

Directors'/Trustees' Strategic Report

The Directors have pleasure in submitting their Annual Report and audited Financial Statements of the company for the year ended 31 March 2023.

Structure, Management and Governance

Legal Status

Christian Aid Ireland, a Public Benefit Entity, is the development agency of the Church of Ireland, the Presbyterian Church in Ireland, the Methodist Church in Ireland, the Non-Subscribing Presbyterian Church of Ireland, the Moravian Church, the Salvation Army, the Religious Society of Friends (Quakers) and the Irish Council of Churches.

Christian Aid Ireland operates on an all-Ireland basis however two companies have been registered under the name Christian Aid Ireland.

- In **Northern Ireland**, Christian Aid Ireland is a company limited by guarantee not having a share capital (Registration Number NI059154). In Northern Ireland, the company is registered with the Charity Commission of Northern Ireland (Charity Number XR94639). The financial statements are prepared in Sterling and are fully audited.
- In **the Republic of Ireland** Christian Aid Ireland is a company limited by guarantee not having a share capital (Registration Number 426928). In the Republic of Ireland, the company is registered with the Charities Regulatory Authority (Charity Number CHY6998). The financial statements are prepared in Euro and fully audited.

The two companies comply with all the legal and fiscal requirements of their own jurisdictions but operate together and produce a non-statutory report and combined accounts for the whole of Ireland to reflect this position. Both organisations are governed by their Memorandum and Articles of Association and provide for member-based organisations limited by guarantee.

Related Organisations

Christian Aid Ireland is part of the wider Christian Aid family and is a related party of Christian Aid (a company registered in the UK, company no. 517525, charity no. 1105851). Christian Aid Ireland shares the International Department of Christian Aid and receives some services, including Human Resources, Information Technology and Supporter Relations support.

Board Members and Structure

Christian Aid Ireland as discussed above operates on an all-Ireland basis under two limited companies registered under the name Christian Aid Ireland. The Trustees are also full Directors of Christian Aid Ireland for Company Law purposes.

Directors are drawn from diverse backgrounds in business, professional life and member churches. This ensures a broad range of experience and skills are brought to Board deliberations. Two categories of Directors exist: at least eight (max. 10) representatives of the member churches and up to 7 other representatives appointed by the Board of Christian Aid Ireland. There are 7 Board members in common between the Northern Ireland and Republic of Ireland companies and 6 Directors who sit only on one of the two company Boards.

New Directors are nominated by the Nominations and Board Governance Committee and appointed by the members at the Annual General Meeting. New Directors participate in an induction programme where they are introduced to the work of Christian Aid Ireland and meet individually with the executive leadership team to gain an overview of the organisation's structure and governance arrangements to enable them to fulfil their roles. Further training for appointees and all Board members is given as

and when required, or if specifically requested. Board and staff members adhere to a Code of Conduct and a Declaration of Interests is completed annually.

One quarter of the Directors retire each year by rotation.

The Board's principal responsibilities include: determining the overall strategy, policies, direction and goals of Christian Aid Ireland; protecting and promoting the identity and values of the charity; and fulfilling their statutory responsibilities. The Board delegates the day to day operation of the organisation to the CEO and the Leadership Team.

There are clear distinctions between the role of the Board and the executive leadership team. The executive leadership team is responsible for preparing policy, strategic planning budgets, financial reports and risk registers which are approved by the Board. The executive leadership team then implements the policy, plans and budgets and these are continually monitored by the Board.

No directors receive remuneration for their services to Christian Aid Ireland but are reimbursed for any incidental expenses claimed.

During the past financial year, the Board met five times, giving the members the opportunity to develop greater understanding of the organisation's objectives and performance. Three new board members participated in induction training.

There are currently three committees of the Board:

- Income, Finance, Risk and Audit Committee
- Nominations and Board Governance Committee
- International Programme Advisory Committee

Income, Finance, Risk and Audit Committee (IFRA)

The IFRA meets at least quarterly and is made up of between 3 and 8 members. Up to four members can be appointed by the Board (at least one being drawn from each of the NI and ROI Boards). The Chair is nominated by the Nominations and Board Governance Committee. The Committee has the authority to obtain specialist external advice when required or if necessary to invite someone with specialist skills onto IFRA for a specified period. The quorum is three members of the Income, Finance, Risk and Audit Committee, two of whom must be Directors. Christian Aid Ireland has one external member of IFRA who is not a member of the Board (Ms Jackie Trainor).

The IFRA operates under terms of reference and assists the Board in their responsibility in:

- ensuring that the organisation's accountability framework is fit for purpose
- examining and reviewing all systems and methods of financial control
- ensuring that adequate processes exist for the identification, analysis and management of risk
- reviewing the recommendations contained within both internal and external audits and ensuring an appropriate implementation process is in place
- ensuring the charity is complying with relevant laws, financial regulations, appropriate voluntary codes and recognised good practice.

The IFRA reviews the principles governing the pay and benefits of all employees and recommends to the Board for approval any increase in remuneration of employees including key management personnel and the Chief Executive.

The IFRA reports to the Board at each Board meeting and the minutes of their meetings are shared with the Board. The IFRA reviews the annual financial statements and detailed budget for the year, ensuring that it is in line with the strategic priorities of the organisation and recommends both for approval to the Board. Monitoring of performance against budget is done on a regular basis.

The IFRA met four times during the year.

Nominations and Board Governance Committee (N&BG)

The Nominations and Board Governance Committee is responsible for seeking nominations for the recruitment of new Board members. Its primary concern is to ensure that there is a strong Board in place which continues to have a mix of skills, experience, qualities and knowledge appropriate to Christian Aid Ireland's structures and the needs of its beneficiaries, so that the organisation can respond to the challenges and opportunities it faces. Christian Aid Ireland has one external member of N&P who is not a member of the Board (Ms Gillian Kingston).

The Nominations and Board Governance Committee adheres to the Terms of Reference agreed by the Board for how the Committee operates. It presents its recommendations to the Board prior to the AGM and the Board issues a slate of names for the members to vote on at the AGM, usually held in October each year.

The Nominations and Board Governance Committee met in full twice during the year.

International Programme Advisory Committee (IPAC)

The IPAC meets at least three times each year and is made up of between 3 and 5 members. At least two members must be members of the Board. The Chair is nominated by the Nominations and Board Governance Committee. Christian Aid Ireland has three external members of IPAC who are not members of the Board (Ed O'Donovan, Rosario Kunda & Bob Hanna).

The purpose of IPAC is to advise on the development of Christian Aid Ireland's international programme work and to monitor the impact of this work.

This Committee fulfils an advisory, governance and supporting role:

- *Advisory*: provides advice to the Head of Programmes on policy and strategy decisions affecting the fulfilment of CAI's international programme of work.
- *Governance*: oversees the implementation of CAI's programme work in line with the organisational Strategic Plan and reports on this to the Board.
- Understanding of the field work of CAI and its impact on communities in the global south through beneficiary stories of change.

In fulfilling this purpose the IPAC has the following responsibilities:

- *Monitor major organisational initiatives impacting on international programme work* - will challenge, support and contribute to any major organisational initiatives of relevance to the International Programme (such as reviews of strategy or structure).
- *Review and Approval of Policies and Strategies* - focussing on organisational learning, the IPAC will review and, where appropriate, approve: Programme Policies and Strategies (Including Safeguarding).
- *Accountability*
 - periodically review and, where relevant, make recommendations to the Programme Development Unit (PDU) to strengthen CAI's framework for impact measurement and reporting on the changes to people's lives.
 - will review and provide feedback on selected programme evaluations and major strategic evaluations and reviews conducted within CAI.
 - will review the lessons and implications of research conducted by/under the auspices of CAI.
 - will review CAI's programme progress on an annual basis against the Strategic Plan.
 - will review the narrative within the Annual Report.

The International Programme Advisory Committee met in full five times during the year.

