



ANNUAL REPORT & ACCOUNTS 2012-2013



CHAIRMAN'S STATEMENT

This year the DEC has launched an extremely important appeal for Syria, and continued its work in three major responses: East Africa, Pakistan and Haiti, each of which was amongst our very largest appeals.



© Concern/Phil Moore

In East Africa, where a lethal combination of drought, conflict and environmental failure caused the first famine of the 21st century, DEC funded work has reached over 2.3m people. The huge humanitarian effort in the region has been broadly successful but the crisis has highlighted serious issues with the world's ability to respond to very clear early warnings of disaster.

In the three years after Haiti's capital Port-au-Prince was devastated by a massive earthquake in January 2010, the DEC funded work that helped 1.8m people. Haiti was a challenging environment and may be the precursor to further urban disasters which are expected to hit many of the world's poorer cities in the future. Given the scale of the need we expect most DEC members to continue working in Haiti for many years to come.

The 2012-13 period also saw the final DEC funded work completed in response to the 2010 Pakistan floods, which helped 1.8m people. The member agencies concentrated on water and sanitation projects, rebuilding homes and improving livelihoods. Pakistan is very vulnerable to disasters so we have also helped people plan and prepare for the next crisis, which is sadly almost inevitable.

This year sees the 50th anniversary of the DEC. It began in 1963 as a co-ordinating body for a handful of organisations, only finding its present role as a link between humanitarians, the public and mass media in 1966 when a massive earthquake hit eastern Turkey.

Since then the DEC has run appeals for some of the world's biggest emergencies: Biafra in 1968, Bangladesh in 1971, Ethiopia in 1984 and the Asian tsunami in 2004. There are

many historical parallels between the latest disasters and those in previous decades, throwing up similar questions. Can aid agencies help rebuild whole communities after an earthquake? How can we provide emergency help quickly and leave communities more resilient? How do we get the humanitarian system to work in time to prevent extreme hunger, rather than just respond to it? We are constantly looking for new and better answers.

Syria is posing many difficult questions for aid workers. Over two years into the conflict and nearly 6.8m people inside Syria and 2m refugees in neighbouring countries need humanitarian aid. Despite the huge challenges, I hear incredible stories of bravery and ingenuity from teams on the ground and I'm confident DEC-funded aid is getting through to the people who desperately need it.

The biggest single source of income in the Syria Crisis Appeal was from digital channels. Our investment in new technology has allowed us to increase donations from smart phones and tablets, helping us to tap into a newer, younger audience. By using Twitter we were able to hold an electronic Q&A with aid workers which reached millions of people with the help of friends such as Stephen Fry and Annie Lennox.

This digital world might feel very remote from the 1960s, but the DEC has always worked with the latest communications technology. Today it's Twitter, back then it was international TV news. The medium may change, but our message has remained constant: we can bring help and assistance to people suffering in the world's worst disasters.

Clive Jones, DEC Chairman

The Disasters Emergency Committee brings together the leading UK aid agencies to raise money at times of humanitarian crisis in poorer countries. By working together we can raise more money to save lives and rebuild shattered communities.

**TOGETHER
WE'RE
STRONGER**

actionaid

ageInternational

BritishRedCross

CAFOD



tearfund

World Vision



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6.25 MILLION

PEOPLE FORCED FROM THEIR HOMES



© Oxfam, Sam Taiting

REFUGEE FAMILIES LIVING IN A CAR PARK

These children from two families fled the fighting in Syria and are now living in one roughly constructed room in an open car park under an apartment block in Lebanon. Oxfam is providing cash support to the families to help pay their living costs. Two million people have fled from Syria to neighbouring countries and over 4.25 million are displaced within Syria. Many are living in appalling conditions, often without access to basic services.



SYRIA CRISIS APPEAL

The DEC and its member agencies have grown increasingly involved in Syria since the conflict started there in March 2011. Although Syria is a middle-income country, over two years of war have seriously damaged its infrastructure and left many families struggling to cope. In many parts of the country the health system has collapsed, water supplies have been cut and food is in short supply. Around 6.8m people in Syria need aid and 2m people have fled to Jordan, Lebanon, Turkey and Iraq.

There was a marked escalation of the conflict in early 2013 which led to a deterioration in the humanitarian situation. Around 1,000 people a day were fleeing the country at the end of 2012, increasing to over 8,000 a day in March 2013. Aid agencies have struggled to meet the need due to a lack of resources and the challenges of working inside Syria, and whilst many refugees are receiving aid, some are still housed in very poor conditions.

humanitarian crisis was not new and media attention focused on political and military aspects of the conflict.

Despite these obstacles, up to August 2013 the appeal had raised £19m, of which £9m was donated to the DEC and £10m to member agencies. Digital fundraising was the largest channel for giving.

THE APPEAL

Although the humanitarian need in Syria and its neighbours had increased dramatically, the decision to launch an appeal was not easy. The DEC and its partners were concerned that limited media access and the sensitivity of working inside Syria meant they couldn't easily show the aid effort was both impartial and effective.

Despite these difficulties, an appeal was launched just a week after Comic Relief and in the week in which the UK government announced its annual Budget. It was very difficult to get media coverage for the appeal as the



© Save the Children/ Jonathan Hyams 2013



© Syrian Red Crescent/ Malla, Ibrahim, 2012



© Tearfund/ Eleanor Bentall



© Christian Aid 2013

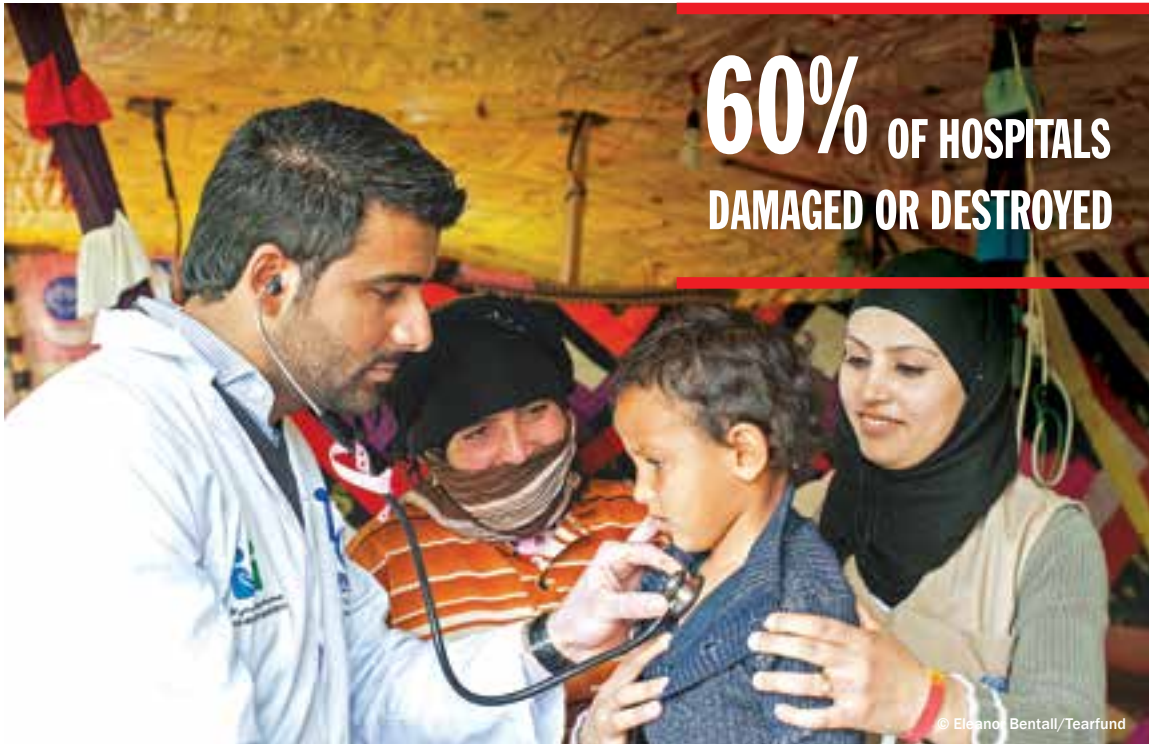


8.8 MILLION

SYRIAN PEOPLE NEED AID

AID DISTRIBUTION TO REFUGEES

There are 6.8m people in need of aid inside Syria and a further 2m Syrian refugees in need of assistance. The DEC Syria Crisis Appeal has allowed our member agencies to increase their activities which have included running aid convoys into besieged cities when there is a lull in the fighting, delivering medical supplies to make-shift field hospitals to treat the wounded, and providing cash grants, food, clean water and basic household items to refugees.



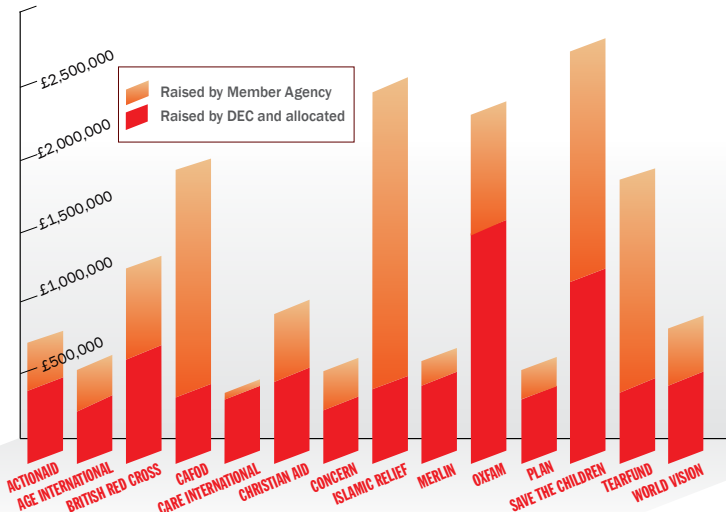
PROGRAMME PLANS

At the time this report went to print it was still too early for the DEC's member agencies to have completed their formal reports on the first six month phase of their work. DEC agencies had plans to spend £4.5m in the first phase, with over 50% of that to be spent in Syria and the remainder in Jordan, Lebanon and Iraq. Around a third of the funds will be spent on food, with health, shelter and water and sanitation taking up another third between them. The remainder of the funds will go on

non-food items, such as bedding and household goods, livelihoods and policy work.

Working inside Syria is extremely challenging but aid is getting through. DEC member agencies have run convoys to besieged cities and make it through when there is a lull in the fighting. They have delivered food, blankets and clothes, run field hospitals and provided medical supplies. The situation in the country is very fluid and complex, and aid workers have to negotiate access carefully and maintain strict neutrality.

£19M RAISED FOR SYRIA CRISIS APPEAL



180,000



PEOPLE RECEIVED FOOD AID
OR FOOD VOUCHERS

FOOD DISTRIBUTION IN KENYA

In the arid Turkana region of northern Kenya, Akai Atukon collects food delivered by Merlin.

