

Link Community Development International
Directors' report and financial statements
for the 17 month period ending 31 March 2015



Charity registration number: 1048007
Company registration number: 3069329

HW Associates Limited
Chartered Accountants
and Registered Auditor

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Link Community Development International
Directors' report and financial statements for the 17 month period ending 31 March 2015

Company Information:

Directors and Trustees

David Mansfield
Paul Masters (resigned 25 July 2014)
Elaine Graham
Robin Arnott (resigned 25 July 2014)
Mark Beaumont (from 8 November 2013)
Gari Donn (from 8 November 2013)
Kenneth Greer (from 8 November 2013)
Linda Kirkwood (from 8 November 2013)
Martyn Roebuck (from 8 November 2013)
Alasdair Beaton (from 28 November 2014)
Judith Wilson (from 3rd January 2015)

**Chief Executive Officer/
Acting Chief Executive Officer**

Stephen Blunden (resigned 31 January 2015)
Fiona Greig (from 1 February 2015)

Secretary

Paul Masters (resigned 25 July 2014)

Registered Office

HW Associates
Chartered Accountants
Portmill House
Portmill Lane
Hitchin
Herts SG5 1DJ

Auditors

HW Associates Limited
Chartered Accountants
Portmill House
Portmill Lane
Hitchin
Herts SG5 1DJ

Principal Bankers

National Westminster Bank plc
23 Market Street
Cambridge
CB2 3PA

Structure, governance and management

Legal structure:

The objectives of Link Community Development International are as set out in its Memorandum of Association. The primary objective is:

To assist in the provision and /or improvement and /or advancement of education in Africa.

Link Community Development International (LCDI) is a company limited by guarantee incorporated on 16 July 1995 and registered as a charity on 17 July 1995. It is exempt in terms of S30 (5) (a) of the Companies Act from the requirement to use the word 'limited'.

LCDI is governed by a board of trustees (directors) who are appointed at the Annual General Meeting. Trustee appointments are based on the possession of the skills and experience necessary to determine the policies of LCDI and to monitor the implementation of those policies. The trustees receive adequate induction, as well as suitable and sufficient help and guidance, to understand how the charity works and to be able to contribute positively towards its operation.

LCDI is managed by a Chief Executive Officer who is responsible to the board of directors for the smooth and efficient operation of the company within the guidelines set by the board. The LCDI board meets formally every quarter. The board receives project and financial reports at each meeting. There is also a separate finance committee and programme committee which also meet quarterly prior to board meetings. In addition, LCDI's partner organisations have independent local governance structures which ensure accountability for resources in their country. Finally, throughout the accounting period LCDI employed a Finance Director who reviews LCDI finances throughout our areas of operation and reports separately to the finance committee.

Related party transactions are set out in notes to the accounts and primarily relate to the wider network of sister organisations in Ethiopia, Ghana, Malawi, Uganda, Scotland and USA. The sister organisations in Ghana, Uganda, Ethiopia, Ireland, Scotland and USA are registered charities in their respective countries.

Risk Statement

The directors have overall responsibility for ensuring that LCDI has assessed the major risks to which it is exposed, in particular to the operations and finances of the charity.

Objectives and Activities

Vision:

At LCDI our vision is a world where every child in sub-Saharan Africa attains the right to a quality basic education.

Mission:

Our mission is to inspire sustainable innovations in education policy based on evidence-based grassroots experience of approaches which have the greatest positive impact on learner outcomes.

Objectives

The overall objectives of LCDI remain to:

- Improve schools and the quality of education they deliver so that children and their communities have better opportunities
- Build the capacity of district departments of education so that they can better meet the needs of their schools and communities
- Support government education policy by using lessons learnt at the grassroots level to inform national and regional strategies with sustainable and replicable models
- Facilitate partnerships between European and African education sectors for mutually beneficial learning and development.

