

WAR ON WANT (N.I.) LIMITED t/a SELF HELP AFRICA N.I.

**REPORT OF THE TRUSTEES
FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2019**

The trustees are pleased to present their report together with the financial statements of the charity for the year ended 31 December 2019. The financial statements have been prepared in accordance with Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their financial statements in accordance with the Financial Reporting Standard applicable in the UK and the Republic of Ireland (FRS 102) (effective 1 January 2015) – Charities SORP (FRS 102), the Financial Reporting Standard applicable in the UK and the Republic of Ireland (FRS 102) and the Companies Act 2006.

Reference and Administrative Details

War on Want (NI) limited, t/a Self Help Africa NI is a charity recognised by the Northern Ireland Charity Commission (NIC 102 154) and is a Company Limited by Guarantee (No NI 11322).

Principal Office: 41 University Street, Belfast, BT7 1FY

Auditors: Deloitte Ireland LLP, Deloitte & Touche House, 29 Earlsfort Terrace, Dublin 2.

Bankers: Ulster Bank 91/93 University Road, Belfast BT7 1NG

Solicitors: Crawford & Lockhart 7-11 Linenhall Street, Belfast BT2 8AH

Directors and Trustees

The directors of the company are its trustees for the purpose of charity law and throughout this report are collectively referred to as the trustees.

Trustees

The trustees of the company are:

Chairperson	Marie Abbott
Vice Chairperson	Valerie Sullivan
Hon Treasurer	Theresa Morrissey
	Deirdre O'Brien
	Rev Samuel Campbell
	Tom Kitt
	Carmel Fox (appointed 28 th February 2019)

Secretary	Peter McDevitt (appointed 10 th April 2020)
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Management

Head of Northern Ireland: Denny Elliot (appointed 25th March 2019)

Finance & Corporate Services Manager: Glenn Cash

Retail Manager: Gerard Magee

Corporate and Community Fundraiser: Leo Donaghy (appointed 9th September 2019)

COVID-19

The COVID 19 pandemic, which has led to a worldwide slowdown in economic activity, had a significant impact on the organisation's operations with effect from mid-March 2020. Management set to work immediately to assess the various operational and financial scenarios that could arise and drew up plans to mitigate the potential negative impact. Revised budgets and cash flow projections were prepared with a view to reducing costs to the minimum and investigating potential alternative income streams. Management engaged with institutional donors to discuss deferral of expenditure and extension of programme contracts where temporary suspension of work was necessary. At Head Office level, costs were reduced by agreeing a combination of pay decreases and reduced working hours with staff. The trustees are deeply appreciative of the sacrifices made by staff at this difficult time. Discussions with suppliers, service providers and landlords also led to cost savings – the trustees thank those whose support for our work in this area has helped us maintain our ability to sustain our work in Africa.

This impact was also mitigated to some extent by government supports, cost saving measures adopted, and the fact that there was minimal increase in attrition in income from our regular givers. We are confident that the organisation will come through the crisis intact and in a position to continue its valuable work.

Public Benefit

The directors confirm that they have had due regard for the guidance produced on Public Benefit by the Charity Commission for Northern Ireland (CCNI), and are pleased to report that during the year ended 31 December 2019 they have continued to meet the Public Benefit requirement by the provision of programmes and activities as noted in detail within this trustees report.

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REPORT OF THE TRUSTEES (CONTINUED) FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2019

Public Benefit (continued)

The primary purpose of the organisation is the relief of poverty. The direct benefits which flow from this purpose include access to secure and sustainable livelihoods for rural farmers, and improved resilience of rural farmers to the impact of erratic weather caused by climate change.

We achieve this by:

- (i) Ending poverty and hunger; (Sustainable Development Goals 1&2) through supporting families and communities to sustainably increase and diversify food production on their smallholding; practise organic and conservation farming: access local and other markets to sell surplus product; ensure they have the means for a nutritious diet; to access new sources of income through agri- enterprise development and access to finance through a micro credit group (VSLA) set up at farmer group level.
- (ii) Tackling HIV and AIDS through working to ensure inclusivity and equality and reduce stigma and to reduce the impact of HIV and AIDS on poor and marginalised communities.
- (iii) Promoting gender equality; empowering women to achieve their basic rights; building their confidence through enabling them to take up leadership positions within farmer groups and in their communities and support their equal participation in decision-making at all levels especially at household level.
- (iv) Advocacy and campaign to empower local farmers and farming groups to lobby on their Right for Food at a local level; ensuring especially women, use their voice to lobby and work with local government and to ensure their voice is heard at a local and national level.

