



Directors' Report and Financial Statements

For the year ended 31 December 2008

A.C.O.R.D

**(Agency for Cooperation and Research in Development/
Association de Coopération et de Recherches pour le
Développement)**

A UK registered charity and a company limited by guarantee

Charity Registration number 283302

Company Registration number 1573552

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DIRECTORS' REPORT

The directors are pleased to present their report and the audited financial statements for the year ended 31 December 2008.

REFERENCE AND ADMINISTRATIVE DETAILS:

1. MEMBERS (ACORD ASSEMBLY)

ORGANISATIONS

Comité Catholique Contre la Faim et pour le Développement (CCFD) (France)
Groupe Développement (France)
Inter Pares (Canada)
Mani Tese (Italy)
Swiss Interchurch Aid- HEKS (Switzerland)
Vredeseilanden (Belgium)

INDIVIDUALS

Betty Plewes	Joined October 2008
Eunice Sahle	Joined October 2008
Gertrude Kazoviyo	Joined October 2008
Ibrahim Ouedraogo	Joined October 2008
Kwame Kuffour	Joined October 2008
Maggie Pankhurst	Joined October 2008
Michael Herzka	Joined October 2008
Molly Kane	Joined October 2008
Mutizwa Mukute	Joined October 2008
Richard Bennett	Joined October 2008
Sylli Gandega	Joined October 2008
Teopista Kevin M Akoyi	Joined October 2008

RESIGNED OCTOBER 2008

Nederlandse Organisatie Voor Internationale Ontwikkelingssamenwerking –Oxfam Novib
(Netherlands)

Oxfam GB (United Kingdom)

Oxfam Hong Kong (Hong Kong)

BOARD OF DIRECTORS AND TRUSTEES OF THE CHARITY

NAME	NATIONALITY
Betty Plewes	Canadian
Ibrahim Ouedraogo	Burkinabe
Kevin Teopista M Akoyi (Chair)	Ugandan
Kwame Kuffour	Ghanaian
Maggie Pankhurst (Hon. Treasurer)	British
Michael Herzka	Swiss
Molly Kane	Canadian
Mutizwa Mukute	Zimbabwean
Stella Sabiiti	Ugandan (Resigned May 31 2008)
Eunice Sahle	Kenyan (Joined in October 24, 2008)
Gertrude Kazoviyo	Burundian (Joined in October 24 2008)
Richard Bennett	British (Joined in October 24 2008)
Sylli Gandega	Mauritanian (Joined in October 24 2008)

STRUCTURE, GOVERNANCE AND MANAGEMENT

ACORD is a company limited by guarantee and a registered Charity in the United Kingdom governed by a Memorandum and Articles of Association.

ACORD is a membership organization with membership open to both organisations and individuals. These members make up the General Assembly, which is the sovereign body of the charity and meets once a year. The Assembly approves the annual accounts, the organization's strategic plan and appoints the board of trustees. It also determines broad policy issues.

The Board exercises the functions of the trustees of the charity and the Directors of the company, controlling the work of the Charity. The Board meets twice a year and organizes teleconferences as needed. A third of the trustees are elected annually by a majority vote of the Assembly.

The Board is assisted by three sub-committees: The **Programme and Funding Committee** which supports the Programming, funding and partnership building work of the organisation. The **Finance, Human Resources and Organisational Development Committee** which oversees the financial management and human resources management functions and also **act as the audit committee** of the Board and **The Governance Committee** which accompanies the work on governance. The Board Committees also meet twice a year and report to the Board.

The names of the trustees who have acted during the year are listed on page 3. New trustees are nominated through a broad and participatory nomination process including staff and other stakeholders. The final shortlist is reviewed by the Board and proposed to the General Assembly for approval. New trustees go through an individual induction programme covering all aspects of their role and the objectives of the charity to enable them to perform an effective role within the Board. Trustees serve a two-year renewable term of office.

Overall Management, Staff and Volunteers

Under the overall leadership of the Executive Director, the Senior Management Team (SMT) is responsible for promoting ACORD's Vision, Mission, Values and Strategic Directions. The SMT is the decision-making forum, which guides the day-to-day running of the whole organisation, overseeing overall programming work, financial management, human resources management, fundraising and partnership development as well as internal and external communication.

The SMT is accountable to the ACORD Board through the Executive Director. There are two-way accountability lines between SMT and other staff members.

ACORD employs an average of 401 staff during the year of which 389 are employed on local contracts.

All managers hold regular meetings with their staff to provide an opportunity for communication of information and discussion of events as they develop. Equal opportunities in employment within ACORD are promoted as an integral part of our overall aims and objectives.

