



Children
in Crossfire

GIVING CHILDREN THE CHANCE TO CHOOSE

2019 ANNUAL REPORT

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Images sourced in line with Children in Crossfire's Safeguarding and Informed Consent policies and procedures, and also in line with the Dóchas Code of Conduct on Images and Messages. Gratitude is extended to the partners, families and communities from Children in Crossfire's target districts across Tanzania, Ethiopia, Ireland and the UK for their participation in collating images and stories of change.

Vision, Mission and Values

VISION

A compassionate world where every child can reach his or her potential.

MISSION

To work with others to tackle the injustices of poverty affecting children.

WE VALUE

By implementing a programmatic approach, our interventions work towards agreed outcomes which are

linked to national and international identified initiatives, specifically Sustainable Development Goal 4, targets 4.2 and 4.7. We

promote collaboration among vulnerable families, communities, civil society and government to maximise the potential of sustainable change.

COMPASSION

A core concern for the well-being of others leading to actions for a fairer world

PARTNERSHIP

Working together to bring about sustainable change

ACCOUNTABILITY

Using our resources effectively and efficiently to build openness and trust with our supporters, partners and the communities where we work

EQUALITY

Where everyone is treated fairly and respected, and where rights are protected



Message from the Chair of Trustees and the Executive Director

We are pleased to share Children in Crossfire's 2019 Annual Report, which details a year of positive action and achievement both internationally and locally.

The work we do with young people and teachers in Ireland aims to deepen their appreciation of the importance of fairness and justice for all the world's people. Our Development Education and Public Engagement programmes aim to inform and inspire the next generation to become global citizens, committed to true solidarity. Throughout 2019, we brought these values to thousands of children, whose enthusiastic engagement gives us great hope for the future.

That effort to cultivate long-term change for good in our world runs in parallel to our direct ongoing international work which is changing the lives of children and communities right now. Our health and education programmes in Tanzania and Ethiopia are helping to give tens of thousands of children the start in life we believe every child deserves. We are deeply proud of the difference we continue to make.

We have continued working towards the fulfilment of our Organisational Strategic Plan, "Present for the Future", which has been extended to 2021. A pillar of that plan has been to build our international partners' capacity to drive meaningful grassroots change in and for their communities, with our support and expertise. This focus on local empowerment is crucial for the delivery of long-lasting impact. Our efforts to remove the barriers preventing vulnerable children from gaining the full benefits of our programmes have begun to yield good results. Alongside this community-centred effort we have taken the case for due investment in Early Childhood Development to national level in Tanzania, where our record is widely respected.

You will see many more positive achievements as you read on. We have only been able to do all this because of the wonderful support we enjoy. From individual and institutional donors, governments and programme partners, we have all collaborated to great effect. We will continue to build on that through 2020 and beyond.

We hope you enjoy this report, and that it will energise you as we focus on the challenges and opportunities to come. Once again, thank you for your goodwill and support.

Marcus O'Neill

Chair of Trustees, Children in Crossfire

Richard Moore

Executive Director, Children in Crossfire

2019

Key Achievements

GIVING CHILDREN THE CHANCE TO CHOOSE

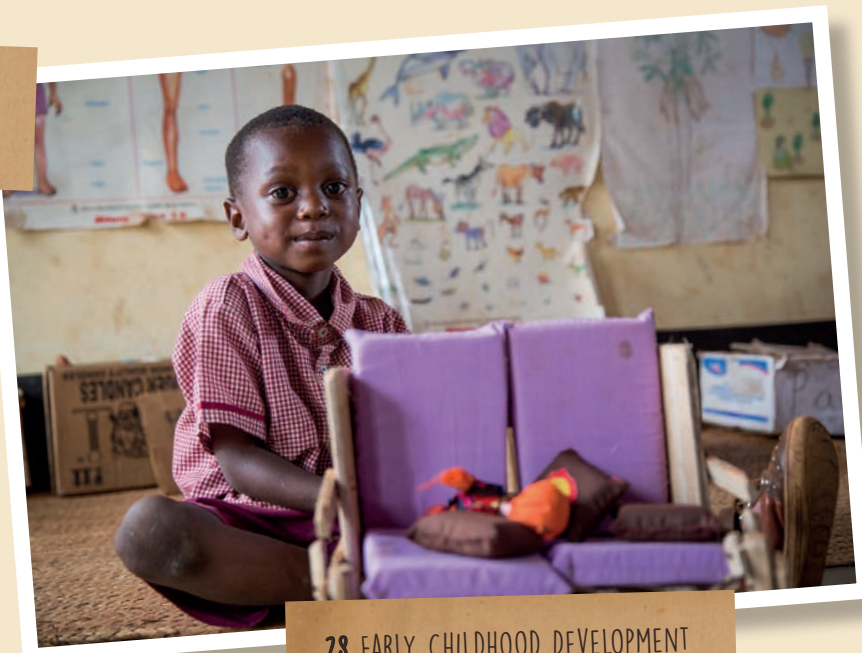
TANZANIA

10,744 CHILDREN REACHED IN 84 SCHOOLS IN
MWANZA AND MOROGORO REGIONS.

