



DISASTERS
EMERGENCY
COMMITTEE

2024/25

ANNUAL REPORT & ACCOUNTS

CONTENTS

Chair’s statement.....	03
Who we are.....	04
Our year in numbers	06
Middle East Humanitarian Appeal	08
Ukraine Humanitarian Appeal	14
Turkey-Syria Earthquake Appeal	18
Pakistan Floods Appeal	22
Our strategy	26
Pillar 1: Launching appeals.....	28
Pillar 2: Building trust	32
Pillar 3: Driving change.....	34
Pillar 4: Sustaining and thriving	37
Structure, governance and management	40
Independent auditor’s report	48
Accounts	50

MESSAGE FROM THE CEO

It gives me great pleasure to introduce our new Chair of Trustees, Michael Jermey.

Michael joins us with a wealth of experience in news and leadership, including his 16-year tenure leading ITV’s news and current affairs division. His commitment to humanitarian causes, experience in communicating on complex issues and collaborative leadership style make him ideally suited to lead the DEC’s Board as we continue to respond to disasters around the world.

Michael succeeds Sue English, who stepped down as Chair in March 2025 after seven years of exemplary service. During her tenure, Sue oversaw the launch of seven DEC appeals, raising over £800 million. Her wisdom, compassion, and dedication have guided the DEC in responding to some of the most challenging crises in recent history.

As we continue to deliver on our new strategy during these complex times, the DEC remains committed to our mission of providing life-saving aid to those in need, and I look forward to working with Michael and the wider team to continue this vital work.

Saleh Saeed
Chief Executive

Cover image: Jinane* with her daughter Amina* in a camp in north Lebanon where a DEC member charity is providing food, mattresses and other essentials for families displaced by the conflict.

Image left: A DEC member charity provides psychosocial support sessions for families to help with the trauma of the conflict in Gaza.

MESSAGE FROM THE CHAIR



DEC Chief Executive Saleh Saeed (left) with Chair of Trustees Michael Jermey (right).

I am honoured to have joined the DEC as Chair of Trustees. In my previous professional life, as a broadcast news executive and journalist, I watched and admired the DEC’s work over four decades. I never ceased to be impressed. The DEC fulfils a unique role in bringing together an alliance of 15 major international aid charities, the UK’s pre-eminent broadcasters and a number of key strategic partners to translate the impressive generosity of the British public into practical, life-saving help at times of humanitarian crisis overseas.

The alliance that underpins the DEC has been in place for over 60 years and has raised £2.5 billion across 79 emergency appeals. Its work is as important now as it has ever been, and the impact of the humanitarian programmes DEC member charities are able to deliver with these funds is truly remarkable. A senior UK government official, with many years of experience in humanitarian work, observed to me recently that ‘If the DEC didn’t exist it would have to be invented.’

Since becoming Chair of the DEC earlier this year, I’ve been enormously impressed by the dedication and hard work of the DEC staff, the high levels of productive cooperation across the 15 member charities and the extensive support the charity is offered by our impressive partners. The work the broadcasters and news organisations do in first alerting the UK public to humanitarian crises and then explaining how people can help if they want to do so, is vital to the DEC’s work. So too is the assistance given by our Rapid Response Network. It helps make both our fundraising and our distribution of aid efficient and effective.

The DEC is enormously grateful to Their Majesties the King and Queen for all the public support they have shown and the very real interest they have in the work carried out by our member charities. It’s appreciated by everyone working on the DEC’s humanitarian mission. The support provided by the UK Government in the form of Aid Match on DEC appeals is invaluable. We know it has a powerful impact in encouraging public donations.

International humanitarian agencies are facing significant challenges, including the massive reduction in aid funding by the United States government, the planned reduction in UK aid spending to 0.3 per cent of gross national income and, of course, the continuing demands presented by natural disasters, climate related crises and heightened international conflict. In this environment, the work of the DEC, and the public’s impressive generosity, has never been more essential.

In this report, the DEC outlines its work over the past reporting year with details on the launch of the Middle East Humanitarian Appeal – which has raised over £46 million including a UK Government Aid Match of £10 million – and updates on what’s been achieved through earlier appeals including the Turkey-Syria Earthquake Appeal, the Ukraine Humanitarian Appeal and the Pakistan Floods Appeal.

Shortly before publication the DEC responded to the devastating Myanmar earthquake. The fundraising efforts, which are continuing, have so far raised over £26 million and despite the challenges of working in Myanmar aid is getting to many people affected by the disaster.

I hope you find this annual report informative. You can read about our activities for each appeal that was running through the 2024/25 financial year, progress on projects delivered in the first year of our current strategic plan and details of some of our objectives for the coming year. The DEC’s humanitarian work is made possible by the generosity of the UK public. We are very grateful to all our donors and supporters. Their help is vital and enormously appreciated.

Thank you for your ongoing support.

Michael Jermey
Chair of Trustees
7 July 2025

WHO WE ARE

The DEC brings together 15 leading UK aid charities to raise funds quickly and efficiently at times of humanitarian crisis overseas. In these times of crisis, people in life-and-death situations need our help and our mission is to save, protect and rebuild lives by working with the communities affected.

Pooling our resources to work as one, we are pivotal in co-ordinating the UK public’s response to overseas disasters. In collaboration with our Rapid Response Network of national media and corporate partners, we raise the alarm to the UK public and set up easy ways to donate.

61 years
of the DEC

15
member charities

£2.5 billion
raised by the DEC

79 appeals
launched since 1963

DEC
MEMBER
CHARITIES



OUR BROADCAST PARTNERS: BBC | Channel 4 | Channel 5 | ITV | Sky

Health worker Khuloud, part of the mobile medical team of a DEC member charity, screens a child for malnutrition in a village in northwest Syria where remote communities struggle to access health services after the earthquake destroyed many facilities in the region.

OUR VISION

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

OUR MISSION

Together we will raise funds to save, protect and rebuild the lives of people that are impacted by emergencies and major disasters in countries overseas.

We will:

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

WHEN WE LAUNCH AN APPEAL

1

SCALE

The disaster is on such a scale, and of such urgency, as to call for swift international humanitarian assistance.

2

CAPACITY

The DEC member charities, or some of them, are in a position to provide effective humanitarian assistance at a scale to justify a national appeal.

3

SUPPORT

There are reasonable grounds for concluding that a national appeal would be successful, either because the level of awareness and concern for the humanitarian situation is high, or because there is a compelling case, including the likelihood of significant public support.

Disasters Emergency Committee – Year to 31 March 2025

Year to 31 March 2025 – Disasters Emergency Committee

OUR YEAR IN NUMBERS

An overview of what we achieved in 2024/25 with our 15 member charities thanks to the generosity of the UK public and the support of our Rapid Response Network (RRN) and other valued partners.

£50.8 million
raised through
our appeals

(1 April 2024 - 31 March 2025)

**1 appeal
launched**

in October 2024 to provide humanitarian support to people affected by the ongoing conflict in the Middle East.

**2 new RRN
partners**

helping us raise awareness and funds for DEC appeals: The Herald in Scotland and Admiral Group.

£54.6 million
distributed to our
15 member charities for
humanitarian response

(1 April 2024 - 31 March 2025)

**3 ongoing
appeals**

continued to support people affected by the conflict in Ukraine and earthquakes in Turkey and Syria, with the Pakistan floods response programmes coming to an end in August 2024.

115 projects

managed across four appeals, supporting DEC member charities and their partners to deliver impactful programmes that adapt to meet people’s needs in each crisis situation.

TIMELINE OF THIS REPORTING PERIOD



WHERE WE WORKED IN 2024/25



MIDDLE EAST HUMANITARIAN APPEAL

The escalation of conflict in the Middle East is devastating lives across the region and has led to an ongoing humanitarian crisis. Millions have fled their homes in search of safety.

The greatest needs are in Gaza, where at the time of writing, more than two million people - the entire population - do not have enough to eat, and most have been displaced multiple times.

The DEC launched the Middle East Humanitarian Appeal on 17 October 2024. In the year prior to launch, the DEC closely monitored the situation including issuing several monitoring surveys to member charities to assess their ability to provide aid in the fast-changing and incredibly challenging context.

The local partner of a DEC member charity provides medical examinations, pain relief and assistive aids such as walking canes, wheelchairs, prescription glasses and hearing aids for older people returning to north Gaza following the announcement of a ceasefire in January 2025.

When the conflict in Lebanon escalated in October 2024, the DEC's Board and all of its key stakeholders agreed that the growing levels of humanitarian need in Lebanon, Gaza and the West Bank - as well as DEC member charities' confidence in their ongoing ability to deliver aid - meant all appeal criteria had been met.

DEC appeal responses always focus on those areas where significant humanitarian needs are not being met. For this reason, funds from the DEC Middle East Humanitarian Appeal are providing lifesaving food, water, shelter, medicine and other support in Gaza and Lebanon as well as some programmes in Syria and the West Bank. The DEC website directed those seeking to support people in Israel to where they can find more information.



Volunteers from the local partner of a DEC member charity in Gaza provide first aid and psychological support.

© Palestine Red Crescent Society

£45 MILLION RAISED
including £10 million matched by the UK Government as part of its UK Aid Match scheme



© Aya Matrabie/DEC/Fairpicture

KEY ACHIEVEMENTS

(October 24 - January 25)



142,500
people had improved access to drinking water



118,000
people received food assistance



75,000
people had improved access to primary healthcare through distribution of medical supplies



64,000
people reached with sanitation and hygiene items including menstrual products, nappies, soap and medication



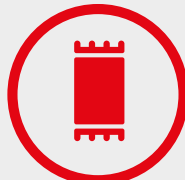
17,600
people received multipurpose cash assistance to help them meet their basic needs



3,400
people accessed mental health and psychosocial support



120,000
people estimated to have benefitted from road clearance



13,000
people receiving non-food items (NFIs)* for shelter support

* Non-food items (NFIs) refer to essential goods provided to people affected by crises that are crucial for survival, dignity, and basic well-being.

SUPPORT FOR THE APPEAL

Thanks to support from our Rapid Response Network (RRN) partners, the Middle East Humanitarian Appeal was broadcast on BBC, Channel 4, Channel 5, ITV and Sky and featured artists David Morrissey, Myleene Klass and Ruth Wilson. Our radio appeal featured Adjoa Andoh.

Their Majesties The King and Queen were among the first to donate to the appeal which had raised £8.8 million after the first 24 hours. Through its UK Aid Match scheme, the Government matched the first £10 million donated to this appeal by the public.

Over 50 public figures supported the appeal by sharing it on their own social media channels, including artists like Dua Lipa and Paloma Faith. The Herald, our newest RRN partner, published nine articles referencing the appeal and our Chief Executive, Saleh Saeed, was interviewed on Sky and LBC. We also reached new audiences by advertising on podcast platforms, Acast and Spotify, as well as expanding our digital and outdoor advertising.

Among our RRN partners and key raising awareness of the appeal were TNT Sports, Morrisons, The Co-operative Group, NatWest Group, The Co-operative Bank and UK Finance.

In just over a week the appeal brought in £20 million, including funds raised both directly by the DEC (see accounts on page 50) and by our member charities for the appeal. The total raised at the time of publication is over £46.6 million.

IMPACT OF THE RESPONSE

At the time of writing this report, DEC member charities were in the first phase of the response. The first six months of every DEC appeal is an emergency response to meet critical life-saving needs.

All 15 DEC member charities are currently responding to the crisis despite the many challenges. They are providing vital support such as food, water, sanitation and hygiene supplies as well as shelter, medical supplies, and cash assistance to families in desperate need of help. With the greatest needs in Gaza, the majority of funds raised are planned to be allocated to be spent by DEC member charities there, with the rest planned to be spent in the West Bank, Lebanon and Syria.

In the West Bank, three DEC member charities are currently providing shelter, food, cash assistance, and training and tools to support rebuilding livelihoods. In Lebanon, where tens of thousands of people are still displaced, 13 DEC member charities are responding to the humanitarian crisis. They are providing cash assistance, clean water, sanitation, hygiene kits, as well as food, shelter and protection. In Syria, two DEC member charities are providing vital assistance such as medical care, clean water, sanitation and hygiene supplies, food, shelter, protection and support to rebuild livelihoods.

The start of phase two of the response, which is explained in the ‘Looking forward’ section of this report, is from 1 May 2025.



DEC appeal funds are used to provide psychological support for children in Gaza through sessions run by a member charity

© Islamic Relief

A CHALLENGING CONTEXT

The Middle East Humanitarian Appeal has been one of the most complex and challenging for the DEC and its member charities due to the blocks to humanitarian access, continued airstrikes, and restrictions on movement as well as political sensitivities.

DEC member charities and their local partners have extensive experience and a long-standing operational presence in the Middle East, including responding in Lebanon during the 2006 conflict and the 2013 conflict in Syria. Despite this, a volatile security and political situation in Gaza has made delivering emergency aid extremely challenging. The restricted entry of fuel has affected transportation and the logistics of services such as healthcare, water and sanitation. At times aid has been halted due to blocked borders, leaving vulnerable people facing hunger and disease. Large scale displacement and the movement of tens of thousands of people fleeing their homes to new areas of Gaza and the West Bank has required flexibility and adaptive programming in order to assist and deliver aid to those affected.

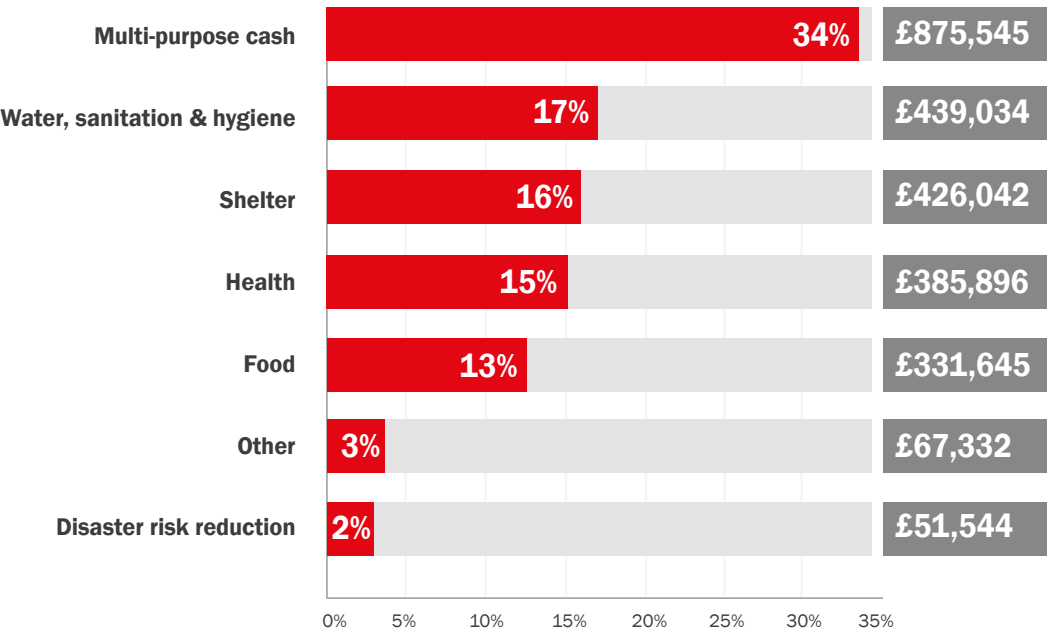
During the ceasefire from January to March 2025, the daily entry of supplies through the north and south crossings improved. This enabled member charities to deliver more lifesaving assistance in line with population movements, including in areas that were previously hard or impossible to access. As hundreds of thousands of people returned to the north, DEC charities helped meet urgent needs. They based their support on their assessment of conditions in new and existing displacement camps.

In Lebanon, after the ceasefire on 27 November 2024, many people returned to their homes and found them in need of repair, or even completely destroyed, as they faced the harsh winter weather. DEC member programmes, designed to support those residing in collective shelters, were adapted to support people returning home to their communities. Key emergency items such as food, hygiene kits, and winter kits were still distributed swiftly and reached the most affected communities.

Prior to the escalation of conflict in the wider region, Syria was already experiencing a decades-long crisis but the influx of refugees and Syrian returnees from Lebanon put a further strain on essential services. The political change at the end of 2024 meant many humanitarian aid operations were temporarily suspended. Despite these obstacles, member charities have been able to reach displaced people with vital support through shelter, water, and improved sanitation.

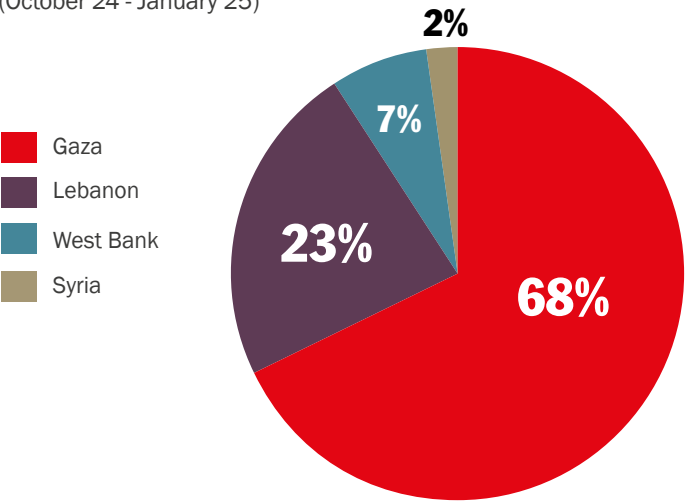
THREE MONTH EXPENDITURE BY SECTOR

(October 24 - January 25)



THREE MONTH EXPENDITURE BY LOCATION

(October 24 - January 25)



£12.1 million
Expenditure budget
(October 2024 - April 2025)

* While efforts have been made to avoid counting people twice, some people may have been helped more than once by different member charities.

LEARNING FROM THE RESPONSE SO FAR

The DEC funded a Response Review to monitor member charities’ programmes and assess the first phase of the response to date. Some of the key learnings from the review include:

- Members demonstrated a solid commitment to local partnership equity, which is reflected in their collaborative approach and respect for local autonomy. Local partners played a significant role in reaching hard-to-access areas, with many taking on operations in Gaza and the West Bank. Their contextual knowledge and networks were paramount for the implementation of programming.
- Operational flexibility was a key success across sectors, enabling organisations to adapt procurement strategies and shift approaches in response to logistical constraints. Increased reliance on local procurement, such as sourcing water tanks through municipal partnerships, helped overcome supply chain disruptions. Adaptability in service delivery was also significant, with organisations adjusting project locations to distribute winter non-food items in hard-to-reach areas as security conditions changed.
- Logistical barriers, security, and access issues presented significant challenges across sectors. Delayed shipments, roadblocks, and damaged infrastructure complicated assistance delivery, particularly in the water, sanitation and hygiene (WASH) sector, where road blockages hindered water trucking and required emergency road clearance. Supply shortages, worsened by import restrictions and local procurement challenges, further delayed the distribution of items for winter. Instability and security concerns delayed psychosocial support programmes, leading to a reliance on digital tools to continue services. These challenges heighten the need for member charities and their partners to continually monitor the context and adapt quickly.



