

# CHAIR'S STATEMENT

This year the world faced an unprecedented threat of famine, as hunger on a vast scale loomed across Yemen, South Sudan, Somalia and northern Nigeria. With more than 20 million people across these countries on the brink of starvation, the UN warned this was the worst humanitarian crisis we've faced globally since the end of the Second World War. And the DEC rose to the challenge, delivering our mission by launching two appeals – for Yemen and for East Africa – in a four-month period between December 2016 and March 2017, raising to date a combined total of £84 million.

We spent late 2016 building the case for an appeal, working to bring together our members and our Rapid Response Network to sound the alarm about the world's greatest yet largely 'forgotten' humanitarian crisis – in Yemen, where two-thirds of the population, almost 19 million people, need humanitarian support and 7 million do not know where their next meal will come from.

Two years of war have brought Yemen, already one of the poorest countries in the world, to breaking point. Millions have had to flee their homes and the economy has almost collapsed. Hospitals, schools and farms have been destroyed. And now, a country already on its knees, has been hit with a cholera outbreak.

We launched our Yemen Crisis Appeal in mid-December 2016 and our members put the funds raised – £24 million to date – to immediate use. Within three months, more than 200,000 people had received food parcels, clean drinking water, malnutrition treatment and money or vouchers to help meet immediate needs. With DEC funding, our members will deliver assistance for up to 1.3 million people in Yemen by July 2017, and relief operations will continue into 2018.

Soon after the launch of our Yemen appeal, a deepening humanitarian catastrophe started to unfold across East Africa. The threat of famine escalated in parts of South Sudan, Somalia/Somaliland, Ethiopia and Kenya with drought and conflict leaving 16 million people across the region on the brink of starvation and in urgent need of food, water and medical treatment.

Famine was declared in some areas of South Sudan in February 2017, the first declaration of famine anywhere in the world for six years. In Somalia, the UN warned that the situation was worse than 2011 when famine saw 260,000 people die. In Kenya, the government declared a national emergency and Ethiopia battled the worst drought in decades brought on by back-to-back seasons of poor or non-existent rainfall.

Determined to learn the lessons from Somalia in 2011 and respond earlier, we intensified our efforts to raise the alarm in the weeks running up to the launch of our East Africa Crisis Appeal, bringing together our members and our Rapid Response Network to act quickly. The appeal was launched in mid-March 2017 with the theme 'Don't Delay. Donate' to highlight the importance of scaling up humanitarian relief swiftly, learning from the 2011 Somalia famine when so many people died because the world responded too slowly.

Our East Africa Crisis Appeal raised an incredible £40 million within its first two weeks and the total now stands at £60 million. Again, our members put the funds to immediate use. Within three months of the appeal launch, DEC members had provided 250,000 people across the region with aid including emergency food supplies, malnutrition treatment and safe drinking water. They expect to reach more than 850,000 people by October and up to 1.5 million people over the coming year.

These achievements would not have been possible without the UK public who I sincerely thank for their immense

generosity and kindness. Both our Yemen and East Africa appeals are still open as I write this introduction to our annual report, and sadly the crises in both places are deepening. Nevertheless, the funds we raised this year allowed our members to scale up their relief efforts immediately and we are seeing the results with hundreds of thousands of people helped with food parcels, clean water and treatment for malnutrition.

And, while this financial year has been dominated by appeals for new crises in Yemen and East Africa, the great generosity of the UK public has meant that our members have continued to deliver programmes with funding from previous DEC appeals. This year they have helped more than 146,000 people in the Philippines (2013 typhoon), 12,000 in Gaza (2014 conflict), 710,000 in West Africa (2014 Ebola outbreak), and 148,000 in Nepal (2015 earthquake) in the final months of the responses to those crises.

Our powerful coalition of leading UK aid and passionately committed Rapid Response Network partners, combined with the remarkable generosity of the UK public, has truly shown this year that Together We're Stronger in coming to the aid of the world's poorest people when disaster strikes.



Clive Jones  
Chair  
July 2017

# ABOUT THE DEC

**The Disasters Emergency Committee (DEC) has 13 members, all leading UK-based international aid charities, as follows:**

**ActionAid UK**  
**Age International**  
**British Red Cross**  
**CAFOD**  
**CARE International UK**  
**Christian Aid**  
**Concern Worldwide UK**  
**Islamic Relief Worldwide**  
**Oxfam GB**  
**Plan International UK**  
**Save the Children UK**  
**Tearfund**  
**World Vision UK**

## ALWAYS READY TO RESPOND

The DEC, together with our 13 members, stands always ready to respond in the case of a major humanitarian crisis – whether this is caused by natural events (e.g. earthquake, typhoon, flood or drought) or the result of man-made conflicts. We are supported by the Rapid Response Network, which is made up of television and radio broadcasters and other organisations such as major high street banks, the Post Office and BT, that work with the DEC to achieve maximum publicity for appeals and to find cost-effective ways for the public to make donations.

The decision to launch a DEC appeal is informed by three criteria:

1. the scale of humanitarian need;
2. the capacity of DEC member charities to respond effectively on the ground;
3. public awareness and empathy.

If the DEC Secretariat assesses, in close collaboration with member charities and broadcast partners, that all three of these criteria are met, the Board of Trustees will be convened – often by teleconference – to decide whether to launch a DEC fundraising appeal. If the decision is made to launch an appeal, the Secretariat then works quickly with DEC members and broadcast and other partners to prepare the case for public support; to put in place the media and communications required to reach out widely to the general public; and the

systems needed to process rapidly and effectively the donations received through the DEC website, by phone, post, text, at bank counters and cash machines, or by the generous efforts of community fundraisers, schools and faith groups nationwide.

Once the Secretariat is confident that everything is ready for a public appeal launch, the DEC begins a ‘period of joint action’ with our 13 member charities, usually a fortnight long. During this period, all parties work closely together – communications staff from member charities temporarily relocate to the DEC’s offices as part of a joint communications team; marketing and fundraising are coordinated to give precedence to the DEC (for example, only the DEC will generally advertise in newspapers during this period); and all members use joint branding with the DEC to highlight to their supporters the unique collective nature of the DEC appeal.

Individual member charities are free to decide whether or not to participate in a DEC public fundraising appeal – this may relate to their capacity to respond and/or presence on the ground in the places affected. DEC members confirm participation or otherwise ahead of a decision to launch a DEC appeal; if they choose to participate then, subject to their submitting suitable programme plans and budgets, they will be entitled to a share of funds raised by the DEC – and commit also to fundraising energetically towards their own appeals.

## RESPONDING TOGETHER

The DEC’s 13 members include the UK’s leading aid charities and they are best placed to respond on the ground in the aftermath of a major humanitarian crisis. Funds raised in a DEC appeal are very quickly committed to member charities so that they can press ahead with meeting the urgent needs of the people most affected by the crisis and also scale up operations to deliver disaster response programmes.

A formula known as the Indicator of Capacity is used to allocate appeal funds to DEC members. As members know in advance what their share of any funds raised will be, each can begin delivering help to those in need within days of a disaster or emergency. The DEC informs member charities of their estimated income from an appeal after one week and commits funds towards disaster

response programmes two weeks after the appeal launch.

The Secretariat has oversight of the response programmes delivered by member charities with DEC funds. While members have considerable scope to use DEC funds flexibly to achieve the greatest impact in their humanitarian response, plans and budgets must follow certain guidelines to ensure that members’ programmes are well targeted towards those individuals and households most in need, cost effective in terms of DEC donor funds, and delivered in line with the highest standards of transparency and accountability. DEC appeals have two periods of response – an initial six-month phase focused on meeting urgent humanitarian needs, and a second phase designed to assist, for instance, with longer-term recovery, such as helping people to make a living again. During each period, member charities provide the DEC with regular reports and financial updates, which allow the Secretariat both to monitor progress of DEC-funded programmes and to report back to supporters on how their donations are being used.

The DEC and member charities seek to uphold the highest standards of transparency and accountability, both towards UK supporters who have donated to an appeal and towards disaster-affected communities themselves. The DEC commissions an independent review in the first months of each response to assess whether members’ programmes are relevant, efficient and effective, and also to enable real-time learning and inform current and future response activities. The report of this review is published on the DEC website.

In addition to the information on recent DEC appeals provided in this Annual Report and Accounts, we publish detailed reports specific to each DEC appeal. These coincide with the first anniversary of the launch of an appeal and the completion by member charities of related DEC-funded response programmes – which can extend for two or three years after a crisis. Final reports on the DEC’s humanitarian response to the 2013 Philippines Typhoon, the 2014 Gaza Crisis, and the 2014 Ebola Crisis have either been published on our website or will be very soon, following completion of DEC-funded programmes.