58 MODEL PRE-PRIMARY CLASSROOMS
ESTABLISHED IN DODOMA REGION. (GOAL
TO UPSCALE TO ALL 700 SCHOOLS IN
REGION OVER NEXT TWO YEARS.)

171 TEACHERS TRAINED TO PROVIDE
QUALITY PRE-PRIMARY EDUCATION.

300+ ARTICLES ON IMPORTANCE
OF ECD ACROSS MULTIPLE MEDIA
AND SOCIAL MEDIA PLATFORMS
AS RESULT OF ADVOCACY
PARTNERSHIP WITH UNION
OF TANZANIAN PRESS CLUBS
(UTPC).



28 EARLY CHILDHOOD DEVELOPMENT
CENTRES ESTABLISHED IN OUR
TARGET REGIONS. 2,255 CHILDREN
AGED BETWEEN THREE AND FIVE
YEARS REACHED EACH DAY.

KEY ROLE IN NATIONAL EARLY CHILDHOOD
DEVELOPMENT TASKFORCE DEVELOPING
CO-ORDINATED NATIONAL PLAN FOR
ACTION ON ECD.

ETHIOPIA

240 HEALTH EXTENSION WORKERS SUPPORTED 1.1 MILLION PEOPLE WITH CRUCIAL ADVICE AND GUIDANCE ON NUTRITIOUS FEEDING. **50,000** HOME VISITS CARRIED OUT.

120 FAMILIES IN ADDIS ABABA PROVIDED WITH EMERGENCY FOOD RELIEF.

DEEP WELL BUILT AT ST LUKE'S HOSPITAL TO GUARANTEE ACCESS TO SAFE WATER DURING DRY SEASON. ST LUKE'S TREATS OVER **10,000** PATIENTS EVERY YEAR.

354 CHILDREN FROM WOLISSO AREA GIVEN LIFE-SAVING TREATMENT AT ST LUKE'S HOSPITAL'S THERAPEUTIC FEEDING UNIT. MORTALITY RATE OF 3.6%, DOWN FROM 12% BEFORE INTERVENTION.



TWO SHALLOW WELLS BUILT TO PROVIDE SAFE WATER FOR APPROXIMATELY **1,500** FAMILIES IN WOLISSO.

55 PEOPLE FROM VULNERABLE FAMILIES EMPLOYED IN INCOME GENERATING ACTIVITIES GIVING THEIR FAMILIES LONG-TERM SUSTAINABILITY.

EDUCATION IN IRELAND

4,703 STUDENTS IMPACTED THROUGH TRAINING OF **126** TEACHERS.

FURTHER **76** ITE STUDENTS FROM THREE ADDITIONAL COLLEGES RECEIVED TRAINING ON IMPLEMENTING COMPASSIONATE GLOBAL CITIZENSHIP APPROACHES IN SCHOOLS.

15 INITIAL TEACHER EDUCATION (ITE) STUDENTS RECEIVED IN-DEPTH ACCREDITED TRAINING THROUGH MODULE IN PARTNERSHIP WITH ULSTER UNIVERSITY.

COLLABORATION WITH **15** RELEVANT SECTORAL PARTNERS ON INTEGRATION OF DEVELOPMENT EDUCATION ACROSS CURRICULUM, POLICY AND PRACTICE.

25,000+ PEOPLE REACHED THROUGH COLLABORATIVE PARTNERSHIP EVENTS TO INCREASE UNDERSTANDING OF THE INJUSTICE OF POVERTY AND THE ROLE OF CHILDREN IN CROSSFIRE AND NATIONAL AND INTERNATIONAL GOVERNMENT BODIES IN ADDRESSING IT.

SIX NEW EDUCATING THE HEART RESOURCES DEVELOPED:

- COMPASSIONATE GLOBAL CITIZENSHIP — IMPACT REPORT AND THEMATIC ANALYSIS;
- CULTIVATING COURAGE — TRANSITION RESOURCE IN PARTNERSHIP WITH EDUCATING THE HEART SCHOOL;
- COMPASSION PLEDGE;
- TEACHER PORTFOLIO WITH CURRICULUM LINKS AND REFLECTIVE ASSESSMENTS;
- STUDENT IMPACT BASELINE FOR MEASURING IMPACT OF PUPIL PROGRAMME (CORE RESOURCE); AND
- COMPASSIONATE GLOBAL CITIZENSHIP —SIX GUIDING PRINCIPLES FOR SCHOOLS.



350 PEOPLE DIRECTLY ENGAGED THROUGH PUBLIC WORKSHOPS AND SEMINARS ON SUSTAINABLE DEVELOPMENT FOR A FAIRER AND MORE EQUITABLE WORLD.

International Programmes - Giving Children the Chance to Choose

Tanzania

Tanzania remains our largest overseas programme. It is driven by our team of nine staff, working closely with our local partners in our target regions. Since 2008 we have built a strong track record and reputation for delivering strong interventions that positively impact on thousands of children every year and advocating for the rights of all children in the country by contributing to national policy formulation.

Our Integrated School Readiness Programme (ISRP), with its emphasis on preparing children for formal education, remains the focal point of our work. During 2019/20 we continued to support early years' education in the Morogoro and Mwanza regions, directly reaching nearly 13,000 children in schools and ECD centres. We also introduced model classrooms in 58 schools in the Dodoma region, the first steps of a new three-year programme through which we will reach more than 100,000 children.

