

**OXFAM NORTHERN IRELAND**

**STATUTORY FINANCIAL STATEMENTS**

**FOR THE YEAR ENDED 31 MARCH 2014**

**REGISTRATION NUMBER NI 33800**

**CHARITY NUMBER XN 89651**

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**For the year ended 31 March 2014**

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**LEGAL AND ADMINISTRATIVE INFORMATION**  
**For the year ended 31 March 2014**

DIRECTORS	Anna McAleavy	Chair (Resigned 10 <sup>th</sup> May 2013)
	Henrietta Campbell	Chair (Appointed 10 <sup>th</sup> May 2013)
	Paul Shovlin	Treasurer; Chair of Finance, Audit Committee
	Catherine Byrne	(Resigned 14 February 2014)
	Glyn Roberts	(Resigned 14 February 2014)
	Kevin Rafter	
	Leila Jane Blacking	
	Lyn Sheridan	
	Peig Murray	(Resigned 14 February 2014)
	Peter O'Neill	
	Joe Quinn	
	Robin Masefield	(Appointed 14 February 2014)
	Jack MacGowan	(Appointed 13 September 2013)

CHIEF EXECUTIVE     Jim Clarken

EXECUTIVE DIRECTORS \*

David Nixon	(Resigned 16 August 2013)
	Fundraising
Trevor Anderson	Retail Services
Emer Mullins	Communications and Campaigns
Niamh Carty	International Programmes
Hugh Walker	Finance and Corporate Services

\*These Directors, although designated as Directors, are not statutory Directors.

**LEGAL AND ADMINISTRATIVE INFORMATION**  
**For the year ended 31 March 2014**

SECRETARY	Hugh Walker
REGISTERED OFFICE	115 North Street Belfast BT1 1ND
COMPANY NUMBER	NI33800
CHARITY NUMBER	XN89651
SOLICITORS	Donaghy Carey Solicitors Rosemary House 45 – 47 Rosemary Street Belfast BT1 1QB
BANKERS	Bank of Ireland University Road Belfast
INDEPENDENT AUDITORS	PricewaterhouseCoopers LLP (PWC) Waterfront Plaza 8 Laganbank Road Belfast BT1 3LR

**STRATEGIC REPORT**  
**For the year ended 31 March 2014**

**AIMS, OBJECTIVES, AND PRINCIPAL ACTIVITIES**

This section of the Strategic report is common to both Oxfam Northern Ireland and Oxfam Republic of Ireland. For the sake of consistency and simplicity this report mostly expresses combined amounts in Euro.

Oxfam Northern Ireland and Oxfam Republic of Ireland operate under the name of Oxfam Ireland and for the purpose of this report, where appropriate, the organisations' joint activities will be described as Oxfam Ireland.

Set out below is a combined statement with summarises the financial position of both companies. The Financial statutory reports are prepared separately for Oxfam Republic of Ireland and Oxfam Northern Ireland.

**Oxfam Ireland**  
**Combined Summary Statement of Financial Activities**  
**for the year ended 31 March 2014**

	Republic of Ireland		Total ROI €,000	Northern Ireland		Total NI €,000	COMBINED Oxfam Ireland		
	Rest €,000	Unrest €,000		Rest €,000	Unrest €,000		Rest €,000	Unrest €,000	Total €,000
<b>Incoming Resources</b>									
Voluntary Income	0.73	2.65	3.38	0.23	1.2	1.43	0.96	3.85	4.81
Income from Donatres and Commercial trading activities		4.6	4.6		3.24 <sup>†</sup>	3.24	0	7.84	7.84
Overseas Programme grants	4.55	0.02	4.57	0.34		0.34	4.89	0.02	4.91
Other Income		0.1	0.1		0.07	0.07	0	0.17	0.17
<b>Total Incoming Resources</b>	<b>5.28</b>	<b>7.37</b>	<b>12.65</b>	<b>0.57</b>	<b>4.51</b>	<b>5.08</b>	<b>5.85</b>	<b>11.88</b>	<b>17.73</b>
<b>Resources Expended</b>									
Fundraising Costs		1.47	1.47		0.48	0.48	0	1.95	1.95
Expenses From Donated and commercial trading activities		4.33	4.33		3.03 <sup>†</sup>	3.03	0	7.36	7.36
Charitable Activities	5.82	1.31	7.13	0.99	1.89	2.88	6.81	3.20	10.01
Governance costs		0.1	0.1		0.08	0.08	0	0.18	0.18
<b>Total Resources Expended</b>	<b>5.82</b>	<b>7.21</b>	<b>13.03</b>	<b>0.99</b>	<b>5.48</b>	<b>6.47</b>	<b>6.81</b>	<b>12.69</b>	<b>19.5</b>
Net Incoming( Outgoing) Resources	-(0.54)	0.16	-(0.38)	-(0.42)	-(0.97)	-(1.39)	-(0.96)	-(0.81)	-(1.77)
Fund Balance at 1st April 2013	1.02	2.32	3.34	0.72	3.72	4.44	1.74	6.04	7.78
<b>Find Balance at 31st March 2014</b>	<b>0.48</b>	<b>2.48</b>	<b>2.96</b>	<b>0.30</b>	<b>2.75</b>	<b>3.05</b>	<b>0.78</b>	<b>5.23</b>	<b>6.01</b>

Conversion £ to € at €1.201 to £1

## **STRATEGIC REPORT**

### **For the year ended 31 March 2014**

#### **Oxfam Ireland's Vision**

Oxfam Ireland envisions a future where all people will live equitably and free from the injustice of poverty, on a planet that has the natural resources to sustain them.

#### **Oxfam Ireland's Guiding Principles**

##### **Aims**

Oxfam Ireland's mission and work are based on the following rights-based six aims and objectives:

- Universal essential services;
- Sustainable food;
- Saving lives, now and in the future;
- The fair sharing of natural resources;
- The right to be heard: people claiming their right to a better life; and
- Advancing gender justice.

These aims are shared with our affiliates across the confederation. Oxfam Ireland's work is founded on a 'rights-based' approach, recognising the fundamental, inalienable rights of all people as set out in the UN Declaration of Human Rights and related treaties.

#### **Oxfam Ireland's Purpose**

Oxfam Ireland's purpose is to help create lasting solutions to the injustice of poverty. Oxfam Ireland is part of a global movement for change, one that empowers people to create a future that is secure, just, and free from poverty.

#### **Oxfam Ireland's Approach**

To achieve Oxfam Ireland's aims and global goals Oxfam Ireland has interlinked strategic objectives that are supported organisationally by three key areas of work:

- Financing to Deliver: To generate long term sustainable income;
- Enabling to Deliver: To inspire participation in Oxfam Ireland's work; and
- Engaging to Deliver: To be the best to work or volunteer in Ireland.

Oxfam Ireland strategy identifies what must be delivered for stakeholders, what capabilities and people are required to ensure the organisation excel in its aims, while ensuring Oxfam Ireland has the necessary resources to achieve the overall objectives.

The change agenda is challenging. The strategic plan uses the scale of Oxfam's reach globally with the unique contribution that Oxfam Ireland can make to organise to deliver this ambition.

## **STRATEGIC REPORT**

### **For the year ended 31 March 2014**

Oxfam Ireland concentrates on three main areas of activity:

1. Support for the *long-term development* efforts of communities and people affected by chronic poverty.
2. The urgent relief of suffering caused by *humanitarian crises*, whether natural or man-made.
3. *Campaigning & advocacy* to change the policies and practices of public and private institutions that affect the lives of people living in poverty.

Oxfam Ireland also places a high premium on working with others in the context of partnerships, alliances and other forms of cooperation. In particular the organisation makes partnerships with local civil society organisations in the programme countries via the provision of support including funding and capacity building, so as to enable them to carry on their activities as effectively and efficiently as possible. Oxfam Ireland also works with many and varied domestic and international campaigning organisations to try to change the policies and practices of key institutions, including governments, corporations, and multilateral agencies, with power and influence over the condition of life for people living in poverty.

### **Strategy and Key Objectives**

The Council's strategy for achieving the vision is to focus Oxfam Ireland's work both geographically and thematically. Oxfam Ireland concentrates its programme of work in selected countries in East, Central and Southern Africa and works specifically to enhance and sustain livelihood opportunities, to promote, protect and support the rights and interests of women and girls and to reduce the incidence and impact of HIV and AIDS. Oxfam Ireland also respond to both chronic and rapid on-set humanitarian crises in our focus countries and beyond (as part of the wider Oxfam International response mechanisms) where resources permit. In all of this work, Oxfam Ireland places a strong emphasis on women's rights in order to ensure that the particular needs of women and girl children are understood and addressed in a way that facilitates their full equitable access to resources and opportunities that will improve their lives.

In line with Oxfam International, the ultimate goal is for people to be able to exercise their rights and manage their own lives. The 'Rights-Based' approach is a vital expression of this commitment to ensuring realisation of the basic human rights of those people with and for whom the organisation works.

Oxfam Ireland's programme of work is therefore rooted in a 'rights-based' approach that recognises the agency of women and men, boys and girls to be active participants in their own development. Oxfam Ireland also places a high premium on the importance of working with others. Partnership with a range of stakeholders such as local non- governmental and other civil society based organisations in our programme countries is a cornerstone of the programme approach.

This engagement includes provision of programme funding and a range of capacity development supports aimed at facilitating more effective and efficient implementation of their programme activities. Oxfam Ireland also works with a range of other domestic and international campaigning organisations to try to change the policies and practices of key institutions, including governments, corporations, and multilateral agencies that have power and influence over the systems and structures that keep people in poverty.

## **STRATEGIC REPORT**

### **For the year ended 31 March 2014**

In addition, as a member affiliate of the Oxfam International (OI) confederation Oxfam Ireland continues to ensure the ways of working are consistent with OI principles and standards.

### **One Programme**

The One Programme Approach entails integration at all levels (local, national, regional and global) of our long-term development and humanitarian programming and our campaigning and advocacy work, to ensure long-term sustainable change. During the year the total spend on our charitable activities reached €10,009,448 (2013: €9,054,486) being Northern Ireland €2,882,597 (2013: €1,359,071). and Republic of Ireland €7,126,851 (2013:€ 7,695,415)

### **Programme Overview - Year ended 31 March 2014**

Oxfam Ireland's programme work in 2013/14 continued to focus on building sustainable livelihoods with a particular emphasis on marginalised pastoralist communities and women in East Africa; reducing the incidence and mitigating the impact of HIV and AIDS and advocating for equitable treatment, care and support services for those affected by the epidemic, particularly women and vulnerable children; addressing the very specific challenges faced by women and girls and providing support to populations caught up in grave humanitarian crises. In addition, Oxfam Ireland continued to strengthen our approach to managing for development results to ensure that it can demonstrate the programme impact and build a strong evidence base for campaigning and advocacy work. Oxfam Ireland initiated an exciting new Intern Programme aimed at developing a strong research base for its programme.

### **Building Sustainable Livelihoods**

In Tanzania, Oxfam Ireland work with pastoralists communities enabled a further 8 villages in the programme area to have their land demarcated and certified ensuring their rights to this important resource. Following certification, the communities developed land use plans that are critical to securing their livelihoods. In addition a total of 12 communities were assisted to improve their land management and engage with eco-tourism activities including cultural beadwork initiatives for women. Oxfam Ireland also initiated work on the milk value chain aimed at providing specific opportunities for women milk producers.

Oxfam Ireland continued its work to support pastoralists in efforts to lessen their vulnerability to shocks from drought and climate change. At the end of the period we had supported a total of 22 villages to report on and response to natural disasters. In addition 8 new villages reported effective use of early warning systems during a prolonged dry spell in 2013 and were able to activate coping strategies including sale of livestock to generate funds to buy food and then restocking of animals once the drought ended.

