



Children
in Crossfire

GIVING CHILDREN THE CHANCE TO CHOOSE

2020 ANNUAL REPORT

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Images used are sourced in line with Children in Crossfire's Safeguarding and Informed Consent policies and procedures, and in adherence to the Dóchas Code of Conduct on Images and Messages. We extend our gratitude to the partners, organisations, communities and families in our target districts in Tanzania, Ethiopia, Ireland and the UK who contributed to these 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

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

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.

Message from the Chair of Trustees and the Executive Director

2020 was a year like no other for Children in Crossfire. This year's Annual Report focuses mainly on our work during the COVID-19 pandemic, detailing both how we stepped up and where we fell short. We are proud of all we achieved in the most testing period of our 24 years and pleased to share those results with you.

As COVID hit, our team in Tanzania pivoted our Early Childhood Education programme onto a pandemic response footing. Working round the clock with our regional grassroots partners, we quickly produced and distributed more than 18,000 Home Learning Kits to ensure children had resources to keep learning while schools were closed. We were also able to provide braille versions of workbooks to visually impaired children, underpinning Children in Crossfire's core ethos that all children deserve support to fulfil their potential.

In Tanzania's Dodoma region, our new scaled-up pre-school programme took root; targets were exceeded as schools, parents and communities engaged positively with us. After some inevitable delays, our vital classroom construction work continued. Nationally, Children in Crossfire cemented our position as leading advocates for the benefits of early intervention, including with all levels of government and in the media.

In Ethiopia, sadly, the pandemic was not the only grave challenge people faced. There was also increasing regional ethnic violence in our target areas and a locust plague worse than anything seen in many decades. As a consequence, our plans to roll out a new education programme were held back for

many months. This underlined for us the importance of establishing an in-country office as soon as possible to effectively drive programme growth.

We were, thankfully, able to keep supporting our long-term partners in Addis Ababa and Wolisso. St Luke's Hospital sought and secured our help with vital pandemic response equipment, including personal protection equipment medical professionals the world over needed. We also funded construction of a new pharmacy building at the hospital, which will benefit thousands in the local community for many years to come.

As lockdowns endured, both our Development Education and Public Engagement programmes encountered substantial challenges. While we were pleased to harness growing interest in global citizenship via our online engagement, restrictions meant that the high quality in-person engagement we need to fulfil our remit could not be fully met.

Increased public understanding of the importance of international solidarity showed in our fundraising work too, with more people than ever supporting our innovative activities.

As we neared the end of Children in Crossfire's current – extended – Strategic Plan, we began to focus on our next phase, which will take us up to and through our 25th anniversary.

In all, we emerged from 2020 energised for all that lies ahead. We hope you enjoy this report, and thank you for all your support.

Marcus O'Neill

Chair of Trustees, Children in Crossfire

Richard Moore

Executive Director, Children in Crossfire

2020

Key Achievements

GIVING CHILDREN THE CHANCE TO CHOOSE

TANZANIA

23,228 CHILDREN REACHED IN 84 SCHOOLS
IN MWANZA AND MOROGORO REGIONS.

23,700 CHILDREN REACHED IN 223 PRE-
PRIMARY CLASSES IN DODOMA REGION.

450 TEACHERS TRAINED TO PROVIDE
QUALITY PRE-PRIMARY EDUCATION.

34 HIGH QUALITY EARLY CHILDHOOD
DEVELOPMENT CENTRES ESTABLISHED WITH
OUR SUPPORT IN TARGET REGIONS, REACHING
4,600 CHILDREN AGED 3-5 YEARS.

600+ ARTICLES HIGHLIGHTING VALUE OF
EARLY CHILDHOOD DEVELOPMENT PLACED
ACROSS MULTIPLE COMMUNICATIONS THROUGH
PARTNERSHIP WITH UNION OF TANZANIAN
PRESS CLUBS (UTPC).



18,000+ WORKBOOKS PRODUCED, INCLUDING
BRAILLE AND DISABILITY-ACCESSIBLE VERSIONS,
TO ENSURE HOME LEARNING DURING PANDEMIC.

KEY STRATEGIC CO-ORDINATING ROLE IN NATIONAL
EARLY CHILDHOOD DEVELOPMENT TASKFORCE,
STRENGTHENING CIVIL SOCIETY NETWORKS TO LOBBY
AND ADVOCATE FOR A COUNTRYWIDE ECD ACTION PLAN.

ETHIOPIA

NEW EARLY YEARS' EDUCATION PROGRAMME LAUNCHED IN WOLISSO, PROVIDING IMPROVED QUALITY LEARNING TO AN INITIAL **2,500** CHILDREN.

350 CHILDREN GIVEN LIFE-SAVING TREATMENT AT ST LUKE'S HOSPITAL'S THERAPEUTIC FEEDING UNIT.

FURTHER TRAINING AND SUPPORT FOR **240** HEALTH EXTENSION WORKERS TO CONDUCT COMMUNITY ENGAGEMENT ON NUTRITION.