By working closely with local government officials we have directly built capacity in the schools we support. Crucially, we have engaged at national government level to cultivate a deeper understanding of the importance of investing in young children for the country's long-term development prospects. Our ability to demonstrate the benefits of quality pre-primary education and other early interventions in ways that prove they can be delivered throughout Tanzania creates momentum at national level, where we have invigorated the sector by supporting the National ECD Taskforce that is shaping policy.

Furthermore, our ongoing and growing partnerships with the Union of Tanzania Press Clubs (UPTC) and the Tanzanian Early Childhood Development Network (TECDEN) have further raised the profile of Early Childhood Development as an issue of national importance.

**WATOTO WETU TUNU YETU –
OUR CHILDREN ARE OUR
GREATEST TREASURE**



Watoto Wetu Tunu Yetu captures the essence of all Children in Crossfire's work. The belief that children are our greatest treasure sums up why we exist. This logo can be seen on classroom walls, in press articles and in national government reports. Its meaning has been adopted within the classroom by children who sing the words in chorus with their teachers. We are very pleased and proud that the Watoto ideal continued to gain positive traction in 2019/20.

The ISRP's goal is to prepare children for formal education. It supports children through three phases: from birth to age three; in community-based pre-school from three to five; on to government pre-primary classes until they turn six.

THE INTEGRATED SCHOOL READINESS PROGRAMME (ISRP)

During 2019, our focus was on formal pre-primary education. We continued to support the 86 schools we started working with in 2018, training over 300 school leaders and management committees in our target regions of Mwanza and Morogoro. This resulted in improved quality pre-primary education for 10,744 children. 66% of teachers demonstrated all key behaviours for quality early learning (against a baseline of 21% in 2018). Our engagement with local government has substantially improved their understanding of the value of quality pre-primary education, as well as their capacity to deliver it. All this has, in turn, informed our plans to expand into a further 534 schools in the target districts over the next two years.



We also established a presence in the Dodoma region for the first time, in partnership with Maarifa ni Ufunguo. With UK Aid Direct Impact Grant funding, we established a new regional office in Dodoma, Tanzania's capital city. This will be the programme hub from where we will deliver our pre-primary education model to all 700 schools in the region, the first phase of which was to set up model classrooms in each of the 58 wards in the two target districts. Strategically, our presence in Dodoma also gives us capacity to engage more directly with national ministries and government officials.

Working with the most vulnerable children in some of the most isolated communities in the country was challenging, especially for community pre-schools. Capacity and provision in our target regions was much poorer than expected, but we have begun making an impact. Building on the work initiated in 2018, there are now 28 ECD centres across Morogoro and Mwanza, which are reaching 2,255 children every day.

ADVOCACY STRATEGY

Alongside direct grassroots implementation, we have grown strong relationships that allow us to advocate for our ISRP programme with key stakeholders, decision makers at the heart of government and the wider Tanzanian public.

Although Tanzania does have strong Early Childhood Development policies and plans, the work Children in Crossfire has done over the past two years to establish a National Task Force for ECD, with over 70 key stakeholders from government and civil society, has been vital in underpinning it as a priority. That effort has begun to bear fruit, with a national costed plan of action now nearing completion.

Complementing this national lobbying engagement, our partnership with the Union of Tanzanian Press Clubs (UTPC) saw over 300 articles published across multiple media channels. We reached millions with crucial information and advice on child protection, good parenting practice and the importance of education.

Working in the way we do helps generate demand from the wider population for more investment in ECD. It also supports the decision makers in government and national institutions to meet that demand by implementing laws and resourcing policies that positively impact on young children.

REMOVING BARRIERS TO QUALITY EARLY YEARS' EXPERIENCES

While our School Readiness strategy is the basis of our programme, we also recognise that significant barriers remain which prevent the most vulnerable children from achieving their best. Unless these barriers are addressed – and ultimately removed – the inequality suffered by the poorest and most vulnerable will persist. Children in Crossfire work with communities to understand these barriers and develop interventions to tackle them, with the goal of ensuring no child is left out of benefiting from quality early years' education.

In Tanzania this year we built nine new classrooms. These will allow hundreds more children to access school. 63 of our 84 target schools initiated sustainable school feeding programmes – understanding that providing food for children will improve health and incentivise attendance. Through the UTPC we promoted key messages on good health and nutrition that reached these communities.



OUR COVER IMAGE: SHULE YA MSINGI MIBUNGO

We chose this image for the front of this year's Annual Report because we believe it beautifully illustrates two key points: our pre-school programme in action and our commitment to the most vulnerable and isolated children.

Shule Ya Msingi Mibungo – Mibungo Primary School – is located about an hour's drive from the harbour town of Nansio in Ukerewe Island on Lake Victoria. The only way to reach Ukerewe is via a three-hour ferry trip from Mwanza City to Nansio. Children in Crossfire passionately believes that the children of Ukerewe Island are just as precious and deserving of support as children anywhere else. That's why we are there.

Our programme focuses on delivering modern teaching methods to stimulate young minds. Classrooms are well equipped with learning materials; children are actively engaged in their learning. This teacher, like all those we train, is giving her pupils the start in education that will set them on course to fulfil their potential.