The programme also provided opportunities for active participation in activities to mark International Women's Day and the 16 Days of Activism against Violence against Women encouraging both women and men to support and promote women's rights in their own communities. Oxfam Ireland also facilitated more than 300,000 pastoralists to participate in consultations on the second draft of the new Tanzanian Constitution.



## **STRATEGIC REPORT**

**For the year ended 31 March 2014**

In Rwanda, Oxfam Ireland continued to focus its efforts on the horticulture sector as a key space within which women farmers in particular can build strong, sustainable market-oriented livelihoods. To date the programme has reached 4,783 farmers, of which 3,266 are women. In the process, it has supported 24 medium size businesses mainly managed by women and initiated engagement of producers with 4 Private Sector Companies. The programme has created evidence of the viability of business opportunities for women in horticulture value chains and has engaged government, private sector companies and micro finance institutions.

### **Promoting the Rights of Women & Girls**

Oxfam Ireland's work on women's rights and gender justice saw continued widespread support in Tanzania in particular for the popular 'We Can' (Tunaweza) campaign to end violence against women at local, district, regional and national level through encouraging changes in attitudes, beliefs and behaviour. In the past year the campaign focused on recruiting 92,596 new change makers and also re-engaging 15,023 existing change makers through local and national events. The programme also worked to ensure that women who are victims of violence have access to appropriate services. To this end funding to the Tanga Central Police Desk has continued to enable safe reporting by women and children. Oxfam Ireland also established an online presence for the Tunaweza Campaign, including setting up a web page and a social media pages through Facebook and Twitter. The Facebook page is a space where open debates primarily by young people discuss and share information related to violence against women in Tanzania and more broadly.

The programme also facilitated 3,000 women to participate in dialogues focused on the new constitution which in turn led to 14 submissions to the Constitutional Review Commission on the specific challenges faced by women and girls and how these might be addressed in the new Constitution.

Oxfam Ireland provided training for 25 heads of government departments in the Tanga Region, and trained 40 women who represented their wards in the local constitutional councils. Oxfam Ireland established a Land Alliance to work towards ending land related conflict and improve women's access to land. Training was conducted across 4 villages on land rights, as well as production of communication materials. Four faith based groups were trained on women's rights, economic empowerment and ending violence against women.

### **Reducing the Impact of HIV and AIDS**

Oxfam Ireland's work to reduce the impact of HIV and AIDS in Southern Africa continued during the period specifically in Malawi, South Africa and Zimbabwe. In Malawi, the charity contributed to lobbying for the review of the HIV and AIDS Bill along with our partner, the Malawi Network of people living with HIV (MANET+). The Bill has been reviewed and the contentious issues, such as the criminalisation of HIV transmission and mandatory testing for people in uniform and domestic workers, have been addressed. The HIV and AIDS Bill are expected to be tabled during the first 2014 parliamentary sitting scheduled after the national elections of May 2014.

In addition, we contributed to the improvement of service delivery for Orphans and Vulnerable Children (OVCs) by taking lead in drafting the National Plan of Action (NPA). The NPA aims to ensure that OVCs have access to essential services such as education and health and basic needs such as good nutrition, clothing and shelter.

## **STRATEGIC REPORT**

### **For the year ended 31 March 2014**

In South Africa, Oxfam Ireland's partners conducted 42,163 home visits to monitor adherence to complex HIV and AIDS related drug regimens. Meetings with the Department of Health were also held to lobby for an expansion of services related to HIV care and treatment. Over 13 million condoms were distributed during the reporting period and the programme also enabled the initiation of more than 14,000 new treatment regimens along with 2,195 TB referrals.

In Zimbabwe, as result of income saving and lending schemes (ISLS), income generating activities (IGA) and nutritional gardens, 20,000 households affected by HIV and AIDS were able to eat 2 nutritious meals a day in the programme target areas and saw a 35% increase in their income. People living with HIV and Orphans and Vulnerable Children received 2 visits per week of 30min-1 hour duration and more than 5,500 people accessed psycho-social support through groups facilitated by our programme. In addition almost 4,000 pregnant women attending ante natal clinics were tested for HIV and 1,200 caregivers received specialist training.

### **Responding to Crises**

The reporting period saw a significant contribution on the part of Oxfam Ireland to the global Oxfam response to major humanitarian crises in Syria and neighbouring countries such as Jordan and Lebanon and in the Philippines in the aftermath of the devastating Typhoon Haiyan that struck that country in November 2013.

During the reporting period, Oxfam Ireland continued to respond to the needs of refugees displaced in Jordan and Lebanon. In Lebanon, the charity provided aid in the form of cash assistance to pay for safe accommodation, basic household goods, and winter clothing. The organisation also distributed vouchers that can be exchanged for hygiene products such as soap and washing powder as well as food in local shops. Oxfam Ireland improved water, sanitation and hygiene conditions in various locations, to ensure people, many of whom are living in temporary settlements, can access safe water and sanitation facilities. In Jordan, the focus of the efforts has been within Za'atari camp, where over 100,000 Syrians have settled and where Oxfam installed and continues to maintain much of the water supply and sanitation facilities across the camp. During 2013/14 Oxfam Ireland received two grants totaling €1m from Irish Aid in support of this critical work.

In the Philippines, the work focused on three of the worst-hit areas - Samar, Leyte and Cebu with an initial life-saving response - providing water, sanitation, and food – and then expanding this to take account of the longer-term needs as people returned home to shattered communities. Oxfam Ireland's Humanitarian Manager was seconded to the management team in the Philippines to assist with the implementation and subsequently spent time on the ground assisting with monitoring and reporting – particularly in relation to funds provided by Irish Aid to support the response.

In addition towards the end of the reporting period, Oxfam Ireland became increasingly concerned with the unfolding crisis in South Sudan and how it is impacting in neighbouring countries. In this regard the charity was able to mobilise support for the significant numbers of refugees who have fled to Uganda which is one of the organisation's priority countries.

## **STRATEGIC REPORT**

**For the year ended 31 March 2014**

The response there includes Water and Sanitation and Hygiene promotion (WASH), Emergency Food Security and Vulnerable Livelihoods (EFSVL) support, and social protection. Oxfam Ireland are also contributed to the capacity of the host communities and local institutions to cope with the refugees. The charity will continue to monitor this crisis in the coming period and look for ways in which Oxfam Ireland can add value to the global Oxfam response.

Oxfam Ireland's engagement in the response to the chronic humanitarian crisis in the Eastern Democratic Republic of Congo also continued during 2013/14 with the mobilisation of €583,000 from Irish Aid that enabled the organisation to continue providing safe water and sanitation to communities caught up in the terrible conflict there. The humanitarian staff time on the ground in DRC providing support to the field teams there in monitoring and reporting on programme activities and strengthening linkages aimed at ensuring we have a more proactive role in related advocacy work in the future.

### **Research Programme**

The reporting period also saw the start of an exciting Intern initiative in the International Programme Department. This involved placement and support for 8 students from the Masters in Development Practice run jointly by Trinity College Dublin and University College Dublin. The students worked on research questions developed by IPD staff addressing issues of particular reference to our programme as follows:

- i) Is free universal health care possible in low income countries? A literature review of proposals of financing health care in Malawi: At a time of reduced funding and global economic crisis question arises whether free universal health care is an achievable aspiration? With specific reference to Malawi Oxfam Ireland would be interested to know what alternatives may have been proposed by various actors how this can be achieved in Malawi. How much would it cost? How long would it take? Where will the money come from?
- ii) Disability and HIV and AIDS: a literature review of inclusion of people with disabilities in policy and programmes in low income countries :There is increasing pressure (and rightly so) on policy makers and programme managers to design and implement HIV and AIDS policies and programmes specifically tailored for people with disabilities. Oxfam Ireland would be interested to know of examples in low income countries where this has taken place. Ideally evaluations of such policies and interventions have also taken place and shown specific benefit for people with disabilities.
- iii) AIDS activism influencing policy and programmes: what lessons can be drawn for Zimbabwe? As we embark on a programme that aims to increase state responsiveness in relation to HIV and AIDS in Zimbabwe, the charity would like to know of examples in the literature where AIDS activists have successfully managed to influence policy makers in increasing budget allocations to HIV and AIDS, implement HIV and AIDS related policies, increase openness and transparency in relation to HVI and AIDS decision making. What strategies, messaging were used? What lessons can be learnt from those examples?

## STRATEGIC REPORT

### For the year ended 31 March 2014

iv) results frameworks in development: are they leading to increased impact and accountability? There is an increasing movement towards use of results frameworks with well defined, measurable outcomes and outputs and SMART indicators. Often this is donor-led however, and while the benefit for the donors is clear, Oxfam Ireland would like to know if studies looking into the benefit for the poor have taken place. We are specifically interested if they led to increased impact and accountability towards the poor.

The research has already been presented to and well received by a range of audiences. Oxfam Ireland plan to expand on this initiative in future strengthening links with both universities and building a strong research base for our programme work while at the same time providing valuable research opportunities for post-graduate students who wish to pursue careers in international development

### International Programme Department - Projects supported in 2013 – 2014

	Oxfam ROI (Including Irish Aid)	Oxfam ROI (Including Irish Aid)	Oxfam ROI (Including Irish Aid)	Oxfam ANI
	€	€ £	€ €	€
Democratic Republic of Congo	625,336	-	566,836	
Horn East and Central Africa	218,445	-	-	
Kenya	23,784	-	-	
Malawi	659,223	125,804	300,738	
Philippines (Including Good in Kind)	521,971	-	365,721	
Republic of South Africa	302,977	-	200,000	
Rwanda	451,484	-	320,000	
Sri Lanka	42,000	-	-	
Syria	542,849	-	485,849	
Tanzania Operational Programme	1,334,892	939,478	840,311	
Tanzania Grants to Partners	829,664	-	-	
Uganda	235,376	121,496	-	
Zimbabwe	218,400	-	125,000	
Support Costs	<u>261,736</u>	<u>215,818</u>	<u>247,213</u>	
	<u>6,268,137</u>	<u>1,402,596</u>	<u>3,451,668</u>	

## STRATEGIC REPORT

For the year ended 31 March 2014

### Project/Programme Appraisal, Selection & Grant Making

The procedure for agreeing new grants occurs in the context of on-going strong and evolving relationships with Oxfam Ireland's partner organisations and in the course of field visits and via regular telephone and email correspondence. During the reporting period, all grants were subject to project/programme appraisals considered the following elements:

- **Coherence** - Does the project/programme fit with the Oxfam International and Oxfam Ireland Core Objectives?
- **Linkages** - Does the project/programme enhance other local, global, programming and advocacy activities?
- **Appropriateness** - Is the project/programme in the national and local context?
- **Beneficiaries** - Number of beneficiaries (direct and indirect), vulnerability, poverty, gender, HIV profiles etc. Is there appropriate participation of beneficiaries in terms of the design, implementation, monitoring and evaluation of the project/programme?
- **Logic of Intervention** - Is the project/programme clear and logical in terms of activities, outputs, outcomes, indicators, means of verification, risks, sustainability and impact?
- **Management** - Is the management capacity of the implementing partner sufficient. Is there a need for capacity-building and organisational development components?
- **Cross-cutting themes** - Are the issues of HIV and AIDS, gender (including gender-based violence), and, where appropriate, environment and conflict resolution fully integrated?
- **Finance** - Is the budget realistic? Are appropriate financing mechanisms in place? Are financial management systems adequate and appropriate?
- **Risk Management** - Are there realistic risk analysis and management strategies in place?
- **Analysis** - Have research and feasibility studies been properly carried out? Are suitable monitoring, evaluation impact measurement, and learning procedures defined?
- **Overall assessment** - Based on the foregoing, the International Programming Department recommends the project/programme for support.