Clean water is provided to more than 120,000 people in north Gaza and Gaza City by a DEC member charity with funds from the DEC appeal.

CASE STUDY

Helping people survive the winter

Saleem works for the Palestine Red Crescent Society (PRCS) in Gaza, the local partner of a DEC charity. PRCS have been supporting some of the hundreds of thousands of people who returned to the north of Gaza during the six-week ceasefire. Many of those returning found their homes destroyed and sought refuge in makeshift displacement camps. Saleem and his team distributed health and hygiene packages containing simple cleaning products to remove bacteria, to help reduce the spread of disease.

The harsh winter weather in Gaza further worsened living conditions in camps. “We have had several cases where people have died because of the cold and the rain that is hitting the Gaza Strip at this time,” explained Saleem.

With the price of goods extremely high, PRCS have distributed mattresses to people who were forced to flee their homes many months ago, unable to plan for the cold months ahead.

“

The mere feeling that we had helped, that we had alleviated even a fraction of their suffering, was what kept us going. Despite all the hardships we endured, knowing that we contributed in some way, it was that small glimmer of hope.”

Saleem, aid worker, north Gaza.

Image right: Saleem at a distribution of hygiene kits to people in north Gaza.

LOOKING FORWARD

At the time of writing, hostilities in Gaza continue and severe humanitarian access restrictions are being imposed. The catastrophic humanitarian crisis is deteriorating rapidly, with the whole population of Gaza at risk of famine. Aid supplies are running dangerously low, making it impossible for DEC member charities and their local partners to respond to the growing levels of need.

In the second phase of the DEC response, which began in May 2025 (after the financial year covered in this report), DEC member charities in Gaza will continue to work tirelessly to provide whatever aid they can, including cash support, clean water and medical aid, to a population that remains in urgent need. In Lebanon, DEC member charities will continue to prioritise urgent needs and increase their focus on helping people to recover and rebuild their lives and livelihoods, through providing training and cash-for-work schemes. They will also provide protection services, including psychosocial sessions to help people deal with the trauma they have experienced, as well as still providing basic items and support such as hygiene kits, food parcels, and multi-purpose cash assistance.

In the West Bank, DEC member charities will continue to support displaced families with shelter assistance and essential items like clothing and hygiene kits. In Syria, member charities will support affected communities through rehabilitation of water systems and facilities, and mental health and psychosocial support.



© Aya Matrabie/DEC/Fairpicture

UKRAINE HUMANITARIAN APPEAL

DEC funds are continuing to support people affected by the conflict in Ukraine to rebuild their lives, thanks to the incredible amount raised.

The DEC Ukraine Humanitarian Appeal, launched on 3 March 2022, would go on to become one of the largest and longest running appeals in our history, raising over £446 million, including £25 million matched by the UK Government as part of its UK Aid Match scheme.

Donations to the Ukraine Humanitarian Appeal closed on 31 December 2024 but programmes will continue until the end of August 2025. DEC member charities and their local partners will continue providing support in the longer-term, through their own funds.

Anastasia* received a small grant from a DEC member charity's local partner to set up a business that will provide transport for people with disabilities in Mykolaiv.

IMPACT OF THE RESPONSE

In the first six months of the launch of the appeal, 13 DEC member charities and their local partners delivered life-saving support and assistance to those affected by the crisis. This included giving 1.9 million people access to clean water, helping 72,000 people access primary healthcare services and giving cash assistance to 338,000 people to meet their basic needs.

The second phase of the response is focused on helping people rebuild their lives as well as capacity strengthening of local services, systems, structures and community groups. This has included supporting 89,300 people with legal assistance and advice, giving 149,000 people access to mental health and psychosocial support and providing 25,000 adults and children with activities focused on integration and social cohesion.



£446 MILLION RAISED
including £25 million matched by the UK Government as part of its UK Aid Match scheme

KEY ACHIEVEMENTS

(October 24 - January 25)



1,595,111
people benefitted from improved access to drinking water



1,279,682
people received protection support, including information about legal assistance and advice



1,237,314
people, including host families and those displaced, have benefitted from targeted shelter support



564,065
people provided with cash assistance to help them meet their basic needs



460,026
people reached with food assistance such as food baskets, vouchers, and hot meals



252,225
people provided with hygiene and dignity kits via vouchers or essential items like toothbrushes, shampoo, and washing powder



163,914
people reached with mental health and psychosocial support



99,922
adults and children participated in activities focused on integration and social cohesion

LEARNING FROM THE RESPONSE

Strengthening local humanitarian action is a key priority for the DEC and its member charities. Local partnerships significantly improve the effectiveness, relevance, and sustainability of humanitarian responses by leveraging contextual knowledge, community trust, and existing service networks.

Three years into the response and now in the final year of implementation, key learnings from member charities responding in the region include:

- Investing in senior leadership led to the emergence of stronger local and national organisations, supporting the continued presence and capacity of local and national actors to respond to humanitarian needs into the future.
- By encouraging DEC member charities to channel funding to their local and national partners, they have autonomy when it comes to investing in their strategic needs. This enables them to become stronger, more sustainable entities.

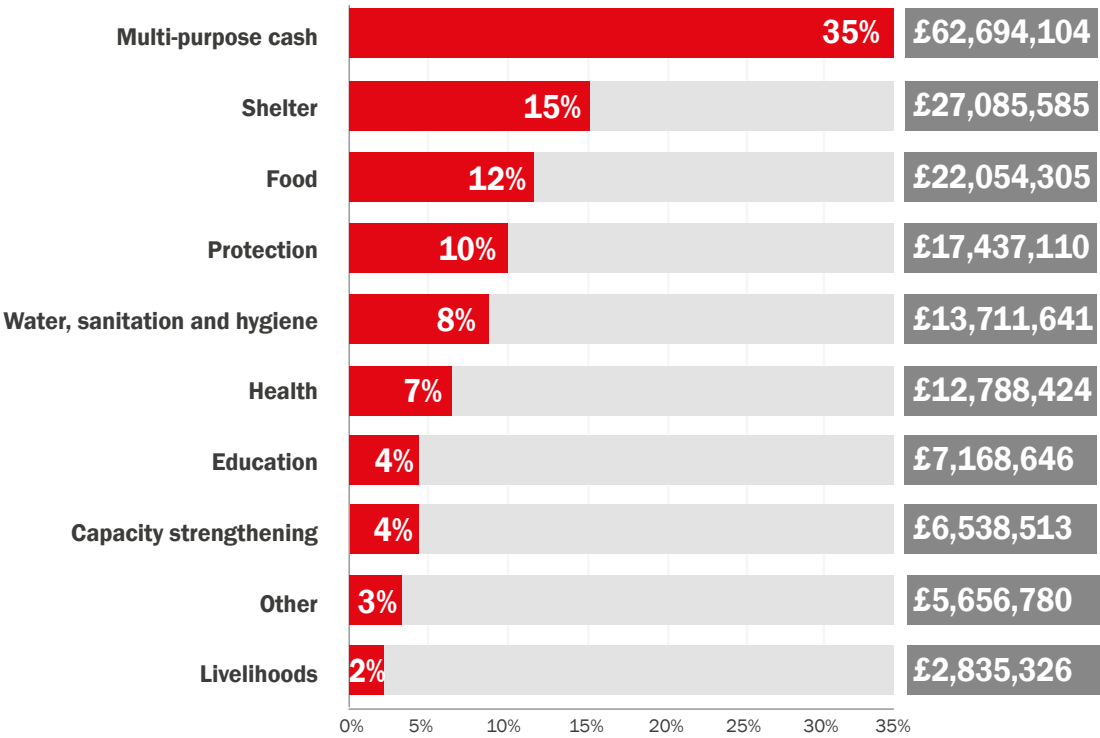


- Simplifying processes, for example where a national organisation that is working with two different DEC member charities only has to undergo a due diligence process once, reduces the administrative burden and facilitates assisting affected communities more efficiently.
- The importance of tailoring assistance to existing systems through coordination with local and national authorities. Consulting with affected communities to design programmes, and to inform them about the availability of different forms of assistance, leads to a better overall response.
- By diversifying means of communications, such as sharing information through WhatsApp groups, having a temporary presence in existing public services structures and working through mobile teams for better outreach, we were able to reach people where access was challenging - giving them a say in the way assistance is shaped.

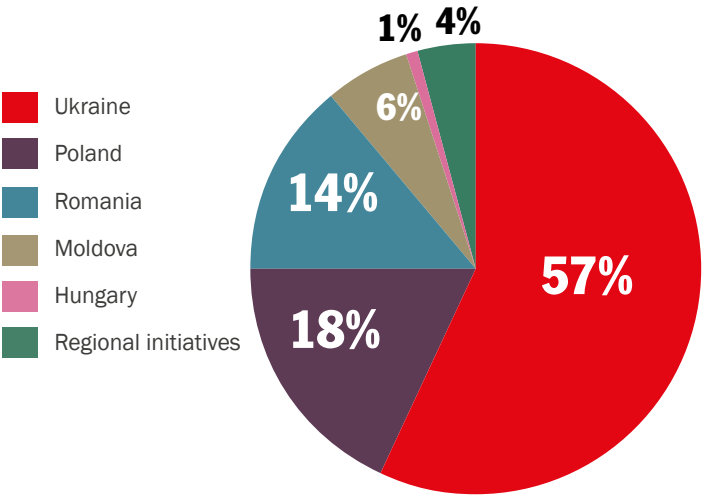
“
I’ve been attending the classes since the beginning. I get distracted from today’s problems. This is moral and psychological support, and these workshops calm us down.”
Ivanna* from Mykolaiv, Ukraine.



THREE-YEAR EXPENDITURE BY SECTOR
(March 2022 – February 2025)



THREE-YEAR EXPENDITURE BY COUNTRY
(March 2022 – February 2025)



£265.5 million
Total expenditure
(March 2022 – February 2025)

* While efforts have been made to avoid counting people twice, some people may have been helped more than once by different member charities.

LOOKING FORWARD

While DEC funded programmes will conclude at the end of August 2025, some DEC member charities and their partners will continue to conduct activities based on the current needs of vulnerable communities, adapting interventions as needs develop and providing as much holistic support for affected communities as possible.

This work, however, is now taking place in the context of limited funding for humanitarian assistance more broadly, both in Ukraine and neighbouring countries. Therefore, DEC member charities and their local partners will continue to strategically support the most vulnerable people affected by the crisis, while also working with local organisations to support them in being able to continue helping those in need.

As resources and funding declines, international non-governmental organisations (INGOs), including DEC member charities, are having to scale back their presence and service delivery in the region. Local and national partners are paramount to continuing to respond to the crisis.

A responsible exit strategy

To help build resilience and prepare for the future, the DEC is working to accelerate the transfer exchange of knowledge and capacity from INGOs and key local and national organisations.

DEC member charities and their local partners also continue to prepare themselves should the situation in Ukraine worsen further, resulting in additional mass displacement both inside Ukraine and regionally. Beyond the DEC response, many member charities will remain, continuing their operations using other funding sources.

REPORTING BACK TO OUR SUPPORTERS

Throughout the appeal we reported back on how donations were being spent and the impact of the response.

In June 2024, we hosted an event for our Rapid Response Network where we shared a look-back over three appeals, including the Ukraine Humanitarian Appeal.

To mark three years from when the conflict started, we shared a video in February 2025 to thank supporters for their extraordinary generosity and to show them how their donations have helped.

TURKEY-SYRIA EARTHQUAKE APPEAL

Over the last two years, 14 DEC member charities and their local partners have provided vital support to an estimated 4.6 million people across Turkey (now known as Türkiye) and Syria.

On 9 February 2023, the DEC launched the Turkey-Syria Earthquake Appeal. It became one of the largest ever DEC appeals, raising £163.8 million - including £5 million matched by the UK Government. Donations to the Turkey-Syria Earthquake Appeal closed on 3 June 2024 with appeal funds to be spent up until 31 July 2025.

Case worker Ramia visits Murshid* at his home as part of a programme that helps meet the medical, livelihood and mental health needs of older people in earthquake-affected areas in Syria.

IMPACT OF THE RESPONSE

The DEC programme response was set to end in January 2025, however due to the changing context in Syria, it has been extended by six months.

In the first six months, urgent needs were prioritised such as food, shelter, medical care, clean water, and cash assistance to people who had lost their homes and belongings. In the second phase, from August 2023, DEC member charities have provided tools, vocational training, and business grants to help people rebuild their livelihoods. For some vulnerable groups, such as women and older people, the training has enabled them to access paid employment for the first time.

Specialist mental health support, such as counselling and psychosocial support, has also been provided to help people process their trauma and support them on their journey to healing. In Turkey, 9,701 people were supported with mental health and psychosocial support.



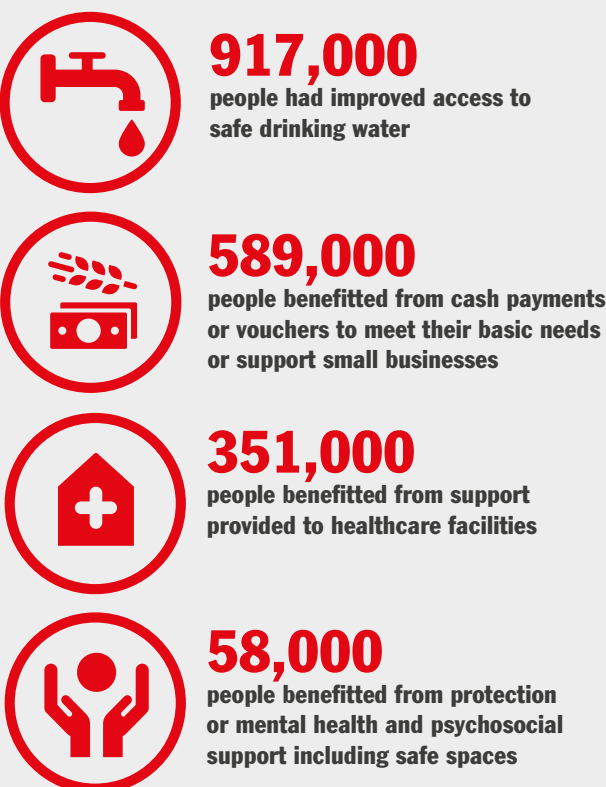
Syrian women at a DEC funded mother and baby friendly space participate in a feedback session in Hatay, Turkey.

£163.8 MILLION RAISED
including £5 million matched by the UK Government as part of its UK Aid Match scheme

KEY ACHIEVEMENTS IN PHASE 1 (February 2023 - July 2023)



KEY ACHIEVEMENTS IN PHASE 2 (August 2023 - January 2025)



EXTENDING DEC FUNDED SUPPORT

In Syria, the humanitarian situation was already highly complex prior to the earthquakes. Many people living in the earthquake-affected areas of the north-west had previously fled their homes to escape fighting and were living in temporary accommodation.

The political change in December 2024 has meant many of those affected by the earthquakes have been looking to return to their communities, and to check on their homes and businesses. This has had a significant impact on the areas where DEC member charities and their local partners are supporting people and has required some member charities to reassess needs and adapt their activities, towards the end of the programme.

The DEC agreed to extend the implementation of the programme by six months to give member charities sufficient time to secure the approvals needed in certain areas of Syria in order to resume activities that were paused during the period of political change.

The extension is also helping to reduce pressure, and avoid work overload, during this transitional period. And it ensures that all the funds are utilised effectively to address existing and emerging needs in the earthquake-affected areas.

LEARNING FROM THE RESPONSE

In late 2024, the DEC funded a follow-up perception survey with communities affected by the earthquake to ask them what they thought about the response and whether it met their needs. This study was conducted prior to the recent political changes in Syria.

Some of the key learnings were:

- Most people surveyed said our phase two support was effective and timely. They had high levels of satisfaction but also significant levels of unmet needs, which remain a pressing issue across all regions. Cash assistance is a top priority in all locations, while food and water access were found to be critical in Syria.
- Perceptions on coordination among service providers have improved since 2023, particularly in Syria, where collaborative efforts have minimised service gaps and demonstrated a strong alignment with community needs. However, challenges persist and some duplication occurred in sectors like food kits and health services, often due to overlapping efforts by government agencies, municipalities, and INGOs. This has occasionally resulted in logistical challenges and confusion for communities, including navigating multiple registration processes.
- DEC member charities have developed tailored exit strategies to foster resilience in Turkey and Syria. In Syria, priorities include sustaining healthcare access, transitioning services to community committees, and mapping resources to support disaster response. In Turkey, efforts are focused on household rehabilitation, communal services upgrades, and transferring responsibilities to local organisations.

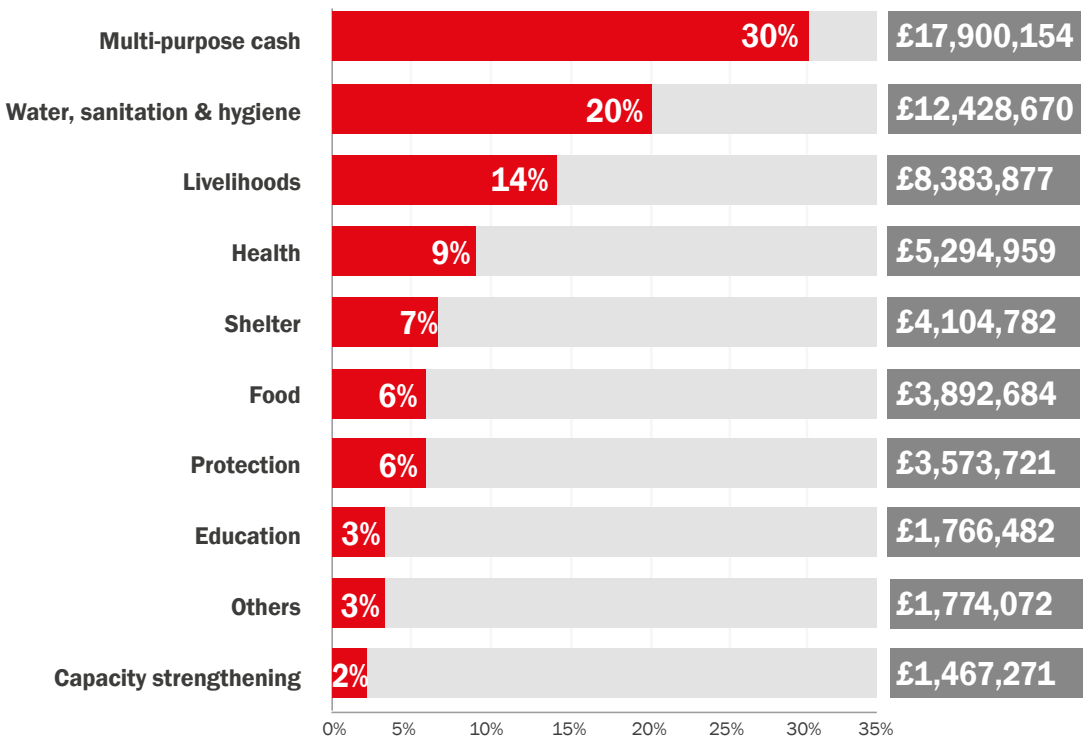


Seray* (second from right) runs a women's cooperative where local farmers can contribute to food production in Hatay, Turkey. DEC funds helped to provide training, cash grants and support to replace equipment damaged by the earthquake.