Board and Committee attendance

Board Attendance during the year was as follows:

Name	Board	IFRA	N&BG	IPAC
Rev Dr Liz Hughes	4/5	3/4	2/2	
Dr Steve Aiken	3/5			
Mrs Hazel Baird (Resigned Nov 22)	2/2	2/2		
Dr Nicola Brady	2/5		2/2	
Ms Pauline Conway	5/5			5/5
Mr Geoffrey Corry	4/5			5/5
Rev Colin Darling	4/5			
Mr Gareth Dunlop (Resigned Nov 22)	2/2			
Mr Hal Hosford	5/5	4/4		
Ms Maeve Marnell	3/3	2/2		
Rev Uel Marrs (Resigned Nov 22)	2/2		2/2	
Rev Dr Livingstone Thompson	4/5			
Mr Graham White	5/5	4/4		
Dr Gillian Wylie (Resigned Nov 22)	2/2			3/3

Profile of Board Members

Rev Dr Liz Hughes (Chair)	Rev Dr Liz Hughes is a retired Presbyterian Minister who continues to serve as chair of the Council for Global Mission. She worked as a missionary overseas for several years before returning to Northern Ireland, where she eventually worked as Minister of Whitehouse Presbyterian Church.
Mr Graham White (Vice-chair)	Mr Graham White is a strategic Human Resources specialist with over 25 years "hands-on" experience.
Dr Steve Aiken	Dr Steve Aiken was Leader of the Ulster Unionist Party and is an MLA for South Antrim. He spent 32 years in the Royal Navy, commanding submarines and working extensively in the Middle East. He holds a PhD and MPhil from the University of Cambridge in the field of international relations. He is a member of Kilbride Church of Ireland and lives in Ballyclare, County Antrim.
Dr Nicola Brady	Dr Nicola Brady is General Secretary of the Irish Council of Churches.
Ms Pauline Conway	Ms Pauline Conway is a former Irish diplomat, who served in the Department of Foreign Affairs and Trade from 1979 - 2009. Pauline is actively interested in climate change issues. She is a parishioner of Guardian Angels Church, Newtownpark Avenue, Blackrock, Dublin.
Mr Geoffrey Corry	Mr Geoffrey Corry is a Dublin Methodist. He started out as Youth Officer and switched careers in 1987 to become a self-employed dialogue facilitator, family mediator and mediation trainer running his own courses for over thirty years. He has direct experience of working in conflict situations in Israel/Palestine, Colombia, Haiti and West Africa.
Rev Colin Darling	Rev Colin Darling is rector of St John's Killyleagh. Colin is passionate about helping people on their journey of faith. Wherever they happen to be on that journey.
Mr Hal Hosford	Mr Hal Hosford is a chartered accountant, a member of Dun Laoghaire Methodist Church and a Trustee of the Methodist Church in Ireland.
Ms Maeve Marnell	Ms Maeve Marnell is a solicitor. Maeve founded the charity Food For Thought Africa in 2007 and remains an Executive Trustee. Maeve has been involved in the Northern Ireland Council for Integrated Education since 2016 and is an independent assessor for the Commissioner for Public Appointments NI.

Rev Dr Livingstone
Thompson

Rev Dr Livingstone Thompson is a religion specialist and theologian. He brings a wealth of knowledge in a number of fields and experience and skills in Diversity and Inclusion training and in the management of non-governmental organisations.

Strategy

During 2022, the Board of Christian Aid Ireland approved a new five year (2022-2026) organisational strategy titled "Stronger Together".

Mission

Everyone is equal in the sight of God, yet we live in a world where the scandal of poverty, inequality and injustice persists. We act as a global movement of people to respond in practical ways to alleviate suffering; to expose and eradicate misuses of power; and to provide humanitarian support in crises and emergencies. We are a faith-based organisation, anchored in many church congregations and a wide network of trusted partnerships with organisations across the world who hold the same values. We bear witness, amplifying the voice of the marginalised and using our global presence to create a movement of people who passionately champion dignity, equality and justice for all.

Vision

A world where:

- Everyone lives in dignity, free from poverty, injustice, inequality and violence.
- Global resources are shared fairly and used sustainably.
- The voices of those living in poverty and crisis are amplified so their stories are heard and their struggles championed.

Values

Love, Dignity, Justice, Equality, and Integrity

Identity

We are here to help end poverty, injustice, inequality and violence in some of the poorest countries across the world.

We are an international development agency founded by the Protestant churches of Britain and Ireland. Christian Aid Ireland is a separate independent entity within the wider Christian Aid family, sharing the same vision and values. Our work is based on our Christian belief that everyone is created in the image of God and deserves to live a full life.

We tackle both the symptoms and root causes of poverty and injustice, challenging the systems and structures that keep people poor, powerless, marginalised and vulnerable.

We support people of all faiths and none by working with local partners in around 30 countries in Africa, Asia, the Middle East, Latin America and Eastern Europe. Over two thirds of the countries we work in are affected by conflict.

We are a global movement of people, churches and partner organisations who passionately champion dignity, equality and justice worldwide. We are the change makers, the peacemakers, the mighty of heart.

We are a member of ACT Alliance (Action by Churches Together), the worldwide ecumenical network for emergency relief. We are also a member of the IEA (Irish Emergencies Alliance).

Where we work:

Christian Aid works globally in 27 countries in partnership with faith-based and secular partner organisations.

Christian Aid Ireland has a special focus on 23 core countries, where we concentrate our efforts and resources to best effect.

Our focus countries are:

- Africa: Burkina Faso, Burundi, Democratic Republic of Congo (DRC), Ethiopia, Kenya, Malawi, Sierra Leone, South Sudan, Zimbabwe and Nigeria.
- Asia, Middle East: Afghanistan, Bangladesh, Syria, Lebanon, Israel and the Occupied Palestinian Territory (IoPt), Myanmar.
- Latin America and the Caribbean: Colombia, Dominican Republic, El Salvador, Guatemala, Haiti, Honduras
- Europe: Ukraine

How we work

Working through partnership:

People living in poverty are the real experts on their situation. They should have the power to shape their future and fulfil their human rights. That is why we work with local organisations or partners that have a unique insight into the problems faced by their communities. Together we develop projects tailored to meet the needs of communities, which differ across locations and contexts.

We work to ensure that people living in poverty, especially women and excluded groups, can participate in decision-making, holding those in power to account. Working through partner organisations also means that we can provide support as soon as emergencies happen and ensure that a locally-led response is sustained both during and after a crisis.

How we engage and communicate with stakeholders

Christian Aid Ireland communicates regularly with our supporters about how their generous donations are put to use to tackle poverty and injustice. Our website, christianaid.ie, alongside our main social media channels, Facebook, Twitter and Instagram, are the primary ways in which we share regular updates. We produce two 16-page magazines a year in May and October, with feature articles about our overseas work. Church and community initiatives across the Republic of Ireland and Northern Ireland include regular outreach and information events to facilitate face-to-face engagement and exchange with our valued supporters.

How we engage with staff: remuneration policy

HR is provided under a shared service agreement from the London office and to date our remuneration policy follows their written policy.

Salaries are set within a policy that reflects the values and ethos of the organisation, benchmarking against other comparable charities and church organisations at a level that is just below or at the median of these comparators.

The basic principle for determining salaries is that employees carrying out the same or similar jobs in the same location are paid the same or similar salary. Salaries differ where jobs are of a different size, complexity, responsibility and accountability.

Tackling global poverty and social injustice is highly complex and we value the contribution that each individual employee makes to our organisation's success. Our approach to reward is guided by the following principles which are applied equally to all our staff wherever they are located and whatever their position:

- We will provide a total reward package which recognises contribution to the achievement of our aims.
- Our reward offering will be competitive in the marketplace from which we draw the people we need.
- The reward decisions we make will be consistent and based on objective assessment of our organisational needs.
- Wherever we can we will offer flexibility and choice so that individuals can achieve what is most relevant and has most value to them.
- We will make arrangements which comply fully with relevant legislation wherever we are operating.

Christian Aid Ireland monitors any changes to policy or uplifts applied by Christian Aid and decides whether the changes are applicable, relevant and appropriate to each of the jurisdictions in which we

operate (namely Northern Ireland and Republic of Ireland). Pay uplifts are discussed and reviewed by the Income, Finance, Risk and Audit committee (IFRA) and approved by the Board.

Commitment to best practice in Corporate Governance

Christian Aid Ireland is committed to the standards contained within the Irish Development NGOs Code of Corporate Governance as developed by Dóchas. The aim of the code is to determine and formulate standards of best practice in corporate governance applicable to the Development NGO sector with a view to strengthening the impact and quality of Development NGO work and enhancing stakeholder confidence in the sector.

Christian Aid Ireland believes that it is compliant with the Charities Governance Code as required by the Charities Regulator. Reporting on compliance was required by January 2021. This code has replaced the Dóchas code referred to above.

Objectives

Christian Aid Ireland believes in tackling the root causes of poverty, not just the symptoms. We believe the world can and must be changed so that there is equality, dignity and freedom for all. We are driven to make this change happen and to inspire others to help make it happen.

Poverty, power, prophetic voice and partnership are the four core pillars of our understanding of how to address and eradicate poverty.

Our organisational strategy to help us achieve these four pillars is based around these 4 statements of strategic intent:

Building a movement across Ireland:

Amplifying the voices of those living in poverty and crisis in the countries we work in, we will mobilise individuals, churches, coalitions and other organisations to work with us for the world we want to see.