“

I am pregnant and it will be my third child. I am really looking forward to eating the food that I am collecting today! I know it will be tasty and will give me and my baby strength. I've been worried that I won't have enough breast milk to feed my new baby when it is born because I didn't for my first two children and that was before this terrible drought.

”



EAST AFRICA CRISIS APPEAL

In 2011 the arid regions of north east Africa suffered one of their worst droughts for 25 years. People in Somalia, Kenya, Ethiopia and South Sudan had been worn down by years of poor rains and crop failures and were ill-prepared for a crisis. In Somalia the situation was exacerbated by 20 years of conflict and the lack of a functioning government.

Unfortunately it was a crisis many had predicted. The warning signs had been there as early as mid-2010 but the world only took it seriously in June 2011 when extremely malnourished Somalis started arriving at the Dadaab refugee camp in eastern Kenya in ever greater numbers. Over 100,000 people fled Somalia in three months, and in total more than 13 million people across East Africa were affected.

Camps for refugees and displaced people swelled to many times their previous size, and the influx of malnourished, weak and sick people put services under extraordinary pressure.

HOW WE HELPED

The DEC launched its East Africa Crisis Appeal on 5 July 2011, two weeks before a famine was declared in parts of Somalia. It raised £79m - £40m from the DEC and £39m by the member agencies. The aid paid for by the DEC funds has reached more than 2.3m people. DEC member agencies played a major part in caring for displaced people across the region. In addition to emergency help, much of the work aimed to build people's resilience and deal with the impact of drought.

In Somalia most of the aid was food or food vouchers. Nutrition programmes have targeted those most at risk: pregnant women, breast-feeding women and children. Despite very significant improvements, some parts of the country still have high malnutrition rates and agencies continue to support those in acute need.

In Kenya and Ethiopia agencies worked not only on malnutrition but also to improve water supply in remote areas, by drilling wells and creating irrigation systems. Communities have been given fuel and trained to maintain generators to keep water pumps going. Agriculture has been supported by providing livestock, tools and better quality seeds.

Agencies helped refugee children from Somalia by providing child-friendly spaces where they can play and learn, and adolescents have been taught life skills and business management.

Over the first 18 months of the response more than a third of funds were spent on providing food. Nearly a quarter paid for water and sanitation, and nearly a fifth more was spent on healthcare. The majority of the remainder paid for essential household items and livelihoods support. Over a third of funds were spent in Kenya, one third in Somalia, nearly a third in Ethiopia and some work was also delivered in South Sudan.



139,000 CHILDREN
and pregnant women have
been screened for malnutrition

© Concern Worldwide / Phil Moore 2012



© Concern/Gideon Mendel 2012



604,000 PEOPLE
received health care

© Merlin 2012

482,000



**PEOPLE HAVE A NEW OR
IMPROVED WATER SUPPLY**



Save the Children / Lucia Zoro 2012

HAND PUMP IN ETHIOPIA

Save the Children have had a long-term presence in the Afar region of Ethiopia, which is prone to regular droughts. In this village they have provided a hand pump and the water source is 'capped' with concrete to ensure that it will not become polluted, preventing illnesses to which children are particularly vulnerable. In response to the 2011 East Africa Crisis, DEC member agencies sought to provide sustainable long term water supplies wherever possible.

CHALLENGES AND LESSONS LEARNT

Many programmes were affected by conflict and insecurity, such as kidnapping and clashes over water and pasture.

In eastern Kenya foreign nationals were abducted and government targets attacked, which forced some programmes to close and others to be scaled back. Agencies dealt with this problem by remotely managing some projects so aid could still be delivered.

Working in Somalia was particularly difficult. Increasing restrictions imposed on UN agencies and charities in south central Somalia directly affected aid distribution and project monitoring. Coordination has been difficult due to the lack of a properly functioning government in Somalia.

In Ethiopia the government has a key role in planning aid delivery and has shown strong leadership in preventing and managing food crises. However new or increased aid work needs government approval, delaying the response.

Five member agencies did external evaluations of their programmes: ActionAid, Save the Children, Christian Aid, Concern and Tearfund. The evaluation reports are available on their own and the DEC's websites.

These evaluations showed that the DEC's flexibility allows agencies to adjust their programmes when conditions change on the ground. Agency responses are quicker when they already have a presence in the area and work with established local partners, so it's important to ensure those partners can scale up their work when emergencies hit. Humanitarians could better gauge the impact of their work by improving the way they collect information in the early stages of an emergency.

206,000



PEOPLE HAVE BEEN HELPED TO RESTART AND REVIVE THEIR LIVELIHOODS



Jan '12 - Jan '13

© Concern Worldwide/ Gideon Mendel 2012

WHAT NEXT?

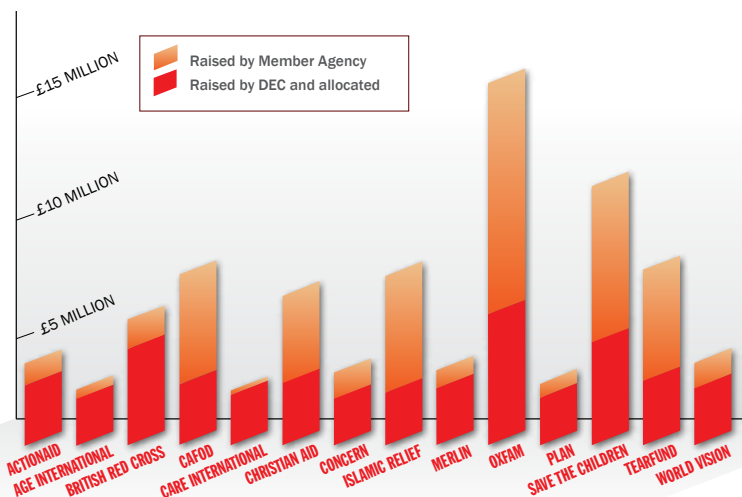
Two-thirds of member agency programmes were completed by the end of 2012 and with six months left to run in the report period over 82% of the DEC appeal money had been spent. Conditions have improved across the region. Where the rains have come, better seeds, wells and irrigation systems have resulted in higher crop yields.

However where there has been poor rainfall, flash flooding or conflict, then people have fallen back into crisis. Many areas will continue to need humanitarian support for some time. Progress in Somalia depends on a sustainable political solution to the conflict.

Although the response was broadly successful, the fact so many people suffered shows how aid agencies are caught in a terrible bind: it is almost impossible to scale-up work without international funding but the extra money only comes when the situation is already critical, and hence the chance to prevent the worst of the crisis has been missed.

The DEC contributed to a project done by the Chatham House think-tank which investigated why there was a failure to respond to early warning systems. Already many DEC members are looking at how to implement its recommendations.

£79M RAISED FOR EAST AFRICA CRISIS APPEAL



228,000



PEOPLE BENEFITTING FROM SEEDS,
TOOLS, POULTRY AND LIVESTOCK



© ActionAid/ Umar Farooq

LIVESTOCK HELP REBUILD LIVELIHOODS

Mother of four, Faiz Bano was selected by members of her village to receive a goat as part of an ActionAid project to help some of the poorest people affected by flooding in Sindh Province.



I am grateful for the goat that ActionAid gave me. My children don't have to sleep hungry anymore. Every morning I milk it and prepare breakfast for my children. The older one goes to school, but unlike before, he goes with a full stomach now which helps him learn.





© Tearfund

PAKISTAN FLOODS APPEAL

In July and August 2010 Pakistan suffered one of the most extensive disasters in its history. Heavy monsoon rains in the northern mountains flooded those regions first, then the waters surged south, into the often poor and densely populated Indus River valley. The disaster was shocking in its magnitude: up to a fifth of the country was submerged, 1.7 million homes were destroyed and overall more than 18 million people were affected. Around 2,000 people drowned and there was a massive loss of infrastructure, livestock and food supplies.

The worst-affected were the very poor people who lived in low-lying areas and in mud huts which disintegrated in the advancing waters. Whole villages were washed away, their inhabitants stranded on levies and higher ground, left only with whatever they could carry from their homes. When the flood waters retreated they left a ruined landscape: water supplies were contaminated, crops destroyed and roads and bridges wrecked.

Many of the DEC's member agencies have a long-established presence in the flood-affected areas and responded within hours of the first floods.

HOW WE HELPED

The DEC launched an appeal on 5 August 2010 which raised £71 million, £41 million of which was given directly to the DEC and £30m to its member agencies. For the first six months the agencies concentrated on emergency relief including food, healthcare and shelter. Giving cash or vouchers was particularly successful as it gave families a greater degree of control. "Cash for work" schemes gave poor families an income and helped to repair flood-damaged villages.

In the following 18 months programmes focused on recovery and helping communities to cope with the next disaster. Water and sanitation projects have accounted for the largest share of work but there were a wide range of other activities, including rebuilding homes and supplying livestock, seeds and agricultural equipment to help people restart livelihoods. The new houses are flood-resistant and local masons have been trained to build them. Raw materials for these projects were bought in local markets to reinvigorate the economy.

Many people have been helped to plan for and respond to future disasters. This has involved work in communities such as providing a mobile phone to receive early warnings by text message, planting trees to reduce erosion and flooding, or building bridges to aid escape to safe areas. Agencies have also trained community representatives to work with the government on flooding issues and lobbied the authorities to improve their disaster response.

By March 2013 all of the appeal's funds had been spent. Over a quarter had paid to replace essential household items and a quarter had paid for food. One sixth paid for support for livelihoods and the majority of the remainder paid for shelter, healthcare, water and improved sanitation.

287,000 PEOPLE

people have a new or improved water supply



© Sam Phelps/DEC

950,000 PEOPLE

supported via health facilities



© Merlin/ Raheela Amirally 2011

111,000 PEOPLE

now have access to hand washing facilities



© Oxfam/ Irina Werning 2013



170,000



**PEOPLE GIVEN ACCESS
TO LATRINES**

© Oxfam/Timothy Allen 2011

LATRINE BUILDING PROVIDES WORK AND PREVENTS ILLNESSES

Oxfam built over 1,000 permanent latrines like this one in Sindh Province using local labour and materials. The project provided paid work in the aftermath of the floods and costs were kept very low by using traditional mud-brick construction. Poor quality latrines and open defecation are a major hazard during the monsoon season because contaminated water spreads disease. Even simple stomach bugs that cause diahorrea can kill malnourished children. Dirty water also spreads many more deadly diseases including cholera which broke out in Pakistan after the floods.

CHALLENGES AND LESSONS LEARNT

Responding to the Pakistan floods presented serious challenges for the DEC's members, not least as a result of the huge scale of the disaster. Local suppliers were overwhelmed by the demand for relief and reconstruction materials, leading to inflation and budget pressure. Further flooding in 2011 meant another emergency response, slowing down the recovery from the previous year's disaster.

Insecurity and political instability forced some agencies to remotely manage their partners. On-going training for partners has been vital to improve capacity, allow independent working and deal with high staff turn-over.