© Özge Sebzeci/DEC/Fairpicture

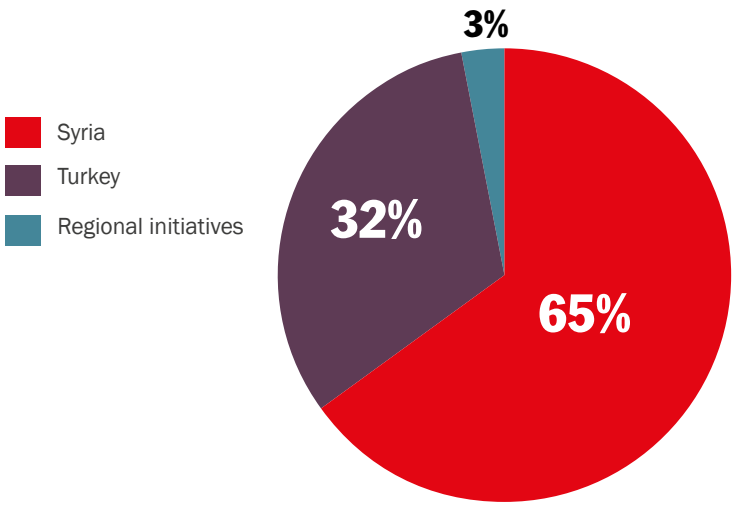
TWELVE MONTH EXPENDITURE BY SECTOR

(February 2023 - January 2025)



TWELVE MONTH EXPENDITURE BY COUNTRY

(February 2023 - January 2025)



£90.6 million

Total expenditure

(February 2023 - January 2025)

* While efforts have been made to avoid counting people twice, some people may have been helped more than once by different member charities.

LOOKING FORWARD

As DEC funded responses come to a close, we ensure our programmes end responsibly. In June 2024, members of the DEC Programmes and Accountability team travelled to Gaziantep in Turkey to meet with DEC member charities and local partners delivering the response.

Part of this trip was to host workshops focused on exit and transition strategies so that the end of the DEC funded response is managed responsibly. The workshops centred around supporting DEC member charities and partners to develop ways of working together and to leverage the flexibility of DEC funding to ensure that the impact of their programmes are as sustainable as possible - wherever feasible.

REPORTING BACK TO OUR SUPPORTERS

Throughout the appeal we reported back on how donations were being spent and the impact on the communities affected by the earthquakes.

In August 2023, six months on from the first earthquakes, DEC Chief Executive Saleh Saeed travelled to Turkey to visit projects being supported by the Turkey-Syria Earthquake Appeal, which featured in an ITV report. One year on from the disaster, in February 2024, we ran a reporting back campaign that included reporting on the impact of the DEC response in mainstream media channels including the BBC's The One Show, ITV's Good Morning Britain, features in the i paper and The Express. We also commissioned an award-winning short film, The Locker, inspired by a real life maternity nurse working in a DEC funded camp hospital in Syria, which was seen by millions of people across TV, cinema and social media.

This year, marking two years on from the disaster, we reported back to our supporters with updated information on our website and a series of social media posts showing the impact of DEC funded livelihood support programmes in Turkey and Syria through short films and case studies. We also sent an email update to those who donated to the appeal to thank them and let them know how donations have helped over the last two years.

PAKISTAN FLOODS APPEAL

This year DEC member charities continued to help flood-affected communities in Pakistan rebuild their livelihoods and resilience, before DEC funded programmes came to an end.

In the summer of 2022, Pakistan experienced some of the worst floods in its history. Many people lost their lives, more than 7.9 million people had to leave their homes, and hundreds of thousands of buildings were destroyed.

On 1 September 2022, the DEC launched the Pakistan Floods Appeal which raised £50.1 million, including £5 million matched by the UK Government. Donations to the Pakistan Floods Appeal closed on 23 April 2024 and appeal funds were spent up until August 31 2024.

“
We were amazed to see one organisation giving us so much support.”
Sakhi Baksh, farmer from Sindh, Pakistan

Sakhi Baksh tends to a kitchen garden where he grows vegetables from seeds provided by a DEC member charity using funds from the appeal.

IMPACT OF THE RESPONSE

From September 2022 to August 2024, 11 DEC member charities and their local partners provided vital support to an estimated three million people.* In the first six months, urgent needs were prioritised such as food, shelter, winter survival items, and cash support for families who had lost their homes and belongings.

During the second phase, from March 2023 until the end of August 2024, flood-affected communities also received support from our member charities in accessing essential facilities such as clean water and healthcare. The focus of this phase, which took place over eighteen months, was to help communities recover and rebuild their livelihoods, as well as provide tools, training, and grants to help mitigate the impact of future floods - with an emphasis on longer-term recovery and resilience.



Dr Iqbal checks the weight of a baby as part of the primary healthcare services provided to flood affected communities by a DEC member charity using funds from the appeal.

£50 MILLION RAISED
including £5 million matched by the UK Government as part of its UK Aid Match scheme



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KEY ACHIEVEMENTS PHASE 1

(01 September 2022 - 28 February 2023)



158,000
people accessed basic healthcare including maternity services and immunisations



123,000
people benefitted from improved access to clean drinking water



66,400
people provided with temporary shelter such as tents, tarpaulins and shelter tool kits



50,400
people received food assistance such as wheat, rice, sugar and cooking oil

KEY ACHIEVEMENTS PHASE 2

(01 March 2023 - 31 August 2024)



899,000
people accessed primary healthcare through health appointments, eyecare and consultations



300,000
people benefitted from improved access to clean drinking water



163,000
people benefitted from cash assistance to meet their basic needs and to restore livelihoods and businesses



88,000
people provided with support to restore their livelihoods through agricultural items, seeds, poultry and training

WORKING WITH THE LOCAL COMMUNITY

DEC member charities and their local partners delivered a locally-led response to not only build trust and identity needs but to ensure long-term sustainability. During both phases we conducted a community perception study that found DEC funded response interventions were timely and supported vulnerable groups — all of whom participated in the decision-making process.

DEC funded programmes focused on enhancing the resilience of communities through Disaster Risk Reduction work and funding climate change adaptation, which helps make disasters less likely to happen or less damaging when they do happen. Farmers received agricultural training in climate-friendly methods of growing crops, helping to reduce the impact of drought and future flooding. With the training and support, communities are able to organise themselves and build long-term infrastructure — long after the DEC funded programmes end.

LEARNING FROM THE RESPONSE

At the end of our appeals, the DEC carries out a post-appeal review to consolidate learning and ensure that any lessons are carried forward to our future work. This was conducted near the end of the Pakistan response and incorporated learnings from throughout the response duration.

Some of our key learnings include:

- Involving vulnerable and marginalised groups is vital to ensuring a sustainable and robust recovery.
- There are opportunities to strengthen partnership practices to better enable and sustain local leadership.
- Contextual challenges, such as inflation and security, hindered some of the effectiveness of our member charities’ response.
- Exit strategies must be communicated clearly and early on to communities, so they can plan for what happens when the DEC response ends.
- There is an urgent need to strengthen community resilience against further emergencies.

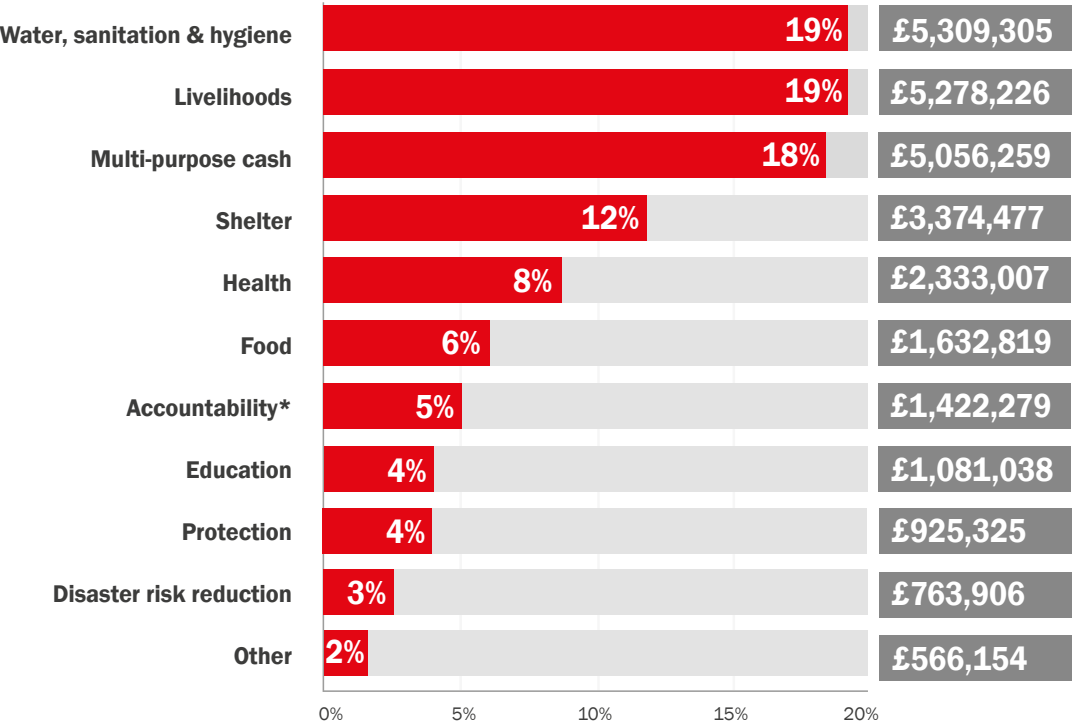


Sultana tends to her crops in a kitchen garden in her village in Sindh, Pakistan, after receiving wheat and vegetable seeds to help her sustain her family after the floods.

© Khaula Jamil/DEC

OVERALL EXPENDITURE BY SECTOR

(September 22 - August 24)



*Accountability to communities affected by disaster ensures they are kept informed, involved in decision-making and part of the feedback and learning process.

LOOKING FORWARD

Two years after the floods, Pakistan’s rural communities continue to rebuild.

Support provided by DEC member charities has strengthened the capacity of service providers to deliver quality health and education services to rural communities who were particularly affected. A number of improvements have been made, such as increasing reliable access to drinking water and introducing climate-smart agricultural practices. These efforts not only promote long-term environmental sustainability but also empower vulnerable communities with new skills and better access to services.

Recognising that Pakistan is vulnerable to future climate-related crises, DEC member charities and their partners worked closely with local communities to build their resilience through establishing Community Disaster Committees, training thousands of volunteers, and supporting emergency preparedness plans.

REPORTING BACK TO OUR SUPPORTERS

Throughout the appeal we reported back on how donations were being spent and the impact of our support on the communities affected. As the appeal came to a close, we updated our website with the latest programme information, created a video to thank supporters and shared case studies about people whose livelihoods are now more resilient to future disasters, thanks to the programmes funded by the DEC appeal. During this reporting back campaign, which forms part of the DEC’s strategic commitments, we shared content across our social media channels and saw thousands of visits to the Pakistan appeal page on the DEC website. We also directed our supporters to DEC member charities who will continue to work with flood-affected communities in Pakistan longer term.

£35.9 million

Total expenditure

(September 22 - August 24)

* While efforts have been made to avoid counting people twice, some people may have been helped more than once by different member charities.



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Ghulam Nabi teaches at a primary school in Sindh, Pakistan, that received support from a DEC member charity after it was damaged by the floods.

OUR FIVE-YEAR STRATEGY

In 2024 we embarked on a new five-year strategy. Our core mission remains the same: to raise funds to save, protect, and rebuild the lives of people impacted by major disasters overseas. As we face global changes and more complex challenges in the years ahead, our strategy ensures we are delivering on our mission in the most effective and impactful way possible. Working with our member charities and the Rapid Response Network, our activities are focused on four strategic pillars:

- 1

Be ready to launch the right appeals at the right time using our agreed criteria and working closely with partners.
- 2

Build trust among our audience and partners through a ‘whole appeal’ approach to our marketing and communications.
- 3

Drive change in the humanitarian sector and increase impact by harnessing our collective impact and supporting a shift of power.
- 4

Be a sustainable and thriving organisation that invests in our team’s development, our systems and processes, and evolves our current approach to financing and risk so that we are better able to withstand future unpredictability.

Yana*, 71, takes part in a psychological support session in her village’s new community centre in eastern Ukraine, which received a cash grant from the local partner of a DEC member charity.



© Katya Moskalyuk/Fairpicture/DEC

WHY OUR WORK IS IMPORTANT

Over 300 million people are in need of humanitarian assistance in 2025. The emergencies we respond to are also becoming more complex - from both a climate and geopolitical perspective - and this is happening in the context of financial challenges for the humanitarian sector and beyond. With technology evolving rapidly, and media consumption and audience needs changing, our work is now more relevant and important than ever.

The DEC membership contains a wide breadth of expertise, bringing together 15 of the UK’s leading humanitarian charities. Our ‘helicopter view’ of the response enables us to spot duplication, plug gaps in programming, support cost-effective procurement, and ensure a high standard of transparency and accountability across the membership.

When we launch an appeal, we get funding to where it is needed, fast, with flexibility to adapt the response as the situation changes.

During the previous five-year strategy period, the DEC raised £763 million across five appeals. By convening our members at times of crisis to mobilise, we are stronger together.

HOW MUCH WE RAISED THIS YEAR FOR APPEALS

The total income for each appeal includes both donations made directly to the DEC and donations made to our 15 member charities, from the point of appeal launch to 31 March 2025. The DEC income includes appeal donations, Gift Aid and legacies. Some appeals’ income spreads over more than one financial year.



Case worker Ramia from the local partner of a DEC member charity visits older people living in camps in Syria after the earthquake to help meet their needs.

UK GOVERNMENT AID MATCH AND GIFT AID

The UK Government, through its Aid Match scheme, matched the first £10 million donated by the UK public for the Middle East Humanitarian Appeal, which provided further incentive for the UK public to donate.

During the year, the DEC received Gift Aid reclaims from the UK Government on donations made by UK taxpayers totalling £8.6 million. (2024: £7.4 million).

HOW WE SPEND AND ALLOCATE APPEAL FUNDS

When disaster strikes, our priority is delivering aid and support to those that need it - quickly and efficiently. How funds are allocated to each of our member charities is based on a calculation of the indicator of capacity (IoC). This is an assessment of each member’s ability to fundraise as well as deliver aid where it is needed. It helps ensure money is spent on providing urgent humanitarian aid in the most effective way, as well as support to help communities rebuild their lives after a disaster.

TOTAL FUNDS RAISED FOR DEC APPEALS			
Middle East Humanitarian Appeal	Turkey-Syria Earthquake Appeal	Pakistan Floods Appeal	Ukraine Humanitarian Appeal
£44.8 million	£163.8 million	£50.0 million	£446.3 million
Total raised	Total raised	Total raised	Total raised
DEC income: £37.9m	DEC income: £115.5m	DEC income: £38.2m	DEC income: £314.4m
Member charities: £6.9m	Member charities: £48.3m	Member charities: £11.8m	Member charities: £131.9m
Launch date: 17/10/2024	Launch date: 09/02/2023	Launch date: 01/09/2022	Launch date: 03/03/2022

PILLAR 1

Be ready to launch the right appeals at the right time

When disaster strikes, we mobilise. This means being ready to launch appeals as soon as our appeal criteria is met following a disaster — maximising opportunities to raise money for communities in crisis.

This year we further strengthened this strategic objective by:

- Maximising appeal income
- Growing our partnerships
- Optimising digital and social channels
- Prioritising data and targeted technology



Anneliese Dodds, Minister for Development at the FCDO at the time, speaks with DEC CEO Saleh Saeed at the DEC office, London.



© Shona Hamilton/DEC

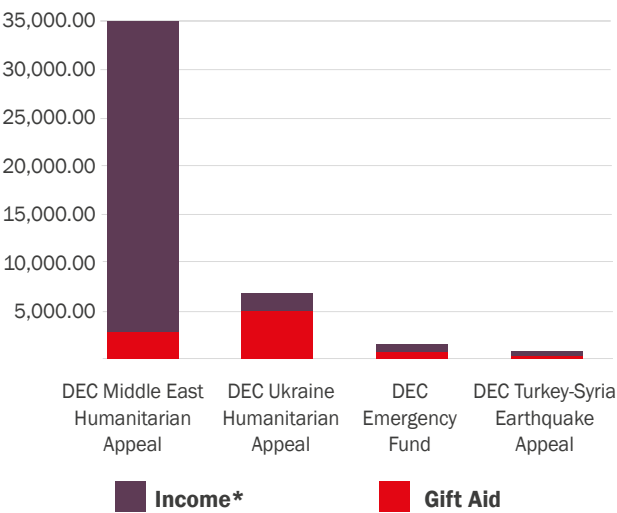


© Bex Roberts/DEC



Centre image: Comedian Rosie Jones is part of a lineup of performers at the Peace for Palestine comedy event to help raise funds for the DEC Middle East Humanitarian Appeal at Fitzrovia Chapel, London.

DEC APPEAL INCOME 2024/25



* Includes DEC income only, not funds raised directly by member charities for each appeal

MAXIMISING APPEAL INCOME

During the period covered by this report, from 1 April 2024 to 31 March 2025, the DEC launched the Middle East Humanitarian Appeal. Thanks to the generous support of the UK public and our partnerships, the appeal raised £45.0 million in this reporting period.

Our Rapid Response Network (RNN), which is made up of key media and corporate partners, helped us launch the appeal and get the message out to the public, making it easy for the UK public to donate quickly and seamlessly. The Middle East Humanitarian Appeal was also supported by a number of public figures who helped to raise awareness and funds. Read more about the Middle East Humanitarian Appeal on page 8.

We also continued to monitor the ongoing crisis in Sudan, and monitored the humanitarian situation in the Democratic Republic of Congo (DRC), assessing them against our appeal criteria, which remained unmet.

Next year, in 2025/26, one of our key strategic priorities to maximise appeal income will be a review of Gift Aid processes to increase or optimise the number of Gift Aid donations.