Building peaceful just and inclusive societies:

We will work in solidarity with our partners to address the root causes and symptoms of poverty and meet the needs of marginalised people and communities in crises and conflict. We will bring together our life-saving humanitarian work, longer term development programmes and peacebuilding efforts to better support people living in crisis situations.

Demanding gender equality and supporting people who face discrimination:

We will work in solidarity with our partners to challenge injustice so that everyone, especially women and girls and those discriminated against because of their identity, can live a full life.

Tackling the root causes of injustice:

We will identify, challenge and change the systems and structures that keep people in poverty, tackling imbalances in power and ensuring the world's resources are shared fairly and sustainably.

Our corporate priorities are:

Corporate Priority 1. Increase institutional income: We seek to grow and diversify our income sources and manage our costs effectively. We also commit to influencing donors to provide flexible funding to locally-led humanitarian, development and peacebuilding initiatives.

Corporate Priority 2. Increase non institutional income: We have seen a decline in unrestricted income over the last few years in particular areas such as Christian Aid Week house to house collections. We commit to growing our income and inspiring donors to give generously, from

individual supporters to trusts, churches and institutions to ensure our vision of the world we want to see is funded both now and in the future.

Corporate Priority 3. Organisational operational excellence: we commit to Christian Aid Ireland being a positive place to work for and with. This includes: Being a diverse, welcoming, inclusive and safe space to work regardless of race, ethnicity, faith, disability, social background or sexual orientation; Ensuring our values of love, dignity, justice, equality and integrity are lived out through all aspects of our work; Being accountable to our donors, supporters and the communities we work with by managing our resources, delivering our work effectively and efficiently and minimising our footprint on this fragile earth; Committing to our own learning and development; Monitoring our work.

Corporate Priority 4. Deliver impact in our programmes: In line with our organisational strategy we will:

Deliver quality programmes focused on; building peaceful, just and inclusive societies by providing life-saving emergency support, meaningfully involving women, youth and marginalised people in peacebuilding & conflict prevention processes and supporting people to demand their basic rights and promoting human rights; demanding gender equality and supporting people who face discrimination by partnering with feminist and minority-led organisations to bring about gender equality, promoting and protecting the efforts of our partners, human rights defenders and activists to bring an end to discrimination, strengthen the protection of vulnerable groups, using our expertise to support and strengthen partners to reduce and respond to violence against women, girls and other at-risk groups and striving to 'Leave No One Behind'

Deepen our commitment to working in partnership by: championing the wishes and preferences of the people we work with and shifting power to local communities; deepening our understanding of how our power shapes our partnerships; learning from the expertise of local partner organisations and the first hand experiences of the communities we work with; providing more sustained financial support to our local partner organisations.

Corporate Priority 5. Build a movement across Ireland: We will do this by; deepening and nurturing our relationships with churches and congregations to expose the issues of injustice and inequality and to understand the depth and complexity of these issues and how we can respond as Christians; encouraging individuals, churches, schools and groups to speak up for justice and influence change; galvanising volunteers to give their time and talents to grow support and invite people to pray with us; moving people to pray and act in solidarity with those living in poverty connecting us as global neighbours; deepening public awareness and understanding of our unequal world by faithfully telling the stories of those living in poverty and crisis and helping supporters explore how they can act as global citizens to build a better world.

Corporate Priority 6. Tackle the root causes of injustice: We will do this by: Building alliances to shift government policy in Ireland and globally; informing and challenging political leaders to take action, advocating for changes in laws and policies at governmental, EU and UN levels and holding those in power to account; demanding a more just economic system where power and resources are shifted from a small number of extraordinarily wealthy countries to individuals and communities that have been excluded; pushing for fairer global rules in tax, finance and corporate accountability; demanding fairer climate action ensuring wealthy, high-emitting countries step up and deliver their fair share of the global effort needed; producing timely, thorough and impactful research and analysis working with local partner organisations to highlight injustice, isolate its causes and raise awareness of the action needed to end it.

Corporate Priority 1: Increase institutional income

As we seek to grow and diversify our income sources, we have made a number of funding submissions over the course of the year. The submissions have either been directly from CAI or as part of a submission from the wider CA family. An overview of the direct submissions are as follows:

- UN Peacebuilding Fund **Sierra Leone**, \$1.9 million, on youth participation and election violence
- UN Peacebuilding Fund **Burundi**, \$1.9 million, on women, peace and security (WPS) focused on displaced and returnee women
- UN Peacebuilding Fund **Colombia**, \$1.5 million, focus on youth, peace and security (YPS) addressing climate and conflict challenges
- EU EIDHR application for **Zimbabwe**, to support youth civil society
- Irish Aid granted an additional €215K for our **Horn of Africa** response. This was programmed as an extension to the ERFS in northern **Kenya**
- USAID **Haiti/Dominican Republic**, \$1.33 million USD, "Promoting Exchange and Awareness through Community Engagement in Dominican Republic and Haiti (PEACE PROJECT DR/HT)". This submission was successful and will proceed through CA
- EU proposal for **El Salvador** - Strengthening Youth and Environmental Defenders for Democracy in El Salvador (FortES) - was accepted, €1.3m for 36 months through CA
- Full EU proposals for **Nigeria** "Partnership for Peace and Religious Tolerance in Kaduna State, Nigeria (Kaduna Peace Project)" (€750K for 36 months) and **Honduras** - "Raitkinani (My Rights) - supporting indigenous community and HRDs" - (Accepted €1,530K for 36 months through CA)
- **Honduras** proposal - "Addressing Resource induced Conflict through indigenous women and youth in Honduras (ARC PROJECT)", \$1.3million USD – through CA
- ECHO bids for **Myanmar, Syria, Nigeria and Bangladesh**
- USAID **Nigeria** (\$750K) – Enhancing Youth Participation in Peacebuilding Initiatives in Kaduna State, Northwest Nigeria

We have been successful in our application for ECHO accreditation which means that CAI will take the lead on all ECHO projects on behalf of the CA family.

Corporate Priority 2: Increase non institutional income

We recognise that a large percentage of our public income is generated by and through churches and individuals who are part of a worshipping community. An analysis of our total income in the past ten years showed relative stability but also the need to put in place a growth strategy, prioritising the channels of regular giving, legacies and major gifts, while continuing to work closely with our core church partnerships and events programmes particularly in the areas of regular giving and legacy gifts.

Christian Aid Ireland's public fundraising comes from a mix of audiences including churches, trusts, individual direct mail donations, regular gifts, legacies, a shop and some major donor relationships. We value our major annual public fundraising event, Christian Aid Week but also recognise the challenges faced by those who lead the house to house collection in Northern Ireland. We continue to work on developing our case for support.

We are grateful for the generous support of our small portfolio of trusts and foundations in Ireland who have enabled us to support a variety of programmes.

We have been incredibly encouraged by the generosity of our denominational partners in recent times. In October, PCI sent us another £25,000 for the World Development Appeal and £191,520 for our **Ukraine** appeal. Bishops Appeal sent us €33,760 for Ukraine, €20,000 for East Africa and €13,292 for a project in **Ethiopia**.

We have started a Value Exchange 'lead generation' campaign using Facebook and the offer of a prayer journal. We have generated almost 1,000 'leads' and calls have started to arrange delivery of

the product and share about CA's work. It is too early to tell how successful the calls will be at motivating giving.

We launched emergency appeals in respect of the **Horn of Africa** famine and the **Turkey/Syria** earthquake.

Corporate Priority 3: Organisational operational excellence

We want to ensure that our staff have the right skills and abilities to deliver our priorities and that those staff can develop and flourish. We also want to ensure that our staff, partners, and volunteers are treated fairly, respectfully and with dignity.

Some Christian Aid Ireland staff continue to work from home and adapt to a different way of working. We continue to provide support where necessary in order to make this change as straight forward as possible.

We continued to ensure that processes and controls were in place within the charity, to ensure we conducted our work in an open, transparent and accountable manner to effectively manage and control the organisation, meeting all governance requirements. The Board met regularly, has diverse members, with good skills and mix of gender, has induction procedures in place and is well attended. Further details are outlined in the *Structure Management and Governance* section above. A number of policies were either reviewed or introduced over the course of the year.

A 3-year programme of head office Internal Audits is in place.

Christian Aid Ireland monitors and complies with legislation, standards and codes which are developed for the sector in Ireland. Christian Aid Ireland subscribes to and is compliant with the following standards:

- The Charities Act 2009
- Dóchas Code of Corporate Governance
- Dóchas Code of Conduct on Images and Messaging
- The Lobbying Act 2015
- The Charities Governance Code

The Board of Christian Aid Ireland have chosen to complete the self-assessment checklist on the Charities Governance code as issued by the Charities Regulator instead of the Dóchas Self-Assessment checklist. The Board believes that we are compliant with this code.