Local feudal lords or politicians attempted to use aid for their own personal interests. To counteract this agencies worked closely with village committees, explaining the purpose of the programmes and selecting beneficiaries together, with the aim of targeting the poorest people in the poorest villages. This greatly reduced the pressure from the local elites.

Agencies worked hard to make themselves more accountable to beneficiaries. Some had specific staff to deal with accountability issues. Agencies installed complaints and suggestions boxes, provided hotline and toll-free numbers and some used pictures to explain complaints procedures to illiterate people. However programme beneficiaries should have more opportunities to get involved in designing and implementing projects.

Although programmes were designed to meet women's specific needs and women were involved in project implementation, they did not have enough say in the earlier decision-making processes.

In areas where agencies had not worked before some programmes did not have a well-thought out exit strategy.

The DEC commissioned an independent review of member agency work three months after the launch of the appeal, and since then six member agencies have also independently evaluated their programmes. The review and evaluations can be found via the DEC website.



© ActionAid/ Umar Farooq 2011

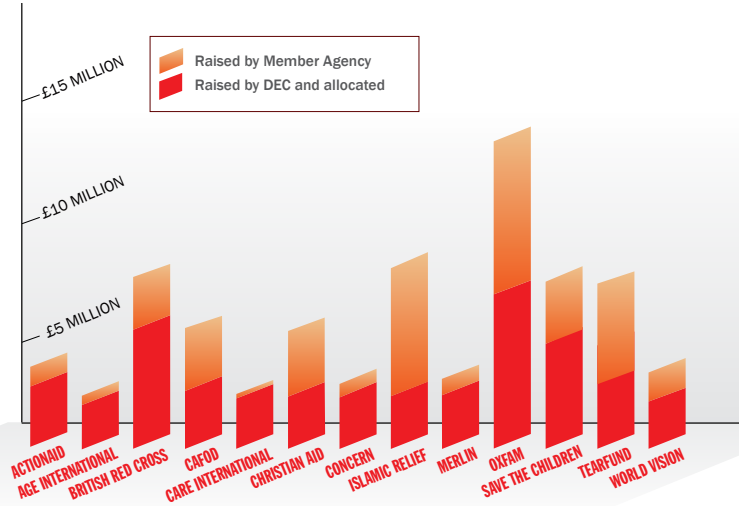
Feb 2011 - July 2012

WHAT NEXT?

In those areas where agencies have worked they have made a positive contribution. The emergency response met its targets and in the recovery phase many individuals and communities have had their livelihoods restored. Pakistan remains highly vulnerable to man-made and natural disasters and much of the DEC agencies' work has revolved around making communities more resilient to the inevitable next crisis. Thanks to advocacy work there is a greater awareness amongst Pakistani decision-makers of the importance of disaster risk reduction.

However poverty rates in Pakistan remain very high and many of the DEC's member agencies are still working there. Across the country the need remains huge and there are millions of people who have not been helped. They remain poor and at risk.

£71M RAISED FOR PAKISTAN FLOODS APPEAL





545,000



**PEOPLE HAVE BEEN GIVEN
CLEAN WATER**

A WATER POINT AT A CAMP IN PORT AU PRINCE

The Place de La Paiz camp sprung up on a football pitch in Port au Prince after the earthquake and within three days Concern started supplying drinking water here. The threat of disease is always a huge risk after a disaster and a quarter of DEC funds in Haiti were spent on providing clean water, safe toilets, hand washing facilities and related aid. Increasingly agencies worked to support the Haitian authorities to provide a sustainable water supply.



HAITI EARTHQUAKE APPEAL

It is now three years since Haiti suffered the biggest urban disaster in modern history. An earthquake of magnitude 7 hit the capital Port-au-Prince on 12 January 2010, killing around 220,000 people. Over 500,000 fled to other parts of the country and 1.5m people were displaced to temporary camps.

Haiti was already struggling. Even before the quake it was the poorest country in the western hemisphere. Unemployment ran at 80% and in Port-au-Prince 86% of people lived in slums. The country is frequently battered by hurricanes and flooding, and also beset by corruption and weak government. Dealing with a disaster this serious would have overwhelmed most poor countries, but Haiti's ability to respond was further diminished by the death of around a quarter of its civil servants in the quake.

The situation in Haiti declined further in October 2010 when a cholera epidemic swept the country and killed around 7,000 people. Aid agencies, including DEC members, helped contain the outbreak but the disease is now endemic in Haiti.

HOW WE HELPED

The DEC launched its appeal on 14 January 2010. It raised £107m - £72m given to the DEC directly and £35m to member agencies. Overall the DEC member agencies have reached 1.8m people with DEC funds.

Immediately after the earthquake the newly-homeless started building makeshift camps in Port-au-Prince's open spaces, regardless of the lack of water and sanitation facilities. Most DEC members were already working in Haiti and could start responding within hours of the earthquake; and their most urgent objective was to make these camps

as healthy and safe as possible. They provided water, sanitation and basic items like soap and buckets.

After the initial six month emergency relief phase, the recovery phase of the work took 30 months (instead of the usual 18 months) because of Haiti's huge reconstruction needs. Water, sanitation, shelter and healthcare absorbed most of the funds and helped many people achieve more lasting improvements in their circumstances. Large numbers of quake survivors now have better water supplies and solid waste management and have been given healthcare and taught how to prevent cholera. Shelter work was often combined with cash-for-work rubble removal schemes.

DEC members emphasised disaster risk reduction work to counter Haiti's extreme vulnerability to hurricanes, flooding and disease. Agencies worked with communities to identify "micro-mitigation" projects such as planting trees and protecting houses from landslides.

Agencies which responded to the cholera outbreak concentrated on limiting the spread of the disease by supplying clean water and improving hygiene practices, whilst some provided medical care.

Over the three years of the response over one quarter of DEC funds paid for improved water and sanitation, another quarter paid for support for livelihoods and one fifth paid for improved shelter. The remainder paid mainly for health services, education and household items.



34,000 PEOPLE
given cash for work



257,000 PEOPLE
have been given latrines

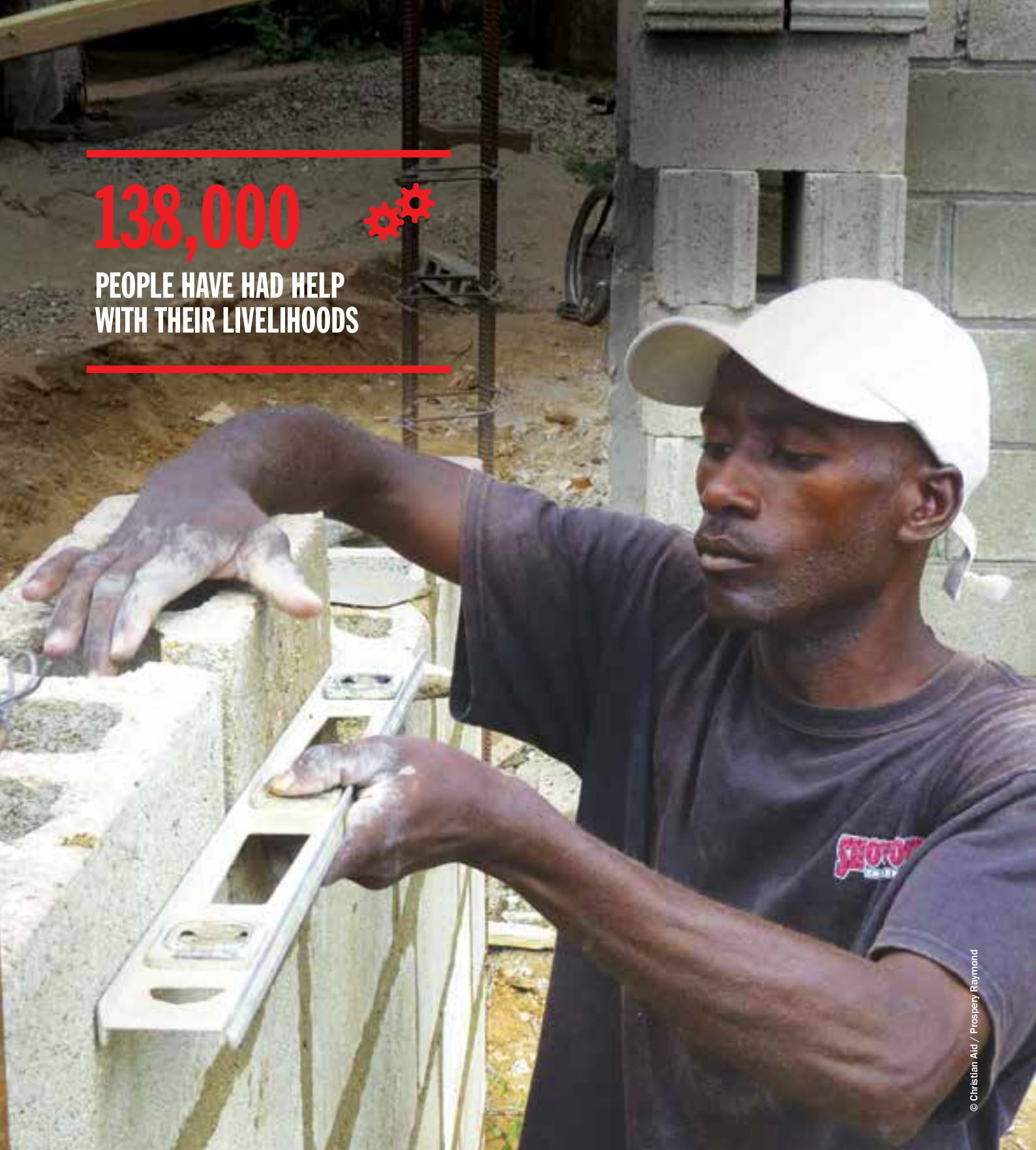


18,000 PEOPLE
have received health care

138,000



PEOPLE HAVE HAD HELP
WITH THEIR LIVELIHOODS



© Christian Aid / Prosperity Raymond

DELIVERING HOMES, TRAINING AND PAID WORK

A new home being constructed by Christian Aid partner Haiti Survie to enable people to resettle in the countryside following the earthquake. Like many of the construction projects by DEC members, this project provided a triple benefit. A family gets a new home and local tradesmen are not just paid for their labour but also trained in making homes more resistant to hurricanes and earthquakes.

CHALLENGES AND LESSONS LEARNT

Nearly all the DEC member agencies undertook external evaluations of their work, either in 2011-12 or 2012-13, and the DEC commissioned two independent studies. All these evaluations are available on the agencies' own websites or the DEC website.

Most humanitarian organisations working in Haiti struggled to adapt their earthquake response to this extremely challenging urban environment. Space was much more limited than agencies are used to and powerful gangs sought to control many camps.

Accountability was an important part of the work in Haiti. Agencies installed suggestion boxes, provided hotlines and toll-free numbers and shared the contact details of senior staff.

