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**ANNUAL REPORT  
& ACCOUNTS  
2013-2014**

# CHAIRMAN'S STATEMENT



**This year has been a challenging one for the DEC, with major appeals for both Syria and the Philippines. However I'm proud to report that the organisation rose to the challenge successfully.**

The deteriorating situation in Syria meant the DEC extended its traditional fundraising period far longer than usual. Most of the money raised was spent inside Syria, despite formidable difficulties, and for this I want to pay tribute in particular to British Red Cross partner the Syrian Arab Red Crescent, which has delivered aid to members of all the different communities affected by the conflict. They have paid a heavy price for their commitment with many staff and volunteers being killed or injured.

The Philippines Typhoon Appeal was noticeable for the speed with which the DEC and member agencies mounted their response to a disaster which affected 14 million people. The appeal caught people's imaginations and this gave it an energy and vigour, starting in the way our partners came together.

The broadcasters backed our fundraising with great enthusiasm providing new opportunities over and above the traditional appeal messages. Our appeal videos were broadcast through a range of other programmes, including sports, taking the DEC message to audiences we have previously struggled to tap.

Traditional media remain the great driver of our appeals. But there has been a sea-change, in how our message goes out and how the money comes in, with vibrant new communication through social media and more money given via digital channels such as text-to-give.

We enjoyed continued support from the banks and BT and were happy to welcome new partners such as PayPal on board. There was also a welcome increase in corporate donations. Although the general public remain key, the additional help from companies gave the fundraising momentum in its second and third weeks, particularly the Philippines appeal. The public and business combined to bring in a stunning amount. This showed the value of the new fundraising strategy, vigorously implemented by the DEC staff, several of whom were new to the organisation and two of whom abandoned their holidays to help launch the Philippines appeal.

I must also thank our member agencies who were supportive, energetic and committed. They again gave the DEC their expertise, loaned staff and delivered extra

resources during the appeals and then went into action on the ground to save lives and safeguard futures.

The other key factor behind the injection of energy into the DEC last year was the celebration of our 50th anniversary as an organisation. This was a chance for us to say "thank you" to everyone who makes the DEC what it is: our corporate partners in the Rapid Response Network, the member agencies, and the people who have supported us for 50 years, including religious groups, mosques, companies and individual donors, large and small.

The anniversary was marked by several events and an excellent documentary on ITV. To have the organisation's work recognised on prime-time TV was very exciting, and it was humbling to see how strong and resilient the DEC has become despite tentative beginnings.

We have always prided ourselves on being a non-political organisation and all the main political leaders, including those in Scotland, Wales and Northern Ireland, pledged their continued support for the DEC during our anniversary year. The success of our two appeals, the political, public, corporate and media support evidenced yet again that Britain is a generous nation that wants to help people afflicted by disasters in the developing world.

Of course the DEC was the first organisation of its kind in the world and it is pleasing to be able to report that the DEC model is increasingly replicated in other countries and on other continents. The DEC is a leading member of the Emergency Appeals Alliance, a global group of humanitarian coalitions similar to the DEC, which we are very keen to help develop and grow.

Last year saw several milestones and the coming year presents many opportunities to keep improving our work to help people caught in the world's worst emergencies. As this report went to print, we had just launched our Gaza Crisis Appeal on which we will report in full next year.

Clive Jones, DEC Chairman

## ANNUAL REPORT & ACCOUNTS 2013-14

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© Hedinn Halldorsson/Save the Children



# THE YEAR IN NUMBERS

# 2 APPEALS £102 MILLION RAISED

**29,000 FEMALE**   
REFUGEES FROM SYRIA GIVEN CLOTHING

  
**1.7 MILLION PEOPLE**

**663,000 PEOPLE**   
HAVE BEEN GIVEN FOOD AID

 **8,000 FARMERS**  
IN THE PHILIPPINES HELPED TO CLEAR IRRIGATION CANALS

  
**HELPED BY DEC FUNDS**

 **54,000 PEOPLE**  
GIVEN CLEAN WATER AND HYGIENE PACKS

**20,000 PEOPLE GIVEN MEDICAL CARE**   
INCLUDING SURGERY AND MATERNAL HEALTH SUPPORT

**173,000 PEOPLE**   
GIVEN HELP WITH SHELTER

**533,000 PEOPLE**   
HELPED WITH CASH GRANTS

- 73M CHANCES TO HEAR ABOUT A DEC CELEBRITY EVENT ON TWITTER
- 1/3 OF PEOPLE IN THE UK SAW AT LEAST ONE DEC UPDATE ON FACEBOOK
- £650,000 RAISED FOR THE DEC BY ONLINE CAMPAIGNERS AT 38 DEGREES

- 40 CELEBRITIES ANSWER CALLS AT BT TOWER FOR THE DEC PHILIPPINES TELETHON
- 3 MAIN PARTY LEADERS PLEDGE THEIR SUPPORT FOR THE DEC
- 100 LOYAL SUPPORTERS ATTEND A RECEPTION WITH THE PRINCE OF WALES

# PHILIPPINES TYPHOON APPEAL

IN THE FIRST SIX MONTHS  
OF THE PHILIPPINES RESPONSE:

475,000 PEOPLE  
 HAVE BEEN  
GIVEN FOOD AID

165,000 PEOPLE  
 GIVEN HELP WITH SHELTER  
including shelter kits, repairs, tents  
or cash

525,000 PEOPLE  
  
GIVEN CASH TO HELP  
WITH IMMEDIATE NEEDS

 30,000 FARMERS  
GIVEN RICE SEEDS



1,428,000 PEOPLE



HELPED BY DEC FUNDS

£20.8 MILLION SPENT ON AID  
IN THE FIRST 6 MONTHS



INCLUDING DELIVERING  
FOOD, SHELTER, CLOTHES  
AND BLANKETS

15,000 FARMERS  


TAUGHT NEW  
AGRICULTURAL  
TECHNIQUES

OVER 14M PEOPLE WERE AFFECTED BY TYPHOON HAIYAN | 5 MILLION PEOPLE SAW  
THEIR HOMES SEVERELY DAMAGED OR DESTROYED | OVER 6,200 PEOPLE WERE KILLED

Carpenter Larry Tondo builds a coconut lumber sales kiosk as part of an Oxfam project to clear damaged coconut trees and provide income for coconut farmers. DEC agencies have used our funds to help restore or replace the livelihood of many people who lost their means of support in the typhoon.



# PHILIPPINES TYPHOON APPEAL

## ▶ HOW WE HELPED

### BACKGROUND

Typhoon Haiyan, the deadliest typhoon ever to hit the Philippines, made landfall on 7 November 2013 UK time. With wind speeds of 170mph and a storm surge 25 feet high, it carved a swathe of destruction over 100 miles wide through the central Philippines.

Overall 14 million people were affected by Typhoon Haiyan, known locally as Yolanda. It killed over six thousand people, destroyed or damaged over a million homes and displaced four million people. Livelihoods were ruined as an estimated 33 million coconut trees were uprooted and 30,000 fishing boats wrecked.

Within six months of the appeal being launched on 12 November, the British public had donated £95 million to the DEC Philippines Typhoon Appeal, the third highest total in the DEC's history. Fundraising for the appeal closed in May 2014 but the response will take three years. DEC member agencies, working closely with local partners and the Filipino authorities, have already given aid to over 1.4 million people and begun helping them rebuild their lives.

**Although DEC member agencies initially provided hundreds of thousands of people with emergency food, water and household items, giving cash grants formed a key part of the emergency response. Most local markets reopened very quickly and people appreciated the freedom to choose how they used the money.**

It also gave a much-needed boost to the local economy. Some agencies set up their own temporary markets using voucher schemes, or ran cash for work programmes such as removing debris and street cleaning.

Shelter and livelihoods are now the major needs in the Philippines. At first agencies provided tarpaulins, which are more flexible and cost-effective than tents. They quickly started providing shelter kits, which are an innovative approach developed from the Haiti earthquake response. The kits include nails, timber, corrugated iron and tools. Again, cash grants were common, as it was often quicker for recipients to buy materials locally than for NGOs to source and distribute the materials.

Many people in rural areas hit by Haiyan relied on fishing and rice or coconut farming. Since coconut trees will take up to seven years to grow back there was an urgent need to find new, long-term income sources.

Agencies devised integrated programmes in which beneficiaries cleared damaged coconut groves, used the lumber for house building and any unusable trunks for fuel, and then planted seeds alongside the new coconut trees. This gave people money, lumber and the skills to raise new vegetable crops for sale. Temporary boat building production lines were created to re-start the fishing industry. There was a less pressing need for new livelihoods in towns and cities. Markets have returned and large parts of Tacloban city are functioning normally.

Although there were no large scale outbreaks of disease, member agencies worked on some water and sanitation projects, for example building latrines in damaged hospitals.



Zenaida with an Oxfam voucher for rice seeds. 'I'm really happy. This is just what I want at the moment. I'm a rice farmer and we'd lost everything'



Elma Tumambo received a shelter repair kit from ActionAid. Community volunteers helped her load the kit onto a motor tricycle to get it to her home.

### CHALLENGES AND LESSONS LEARNT

Generally the Philippines was a well-organised response, with suitable strategies and approaches. The pace of recovery was quicker than many agencies expected and member agencies had to be flexible to keep up with the Filipinos, who are resilient and keen to repair and rebuild. Recipients in focus groups were generally pleased with the response.