Children in Crossfire's programme is currently operating in 21 Ukerewe schools.



Ethiopia

Children in Crossfire continues to work exclusively through local partners in our target regions of Oromia and Addis Ababa. Plans to register and establish an office in 2020 are well advanced. During 2019, our programme was hampered by rising ethnic tensions and drought. Despite this, we still made significant progress in key areas and reached thousands of vulnerable children.

NOURISH PROGRAMME

Our long-term partnership with St Luke's Hospital continues to address the nutritional and health needs of the most vulnerable children in the Wolisso area of Oromia. With our support, the St Luke's team provided life-saving nutritional support to 354 severely malnourished children and achieved a low mortality rate of just 3.6%. This is a higher mortality rate than previous years as local ethnic tensions restricted movement and prevented Health Extension Workers from making as many early interventions as before. For context, it is important to note that the mortality rate stood at 12% prior to Children in Crossfire's intervention.

These figures vindicated our two-fold approach of strengthening community referral mechanisms – early intervention – and promoting key messages of good health and nutritional practice in those communities. The 240 trained Health Extension Workers in the target communities completed 50,000 home visits and conducted 47 demonstrations on nutritious feeding.

Crucially for St Luke's we also provided access to safe water. We built a deep well for the hospital itself, plus two shallow wells in its hinterland. A fast expanding local population had put pressure on the hospital's water supply to the extent that there were extended periods where there was no running water. The 150m deep well addressed that urgent need and ensured the hospital will have a reliable water supply for many years to come.



Meet Lomitu: The care every child deserves

At the age of just three, Lomitu was on the brink of death in the autumn of 2017 when a Health Extension Worker from St Luke's Hospital visited her village and identified her health as a matter of deep concern. Lomitu was immediately admitted to the St Luke's Therapeutic Feeding Unit, where she received life-saving treatment over several weeks.

This picture was taken in September 2019. As you can see, Lomitu is now in good health. Her mother, who calls her Lomi, credits St Luke's with her daughter's recovery:

"I didn't know what to do. When the health worker came she told me to go to the hospital as Lomi was severely malnourished and seriously ill. When we arrived Lomi could hardly breathe and was crying. The nurses were amazing."

ADDIS HIWOT PROGRAMME

For the past ten years, Children in Crossfire have been supporting 60 vulnerable families who had previously been living in 'slum' conditions in a graveyard in Addis Ababa. During this time, the families have been housed and integrated into the community. 240 children have been supported through kindergarten and on to formal primary schooling. The kindergarten we supported proved so

successful that the government took over its running; it continues to provide early years' education for the local community today. Our focus on income generation projects has resulted in the establishment of three businesses that are now directly supporting 55 people. Furthermore, we provided support to 28 young people; 16 of whom are now attending university and 12 who are in vocational training. Many of these young people were born into profound disadvantage in that graveyard community.

The challenges facing Ethiopia generally in 2019 significantly impacted on the Addis Hiwot community. Massive increases in staple food prices threatened to derail income generation progress and the sustainability of the families. To protect against these pressures, we provided emergency food relief to an expanded 120 families. This programme was extended to include other vulnerable families in the area, an intervention that made a significant difference in their ability to cope with the external challenges they face.

INTEGRATED SCHOOL READINESS PROGRAMME

Through the country strategic plan, during 2019 we started a three year ISRP programme in Wolisso with Maedot, a new partner. Early years provision in Wolisso is poorly understood and provision can be described as low quality at best. Our project began addressing these shortcomings. After contact with an initial ten target schools, it was clear that classroom renovation was a priority. This was started and will continue throughout 2020. Progress on this new project was hindered by a local 'state of emergency' which restricted movement and prevented us from conducting essential training. Together with Maedot we are monitoring the situation on the ground closely, prioritising safety and adapting the programme in response to emerging circumstances.

Countries and Partners

Partnership remains a core value for Children in Crossfire. Our work simply would not be possible without the organisations with whom we partner. Children in Crossfire is committed to growing and strengthening the capacity of our partners as drivers of change in their communities and countries. This is vital for ensuring our programmes are effectively and efficiently delivered.

During 2019, Children in Crossfire reviewed our partnership policy, exploring new understandings of 'partnerships' within our work. We developed new partnership models, with an emphasis on how best we can work with and support partner organisations. We now have clarity on exactly how we work together for mutual benefit and shared objectives.

Key to our partnership approach is assessment and capacity building. Our Partner Capacity Assessment Tool (PCAT) assesses partners across seven key areas of their organisation; including governance, finance and safeguarding. Based on criteria being met we agree a capacity building plan with the partner that will strengthen them across all seven areas. This will bolster their organisational structures, improve their ability to grow sustainably and, ultimately, improve the quality of their grassroots programme delivery. Over the past two years, our longer term partners have increased their scores on the PCAT across all key areas, demonstrating good progress. As new partners come on board we are able to share this learning and give better support.