The Board aim to ensure the following six principles of charity governance are applied:

- advancing its charitable purpose
- behaving with integrity
- leading people
- exercising control
- working effectively and
- being accountable and transparent

There were no political contributions in the year ended 31 March 2023, and as a result no disclosures are required under the Electoral Act, 1997. As required under the Regulation of Lobbying Act 2015, Christian Aid Ireland now records all lobbying activity and communications with Designated Public Officials (DPOs). We have made all returns and submissions required by the Act.

We continue to monitor costs and try to ensure value for money in all our procurements. Regular financial monitoring takes place at Income, Finance, Risk and Audit Committee and Board meetings. Annual budget and 3-year projections are prepared to ensure financial infrastructure is in place to guide decision-making.

Financial Review

The financial statements for Christian Aid Ireland are set out on page 39 to 53.

A detailed commentary on the principal sources of funding and the financial results for the year ended 31 March 2023 is set out below.

Income

Income	31/03/23	31/03/22
	£'000	£'000
Income	2,697	2,316

During the year, the charity raised **£2,697k** (2021/22: £2,316k) which reflects the continued commitment of Christian Aid Ireland's very generous supporters and sponsoring churches to meeting the needs of poor communities throughout the world. The principal funding sources are outlined below:

Donations

This includes Christian Aid week, Regular Gifts, Church Partnerships, General Donations, and Denominational appeals. Gift Aid on donations enabled Christian Aid Ireland to reclaim £124k on donations during the 2022/23 financial year.

Donations	31/03/23	31/03/22
	£'000	£'000
Christian Aid Week	407	424
Regular Gifts	405	291
Church/Denominational	824	332
General Donations	341	442
Emergency Appeals	493	311
Income	2,470	1,800

Christian Aid Week

We are working with our volunteer organisers and collectors to explore and diversify the annual house to house collection. Changing demographics and an increasingly cashless society requires us to be innovative in our approach to the Christian Aid Week appeal. Building on the integrity and commitment of our collectors, also offering different ways to engage the general public will offer opportunities to support our volunteers and increase public giving.

A wide range of activities take place during Christian Aid Week including our red envelope house to house collections, public street collections, coffee mornings, church collections and the Big Brekkie campaign. The amount raised for Christian Aid Week was £407k down £17k (4%) on last year. There was a general decline in house to house collections during 2022/23 which reflected the challenges experienced with public fundraising across the sector.

Regular Gifts

Regular gifts are payments made by generous and committed individuals on a monthly, quarterly or annual basis by direct debit or standing order. These donations are most important as they provide a

source of predictable income and allow us to plan for future work. This raised £405k in the financial year (2021/22: £291k), an increase of €114k (40%) which reflected our focus on regular giving as a key area for future growth in our fundraising strategy.

Church Partnerships and Denominational Income

The churches continue to support us generously in our emergency and long-term development work. Income from Church Partnerships/Denominational Income was £824k (2021/22: £332k).

The main Denominational/Church income received during the year came from the Presbyterian Church in Ireland (PCI), Church of Ireland Bishops' Appeal (CIBA), the Methodist Church in Ireland (MCI) and the Religious Society of Friends (Quakers). Church Income also includes funding received from Christmas, Harvest and Easter/Lent appeals, speaking engagements, Church visits and the Black Santa appeal.

General Donations

General donations are those donations received from general cash appeals, challenge events, community events, trusts & foundations and unsolicited income. Further details of these are noted in the Fundraising section of the Annual Report.

Income from general donations totalled £341k (2021/22: £442k).

Emergency Appeals

Emergency Appeals	31/03/23	31/03/22
	£'000	£'000
Humanitarian Appeals:		
Syria Crisis Appeal	-	1
Coronavirus/Covid-19 Appeal	-	14
Lebanon Crisis Appeal	-	2
Hunger Appeal	1	60
Haiti Earthquake Appeal 2021	-	23
Afghanistan Appeal 2022	11	89
Ukraine Crisis Appeal 2022	55	122
East Africa Hunger Crisis Appeal	210	-
Turkey & Syria Earthquake Appeal	216	-
Emergency Appeals	493	311

Emergency Appeals income fluctuates from year to year depending on the scale of disasters across the world. In the 2022/23 financial year, two new humanitarian appeals were launched.

Christian Aid Ireland supporters donated significantly to our appeals during the 2022/23 year raising £493k (2021/22: £311k). This funding comes from the public, church denominations and trusts and foundations.

Legacies

Legacies	31/03/23	31/03/22
	£'000	£'000
Legacies	192	488

We continue to receive donations from the legacies of exceptionally generous individuals, who remembered the work of Christian Aid Ireland with the world's poorest people in their wills. These individuals contributed £192k to income during the year (2021/22: £488k). This is another key area we hope to develop as outlined in our fundraising strategy.

Other

Other Charitable Activities	31/03/23	31/03/22
	£'000	£'000
Other Trading Activities	28	25
Investments Income	7	3
Other Income	35	28

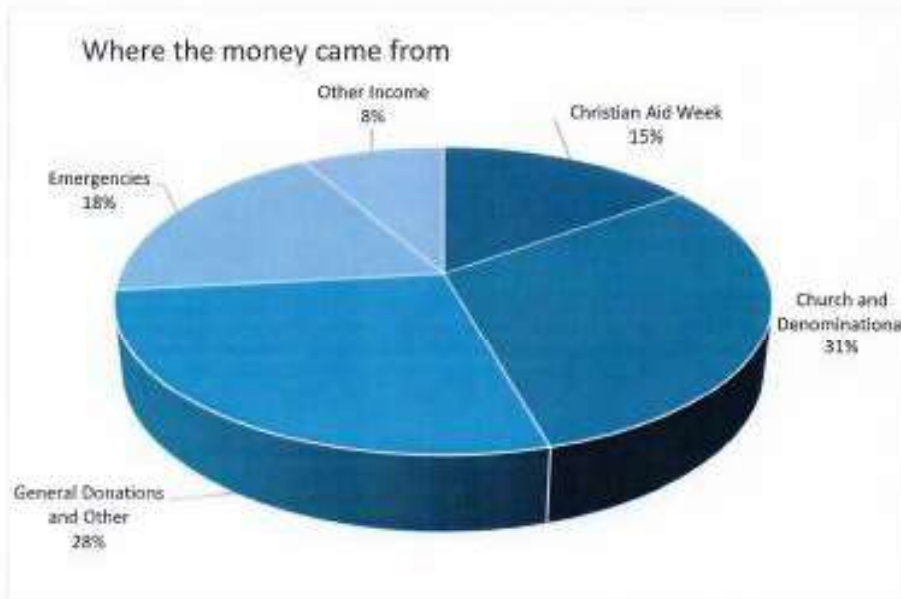
Other Trading Activities

The trading income refers to the operation of our charity shop in Garvagh, Co. Londonderry. The income received from the shop amounted to £28k (2021/22: £25k).

Investment Policy and income

Investments are made in short term bank deposits in conjunction with cash flow requirements for the organisation. These deposits are placed only with reputable institutions that have a credit rating of B+ or more. The investment position of the organisation is reviewed by the Income, Finance, Risk and Audit Committee on an ongoing basis throughout the year. The income from short term investments for the year was £7k (2021/22: £3k).

Where the money came from



Expenditure

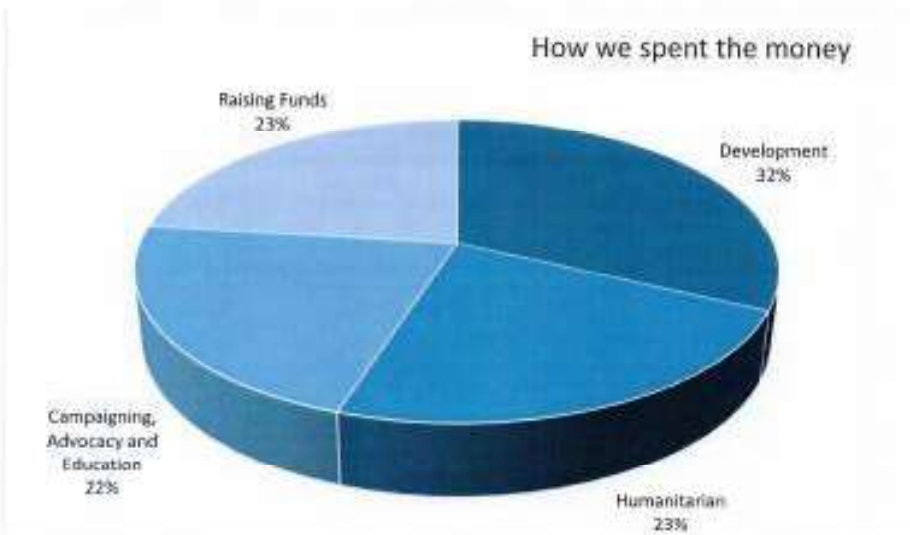
We spent a total of **£2,339k** (2021/22: £1,884k) during the year.