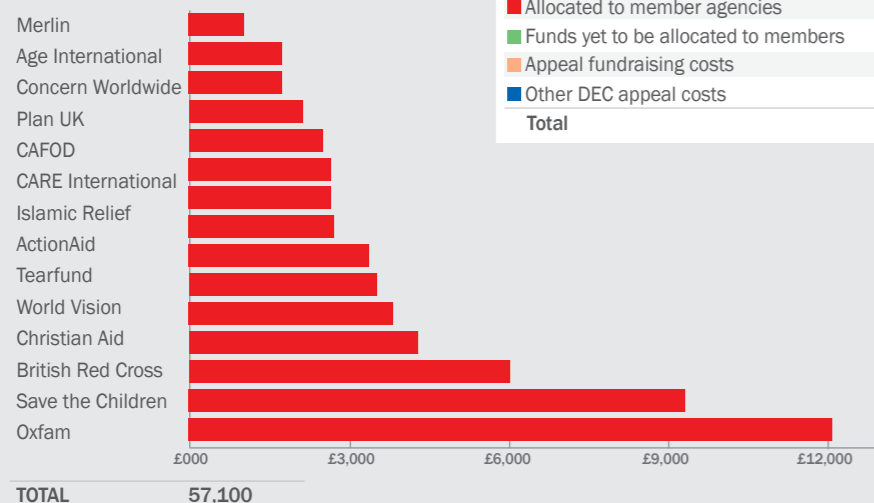
Agencies have set up a variety of different ways for Filipinos to give feedback and complaints, including at least one SMS 'hotline' which was getting about 200 messages a week and has a dedicated staff member to follow up concerns.

Some observers noted the "Tacloban effect" – a concentration of aid work in high profile, easy-to-reach areas. The Philippines is made up of thousands of islands, some of them very small, and getting to the more remote regions was difficult and time consuming. A shortage of boats hampered even initial assessments, although some of our members did manage to reach the far-flung islands.

Sometimes agencies made an assessment but did not return. This erodes good will and, even though it took place in the confused and chaotic immediate post-disaster period, is a target for improvement.

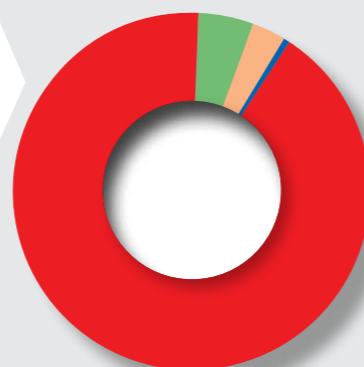
### £95 MILLION RAISED FOR PHILIPPINES TYPHOON APPEAL (£000)

#### DEC FUNDS ALLOCATED TO MEMBER AGENCIES



#### DEC INCOME RECEIVED

Allocated to member agencies	57,100
Funds yet to be allocated to members	2,939
Appeal fundraising costs	2,069
Other DEC appeal costs	245
<b>Total</b>	<b>62,353</b>



#### SUMMARY

DEC income received	62,353
Member Agency Income	33,037

**TOTAL APPEAL INCOME 95,390**

### WHAT NEXT? ▶▶

Over the next three years the DEC member agencies will continue to rebuild homes and livelihoods. They started developing this long-term recovery plan much earlier on in the response than is usual, due to the speed with which the affected areas were improving. For example, member agencies are already searching for ways of improving construction skills such as masonry, carpentry and plumbing to take advantage of the huge post-typhoon construction needs. The DEC and its member agencies are concerned that while the UK public have been very generous, a global

shortfall in funding for the response may mean that many communities do not receive the help they need to rebuild their homes and livelihoods.

In the aftermath of the storm local governments and communities are keen to invest time and money into disaster risk reduction, making it an ideal time to develop this work. Around 20 storms a year hit the Philippines so it is vital that new buildings can cope with bad weather. The real test of the quality of the work being done now will be when the next large storm strikes.

### CASE STUDY

**Marlyn Iradiel 61, lost more than just her home in Typhoon Haiyan.**

Her husband Edelito suffered a stroke during the storm, leaving him paralyzed and unable to work. Marlyn was considered vulnerable and was chosen by CARE as one of the first people to receive a shelter repair kit to help her rebuild her home. She also became a volunteer assistant team leader, to help CARE and its local partner ACCORD to distribute the materials correctly.

#### DEC FUNDS HELPED MEMBER AGENCIES PROVIDE

**25,000 PEOPLE**



**WITH SHELTER REPAIR KITS**

**68,000 PEOPLE**



**WITH KITS TO BUILD NEW SHELTERS**



Marlyn Iradiel



# SYRIA CRISIS APPEAL

IN THE FIRST SIX MONTHS OF THE SYRIA RESPONSE:

188,000 PEOPLE



HAVE BEEN GIVEN FOOD AID



1,200 CHILDREN

HAVE BEEN TREATED AT PRIMARY CARE CENTRES



86% OF DEC MEMBER AGENCIES' WORK IS IN SYRIA

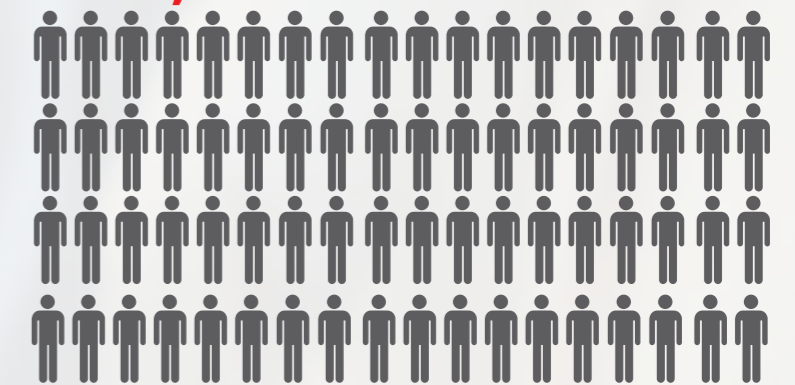
1,500 WOMEN



IN SYRIA HAVE RECEIVED OBSTETRIC SERVICES



313,000 PEOPLE



HELPED WITH DEC FUNDS ACROSS SYRIA, JORDAN, LEBANON & IRAQ



45,500 PEOPLE

PROVIDED WITH ACCESS TO CLEAN WATER



10,000 PEOPLE

HAVE BEEN GIVEN NON-FOOD ITEMS SUCH AS SOAP, BLANKETS AND HOUSEHOLD GOODS

8,000 REFUGEES

RECEIVED HELP PAYING RENT



© Islamic Relief

Syria: Despite huge risks, most DEC agencies found ways to deliver aid inside Syria itself, including Islamic Relief which organised this food distribution for displaced people.

2.5 MILLION PEOPLE HAVE FLED SYRIA | 9.3 MILLION PEOPLE NEED AID WITHIN SYRIA  
OVER 100,000 CIVILIANS HAVE BEEN KILLED

# SYRIA CRISIS APPEAL

## ▶ HOW WE HELPED

### BACKGROUND

In 2011, the world watched in shock as Syria slowly descended into bitter conflict. Once thriving communities have been utterly destroyed. Nine million people are now in need of humanitarian assistance, with their future looking perilous and uncertain. The scale of the humanitarian crisis which results from a conflict of this kind can be overwhelming.

In early 2013 the violence intensified and the number of people fleeing for safety in Lebanon, Jordan and Iraq rose to over 8,000 a day. Faced with a massive increase in need, both in Syria and outside it, the DEC launched an appeal on 21 March 2013.

As the conflict enters its fourth year, over 100,000 civilians have been killed. More than 2.5 million Syrians are now refugees, straining the social, economic and political fabric in the neighbouring countries, particularly Lebanon.

**So far the DEC's Syria appeal has raised £25 million, with £13m donated to the DEC directly and £12m to member agencies. The normal fundraising phase of a DEC appeal lasts six months. However during this period the situation in Syria deteriorated rapidly, with an extra three million people forced from their homes, so our fundraising was continuing in March 2014.**

Much of Syria is too dangerous for the DEC's member agencies to visit, so they are working predominantly through local partners rather than directly. Many partners are faith-based groups, both Muslim and Christian, as well as the Syrian branch of the Red Crescent. Agencies have also worked alongside public bodies to repair vital infrastructure.

Member agencies have used DEC funds to help over 300,000 people in Syria and the wider region. Over half of DEC funds (64%) has been spent on meeting very basic needs within Syria itself, mostly food, water and sanitation. Agencies have handed out food parcels, given people clean water and hygiene kits, and improved latrines and washing facilities. Health has been the other major provision, with agencies helping mothers with babies, providing primary care to children and also performing emergency surgery.

Outside Syria, the DEC's funds have been spent by our member agencies roughly equally in Jordan and Lebanon (18% and 14% respectively) with a small proportion (5%) spent to aid Syrian refugees in Iraq. Agencies have helped people to pay for emergency shelter, given food vouchers and provided essential household items. They have also provided health care to pregnant women, new mothers and babies. The DEC's member agencies often work to fill the gaps left by the main UN agencies, and have helped many refugees who are unregistered and so not officially entitled to help, particularly in Lebanon where there are no formal refugee camps. As the crisis has progressed many agencies are also beginning to assess the needs of the host communities.