# TRUSTEES' REPORT

## Strategic Report 2016–17 – achievements and performance

### THE DEC HAS THREE KEY STRATEGIC OBJECTIVES

#### 1. RAISING FUNDS TOGETHER

– the DEC will work in partnership across member charities and the Rapid Response Network to maximise our collective impact in fundraising.

#### 2. HELPING THOSE IN NEED TOGETHER

– working with our member charities, DEC funding will deliver highly effective programmes to help disaster-affected communities

#### 3. MANAGING AND WORKING TOGETHER

– we will be a high-performing and effective Secretariat, equipped for and focused on delivering the DEC's strategy.

### OBJECTIVE 1 – RAISING FUNDS TOGETHER

During the financial year ended 31 March 2017, the DEC launched two fundraising appeals – responding to humanitarian crises in Yemen and also across East Africa, in South Sudan, Somalia, Ethiopia and Kenya.

#### The DEC Yemen Crisis Appeal

On 13 December 2016, we launched the DEC Yemen Crisis Appeal to help respond to the devastating humanitarian crisis affecting almost 19 million people in Yemen, one of the poorest countries in the Middle East. At that time, Yemen's crisis was seen as a 'silent emergency' because of the low level of media coverage it had received – the ongoing conflict rather than the humanitarian crisis was also often the media focus. Issues of travel and restricted access to parts of Yemen made it difficult to source video and other media content and this contributed to the challenges for the DEC in this appeal.

Notwithstanding the obstacles, the DEC and our members, with the support of our broadcast and other partners, were successful in bringing to public attention the desperate plight of many children and families in Yemen. Alongside TV broadcast appeals made by high-profile supporters including Clare Balding and Tom Hardy, our Chief Executive, Saleh Saeed, was widely interviewed. We made further advances in responding to the challenges and

opportunities of social media, using 'social listening' to measure mentions of key words around Yemen and allow the DEC to target new audiences; with a campaign on Instagram #HelpFeedYemen; and in the DEC's first Facebook Live event hosted by Peter Osborne and featuring a panel of key journalists and member charities' staff. The appeal was widely supported by businesses, including British Airways, Morrisons, the Co-operative Group, Tesco, Transport for London, and the Premier League.

In support of our fundraising, we also took some significant steps towards improving systems, including successfully testing a new website donation platform and adopting new supporter care software and Live Chat to allow faster responses to donor queries and to measure satisfaction. Feedback from supporters was overwhelmingly positive; for example: "Fantastic, robust support"; "In these days of almost mass-anonymity of electronic media, it is encouraging and reassuring to receive a prompt personal response to contact".

The DEC Yemen Crisis Appeal remains open to fundraising – by the end of the financial year, the DEC had raised £16.9 million and currently the appeal total is over £23 million – with more than £17 million raised directly by the DEC (including £5 million from the UK Department for International Development (DFID) under the UK Aid Match scheme) and £6 million by member charities.

### DEC YEMEN CRISIS APPEAL – KEY HIGHLIGHTS

- The DEC Yemen Crisis Appeal has raised more than £23 million – £6 million by member charities and over £17 million by the DEC directly, including £5 million UK Aid Match funding from DFID.
- A total of £16 million has now been committed to ten member charities towards the DEC Yemen response. The first six-month phase of programmes focused on providing food, improving people's health and nutrition, and increasing access to water and sanitation.
- The DEC's costs for this appeal were £1.2 million during the financial year; overall, the DEC is forecast to spend 12p for every £1 we raise for the appeal.
- High-value and corporate supporters donated over £2.2 million.
- There were strong fundraising returns from email marketing to those who had donated to previous DEC appeals and from spending on 'pay-per-click' advertising.
- Further innovations in social media included a first Facebook Live event that reached over 80,000 people.
- We improved our supporter care services, such as using Live Chat, which delivered high levels of satisfaction from donors and others making enquiries.

## The DEC East Africa Crisis Appeal

On 14 March 2017, we launched the DEC East Africa Crisis Appeal to help respond to the urgent humanitarian and food crises affecting at least 16 million people across South Sudan, Somalia, Ethiopia and Kenya. The DEC appeal gained a high public profile thanks to strong support from our broadcast, media and other partners. Many high-profile supporters also gave their support to the appeal, including Matt Baker, Keira Knightley, Bill Nighy and Eddie Redmayne.

Alongside our usual, proven, fundraising techniques, this appeal allowed the DEC to test some significant innovations. These included adopting the consistent campaign theme of 'Don't Delay, Donate' to better integrate our appeal fundraising and communications; the use of digital remarketing to reach out to prospective donors; and a very active engagement with the public through Facebook Live. During the first two weeks of the appeal, 17 Facebook Live events were live-streamed from our offices to give supporters daily updates, including reports from aid workers as well as a pre-recorded interview with Priti Patel, Secretary of State for International Development.

The DEC East Africa Crisis Appeal remains open to fundraising – by the end of the financial year, this appeal had raised £35 million and currently the appeal total stands at £60 million – nearly £40 million raised directly by the DEC (including a contribution by DFID of £10 million under UK Aid Match) and over £20 million by member charities.

### DEC costs

Although DEC appeals benefit from great pro bono support – from the main broadcasters, banks and other Rapid Response Network partners, unpaid endorsement by high-profile supporters and discounted rates from some suppliers – the DEC needs to invest in advertising, marketing, supporter care and communications to maximise our fundraising impact in each appeal. The DEC's costs for the Yemen Crisis Appeal in the financial year totalled £1.2 million and, when fundraising ends, are forecast at the equivalent of 12p for every £1 raised by the DEC. For the East Africa Crisis Appeal, the DEC had incurred £1.7 million in costs by 31 March 2017; when fundraising ends, costs are forecast at the equivalent of 8p for every £1 raised by the DEC.

## Performance against objectives

Initial evaluation of the results of both the Yemen Crisis and East Africa Crisis appeals confirms that the DEC performed well towards our first strategic objective of **Raising funds together** to maximise fundraising in each appeal. We were pleased that the DEC managed to launch timely and successful appeals for two such complex humanitarian crises and in spite of the many challenges to win the generous support of the British public. Both appeals have achieved strong fundraising returns from our carefully targeted spending and advertising. We also made excellent progress in building the DEC's digital profile, increasing the production of original video content, innovating with Facebook Live and across social media. In future DEC appeals, we plan to build on the experience and learning from these two appeals, in particular to develop further the unifying focus of a strong and compelling campaign theme.

## DEC EAST AFRICA CRISIS APPEAL – KEY HIGHLIGHTS

- The DEC East Africa Crisis Appeal has already raised £60 million – nearly £40 million by the DEC directly (including £10 million UK Aid Match funding from DFID) and over £20 million by member charities.
- A total of £36 million of appeal funds has now been committed to member charities for the DEC response in South Sudan, Somalia, Ethiopia and Kenya. Providing food and urgent household items and improving health and nutrition are the main focus of the first six-month phase.
- The DEC's costs for this appeal were £1.7 million during the financial year; overall, the DEC is forecast to spend 8p for every £1 we raise for the appeal.
- High-value and corporate supporters donated over £4.6 million.
- We received generous donations from the governments of Scotland, the Isle of Man and the States of Guernsey.
- Research undertaken over the past year to better understand the DEC brand helped us refine our communications to supporters and boost fundraising income. Postal donations following our direct mail and press advertising were at a higher level of average gift than in most past appeals.
- Digital remarketing was used for the first time in a DEC appeal to reach out to prospective donors and was very successful in raising funds.
- We achieved strong coverage across broadcast, print and online media, with our campaign theme 'Don't Delay, Donate' providing a powerful focus for our communications and fundraising activities.
- We received fantastic support for this appeal from high-profile supporters, and intensive efforts to reach out early to public figures helped build this momentum.
- With a production team located in our offices for the two weeks following the launch of this appeal, we created a huge volume of original content. This included 227 pieces of video; 405 pieces of other social media content; and 17 Facebook Live events, including our first-ever live link-up to humanitarian workers on the ground in East Africa.

# TRUSTEES' REPORT

## OBJECTIVE 2 – HELPING THOSE IN NEED TOGETHER

Within two weeks of the launch of our appeals for Yemen and East Africa, we had allocated DEC funds of £10 million and £36 million respectively to DEC member charities so that they could help those households most in need through their disaster response programmes. A further £6 million of Yemen appeal funds was allocated to DEC members after the end of the financial year.