These benefits are demonstrated through the monitoring and evaluation of all programmes, which include surveys and interviews with beneficiaries. Beneficiaries engagement is captured at all stages of programme implementation. All programmes have baseline data and output and outcome indicators against which results are measured. This purpose does not give rise to any harm. The beneficiaries of this purpose are people who live in extreme poverty in rural farming communities in NE Uganda. There are no private benefits flowing from this purpose.

STRUCTURE, GOVERNANCE AND MANAGEMENT

Governance

War on Want (NI) Limited t/a Self Help Africa N.I. was established as a legal entity in Northern Ireland in 1976 and its governing document is its Memorandum and Articles of Association (most recently amended in Dec 2017).

War on Want NI Limited t/a Self Help Africa N.I. is governed by a Board of Trustees (listed above) which can have between 4 and 12 members. The Board is responsible for the strategic direction of the company. The board meets a minimum of four times per year and met five times in 2019. The Board have delegated the responsibility for the day to day management of the company to its executive management team. There is a clear distinction between the roles of the Board and the roles of management. The management team prepare matters for consideration and approval by the Board, e.g., budgets, policy papers. The Board then monitors their implementation.

Since December 2017 War on Want NI Limited t/a Self Help Africa N.I. has been part of the Gorta Group, a like-minded charity based in the Republic of Ireland, charity number 20008895. Being part of the Gorta Group enables War on Want NI Limited t/a Self Help Africa N.I. to better deliver its programmes. The Gorta Group provides back office, technical and financial support to War on Want NI Limited t/a Self Help Africa N.I.. It also provides an additional layer of governance oversight and assurance. The Gorta Group has Board sub-committees and these committees act as committees for all the companies in the Group. Members of the War on Want NI Limited t/a Self Help Africa N.I. board are actively involved in the Audit Finance & Risk Committee and the Remuneration Committee.

Appointment of Trustees

The charity may by ordinary resolution appoint a person who is willing to act as a director. Office bearers are elected, by the trustees, at their first meeting after the AGM.

Trustee Induction and Training

New trustees are briefed by the Director and the Chairperson of the Trustees on their legal obligations and on the content of the Governance Manual and Articles of Association. Each new trustee is given a written role description, which illustrates the responsibilities of their role, and a copy of the organisational strategic plans, annual operational plans and financial and non- financial annual operational objectives and performance indicators.

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**REPORT OF THE TRUSTEES (CONTINUED)
FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2019**

Related Parties

Fighting World Poverty set up as a sister organisation in Dublin, Ireland, in 2005 continued to exist during the reporting period but was not operational. Its charitable status, which was granted by the Revenue Commissioners in 2005 (CHY 16244) remains. Fighting World Poverty is a dormant entity and as War on Want NI Limited t/a Self Help Africa N.I. is now part of the Gorta Group, there is no need for Fighting World Poverty to be kept open. It is planned to be closed before the end of 2020.

Governance and Strategic Management

War on Want (NI) Limited t/a Self Help Africa N.I. continued implementing its extended agreed three year, 2018 – 2021 strategic plan, which has five core aims:

1. To achieve measurable impact on hunger reduction and food, nutrition and livelihood security for the most vulnerable within the communities we work in
2. To increase our profile, engagement and visibility in NI and ROI and in countries of operation
3. To significantly increase our funding base and identify and build new sustainable sources of funding for the delivery of this Plan and into the future
4. To grow and strengthen the organisation's resources, skills and capacity to deliver this Plan successfully
5. To strengthen our impact through advocacy and development education both in Northern Ireland and in countries of operation

1. To achieve measurable impact on hunger reduction and food, nutrition and livelihood security for the most vulnerable within the communities we work in

War on Want (NI) Limited t/a Self Help Africa N.I. operates in Teso NE Uganda with a core focus on supporting local organisations both Non-Government Organisations and Community Based Organisations, through provision of training and resources, to help ensure their sustainability and to make the greatest long term impact on the lives of the most vulnerable people. The plan includes Right to Food advocacy and campaigning objectives to help ensure people become actively involved in decision making which affect them and their families' lives and livelihoods and contribute to building a vibrant civil society.

Completed vulnerability studies and base line surveys and the development of robust monitoring and evaluation systems ensure efficient assessment of the outcomes and impact of our work.