Syrian Arab Red Crescent food distribution inside Syria



A nurse working for a partner of Tearfund checks a Syrian refugee child for malnutrition in Jordan

### CHALLENGES AND LESSONS LEARNT

The response to the Syria crisis has been one of the most difficult in recent years due to insecurity, a rapidly changing situation and the overwhelming level of need across five countries.

Syria is often too dangerous for foreigners so agencies work through local partners and aid deliveries often have to be verified remotely, for example using pictures from GPS-enabled cameras. Some new partners initially struggled to meet international humanitarian standards but improving relationships has largely resolved this issue. Big cities are a particular problem, with many urban areas under siege by combatants. Agencies have waited until lulls in the fighting to reach the desperate people trapped inside. Accountability to aid recipients is hard because people are reluctant to give personal details, fearing these could be used against them. The cost of fuel and basic goods needed for the aid effort are very high because of the war.

Rapidly scaling-up programmes to help a sudden influx of refugees presented security and administrative difficulties. In Lebanon the war has sparked sectarian and political violence, forcing agencies to temporarily suspend some programmes. In Jordan the process of approving new aid programmes has been slow because officials have been overwhelmed by the number of aid agencies.

### CASE STUDY

**Mahmoud Mohammed al-Masri, 47, fled from his native Homs when a nail bomb hit his roof, destroying his water tanks.**

Three of his family are partially paralysed, and Mr al-Masri and his mother had to be carried across the border into Jordan. Eventually a relative found them a house in Amman, but they struggle with the rent. Oxfam has helped them to pay three months rent in advance, as well as providing them with fresh water and household goods.

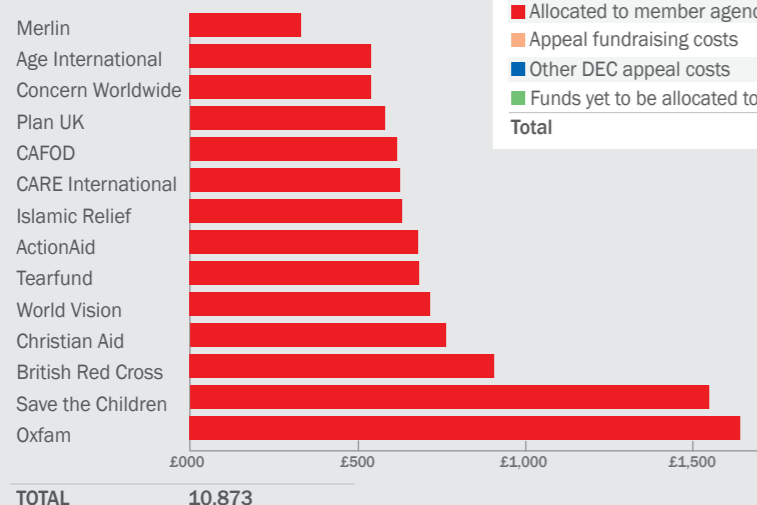
### DEC FUNDS HAVE HELPED

**8,000 SYRIAN REFUGEES**   
PAY RENT

### £25 MILLION RAISED FOR SYRIA CRISIS APPEAL

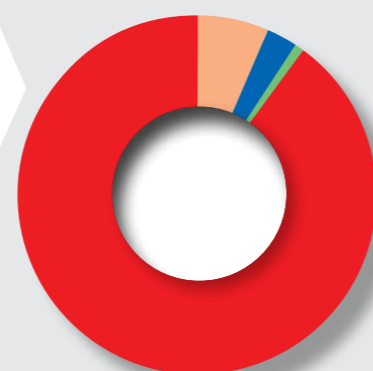
(£000)

#### DEC FUNDS ALLOCATED TO MEMBER AGENCIES



#### DEC APPEAL INCOME RECEIVED

Allocated to member agencies	10,873
Appeal fundraising costs	1,036
Other DEC appeal costs	316
Funds yet to be allocated to members	90
<b>Total</b>	<b>12,315</b>



#### SUMMARY

DEC income received	12,315
Member Agency Income	13,112

**TOTAL APPEAL INCOME 25,427**

### WHAT NEXT? ▶▶

The DEC's member agencies have done innovative work on the Syria emergency and have been willing to learn from experience. Working through partners has been a big feature of the Syria response, so agencies are planning more training for partner agencies to ensure their staff understand the best practice in humanitarian work.

Many Syrians are now living as refugees in the towns and cities of Jordan, Lebanon and Iraq. Although these are relatively developed

countries, the sheer number of refugees is stretching them to the limit. Member agencies need to be adaptable in delivering aid to refugees living in urban areas and will expand their work with the host communities.

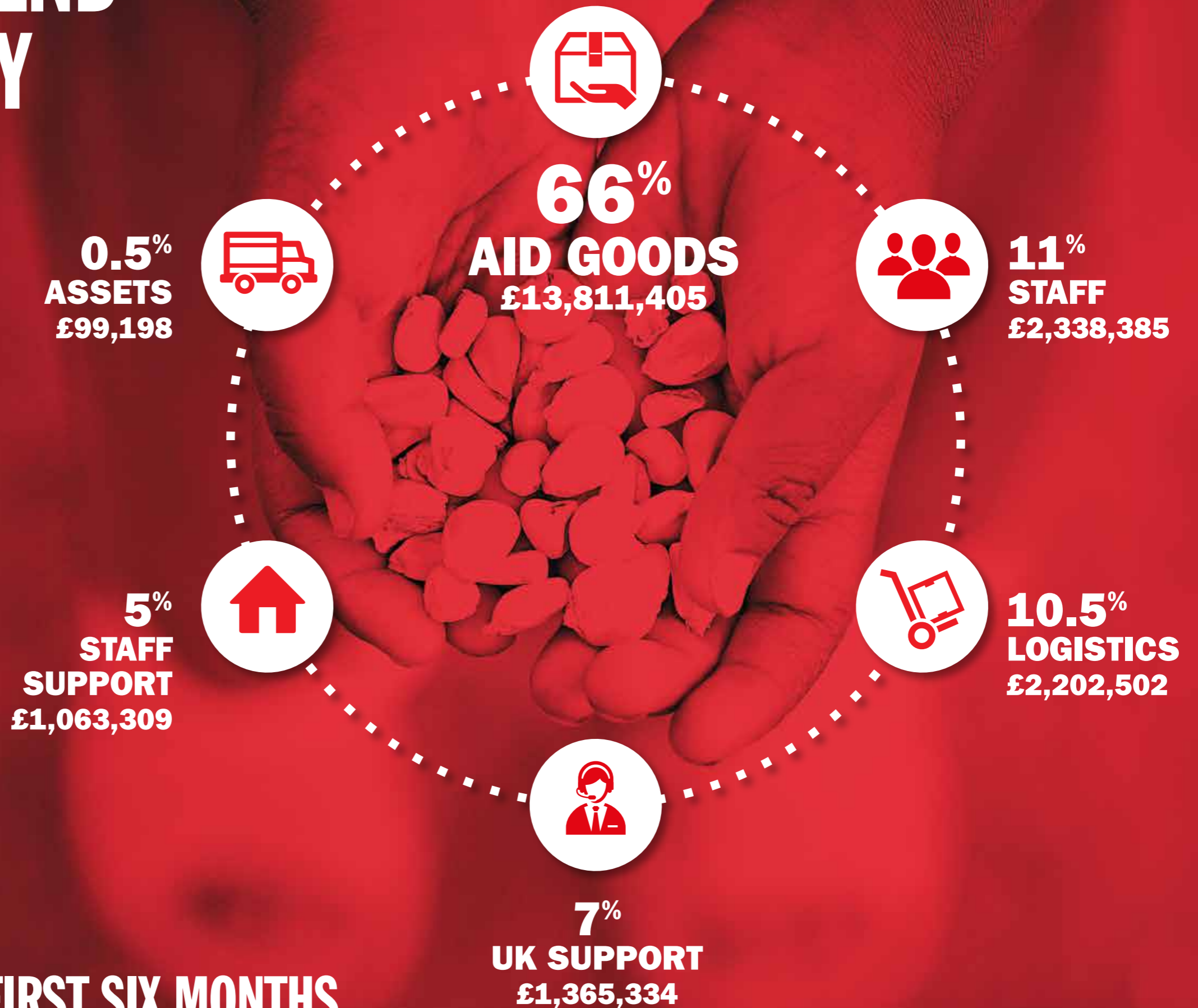
Agencies will continue to run food deliveries right through the second phase of the response. They will also be helping refugees improve their economic prospects by providing education, training and capital to help them make the most of any income-generating opportunities.



Mahmoud Mohammed al-Masri

# HOW WE SPEND YOUR MONEY

Good aid work means getting the right aid to the right people as quickly as possible. To achieve this aid agencies have to hire staff with the right skills and give them the tools and support they need to do their jobs. Money spent on staff, logistics and support costs is a vital part of the aid process. Here's how our member agencies spent £20.8m in the first six months of the Philippines Typhoon response.



## PHILIPPINES - THE FIRST SIX MONTHS



# BEHIND THE SCENES

The images of humanitarian work usually revolve around the goods that are distributed to people in need. Aid is widely understood as the food, water, blankets, shelters and medical care agencies provide. Bought as close to the emergency as possible, to reduce costs, speed delivery and stimulate the local economy, aid goods will indeed always form the bulk of the DEC's member agencies' spending. But the delivery of material goods is only the visible part of the humanitarian aid process. Behind that lies a complex network of people and procedures that turn DEC donations in the UK into an appropriate and effective response on the ground on the other side of the world.