PRIORITISING DATA AND TARGETED TECHNOLOGY

During this financial year we successfully worked with our Rapid Response Network (RRN) partners to open donation channels faster when an appeal launches, through technology development.

In 2025/26, we will improve our models of attributing where donations come from so that we can optimise those channels for greater success. Alongside this we will continue to improve our website with a focus on accessibility, user experience and search engine optimisation. We will also explore the responsible use of AI in our marketing and fundraising methodologies.

OPTIMISING DIGITAL AND SOCIAL CHANNELS

This year we secured over 50 public figures to share our Middle East Humanitarian Appeal on social media using their own channels, encouraging their followers to donate.

For the first time, the appeal was hosted on Spotify and across Acast podcasts, as well as voice-assisted “flash briefings” on digital voice assistants.

Next year, to help our appeals reach as wide an online audience as possible and provide people with easy ways to donate quickly we will develop our digital and social media platform strategy.

WHY WE MONITOR EMERGENCIES

The DEC monitors major overseas disasters that do not currently meet our appeal criteria but may do so in the future, through early warning data such as food insecurity forecasts and displacement trends. We also conduct monitoring surveys that show how many of our member charities are currently providing humanitarian assistance and the level of that support. This close monitoring helps us to be ready to mobilise when the time is right to launch an appeal.

The DEC has been closely monitoring the humanitarian impact of the conflict in Sudan since April 2023 and is deeply concerned for all those affected. At the time of writing, millions of people have been displaced and more than half the population faces acute hunger.

While several of our member charities are responding by providing survival kits, food, health services and nutrition, our appeal criteria were not met in this reporting period. The DEC is supporting member charities to coordinate their work to raise awareness of the disaster and contribute a humanitarian perspective to media coverage about Sudan. Through the monitoring page on our website, the DEC is directing those seeking to donate to this crisis to our member charities' appeals pages.

The DEC is also monitoring the situation in the Democratic Republic of Congo (DRC). Towards the end of January 2025, the DRC saw a dramatic increase in violence in the city of Goma and surrounding areas. Hundreds of thousands of people were forced to flee their homes and many were killed in the fighting.

Since the violence escalated, our member charities working in the DRC have faced huge challenges in accessing affected areas but are working hard to reach communities in desperate need of lifesaving aid. Currently this crisis does not meet our appeal criteria but we are continuing to monitor the situation closely.



Melda* (seated) and her daughter Saadet* share their experience with DEC Director of Communications Hannah Richards (right). Melda lost her husband in the earthquake as well as their family home.

GROWING OUR PARTNERSHIPS

Our valued Rapid Response Network (RRN) partners significantly increase the reach of our appeals and campaigns, and help raise funds by providing easy and innovative donation channels for the public.

This year we welcomed a new media partner, The Herald, and a new corporate partner, Admiral Group, to the RRN. We also continued to develop our partnerships and networks across the UK, including in Scotland, Wales and Northern Ireland.

Next year we will develop our relationships with key partners to expand our reach and income more quickly during appeals, including working with high profile figures and social media influencers.

Scotland

In Scotland, there was strong cross-party political backing for the Middle East Humanitarian Appeal with the Scottish Government donating £200,000 from its Humanitarian Emergency Fund. The Herald gave the appeal extensive coverage in its newspaper and online. The appeal has raised more than £3.9 million in Scotland to date.

Wales

In Wales, the DEC launched the Middle East Humanitarian Appeal at the Senedd in Cardiff, alongside member charities based in Wales and the Deputy First Minister of Wales. Appeal messages were broadcast across the main media channels and the Football Association of Wales dedicated the Women's Euro qualifier in November as a DEC fundraiser. The appeal has raised £2.6 million in Wales so far, including a £200,000 donation from the Welsh Government.



Top image: DEC member charities in Scotland launch the Middle East Humanitarian Appeal in George Square, Glasgow. Centre image: DEC member charities in Wales launch the appeal at the Senedd in Cardiff. Bottom image: DEC member charities in Scotland launch the appeal in George Square, Glasgow.

Northern Ireland

In Northern Ireland, the appeal launch was marked with a photocall with Northern Ireland member charities and Members of the Legislative Assembly (MLAs) at the Parliament Buildings in Stormont. Kate Nicholl MLA made a statement about the appeal on the floor of the Northern Ireland Assembly and DEC Chief Executive, Saleh Saaed, appeared on Talkback, a BBC Radio Ulster show. The appeal has raised £1.2 million in Northern Ireland to date.



Volunteers at the UEFA Women's Wales v. Ireland Euro Qualification match in Cardiff, 2024 raising funds for the Middle East Humanitarian Appeal.

PILLAR 2

Build trust among our audience and partners

Engaging with those who support an appeal on how their donations have been used helps to build trust in the effectiveness of humanitarian aid and deepens support for future emergency appeals. The DEC has delivered reporting back campaigns for our recent appeals and will continue to improve how we engage with our audiences during this strategic period.

Our priorities for building trust with our supporters include:

- Mobilising a ‘whole appeal’ approach to engage audiences
- Reimagining our supporter experience
- Investing in our existing and future audiences
- Driving timely, impactful and authentic content



His Majesty The King meets with aid workers from DEC member charities at Buckingham Palace to hear about the successes and challenges they are facing as they respond to some of the world’s most urgent humanitarian crises.

MOBILISING A ‘WHOLE APPEAL’ APPROACH TO ENGAGE AUDIENCES

A ‘whole appeal’ approach means we tell the story of each appeal from the moment we launch to the end of our humanitarian response when all the funds have been spent. This approach allows us to be transparent about the impact of donations and build public confidence in the humanitarian sector.

This year, our marketing and communications activities provided regular reporting and updates on our appeals including through periodic reports, case studies, short films, media coverage, social media updates and direct correspondence with supporters, key donors and partners.

Next year we will develop and formalise these activities further with our member charities at each stage of the appeal lifecycle, and also capture knowledge from recent appeals, building on the success of previous reporting back campaigns, and learning from the challenges.

REIMAGINING OUR SUPPORTER EXPERIENCE

By improving the experience we give to supporters as they engage with DEC appeals, we hope to continue to build public trust and confidence in supporting future emergency responses.

In 2025/26 we will review our supporter services operations to ensure we are providing quality engagement and care during both busy and quieter periods. We will also develop a legacy programme providing donors with all the information they need to confidently leave a gift in their will to the DEC with information on the future impact of their support.

INVESTING IN OUR EXISTING AND FUTURE AUDIENCES

Understanding our audiences is one of the ways we can provide better engagement not just with those currently supporting DEC appeals but those who may do so in the future.

In this strategic period we will invest in better understanding public attitudes and trends and in the coming year we will conduct an audience insight review to inform and target our engagement.

DISASTERS THAT SHAPED THE SECTOR - 20 YEARS OF LEARNING

In December 2024, the DEC delivered a webinar on how the humanitarian sector has grown and evolved between the launch of two of the DEC’s biggest ever appeals - the 2004 Boxing Day Tsunami Appeal and the 2022 Ukraine Humanitarian Appeal. This event offered us the opportunity to share the crucial role that the DEC plays in convening and coordinating when disaster strikes, as well as the added value that we are able to bring to the sector through our programme reporting and evaluation.



Top image: Volunteers fundraise for the DEC at London Underground stations. Centre image: Actor Adjoa Andoh helps to raise awareness of the appeal. Bottom image: Myleene Klass, Save the Children ambassador and supporter of the DEC, with Amelia Nichols, who helped raise funds for the DEC Middle East Humanitarian Appeal through a school fundraiser.



Kalmunai, Sri Lanka, was one of the towns worst hit by the tsunami in 2005 with more than 800 people being lost and many more losing their houses.

DRIVING TIMELY, IMPACTFUL AND AUTHENTIC CONTENT

When gathering and sharing the stories of those impacted by disaster we aim to do so ethically and sensitively, amplifying the voices of those directly impacted and championing the work of local communities.

This year when launching the Middle East Humanitarian Appeal we worked with an external consultant to develop ethical guidelines to address specific challenges relating to the appeal, including the use of imagery and language that conveyed the resilience of affected communities.

In 2025/26 we will develop a methodology for the co-creation of reporting materials as part of our commitment to shift the power towards local partners and communities. We will share the methodology with our member charities and also embed better processes for engaging local content creators that offer their creative input into our communications outputs.

CELEBRATING OUR RAPID RESPONSE NETWORK

In June 2024 we hosted an event in London to thank our Rapid Response Network (RRN) partners for their incredible support and to look back over recent appeals.

Guest speakers, Victoria Panchenko from HelpAge Ukraine, a local partner of Age International, and Fouad Sayed Isa, from Violet Organisation, a local partner of ActionAid, both shared personal stories and thanked partners for their support through the Ukraine Humanitarian Appeal and the Turkey-Syria Earthquake Appeal.

Rose Caldwell, CEO of Plan International UK, shared what the charity has been able to achieve with DEC funds over the past two years, thanks to the flexibility of the funding and speed at which funding is received.

Catherine Douglas, former Chief People Officer at The Co-operative Bank, spoke as a new RRN partner. She shared that being part of the RRN gives them a clear way to respond to the world’s worst emergencies and maximises their impact through a coordinated response.

PILLAR 3

Drive change in the humanitarian sector and increase impact

The DEC has a unique role in how we can drive real change within the humanitarian sector and increase collective impact through our member charities and their local and national partners.

During this strategic period we are focusing specifically on:

- Harnessing our collective impact
- Influencing the sector
- Exploring and strengthening our climate change and protracted crisis response
- Supporting a shift of power



Ubeyde participates in a drawing activity with her daughter Melike” after a session about motherhood at a mother and baby space in a container camp in Hatay, Turkey.

© Ozge Sebzeci/Fairpicture/DEC

HARNESSING OUR COLLECTIVE IMPACT

During the Ukraine Humanitarian and Turkey-Syria Earthquake appeals, the DEC established collective initiative funding streams to support and incentivise innovative, joint programming among our member charities to increase the impact of DEC funds. This year we undertook 14 collective initiatives which included shifting the power to local partners, safeguarding children and adolescents and providing flexible funding for women’s rights organisations.

In the year ahead, we will continue to invest in innovation and collaborative projects by establishing dedicated funds in the Middle East Humanitarian and Myanmar Earthquake appeals. This work will strengthen humanitarian programme delivery to improve the quality of aid for crisis-affected communities.

There are a range of learning opportunities that take place throughout the duration of every DEC appeal, which we document on our website. Our research and learning agenda identifies key subject areas to investigate, which cover the most pressing

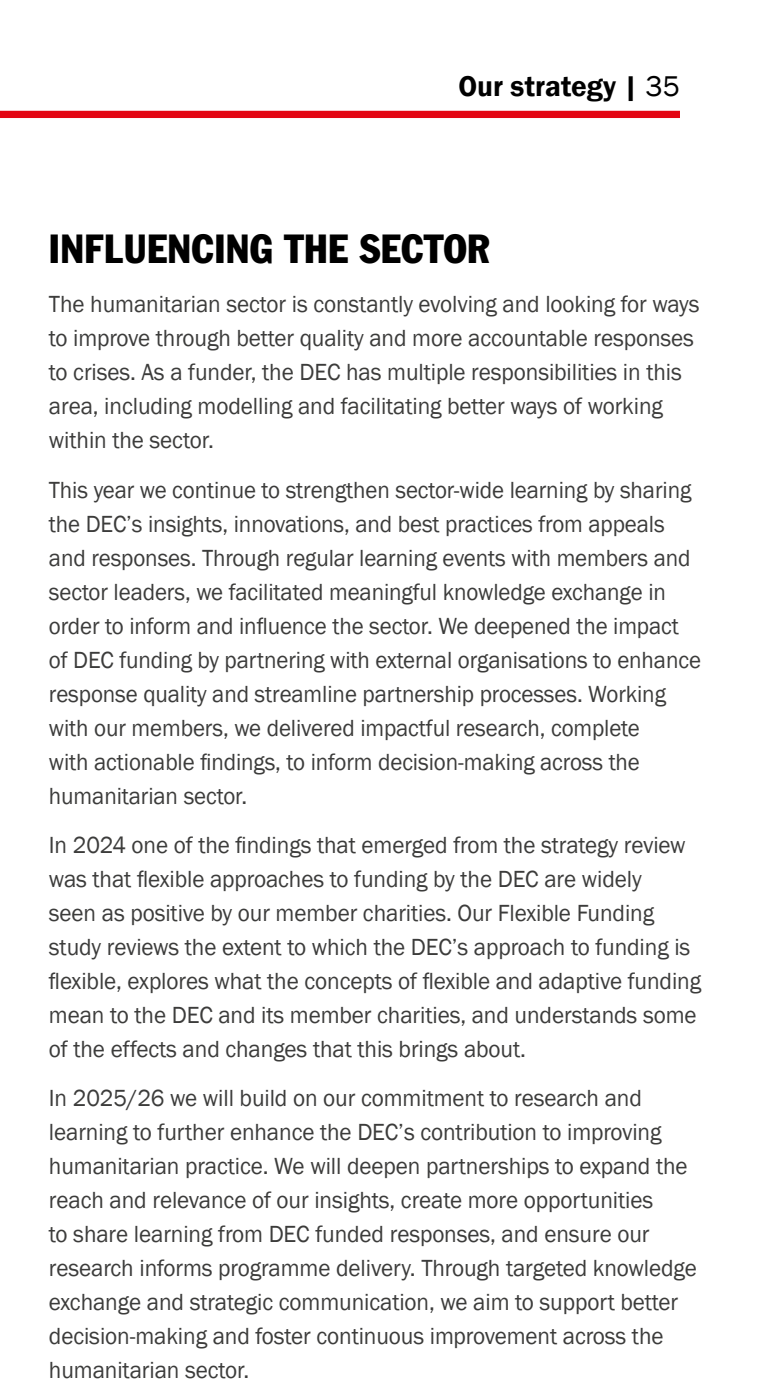
challenges and opportunities facing the humanitarian sector. Additionally, a minimum of six cross-appeal learning events take place every year bringing DEC member charities together to reflect, review and evaluate. We also conduct cross-cutting studies such as a research learning piece looking at climate adaptation in DEC member activities. All of these opportunities bring the humanitarian community together to exchange ideas and foster improvement.

This year our accountability framework was reinforced through the membership review which takes place every three years and checks each member against the DEC’s membership criteria and commitments, complemented by recognised external standards. The review strengthens governance, reinforces peer accountability, and helps protect the DEC’s reputation as a collective of the UK’s 15 leading humanitarian charities.

EXPLORING AND STRENGTHENING OUR CLIMATE CHANGE AND PROTRACTED CRISIS RESPONSE

The DEC monitors a number of disasters that have a devastating impact on local communities but do not meet our criteria for launching an appeal. We have a strategic commitment to explore effective ways to drive impact, awareness and funds to these humanitarian emergencies.

In 2025/26 we will continue to develop our response to climate change and protracted crises by strengthening programming and exploring different opportunities for funding.



Farmers are shown how to use a soil moisture metre by Dr Iqbal Hussain (right), as part of a climate-smart agriculture project in Sindh, Pakistan.

© Khaula Jamil/DEC

INFLUENCING THE SECTOR

The humanitarian sector is constantly evolving and looking for ways to improve through better quality and more accountable responses to crises. As a funder, the DEC has multiple responsibilities in this area, including modelling and facilitating better ways of working within the sector.

This year we continue to strengthen sector-wide learning by sharing the DEC’s insights, innovations, and best practices from appeals and responses. Through regular learning events with members and sector leaders, we facilitated meaningful knowledge exchange in order to inform and influence the sector. We deepened the impact of DEC funding by partnering with external organisations to enhance response quality and streamline partnership processes. Working with our members, we delivered impactful research, complete with actionable findings, to inform decision-making across the humanitarian sector.

In 2024 one of the findings that emerged from the strategy review was that flexible approaches to funding by the DEC are widely seen as positive by our member charities. Our Flexible Funding study reviews the extent to which the DEC’s approach to funding is flexible, explores what the concepts of flexible and adaptive funding mean to the DEC and its member charities, and understands some of the effects and changes that this brings about.

In 2025/26 we will build on our commitment to research and learning to further enhance the DEC’s contribution to improving humanitarian practice. We will deepen partnerships to expand the reach and relevance of our insights, create more opportunities to share learning from DEC funded responses, and ensure our research informs programme delivery. Through targeted knowledge exchange and strategic communication, we aim to support better decision-making and foster continuous improvement across the humanitarian sector.



Jannette, the head nurse at a mobile care unit run by the local partner of a DEC member charity, works from her van outside a school converted into a shelter in central Lebanon. Despite being displaced herself, she continues to help provide healthcare services to those in need.

SUPPORTING A SHIFT OF POWER

Across the humanitarian sector significant efforts are being made to showcase the fact that local and national actors are often the first responders to an emergency, and that they have a leadership role. 'Localisation' refers to the process of shifting power, decision-making and resources to local and national organisations engaged in humanitarian and development efforts.

Although DEC member charities are responsible for implementing measures that aid and enhance locally-led humanitarian action, the DEC recognises our crucial role as a funder. Given the size of our membership and our approach to providing multi-year flexible funding, we are in a strong position to create a step-change in shifting the power. Our programmes will support this through amplifying locally led responses, decolonisation, safeguarding, environmental protection, climate adaptation and promoting equitable partnerships.

To support this effort, the DEC funded a study that was completed in 2024 to review members' approaches to partnerships with local organisations and advance practices that are more equitable. Over the course of this year, the DEC has been working to adopt recommendations from the study. A key step has been the establishment of a DEC member local partner forum in the Gaza response. This group provides an opportunity for the partners of DEC members to share feedback, identify good practice, and strengthen collaboration, helping us to achieve the goal of a more locally grounded response.

In 2025/26 the DEC will continue to support member charities to accelerate locally led humanitarian responses in DEC funded programmes. This will include promoting partnerships with local organisations and identifying new ways to strengthen local capacity in appeals. We will also collaborate with member charities to keep safeguarding a top priority through working together on prevention, reporting, response systems and strengthening safeguarding processes in emergency responses.

IMPROVING HUMANITARIAN STANDARDS

To be a DEC member, each organisation needs to be verified against the Core Humanitarian Standard (CHS). The standard is a globally recognised framework for humanitarian work and sets out nine commitments to ensure that humanitarian action is of good quality, accountable, and puts the people affected by crisis at the centre of any response. It also seeks to ensure neutrality and impartiality, which in turn keeps aid workers safe.

To ensure that DEC member charities are sector leaders in delivering high quality, accountable humanitarian programming to communities affected by crises, DEC member charities regularly have their performance assessed against the CHS by an independent auditor. The quality standards audit allows the DEC to monitor member performance and identify areas for growth and improvement. Additionally, the DEC Board receives annual updates on member charities' performance against these standards.