55 VULNERABLE FAMILIES IN ADDIS ABABA EMPLOYED IN INCOME GENERATION BUSINESSES.

180 FAMILIES IN ADDIS ABABA RECEIVED EMERGENCY FOOD RELIEF.



DEEP WATER WELL AND NEW PHARMACY BUILT AT ST LUKE'S HOSPITAL.

ONE NEW COMMUNITY WELL BUILT.

EDUCATION IN IRELAND

VIDEO RESOURCES CREATED AIMED AT PROMOTING GLOBAL CITIZENSHIP AMONG YOUNG PEOPLE.

ONLINE PUPIL PROGRAMME DEVELOPED TO CULTIVATE COMPASSIONATE GLOBAL CITIZENSHIP, REACHING AN INITIAL **500** SCHOOLS OVER **12** LESSONS.

20 YOUTH WORKERS EMPOWERED TO EXPLORE DEVELOPMENT EDUCATION WITHIN THEIR WORK PRACTICES AND ENGAGE YOUNG PEOPLE AS CHANGE-MAKERS.



948 PEOPLE DIRECTLY ENGAGED IN PUBLIC WORKSHOPS AND SEMINARS ON SUSTAINABLE DEVELOPMENT MATTERS.

41 SECTORAL GROUPS ENGAGED TO INTEGRATE OUR PUBLIC ENGAGEMENT PROGRAMME ACROSS THEIR PRACTICES.

BESPOKE EDUCATING THE HEART ONLINE TRAINING DELIVERED FOR **13** YOUNG PEOPLE WITH SPECIAL/ADDITIONAL NEEDS, SUPPORTED BY TWO LEADERS.

KEY ROLE IN CADA NI'S ONE WORLD FESTIVAL, REACHING **5,365** PEOPLE.

Giving Children the Chance to Choose: Our International Programmes

Tanzania

Our largest overseas programme, in Tanzania, has been growing exponentially since we established our presence there in 2008. Driven in-country by a dedicated team based primarily in Dar es Salaam and supported by Head Office, Children in Crossfire have become a highly respected leader in the field of Early Childhood Development. Our Integrated School Readiness Programme (ISRP) focuses on providing both educational support for children aged 0-6 and innovative solutions to problems that prevent them from getting the start in life all children deserve.

We are now spearheading growth in high quality pre-school education in three regions of the country – Morogoro, Mwanza and Dodoma – working together with grassroots partner organisations to deliver positive results in each. Our Tanzania programme took a major step forward in 2020 with the formal opening of a new office in Dodoma. Supported by UK Aid Direct Impact Grant funding, along with our local partners Macarifa ni Ufunguo we are giving our programme firm roots for future development in that key region.

Our established presence in Dodoma, the capital, also further improves our connectivity with national government, with whom we have built strong working relationships, and the Tanzanian media. We have earned genuine credibility as advocates for early intervention, with a record that underpins our positive reputation. This has placed us as a vital voice in the National Taskforce on Early Childhood Development which continues to shape education policy nationwide.

All this work took place against the backdrop of the worldwide COVID crisis, which created uncertainty, caused disruption and held us back.

COVID RESPONSE PROGRAMME PIVOT

In the spring of 2020, COVID took hold around the world. By April, schools in Tanzania had closed temporarily. With due regard for the health and wellbeing of our staff and that of our partners, we pivoted our focus onto a COVID response footing. Engaging with teachers, families and communities, we quickly produced new workbooks and home learning kits to help ensure children would not lose out entirely on education while their schools were closed.

In total, 18,000 packs were distributed to households within a very short timeframe, including accessible versions for blind and partially sighted children which underpinned Children in Crossfire's commitment to supporting the most vulnerable.

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



Children in Crossfire's core ethos is captured perfectly by the Swahili term **Watoto Wetu, Tunu Yetu** which translates as **Our Children are our Greatest Treasure**. We exist to invest in children's futures, to give the most vulnerable in this world the support they need to get the best possible start in school and, consequently, in life.

This logo will often be seen proudly displayed on external classroom walls of schools we support, alongside ours, as an expression of dedication to its noble ideal. Inside, children can be heard singing these words daily in chorus with their teachers, instilling throughout the entire school community the importance of investment in early years' education, not least in the children themselves.

INTEGRATED SCHOOL READINESS PROGRAMME (ISRP)

Our ISRP programme prepares young children for formal education, supporting them through two key life phases: from age three to five in community pre-schools and five to six in government primaries.

During 2020 we continued to expand and extend our capacity, in spite of pandemic restrictions, engaging new schools and reaching more children than ever before:

- In Morogoro and Mwanza, more than 23,000 children in 84 schools had their learning environment and experience transformed through our intervention.
- Having engaged with an initial 58 schools in Dodoma in 2019, we grew that to 223 schools this year, reaching a further 23,700 children. We envisage impacting on a total of 40,000 vulnerable children in 700 target Dodoma schools by the end of next year.
- We helped establish a further 34 Early Childhood Development centres, which support children in the crucial 3 – 5 years old age bracket before they enter formal education. 4,600 children benefited from these new facilities in 2020.
- Teachers are the beating heart of education – we all remember a teacher who engaged, enthused and energised us in our own school days. We trained 450 new teachers in 2020 who are now enlivening thousands of young minds and will continue to throughout their careers.

