION

**£8.2 million** was allocated to DEC members from 28 April 2021 to 31 March 2022 for the India response, with 13 member charities responding. In the first six months following launch, DEC member charities and their partners provided assistance to thousands of affected families with £3.7 million of DEC funds. DEC funds were used to provide 1,888 oxygen concentrators; to provide personal protective equipment (PPE) to 6,100 health workers; and to provide 29,900 hygiene kits including hand sanitiser, reusable masks and soap to vulnerable families. Over 844,000 people were reached with hygiene promotion messages, 104 temporary Covid care centres were established, and 12,700 households received cash assistance. A total of 76 health facilities were supported with, for example, provision of medical equipment including humidifiers and oxygen nasal masks and personal protective equipment.

**6 month expenditure by sector**  
(28 April 21 - 31 October 21)

- 59% Health
- 21% Food assistance
- 13% Multi-purpose cash
- 6% Water, sanitation & hygiene
- 1% Other



**£3.7 MILLION EXPENDITURE**  
(28 April 21 - 31 October 21)

**£8.5 MILLION BUDGETED**  
(In total, £8.5 million was allocated and spent on the India programmes up until 31 July 2022)



Aid worker Susmita interacts with students during a class at a Multi Activity Centre in West Bengal, India, in a project funded by Save the Children.



Through this CARE International funded project the charity's local partner, CARE India, works with the Government of Bihar to set up a 100-bed facility to treat Covid patients.

### Review of the response

Several members flagged there were delays in project implementation due to changes in the Foreign Contribution Regulation Act laws in India resulting in NGOs facing delays in receiving foreign grants.

### Adaptive programming

The flexibility of DEC funds allowed our member charities to make their programmes responsive to the changing situation and meet the emerging needs of affected populations. In some communities, for example this included targeting vaccine hesitancy due to misinformation. As the second peak subsided, reducing the need for additional hospital beds, DEC member CARE redirected funds to provide immediate basic safety net support to extremely vulnerable families such as those who had lost a parent or partner to the virus. Christian Aid, meanwhile, used cash assistance from the India response to provide cash-for-work activities that benefitted 1,666 tribal people, resulting in the construction of roads, rebuilding of houses, cleaning of debris, and developing kitchen gardens to provide nutritional support. The same intervention in two districts of Madhya Pradesh not only provided a livelihood and income to the community, but also contributed to climate resilience work, rejuvenation of water bodies, plantation and building of river embankments etc. Oxfam, meanwhile, reported that many people's circumstances were dire because of the dual impact of Covid and natural disasters, with people having lost their livelihoods due to the pandemic and lost standing crops and productive resources due to floods, cyclones or landslides. To address this, food and hygiene kits were provided to flood-affected marginalised communities in Maharashtra.



Kantha, a volunteer with Action Aid, delivers lunch to a family where four people are recovering from Covid-19, as part of the charity's coronavirus response work in India.

## 6 MONTH RESPONSE

844,00 PEOPLE

## REACHED THROUGH HYGIENE PROMOTION MESSAGING

104 TEMPORARY COVID CARE CENTRES/  
isolation centres set up

6,100 HEALTH WORKERS equipped with personal protective equipment such as gloves, aprons, visors, gowns

12,700 HOUSEHOLDS to benefit from cash assistance giving them flexibility where markets are functioning

1,888 OXYGEN CONCENTRATORS provided to health facilities

76 HEALTH FACILITIES to be supported, for example provision of medical equipment including humidifiers and oxygen nasal masks and personal protective equipment

29,900 HYGIENE KITS provided containing hygiene items such as hand sanitiser, reusable masks & soaps

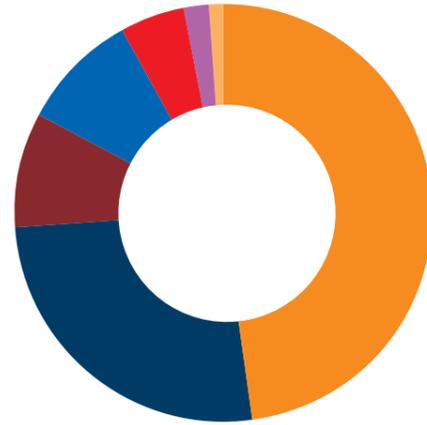
## AFGHANISTAN CRISIS APPEAL

We launched an emergency appeal to respond to the hunger crisis in Afghanistan on 14 December, where 8.7 million people were projected to be facing emergency levels of food insecurity (IPC 4) which is the highest number in the world. 3.2 million children and 700,000 pregnant and breastfeeding women were at risk of acute malnutrition and in desperate need of humanitarian assistance. Two-thirds of the country was facing critical water scarcity.

Up until 31 March 2022, the Afghanistan Crisis Appeal raised £44.2 million and the DEC allocated £30 million to its members. The appeal subsequently closed on 31 August 2022. Thirteen member charities are taking part in the response, with £13.5 million spent in phase one (first six months) from an initial allocation of £17.5 million. Key priorities are life-saving food packages or cash grants; mobile health units; training health workers and providing nutrition treatment; and winter support including blankets, winter clothes and shelter. Priority groups are older persons, internally displaced persons, pregnant and breastfeeding women, children, and those with disabilities.

### 6 month expenditure by sector 15 December 21 - 30 June 22

- 48% Multi-purpose cash
- 26% Food assistance
- 9% Health
- 9% Shelter
- 5% Water, sanitation & hygiene
- 2% Nutrition
- 1% Other



**£13.5 MILLION**  
**EXPENDITURE**  
(15 December 21 - 30 June 22)

**£16.9 MILLION**  
**BUDGET**  
(July 22 - December 2023)



Before the launch of the DEC Afghanistan Crisis Appeal, DEC charity Islamic Relief distributes food packs to 315 families in Kabul province to help them through the upcoming winter months.



A child is examined by Dr Nekmal from the Afghan Red Crescent during a community visit by his mobile health team. The project is funded by the British Red Cross and sees 120 patients a day, providing a range of primary health services.

In the first six months, DEC members provided 243,000 people with cash assistance to meet their immediate needs and 130,000 people with emergency food packages. 179,000 people accessed health services and 390,000 benefited from hygiene support. Additionally, 2,900 mothers and young children were treated for malnutrition with thousands more screened and given nutrition support. DEC funds also ensured 5,300 households received essential household items like cooking equipment and warm clothes, or cash grants to buy these items. 313,000 women, children and vulnerable people also received information on protection from gender-based violence.

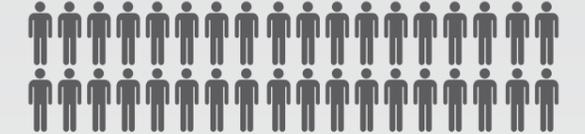
However DEC funds allow adaptive programming which means programme response can change according to people's needs. Additionally, one of the main challenges for members was access due to harsh winter conditions leaving some parts of Afghanistan inaccessible. Members are mitigating this challenge by procuring items from within provinces and developing robust programme adaptations. Members are also working with alternative financial service providers and carrying out enhanced due diligence.



Maryann Horne of DEC charity British Red Cross at a mobile health clinic in Kabul province where many women and children are showing early signs of malnutrition.

## 6 MONTH RESPONSE

**243,000 PEOPLE**



**SUPPORTED WITH CASH TO MEET THEIR IMMEDIATE NEEDS LIKE BUYING FOOD AND MEDICINE**

**179,000 PEOPLE**  
accessed **health services** including consultations, medicines, vaccines, and treatment for maternal and newborn care

**5,300 HOUSEHOLDS**  
received essential **household items** like cooking equipment, blankets and warm clothes

**2,900 BABIES, INFANTS, AND MOTHERS**

**treated for acute malnutrition**, with thousands more screened for malnutrition and provided with nutrition advice and support

**390,000 PEOPLE**  
benefited from **hygiene advice** and support

**313,000 PEOPLE**  
benefited from **information on protection** from gender-based violence

**22,800 HOUSEHOLDS**  
received **hygiene kits** including soap, toothpaste, and sanitary and personal hygiene items

**130,000 PEOPLE**  
received emergency **food packages** including essential items like flour, oil, pulses, and rice

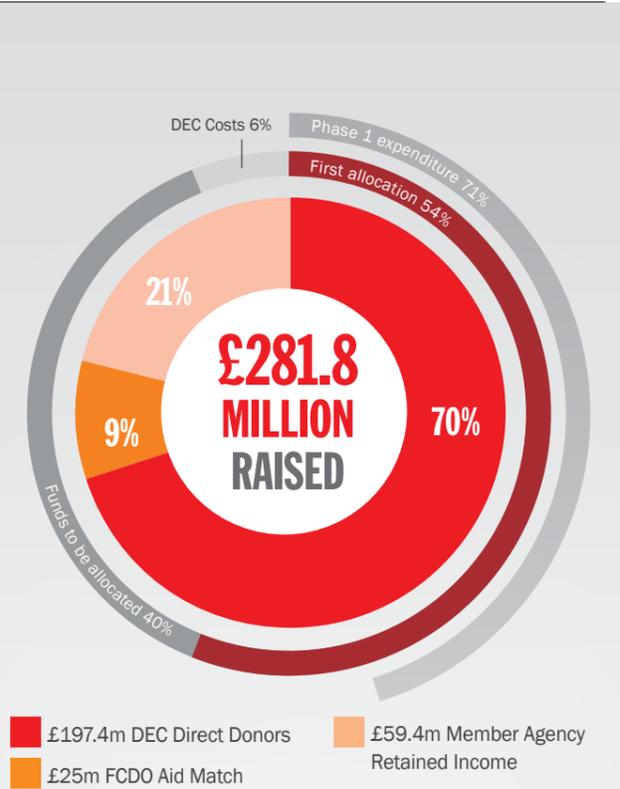
## UKRAINE HUMANITARIAN APPEAL

The DEC launched the Ukraine Humanitarian Appeal on 3 March 2022, soon after conflict broke out in Ukraine and millions of refugees, mostly women and children, began crossing the border into Poland, Romania, Hungary and Moldova. Millions more were internally displaced with populations trapped in active conflict zones and cut off from food, water and medical supplies.