Many agencies worked through partners, sometimes exclusively. This has been most successful when staff spoke French and put time and energy into training and transferring skills. Programmes in Haiti have faced high levels of staff turnover which has hindered projects, limited institutional learning and made it difficult to form on-going relationships with the authorities. Coordination between agencies and with national and local government could be improved.

Developing a multi-year strategy helps with planning, engaging with the authorities, staffing and fundraising but is very difficult in the aftermath of a large-scale disaster. Agencies need to take long-term considerations into account even from the earliest stages of an emergency response.

In Haiti there has been no simple transition from relief to recovery, partly due to the lack of government-led reconstruction but also because agencies have to respond to new crises, such as cholera, flooding and hurricanes.



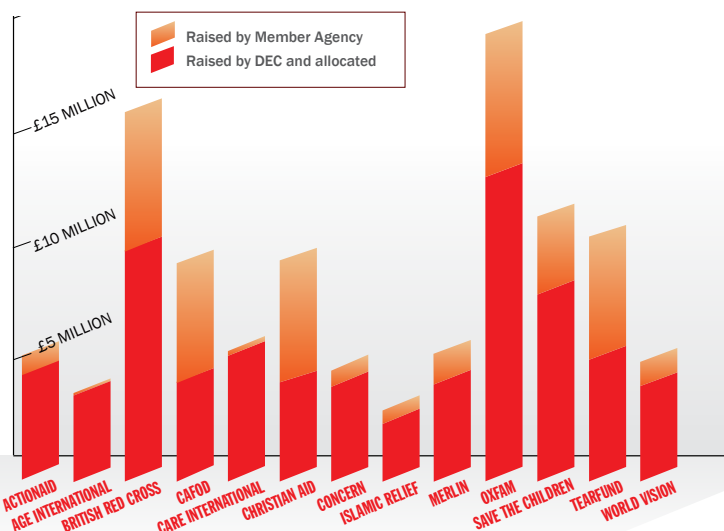
WHAT'S NEXT?

Haiti's underlying vulnerability and weakness have made for a long recovery period. As of May 2013, 320,000 people remained homeless, still stuck in the camps which sprang up immediately after the earthquake.

Although member agencies spent the DEC funds by January 2013, most remain in Haiti and will continue to be there for the foreseeable future. Haiti remains a chronically poor country urgently in need of social and economic development.

One of the most pressing tasks for agencies is to give more attention to disaster risk reduction. They need to look beyond the short term and develop a better long-term vision of how to support the government-led rebuilding of Port-au-Prince, helping to make it a safer place for all its inhabitants, especially the poor and marginalised. Another big urban disaster will almost certainly occur somewhere in the world in the next ten years, and agencies must prepare for the disasters of tomorrow whilst dealing with the overwhelming problems of today.

£107M RAISED FOR HAITI EARTHQUAKE APPEAL



HOW WE SPEND YOUR MONEY

The goods which agencies supply during an emergency, such as food, tents and medical supplies, always form the major part of expenditure in any response. The things our member agencies spend the rest of the money on are just as important. It's impossible for our members to get the job done without spending money on staff, both locally and in the UK, as well as logistics and support. This is how we can ensure aid is provided efficiently, effectively and transparently.

£32,021,000

OF FUNDS DONATED DIRECTLY TO THE DEC FOR THE EAST AFRICA CRISIS WERE SPENT BETWEEN THE START OF THE APPEAL IN JULY 2011 AND DECEMBER 2012.



AID GOODS
£20,390,000

Buying food, water, blankets, medical supplies, tents and other goods, as well as providing medical treatment. Goods will usually be purchased locally or regionally wherever possible to reduce costs, speed delivery and stimulate the local economy.



STAFF
£4,641,000

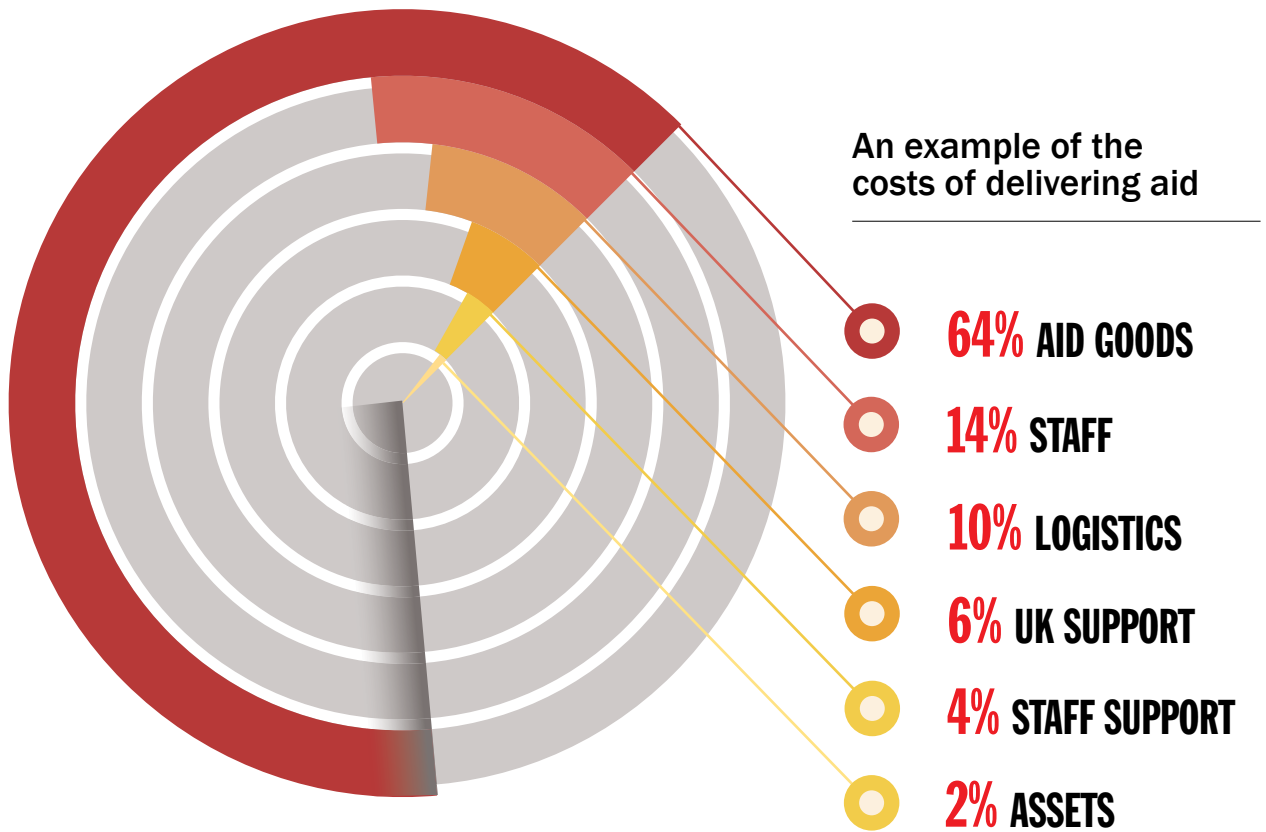
Emergency responses need a small number of international experts such as logisticians, doctors and engineers, as well as local staff and partners. In the recovery phase, there are many more staff-intensive schemes such as providing training, running irrigation schemes and helping communities to cope better with future disasters.



LOGISTICS
£3,074,000

Aid has to be delivered, frequently in difficult and dangerous environments. Goods must be stored in warehouses until a well-organised distribution to clearly identified beneficiaries can be arranged. Staff need a back office to organise their work.

THE FIRST 18 MONTHS OF THE EAST AFRICA RESPONSE



 6%



 **UK SUPPORT**
£2,032,000

Staff at DEC member agencies in the UK do a lot of work to support responses in the disaster zone. This includes hiring experts to work on the response, providing technical advice and organising logistics such as aid flights. They also make sure money is well spent, that we can report how it was spent to donors and they arrange evaluations to see what we could learn for the future.

 4%



 **STAFF SUPPORT**
1,384,000

Staff deployed away from home need somewhere to live, to travel to and from the disaster area, to be fed and kept safe from harm.

 2%



 **ASSETS**
£500,000

Occasionally essential equipment like computers, phones or vehicles can't be begged, borrowed or rented, and have to be bought. DEC money is only used to pay for their use during the emergency response.



HOW WE ENSURE QUALITY

The DEC brings together 14 leading UK humanitarian agencies committed to learning from our responses to each disaster in order to improve the way we work in the next. Collective learning activities are embedded in the DEC's key accountability priorities to ensure we are systematic in our approach to sharing experiences, successes and challenges. These are designed to promote best practice, learning and accountability.

Opportunities for such sharing are sought both in the UK and in the countries where we respond, in the form of collective initiatives, learning events and workshops.

ASSESSING OUR APPROACH TO PROTECTION IN HAITI

In early 2013, three years on from the devastating earthquake that saw 1.5 million Haitians displaced and living in camps, the DEC commissioned a study on protection and accountability. The security situation in the camps is notoriously bad with gender based violence and forced evictions being just two of the common threats to camp inhabitants. The DEC study focused on how member agencies responding to the earthquake addressed protection in their activities, and whether these approaches contributed to protection of earthquake survivors or indeed increased their vulnerability.

To ensure a wide range of views and experiences were taken into account, interviews and meetings were held with people affected by the earthquake, local partner organisations and governmental representatives in Haiti. In addition, participatory workshops were held with member agencies both in Port-au-Prince and London.

KEY FINDINGS FROM THE STUDY INCLUDED:

- organisations should approach community partnerships with a critical eye on power relations and other contextual factors
- staff in Haiti used guidelines from the Humanitarian Accountability Project (HAP) and Sphere Standards
- organisations need to conduct more detailed initial needs assessments, including gathering information about different vulnerabilities
- there is a need for a common understanding of protection in order to diminish misunderstandings.

During the response in Syria member agencies have sought to plan and design programmes to ensure the protection of survivors at the core of their disaster relief work.

Addressing disabilities and older people's needs in an emergency

When a disaster strikes, it is the most vulnerable who are at the highest risk. Older people and people with disabilities are amongst those most likely to suffer and a 'one response fits all' approach will not meet their specific needs. For example, some emergency shelters may require wheelchair access and people with arthritic hands may need food packages that are easy to open.

In late 2012, at the request of DEC member agencies, a workshop was held to raise awareness of the issues around including older people and people with disabilities in emergency response programmes. Agencies that specialise in this area provided examples of best practice and attendees developed clear action plans on how they could adapt their future work.

AID FOR ALL AGES

Working through HelpAge, DEC member agency Age International ensures that the aid it delivers is 'age-friendly'. Older people are counted and consulted. Seats are provided for distributions. Food is appropriate for those who may find it difficult to chew or swallow (eg as a result of a stroke). Packaging is light-weight so it can be carried by frail older people or those with disabilities. Age International also provides glasses, eye-care, hearing aids and mobility aids for those who may have lost their own in the emergency. Age International also ensures that food-for-work programmes are appropriate for older people or those with disabilities.