Tanzania

Childhood Development Organisation (CDO) – Morogoro Region

Tanzania Home Economics Association (TAHEA) – Mwanza Region

Maarifa ni Ufunguo – Dodoma Region

Tanzania Early Childhood Development Network (TECDEN)

Union of Tanzanian Press Clubs (UTPC)

Government of the United Republic of Tanzania



Ethiopia

St Luke's Hospital, Wolisso

Addis Catholic Secretariat, Addis Ababa

Maedot, Addis Ababa



Looking Forward: Our Plans for 2020/2021

Through our International Work in Tanzania and Ethiopia we will:

- Continue to scale up our ISRP programme in Mwanza and Morogoro, in Tanzania, to reach 51,000 children in all 531 schools in the target districts.
- Use our 58 model classrooms in Dodoma, Tanzania to start regional scale up to 700 additional schools.
- Register 'Children in Crossfire Ethiopia' and establish an in-country office to grow our programme in the coming years.
- Improve the quality of pre-primary education for 1,500 children in 12 Wolisso schools.
- Start a new School Readiness Programme in Nefas Silk, a sub-city of Addis Ababa.
- Support the treatment of 350 children with severe acute malnutrition at the Therapeutic Feeding Unit at St Luke's Hospital.
- Support 240 Health Extension Workers to continue malnutrition prevention work in vulnerable communities in Ethiopia.

Education in Ireland & the UK

Development Education

Across Ireland we work with teachers, Initial Teacher Education (ITE) students, principals and the wider formal education sector to foster a deeper understanding of and engagement with global citizenship across curriculum, policy and practice.

We work with universities and education bodies to reach teachers and ITE students through our Educating the Heart programme, which aims to foster a spirit of global solidarity, compassion and justice among children and young people. Our Development Education (DE) programme is rooted in the curriculum and designed to enhance the professional development of teachers and enable them to become active global citizens. Educating the Heart equips participants with the skills, knowledge, confidence and resources to inform and inspire their students on the importance of active global citizenship.

Our Development Education Theory of Change is demand-driven, learner-centred, curriculum-focused, evidence-based and informed by Ireland's International Aid policy and DE strategy. The Theory of Change model is transformative and seeks to contribute to Sustainable Development Goal (SDG) 4.7 by bringing about change through education and action leading to a peaceful and sustainable global community.

We also published our Educating the Heart research evaluation. The key finding from this research was strong teacher support for a whole school approach – meaning that all pupils in a school benefit from it. Teachers cited a range of benefits to the pupils, school and wider community and outlined a range of practical strategies to implement a whole school approach. They valued opportunities to share practice through Educating the Heart because it enabled them to build valuable relationships and networks.

What teachers have said:

“Educating the Heart has had a huge impact on my professional practice and personal wellbeing.”

“Educating the Heart was easily one of the most interesting courses I have ever been on. It was stimulating, inspiring and incredibly thought provoking.”

“Educating the Heart has helped me understand that teaching young people is not all about increasing knowledge but also about giving time and space to ask questions, to discuss and to think critically about their place in the world and to understand their central role in changing it for the better.”

Looking Forward: Our Plans for 2020/2021

Through Development Education and Public Engagement in Ireland we will:

- Continue to work with schools across Ireland to cultivate Compassionate Global Citizenship through our 'Educating the Heart' programme, reaching up to 16,000 students and 80 educators in 2020.
- Support the development of Shared Education school partnerships through our Compassionate Global Citizenship and peacebuilding approaches to education.
- Work with key stakeholders to advocate for high quality Compassionate Global Citizenship interventions in formal education settings.
- Share impact and disseminate key learning from schools.
- Launch our Development Education programme as Gaeilge (in Irish) and support Irish Medium schools, teachers and students to access materials that will support the cultivation of Compassionate Global Citizenship.
- Support ITE institutions to bring Compassionate Global Citizenship approaches to the heart of their teacher training practices, reaching up to 200 students teachers across two ITE institutions throughout 2020.
- Develop and implement key advocacy plans for our Ireland programme.
- Strengthen partnerships to widen our Public Engagement reach within the youth sector, piloting our approach with Youth Action to generate evidence of the impact of our approach.
- Work with WorldWise Global Schools to promote our Vision 2030 programme.
- Focus our efforts on those SDGs that will have been impacted the most from COVID 19.
- Continue to impact up to 25,000 people through Public Engagement to increase levels of understanding of global justice issues and the SDGs.



Public Engagement Programme

We work across the island of Ireland to deepen the public's engagement with international development issues and Ireland's aid programme. Our targeted approach of partnering with aligned organisations allows us to create spaces to:

- Consult with and inform our public audiences;
- Explore how sustainable development works; and subsequently
- Increase their knowledge and capacity to become active participants and global change-makers. the role of Children in Crossfire and national and international government bodies for addressing these

Our Public Engagement (PE) programme has developed into what we have termed 'Vision 2030'. This takes a multi-layered approach to communicating with, and engaging, the public in understanding the injustice of poverty and the importance of aid and action for change. The model involves an SDG Open College Network NI accredited certificate to multiplier target groups, with a niche focus on the youth sector. It also includes public seminars, public awareness raising resources and collaborative partnership work. Although Vision 2030 takes a multi-layered approach, all its content is focused thematically on the SDGs, Ireland's role in international development and the work of Children in Crossfire. Vision 2030 was recognised as a programme that actively and effectively engages the public on issues related to international development and humanitarian work in a dignified, respectful manner, in line with the Dóchas Code of Conduct on Images and Messages.