13 DEC members responded to the crisis providing £50.5 million in aid in Ukraine and £33.4 million in neighbouring countries in the first six months. With funds raised through the appeal DEC members and their local partners have been supplying essential items like food, water and shelter for displaced families and medical support through health facilities. DEC members are also providing cash assistance, allowing families to meet their own essential needs, and supporting vital protection work to ensure vulnerable people are kept safe.

At the time of writing this report the DEC Ukraine Humanitarian Appeal remains active having raised a total of £281.8 million as of 31 March 2022. With the incredible amount raised, the DEC response builds on learning from two previous large-scale appeals: The Boxing Day Tsunami as the largest ever DEC appeal, and the Kosovo Crisis in 1999 which was the biggest appeal the DEC had up to that point, which like Ukraine was in response to a conflict in Europe. This level of funds brings with it a great expectation to rapidly address the needs on the ground and DEC members were able to respond fast, supporting locally led initiatives to scale up their operations to meet urgent needs. However, aid agencies are also fully aware that there are no quick fixes for communities and lives damaged and destroyed by conflict, especially in a protracted crisis. The DEC response aims to balance the public's expectations around the expeditious delivery of impactful emergency projects alongside ensuring programming that builds resilience and takes longer to deliver.

The Boxing Day Tsunami response serves as a cautionary tale for the aid sector. The Tsunami Evaluation Coalition (TEC) found that overall, the international aid effort reduced suffering, however, they concluded that the response didn't achieve the potential offered by the level of funds received. This was reconfirmed by ALNAP's report 'From Kosovo to Ukraine: lessons from the humanitarian response to conflict and displacement in Europe' which notes, "When large amounts of humanitarian funding are raised in a short period of time, there is huge pressure on agencies to spend money, fast. The learning from the Kosovo crisis is that this urgency to disburse resources must not come at the expense of needs assessments, however rapid, nor the principles and standards that guide humanitarian response. Needs will continue for a long time, after the initial media coverage and outpouring of generosity. Eventually there will be very expensive rehabilitation needs as infrastructure, homes and public services must be rebuilt. Extending the time period over which record levels of funding can be spent is therefore essential, for example for fund-raising from the public through the DEC, as well as finding ways in which the spotlight on one high-profile crisis can be extended to others."



Funds allocated	Phase 1 expenditure
£120,000,000	£85,500,000 (3 March 22 - 31 August 22)

Income and allocation figures as of 31 March 2022



Refugees from Ukraine in a school gym in Poland where the local partner of DEC member CAFOD has set up temporary shelter, providing beds, food and other aid.

The DEC continues to review its tried and tested processes and adjust based on operating context and member capacity. Programme teams are engaging closely with ALNAP and the Centre for Strategic & International Studies on incorporating lessons learned from previous responses, scenario planning and analysis. The response duration for this appeal is currently three years, with the possibility to extend to five years.

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

This financial year, the Board backed a preliminary roadmap for future DEC activity to support this goal. Through a series of detailed qualitative and multi-disciplinary studies we gathered insight as to how audiences currently view humanitarian aid; what they see as its issues; how we can successfully build affinity with audiences by addressing their needs; and what might inspire a greater willingness to support international humanitarian emergency appeals.

We found that while our Period of Joint Action (PJA) model communicated the immediate moment of disaster very powerfully, audiences felt that as the media moves on the story can quickly seem to become static and situations felt 'hopeless,' i.e. complex and intractable. This is not an issue the DEC can fix on its own, however, the organisation is committed to playing our part in addressing these audience needs by investing in this strategic goal on a systematic basis following each DEC appeal.

Meeting Goal 4 of the DEC strategy will require a considerable expansion of the DEC's content collection beyond the onset of a crisis to provide the public with, for instance, stories that demonstrate progress and alleviate static/hopeless emotions; stories of lives rebuilt and significantly expanded content on how donations have been spent. It will require a fuller demonstration of the nature and practicalities of a large-scale humanitarian response that extends beyond the immediate onset of a crisis,

and demonstrating the collaborative nature of the DEC – between and among member charities, local partners, communities and first responders.

The DEC has previously run two secondary campaigns, the Coronavirus Appeal second push and the 2017 Thank You campaign, both of which were well received. We therefore plan to normalise secondary campaigns at relevant moments beyond the PJA, through which we will seek to meet these Goal 4 objectives.



Medical staff at a CARE International funded Covid care facility in Bihar, India, where the charity's local partner CARE India is supporting doctors and nurses and providing oxygen, medicines and medical equipment.

## IMPROVING OUR WAYS OF WORKING

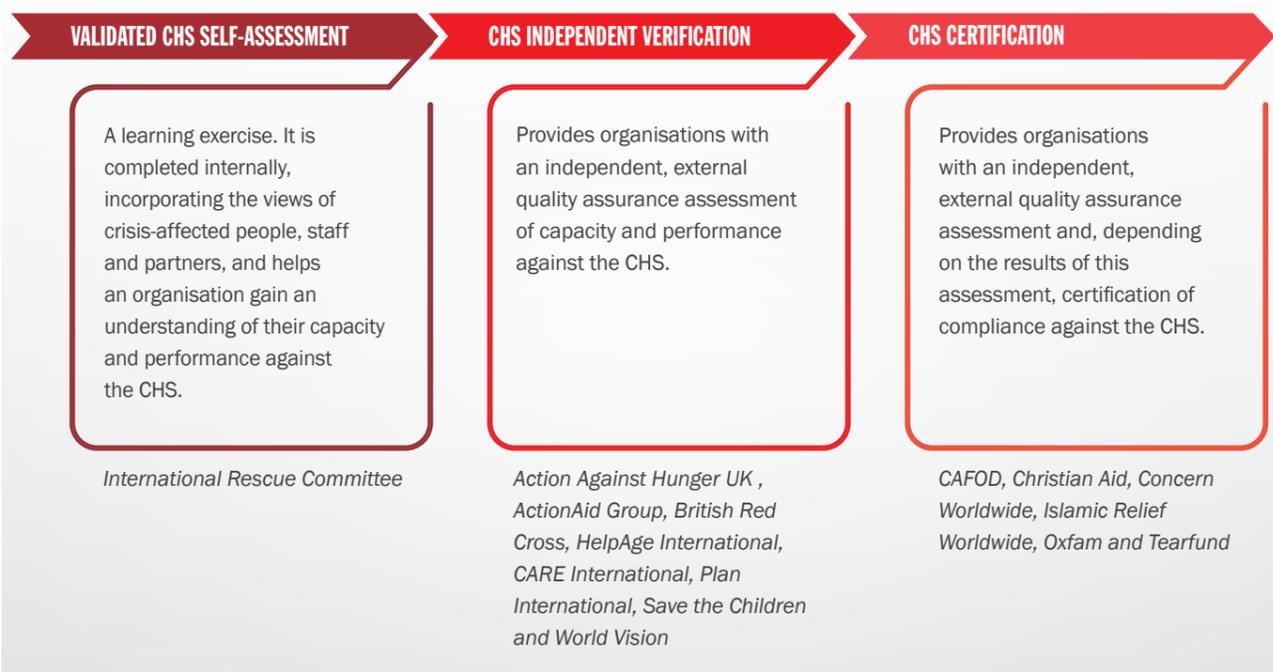
### Core Humanitarian Standard

In 2015, the DEC adopted the Core Humanitarian Standard on Quality and Accountability as the key quality standard for DEC member charities and how they deliver their programmes.

The CHS Alliance Verification Scheme has three categories – self assessment, independent verification, and certification. As of February 2022, DEC members fall into the three categories as shown in the diagram.



DEC charity CARE International is funding a 100-bed Covid care facility at Patliputra Indoor Stadium, in Patna, India.



An Islamic Relief funded emergency food distribution takes place in Afghanistan's Khak-e-Jabbar district of Kabul province in November 2021.

## STRUCTURE, GOVERNANCE AND MANAGEMENT

The DEC has been operating since 1963 and was registered as an independent charity on 4 June 1997. It is incorporated as a company limited by guarantee: we have no share capital and the guarantee is limited to £1 for each of our 15 members. Our governing document is the Memorandum and Articles of Association of the company.

The DEC Secretariat has core staff of 23 people (as at 31 March 2022) who run DEC appeals and oversee the use of DEC funds. The DEC plays a large role in fundraising and communications but also in oversight and accountability in how money raised is spent, and in promoting standards of good practice among members.

### Fundraising

The DEC undertakes active fundraising only in the context of DEC appeals – usually for a period of six months from the date of the public launch of an appeal, although the window for fundraising can be extended on a case by case basis as is appropriate to the particular crisis.

Following the decision to launch an appeal for a crisis, we engage energetically with the public and our supporters to draw attention to the humanitarian need and raise money, using a wide range of fundraising approaches to maximise donations to the appeal.

This includes broadcast, print and online advertising, direct marketing activities, engaging with local community and faith groups, and working with corporate partners and philanthropists. Our fundraising activity is carried out by our core staff team and the DEC does not employ professional telephone or street fundraisers or commercial participators to carry out our fundraising activities.

The DEC complies with all relevant statutory regulations, including the Charities Act 2011, the Data Protection Act 2018 and the Privacy and Electronic Communications Regulations 2003. We always seek to act in ways that are legal, open, honest and

respectful – striving for best practice in fundraising by complying with a range of codes of practice, including being registered with the Fundraising Regulator, and adhering to its Code of Fundraising Practice and Fundraising Promise. We have a donations acceptance policy that assesses ethical and reputational concerns, particularly for contributions from the private sector. We are careful to monitor our fundraising activities and provide supporters with help and information via our website, including Live Chat, by email, phone or post. We have a complaints policy available on our website, and record and respond to all complaints.

In the 2021-2022 financial year, the DEC received 12,426 queries from the public, including 271 complaints. Feedback shows that 92.2% of those who contacted us were satisfied with our response and follow-up, including 80.9% in relation to dealing with complaints.

The Board has adopted the Charity Governance Code and engages independent consultants to carry out a tri-annual review of performance against the code. The last review was carried out in 2019, which concluded that the DEC was very well governed, having an effective board assisted by perceptive committees and a strong governance support function. Actions arising from reviews are discussed at Board level, actions agreed and progress reported to the Board periodically.