2. To increase our profile, engagement and visibility in NI and in countries of operation

To increase awareness of the causes and effects of poverty and inequality and to provide opportunities for the public to demonstrate their support for change War on Want (NI) Limited t/a Self Help Africa N.I. recognises the important role of communications. We focus on increasing the profile, engagement and visibility of our work to increase the number of supporters, volunteers and donors engaged to support our work in sub-Saharan Africa. We will seek opportunities to raise the profile of our work in Uganda also.

3. To significantly increase our funding base and identify and build new sustainable sources of funding for the delivery of this Plan and into the future

War on Want (NI) Limited t/a Self Help Africa N.I. recognises the increasingly challenging funding and fundraising environment and will seek to increase our competitiveness through increasing our focus on donor and supporter focused engagement strategies. We will continue to build a strong Retail operation in NI, but to balance the dependence on retail with increasing the level of public fundraising initiatives and income. We will seek partnership where we believe they add new fundraising opportunities and value for money. We will aim to build the level of institutional fundraising for our work in Teso NE Uganda through all suitable avenues.

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**REPORT OF THE TRUSTEES (CONTINUED)
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Governance and Strategic Management (continued)

4. To grow and strengthen the organisation's resources, skills and capacity to deliver this Strategic Plan successfully

War on Want (NI) Limited t/a Self Help Africa N.I. will build a culture of learning and development through engagement with all staff and volunteers. We will seek to build the resources, skills and capacity of the organisation and staff both in NI and in Uganda to ensure we successfully deliver on the Strategic Plan, achieved through excellent operational planning and management. We will work to ensure value for money through all our work.

5. To strengthen our impact through advocacy and development education both in Northern Ireland and in countries of operation

War on Want (N.I.) Limited t/a Self Help Africa N.I. continues as an active member of the Coalition of Aid and Development Agencies (CADA), with a place on the Board of CADA and continues as an active member of Dóchas (the Irish Association of Non-Governmental Development Organisations) and supports their lobbying and advocacy strategies. We will continue, where possible and where resources allow, to respond to requests for Development Education in schools and will seek resources to deliver a new plan for Development Education in NI.

Supporting Aims to ensure effective delivery of the Core Aims include:

Communications

During the period of the strategic plan War on Want (NI) Limited t/a Self Help Africa N.I. works to strengthen and build our overall communications. This will ensure our commitment to accountability and transparency, effectiveness and efficiency as reflected in our communications plan. We regularly review our communications.

Human resources

War on Want (N.I.) Limited t/a Self Help Africa N.I. will continue to ensure that our staff and volunteer recruitment, training and development follow best practice and are consistent with delivery of the Core and supporting Aims.

Financial Resources

War on Want (N.I.) Limited t/a Self Help Africa N.I. drafts and implements a fundraising plan every year for Shops, Restricted Funding and general public fundraising, although the majority of income still comes from Restricted and Retail income. The organisation continues to ensure robust financial control systems are in place including risk management controls at home and overseas to ensure the safe keeping and security of its resources.

Physical Resources

To ensure that the workplace and physical resources at home and in Uganda are adequate for the wellbeing and effectiveness of staff and volunteers, regular health and safety checks and risk assessments are carried out in all premises and places of operation. Agreed systems are reviewed to ensure that assets are properly recorded and maintained.

Capturing Organisational Learning and Policy Development

Recognising that we work within a changing operational environment, and valuing the experiences of all our stakeholders and information from external evaluations, War on Want (NI) Limited t/a Self Help Africa N.I. works to ensure that learning is captured and shared across the organisation. This increased knowledge can be instrumental in benchmarking, standard setting and in policy development.

Governance

War on Want (NI) Limited t/a Self Help Africa N.I. will continue to strive for greater organisational effectiveness; efficiency and value for money, ensuring that we meet with legal, ethical and financial obligations, are compliant with the contractual obligations with our funding partners and that structures are in place for the organisation to be effective and sustainable.

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**REPORT OF THE TRUSTEES (CONTINUED)
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OBJECTIVES

The objectives of the charity for the reporting period were:

- To implement the organisational Operational Plan 2018 to ensure progress in achieving the key aims of the updated organisation Strategic Plan (2018-2021)
- To work in partnership with the most vulnerable and disadvantaged communities in Uganda to improve the quality of their lives, through participatory and sustainable programmes
- The target groups we work with are rural farmers, people living with HIV/AIDS, orphans and vulnerable children, widows, elderly, youth.
- To increase public awareness of the causes and effects of poverty and the work of War on Want (NI) Limited t/a Self Help Africa N.I.
- To ensure there are sufficient staff and volunteers with the relevant skills, to carry out our core and supporting aims.
- To secure and effectively manage, sufficient income from a balance of sources to carry out our work.
- To ensure the workplace and physical resources are adequate for the wellbeing and effectiveness of staff and volunteers.
- To develop and apply robust results based monitoring systems to ensure that programmatic objectives and outcomes are analysed.
- To ensure that external and internal evaluations are analysed and contribute to policy and programmatic development.
- To ensure best practice in the governance of War on Want NI t/a Self Help Africa N.I.
- To ensure compliance with funding partners' contractual arrangements through regular reviews.

