

Foundations for a Better Future





A
compassionate
world where all
children can
reach their
potential

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Images used in this Annual Report are sourced in line with Children in Crossfire's Safeguarding and Informed Consent policies, 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 Tanzania, Ethiopia, Ireland and the UK who contributed to these stories of change.

A Message from our Patron



THE DALAI LAMA

MESSAGE

I congratulate Children in Crossfire as it celebrates its landmark 25th anniversary. I commend everyone who is a part of this admirable organization for the outstanding work they have done for so many years to ensure vulnerable children have access to vital healthcare and education. This new plan will deliver continued success in the years ahead.

As our world becomes ever more interdependent, our responsibilities to each other grow accordingly. We must show kindness, compassion and love to fulfil ourselves as human beings - and ensure others around us can do so too. That is Children in Crossfire's core message and mission, and I am proud to be their Patron.

11 April 2022



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.



Message from the Chair of Trustees and the Chief Executive

2021 was a year in which the Children in Crossfire family stopped, for a short moment, to take stock of everything we have achieved to date as we celebrated our landmark 25th anniversary. It was also a year in which we stepped up, day after day, to deliver positive results in the face of ongoing challenges, not least those related to the COVID-19 pandemic. We are proud of our achievements, detailed in this Annual Report, and hope you find it a useful and uplifting read.

Our early years' education programme in Tanzania continued to make a positive impact on tens of thousands of young children in three regions – Dodoma, Mwanza and Morogoro. While we were impacted by the withdrawal, at very short notice, of our UK Aid Impact Grant Programme funding, we have been able to sustain our programme in the short term as we seek new donors for future growth.

In a significant step change for Children in Crossfire, we have now been tasked by the Government of Tanzania with helping to drive forward their recently launched national policy for early childhood development, especially in pre-primary education, across all 26 regions of the country. That ringing endorsement of our work is a powerful vindication of more than a decade of tireless strategic planning by

our Tanzania team, and we pay tribute to them for this hard-earned breakthrough.

In Ethiopia, we resourced our long-term partners in Wolisso and Addis Ababa to keep delivering vital healthcare and education programmes. However, ongoing pandemic restrictions and escalating ethnic tensions further delayed the long-planned direct programme presence we want to build. We continue to work towards formal registration and are confident of seeing this process completed in 2022.

Now under the banner of Compassion-based Global Citizenship Education, our Development Education and Public Engagement programmes underwent substantial changes this year. We have begun to review our approach to these programmes in a post-COVID context, with the aim of connecting with more and more educators, change-makers and leaders in the years ahead. In doing this, we will build on our strong record of innovative engagement to promote crucial values of global solidarity and citizenship.

Finally, we also advanced our new five-year strategic plan, which will set out the ambitious goals we want to achieve between 2022 and 2026.

After a year in which we reflected on all we have done since 1996, Children in Crossfire are looking to the future with renewed enthusiasm, determined to keep making a real difference in our world.

Marcus O'Neill, Chair of Trustees

Richard Moore, Founder and Chief Executive

25 Years of Changing Children's Lives

We were very proud to celebrate our landmark 25th anniversary this year. The Mayor of Derry City and Strabane District Council and the Lord Mayor of Belfast kindly hosted receptions for us in the Guildhall and City Hall.

In 2021, we reflected on all we have achieved on our remarkable journey to date and re-energised for the challenges and opportunities ahead.



apex

A key partner throughout twenty of our first 25 years has been Apex Housing, whose headquarters are in Derry. In their current phase of support, Apex staff are resourcing the construction of 16 high quality classrooms over four years in Tanzania. These will provide access to education for thousands of children for many years to come. We sincerely thank them for their longstanding support and look forward to continuing our partnership in the years ahead.

2021 Key Achievements

Tanzania

- **61,775 children** – **30,725 girls** and **31,050 boys** – reached in **410 schools** in Dodoma, Mwanza and Morogoro regions.
- **457 teachers** trained in pre-primary education.
- **61% of teachers** demonstrating high quality standards – compared to **26% in 2018**.
- **New National Multisectoral Early Childhood Development Policy (NMECDP) launched**, with Children in Crossfire playing key national co-ordination role.
- **2,000+ children** aged 3-5 years supported in **36 ECD centres** across Mwanza and Morogoro.
- **8 classrooms built** in Mwanza region's Misungwi and Ukerewe districts, **plus 2 more in Dodoma**.
- **400+ articles**, features and interviews highlighting importance of early childhood development across multiple communications platforms in partnership with Union of Tanzanian Press Clubs (UTPC).



Ethiopia

- **2,468 children** participated in high quality early childhood education programme in Wolisso and Addis Ababa.
- **288 children** given life-saving treatment at St Luke's Hospital's Therapeutic Feeding Unit in Wolisso.
- Ongoing support for **240 health extension workers** to conduct community engagement on nutrition.
- **75 women** supported to set up own businesses through new savings and loan association.
- Emergency feeding programme delivered to **120 families** in Addis Ababa.
- Title deeds to **60 homes** handed over to Addis Hiwot families in Addis Ababa.