The Charity Governance Code was updated in 2020 to strengthen the existing diversity and integrity principles to reflect evolving best practice. The DEC will assess compliance against the revised Code at the next tri-annual review.

### Financial review

Total income received directly by the DEC including gift aid and bank interest for the year amounted to £274.3 million (2021: £33.1 million). Of this, the DEC Ukraine Humanitarian Appeal (launched March 2022) raised £222.4 million,



A child is examined by Nazo\*, a community health volunteer for International Rescue Committee, which funds a project educating Afghan mothers on how to prevent malnutrition and other diseases.

the DEC Afghanistan Crisis Appeal (launched December 2021) raised £34.7 million and the DEC Coronavirus Appeal (launched July 2020) raised £14.2 million. All values include gift aid.

Additional income in the year of £2.9 million (2021: £1.6 million) was received for legacies, donations from member charities and general unrestricted income.

Total expenditure for the year amounted to £180.4 million (2021: £24.7 million) including £172.2 million (2021: £20.3 million) of appeal funds committed to DEC members for use towards humanitarian programmes, £7.8 million (2021: £4.0 million) in costs of raising funds, and £0.4 million (2021: £0.4 million) of other costs. The DEC's core costs are covered mainly by contributions from our members, with appeal-specific costs charged to the related appeal.

Net unrestricted income for the year totalled £21.0 million (2021: £3.6 million). After transfers to restricted appeal funds of gift aid income totalling £11.6 million, and unrestricted expenditure totalling £0.8 million, an overall net movement in unrestricted funds of £7.3 million is reported (2021: £1.0 million). This net result brings carried forward unrestricted reserves to £12.5 million.

Unrestricted funds of £12.5 million (2021: £2.1 million) have been broken down further into the following 3 categories:

**1. Operational reserve - £2.7 million**

The trustees have set a target of free reserves, which are those general funds which are freely available to spend on any of the charity's purposes and exclude restricted and designated funds and fixed assets held for the charity's own use.

The target range of free reserves (net of designated and general funds) has been set at 12 months' (+/- 3 months) core overhead costs which is currently budgeted at £2.7 million for 2022/23. This target takes into account working capital requirements and the need to fund operations in between appeals.

**2. Designated fund - £1.0 million**

The Board has agreed to set aside £1.0 million to fund operational projects to improve the DEC's processes and review operations to enable more effective and efficient fundraising in future appeals.

**3. General reserve - £8.8 million**

This general fund is to support the delivery against the DEC's long term strategic and operational goals:

Goal 1: Launch the right appeal at the right time

Goal 2: Maximise the money we raise for each appeal

Goal 3: Increase the impact of the funds we raise for the people and communities affected by crises

Goal 4: Preserve and strengthen the public's willingness to donate to humanitarian crisis overseas

The DEC's new strategic phase is due to start in 2024/25, and trustees are keen to ensure that funds are set aside to cover strategic initiatives required to deliver against a new strategy. This reserve will also ensure that additional establishment costs incurred due to the size of the Ukraine appeal response are fully funded.

Trustees will review this fund periodically, and any surplus funds will be returned to the current appeal.

Cost recovery against our appeals is limited to no more than 50% of the gift aid received on each appeal. We also ensure that total DEC costs, both direct fundraising and indirect overhead recovery, totals no more than 20% of income raised - historically we have achieved maintaining

total DEC costs to around 10% of total appeal income, and currently against the Ukraine Humanitarian Appeal we are running at below 5% of total appeal income.

**Board of Trustees**

The Board of Trustees are directors of the company and, as shown on page 40, comprise six independent trustees (including the Chair of Trustees, Vice Chair and Honorary Treasurer) alongside the Chief Executives of each of the DEC's member charities. Trustees have no financial beneficial interest in the charity but do have voting rights. Trustees receive no remuneration or any other emoluments from the DEC. Biographies of trustees are shown on the DEC's website.

The Board meets three times each year, in addition trustees attend an annual awayday to review the DEC's strategy, performance and plans. The Board has established committees - Membership and Accountability; Audit, Finance and Risk; Remuneration; and Donations Acceptance - that operate under agreed terms of reference, oversee key aspects of DEC activity and report back

to the full Board. These committees are chaired by independent trustees and include member trustees also, as shown on page 40.

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

The appointment of new independent trustees is overseen by the Board with support from the Membership and Accountability Committee, with the process underpinned by diversity and inclusion principles under the DEC's Equality, Diversity and Inclusion programme which extends across all levels of DEC activity. Trustees are appointed following an analysis of skills, targeted advertising and an interview process. The Chair is nominated by the independent trustees and appointed by majority agreement of the member trustees.

**Trustee induction and conduct**

Trustees sign consent and eligibility forms and complete a declaration of interests that is reviewed annually. New trustees are given a detailed induction by the Chair of Trustees, the DEC's Chief Executive and staff. A trustee handbook is also provided to new trustees, including relevant policies, procedures, governance information and role descriptions. This is revisited after one year to support each trustee's ongoing learning and development with the DEC.

**Management**

Day-to-day management of the charity is delegated to the Chief Executive, Saleh Saeed, who leads the staff team. Performance and risk are monitored against strategic objectives. The staff head count at 31 March 2022 was 21 full-time positions and 2 part-time positions. Alongside the staff team, the DEC benefits from the help of regular volunteers and employs temporary staff or uses contractors where these are required to help with specific projects or the increased workload linked to a DEC appeal.

**Remuneration**

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

**Risk management**

The DEC has a robust framework for identifying, reporting and managing risks and is accountable for the effective use of the charitable funds raised in our name. The DEC is not operational in aid delivery, and therefore delegates the management of risks associated with delivering

humanitarian programmes to member charities while maintaining oversight through an assurance system that includes independent reviews and evaluations, regular member reporting and external verification against the Core Humanitarian Standard.

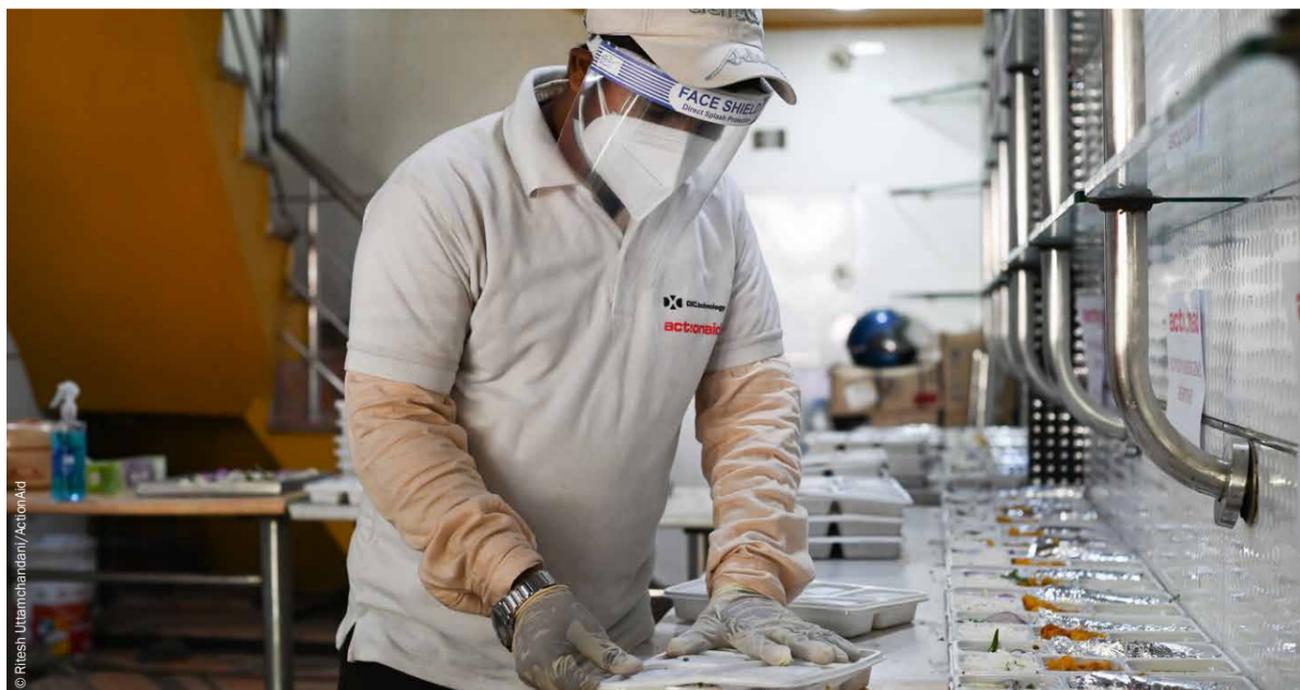
The DEC has adopted an approach that assesses the charity's risk appetite in specific areas and maintains a risk register which is regularly reviewed in relation to those risks associated with our responsibilities for fundraising, stewardship and oversight, including what controls and safeguards operate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

Key risks identified in the risk register include:

1. The risk that a DEC appeal is unsuccessful, or is seen as such, raising a low level of funds. This risk is perhaps greatest in relation to humanitarian crises that arise from conflict or are slow in their onset. The DEC monitors the onset of crises as they develop, assesses evidence of public interest and empathy and obtains feedback from broadcasters and other third parties before making an appeal in order to maximise the chance of success.
2. The risk that programmes funded by the DEC and managed by member charities fail to deliver the planned benefits to disaster-affected communities, whether due to poor quality or financial losses, including risks of fraud, diversion of funds or safeguarding breaches. Given the complex risks inherent in DEC-funded responses by member charities operating in challenging environments, the DEC seeks assurance from its members that they have in place effective processes to manage such risks, including in relation to any partner organisations with which they are working to deliver aid programmes on the ground. To manage these risks, the DEC has an established framework of accountability and due diligence to ensure member charities have in place effective systems, processes and controls.