Following extensive consultations, in 2024 an updated CHS was released. Over the course of the past year, the DEC team has been working closely with the CHS Alliance and other key stakeholders to support the rollout of this revised standard.

PILLAR 4

Be a sustainable and thriving organisation

We will continue to invest in our capabilities, people and processes to ensure we are a sustainable and thriving organisation able to deliver effectively on our strategy. During this strategic period we are focusing specifically on:

- Supporting our people
- Embedding our Environmental, Social and Governance (ESG) commitments
- Evolving our financial and risk strategy
- Investing in our systems and processes

SUPPORTING OUR PEOPLE

Our goal is to be a sector-leading employer of choice, protecting our strong organisational culture, in our investing in the development of our teams and supporting them to thrive.

This year we invested in our recruitment and onboarding functions to support the increase in staffing levels which were needed to enable us to deliver on our appeals and programmes. Led by our Human Resources Manager, and supported by external agencies, we developed processes to ensure that we recruit and retain high quality staff.

To ensure that staff are paid fairly, we reviewed our pay structures and introduced a new, transparent pay structure which references sector averages. We have also invested in wellbeing support for staff, which includes access to counsellors, online resources, and healthcare and gym benefits.

During this strategic period we will be reviewing and updating our policies, improving how we measure employee engagement and introducing a learning and development plan to improve staff development. We will also embed the current hybrid working patterns of the charity that are valued by our staff.

The DEC Secretariat team at an event in Notting Hill, London, attended by His Majesty The King who thanked DEC staff and supporters for their efforts in response to recent disasters.



© Andy Aitchison / DEC

ENVIRONMENTAL, SOCIAL AND GOVERNANCE (ESG) COMMITMENTS

As part of our organisational commitment to ESG we will embed improved practices across the secretariat and the membership. To achieve this goal, over the five-year strategic period, we will build on the environmental and HR policy work already undertaken by engaging with member charities to create an overarching ESG roadmap and a governance framework before scoping and implementing our commitments.

Our ESG commitments include standards for energy usage and travel, for example, but also standards to be applied to external suppliers and to our member charities. We will also develop our Equality, Diversity and Inclusion (EDI) policies and staff training, and will review our governance against the Charity Governance Code.

EVOLVING OUR FINANCIAL AND RISK STRATEGY

Our aim is to evolve our current approach to organisational financing and risk, creating a more sustainable organisation better able to withstand future unpredictability and meet regulatory and compliance requirements. This will include evolving our organisational core costs model, revising our Reserves Policy, investing in financial budgeting, monitoring, and reporting, and establishing a new risk and compliance framework.

During this financial year we began targeted fundraising specifically for the DEC’s core costs, raising £0.3 million. We started scoping for a new Reserves Policy which will reflect the risks and opportunities going forward and we also invested in our accounting system, moving fully to the cloud.

We plan to improve the accounting processes around our core cost fundraising, ensuring that our systems are effective and efficient. We will create a roadmap for developing a new accounting system, which will enable the accounting team to focus on bringing value to the charity rather than transactional processing. We will revise our Reserves Policy, delivering a risk based approach and ensuring that reserve levels are dynamically managed. Supported by our new Reserves Policy and accounting system updates, we will refresh our long-term financial forecasting.

INVESTING IN OUR SYSTEMS AND PROCESSES

During 2025/26 we will continue to review and improve our systems, infrastructure, and processes to ensure they are secure, robust, efficient, and used effectively by the secretariat. Over the five-year strategic period we will improve our key business processes and systems to make them more effective and efficient; we will create and embed a process for the secretariat to capture critical knowledge that is central to the day-to-day operations of the DEC; and we will develop an IT strategy to ensure a secure and robust infrastructure fit for the future.

During this financial year we began a Gift Aid process review to make it more efficient and maximise the amount of Gift Aid received. We have also upgraded our accounting system, and started a knowledge management system project within the Programmes and Accountability team.

During 2025/26 we intend to fully map out our business systems across the DEC to ensure they integrate where appropriate, review how we use Microsoft 365 and refresh the DEC Finance Manual.

FUNDING THE CORE WORK OF THE DEC

The DEC is unique. No other organisation does what we do, bringing together 15 leading UK aid charities, institutional stakeholders, broadcasters and the UK public to respond when disaster strikes.

We are a trusted convenor of the UK’s leading aid charities, supporting collaboration, impact and shifts in power dynamics in the aid response. We also recognise a responsibility to strengthen our collective voice of all 15 DEC member charities, sharing our expertise and learnings to make sure we continue to improve our highly effective sector-leading humanitarian response.

Our ‘helicopter view’ means we are perfectly placed to drive this forward and strengthen our collective voice; whilst also undertaking innovative projects that strengthen and preserve the UK public’s willingness to donate to humanitarian disasters overseas.

When there is no appeal, the DEC Secretariat continues to monitor crises, evaluate past responses and prepare for the next appeal. We remain ready at all times – at full strength, with our team, partners and practices fully tested.

We operate a highly efficient model, keeping costs to a minimum. Our annual costs cover our core team and maintenance of infrastructure, which is needed year-round to ensure we are always ready to launch appeals. These costs are part-funded by member charity contributions, with the remainder coming from a proportion of Gift Aid raised in appeals and legacy income.

Over this strategic period we are seeking to move towards a model whereby more of the operational work of the DEC Secretariat is funded privately, minimising the need to charge these costs to DEC appeals.

THANK YOU

We would like to thank every individual and organisation who supported our work this year. Special thanks also goes to:

BBC	Barclays	Transport for London
ITV	The Co-operative Bank	TNT Sports
Channel 4	Admiral Group	News Now
Channel 5	Business in the Community	The Herald
Sky	British Airways	Assured Guaranty Ltd
The i	Royal Mail	The Barratt Foundation
Radiocentre	Post Office	ShareGift
Isle of Man Government	Charities Aid Foundation (CAF)	Fiera Capital
PayPal	BigGive	Kays Foundation
Natwest Group	Morrisons	Marie-Louise von Motesiczky Charitable Trust
UK Finance	The Co-operative Group	CHK Foundation

His Majesty The King learns more about the DEC Middle East Humanitarian Appeal and and other recent crises at an event in Notting Hill, London.



© Andy Aitchison/DEC

STRUCTURE, GOVERNANCE AND MANAGEMENT

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

The DEC Secretariat has a core staff of 42 people (as at 31 March 2025) who run DEC appeals and oversee the use of DEC funds. The DEC plays a large role in fundraising and communications, but also in oversight and accountability, relating to how money raised is spent, and in promoting standards of good practice among our member charities.

Financial review

The financial summary for the year 2024/25 reflects a year when the DEC launched the Middle East Humanitarian appeal, but continued to receive donations and released funds to our member charities against existing appeals. The DEC is one year into a new strategic period and is in a robust financial position to invest in the strategy and deliver against its overall strategic aims.

Total income received directly by the DEC including Gift Aid and bank interest for the year amounted to £50.8 million (2024: £32.9 million). Of this, the DEC Middle East Humanitarian Appeal (launched October 2024) raised £34.9m, the DEC Turkey- Syria Earthquake Appeal (launched February 2023) raised £0.7 million and the DEC Ukraine Humanitarian Appeal (launched March 2022) raised £6.8 million. All values include Gift Aid. In addition, the DEC received donations and legacies of £1.9 million (2024: £2.3 million).

Total expenditure for the year amounted to £61.8 million (2024: £53.7 million), including £54.7 million (2024: £46.3 million) of appeal funds committed to DEC member charities for use towards humanitarian programmes and for collective initiative projects, £5.4 million (2024: £5.0 million) in costs of raising funds, and £1.7 million (2024: £1.8 million) of other costs.

The DEC’s core costs are covered by contributions from our member charities, funds from grants, and a share of appeal Gift Aid, with appeal-specific costs charged to the related appeal. Cost recovery against our appeals is limited to no more than 50 per cent of the Gift Aid received on each appeal. We also ensure that total DEC costs, both direct fundraising and indirect overhead recovery, totals no more than 20 per cent of DEC income raised. Historically we have achieved maintaining DEC costs at around 9 per cent of DEC appeal income, and for the DEC Ukraine Humanitarian Appeal, at the time of publication, the DEC costs make up 5.4 per cent of total DEC appeal income.

During the year, the DEC received a grant of £0.3 million from the Humanitarian Memorial Committee to fund a memorial to humanitarian workers who gave their lives whilst serving the most vulnerable. This memorial will be built in Gunnesbury Park, and is planned to be unveiled in Autumn 2025.

In April 2025, part of the 2025/26 financial year, the DEC launched the DEC Myanmar Earthquake Appeal, and to date has raised over £26 million.

Reserves review

Reserves at the year end constituted both restricted funds being transferred across to member charities, and unrestricted funds being designated against the strategy and fundraising initiatives. Unrestricted funds of £17.8 million (2024: £18.0 million) have been broken down further into the following three categories:

- 1. General reserve – £4.9 million (2024: £5.0 million)
- The trustees have set a target of free reserves (Reserves Policy),

which are general funds that are freely available to spend on any of the charity’s purposes and exclude restricted and designated funds and fixed assets held for the charity’s own use. The target range of free reserves (net of designated and general funds) has been set at twelve months’(+/- three months) core overhead costs, which is currently budgeted at £4.6 million for 2025/26. This target considers working capital requirements and the need to fund operations in between appeals, and funds to take advantage of any unforeseen opportunities.

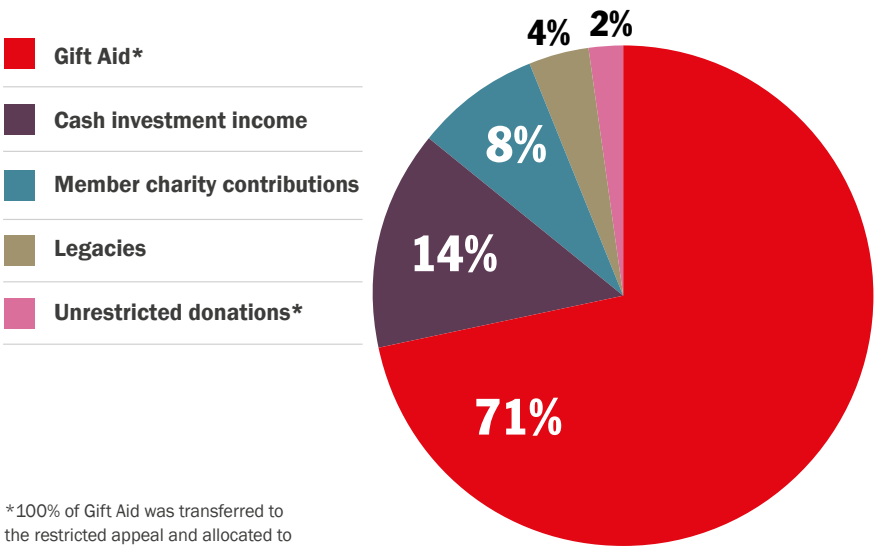
The Board considers that holding a twelve month reserve is appropriate to allow the charity to manage a period without appeal activity, based on a review of the frequency of appeals in the past. In 2023/24 the Board agreed that the DEC should fundraise directly towards its running costs (core fundraising) reducing reliance charges on appeal income and so the level of operational reserve may reduce.

The Board will keep the reserve policy under regular review.

- 2. Strategic investment fund – £9.8 million (2024: £10.0 million)

In 2023/24 the Board designated £10 million to fund the implementation of the DEC’s new five-year strategy, running from 2024/29. This fund will provide the funding to invest in the DEC so it can deliver against its strategic objectives as shown on page 27. The size of the fund has been calculated based on the underlying projects that will be delivered over five years. Initial assessment of budgetary requirements against each project has been made and spend against this fund will be monitored by the Board on a regular basis.

DEC UNRESTRICTED INCOME 2024/25



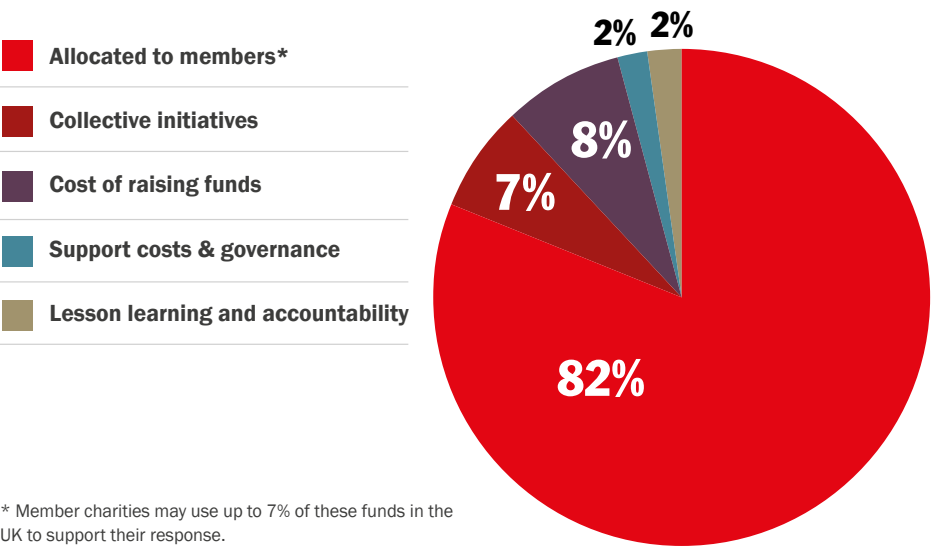
*100% of Gift Aid was transferred to the restricted appeal and allocated to member charities’ responses.

Total income received directly by the DEC

£50.8 million

including Gift Aid and bank interest for the year

DEC EXPENDITURE 2024/25



* Member charities may use up to 7% of these funds in the UK to support their response.

Total expenditure by the DEC

£61.8 million

3. Fundraising mitigation fund – £3.0 million (2024: £3.0 million)

These funds have been set aside to mitigate the risk that over the five years the new core fundraising activity fails to deliver. Total income included in our five-year financial forecast against this activity is £4.1 million. In 2024/25, we raised £287,000 against a target of £150,000.

Through the strategic period 2024-29, the trustees expect unrestricted reserves to fall back towards the reserves policy level. Any reserves the Board deem to be in excess of need will be transferred to live appeals or the DEC Emergency Fund which is activated when there is no live appeal allowing the public, trusts and foundations to support future disasters.

Governance review

The Board has adopted the Charity Governance Code, and engages independent consultants to carry out a tri-annual review of performance against the code. The Charity Governance Code was updated in 2020 to strengthen the existing diversity and integrity principles to reflect evolving best practice.

The last DEC review was carried out by Compass Partnership in 2023, who commented that: “We heard much praise for the generally high standard of governance supported by many examples of topics where the Board had added high value”.

Recommendations arising from the review were discussed by the board, with an action plan agreed to help the Board become more strategically agile. Recommendations from the review included specific improvements to trustee induction process and role descriptions, and arranging Board meeting agendas to spend more time on strategic topics. Progress is reported to the Board periodically.

Fundraising governance

The DEC undertakes active fundraising only in the context of DEC appeals, typically closing at least six months ahead of the end of appeal programming to allow time for all donations to be included in planned programming.

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

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

The DEC complies with all relevant statutory regulations, including the Charities Act 2011, the Data Protection Act 2018 and the Privacy and Electronic Communications Regulations 2003. We always seek to act in ways that are legal, open, honest, and respectful – striving for best practice in fundraising by complying with a range of codes of practice, including being registered with

the Fundraising Regulator, and adhering to its Code of Fundraising Practice and Fundraising Promise. We have a Donations Acceptance Policy, which was reviewed in 2023 by the Board of Trustees, that assesses ethical and reputational concerns, particularly for contributions from the private sector. We are careful to monitor our fundraising activities and provide supporters with help and information via our website, as well as via email, phone and post.

The DEC is committed to fundraising in an honest and responsible way. We take care to ensure we act appropriately with people who may be in vulnerable circumstances. The DEC’s Vulnerable Persons Policy outlines how we seek to protect supporters who may be in vulnerable circumstances, detailing how we can identify potential vulnerability and what action we will take.

We have a Complaints Policy available on our website and we record and respond to complaints received. In the 2024/25 financial year, the DEC received 2,953 email queries from the public, including 79 complaints, which were reported to the Executive Team and trustees. Feedback shows a 91.5 per cent satisfaction rate with our response and follow-up.

Board of Trustees

The Board of Trustees are directors of the company and, as shown on page 70, comprise six independent trustees (including the Chair of Trustees, Vice Chair and Honorary Treasurer) alongside the Chief Executives of each of the DEC’s member charities. In March 2025 we welcomed Michael Jermey as Chair of Trustees and thanked outgoing Chair Sue English for her valued service over the last seven years.

Trustees have no financial beneficial interest in the charity but do have voting rights. Trustees receive no remuneration or any other emoluments from the DEC. Biographies of trustees are shown on the DEC’s website.

The Board meets three times each year as well as on an ad hoc basis to discuss urgent matters relating to DEC appeals. The Board has established committees – Membership and Accountability (MAC); Audit, Finance and Risk (AFR); Remuneration (RemCom); and Donations Acceptance (DAC) – that operate under agreed terms of reference and report back to the full Board.

These committees are chaired by independent trustees and also include member trustees, as shown on page 71.

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

The appointment of new independent trustees is overseen by the Board with support from the MAC, following an analysis of skills, targeted advertising, and an interview process - with diversity and inclusion being taken into account throughout the process. The Chair is nominated by the independent trustees and appointed by majority agreement of the member trustees.

Trustee induction and conduct

Trustees sign a Declaration of Interests, Conflicts, Related Party Transactions and continuing compliance with the Fit and Proper Test form that is reviewed annually. New trustees are given a detailed induction by the Chair of Trustees, the DEC’s Chief Executive and senior staff. A trustee handbook is also provided to new trustees, including relevant policies, procedures, governance information and role descriptions. This is revisited after one year to support each trustee’s ongoing learning and development with the DEC.

Remuneration

The Remuneration Committee is responsible for reviewing DEC Secretariat remuneration policy and practice on an annual basis for recommendation to the full Board.

The Committee will review the DEC’s reward package which includes salary, pension contribution, annual leave allowances, and opportunities for team and individual learning and development.

The DEC’s annual pay review considers pay awards of similar organisations, member charities and the INGO sector, in addition to inflation (includes COL and CPIH). A full pay benchmarking exercise is carried out every four years, to ensure we remain competitive, inclusive and remunerate fairly.

MEETING ATTENDANCE

	Attendance	No of trustees attending
Board of Trustees	100%	14 (out of 21 trustees)
	50-75%	7 (out of 21 trustees)
Membership and Accountability Committee	100%	6 (out of 10 trustees)
	66%	4 (out of 10 trustees)
Audit, Finance and Risk Committee	100%	5 (out of 7 trustees)
	66%	2 (out of 7 trustees)
Remuneration Committee	100%	5 (out of 5 trustees)
Donations Acceptance Committee	100%	7 (out of 7 trustees)

Social worker Lidia delivers hygiene items to Maria, * aged 95, as part of a DEC funded home-based care programme for older people in eastern Ukraine.