## PHILIPPINES - THE FIRST SIX MONTHS

Staffing is the largest of these costs. Delivering aid is more complex than it can appear and requires high levels of organisational and management skills. As well as international experts, who often come from developing countries as well as the UK, agencies employ many local staff and work with national partner organisations. One of the first jobs in any emergency is to assess the situation and plan an appropriate response, so that the aid goes

to those people most in need rather than those who are physically strongest or most able to get their voices heard. This is a labour-intensive process, but DEC member agencies are adept in using technology to speed things up. For instance, in the Philippines a team working to improve farmers' livelihoods used iPads to gather and share information. This was quicker and more accurate than filling in forms and entering the data at the office.

66% of DEC funds spent on aid goods



34% of DEC funds spent ensuring aid was delivered quickly and effectively.



Staff support back in the UK is vital: without it the whole humanitarian process would grind to a halt. DEC member agency staff have spent their careers running emergency responses around the world and this gives the DEC's agencies the institutional knowledge and capacity to run large aid programmes in some of the world's toughest environments.

Logistics is a key part of member agencies' work. Unlike global commercial enterprises, which make regular shipments to the same factories and outlets, agencies must be able to ship goods anywhere in the world at extremely short notice. In the Philippines there were few buildings left standing in the typhoon hit areas, so agencies flew in temporary warehouses from the UK to store goods and protect them from daily rainstorms. Getting the correct type of temporary structure, ensuring it's fit for purpose and having the documentation to get it out of the UK and through customs was many months of work, done long before Typhoon Haiyan hit. Agencies use decades of experience to prevent them repeating costly and painful mistakes, but they are also on the look out for

changing equipment and new technology, such as solar power, which will make future responses quicker and more effective.

Other essential work is even less visible. For example, policy specialists study the political situation in the affected country, to understand the wider context of the aid response and so improve decision making. It gives agencies the information they need to lobby governments and other powerful actors to take decisions that will help people hit by the disaster. Other experts monitor and evaluate the member agency programmes, to learn lessons for the future.

DEC funds also cover support for staff on the ground, who need accommodation and to be kept safe, as well as for buying essential assets such as computers and phones.

It is only by funding the essential behind-the-scenes work that the DEC can ensure that the right aid gets to the right people at the right time.

### LOGISTICS



© Sophie Bowell/Oxfam

### UK SUPPORT



© Ki Price/Save the Children

### STAFF SUPPORT



© Brendan Paddy/DEC

### ASSETS



© Save the Children

### STAFF



© Jonathan Hyams/Save the Children

### AID GOODS



© Care International



© Save the Children  
Kawergosk refugee camp in Iraq

# HOW WE ENSURE QUALITY

It is essential for the success of our future appeals that we learn from each and every emergency and the best way the DEC can do this is to help our member agencies share and learn from their experiences. This year we have focused on learning from the many difficult challenges confronting our members responding to the Syria crisis. The DEC acts as a forum for member agencies to discuss the lessons learned and to work out how to use those findings to improve the monitoring, evaluation and accountability of their on-going humanitarian work.

## THE CHALLENGES IN SYRIA

During 2013, the escalation of the conflict in Syria triggered a huge humanitarian crisis, with ever more refugees fleeing to neighbouring countries and millions of displaced people inside Syria in desperate need.

The humanitarian response is spread over several countries, and each country operation is as big as a typical stand-alone emergency. Inside Syria, negotiating access and ensuring security for staff and those displaced by the conflict has presented massive challenges, preventing aid agencies from delivering assistance to many communities in urgent need of aid.

The complexity of the situation makes monitoring and evaluating the member agencies' response very difficult. Member agencies are doing much of their work in Syria through local partners, which is the most appropriate mode of aid delivery given the access problems. However, there are serious issues around assessing and managing risk, and balancing the need for good information with staff safety. As in all conflicts, humanitarian data has at times been used to further political agendas and this reality, combined with the very real risk of putting staff in danger, means agencies are cautious about sharing information.

Gathering information over several countries is also time-consuming, expensive and complex and the situation in Syria is so fluid and fast-moving that the information can quickly become out of date.

Syria and its neighbours are urban, middle-income countries, very different to the usual places in which most humanitarian work takes place. These nations do not gather the kind of "humanitarian" data that is typically available in poorer countries, and their well-educated citizens, who are used to better living standards, may have higher expectations of the assistance they should receive.

Agencies are all facing the same dilemmas: What level of risk are we prepared to expose partners to in the collection of data? How can already stretched staff provide accurate information? How can data be transmitted without putting partners and beneficiaries at risk? How can technology be used in a safe and reliable way? At the time of writing, these questions have yet to be fully answered.



## CASE STUDIES

Due to security concerns it is impossible to highlight particular programmes. However, DEC member agencies have taken an innovative approach to monitoring and evaluating their Syria programmes.

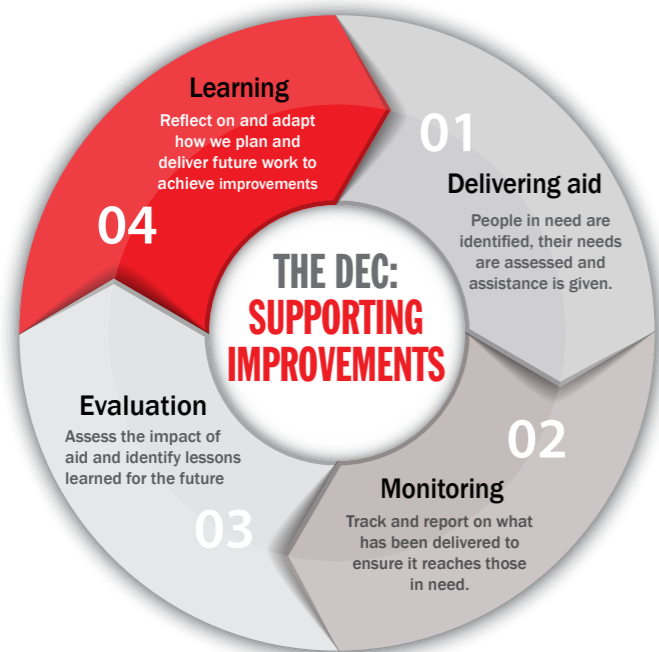
Partners are using smart phones to take geo-tagged photographs of distributions, so the monitoring agency knows that the aid was given to the correct community. Agencies are keeping in regular contact with partners using Skype or social media, and accepting scanned versions of financial documents rather than the originals, which in many areas are too dangerous for staff to carry.

Technology is only half the story. Ensuring the human side is not lost in the numbers and gadgets is key. Agencies ask partners for regular written and face-to-face accounts where possible, and

partners working within Syria appreciate direct mentoring and coaching when the opportunity arises. They have been developing strong systems, tools and documentation to help both member agencies and their partners work transparently and confidently.

Inevitably, there have been setbacks. For instance, one agency and its partners designed a way to monitor aid distributions but couldn't use it as fighting flared up whilst the project was on-going. One of the partner's staff was caught by combatants carrying a monitoring questionnaire. He was detained and interrogated for a day.

The DEC is holding further workshops to share best practice and provide a safe space for agencies to discuss ways to overcome the many challenges they face in this difficult emergency response.



© Sam Turling/Oxfam



© Save the Children

# RESPONDING TOGETHER



**Typhoon Haiyan – the deadliest storm ever in the Philippines - hit at 8:40pm GMT on Thursday 7 November, 2013. Although over 14 million people were affected, the communications and transport infrastructure were so badly damaged that the outside world did not immediately appreciate the extent of the damage.**



Late on Saturday 9 November the first pictures from the area were broadcast in the UK and it became clear that the DEC would launch an appeal. There was a major source of anxiety for the DEC and the BBC: Children in Need, the BBC's key charity fundraising event of the year, was due to be held the following Friday, and there were fears that both appeals could suffer. But there was no choice, and the DEC's Philippines Typhoon Appeal launched on Tuesday 12 November, just 32 hours after the Board of Trustees decided to go ahead.