Compassion-Based Global Citizenship Education

- **128 teachers in 58 schools** across Ireland - 30 primary and 28 post-primary – trained in Educating the Heart programme.
- Educating the Heart embedded in Initial Teacher Education (ITE), partnering with Ulster University to deliver programme for all **69 PGCE students**.
- Compassionate School Award scheme developed.
- Major contributor to new Irish Aid Global Citizenship Education strategy, aligning programme with national priorities.



- **137,671 people** reached through Public Engagement events and workshops.
- **49,774 people** engaged, online and in person, through Fast Fashion awareness campaign.
- International Women's Day 'Breaking the Bias' campaign reached **87,752 people**, including through an innovative mural in Belfast.
- **25 youth leaders** participated in Vision 2030 workshops over three months.
- **120 people** attended SDG-focused Human Rights Film Festival in Derry.
- Key role played in Coalition of Development & Aid Agencies Northern Ireland (CADA NI).

Giving Children the Chance To Choose: Our International Programmes

Tanzania

As this Annual Report shows, 2021 was a year of positive progress for Children in Crossfire in Tanzania, the most significant since we began working there in 2008. Alongside our direct grassroots programme work in Mwanza, Morogoro and Dodoma, we also started making national impact this year as the long-planned National Multisectoral Early Childhood Development Policy (NMECDP) began roll-out with our central involvement.

The driving force behind these exciting developments is our team of ten dedicated staff based in-country between Dar es Salaam and Dodoma. Supported by Head Office, our colleagues are firmly cementing our reputation as respected leaders in early years' education.

Working locally, regionally, and nationally the Children in Crossfire team is winning the case for substantial government investment in early childhood and pre-school interventions by demonstrating the positive impact we are making. All this work has the potential to achieve truly transformational change for children across Tanzania in the coming years.

We were disappointed during 2021, along with many INGOs, to lose vital and much-appreciated support when the British government closed its UK Aid Impact Grant Funding programme just one year into our three-year Dodoma programme. We hope to be able to re-engage with UK Aid soon on future possible partnership opportunities. Thankfully, due to support received since, we have been able to maintain the progress begun with the Impact Grant and our initial plans remain on track.

Underpinning everything Children in Crossfire works to achieve, is our belief that every child matters and all children deserve the opportunity to fulfil their potential. This ethos is beautifully captured in the Swahili term 'Watoto Wetu, Tunu Yetu', which means 'Children are our Greatest Treasure'.



This logo will often be seen proudly displayed on classroom walls and document covers, alongside ours. Children participating in our programme sing these words daily in chorus with their teachers, instilling in their school community ethos the importance of investment in early years' education. This all reminds us that we exist to invest in children's futures, to give the most vulnerable in our world the support they need to get the best possible start in school and, as a result, in life.

Integrated School Readiness Programme

Tanzania has been home to Children in Crossfire's biggest international programme for more than a decade now. Our Integrated School Readiness Programme (ISRP) – grounded in the values of 'Watoto Wetu, Tunu Yetu' – supports children through two crucial phases of education: age 3-5 in community pre-schools and 5-6 in government primaries.

2021 saw us further deliver our grassroots programme in our three target regions:

- 61,775 children – 30,725 girls and 31,050 boys – in 410 schools in Dodoma, Mwanza and Morogoro regions benefited from our direct intervention;
- We trained 457 teachers in pre-primary education;
- 61% of teachers are now achieving high quality standards, up from 26% just three years ago in 2018;
- We helped establish and consolidate 36 new ECD centres, supporting 2,039 young children in Mwanza and Morogoro;
- Ten new classrooms were constructed – eight in the Misungwi and Ukerewe districts of Mwanza and two in Dodoma;
- 400+ articles on early childhood development reached people in 19 of Tanzania's 26 regions – vital public engagement as we advocate for change.

Mtoto Kwanza! – A child first! The National Multisectoral Early Childhood Development Programme

For several years, Children in Crossfire have been vital voices in Tanzania's National Taskforce on Early Childhood Development, helping to shape government policy by demonstrating the positive impact our early years' education programme is making. This crucial work reached a wonderful milestone in December 2021 with the launch of the new National Multisectoral Early Childhood Development Policy.

Represented at the official launch event by Dorothy Gwajima, the then Minister for Health (Community Development, Gender, Elderly and Children), President Samia Suluhu Hassan said:

"Children who benefit from quality early childhood development will develop into competent, knowledgeable, innovative and productive citizens that contribute to the economic development of their families and the Nation at large, thereby further consolidating Tanzania's status as a middle-income country."

Under the banner *Mtoto Kwanza!* – which translates as *A Child First!* – we are partnering with the Tanzania Early Childhood Development Network (TECDEN) and the Union of Tanzanian Press Clubs (UTPC). Generously funded by the Conrad N Hilton Foundation, together we are supporting the Government's efforts to drive this policy forward and ensure its full, country-wide implementation. Bringing unrivalled expertise, Children in Crossfire are leading engagement with communities on the powerful benefits of investing in today's young children for a brighter future in Tanzania, especially through early years' education.

This policy places Tanzania at the forefront of recognising the importance of investing in young children for long-term social and economic growth across all of Sub-Saharan Africa. Children in Crossfire are very proud of our role in bringing about this momentous change. Our focus now is on ensuring as many young Tanzanian children as possible receive the educational opportunities they deserve.