The trustees wish to record their appreciation to all staff and volunteers for their devoted work, often beyond the duty required of them. Without this commitment, the work of ACORD could not continue. ACORD has well established arrangements for consulting and involving staff in its work.

THE OBJECTIVES AND ACTIVITIES OF THE CHARITY

ACORD works in common cause with people who are poor and those who have been denied their rights to obtain social justice and development and be part of locally rooted citizen movements.

ACORD's main role is to improve understanding of the specific causes of poverty and find ways to remove them and to help poor women and men in their basic rights, cope with conflict and build peace in Africa.

The specific objectives are to:

- Strengthen the livelihoods of marginalised communities and their capacity to advocate for their rights and achieve food sovereignty.
- Facilitate an enabling environment where marginalised communities become effective agents of conflict transformation.
- Build knowledge on gender relations and effective ways of addressing gender inequalities
- Promote learning, strengthen capacity and develop effective partnership to influence thinking, policies and practice on HIV and AIDS.

In order to achieve its objectives ACORD pursues operational activities in Africa, as well as research and policy activities, which are designed to improve the quality of ACORD programmes and scale up the impact of the charity's work by disseminating the results within Africa and beyond. ACORD is present on the ground in 17 countries in Africa, working with communities on livelihoods and food sovereignty, HIV/AIDS, conflict and women's rights. We also do related campaign and advocacy work at the Pan African and global levels aimed at enhancing the achievement of ACORD's charitable objectives.

ACHIEVEMENTS AND PERFORMANCE

2008 MAIN ACHIEVEMENTS IN LINE WITH ACORD STRATEGIC DIRECTIONS:

The ACORD strategic plan (2007-2010) reaffirms ACORD's vision to promote social justice in Africa and our commitment to work in common cause with people who are poor and those who have been denied their rights to obtain social justice and development and be part of locally rooted citizen movements.

The strategy also confirms ACORD's programmatic objectives around the themes of livelihoods, conflict, gender and HIV & AIDS and the Pan Africa focus on food sovereignty. Governance and civil society strengthening are crosscutting themes common to all ACORD's work.

To underpin the programming work and based on an updated analysis and understanding of the external environment and a review of ACORD's organisational strengths and limitations, the strategic plan sets out the overall strategic directions for the four-year period.

Building on achievements made in the first year of implementation, ACORD has continued to work towards the achievement of defined strategic directions. An overall assessment has shown that 2008 was a successful year in many areas of ACORD's work.

The main achievements in strategic governance, strategic programming and institutional development are highlighted as follows:

- i) Governance and Identity: Promote a clear identity and governance structures and practices supporting the creation of international alliances and local initiatives through an overall platform of action that facilitates unity in diversity.

The year 2008 saw significant progress in the process to consolidate ACORD's identity and governance principles. A new governance model, outlining the new governance structure that reflects the Pan-African identity, has been developed through a consultative process and ratified at the General Assembly in October 2008.

This resulted in the reconstitution of Membership where OXFAM NOVIB, OXFAM GREAT BRITAIN and OXFAM HONG KONG opted to step back from full membership. However, they have expressed their commitment to remain engaged in strategic partnerships with ACORD.

Board Members were elected as members of the new Assembly. The Membership will be increased to twenty five (25) members over the next few years and is open to both individuals and organisational members.

As the organisation goes through the process of transforming its governance to ensure greater coherence with its chosen identity vision to become a Pan-African organisation with membership beyond the African continent, ACORD will aim to broaden its social base in Africa and promote institutional governance processes that support the effective functioning of the core governance structure and broaden participation from various stakeholders.

ACORD has taken the step of revisiting its strategic governance policies in order to align them with the defined identity, vision and the organisation's core values.

The approved governance policy manual will serve as a guiding tool outlining ACORD's overall governance model including the structures, accountability mechanisms and Board policies.

A management framework enhancing staff participation aimed at improved internal communication has been developed and it is fully implemented. The implementation of the management framework has significantly enhanced linkages across the organisation as relevant forums are in place providing space for consultation and information sharing, opportunities to draw on existing potential across the organisation to support organisational learning.

- ii) Programming: Enhance the voice of the poor and the marginalized to change conditions undermining social justice in Africa through participatory people-centred research and advocacy.

ACORD works on four major themes of :-

- Sustainable Livelihoods
- Gender Equality
- Conflict and
- HIV and AIDS

The work on sustainable livelihoods focuses largely on food security and food sovereignty. ACORD plans to launch a major campaign on pro poor Agricultural policy formulation and implementation within the African Continent aiming to work through the African Union and other regional bodies to hold governments to account on the pledges within the Comprehensive Africa Agriculture Development Programme (CAADP) of the African Union.