**Trustee attendance**

Trustees attending all Board meetings in 2021:	14 (out of 22 trustees)
Trustees attending 2 out of 3 Board meetings:	8
Trustees attending 0-1 Board meetings:	0
Trustees attending all MAC meetings in 2021:	8 (out of 11 trustees)
Trustees attending 2-3 out of 4 MAC meetings:	3
Trustees attending 0-1 MAC meetings:	0
Trustees attending all AFR meetings in 2021:	3 (out of 7 trustees)
Trustees attending 2-3 out of 4 AFR meetings:	3
Trustees attending 0-1 AFR meetings:	1



Kantha, a volunteer with Action Aid, packs food plates at a local restaurant kitchen in the Gokulpuri neighborhood of Delhi. The food packages are distributed to Covid patients and their families through the project funded by Action Aid in India.

3. The risk that IT failures or a security breach results in unauthorised access to stored data and a loss of confidence in the DEC or damage to the charity's reputation. In managing this risk, the DEC works closely with fundraising partners and suppliers.

4. The risk that strongly negative media or publicity, whether direct or indirect, causes damage to the DEC's position with the public, donors or other stakeholders. To manage this risk, the DEC works with members to ensure highest levels of transparency and deliver accountability to donors building on its work on accountability to affected populations. The DEC will invest in raising public trust, building on previously successful Thank You campaigns to increase public understanding of how aid works.

5. The risk of losing ground to a new digital competitor or to changes in news media and public viewing habits towards the DEC's traditional broadcast appeal. The DEC continues to invest in development and innovation in fundraising, marketing and communications across digital media to ensure that it has a compelling digital offering. This follows the successful pilot project undertaken in the previous year. The DEC has plans to develop partnerships with major digital platforms, including social media and search engines, to engage with digital influencers and to work with public broadcasters to increase their digital offering.

6. The risk that domestic or international news will adversely affect the public's willingness and ability to donate to overseas crisis. The DEC monitors domestic and international trends to ensure that it can adapt and respond rapidly to change.

### Investment policy

Under its memorandum and articles of association, the charity has the power to make investments. The DEC needs to be in a position to enable its members to act very quickly in emergencies and therefore has a policy to balance keeping a proportion of funds in instant access and

short-term deposits that can be accessed readily with considerations of high security and investment return.

### Stakeholder engagement

The Trustees, who are Directors for the purposes of the Companies Act, confirm that in accordance with Section 172 (1) of the Companies Act they act in a way they consider most likely to achieve the purposes of the Company. In making this assessment, the Trustees consider the relevant actions of the Board, and engagement with all stakeholders are described throughout the annual review. Taking the areas required for disclosure in turn:

- The likely consequences of any decision in the long term

Organisational decisions are made by the Trustees with reference to the charity's 5-year strategic plan, which is summarised on page 2 of this report. This strategic plan was developed with key stakeholders of the DEC, including member agencies, broadcasters, and DEC staff. Risk management processes are set out on page 17 of this report, and the charities reserve policy is also detailed on page 17. The Board includes representative of each of the 15 DEC member agencies who ensure that decisions made are in the best interest of the DEC in the long term.

- The interests of the company's employees

The DEC has a small number of staff (FTE 22 at 31 March 2022). The oversight of remuneration and Human Resources planning is undertaken by the Remuneration Committee, a sub-committee of the Board of Trustees. The charity has recently employed an HR Manager to provide in-house HR support for the team. Over the last year additional staff benefits, including a cash health plan, have been introduced. The return to the office after Covid lock-down has been managed carefully, and currently staff are only required to attend the London office for 2 days in a month with flexible working both providing a staff benefit and also having a positive work impact.

The charity is engaged in an Equality, Diversity and Inclusion programme, which has included externally facilitated

workshops with staff, and developing a work plan to further develop EDI within the DEC, as part of the overall HR strategic plan. This work is being overseen by the Board, and supported by the new internal HR manager post.

- The need to foster the company's business relationships with suppliers, customers and others

The DEC is keen to maintain a positive relationship with its suppliers, ensuring all non-disputed invoices are paid within agreed payment terms. The relationship with our suppliers is key for the DEC, as during appeals we often require our suppliers to turn around services very quickly in order for us to achieve appeal deadlines. Any supplier complaints are notified to the Director of Finance & Resources.

- The impact of the company's operations on the community and environment

The DEC has recently moved into new offices by Regents Canal, London, between Angel and Old Street. Whilst it is still early in the DEC's occupation of its offices, we are looking at ways in which we can engage positively with the local community.

With regards our impact on the environment, we are looking at ways in which we can move to be carbon zero in the coming years. We have not travelled internationally since 2019 due to Covid restrictions, although we expect to make limited visits to our appeal countries in the coming year. However, we are relying more on virtual meetings rather than physical travel, whilst acknowledging the value of field visits in relation to both checking on the work being funded by the DEC and the reporting back of progress to donors. We have engaged local content gathering visits (journalists, photographers) in order to both gain access to remote areas, and to minimise cost and impact of travel. All our furniture, fittings, equipment and carpet tiles in our new office have been transferred from our previous office, thereby reducing waste and cost. We have recycling bins in our office, auto-senses on lights and centrally controlled air-cooling systems.

As the DEC is deemed a large company under the Companies Act criteria, it therefore falls under the reporting requirements of the Streamlined Energy and Carbon Reporting (SECR) legislation. However, as the DEC did not consume more than 40,000 kWh of energy during the financial year, it qualifies as a low energy user and is exempt from reporting under these regulations.

- The desirability of the company maintaining a reputation for high standards of business conduct

DEC has a policy structure to ensure the management of regulatory and legal risk and is committed to complying with all applicable laws and regulations relating to fraud, bribery and corruption.

- The need to act fairly between members of the company

The Trustees understand the Charity Commission requirements and understand the need to avoid and manage potential conflicts of interest.

### Statement of Trustees' responsibilities

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

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

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

1. Select suitable accounting policies and then apply them consistently
2. Observe the methods and principles in the Charities SORP
3. Make judgements and estimates that are reasonable and prudent

4. State whether applicable UK Accounting Standards and Statements of Recommend Practice have been followed, subject to any material departures disclosed and explained in the financial statements

5. Prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charity will continue in operation

### Going concern

The trustees are responsible for that adequate accounting records are kept that disclose with reasonable accuracy at any time the financial position of the charitable company and enable them to ensure that the financial statements comply with the Companies Act 2006.

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

We have adequate financial resources and are well placed to manage the business risks. Our planning process, including financial projections, has taken into consideration the current economic climate and its potential impact on the various sources of income and planned expenditure. We have a reasonable expectation that we have adequate resources to continue in operational existence for the foreseeable future. We believe that there are no material uncertainties that call into doubt the charity's ability to continue. The accounts have therefore been prepared on the basis that the charity is a going concern.

### Statement to auditors

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

### Meeting and reporting on public benefit

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

The structure of the trustees' annual report includes reporting on our strategic aims, the DEC's activities and achievements during the year and our plans for 2022-2023. We have highlighted how our work furthers our charitable purpose and the significant benefits it brings to:

1. people in developing countries in urgent need of emergency relief, regardless of race, creed or nationality, through the funding provided by DEC appeals to 15 of the UK's leading humanitarian charities;
2. the promotion of the efficiency and effectiveness of life-saving assistance and the alleviation of poverty;
3. people in developing countries affected by an emergency situation being involved in the relief effort and being treated with dignity.

This trustees' report, including the strategic report, was approved by the Board of Trustees on 22nd November 2022 and signed on its behalf by

Sue English  
Chair

Jane Hanson  
Honorary Treasurer

# INDEPENDENT AUDITOR'S REPORT

## To the members of the Disasters Emergency Committee

### OPINION

We have audited the financial statements of the Disasters Emergency Committee ('the charitable company') for the year ended 31 March 2022 which comprise the Statement of Financial Activities, Balance Sheet, Statement of Cash Flows and notes to the financial statements, including significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 The Financial Reporting Standard applicable in the UK and Republic of Ireland (United Kingdom Generally Accepted Accounting Practice).

In our opinion, the financial statements::

- give a true and fair view of the state of the charitable company's affairs as at 31 March 2022 and of 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.

### BASIS FOR OPINION

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

### CONCLUSIONS RELATING TO GOING CONCERN

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

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

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

### OTHER INFORMATION

The trustees are responsible for the other information contained within the annual report. The other information comprises the information included in the 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.

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 this gives rise to a material misstatement in the financial statements themselves. If, based on the work we have performed, we conclude that there is a material

misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

### OPINION ON OTHER MATTERS PRESCRIBED BY THE COMPANIES ACT 2006

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

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

### MATTERS ON WHICH WE ARE REQUIRED TO REPORT BY EXCEPTION

In light of the knowledge and understanding of the charitable company and their environment obtained in the course of the audit, we have not identified material misstatements in the strategic report or the directors' report included within the trustees' report.

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

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

### RESPONSIBILITIES OF TRUSTEES

As explained more fully in the trustees' responsibilities statement set out on page 19, the trustees (who are also the directors of the charitable company for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

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

### AUDITOR'S RESPONSIBILITIES FOR THE AUDIT OF THE FINANCIAL STATEMENTS

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

Details of the extent to which the audit was considered capable of detecting irregularities, including fraud and non-compliance with laws and regulations are set out below.

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

### EXTENT TO WHICH THE AUDIT WAS CONSIDERED CAPABLE OF DETECTING IRREGULARITIES, INCLUDING FRAUD

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We identified and assessed the risks of material misstatement of the financial statements from irregularities, whether due to fraud or error, and discussed these between our audit team members. We then designed and performed audit procedures responsive to those risks, including obtaining audit evidence sufficient and appropriate to provide a basis for our opinion.

We obtained an understanding of the legal and regulatory frameworks within which the charitable company operates, focusing on those laws and regulations that have a direct effect on the determination of material amounts and disclosures in the financial statements. The laws and regulations we considered in this context were the Companies Act 2006 and the Charities Act 2011 together with the Charities SORP (FRS 102). We assessed the required compliance with these laws and regulations as part of our audit procedures on the related financial statement items.