The following specific objectives were pursued by LCDI during the seventeen months ending 31 March 2015:

- To raise sufficient funds from a variety of sources to support our work in Africa
- To strengthen the technical assistance provided to our African partner organisations
- To diversify our fundraising base through the development of events other than the "Hitch" and non-events based general fundraising.
- To relocate LCDI to new offices in Edinburgh
- To raise sufficient funds from a variety of sources to support our work in Africa and to rebuild our reserves
- To invest in improved finance capacity to service both UK activities and to provide technical assistance to African partners
- To ensure the successful initiation and start-up of the following projects:
 - Family Literacy Project in Malawi
 - Life skills and Literacy for Improved Girls' Learning in Rural Wolaita in Ethiopia
 - Early Learning Enhancement Project in Uganda
- To manage the successful project finalisation and evaluation of the following projects:
 - Community Mobilisation for School Improvement in Ethiopia
 - Schools for Internally Displaced Peoples resettlement in Katakwi in Uganda
- Provision of project management and technical support to LCD Scotland's programme in Malawi including:
 - Malawi School Solar Connect Network
 - Supporting School Improvement in Malawi
 - Support to the Inspection and Advisory Services in Malawi (SIAS) Project

Activities, achievements and performance

The following is a summary of activities, achievements and performance of our partner countries in Africa over the period:

Ethiopia

An outstanding achievement was the successful delivery of the initial phases of the 'Life skills and literacy for improved girls' learning in Rural Wolaita Zone from DfID's Girls' Education Challenge Fund which is being delivered in partnership with our sister organisation LCD Ethiopia. Improved Girls Learning in Rural Wolaita' aims to improve girls' enrolment, retention and performance in 119 rural elementary schools. Working in all schools in four marginalised, densely populated woredas (districts) of Wolaita, the project will reach 56,683 disadvantaged girls.

Ghana

LCD Ghana continued the delivery of a Complementary Basic Education (CBE) project funded by DfID. CBE helps disadvantaged children attain basic numeracy and literacy skills so they can be integrated into mainstream school and complete a full cycle of primary education.

LCD Ghana is also working in partnership with VSO to deliver 'Tackling Educational Needs Inclusively'

Malawi

LCDI successfully delivered a project funded by Oxford University Press to introduce a *family literacy* component to the Supporting School Improvement in Malawi (SSIM) project in Dedza district.

The main objectives of the family literacy component were:

- To improve the reading skills and learning attainment of early primary learners
- To increase parental/community support for the development of basic literacy skills for children, particularly at lower primary levels, and,
- To increase parental/community capacity to support school improvement.

The project supported improved access to reading materials, using the learners' home language. It increased adult literacy of parents, particularly mothers, and enhanced community support for literacy by: providing literacy classes, especially focused on mothers; establishment of reading clubs where children can learn and read together; training classroom 'parent helpers' who attended literacy lessons in lower primary classrooms to help support the learning of their children.

LCDI supported LCD Scotland in their partnership with LCD Malawi to deliver a number of projects funded by DfID and Scottish Government.

Uganda

In March 2015 we successfully completed the delivery of the Comic Relief funded **"Schools for Internally Displaced Peoples' Resettlement in Katakwi"** programmes in Katakwi District, located in North Eastern Uganda. The programme supported the resettlement of internally displaced children and communities in 27 schools in three sub-counties: Ongongoja, Ngariam and Magoro. It improved access to quality education through capacity building of school administrators, district officials, teachers, school management committee members, and through the provision of lunch by establishing school gardens.

Our work has resulted in increased food security and provision of school meals in 22 of the 27 schools despite the challenges presented by bad weather and flooding. There was an increase in the safety and security of the school environment, and progress made on hygiene, sanitation, health and HIV/AIDS awareness in schools and communities. District and school staff were trained in numeracy and literacy teaching, curriculum management, and the implementation of the School Performance Review cycle to improve planning and decision making at school and district level. School Management Committees were also trained and communities and parents enabled and empowered to hold schools accountable for their performance and reach jointly agreed positions on priority areas for school improvement.