© Katya Moskalyuk/Fairpicture/DEC

Risk management

The DEC has a robust framework for identifying, reporting and managing risks and is accountable for the effective use of the charitable funds raised in its name.

The DEC is not operational in aid delivery, and therefore delegates the management of risks associated with delivering humanitarian programmes to its member charities, while maintaining oversight through an assurance system that includes

independent reviews and evaluations, regular member reporting and external verification against the Core Humanitarian Standard. The DEC has adopted an approach that assesses the charity’s risk appetite in specific areas and maintains a risk register. This is regularly reviewed in relation to those risks associated with our responsibilities for fundraising, stewardship and oversight, including what controls and safeguards operate to manage or mitigate against key financial risks. The DEC holds reserves to mitigate against key risks as detailed below.

KEY RISKS

Risk	Risk mitigation
The risk that a DEC appeal is unsuccessful, or is seen as such, raising a low level of funds. This risk is perhaps greatest in relation to humanitarian crises that arise from conflict or are slow in their onset.	The DEC monitors the onset of crises as they develop, assesses evidence of public interest and empathy and obtains feedback from broadcasters and other third parties before making an appeal in order to maximise the chance of success.
The risk that programmes funded by the DEC and managed by member charities fail to deliver the planned benefits to disaster-affected communities, whether due to poor quality or financial losses, including risks of fraud, diversion of funds or safeguarding breaches.	The DEC ensures its member charities have effective processes to manage complex risks, including in relation to any partner organisations with which they are working. The DEC also has an established framework of accountability and due diligence to ensure member charities have in place effective systems, processes and controls. Part of this framework is a serious incident reporting protocol to ensure all relevant incidents are promptly reported. Due to the nature of the work that the DEC funds, there is always the risk of a serious incident occurring. The Board has appointed a lead trustee for safeguarding matters and has held meetings for DEC member trustee leads to discuss and share safeguarding best practice. The DEC works closely with members in situations where external factors limit delivery. Member agencies are very experienced in delivering humanitarian assistance in hostile environments, however there will be situations (war, political barriers) that will be beyond the DEC or its members to mitigate.
The risk that IT failures or a security breach results in unauthorised access to stored data and a loss of confidence in the DEC or damage to the charity’s reputation.	In managing this risk, the DEC works closely with fundraising partners and suppliers. The DEC has information security policies in place, carries out regular staff training, has ongoing monitoring in this area and regularly updates security measures supported by external suppliers.
The risk that strongly negative media or publicity, whether direct or indirect, causes damage to the DEC’s position with the public, donors or other stakeholders.	The DEC works with members to ensure the highest levels of transparency and to deliver accountability to donors, building on its work on accountability to affected populations. The DEC invests in raising public trust by reporting back on how appeal funds are spent. We require our members to adopt and adhere to the DEC accountability framework across all areas of activity.
The risk of losing ground to a new digital competitor or to changes in news media and public viewing habits towards the DEC’s traditional broadcast appeal.	The DEC continues to invest in development and innovation in fundraising, marketing and communications across digital media. The DEC partners and works with major digital platforms, including social media and search engines, to engage with digital influencers and to work with public broadcasters to increase their digital offering.
The risk that domestic or international news will adversely affect the public’s willingness and ability to donate to overseas crises at the point of appeal launch.	The DEC monitors domestic and international trends to ensure that it can adapt and respond rapidly to change.
The risk that the DEC suffers business interruption resulting in a failure to deliver against its appeal responsibility, due to either a failure of infrastructure or a staffing disruption.	The DEC monitors and improves all critical systems, ensuring contingencies are in place. All key staff have cover plans in place, with deputies for the chief executive and all directors appointed. Regular wellbeing reviews monitor the mental health of staff, particularly during heightened activity of an appeal.



Şaziye (l) and Aliye (r) with their three-day-old lambs in the barn provided by a DEC member charity’s local partner in Hatay, Turkey, as part of the recovery efforts following the earthquakes.

Going concern

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

In making this judgement, the trustees considered current financial performance, free reserve levels, future cash flow forecasts (one year from account signing date) and the 2025/26 budget.

Investment policy

Under its memorandum and articles of association, the charity has the power to make investments. The DEC needs to be in a position to enable its member charities to act very quickly in emergencies and therefore has a policy to balance keeping a proportion of funds in instant access and short-term deposits that can be accessed readily with considerations of high security and investment return. During the 2024/25 financial year, the Board agreed to move a portion of funds into sustainbale bonds. At 31 March 2025, the amount invested in bonds totaled £8 million (2024: £nil).

Stakeholder engagement

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

■ The likely consequences of any decision in the long term

Organisational decisions are made by the trustees with reference to the charity’s five-year strategic plan, which is summarised on page 27 of this report.

This strategic plan was developed with key stakeholders of the DEC, including member charities, broadcasters, and DEC staff.

Risk management processes are set out on page 44 of this report, and the charity’s reserve policy is also detailed on page 41.

The Board includes representatives of each of the 15 DEC member charities, who ensure that decisions made are in the best interests of the DEC in the long term.

• Engagement with recipients

The DEC Board has made external verification/certification against the Core Humanitarian Standard (CHS) on Quality and Accountability a membership requirement. All DEC member charities have been independently verified or independently certified. As part of this process, member charities are required to ensure that communities and people affected by crises receive assistance appropriate and relevant to their needs.

In order to achieve this, member charities are required to engage appropriately with recipients. Member charities communicate, consult and provide for the participation of interested and affected stakeholders, ensuring that their concerns, desires, expectations, needs, rights and opportunities are considered in the establishment, implementation and review of the programmes assisting them.

■ The interests of the company’s employees

The DEC had a staff of 42 employees as of 31 March 2025 (2024: 36 employees).

The oversight of remuneration is undertaken by the Remuneration Committee, a sub- committee of the Board of Trustees. The charity has employed an HR Manager to provide in-house HR support for the team. Additional staff benefits include discounts for health, wellbeing, personal and financial essentials. We advocate being a

flexible and inclusive employer and (currently) expect staff to be in the office two days per month.

The DEC carries out regular staff surveys to monitor, amongst other factors, staff wellbeing and assess the effectiveness of hybrid working.

The charity is engaged in an Equality, Diversity and Inclusion (EDI) programme, which has included externally facilitated workshops with staff, and the development of a work plan to further cement EDI principles within the DEC, as part of the overall HR strategic plan. This work is being overseen by the Board and supported by the internal HR manager post.

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

The DEC is keen to maintain a positive relationship with its suppliers, ensuring all non-disputed invoices are paid within agreed payment terms. The relationship with our suppliers is key for the DEC, as during appeals we often require our suppliers to turn around services very quickly in order for us to achieve appeal deadlines. DEC staff invest time to meet suppliers outside of appeals to build relationships and seek better ways of working. Any supplier complaints are notified to the director of finance and resources.

The DEC's relationship with its supporters is outlined on page 42 of this report.

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

The DEC has offices by Regents Canal, London, between Angel and Old Street. We are looking at ways we can engage positively with the local community. With regards to our impact on the environment, we are looking at ways in which we can move to be carbon zero in the coming years. We expect to make a limited number of visits to countries where DEC member charities are responding as part of an appeal over the coming year. We generally cooperate with international colleagues and partners via virtual meetings as opposed to international travel, but acknowledge the value of field visits in relation to both checking on the work being funded by the DEC and the reporting back of progress to donors. We have engaged local content gathering visits (journalists, photographers) in order to both gain access to remote areas, and to minimise cost and impact of travel. All our furniture, fittings, equipment, and carpet tiles in our office have been transferred from our previous office, thereby reducing waste and cost. We have recycling bins in our office, auto-sensors on lights and centrally controlled air-cooling systems.

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

DEC member charities are asked at each reporting milestone what measures they are taking to reduce the environmental impact of their work and strengthen affected communities'

resilience to climate change. Over the course of the new strategic period, the DEC will include the Climate and Environment Charter as a membership requirement. This will involve member charities being periodically assessed against the charter's commitments.

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

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

- *The need to act fairly between members of the company*

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

Statement of trustees' responsibilities

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

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

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

1. Select suitable accounting policies and then apply them consistently
2. Observe the methods and principles in the Charities Statements of Recommended Practice (SORP)
3. Make judgements and estimates that are reasonable and prudent
4. State whether applicable UK Accounting Standards and SORP have been followed, subject to any material departures disclosed and explained in the financial statements
5. Prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charity will continue in operation.

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

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

The trustees are responsible for the maintenance and integrity of the corporate and financial information included on the charitable company's website. Legislation in the UK governing

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

Insofar as each of the trustees of the charitable company at the date of the approval of this report is aware:

- There is no relevant audit information (information needed by the company's auditor in connection with preparing the audit report) of which the company's auditor is unaware
- Each trustee has taken all steps that they should have taken as a trustee in order to make themselves aware of any relevant audit information and to establish that the company's auditor is aware of that information.

Meeting and reporting on public benefit

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

The structure of the trustees' annual report includes reporting on our strategic aims, the DEC's activities and achievements during the year and our plans going forward.

We have highlighted how our work furthers our charitable purpose and the significant benefits it brings to:

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

This trustees' report, including the strategic report, was approved by the Board of Trustees on 7 July 2025 and signed on its behalf by

Michael Jermey
Chair of Trustees

Melanie Hind
Honorary Treasurer

Volunteers with the local partner of a DEC member charity in Gaza sort and distribute blankets and winter clothes to displaced families.



INDEPENDENT AUDITOR’S REPORT

To the members of the Disasters Emergency Committee

Opinion

We have audited the financial statements of the Disasters Emergency Committee for the year ended 31 March 2025 which comprise the Statement of Financial Activities, Balance Sheet, Statement of Cash Flows and notes to the financial statements, including significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 The Financial Reporting Standard applicable in the UK and Republic of Ireland (United Kingdom Generally Accepted Accounting Practice).

In our opinion, the financial statements:

- give a true and fair view of the state of the charitable company’s affairs as at 31 March 2025 and of the 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

Basis for opinion

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

Conclusions relating to going concern

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

Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on the charitable company’s ability to continue as a going concern for a period of at least 12 months from when the financial statements are authorised for issue.

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

Other information

The trustees are responsible for the other information contained within the annual report. The other information comprises the information included in the annual report, other than the financial statements and our auditor’s report thereon. Our opinion on the financial statements

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

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

We have nothing to report in this regard.

Opinion on other matters prescribed by the Companies Act 2006

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

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

Matters on which we are required to report by exception

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

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

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

Responsibilities of trustees

As explained more fully in the trustees’ responsibilities statement set out on page 34, the trustees (who are also the directors of the charitable company for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the

trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

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

Auditor’s responsibilities for the audit of the financial statements

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

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

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

Extent to which the audit was considered capable of detecting irregularities, including fraud

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

We obtained an understanding of the legal and regulatory frameworks within which the charitable company operates, focusing on those laws and regulations that have a direct effect on the determination of material amounts and disclosures in the financial statements. The laws and regulations we considered in this context were:

- Charities Act 2011
- Companies Act 2006

We assessed the required compliance with these laws and regulations as part of our audit procedures on the related financial statement items.

In addition, we considered provisions of other laws and regulations that do not have a direct effect on the financial statements but compliance with which might be necessary to the charitable company’s ability to operate or to avoid a material penalty. We also considered the opportunities and incentives that may exist within the charitable

company for fraud. The laws and regulations we considered in this context for the UK operations were:

- Charity Commission regulations
- General Data Protection Regulation (GDPR)
- Anti-fraud, bribery and corruption legislation
- Environmental protection legislation
- Health and safety legislation
- Employment legislation

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

We identified the greatest risk of material impact on the financial statements from irregularities, including fraud, to be within the timing of recognition of income and override of controls by management. Our audit procedures to respond to these risks included enquiries of management, and the Audit and Risk Committee about their own identification and assessment of the risks of irregularities, sample testing on the posting of journals, reviewing accounting estimates for biases, reviewing regulatory correspondence with the Charity Commission and reading minutes of meetings of those charged with governance.

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

Use of our report

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

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

Statement of financial activities for the year ended 31 March 2025

(incorporating an income and expenditure account)

	Note	Unrestricted funds £'000	Restricted funds £'000	2025 Total £'000	2024 Total £'000
Income from:					
Donations and legacies	2a	1,756	161	1,917	2,305
Charitable activities					
DEC Middle East Humanitarian Appeal	2b	2,707	32,254	34,961	-
DEC Turkey-Syria Earthquake Appeal	2b	310	425	735	12,460
DEC Pakistan Floods Appeal	2b	103	8	111	1,429
DEC Ukraine Humanitarian Appeal	2b	4,874	1,947	6,821	7,988
DEC Afghanistan Crisis Appeal	2b	-	-	-	279
DEC Emergency Fund	2b	678	734	1,412	120
Humanitarian Emergency Fund (Scotland)		-	34	34	23
Humanitarian Emergency Fund (Wales)		-	22	22	22
Cash investments		1,701	2,809	4,510	8,280
Other income	2c	2	276	278	-
Total income		12,131	38,670	50,801	32,906
Expenditure on:					
Raising funds	3	2,470	2,942	5,412	5,033
Charitable activities					
Middle East Humanitarian response programmes	4	209	27,900	28,109	-
Turkey-Syria Earthquake response programmes	4	10	8,529	8,539	26,348
Pakistan Floods response programmes	4	1	432	433	7,552
Ukraine Humanitarian response programmes	4	50	17,800	17,850	11,536
Afghanistan response programmes	4	-	-	-	1,883
Previous DEC programmes	4	-	19	19	-
Humanitarian Emergency Fund (Scotland)		-	34	34	33
Humanitarian Emergency Fund (Wales)		-	22	22	22
DEC Humanitarian Memorial Grant		-	96	96	-
Lesson learning and accountability	3	923	358	1,281	1,281
Total expenditure		3,663	58,132	61,795	53,688
Net gains/(losses) on investments		(27)	-	(27)	-
Net (expenditure)/income for the year		8,441	(19,462)	(11,021)	(20,782)
Transfers between funds	14	(8,691)	8,691	-	-
Net movement in funds		(250)	(10,771)	(11,021)	(20,782)
Reconciliation of funds					
Total funds brought forward	14	18,000	21,094	39,094	59,876
Total funds carried forward	14	17,750	10,323	28,073	39,094

All of the above results are derived from continuing activities. There were no other recognised gains or losses other than those stated above. Comparable information for the year ended 31 March 2024 is shown in note 17 to the financial statements. Movements in funds are disclosed in note 15 to the financial statements.

Balance sheet at 31 March 2025

	Note	£'000	2025 £'000	£'000	2024 £'000
Fixed assets					
Tangible fixed assets	8		265		236
Investments	9		8,069		-
			8,334		236
Current assets					
Debtors	10	5,464		21,932	
Cash at bank and in hand	11	54,969		107,436	
		60,433		129,368	
Liabilities					
Creditors: amounts due within one year	12	(40,694)		(90,510)	
Net current assets			19,739		38,858
Total assets less current liabilities			28,073		39,094
Net assets	14		28,073		39,094
Funds					
Unrestricted funds					
General reserves	15	4,920		5,000	
Designated reserves	15	12,830		13,000	
Total unrestricted funds			17,750		18,000
Restricted funds	15		10,323		21,094
Total funds			28,073		39,094

The cash at bank and in hand balance mostly represents funds raised during appeals, the disbursement of these funds which takes place over the period of the programmes in question. More details are disclosed in note 11 to the financial statements, and the associated member charity creditors in note 12.

Approved by the trustees on 7 July 2025 and signed on their behalf by

Michael Jermey Chair of Trustees	Melanie Hind Honorary Treasurer
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Disasters Emergency Committee
Company Number 03356526

Statement of cash flows for the year ended 31 March 2025

	Note	2025 £'000	2024 £'000
Cash flows from operating activities			
Net cash provided (used in)/by operating activities	16	(48,757)	(124,640)
Cash flows from investing activities			
Interest from current asset investments		4,510	8,280
Purchase of tangible fixed assets	8	(128)	(101)
Purchase of investments	9	(7,705)	-
Proceeds from sale of investments	9	500	-
Net cash movement in investments	9	(887)	-
Net cash provided by investing activities		(3,710)	8,179
Change in cash and cash equivalents in the year		(52,467)	(116,461)
Cash and cash equivalents at the beginning of the year		107,436	223,897
Cash and cash equivalents at the end of the year		54,969	107,436

	At 1 April 2024 £'000	Cash flows £'000	Other non-cash changes £'000	At 31 March 2025 £'000
Analysis of cash and cash equivalents and of net debt				
Cash at bank and in hand	107,436	(52,467)	-	54,969
Total cash and cash equivalents	107,436	(52,467)	-	54,969

A DEC member charity provides psychosocial activities for children in Gaza during the ceasefire in March 2025.



Notes to the financial statements for the year ended 31 March 2025

1. ACCOUNTING POLICIES

a) Basis of accounting

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

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

b) Public benefit entity

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

c) Going concern

The trustees consider that there are no material uncertainties about the charitable company’s ability to continue as a going concern. In making this judgement, the trustees considered current financial performance, free reserve levels, future cashflow forecasts (one year from account signing date) and the 2025/26 budget.

d) Estimates

The financial statements include the following estimates:

1. Gift Aid. In the prior year, the financial statement includes Gift Aid accrued income of £0.7 million which includes an estimate for claims not yet processed by the DEC. The basis of this estimate was historic recovery on previous appeals. The current financial statements contain no estimate related to Gift Aid.

2. Legacy recognition. The DEC’s policy on recognition of legacy income is detailed in note 1 e).

3. Allocation to members. The DEC’s policy on allocating appeal funds to members is detailed in note 1 i).

4. Investment income. From the DEC Middle East Humanitarian Appeal onwards, investment income has been treated as unrestricted income towards the whole of the DEC’s work, as detailed on the DEC’s website. Prior to the Middle East Humanitarian Appeal, investment income was restricted to follow the restriction of the original donation. Estimates of the split of investment income across appeals were used where exact figures were not available.

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

e) Income

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

Donations to DEC appeals are included as restricted income, used to fund the related disaster response programmes. Associated Gift Aid tax reclaims are included as unrestricted income and then transferred to the related restricted fund for each DEC appeal. Contributions from member charities towards DEC’s appeal preparedness is included as donations and accounted for when received.

Income from legacies is included when received from the estate or when the charity is notified by the executor that a distribution will be made. From 1 April 2024, DEC policy was updated to allocate legacy income to unrestricted income, unless the will directs otherwise.