**Cover Image: Chinangali
Primary School**

This image was captured at Chinangali II Primary School in Tanzania's Dodoma region. Chinangali is a recent recruit to our pre-school programme and these children are using hand washing facilities we installed as part of our rapid response to the COVID-19 pandemic. The photo shows happy, healthy children enjoying their school days – which encapsulates our core mission.

Removing barriers to quality early years' experiences

Children in Crossfire take great pride in all we have achieved to date through our Integrated School Readiness Programme. We are also greatly energised to continue that work, and to get to grips with our key role in the NMECDP's implementation through Mtoto Kwanza!

We also understand, however, that significant barriers continue to exist which, if unaddressed, would dilute our impact in the communities we support and exacerbate the exclusion of the most vulnerable. Rather than lament these problems, though, it is in Children in Crossfire's DNA to put the furthest behind first.

School overcrowding remains a major barrier to access – no matter how good the teacher, classes with 200+ pupils will hold children back, especially those excluded through disability. With support from a range of partners, in 2021 we built ten new classrooms in schools in Mwanza's Ukerewe and Misungwi districts, as well as in Dodoma. Classroom construction will remain a key pillar of our work into and well beyond 2022.

COVID -19 further revealed the extent to which children with disabilities remain excluded from education. Having produced braille workbooks for partially sighted and blind children in response to the pandemic, we continue to explore other positive ways of supporting children with disabilities who might otherwise find themselves left behind.



Case Study: Lauren's Legacy

17-year-old County Tyrone student Lauren Bullock died tragically in March 2019. To honour Lauren's memory, her family and friends raised funds for Children in Crossfire. As a result of their efforts, we were able to build two new classrooms at Mapinduzi Primary School in the Dodoma region.

Lauren's mother Mary Bullock said:

"Lauren cared very deeply about children. She had told us about hearing Richard Moore speak at school and being very impressed with the work Children in Crossfire does. Sadly, she will never be able to fulfil her dream of becoming a social worker and making life better for vulnerable children here. However, these new classrooms built in her memory will do exactly that for children growing up in disadvantage in Tanzania. We take inspiration from her beautiful life and wonderful legacy."



Ethiopia

A combination of COVID-19 and ethnic conflict continued to hamper our growth in Ethiopia in 2021, not least our plans to formally register as an NGO and establish a staffed in-country office. In spite of this frustrating ongoing delay, we continued to work with long-term local partners to build our education and health programmes, delivering positive outcomes in both Wolisso and Addis Ababa. We will press to ensure full registration in the year to come and work tirelessly to further embed the direct programme presence that is vital for our progress.

Integrated School Readiness Programme

Drawing on our experience of early years' education in Tanzania, we have been slowly but surely building our school readiness programme in Ethiopia in recent years, in Addis Ababa and Wolisso. In 2021, despite local civil unrest and the residual issues arising from school closures due to COVID-19, we worked in twelve schools in each area and supported 2,468 children. Our teacher training and classroom renovation work has progressed well, and solid foundations have been laid for future programme growth.

Community Engagement and Micro-finance Scheme

Complementary to our new education work in Wolisso, we are engaging at community level on the key issues of parenting, nutrition and health – holding traditional Ethiopian coffee ceremonies to kick start our conversations with families. We pioneered a savings and loan scheme in the Ijersa area this year. Created to support an initial 75 women to set up small enterprises and raise vital income for their families, our goal is to see it quickly become self-sustaining and equipped to empower many more women in the years ahead.

Nourish Programme

For more than 12 years now, we have been cultivating a strong relationship with St Luke's Hospital in Wolisso, focused on providing life-saving treatment for children with severe acute malnutrition.

Our Nourish programme works on two interlinked fronts:

1. Preventative and educational interventions through community engagement delivered by 240 health extension workers;
2. Curative treatments carried out at the hospital's therapeutic feeding unit for those who need it.

Pandemic restrictions on movement continued to curtail the health extension workers in their outreach work, which led to a decline in the number of children treated at St Luke's this year. In total, 288 children were supported, with a mortality rate of 3.1%. This compares very favourably to the 12% rate when we first started working with St Luke's in 2009, although it goes without saying it remains much too high.

Case Study: Derartu

Meet Derartu and her father. Derartu was two years old when this picture was taken, in autumn 2021. That summer, she was identified as suffering from severe acute malnutrition when a health extension worker from St Luke's visited the rural community she lives in. She was admitted to the hospital's therapeutic feeding unit and stayed there for three weeks to receive life-saving treatment. As you can see, because of that support Derartu returned to good health.



Addis Hiwot

One of the most long-lasting and life-changing projects Children in Crossfire have been involved in over our first 25 years is our support for the Addis Hiwot community in Addis Ababa. When we first met these 60 families, in 2009, they were living in a graveyard, in extreme poverty. Since then, we purchased housing and delivered health, education and income generation programmes for them. They are now fully integrated within their wider community. We continue to provide emergency food when it is required.

Earlier this year, our partnership reached a proud milestone when we handed over, to the families themselves, the title deeds to the sixty houses we bought more than a decade ago. *Addis Hiwot* translates from Amharic to *New Life*, and that feels especially apt to us now.