During the period January to December 2019, to realise its objectives the following strategies were employed.

1. Overseas Sustainable Rural Livelihood Security Programme

- Implement Year 2 of Irish Aid Civil Society funding from August 2019 and comply with its contractual conditions
- Develop, implement and evaluate the Programme for Uganda
- Develop, implement and review Climate Change objectives in our projects
- Develop, implement and ensure Value for Money in all programmes
- Ensure a robust results based management system to record outcomes and impact
- Ensure appropriate and timely financial & programmatic record keeping
- Work in partnership with appropriate and relevant partners in Uganda
- To develop and sustain partnership with lobbying and advocacy organisations to support the impact of programmes delivered
- Work in partnership with appropriate and relevant bodies in our countries of operation
- To continue to seek support and expertise within the Gorta Group, following the 2017 merger.

2. To increase awareness of the cause and effect of poverty and inequality through Global Education in NI

- Represent the organisation on the Board of the Global Centre of Education
- Deliver role of Development Education through CADA Development Education subgroup
- Ensure compliance with codes of Governance and use of images/messages as member of Dochas and ensure all staff are trained
- Attend the Dochas AGM and relevant seminars & meetings
- To deliver one event during the CADA One World Week in October '19
- Deliver a SHA NI Development Education Programme
- The Head of SHA NI to join the Changemakers Committee and actively support the Change Makers group in Donegal

3. To ensure active participation in Lobbying and Advocacy as member of CADA and Dochas

- As an active member of CADA support the NI Assembly on International Development and pro poor strategies through attendance at CADA AGM, meetings and engagement in the CADA Operational Plan
- As a member of CADA feed into the All Party Group in International Development

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4. To ensure the organisation has the financial means to carry out its work ensuring the highest level of accountability and value for money, whilst maintaining an appropriate level of reserves

- Develop a Value for Money plan
- Ensure compliance with financial and funding policies and procedures in HQ and overseas offices . Regularly review risk management at HQ and country level
- To complete Year End Management Accounts highlighting variances and financial position of the organisation
- To finalise new financial year management accounts and cash flow projections ensuring engagement with all budget holders
- To report monthly on Organisation Financial position completing a variance report outlining key gaps & rationale for variances
- To meet with the Head of NI monthly on management accounts monthly variances and gaps
- To organise regular variance meetings with budget holders to identify gaps and forecast impact on year end accounts and develop an action plan to mitigate against negative impact
- Review SHANI Financial policies and procedures ensuring adherence across the Organisation and in line with HQ
- Review Retail Financial Policy and Procedures document "Money Matters"
- Monitor adherence to fundraising financial policies and procedures

5. To optimise income from statutory and non-statutory funding sources

- To recruit and retain volunteers to support the delivery of the fundraising plan
- To ensure compliance with all fundraising legislation, the Fundraising Regulator and Charity Commission in NI
- To raise a gross income of £172,850 with expenditure of £56,600 by December 31st 2020 reviewing & reporting on performance monthly
- To raise £33,000 from Trusts and Foundations by 31st Dec 2020
- To recruit and retain volunteers to ensure delivery of the fundraising plan and monitor quarterly
- To ensure all activity complies with legislation and within the Charity Commission Standards
- To generate £21,000 through recruiting a minimum of 2 corporate partners.
- To develop a NI Special Events Programme
- To recruit participants for the SHA Overseas Event Programme
- To advertise all fundraising events within the SHA shops and inform all shop volunteers as to the event details.
- To ensure that all legacy, special events and general fundraising opportunities are distributed and promoted within the shop network including 'Tap Points' for credit and debit cards.
- Recruit a minimum of six influential people to advise on Corporate Fundraising
- Recruit a minimum of four women to join a Women and Development Business Group.
- Develop relationships with all Trade Unions within NI.
- To deliver a Major Donor Development Plan beginning with an event at the Kingspan Stadium Belfast and support by Rob Herring.
- To twin the Teso region with Northern Ireland and communicate the similarities between both regions.
- to have an International Programme in Teso planned for the post 2021 Irish Aid project which is NI driven.
- To develop a series of local Community Fundraising events which will raise £17,500