Grants were managed through specific agreements with partners, which set out the conditions of the grant. These include reporting requirements and when and how disbursement will happen. Grants were usually disbursed in separate instalments to ensure that agreed timings and results are met and managed.

Oxfam Ireland staff monitor and evaluate progress throughout the period of the grant. The nature of these activities depends on the size and importance of the grant and the perceived level of risk. Monitoring and evaluation includes:

- Regular visits and consultations with partners and beneficiaries;
- Periodic formal review processes;
- Formal evaluation processes by Oxfam Ireland or a third party; and
- Auditing of the project and/or the partner.

## **STRATEGIC REPORT**

### **For the year ended 31 March 2014**

All project grant approval forms were approved by the Director of International Programmes and the Chief Executive and the payments authorised by both the Director of International Programmes and the Director of Finance.

#### **Campaigns and Advocacy**

A new Campaigns and Advocacy manager was appointed during the year.

Northern Ireland hosted the G8 in Enniskillen, Co Fermanagh in June 2013 and Oxfam Ireland was the lead confederation member supporting the global advocacy on tax, land and hunger. Chief Executive Jim Clarken represented Oxfam Ireland and Oxfam International at this global event which resulted in significant international media coverage of our work.

Oxfam Ireland also participated in the multi-agency award-winning *Enough Food for Everyone IF* campaign, leading the work in the sector in Northern Ireland.

During this period Oxfam Ireland commissioned research into the impact of inequality in Ireland, North and South, to contribute to a European-wide study by Oxfam. Oxfam Ireland released the Irish research at two public advocacy events, in Dublin and in Belfast that brought together leading economists, academics, government personnel, civil society members and media. As a result Chief Executive Jim Clarken led a national debate on inequality and austerity on TV3's *Tonight Show* with Vincent Browne. The event in Northern Ireland also led to national media coverage.

Oxfam Ireland advocacy work continued in relation to climate change, both stand alone and through our membership of Stop Climate Chaos, and it made submissions to the proposed legislation on climate change, North and South. The organisation was represented and attended the UN climate talks in Warsaw, Poland, and represented Ireland at the confederation level. Oxfam Ireland continued to advocate for better rights for women in development, particularly the rights of small-holder women farmers to access and own land.

A new relationship with event organisers Festival Republic allowed the charity to engage with thousands of new supporters on our women's rights campaign over the busy summer festival period.

In March 2014, Oxfam Ireland launched a national campaign called Heroes that evolved from our Female Food Heroes campaign in Tanzania. The campaign was designed to raise awareness of the positive different women are making globally and also to raise funds for Oxfam Ireland.

Oxfam Ireland established a new internal forum to allow better integration of the programme, advocacy and campaigns work overseas and in Ireland. During the period, the International Programme Department continued the management of the Regional Oxfam International Economic Justice Campaigns Coordinator for the Horn, East and Central Africa region, based in our Tanzania office.

## **STRATEGIC REPORT**

**For the year ended 31 March 2014**

Oxfam's global Behind the Brands campaign is based on evidence of the impact on poor people in the countries where we work of the manner in which the ten biggest food and drink companies in the world do business. It encourages them, through engagement with their consumers, to increase their positive behaviour and reduce the impact of poor social and environmental policies in their supply chains. During this period both Coca Cola and Pepsi pledged zero tolerance for land grabs in the countries in which they source products.

Oxfam Ireland leveraged the campaign with university students through our four university societies with some success.

During this period Oxfam also prepared its election manifesto ahead of the EU elections in May 2014 and continued ongoing advocacy and relationship building with key politicians.

Oxfam Ireland engaged with the Committee on Foreign Affairs and Trade in the Republic of Ireland and the All-Party Group on International Development in Stormont on advocacy relating to various humanitarian crises such as Syria.

Oxfam Ireland renewed its membership of the board of CADA in Northern Ireland and continued to participate in its equivalent body, Dóchas, in the Republic. Oxfam Ireland Chief Executive Jim Clarken completed his three-year term as Chair of Dóchas in May 2014.

For the first time, Oxfam Ireland reported to Irish Aid, our main institutional funder, on our public engagement.

Media coverage of our advocacy work is increasing year on year and during this period we generated a significant amount of high level coverage and analysis, tracking both coverage of our key issues and the presence of the Chief Executive as a spokesperson in media.

### **Digital Communications**

Oxfam Ireland continues to grow capacity for digital communications and to innovate in digital channels to drive income, support and engagement. A new shopping cart facilitated the sale of refurbished computers and other goods, including gifts, online. The introduction of a new Customer Relationship Management (CRM) system means data-driven decisions can be made more readily and helps build the database of supporters through retail and trading, campaigns and fundraising. During this period Oxfam Ireland participated in the global digital communications group, which developed a new set of digital protocols for speedy communications in the event of a humanitarian emergency.

Oxfam Ireland's digital communications manager was the Oxfam International digital lead for the confederation during the G8 and the digital production coordinator led the social media response for the IF campaign. Other affiliates are using our web design and social media templates to emulate our online engagement.

### **Communications and Media**

Oxfam Ireland's aim during this period was to grow our coverage of key issues on broadcast media and to drive more coverage of advocacy in national press.

## **STRATEGIC REPORT**

### **For the year ended 31 March 2014**

Independent analysis shows Oxfam Ireland now have an overall top share of voice in broadcast among the sector, at 40%. The press share of voice is 23%. Of total coverage, 29% related to campaigns and advocacy, 41% retail and the remainder fundraising appeals.

Oxfam Ireland generated a total Advertising Value Equivalent of €5,813,264 in 2013 from 1,333 press articles and appearance in 259 broadcast segments.

#### **Strategic Communications**

Oxfam Ireland began a significant piece of work to refresh and update our public engagement strategy, focusing on new digital, content and communications strategies to drive income and support. This work is now almost complete.

Oxfam Ireland currently chairs the Oxfam International global Brand and Communications group which sets the strategic direction for organisational communications, media relations, our global ambassador programme, digital communications and content generation.

#### **Marketing**

During this period Oxfam Ireland centralised the marketing function and increased resources to support retail and trading and public fundraising. Initiatives launched during this period included Born Again computers, Trailtrekker, Unwrapped, 12 Days of Christmas Syria appeal, Heroes campaign and the emergency response to the typhoon in the Philippines in November.

A new marketing and fundraising strategy is in development for the coming period to deliver on the business objectives set out in the new strategic plan, the Power of People against Poverty.

#### **Internal communications**

A cross-organisational internal communications working group was set up to implement and steer our new Internal Communications Strategy. Chaired by a member of the Leadership Group, the group comprises key stakeholders such as volunteers, shop managers, direct dialogue fundraisers and staff.

Content, marketing and public outreach to allow us to reach existing and new supporters in a more strategic and coherent manner as we deepen our engagement with the public.

#### **Fundraising Performance**

Oxfam Ireland has three sources of funds: Oxfam charity shop profits, donations from the general public, and institutional grant support mainly from Irish Aid, which is part of the Irish Government's Department of Foreign Affairs.

Total retail sales in Oxfam Ireland's charity shops throughout Ireland were €7.8m (2013 - €7.9m) being €3.2m (2013 - €3.2m) in Northern Ireland and a net return of €0.5m (2013 - €0.8m) being €0.2m (2013 - €0.1m) in Northern Ireland.



## STRATEGIC REPORT

For the year ended 31 March 2014

This result was mainly derived from donated sales. The fall in sales reflects the cessation during the current year of Oxfam GB supplied rag this downturn was offset by increasing sales of bought in goods, in particular refurbished computers. The overall net contribution from Oxfam Ireland's shops decreased in the year by €0.3m. The two main factors that affected performance were a continued economic downturn in the Republic of Ireland impacting on the sale of donated goods and the significant drop in sales of bought in rag within the warehouse.

Voluntary income for Oxfam Ireland this year reached €4.8m (2013 - €4.9m), the contribution towards this total from Northern Ireland was €1.4m (2013-€1.7m) which was a decrease on the previous year. The figures include restricted emergency income in Northern Ireland of €0.2m (2013-0.9m). The combined net return on fundraising in the year on an all Ireland basis amounted to €2.9m (2013-€2.5m) of this Northern Ireland contributed €0.9m (2013-€0.9m). The return is affected by a continued increased investment in our fundraising donors this will take a few years to develop greater net income. This was a disappointing result and we are taking action to review our fundraising activities.

The indicators and trends are that income will increase in future years and we will ensure Oxfam Ireland is well placed to benefit from any overall recovery. It is recognised that a great deal of work is being invested to maintain the existing levels of income.

Some areas of income performed better than planned which helped mitigate decreases against budget in other areas.

Costs are continually monitored, and cost savings realised wherever possible during the year. Oxfam Ireland plans to continue investment in fundraising while managing costs as efficiently and effectively as possible in order to maximise returns on expenditure.

During the year we continued on a programme of organisational change aimed at improving our effectiveness in line with our strategic plan. A number of important and challenging pieces of work were undertaken.

We have continued to strengthen and develop our staff resources and agreed a significant change in terms and conditions of employment with staff. This agreement also included progress on performance management arrangements for all staff, this will enable Oxfam Ireland to create a framework to maximise the efficient use of our resources. The organisation has invested this year in electronic point of sales terminals and a full back office retail reporting computer module, the benefits of this were starting to become apparent towards the end of the year. Next year will see a full years activity with the new system which will enable Oxfam Ireland to realise the full operational efficiency and monitoring potential.

During the year we also implemented a significant role out of Information Communication Technology which encompasses a new finance and human resources systems and a new fundraising system. In order to meet the demands of these systems a new infrastructure has been developed. The full impact and benefit of these changes will be experienced in 2014/15 although the results have already started to be seen.

We continue to review, measure and report on our environmental impact in line with Oxfam International standards. These impact reports and future plans are reviewed by the Council annually.

## STRATEGIC REPORT

### For the year ended 31 March 2014

## FINANCIAL REVIEW AND RESULTS

Oxfam Ireland experienced a difficult financial year. The downturn in retail trading and a fall in unrestricted fundraised income resulted in us using some of our unrestricted reserves to fund our commitments to our overseas program. We also continued to drive efficiencies on our overheads to offset the fall in income. The Directors consider that there is a reasonable expectation that Oxfam Ireland has sufficient reserves to ensure stability and continuity of operations for the foreseeable future. In total Oxfam Ireland incurred a deficit of €0.8m (2013:€1.7m) on unrestricted funds. In Northern Ireland this amounted to €0.97m deficit (2013:€0.3m).

### Key Financial performance indicators

A number of key financial performance indicators are used by management and Council as a measure of performance and health of Oxfam Ireland. These are set out below:

	2014	2013
Programme Investment Ratio	80%	89%
Cost of Fundraising as % of Voluntary Income	57%	47%
Shop Net Contribution as % of total shop sales	19%	22%
Fundraising Return on Investment	2.45	2.42
Administration costs as % of total costs	7%	7.7%
Governance costs as % of total costs	1.3%	1.4%

The program investment ratio excluding advocacy is 80% however including these activities which is integral to our program work this increase to 100%. This is caused by the use and draw down of prior year reserves.

These changing indicators demonstrate the commitment to the programme work and our investment in fundraising to ensure continued and growing funds for the future. The increase on governance and administration costs reflects the investment in information technology and our commitment to ensure efficient future systems.

### Financial Controls

With the support of both internal and external audit teams, we strive to be as efficient as possible. Internal controls over all forms of commitments and expenditure continue to be refined to improve efficiency.

Processes are in place to ensure that performance is monitored and that appropriate management information is prepared and reviewed regularly by both executive management and the Council of Directors.

The new financial information systems is already enhancing our ability both in terms of internal controls and reporting.