The majority of ACORD's Area Programmes have developed programmes that are focusing on issues of food sovereignty and this has significantly enhanced the research and advocacy work through facilitating local farmer's movements, civil society organisations and other partners to engage on various local, regional and continental issues pertinent to food sovereignty in the local context.

In the area of gender, the issue of women's rights is central to our work on food sovereignty. The gender theme has also focused on the issue of impunity in Sexual and Gender Based Violence (SGBV) particularly in conflict and post conflict settings.

A high level Pan-African conference was held in July 2008 involving 120 feminist activists, members of parliament and policy makers as well as Pan-African Civil Society Organisations. One of the key conference outcomes was a renewed commitment of parliamentarians, policy makers and civil society organisations to stop impunity for violence against women.

In 2009, the focus will be more on Women's land rights and in supporting a coalition of feminist women's rights institutions to engage on strategic litigation on land rights and violence against women while pursuing the campaign to stop impunity for sexual and gender based violence.

Under the conflict theme, ACORD programmes involved in peace building work have continued to carry out activities that create space for reconciliation between divided communities, capacity building and advocacy. One model that has gained significant recognition emerging from ACORD's work is the "Community Social Contract Model".

A consolidated process of relationship building with the ICGLR and the African Union (AU) Peace and security department with a case study on "community social contracts as a condition to sustainable food sovereignty" is projected.

The HIV/AIDS programme has continued its work on HIV and AIDS external and internal mainstreaming access to ARVs and its engagement on the 15% budget commitment of African governments.

ACORD's Pan-African identity continues to be asserted through diverse actions and the consolidation of its ties with other Pan-African and global civil society organisations. The coalition building will continue in the firm belief that it is through practice that strong alliances will develop.

Specific Achievements on our core themes in 2008

Sustainable Livelihoods and Food Sovereignty:

Across Africa ACORD is empowering marginalised communities to take responsibility for their own development by supporting their local institutions, systems and responses to address the denial of rights and transform the underlying causes of social exclusion, poverty and livelihood disruption. This entails helping communities to practically improve their access to sustainable livelihoods and food sovereignty and building their voice and strategies to engage institutions, local and national governance systems on policy and practice changes to address the root causes of rights abuse.

ACORD's work at community level is underpinned by focused research, cross learning and knowledge building that then informs the development practices of ACORD and its partners.

In the spirit of thematic alignment, ACORD ensured that the interventions undertaken at regional, continental and global levels through its Pan-Africa Programme were inspired by the socio-political, economic and rights-based contexts at country level and vice versa. Therefore, the issues raised by communities identifying necessary policy and practices changes, the outcomes of research and institutional learning furnished ACORD with the priority topics for its advocacy campaigns and partnership networks at the regional, pan-African and global level; while ACORD's area programmes observed the themes of intervention identified in the 2007-2010 strategic plan thus contributing to the overall outcomes of ACORD's organisational strategy and Pan-Africa Programme strategy.

Following ACORD's intensive engagement on Economic Partnership Agreements (EPAs) between the European Union and African nations in 2007 – which had resulted in more strategic and coordinated negotiation processes undertaken by regional blocks within Africa – ACORD pursued this campaign in 2008. The EPAs are free trade agreements based on the principle of reciprocity. Under pressure from the European Union, numerous African states had signed Interim EPAs. The goods-only interim EPA (or Framework EPA) committed states to complete negotiations for the comprehensive EPA which includes issues on services, intellectual property rights, government procurement, competition policies and others in 2008.

Based on ACORD's analysis that the EPA- and Interim EPA-frameworks could impact negatively on the majority of African poor people and small farmers, ACORD supported hundreds of farmers and CSOs at national, regional and Pan Africa levels to lobby and advocate with political leaders, the media and the general public for awareness on the likely negative impacts on their livelihoods and human rights. ACORD in partnership with others worked to create awareness within African parliaments, government ministries and regional economic communities. It furthermore strengthened its ties with European civil society partners to jointly lobby on the topic in Europe.

The main events and networks around which ACORD undertook its pan-African food sovereignty work included lobbying and civil society events through its engagement as part of the African Trade Network (ATN), around meetings of the African Union, the African Social Forum in Niamey (Niger) and so on.

ACORD commissioned a study on Agricultural Policies and the level of adherence to the Maputo Declaration to dedicate 10% of annual national budgets to agriculture and its linkages to food sovereignty and livelihoods of African communities. The research will guide the food sovereignty advocacy strategy to be undertaken by ACORD in 2009 and beyond.