In addition, we considered provisions of other laws and regulations that do not have a direct effect on the financial statements but compliance with which might be fundamental to the charitable company's ability to operate or to avoid a material penalty. We also considered the opportunities and incentives that may exist within the charitable company for fraud. The laws and regulations we considered in this context for the UK operations were General Data Protection Regulation (GDPR), taxation legislation, and Antifraud, bribery and corruption legislation.

Auditing standards limit the required audit procedures to identify non-compliance with these laws and regulations to enquiry of the Trustees and other management and inspection of regulatory and legal correspondence, if any.

We identified the greatest risk of material impact on the financial statements from irregularities, including fraud, to be within the timing of recognition of income and the override of controls by management. Our audit procedures to respond to these risks included enquiries of management, and the Audit,

Finance & Risk Committee about their own identification and assessment of the risks of irregularities, sample testing on the posting of journals, reviewing accounting estimates for biases, reviewing regulatory correspondence with the Charity Commission, and reading minutes of meetings of those charged with governance.

Owing to the inherent limitations of an audit, there is an unavoidable risk that we may not have detected some material misstatements in the financial statements, even though we have properly planned and performed our audit in accordance with auditing standards. For example, the further removed non-compliance with laws and regulations (irregularities) is from the events and transactions reflected in the financial statements, the less likely the inherently limited procedures required by auditing standards would identify it. In addition, as with any audit, there remained a higher risk of non-detection of irregularities, as these may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal controls. We are not responsible for preventing non-compliance and cannot be expected to detect non-compliance with all laws and regulations.

### USE OF OUR REPORT

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

Naziar Hashemi  
Senior Statutory Auditor  
For and on behalf of  
Crowe U.K. LLP  
Statutory Auditor  
London, UK

## Statement of Financial Activities for the year ended 31 March 2022

(incorporating an income and expenditure account)

	Note	Unrestricted funds £'000	Restricted funds £'000	2022 Total £'000	2021 Total £'000
<b>Income from:</b>					
Donations and legacies	2	1,439	1,348	<b>2,787</b>	2,116
Charitable activities					
DEC Ukraine Humanitarian Appeal		17,486	204,921	<b>222,407</b>	-
DEC Afghanistan Crisis Appeal		1,905	32,762	<b>34,667</b>	-
DEC Coronavirus Appeal		895	13,378	<b>14,273</b>	30,567
DEC Emergency Fund		-	-	-	230
DEC Cyclone Idai Appeal		-	-	-	19
DEC Indonesian Tsunami Appeal		-	-	-	16
Humanitarian Emergency Fund (Scotland)		-	36	<b>36</b>	32
Humanitarian Emergency Fund (Wales)		-	20	<b>20</b>	108
Cash investments		26	6	<b>32</b>	15
Other income	2	69	-	<b>69</b>	-
<b>Total income</b>		<b>21,820</b>	<b>252,471</b>	<b>274,291</b>	33,103
<b>Expenditure on:</b>					
Raising funds	3	468	7,371	<b>7,839</b>	4,030
Charitable activities					
Ukraine humanitarian response programmes	4	13	120,000	<b>120,013</b>	-
Afghanistan response programmes	4	33	30,000	<b>30,033</b>	-
Coronavirus response programmes	4	111	22,450	<b>22,561</b>	19,017
Cyclone Idai response programmes	4	-	(229)	<b>(229)</b>	1,484
Previous DEC programmes	4	-	(4)	<b>(4)</b>	(97)
Humanitarian Emergency Fund (Scotland)		-	27	<b>27</b>	37
Humanitarian Emergency Fund (Wales)		-	20	<b>20</b>	108
Lesson learning and accountability	3	160	-	<b>160</b>	87
<b>Total expenditure</b>		<b>785</b>	<b>179,635</b>	<b>180,420</b>	<b>24,666</b>
<b>Net income/(expenditure) for the year</b>		21,035	72,836	<b>93,871</b>	<b>8,437</b>
Transfers between funds	14	(10,596)	10,596	-	-
<b>Net movement in fund</b>		<b>10,439</b>	<b>83,432</b>	<b>93,871</b>	<b>8,437</b>
<b>Reconciliation of funds</b>					
Total funds brought forward	14	2,074	10,663	<b>12,737</b>	4,300
<b>Total funds carried forward</b>	14	<b>12,513</b>	<b>94,095</b>	<b>106,608</b>	<b>12,737</b>

All of the above results are derived from continuing activities. There were no other recognised gains or losses other than those stated above. Comparable information for the year ended 31 March 2021 is shown in note 16 to the financial statements. Movements in funds are disclosed in note 14 to the financial statements.

## Balance Sheet at 31 March 2022

	Note	£'000	2022 £'000	£'000	2021 £'000
<b>Fixed assets</b>					
Tangible fixed assets	8		<b>282</b>		369
			<b>282</b>		369
<b>Current assets</b>					
Debtors	9	<b>79,013</b>		4,095	
Cash at bank and in hand	10	<b>164,758</b>		15,285	
			<b>243,771</b>	19,380	
<b>Liabilities</b>					
Creditors: amounts due within one year	11	<b>(137,445)</b>		(7,012)	
<b>Net current assets</b>			<b>106,326</b>		12,368
<b>Total assets less current liabilities</b>			<b>106,608</b>		12,737
<b>Net assets</b>	13		<b>106,608</b>		12,737
<b>Funds</b>					
Unrestricted funds					
Operational reserves	14	<b>2,700</b>		2,074	
Designated reserves	14	<b>1,000</b>		-	
General reserves	14	<b>8,813</b>		-	
Total unrestricted funds			<b>12,513</b>		2,074
Restricted funds	14		<b>94,095</b>		10,663
<b>Total funds</b>			<b>106,608</b>		12,737

Approved by the Trustees on 22nd November 2022 and signed on their behalf by

Sue English  
Chair

Jane Hanson  
Honorary Treasurer

Disasters Emergency Committee  
Company Number 03356526

## Statement of Cash Flows for the year ended 31 March 2022

	Note	2022 £'000	2021 £'000
<b>Cash flows from operating activities</b>			
Net cash provided by / (used in) operating activities	15	149,507	662
<b>Cash flows from investing activities</b>			
Interest from investments		69	15
Purchase of fixed assets		(103)	(197)
Net sale of current asset investments		-	-
<b>Net cash (used in) / provided by investing activities</b>		<b>(34)</b>	<b>(182)</b>
<b>Change in cash and cash equivalents in the year</b>		<b>149,473</b>	<b>480</b>
Cash and cash equivalents at the beginning of the year		15,285	14,805
<b>Cash and cash equivalents at the end of the year</b>		<b>164,758</b>	<b>15,285</b>

	At 1 April 2021 £'000	Cash flows £'000	Other non-cash changes £'000	At 31 March 2022 £'000
<b>Analysis of cash and cash equivalents and of net debt</b>				
Cash at bank and in hand	15,285	149,473	-	164,758
<b>Total cash and cash equivalents</b>	<b>15,285</b>	<b>149,473</b>	<b>-</b>	<b>164,758</b>

## Notes to the financial statements for the year ended 31 March 2022

### 1. ACCOUNTING POLICIES

#### a) Basis of accounting

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

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

#### b) Public benefit entity

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

#### c) Going concern

We have adequate financial resources and are well placed to manage the business risks. Our planning process, including financial projections, has taken into consideration the current economic climate and its potential impact on the various sources of income and planned expenditure. We have a reasonable expectation that we have adequate resources to continue in operational existence for the foreseeable future. We believe that there are no material uncertainties that call into doubt the charity's ability to continue. The accounts have therefore been prepared on the basis that the charity is a going concern.

#### d) Estimates

In the application of the charity's accounting policies, the Trustees are required to make judgements, estimates, assumptions about the carrying values of assets and liabilities that are not readily apparent from other sources. The estimates and underlying assumptions are based on historical experience and other factors that are considered to be relevant. Actual results may differ from these estimates.

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

In the view of the Trustees, no assumptions concerning the future or estimation uncertainty affecting assets and liabilities at the balance sheet date are likely to result in a material adjustment to their carrying amounts in the next financial year. The principal accounting policies, as set out above, have all been applied consistently throughout the year and the preceding year.

#### e) Income

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

Donations to DEC appeals are recognised when receivable, and included as restricted income used to fund the related disaster response programmes. Associated gift aid tax reclaims are included as unrestricted income and no less than 50% of the gift aid received is transferred to the restricted appeal fund, with the remainder being used to fund DEC operating costs. Contributions from member agencies towards DEC's appeal preparedness is included as donations and accounted for when due.

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

Income from UK Aid Match is recognised when matched against eligible income from UK public donations.

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

#### f) Donations of services

During the year the DEC has benefited from broadcasting, promotion and donations processing services received free or at discounted rates from various providers. Where the value of the services is quantifiable the value has been attributed to these services in the accounts.

The majority of services provided are not reasonably quantifiable and measurable and the cost of identifying them and assessing their value to the DEC would outweigh the benefit to users of the accounts. Therefore these donated services have been omitted.

#### g) Fund accounting

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

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

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

#### h) Expenditure and irrecoverable VAT

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

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

Expenditure on charitable activities includes the funds allocated to DEC member agencies towards the costs of delivering disaster response programmes as set out in note i) below. Expenditure is recognised

## Notes to the financial statements for the year ended 31 March 2022

when allocations are confirmed to members because it is at this time that a firm commitment is made by DEC towards the planned programmes of work by members in response to each appeal.

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

### i) Basis of allocation to member agencies

Member charities are entitled to a share of the appeal income if they opt into that appeal. A formula known as the Indicator of Capacity (IOC) is used to allocate appeal funds among DEC member agencies. DEC informs the member agencies of their estimated income from an appeal after one week and commits funds towards disaster relief programmes two weeks after the appeal launch. Further allocations are made as income for specific appeals is received and as the programme is implemented. On board approval, funds may be allocated outside of the IOC formula, where required.

### j) Allocation of support costs

All expenditure is accounted for on an accruals basis and has been classified under headings that aggregate all costs related to that category. Where costs cannot be directly attributed to particular headings they

have been allocated to activities on a basis consistent with use of resources.

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

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

Support costs which include costs associated with general management, financial management and accounting, information technology, human resources and premises are allocated across the categories of charitable expenditure, governance costs and the costs of raising funds. Support costs and other core costs are recharged to the restricted fund and will fluctuate annually based on appeal activity during the year. The basis of the cost allocation has been explained in the notes to the accounts.