## **STRATEGIC REPORT**

**For the year ended 31 March 2014**

### **Investment Policy**

The Council has concluded that reserves funds, and others that may in future become available, can most appropriately be invested via short-term interest bearing bank deposits. Investments are recorded at market value in the balance sheet. The movement in investments is set out in note 11. The investments are held with the powers of the Directors as laid out in the Memorandum and Articles of Association and are reviewed annually.

### **Results and Transfer to Reserves**

Within Northern Ireland restricted funds have decreased by £351,701 compared to an increase in the prior year of £121,384. This decrease was a planned use of restricted funds, General funds fell by £799,723, (2013 reduction of £267,398). Overall there was a decrease in funds of £ 1,151,424, (2013 increase £146,014). Where funds are received for general purposes then they are applied where there is the greatest need and any surpluses are transferred to reserves in order to provide future funds for the charity. This year the decrease in unrestricted funds was a planned reduction, monies being invested into the new information systems and planned overseas programme work.

The Council has established a policy whereby the unrestricted funds not committed or invested in tangible fixed assets (the 'free reserves') held by Oxfam Northern Ireland this should total three months of cash equivalent resources expended under typical operations. This equates to £892,000 (2013 - £965,000) approximately, and at this level the Council consider that current activities of Oxfam Northern Ireland could be continued in the event of a significant drop in funding. Were this to occur, it would, obviously, be necessary to consider how the funding would be replaced or activities changed. At present, 'free reserves', amount to £931,759.

The Council have maintained designated reserves of £1,355,616 (2013-£1,670,283). The reduction reflects a reassessment of the required designated reserves.

The current designated reserves are set up to meet free reserve targets and previously planned expenditure; the Council believe sufficient funds are available to meet current capital plans and current liabilities.

### **Going Concern**

Having considered forecast results including possible sensitivities; together with banking facilities available to the charity, Council are confident that the charity has adequate resources to continue in operational existence for the foreseeable future. Accordingly, they continue to adopt the going concern basis in preparing the financial statements.

### **Fixed assets**

Movement in tangible assets are as set out in note 13 to the financial statements.

## **STRATEGIC REPORT**

### **For the year ended 31 March 2014**

#### **Financial Instruments and credit risk**

The charity's principal financial assets are bank balances and investments. The charity's only significant liability is related to an inter-company property loan set out in note 19. The charity has no significant concentration of credit risk, with exposure spread over a number of transactions. The credit risk on liquid funds is limited because the counter parties are banks with high credit ratings assigned by international credit-rating agencies.

#### **Pensions**

In Northern Ireland, the charity operates a money-purchase scheme for qualifying employees. To qualify for membership employees must contribute 5% of their salary and the charity 9% into the fund.

The charity's pension fund advisor monitors the performance of the fund, and reported that the circumstances. The advisor is also available to offer advice to individual employees.

#### **FUTURE PLANS**

Our plans for 2014/2015 have been developed against the backdrop of continued global financial crisis and recession and overcoming the difficulties of the recession will not be achieved in one financial year. We will continue to develop our shops and retail operations and the implementation of changes planned will include new shops, refurbishment of existing shops and the continued development of staff. We will work closely with the many volunteers that support all our operations, the appointment of a volunteer manager will assist in the process of initiating the volunteer strategy. It is essential we both maintain and grow our income from all sources and as part of this imperative we will be implementing a major review of our fundraising activities this will ensure we are efficient and more effective in all areas.

It is also essential that we maintain our focus on delivering results on the strategic priorities identified in our revised strategic plan. Our resources will be channelled to our work on targeted initiatives at national, regional and international levels, ensuring that Oxfam Ireland continues to grow the impact of our work overseas. We will also grow our position as a consistently reliable and trusted vocal campaigner and commentator on the issues that affect the lives of people in developing countries. We will also maintain and grow our influence with key decision makers on these issues.

We will continue to strengthen and develop our governance arrangements to ensure that we remain an organisation that constantly challenges ways of working in order to ensure the maximum impact of our work and the demonstration of this to all our stakeholders.

Through a commitment to quality, efficiency and effectiveness we will continue to refine our business processes and promote continuous improvement to achieve our strategic objectives in the most efficient and effective manner. There will be a particular emphasis on performance management as we apply an integrated performance management system ensuring that the efforts of every individual in the organisation are fully aligned and appraised according to our strategic objectives.

**STRATEGIC REPORT**  
**For the year ended 31 March 2014**

Oxfam Ireland plan to continue to grow our share of the Irish market, to become a preferred development organisation of the Irish public North and South and to be a key and credible partner for the support of institutional donors, major donors, trusts, foundations and other institutions. New four year funding mechanisms with Irish Aid and all NGO's operating in ROI have been developed during previous years. We intend to strengthen our relationship with this important institutional donor during the period. We will also continue to invest in attracting additional institutional donors. We are continuing to develop our own larger donor network through our continuing involvement in networks and outreach to key individuals and other potential partners.

Under the Single Management Structure (SMS) Oxfam International global change process, Oxfam Ireland is the Managing Affiliate in Tanzania, and is responsible for the entire Oxfam programme in Tanzania. In addition, it has significant implementing roles in Malawi and Uganda. Oxfam Ireland will also take an active role in the 20:20 Oxfam International wide strategic plan and the changes this will require.

We will continue to develop our Monitoring, Evaluation and learning capacity in order to ensure we deliver greater verifiable impact in our programme work.

**On behalf of the Council**

  
.....  
Henrietta Campbell Chair

5.8.14  
.....  
Date:

  
.....  
Paul Shovlin Director and Treasurer

5/9/14  
.....  
Date:

## **COUNCIL REPORT**

### **For the year ended 31 March 2014**

The Council members, who are also the Directors of the company for the purpose of the Companies Act 2006, present their annual report and the audited consolidated financial statements for the year ended 31 March 2014.

The information with respect to the Council members and advisers set out on pages 3 and 4 forms part of this report. The financial statements comply with current statutory requirements, the Memorandum and Articles of Association, applicable Accounting Standards in the United Kingdom and Ireland and the Statement of Recommended Practice (SORP) "Accounting and Reporting by Charities" issued in March 2005.

Reference and administrative details

Details of the Council members, Company Secretary and other advisers are listed on page 3 and 4.

## **STRUCTURE, GOVERNANCE, AND MANAGEMENT**

### **Committees and Director Participation**

As a not-for-profit, charitable company, Oxfam Northern Ireland is governed by a maximum of eleven unpaid Directors, collectively known as the Council. Directors have participated from time to time in special committees established by Council to consider, and make recommendations, on specific topics e.g. strategic planning, employee pensions, governance, finance and the organisational assessment. Individual Directors are also asked, on occasions, to contribute their specialist advice to management in certain areas e.g. banking relations, human resources, marketing, PR, fundraising, etc.

The Council continues to have overall governance responsibility, including the establishment of all general policies under which management operates. The Council operates under several formally agreed documents:

- a code of conduct;
- role of the chair;
- role of the Council; and
- public accountability statement.

The Directors of the Council of Oxfam Northern Ireland also constitute the Council of Oxfam Republic of Ireland; and in this way the governance, policies, and strategic direction of the two bodies can be conducted in close harmony, which is in keeping with the Memorandum of Association of each company. This also allows the organisation to operate under the name of Oxfam Ireland and for the purpose of this report, where appropriate the organisations' joint activities will be described as Oxfam Ireland.

The Finance and Audit Committee is a Committee of the Council, and reports directly to the Council. The Chair of the Committee is appointed by the Council. In addition to the Chair, the Committee comprises up to three other Directors appointed by the Council as members with scope to co-opt additional external expertise as required.

## **COUNCIL REPORT**

### **For the year ended 31 March 2014**

The main objectives of the Committee are:

1. To review the annual audited financial statements of the charity and recommend them to the Council.
2. Take responsibility on behalf of the Council for overseeing all aspects of financial planning management control.

Oxfam Ireland has a firm commitment to continuously improve programme quality and to this end has established a Council Committee on Programme Performance and Impact. This is a formally constituted group reporting to the Council and liaising with other Council groups as appropriate. It is composed of 2 to 3 Directors and the International Programme Director with scope to co-opt additional external expertise as required. The Committee acts as an advisory group to the International Programme Department on issues such as programme quality improvement and will serve as a forum for reflection and discussions on wider programme issues identified by Council and staff.

Oxfam Ireland Council have also set up a separate remuneration and performance committee made up of four Directors this committee reviews the performance of the chief executive and recommends remuneration changes.

#### **Director selection, appointment, and competence**

The Directors were first elected by the original members (formed as an association) who came together to establish the charity. The existing Directors are also the members of the company. New Directors are recruited through advertisements in Northern Ireland and The Republic of Ireland and through selection based on applicants and other potential candidates identified by the existing Council & CEO. A formal interview takes place to establish the candidate's eligibility which will include a commitment to Oxfam's core values and mission as well as professional experience and expertise across a range of disciplines appropriate to the needs of the organisation. A minimum gender and ROI/ NI balance is to be kept of at least one third and Directors are to be drawn from a wide group of the population. New Council members should commit to a minimum of one three year term and can be re-elected for a further term. New members are formally elected at the AGM. As a not-for-profit, charitable-status, limited liability company the liability of each Director is limited to £1.00.

The Memorandum of Association of Oxfam Northern Ireland states, as part of the main objects for which it is established: "with a view to carrying on the charitable activities. . . . to co-operate (inter alia) with Oxfam International and Oxfam Republic of Ireland". To effect this, as far as is practicable, a balance of representation on the Council between Directors from Northern Ireland and the Republic of Ireland is maintained. This is reflected in the Articles of Association viz "So far as this proves reasonably practicable the composition of the Council of Directors (of Oxfam Northern Ireland and Oxfam Republic of Ireland) shall be such, as will reasonably reflect the diversity of relevant interests within both parts of Ireland and thereby promote an integrated and effective overall strategy for Oxfam in both parts of Ireland." New Directors receive background and explanatory materials, covering the nature and purpose of Oxfam Northern Ireland and their role and function as Directors.

## **COUNCIL REPORT**

### **For the year ended 31 March 2014**

#### **Corporate Governance**

Internal controls over all forms of commitment and expenditure continue to be refined to improve efficiency.

Processes are in place to ensure that performance is monitored and that appropriate management information is prepared and reviewed regularly by both executive management and the Council of Directors. The internal control systems are designed to provide reasonable but not absolute assurance against material mis-statement or loss. They include:

- (a) a strategic plan and annual budget approved by the Directors;
- (b) regular consideration by the Directors of financial results, variances from budgets, and non-financial performance indicators;
- (c) delegation of day-to-day management authority and segregation of duties; and
- (d) identification and management of risks.

In addition a programme of internal audits of the retail network is in place and monitored by the Finance and Audit Committee. Oxfam Ireland is also subject to the scrutiny of the Oxfam International Confederation to ensure compliance with Confederation wide standards relating to finance and governance matters. Within Tanzania where Oxfam Ireland is the managing affiliate, a staff member operates as internal auditor undertaking audits of the local partner organisations who work with Oxfam Ireland. Further external audits are commissioned as required. These audits cover Oxfam Ireland programme grant funded work. The local country Audit Committee is chaired by the Country Director and attended by the Programme Director or Finance Director and communicates with the Finance and Audit Committee.

#### **Network and Other Relationships**

As with the Council of Oxfam Republic of Ireland and Oxfam Northern Ireland (see above), so, too, the members of the respective management teams are also made up of the same people. In this way, all aspects of strategic planning, programmes, operations, and administration of both entities are carried on in the closest harmony, which is in keeping with the Memorandum of Association of each charity. Oxfam Northern Ireland, thus, works intimately in association with Oxfam Republic of Ireland; and in doing so, the two bodies are known collectively as Oxfam Ireland.