Volunteers

LCDI benefits from the support of many volunteers for fundraising and other activities. LCD greatly appreciates all of its volunteers and recognises the enormous value and contribution of their work and time. No monetary value has been assigned to the total value of volunteer time, but over 400 students support and participate in the charity 'Hitch' each year which illustrates the importance of volunteer time to LCDI. LCDI strives to apply the principles of involvement and equality to all its volunteers.

Public Benefit

The trustees confirm that they have complied with the duty in section 4 of the Charities Act 2006 to have due regard to the Charity Commission's general guidance on public benefit, "Charitable purposes and Public Benefit".

LCDI's charitable purpose is enshrined in its objects "to assist in the provision and/or improvement and/or advancement of education in Africa". The trustees ensure that this purpose is carried out for the public benefit by delivering services that are valued by the communities in the locations where we work. The way in which LCDI carries out its work includes consultation with beneficiaries about ways to improve education in their communities. LCDI focuses on deprived areas within the African countries in which it works.

Fundraising

The 'Hitch' event continues to be the single largest contributor to unrestricted income with gross income of £0.137m (2013: £0.2m). A Sumo Run was held in London in July and was a great success in terms of raising profile for LCDI although the income raised was disappointing due to low entry numbers. Gross income raised was £0.013m (£0.02m). Fundraising income was adversely affected by the decision to cancel the Ghana Bike Ride in October 2014 due to nervousness about the Ebola crisis in west Africa.

A key focus during the period has been to secure additional project grants which fully funded project delivery, technical support and project management. New grants from DfID's GEC programme and from the Oxford University Press resulted. In addition, LCDI has been working with LCD Scotland to ensure sustainable funding for our projects in Malawi, again with a focus on full cost recovery.

Financial review

The **total incoming resources** for the seventeen month period to 31 March were £1.62m, an increase of 80% (£0.72m) compared with the year 2013 income figure of £0.9m. An increase in the income from grants and donations of £0.85m was offset by a reduction in the income arising from events of £0.135m (-48%).

Resources expended for the seventeen month period to 31 March 2015 were £1.807m (year 2013: £0.908m). Of this £1.558m was spent on charitable objectives (year 2013: £0.608m) and £0.249m (year 2013: £0.299m) spent on fundraising and governance. The cost of generating funds has reduced by 22% (to £0.221m compared to Year 2013: £0.283m).

Total charitable expenditure during the seventeen month period to 31 March 2015 was £1.558m (Year 2013: £0.608m). Of this 71% of total charitable expenditure was spent on the Ethiopia Programme (Year 2013: 46%); 0% on the Ghana Programme (year 2013: 3%); 15% on the Malawi Programme (Year 2013: 16%); 0.5% on South Africa (Year 2013: 3%); 12% on the Uganda Programme (Year 2013: 9%); 1% on Scotland (Year 2013: 2%); 0.5% on Ireland (Year 2013: 2%); 0% on Link School Programme (Year 2013: 18%). Charitable costs on South Africa and Ireland relate to winding up costs for those two partners.

Reserves policy

The directors consider it prudent for LCDI to maintain a level of reserves equivalent to at least three months' of UK office expenditure and that a large proportion of these reserves should be in cash. The target for reserves is £60k. Unrestricted reserves at 31 March 2015 are negative and therefore fall significantly short of this target level. We are confident that the organisational restructure will enable our reserves targets to be achieved in the medium term.

Statements of directors' responsibility

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 company and of the income and expenditure of the company for that period. In preparing those financial statements, the directors are required to:

- Select suitable accounting policies and then apply them consistently
- Make judgements and estimates that are reasonable and prudent
- Prepare the financial statements on the going concern basis unless it is inappropriate to presume that the company will continue in business.