EDUCATION THROUGH INSPIRATION: MONICA KIBENA

Monica Kibena, pictured, teaches pre-school at Madizini Primary School in the Morogoro region. This year, she received recognition for her professional excellence from the President's Office. We are proud of the support we have given Monica, and hundreds of other teachers, and pleased to see her making such a crucial difference for the pupils in her care.

ADVOCACY STRATEGY

Our goal is to make the most positive impact possible in education in Tanzania. To achieve that, it is crucial that we are not only involved in direct programme provision through our ISRP, but engaged in high level advocacy with key decision makers as well.

Our partnership with the Union of Tanzanian Press Clubs (UTPC) saw more than 600 articles on Early Childhood Education published across print and social media platforms in 2020. We reached millions of people with crucial information on the difference a good start in education makes for young children, child protection and good parenting practice. All of this helped to fuel a wider conversation on the importance of Early Year's Education, encouraging more and more engagement with and enthusiasm for it.

For several years we have been working towards the establishment of the National Multi-Sectoral Early Childhood Development Programme (NMECDP), which is on track to be launched in 2021. Building on ideas initiated by the National ECD Taskforce, NMECDP will carry forward costed plans to develop pre-school education across the country based on our programme model. This represents both a significant achievement and a great opportunity, opening up the prospect that Children in Crossfire's approach to education will be adopted throughout Tanzania. We will continue to advocate very constructively for progress into 2021 and beyond.





OUR COVER IMAGE: SONGAMBELE PRIMARY SCHOOL, DODOMA

We selected this image of a pre-school class at Songambebe Primary School in the Kongwa district of Dodoma, Tanzania because it highlights the positivity of our early years' work. It also beautifully captures the vibrancy of young children who are loving learning and getting the start in school they deserve.

Dodoma represents a significant upscaling of our Early Childhood Development programme. Through it, we are engaging many more children and communities than before. The child at the heart of this photograph, Nadia, was five years old when it was taken in October 2020. Nadia and her classmates were among the first tranche of children in Dodoma to benefit from our intervention. Many more like them have followed since, and we look forward to further growing our capacity here in the years ahead.

REMOVING BARRIERS TO QUALITY EARLY YEARS' EXPERIENCES

While we are very proud of our Integrated School Readiness Programme, we understand that its core aims are undermined when children are unable to participate fully in it.

Classroom overcrowding in particular continues to stand as a major barrier between the high quality pre-school experience we seek to provide and the children we want to reach. Pre-school classes of 200-300 pupils are not uncommon, so our 'can-do' response has been a classroom construction programme. This year, we built nine classrooms in the Mwanza districts of Misungwi and Ukerewe Island, with more planned.

Providing nutritious food at school is vital for ensuring children attend daily and learn well while they are there. We are pleased to report that 85% of our partner schools are now providing sustainable school feeding programmes.

We also remain deeply conscious of the children our programme has yet to reach, especially those with disabilities who are unable to walk to school. Having produced workbooks to support children with a visual impairment during the pandemic, we are determined to do more in the years ahead to reach the most vulnerable children in as many parts of Tanzania as we can.



Ethiopia

In order for Children in Crossfire to make the impact we want in Ethiopia, we need to establish a direct programme presence of our own in the country, with a dedicated office and team. While we had hoped by now to be formally registered as an International NGO in Ethiopia, as we are in Tanzania, we were exasperated that multiple complications further delayed this. It was not just the pandemic but local ethnic tensions where we work, particularly in the Oromia region, that held us back. We will continue to press towards official registration and keep our sights on the step-change this will deliver.

We continued to work with our long-term trusted partners in Ethiopia, delivering numerous positive outcomes in the communities we support and making life better for thousands of vulnerable children.

NOURISH PROGRAMME

Our twin-track approach to nutrition in the Wolisso area remains vital to our success. The team at St Luke's Hospital in Wolisso provide life-saving treatment to the most ill and at risk children, while 240 Health Extension Workers engage effectively with target communities to promote good health and nutrition practices, ensuring early intervention and treatment where necessary.

350 severely malnourished children were treated at the Therapeutic Feeding Unit at St Luke's in 2020. As a sad consequence of restrictions preventing Health Extension Workers from moving freely around their communities, the child mortality rate due to severe acute malnutrition went up from 3.6% to 4.4% in 2020. For context, it is important to note that when Children in Crossfire first engaged with the hospital, more than a decade ago, that rate stood at 12%. Even with an increase this year due to circumstances beyond our control, this downward trend remains one of our most significant achievements – put simply, many children are alive today who would not be were it not for our intervention.