### k) Operating leases

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

### l) Tangible and intangible assets

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

Leasehold improvements  
- 5 years or term of lease if shorter  
Furniture, fittings and office equipment  
- 5 years  
Computer equipment, software & web development  
- 3 years

### m) Cash at bank and in hand

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

### n) Pension contributions

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

### o) Funds received for closed funds

It is the DEC's policy to allocate funds received against appeals which are closed to income as follows: firstly, to the current live DEC appeal, and secondly, if there is no live appeal then to the DEC Emergency Fund. This is noted in the terms and conditions of donations shared with donors at point of donation.



Agata a volunteer with DEC charity CAFOD's local partner Caritas, talks to refugees on the Ukraine/Poland border at Kroscienko.

## Notes to the financial statements for the year ended 31 March 2022

### 2. INCOME

#### 2a) Donations and legacies

	Unrestricted £'000	Restricted £'000	2022 Total £'000	2021 Total £'000
Member Agency Contributions	1,065	-	1,065	1,000
Legacies	249	249	498	1,102
Gift aid	123	-	123	12
Regular giving	2	-	2	2
Donated services	-	1,099	1,099	-
<b>Total donations and legacies</b>	<b>1,439</b>	<b>1,348</b>	<b>2,787</b>	2,116

Gift aid income relates to income from historic appeal where programmes have ended. This income is retained as unrestricted income to fund the running of the charity.

Donated services represents services provided at a reduced fee or free of charge for the DEC Ukraine Humanitarian Appeal. These are services which the DEC was expecting to pay and suppliers kindly gifted the services for free or partially refunded.

#### 2b) Other income

	Unrestricted £'000	Restricted £'000	2022 Total £'000	2021 Total £'000
Surrender of lease	69	-	69	-
<b>Total other income</b>	<b>69</b>	<b>-</b>	<b>69</b>	-

On 5th July 2021, the lease held in relation to DEC's headquarters at Tavis House, 1-6 Tavistock Square, London was surrendered early and the property was vacated on 31st December 2021. A payment of £69,000 was received by way of compensation for early termination of the lease.

## Notes to the financial statements for the year ended 31 March 2022

### 3. TOTAL RESOURCES EXPENDED

#### 3a) Total resources expended (current year)

	Member allocations £'000	Other direct costs £'000	Allocated support costs £'000	2022 Total £'000	2021 Total £'000
Fundraising expenditure	-	7,660	179	<b>7,839</b>	4,030
Disaster response programmes	172,217	-	-	<b>172,217</b>	20,311
Humanitarian Emergency Fund (Scotland)	-	27	-	<b>27</b>	37
Humanitarian Emergency Fund (Wales)	-	20	-	<b>20</b>	108
Lesson learning and accountability	-	91	69	<b>160</b>	87
Governance costs	-	122	35	<b>157</b>	93
<b>Total resources expended</b>	<b>172,217</b>	<b>7,920</b>	<b>283</b>	<b>180,420</b>	24,666

#### 3b) Total resources expended (prior year)

	Member allocation £'000	Other direct costs £'000	Allocated support costs £'000	2021 £'000
Fundraising expenditure	-	3,796	234	<b>4,030</b>
Disaster response programmes	20,311	-	-	<b>20,311</b>
Humanitarian Emergency Fund (Scotland)	-	37	-	<b>37</b>
Humanitarian Emergency Fund (Wales)	-	108	-	<b>108</b>
Lesson learning and accountability	-	-	87	<b>87</b>
Governance costs	-	49	44	<b>93</b>
<b>Total resources expended</b>	<b>20,311</b>	<b>3,990</b>	<b>365</b>	<b>24,666</b>

		2022 £'000	2021 £'000
Support costs are allocated on the following basis:			
<b>Nature of cost</b>	<b>Allocation basis</b>		
Staff	Estimate of where staff spend their time	<b>96</b>	154
Premises, utilities and other overheads	Actual and estimated usage	<b>187</b>	211
<b>Total allocated support costs</b>		<b>283</b>	365

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

## Notes to the financial statements for the year ended 31 March 2022

### 4. DISASTER RESPONSE PROGRAMMES

#### 4a) Disaster response programmes (current year)

Appeal funds allocated and committed to participating member agencies are as follows:

	ITEA £'000	CIA £'000	CVA £'000	AFG £'000	UHA £'000	2022 Total £'000	2021 Total £'000
Action Against Hunger	-	-	389	1,205	4,073	<b>5,667</b>	570
ActionAid	-	(9)	1,198	1,848	6,250	<b>9,287</b>	1,033
Age International	-	-	748	1,205	11,000	<b>12,953</b>	601
British Red Cross	-	(115)	2,430	4,899	16,565	<b>23,779</b>	2,622
CAFOD	-	-	1,037	1,670	5,649	<b>8,356</b>	849
CARE International UK	(4)	(56)	986	1,262	4,267	<b>6,455</b>	745
Christian Aid	-	-	1,569	2,492	8,427	<b>12,488</b>	1,327
Concern Worldwide UK	-	-	449	1,205	4,072	<b>5,726</b>	569
International Rescue Committee UK*	-	-	-	2,208	7,468	<b>9,676</b>	-
Islamic Relief	-	-	882	1,426	-	<b>2,308</b>	785
Oxfam	-	-	4,111	-	15,000	<b>19,111</b>	3,852
Plan International UK	-	(26)	1,196	-	6,434	<b>7,604</b>	1,025
Save the Children	-	(1)	4,538	6,000	24,000	<b>34,537</b>	3,960
Tearfund	-	-	1,563	2,571	-	<b>4,134</b>	1,246
World Vision UK	-	(22)	1,354	2,009	6,795	<b>10,136</b>	1,127
<b>Total</b>	<b>(4)</b>	<b>(229)</b>	<b>22,450</b>	<b>30,000</b>	<b>120,000</b>	<b>172,217</b>	20,311

## Notes to the financial statements for the year ended 31 March 2022

### 4b) Disaster response programmes (prior year)

	YCA £'000	EACA £'000	PFM £'000	ITEA £'000	CIA £'000	CVA £'000	2021 £'000
Action Against Hunger	-	-	-	-	-	570	570
ActionAid	-	-	-	28	91	914	1,033
Age International	-	-	-	(23)	54	570	601
British Red Cross	-	-	-	-	238	2,384	2,622
CAFOD	-	-	-	(16)	74	791	849
CARE International UK	-	(4)	-	(4)	75	678	745
Christian Aid	-	-	-	(22)	122	1,227	1,327
Concern Worldwide UK	-	-	-	-	(1)	570	569
Islamic Relief	(8)	-	-	-	73	720	785
Oxfam	-	-	-	-	312	3,540	3,852
Plan International UK	-	-	-	-	90	935	1,025
Save the Children	-	(1)	(3)	-	164	3,800	3,960
Tearfund	-	-	(44)	-	98	1,192	1,246
World Vision UK	-	-	-	-	94	1,033	1,127
<b>Total</b>	<b>(8)</b>	<b>(5)</b>	<b>(47)</b>	<b>(37)</b>	<b>1,484</b>	<b>18,924</b>	<b>20,311</b>

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

\*In September 2021, International Rescue Committee (IRC) UK became the DEC's newest member, bringing the total membership to the upper limit of 15. IRC received funds for programmes for the Afghanistan Crisis Appeal and Ukraine Humanitarian Appeal.

#### Key

UHA: Ukraine Humanitarian Appeal	ITEA: Indonesia Tsunami Earthquake Appeal
AFG: Afghanistan Crisis Appeal	PFM: People Fleeing Myanmar Appeal
CVA: Coronavirus Appeal	EACA: East Africa Crisis Appeal
CIA: Cyclone Idai Appeal	YCA: Yemen Crisis Appeal

## 5. ANALYSIS OF STAFF COSTS AND THE COST OF KEY MANAGEMENT PERSONNEL

### a) Staff costs were as follows:

	2022 £'000	2021 £'000
Salaries and wages	975	974
National insurance	115	101
Contribution to defined contribution pension schemes	142	110
Temporary and agency staff	289	190
<b>Total</b>	<b>1,521</b>	<b>1,375</b>

## Notes to the financial statements for the year ended 31 March 2022

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

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

	2022 No.	2021 No.
£100,001 - £110,000	1	1
£70,001 - £80,000	1	1
£60,001 - £70,000	2	3

The highest paid employee is the Chief Executive whose emoluments in the year includes a salary of £84,960 (2021: £80,325), an accommodation allowance of £5,478 (2021: £10,506) and pension contributions including contributions by way of employee salary exchange of £29,541 (2021: £27,902). No benefits in kind or other remuneration are paid.

Calculation to defined contribution pension schemes includes 18% employee pension contribution and contributions by employees by way of salary exchange.

The total amount of remuneration and benefits paid to the key management personnel were £455,544 (2021: £441,380).

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

	2022 No.	2021 No.
Fundraising and communications	12	13
Lesson learning and evaluation	4	4
Governance	2	2
Finance and administration	3	3
<b>Total</b>	<b>21</b>	<b>22</b>

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

	2022 FTE No.	2021 FTE No.
Fundraising and communications	12	12
Lesson learning and evaluation	4	4
Governance	2	2
Finance and administration	3	3
<b>Total</b>	<b>21</b>	<b>21</b>

## 6. TRUSTEES

No Trustees received emoluments in the year (2021: £nil). Amounts reimbursed to Trustees for travel and other expenditure totalled £nil in the year (2021: £nil).