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

f) Donations of services

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

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

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

g) Fund accounting

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

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

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

h) Expenditure and irrecoverable VAT

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

Notes to the financial statements for the year ended 31 March 2025

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

Expenditure on charitable activities includes the funds allocated to DEC member charities towards the costs of delivering disaster response programmes as set out in note i) below. Expenditure is recognised when allocations are confirmed to members because it is at this time that a firm commitment is made by DEC towards the planned programmes of work by members in response to each appeal.

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

i) Basis of allocation to member charities

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

j) Allocation of support costs

All expenditure is accounted for on an accruals basis and has been classified under headings that aggregate all costs related to that category. Where costs cannot be directly attributed to particular headings they have been allocated to activities on a basis consistent with use of resources.

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

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

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

k) Operating leases

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

l) Tangible and intangible assets

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

Leasehold improvements

- five years or term of lease if shorter

Furniture, fittings and office equipment

- five years

Computer equipment

- three years

Website development and software

- three years

m) Investments

Investments are stated at market value at the balance sheet date and the SOFA shows net investment gains and losses arising from revaluation of the investment portfolio and disposals during the year.

n) Cash at bank and in hand

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

o) Pension contributions

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

Notes to the financial statements for the year ended 31 March 2025

2. INCOME

2a) Donations and legacies

	Unrestricted £'000	Restricted £'000	2025 Total £'000	2024 Total £'000
Member charity contributions	1,000	-	1,000	1,000
Legacies	476	161	637	374
Unrestricted donations	279	-	279	60
Regular giving	1	-	1	6
Donated services	-	-	-	70
Gift Aid	-	-	-	795
Total donations and legacies	1,756	161	1,917	2,305

Donated services recognised during 2024 represents services provided free of charge for the DEC Turkey-Syria Earthquake Appeal and Unrestricted activities. These are services which the DEC was expecting to pay for and suppliers kindly gifted the services free of charge.

Gift Aid income in the prior year relates to income from historical appeals where programmes have ended. This income was retained as unrestricted income to fund the running of the charity. During 2025 Gift Aid income from historical appeals has been included within the DEC Emergency Fund.

2b) Charitable activities

	Unrestricted	Restricted		Total Restricted £'000	2025 Total £'000	2024 Total £'000
	Gift Aid £'000	Appeal donations	FCDO UK AID Match £'000			
DEC Middle East Humanitarian Appeal	2,707	22,254	10,000	32,254	34,961	-
DEC Turkey-Syria Earthquake Appeal	310	425	-	425	735	12,460
DEC Pakistan Floods Appeal	103	8	-	8	111	1,429
DEC Ukraine Humanitarian Appeal	4,874	1,947	-	1,947	6,821	7,988
DEC Afghanistan Crisis Appeal	-	-	-	-	-	279
DEC Emergency Fund	678	734	-	734	1,412	120
Total charitable activities	8,672	25,368	10,000	35,368	44,040	22,276

Gift Aid income represents Gift Aid recovered on donations during the year. It is DEC policy to transfer no less than 50% of Gift Aid recovered into the respective appeal funds. Gift Aid for the current year £8,672,000 (100% of total Gift Aid) was transferred into the respective appeals (2024: £3,776,000 57% of total Gift Aid). Details of this transfer can be found in Note 15 to the accounts.

Appeal donations includes donations from the general public, trusts and foundations and corporates.

The DEC is grateful for the support of the UK Government through it's UK Aid Match scheme. During the year, the DEC received matched funds of £10.0m for the DEC Middle East Humanitarian Appeal. (2024: DEC received no matched funds in prior year due to no appeals launched in the financial period).

The DEC Emergency Fund represents donations from public, trusts and foundations, to support future disasters. Further details of fund movements can be found in Note 15 to the accounts.

Notes to the financial statements for the year ended 31 March 2025

2. INCOME (continued)

2c) Other income

	Unrestricted £'000	Restricted £'000	2025 Total £'000	2024 Total £'000
Rental income	2	-	2	-
Humanitarian Memorial Grant	-	276	276	-
Total other income	2	276	278	-

During the current financial year a property from a legacy was transferred to the DEC. The property is currently rented and rental income has been received in the year. It is the DEC’s intention to sell this property in the short to medium term to maximise return.

During the year the Humanitarian Memorial Appeal granted £276k to the DEC for the construction of a memorial for those humanitarian workers who have lost their lives in the service of others. This memorial will be constructed in Gunnesbury Park, London, and will be opened during Autumn 2025. Prior to the granting of these funds, Saleh Saeed, CEO of the DEC, stood down as a committee member of the Humanitarian Memorial Appeal to avoid any conflict of interest as funds passed to the DEC.

3. EXPENDITURE

3a) Total resources expended (current year)

		Member allocations £'000	Other direct costs £'000	Allocated support costs £'000	2025 Total £'000	2024 Total £'000
Cost of generating voluntary income		-	4,679	733	5,412	5,033
Disaster response programmes	4a	50,446	-	-	50,446	43,653
Collective initiative projects	4c	4,217	17	-	4,234	3,235
Humanitarian Emergency Fund (Scotland)		-	34	-	34	33
Humanitarian Emergency Fund (Wales)		-	22	-	22	22
DEC Humanitarian Memorial Grant		-	96	-	96	-
Lesson learning and accountability		-	940	341	1,281	1,281
Governance costs		-	192	78	270	431
Total resources expended		54,663	5,980	1,152	61,795	53,688

3b) Total resources expended (prior year)

		Member allocation £'000	Other direct costs £'000	Allocated support costs £'000	2024 £'000
Cost of generating voluntary income		-	4,127	906	5,033
Disaster response programmes		43,653	-	-	43,653
Collective initiative projects		2,676	559	-	3,235
Humanitarian Emergency Fund (Scotland)		-	33	-	33
Humanitarian Emergency Fund (Wales)		-	22	-	22
Lesson learning and accountability		-	879	402	1,281
Governance costs		-	337	94	431
Total resources expended		46,329	5,957	1,402	53,688

Notes to the financial statements for the year ended 31 March 2025

3. EXPENDITURE (continued)

		2025 £'000	2024 £'000
Support costs are allocated on the following basis:			
Nature of cost	Allocation basis		
Staff	Estimate of where staff spend their time	324	316
Premises, utilities and other overheads	Actual and estimated usage	828	1,086
Total allocated support costs		1,152	1,402

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

4. DISASTER RESPONSE PROGRAMMES

4a) Disaster response programmes (current year)

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

	CIA £'000	UHA £'000	PFA £'000	TSE £'000	MEHA £'000	2025 Total £'000	2024 Total £'000
Action Against Hunger UK	-	702	26	280	837	1,845	1,490
ActionAid UK	-	1,077	-	291	1,349	2,717	1,831
Age International	-	702	26	294	837	1,859	1,535
British Red Cross	-	810	(24)	1,092	4,522	6,400	5,578
CAFOD	-	973	39	362	1,360	2,734	2,217
CARE International UK	-	735	29	318	837	1,919	1,633
Christian Aid	-	1,452	-	626	1,888	3,966	2,542
Concern Worldwide (UK)	-	702	26	-	837	1,565	1,433
International Rescue Committee UK	-	1,287	45	459	1,103	2,894	2,723
Islamic Relief Worldwide	-	-	30	375	1,291	1,696	1,400
Oxfam GB	-	1,760	92	580	3,513	5,945	7,539
Plan International UK	19	1,109	-	-	1,601	2,729	586
Save the Children UK	-	3,120	85	1,300	4,335	8,840	8,462
Tearfund	-	-	58	-	1,933	1,991	2,599
World Vision UK	-	1,171	-	518	1,657	3,346	2,085
Total	19	15,600	432	6,495	27,900	50,446	43,653

Notes to the financial statements for the year ended 31 March 2025

4b) Disaster response programmes (prior year)

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

	AFG £'000	UHA £'000	PFA £'000	TSE £'000	2024 Total £'000
Action Against Hunger UK	35	371	329	755	1,490
ActionAid UK	74	569	-	1,188	1,831
Age International	80	371	329	755	1,535
British Red Cross	327	1,507	990	2,754	5,578
CAFOD	112	514	483	1,108	2,217
CARE International UK	79	388	379	787	1,633
Christian Aid	166	767	-	1,609	2,542
Concern Worldwide (UK)	80	371	227	755	1,433
International Rescue Committee UK	147	680	576	1,320	2,723
Islamic Relief Worldwide	95	-	421	884	1,400
Oxfam GB	-	2,058	1,524	3,957	7,539
Plan International UK	-	586	-	-	586
Save the Children UK	383	2,200	1,524	4,355	8,462
Tearfund	171	-	738	1,690	2,599
World Vision UK	134	618	-	1,333	2,085
Total	1,883	11,000	7,520	23,250	43,653

Negative balance represents funds granted to member charities in prior year returned in current year.
Note: where no funds have been allocated to a member, this is due to this specific member not taking part in this DEC appeal.

Key
MEHA: Middle East Humanitarian Appeal
TSE: Turkey-Syria Earthquake Appeal
PFA: Pakistan Floods Appeal
UHA: Ukraine Humanitarian Appeal
CIA: Cyclone Idai Appeal
AFG: Afghanistan Crisis Appeal



Staff and volunteers from the local partner of a DEC member charity in Gaza help protect tents from flooding in the winter.

Notes to the financial statements for the year ended 31 March 2025

4c) Collective initiative projects

During the year the DEC committed £4,234,000 (2024: £3,235,000) of appeal funds towards Collective initiative projects. Collective initiatives support and incentivise innovative, joint programming to increase the impact of DEC funds. This allows the DEC and member charities to jointly address quality and accountability gaps, explore humanitarian innovations and accelerate programming in key areas such as safeguarding, localisation, cash and accountability to affected populations which are all membership-wide priorities.

	Member charity or supplier	Appeal	2025 £'000	2024 £'000
Disaster risk reduction and locally led anticipatory action	Christian Aid	TSE	1,560	-
Shifting power for resilience and value of local actors	Action Against Hunger UK	UHA	534	-
Flexible funding mechanism for women's rights organisations in Ukraine	Oxfam GB	UHA	399	-
Due diligence passporting and capacity strengthening	Age International	TSE	370	-
Strengthening local response capacities in Romania	ActionAid UK	UHA	300	-
Child protection & safeguarding for children and adolescents	Plan International UK	UHA	270	-
Analyzing support gaps and access barriers to mental health support	Plan International UK	UHA	250	-
A roadmap for enhancing localised safeguarding	Christian Aid	TSE	248	-
Trauma informed approaches for humanitarian workers	CAFOD	UHA	229	-
Refugee integration through support and employment (RISE)	International Rescue Committee UK	UHA	128	-
Initiative on harmonisation of due diligence approaches	ActionAid	UHA	75	-
Blue sky localisation initiative	Christian Aid	TSE	(146)	535
Disaster risk reduction initiative	Action Against Hunger UK	TSE	-	1,500
Capacity surge initiative	Save the Children UK	TSE	-	332
Localisation: Ukraine led locally pooled fund	Save the Children UK	UHA	-	500
Collaborative cash delivery (CCD) network	Save the Children UK	UHA	-	(191)
Ambidextrous strategy review and MEAL framework	The Research People	UHA	5	55
Ambidextrous strategy review	The Research People	TSE	2	12
Consultancy support for communicating around innovation	Charlotte Jenner	UHA	10	-
Safeguarding resource and support hub	Social Direct Development	TSE	-	250
H2H network Turkey-Syria fund activation	Danish Refugee Council	TSE	-	242
Total			4,234	3,235

In total, the Board agreed in 2022/23 a budget of £10.0m for Ukraine Humanitarian response (UHA) and £5.0m for Turkey-Syria Earthquake responses (TSE). The totals presented above are amounts committed to member charities and suppliers for collective initiative projects in the year to 31st March 2025. All underspends against budget have been distributed to member charities for spend in disaster response programming.

In 2024/25, a budget of £2.0m for Middle East Humanitarian Appeal was agreed, initiatives are being reviewed and planned to be spent over the remaining programmatic periods.

Negative balance represents a decrease in total project spend committed in the prior year.

Notes to the financial statements for the year ended 31 March 2025

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

a) Staff costs were as follows:

	2025 £'000	2024 £'000
Salaries and wages	1,854	1,671
National insurance	301	265
Contribution to defined contribution pension schemes	208	189
Temporary and agency staff	168	271
Total	2,531	2,396

No redundancy or termination payments were made during the year (2024: £nil).

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

	2025 No.	2024 No.
£120,001 - £130,000	1	1
£90,001 - £100,000	1	-
£80,001 - £90,000	3	4
£60,001 - £70,000	3	

The highest paid employee is the chief executive whose emoluments in the year include a salary of £126,745 (2024: £121,870). In addition the CEO received pension contributions of £15,761 (2024: £12,814) and benefited from a health care cash plan for annual cost incurred by the employer for £156 (2024: £156) and no other benefits in kind or other remuneration are paid.

The total amount of remuneration and benefits paid to the key management personnel were £576,032 (2024: £553,609) to include the termination payment disclosure are a £nil disclosure.

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

	2025 No.	2024 No.
Fundraising and communications	21	21
Lesson learning and evaluation	9	9
Governance	2	2
Finance and administration	6	6
Total	38	38

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

	2025 FTE No.	2024 FTE No.
Fundraising and communications	20	21
Lesson learning and evaluation	9	9
Governance	2	2
Finance and administration	6	6
Total	37	38

Notes to the financial statements for the year ended 31 March 2025

6. TRUSTEES

No trustees received emoluments in the year (2024: nil). No trustees were reimbursed for travel and other expenditure totalled in the year (2024: £336).

DEC incurred costs for trustees’ training in the year of £nil (2024: £680) and trustees’ travel overseas for one trustee to visit programmes within DEC Turkey-Syria Earthquake Appeal of £1,213 (2024: £749).

Trustees made donations to the Disasters Emergency Committee totalling £930 during the year supporting the DEC Middle East Humanitarian Appeal (2024: £nil)

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

	2025 £'000	2024 £'000
Depreciation charge	99	150
Operating lease rentals – premises	174	174
Auditors’ remuneration (excluding VAT)		
Audit	49	41
Other services	22	18

8. TANGIBLE AND INTANGIBLE FIXED ASSETS

	Leasehold improvements £'000	Website development and software £'000	Computer equipment £'000	Furniture, fittings and office equipment £'000	Total £'000
Cost					
At the start of the year	184	440	52	60	736
Additions	-	128	-	-	128
Disposals	-	-	-	-	-
At the end of the year	184	568	52	60	864
Depreciation and amortisation					
At the start of the year	114	283	43	60	500
Disposals	-	-	-	-	-
Charge for the year	22	73	4	-	99
At the end of the year	136	356	47	60	599
Net book value					
At the end of the year	48	212	5	-	265
At the start of the year	70	157	9	-	236

Notes to the financial statements for the year ended 31 March 2025

9. INVESTMENTS

	2025 £'000	2024 £'000
Fixed asset investments	8,069	-
Total	8,069	-

	2025 £'000	2024 £'000
Fixed asset investments		
Market value at start of year	-	-
Additions at cost	7,705	-
Sales proceeds	(500)	-
Net movement in cash balances	887	-
Net realised investment gains/(losses)	4	-
Net unrealised investment gains/(losses)	(27)	-
Market value at end of year	8,069	-
The market value is represented by:		
Bonds	7,182	-
Cash and cash equivalents	887	-
Total	8,069	-

The DEC's investment managers have discretion to manage the investment portfolio within an agreed risk profile and in accordance with our investment policy. The mix of investments and the balance of risk and liquidity is reviewed in the light of the DEC's long-term financial plans.

10. DEBTORS

	2025 £'000	2024 £'000
Prepayments	269	154
Gift Aid receivable	4,513	20,054
Gift Aid receivable - repayment interest	5	880
Appeal income receivable	379	270
Legacy income receivable	148	525
Other debtors	150	49
Total	5,464	21,932

11. CASH AND CURRENT ASSET INVESTMENTS

	2025 £'000	2024 £'000
Cash at bank and in hand	46,066	81,241
Cash equivalents: Short term deposit (30 days)	8,903	26,195
Total	54,969	107,436

The balance in cash and short term deposits represents funds raised during the Middle East Humanitarian Appeal, Turkey-Syria Earthquake Appeal and Ukraine Humanitarian Appeal. While these funds have very largely been committed to member charities towards disaster response programmes, the disbursement of these funds takes place over the period of those programmes.

Notes to the financial statements for the year ended 31 March 2025

12. CREDITORS: AMOUNTS DUE WITHIN ONE YEAR

	2025 £'000	2024 £'000
Trade creditors	148	130
Taxation and social security costs	52	51
Due to member charities - Disaster response programmes	38,819	87,047
Collective initiatives creditor	1,375	3,006
Other creditors and accruals	300	276
Total	40,694	90,510

Collective initiatives creditor represents commitments not yet paid and of the creditor balance of £1.4m (2024: £3.0m), amounts due to member charities of £1.35m (2024: £2.97m). For further details please see Note 4c.

13. OPERATING LEASE COMMITMENTS

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

	Property	
	2025 £'000	2024 £'000
Less than one year	174	174
One to five years	750	734
Over five years	329	520
Total	1,253	1,428

The DEC entered into a ten-year lease on 23rd December 2021 for the occupation of Unit B, 19-21 Wenlock Road London N1 7GT. The lease contains a tenant-only break clause at year five.