Oxfam Ireland is a member of Oxfam International, which is a confederation of seventeen independent Oxfams (in the case of Oxfam Ireland, two legal entities, as noted above) working together to alleviate poverty, suffering, and related injustices throughout the world. Oxfam International's members are: Oxfam America, Oxfam Solidarity (Belgium), Oxfam Novib (Netherlands), Intermon Oxfam (Spain), Oxfam Great Britain, Oxfam Canada, Oxfam Quebec, Oxfam Mexico (Rostros Y Voces), Oxfam Germany, Oxfam Australia, Oxfam Hong Kong, Oxfam AgirIci (France), Oxfam New Zealand, Oxfam Italy, Oxfam India and Oxfam Japan.



## **COUNCIL REPORT**

**For the year ended 31 March 2014**

Oxfam Northern Ireland is a member of the Coalition of Aid and Development Agencies (CADA), an umbrella body for Northern Ireland's overseas aid and development agencies. CADA operates a series of sub-groups composed of self-selected interested member organisations. Oxfam Northern Ireland participates fully in these sub-groups.

Oxfam Ireland carries on its work, both domestically and internationally, via a network of relationships with a range of stakeholders including, other non-governmental and community based organisations.

### **Risk Management**

Our risk-management processes are designed to enable us to conclude whether the major risks to which the organisation is exposed have been identified and reviewed, and systems and procedures have been established to mitigate these risks, in consideration of best practice and transparency in accordance with the Charity Commission's Statement of Recommended Practice (SORP) 2005.

Major risks are those which have a high likelihood of occurring and would, if they occurred, have a severe impact on either operational performance or achievement of purposes and objectives, or could damage the organisation's reputation. As Directors, we concentrate our efforts on ensuring that the most serious risks are being managed effectively.

The Council's objective is to manage risks in an integrated, balanced and structured way through a continuous, proactive and systematic process which contributes to the achievement of overall strategic objectives. The Directors continue to conduct a review of the major risks that Oxfam Ireland is exposed to. A register has been established and systems have been established to identify risks, assess their probability, and to mitigate any impact that they may have on Oxfam Ireland in the future. To assist in the identification of risks Oxfam Ireland adopts four risk categories:

- Governance and management risks;
- Financial risks;
- Risks to reputation; and
- Operational risks.

**COUNCIL REPORT**  
**For the year ended 31 March 2014**

The risk management system can only seek to manage, rather than eliminate, the risk of failure to achieve business objectives and can provide only reasonable, and not absolute, assurance against material misstatement or loss.

**People with Disabilities**

It is the policy of Oxfam Northern Ireland and the Republic of Ireland to meet the legal requirements concerning the employment of people with disabilities

**Directors and Their Interests**

The Directors who have served during the year and to the date of this report are shown on page 3. Directors are appointed by nomination and approval of the majority of Directors. Henrietta Campbell having been appointed as Chair was since ratified at the last Annual General Meeting.

No Director has any interest in the company as it is limited by guarantee.

**STATEMENT OF COUNCIL MEMBERS' RESPONSIBILITIES**

**For the year ended 31 March 2014**

The Directors of Oxfam Northern Ireland for the purposes of company law) are responsible for preparing the Directors Annual Report and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

Company law requires the Directors to prepare financial statements for each financial year which give a true and fair view of the state of affairs of the charitable company and the group and of the incoming resources and application of resources, including the income and expenditure, of the charitable group for that period. In preparing these financial statements, the Directors are required to:

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles in the Charities SORP;
- make judgments and estimates that are reasonable and prudent;
- state whether applicable UK Accounting Standards have been followed, subject to any material departures disclosed and explained in the financial statements; and
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charitable company will continue in business.

The Directors are responsible for keeping proper accounting records that disclose with reasonable accuracy at any time the financial position of the charitable company and enable them to ensure that the financial statements comply with the Companies Act 2006. They are also responsible for safeguarding the assets of the charitable company and the group and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

To achieve this, Council have appointed a management team which reports to Council and ensures that the requirements of the Companies Acts are complied with.

**DISCLOSURE TO INFORMATION TO AUDITORS**

In so far as the Directors are aware:

- there is no relevant audit information of which the company's auditors are unaware, and;
- the Directors have taken all the steps that they ought to have taken to make themselves aware of any relevant audit information and to establish that the company's auditors are aware of that information.

**INDEPENDENT AUDITORS**

The Auditors PricewaterhouseCoopers LLP has expressed their willingness to continue in office in accordance with the provisions of the Companies Act 2006.

**On behalf of the Council**

  
.....  
Henrietta Campbell Chair

  
.....  
Paul Shovlin Director and Treasurer

5.9.14  
.....  
Date:

5/9/14  
.....  
Date:

## **INDEPENDENT AUDITORS' REPORT TO THE MEMBERS OF OXFAM NORTHERN IRELAND**

### **Report on the financial statements**

#### **Our opinion**

In our opinion the financial statements, defined below:

- give a true and fair view of the state of the group's and of the parent charitable company's affairs as at 31 March 2014 and of the group's and parent charitable company's incoming resources and application of resources, including its income and expenditure and the group's cash flows for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

This opinion is to be read in the context of what we say in the remainder of this report.

#### **What we have audited**

The group financial statements and parent charitable company financial statements (the "financial statements"), which are prepared by Oxfam Northern Ireland, comprise:

- the group and parent charitable company balance sheet as at 31 December 2013;
- the group statement of financial activities and the group summary income and expenditure account for the year then ended;
- the group cash flow statements for the year then ended;
- the accounting policies; and
- the notes to the financial statements, which include a summary of significant accounting policies and other explanatory information.

The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

In applying the financial reporting framework, the trustees have made a number of subjective judgements, for example in respect of significant accounting estimates. In making such estimates, they have made assumptions and considered future events.

#### **What an audit of financial statements involves**

We conducted our audit in accordance with International Standards on Auditing (UK and Ireland) ("ISAs (UK & Ireland)"). An audit involves obtaining evidence about the amounts and disclosures in the financial statements sufficient to give reasonable assurance that the financial statements are free from material misstatement, whether caused by fraud or error. This includes an assessment of:

- whether the accounting policies are appropriate to the group's and the parent charitable company's circumstances and have been consistently applied and adequately disclosed;
- the reasonableness of significant accounting estimates made by the trustees; and
- the overall presentation of the financial statements.

## **INDEPENDENT AUDITORS' REPORT TO THE MEMBERS OF OXFAM NORTHERN IRELAND (CONTINUED)**

In addition, we read all the financial and non-financial information in the Consolidated Statement of Financial Activities to identify material inconsistencies with the audited financial statements and to identify any information that is apparently materially incorrect based on, or materially inconsistent with, the knowledge acquired by us in the course of performing the audit. If we become aware of any apparent material misstatements or inconsistencies we consider the implications for our report.

### **Opinion on matters prescribed by the Companies Act 1963 to 2013**

In our opinion the information given in the Strategic Report and the Trustees' Council Report for the financial year for which the financial statements are prepared is consistent with the financial statements.

### **Other matters on which we are required to report by exception**

#### **Adequacy of accounting records and information and explanations received**

Under the Companies Act 2006 we are required to report to you if, in our opinion:

- we have not received all the information and explanations we require for our audit; or
- adequate accounting records have not been kept by the parent charitable company, or returns adequate for our audit have not been received from branches not visited by us; or
- the parent charitable company financial statements are not in agreement with the accounting records and returns.

We have no exceptions to report arising from this responsibility.

#### **Trustees' remuneration**

Under the Companies Act 2006 we are required to report to you if, in our opinion, certain disclosures of trustees' remuneration specified by law are not made. We have no exceptions to report arising from this responsibility.

### **Responsibilities for the financial statements and the audit**

#### **Our responsibilities and those of the trustees**

As explained more fully in the Trustees' Responsibilities Statement, the trustees are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view.

Our responsibility is to audit and express an opinion on the financial statements in accordance with applicable law and ISAs (UK & Ireland). Those standards require us to comply with the Auditing Practices Board's Ethical Standards for Auditors.

**INDEPENDENT AUDITORS' REPORT TO THE MEMBERS OF OXFAM  
NORTHERN IRELAND (CONTINUED)**

This report, including the opinions, has been prepared for and only for the charity's members and trustees as a body in accordance with Chapter 3 of Part 16 of the Companies Act 2006 and for no other purpose. We do not, in giving these opinions, accept or assume responsibility for any other purpose or to any other person to whom this report is shown or into whose hands it may come save where expressly agreed by our prior consent in writing.



Martin Pitt (Senior Statutory Auditor)  
for and on behalf of PricewaterhouseCoopers LLP  
Chartered Accountants and Statutory Auditors  
Belfast

Date 29 September 2014

**CONSOLIDATED STATEMENT OF FINANCIAL ACTIVITIES**  
**For the year ended 31 March 2014**

		Unrestricted	Restricted	Total	Total
		funds	funds	funds	funds
		2014	2014	2014	2013
	Notes	Stg£	Stg£	Stg£	Stg£
<b><u>INCOMING RESOURCES</u></b>					
<b>Incoming Resources from Generated Funds:</b>					
<b>- Voluntary Income</b>					
Donations, gifts and corporate sponsorship	5	689,275	188,156	877,431	1,400,773
Legacies	5	310,694	-	310,694	6,500
<b>- Activities for Generating Funds</b>					
Income from donated & commercial trading activity	2	2,699,455	457	2,699,912	2,728,578
Investment Income	4	40,586	-	40,586	91,940
Overseas Programme grants received	3	-	282,917	282,917	-
Other income		18,717	-	18,717	-
		<hr/>	<hr/>	<hr/>	<hr/>
<b>TOTAL INCOMING RESOURCES</b>		<b>3,758,727</b>	<b>471,530</b>	<b>4,230,257</b>	<b>4,227,791</b>
		<hr/>	<hr/>	<hr/>	<hr/>
<b><u>RESOURCES EXPENDED</u></b>					
<b>Costs of Generating Funds:</b>					
Fundraising costs	6	406,365	-	406,365	631,896
Expenses from donated & commercial trading activity	2	2,519,662	-	2,519,662	2,561,951
		<hr/>	<hr/>	<hr/>	<hr/>
		2,926,027	-	2,926,027	3,193,847
		<hr/>	<hr/>	<hr/>	<hr/>
<b>Net incoming resources available for charitable application</b>		<b>832,700</b>	<b>471,530</b>	<b>1,304,230</b>	<b>1,033,944</b>
		<hr/>	<hr/>	<hr/>	<hr/>

## CONSOLIDATED STATEMENT OF FINANCIAL ACTIVITIES (Continued)

For the year ended 31 March 2014

		Unrestricted funds 2014 Stg£	Restricted funds 2014 Stg£	Total funds 2014 Stg£	Total funds 2013 Stg£
	Notes				
<b>Charitable Activities:</b>					
Overseas programme costs	7	618,193	823,231	1,441,424	681,286
Advocacy and campaigns costs	7	568,205	-	568,205	343,509
Marketing and communications	7	382,568	-	382,568	84,206
		<u>1,568,966</u>	<u>823,231</u>	<u>2,392,197</u>	<u>1,109,001</u>
<b>Governance Costs</b>	<b>8</b>	<u>66,852</u>	<u>-</u>	<u>66,852</u>	<u>69,320</u>
<b>TOTAL RESOURCES EXPENDED</b>		<u>4,561,845</u>	<u>823,231</u>	<u>5,385,076</u>	<u>4,372,168</u>
<b>NET OUTGOING RESOURCES BEFORE OTHER RECOGNISED GAINS AND LOSSES</b>		(803,118)	(351,701)	(1,154,819)	(144,377)
Movements on fixed asset investments	11	<u>3,395</u>	<u>-</u>	<u>3,395</u>	<u>(1,637)</u>
<b>NET MOVEMENT IN FUNDS</b>	<b>20</b>	<u>(799,723)</u>	<u>(351,701)</u>	<u>(1,151,424)</u>	<u>(146,014)</u>
<b>FUND BALANCE BROUGHT FORWARD 1 APRIL</b>	<b>20</b>	<u>3,087,099</u>	<u>602,172</u>	<u>3,689,271</u>	<u>3,835,285</u>
<b>FUND BALANCE CARRIED FORWARD 31 March</b>	<b>20</b>	<u>2,287,376</u>	<u>250,471</u>	<u>2,537,847</u>	<u>3,689,271</u>



**CONSOLIDATED STATEMENT OF FINANCIAL ACTIVITIES (Continued)**  
**For the year ended 31 March 2014**

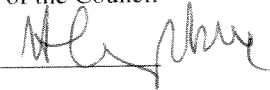
The Charitable Company has no recognised gains or losses other than the results for the year as set out above. All the activities of the Charity are classified as continuing.