Henrilus in Haiti is a centenarian. After the earthquake, Age International set up eye clinics in the makeshift camps in which people were living. Henrilus said "This is the first eye test I have ever had. The doctor says I need surgery." Age International has distributed glasses to older people and provided free cataract operations for 300 older people.



© HelpAge/ Frederic Dupoux

CASE STUDY

Protecting women and girls



© Christian Aid, Matthew Gonzalez-Noda

The tents and tarpaulins that became people's homes after they lost everything in the 2010 Haiti earthquake offer no protection against break-ins and attacks.

One example of how DEC member agencies are helping to increase the security of those affected by the earthquake can be seen in the protection work Christian Aid is carrying out through their partner MUDHA (Movimiento de Mujeres Dominico-Haitiana) in Leogane, the epicentre of the 2010 earthquake.

Having lost everything in the quake, people were forced to create whatever shelter they could, sometimes using just a tarpaulin or tent, in the spontaneous camps that sprung up all over Port-au-Prince and other affected areas.

For women and girls in particular, this meant a greatly increased risk of sexual violence.

Christian Aid partner MUDHA has been working with communities living in tents in Leogane, to help them protect themselves against violence.

Work has included the installation of solar panels and lamps, the distribution of whistles and torches and extensive training

in human and citizen rights. Camp dwellers reported how the use of whistles to alert others to the presence of an aggressor or a thief had seen incidences of attacks drop dramatically.

MUDHA also put in place an innovative scheme of providing mobile phones to women representatives in each of the camps with a direct dial to the local police. Three dedicated police women were then trained in how to receive and address complaints of women victims of violence, and act as the first point of contact for these complaints. A judge and a further 24 police in Leogane (including the commander and UN police officers) also received training to increase awareness of domestic violence and gender equity.

One camp dweller said: "Now we can file complaints and we have identified those people responsible for protecting us (the police). We know what to do after incidents of sexual assault".

STRATEGIC OBJECTIVE 1

MAXIMISING INCOME

In early 2013 the humanitarian situation in Syria reached crisis point. After two years of conflict there were over one million refugees in neighbouring countries and those Syrians who remained faced a desperate struggle for food, water, shelter and medical care. As Syria became an ever greater priority for aid agencies, the DEC launched an appeal for the crisis, which went out on 21 March 2013, just a few weeks before the end of the 2012-13 period covered by this annual report. The DEC had developed a new fundraising strategy over the previous year and it was time to put it into action.

The DEC's new branding, which had previously only been used on the annual report and website, went out across press, poster and banner adverts, as well as direct mail and emails. It consists of three main elements: the new DEC logo, the appeal roundel and the "Together We're Stronger" strapline with member agency logos.

The appeal was supported by the BBC, ITV, Sky, Channel 4 and Channel Five, with the first three of those broadcasters all increasing their promotion of the appeal on TV, radio or online compared to previous appeals. The ad was also distributed to commercial radio stations. For the first time an SMS number and keyword was broadcast on the BBC for a DEC appeal.

The traditional three to four minute TV appeal was supplemented with a new 30 second version, produced by ITN, which has been designed for broadcasters who can't air the longer version, or have already done so but have space to show a shorter version more often.



Michael Palin presenting the DEC Syria Crisis Appeal on the BBC

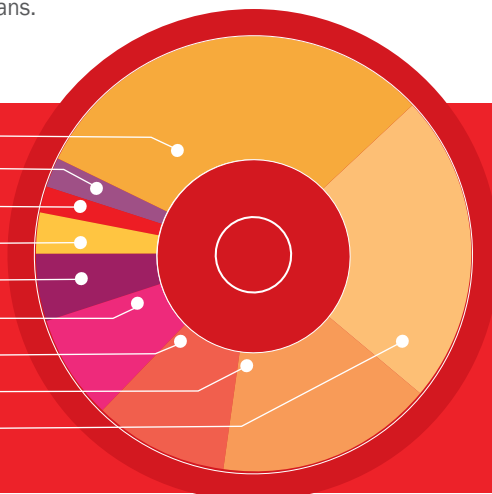
To fill the gap between the appeal going live and poster ads being put up, the DEC used digital escalator panels on the London Underground for the first time. Simple, effective and timely, they made a very good start to the appeal.

HOW SYRIA APPEAL FUNDS WERE RECEIVED

More donations were made by digital channels than any other means.

Mar - May '13.

- 31% Digital (Web and SMS)
- 2% Banks and Post Offices
- 2% Member Agency Pooled
- 3% CAF
- 5% Trusts & Foundations
- 8% Phone
- 10% Gift Aid
- 16% Other
- 23% Post



CASE STUDY

Whenever the DEC runs an appeal some individuals are inspired to go further to make a difference.



Livy (R) talking with another young fundraiser Lottie Gibson, Esther Rantzen and Nick Ross.

Ten-year-old Livy was deeply moved after hearing about the Syrian children affected by the crisis. Whilst other

children were enjoying chocolate eggs over the Easter weekend she worked hard in the kitchen and held a cake

and coffee sale for her friends and neighbours. Her efforts raised £431.

Running enthusiast Alan Wood decided he'd raise money for the DEC by competing in a race that's a byword for pain and suffering: the Marathon des Sables across the Sahara desert. The 250km course takes seven days and sees runners battling 50C temperatures, sandstorms, blisters and heat exhaustion. Alan came 40th out of 1,200 runners, a feat usually only attained by professional athletes. He also raised over £1,500 for the DEC Syria Crisis Appeal.

A key part of the new fundraising strategy was a partnership with PayPal, the online payments service. The company had part-funded a new mobile website which allows people to donate from their smartphone and tablet, as well as being able to give to the DEC from the main website. PayPal also sent out an email to 7.5m customers highlighting the appeal.

When supporters gave via the DEC's website they saw a new and much-improved BT donation page, redesigned

to fit in with the rest of the site. It includes a "thank-you" page which prompts donors to tell friends, family and colleagues about the appeal on Facebook or Twitter.

Although the appeal was still open at the time of writing, the current figures show that digital brought in the largest single share of income, followed by postal donations.

The DEC is still analysing the new, more sophisticated direct mail techniques which it used on the Syria appeal.

CURRENT & PLANNED WORK

Analysing and improving the performance of the new fundraising strategy will be a key part of maximising income for future appeals. The DEC also plans to recruit a direct marketing manager and corporate partnerships manager to further its fundraising capacity.

In any new appeal during 2013-14 we plan to use the new style of 30 second TV appeals more extensively.



SYRIA CRISIS APPEAL FUNDRAISING

TV appeal • Digital escalator panels • Online banner adverts • Mobile website • Emails

STRATEGIC OBJECTIVE 2

BUILDING TRUST

Traditional media remains the key way to communicate with the general public for any DEC appeal. The three minute television advert is still the best way to ask for the support of millions of people, and the DEC works closely with all the major broadcasters to ensure the appeal and its messages reach the maximum possible number of people. However social media has an important and growing role to play, not just in fundraising but also in explaining what we do and how we work.



© Action Aid

Dom Joly introducing the #DECSyria live Q&A

The Syria appeal launched in March 2013 saw the DEC increase its use of social media, mainly Facebook and Twitter. On March 28th we ran a live Q&A on Twitter from the BT Tower, using the hashtag #DECSyria. The event was a resounding success and #DECSyria went to the third spot on trending topics in the UK.

This was the first time the DEC had trended on Twitter and made the event visible to lots of Twitter users who would otherwise be unaware of it.

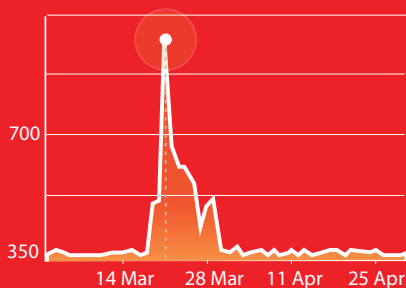
As a result of the Syria appeal the DEC saw a 9% increase in Facebook supporters and a 6% increase in

Twitter followers. These new followers now get regular DEC updates and can follow the progress of member agencies as they use the DEC funds in the field. Website traffic peaked at 32,000 visitors on 21 March, up from a background level of around 1,000 visitors on preceding days.

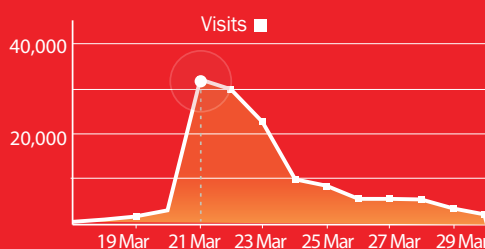
This latest annual report has been redesigned so sections of it can be shared on social media, opening it out to readers who have neither the time nor the inclination to read the whole document.

As part of our commitment to updating supporters we prepared follow-up emails at one and three months after launch, giving them an update on the appeal and links to blog posts and videos. We hope that by sending updates, we will enhance trust and inspire further donations.

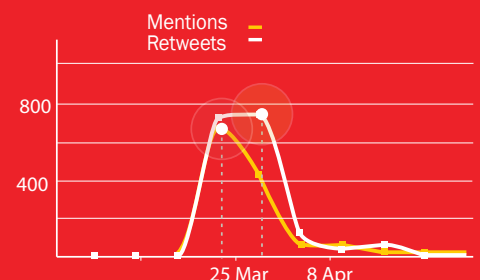
SYRIA CRISIS APPEAL - INCREASES IN SOCIAL AND DIGITAL MEDIA



New Facebook likes



DEC Website traffic



TWITTER Daily engagements



© Sylwia Presley



© Georgie Scott

Outside of the appeal the DEC has been engaging with debates around aid. Staff have been to panel events to explain how and why aid works and to show how we use the media in a disaster. For example, in March 2013 our Head of Communications Brendan Paddy spoke about the relationship between journalists and NGOs in the social media era at “The Future of Humanitarian Reporting Conference” at City University.

The DEC has produced a steady stream of blogs for its website highlighting both its on-going work and discussing vital policy areas. These include information about field visits and fundraising activities, as well as giving the public an insight into the mechanics of aid, such as looking at why the DEC spends money on internal processes. This was done on the back of our Accountability Framework Assessment and shows how we evaluate member agencies’ policies, evidence and systems. It’s a vital part of explaining to the public that rather than wasting their money on needless bureaucracy, such work actually helps us to deliver better aid programmes in the future.

CURRENT & PLANNED WORK

Much of the DEC’s non-appeal communications work in 2013-14 will centre on the organisation’s 50th anniversary.

We have been involved in the filming of a new documentary about the DEC and are planning a revamped section of the website which will show where the DEC has worked over its lifetime, with blogs explaining its role in some of the key disasters of our time.