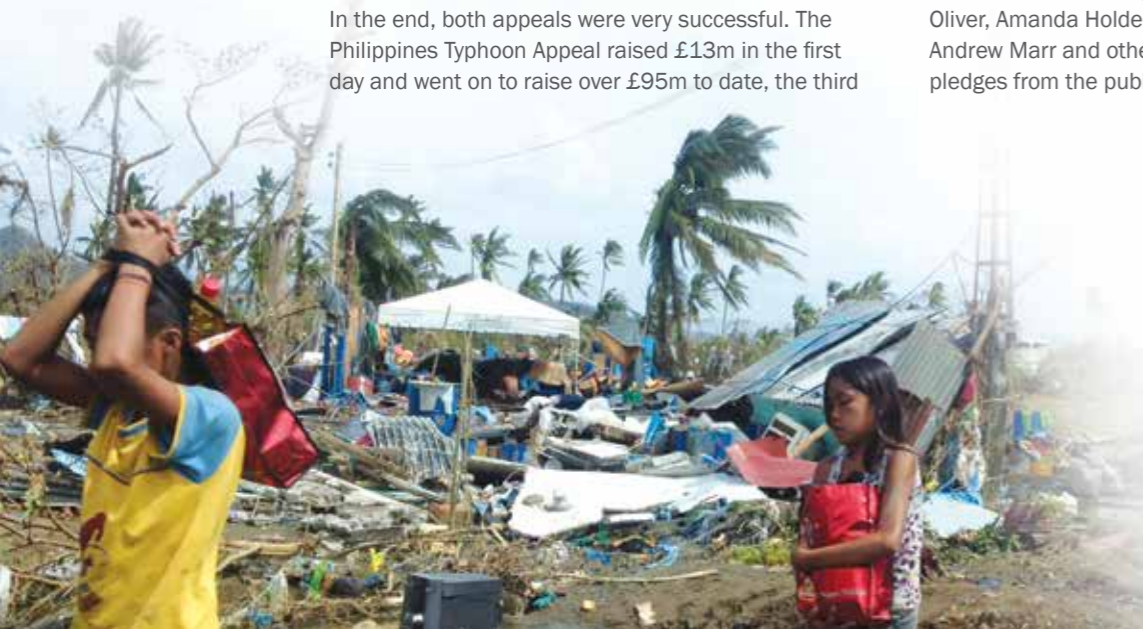
In the end, both appeals were very successful. The Philippines Typhoon Appeal raised £13m in the first day and went on to raise over £95m to date, the third

highest total ever. Only the 2004 Indian Ocean Tsunami and Haiti Earthquake appeals raised more in the DEC's 50 year history.

It was the first chance to try out the DEC's new fundraising strategy in full, and build upon the successes of the Syria appeal earlier in 2013. The new strategy, combined with outstanding support and cooperation from broadcasters, the Rapid Response Network and member agencies, led to a step change in DEC partnerships and fundraising.

The launch day saw appeals broadcast on BBC TV and radio, ITV, Channel 4, Channel 5 and Sky, together with strong media interest which continued for the next fortnight. These in turn drove digital donations, which is now the largest channel for public giving. The DEC website and other online platforms, including the My Donate page which BT provides pro bono, now account for 42% of all income.

Two new elements of the marketing push were the DEC's direct response TV ad, which ran for 13 days, and also outdoor marketing on digital billboards. As well as the celebrity involvement in the appeal video, the DEC ran a celebrity telethon at BT Tower which was launched on Twitter by One Direction and saw Jamie Oliver, Amanda Holden, Nick Frost, Juliet Stevenson, Andrew Marr and others answering phones and taking pledges from the public.



© Hatai Limprayoonyong / Plan 2103



The DEC reached out to new audiences by piggybacking on some key national events. An X-Factor tie-in included a Simon Cowell Twitter endorsement and an airing of a special appeal video fronted by Myleene Klass by ITV during the show. X-Factor also donated 50p per downloaded track. The appeal video was played by the FA at the half-time break of an England vs Chile match, by Chelsea FC in their stadium and at some Premiership Rugby matches, where the DEC was featured in the match day programmes. The BT partnership ensured the appeal was played on BT Sports satellite channel and ITV also broadcast the appeal during the ad breaks in the England match, the first time they had partnered with the DEC in this way. All these newer audiences were encouraged to give easily by the promotion of text-based giving, which has expanded rapidly and was responsible for £1.4m of donations.

The high-profile appeal brought in several unsolicited corporate donations, and it was also the featured charity in British Airways' and Virgin's in-flight collections. Cash point collections from HSBC and till collections at Greggs were also very successful, and a single email sent out by online campaigners 38 degrees raised £650,000 – a record for the organisation.

The DEC also benefitted from very generous contributions from the governments of Guernsey and Scotland.

## CURRENT AND PLANNED WORK

Having the appeal video run at football matches and on X-Factor brought new audiences to the DEC. We made it easy for them to give using text-based giving, but now we are trying to retain and engage this audience for future appeals. The DEC is working with broadcasters on the possibility of showing a live celebrity telethon during the next appeal for a large, rapid onset natural disaster.

Famous faces supporting the DEC celebrity telethon at BT Tower and collectors at London Underground stations.



# MORE EFFECTIVE TOGETHER



The Philippines Typhoon Appeal was a watershed moment for the DEC's use of social media. Although the appeal and donations were driven by television adverts and traditional media coverage, effective use of social media, in particular Facebook and Twitter, helped the DEC to keep in touch with supporters far more effectively than ever before. Social media became a core part of the communications and fundraising strategy, with more output and a more strategic approach than in previous appeals.

The main aim of the social media work was to build trust with donors, thanking them for their help and also building awareness of the DEC brand. Facebook was the big success story of the appeal, with the number of "likes" – people following the DEC on Facebook and receiving updates - tripling during the period of joint action. In the first month the DEC's posts had 61m "impressions", or views in users' timelines, which translates to around 20m people on Facebook seeing one or more of the DEC's messages – a third of the population of the UK. High levels of media coverage of the disaster meant interest was already high, and the DEC was able to capitalise on this thanks to the high quality content provided by member agencies which it could share.

Although Facebook and Twitter brought in around £300,000 of donations, the primary use of social media is to help people connect to the DEC once they have donated. The majority of the most popular posts on Facebook were "thank you" posts, and the most popular picture was of an aid distribution, showing that people look to social media for reassurance that their donations are being used correctly. However, by building and maintaining the relationship, the DEC hopes that donors for the Philippines Typhoon Appeal will be more likely to give next time around.

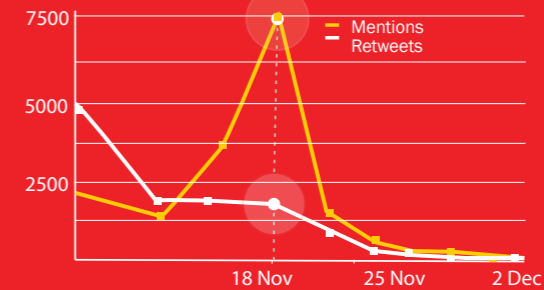
The DEC took time and effort to respond to questions raised by the public on social media. For example, the team answered questions about how to donate and how the money would be used. When aid started to arrive in the field the DEC shared pictures of the distributions with donors.



DEC and member agency staff at the #AskDEC social media Q&A at BT Tower for the Philippines Typhoon Appeal

## TWITTER INTERACTIONS

Increase in Twitter mentions around the Philippines celebrity telethon



76% RISE IN FOLLOWERS

Twitter: Daily engagements



The DEC was also successful on Twitter, seeing its followers rise by 76%. The celebrity telethon at the BT Tower on 18th November was launched on Twitter by One Direction and led to around 1,000 new, young followers. This was followed by a live Q&A, also from the BT Tower, which pushed the #AskDEC hashtag to the top trending topic for the UK for an hour. This is the first time one of the DEC's Twitter Q&As has reached the top spot on twitter.

## CURRENT AND PLANNED WORK

The DEC will continue to experiment with new ways of engaging supporters on Facebook and other social media platforms, for example looking at how to engage new supporters during the periods between major appeals.

## PRINCE CHARLES 50TH ANNIVERSARY EVENT

The DEC's 50th anniversary was celebrated with a variety of events but none quite as moving as a reception with His Royal Highness the Prince of Wales at Lancaster House in London.

This was a chance to get some committed DEC fundraisers and donors together to show them that they are a key part of the DEC's story, because without donors there is no DEC. Most of those attending were ordinary members of the public who've enjoyed a long relationship with the DEC, such as Sam Grizzle, a carpenter and musician who has been raising money for over 20 years.

His Royal Highness praised the generosity of the British people, calling them "the most generous people anywhere in the world". As well as The Prince, several aid workers from the DEC member agencies spoke about emergencies they had worked on, ranging from the Somalia famine in 1992 through to the Philippines in 2013. The event was supported by Baroness Warsi and the Foreign Office, and The Prince of Wales and Duchess of Cornwall also gave a donation to the DEC's Philippines Typhoon Appeal.



© George Scott

# MANAGING AND WORKING TOGETHER

The DEC secretariat has been very busy this year running two major appeals and marking the organisation's 50th anniversary with a series of events. The appeals were an opportunity for the new executive team to put new fundraising strategies in place, whilst the 50th anniversary saw the organisation reinvigorate and expand its links with key supporters.



Both the Syria and Philippines appeals were delivered successfully due to the strong and robust relationship between the DEC secretariat and the member agencies. This gave the DEC the extra confidence and capacity it needed to try new fundraising approaches, such as pay-for-clicks on Google. Member agencies have a great depth of talent and the DEC benefits hugely when agency staff are seconded to the organisation during appeals. With both the DEC and member agencies concentrating on growing their social and digital work, the organisation has been able to access the right people to make its new fundraising strategy work.

The DEC's AGM, branded as "Aid Now", was a panel event focussed on member agencies and

looking at how aid has developed and improved during our 50 year history. UN Under-Secretary-General for Humanitarian Affairs and Emergency Relief Coordinator Valerie Amos was our keynote speaker, and the panel included including DEC Chief Executive Saleh Saeed, World Vision CEO Justin Byworth and Katy Attfield, Head of Disaster Management at the Red Cross.

The DEC has developed a strong working relationship with the Department for International Development. For the first time it was the recipient of a DfID "aid match", with government money matching supporters' contributions. The Government's contribution of £5 million for the Philippines appeal may have encouraged more people to donate or to give more generously.

DFID was able to give money via the DEC to help in response to major humanitarian disasters with confidence, thanks to the DEC's robust and transparent accountability structures.