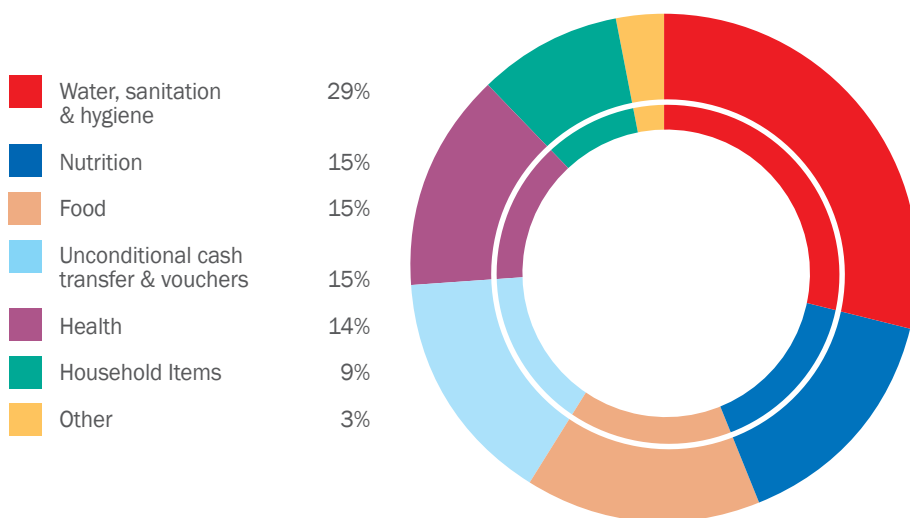
In the devastating humanitarian crises facing Yemen and East Africa, people's most urgent needs are for food, improved health and nutrition, and better access to water and sanitation. In some of the affected areas, continued armed conflict, restrictions on access and permissions for humanitarian aid delivery pose significant additional challenges for member charities as they deliver the first phase of the DEC-funded response. The scale of these two crises is massive and requires much more funding from international donors; therefore, in planning DEC-funded responses, DEC members undertake assessments of the most affected areas and populations in order to best target resources towards those individuals and households that are in greatest need. Where local conditions allow, making cash grants can also provide a very effective and rapid means to help people to buy food and other urgent necessities.

The DEC-funded responses in Yemen, and across East Africa in South Sudan, Somalia, Ethiopia and Kenya, are both currently in the first phase of providing the most urgent and immediate humanitarian relief. In this six-month phase of programmes following the related DEC appeal, member charities plan to spend DEC funds totalling £8.1 million in Yemen and £26.5 million in East Africa.

### Yemen

By the end of March 2017, DEC member charities had reached around 200,000 people with relief assistance. In this six-month phase of programmes as a whole, member charities plan to spend DEC funds totalling £8.1 million in Yemen. The following graph shows the key areas of support for people affected by the crisis during this first phase of programmes.

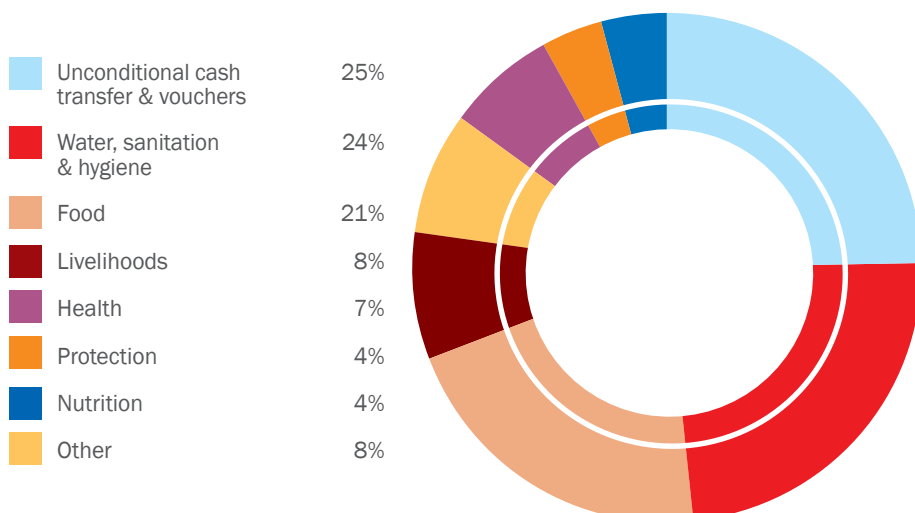
**YEMEN: Expenditure of funds by sector in phase one**



### East Africa

In the first six-month phase of programmes, member charities plan to spend DEC funds totalling £26.5 million in East Africa. The following graph shows the key areas of support for people affected by the crisis during this first phase of programmes.

**EAST AFRICA: Planned expenditure of funds by sector in phase one**



In line with our usual practice, an independent review has recently been completed to provide a first overview of the programmes being delivered by DEC members in Yemen with DEC funding. This review concludes that, in the context of an extremely challenging and volatile environment, the overall DEC-funded response appears strong and aligned to Yemen's key humanitarian priorities. The report also identifies areas that could be strengthened in the next phase of the DEC-funded response and these are now being taken forward with our member charities. A similar independent review of DEC-funded programmes in East Africa will be undertaken soon and the report published on our website in due course.

During this financial year, DEC-funded programmes in response to several past appeals have been completed – the 2013 Philippines Typhoon, the 2014 Gaza Crisis, and the 2014 Ebola Crisis. The response following the 2015 Nepal Earthquake Appeal is ongoing; DEC-funded programmes are now mainly focused on helping people to make a living and on building homes, and are expected to be completed during 2017.

The DEC provides regular communications to our supporters about the impact of DEC-funded programmes delivered by our member charities following past appeals; we also publish a full report to coincide with the first anniversary of the launch of each DEC appeal as well as a final report once DEC-funded programmes have been completed.

Key highlights from DEC-funded programmes delivered by our members in response to previous DEC appeals are as follows:

### Gaza

The DEC Gaza Crisis Appeal launched in August 2014 raised nearly £19 million, including £12.2 million directly by the DEC. The DEC's Gaza response was delivered over a two-year period from the launch of the appeal and included an initial emergency phase that lasted until January 2015. This first phase provided more than 194,000 people with life-saving support such as food, cash and relief supplies. In the response as a whole, despite the many challenges that have made real long-term improvements in Gaza difficult, DEC members reached more than 360,000 people – one in five of Gaza's population.

## KEY ACHIEVEMENTS IN GAZA

Below are some of the key achievements of DEC member charities in the Gaza response between 2014 and 2016.

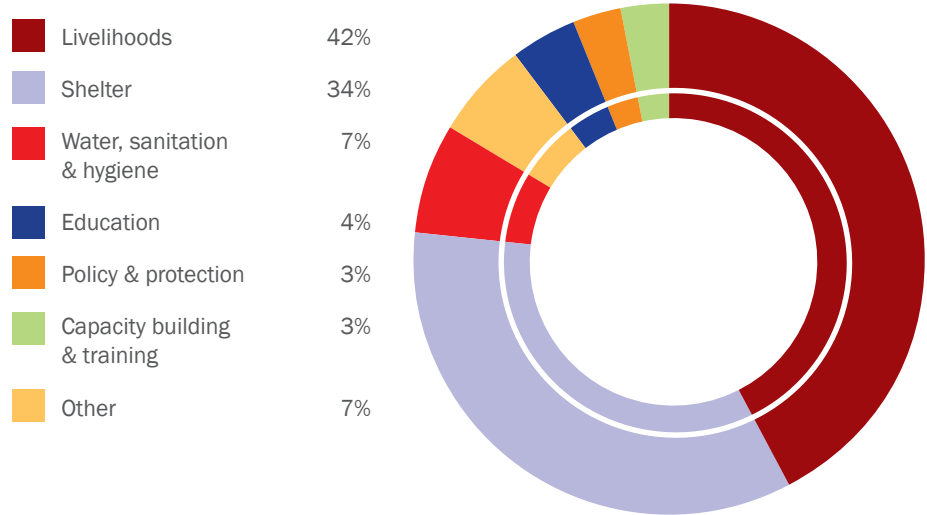
Sector	Phase 1	Phase 2	
Food	97,507		people benefitted from food parcels or food vouchers
		11,655	children received daily healthy meals
Water and sanitation	61,505	1,125	people received hygiene kits
	4,080	313,047	people received clean water through rehabilitation of water networks, water tanks, filters and desalination units
Health and nutrition	10,715	14,613	adults and children received psychosocial support or counselling
	10,945	1,055	people received medical care
		321	older people benefitted from home visits
		810	parents received stress support through community groups and awareness raising
		6,947	children were screened for acute malnutrition
Livelihoods	9,450		people could access water from rehabilitated wells
	1,249	6,164	people benefitted from cash-for-work activities or short-term employment
Non-food items	36,000		people benefitted from essential relief kits
		11,305	school children received warm clothes, school uniforms and sports gear
Policy and protection	4,143	550	children, women and older people attended temporary community centres set up as safe spaces with activities and training
Education and training	3,190		children received school kits
		8,047	children benefitted from modern educational tools at rehabilitated kindergartens
Shelter	210	512	people received temporary shelter, 213 with water and sanitation facilities in phase 2

# TRUSTEES' REPORT

## Philippines

The DEC Philippines Typhoon Appeal launched in November 2013 raised £96 million, with £63 million raised directly by the DEC. The DEC's Philippines response was delivered over a three-year period from the launch of the appeal, with DEC member charities reaching over 1.4 million people with much-needed emergency assistance in the first six months. The second phase of the response continued with emergency relief efforts alongside early recovery and reconstruction of homes damaged or destroyed by Typhoon Haiyan – in this phase, DEC members reached over 1.3 million people.