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

Objectives for 2015/16

The organisation's objectives for 2015/16 are as follows:

- To complete the merger with LCD Scotland
- To pursue grant opportunities from donor organisations to enable LCDI to pursue its main aims for work in Africa
- To raise sufficient unrestricted funds from a variety of sources to support our work in Africa and to rebuild our reserves
- To continue the successful delivery of projects and the successful initiation and start-up of the following projects:
 - The Scottish Government funded INSPIRE project in Malawi
 - The Life skills and Literacy for Improved Girls' Learning in Rural Wolaita in Ethiopia
- The Katakwi School Improvement Project in Uganda
- To manage the successful project finalisation and evaluation of the following projects:
 - Support to the Inspection and Advisory Services in Malawi (SIAS) Project

Auditors

HW Associates Limited have resigned as auditors due to the logistical issues of conducting the audit following the relocation of the LCDI head office to Edinburgh. A resolution to appoint Hardie Caldwell as auditors will be proposed at the next Annual General Meeting.

Statement as to disclosure of information to auditors

- a) so far as the directors are aware, there is no relevant audit information of which the company's auditors are unaware, and
- b) they have taken all the steps they ought to have taken as directors in order to make themselves aware of any relevant audit information and to establish that the company's auditors are aware of that information

The above report has been prepared in accordance with the special provisions of Part 15 of the Companies Act 2006.

On behalf of the board:



Martyn Roebuck
Chair

Date: 19 August 2015

Independent Auditor's Report

To the Members of Link Community Development International (formerly Link Community Development)

We have audited the financial statements of Link Community Development International (formerly Link Community Development) for the period ended 31 March 2015 set out on pages 12 to 21.

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).

This report is made solely to the charitable company's members, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006. Our audit work has been undertaken so that we might state to the charitable company's members those matters we are required to state to them in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the charitable company and the company's members as a body, for our audit work, for this report, or for the opinions we have formed.

Respective responsibilities of directors and auditor

As explained more fully in the Statement of Directors' Responsibilities, the trustees (who are also the directors of the charitable company for the purpose of company law) 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 International Standards on Auditing (UK and Ireland). Those standards require us to comply with the Auditing Practices Board's Ethical Standards for Auditors.

Scope of the audit of the financial statements

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 charitable company's circumstances and have been consistently applied and adequately disclosed; the reasonableness of significant accounting estimates made by the directors; and the overall presentation of the financial statements.

In addition, we read all the financial and non-financial information in the Directors' Annual Report 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 financial statements

In our opinion the financial statements:

- give a true and fair view of the state of the charitable company's affairs as at 31 March 2015 and of its incoming resources and application of resources, including its income and expenditure, 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.

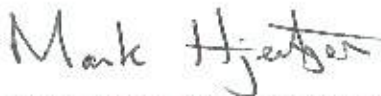
Opinion on other matter prescribed by the Companies Act 2006

In our opinion the information given in the Directors' Annual Report for the financial year for which the financial statements are prepared is consistent with the financial statements.

Matters on which we are required to report by exception

We have nothing to report in respect of the following matters where the Companies Act 2006 requires us to report to you if, in our opinion:

- adequate accounting records have not been kept or returns adequate for our audit have not been received from branches not visited by us; or
- the financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of directors' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit; or
- the directors were not entitled to prepare the financial statements in accordance with the small companies regime and take advantage of the small companies exemption in preparing the directors' annual report.