This highlights the importance of the DEC's accountability framework, which the secretariat reviewed this year to ensure that it remains fit for purpose. Humanitarian standards are evolving and the DEC needs to be aligned with best practice in the sector. DEC supports the "Core Humanitarian Standards" being developed by the Humanitarian Accountability Partnership and People in Aid and will keep the DEC's own framework under review and will be prepared to revise it if necessary.

There were independent reviews published of how DEC funds were used in the Philippines and Syria, and an evaluation was made of how the DEC and member agencies worked together to raise funds during the Philippines Appeal. The reviews found our members' work overseas was effective and appropriate but also suggested ways in which some work could be strengthened.

The fundraising evaluation suggested ways the DEC could improve its work with broadcasters during appeals, and how to further strengthen our growing digital presence. These findings will be implemented over the next two years.

This year saw Merlin cease to be a member of the DEC, as the agency became a part of Save the Children. Merlin has done excellent work over the years and will continue to do so from a strong position within Save the Children.

The DEC is part of the Emergency Appeals Alliance (EEA), a group of similar fundraising organisations in eight different countries. The EEA acts as a forum for sharing learning and making both fund-raising and the emergency response more effective. The Alliance members signed an agreement in November 2013 and are starting to work together more closely. The aim is to coordinate work and over the next five years to export the DEC's joint appeal mechanisms to countries which don't currently have them.



Philippines: DEC Chief Executive Saleh Saeed helps Typhoon survivor Chadra Lupen prepare land for planting during a CAFOD cash for work programme funded by the DEC.

TOGETHER WE'RE STRONGER



# OUR PEOPLE AND SUPPORTERS

## SECRETARIAT EMPLOYEES

**Adil Husseini**  
Head of Fundraising (maternity cover)

**Adrian Walker,**  
Executive Support Officer

**Annie Devonport**  
Head of Programmes and Accountability

**Brendan Paddy**  
Head of Communications

**Frances Crowley**  
Learning and Accountability Officer

**Kathryn Brooke**  
Direct Marketing Manager

**Leon Green**  
Digital Content Editor

**Lisa Robinson**  
High Value Partnerships Manager

**Margaret Ling**  
Accountant

**Matthew Warnock-Parkes**  
Senior Supporter Care and Database Officer

**Richard Dye**  
Head of Finance and Business Development

**Saleh Saeed OBE**  
Chief Executive

**Sarah Maynard**  
Business Executive

**Zoe Wilson Young**  
Head of Fundraising (maternity leave)

## PROFESSIONAL ADVISORS

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

Barclays  
1 Churchill Place  
London E14 5HP

**Solicitors**  
Bates Wells Braithwaite  
2-6 Cannon Street  
London EC4M 6YH

Debevoise & Plimpton LLP  
65 Gresham Street  
London EC2V 7NQ

**Auditors**  
Sayer Vincent LLP  
8 Angel Gate  
326 City Road  
London EC1V 2SJ

## TEMPS AND VOLUNTEERS

Ade Situ, Alan Gutsell, Alex Holmes, Annabelle Whipp, Catherine Moseseli, Danielle Morris, Eamon Sutherland, Elena Kattou, Emilia Dungal, Fiona Smith, Fran Whipp, Gisele Bolton, Helen Lacey, Holly Walton, Johanna Vigilante, Julius Billones, Kamali Melbourne, Kamilah Khan, Kate Pereira, Keith Wiseman, Kirstie Williams, Laura Pyman, Lok Lee, Lumi Woolfenden, Martin Pavelka, Marya Hussain, Nathalie Llorente, Nicola Hewitt, Patrick Lim, Penny Cassell, Rebecca Rimmer, Ruby Mughal, Samera Hudroge, Shishir Malhotra, Stephanie Stokes, Sue Parsons, Trudy Johnson, Verity Myers, Zozi Goodman

## REGISTERED OFFICE

43 Chalton Street, London, NW1 1DU

## MAJOR SUPPORTERS 2013/14

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.

# OUR SUPPORTERS



# BOARD OF TRUSTEES



© Eoghan Rice Trocaire / CAFOD 2013

## 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; making decisions on action with non-performing members and recruitment of independent trustees.

**Audit, Finance and Risk Committee** – The committee is responsible for reviewing draft financial statements and considering the external auditor's management letter. It 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.

## BOARD OF TRUSTEES

**Clive Jones, CBE**  
Chair, Independent Trustee  
Membership and Accountability Committee

**Richard Miller**  
Director – ActionAid UK  
Audit, Finance and Risk Committee

**Tom Wright, CBE**  
Chief Executive – Age UK  
and Trustee of Age International  
Audit, Finance and Risk Committee

**Sir Nicholas Young,**  
Chief Executive – British Red Cross  
(resigned 31/8/14)

**Mike Adamson**  
Acting Chief Executive – British Red Cross  
(appointed 1/9/14)

**Chris Bain**  
Director – CAFOD  
Audit, Finance and Risk Committee

**Ken Burnett**  
Independent Trustee  
Membership and Accountability Committee

**Geoffrey Dennis**  
Chief Executive – CARE International UK  
(resigned 28/2/14)  
Membership and Accountability Committee

**John Plastow**  
Interim Chief Executive (Joint) –  
CARE International  
(appointed 1/3/14, resigned 18/8/14)  
Membership and Accountability Committee

**Laurie Lee**  
Chief Executive – CARE International UK  
(appointed 18/8/14)  
Membership and Accountability Committee

**Loretta Minghella**  
Chief Executive – Christian Aid  
Membership and Accountability Committee

**Rose Caldwell**  
Executive Director – Concern Worldwide UK  
Membership and Accountability Committee

**Mohamed Ashmawey, PhD**  
Chief Executive – Islamic Relief Worldwide

**Carolyn Miller, CBE**  
Chief Executive – Merlin (resigned 31/7/13)

**David Alexander**  
Chief Executive – Merlin  
(appointed 1/8/13, resigned 31/3/14)

**Mark Goldring, CBE**  
Chief Executive – Oxfam GB  
(appointed 24/4/13)

**Dame Barbara Stocking**  
Chief Executive – Oxfam GB  
(resigned 24/4/13)

**Tanya Barron**  
Chief Executive – Plan UK  
Audit, Finance and Risk Committee

**Justin Forsyth**  
Chief Executive – Save the Children

**Matthew Frost**  
Chief Executive – Tearfund

**Justin Byworth**  
Chief Executive – World Vision UK  
Membership and Accountability Committee

**Jeremy Bennett**  
Deputy Chair, Independent Trustee  
Chair Membership and Accountability  
Committee; Audit, Finance and Risk Committee

**Ann Grant,**  
Independent Trustee (resigned 10/10/13)

**Clare Thompson**  
Honorary Treasurer, Independent Trustee  
Chair Audit, Finance and Risk Committee;  
Membership and Accountability

**John Willis**  
Independent Trustee  
Membership and Accountability Committee

**Baroness Helene Hayman**  
Independent Trustee (appointed 11/12/13)  
Membership and Accountability Committee

**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).**

DEC's objects, powers and governance arrangements are set out in its Memorandum and Articles of Association. At the year-end there were 14 members (2012/13: 14), each of whom has guaranteed to contribute £1 in the event of the company being wound up.

## TRUSTEES

DEC is governed by a board of trustees that comprises the Chairman, Honorary Treasurer, 4 other independent trustees and 14 member trustees, who are the Chief Executives of DEC's member agencies. 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 independent 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.

The board of trustees is responsible for the overall control of the charity and for ensuring that it is properly managed. Trustees have delegated day-to-day operations to the Chief Executive and the Secretariat management team.

## 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 Philippines and Syria).
- 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.

## 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.

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.

# STRATEGIC REPORT

This section of the Trustees' Annual Report provides the information required by the Companies Act 2006 (Strategic Report and Director's Report) Regulations 2013.

## ACHIEVEMENTS AND PERFORMANCE

The charity's performance and key strategic objectives are discussed on pages 19 - 24.

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 94.7%. During this period DEC distributed £193m of donated funds to its member agencies towards their relief work in areas hit by disaster or emergency.

Costs of generating voluntary income averaged 4.01% over the past five years. During this period, DEC appeals raised a cumulative total of £242m.

The DEC is fortunate to benefit from the support of national broadcasters and a number of other companies (see page 26) which together enable us to keep our fundraising costs low.



Nicola, 8, and her family were among hundreds of residents from the village in Eastern Samar, who fled up a small hill to the evacuation centre - the elementary school - and waited for Typhoon Haiyan to pass.

## FINANCIAL REVIEW

Total income including gift aid and interest receivable for the year amounted to £70m (2013 - £6.4m). During the year, the DEC Philippines Typhoon Appeal (launched on 12 November 2013) raised £62.5m (including gift aid) and the DEC Syria Crisis Appeal (launched on 20 March 2013) raised a further £6.7m (2013: £6.4m). Additional income in the year of £0.8m was received for other DEC appeals launched in prior years, donations from member agencies and general unrestricted income.

Total expenditure for the year amounted to £29.1m (2013: £32.0m), including £25.4m of appeal funds distributed to member agencies for use on relief programmes and £3.3m (2013: £1.7m) in costs of generating funds. DEC's core costs are covered mainly by contributions from member agencies, with appeal specific costs charges to the related appeal.

## 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 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 independent evaluation and regular reporting.