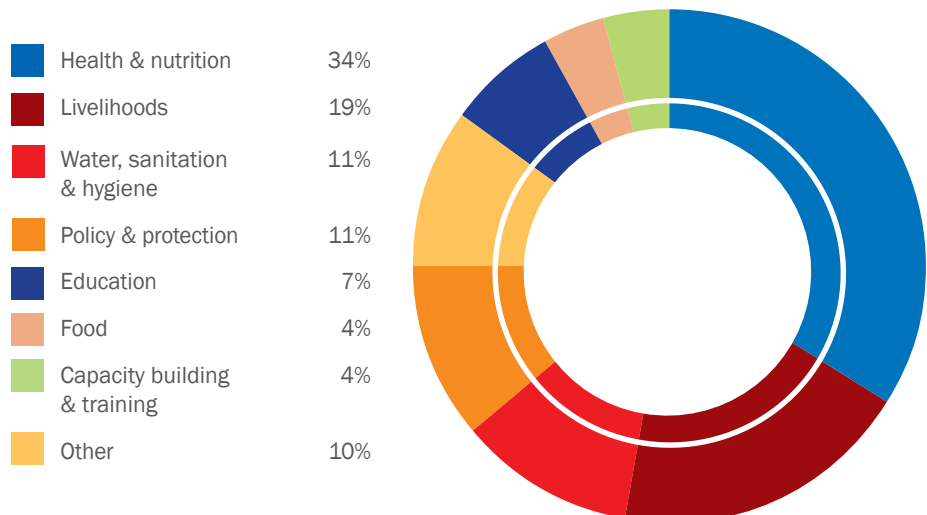
### PHILIPPINES: Expenditure of funds by sector in phase two



## Ebola

The DEC Ebola Crisis Appeal launched in October 2014 raised a total of £37.3 million, including £24 million directly by the DEC. The DEC's Ebola response was delivered over a two-year period from the launch of the appeal. In the first six-month phase, where the main focus was on preventing the spread of the disease, DEC members responded across Guinea, Sierra Leone and Liberia, reaching an estimated 2.85 million people. In the second phase, with more focus on helping people to begin to make a living again, as well as continued efforts on preventative health care, water, sanitation and hygiene, DEC members reached 1.63 million people with DEC funds.

### EBOLA: Expenditure of funds by sector in phase two





Across the range of DEC-funded emergency responses following previous appeals, there is strong evidence of the impact and effectiveness of programmes delivered by member charities using DEC funding in this financial year. In working towards our strategic objective of **Helping those in need together**, all DEC members also assessed themselves comprehensively against the Core Humanitarian Standard on Quality and Accountability (CHS) that was adopted as a common framework to drive improvements across operations. In the course of next year, most DEC member charities plan to undertake an independent verification against CHS; three member charities have already been awarded certificates of compliance with the CHS by the Humanitarian Quality and Accountability Initiative.

### **OBJECTIVE 3 – MANAGING AND WORKING TOGETHER**

Our third key strategic objective recognises the importance of a high-performing DEC Secretariat, with the right structure, systems and processes to deliver the strategy. In this financial year, the first in a new three-year planning cycle, the Secretariat team worked hard to set in motion the activities and changes required to fulfil the ambitions of our new Strategy 2016–19. We had some changes in personnel within both the management and staff teams and this has brought fresh ideas and perspectives that have been very positive for the Secretariat. We also worked to address some of the capacity challenges that were identified last year and that follow from our ambitions and the constraints of a small permanent staff. This included reviewing and beginning to upgrade business systems to better support our team; seconding staff from member charities to help with specific projects; and developing our volunteer programme to boost our capacity, especially at times of DEC appeals.

In response to our strategic priorities around digital transformation, we worked with members and other experts and with pro bono support from EY to explore the potential of new digital tools to enable a more direct relationship between donors

and local communities who benefit from aid programmes. We also rolled out a new knowledge management system that will allow the Secretariat and member charities to collaborate more efficiently on programme plans and reports, as well as enabling data analysis and visualisation of DEC-funded programmes as charts or in maps. We have also been busy this year in preparing for the recent changes in fundraising regulations, to ensure that the DEC continues to uphold best practice in the sector. We commissioned a scoping study to assess options for upgrading our customer relationship management systems to help improve our communications, marketing and fundraising, which are all increasingly targeted and using digital media.

Overall, the evidence from this year shows strong and steady progress towards the strategic objective of **Managing and working together**.

### **FUTURE OBJECTIVES**

The DEC Strategy for 2016–19 reiterates our core remit of working collaboratively with members to respond effectively to humanitarian crises, using the model of DEC appeals to maximise fundraising and thereby our collective impact on disaster-affected communities through response programmes delivered by DEC members. It also underlines the importance of a strong and effective Secretariat for delivering the DEC Strategy.

The Strategy acknowledges the rapid changes in the environment in which the DEC operates, not only in broadcasting, digital and social media, but also from the perspective of humanitarian needs and changes in the international aid sector.

Our new Strategy and Objectives for 2017–18 continue the journey of transformation for the DEC as we work together to build on our unique strengths, meet challenges and embrace new opportunities.

During 2017–18, we plan to undertake a mid-term review of progress towards our 2016–19 Strategy and to clarify priorities in the light of experience and learning from the two latest appeals,

as well as Secretariat capacity in terms of staffing and other resources. We expect to make more progress towards our stated objectives, including around digital transformation, and we will prioritise any work required to ensure our full compliance with new General Data Protection Regulation (GDPR) rules that will take effect from May 2018 and govern the storage and use of personal and other data.

From April 2017, the DEC Secretariat has been contracted by the Scottish government to support the set-up and management of its £1 million Humanitarian Emergency Fund (HEF). This exciting new initiative was not foreseen in our 2016–19 Strategy but fits well with the established expertise of the DEC Secretariat.

### **FINANCIAL REVIEW**

Total income including gift aid and bank interest for the year amounted to £54.1 million (2016: £57.6 million). During the year, the DEC Yemen Crisis Appeal (launched in December 2016) raised £16.9 million (including gift aid) and the DEC East Africa Crisis Appeal (launched in March 2017) raised £35 million (including gift aid). Additional income in the year of £2.2 million (2016: £1.9 million) was received for other DEC appeals launched in previous years, donations from member charities and general unrestricted income.

Total expenditure for the year amounted to £50.6 million (2016: £59.3 million) including £45.9 million (2016: £54.6 million) of appeal funds committed to DEC members for use towards relief programmes, £4.3 million (2016: £4.4 million) in costs of raising funds, and £400,000 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 £4 million (2016: £5.7 million). After transfers to restricted appeal funds of gift aid income totalling £4.2 million and from endowment funds of £200,000 in respect of development projects, an overall net movement in unrestricted

# TRUSTEES' REPORT

funds of £19,000 is reported (2016: £21,000). This net result is substantially ahead of the budgeted deficit for the year of £200,000, because a higher level of costs were recharged to appeals in the year.

With the DEC East Africa Crisis Appeal launched just a fortnight before our financial year end, £16.9 million was accrued in respect of appeal income receivable (2016: £nil). Before the end of the financial year, based on estimated proceeds for this appeal, £36 million was committed to member charities towards disaster response programmes in South Sudan, Somalia, Ethiopia and Kenya and is reflected in creditors at the year end.

## FUNDRAISING

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

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

The DEC complies with all relevant statutory regulations, including the Charities Act 2011, the Data Protection Act 1998, and the Privacy and Electronic Communications Regulations 2003. We always seek to act in ways that are legal, open, honest and respectful – striving for best practice in fundraising by complying with a range of codes of practice, including being registered with the Fundraising Regulator, and adhering to its Code of Fundraising Practice and Fundraising Promise. We have a

donations acceptance policy that deals with any ethical concerns. 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 this financial year, the DEC received 8,300 queries from the public, including 178 complaints. Feedback shows that 92.8% of those who contacted us were satisfied with our response and follow-up, including 85.5% in relation to dealing with complaints.