The leadership team at St Luke's requested support to build a new community pharmacy at the hospital, which we were pleased to be able to provide. This new facility will open in 2021, ensuring medical and support staff can deliver the highest quality service possible to the people of Wolisso.



CASE STUDY: DEEP WATER WELL AT ST LUKE'S

For many years, St Luke's Hospital faced a challenge most in the Western World would struggle to comprehend: they did not have a year-round water supply. The only solution was to build a 200-metre-deep well, guaranteeing round-the-clock access to the water table and providing the hospital with the vital supply they need to carry out their duties. Children in Crossfire were proud to resource this crucial construction project in 2020, which will serve the Wolisso community for decades to come.



PROVIDING SAFE, CLEAN WATER IN COMMUNITIES

Also central to Children in Crossfire's mission is the provision of community wells, which benefit on average 300 families each. Safe, clean water is a basic human right and we remain committed to upholding it for as many people as we can. This year, in addition to the deep water facility at St Luke's, we built one further well in the Wolisso area, with more planned for 2021.

INTEGRATED SCHOOLS READINESS PROGRAMME

The new schools programme we instigated in Wolisso in 2019, working in partnership with Maedot, has not yet made the progress we envisaged at its outset. The dreadful combination of local conflict and global pandemic made it extremely difficult for us to get the foothold we need, further underlining the importance of establishing a direct in-country presence.

It is clear our intervention is needed. Early Childhood Education remains a comparatively new concept in Ethiopia, and we are now working in twenty schools to demonstrate its value. Classroom renovation and teacher training were our first challenges, and good work was done on both fronts this year.

Our new education programme represents a hugely exciting challenge for Children in Crossfire. It reminds us of where we were in the earliest days in Tanzania many years ago, which energises us for what can be achieved in the years to come. We hope to soon see the stability and certainty we need to build on the initial tranche of 2,500 children on whose education we impacted in 2020.

Countries and Partners

A strong partnership ethic is at the heart of all Children in Crossfire's work. It is by empowering grassroots organisations to work effectively in their local communities that we are able to deliver our programmes with maximum efficiency. That is the best way to make the biggest impact on the most children.

All our partners are regularly assessed through our Partner Capacity Assessment Tool (PCAT) mechanism. We review performance across seven strands; including in the key areas of governance structures, financial management and safeguarding procedures.

ADDIS HIWOT PROGRAMME

Our Addis Hiwot (New Life) programme has been a story of genuine hope since 2009. From living in severe poverty in a graveyard in Addis Ababa to soon owning their own homes, Children in Crossfire have supported approximately 120 families for fourteen years, ensuring not just housing but access to education and income generation projects too.

In 2020, against the backdrop of food shortages and a subsequent four-fold increase in food prices, we provided an emergency feeding programme at Addis Hiwot that kept families free from hunger. We continued to resource income generation initiatives that give individuals and families steady incomes in turbulent times.

Over those years, we have seen infants in this community become young people with bright futures. We are now supporting them on their journey into further education, higher education, apprenticeships and employment. We have empowered people to fulfil their own potential, which is the essence of our ethos.



We conducted a wholesale review of our partnership policy in 2019, bolstering the support we provide via a new partnership model. We now have a clear understanding of how each of our partnerships should work, appreciating the different dynamics and responsibilities in each relationship. We have successfully built on our new partnership model throughout 2020, ensuring value for money, best practice and good results.

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 2021/2022

Through our International Work in Tanzania and Ethiopia we will:

- Upscale our ISRP programme in Tanzania's Mwanza and Morogoro regions to reach 51,000 children in all 531 schools in our target districts.
- Accelerate our new Dodoma programme to engage a further 200 schools in the region, meeting our target of bringing our pre-school model to all 700 schools in the Chamwino and Kongwa districts.
- Build a further 15 new classrooms in target areas to address school overcrowding.
- Further support 56 Early Childhood Development centres across Mwanza, Morogoro and Dodoma.
- Complete our registration as an INGO in Ethiopia and establish a direct in-country programme.
- Grow our new early years' programme in Wolisso, building on the initial cohort of 20 primary schools.
- Ensure the therapeutic feeding unit at St Luke's Hospital is resourced to treat all cases of severe acute malnutrition.
- Continue to support Health Extension Workers in their outreach work promoting good nutrition and preventing malnutrition through early intervention.
- Ensure more communities have access to safe, clean water.
- Further support income generation initiatives that provide individuals and families with the dignity of independence.

Education in Ireland & the UK



Development Education

Development Education plays a key role facilitating debate on and engagement with major issues of our time: our interdependency as nations and as human beings, the interconnectedness of our ecosystems and the imperative of global collaboration for our collective future prospects.

COVID has underpinned the importance of addressing all these matters globally, rather than in isolation. Our **Educating the Heart** programme empowers educators to foster proper understanding of and positive engagement with worldwide challenges in schools across the island of Ireland. Young people's voices are vital on climate change, health, migration, sustainability, innovation and peace; Children in Crossfire provide them with a credible platform to learn and to be heard.