Our Ethiopia Representative - Gebremichael Ghembera Biba

One person in particular has been central to Children in Crossfire's work in Ethiopia since our earliest days there. Gebremichael Ghembera Biba, from Addis Ababa, represents us with distinction, including with partner organisations and local communities. In this anniversary year, it is timely for us to acknowledge and applaud all his dedicated work to date.



Countries and Partners

Tanzania

- Childhood Development Organisation (CDO) – Morogoro
- Tanzanian Home Economics Association (TAHEA) – Mwanza
- Maarifa ni Ufunguo – Dodoma
- 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 – Wolisso



Looking Forward: Our Plans For 2022/2023

In Tanzania we will:

- Continue upscaling our ISRP programme to reach a further 75,000 children in 600 schools across our three core regions;
- Deliver nationwide impact through the National Multisectoral Early Childhood Development Programme, by collaborating with national government, civil society and key media;
- Develop a new support programme in up to 80 ECD centres in inner-city Dar es Salaam – our first urban project.

In Ethiopia we will:

- Work to confirm Children in Crossfire's formal registration and establish our direct country programme and office;
- Deliver high quality pre-school education to 8,000 children in 25 schools in Wolisso and Addis Ababa;
- Ensure St Luke's Hospital is equipped to keep tackling severe acute childhood malnutrition, including through support for their 240 health extension workers;
- Build two new wells in rural Wolisso, the first of six over the coming years;
- Grow our micro-finance savings and loan scheme to support more women to develop sustainable businesses.

Compassion-Based Global Citizenship Education

As a charity founded from and grounded in the ideal of a compassionate world, Children in Crossfire is highly active in cultivating a deeper understanding of interdependence. We share one planet, and it has become clearer that our futures and fates are bound together. Whether it is in tackling a pandemic, taking on climate change or taking forward the Sustainable Development Goals, our need for global solidarity has positively crystallised in the last few years. This is especially so among young people, whose campaigning investment in these matters gives us all hope that real solutions can be found.

Educating The Heart: Development Education

Young people's views and voices need to be heard, never more so than now. Our Educating the Heart programme supports teachers to bring these issues to the classroom in the formal education sector. It is rooted in our Development Education Theory of Change and is curriculum-centred, demand-driven, learner-focused and evidence-based. Educating the Heart empowers educators to foster a proper understanding of and positive engagement with issues of global justice in schools across Ireland. Working with current and future teachers, both in schools and wider education structures, our goal is to equip educators with the skills, knowledge and resources to ensure their pupils become active, compassionate and vocal world community citizens.

“Educating the Heart was a fantastic training programme put together by Children in Crossfire. The resources and facilitators were wonderful. While taking part in the training it was clear to see the content was highly relevant to what we are about as a school. We have now made arrangements for all school staff to attend the training as we believe this will have a massive impact on our ability to promote global learning and create compassionate citizens.”

Tara Clark,
Holy Rosary Primary School, Belfast



“Educating the Heart training was everything I expected, and so much more. It integrates global citizenship, emotional literacy, resilience and wellbeing in a way that resonated with me. So many of the strands of what our school has been doing came together and it opened my eyes to a more holistic approach. Two colleagues attended the next training sessions and we are excited moving forward as a Compassionate School. Thanks so much to the facilitators and everyone at Children in Crossfire. I highly recommend this course.”

Hilary McGuire,
Wellbeing Co-ordinator, Down High School

In 2021 we:

- Trained 128 teachers in 58 schools across Ireland – 30 primary and 28 post-primary;
- Embedded our programme in Initial Teacher Education (ITE), partnering with Ulster University to deliver the programme for all 69 PGCE students;
- Further developed our Compassionate School Award scheme;
- Made a significant contribution to Irish Aid's new Global Citizenship Education strategy, aligning our programme with national priorities.

Through all this work, Children in Crossfire are making a meaningful contribution towards the achievement of Sustainable Development Goal (SDG) 4.7 on sustainable development and global citizenship.

Vision 2030: Public Engagement

Children in Crossfire promote global citizenship and solidarity throughout the island of Ireland. Working with organisations that share our principles and goals, we strive to widen public awareness of international development issues and deepen understanding of Ireland's aid programme.

Participants in Vision 2030 explore issues of global justice relevant both to their lives and the lives of others around the world, examining how these are connected to the Sustainable Development Goals. Focusing particularly on the youth sector and including an OCN accredited course on Local and Global Citizenship, we hope to inspire positive action among young people across Ireland, north and south, in the change-making process.

We are proud to have been recognised for effective engagement through our public seminars and events, innovative awareness-raising campaigns and collaborative partnerships.

In 2021 we:

- Reached 137,671 people through our programme events and workshops;
- Engaged 49,774 people, online and in person, through our Fast Fashion awareness campaign;
- Reached 87,752 people through our International Women's Day 'Breaking the Bias' campaign, including with an innovative mural in Belfast;
- Empowered a further 25 youth leaders to explore Compassion-based Global Citizenship Education;
- Held an SDG-focused Human Rights Film Festival in Derry, attended by 120 people;
- Played a key role played in the Coalition of Development & Aid Agencies Northern Ireland (CADA), including the One World Festival.