## RISK MANAGEMENT

The DEC has a robust mechanism 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 directly operational, and therefore delegates the management of risks associated with delivering humanitarian programmes to member charities while maintaining oversight through a system of independent evaluation and regular reporting.

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

- The risk that a DEC appeal is unsuccessful, or is seen as such, raising a low level of funds. This risk is perhaps greatest in relation to humanitarian crises that arise from conflict or are slow in their onset. This was the case in both of the DEC appeals that were launched this year. In managing this risk, the DEC carefully monitored crises as they developed, including assessing evidence of public interest and empathy that is important to a successful DEC appeal. The DEC has robust criteria for calling an appeal and processes for engaging with the charity's multiple stakeholders.

- The risk that programmes funded by the DEC and run 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 or diversion of funds. Given the complex risks inherent in DEC-funded responses by member charities for Yemen and East Africa, there has been a heightened emphasis by the DEC on seeking assurance that members 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. In managing these risks, the DEC has established frameworks of standards for accountability and due diligence to ensure member charities have in place effective systems, processes and controls.
- The risk that IT failures or a security breach results in unauthorised access to stored data and a loss of confidence in the DEC or damage to the charity's reputation. In managing this risk, the DEC works closely with our fundraising partners and suppliers. During the year, we continued with work to assess and strengthen further our systems and procedures in this area ahead of the new GDPR data regulations coming into force in May 2018.
- The risk that strongly negative media or publicity, whether direct or indirect, causes damage to the DEC's position with the public, donors or other stakeholders. In managing this risk, the DEC works with members to be transparent in our communications and accountable to donors.
- 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. During the year, we undertook a pilot project to explore options for how the DEC might embrace digital disruption and in both recent appeals also tested new innovations in our fundraising, marketing and communications across digital media.

The risks were managed satisfactorily during the year.

## RESERVES POLICY

The unrestricted funds in the balance sheet comprise a general and designated reserve. The trustees have reviewed the requirement for free reserves, which are those unrestricted funds not designated for specific purposes or otherwise committed. The DEC's free reserves at the year end, calculated as total unrestricted funds less net fixed assets, were £760,000 (2016: £695,000). This was equivalent to approximately 5.7 months' cover of the Secretariat's costs. This is above the target indicated by the policy of maintaining free reserves at a level of £500,000 overall.

The expendable endowment created in the year to 31 March 2011 had a balance at the year end of £1.04 million (2016: £1.25 million) which the trustees stated would be used to support activities of the DEC for up to a further five years.

In the context of the DEC Strategy for 2016-19, the trustees have agreed that the excess over the target level for free reserves together with funds from the expendable endowment will be used towards meeting the challenges and opportunities of digital media and technologies.

## 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.

## 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 13 members. Our governing document is the Memorandum and Articles of Association of the company.

## BOARD OF TRUSTEES

The Board of Trustees are directors of the company and, as shown on page 28, comprise seven 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, including an annual awayday to review the DEC's strategy, performance and future plans. The Board has established sub-committees – Membership and Accountability; Audit, Finance and Risk; and Remuneration – that operate under agreed terms of reference, oversee key aspects of DEC activity and report back to the full Board. These committees are chaired by independent trustees and include member trustees also, as shown on page 28.

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. During the year, a new Vice Chair was recruited when this post became vacant. With key office holders due to retire in the next year, an additional independent trustee was also appointed and the Board agreed to extend the term of office of the Honorary Treasurer by 12 months to June 2018.

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

## TRUSTEE INDUCTION AND CONDUCT

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

## MANAGEMENT

Day-to-day management of the charity is delegated to the Chief Executive, Saleh Saeed, who leads the Secretariat staff team. Performance and risk are monitored against strategic objectives. The Secretariat staff head count is currently 16 full-time positions and three part-time positions. Alongside the staff team, the Secretariat benefits from the help of regular volunteers and employs temporary staff or uses freelance contractors where these are required to help with specific projects or the increased workload linked to a DEC appeal.

## REMUNERATION

The Remuneration Committee has delegated responsibility on behalf of the Board for overseeing reward policy and practice for the Secretariat staff team, including setting the remuneration of the Chief Executive and the range of pay for the management team. The Committee sets the DEC's reward policy that provides for an annual cost of living increase in line with reported inflation rates, with a pay

# TRUSTEES' REPORT

benchmarking exercise carried out every three years to ensure that remuneration levels remain competitive in line with averages for the wider charity sector.

## STATEMENT OF TRUSTEES' RESPONSIBILITIES

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

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

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

The trustees are responsible for ensuring that adequate accounting records are kept that disclose with reasonable accuracy at any

time the financial position of the charitable company and enable them to ensure that the financial statements comply with the Companies Act 2006. They are also responsible for safeguarding the assets of the charitable company and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

The trustees are responsible for the maintenance and integrity of the corporate and financial information included on the charitable company's website. Legislation in the UK governing the preparation and dissemination of financial statements may differ from legislation in other jurisdictions.

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

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


## MEETING AND REPORTING ON PUBLIC BENEFIT

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

The structure of the trustees' annual report includes reporting on our strategic aims, the DEC's activities and achievements during the year and our plans for 2017–18. We have highlighted how our work furthers our charitable purpose and the significant benefits it brings to:

- people in developing countries in urgent need of emergency relief, regardless of race, creed or nationality, through the funding provided by DEC appeals to 13 of the UK's leading humanitarian charities;
- the promotion of the efficiency and effectiveness of life-saving assistance and the alleviation of poverty;
- people in developing countries affected by an emergency situation being involved in the relief effort and being treated with dignity.

This trustees report, including the strategic report, was approved by the Board of Trustees and signed on its behalf by:



Clive Jones  
Chair



Clare Thompson  
Honorary Treasurer

27 July 2017

# INDEPENDENT AUDITORS' 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 2017 which comprise the statement of financial activities, balance sheet, statement of cash flows and notes to the financial statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and UK Accounting Standards, including Financial Reporting Standard 102 *The Financial Reporting Standard* applicable in the UK and Republic of Ireland (UK 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 2017 and of its incoming resources and application of resources, including its income and expenditure, for the year then ended;
- have been properly prepared in accordance with UK Generally Accepted Accounting Practice;
- have been prepared in accordance with the requirements of the Companies Act 2006.

## BASIS FOR OPINION

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

## CONCLUSIONS RELATING TO GOING CONCERN

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

- the trustees' use of the going concern basis of accounting in the preparation of the financial statements is not appropriate; or
- the trustees have not disclosed in the financial statements any identified material uncertainties that may cast significant doubt about the charitable company's ability to continue to adopt the going concern basis of accounting for a period of at least 12 months from the date when the financial statements are authorised for issue.

## OTHER INFORMATION

The other information comprises the information included in the trustees' annual report, other than the financial statements and our auditor's report thereon. The trustees are responsible for the other information. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon. In connection with our audit of the financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether there is a material misstatement in the financial statements or a material misstatement of the other information. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

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

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

- the information given in the trustees' annual report for the financial year for which the financial statements are prepared is consistent with the financial statements;
- the trustees' annual report has been prepared in accordance with applicable legal requirements.

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

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

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

- adequate accounting records have not been kept, or returns adequate for our audit have not been received from branches not visited by us; or
- the financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of trustees' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit; or
- the trustees were not entitled to prepare the financial statements in accordance with the small companies regime and take advantage of the small companies' exemptions in preparing the trustees' annual report and from the requirement to prepare a strategic report.

# INDEPENDENT AUDITORS' REPORT

## To the members of the Disasters Emergency Committee

### TRUSTEES' RESPONSIBILITIES

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

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

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

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.

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee

that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

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

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the trustees.
- Conclude on the appropriateness of the trustees' use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the entity's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate,

to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the entity to cease to continue as a going concern.

- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.