The campaign on EPAs and food sovereignty has considerably strengthened the understanding of the policy documents and likely impacts of policy decisions among African and European civil society organisations and among African parliamentarians and governments. The Pan Africa Programme has pioneered the advocacy and campaigning work in a powerful and successful way, bringing in diverse and typically excluded voices into policy debates that are often a preserve of well-organised civil society organisations (CSOs). The impact at community level has been significant, as seen through farmers' movements that took an active part in the campaign. Outstanding achievement was registered in the aspect of alliance building and partnerships. The program was successful in profiling the issue of food sovereignty and through the Stop EPAS campaign, contributed to energizing the movement against trade injustice in the continent. This was made possible by the Pan Africa Programme's clear niche among the different actors.

Through the process of accompanying and capacity building of local organisations, CSOs and farmers networks at national level continue to take leadership on the issues of trade, EPAs and food sovereignty. This is the case in Burkina Faso, Burundi, Chad, Ethiopia, Kenya, Mozambique, Rwanda, Tanzania, and other countries where ACORD has partners such as Malawi and Zambia. These social structures are increasingly being used to generate momentum around other matters of social interest and exclusion.

Gender and Social Exclusion:

The Gender and Social Exclusion Theme focuses on challenging impunity of sexual and gender-based violence (SGBV) and improving access to land for women. At the Pan-Africa level the gender theme experienced great impetus in 2008 with several high-impact events, of which the most significant are highlighted below:

As part of regional preparations for the Pan African Conference on SGBV late-July, ACORD in partnership with the Gender Based Violence Prevention Network currently hosted by Raising Voices in Uganda organized a regional consultation from the 9th to 10th July 2008. The meeting served to come to a shared understanding on compensation and protection by CSOs working on SGBV; develop a CSO stakeholder position on the question of compensation and protection for SGBV survivors based on organisational and national processes; and conduct a mapping of actors, institutions and processes relevant to influencing regional bodies towards compensation and protection.

Also, in July 2008, ACORD in alliance with The Kenya Human Rights Commission, FAHAMU, Action Aid International-Africa, The Great Lakes Parliamentary Forum on Peace, Amani Forum, African Women's Development Fund, International Planned Parenthood Federation and Urgent Action Fund-Africa hosted a Pan African Conference on Sexual and Gender Based Violence in Nairobi, Kenya. Reconvening under the call for a move from Establishing Frameworks and Norms on SGBV to Action the conference provided an opportunity to engage substantively on effective strategies to address impunity on the African Continent. We brought together 120 participants, who included members of parliament from the Great lakes region, East Africa and the Horn of Africa, policy makers, representatives of regional institutions (ICGLR, SADC, COMESA, EALA) as well as civil society actors and women's rights activists from across the continent to map out action points at a Pan African and regional level to end impunity on SGBV. The conference was strategically designed to bring together three strands of actors that have consistently worked in disparate ways namely; – civil society, parliamentarians and regional blocs.

ACORD commissioned a case study of SGBV prevalence in conflict and post-conflict society, legislation and traditional/legal responses in Kenya in comparison with those in other countries of Africa. The aim was to develop and publish model comprehensive policy briefs to provide guidelines on Kenyan legal mechanisms for civil society and governments on issues around resource allocation, national commitment on the protection and compensation for women survivors of sexual and gender based violence. It will also propose appropriate national institutional frameworks for realising policy objectives, as well as possible necessary legal and constitutional reforms that will be required to regulate and ensure compliance. In this respect, the publication will lay emphasis on the practical law reforms and processes necessary to develop and implement a national strategy linked to regional and global instruments on sexual and gender based violence. The document will be used as reference material for advocacy for legal reforms that will contribute to protection of women during and post conflict.

2008 witnessed the first issue of ACORD's Occasional Paper on Transitional Justice Series which was produced as part of a Pan African platform that will be dedicated to cutting edge theoretical and activist debates on the impunity for sexual and gender based violence. This new communication tool is aimed at presenting policy-relevant topics to a wide audience, including other policy-makers, academics, the media and women. The papers that comprise this first publication were presented at the Pan African Conference on Sexual and Gender Based Violence held in Nairobi, Kenya from the July 21-23, 2008. These papers seek to articulate transitional justice mechanisms as viable tools for seeking redress for survivors of sexual and gender based violence, with an emphasis on women. They draw our attention to the complexities of models of this nature but also to the opportunities, they avail for seeking meaningful justice. We hope that they will serve as a future source of reference used by policy makers, women's rights activist and concerned citizens grappling with mechanisms to end impunity for sexual and gender based violence.

A study is ongoing to assess the extent to which African women are able to access and own land, which is a crucial component for generating livelihoods and attaining independence. It will identify the obstacles to women's land rights and will recommend areas of action to generate Policy and

Practices Changes at national, regional and where necessary pan-African level that will improve the level of access of women to land.