£1,796k (77%) was spent between our charitable activities as follows: Development £746k (32%); Humanitarian work £540k (23%) and Campaigning, Advocacy and Education £510k (22%).

We invested £543k (23%) in raising funds. For every £1 we spent on fundraising this year we raised £4.97 to further our work.

A key part of our work in development and emergencies is our work through partner organisations. These partnerships are funded by means of grants. To ensure that these partnerships are working effectively Christian Aid Ireland staff spend time working with partners to develop the most effective projects and programmes to be delivered, to increase the partners' capacity to deliver the programmes efficiently and effectively, and to monitor and evaluate and report on the work the partners have performed on our behalf. An analysis of where we spent our charitable funds is provided below.

How we spent the money



Reserves

The total reserves of **£2,299k** as at 31 March 2023 fall into two categories:

Restricted Funds

Restricted funds are generated when the donor stipulates how a donation may be spent. In many cases there will be a time lag between when such funds are received and when they are spent. With emergency appeals there may be a need for immediate relief work, followed by longer term activities to rebuild people's lives and livelihoods, in line with the appeal request. This may result in appeal monies being spent over several years.

At 31 March 2023, we held **£879k** (2021/22: £657k) in restricted funds, mainly relating to denominational income.

Restricted funds balances as at 31 March 2023 are detailed in Note 14 of the Financial Statements.

Unrestricted Funds

Unrestricted funds are generated when the donor does not stipulate how the income may be spent. Within certain operating needs, the charity's policy is to ensure that such funds are spent as soon as possible, while guaranteeing that these resources are used effectively.

Unrestricted funds include designated funds where the Directors have set aside money for a specific purpose. It is the policy of Christian Aid Ireland to hold a minimal operational reserve to cover any temporary shortfall in income, unforeseen rise in spending requirements or other financial contingency, so that the charity can continue to operate at any time. The level of this reserve is based upon the Directors' assessment of the likelihood of such financial contingencies and the impact they might have. In practical terms, the Directors have required that the organisation hold between 10 and 25 weeks of unrestricted spend as reserves.

At 31 March 2023, the unrestricted reserves were **£1,420k** (2021/22: £1,283k), of which £800k were set aside as other designated funds for project funding, and the operational reserve of £607k (representing 23 weeks of unrestricted spend). These are unprecedented times, and this level of reserve is deemed necessary due to the uncertain nature of the impact from cost of living crisis on Christian Aid Ireland's unrestricted income. Unrestricted funds movements and balances as at 31 March 2023 are detailed in Note 15 of the Financial Statements.

Corporate Priority 4: Deliver impact in our programmes

A draft Programme Strategy has been developed and shared with the Board.

Our Head of Peacebuilding and Conflict Prevention spoke at Iveagh House with the DFA and OECD Development Assistance Committee (DAC) around CAI's work, contributions and strategies on towards (soft law) OECD Recommendation on Enabling Civil Society in Development Co-operation and Humanitarian Assistance.

Under PGII we are leading on multi-country research "State of Play: How are local organisations advocating for change under autocratic and repressive governments?" Looking at strategies used by CSOs to influence change in contexts where civil society space is closed or repressed.

Ongoing support is being provided to **Afghanistan** in the design of their new country strategy, reflecting the changing operational environment after the Taliban takeover.

Head of Peacebuilding and Conflict Prevention travelled to **Dominican Republic** in November to support the inception of the cross border USAID project (Promoting Exchange and Awareness through Community Engagement in Dominican Republic and Haiti), and the LAC regional peacebuilding team's annual review.

The team co-hosted a CA-wide Community of Practice on Large Distributions in Humanitarian, focused on conflict sensitivity and integrating conflict prevention into resilience.

Head of Peacebuilding and Conflict Prevention attended the Directors meeting of EPLO, and had meetings with senior EU officials on the direction of travel on peacebuilding.

We held a panel on Climate and Conflict - Out of the Frying Pan and into the Fire, as part of One World Week.

We published an article on the "unpacking the pillar of peace in the triple nexus" in the Development in Practice Journal.

Corporate Priority 5: Building a movement across Ireland

We are continually grateful for the consistent support we receive from our sponsoring churches – financially, prayerfully and in education of important development issues.

We held our supporter conferences on the 4th March with a mixture of in-person and online events. We had 75 organisers and reps 'in the room' in Hillsborough with a further 10 people from NI online, and then we also had 20 online in ROI. Feedback has been very positive so far, with people enjoying the keynote address from our Chief Executive, the various seminars we had and finding out more about the Christian Aid Week focus and stories for 2023.

We have put in applications to be present at a few Christian conferences over the summer – New Wine, New Horizon and Bangor Worldwide. This is part of our strategy of being intentional about building relationships with individual Christians.

We are working hard to plan the PCI World Development Appeal content gathering trip to Sierra Leone which is taking place in April. One of our projects will be the 'lead' for the PCI World Development Appeal 2023/24.

We are preparing to begin the Global Citizenship Education programme that has been funded as part of the wider Irish Aid grant. One aspect of this is to join the Irish Development Education Association (IDEA) and undertake a process of self-assessment in order to ensure we can meet their code of best practice for development education.

We ran 'The Talking Climate Justice Tour' events in 3 locations in NI through the autumn using warm churches to partner with.

We recorded an interview with staff in Burundi to update Cork, Cloyne and Ross diocesan Synod on their partnership project through Bishops' Appeal.

We managed to achieve over 50 mentions in the press during COP27. This includes eight Irish Times mentions.

Our Christmas solidarity action this year involved supporters hanging bags of frankincense on their Christmas tree to raise awareness of the drought induced hunger crisis in the Horn of Africa. In total 10 supporters were involved in the action, which achieved coverage in around 25 local publications.

There was over a dozen pieces of coverage in national outlets of Christian Aid's annual report looking at the financial cost of climate breakdown. This included a lead story on the front page of the Irish Examiner.

The Athletic featured an extensive piece on the Cerrejon mine, covering its impact on communities surrounding the mine (of which prominent Liverpool FC player Luis Diaz is from). The article drew on some of Christian Aid's work to hold the mine and ESB to account.

The Currency mentioned Christian Aid Ireland's attendance at a meeting organised by a European Parliament delegation who were visiting Ireland to find out more about the role that Ireland plays in tax avoidance and how it can be changed.

Corporate Priority 6: Tackle the root causes of injustice

The policy and advocacy team built on our work and previous campaigning during 2022-23, focused on our two core priorities of economic justice and climate justice.

Our Head of Policy & Advocacy travelled to the UN in Geneva to present CAI research on **tax avoidance** and the impact it has on poorer developing countries. In response to CAI's input, the UN Committee issued formal recommendations to Ireland re tax avoidance for the first time.

CAI was represented at the **COP27 climate summit** in Egypt in November. We had a really significant win, finally getting agreement on so-called 'Loss & Damage' funding to support communities most impacted by climate change, something CAI has prominently campaigned on for years. CAI presented research on this issue in two formal Dáil parliamentary hearings, both pre- and post-COP.

We produced new analysis showing that for the first time in several years, Ireland's **climate** finance contributions had fallen. This is money pledged to help developing countries deal with climate change impacts. We raised this with parliamentarians, Government and the DFA, and also attended the DFA's annual Civil Society Forum on this and related issues.

In November, we organised a visit from Sisma Mujer, one of Colombia's leading **women's rights** organisations and a long-time CAI partner to present in the Oireachtas, DFA, and in Trinity College regarding peacebuilding and women's rights.

As part of ongoing work on a proposed new EU law to clean up **human rights** abuses in global supply chains, CAI has been regularly meeting the Irish Government and MEPs to advocate for improvements. The draft law is currently going through a series of important votes in the European Parliament, and through our ICBHR we have increased Irish MEP support.

As part of our **Business & Human Rights** campaigning domestically, we have been providing detailed feedback on the text of an equivalent national supply chain law drafted by opposition political parties.

Working with colleagues in London, CAI has started a new, four-year partnership with the Global Legal Action Network (GLAN), finalised in February. GLAN bring extensive legal expertise and have already supported CAI on key work including our Cerrejón mine complaint and UN **tax avoidance** research.

We are grateful to the Irish Methodist church for providing us with funding in order to further our Policy & Advocacy work.

Looking to the future

In 2022/23 we were successful in securing a new five year funding programme from Irish Aid and we will be concentrating on implementing this in the coming year and beyond.

The following will be our key areas of focus over the coming year(s).