Noelia Serrano (Senior statutory auditor)  
27 July 2017

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

# ACCOUNTS

## Statement of Financial Activities for the year ended 31 March 2017

Incorporating an income and expenditure account

	Note	Unrestricted funds £000	Endowment funds £000	Restricted funds £000	2017 Total £000	2016 Total £000
<b>Income from</b>						
Donations and legacies		1,327	-	-	<b>1,327</b>	1,046
Charitable activities						
DEC East Africa Crisis Appeal		3,033	-	31,977	<b>35,010</b>	-
DEC Yemen Crisis Appeal		1,091	-	15,802	<b>16,893</b>	-
DEC Nepal Earthquake Appeal		30	-	10	<b>40</b>	55,420
DEC Ebola Crisis Appeal		51	-	-	<b>51</b>	395
DEC Gaza Crisis Appeal		19	-	-	<b>19</b>	44
Other DEC appeals		19	-	399	<b>418</b>	240
Cash investments		9	12	274	<b>295</b>	425
<b>Total income</b>		<b>5,579</b>	<b>12</b>	<b>48,462</b>	<b>54,053</b>	<b>57,570</b>
<b>Expenditure on:</b>						
Raising funds	3	1,153	-	3,137	<b>4,290</b>	4,415
Charitable activities						
East Africa Crisis disaster response programmes	4	97	-	36,000	<b>36,097</b>	-
Yemen Crisis disaster response programmes	4	65	-	10,000	<b>10,065</b>	-
Nepal Earthquake disaster response programmes	4	40	-	50	<b>90</b>	52,264
Ebola Crisis disaster response programmes	4	-	-	(118)	<b>(118)</b>	1,279
Gaza Crisis disaster response programmes	4	-	-	-	-	433
Other disaster response programmes	4	-	-	-	-	772
Lesson learning and accountability	3	180	-	-	<b>180</b>	96
<b>Total expenditure</b>		<b>1,535</b>	<b>-</b>	<b>49,069</b>	<b>50,604</b>	<b>59,259</b>
<b>Net income/(expenditure) for the year</b>		<b>4,044</b>	<b>12</b>	<b>(607)</b>	<b>3,449</b>	<b>(1,689)</b>
Transfers between funds	15	(4,025)	(218)	4,243	-	-
<b>Net movement in funds</b>		<b>19</b>	<b>(206)</b>	<b>3,636</b>	<b>3,449</b>	<b>(1,689)</b>
<b>Reconciliation of funds</b>						
Total funds brought forward	15	786	1,250	606	<b>2,642</b>	4,331
<b>Total funds carried forward</b>	<b>15</b>	<b>805</b>	<b>1,044</b>	<b>4,242</b>	<b>6,091</b>	<b>2,642</b>

All of the above results are derived from continuing activities. There were no other recognised gains or losses other than those stated above.

Comparative figures for 2016 are shown in note 2 to the accounts. Movements in funds are disclosed in note 15 to the financial statements.

# ACCOUNTS

## Balance Sheet as at 31 March 2017

	Note	£000	2017 £000	2016 £000
<b>Fixed assets</b>				
Tangible fixed assets	8		53	91
			<b>53</b>	91
<b>Current assets</b>				
Debtors	9	21,227		1,373
Investments	10	18,198		10,003
Cash at bank and in hand	10	24,585		29,451
		<b>64,010</b>		40,827
<b>Liabilities</b>				
Creditors: amounts due within one year	11	(55,420)		(28,620)
<b>Net current assets</b>			<b>8,590</b>	12,207
Creditors: amounts due after one year	12	(2,552)	(2,552)	(9,656)
<b>Net assets</b>	14		<b>6,091</b>	2,642
<b>Funds</b>				
Unrestricted funds				
General reserves	15		805	786
Expendable endowment	15		1,044	1,250
Restricted funds	15		4,242	606
<b>Total funds</b>			<b>6,091</b>	2,642

Approved by the trustees on 27 July 2017 and signed on their behalf by



Clive Jones  
Chair



Clare Thompson  
Honorary Treasurer



# ACCOUNTS

## Statement of cash flows for the year ended 31 March 2017

	Note	2017 £000	2016 £000
<b>Cash flows from operating activities</b>	16		
		<b>3,059</b>	(279)
<b>Net cash used in operating activities</b>			
<b>Cash flows from investing activities</b>			
Interest from investments		<b>295</b>	425
Purchase of fixed assets		<b>(25)</b>	-
Net purchase/(sale) of current asset investments		<b>(8,195)</b>	4,059
<b>Net cash used in investing activities</b>		<b>(7,925)</b>	4,484
<b>Net cash provided by/(used in) financing activities</b>		-	-
<b>Change in cash and cash equivalents in the year</b>		<b>(4,866)</b>	4,205
Cash and cash equivalents at the beginning of the year	10	<b>29,451</b>	25,246
<b>Cash and cash equivalents at the end of the year</b>		<b>24,585</b>	29,451

# ACCOUNTS

## Notes to the financial statements for the year ended 31 March 2017

### 1. ACCOUNTING POLICIES

#### a) Basis of accounting

The financial statements have been prepared in accordance with the Statement of Recommended Practice applicable in the UK and Republic of Ireland (effective 1 January 2015) – (Charities SORP FRS 102), the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (August 2014) and the Companies Act 2006.

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

#### b) Public benefit entity

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

#### c) Going concern

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

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

#### d) 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 included as restricted income, used to fund the related disaster response programmes. Associated gift aid tax reclaims are included as unrestricted income and then transferred to the related restricted fund for each DEC appeal. Contributions from member charities towards DEC's appeal preparedness is included as donations and accounted for when received.

Income from legacies is included when received from the estate or when the charity is notified by the executor that a distribution will be made.

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

#### e) Donations of services

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

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

#### f) 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.

#### g) 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 charities towards the costs of delivering disaster response programmes. Expenditure is recognised when allocations are made to members because it is at this time that a firm commitment is made by the 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.

#### h) Basis of allocation to member charities

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 charities. The DEC informs the member charities of their estimated income from an appeal after one week and commits funds towards disaster relief programmes two weeks after the appeal launch.

#### i) 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 generating funds. The basis of the cost allocation has been explained in the notes to the accounts.

#### j) Operating leases

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

### k) Tangible fixed assets

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

Leasehold improvements – 5 years or term of lease if shorter

Furniture, fittings and office equipment – 5 years

Computer equipment, software & web development – 3 years

### l) 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.

### m) 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.

## 2. DETAILED COMPARATIVES FOR THE STATEMENT OF FINANCIAL ACTIVITIES

	Unrestricted funds £000	Endowment funds £000	Restricted funds £000	2016 Total funds £000
<b>Income from:</b>				
Donations and legacies	1,046	-	-	1,046
Charitable activities				
DEC Nepal Earthquake Appeal	5,401	-	50,019	55,420
DEC Ebola Crisis Appeal	86	-	309	395
DEC Gaza Crisis Appeal	39	-	5	44
Other DEC appeals	66	-	174	240
Cash investments	7	10	408	425
<b>Total income</b>	<b>6,645</b>	<b>10</b>	<b>50,915</b>	<b>57,570</b>
<b>Expenditure on:</b>				
Raising funds	649	-	3,766	4,415
Charitable activities				
DEC Nepal Earthquake disaster response programmes	172	-	52,092	52,264
DEC Ebola Crisis disaster response programmes	1	-	1,278	1,279
DEC Gaza Crisis disaster response programmes	-	-	433	433
Other disaster response programmes	-	-	772	772
Lesson learning and accountability	96	-	-	96
<b>Total expenditure</b>	<b>918</b>	<b>-</b>	<b>58,341</b>	<b>59,259</b>
<b>Net income/(expenditure) for the year</b>	<b>5,727</b>	<b>10</b>	<b>(7,426)</b>	<b>(1,689)</b>
Transfers between funds	(5,706)	-	5,706	-
<b>Net movement in funds</b>	<b>21</b>	<b>10</b>	<b>(1,720)</b>	<b>(1,689)</b>
Total funds brought forward	765	1,240	2,326	4,331
<b>Total funds carried forward</b>	<b>786</b>	<b>1,250</b>	<b>606</b>	<b>2,642</b>

# ACCOUNTS

## Notes to the financial statements for the year ended 31 March 2017

### 3. TOTAL RESOURCES EXPENDED

	Member allocations £000	Other direct costs £000	Allocated support costs £000	<b>2017 Total £000</b>	2016 Total £000
Cost of generating voluntary income	-	3,935	355	<b>4,290</b>	4,415
Disaster response programmes	45,932	-	-	<b>45,932</b>	54,575
Lesson learning and accountability	-	104	76	<b>180</b>	96
Governance costs	-	58	144	<b>202</b>	173
<b>Total resources expended</b>	<b>45,932</b>	<b>4,097</b>	<b>575</b>	<b>50,604</b>	<b>59,259</b>

		<b>2017 £000</b>	2016 £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>327</b>	225
Premises, utilities and other overheads	Actual and estimated usage	<b>248</b>	131
<b>Total allocated support costs</b>		<b>575</b>	356