14. ANALYSIS OF NET ASSETS BETWEEN FUNDS

a) At 31 March 2025

	Unrestricted funds £'000	Restricted funds £'000	Total funds £'000
Tangible fixed assets	265	-	265
Fixed asset investments	8,069	-	8,069
Net current assets	9,416	10,323	19,739
Net assets at the end of the year	17,750	10,323	28,073

b) At 31 March 2024

	Unrestricted funds £'000	Restricted funds £'000	Total funds £'000
Tangible fixed assets	236	-	236
Net current assets	17,764	21,094	38,858
Net assets at the end of the year	18,000	21,094	39,094

Notes to the financial statements for the year ended 31 March 2025

15. STATEMENT OF FUNDS

a) For the year ended 31 March 2025

	At the start of the year	Income	Disaster response programmes	Collective initiatives projects	Resources expended	Transfers between funds	At the end of the year
	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Restricted funds:							
DEC Middle East Humanitarian Appeal	-	32,337	(27,900)	-	(2,692)	3,619	5,364
DEC Turkey-Syria Earthquake Appeal	5,134	1,347	(6,495)	-	(131)	218	73
DEC Pakistan Floods Appeal	584	4	(432)	-	(114)	(39)	3
DEC Ukraine Humanitarian Appeal	8,340	3,497	(15,600)	-	(310)	5,695	1,622
DEC Afghanistan Crisis Appeal	128	-	-	-	(9)	(119)	-
DEC Emergency Appeal	1,755	1,153	-	-	(9)	(1,783)	1,116
DEC next appeal	-	-	-	-	(35)	-	(35)
Previous appeal	-	-	(19)	-	-	19	-
Humanitarian Emergency Fund (Scotland)	-	34	-	-	(34)	-	-
Humanitarian Emergency Fund (Wales)	-	22	-	-	(22)	-	-
DEC Humanitarian Memorial Grant	-	276	-	-	(96)	-	180
Restricted designated funds:							
DEC Middle East Humanitarian Appeal	-	-	-	-	-	2,000	2,000
DEC Turkey-Syria Earthquake Appeal	2,129	-	-	(2,031)	-	(98)	-
DEC Ukraine Humanitarian Appeal	3,024	-	-	(2,203)	-	(821)	-
Total restricted funds:	21,094	38,670	(50,446)	(4,234)	(3,452)	8,691	10,323
Unrestricted funds:							
General reserves	5,000	12,131	-	-	(3,520)	(8,691)	4,920
Designated reserves	13,000	-	-	-	(170)	-	12,830
Total unrestricted funds	18,000	12,131	-	-	(3,690)	(8,691)	17,750
Total funds	39,094	50,801	(50,446)	(4,234)	(7,142)	-	28,073

Transfer between funds includes transfers from unrestricted funds to restricted funds of £8.7m being unrestricted Gift Aid transferred to restricted appeals, including £2.7m for DEC Middle East Humanitarian Appeal, £0.3m for DEC Turkey-Syria Earthquake Appeal, £0.1m DEC Pakistan Floods Appeal, £4.9m DEC Ukraine Humanitarian Appeal and £0.7m DEC Emergency Fund.

Notes to the financial statements for the year ended 31 March 2025

15. STATEMENT OF FUNDS

b) For the year ended 31 March 2024

	At the start of the year	Income	Disaster response programmes	Collective initiatives projects	Resources expended	Transfers between funds	At the end of the year
	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Restricted funds:							
DEC Turkey-Syria Earthquake Appeal	16,912	10,755	(23,250)	-	(1,824)	2,541	5,134
DEC Pakistan Floods Appeal	5,463	1,516	(7,520)	-	(278)	1,403	584
DEC Ukraine Humanitarian Appeal	6,263	9,922	(11,000)	-	(362)	3,517	8,340
DEC Afghanistan Crisis Appeal	1,954	55	(1,883)	-	(75)	77	128
DEC Emergency Fund	274	139	-	-	-	1,342	1,755
DEC next appeal	-	-	-	-	(71)	71	-
Humanitarian Emergency Fund (Scotland)	10	23	-	-	(33)	-	-
Humanitarian Emergency Fund (Wales)	-	22	-	-	(22)	-	-
Restricted designated funds:							
DEC Turkey-Syria Earthquake Appeal	5,000	-	-	(2,871)	-	-	2,129
DEC Ukraine Humanitarian Appeal	3,388	-	-	(364)	-	-	3,024
Total restricted funds	39,264	22,432	(43,653)	(3,235)	(2,665)	8,951	21,094
Unrestricted funds:							
Operational reserves	4,000	-	-	-	-	1,000	5,000
Designated reserves	1,000	-	-	-	-	12,000	13,000
General reserves	15,612	10,474	-	-	(4,135)	(21,951)	-
Total unrestricted funds	20,612	10,474	-	-	(4,135)	(8,951)	18,000
Total funds	59,876	32,906	(43,653)	(3,235)	(6,800)	-	39,094



A DEC member charity delivers DEC funded psychological support sessions for families in Gaza.

Notes to the financial statements for the year ended 31 March 2025

The DEC Middle East Humanitarian Appeal was launched on 17 October 2024 and raised £38.0m in this financial year. Of the £38.0m raised, £32.3m was from appeal donations, £2.7m was from Gift Aid and £83k was from donations and legacies. £3.0m was transferred from the DEC Emergency Fund to bring the DEC Emergency Fund to £nil at the point of launch. Net income of £35.9m (represented by £32.3m income and £3.6m transfers) represents total appeal income less core cost recovery and other adjustments. £27.9m was committed to member charities in the year towards disaster response programmes.

The DEC Turkey-Syria Earthquake Appeal was launched on 9 February 2023 and raised £1.7m in this financial year, with income channels closing on 31 May 2024. Of the £1.7m raised, £0.4m was from appeal donations, £0.3m was from Gift Aid, £0.9m was from investment income and £45k was from donations and legacies. Net income of £1.5m (represented by £1.3m income and £0.2m transfers) represents total appeal income less other fund adjustments. £6.5m was committed to member charities in the year, from fund raised in the current and prior years, towards disaster response programmes. Total DEC income raised since launch is £115.6m.

The DEC Pakistan Floods Appeal was launched on 1 September 2023 and raised £0.1m in this financial year from Gift Aid. £0.4m was committed to member charities in the year, from funds raised in the current and last financial year, towards disaster response programmes. Total DEC income raised since launch is £38.2m.

The DEC Ukraine Humanitarian Appeal was launched on 3 March 2022 and raised £8.3m in this financial year, with income channels closing on 31 December 2024. Of the £8.3m raised, £1.89m was from appeal donations, £4.8m was from Gift Aid, £1.5m was from investment income and £37k was from donations and legacies. Net income of £9.1m (represented by £3.5m income and £5.6m transfers) represent total appeal income less other adjustments. £15.6m was committed to member charities in the year, from funds raised in the current and last financial year, towards disaster response programmes. Total DEC income raised since launch is £314.4m.

The DEC Afghanistan Crisis Appeal was launched on 15 December 2021 and raised £nil in this financial year. Remaining balance of £0.1m transferred to the DEC Emergency Fund.

Since March 2018 the DEC has had a fund that donors can give to outside of our high-profile appeals. Donations to our Emergency Fund are allocated to the next DEC appeal launched to respond to a crisis overseas, whether it’s a natural disaster, disease outbreak or a crisis fuelled by drought or conflict.

The DEC Emergency Fund helps us respond quickly and effectively when a crisis hits. Having funds in reserve allows us to get more money where it is needed as quickly as possible to save, protect and rebuild lives by working with the communities affected. The immediate response to any major disaster on this scale is likely to include provision of food, clean water, medicine and shelter - and we provide a full account of how money from the Emergency Fund has been spent as part of our overall appeal funds in our programme reports. In October 2024, the balance of the fund (£3.0m) was transferred to the DEC Middle East Humanitarian Appeal. Between October 2024 and March 2025 a further £1.1m was raised for the fund, which was transferred to the Myanmar Earthquake Appeal in April 2025.

The DEC next appeal relates to expenditure for the DEC Myanmar Earthquake Appeal which launched on 3 April 2025. The earthquake occurred on 28 March 2025, and £35k was spent by the DEC for cost of fundraising in preparation of the appeal.

General reserve transfers Unrestricted income includes £8.7m of Gift Aid income. Under DEC’s policy up to 50% of Gift Aid can be retained to cover the core costs of the DEC, during 2024/25 £nil has been retained to cover core costs, with 100% of Gift Aid income being allocated to appeal activity. This is shown as a transfer between funds of £2.7m to the DEC Middle East Humanitarian Appeal, £0.3m to the DEC Turkey-Syria Earthquake Appeal, £0.1m to the DEC Pakistan Floods Appeal, £4.8m to the DEC Ukraine Humanitarian Appeal, and £0.7m to the DEC Emergency Fund.

The balance on general funds held is £4.9m and in line with the reserves policy of 12 months expenditure costs +/- three months.

Designated funds The trustees, in the prior year, decided to set aside £10 million to fund the implementation of the DEC’s new five year strategy, running from 2024-29. This fund, over the five year strategic period, will provide the funding to invest in the DEC to deliver against its strategic objectives, during 2024/25 £0.2m was spent on scoping and initial stages of projects.

An additional £3m has been set aside to mitigate the risk over the strategic period that the new core fundraising activity fails to deliver. The total income included in our five-year financial forecast against this activity is £4.5m. The DEC sees this as high risk activity given that it has no track record in raising funding for DEC costs.

Gift Aid tax recoverable on donations to the DEC appeals, although unrestricted, is designated to the relief work respectively in those crisis-affected countries for which DEC appeals are launched. Income accrued for Gift Aid for these appeals has already been transferred from the designated fund to the restricted fund for the DEC Middle East Humanitarian Appeal, DEC Turkey-Syria Earthquake Appeal, DEC Pakistan Floods Appeal and DEC Ukraine Humanitarian Appeal.

Notes to the financial statements for the year ended 31 March 2025

16. RECONCILIATION OF NET EXPENDITURE TO NET CASH FLOW FROM OPERATING ACTIVITIES

	2025 £'000	2024 £'000
Net (expenditure) for the reporting period (as per the Statement of Financial Activities)	(11,021)	(20,782)
Depreciation charges	99	150
Interest from current asset investments	(4,510)	(8,280)
Net (gains)/losses on investments	23	-
Decrease in debtors	16,468	6,451
(Decrease)/increase in creditors	(49,816)	(102,179)
Net cash provided by operating activities	(48,757)	(124,640)

Zainab, pictured with her children, received a cash grant from a DEC member charity after the floods in Sindh, Pakistan. She bought a solar panel, battery and fan with the money.



Notes to the financial statements for the year ended 31 March 2025

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

For the year ended 31 March 2024

	Note	Unrestricted funds £'000	Restricted funds £'000	2024 Total £'000
Income from:				
Donations and legacies		2,007	298	2,305
Charitable activities		-	-	-
DEC Turkey-Syria Earthquake Appeal		4,273	8,187	12,460
DEC Pakistan Floods Appeal		601	828	1,429
DEC Ukraine Humanitarian Appeal		1,506	6,482	7,988
DEC Afghanistan Crisis Appeal		276	3	279
DEC Emergency Fund		-	120	120
Humanitarian Emergency Fund (Scotland)		-	23	23
Humanitarian Emergency Fund (Wales)		-	22	22
Cash investments		1,812	6,468	8,280
Total income		10,475	22,431	32,906
Expenditure on:				
Raising funds	2	2,811	2,222	5,033
Charitable activities				
Turkey-Syria earthquake response programmes		227	26,121	26,348
Pakistan floods response programmes		32	7,520	7,552
Ukraine humanitarian response programmes		172	11,364	11,536
Afghanistan response programmes		-	1,883	1,883
Humanitarian Emergency Fund (Scotland)		-	33	33
Humanitarian Emergency Fund (Wales)		-	22	22
Lesson learning and accountability		894	387	1,281
Total expenditure		4,136	49,552	53,688
Net (expenditure)/income for the year		6,339	(27,121)	(20,782)
Transfers between funds	14	(8,951)	8,951	-
Net movement in fund		(2,612)	(18,170)	(20,782)
Reconciliation of funds				
Total funds brought forward	14	20,612	39,264	59,876
Total funds carried forward	14	18,000	21,094	39,094

Notes to the financial statements for the year ended 31 March 2025

18. RELATED PARTY TRANSACTIONS

The charity trustees disclosed on pages 70-71 include executives of all member charities. The material transactions are disclosed in note 4. The member charities made donations of £1,000k (2024: £1,000k) in the year to the charity. In addition, £44,000 (2024: £19,000) was collected in the year by member charities on behalf of the charity. Being £44,000 (2024: £nil) Middle East Humanitarian Appeal, £nil (2024: £1,000) Turkey-Syria Earthquake Appeal, £nil (2024: £10,000) Pakistan Floods Appeal, £nil (2024: £7,500) Ukraine Humanitarian Appeal and £nil (2024: £500) Afghanistan Crisis Appeal.

In the year DEC made payment of £nil (2024: £1,592k) to Social Development Direct (“SDD”), a consultancy acquired by Plan International UK (a DEC member) in 2020 as a social impact investment. All of SDD’s profits are donated to Plan International UK. Rose Caldwell, CEO of Plan International UK and trustee of the DEC, is a director of SDD. Note that during the prior year, £1,592k was paid to SSD for the collective initiatives projects.

The Humanitarian Memorial Appeal (HMA) is an initiative to establish a lasting memorial to humanitarian workers, including those killed or injured in the course of helping others. HMA is an unconstituted body run by a steering group comprising 11 individuals, including the DEC’s Chief Executive, Saleh Saeed. During the year, these funds were granted to the DEC so that the DEC could enter into contracutal agreements to construct the memorial. All funds were granted (£276k) to the DEC. Prior to the DEC being granted funds, Saleh Saeed stood down from the HMA committee.

19. 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.

Matvi* (l) enjoys a child-friendly space with a facilitator from a DEC member charity in Bucharest, Romania.



BOARD OF TRUSTEES

ROLES OF THE BOARD COMMITTEES

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

Chair: Farmida Bi
Members 2024/25: CARE International UK, Oxfam GB, World Vision, Islamic Relief Worldwide, Plan International UK, Sue English (outgoing Chair), Michael Jermey (incoming Chair), Peter Barron (Independent Trustee), Julian Douglas (Independent Trustee), Melanie Hind (Independent Trustee).

Audit, Finance and Risk Committee
Responsible for reviewing draft financial statements and considering the external auditor’s management letter.

The committee is also responsible for advising trustees on the appointment of external auditors; reviewing external audit plans; reviewing the effectiveness of the internal control and risk management systems and monitoring the implementation of audit recommendations.

Chair: Melanie Hind
Members 2024/25: Action Against Hunger UK, CAFOD, Christian Aid, Concern Worldwide (UK), International Rescue Committee UK, Oxfam GB, Save the Children UK, Farmida Bi (Independent Trustee).

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

Chair: Farmida Bi
Members 2024/25: Action Against Hunger UK, Age International, British Red Cross, Save the Children UK, Melanie Hind (Independent Trustee), Sue English (outgoing Chair), Michael Jermey (incoming Chair).

Donations Acceptance Committee
Responsible for examining and reviewing donations, offers of support or fundraising partnerships under the DEC’s Donations Acceptance Policy when triggered.

The committee must also ensure the right policies and procedures in relation to the assessment of donations acceptance are in place for the DEC Secretariat.

Chair: Sue English and Michael Jermey
Members 2024/25: Age International, British Red Cross, International Rescue Committee UK, Tearfund, Farmida Bi (Independent Trustee), Julian Douglas (Independent Trustee), Melanie Hind (Independent Trustee).

BOARD OF TRUSTEES

INDEPENDENT TRUSTEES

Michael Jermey
Chair of Trustees,
Independent Trustee
(appointed 10/02/25)

Sue English
Chair of Trustees,
Independent Trustee
(resigned 17/03/25)

Farmida Bi, CBE
Vice Chair,
Independent Trustee

Melanie Hind
Honorary Treasurer,
Independent Trustee

Peter Barron
Independent Trustee

Julian Douglas
Independent Trustee

Tanya Steele, CBE
Independent Trustee

MEMBER TRUSTEES

Jean-Michel Grand
Action Against Hunger UK – Executive Director

Hannah Reardon-Bond
ActionAid UK – Co-Chief Executive

Alison Marshall
Age International – Chief Executive Officer

Béatrice Butsana-Sita
British Red Cross – Chief Executive

Christine Allen Dench
CAFOD – Director

Helen McEachern
CARE International UK - Chief Executive Officer

Patrick Watt
Christian Aid – Chief Executive Officer

Danny Harvey
Concern Worldwide (UK) – Executive Director
(resigned 05/09/24)

Sayyeda Salam
Concern Worldwide (UK) – Executive Director
(appointed 04/09/24)

Laura Kyrke-Smith
International Rescue Committee UK – Executive Director
(resigned 26/05/24)

Khusbu Patel
International Rescue Committee UK –
Interim Executive Director
(appointed on 27/05/24, resigned 27/04/25)

Flora Alexander
International Rescue Committee UK – Executive Director
(appointed 28/04/25)

Waseem Ahmad
Islamic Relief Worldwide – Chief Executive

Aleema Shivji
Oxfam GB – Interim Chief Executive
(resigned 07/04/24)

Dr Halima Begum
Oxfam GB - Chief Executive (appointed 08/04/24)

Rose Caldwell
Plan International UK – Chief Executive

Gemma Sherrington
Save the Children UK - Interim Chief Executive
(resigned 02/02/25)

Moazzam Tufail Malik
Save the Children UK – Chief Executive
(appointed 03/02/25)

Nigel Harris
Tearfund – Chief Executive (resigned 25/06/25)

Tim Pilkington
Tearfund – Chief Executive (appointed 26/06/25)

Folashade Komolafe
World Vision UK - Chief Executive

DEC SECRETARIAT

KEY MANAGEMENT PERSONNEL

Saleh Saeed
Chief Executive

Hannah Richards
Director of Communications

Nick Waring
Director of Finance and Resources

Simon Beresford
Director of Fundraising and Marketing

Madara Hettiarachchi
Director of Programmes and
Accountability

The trustees and member charities would like to thank the executive team and staff for all the excellent work and their achievements and dedication shown during the year.

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

Grace Akintokun, Louise Arlington, Sonja Ashbury, Adam Bailey, Edward Beswick, Daniel Brock, Richard Bunbury, Priya Changela, Hayley Collins, Jerome Combes, Vanessa Comparolo, Jayne Crow, Sophie Dale, Kate Ellis, Anna Marie Fraine, Hannah Hackney, Samuel Gard, Barney Guiton, Olivia-Jane Hepworth Nelves, Daniel Johny, Taran Kaler, Sharmeela Karaca, Josefina Mandele, Becky Mansell, Sarah Maynard, Beth McClelland, Emily McDonnell-Thomas, Moto Michikata, Alexa Netty, Huw Owen, Nikul Patel, Bex Roberts, Celine Samiento, Lee Saunders, Sian Stephen, Pete Teverson, Melissa Varney, Natasha Tierney, Adrian Walker, Nathan Williams, Emily Wright, Shagufta Yaqub.

VOLUNTEERS AND OTHER SUPPORT

We were also greatly assisted by a number of volunteers both during and outside of our appeals to whom we are extremely grateful. We are grateful for all the support of our Rapid Response Network, some of whom provide services either free or at reduced costs.

REGISTERED OFFICE

17-21 Wenlock Road,
London, N1 7GT

AUDITORS

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

BANKERS

Barclays
1 Churchill Place
London E14 5HP

National Westminster Bank PLC
250 Bishopsgate
London EC2M 4AA

Cazenove Capital Management
12 Moorgate
London EC2R 6DA

SOLICITORS

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

Sidley Austin LLP
70 St Mary Axe
London
EC3A 8BE



The DEC Board of Trustees including new Chair Michael Jermey (centre), with DEC CEO Saleh Saeed at the DEC office in London.



DEC MEMBER CHARITIES



DISASTERS EMERGENCY COMMITTEE

17-21 Wenlock Road,
London, N1 7GT

Tel: 020 7387 0200
www.dec.org.uk

Registered Charity No. 1062638
Company No. 03356526