Looking Forward: Our Plans for 2022/2023

In the coming year we will:

- Engage a further 200 activists in Educating the Heart and *Vision 2030*, equipping them to reach at least 10,000 children and young people in 2021.
- Partner with Development Perspectives (who work to lessen poverty, inequality and climate change through transformative education) to bring Compassionate Global Citizenship Education to schools in cross-border communities, bringing together 100 key stakeholders in a new campaign;
- Bring together community groups in cross-border areas to explore global matters and develop relevant campaign plans;
- Review our Educating the Heart and Vision 2030 programmes to respond to the post-COVID context through a blend of online and in-person engagement;
- Strengthen our Monitoring, Evaluation and Learning systems to improve programme quality and maximise the number of schools achieving Gold Compassionate Award status.



Our New Ambassadors

We were delighted, during our anniversary year, to announce two new ambassadors to support our work.

Lead Derry Girls actor Saoirse-Monica Jackson, who plays Erin in the global hit comedy, became our Schools' Ambassador, and immediately helped us to reach new supporters and raise vital funds. Our 'Hope Bracelets' were ethically made in Tanzania by the Childhood Development Organisation, our partner in the Morogoro region. Thanks to Saoirse-Monica, these bracelets featured prominently in the show's final series, selling out in schools across Ireland and online to people around the world.

“I’ve been aware of Children in Crossfire’s support for children in African countries since I was a child myself. It’s inspiring to follow the positive impact a charity based in my hometown is making for so many vulnerable children in Tanzania and Ethiopia.

“Whether it is through their healthcare or education projects, we can all be proud of Children in Crossfire’s work giving children the start in life every child deserves. It is especially encouraging to see the partnership approach that focuses on empowering communities – that’s what can really deliver change in the long term.”

Saoirse-Monica Jackson

John Linehan, popularly known as May McFettridge, has been a key Children in Crossfire ally since our earliest days. As our new Ireland Ambassador, John will continue to use his status as one of Northern Ireland’s most well-known and best loved entertainers, to support our growth.

“I have been in Africa with Richard Moore on a number of occasions over the years, and I am always amazed at the life-changing and often life-saving difference being made as a result of their work. Education and healthcare are fundamental building blocks for a good life, and Children in Crossfire ensures thousands of children are able to access both.”

John Linehan



Communications

We placed a renewed internal focus on improving our external communications this year. Children in Crossfire's story is unique and uplifting, so there are great opportunities for us in telling it to as many people as possible as professionally as we can.

New Strategy

To take steps towards this goal we developed a new communications strategy, underpinned by a comprehensive policy that guides our approach. Co-ordinated by our Communications Working Group, this strategy seeks to deliver clear, consistent and easily consumable messaging about our work. We endeavour to be innovative and eye-catching in all we do, to maximise engagement with the public.



Dignified Storytelling

International NGOs regularly share stories of people and communities they work in with supporters, in a bid to inform and inspire. As a responsible, respect-driven charity, and as signatories to the Dóchas Code of Conduct on the use of Images and Messages, Children in Crossfire take our duty to maintain human dignity very seriously. We seek 'informed consent' from photo and video participants, meaning they are aware of and content with how we intend to use their own or their children's personal stories in our communications. Our goal is always to generate goodwill and support, not pity.

Social And Digital Media

Our website is a key gateway to our work, so it is crucial that ours is up to date, engaging and accessible. We instigated an overhaul of our current site this year, which will be completed by the end of 2022.

Social media is equally vital in the modern world. We currently make good use of Facebook (including for fundraising), Instagram, Twitter and LinkedIn. We plan to develop our presence on TikTok and other platforms in the time ahead, creating content that motivates and mobilises support. As we do so, we will always take account of our responsibility to be constructive, inclusive and respectful.

#BreakTheBias

For International Women's Day this year, we unveiled a new mural in Belfast's Corporation Street to highlight the injustice women across the world endure. Under the campaign hashtag #BreakTheBias, the mural shows a woman crossing her arms in a globally recognised pose that signifies the campaign's determination to challenge discrimination and bias.

Through our Public Engagement programme, we promote the Sustainable Development Goals and campaign for the fairer world that their implementation will produce. Goal 5 focuses on gender equality; our mural's purpose is to draw attention both to the deep bias women face and the actions we can all take to tackle that systemic inequality. We know that murals, hashtags or social media campaigns will not, in themselves, solve these major problems. However, they can shine a light on them and focus attention on what needs to be done.



Public Support

As we emerged from COVID restrictions and returned to a more normal fundraising environment, the public once again demonstrated wonderful support for Children in Crossfire. We are deeply grateful for all the goodwill we receive year after year.



Churches
raised

£46,589



Schools
raised

£18,817



**Direct Mail
Appeals**
raised

£66,183



Corporate
Partners &
Major Donors
raised
£41,788



Online
Fundraising
raised
£104,692



Support
Groups
raised
£13,001



Regular
Gifts
raised
£79,113



Governance and Management

Board of Trustees

Our Board of Trustees meets four times per year to oversee our operations in Ireland, the United Kingdom, Tanzania and the United States. Our Board is pro-active and highly professional, encompassing a broad range of expertise and experience and bringing sound strategic direction to all our work.

The powers and procedures governing the role and conduct of Trustees, as well as the number of Board members permitted, are laid out in our Memorandum and Articles of Association.