The DEC maintains a risk register and regularly reviews the risks associated with its 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. In managing this risk DEC has robust criteria for calling an appeal and processes for engaging the charity's multiple stakeholders.
- The risk that programmes funded by DEC and run by member agencies 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. In managing these risks DEC has a detailed framework of accountability to ensure member agencies 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 DEC or damage to the charity's reputation. In managing this risk DEC works closely with its fundraising partners and suppliers.
- The risk that strongly negative media or publicity, whether direct or indirect, cause damage to DEC's position with the public, donors or other stakeholders. In managing this risk, DEC works with members to be transparent in its communications and accountable to donors.

The risks were managed satisfactorily during the year.

## 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.

During the year, £57.1m raised by the DEC Philippines Typhoon Appeal was allocated to member agencies to fund relief programmes in the Philippines. An additional £5.5m raised by the DEC Syria Crisis Appeal (2013: £5.4m) was allocated to member agencies to fund continuing relief programmes in Syria and neighbouring countries.

## DISTRIBUTION TO MEMBER AGENCIES

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

Distribution of appeal funds to member agencies amounted to £25.4m (2013 - £29.9m) for their humanitarian expenditure on all DEC appeals for which relief programmes were still in progress. In the case of the DEC East Africa Crisis Appeal, planned programmes were completed in the course of the year.

## INVESTMENT POLICY AND PERFORMANCE

Under its memorandum and articles of association, the charity has the power to make investments. DEC needs to be in a position to enable its member agencies to act very quickly in emergencies and therefore has a policy 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.

## 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 £391k (2013, £298k), which was equivalent to approximately 3.7 months' cover of the Secretariat's costs. This is slightly above the target indicated by the 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 31st March 2011 had a balance at the year end of £1.27m (2012, £1.3m) which the trustees stated would be used to support activities of the DEC for a further seven years. During the year, these funds contributed to website development and the costs of events linked to the 50th year anniversary of the Disasters Emergency Committee.

## 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, including the strategic report, was approved by the board and signed on its behalf by:

Clive Jones  
Chairman

Clare Thompson  
Honorary Treasurer

17th September 2014  
43 Chalton Street  
London NW1 1DU



© Saman Majed / REACH / Christian Aid

Iraq: Using funds from the DEC and other sources, Christian Aid partner REACH has provided humanitarian relief to more than 7,000 Syrian refugees who have fled to northern Iraq; providing food, water containers, sanitation products and household items.



# ACCOUNTS

## Independent auditor's report to the members of Disasters Emergency Committee

We have audited the financial statements of Disasters Emergency Committee for the year ended 31 March 2014 which comprise the Statement of Financial Activities, Balance Sheet and the related notes. The financial reporting framework that has been applied in their preparation is applicable law and 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 to them in an auditors' 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 report of the trustees, 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.

Our responsibility is to audit and express an opinion on the financial statements in accordance with applicable law and International Standards on 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 reasonableness of significant accounting estimates made by the trustees; and the overall presentation of the financial statements and to identify any information that is apparently materially incorrect based on, or materially inconsistent with, the knowledge acquired by us in the course of performing the audit. In addition, we read all the financial and non-financial information in the report of the trustees to identify material inconsistencies with the audited financial statements. If we become aware of any apparent 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 2014 and of its incoming resources and application of resources, including its income and expenditure, for the year then ended;
- Have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- Have been prepared in accordance with the requirements of the Companies Act 2006.

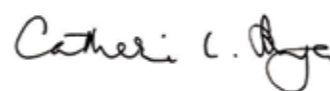
### OPINION ON OTHER MATTER PRESCRIBED BY THE COMPANIES ACT 2006

In our opinion the information given in the report of the trustees, including the strategic 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 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



Catherine Sayer (Senior statutory auditor)

Date 17 September 2014

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

# ACCOUNTS

## Statement of Financial Activities for the year ended 31 March 2014

Incorporating an income and expenditure account

	Note	Restricted funds £000	Unrestricted funds £000	Endowment funds £000	2014 Total £000	2013 Total £000
<b>Incoming resources</b>						
<b>Incoming resources from generated funds</b>	13					
Voluntary income						
Appeal income		63,088	5,956	-	<b>69,044</b>	5,299
Donations from member agencies		-	716	-	<b>716</b>	692
Other voluntary income		-	77	-	<b>77</b>	159
Investment income	2	168	4	19	<b>191</b>	234
<b>Total incoming resources</b>		<b>63,256</b>	<b>6,753</b>	<b>19</b>	<b>70,028</b>	<b>6,384</b>
<b>Resources expended</b>						
Costs of generating funds						
Costs of generating voluntary income	3	2,865	417	55	<b>3,337</b>	1,688
Charitable activities						
Distribution to member agencies	4	25,443	-	-	<b>25,443</b>	29,910
Lesson learning and accountability	3	-	144	-	<b>144</b>	135
Governance costs	3	-	201	-	<b>201</b>	271
<b>Total resources expended</b>		<b>28,308</b>	<b>762</b>	<b>55</b>	<b>29,125</b>	<b>32,004</b>
<b>Net (outgoing)/incoming resources before transfers</b>		<b>34,948</b>	<b>5,991</b>	<b>(36)</b>	<b>40,903</b>	<b>(25,620)</b>
Gross transfers	13	5,956	(5,956)		-	-
<b>Net movement in funds</b>		<b>40,904</b>	<b>35</b>	<b>(36)</b>	<b>40,903</b>	<b>(25,620)</b>
<b>Reconciliation of funds</b>						
Total funds brought forward	13	8,940	369	1,303	<b>10,612</b>	36,232
<b>Total funds carried forward</b>	<b>13</b>	<b>49,844</b>	<b>404</b>	<b>1,267</b>	<b>51,515</b>	<b>10,612</b>

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 2014

	Note	£000	2014 £000	2013 £000
<b>Fixed assets</b>				
Tangible fixed assets	8		13	71
			13	71
<b>Current assets</b>				
Debtors	9	5,644		1,969
Short term deposits	10	25,863		7,905
Cash at bank and in hand	10	20,146		1,126
		51,653		11,000
<b>Liabilities</b>				
Creditors: amounts due within one year	11	(151)		(459)
<b>Net current assets</b>			51,502	10,541
<b>Net assets</b>			51,515	10,612
<b>Funds</b>				
Unrestricted funds				
General reserves	13		404	369
Expendable endowment	13		1,267	1,303
Restricted funds	13		49,844	8,940
<b>Total funds</b>			51,515	10,612

Approved by the trustees on 17th September 2014 and signed on their behalf by



Clive Jones  
Chairman



Clare Thompson  
Honorary Treasurer

# ACCOUNTS

## Cash Flow Statement for the year ended 31 March 2014

	2014 £000	2013 £000	
<b>Reconciliation of net outgoing resources to net cash outflow from operating activities</b>			
Net incoming/(outgoing) resources	40,903	(25,620)	
Depreciation charge	67	60	
(Increase)/decrease in debtors	(3,675)	2,897	
Increase / (decrease) in creditors	(308)	338	
Interest receivable	(191)	(234)	
<b>Net cash inflow/(outflow) from operating activities</b>	36,796	(22,559)	
<b>Returns on investments and servicing of finance</b>			
Interest receivable	191	234	
<b>Capital expenditure</b>			
Payments to acquire tangible fixed assets	(9)	(10)	
<b>Cash inflow/(outflow) before management of liquid resources</b>	36,978	(22,335)	
<b>Management of liquid resources</b>			
(Increase)/decrease in investments held on short term deposits	(17,958)	22,750	
<b>Increase in cash</b>	19,020	415	
<b>Net cash resources at 1 April 2013</b>	1,126	711	
<b>Net cash resources at 31 March 2014</b>	20,146	1,126	
<b>Analysis of changes in net cash balance</b>			
	At the start of the year	Cash flow	At the end of the year
	£000	£000	£000
Cash at bank and in hand	1,126	19,020	20,146
Short term deposits	7,905	17,958	25,863
<b>Cash and short term deposits</b>	9,031	36,978	46,009

# ACCOUNTS

## Notes to the financial statements for the year ended 31 March 2014

### 1. ACCOUNTING POLICIES

#### a) Basis of accounting

The financial statements have been prepared on a going concern basis 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).

#### b) Incoming resources

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

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.

#### 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, 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.

#### 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 two weeks after the appeal launch.

#### e) Distribution to member agencies

Appeal funds are allocated to member agencies according to their IOC entitlement based on their planned 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 funds are held on trust for the benefit of the charity and spent as the charity's trustees decide

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

#### g) Depreciation

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 off the cost by equal annual instalments over their expected useful economic lives as follows:

Furniture, fittings and office equipment  
5 years

Database and finance software  
5 years

Computer equipment  
3 years

#### h) Operating leases

Rentals payable under operating leases are charged to the Statement of Financial Activities as incurred over the term of the lease.

#### i) Company status

The charity is a company limited by guarantee. The members are the trustees named on page 27. 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

The charity operates a stakeholder pension scheme and makes defined contributions based on salary. Pension contributions are charged to the Statement of Financial Activities as incurred.