Mark Hjertzen (Senior Statutory Auditor)
For and on behalf of HW Associates Limited

Date: 20th August 2015

Chartered Accountants
Statutory Auditor
Portmill House
Portmill Lane
Hitchin
Herts
SF5 1DJ

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Statement of Financial Activities:

		1 November 2013 - 31 March 2015			Year to 31 October 2013
	Notes	Unrestricted £	Restricted £	Total £	Total £
Incoming resources					
Incoming resources from generated funds:					
Voluntary Income:					
Grants and donations		147,698	1,317,102	1,464,800	618,124
Activities for generating funds:					
Income arising from events		146,556	-	146,556	281,383
Management fee		10,000	-	10,000	-
Investment income		132	237	369	29
Total incoming resources	2	<u>304,386</u>	<u>1,317,339</u>	<u>1,621,725</u>	<u>899,536</u>
Resources expended					
Costs of generating funds:					
Fundraising costs of grants and donations		74,766	-	74,766	48,320
Costs of fundraising events		<u>146,492</u>	<u>-</u>	<u>146,492</u>	<u>234,333</u>
Sub total cost of generating funds		<u>221,258</u>	<u>-</u>	<u>221,258</u>	<u>282,653</u>
Charitable Activities		17,053	1,540,767	1,557,820	608,091
Governance Costs		27,817	-	27,817	16,803
Total resources expended	3	<u>266,128</u>	<u>1,540,767</u>	<u>1,806,895</u>	<u>907,547</u>
Net incoming/(outgoing) resources for the period					
Before transfers		<u>38,258</u>	<u>(223,428)</u>	<u>(185,170)</u>	<u>(8,011)</u>
Transfers between funds		<u>(54,254)</u>	<u>54,254</u>	<u>-</u>	<u>-</u>
Net incoming/(outgoing) resources for the period		(15,996)	(169,174)	(185,170)	(8,011)
Balances brought forward at 1 November 2013 (2012)		(46,912)	169,424	122,512	130,523
Balances carried forward at 31 March 2015 (31 October 2013)		<u>(62,908)</u> =====	<u>250</u> =====	<u>(62,658)</u> =====	<u>122,512</u> =====


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Balance sheet

As at:		31 March 2015	31 October 2013
	Notes	£	£
Fixed assets			
Tangible assets	5	26,324	7,143
Current assets			
Stock		3,690	
Debtors	6	84,266	235,913
Cash at bank and in hand		329,470	183,534
		<u>417,426</u>	<u>419,447</u>
Current liabilities			
Creditors: amounts falling due within one year	7	(506,408)	(304,078)
		<u>(506,408)</u>	<u>(304,078)</u>
Net current assets		<u>(88,982)</u>	<u>115,369</u>
Total assets less current liabilities		<u>(62,658)</u>	<u>122,512</u>
Income funds		<u>£</u>	<u>£</u>
Restricted funds	10	250	169,424
Unrestricted funds			
General funds	10	(62,908)	(46,912)
		<u>(62,658)</u>	<u>122,512</u>

These financial statements have been prepared in accordance with the provisions applicable to companies subject to the small companies regime within Part 15 of the Companies Act 2006 and with the Financial Reporting Standard for Smaller Entities (effective April 2008) and in accordance with the Statement of Recommended Practice 'Accounting and Reporting by Charities' (2005).

Approved by the board of directors on 19 August 2015 and signed on its behalf by:


.....
Martyn Roebuck

Company Limited by Guarantee – 3069329

Notes to the financial statements

1 Statement of accounting policies

The financial statements have been prepared under the historical cost convention and in accordance with the Financial Reporting Standard for Smaller Entities (effective April 2008) and the Statement of Recommended Practice "Accounting and Reporting by Charities" (2005).

Going concern

These financial statements are prepared on a going concern basis. The removal of a co-funding gap for our Ethiopian project will have an immediate positive impact on LCDI financial position as will the major restructure which will see the merger of LCD Scotland and LCDI. Based on the available information on the future the directors consider that LCDI has the plans and resources to manage its business risks successfully. After making enquiries the directors have a reasonable expectation that LCDI has adequate resources to continue its operations for the foreseeable future. For that reason we are confident that the organisation restructuring will enable our reserves targets to be achieved.