Management

All department heads are line managed by the Chief Executive, who accounts to the Board of Trustees on all operational matters. In turn the four department heads support and report to the Chief Executive through our Central Management System. This structure ensures all departments and programmes are well managed, particularly across three key areas:

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

Each of these operational functions are accountable to and supported by three Board sub-committees:

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

In addition, a number of working groups comprising staff drawn from relevant departments collaborate to enhance cohesion organisation-wide. Collectively, all these measures ensure we achieve positive outcomes.

Results-Based Management

All our programmes are implemented in accordance with a Results-Based Management (RBM) framework - a set of integrated monitoring and evaluation tools that track results towards the achievement of our strategic objectives. This helps ensure all resources are focused on delivering maximum impact; with all programmes and support activities driven by performance data, results indicators and review mechanisms to fulfil annual targets.

Risk Management

The Finance Scrutiny Committee oversees a comprehensive risk management process. It monitors, evaluates and implements mitigating actions to manage all risks in governance, operational, financial and regulatory matters. Organisational and country-specific risk assessments were carried out this year, with all registers reviewed and appropriately updated.



Safeguarding

For Children in Crossfire, safeguarding is of the utmost importance. We take a zero-tolerance approach to misconduct and have the strongest possible safeguarding policies, practices and procedures in place for handling disclosures across all our work. Our approach aligns with international principles and standards outlined in:

- The Universal Declaration on Human Rights (UDHR);
- The UN Convention on the Rights of the Child (UNCRC);
- The UN Convention for the Elimination of Discrimination Against Women (CEDAW).

We also adhere to best practice and guidance from sector networks, in particular Dóchas and Bond.

Children in Crossfire are totally committed to a survivor-centred approach, designed to protect our staff, trustees, volunteers, partners and beneficiaries – especially children and vulnerable adults we support through our programme work. This ethos is embedded in all our activities.

Reporting on safeguarding is a standing item in our Central Management Team and Board of Trustees meetings. We provide training annually to all relevant personnel, which is crucial for equipping staff and trustees to respond to safeguarding issues or incidents and ensuring the effective implementation of our policies and procedures.

During 2021, we commissioned, carried out and completed a far-reaching independent safeguarding review. Led by highly respected experts, this review made positive recommendations on how we can further underpin our safeguarding standards, which will be implemented in the coming months and upheld in the years ahead.

Compliance And Codes Of Conduct

Children in Crossfire are constructive members of a number of valuable sector networks:

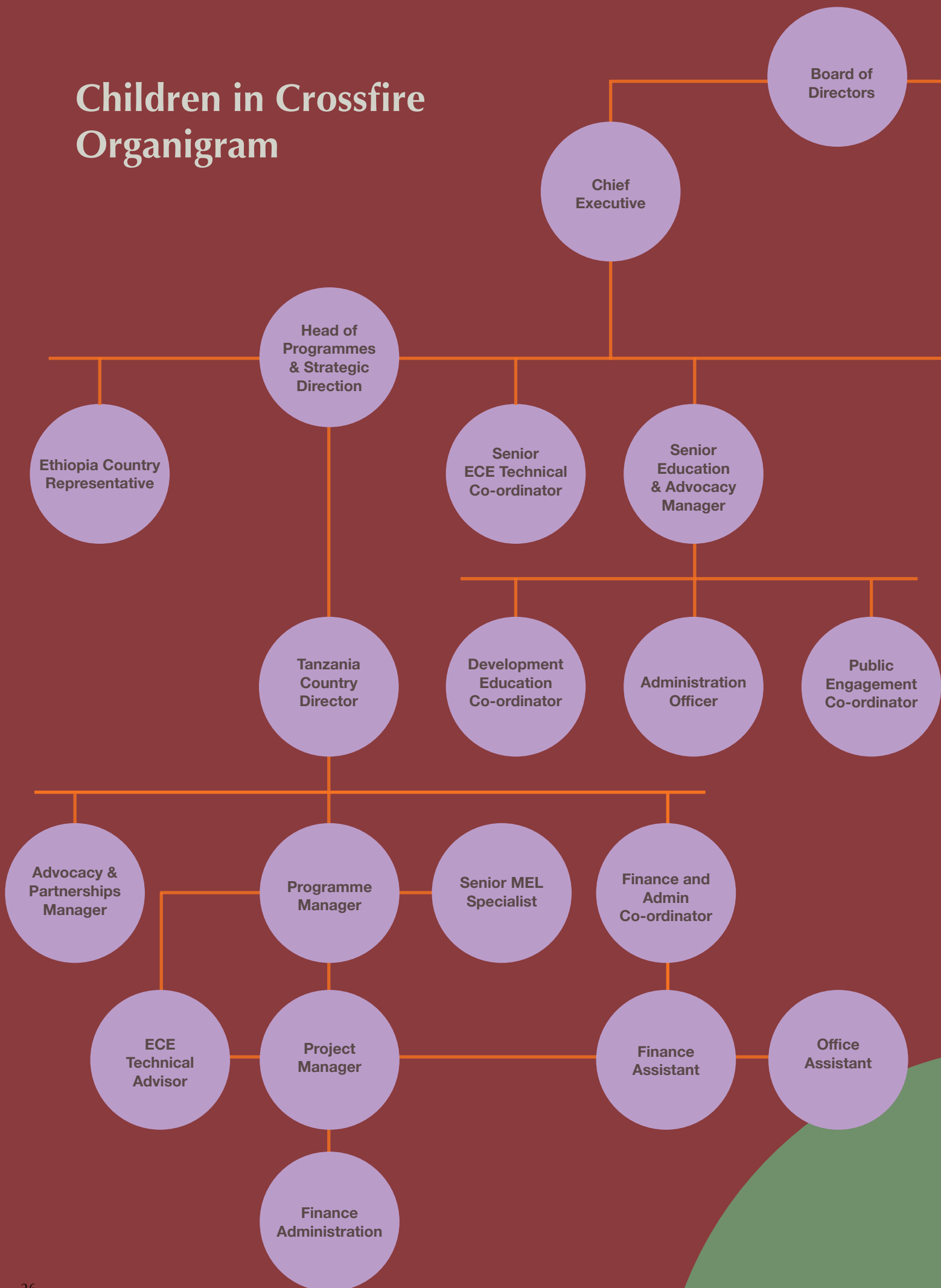
- The Institute of Fundraising (IOF);
- Northern Ireland Council for Voluntary Action (NICVA);
- Coalition of Development and Aid Agencies, Northern Ireland (CADA);
- Irish Development Education Association; (IDEA);
- Bond UK;
- Dóchas.