In 2019 we:

- Impacted over 25,000 people through collaborative partnership events to increase understanding of the injustice of poverty and the role of Children in Crossfire and national and international government bodies in addressing it.
- Directly engaged up to 350 people through public workshops and seminars, resulting in an increased understanding of how sustainable development works, as well as actions for change we can all undertake to create a fairer and more equitable world.
- Worked with 35 sectoral groups to integrate our Public Engagement programme across their practice.





- Increased the knowledge and understanding of 17 YMCA youth workers on how to explore Development Education and the role of young people as change-makers within their youth work practices.
- Worked closely in connection with Monaghan YMCA where 33 young people completed a Vision 2030 OCN NI Level 2 accreditation.
- Served as a key organiser for CADA NI's inaugural One World Festival, which engaged up to 4,500 people in events exploring how we can all work to build a more peaceful, sustainable and just world.
- Were nominated as a finalist for the Dóchas Public Engagement Award.
- Developed seven key awareness raising resources.

What participants have said:

This work... **"encourages young people to think for themselves, it gives them new insights and ways to consider areas such as global justice issues and wider issues of global poverty, justice and wide scale inequalities that exist; and see how their world and their lives fit in to it."**

"Building resilience allows young people to feel confident to come to their own conclusions and want to be involved in what we see and this is what the movement is all about."

Through taking part in this programme... **"I learnt a lot of knowledge and I think it has helped me to understand the world and appreciate it a bit more for the beauty that is there."**

"The work that I've seen here is better than I've seen with any academics."

"We are so delighted with this programme as a whole – second to none."

Public Support

This year saw:



Our Annual
Advent campaign
raised

£79,214



Behind the
were the f
efforts of
4,000 inc
wanting
some of t
most vu
child

Our total Gift Aid
income was

£30,409



We received
regular gifts of
£75,492

These totals
fundraising
more than
individuals
to support
the world's
vulnerable
children.

Fundraising
support groups
brought in a
total of
£43,533



Schools
raised
£9,130



Governance and Management

Board of Trustees

The business of the charity – which comprises four legal entities in Ireland, the UK, Tanzania and the USA – is directed by what is effectively the same Board of Trustees. The Board, which meets four times annually, aims to have a minimum of ten members with a diverse range of experience and skills to help define and implement the strategic direction of the organisation. The number of members, powers and procedures governing the role and conduct of Trustees are laid out in the organisation's Memorandum and Articles of Association.

Management

Children in Crossfire's head office maintains the functioning of the organisation through a line management structure, with all departments overseen by the Executive Director. The Board of Trustees assigns operational responsibility to the Executive Director, who is directly supported by a Central Management Team made up of the five departmental heads. To guarantee accountability and cohesive reporting systems, the Central Management Team implements a Central Management system to ensure all departments and programmes are effectively managed in three key areas:

- Strategic Direction and Implementation;
- Human Resource Management; and
- Finance and Governance Management.

In turn, these are further supported by, and accountable to, three Board sub-committees:

- Finance Scrutiny Committee;
- Programme Committee; and
- Policy Review and Audit & Risk Committee.

A number of working groups of staff drawn from different functions, such as the Communication & Messaging Group, also exist to provide specific guidance and enhance cohesion across the organisation. Collectively, all these measures enable positive outcomes and impacts.

Results Based Management (RBM)

Children in Crossfire implements our programmes according to a Results Based Management framework; a set of integrated monitoring and evaluation tools used to track results towards the achievement of strategic objectives. This helps ensure all resources are focused on delivering impact, and that all programmes and support activities have performance data and results indicators with annual targets and review mechanisms.

Risk Management

A comprehensive risk management programme, overseen by the Finance Scrutiny Committee, continues to monitor, evaluate and implement mitigating actions where it is necessary to manage risks in the areas of governance, operational, financial and regulatory matters. Both organisational and country-specific risk registers have been reviewed and updated in the last twelve months.



Safeguarding

Safeguarding is a key priority for Children in Crossfire. We are committed to a survivor centred approach, ensuring the protection of all individuals who are involved with us through our work. This includes our staff, Board, volunteers, partners, beneficiaries and in particular children and vulnerable adults we support through our programmes. This ethos is embedded in our programme activity at every level.

Children in Crossfire is committed to a zero-tolerance approach to misconduct and we have robust safeguarding policies in place across all the countries we work, with clear procedures for handling disclosures. These policies are aligned to international principles and standards outlined in the Universal Declaration of Human Rights (UDHR); the UN Convention on the Rights of the Child (UNCRC); and the UN Convention for the Elimination of all forms of Discrimination against Women (CEDAW). We also adhere to best practice and guidance from key sector networks such as Dóchas and Bond.

Reporting against safeguarding is a standing item in our management and Board of Trustees meetings. We provide annual training for all our staff, volunteers, partners and Board. This helps ensure the effective implementation of policies and procedures in all aspects of our work, and that staff and trustees are equipped to respond to safeguarding issues or incidents.

Compliance and Codes of Conduct

Children in Crossfire are active members of a number of relevant sector networks. These include the Institute of Fundraising (IoF); Northern Ireland Community and Voluntary Association (NICVA); Coalition of Aid and Development Agencies (CADA); Irish Development Education Association (IDEA), BOND UK and the Irish Association of Non-Governmental Development Organisations (Dóchas).