The DEC has commissioned a local film-maker in Jordan to make three short films looking at stories from Syrian refugees.

We will also be working with a specialist agency to improve our work with celebrities in ways that help us make our appeals even more successful.



Rageh Omaar presenting the ITV documentary ‘A Very British Appeal’ about the DEC which aired on ITV in July 2013.

STRATEGIC OBJECTIVE 3

WORKING TOGETHER EFFECTIVELY

This year has seen the DEC's new Chief Executive Saleh Saeed take over the running of the organisation from the long-serving Brendan Gormley. Saleh, who joined the DEC from Islamic Relief, used his first six months in office to launch an organisational review. Although the organisational strategy has yet to be finalised, it gives us a clear way forward that will strengthen our relationships with its member agencies and partners.

The logo for act:onaid, featuring the word "act:onaid" in a bold, lowercase, sans-serif font. The colon is red, and the "o" is white with a red outline.The logo for ageInternational, featuring a stylized "a" made of three overlapping curved lines in blue, green, and red, followed by the word "ageInternational" in a blue, lowercase, sans-serif font.The logo for BritishRedCross, featuring a red cross symbol followed by the text "BritishRedCross" in a black, sans-serif font.The logo for CAFOD, featuring the word "CAFOD" in a bold, black, sans-serif font with a green circle around the "O", and the tagline "Just one world" in a smaller, black, sans-serif font below it.The logo for care, featuring a circular icon of hands holding a sun, with the word "care" in a lowercase, orange, sans-serif font below it.The logo for CONCERN worldwide, featuring the word "CONCERN" in a bold, green, sans-serif font and "worldwide" in a smaller, green, sans-serif font below it.The logo for christian aid, featuring the word "christian" in a small, black, sans-serif font above the word "aid" in a large, white, sans-serif font inside a red arrow shape pointing to the right.The logo for ISLAMIC RELIEF, featuring a stylized mosque dome and minarets above the words "ISLAMIC RELIEF" in a black, sans-serif font.The logo for MERLIN, featuring a large, blue, stylized letter "M" composed of many small squares, with the word "MERLIN" in a black, sans-serif font below it.The logo for Oxfam, featuring a green circle with a white person icon inside, followed by the word "Oxfam" in a green, sans-serif font.The logo for Plan, featuring a blue circle with a white person icon inside, with the word "Plan" in a blue, sans-serif font below it.The logo for Save the Children, featuring a red icon of a child with arms raised, followed by the text "Save the Children" in a black, sans-serif font.The logo for tearfund, featuring the word "tearfund" in a white, sans-serif font inside a dark blue rectangular box.The logo for World Vision, featuring the words "World Vision" in a black, sans-serif font next to an orange square with a white starburst.



Saleh Saeed with one of the Syrian families he met living in temporary accommodation in Jordan



Saleh Saeed with a refugee girl he met in Jordan near the border with Syria

Much of the organisational review was taken up with internal matters such as implementing a new staffing structure, the rebrand and developing the new fundraising strategy. However a significant part of it involved assessing how the organisation works with its member agencies and partners.

A key element was reviewing the Indicator of Capacity (IOC), the formula which governs how appeal funds are

divided between the DEC's member agencies. After collecting a lot of data the board has now approved a new and improved IOC.

Saleh has also been leading discussions with eight organisations abroad who perform a similar role to the DEC in their own countries, with the aim of collectively using our expertise to share learning, make best use of the global digital space and working with international organisations such as Google.

In February 2013 Saleh made a trip to Lebanon and Jordan which helped to build the case for the Syria Crisis Appeal.

The DEC has a new board member, Ken Burnett, who has a role as independent trustee. Ken was Director of Fundraising and Communications at ActionAid and later the organisation's Chairman. He went on to found a fundraising and communications agency and

then to work as an independent consultant. He has strong skills in charity governance, fundraising and communications. He will help the trustees oversee the implementation of the new fundraising strategy.

The DEC is also proud that the UK party leaders and the heads of the devolved nations have pledged their cross-party support for the organisation.

THE FUTURE

Over the coming year the DEC will be reviewing the Syria Crisis Appeal and working with member agencies to ensure key lessons are learned and put to good use for future appeals. We will be developing the DEC organisational strategy and its associated financial strategy and business plan. We have also been in discussion with potential new member agencies.

OUR PEOPLE AND SUPPORTERS



Secretariat employees

Saleh Saeed OBE
Chief Executive

Annie Devonport
Head of Programmes &
Accountability

Brendan Paddy
Head of Communications

Richard Dye
Head of Finance and Business
Development

Zoe Wilson Young
Head of Fundraising

Adrian Walker
Executive Support Officer

Frances Crowley
Learning & Accountability Officer

Leon Green
Digital Content Editor

Matthew Warnock-Parkes
Senior Database Officer

Margaret Ling
Accountant

Lydia Roshanzamir
Office Administrator

Sarah Maynard
Office Administrator
(maternity cover)

Professional advisors

Bankers

The Co-operative Bank plc
9 Prescott Street
London E1 8BE

Barclays
Level 3
43 Brook Street
London W1k 4HJ

Solicitors

Bates, Wells & Braithwaite
Cheapside House
138 Cheapside
London EC2V 6B

Debevoise & Plimpton LLP
Tower 42
Old Broad Street
London EC2N 1HQ

Auditors

Sayer Vincent
8 Angel Gate
London EC1V 2SJ

Volunteers

The secretariat has benefited from the services of volunteers through the year. We are grateful to: Parissa Karbassi, Sheila Hodgson, Shaila Varma, Trudi Johnson, Stephanie Stokes, Ruby Mughal, Verity Myers, Kamali Melbourne, Samera Hudroge, Gisele Bolton and Martin Pavelka for their time and enthusiasm.

Registered office

Ground Floor, 43 Chalton Street, London,
NW1 1DU

Major supporters 2012/13

Central to the DEC ways of working are our relationships with numerous partners and allies. The trustees warmly acknowledge and express sincere thanks to the following organisations that supply services and assist DEC secretariat at appeal time.

Media

BBC, BSkyB, Channel 4, Channel 5, ITN, ITV Networks, S4C, Community Channel, NewsNow and RadioCentre.

Donations, logistics and processing

BT, British Bankers' Association and participating banks, Just Giving, the Big Give, PayPal, Neo Ogilvy, Post Office Ltd, Royal Mail and WorldPay.

OUR SUPPORTERS



BOARD OF TRUSTEES



© Sam Phelps/DEC

Roles of the board sub-committees

Membership and accountability

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

Audit, Finance and Risk

Committee is responsible for reviewing the rolling strategic plan and annual budget, overseeing financial policies, control systems and risk management. The Committee also reviews the annual financial statements and any matters arising from the audit.

Board of trustees

Clive Jones, CBE

Chairman DEC board of trustees
Membership and Accountability

Richard Miller

Director ActionAid UK
Audit, Finance and Risk

Tom Wright, CBE

Chief Executive Age UK and Trustee
of Age International

Sir Nicholas Young

Chief Executive British Red Cross

Chris Bain

Director CAFOD
Audit, Finance and Risk

Geoffrey Dennis

Chief Executive CARE International UK
Membership and Accountability

Loretta Minghella, OBE

Chief Executive Christian Aid
Membership and Accountability

Rose Caldwell

Executive Director Concern Worldwide UK
Audit, Finance and Risk

Mohamed Ashmawey, PhD

Chief Executive Islamic Relief Worldwide

Carolyn Miller, CBE

Chief Executive Merlin
(resigned 1/8/2013)

David Alexander

Chief Executive Merlin
(appointed 1/8/2013)

Dame Barbara Stocking

Chief Executive Oxfam GB
(resigned 24/4/2013)

Mark Goldring, CBE

Chief Executive Oxfam GB
(appointed 24/4/2013)

Marie Staunton

Chief Executive Plan UK
(resigned 07/02/13)

Tanya Barron

Chief Executive Plan UK
(appointed 12/02/13)
Audit, Finance and Risk

Justin Forsyth

Chief Executive Save the Children

Matthew Frost

Chief Executive Tearfund
Membership and Accountability

Justin Byworth

Chief Executive World Vision UK
Membership and Accountability

Jeremy Bennett

Deputy Chairman, Independent Trustee
Chair Membership and Accountability;
Audit Finance and Risk

Ken Burnett

Independent Trustee
(appointed 21/11/12)
Membership and Accountability

Ann Grant

Independent Trustee
Membership and Accountability

Clare Thompson

Independent Trustee, Honorary Treasurer
Chair Audit, Finance and Risk;
Membership and Accountability

John Willis

Independent Trustee
Membership and Accountability

Disasters Emergency Committee is a registered charity in England (number 1062638) and is constituted as a company limited by guarantee, registered in England & Wales (number 3356526).

Governance

DEC's objects, powers and governance arrangements are set out in its Memorandum and Articles of Association. At the year-end there were 20 members (2011/12: 20), each of whom has guaranteed to contribute £1 in the event of the company being wound up.

DEC is governed by a board of trustees that comprises the Chairman, Honorary Treasurer, 14 member trustees who are the Chief Executives of DEC's member agencies, and four independent trustees. Independent trustees chair each of the sub-committees which oversee key aspects of DEC activity and report back to the full board.

Trustees have no financial beneficial interest in the charity but do have voting rights. Trustees receive no remuneration or any other emoluments from DEC.

Independent trustees, the Chairman and Honorary Treasurer, hold office for a term of three years; they may then be reappointed for a second term 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 agency.

The appointment of new trustees is overseen by the board of trustees with support from the Membership and Accountability Committee, following an analysis of needs, targeted advertising and an interview process. Upon joining the board, new trustees are given an intensive induction explaining their roles and responsibilities, they are briefed on the history and work of the DEC, provided with an information pack and attend an induction session with several member agencies.

Trustees' responsibilities

The trustees (who are also the directors of the Disasters Emergency Committee for the purposes of company law) are responsible for preparing the trustees' report and the financial

statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

Company law requires the trustees to prepare financial statements for each financial year which give a true and fair view of the state of affairs of the charitable company and of the incoming resources and application of resources, including the income and expenditure, of the charitable company for 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;
- 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 United Kingdom governing the preparation and dissemination of financial statements may differ from legislation in other jurisdictions.



© Oxfam / Amy Christian 2011

TRUSTEES REPORT



The trustees 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.

Public benefit reporting

In this respect the trustees have noted and paid due regard to the Charity Commission's statutory guidance on public benefit that is relevant to the DEC's mission, and the report has highlighted details of the DEC's activities that illustrate how our work fulfils that mission and the significant benefits it brings to:

- people in poorer countries in urgent need of emergency relief regardless of race, creed or nationality through the funding provided to 14 of the UK's leading humanitarian agencies (the public benefit is described in the appeal summaries for Syria, East Africa, Pakistan and Haiti)
- the promotion of the efficiency and effectiveness of life saving assistance and the alleviation of poverty
- people in poorer countries affected by an emergency situation being involved in the relief effort and being treated with dignity.