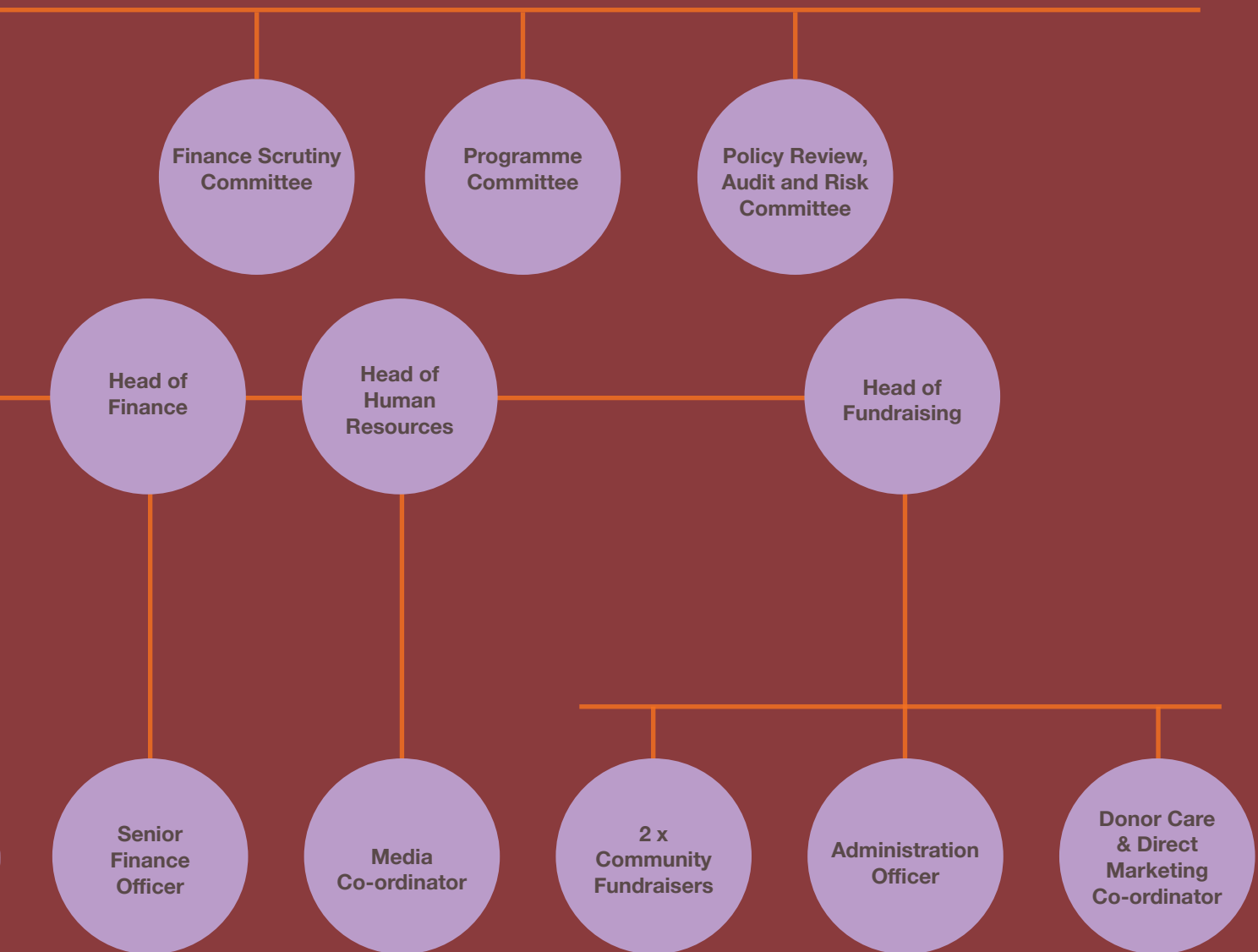
We participate in these networks to benchmark our governance standards and self-regulate our activities against peer organisations.