**GROUP BALANCE SHEET**  
As at 31 March 2014

		2014	2013
	Notes	Stg£	Stg£
<b>FIXED ASSETS</b>			
Tangible assets	13	1,775,897	1,552,612
Investments	14	13,770	10,376
		<u>1,789,667</u>	<u>1,562,988</u>
<b>CURRENT ASSETS</b>			
Stocks and work in progress	15	64,616	5,840
Debtors	16	73,346	213,997
Cash at bank and in hand	17	2,157,532	2,971,066
		<u>2,295,494</u>	<u>3,190,903</u>
<b>CURRENT LIABILITIES</b>			
Creditors (amounts falling due within one year)	18	940,730	460,669
		<u>1,354,764</u>	<u>2,730,234</u>
<b>NET CURRENT ASSETS</b>			
		<u>3,144,431</u>	<u>4,293,222</u>
<b>TOTAL ASSETS LESS CURRENT LIABILITIES</b>			
		3,144,431	4,293,222
<b>CREDITORS (amounts falling due after one year)</b>			
	19	606,584	603,951
		<u>2,537,847</u>	<u>3,689,271</u>
<b>NET ASSETS</b>			
The funds of the charity:			
<b>CHARITABLE FUNDS</b>			
Restricted income funds	20	250,471	602,172
Designated funds	20	1,355,616	1,670,283
General funds	20	931,760	1,416,816
		<u>2,537,847</u>	<u>3,689,271</u>
Total charity funds		<u>2,537,847</u>	<u>3,689,271</u>

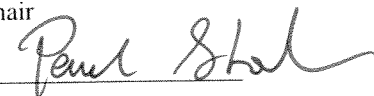
The notes on pages 39 to 57 form an integral part of these financial statements.

On behalf of the Council



Etta Campbell

Chair



Paul Shovlin

Director & Treasurer

Date: 5/9/14

**COMPANY BALANCE SHEET**  
**As at 31 March 2014**

		2014	2013
	Notes	Stg£	Stg£
<b>FIXED ASSETS</b>			
Tangible assets	13	1,775,897	1,552,612
Investments	14	13,772	10,378
		<u>1,789,669</u>	<u>1,562,990</u>
<b>CURRENT ASSETS</b>			
Stocks and work in progress	15	64,616	5,840
Debtors	16	74,078	214,730
Cash at bank and in hand	17	2,156,972	2,970,331
		<u>2,295,666</u>	<u>3,190,901</u>
<b>CURRENT LIABILITIES</b>			
Creditors (amounts falling due within one year)	18	940,730	460,669
		<u>940,730</u>	<u>460,669</u>
<b>NET CURRENT ASSETS</b>		1,354,936	2,730,232
<b>TOTAL ASSETS LESS CURRENT LIABILITIES</b>		<u>3,144,605</u>	<u>4,293,222</u>
<b>CREDITORS (amounts falling due after one year)</b>	<b>19</b>	606,584	603,951
		<u>606,584</u>	<u>603,951</u>
<b>NET ASSETS</b>		2,538,021	3,689,271
		<u>2,538,021</u>	<u>3,689,271</u>
The funds of the charity:			
<b>CHARITABLE FUNDS</b>			
Restricted income funds	20	250,471	602,172
Designated funds	20	1,355,616	1,670,283
General funds		931,934	1,416,816
		<u>2,538,021</u>	<u>3,689,271</u>
Total charity funds		<u>2,538,021</u>	<u>3,689,271</u>

**COMPANY BALANCE SHEET (continued)**  
**As at 31 March 2014**

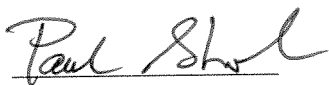
The notes on pages 39 to 57 form an integral part of these financial statements.

On behalf of the Council



Etta Campbell

Chair



Paul Shovlin

Director & Treasurer

Date:

5/9/14

**CASH FLOW STATEMENT**  
**For the year ended 31 March 2014**

	<b>2014</b>	<b>2013</b>
	<b>Stg£</b>	<b>Stg£</b>
<b>Net cash outflow from operating activities</b>	(423,959)	(13,582)
<b>Returns on Investments and servicing of finance</b>		
Deposit interest received	17,217	70,942
<b>Capital expenditure and financial investment</b>		
Payments to acquire tangible fixed assets- additions	(409,425)	(317,483)
Receipts from sale of fixed asset investment	-	1,457
	<u>          </u>	<u>          </u>
<b>Net cash outflow before financing</b>	(816,167)	(258,666)
Management of liquid resources	-	-
	<u>          </u>	<u>          </u>
<b>Decrease in cash in the year</b>	(816,167)	(258,666)
	<u>          </u>	<u>          </u>

**a. Reconciliation of net outgoing resources to net cash outflow from operating activities**

	<b>2014</b>	<b>2013</b>
	<b>Stg£</b>	<b>Stg£</b>
Net outgoing resources	(1,154,819)	(144,377)
Deposit interest receivable	(17,217)	(70,942)
Depreciation charge	186,140	123,278
Increase in stocks	(58,776)	(5,840)
Decrease/(increase) in debtors	140,652	(10,878)
Increase in creditors	480,061	95,177
	<u>          </u>	<u>          </u>
Net cash outflow from operating activities	(423,959)	(13,582)
	<u>          </u>	<u>          </u>

**CASH FLOW STATEMENT**  
**For the year ended 31 March 2014**

<b>b. Analysis of net funds</b>	<b>1 April</b>	<b>Net cash</b>	<b>31 March</b>
	<b>2013</b>	<b>movement</b>	<b>2014</b>
	<b>Stg£</b>	<b>Stg£</b>	<b>Stg£</b>
Cash at bank and in hand	2,971,066	(813,534)	2,157,532
Bank Loan	(603,951)	(2,633)	(606,584)
	_____	_____	_____
Total	2,367,115	(816,167)	1,550,948
	=====	=====	=====
		<b>2014</b>	<b>2013</b>
		<b>Stg£</b>	<b>Stg£</b>
<b>c. Reconciliation of net cash flow to movements in net funds</b>			
<b>(Decrease)/Increase in cash in the year</b>		(816,167)	(258,666)
Cash outflow from increases in liquid resources		-	-
		_____	_____
<b>Change in net funds resulting from cash flows</b>		(816,167)	(258,666)
Net funds at 31 March		2,367,115	2,625,781
		_____	_____
<b>Net funds at 31st March</b>		1,550,948	2,367,115
		=====	=====

## **NOTES TO THE FINANCIAL STATEMENTS**

### **For the year ended 31 March 2014**

#### **1. ACCOUNTING POLICIES**

##### **1.1. Accounting Convention**

The financial statements are prepared under the historical cost convention.

In preparing the financial statements Oxfam Northern Ireland has sought to follow best practice as laid down in the current Statement of Recommended Practice: 'Accounting and Reporting by Charities' (the Charities SORP) issued in March 2005 wherever possible.

The charity has had to adjust the formats from those prescribed by the Companies Act 2006 to include headings which are relevant to its activities, to enable it to show a true and fair view.

##### **1.2. Incoming Resources**

Income, including donations, legacies and investment income is recognised in the period in which Oxfam Northern Ireland is entitled to receipt and where the amount can be measured with reasonable certainty.

Grants from government and other agencies have been included as incoming resources from charitable activities where these amount to a contract for services. These grants receivable are accounted for when the charity's entitlement becomes legally enforceable.

Gifts in kind - Properties, investments, and other fixed assets donated to the charity are included as 'Voluntary income' at market value at the time of receipt.

##### **1.3. Costs of Generating Funds**

Costs of generating funds comprise the costs incurred in commercial trading activities and fundraising. Trading costs cover all the costs of the shops and other trading activities including the costs of goods sold together with associated support costs. Fundraising costs include the costs of recruiting donors, advertising, producing publications, printing and mailing fundraising material, staff costs in these areas, and an appropriate allocation of central overhead costs.

##### **1.4. Charitable Expenditure**

Charitable expenditure is reported as a functional analysis of the work undertaken by the charity, being humanitarian, development and campaigning and advocacy. Under these headings are included grants payable and costs of activities performed directly by the charity together with associated support costs.

Grants payable in furtherance of the charity's objects are recognised as expenditure when payment is due to the partner organisation in accordance with the terms of the contract. For contracts in place at the yearend which include payments to be made in future years, these payments are disclosed in note 23 to the financial statements as commitments.

##### **1.5. Governance**

Governance costs comprise all costs involving the public accountability of the charity and its compliance with regulation and good practice. These costs include costs related to statutory audit and legal fees together with an apportionment of overhead and support costs.

**NOTES TO THE FINANCIAL STATEMENTS**  
**For the year ended 31 March 2014**

**1.6. Pensions**

The charity operates a defined benefit scheme for employees which is now closed to new members.

A defined contribution scheme has been established for new employees. Annual contributions payable are charged to the profit and loss account in the year in which they were incurred.

**1.7. Tangible Fixed Assets and Depreciation**

The cost of fixed assets including leased assets is written off in equal instalments over their expected useful lives as follows:-

Freehold Buildings	2% per annum
Improvements to leasehold properties	2% per annum
Furniture, fixtures and fittings	20% per annum
Motor vehicles	20% per annum
Computer equipment	33.3% per annum

Impairment reviews of fixed assets are carried out on a regular basis.

**1.8. Financial Fixed Assets**

*Investments in subsidiary undertakings*

Investments in subsidiary undertakings are shown at cost less provision for permanent diminutions in value.

*Listed investments*

Realised gains and losses on investments are calculated as the difference between sales proceeds and their market value at the start of the year, or their subsequent cost, and are charged or credited to the statement of financial activities in the year of disposal.

**1.9. Stocks**

Stocks are stated at the lower of cost and new realisable value on an average cost basis and after making due allowance for any obsolete or slow moving items.

**1.10. Provisions**

In general, provisions for future liabilities are recognised when Oxfam Northern Ireland has a legal or constructive financial obligation that can be reliably estimated and for which there is an expectation that payment will be made.

**1.11. Consolidated Financial Statements**

The charity is exempt from the requirement to file an individual profit and loss account, under section 408 of Companies Act 2006.



**NOTES TO THE FINANCIAL STATEMENTS**  
**For the year ended 31 March 2014**

**2. INCOME FROM DONATED & COMMERCIAL TRADING ACTIVITIES**

This represents the net income from the sale of donated goods and commercial trading activity through Oxfam Shops, after deduction of operating and administration expenses. Oxfam Northern Ireland believes this most fairly represents the value to the charity of donated goods.