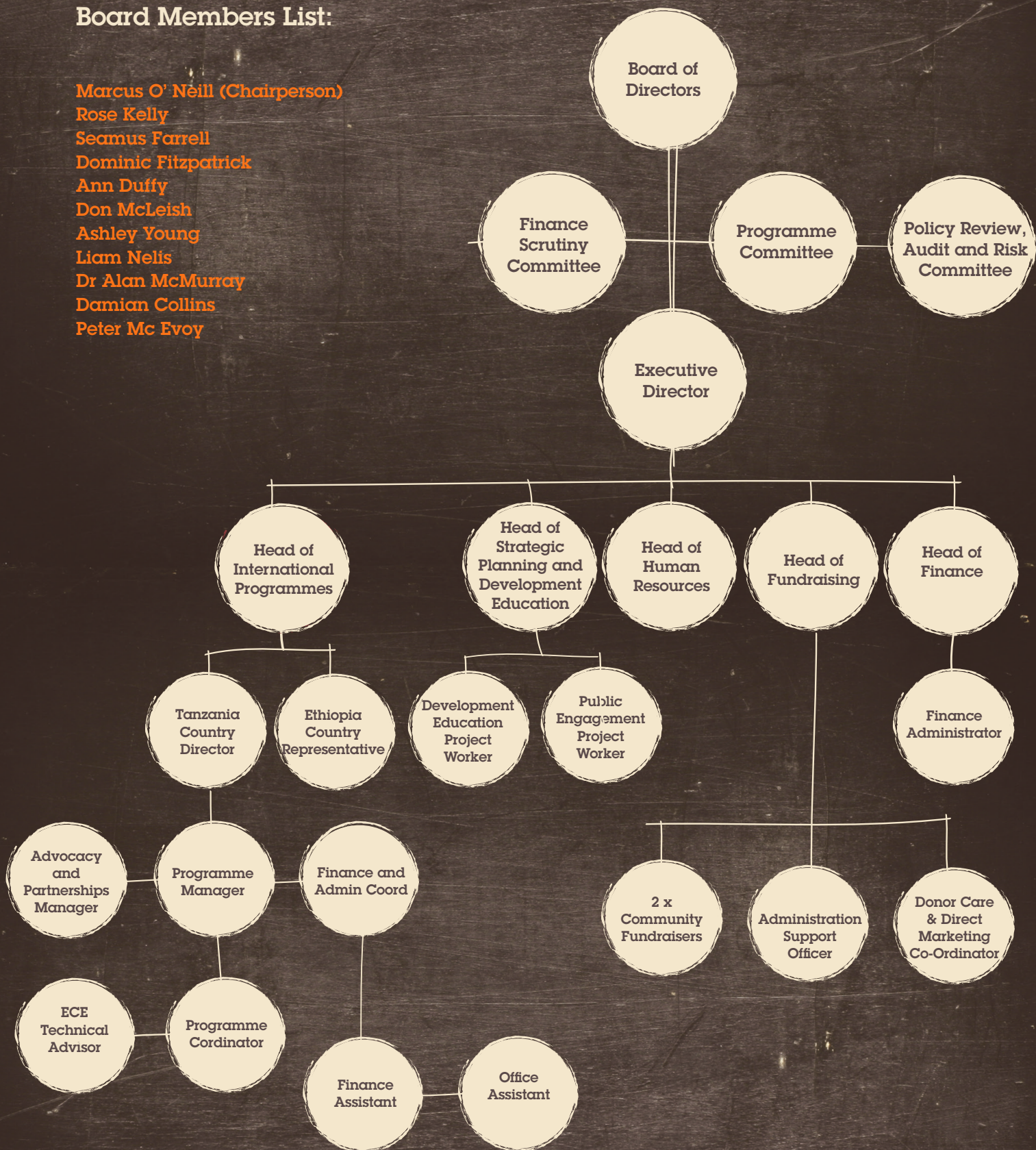
We collaborate with these networks both to self-regulate our activities and benchmark our governance activities against peer organisations. Children in Crossfire are also signatories to the Dóchas Code of Conduct on Images and Messages.



Children In Crossfire Organigram

Board Members List:

Marcus O' Neill (Chairperson)
Rose Kelly
Seamus Farrell
Dominic Fitzpatrick
Ann Duffy
Don McLeish
Ashley Young
Liam Nelis
Dr Alan McMurray
Damian Collins
Peter Mc Evoy