## Notes to the financial statements for the year ended 31 March 2022

### 7. NET INCOME/(EXPENDITURE) FOR THE YEAR IS STATED AFTER CHARGING:

	2022 £'000	2021 £'000
Depreciation charge	141	76
Operating lease rentals – premises	90	59
Auditors' remuneration (excluding VAT)		
Audit	60	25
Other services	11	6

### 8. TANGIBLE FIXED ASSETS

	Leasehold improvements £'000	Computer equipment, software and web development £'000	Furniture, fittings and office equipment £'000	Total £'000
<b>Cost</b>				
At the start of the year	220	371	60	651
Additions	55	48	-	103
Disposals	(148)	(108)	-	(256)
<b>At the end of the year</b>	<b>127</b>	<b>311</b>	<b>60</b>	<b>498</b>
<b>Depreciation</b>				
At the start of the year	103	151	28	282
Disposals	(99)	(108)	-	(207)
Charge for the year	45	84	12	141
<b>At the end of the year</b>	<b>49</b>	<b>127</b>	<b>40</b>	<b>216</b>
<b>Net book value</b>				
<b>At the end of the year</b>	<b>78</b>	<b>184</b>	<b>20</b>	<b>282</b>
At the start of the year	117	220	32	369

## Notes to the financial statements for the year ended 31 March 2022

### 9. DEBTORS

	2022 £'000	2021 £'000
Prepayments	81	64
Gift aid receivable	18,992	2,049
Appeal income receivable	59,389	917
Legacy income receivable	-	1,064
Other debtors	551	1
	<b>79,013</b>	<b>4,095</b>

### 10. CASH AND CURRENT ASSET INVESTMENTS

	2022 £'000	2021 £'000
Cash at bank and in hand	134,752	12,194
Cash equivalents: short term deposit (30 days)	30,006	3,091
<b>Total</b>	<b>164,758</b>	<b>15,285</b>

The balance in cash and short term deposits represents funds raised during the Ukraine Humanitarian Appeal & Afghanistan Crisis Appeal. While these funds have very largely been committed to member agencies towards disaster response programmes, the disbursement of these funds takes place over the period of those programmes.

### 11. CREDITORS: AMOUNTS DUE WITHIN ONE YEAR

	2022 £'000	2021 £'000
Trade creditors	589	118
Taxation and social security costs	30	27
Due to member agencies - Disaster response programmes	136,341	6,768
Other creditors and accruals	485	99
<b>Total</b>	<b>137,445</b>	<b>7,012</b>

## Notes to the financial statements for the year ended 31 March 2022

### 12. OPERATING LEASE COMMITMENTS

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

	Property	
	2022 £'000	2021 £'000
Less than one year	174	44
One to five years	702	-
Over five years	901	-
<b>Total</b>	<b>1,777</b>	<b>44</b>

The DEC has entered into a 10 year lease for the occupation of Unit B, 19-21 Wenlock Road London N1 7GT. The lease contains a tenant break clause at years 3 and 5. Previously, the DEC leased offices at Tavistock Square, and the prior year operating lease commitment represented nine months liability as at 31 March 2021.

### 13. ANALYSIS OF NET ASSETS BETWEEN FUNDS

a) At 31 March 2022

	Unrestricted funds £'000	Restricted funds £'000	Total funds £'000
Tangible fixed assets	282	-	282
Net current assets	12,231	94,095	106,326
<b>Net assets at the end of the year</b>	<b>12,513</b>	<b>94,095</b>	<b>106,608</b>

b) At 31 March 2021

	Unrestricted funds £'000	Restricted funds £'000	Total funds £'000
Tangible fixed assets	369	-	369
Net current assets	1,705	10,663	12,368
<b>Net assets at the end of the year</b>	<b>2,074</b>	<b>10,663</b>	<b>12,737</b>

## Notes to the financial statements for the year ended 31 March 2022

### 14. STATEMENT OF FUNDS

a) For the year ended 31 March 2022

	At the start of the year £'000	Income £'000	Disaster response programmes £'000	Resources expended £'000	Transfers between funds £'000	At the end of the year £'000
<b>Restricted funds:</b>						
DEC Ukraine Humanitarian Appeal	-	206,019	(120,000)	(4,374)	8,746	90,391
DEC Afghanistan Crisis Appeal	-	32,828	(30,000)	(1,795)	985	2,018
DEC Coronavirus Appeal	10,566	13,568	(22,450)	(1,135)	1,128	1,677
DEC Cyclone Idai Appeal	61	-	229	(32)	(258)	-
DEC Indonesia Tsunami Appeal	36	-	4	(35)	(5)	-
DEC Emergency Appeal	-	-	-	-	-	-
Humanitarian Emergency Fund (Scotland)	-	36	-	(27)	-	9
Humanitarian Emergency Fund (Wales)	-	20	-	(20)	-	-
<b>Total restricted funds</b>	<b>10,663</b>	<b>252,471</b>	<b>(172,217)</b>	<b>(7,418)</b>	<b>10,596</b>	<b>94,095</b>
<b>Unrestricted funds:</b>						
Operational reserves	2,074	21,820	-	(785)	(20,409)	2,700
Designated reserves	-	-	-	-	1,000	1,000
General reserves	-	-	-	-	8,813	8,813
<b>Total unrestricted funds</b>	<b>2,074</b>	<b>21,820</b>	<b>-</b>	<b>(785)</b>	<b>(10,596)</b>	<b>12,513</b>
<b>Total funds</b>	<b>12,737</b>	<b>274,291</b>	<b>(172,217)</b>	<b>(8,203)</b>	<b>-</b>	<b>106,608</b>

## Notes to the financial statements for the year ended 31 March 2022

### 14. STATEMENT OF FUNDS

b) For the year ended 31 March 2021

	At the start of the year	Income	Disaster response programmes	Resources expended	Transfers between funds	At the end of the year
	£'000	£'000	£'000	£'000	£'000	£'000
<b>Restricted funds:</b>						
DEC Coronavirus Appeal	-	29,118	(18,924)	(3,049)	3,421	<b>10,566</b>
DEC Cyclone Idai Appeal	2,354	13	(1,484)	(63)	(759)	<b>61</b>
DEC Indonesia Tsunami Appeal	429	-	37	(447)	17	<b>36</b>
DEC Emergency Appeal	388	222	-	(1)	(609)	-
DEC People Fleeing Myanmar Appeal	-	-	47	(21)	(26)	-
DEC East Africa Crisis Appeal	-	-	5	-	(5)	-
DEC Yemen Crisis Appeal	-	-	8	-	(8)	-
Humanitarian Emergency Fund (Scotland)	5	32	-	(37)	-	-
Humanitarian Emergency Fund (Wales)	-	108	-	(108)	-	-
<b>Total restricted funds</b>	<b>3,176</b>	<b>29,493</b>	<b>(20,311)</b>	<b>(3,726)</b>	<b>2,031</b>	<b>10,663</b>
Unrestricted funds:						
Operational reserves	1,124	3,610	-	(629)	(2,031)	<b>2,074</b>
Designated reserves	-	-	-	-	-	-
<b>Total general unrestricted funds</b>	<b>1,124</b>	<b>3,610</b>	<b>-</b>	<b>(629)</b>	<b>(2,031)</b>	<b>2,074</b>
Expendable endowment	-	-	-	-	-	-
<b>Total funds</b>	<b>4,300</b>	<b>33,103</b>	<b>(20,311)</b>	<b>(4,355)</b>	<b>-</b>	<b>12,737</b>

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

The DEC Ukraine Humanitarian Appeal was launched on 3 March 2022 and raised £222.4m (including gift aid) in this financial year. £120.0m was committed to member agencies in the year towards disaster response programmes. At the end of the financial year, funds held against appeals were allocated to members in June 2022.

The DEC Afghanistan Crisis Appeal was launched on 15 December 2021 and raised £34.7m (including gift aid) in this financial year. £30.0m was committed to member agencies in the year towards disaster response programmes.

The DEC Coronavirus Appeal was launched on 14 July 2020 and raised £14.3m (including gift aid) in this financial year. £22.4m was committed to member agencies in the year towards disaster response programmes. At the end of the financial year, funds held against appeals where programmatic activity had ended were transferred into this fund. Funds from the DEC Cyclone Idai Appeal (£258k) and DEC Indonesia Appeal (£5k) were transferred. The transfer was made following established practice of moving unspent appeal funds into the next DEC appeal.

The DEC Cyclone Idai Appeal was launched on 21 March 2019. During the 2020/21 financial year the remaining balance was transferred into the Coronavirus Appeal. This represents funds granted to member agency in prior year returned in current year.

The DEC Indonesia Tsunami Appeal was launched on 4 October 2018. During the 2021/22 financial year the remaining balance was transferred into the Coronavirus Appeal.

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

## Notes to the financial statements for the year ended 31 March 2022

### 14. STATEMENT OF FUNDS (continued)

The fund is used to help people overcome by crises and in desperate need of humanitarian assistance – such as food, clean water, medicine and shelter – in parts of the world where governments and other organisations cannot meet the needs of the affected population. This fund had no activity in the financial year, due to appeals being active throughout the year.

**Unrestricted reserve transfers** Unrestricted income includes £14.1m of gift aid income. For appeals launched in 21/22, 50% of the unrestricted gift aid income was allocated to appeals and 50% retained to cover DEC costs. This is shown as a transfer between funds of £8,740k to the DEC Ukraine Humanitarian Appeal, £950k to the DEC Afghanistan Crisis Appeal and £895k to the DEC Coronavirus Appeal.

**Operational reserves** reflects the 12-month reserves stated in the reserves policy. £2.031m was transferred from the unrestricted operational reserve into appeal funds during the year, represented gift aid recovered from donations not required to fund operational costs. DEC policy is to transfer at least 50% of gift aid recovered on donations into appeal funds.

**Designated reserves** The Board has agreed to set aside £1.0m to fund operational projects to improve the DEC's processes and review operations to enable more effective and efficient fundraising in future appeals.

**General reserves** of £8.8m are unrestricted funds in excess of the charity's reserve policy which the DEC will use to cover future costs, fund strategic or operational priorities, or return to appeals. Trustees will ensure that these funds are designated or reallocated to appeals before the end of the next financial year.

Gift aid tax recoverable on donations to the DEC appeals is unrestricted, and donors are informed of this at point of donation. A portion of gift aid recovered (at least 50%) is designated by the DEC to the relief work in the respective appeal country. The balance of gift aid is used to fund the operational costs of the charity.