Statement of financial activities

The company is a registered charity and so achievements cannot be measured by normal commercial criteria. Accordingly, the directors consider that it would be inappropriate to present a profit and loss account in one of the formats set out in the Companies Act 2006. Therefore, as permitted by the Companies Act, in order to reflect the special nature of the company's activities, the directors are of the opinion that it would be more appropriate to present a statement of financial activities.

Donations

Donations are recognised as income when cash is received and recorded in the accounting records. Donations received in advance for the following year are treated as deferred income and included under creditors in the balance sheet. Donations outstanding at the period end, and which were either received subsequent to the period end and before the preparation of these financial statements, or which were certain of collection at the period end, are treated as accrued income and included under debtors.

Depreciation of tangible fixed assets

Depreciation is provided at the following annual rates in order to write off each asset over its useful life:

Vehicles	25% per annum
Fixtures and fittings	25% per annum
Office equipment	25% per annum

Minor capital expenditure is expensed as it is incurred.

Grants

Grant income is credited to the statement of financial activities when it is received or is receivable except for grant income that relates to the funding for future periods which is deferred.

Grants payable are charged to the statement of financial activities and included under "Total resources expended" when the related income has been credited and received. The charity does not have any commitment to make payments in advance of receipts.

Leasing and hire purchase commitments

Assets held under finance leases and hire purchase contracts are capitalised in the balance sheet and are depreciated over their estimated useful lives. The interest element of the rental obligations is charged to the profit and loss account over the period of the lease.

Lease payments under operating leases, where substantially all the risks and benefits remain with the lessor, are charged as expenses in the periods in which they are incurred.

Pension costs

Pension costs represent contributions to employees' personal pension schemes.

Apportioning of resources expended

An analysis of total resources expended is set out in note 3. All project work and direct charitable expenses are allocated to restricted charitable expenditure whilst all other expenditure is apportioned between headings on an item by item basis.

2 a Incoming resources

	Government and Big Lottery Fund grants	Trust donations	Fees, other donations and gifts	<u>Total</u> 17 months to 31 March 2015	<u>Total</u> Year to 31 October 2013
Charitable activity	£	£	£	£	£
Ethiopia programme	889,461	207,546	2,402	1,099,409	239,637
Ghana programme	-	250	7,450	7,700	7,802
Malawi programme	-	202,266	1,343	203,609	79,855
South Africa programme	-	-	2,900	2,900	2,980
Uganda programme		(2887)	6,608	3,721	218,532
Link schools programme	-	-	-	-	29,292
Unrestricted	-	2,800	301,586	304,386	321,438
Total	889,461	409,975	322,289	1,621,725	889,536

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2 b	Government and other grants	DfiD £	EU Pid £	Total £
	EC-Partner In Development (Pid)			
	Total funds received in the period	-	21,438	21,438
	Income accrued in prior year	-	(21,438)	(21,438)
	Income recognised in the period	-	-	-
	Ethiopia-DfiD CSCF 517			
	Total funds received in the period	623,044	-	623,044
	Income accrued in prior year	(23,704)	-	(23,704)
	Income recognised in the period	599,340	-	599,340
	Ethiopia – GEC			
	Total funds received in the period	448,914	-	448,914
	Income accrued at period end	13,606	-	13,606
	Income deferred from prior year	103,299	-	103,299
	Income deferred to next year	(275,698)		(275,698)
	Income recognised in the period	290,121	-	290,121
	2014-2015 Income recognised	889,461	-	889,461
		=====	=====	=====
	2013 Income recognised	203,288	29,292	232,580
		=====	=====	=====

3 a Resources expended

	Direct costs	Support costs apportioned	2015 Total	2013 Total
	£	£	£	£
Fundraising costs of grants and donations	55,137	19,629	74,766	48,320
Costs of fundraising events	117,049	29,443	146,492	234,333
Ethiopia programme	1,042,909	68,700	1,111,609	280,080
Ghana programme	-	-	-	15,243
Malawi programme	202,266	29,442	231,708	98,482
South Africa programme	7,398	-	7,398	20,432
Uganda programme	153,887	29,443	183,330	56,784
Ireland programme	6,722	-	6,722	9,389
Scotland programme	-	10,000	10,000	9,389
Depreciation	7,053	-	7,053	-
Education conference	-	-	-	8,226
Link schools programme	-	-	-	110,066
Governance	8,188	19,629	27,817	16,803
	1,600,609	206,286	1,806,895	907,547

Support costs have been apportioned in a manner deemed appropriate by the Directors.