	<b>Unrestricted</b>	<b>Restricted</b>	<b>Total</b>	<b>Total</b>
	<b>funds</b>	<b>funds</b>	<b>funds</b>	<b>funds</b>
	<b>2014</b>	<b>2014</b>	<b>2014</b>	<b>2013</b>
	<b>Stg£</b>	<b>Stg£</b>	<b>Stg£</b>	<b>Stg£</b>
Turnover from donated goods & commercial trading activity	2,699,455	457	2,699,912	2,728,578
Operating expenses	(2,081,327)	-	(2,081,327)	(2,232,412)
Support costs	(438,335)	-	(438,335)	(329,539)
	<hr/>	<hr/>	<hr/>	<hr/>
	179,793	457	180,250	166,627
	<hr/> <hr/>	<hr/> <hr/>	<hr/> <hr/>	<hr/> <hr/>

Operating expenses include Stg £89,038(2013: Stg £87,133) for depreciation on fixtures and fittings and leasehold property specific to the sale of donated goods.

**3. OVERSEAS PROGRAMME GRANTS INCOME**

	<b>Unrestricted</b>	<b>Restricted</b>	<b>Total</b>	<b>Total</b>
	<b>funds</b>	<b>funds</b>	<b>funds</b>	<b>funds</b>
	<b>2014</b>	<b>2014</b>	<b>2014</b>	<b>2013</b>
	<b>Stg£</b>	<b>Stg£</b>	<b>Stg£</b>	<b>Stg£</b>
Department for International Development	-	282,917	282,917	-
	<hr/>	<hr/>	<hr/>	<hr/>
	-	282,917	282,917	-
	<hr/> <hr/>	<hr/> <hr/>	<hr/> <hr/>	<hr/> <hr/>

**NOTES TO THE FINANCIAL STATEMENTS**  
**For the year ended 31 March 2014**

4.	INVESTMENT INCOME	2014	2013		
		Stg£	Stg£		
	Rent receivable	23,369	20,998		
	Deposit interest receivable	17,217	70,942		
		<u>40,586</u>	<u>91,940</u>		
		<u><u>40,586</u></u>	<u><u>91,940</u></u>		
5.	FUNDRAISING INCOME	Unrestricted	Restricted	Total	Total
		funds	funds	funds	funds
		2014	2014	2014	2013
		Stg£	Stg£	Stg£	Stg£
	Comic Relief	-	-	-	394,485
	Legacies	310,694	-	310,694	6,500
	Other Financial Income	689,275	188,156	877,431	1,006,288
		<u>999,969</u>	<u>188,156</u>	<u>1,188,125</u>	<u>1,407,273</u>
		<u><u>999,969</u></u>	<u><u>188,156</u></u>	<u><u>1,188,125</u></u>	<u><u>1,407,273</u></u>
6.	FUNDRAISING COSTS	Unrestricted	Restricted	Total	Total
		funds	funds	funds	funds
		2014	2014	2014	2013
		Stg£	Stg£	Stg£	Stg£
	Salaries	193,538	-	193,538	227,215
	Travel and subsistence	5,565	-	5,565	2,094
	Office service charges	72,648	-	72,648	95,973
	Direct fundraising costs:				
	- Direct marketing	2,624	-	2,624	3,017
	- Events	6,879	-	6,879	92,850
	- Committed givers	42,093	-	42,093	81,100

**NOTES TO THE FINANCIAL STATEMENTS**  
**For the year ended 31 March 2014**

	Unrestricted	Restricted	Total	Total
	funds	funds	funds	funds
	2014	2014	2014	2013
	Stg£	Stg£	Stg£	Stg£
General expenses	-	-	-	2,335
Support costs (note 9)	83,018	-	83,018	127,312
	<hr/>	<hr/>	<hr/>	<hr/>
	406,365	-	406,365	631,896
	<hr/> <hr/>	<hr/> <hr/>	<hr/> <hr/>	<hr/> <hr/>

Office service charges include specific depreciation of Stg £10,188 (2013: Stg £956).

During the year £107,782, which represents 26% of total fundraising costs, were reallocated to campaigns and Advocacy charitable activity costs to accurately reflect the activities undertaken by the department relation to recruitment and communications with Oxfam Ireland supporters who are campaigners and donors.

7. CHARITABLE ACTIVITIES	Unrestricted	Restricted	Total	Total
	funds	funds	funds	funds
	2014	2014	2014	2013
	Stg£	Stg£	Stg£	Stg£

Provision of charitable activities by objective:

**Overseas Programme**

Grants paid	205,731	823,231	1,028,962	503,986
Operation costs	373,634	-	373,634	140,247
Support costs (note 9)	38,828	-	38,828	37,053
	<hr/>	<hr/>	<hr/>	<hr/>
	618,193	823,231	1,441,424	681,286
	<hr/> <hr/>	<hr/> <hr/>	<hr/> <hr/>	<hr/> <hr/>

**NOTES TO THE FINANCIAL STATEMENTS**  
**For the year ended 31 March 2014**

	Unrestricted	Restricted	Total	Total
	funds	funds	funds	funds
	2014	2014	2014	2013
	Stg£	Stg£	Stg£	Stg£
<b><u>Advocacy and Campaign Programme</u></b>				
Operation costs	156,566	-	156,566	236,607
Contribution to Oxfam International Joint				
Advocacy and Campaign Programme	301,914	-	301,914	52,285
Support costs (note 9)	109,745	-	109,745	54,617
	<u>568,225</u>	<u>-</u>	<u>568,225</u>	<u>343,509</u>

**Marketing and Communications**

	Unrestricted	Restricted	Total	Total
	funds	funds	funds	funds
	2014	2014	2014	2013
	Stg£	Stg£	Stg£	Stg£
Operation costs	367,880	-	367,880	72,703
Support costs (note 9)	14,688	-	14,688	11,503
	<u>382,568</u>	<u>-</u>	<u>382,568</u>	<u>84,206</u>

**NOTES TO THE FINANCIAL STATEMENTS**  
**For the year ended 31 March 2014**

8. GOVERNANCE COSTS	Unrestricted	Restricted	Total	Total
	funds	funds	funds	funds
	2014	2014	2014	2013
	Stg£	Stg£	Stg£	Stg£
Legal fees	-	-	-	6,210
Audit fees	15,000	-	15,000	11,546
Council expenses	1,595	-	1,595	1,239
Support costs (note 9)	50,257	-	50,257	50,325
	<u>66,852</u>	<u>-</u>	<u>66,852</u>	<u>69,320</u>
	<u><u>66,852</u></u>	<u><u>-</u></u>	<u><u>66,852</u></u>	<u><u>69,320</u></u>

**NOTES TO THE FINANCIAL STATEMENTS**  
**For the year ended 31 March 2014**

**9. ALLOCATION OF SUPPORT COSTS AND OVERHEADS**

Allocation to activities by number of staff:

Cost Type	Total Governance		Trading Fundraising		C&C	Charitable
	allocated	activities	activities	activities	activities	activities
	Stg£	Stg£	Stg£	Stg£	Stg£	Stg£
Staff costs	438,307	21,716	268,992	48,282	64,832	34,485
Property costs	48,506	2,425	35,238	7,228	2,711	904
Office running costs	34,728	3,050	24,225	4,969	1,863	621
Computer & equipment costs	45,823	2,291	33,289	6,828	2,561	854
Legal & professional expenses	83,641	16,582	15,664	3,213	47,787	395
Marketing & communications expenses	128	6	94	19	-	9
Bank interest & charges	5,755	288	4,181	858	321	107
Depreciation	<u>77,983</u>	<u>3,899</u>	<u>56,652</u>	<u>11,621</u>	<u>4,358</u>	<u>1,453</u>
	<u>734,871</u>	<u>50,257</u>	<u>438,335</u>	<u>83,018</u>	<u>124,433</u>	<u>38,828</u>

**10. EMPLOYEES AND REMUNERATION**

The average monthly number of persons employed by the company in the financial year was 59 (2013 : 60).

Members of Oxfam's Council of Trustees received no remuneration for their services. Directly incurred expenses are reimbursed.

	2014	2013
	Stg£	Stg£
The staff costs are comprised of:		
Wages and salaries	1,564,227	1,199,637
Social Security costs	119,654	109,038
Other pension costs	97,388	101,273
	<u>1,781,269</u>	<u>1,409,948</u>

**NOTES TO THE FINANCIAL STATEMENTS**  
**For the year ended 31 March 2014**

**10. EMPLOYEES AND REMUNERATION (continued)**

These costs have been apportioned among retail activities, fundraising, administration and support costs for the charitable activity programme and include certain employment costs that have been apportioned between Oxfam Northern Ireland and Oxfam Republic of Ireland.

There is one employee with emoluments that exceed £60,000 (2013: none).

**11. (GAINS)/LOSSES ON INVESTMENT ASSETS**

	<b>2014</b>	<b>2013</b>
	<b>Stg£</b>	<b>Stg£</b>
Amounts written (back)/off fixed asset investments	(3,395)	179
Loss on sale of shares during the year	-	1,458
	<u>(3,395)</u>	<u>1,637</u>

**12. NET OUTGOING RESOURCES FOR THE YEAR**

	<b>2014</b>	<b>2013</b>
	<b>Stg£</b>	<b>Stg£</b>
The figure is stated after charging:		
Depreciation on tangible fixed assets	186,140	123,278
Operating lease rentals		
- Property	490,647	504,386
Fees payable to the company's auditors for audit of the financial statements	15,000	11,546
Indemnity Insurance	1,650	1,590
	<u>                    </u>	<u>                    </u>

The net outgoing resource for the year for the parent company Oxfam Northern Ireland is £1,363,135 (2013: net outgoing resource £1,093,465).

**NOTES TO THE FINANCIAL STATEMENTS**  
**For the year ended 31 March 2014**

**13. TANGIBLE FIXED ASSETS**

	Improvement to Leasehold Property Stg£	Freehold Buildings Stg£	Furniture Fixtures Stg£	Equipment Vehicles Stg£	Motor Stg£	Total Stg£
<b>COST</b>						
At 1 April 2013	1,787,858	100,000	920,189	451,748	15,300	3,275,095
Additions	-	-	86,235	314,790	8,400	409,425
At 31 March 2014	1,787,858	100,000	1,006,424	766,538	23,700	3,684,520
<b>ACCUMULATED DEPRECIATION</b>						
At 1 April 2013	735,570	5,043	827,724	148,776	5,370	1,722,483
Charge for the year	24,828	2,000	46,769	108,747	3,796	186,140
At 31 March 2014	760,398	7,043	874,493	257,523	9,166	1,908,623
<b>NET BOOK VALUES</b>						
At 31 March 2014	1,027,460	92,957	131,931	509,015	14,534	1,775,897
At 31 March 2013	1,052,288	94,957	92,465	302,972	9,930	1,552,612



**NOTES TO THE FINANCIAL STATEMENTS**  
**For the year ended 31 March 2014**

14. INVESTMENTS	2014	2013	2014	2013
	Stg£	Stg£	Stg£	Stg£
	Group	Group	Company	Company
Investment in subsidiary company at cost		-	2	2
Listed investments value at 1 April	10,375	10,555	10,375	10,555
Revaluations to market value	3,395	(179)	3,395	(179)
	<hr/>	<hr/>	<hr/>	<hr/>
Closing market value at 31 March	13,770	10,376	13,772	10,378
	<hr/> <hr/>	<hr/> <hr/>	<hr/> <hr/>	<hr/> <hr/>

These listed investments result from legacies received by Oxfam Northern Ireland during the periods ended 30 April 2009 and 30 April 2010. These investments were restated at their current market value at the year end and the diminution in value has been reflected in the income and expenditure account.