Gender and social exclusion form part of all area programme strategies for the regions where ACORD is present, thus resulting in a host of interventions to promote gender balance and improve access to the rights of women ranging from general sensitisation on human rights and gender-sensitive programming to targeted livelihoods support such as micro-finance projects, agricultural production, commercialisation and storage techniques, improved access to land, water and literacy schemes, and campaigns/lobbying against female genital mutilation, sexual and gender-based violence and traditional practices of exclusion.

Conflict and Peace Building:

Through its conflict transformation and peace building theme, ACORD seeks to contribute to enhancing conditions for peace building by scaling-up its model for Community Social Peace and to generate a greater Africa-led understanding of conflict and its causes through African analysis and reporting of conflict and post-conflict situations.

The Community Social Peace model is particularly relevant for regions affected by inter- or intra-national conflict. Conflict transformation and peace building continued in Burundi, Ethiopia, Sahel I (Guinea), Sahel II (Chad and Cameroon), Sudan, and was also undertaken in Kenya.

In 2008, ACORD strengthened its relationship with the International Conference on the Great Lakes Region. Located in Burundi, its mandate is to work towards peace, security and sustainability and development in the Great Lakes Region. Its membership is derived from eleven member states: Kenya, Uganda, Tanzania, Zambia, Angola, DRC, Rwanda, Burundi, Central Africa Republic (CAR), Republic of Congo and Sudan through a pact *on Security, Stability and Development in the Great Lakes Region*, which was signed in Nairobi Kenya on the 15th December 2006, entered into force. The Pact binds 11 member countries of the Great Lakes Region that are a party to it. ACORD and partners participated in the ICGLR Conference on Cross-Cutting Issues to provide technical expertise. The workshop involved experts in an analysis on the best ways to mainstream gender, human rights, HIV/AIDS, Human Settlement, Environment and Youth, as well as to identify the actors, institutions, activities and best ways of implementing these projects that are designed to enforce the protocol.

The SGBV research conducted in Kenya and the many area programme-specific research studies undertaken in the programmes are contributing to a wider range of Africa-driven analysis of conflict situations which will in the coming years contribute to ACORD's process of facilitating Pan-African analysis and recommendations related to the continents peace and conflict situation.

HIV and AIDS:

During the course of 2008, ACORD developed its new HIV/AIDS Strategy. HIV and AIDS in Sub Saharan Africa remains a daunting challenge, with incidence and prevalence levels increasing by

the day, as well as the impact on individuals, communities, nations and the continent as a whole. This situation is attributed to a number of issues and factors that act in unison to drive the epidemic to unprecedented levels. Some of the key drivers that have been delineated during the contextual analysis include, though not limited to, the following: Conflict and instability; mobility and pastoralism; gender inequalities; poverty; limitations in access to prevention, care and support services; HIV/AIDS related stigma and discrimination; governance challenges; food insecurity; and global policy inconsistency on HIV/AIDS. Recognising the devastating impact that HIV and AIDS are therefore having on Africa's workforce, social structures, and its potential for sustainable development, and building on the achievements of ACORD's previous strategic plan on HIV/AIDS, the strategy seeks to promote learning, strengthen the capacity and develop effective partnerships to influence thinking, policy and practices on HIV and AIDS in Africa. The new strategy seeks to do so by building a team of competent staff in ACORD and partner agencies to effectively address HIV and AIDS individually and within their organisations, and through the empowerment of actors including persons living with HIV/AIDS (PLWHA) associations at national, regional and Pan African level to effectively identify and address vulnerabilities and susceptibilities associated with HIV and AIDS among marginalised communities in Sub-Saharan Africa that are affected by conflict, mobility and/or limited food self-sufficiency.

In this context, ACORD's HIV/AIDS Support and Advocacy Programme (HASAP) provided technical guidance to ACORD programmes and their partners on mainstreaming of HIV/AIDS and development of HIV/AIDS Workplace Policies. The Uganda, Rwanda, Tanzania, Sahel II, Ethiopia and Burundi programmes are at an advanced stage of implementation of their Workplace Policy. Programmes among local partner organisations to ensure appropriate HIV/AIDS-friendly organisational procedures and provisions then replicated the experience. For example, in Rwanda, five partner organisations were accompanied in the development and implementation of HIV/AIDS Workplace Policies. All employees and their dependants are well informed on HIV and AIDS and have voluntarily undertaken HIV test.