6. Strengthen and build overall communications ensuring transparency and accountability

- Develop a social media plan and monitor and develop the website
- Build relations with key media personalities, local newspapers, and media organisations to help identify opportunities to have 4 pieces of press or online media published
- Ensure all staff & retail shops have updated information on the work of WOWNI and that retail staff and volunteers are displaying it appropriately
- Ensure compliance with Dochas Code of Conduct on Messaging and Imagery
- Recruitment of ambassadors to build the profile of the organisation with recruitment of at least one ambassador in the financial year

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- To develop an overall Communications Plan (external/internal) and schedule ensuring appropriate channels for target audiences and ensure compliance with any funder requirements
 - To review monthly web and social media traffic from/for SHA NI
 - Ensure monthly communications are produced and sent to supporters to engage and drive loyalty
 - To contribute to the production of the Annual Report
 - To ensure all staff & Retail shops have updated information on the work of SHA NI and that Retail staff and volunteers are displaying it appropriately
 - To build relations with key media personalities, local newspapers, and media organisations to help identify opportunities to have 4 pieces of press or online media published
 - Generate greater awareness of SHA NI amongst our existing supporters
 - Generate awareness of SHA NI amongst our target audience.
- 7. To optimise income from Retail shop networks and identify new business opportunities**
- Ensure all shops meet with relevant legislation and policies and comply with contracts
 - Manage volunteers effectively and support their development and experience with War on Want NI t/a Self Help Africa N.I. retail operation
 - Develop and implement new shop standard procedures across all shops
 - Complete shop audits as scheduled in operational plan
 - Improve communications with volunteers, members and customers for all shops
 - Re-brand the shops following merger with Self Help Africa and ensure FAQ material is in all shops for the public and volunteers
 - To ensure that the NI staffing structure is fit for purpose
 - Rebrand all shops
 - Ensure overall retail structure is robust and fit for purpose
 - To ensure that the volunteers at point of delivery within our shops have the best possible training and resources to deliver for the customers
 - To futureproof our trading function
 - To ensure that all staff are compliant with Retail Legislation and policies
 - To develop and deliver a Volunteer Recruitment Strategy for shop volunteers
- 8. To ensure effective Compliance with Institutional (IF) & other Funders adhering to relevant due diligence and reporting deadlines within the appropriate timescales of funded Projects in Uganda**
- Ensure compliance with the 2019 Irish Aid Civil Society Fund Programme Funding for Teso NE Uganda
 - Ensure reporting is of the highest standards, delivered on time and on budget
- 9. Human and Physical Resources Management**
- Continue to ensure staff and volunteer recruitment and training are consistent with the delivery of the organisation strategy and that the resources required are fit for purpose and deliver value for money
- 10. To ensure greater organisation effectiveness and efficiency through good Governance**
- Ensure the organisation has sufficient resources to achieve its aims Ensure the organisation delivers Value for Money
 - Ensure the organisation has the governance structure, systems and skills needed
 - Ensure that SHA NI meets its ethical, legal, financial and contractual obligations
 - Ensure SHA NI has the governance structure, systems, committee and skills in place to ensure its effectiveness
 - Ensure that the organisation has the resources to achieve its aims
 - To ensure that the SHA NI Boards decision-making processes are informed, rigorous and timely and that effective delegation, control and risk assessment and management systems are set up and monitored
 - To ensure the SHA NI Board will act with integrity, adopting values and creating a culture which help achieve the organisation's charitable purposes and to ensure the board is aware of the importance of the public's confidence and trust in charities, and trustees undertake their duties accordingly.