Risk

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 its name. The DEC is not directly operational, it therefore delegates the management of risks associated with delivering humanitarian programmes to member agencies while maintaining oversight through a system of regular reporting. The DEC maintains a risk register

and regularly reviews the risks associated with its responsibilities for fundraising, stewardship and oversight.

Financial review

The total income including gift aid and interest receivable for the year amounted to £6.38m (2012 - £42.81m). During the year, the DEC Syria Crisis Appeal (launched on 21 March 2013) raised £5.3m (including gift aid), additional income in the year of £1.08m was received for other DEC appeals launched in prior years, donations from member agencies and general unrestricted income.

Distribution of appeal funds to member agencies amounted to £29.91m (2012 - £56.78m) for their humanitarian expenditure on all DEC appeals for which relief programmes were still in progress. In the case of the DEC Haiti Earthquake Appeal, planned programmes were completed in the course of the year with a remaining balance of £158k to be distributed over coming months.

Basis of allocation to member agencies

A formula known as the Indicator of Capacity is used to allocate DEC appeal funds amongst the member agencies. Member charities are entitled to a share of DEC appeal income where they opt into a DEC appeal. As each member agency has knowledge at an early stage of its share of funds raised, they can each begin delivering help to those in need within days of a disaster or emergency.

Distribution to member agencies

In accordance with each member agency's entitlement and agreed programme of relief work for each DEC appeal, funds are then distributed monthly at the request of member agencies and based on their actual expenditure and the forecast for the following month.

Achievements and performance

DEC cost ratios change from one year to another depending on the public's response to the range of appeals launched during particular years.

Expenditure on charitable activities as a percentage of total resources expended by DEC over the past five years averaged 95.9%. During this period DEC distributed £205m of donated funds to its member agencies towards their relief work in areas hit by disaster or emergency.

Costs of generating voluntary income averaged 3.91% over the past five years. During this period, DEC appeals raised a cumulative total of £193m.

The DEC is fortunate to benefit from the support of national broadcasters and a number of other companies (see page 30) which together enable us to keep our fundraising costs low.

Investment policy and performance

Under its memorandum and articles of association, the charity has the power to make investments. DEC needs also to be in a position to enable its member agencies to act very quickly in emergencies and therefore has a policy that seeks to balance keeping a proportion of funds in short-term deposits that can be accessed readily with considerations of high security and reasonable investment return. During the year, DEC appointed Barclays to help manage cash investments in line with this policy.

Reserves policy

The general reserve fund represents the unrestricted funds in the balance sheet. The trustees have reviewed the requirement for free reserves, which are those unrestricted funds not designated for specific purposes or otherwise committed. DEC's free reserves at the year end were £298k (2012, £405k), which was equivalent to approximately 3.5 months' cover of the secretariat's costs, and the steady release of funds from the reserve

supports the revised policy of maintaining free reserves at a level of no less than the equivalent of 3 months' cover of the secretariat's core budget.

The expendable endowment created in the year to 31 March 2011 had a balance at the year end of £1.30m (2012, £1.54m) which the trustees stated would be used to support activities of the DEC for a further eight years. During the year, these funds contributed to the costs of an office move by the secretariat and the development of DEC's branding and of a new fundraising strategy.

Auditors

Sayer Vincent has expressed its willingness to continue as auditor for the next financial year.

Each of the persons who is a trustee at the date of approval of this report confirms that in so far as the trustees are aware: there is no relevant audit information of which the company's auditors are unaware; and the trustees 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.

This confirmation is given and should be interpreted in accordance with the provisions of section S.418 of the Companies Act 2006.

This report was approved by the board and signed on its behalf by:



Clive Jones
Chairman

Honorary Treasurer

4 September 2013
43 Chalton Street
London NW1 1DU



ACCOUNTS

Independent auditor's report to the members of Disaster's Emergency Committee

We have audited the financial statements of Disasters Emergency Committee for the year ended 31 March 2013 which comprise financial activities, balance sheet and the related notes. The financial reporting framework that has been applied in their preparation is United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

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 in our 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.

Respective responsibilities of trustees and auditors

As explained more fully in the Statement of Trustees' responsibilities set out in the trustees' report, the trustees (who are also the charitable company for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied they are a true and fair view.

Our responsibility is to audit and express an opinion on the financial statements in accordance with applicable law and International Auditing (UK and Ireland). Those standards require us to comply with the Auditing Practices Board's Ethical Standards for Auditors.

Scope of the audit of the financial statements

An audit involves obtaining evidence about the amounts and disclosures in the financial statements sufficient to give reasonable assurance that the financial statements are free from material misstatement, whether caused by fraud or error. This includes an assessment of: whether the accounting policies are appropriate to the charitable company's circumstances and have been consistently applied and adequately disclosed; the significant accounting estimates made by the trustees; and the overall presentation of the financial statements. In addition, we read all non-financial information in the trustees' report to identify material inconsistencies with the audited financial statements. If we become aware of material misstatements or inconsistencies we consider the implications for our report.

Opinion on financial statements

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 2013 of its incoming resources and application of resources, including its income and the year then ended
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice
- have been prepared in accordance with the requirements of the Companies Act 2006.

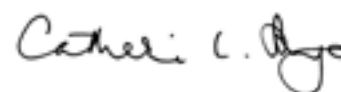
Opinion on other matter prescribed by the Companies Act 2006

In our opinion the information given in the trustees' report for the financial year for which the financial statements are prepared is consistent with the financial statements.

Matters on which we are required to report by exception

We have nothing to report in respect of the following matters where 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 received from branches not visited by us
- the financial statements are not in agreement with the accounting records and returns
- certain disclosures of trustees' remuneration specified by law are not made
- we have not received all the information and explanations we require for our audit.



Catherine L Sayer (Senior statutory auditor)

4 September 2013

for and on behalf of Sayer Vincent,
Statutory Auditors
Sayer Vincent, 8 Angel Gate, City Road,
London, EC1V 2SJ

ACCOUNTS

Statement of Financial Activities for the year ended 31 March 2013

Incorporating an income and expenditure account

	Note	Restricted funds £000	Unrestricted funds £000	Endowment funds £000	2013 Total £000	2012 Total £000
Incoming resources						
Incoming resources from generated funds	13					
Voluntary income						
Appeal income		5,002	297	-	5,299	41,692
Donations from member agencies		-	692	-	692	675
Other voluntary income		-	159	-	159	47
Investment income	2	196	4	34	234	396
Total incoming resources		5,198	1,152	34	6,384	42,810
Resources expended						
Costs of generating funds						
Costs of generating voluntary income	3	871	817	-	1,688	1,647
Charitable activities						
Distribution to member agencies	4	29,910	-	-	29,910	56,778
Lesson learning and evaluation	3	135	-	-	135	136
Governance costs	3	81	190	-	271	247
Total resources expended		30,997	1,007	-	32,004	58,808
Net outgoing resources before transfers		(25,799)	145	34	(25,620)	(15,998)
Gross transfers		457	(181)	(276)	-	-
Net movement in funds		(25,342)	(36)	(242)	(25,620)	(15,998)
Reconciliation of funds						
Total funds brought forward	13	34,282	405	1,545	36,232	52,230
Total funds carried forward	13	8,940	369	1,303	10,612	36,232

All of the above results are derived from continuing activities. All gains or losses are recognised in the year and are included above. Accordingly a statement of total realised gains and losses has not been prepared.

Movements in funds are disclosed in note 13 to the financial statements.

The notes to the financial statements are an integral part of this statement of financial activities.

ACCOUNTS

Balance Sheet as at 31 March 2013

	Note	£000	2013 £000	2012 £000
Fixed assets				
Tangible fixed assets	8		71	121
			71	121
Current assets				
Debtors	9	1,969		4,866
Short term deposits	10	7,905		30,655
Cash at bank and in hand	10	1,126		711
		11,000		36,232
Liabilities				
Creditors: amounts due within one year	11	(459)		(121)
Net current assets			10,541	36,111
Net assets			10,612	36,232
Funds				
Unrestricted funds				
General reserves	13		369	405
Expendable endowment	13		1,303	1,545
Restricted funds	13		8,940	34,282
Total funds			10,612	36,232

Approved by the trustees on 4 September 2013 and signed on their behalf by



Clive Jones
Chairman

Clare Thompson
Honorary Treasurer

ACCOUNTS

Cash Flow Statement for the year ended 31 March 2013

	2013 £000	2012 £000	
Reconciliation of net outgoing resources to net cash outflow from operating activities			
Net outgoing resources	(25,620)	(15,998)	
Depreciation charge	60	69	
Decrease in debtors	2,897	6,632	
Increase / (decrease) in creditors	338	(6,804)	
Interest receivable	(234)	(396)	
Net cash outflow from operating activities	(22,559)	(16,497)	
Returns on investments and servicing of finance			
Interest receivable	234	396	
Capital expenditure			
Payments to acquire tangible fixed assets	(10)	(26)	
Cash outflow before management of liquid resources	(22,335)	(16,127)	
Management of liquid resources			
Decrease in investments held on short term deposits	22,750	12,190	
Increase / (decrease) in cash	415	(3,937)	
Net cash resources at 1 April 2012	711	4,648	
Net cash resources at 31 March 2013	1,126	711	
Analysis of changes in net cash balance			
	At the start of the year	Cash flow	At the end of the year
	£000	£000	£000
Cash at bank and in hand	711	415	1,126
Short term deposits	30,655	(22,750)	7,905
Cash and short term deposits	31,366	(22,335)	9,031

ACCOUNTS

Notes to the financial statements for the year ended 31 March 2013

1. Accounting policies

a) Basis of accounting

The financial statements have been prepared under the historical cost convention and in accordance with applicable accounting standards and the Companies Act 2006. They follow the recommendations in the Statement of Recommended Practice, Accounting and Reporting by Charities (SORP 2005).

The trustees report includes a review of financial performance and 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.

b) Incoming resources

All incoming resources are included in the SOFA when the charity is legally entitled to the income and includes associated tax reclaims. Income from member agencies is treated as donations and is accounted for when received.

During the year the DEC has benefited from advertising and donor fulfilment services received free or at discounted rates from many service 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.

c) Resources expended

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 those incurred in seeking 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, payroll administration, budgeting and accounting, information technology, human resources, and financing 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.

d) Basis of allocation to member agencies

Member charities are entitled to a share of the appeal income if they opt into that appeal. A formula known as the Indicator of Capacity (IOC) is used to allocate appeal funds among DEC member agencies. As each member knows what its share of any funds raised will be in advance, they can each begin delivering help to those in need within days of a disaster or emergency. The Secretariat informs the member agencies of their estimated income from an appeal after one week and confirms or revises the figure after two weeks of the appeal launch.

e) Distribution to member agencies

Appeal funds are allocated to member agencies according to their entitlement based on their programmes of work for each appeal. Appeal funds are distributed to member agencies monthly based on their requests and on actual expenditure and forecast for the following month. The liability is recorded in the month the request is received.

f) Fund accounting

Unrestricted funds comprise:

- general funds which are available for use at the discretion of the trustees in furtherance of the general objectives of the charity

- designated funds which have been designated for specific purposes by the trustees.