Working with teachers, Initial Teacher Education (ITE) students, school principals and within wider formal education structures, we strive to equip participants with the skills, knowledge, confidence and resources to enable their students to become active, compassionate world community citizens.

Rooted in our Development Education Theory-of-Change model, Educating the Heart is firmly curriculum-focused, demand-driven, learner-centred and evidence-based. By delivering meaningful change through education, our transformative approach contributes to Sustainable Development Goal (SDG) 4.7.

In 2020 we:

- Trained 54 teachers who in turn engaged with 10,900 students, almost 3,000 more than anticipated.
- Continued our collaboration with ITE colleges and, in partnership with Ulster University, training 200 student teachers.
- Created video resources, in response to calls from teachers, exploring Kindness, Connection, Courage and Gratitude. These fostered a clearer appreciation among young people of their wider responsibilities as citizens in an unequal world, while facilitating student wellbeing and resilience in the pandemic context.
- Developed a 12 lesson online pupil programme that cultivated Compassionate Global Citizenship, which reached an initial 500 schools and is now available to all schools via our website.
- Delivered bespoke **Educating the Heart** online training for young people with special/additional needs participating in Foyle Down Syndrome Trust's Project 21, deepening their sense of active citizenship.





What teachers have said:

“Educating the Heart is one of the best workshops I have been to in a long time – relaxed, engaging, motivating and so relevant to the times we live in with the themes of Compassion and Empathy at the core, Thanks to Children in Crossfire for funding such rich, innovative and interactive CPD – I highly recommend it to any teacher or school.”

Peter Kane, Kilglass National School, Ballinasloe, Co Galway

“I thoroughly enjoyed the course and loved working with other professionals. I cannot wait to roll this out to my class and have already disseminated to my colleagues at school as I found it so useful!

“I hope to develop empathetic, caring and responsible pupils who will make a difference in the world.”

Jayne Hamthorn, Walker Memorial Primary School, Dungannon



“Taking part in Children in Crossfire training really opened up my eyes to the world of Development Education through a compassionate global lens. Educating the Heart is a fantastic programme that offers Junior Cycle students a chance to reflect on their own well-being while making sense of the world and global events around them.

“The programme allows students to develop their emotional literacy and critical thinking skills, and push themselves towards an action which allows their voice and values to be heard.”

Emma Casey, Swords Community College



VISION 2030

Public Engagement Programme

Children in Crossfire promote global citizenship and solidarity all across the island of Ireland, in partnership with organisations that share our principles and goals. Our aim is to widen awareness of international development issues and deepen understanding of Ireland's aid programme in ways that enthuse public participation in the change-making process.

Vision 2030, as our programme is branded, brings relevant people and organisations together in a multi-layered approach. With a particular emphasis on the youth sector, our model includes an accredited OCN NI course on Local and Global Citizenship. Through public seminars, awareness-raising resources and collaborative partnerships, we have been recognised for our effective engagement and positive results.



The pandemic curtailed much of our usual engagement and challenged us to find new ways to connect. Young people who were experiencing profound life challenges of their own had to be nurtured much more than normal to participate in future-focused 'big picture' discussions about the type of world we want to live in. That said, moving our programme online opened us up to people we may never ordinarily have reached. With due guidance and support, the people we worked with were able to develop a clearer appreciation of global issues – because of the prevailing circumstances not in spite of them – and the part they can play in making this world better for all.

In 2020 we:

- Played a leading role in collaborative partnership events to increase public understanding of the injustices of poverty and our role in addressing them alongside national and international government bodies, reaching more than 34,300 people.
- Directly engaged 948 people – a substantial increase on last year – through public workshops and seminars. These improved understanding of how sustainable development works, while promoting actions for change all people can take to advance a fairer and more equitable world.
- Worked with 41 sectoral groups to integrate our Public Engagement programme across their practices.
- Empowered 20 youth workers to explore Development Education within their work practices and engage young people as change-makers.
- Served as a key organiser of CADA NI's inaugural One World Festival, which engaged 5,365 people in events exploring how we can all work to build a more peaceful, sustainable and just world.

LOOKING FORWARD: Our Plans for 2021/2022

Through our Development Education and Public Engagement programmes, in the year ahead we will:

- Continue to work closely with teacher training colleges to maximise the potential and impact of our Educating the Heart programme through the curriculum.
- Engage up to 200 teachers on Educating the Heart.
- Support schools we currently work with to achieve their Gold Compassionate School Awards post-COVID.
- Deepen our sectoral partnerships across the island of Ireland, bringing together key relevant stakeholders to focus on Development Education and Public Engagement.
- Pilot a cross-border Development Education and Public Engagement programme, in partnership with Changemakers, a global online community that drives positive change through mentoring and collaboration.
- Engage youth leaders through our Vision 2030 programme.
- Ensure we are measuring and demonstrating impact to the highest standard by strengthening our overall programme content, approach and evaluation systems.