In October 2008, ACORD was presented with the Gold Award from the Chicago International Film Festival Intercom Awards for the film Condom Commandoes, which shows the application of the Stepping Stones methodology to address the transmission, stigma and discrimination of HIV and AIDS among Angola's army and communities hosting them. To further build on this success, Practical Implementation Guidelines were developed for the use of the Stepping Stones methodology. The guidelines are available in English, French and Portuguese and were distributed widely among ACORD programmes for the replication of the approach on a larger scale.

ACORD – through advocating in partnership with others – is lobbying for an HIV/AIDS sensitive implementation of the Abuja Declaration made by African leaders in which they committed to dedicate 15% of their annual budgets to health care. The organisation has also been part of the review committee of the Great Lakes Initiative on HIV/AIDS (GLIA) with the global fund. Opportunities are being explored on how ACORD can contribute to the mainstreaming of HIV and AIDS within the GLIA framework.

All area programmes have incorporated the prevention of transmission and stigmatisation of HIV/AIDS in their actions.

iii) People Management and Organisational Learning: Promote an organisational culture of learning and accountability to harness the competences of a diverse human base through an enabling

working environment, efficient knowledge management, policies and accountability systems. An Institutional Development Programme has already been launched and aims to foster a culture of continuous personal development and growth within the organisation and with its partners.

With the purpose to promote best practices in People Management across the organisation and create a platform for mutual learning, capacity building processes for managers and human resources practitioners are ongoing within ACORD's Area Programmes.

The desired outcome is to strengthen People Management and Human Resources Management policies across the organisation through the adaptation of local human resources management policies to ACORD global standards. The process has been completed for a good number of Area Programmes and 2010 should see the completion of this process.

Performance Management processes continue to be institutionalized at all levels of the organisation strengthening planning and accountability frameworks at individual and organisational levels. The focus has been on knowledge building for managers, enhancing professionalism and accountability within the working environment.

At organisational level, strategic initiatives have been promoted enhancing knowledge sharing and learning within the broader organisation through thematic workshops, retreats, working groups, learning forums, peer reviews mechanisms and web-based intranet system.

In the area of knowledge management, the Program Assessment Framework is being institutionalized at Area Program level and will help identifying centres of excellence, strengths and weaknesses in the various areas of our work.

iv) Communication and External Relations: Improve the impact of ACORD's work through efficient internal communication and external marketing, strategic networking and alliance building. This will be an area of major focus in 2009 with the development of an institutional film that aims to document and share ACORD's work over its 30 years of existence.

The synchronisation of fundraising initiatives in relation to ACORD's thematic work is ongoing in the process to secure multi-annual strategic partnerships and achieve greater impact.

The year 2008 saw ACORD's official accreditation as a Non-Governmental Organisation with Special Consultative Status in the Economic and Social Council (ECOSOC) of the United Nations. This was a positive recognition of ACORD's expertise and credibility and the acquired status will place ACORD in a better position to lobby policy makers more effectively.

ACORD is developing brand awareness through marketing tools. An institutional film is in the process of being developed and completed. The film shall provide opportunities for advocacy, external communication and partnership development for the entire organisation.

Funding and Finance Management: Ensure ACORD's financial sustainability through the diversification of funding sources increased unrestricted funding and funds for institutional development. A capital fund has already been established and work is continuing to grow the fund progressively.

These five broad issues are highly interrelated and mutually supportive. For ACORD to effectively deliver on its Africa agenda as defined in its Pan Africa programme and to fulfill its mission, the organisation needs to function well in terms of governance and strategic programming, as well as in the strategic management of its human capital, organisational systems, partnerships and financial resources.

An institutional development programme, aligned with the strategic objectives is being implemented across the organisation with the overall goal of developing ACORD as an Africa owned, highly competent organisation capable of fulfilling its mission to build and support sustainable local associations, promote participatory governance, social justice, and poverty reduction across the African continent.

To that end we accompany the strategy with a risk management matrix that is continuously monitored and adjusted to reflect new realities and challenges that the organisations faces.

In light of the overall performance review for the year 2008 and the risk assessment conducted in line with the five strategic directions, key priorities for the year 2009 were defined and an operational plan devised.

PLANS FOR THE FUTURE- PRIORITY GOALS FOR THE YEAR 2009

Strategic Direction 1: Governance and Identity: Promote a clear identity and governance structures and practices supporting the creation of international alliances and local initiatives through an overall platform of action that facilitates unity in diversity.

In 2009, ACORD will continue to spearhead internal governance mechanisms reflecting its African Identity and Leadership; enhance internal communications and stakeholders accountability structures. In order to achieve this, ACORD will organize a learning week involving all stakeholders once every two years; management meetings expanded to Area Programme Managers; institutionalize peer review mechanisms between the Secretariat and Area Programmes; develop and implement accountability policies vis-à-vis communities; conduct organisational performance reviews bi-annually and adapt the management information system for better efficiency.