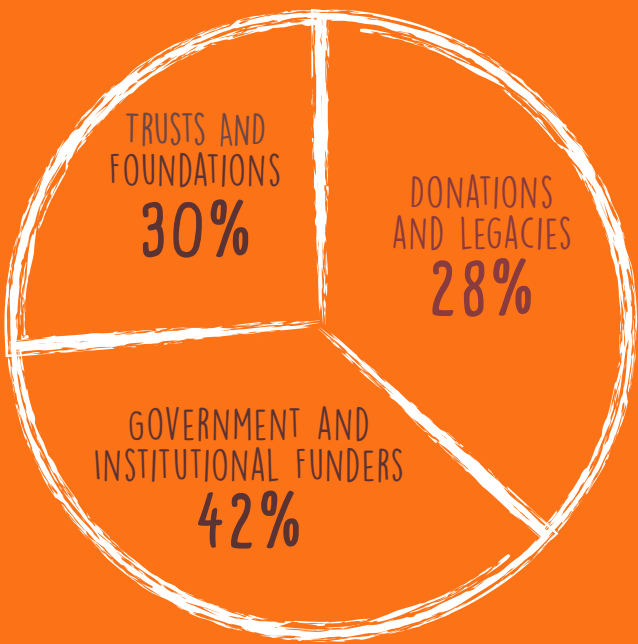


Financial Performance

2019 - 2020 Income & Expenditure Analysis

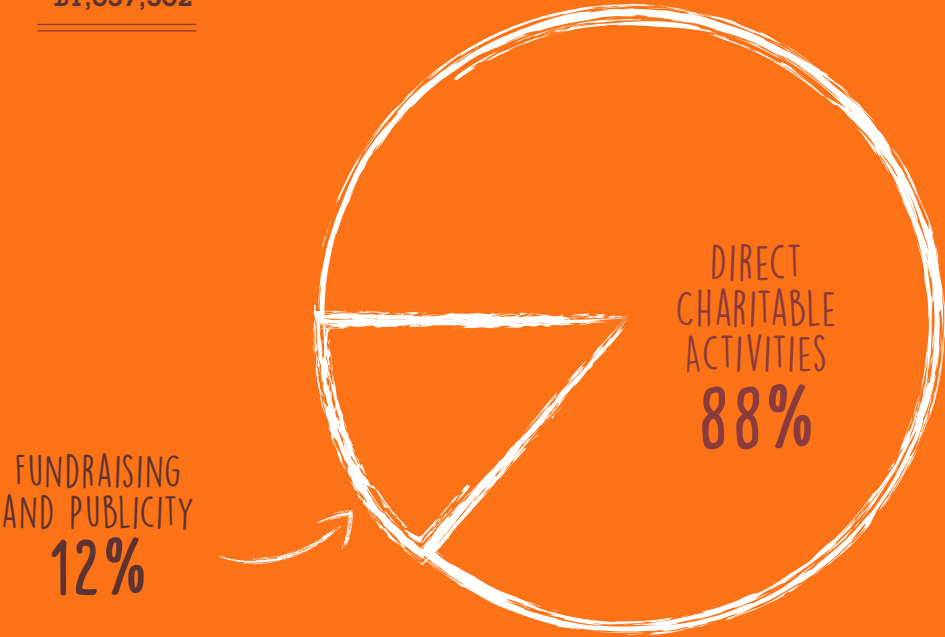
Donations and legacies	£437,038
Government and Institutional funders	£660,024
Trusts and Foundations	£466,204
	<u>£1,563,266</u>

Where the money comes from



Charitable Activities	£1,445,163
Fundraising & Publicity	£192,199
	<u>£1,637,362</u>

How the money is spent



Combined Accounts 2019-20

Statement of Financial activities

	Unrestricted Funds	Restricted Funds	Total Funds 2020	Total Funds 2019
	£	£	£	£
Incoming Resources				
Donations and legacies	437,038	-	437,038	488,378
Income from Charitable Activities	-	1,126,228	1,126,228	1,195,900
Other incoming resources	941	-	941	1,867
	<u>437,979</u>	<u>1,126,228</u>	<u>1,564,207</u>	<u>1,686,145</u>
Resources Expended				
<i>Raising Funds</i>	192,199	-	192,199	244,590
<i>Charitable Activities</i>	245,822	1,199,341	1,445,163	1,194,706
Total Resources Expended	<u>438,021</u>	<u>1,199,341</u>	<u>1,637,362</u>	<u>1,439,296</u>
Net incoming resources for the year	(42)	(75,113)	(73,155)	246,849
Total Funds brought forward	<u>164,382</u>	<u>592,236</u>	<u>756,618</u>	<u>509,769</u>
Total Funds carried forward	<u>164,340</u>	<u>519,123</u>	<u>683,463</u>	<u>756,618</u>

These accounts have been prepared for internal purposes only to show the total incoming resources and resources expended by Children in Crossfire NI and Children in Crossfire ROI.

These combined management accounts have not been audited.

Donor List

- Irish Aid, Department of Foreign Affairs & Trade
- The Betterway Foundation
- Apex
- St James Place
- William Cadbury
- The Ireland Funds America
- Gary Irwin
- DFID UK
- Life University
- Other

Balance sheet

	2020		2019	
	£	£	£	£
Fixed Assets				
Tangible Assets		4,146		4,452
Current Assests				
Debtors and Prepayments	527,318		444,028	
Cash at Bank and on Hand	180,838		353,788	
	<u>708,156</u>		<u>797,816</u>	
Creditors: Amounts Falling Due				
Within One Year	<u>(28,839)</u>		<u>(45,650)</u>	
Net Current Assests		679,317		752,166
Total Assets less Current Liabilities		<u>683,463</u>		<u>756,618</u>
Funds				
Unrestricted		164,340		164,382
Restricted		519,123		592,236
TOTAL Funds		<u>683,463</u>		<u>756,618</u>





Contact Us

If you would like to find out more about Children in Crossfire, you can contact us:

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**Children
in Crossfire**

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