Public Support

This year:



Our Direct Mail Appeals raised
£70,412



Our online fundraising raised
£265,171



In the most challenging circumstances, people step forward to raise vital funds for Children in Crossfire. We are deeply grateful for all the support we have received from the public this year.



We received
regular gifts of
£79,587



the
challenging
stances,
pped up to
l funds for
n Crossfire.
ply grateful
support we
from the
c this
or.

Schools
raised
£10,631

I'M DOING
**3,000
CRUNCHES**
IN NOVEMBER FOR  Children
in Crossfire
ALL DONE, THANK YOU



Businesses
raised

£8,350



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 four 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).

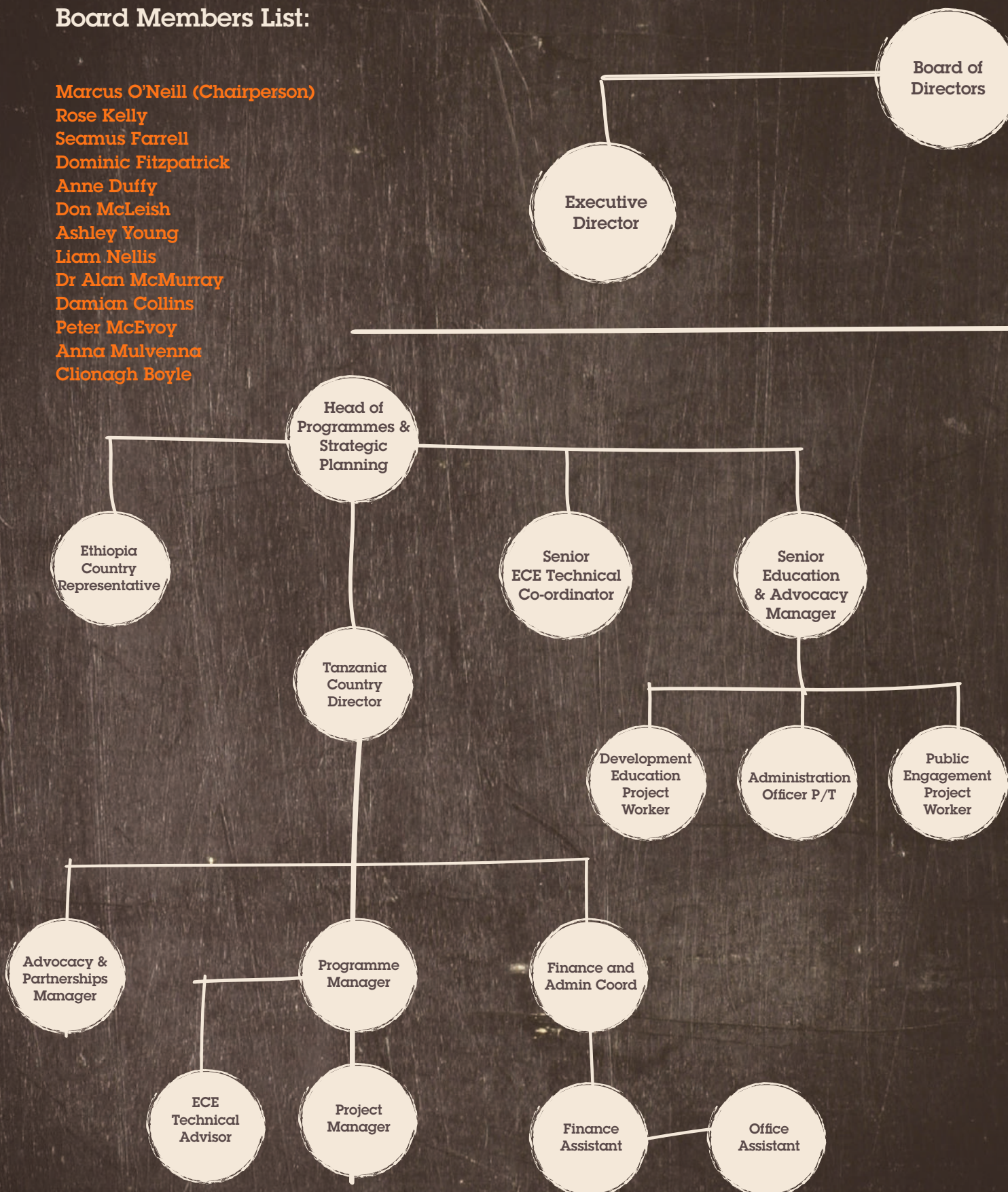
We collaborate with these networks both to self-regulate our activities and benchmark our governance activities against peer organisations. Children in Crossfire are also signatories to the Dóchas Code of Conduct on Images and Messages.