Strategic Direction 2: Programming: Enhance the voice of the poor and the marginalized to change conditions undermining social justice in Africa through participatory people-centred research and advocacy.

In the year to come, ACORD will continue to strengthen its thematic alignment processes and synergy between national and Pan-African programming work, consolidate the documentation of best practices and success stories and capitalize on research to better profile ACORD to the external audience.

Priorities in line with the four (4) core themes are as follows:

In order to enhance food sovereignty in Africa:

- ACORD will support the fight of African Governments and their communities to secure a fair deal on negotiations in international and regional trade regimes as a tool to reach food sovereignty;

- Promote pro-poor and gender sensitive national and regional agricultural policies in line with food sovereignty in countries and related quality investment (10%);
- Facilitate national level discussions around the food reserves and strategic crops

In order to contribute to the fight against HIV/AIDS, ACORD will:

- Mainstream HIV and AIDS at the workplace, in programming and advocacy work within twelve (12) ACORD country offices and in thirty (30) partner organisations in Africa;
- Promote equitable access to prevention, care, treatment, support, impact mitigation, services to PLWHA, OVCs, women and youth;
- Facilitate the emerging PLWHA networks featured at national and regional level to engage on agricultural policy and 25% of national budget investment in Health Care through an HIV/AIDS lens;
- Engage RECs and AU on HIV/AIDS policies and practices: strengthen alliances to address issues of HIV/AIDS related stigma linked to SGBV at national and regional level.

In order to contribute to conflict resolution in Africa, ACORD will:

- Promote alternative Africa-led conflict analysis and reporting mechanism designed and implemented to influence conflict transformation in Africa; this will be done through the development of a documentation and toolkit on community social peace model;
- Pilot a community social peace and security model with the Pan-African conflict resolution mechanism of the AU to effectively support the sustainability of political and military peace agreements;

In order to contribute to the promotion of gender equity:

- Support the integration of women's land rights in policies and practices for the promotion of food sovereignty in ten (10) countries;
- Support mechanisms to charge perpetrators of sexual violence in conflict and hold them accountable for their crimes.

In the area of overall programme development and management, ACORD will:

- Document approaches, methodologies and best practices and promote cross-learning to enhance programming quality and impact;
- Promote people-centred research and advocacy with demonstrated policy impact;
- Further promote quality development and delivery of thematically aligned area program strategies.

Strategic Direction 3: People Management and Organisational Learning: Promote an organisational culture of learning and accountability to harness the competences of a diverse human base through

an enabling working environment, efficient knowledge management, policies and accountability systems

ACORD will invest in developing its human resources base at all levels of the organisation in order to ensure that the required competencies and expertise to achieve the defined strategic directions are built and continuously enhanced.

ACORD will further ensure involvement of different parts of the organisation in strategic processes and better capitalization on diverse skills across the organisation.

ACORD will continue to institutionalize performance management and staff development through the following actions:

- Mobilize staff development funds through Area Programme strategies and the institutional development programme;
- Coordinate the development of staff development plans for Area programmes and the Secretariat;
- Organize secondments and exchange visits.

ACORD will pursue the implementation of an organisational system for knowledge management through the following:

- Institutionalise the use of the organisational assessment framework for all Area Programmes in order to identify centres of excellence and areas for improvement;
- Document and share best practices through internal newsletters and intranet systems.

Strategic Direction 4: Improve the impact of ACORD's work through efficient internal communication and external marketing, strategic networking and alliance building.

ACORD's internal and external communication will be strengthened through the following actions:

- Promote a comprehensive marketing and communication strategy and put in place monitoring mechanisms;
- Continue to build and nurture strategic networking, partnerships and alliances;
- Capitalize on research and publications for organisational profiling;
- Continue the implementation of the web-based intranet for internal communication and information sharing.

Strategic Direction 5: Funding and Finance Management: Ensure ACORD's financial sustainability through the diversification of funding sources increased unrestricted funding and funds for institutional development

In order to ensure better financial viability, ACORD will:

- Continue to align fundraising to the organisation's strategic objectives;

- Intensify initiatives to mobilize funding for institutional development and diversify the funding base;
- Strengthen ACORD fundraising capacities particularly at Area programme level ensuring adequate grant management.

FINANCIAL REVIEW

Incoming resources during the year under review remained stable at £6.7 million (2007 £7.4m). Members contribution in the year amounted to 37% compared to 42% in 2007, but there was an increase in funding from multilateral institutions at 25% up from 20% in the previous year.