**15. STOCKS AND WORK IN PROGRESS**

	2014	2013	2014	2013
	Stg£	Stg£	Stg£	Stg£
	Group	Group	Company	Company
Finished goods for resale	64,616	5,840	64,616	5,840
	<hr/>	<hr/>	<hr/>	<hr/>
	64,616	5,840	64,616	5,840
	<hr/> <hr/>	<hr/> <hr/>	<hr/> <hr/>	<hr/> <hr/>

**NOTES TO THE FINANCIAL STATEMENTS**  
**For the year ended 31 March 2014**

16. DEBTORS	2014	2013	2014	2013
	Stg£	Stg£	Stg£	Stg£
	Group	Group	Company	Company
Prepayments & other debtors	67,839	96,762	67,839	96,762
Amounts owed by Oxfam Activities (note 21)	-	-	733	733
Amounts owed by Oxfam ROI (note 21)	-	27,654	-	27,654
Vat repayable	-	42,272	-	42,272
Tax refund due	-	28,511	-	28,511
Sundry debtors	5,507	18,798	5,506	18,798
	<hr/>	<hr/>	<hr/>	<hr/>
	73,346	213,997	74,078	214,730
	<hr/> <hr/>	<hr/> <hr/>	<hr/> <hr/>	<hr/> <hr/>
17. CASH AT BANK AND IN HAND	2014	2013	2014	2013
	Stg£	Stg£	Stg£	Stg£
	Group	Group	Company	Company
Cash on short term deposit	1,411,828	2,006,414	1,411,828	2,006,414
Cash and bank balances	745,704	964,652	745,144	963,917
	<hr/>	<hr/>	<hr/>	<hr/>
	2,157,532	2,971,066	2,156,972	2,970,331
	<hr/> <hr/>	<hr/> <hr/>	<hr/> <hr/>	<hr/> <hr/>

**NOTES TO THE FINANCIAL STATEMENTS**  
**For the year ended 31 March 2014**

<b>18. CREDITORS (amounts falling due within one year)</b>	<b>2014</b>	<b>2013</b>
	<b>Stg£</b>	<b>Stg£</b>
<u>Group and Company</u>		
Trade creditors	360,802	202,161
Accrued expenses	261,612	183,508
Bank loan (note 22)	-	75,000
Amounts owed to Oxfam ROI (note 21)	318,316	-
	<hr/>	<hr/>
	940,730	460,669
	<hr/> <hr/>	<hr/> <hr/>

Summarised balance sheet of Oxfam Activities Northern Ireland Limited:

	<b>2014</b>	<b>2013</b>
	<b>Stg£</b>	<b>Stg£</b>
Current assets	735	735
Creditors: Amounts falling due within one year	(949,821)	(949,821)
	<hr/>	<hr/>
Total assets less current liabilities	(949,086)	(949,086)
	<hr/> <hr/>	<hr/> <hr/>
Called up share capital	2	2
Profit and loss account	(949,086)	(949,086)
	<hr/>	<hr/>
	(949,084)	(949,084)
	<hr/> <hr/>	<hr/> <hr/>

Oxfam Northern Ireland's investment in Oxfam Activities Northern Ireland Limited is two ordinary shares of Stg£1 each being the whole issued share capital of that company.

**NOTES TO THE FINANCIAL STATEMENTS**  
**For the year ended 31 March 2014**

<b>19. CREDITORS (amounts falling due after more than one year)</b>		<b>2014</b>	<b>2013</b>
		<b>Stg£</b>	<b>Stg£</b>
Bank loans and overdrafts (note 22)		606,584	603,951
		<u>          </u>	<u>          </u>
		<b>2014</b>	<b>2013</b>
		<b>Stg£</b>	<b>Stg£</b>
The Maturity of the financial liabilities			
Less than one year or on demand		-	75,000
Between one and two years		108,087	75,000
Between two and five years		324,261	225,000
After more than five years		174,236	303,951
		<u>          </u>	<u>          </u>

**20. MOVEMENT IN GROUP FUNDS**

	At	Total	Total	Transfers	Gains and	At
	1 April	Incoming	Resources		Losses	31 March
	2013	Resources	Expended			2014
	Stg£	Stg£	Stg£	Stg£	Stg£	Stg£
<b>Restricted Funds</b>						
Overseas Program	602,172	471,530	(823,231)	-	-	250,471
	<u>          </u>	<u>          </u>	<u>          </u>	<u>          </u>	<u>          </u>	<u>          </u>
<b>Total Restricted Funds</b>	602,172	471,530	(823,231)	-	-	250,471
	<u>          </u>	<u>          </u>	<u>          </u>	<u>          </u>	<u>          </u>	<u>          </u>

**NOTES TO THE FINANCIAL STATEMENTS**  
**For the year ended 31 March 2014**

The overseas programmes relate to monies received from various funds which are restricted in nature and are used to fund our overseas programmes and are also noted within the Director's report on page 13.

	At 1 April 2013	Total Incoming Resources	Total Resources Expended	Transfers	Gains and Losses	At 31 March 2014
<b>Unrestricted Funds</b>						
<u>Designated funds</u>						
Fixed asset reserve	1,355,616	-	-	-	-	1,355,616
Business developments reserve	314,667	-	(314,667)	-	-	-
General Funds	1,416,816	3,758,727	(4,247,178)	-	3,395	931,760
	-----	-----	-----	-----	-----	-----
<b>Total Unrestricted Fund Total</b>	<b>3,087,099</b>	<b>3,758,727</b>	<b>(4,561,845)</b>	<b>-</b>	<b>3,395</b>	<b>2,287,376</b>
	=====	=====	=====	=====	=====	=====
<b>Total Funds</b>	<b>3,689,271</b>	<b>4,230,257</b>	<b>(5,385,076)</b>	<b>-</b>	<b>3,395</b>	<b>2,537,847</b>
	-----	-----	-----	-----	-----	-----

**Analysis of Net Assets between Funds**

	Unrestricted funds		Restricted	Total
	General	Designated	Funds	Funds
	Stg£	Stg£	Stg£	Stg£
Fixed assets	434,051	1,355,616	-	1,789,667
Current assets	2,045,023	-	250,471	2,295,494
Current liabilities	(940,730)	-	-	(940,730)
Non-current liabilities	(606,584)	-	-	(606,584)
	-----	-----	-----	-----
Net assets at 31 March 2014	931,760	1,355,616	250,471	2,537,847
	-----	-----	-----	-----
Net assets at 1 April 2013	1,416,816	1,670,283	602,172	3,689,271
	-----	-----	-----	-----

**NOTES TO THE FINANCIAL STATEMENTS**  
**For the year ended 31 March 2014**

**a. MOVEMENT IN COMPANY FUNDS**

	At 1 April 2013 Stg£	Total Incoming Resources Stg£	Total Resources Expended Stg£	Transfers Stg£	Gains and Losses Stg£	At 31 March 2014 Stg£
<b>Restricted Funds</b>						
Overseas Program	602,172	259,643	611,344	-	-	250,471
<b>Total Restricted Funds</b>	602,172	259,643	611,344	-	-	250,471

The overseas programmes relate to monies received from various funds which are restricted in nature and are used to fund our overseas programmes and are also noted within the Director's report on page 12.

**NOTES TO THE FINANCIAL STATEMENTS**  
**For the year ended 31 March 2014**

**Unrestricted Funds**

	At 1 April 2013 Stg£	Total Incoming Resources Stg£	Total Resources Expended Stg£	Transfers Stg£	Gains and Losses Stg£	At 31 March 2014 Stg£
<u>Designated funds</u>						
Fixed asset reserve	1,355,616	-	-	-	-	1,355,616
Business developments reserve	314,667	-	(314,667)	-	-	-
General Funds	1,416,816	-	(484,882)	-	-	931,934
	-----	-----	-----	-----	-----	-----
<b>Total Unrestricted Fund Total</b>	<b>3,087,099</b>	<b>-</b>	<b>(799,549)</b>	<b>-</b>	<b>-</b>	<b>2,287,550</b>
	-----	-----	-----	-----	-----	-----
<b>Total Funds</b>	<b>3,689,271</b>	<b>259,643</b>	<b>(1,410,893)</b>	<b>-</b>	<b>-</b>	<b>2,538,021</b>
	-----	-----	-----	-----	-----	-----

**Analysis of Net Assets between Funds**

	Unrestricted funds		Restricted	Total
	General	Designated	Funds	Funds
	Stg£	Stg£	Stg£	Stg£
Tangible fixed assets	434,053	1,355,616	-	1,789,669
Current assets	2,045,195	-	250,471	2,295,666
Current liabilities	(940,730)	-	-	(940,730)
Non current liabilities	(606,584)	-	-	(606,584)
	-----	-----	-----	-----
Net assets at 31 March 2014	931,934	1,355,616	250,471	2,538,021
	-----	-----	-----	-----
Net assets at 1 April 2013	1,416,816	1,670,283	602,172	3,689,271
	-----	-----	-----	-----

**NOTES TO THE FINANCIAL STATEMENTS**  
**For the year ended 31 March 2014**

**21. RELATED PARTY TRANSACTIONS AND ULTIMATE CONTROLLING PARTY**

During the year Oxfam Northern Ireland and Oxfam Republic of Ireland paid various expenses on behalf of each other, representing net expenses for personnel employed in both companies and other operating costs.

The Councils for Oxfam Northern Ireland and Oxfam Republic of Ireland respectively are made up of the same individuals.

Oxfam Activities Northern Ireland Limited is a wholly owned subsidiary of Oxfam Northern Ireland. At the year end, the balance owed to Oxfam Northern Ireland total Stg £733 (2013 - £733) and is included in current assets in the financial statements of the company only.

With the exception of Oxfam International, Oxfam affiliates are not considered related parties to Oxfam as they are not under common control and neither Oxfam nor the affiliates have direct or indirect control over each other. There is ultimately no controlling party.

	<b>Amounts outstanding at 1 April 2013 £</b>	<b>Loans to company £</b>	<b>Repayments from/(to) company/Provided for £</b>	<b>Amounts outstanding at 31 March 2014 £</b>
Amounts owed by Oxfam Republic of Ireland	27,654	-	508,156	535,810
Amounts owed by Oxfam Activities	733	-	-	733

**22. BANK LOANS**

The Bank of Ireland loans are secured by a first legal charge over 82-88 Union Street, Belfast, 115-121 North Street, Belfast and 8 Main Street, Larne.



**NOTES TO THE FINANCIAL STATEMENTS**  
**For the year ended 31 March 2014**

**23. COMMITMENTS**

**Operating leases**

At 31 March 2014 there were the following commitments under non-cancellable operating leases:

	<b>2014</b>	<b>2013</b>
	<b>£</b>	<b>£</b>
<u>Land &amp; Buildings</u>		
Operating leases which expire:		
Within one year	1,931	23,750
In the second to fifth years inclusive	940,053	876,715
After five years	1,168,660	1,355,498

**24. PENSION COMMITMENTS**

The company operates a defined benefit scheme for employees which is now closed to new members. The current contributions payable monthly comprise 5% or 7% of the gross salaries (dependant on level of salary) of participating employees and 10.4% from Oxfam Northern Ireland. The pension fund is part of an Oxfam GB scheme and the company cannot identify its assets and liabilities therefore this has not been disclosed.

The most recent triennial valuation was completed as at 30 September 2010, this disclosed a payment made by Oxfam Northern Ireland amounted to £40,362 for the year to 31 March 2014. The contribution for the year to 31 March 2015 will be £51,894.

A defined contribution scheme has been established for new employees. The contributions are payable monthly and comprise 5% of the gross salaries of participating employees and 9% from Oxfam Northern Ireland.

The assets of the scheme are held separately from those of the company in an independently administered fund. The annual contributions payable are charged to the profit and loss account. Ireland.

**25. APPROVAL OF FINANCIAL STATEMENTS**

The financial statements were approved by the Council on 5 September 2014.