Expendable endowment relates to funds held on trust to be retained for the benefit of the charity as a capital fund. It is distinguishable from unrestricted funds in that there is no requirement to spend the funds until the charity trustees decide to.

Restricted income funds are funds subject to specific restrictions imposed by donors or by the appeal. The purpose and use of the restricted funds is set out in note 13.

g) Depreciation

Tangible fixed assets are stated at cost.

Depreciation is provided on all tangible assets at values calculated to write off the cost over their expected useful economic lives as follows:

Furniture, fittings and office equipment:
20% straight line method

Database and finance software:
20% straight line method

Web development: 33% straight line method
The charity capitalises items costing £1,000 or over.

h) Operating leases

Costs in respect of operating leases are charged to the income and expenditure account on a straight line basis over the lease term.

i) Company status

The charity is a company limited by guarantee. The members are the trustees named on page 31. The liability in respect of the guarantee, as set out in the memorandum, is limited to £1 per member of the company.

j) Pension contributions

As part of the remuneration, the DEC makes a defined contribution based on salary to each employee's pension provider which could either be an employee's own approved pension scheme or the DEC's stakeholder pension scheme. The latter scheme is a portable scheme whereby the employee is able to retain and contribute to the scheme even when no longer in the DEC's employ. The contribution is defined in terms of employment but the benefit that accrues is based on the performance of the individual member's scheme.

ACCOUNTS

Notes to the financial statements for the year ended 31 March 2013

2. Investment income

					2013 £000	2012 £000
Bank interest received					234	396

3. Total resources expended

		Member allocations £000	Other direct costs £000	Allocated support costs £000	2013 Total £000	2012 Total £000
Cost of generating voluntary income		-	768	920	1,688	1,647
Distribution to member agencies		29,910	-	-	29,910	56,778
Lesson learning and evaluation		-	135	-	135	136
Governance costs		-	41	230	271	247
Total resources expended		29,910	944	1,150	32,004	58,808

Support costs are allocated on the following basis:

Nature of cost	Allocation basis	2013 £000	2012 £000
Staff	Estimate of where staff spend their time	790	662
Premises, utilities and other overheads	Actual and estimated usage	360	211
Total allocated support costs		1,150	873

Allocated support costs: cost allocation includes an element of judgement and the charity has had to consider the cost 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 1c).

ACCOUNTS

Notes to the financial statements for the year ended 31 March 2013

4. Distribution to member agencies

Appeal funds distributed to its participating member agencies are as follows:

	HEA £000	PFA £000	EAC £000	2013 Total £000	2012 Total £000
ActionAid	461	699	1,383	2,543	3,465
Age UK*	397	470	729	1,596	2,622
British Red Cross	717	-	1,941	2,658	6,132
CAFOD	-	519	796	1,315	3,517
CARE International UK	59	377	844	1,280	2,521
Christian Aid	1,148	130	1,078	2,356	4,105
Concern Worldwide UK	146	125	1,133	1,404	3,640
Islamic Relief	-	1,171	1,004	2,175	1,531
Merlin	564	-	901	1,465	4,687
Oxfam	410	946	907	2,263	9,184
Plan UK	-	-	426	426	657
Save the Children	3,352	115	1,873	5,340	7,209
Tearfund	1,424	784	1,057	3,265	4,705
World Vision UK	752	472	600	1,824	2,803
Total	9,430	5,808	14,672	29,910	56,778

* Age UK operates as Age International in carrying out its work overseas.

Key

HEA: Haiti Earthquake Appeal

PFA: Pakistan Floods Appeal

EAC: East Africa Crisis Appeal

5. Particulars of employees

a) Their total remuneration was:

	2013 £000	2012 £000
Salaries and wages	532	459
National insurance	55	54
Pensions premiums and life assurances	38	41
Temporary and agency staff	136	107
Total	761	661

Salaries and wages include £70,000 of one-off costs related to restructuring of the Secretariat during the year (2012: nil)

Notes to the financial statements for the year ended 31 March 2013

5. Particulars of employees (continued)

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

	2013 No.	2012 No.
£100,001 - £110,000	1	1
£80,001 - £90,000	1	1
£60,001 - £70,000	1	1

During the year, the employer's pension contributions to the above employees amounted to £16,773 (2012: £12,039).

Following an organisational review there was a restructuring of the Secretariat during the year. At 31 March 2013, only one employee had emoluments, including pension contributions, greater than £60,000 per annum.

c) The average number of persons employed by the charity during the year was:

	2013 No.	2012 No.
Fundraising	6	6
Lesson learning and evaluation	2	2
Finance	1	1
Administration	1	1
Total	<u>10</u>	<u>10</u>

6. Trustees

No trustees received emoluments in the year (2012: nil). No amounts were reimbursed to Trustees for travel or other expenditure (2012: £1,245).

7. Net outgoing resources for the year are stated after charging:

	2013 £000	2012 £000
Auditors' remuneration - statutory audit fee	28	26
Operating lease payments - premises	63	57
Depreciation charge	60	69

ACCOUNTS

Notes to the financial statements for the year ended 31 March 2013

8. Tangible fixed assets

	IT software and web development £000	Furniture and Fittings £000	Total £000
Cost			
At the start of the year	248	52	300
Additions	-	10	10
Disposals	-	(2)	(2)
At the end of the year	248	60	308
Depreciation			
At the start of the year	129	50	179
Charge for the year	57	3	60
Disposals	-	(2)	(2)
At the end of the year	186	51	237
Net book value at the end of the year	62	9	71
At the start of the year	119	2	121

9. Debtors

	2013 £000	2012 £000
Prepayments and accrued income	1,969	4,866

The Syria Crisis Appeal was launched on the 21 March 2013. Income of £1.9m was accrued for at the year end which was based on income received by various service providers up to 31 March 2013 but not yet remitted to the DEC.

Prepayments and accrued income include gift aid recoveries for:

2013: Syria Crisis Appeal - £297k based on claims to be made to HMRC after the year end.

2012: East Africa Crisis Appeal - £4.6m based on claim made to HMRC before the year end and received subsequently.

10. Cash and short term deposits

	2013 £000	2012 £000
Cash and interest bearing current accounts	1,126	711
Deposit accounts	7,905	30,655
Total	9,031	31,366

The balances in cash and short term deposits include balances of £3.4m for the Syria Crisis Appeal which was launched in March 2013. Further funds have been received in the following months and disbursements began being paid to the member agencies in May 2013. The East Africa Appeal has remaining funds of £3.7m and it is anticipated that the final disbursements will be made this year to conclude the two year programme.

Notes to the financial statements for the year ended 31 March 2013

11. Creditors: amounts due within one year

	2013 £000	2012 £000
Trade creditors	341	57
Taxation and social security costs	16	17
Other creditors and accruals	102	47
Total	459	121

12. Financial commitments

During the next year, the charity is committed to making the following annual payment under operating leases which expire:

	2013 £000	2012 £000.
Less than one year - premises/other	-	21
More than one year and less than two years - premises	66	-
Two to five years - premises	-	58

13. Statement of funds

	At the start of the year £000	Income £000	Distributed to members £000	Resources expended £000	Transfers between funds £000	At the end of the year £000
DEC Haiti Earthquake Appeal	9,658	46	9,430	116	-	158
DEC Pakistan Floods Appeal	6,060	19	5,808	46	-	225
DEC East Africa Crisis Appeal	18,553	124	14,672	313	(250)	3,442
DEC Syria Crisis Appeal	11	5,009	-	612	707	5,115
Total restricted funds	34,282	5,198	29,910	1,087	457	8,940
Unrestricted funds						
General reserve	405	855	-	1,007	116	369
Designated reserve	-	297	-	-	(297)	-
Total unrestricted funds	405	1,152	-	1,007	(181)	369
Expendable endowment	1,545	34	-	-	(276)	1,303
Total funds	36,232	6,384	29,910	2,094	-	10,612

Notes to the financial statements for the year ended 31 March 2013



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13. Statements of funds (continued)

Notes: Restricted income funds

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

The appeal for the Haiti Earthquake, launched in January 2010, raised £72.4m in previous financial years and £71.8m has been remitted to the member agencies to year end. A further £46k was received in the current year in investment income. The remainder of the disbursements are due to be paid by July 2013.

For the Pakistan Floods Appeal, as of the reporting date, £40.3m had been distributed to the member agencies for their final disaster response. The disaster response programmes are due to complete in the next few months.

The appeal for the East Africa Crisis, which was launched in July 2011, raised £40.6m including gift aid and £35.8m has been paid to the member agencies as at the year end date. £250,000 related to gift aid received after the end of the appeal period and not allocated to member agencies was transferred to the Syria Crisis Appeal.

An appeal for the Syria Crisis was launched towards the end of March 2013 and raised £5.3m (including gift aid) in the short period to the year end. Further funds have been subsequently received and the first distributions to member agencies were made in May 2013.

Designated funds

Gift aid tax recoverable on donations to the Syria Crisis Appeal, although unrestricted, was designated to the relief work in Syria and the surrounding countries. Income accrued for gift aid for the Syria Crisis Appeal has already been transferred from the designated fund to the restricted fund for the Syria Crisis Appeal as there is a presumption that this money will be utilised against this appeal.

Expendable endowment

DEC received a legacy of £1.7m during the 2010/11 financial year which established an expendable endowment by a trustee declaration of trust to be spent over 10 years. An amount of £100k was transferred to the general reserve for non-specific use in general administration costs and a further £176k utilised for a review of branding and the development of a new fundraising strategy.

14. Analysis of Net Assets by funds

	Unrestricted Funds £000	Restricted Funds £000	Total Funds £000
Fixed Assets	71		71
Current Assets	1,664	9,336	11,000
Current Liabilities	-63	-396	-459
Total Net Assets	1,672	8,940	10,612

15. Related party transactions

The charity trustees disclosed on page 31 include chief executives of all member agencies. The material transactions are disclosed in note 6. The member agencies made donations of £692k (2012: £675k) in the year to the charity and, in addition, £116k (2012: £1.4m) was collected in the year by the member agencies and passed on to the charity for the DEC Syria Crisis Appeal.

16. 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.



WORLD VISION

TEARFUND

SAVE THE CHILDREN

PLAN UK

MERLIN

CONCERN

WORLDWIDE

CAFOD

RED CROSS

INTERNATIONAL

ACTIONAID

BRITISH

ISLAMIC RELIEF

CHRISTIAN AID

TOGETHER
WE'RE
STRONGER

act:onaid

Age International

British Red Cross

CAFOD



CONCERN
worldwide



tearfund

World Vision

DISASTERS EMERGENCY COMMITTEE

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