3 b Resources expended

Breakdown of support costs apportioned	Financial and legal	Office management	2015 ICT	Human Resources	Premises	Total
	£	£	£	£	£	£
Fundraising costs of grants and donations	1,007	1,238	1,247	12,326	3,811	19,629
Costs of fundraising events	1,511	1,855	1,871	18,489	5,717	29,443
Ethiopia programme	3,525	4,329	4,365	43,141	13,340	68,700
Ghana programme	-	-	-	-	-	-
Malawi programme	1,510	1,855	1,870	18,489	5,718	29,442
South Africa programme	-	-	-	-	-	-
Uganda programme	1,511	1,855	1,870	18,489	5,718	29,443
Ireland programme	-	-	-	-	-	-
Scotland programme	-	-	-	6,000	4,000	10,000
Governance	1,007	1,237	1,248	12,326	3,811	19,629
	10,071	12,369	12,471	129,260	42,115	206,286

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Breakdown of governance costs	2015	2013
	£	£
Audit	7,620	6,300
Transition costs	555	222
Other	13	-
Support costs apportioned	<u>19,629</u>	<u>10,281</u>
	27,817	16,803
	=====	=====

4 Staff costs	2015	2013
	£	£
Wages and salaries	561,979	347,757
Social security costs	47,290	34,180
Other pension costs	<u>24,567</u>	<u>7,198</u>
	633,836	389,135
	=====	=====

Number of employees receiving emoluments in excess of £60,000.

Range	2015	2013
	No	No
£70,000 - £80,000	1	1

	2015	2013
	FTE	FTE
The average monthly number of employees during the period was made up as follows:		
Fundraising and publicity	3	3
Administration	3.5	4
Direct charitable UK staff	2	1
Direct charitable overseas staff	<u>3</u>	<u>3</u>
	<u>11.5</u>	<u>11</u>

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5 Tangible fixed assets

	Plant and machinery £	Vehicles £	2015 Total £	2013 £
Cost:				
At 1 November 2013	68,638	-	68,638	68,253
Additions	10,238	47,924	58,162	385
Disposals	<u>(12,865)</u>	<u>(24,578)</u>	<u>(37,443)</u>	-
At 31 March 2015	<u>66,011</u>	<u>23,346</u>	<u>89,357</u>	<u>68,638</u>
Depreciation:				
At 1 November 2013	61,494	-	61,494	51,334
Charge for period	7,928	9,907	17,835	10,161
Depreciation on disposals	<u>(12,712)</u>	<u>(3,584)</u>	<u>(16,296)</u>	-
At 31 March 2015	<u>56,710</u>	<u>6,323</u>	<u>63,033</u>	<u>61,495</u>
Net book value:				
At 31 March 2015 (31 Oct 2013)	9,301	17,023	26,324	7,143

6 Debtors

	31 March 2015 £	31 Oct 2013 £
	-	-
Accrued income	30,895	159,385
Other debtors	48,366	76,528
Taxation and social security	<u>5,005</u>	-
	84,266	235,913
	=====	=====

7 Creditors: amounts falling due within one year

	31 March 2015 £	31 Oct 2013 £
Deferred income	363,389	287,344
Other creditors	143,019	9,477
Taxation and social security	-	7,257
	<u>506,408</u>	<u>304,078</u>
	=====	=====

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8 Revenue commitments

At the year end the company was committed to making the following payments during the next year in respect of operating leases with expiry dates as follows:

	2015 £	2013 £
Within one year	-	-
More than one year and less than five years	15,640	13,392
	<u>15,640</u>	<u>13,392</u>
	=====	=====

9 Analysis of net assets between funds

	General Funds £	Restricted Funds £	Total Funds £
Tangible fixed assets	26,324	-	26,324
Current assets	53,787	363,639	417,426
Current liabilities	<u>(143,019)</u>	<u>(363,389)</u>	<u>(506,408)</u>
Net assets / (liabilities) at 31 March 2015	<u>(62,908)</u>	<u>250</u>	<u>(62,658)</u>

10 Movement in funds

	At 1 Nov 2013 £	Incoming resources £	Outgoing Resources £	Transfer £	At 31 March 2015 £
Tangible fixed assets	7,143	-	19,181	-	26,324
General funds	<u>(54,055)</u>	<u>304,386</u>	<u>(285,309)</u>	<u>(54,254)</u>	<u>(89,232)</u>
Total unrestricted	<u>(46,912)</u>	<u>304,386</u>	<u>(266,128)</u>	<u>(54,254)</u>	<u>(62,908)</u>
Ethiopia programme	-	1,099,409	(1,111,609)	12,200	-
Ghana programme	-	7,700	-	(7,450)	250
Malawi programme	-	203,609	(231,708)	28,099	-
South Africa programme	-	2,900	(7,398)	4,498	-
Uganda programme	169,424	3,721	(183,330)	10,185	-
Ireland programme	-	-	(6,722)	6,722	-
Total restricted funds	<u>169,424</u>	<u>1,317,339</u>	<u>(1,540,767)</u>	<u>54,254</u>	<u>250</u>
Total funds	<u>122,512</u>	<u>1,621,725</u>	<u>(1,806,895)</u>	<u>-</u>	<u>(62,658)</u>

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11 Related party transactions

Link Community Development works in partnership with Link Community Development Ethiopia (LCD Ethiopia), Link Community Development Ghana (LCD Ghana), Link Community Development Malawi (LCD Malawi), Link Community Development Uganda (LCD Uganda), Link Community Development Scotland (LCD Scotland) and Link Community Development USA (LCD USA). Each has a separate legal and charitable status in their own country. The registered office of LCD Ghana is District Education Office, Bosomtwe-Atwina-Kwanwoma District, Kumasi. The registered office of LCD Uganda is First floor, Education Standards Agency Building, Kyambogo (Banda), Kampala. The registered office of LCD Scotland is 4 Hunter Square, Edinburgh, EH1 1QW. The registered office of LCD USA is 17 W. Monroe St.Suite 105,Chicago, Illinois, 60603

	2015	2013
	£	£
Amount transferred and expensed		
LCD Ethiopia	679,991	270,692
LCD Ghana	-	5,855
LCD Malawi	137,862	89,094
LCD South Africa	2,334	20,345
LCD Uganda	109,585	47,396
LCD Scotland	168,891	-
LCD Ireland	6,722	-
LCD USA	<u>22,690</u>	<u>-</u>
	<u>1,128,075</u>	<u>433,382</u>
	=====	=====

At the balance sheet date the following amounts were outstanding

	2015	2013
	£	£
Included in other debtors		
LCD South Africa	-	2,334
LCD Ireland	-	778
LCD USA	13,337	13,337
LCD Scotland	<u>(119,626)</u>	<u>49,265</u>
	<u>(106,289)</u>	<u>65,714</u>

A trustee of LCDI is a Senior Associate with Freshfields Bruckhaus Deringer who provide legal services to LCDI on a pro bono basis. The estimated value of those services for the 17 month period to 31 March 2015 is £50,632 evaluated at their normal charge-out rates. The figure for the year to 31 October 2013 was £153,061. LCDI is very grateful to Freshfields Bruckhaus Deringer for this valuable support.