**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 1i).

#### 4. DISASTER RESPONSE PROGRAMMES

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

	ECA £000	NEA £000	YCA £000	EACA £000	2017 Total £000	2016 Total £000
ActionAid UK	37	31	-	2,066	<b>2,134</b>	3,363
Age International	18	-	363	1,080	<b>1,461</b>	1,642
British Red Cross	(13)	-	1,493	4,435	<b>5,915</b>	6,666
CAFOD	29	-	543	1,613	<b>2,185</b>	2,533
CARE International UK	(21)	-	365	1,084	<b>1,428</b>	1,582
Christian Aid	47	-	949	2,819	<b>3,815</b>	4,572
Concern Worldwide UK	18	-	363	1,080	<b>1,461</b>	1,708
Islamic Relief Worldwide	-	-	584	1,735	<b>2,319</b>	1,894
Oxfam GB	(156)	-	2,248	6,678	<b>8,770</b>	10,662
Plan International UK	-	-	-	1,879	<b>1,879</b>	2,716
Save the Children UK	(162)	-	2,423	7,200	<b>9,461</b>	10,625
Tearfund	39	-	669	1,987	<b>2,695</b>	3,145
World Vision UK	46	19	-	2,344	<b>2,409</b>	3,467
<b>Total</b>	<b>(118)</b>	<b>50</b>	<b>10,000</b>	<b>36,000</b>	<b>45,932</b>	<b>54,575</b>

Key

EACA: East Africa Crisis Appeal

YCA: Yemen Crisis Appeal

NEA: Nepal Earthquake Appeal

ECA: Ebola Crisis Appeal

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

a) Staff costs were as follows:

	2017 £000	2016 £000
Salaries and wages	<b>716</b>	672
National insurance	<b>71</b>	64
Employer's contribution to defined contribution pension schemes	<b>57</b>	58
Temporary and agency staff	<b>49</b>	77
<b>Total</b>	<b>893</b>	<b>871</b>

# ACCOUNTS

## Notes to the financial statements for the year ended 31 March 2017

### 5. PARTICULARS OF EMPLOYEES (continued)

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

	2017 No.	2016 No.
£100,001 - £110,000	1	1
£60,001 - £70,000	1	-

The highest-paid employee is the Chief Executive whose emoluments in the year include a salary of £91,365 (2016: £90,460), an accommodation allowance of £10,000 (2016: £10,000) and pension contributions of £7,309 (8% of salary, as in 2016). No benefits in kind or other remuneration are paid.

The total employee benefits including pension contributions of the key management personnel were £372,526 (2016: £344,028).

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

	2017 No.	2016 No.
Fundraising and communications	11	10
Supporter care (temporary staff during appeals)	1	2
Lesson learning and evaluation	3	3
Governance	1	1
Finance and administration	3	3
Total	<u>19</u>	<u>19</u>

### 6. TRUSTEES

No trustees received emoluments in the year (2016: nil). Amounts reimbursed to trustees for travel and other expenditure totalled £63 in the year (2016: £319).

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

	2017 £000	2016 £000
Depreciation charge	63	62
Operating lease rentals – premises	81	81
Auditors' remuneration (excluding VAT)		
Audit	22	24
Other services	8	1

## 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	60	239	61	360
Additions	19	-	6	25
Disposals		-	-	-
<b>At the end of the year</b>	<b>79</b>	<b>239</b>	<b>67</b>	<b>385</b>
<b>Depreciation</b>				
At the start of the year	30	179	60	269
Disposals		-	-	-
Charge for the year	22	36	5	63
<b>At the end of the year</b>	<b>52</b>	<b>215</b>	<b>65</b>	<b>332</b>
<b>Net book value</b>				
<b>At the end of the year</b>	<b>27</b>	<b>24</b>	<b>2</b>	<b>53</b>
At the start of the year	30	60	1	91

## 9. DEBTORS

	2017 £000	2016 £000
Prepayments	64	42
Gift aid receivable	4,124	1,116
Appeal income receivable	16,872	-
Legacy income receivable	-	205
Other debtors	167	10
	<b>21,227</b>	<b>1,373</b>

## 10. CASH AND CURRENT ASSET INVESTMENTS

	2017 £000	2016 £000
Cash at bank and in hand	24,585	29,451
Cash equivalents on deposit	18,198	10,003
	<b>42,783</b>	<b>39,454</b>

The balances in cash and short-term deposits include £17 million for the East Africa Crisis Appeal, £12 million for the Yemen Crisis Appeal and £11.8 million for the Nepal Earthquake Appeal. While these funds have very largely been committed to member charities towards disaster response programmes, the disbursement of these funds takes place over the period of those programmes.

# ACCOUNTS

## Notes to the financial statements for the year ended 31 March 2017

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

	<b>2017</b> <b>£000</b>	2016 £000
Trade creditors	<b>1,284</b>	90
Taxation and social security costs	<b>30</b>	21
Due to member charities – disaster response programmes	<b>53,938</b>	28,407
Other creditors and accruals	<b>168</b>	102
	<b>55,420</b>	28,620

### 12. CREDITORS: AMOUNTS DUE AFTER ONE YEAR

	<b>2017</b> <b>£000</b>	2016 £000
Due to member charities – disaster response programmes	<b>2,552</b>	9,656

### 13. OPERATING LEASE COMMITMENTS

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

	Property		Equipment	
	<b>2017</b> <b>£000</b>	2016 £000	<b>2017</b> <b>£000</b>	2016 £000
Less than one year	91	81	3	4
One to five years	116	20	1	1
Over five years	-	-	-	-

### 14. ANALYSIS OF NET ASSETS BETWEEN FUNDS

a) For the year ended 31 March 2017

	Unrestricted funds £000	Endowment funds £000	Restricted funds £000	<b>Total funds £000</b>
Tangible fixed assets	53	-	-	<b>53</b>
Net current assets	752	1,044	6,794	<b>8,590</b>
Creditors: amounts due after one year	-	-	(2,552)	<b>(2,552)</b>
<b>Net assets at the end of the year</b>	<b>805</b>	<b>1,044</b>	<b>4,242</b>	<b>6,091</b>



#### 14. ANALYSIS OF NET ASSETS BETWEEN FUNDS

b) For the year ended 31 March 2016

	Unrestricted funds £000	Endowment funds £000	Restricted funds £000	Total funds £000
Tangible fixed assets	7	84	-	91
Net current assets	779	1,166	10,262	12,207
Creditors: amounts due after one year	-	-	(9,656)	(9,656)
<b>Net assets at the end of the year</b>	<b>786</b>	<b>1,250</b>	<b>606</b>	<b>2,642</b>

#### 15. STATEMENT OF FUNDS

a) For the year ended 31 March 2017

	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 East Africa Crisis Appeal	-	31,980	(36,000)	(1,680)	3,315	(2,385)
DEC Yemen Crisis Appeal	-	15,822	(10,000)	(1,235)	1,703	6,290
DEC Nepal Earthquake Appeal	294	231	(50)	(167)	29	337
DEC Ebola Crisis Appeal	23	16	118	(10)	(147)	-
DEC Gaza Crisis Appeal	50	1	-	(15)	(36)	-
DEC Philippines Typhoon Appeal	26	13	-	(30)	(9)	-
DEC Next Appeal	213	399	-	-	(612)	-
<b>Total restricted funds</b>	<b>606</b>	<b>48,462</b>	<b>(45,932)</b>	<b>(3,137)</b>	<b>4,243</b>	<b>4,242</b>
<b>Unrestricted funds:</b>						
General reserve	786	1,336	-	(1,535)	218	805
Designated reserve	-	4,243	-	-	(4,243)	-
<b>Total unrestricted funds</b>	<b>786</b>	<b>5,579</b>	<b>-</b>	<b>(1,535)</b>	<b>(4,025)</b>	<b>805</b>
<b>Expendable endowment</b>	<b>1,250</b>	<b>12</b>	<b>-</b>	<b>-</b>	<b>(218)</b>	<b>1,044</b>
<b>Total funds</b>	<b>2,642</b>	<b>54,053</b>	<b>(45,932)</b>	<b>(4,672)</b>	<b>-</b>	<b>6,091</b>

# ACCOUNTS

## Notes to the financial statements for the year ended 31 March 2017

### 15. STATEMENT OF FUNDS

b) For the year ended 31 March 2016

	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 Nepal Earthquake Appeal	-	50,266	(52,092)	(3,295)	5,415	<b>294</b>
DEC Ebola Crisis Appeal	1,125	339	(1,278)	(249)	86	<b>23</b>
DEC Gaza Crisis Appeal	497	25	(433)	(78)	39	<b>50</b>
DEC Philippines Typhoon Appeal	309	108	(344)	(82)	35	<b>26</b>
DEC Syria Crisis Appeal	392	5	(428)	-	31	-
DEC Next Appeal	3	172	-	(62)	100	<b>213</b>
<b>Total restricted funds</b>	<b>2,326</b>	<b>50,915</b>	<b>(54,575)</b>	<b>(3,766)</b>	<b>5,706</b>	<b>606</b>
<b>Unrestricted funds:</b>						
General reserve	679	1,053	-	(918)	(28)	<b>786</b>
Designated reserve	86	5,592	-	-	(5,678)	-
<b>Total unrestricted funds</b>	<b>765</b>	<b>6,645</b>	<b>-</b>	<b>(918)</b>	<b>(5,706)</b>	<b>786</b>
<b>Expendable endowment</b>	<b>1,240</b>	<b>10</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>1,250</b>
<b>Total funds</b>	<b>4,331</b>	<b>57,570</b>	<b>(54,575)</b>	<b>(4,684)</b>	<b>-</b>	<b>2,642</b>

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

The DEC East Africa Crisis Appeal was launched on 15 March 2017 and raised £35 million (including gift aid) in this financial year. This includes £10 million UK Aid Match funding contributed by DFID. Funds raised for this appeal have reached nearly £40 million since the end of the financial year and £36 million was committed to member charities in the year towards disaster response programmes in South Sudan, Somalia, Ethiopia and Kenya.