Corporate Priority 1. Increase institutional income

In order to increase and diversify our institutional income over the coming year and beyond, we will aim to undertake and focus on the following:

- Develop processes, structures and protocols to support the growth of CAI's institutional funding in close cooperation with the global Programme Funding Division (PFD)
- Develop CAI specific fundraising strategy that covers all thematic areas, maps donors and opportunities and links to unrestricted fundraising plans
- Institutional donor proposal development and submission on: peacebuilding & conflict prevention, governance & human rights, gender equality, triple nexus and humanitarian response
- Diversify donor base through ensuring programme quality and enhancing visibility and profile
- Enhance CAI's visibility, profile and donor engagement with key institutional donors in particular the European Commission and DG ECHO
- Engage bilateral donors on new peacebuilding strategy
- Ensure high quality management of humanitarian appeals including through Irish Emergency Alliance
- Ensure strategic use of humanitarian appeal funds and rapid response funds (ACS) to respond to needs and maximise opportunities to leverage further resources

Corporate Priority 2. Increase non institutional income

In order to increase and diversify our institutional income over the coming year and beyond, we will aim to undertake and focus on the following:

- Work with CA to be quicker to market using emergencies as a tool to engage new supporters
- Use our 'go to' status for emergencies to attract both appeal asks and regular donor asks
- Leverage CA's brand campaigns to deepen public awareness
- Connect with large groups of people who identify as Christians but do not attend church regularly
- Develop an event that can be replicated and used for recruitment of regular donors
- Continue upgrading and conversion activities and intentionally reactivate those who are lapsed or are close to lapsing
- Initiate work with trusts and foundations to target 2 donors on peacebuilding and conflict prevention
- Identify relevant and interesting partnerships with local businesses/influencers to help promote Christian Aid Week 2023
- Explore the use of cost effective digital platforms
- Work with digital to develop E-envelope
- Further develop our legacy offering aligning with the new CA legacy campaign as well as running our harvest campaign focused on legacies
- Improve our regular donor ask in churches
- Develop and implement paid and organic social media strategy
- Develop and implement email strategy
- Increase email marketing lists

Corporate Priority 3. Organisational operational excellence

In order to ensure that we maintain and build upon operational excellence, we will aim to undertake and focus on the following:

- Team structures are amended to deliver better ways of working
- Develop Equality Dignity and Inclusion policy
- Complete Donor reporting and regulatory returns

Corporate Priority 4. Deliver impact in our programmes

In order to ensure that we maintain and build upon our programmatic operational excellence, we will aim to undertake and focus on the following:

- Ensure continued focus on the quality of programmes to ensure maximum impact
- Make maximum use of opportunities for learning and innovation afforded by funding to develop new approaches e.g. on HDP nexus, localisation and accountability
- Use Programme Quality to fund research into priority areas to support improved programming and greater impact and programme quality
- Ensure that current and new programmes deliver impact and build our capacity to develop and manage large humanitarian programmes
- Make the best use of thematic expertise within CAI's programme team to support design and implementation of programmes to deliver maximum impact e.g. GESI, governance & human rights, humanitarian, peacebuilding & conflict prevention and programme performance
- Improve the integration of conflict prevention in Humanitarian Programme Plan

Corporate Priority 5. Build a movement across Ireland

We will aim to undertake and focus on the following:

- Develop an interactive exhibition stand that can be taken to conferences and events to profile our work
- Attend Christian conferences and events and seek to develop opportunities to profile CAI's work at these specifically targeting New Wine, New Horizons and Bangor Worldwide
- Attend strategic church gatherings such as diocesan synods, COI general synod, PCI assembly and MCI conference
- Meet with senior leaders of denominations new to CAI to actively seek to build new relationships
- Develop a theological and biblical rationale for our work and publish the document to communicate clearly who we are and what we do
- Be increasingly strategic in our engagement of gatekeepers in the Christian world to build reputation and engage with individual Christians
- Develop and run interactive and participatory global citizenship education workshops with focused groups of key multipliers
- Mentor and support key multipliers and influencers who will educate and inspire others to take informed action
- Produce regular briefings for church leaders on global justice issues and interactive participatory seminars for church network conferences
- Coordinate innovative online conferences connecting Irish public with overseas staff and partners
- Run annual supporter conferences enabling supporters to critically explore global justice issues
- Prioritise externally focused opportunities that can reach the widest audience
- Collecting/sharing stories of supporters and people we support suitable for social media, website & media

Corporate Priority 6. Tackle the root causes of injustice

We will aim to undertake and focus on the following:

Economic justice

- UN tax case: advocacy and campaigning linked to successful UNCRC outcomes including call for a new Government 'Spillover Analysis' of tax impact on developing countries
- ICESCR review: research, draft and submit evidence as part of the International Covenant on Economic, Social and Cultural Rights review of Ireland, Jan 2024 focussing on core CAI economic justice asks
- Supply chain law: advocate for ambitious, effective new IRL and EU laws requiring human rights and environmental due diligence checks along company supply chains; advocacy to MEPs and IRL government to support and improve draft EU directive
- ICBHR: strengthen CAI's leadership role within the Irish Coalition for Business and Human Rights, grow membership and financial stability
- Global tax justice: continued advocacy on Abbott's 'Single Malt' tax avoidance structure, OECD deal and support for UN tax body
- Coalition 2030: contribute to the Irish SDG Alliance review of Ireland's progress on meeting its SDG targets, both at IRL and UN levels

Climate justice

- Domestic policy: ongoing advocacy to ensure that Ireland's carbon budgets and annual Climate Action Plan are consistent with the Paris Agreement and falling national emissions
- Climate finance: yearly assessment of Irish climate finance contributions (adaptation, mitigation) and advocacy towards Irish Government to hit UN & fair share targets
- Loss & Damage: research, draft and publish new CAI report on L&D following 'The Cost of Inaction' as well as PPC paper on L&D funding
- COP28: attendance, advocacy and media work in UAE Nov 23

Country-specific

- Cerrejón mine: progress formal OECD human rights complaint regarding the mine's impact, in partnership with CAJAR, CINEP, AIDA & GLAN including mediation between communities & ESB
- Colombia partner visit: delegation of indigenous leaders & CINEP to London and Dublin to meet politicians, DFA and media Oct 2023
- IOPT: coalition building and campaigning with Irish civil society partners, building on success of Occupied Territories Bill (18-20) and Annexation Motion (21) to advocate accountability and action in response to violations of international law
- VR installation: Bring Israeli partner B'tselem to Dublin/Belfast to exhibit their VR installation and 'bring' Irish politicians, journalists and public to the West Bank virtually

Peacebuilding and conflict prevention

- Ongoing political advocacy tackling militarisation and crises
- Climate and conflict policy paper underway working with PPC and partner in East Africa

Principal risks and uncertainties

Christian Aid Ireland has established a risk management strategy which documents our approach to risk management and sets the direction for this work. Appropriate systems and procedures are in place to manage these risks and provide reasonable but not absolute assurance against occurrence.

Everyone in the organisation has a role to play in risk management.

The executive leadership team identifies the major strategic, business and operational risks that the charity is exposed to; and to assess the likelihood of such risks occurring and the level of impact they would have. The leadership team continually reviews and manages the identified risks and reports regularly to Income, Finance, Risk and Audit Committee (IFRA) through the risk register. The risk register gives a detailed list of all the organisation's risks, the level of the risk and the risk owner who is responsible for monitoring each risk. The leadership team is supported by staff in the identification and management of operational risks and implement actions as instructed.

The Internal audit function provides advice and guidance on the management of risk relating to the design, implementation and operation of systems of internal control.

The Income, Finance, Risk and Audit Committee (IFRA) ensures that the executive leadership team has an effective risk management process in place and reviews the risk register to ensure they are satisfied that all corporate risks are included. It also monitors the progress on the management of corporate risks and provides regular updates to the Board.

The Board approves the Risk Management Strategy and the organisation's risk appetite; it approves the Risk Register on an annual basis and monitors progress of corporate risks throughout the year.

The main risks identified together with the actions to mitigate the risks are summarised below.

Financial Stability

Risks

The principal financial risks relate to the economic environment; changes in donor expectations and our ability to respond and the diversification of funding both in donor base and between restricted and unrestricted funding in our fundraising strategy.

The fundraising environment remains very challenging with a combination of increased competition for public funds, globally competitive calls for funding and pressure on Government finances. Populism and nationalism reduce the space for policy and advocacy work. Failure to maintain a diversified income base means there is a risk of becoming over-reliant on one institutional funder. In turn, new Donors may bring new and more stringent requirements. Changes in the economy at home and perceptions of wealth of middle income countries can distort people's view of the reality for many people living in those countries and can impact their propensity to give.