As signatories to the Dóchas Code of Conduct on Images and Messages, we strive to uphold respect for the dignity of others through ‘informed consent’ and clear engagement.



Children in Crossfire Organigram





Board Members List

Clionagh Boyle
Damian Collins
Anne Duffy
Seamus Farrell
Dominic Fitzpatrick
Rose Kelly

Peter McEvoy
Don McLeish
Anna Mulvenna
Liam Nellis
Marcus O'Neill (Chairperson)
Ashley Young

Financial Performance

2021 - 2022 Income & Expenditure Analysis

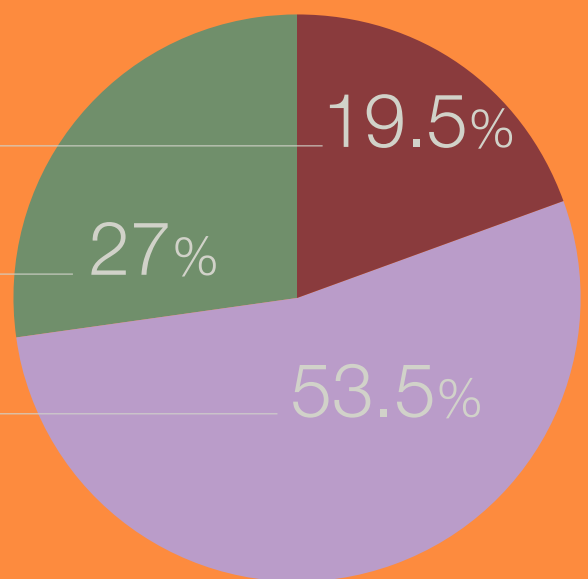
Donations and legacies	£538,627
Government and Institutional funders	£751,530
Trusts and foundations	£1,479,150
	£2,769,307

Where the money comes from

Donations and legacies

Government and institutional funders

Trusts and foundations

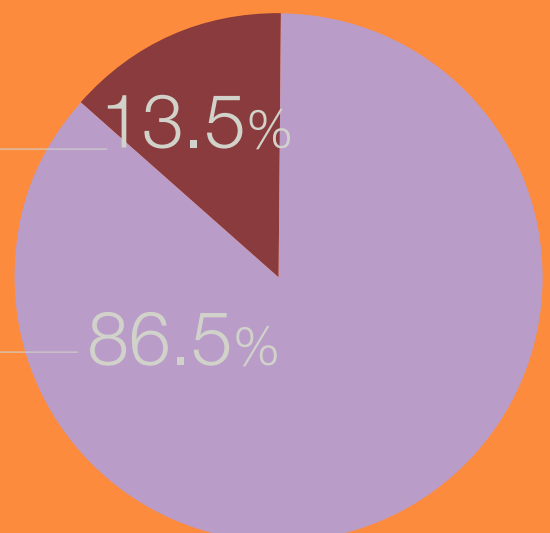


Charitable Activities	£1,868,787
Fundraising & Publicity	£293,885
	£2,162, 672

How the money is spent

Fundraising and publicity

Direct charitable activities



Combined Accounts 2021-22

Statement of financial activities	Unrestricted Funds 2022 £	Restricted Funds 2022 £	Total Funds 2022 £	Total Funds 2021 £
Incoming resources				
Donations and legacies	536,834	-	536,834	599,600
Income from charitable activities	-	2,230,680	2,230,680	1,677,052
Investments	1,793	-	1,793	861
Total income	538,627	2,230,680	2,769,307	2,277,513
Resources expended				
<i>Raising funds</i>	293,885	-	293,885	198,864
<i>Charitable activities</i>	258,024	1,610,763	1,868,787	1,696,625
Total resources expended	551,909	1,610,763	2,162,672	1,895,489
Net incoming resources for the year	(13,282)	619,917	606,635	382,024
Other recognised gains/(losses):				
Other gains/(losses)	(231)	-	(231)	(1,269)
Net movement in funds	(13,513)	619,917	606,404	380,755
Fund balances at 1 April 2021	420,120	644,098	1,064,218	683,464
Fund balances at 31 March 2022	406,607	1,264,016	1,670,623	1,064,219

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
- Hilton Foundation
- Summerhill Foundation
- Life University
- Rockhill & Aishling Holiday Parks
- Other

Balance Sheet

	2022	2021
	£	£
Fixed assets		
Tangible assets	-	-
Current assests		
Debtors and prepayments	577,028	637,175
Cash at bank and on hand	1,142,467	481,999
	1,719,495	1,119,174
Creditors: amounts falling due		
Within one year	(48,872)	(54,995)
Net current assests	1,670,623	1,064,219
Total assets less current liabilities	1,670,623	1,064,219
Funds		
Restricted	1,264,016	644,099
Unrestricted	406,607	420,120
TOTAL funds	1,670,623	1,064,219



In loving memory of **Bronagh McLaughlin**

We dedicate this Annual Report to the memory of Bronagh McLaughlin, who sadly passed away on 27th October 2021. Bronagh volunteered at our Derry office for many years and was loved by everyone in Children in Crossfire. Whenever we think about her, we smile.

Contact Us

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

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