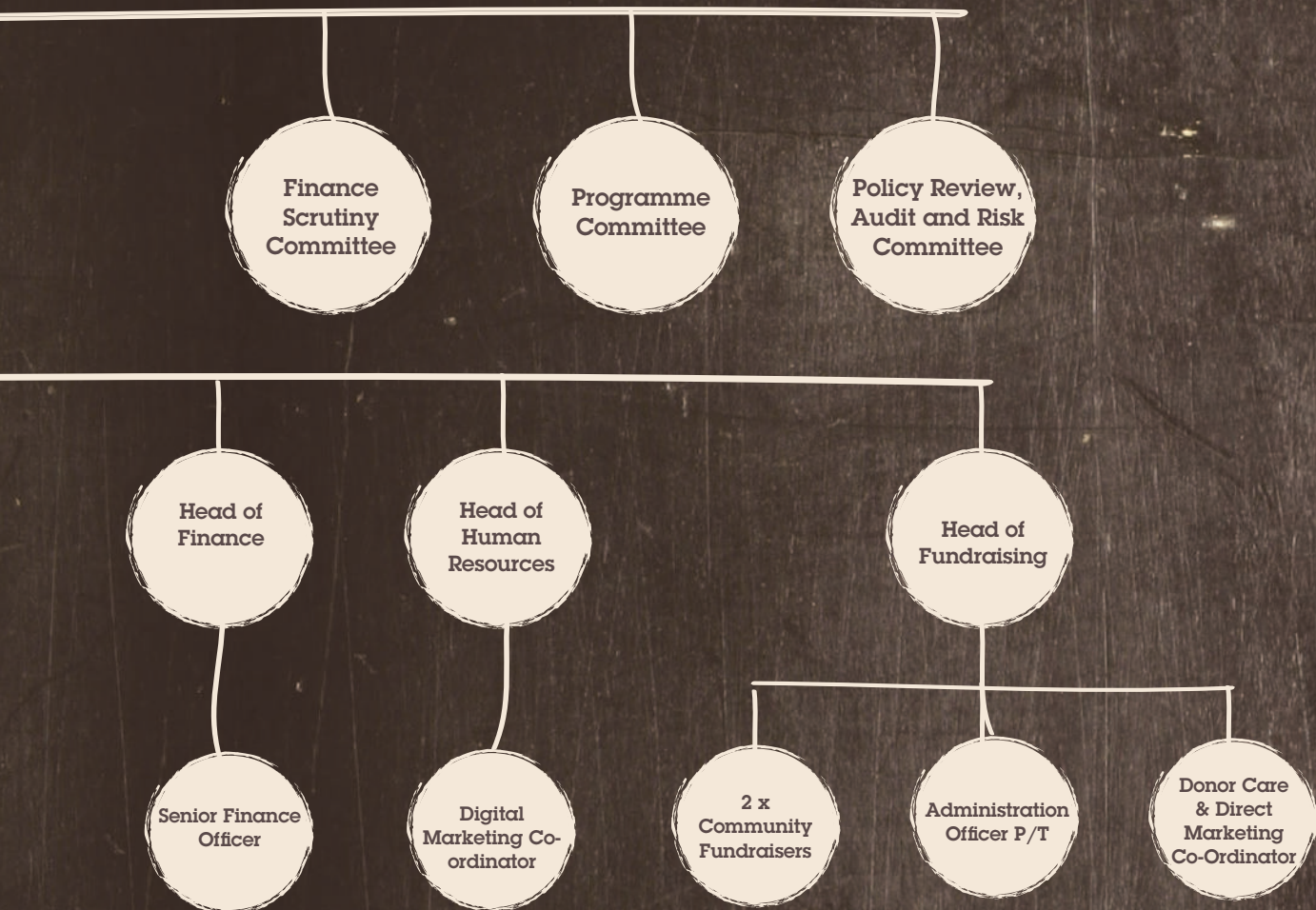


Children in Crossfire Organigram

Board Members List:

Marcus O'Neill (Chairperson)
 Rose Kelly
 Seamus Farrell
 Dominic Fitzpatrick
 Anne Duffy
 Don McLeish
 Ashley Young
 Liam Nellis
 Dr Alan McMurray
 Damian Collins
 Peter McEvoy
 Anna Mulvenna
 Clionagh Boyle