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11. Continue to ensure our staff and volunteer recruitment, training and development needs are consistent with delivery of plans and that the physical resources required are fit for purpose

- To ensure any recruitment follows organisation policy on development of job description, salary grading/scoring & recruitment and selection processes
- To ensure the Senior Management Team effectively communicate and ensure all staff and volunteers adhere to SHA NI policies and procedures as set out in the Organisation Manual
- To ensure staff have agreed Work Plans and KPIs in line with the Organisation Operational Plan to ensure delivery of Year 3 of the Strategic Plan
- To ensure compliance with all relevant legislation across the organisation in the following areas; Health & Safety, PAT testing in retail shops, Fixed Wire testing in retail shops, Fire Equipment servicing, conducting Retail Risk Assessments
- To outline and deliver a Capacity Building Plan as required for the Uganda office & staff
- To develop an overall Volunteer Recruitment and Development Plan for SHA NI with key focus on Mobilisation, Engagement, Consistency & Profit Delivery
- To organise the AGM and combine it with Volunteers Recognition event
- Ensure all Shop coordinators report on working days to HQ in line with H&S guidelines and for personnel and finance records
- To ensure information records are maintained for all new volunteers and reviewed quarterly and ensure all data is recorded in a central database
- Ensure all current and lapsed volunteer data is managed accurately and reported against quarterly
- To ensure insurance of any overseas trips
- Review and renew Medical Insurance for staff and review the group personal accident insurance policy by August 19
- To ensure that all vehicles and office equipment are fit for purpose and comply with all safety standards.

ACHIEVEMENTS AND PERFORMANCE

Irish Aid Programme

- On 31st July 2019, WOWNI t/a SHA NI completed its one year contract with Irish Aid for the delivery its programme "Strengthening livelihoods, nutrition and climate resilience of smallholder farmers in NE Uganda". Irish Aid regarded this year long contract as a stand-alone one. However, they did grant aid WOWNI/SHA for a further two years of the same programme up to 31st July 2021. This technicality, generated by the Donor, had the knock- on effect of end of project reporting being necessary by 1st September 2019. This extensive report was satisfactorily completed by the due date and Irish Aid's assessor provided a largely positive report pointing to the busy work programme consistent with the proposal, strongly results focused and informed by the SDG agenda. It cited consistency between the evidence in the statistics and the narrative and welcomed social policy matters being introduced in terms of the Advocacy work e.g. child protection, child brides, underage pregnancy and Domestic Violence. It asked for improvement in foreseeing unintended difficulties and asked for "countervailing candour in future reports".
- Irish Aid issued a fresh two-year contract to continue this project and the work on Year 1 of that contract started on 1st August 2019. By December 2019, it was well established with all KPIs on target despite two of the Partner NGOs showing underperformance in the previous contract and the first six months up to December 2019. A remedial plan was put in place and the Compliance officer met with the NGOs in question as part of the Annual Partnership Review meeting in Teso in August 2019 and there is a plan for the Director and Compliance Officer to again meet both groups in Jan. 2020 during a planned field visit. The team in Soroti is providing the main support for the delivery of the Remedial Plan and are monitoring closely.
- The programme targets 1,554 marginalised rural smallholder direct beneficiaries and 9,324 indirect beneficiaries (household members) in 52 farmers groups in the districts of Amuria, Katakwi, Ngora and Kaberamaido of Teso northeast Uganda. These are areas where returnees settled after years of displacement in camps which left people particularly vulnerable, unable to adapt to erratic weather conditions with little modern agriculture and marketing capacity. Desert Locust invasion (DLs) is a big fear at close of year 2019 as swarms threaten from neighbouring countries. Close monitoring will be essential.

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- The Compliance Officer completed successful overseas trips to Uganda in August 2019 and the Director and Compliance officer in January 2020.
- The organisation emphasised the Child and Vulnerable Adults agenda in 2019 and all 52 farmers groups were trained in child protection. All five partner organisations have developed and rolled out relevant policies.
- The organisation rolled out its approach to mitigation against Climate Change having sought expertise from other organisations to learn from their approach chiefly from the national body Participatory Ecological Land Use Management (PELUM). The establishment of Ecological Land Use Management (ELUM) demonstration farms at each of the 52 groups, ten of which are experimenting with irrigation techniques, are proving useful in the management of Climate Change and in building the resilience of subsistence farmers to overcome the challenges CC brings. This is an ongoing necessity in the face of erratic and unpredictable weather patterns in a region still largely dependent on rain fed agriculture.
- WOWNI continues to implement Value for Money using guidelines from BOND.
- Child Protection, Health and safety Policy and Procedures were reviewed in Uganda as were Risk Registers of partners and of the Soroti office.

Youth Unemployed Project

This project has been ongoing for some time, the one year initial project having finished some time ago. It has been delayed because of the weaknesses identified in the Implementing Partner in terms of governance, reporting, capacity. A Remedial package is being rolled out and once the results of this are established a decision on actioning the project will be taken.