Mitigating actions

To reduce the risk of significant fluctuations in income or failure to achieve the necessary level of income to protect our programmes a comprehensive fundraising strategy has been approved by the Christian Aid Ireland Board. This strategy adopts a more targeted approach to fundraising, focusing on a smaller number of key areas such as individual giving, mid to high level donors and legacies.

A *From Violence to Peace* fundraising strategy has been developed for Irish funding which targets six specific institutional donors.

We regularly review financial information, adjust budget and review expenditure to reflect expected levels of income and have a reserves policy in place. We ensure expenditure is minimised by ensuring processes and procedures are in place to ensure we achieve value for money on all expenditure.

We have a Public Engagement Strategy in place and perform advocacy work on protecting the international budget including exploring lost income from tax schemes.

We will continue to build on our good relationships with institutional and business donors and harness the commitment of our supporters and stakeholders to ending poverty. We have regular meetings with our major institutional donors and have a Programmes team to develop proposals and to manage grants received. There is a dedicated finance resource for restricted funds. We review our funding strategy and team capacity and perform partner capacity assessments and monitor and evaluate programmes and have a system in place for risk assessment and evaluation of new donor funding opportunities.

Governance/Compliance:

Risk

The principal Governance/Compliance risks relate to Christian Aid Ireland's compliance with laws and regulations; Christian Aid Ireland's compliance with donor requirements; partner capacity to comply with laws and regulations and donor requirements; compliance with General Data Protection regulation (GDPR) and misuse of funds, fraud corruption or inappropriate behaviour.

Christian Aid Ireland receives a significant amount of funding from institutional donors and sponsoring churches. The management of institutional donors' requirements are complex and prescriptive in nature. Compliance with laws and regulations is challenging particularly in-country regulation and the restriction on civil society space in the countries in which we operate.

Mitigating Actions

The organisation mitigates this risk by having regular interaction with donors to understand their needs. Christian Aid Ireland and country teams provide regular capacity building at staff and partner level to assess organisational and financial capacity and to ensure donor obligations are met. Partners are trained on donor compliance requirements. We have clearly designed policies and procedures in relation to programme and project management including the use of iPIMS (our grant management database). Monitoring and evaluation visits are performed by Christian Aid Ireland staff and country teams undertake programme reporting to Christian Aid Ireland.

Christian Aid Ireland adheres to the sector's recommended codes of practice such as FRS 102 The Financial Reporting Standard applicable in the UK and Republic of Ireland and the Charities SORP - Accounting and Reporting for Charities ("SORP"); the Dóchas Code of Corporate Governance; the Charities Governance Code. We follow requirements of the Charities Commission for Northern Ireland (CCNI) and the Charities Regulatory Authority (CRA) in the Republic of Ireland. A governance self-assessment questionnaire is completed by the Income, Finance, Risk and Audit Committee (IFRA). An internal control self-assessment (ICSA) questionnaire is completed annually.

Christian Aid Ireland also ensures compliance with law and regulations in all countries of operation with the country management team responsible for local requirements such as registration, taxation and statutory reporting. Our financial policies and procedures comply with regulations and statute which should reflect core compliance principles.

Our Public Engagement strategy has been developed to ensure compliance with donor requirements in relation to public engagement. We regularly monitor changes in laws and where possibly perform advocacy work to highlight unfavourable changes in law and challenge them.

We have data protection policies in place which are updated to reflect any new changes in legislation and best practice. Representatives from Christian Aid Ireland attend the Data Protection Oversight Committee of Christian Aid to benefit from the work of the group and its application to Christian Aid Ireland. We have IT security measures in place and receive regular updates via yammer on cyber security risks. During the year staff, trustees and volunteers completed mandatory Data Protection training.

Our Internal Audit function provided by the UK office under a memorandum of understanding audits country programmes based on risk assessments and provides reports to the Income, Finance, Risk and Audit Committee (IFRA). Any recommendations noted will be followed up.

We have a range of anti-fraud and corruption policies in place (Fraud and Misuse, Whistleblowing, Anti-Bribery, Anti-Money Laundering and Safeguarding). We also benefit from the services of a dedicated Anti-Diversion and Corruption Manager. In addition, staff and trustees must complete mandatory Code of Conduct training.

Reputational risk

Risk

The principal reputational risks relate to negative public perception and trust and confidence in the sector due to programme quality; the occurrence of safeguarding issues, scandals, or charity fatigue; a failure to communicate impact to guarantee achievement of strategic objectives, and loss of future funding; a failure to demonstrate accountability and provide transparency; and a deterioration in strategic partnerships.

Christian Aid Ireland has a team of programme staff to ensure programme quality is of a high standard and is monitored and evaluated.

Christian Aid Ireland takes safeguarding incredibly seriously and we recognise our duty to protect and safeguard vulnerable communities. We believe that any abuse of power, including sexual violence or harassment, is totally unacceptable.

Across Christian Aid we continue to work with colleagues to ensure a better, and shared, understanding of what sexual harassment is, and the zero-tolerance culture we expect, including by training staff across the global organisation on the organisation's code of conduct.

As a sector, we need to be willing to recognise that this is an issue that affects us all. Christian Aid Ireland continues to work with staff and our local partners to root out any attitudes and behaviours that support such breaches of trust. Christian Aid is a signatory to sector-wide codes of conduct. We also have a range of established policies and procedures aimed at preventing sexual harassment committed by any individual representing Christian Aid (including staff, volunteers and consultants) against other staff, beneficiaries or anyone else.

Collectively, aid agencies must work harder to ensure safeguarding, whistleblowing and misconduct policies are fit for purpose, to root out improper conduct. It is imperative that we are transparent and accountable, both to the communities where we work and to those who trust us to spend their money to alleviate suffering overseas.

Christian Aid Ireland recognises that the sector has been the subject of increased public and media scrutiny. This environment is challenging public support and confidence in charities and international aid, making it increasingly difficult to raise funds from the public. Christian Aid Ireland is a strong and effective organisation that works with integrity and humility; however external perceptions of charities and of church-based organisations could have an adverse impact on our work.

Working to eradicate poverty requires us to operate in places which are inherently challenging because of conflict, corruption, natural disasters, weak infrastructure and poor governance. Gathering communications materials that demonstrate the impact of our programmes can be a challenge in these environments, as the power dynamics and context change.

Mitigating Actions

We have systems in place to monitor the quality and measure the impact of our programmes and these continue to be developed in line with best practice. We mitigate against this risk by being open and transparent in the way we operate and through our membership of organisations such as Dóchas, which help to inspire renewed public confidence in the sector.

We continuously review and refresh our current policies and practices, to ensure that we take timely and corrective actions to prevent and censure such behaviour, ensuring we have confidential and robust mechanisms that enable and support our workforce, beneficiaries and stakeholders to report

concerns and incidents without fear or favour, and to ensure protection and support for individuals who report or have experienced such incidents.

We have Safeguarding, Whistleblowing, and Serious Incident Reporting policies in place alongside a mandatory code of conduct. During the year we appointed a safeguarding Trustee and expanded the terms of reference for our Income, Finance, Risk and Audit Committee (IFRA) to include duties in relation to safeguarding.

We have a range of anti-diversion and misuse of funds policies in operation through partners and alliances that have roots in the communities in which they are working. We monitor the programmes which they are carrying out and provide feedback and build partner capacity where required through training and ongoing support and we ensure that, as a certified Core Humanitarian Standard (CHS) organisation, we incorporate beneficiary feedback into the evaluation of our programmes.

We have a Public Engagement strategy and a Church Engagement framework in place and we undertake an annual churches' consultation to ensure a strong strategic partnership with our sponsoring Churches and management have a constructive relationship with Board to allow discussion on key issues.

We clearly communicate that our work complies with the highest standards of governance and accountability, and that we comply with all the relevant standards on accountability, fundraising, and images. We also communicate clearly that our work to eradicate poverty targets the most vulnerable and marginalised regardless of faith or race, but we engage the church in the fight against poverty and help churches to put their faith into action.

Environmental/External

Risk

The principle environmental and external risks relate to; the reduction in civil society space and our vulnerability to changes in the political, social and economic risks of the countries in which we operate and the impact our ability to operate effectively and safely.

Christian Aid Ireland's overseas programme operates in difficult contexts with oppressive power dynamics and fragile security situations which could hamper our ability to operate safely or even at all in areas of most need.

Mitigating Actions

Christian Aid Ireland actively monitors the external context to anticipate political, social or economic risks, so that plans can be put in place to minimise any negative impact on organisational activities or the reputation of the organisation. We mitigate the risks relating to operational countries by operating through networks of Christian Aid country teams and independent partners which have roots in the community. These organisations bring an in-depth understanding of the local context, language and culture. This enables access to up to date information to ensure programmes remain relevant.