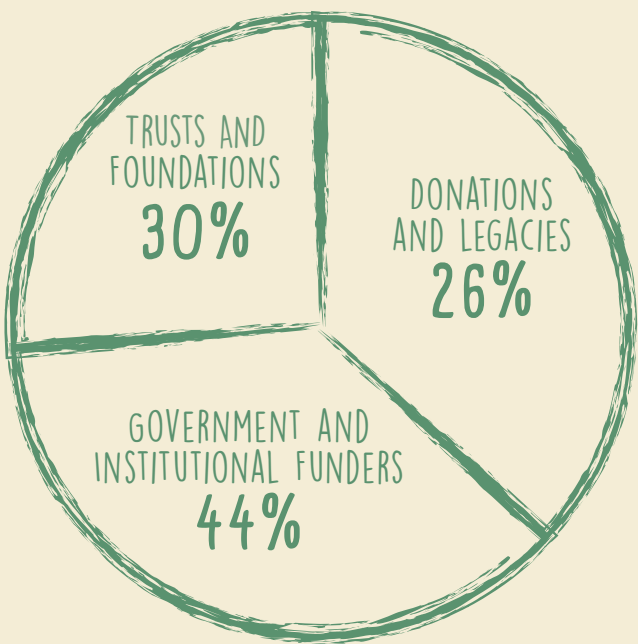


Financial Performance

2020 - 2021 Income & Expenditure Analysis

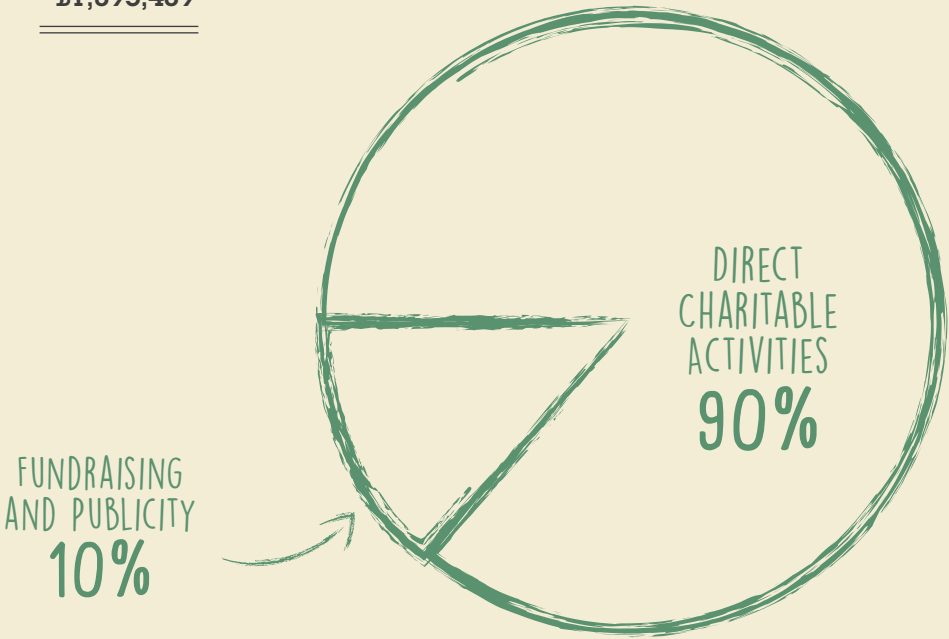
Donations and legacies	£599,600
Government and Institutional funders	£1,003,676
Trusts and Foundations	£674,237
	£2,277,513

Where the money comes from



Charitable Activities	£1,696,625
Fundraising & Publicity	£198,864
	£1,895,489

How the money is spent



Combined Accounts 2020-21

Statement of Financial activities

	Unrestricted Funds	Restricted Funds	Total Funds 2020	Total Funds 2019
	£	£	£	£
Incoming Resources				
Donations and legacies	599,600	-	599,600	437,038
Income from Charitable Activities	-	1,677,052	1,677,052	1,126,228
Other incoming resources	861	-	861	942
	<u>600,461</u>	<u>1,677,052</u>	<u>2,277,513</u>	<u>1,564,207</u>
Resources Expended				
<i>Raising Funds</i>	198,864	-	198,864	192,199
<i>Charitable Activities</i>	127,338	1,569,287	1,696,625	1,445,163
Total Resources Expended	<u>326,202</u>	<u>1,569,287</u>	<u>1,895,489</u>	<u>1,637,362</u>
Net incoming resources for the year	(274,259)	(107,765)	(382,024)	(73,155)
Total Funds brought forward	<u>17,210</u>	<u>17,210</u>	<u>-</u>	<u>-</u>
Total Funds carried forward	<u>420,120</u>	<u>644,098</u>	<u>1,064,218</u>	<u>683,463</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
- UK Aid, Department for International Development
- The Betterway Foundation
- Apex Housing
- St James Place
- William Cadbury
- The Ireland Funds America
- Hugo Trust
- Gary Irwin
- Life University
- Rockhill & Aishling Holiday Parks
- Other

Balance sheet

	£	2021	£	£	2020	£
Fixed Assets						
Tangible Assets			4,146			4,146
Current Assests						
Debtors and Prepayments	637,175			527,318		
Cash at Bank and on Hand	481,998			180,838		
	<u>1,119,173</u>			<u>708,156</u>		
Creditors: Amounts Falling Due						
Within One Year	<u>(54,995)</u>			<u>(28,839)</u>		
Net Current Assests			1,064,218			679,317
Total Assets less Current Liabilities			<u>1,064,218</u>			<u>683,463</u>
Funds						
Unrestricted			644,098			164,340
Restricted			420,120			519,123
TOTAL Funds			<u>1,064,218</u>			<u>683,463</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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www.childrenincrossfire.org