Partnership with Queens University Belfast (QUB)

This partnership is being actively developed and it is seen as a major plank in the Pillar - Partners in Research and Innovation - being rolled out as part of the Strategic Plan for NI. Already, some concrete results have been achieved for WOWNI/SHA. QUB's Veterinary Expert delivered training on animal health free to farmers in Malawi and two other initiatives have been successful in attracting funding of up to £20K each streamed through SHA head office Dublin. Ongoing work will focus on a long term strategy for Teso and NI.

Development Education

- War on Want (NI) Limited t/a Self Help Africa N.I. made presentations on its work and global issues affecting its work to an estimated 150 secondary school students to increase their understanding and awareness.
- Presentations were also provided to other community groups including being invited back to the Quakers South Belfast group.

Campaigning and Advocacy

The Compliance Officer sits on the Management Committee of CADA, the representative body for the INGO sector in NI. Its main work in 2019 concerned itself with Strategic Planning for the forthcoming three year period, rolling out the safeguarding agenda and information sharing on BOND, DFID and Irish Aid activities and policies.

Communications and Awareness

Rob Herring, an Irish rugby international who plays with Ulster Rugby, is helping to build awareness, profile and engagement in NI. Rob visited Uganda in May 2019 together with the Head of SHA NI and a Sunday World Reporter. A double page editorial was printed covering SHA's work in Uganda on three occasions in June while the stories were also followed up by all local press. Rob also supported our Christmas Appeal.

War on Want (NI) Limited t/a Self Help Africa N.I. continues to employ the services of a freelance PR agent one day a month. Nicola Bothwell reports monthly to the Head of SHA NI on impact the extent of coverage.

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**REPORT OF THE TRUSTEES (CONTINUED)
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Governance, Policy and Strategy

- 2019's operational objectives to achieve the core and supporting aims of the 2018-2021 strategic plan were agreed by the trustees.
- The achievement of the agreed operational objectives for the year were reported upon by staff and monitored and evaluated considering value for money quarterly by the trustees.
- Annual operational budgets were agreed by trustees and monitored quarterly.
- Risk assessments were carried out in War on Want (NI) Limited t/a Self Help Africa N.I. retail outlets prior to all awareness raising and fundraising events.
- War on Want (NI) Ltd t/a Self Help Africa N.I. continues to comply with the Dochas Code of Corporate Governance and Code of Conduct on the Use of Images and Messages.
- The Trustees of War on Want (NI) Limited t/a Self Help Africa N.I. met five times in the reporting period.

FINANCIAL REVIEW

Income

Fundraising

General fundraising activity raised gross income of just under £122,000, an increase of just under £44,000 on the previous period.

Retail

Retail operations continued to perform well in 2019 with gross retail income of just over £412,000 being earned (Year to 31 December 2018 just over £429,000). Two shops closed in 2019 (Coleraine and Antrim Road).

Interest

Just over £294 income was derived from investments: slightly more than the previous year £223.

Restricted Income Generation

The second major source of funding behind Retail was in grants received, which amounted to £157,666 (2018: £132,122). Irish Aid Civil Society gave Euro equivalent of £123,279 for our Uganda programme. St James Place Charitable Trust gave £5,000 of funding for a youth unemployment scheme in Uganda. Sixteen grants totalling £10,625 were received from Trusts/Foundations for the Irish Aid Uganda programme.

The total income for the year was just under £692,000, a decrease of just under £38,000 from the previous year (£730,000).

Expenditure

The total expenditure for the year was just over £666,000 a decrease of just under £69,000 from the previous year. The expenditure on raising funds was just under £350,000 (2018 £401,000), a decrease of just over £51,000 on the previous period.

Restricted expenditure was just under £115,000 for the year (2018 £72,000).

Unrestricted expenditure – after unrestricted charitable expenditure of £201,477 (2018: £261,316) there was a deficit of just over £17,000 for the year. The trustees will rigorously monitor expenditure in the forthcoming year, however, note that there are unrestricted reserves carried forward of £185,606.

Investment Powers and Policy

Under the Memorandum and Articles of Association the organisation has the power to invest the money not immediately required for its purposes in any way the trustees see fit.

The trustees having regard to the liquidity requirements of operating the organisation and to the reserves policy have operated a policy of keeping available funds in interest bearing deposit accounts and interest bearing ethical accounts and seek to achieve a rate of deposit interest exceeding annual inflation rate.

Reserves Policy

The trustees are obliged to ensure that sufficient reserves are available to allow the organisation to continue its work in the foreseeable future.

WAR ON WANT (N.I.) LIMITED t/a SELF HELP AFRICA N.I.