The DEC Yemen Crisis Appeal was launched on 13 December 2016 and raised £16.9 million (including gift aid) in this financial year. This includes £5 million UK Aid Match funding contributed by DFID. £10 million was committed to member charities in the year towards disaster response programmes in Yemen. Since the end of the financial year, a further £6 million of Yemen appeal funds was allocated to DEC member charities.

The DEC Nepal Earthquake Appeal was launched on 28 April 2015. During the financial year, a further £261,000 (including gift aid) of income was received and the DEC's response programmes delivered by member charities in Nepal are ongoing.

The DEC Ebola Crisis Appeal was launched on 29 October 2014. During the financial year, a further £67,000 (including gift aid) of income was received, £245,000 was committed to, and £363,000 returned by, member charities for programmes in Sierra Leone, Liberia and Guinea. The DEC's response programmes delivered by member charities were completed in the financial year.

The DEC Gaza Crisis Appeal was launched on 7 August 2014. During the financial year, a further £19,000 of income was received and the DEC's response programmes in Gaza delivered by member charities were completed.

The DEC Philippines Typhoon Appeal was launched on 12 November 2013. During the financial year, a further £32,000 (including gift aid) of income was received and the DEC's response programmes delivered by member charities in the Philippines were completed.

During the financial year, a further £399,000 was received towards a Next appeal and a total of £612,000 was transferred to the DEC Yemen Crisis Appeal. Residual funds on previous appeals totalling £281,000 were transferred to the DEC East Africa Crisis Appeal.

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

**Expendable endowment** The DEC received a legacy of £1.7 million during the 2010–11 financial year which established an expendable endowment by a trustee declaration of trust to be spent over ten years. A transfer of £218,000 was made in the financial year to the unrestricted general reserve in respect of expenditure incurred on digital transformation projects.

## 16. RECONCILIATION OF INCOME/(EXPENDITURE) TO NET CASH FLOW FROM OPERATING ACTIVITIES

	<b>2017</b>	2016
	<b>£000</b>	£000
<b>Net income/(expenditure) for the reporting period (as per the statement of financial activities)</b>	<b>3,449</b>	(1,689)
Depreciation charges	63	62
Interest from current asset investments	(295)	(425)
(Increase)/decrease in debtors	(19,854)	2,286
Increase/(decrease) in creditors	19,696	(513)
<b>Net cash provided by/(used in) operating activities</b>	<b>3,059</b>	<b>(279)</b>

## 17. RELATED PARTY TRANSACTIONS

The charity trustees disclosed on page 28 include executives of all member charities. The material transactions are disclosed in note 4. The member charities made donations of £1,257,000 (2016: £750,000) in the year to the charity. In addition, £183,000 was collected in the year by the member charities on behalf of the charity, being £31,000 and £152,000 respectively for the Yemen Crisis Appeal and East Africa Crisis 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 the DEC's Chief Executive, Saleh Saeed. The DEC is supporting HMA with the provision of a bank account and during the financial year £241,000 of donations were received, with no expenditure incurred. Under the terms of the agreement with HMA, the 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.

# BOARD OF TRUSTEES

## ROLES OF THE BOARD SUB-COMMITTEES

### Membership and Accountability

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

*Chair:* Andy Green

*Members:* Chris Bain, Ken Burnett, Naser Haghamed, Helene Hayman, Clive Jones, Laurie Lee, Girish Menon, Richard Tait, Clare Thompson, Kevin Watkins.

### Audit, Finance and Risk Committee –

Responsible for overseeing financial strategy, risk management and audit arrangements. 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:* Clare Thompson

*Members:* Mike Adamson, Mark Goldring, Andy Green, Nigel Harris, Tim Pilkington, Chris Roles.

### Remuneration Committee –

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

*Chair:* Clive Jones

*Members:* Andy Green, Rose Caldwell, Chris Roles, Clare Thompson.

## BOARD OF TRUSTEES

### INDEPENDENT TRUSTEES

#### Clive Jones, CBE

Chair of Trustees

#### Jeremy Bennett

Vice Chair (resigned 31/12/16)

#### Andy Green

Vice Chair (appointed 22/03/17)

#### Clare Thompson

Honorary Treasurer

#### Ken Burnett

#### Baroness Helene Hayman

#### Charles Stewart Smith

(appointed 22/03/17)

#### Richard Tait, CBE

### MEMBER CHARITIES' TRUSTEES

#### Girish Menon

ActionAid UK – Executive Director

#### Chris Roles

Age International – Director

#### Mike Adamson

British Red Cross – Chief Executive

#### Chris Bain

CAFOD – Director

#### Laurie Lee

CARE International UK – Chief Executive

#### Loretta Minghella, OBE

Christian Aid – Director

#### Rose Caldwell

Concern Worldwide UK – Executive Director

#### Naser Haghamed

Islamic Relief Worldwide – Chief Executive

#### Mark Goldring, CBE

Oxfam GB – Chief Executive

#### Tanya Barron

Plan International UK – Chief Executive

#### Tanya Steele

Save the Children UK – Interim Chief Executive (resigned 28/09/16)

#### Kevin Watkins

Save the Children UK – Chief Executive (appointed 29/09/16)

#### Nigel Harris

Tearfund – Chief Executive

#### Tim Pilkington

World Vision UK – Chief Executive

# DEC SECRETARIAT

## KEY MANAGEMENT

### Saleh Saeed, OBE

Chief Executive

### Adil Hussein

Director of Fundraising  
and Marketing

### Monica Blagescu

Director of Humanitarian  
Programmes and Accountability

### Nicola Peckett

Director of Communications

### Richard Dye

Director of Finance  
and Business Development

## OTHER PERMANENT STAFF

### Adam Brown

Supporter Services Officer

### Adrian Walker

Executive and Board Support Officer

### Annabelle Whipp

Fundraising Officer

### Annie Lewis

Coordinator, HEF Secretariat  
(fixed term)

### Hannah Clarke

Philanthropy and Partnerships  
Executive

### Hilda Seleji-Paulo

Accountant

### James Winterkorn

Philanthropy and Partnerships  
Manager

### Kathryn Brooke

Direct Marketing Manager

### Katy Bobin

Monitoring, Evaluation, Accountability  
and Learning Manager

### Leon Green

Digital Communications Manager

### Matthew Warnock-Parkes

CRM Systems and Supporter  
Services Manager

### Nazia Hassan

Digital Marketing Manager

### Sarah Maynard

Programmes and Finance Officer

### Sarah Sansom

Business Executive

## VOLUNTEERS

We were greatly assisted by help from our brilliant volunteers, amounting to 185 days over the course of the year. Many thanks to: Ana-Beatriz, Becky, Bethany, Caitlin, Clare, Emma, Fadumo, Fatema, Gita, Hannah, Isabel, Ishtiyahq, Jade H., Jade W., Jenny, John, Julius, Kalpana, Katie, Katya, Khaled, Kia, Laura, Mark, Martin, Miriam, Nicola, Oliver, Penny, Pia, Safiya, Sumaiya, Valerie, Zahrah, Zozi.

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Woolgate Exchange  
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London EC2V 5HA



**TOGETHER WE'RE  
STRONGER**

**actionaid**

 **Age International**

 **British Red Cross**

**CAFOD**

  
**CARE**

**christian  
aid**

**CONCERN  
worldwide**

  
**ISLAMIC  
RELIEF**

  
**OXFAM**

  
**PLAN  
INTERNATIONAL**

  
**Save the  
Children**

**tearfund**

**World Vision**

**DISASTERS EMERGENCY COMMITTEE**

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