### 15. RECONCILIATION OF NET EXPENDITURE TO NET CASH FLOW FROM OPERATING ACTIVITIES

	2022 £'000	2021 £'000
<b>Net income/(expenditure) for the reporting period (as per the statement of financial activities)</b>	<b>93,871</b>	8,437
Depreciation charges	<b>141</b>	76
Loss on disposal of fixed assets	<b>49</b>	-
Interest from current asset investments	<b>(69)</b>	(15)
(Increase)/decrease in debtors	<b>(68,718)</b>	(3,937)
Increase/(decrease) in creditors	<b>130,433</b>	(3,899)
<b>Net cash provided by/(used in) operating activities</b>	<b>149,507</b>	662

## Notes to the financial statements for the year ended 31 March 2022

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

For the year ended 31 March 2021

	Note	Unrestricted funds £'000	Restricted funds £'000	2021 Total £'000
<b>Income from:</b>				
Donations and legacies		1,565	551	<b>2,116</b>
Charitable activities				
DEC Coronavirus Appeal		2,000	28,567	<b>30,567</b>
DEC Emergency Fund		8	222	<b>230</b>
DEC Cyclone Idai Appeal		6	13	<b>19</b>
DEC Indonesian Tsunami Appeal		16	-	<b>16</b>
Humanitarian Emergency Fund (Scotland)		-	32	<b>32</b>
Humanitarian Emergency Fund (Wales)		-	108	<b>108</b>
Cash investments		-	-	-
<b>Total income</b>		<b>3,595</b>	<b>29,493</b>	<b>33,088</b>
<b>Expenditure on:</b>				
Raising funds	3	449	3,581	<b>4,030</b>
Charitable activities				
Coronavirus response programmes		93	18,924	<b>19,017</b>
Cyclone Idai response programmes		-	1,484	<b>1,484</b>
Previous DEC programmes		-	(97)	<b>(97)</b>
Humanitarian Emergency Fund (Scotland)		-	37	<b>37</b>
Humanitarian Emergency Fund (Wales)		-	108	<b>108</b>
Lesson learning and accountability		87	-	<b>87</b>
<b>Total expenditure</b>		<b>629</b>	<b>24,037</b>	<b>24,666</b>
<b>Net income/(expenditure) for the year</b>	14	<b>2,966</b>	<b>5,456</b>	<b>8,422</b>
Transfers between funds		(2,031)	2,031	-
<b>Net movement in funds</b>		<b>935</b>	<b>7,487</b>	<b>8,422</b>
<b>Reconciliation of funds</b>	14			
Total funds brought forward	14	1,124	3,176	<b>4,300</b>
<b>Total funds carried forward</b>		<b>2,059</b>	<b>10,663</b>	<b>12,722</b>

## Notes to the financial statements for the year ended 31 March 2022

### 17. RELATED PARTY TRANSACTIONS

The charity trustees disclosed on page 40 include executives of all member agencies. The material transactions are disclosed in note 4. The member agencies made donations of £1,065k (2021: £1,000k) in the year to the charity. In addition, £191,000 (2021: £88,000) was collected in the year by member charities on behalf of the charity. Being £143,000 (2021: £nil) Ukraine Humanitarian Appeal, £48,000 (2021: £nil) Afghanistan Crisis Appeal, £nil (2021: £81,000) Coronavirus Appeal and £nil (2021: £7,000) Cyclone Idai Appeal.

The Humanitarian Memorial Appeal (HMA) is an initiative to establish a lasting memorial to humanitarian workers, including those killed or injured in the course of helping others. HMA is an unconstituted body run by a steering group comprising 11 individuals, including DEC's CEO, Saleh Saeed. DEC is supporting HMA with the provision of a bank account and during the financial year the bank balance stood at £330k (2021: £364k). Under the terms of the agreement with HMA, DEC has no responsibility for the management and control of HMA. The activities of HMA are not reflected in these accounts.

### 18. TAXATION

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



A midwife from an Afghan Red Crescent's mobile health team conducts health checks during a community visit. Each mobile health team includes a midwife as part of efforts to provide vital health services to women and children across Afghanistan, through a project funded by the British Red Cross.

# BOARD OF TRUSTEES

## ROLES OF THE BOARD COMMITTEES

### Membership and Accountability Committee

Responsible for developing accountability policy and monitoring member agencies and DEC performance against it, and overseeing DEC activity to promote learning and accountability. The committee is also responsible for ensuring our membership criteria are appropriate; making decisions on action with non-performing members and recruitment of independent trustees. Ensures the right policies and procedures including policies and management processes for safeguarding and other serious incidents are in place for the DEC Secretariat.

*Chair:* Andy Green

*Members 2022:* Mike Adamson, Peter Barron, Jane Hanson, Melanie Hind, Nigel Harris, Sue English, Alison Marshall, Chris Roles, Mark Sheard, Danny Sriskandarajah, Charles Stewart-Smith

### Audit, Finance and Risk Committee

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

*Chair:* Jane Hanson

*Members 2022:* Waseem Ahmad, Christine Allen Dench, John Good, Andy Green, Melanie Hind, Gwen Hines, Frances Longley, Patrick Watt

### Remuneration Committee

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

*Chair:* Andy Green

*Members 2022:* Sue English, Rose Caldwell, Jane Hanson, Chris Roles.

## BOARD OF TRUSTEES

### INDEPENDENT TRUSTEES

#### Sue English

Chair of Trustees, Independent Trustee

#### Andy Green, CBE

Vice Chair, Independent Trustee

#### Jane Hanson, CBE

Honorary Treasurer, Independent Trustee

#### Peter Barron

Independent Trustee

#### Melanie Hind

Independent Trustee  
(appointed 19/07/2022)

#### Tanya Steele

Independent Trustee

#### Charles Stewart-Smith

Independent Trustee

## MEMBER TRUSTEES

#### Jean-Michel Grand

Action Against Hunger UK – Executive Director

#### John Good

ActionAid UK – Interim Chief Executive  
(resigned 16/05/2021; reappointed 22/06/2022)

#### Frances Longley

ActionAid UK – Chief Executive  
(appointed 17/05/2021; resigned 21/06/2022)

#### Chris Roles

Age International – Director  
(resigned 21/08/2022)

#### Alison Marshall

Age International – Director  
(appointed 22/08/2022)

#### Mike Adamson

British Red Cross – Chief Executive

#### Christine Allen Dench

CAFOD – Director

#### Laurie Lee

CARE International UK – Chief Executive  
(resigned 30/06/2022)

#### Eamon Cassidy

CARE International UK – Interim Chief Executive  
(appointed 01/07/2022)

#### Amanda Khozi Mukwashi

Christian Aid – Chief Executive Officer  
(resigned 31/12/2021)

#### Patrick Watt

Christian Aid – Chief Executive Officer  
(appointed 01/01/2022)

#### Danny Harvey

Concern Worldwide (UK) – Executive Director

#### Laura Kyrke-Smith

International Rescue Committee UK  
Executive Director  
(appointed 25/11/2021)

## MEMBER TRUSTEES

#### Tufail Hussain

Islamic Relief Worldwide – Interim Chief Executive  
(resigned 17/05/2021)

#### Waseem Ahmad

Islamic Relief Worldwide – Chief Executive  
(appointed 17/05/2021)

#### Dr Danny Sriskandarajah

Oxfam GB - Chief Executive

#### Rose Caldwell

Plan International UK – Chief Executive

#### Kevin Watkins

Save the Children UK – Chief Executive  
(resigned 09/07/2021)

#### Gwen Hines

Save the Children UK – Chief Executive  
(appointed 09/07/2021)

#### Nigel Harris

Tearfund – Chief Executive

#### Mark Sheard

World Vision UK – Chief Executive

# DEC SECRETARIAT

## KEY MANAGEMENT

#### Saleh Saeed

Chief Executive

#### Nicola Peckett

Director of Communications  
(to 13/08/2021)

#### Barney Guiton

Interim Director of Communications  
(from 13/08/2021 to 10/01/2022)

#### Hannah Richards

Director of Communications  
(from 10/01/2022)

#### Nick Waring

Director of Finance and Resources

#### Simon Beresford

Director of Fundraising and Marketing

#### Madara Hettiarachchi

Director of Programmes and  
Accountability

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

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

Sonja Ashbury, Adam Bailey, Katy Bobin, Priya Changela, Hayley Collins, Ash Hiden, Jessica Louise, Sarah Maynard, Hannah McCarthy, Emily McDonnell-Thomas, Huw Owen, Siân Stephen, Eamon Sutherland, Abdul-Malik Tarafdar, Pete Teverson, Melissa Varney, Adrian Walker, Casia William, Shagufta Yaqub.

## VOLUNTEERS AND OTHER SUPPORT

We were also greatly assisted by a number of volunteers both during and outside of our appeals to whom we are extremely grateful. We are grateful for all the support of our Rapid Response Network, some of whom provide services either free or at reduced costs. During the year Sidley Austin LLP and Evershed Sutherland (International) LLP provided pro-bono legal support which has been appreciated and beneficial to the DEC.

## REGISTERED OFFICE

17-21 Wenlock Road,  
London, N1 7GT

Previous Address:  
1-6 Tavistock Square  
London  
WC1H 9NA

## AUDITORS

Crowe U.K. LLP  
55 Ludgate Hill  
London  
EC4M 7JW

## BANKERS

Barclays  
1 Churchill Place  
London E14 5HP

National Westminster Bank PLC  
250 Bishopsgate  
London EC2M 4AA

Cazenove Capital Management  
12 Moorgate  
London EC2R 6DA

## SOLICITORS

Bates Wells & Braithwaite London LLP  
10 Queen Street Place  
London EC4R 1BE

Eversheds Sutherland (International) LLP  
One Wood Street  
London EC2V 7WS

Sidley Austin LLP  
Woolgate Exchange  
25 Basinghall Street  
London EC2V 5HA



## DEC MEMBER CHARITIES



act:onaid

ageInternational



CAFOD  
Catholic Agency for  
Overseas Development



CONCERN  
worldwide



OXFAM



Save the  
Children

tearfund

World Vision

### DISASTERS EMERGENCY COMMITTEE

17-21 Wenlock Road,  
London, N1 7GT

Tel: 020 7387 0200  
[www.dec.org.uk](http://www.dec.org.uk)

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