**REPORT OF THE TRUSTEES (CONTINUED)
FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2019**

In determining the reserves policy of the organisation, the trustees consider the current level of operations, any intended expansion into new areas, ongoing staffing levels and the potential of new donors. These issues all influence the level of reserves held, and how, if any, are released.

The Gorta Group has committed to ensuring the appropriate level of reserves for War on Want (NI) Limited t/a Self Help Africa N.I. moving forward, that will enable us to further develop operations, ensuring both long-term financial stability and greater impact.

FUTURE PLANS

Impact of COVID 19

The COVID 19 pandemic has led to a major economic slowdown on a global scale. The impact has been felt in our organisation with the temporary closure of shops and significant restrictions on community fundraising and fundraising events. The long term impact of this crisis is still unclear but the Trustees are confident that with the resources it has on hand and the backing of the Gorta Group, the organisation can come through the crisis intact and in a position to continue its valuable work in line with its strategic objectives.

Twinning with Teso North Eastern Uganda

Self Help Africa took a decision in December 2019 to Twin with Teso, a region in Uganda where we are presently delivering Sustainable Development Programmes to farming communities. The Teso region has many synergies and similarities with Northern Ireland in that they are both at a post conflict stage in their history, both have populations of 1.8 million and both are largely dependent on a rural based economy. The foundation stones of the Twinning Strategy will be as follows:

1. **Partners in Learning** – Creating a grassroots approach to International Development that links communities actively involved in community development to share experiences and learning towards mutual gain.
2. **Partners in Trade** – Following on from the success of SHA NI relationship with Devenish Nutrition we would like the Twinning Programme to deliver working trading relationships between similar local organisations and SHA NI supported farmers and communities.
3. **Partners in Innovation, Research and Discovery** – To link with Queens University's work in Food Security and Sustainability and our networks in North Eastern Uganda.
4. **Partners in combatting Climate Change** – Thinking globally and acting locally, the Twinning Programme will strive to have mutual benefits involving tree planting campaigns in Africa and here in Northern Ireland

Health and Safety

War on Want (N.I.) t/a Self Help Africa N.I. is committed to managing and conducting its work activities in such a way as to ensure - so far as is reasonably practicable - the safety, health and welfare at work of its employees and volunteers. War on Want (N.I.) t/a Self Help Africa N.I. management continuously monitors compliance in line with legislative requirements.

Going concern

The organisation's forecasts and projections, taking account of reasonable possible changes in performance, including the impact of COVID-19, together with the ongoing backstop support of the Gorta Group, show that the organisation will be able to operate within the level of its current cash and investment resources. The Board have a reasonable expectation that the organisation has adequate resources to continue in operational existence for a period of at least 12 months from the date of approval of these financial statements. Thus, they continue to adopt the going concern basis of accounting in preparing the annual financial statements. Further details regarding the adoption of the going concern basis is included in Note 2b.

Political donations

No political donations were made during the financial year 2019.

WAR ON WANT (N.I.) LIMITED t/a SELF HELP AFRICA N.I.

**REPORT OF THE TRUSTEES (CONTINUED)
FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2019**

Post balance sheet events

Subsequent to the financial year end, Northern Ireland and many of the countries War on Want (N.I.) Limited operates in were impacted by the global COVID-19 pandemic. At the financial year end 31 December 2019 there were no impacts on the recognition and measurements of assets and liabilities as this pandemic impact was considered to be a non-adjusting event. The COVID-19 pandemic is a significant economic event and its effects are subject to unprecedented levels of uncertainty, with the full range of possible effects and outcomes currently unknown. It is not possible to reliably estimate the impact of COVID-19 on the financial position and results of War on Want (N.I.) Limited for future periods. There were no other subsequent events since the financial year end.

STATEMENT OF DISCLOSURE OF INFORMATION TO THE AUDITORS

We, the trustees of the company who held office at the date of approval of these financial statements as set out above each confirm, so far as we are aware, that:

- there is no relevant audit information of which the company's auditors are unaware; and
- we have taken all the steps that we ought to have taken as directors in order to make ourselves aware of any relevant audit information and to establish that the company's auditors are aware of that information.

AUDITORS

The auditors, Deloitte Ireland LLP who were appointed during the financial year continue in office, and a resolution concerning their reappointment will be proposed at the Annual General Meeting.

The above report has been prepared in accordance with the special provision of Part 15 of the Companies Act 2006 relating to small companies.

By order of the board of trustees:



Tom Kitt

Date: 23rd July 2020