Monitoring and evaluation is carried out by our programme teams and we perform enhanced due diligence for high risk countries. Core Humanitarian Standard (CHS) accredited feedback is incorporated into all our programmes. We have specific country programme strategies in place. Specific context related risks for operational countries are considered through the annual programme review. We have adaptive programming ensuring flexibility to allow the way we achieve our objectives to change as required. We have a security policy for all travelling staff and security is a key part of all major programme decisions. We adjust security assessments in response to major changes in political and security environment. We organise security training through Eurocheck.

Operational risks

Risk

The principal operational risks relate to the failure to ensure security and safety of staff partners and programme participants, and the misalignment of policy and practice.

Christian Aid Ireland staff travel to regions where the political and social circumstances make the personal security of staff a major potential hazard. Failure to ensure safety and the inability to evacuate staff could lead to loss of life or injury to employees or partners. We may be unable to respond to a crisis and there could be a loss of assets. This could lead to civil (negligence) or Criminal (corporate manslaughter) proceedings which would cause significant damage to our reputation and could incur financial penalties and insurance claims.

We speak out against the causes of poverty. This can put staff and partners at risk. If communications are inappropriate or poorly researched or erroneous statements are made, this could risk lives, damage reputations or harm key relationships. Actions by our partners could also draw us into litigious or conflict related situations particularly if they publish materials or engage in actions with our financial support. If we or our partners act in a way that is contrary to our public policy position, this could seriously damage our reputation.

Mitigating Actions

The security and safety of staff, partners, and programme participants is of paramount importance to Christian Aid Ireland. Through a shared service agreement with Christian Aid we implement comprehensive safety and security management policies to ensure that this risk is appropriately managed. Procedures are in place to protect vulnerable adults and children in the delivery of our services.

We provide staff with compulsory security training and made security considerations a key part of all major programme decisions. Security training for Christian Aid Ireland staff is provided by Christian Aid which hosts the European Interagency Security Forum and the ACT Alliance Security Co-ordinator, making Christian Aid a key hub for NGO security.

Christian Aid Ireland staff travelling to countries understand their personal responsibility for security and adhere to our corporate policies and procedures.

All country programmes have up to date security policies providing briefings to visitors and adjust security assessments as appropriate, in response to major changes in the political and security environment.

Having confidence in our policies and procedures as well as our staff gives us the confidence to work in some of the most challenging locations. But, in the event of an escalation in insecurity and as a last resort, we may withdraw staff from insecure locations or delay the implementation of a programme.

Staff involved in advocacy, campaigning and lobbying activities have a clear understanding of the context of the role, and the responsibilities and limitations of campaigning organisations as laid out in CCNI and CRA and other guidance.

IT and cybersecurity

Risk

The principal IT and cybersecurity risks relate to failure to safely process and store data.

Christian Aid Ireland is dependent on several IT systems for processing and storing its data. We live in an increasingly digitally connected world. Failure to keep pace with new technologies and ways of reaching our supporters and the communities we serve, in the way they prefer, could reduce our impact and effectiveness.

Failure to secure our information systems from malicious cyber-attacks could lead to loss of service, loss of sensitive or confidential data and even present a security risk to staff and partners working in challenging locations. This could damage our reputation result in regulatory breaches and fines or put people at risk.

Mitigating Actions

Christian Aid Ireland received shared service IT support from Christian Aid, therefore all policies are in place by Christian Aid. Christian Aid actively reviews and upgrades its IT software, systems and processes to mitigate risk relating to IT management, cyber security and data protection. Christian Aid has developed initiatives to embrace digital technology more effectively. The purpose is to ensure that we embed the use of technology more effectively in our work. We have structured information systems, policies and procedures that are embedded throughout the organisation and supported by training where appropriate.

Our information security measures are regularly tested, including by internal audit and staff are reminded of the risks of so called 'social engineering' whereby data is provided to unauthorised users pretending to be legitimate. Staff are also reminded of the risks of using social media and all staff complete online data protection training on an annual basis.

Christian Aid Ireland also collaborates with other INGOs ensuring Christian Aid Ireland is at the forefront of best practice in the sector and achieves value for money.

Grant Making

Details of grants paid are contained in note 6 of the Financial Statements. For institutional funded programmes and projects Grant making happens as follows:

- Christian Aid Ireland selects thematic focus areas and countries of implementation in line with its programme strategy. A draft budget allocation is communicated to the applicable Christian Aid country teams in advance of the application process.
- The country teams are then invited to apply for grant funding by submitting a proposal, detailing the partners, project and team costs.
- All proposals are reviewed and assessed based on the quality of information submitted within the parameters of the draft budget. Other factors considered are historical performance; team capacity and expertise; any country specific contextual issues and donor requirements.
- For grants paid out on Church & Denominational income, as well as emergency appeals, grants are allocated to programmes that are in line with the relevant emergency appeal and Christian Aid Irelands' programme strategy objectives. Proposals are submitted as required by the donors.

Volunteers and staff

Christian Aid Ireland is hugely grateful for the work carried out by its committed staff and volunteers. Achievements during the year were due to the hard work and dedication of all these people. We are particularly grateful to our volunteers who give their time each week to support the administrative work in Belfast and Dublin.

Christian Aid Ireland is committed to equality of opportunity between persons of different religious belief, political opinion, gender, marital status, disability, ethnic origin, age, dependants, sexual orientation or trade union membership.

We are most grateful for the support of a network of thousands of volunteers across Northern Ireland who are dedicated to carrying out our annual Christian Aid Week door-to-door collection, and the wonderful individuals, communities, businesses, and congregations which organise fundraising events in support of our work every year, alongside people who raise their voices to take action against global injustice.

Christian Aid Ireland employed 20 people (headcount) during the year 2022/23.

Investment Policy

Investments are made in short term bank deposits in conjunction with cash flow requirements for the organisation. These deposits are placed only with reputable institutions that have a credit rating of B+ or more. The investment position of the organisation is reviewed by the Income, Finance, Risk and Audit Committee on an ongoing basis throughout the year.

Going concern

The directors have prepared budgets and cash flows for a period of at least twelve months from the date of approval of the financial statements which demonstrate that there is no material uncertainty regarding the company's ability to meet its liabilities as they fall due, and to continue as a going concern.

On this basis, the directors consider it appropriate to prepare the financial statements on a going concern basis. Accordingly, these financial statements do not include any adjustments to the carrying amounts and classification of assets and liabilities that may arise if the company was unable to continue as a going concern.

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

Post balance sheet events

There have been no other significant events affecting the company since the year end that require disclosure or adjustment to the financial statements.

Auditors

The auditor, Crowe Ireland, has indicated its willingness to continue in office, and a resolution that the firm be reappointed will be proposed at the Annual General Meeting.

Lobbying and Political Donations

There were no political contributions in 2022/23 and as a result there are no disclosures required under the Electoral Act 1997. As required under the Regulation of Lobbying Act 2015, Christian Aid Ireland now records all lobbying activity and communications with Designated Public Officials (DPOs). It has made the returns and submissions required by the Act.

Statement of Directors' Responsibilities

The directors are responsible for preparing the Directors' Report and the financial statements in accordance with Irish law and regulations.

Irish company law requires the directors to prepare the financial statements for each financial year giving a true and fair view of the state of affairs of the company. Under the law, the directors have elected to prepare the financial statements in accordance with Irish Generally Accepted Accounting Practice in Ireland, including the Financial Reporting Standard 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland'.

Under company law, the directors must not approve the financial statements unless they are satisfied they give a true and fair view of the assets, liabilities and financial position of the company as at the financial year giving a true and fair view of the state of affairs of the company end date, of the surplus or deficit for that financial year giving a true and fair view of the state of affairs of the company and otherwise comply with the Companies Act 2006.

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

- select suitable accounting policies for the company's financial statements and then apply them consistently;
- make judgments and accounting estimates that are reasonable and prudent;
- state whether the financial statements have been prepared in accordance with applicable accounting standards, identify those standards, and note the effect and the reasons for any material departure from those standards; and
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the company will continue in business.

The directors confirm they have complied with the above requirements when preparing the financial statements.

The directors are responsible for ensuring that the company keeps or causes to be kept adequate accounting records which correctly explain and record the transactions of the company, enable at any time the assets, liabilities, financial position and surplus or deficit of the company to be determined with reasonable accuracy, enable them to ensure that the financial statements and Directors' Report comply with the Companies Act 2006 and enable the financial statements to be audited. They are also responsible for safeguarding the assets of the company and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

The directors are responsible for the maintenance and integrity of the corporate and financial information included on the company's website. Legislation governing the preparation and dissemination of financial statements may differ in different jurisdictions.

Signed on behalf of the Board:



Rev Dr Liz Hughes



Mr Hal Hosford

Date: 4 July 2023