# ACCOUNTS

## Notes to the financial statements for the year ended 31 March 2014

### 2. INVESTMENT INCOME

	2014 £000	2013 £000
Bank interest received	191	234

### 3. TOTAL RESOURCES EXPENDED

	Member allocations £000	Other direct costs £000	Allocated support costs £000	2014 Total £000	2013 Total £000
Cost of generating voluntary income	-	2,746	591	3,337	1,688
Distribution to member agencies	25,443	-	-	25,443	29,910
Lesson learning and evaluation	-	74	70	144	135
Governance costs	-	45	156	201	271
<b>Total resources expended</b>	<b>25,443</b>	<b>2,865</b>	<b>817</b>	<b>29,125</b>	<b>32,004</b>

#### Support costs are allocated on the following basis:

Nature of cost	Allocation basis	2014 £000	2013 £000
Staff	Estimate of where staff spend their time	436	790
Premises, utilities and other overheads	Actual and estimated usage	381	360
<b>Total allocated support costs</b>		<b>817</b>	<b>1150</b>

**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 on page 35 (see note 1c).

# ACCOUNTS

## Notes to the financial statements for the year ended 31 March 2014

### 4. DISTRIBUTION TO MEMBER AGENCIES

Appeal funds distributed to participating member agencies are as follows:

	HEA £000	PFA £000	EAC £000	SCA £000	PTA £000	2014 Total £000	2013 Total £000
ActionAid	-	218	464	460	1,149	2,291	2,543
Age International	-	-	303	304	742	1,349	1,596
British Red Cross	-	-	214	687	-	901	2,658
CAFOD	59	-	(35)	411	823	1,258	1,315
CARE International UK	-	-	215	302	722	1,239	1,280
Christian Aid	-	-	154	512	561	1,227	2,356
Concern Worldwide UK	-	-	-	212	1,484	1,696	1,404
Islamic Relief	-	-	181	359	742	1,282	2,175
Merlin	-	-	-	396	1,041	1,437	1,465
Oxfam	-	-	-	1,269	3,678	4,947	2,263
Plan UK	-	-	964	284	448	1,696	426
Save the Children	91	-	197	875	1,263	2,426	5,340
Tearfund	-	-	228	363	1,203	1,794	3,265
World Vision UK	-	-	444	457	999	1,900	1,824
<b>Total</b>	<b>150</b>	<b>218</b>	<b>3,329</b>	<b>6,891</b>	<b>14,855</b>	<b>25,443</b>	<b>29,910</b>

Key

HEA: Haiti Earthquake Appeal

PFA: Pakistan Floods Appeal

EAC: East Africa Crisis Appeal

SCA: Syria Crisis Appeal

PTA: Philippines Typhoon Appeal

### 5. PARTICULARS OF EMPLOYEES

#### a) Their total remuneration was:

	2014 £000	2013 £000
Salaries and wages	512	532
National insurance	53	55
Pensions premiums and life assurances	30	38
Temporary and agency staff	50	136
<b>Total</b>	<b>645</b>	<b>761</b>

# ACCOUNTS

## Notes to the financial statements for the year ended 31 March 2014

### 5. PARTICULARS OF EMPLOYEES (continued)

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

	2014 No.	2013 No.
£100,001 - £110,000	-	1
£90,001 - £100,000	1	-
£80,001 - £90,000	-	1
£60,001 - £70,000	-	1

The highest paid employee is the Chief Executive whose emoluments in the year include salary of £87,465 (2013: £85,000) and pension contributions of £6,997 (8% of salary, as in 2013). No benefits in kind or other remuneration are paid.

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

	2014 No.	2013 No.
Fundraising	7	6
Lesson learning and evaluation	2	2
Finance	2	1
Administration	1	1
<b>Total</b>	<b>12</b>	<b>10</b>

### 6. TRUSTEES

No trustees received emoluments in the year (2013: nil). No amounts were reimbursed to Trustees for travel and other expenditure (2013: nil).

### 7. NET OUTGOING RESOURCES FOR THE YEAR ARE STATED AFTER CHARGING:

	2014 £000	2013 £000
Auditors' remuneration - statutory audit fee	29	28
Operating lease payments - premises	64	63
Depreciation charge	67	60

# ACCOUNTS

## Notes to the financial statements for the year ended 31 March 2014

### 8. TANGIBLE FIXED ASSETS

	Computer equipment, software and web development £000	Furniture, fittings and office equipment £000	Total £000
<b>Cost</b>			
At the start of the year	248	60	<b>308</b>
Additions	9	-	<b>9</b>
Disposals	-	-	-
At the end of the year	257	60	<b>317</b>
<b>Depreciation</b>			
At the start of the year	186	51	<b>237</b>
Charge for the year	62	5	<b>67</b>
At the end of the year	248	56	<b>304</b>
<b>Net book value at the end of the year</b>	<b>9</b>	<b>4</b>	<b>13</b>
At the start of the year	62	9	<b>71</b>

### 9. DEBTORS

	2014 £000	2013 £000
Prepayments and accrued income	<b>5,644</b>	1,969

Prepayments and accrued income include gift aid recoveries for:

**2014:** Philippines Typhoon Appeal - £3.6m based on claims to be made to HMRC after the year end.

**2013:** Syria Crisis Appeal - £0.3m based on claims to be made to HMRC after the year end.

### 10. CASH AND SHORT TERM DEPOSITS

	2014 £000	2013 £000
Cash and interest bearing current accounts	<b>20,146</b>	1,126
Deposit accounts	<b>25,863</b>	7,905
<b>Total</b>	<b>46,009</b>	9,031

The balances in cash and short term deposits include balances of £39.8m for the Philippines Typhoon Appeal which was launched in November 2013. Disbursements began being paid to the member agencies in the same month. The Syria Crisis Appeal has remained open and has funds of £4.5m that are continuing to be disbursed.

# ACCOUNTS

## Notes to the financial statements for the year ended 31 March 2014

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

	2014 £000	2013 £000
Trade creditors	<b>84</b>	341
Taxation and social security costs	<b>15</b>	16
Other creditors and accruals	<b>52</b>	102
<b>Total</b>	<b>151</b>	459

### 12. FINANCIAL COMMITMENTS

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

	2014 £000	2013 £000
More than one year and less than two years - premises	-	66
Two to five years - premises	<b>81</b>	-
Two to five years - other	<b>3</b>	3

### 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	158	-	150	8	-	-
DEC Pakistan Floods Appeal	225	1	218	8	-	-
DEC East Africa Crisis Appeal	3,442	15	3,329	65	(63)	-
DEC Syria Crisis Appeal	5,115	6,233	6,891	470	630	<b>4,617</b>
DEC Philippines Typhoon Appeal	-	57,002	14,855	2,314	5,389	<b>45,222</b>
DEC Next Appeal	-	5	-	-	-	<b>5</b>
<b>Total restricted funds</b>	8,940	63,256	25,443	2,865	5,956	<b>49,844</b>
Unrestricted funds						
General reserve	369	797	-	762	-	<b>404</b>
Designated reserve	-	5,956	-	-	(5,956)	-
<b>Total unrestricted funds</b>	369	6,753	-	762	(5,956)	<b>404</b>
Expendable endowment	1,303	19	-	55	-	<b>1,267</b>
<b>Total funds</b>	<b>10,612</b>	<b>70,028</b>	<b>25,443</b>	<b>3,682</b>	<b>-</b>	<b>51,515</b>

# ACCOUNTS

## Notes to the financial statements for the year ended 31 March 2014



### 13. STATEMENTS OF FUNDS (continued)

#### Restricted income funds

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

Final distributions of funds to member agencies were made towards completed disaster response programmes: £150k for the Haiti Emergency Appeal and £218k for the Pakistan Floods Appeal.

The disaster response programmes for the East Africa Crisis (launched in July 2011) were completed in the year. Interest income of £15k was earned in the year and £3.3m was paid out to member agencies, bringing the total disbursed to £39.1m by the year end date. A balance of £63k not allocated to member agencies was transferred to the Syria Crisis Appeal.

The Syria Crisis Appeal remained open in response to the ongoing problems in that country and the neighbouring region. A further £6.7m was raised by the appeal (including gift aid) and £6.9m was distributed to member agencies towards disaster response programmes.

An appeal for the Philippines Typhoon was launched on 12 November 2013 and raised £62.5m (including gift aid) by the year end. Further funds have been received subsequently and the first distributions to member agencies were made in November 2013 towards disaster relief programmes.

#### Designated funds

Gift aid tax recoverable on donations to the Philippines Typhoon Appeal and the Syria Crisis Appeal, although unrestricted, was designated to the relief work respectively in the Philippines and in Syria and the surrounding countries. Income accrued for gift aid for the Philippines Typhoon Appeal has already been transferred from the designated fund to the restricted fund for the Philippines Typhoon 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 £55k was utilised for website development and events to commemorate the 50th anniversary of the DEC.

#### 14. RELATED PARTY TRANSACTIONS

The charity trustees disclosed on page 27 include executives of all member agencies. The member agencies made donations of £716k (2013: £692k) in the year to the charity. In addition, £765k was collected in the year by the member agencies and passed onto the charity for the Philippines Typhoon Appeal and a further £26k (2013: £116k) for the DEC Syria Crisis Appeal.

#### 15. 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.



© Thomas Haunschmid / CARE Austria

Marvin is a CARE shelter repair kit beneficiary in Monterico, Ormoc. He is also a part-time carpenter and as such he rebuilt on his own their home, being the first one to finish rebuilding in his village. Marvin supports a partner, a young child and his parents by working in the fields and doing carpentry work on the side.



## THANK YOU

The DEC brings 14 leading UK aid charities together in times of crisis; all collectively raising money to reach those in need quickly.