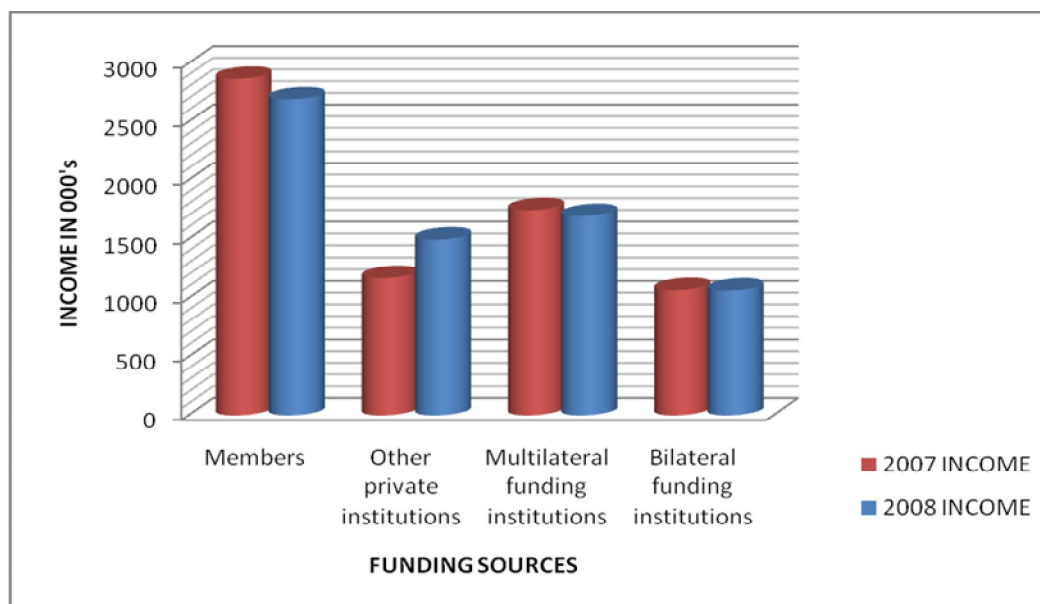
There was continued support from our main donors with contributions from 7 of the largest (Oxfam Novib, The European Commission, Oxfam Hong Kong, USAID, PALSID, CCFD and IRC) accounting for 65% of the total funding received in 2008

Total expenditure was at £6.5 million down from £7.1 million spent in the previous year. The expenditure related to programmes and related support costs represented 89% of expenditure for the year down from 90% in previous year.

Restricted funds carried forward at the end of the year are £616K. Unrestricted reserves have seen a slight increase of £54K. The General Reserve therefore now stands at £873 up from 819K in 2007.

FUNDING: During 2008, ACORD continued to receive considerable support from members for programmes across Africa. In addition, subsidized travel has contributed to lowering travel costs significantly.

ANALYSIS OF FUNDING BY SOURCE



Consolidation of area programmes, thematic alignment of strategies and the work at the Pan Africa programme level focused on food sovereignty make up an increasingly attractive ACORD portfolio. This is forecast to lead to more flexible funding opportunities targeting regional and thematic programmes.

RESERVES POLICY: The trustees have examined the requirement for free reserves which are those unrestricted funds not invested in fixed assets, designated for specific purposes or otherwise committed. The policy objective is "to maximise the programme impact to beneficiaries and maximise the value of net income". The trustees consider that given the nature of ACORD's work, ideally the general reserve should be in the region of £800k, which gives flexibility to cover temporary timing differences for grant claims, adequate working capital for our core costs, and will allow ACORD to respond quickly in unexpected situations.

The trustees review the reserves policy on an annual basis in light of the new strategic policies and future commitments.

INVESTMENT POLICY: ACORD's investment objective is to maximise the return of its investment funds while maintaining maximum security and a high degree of liquidity to allow a response to operational needs. To meet this objective ACORD invests in fixed term or call deposits with a high security rating and either fixed interest rates or with a fixed relationship to base rates. During the year, there was no equity investment held by ACORD. The board of trustees reviews ACORD's investment policy annually.

RISK MANAGEMENT: The board of trustees reviews ACORD's key risks regularly as part of the strategic plan monitoring process. These regular reviews, combined with the review of controls over key financial systems carried out through a structured audit programme of each country of operation have, provided ACORD with adequate risk assurance. However, during the year a more comprehensive mechanism to manage the operational and business risks that ACORD faces on a regular basis has been incorporated in the new strategic plan.

Through this mechanism, risk mapping, analysis, and mitigation processes are carried out by the trustees and management in a more structured way. We do recognise however, that the nature of some of ACORD's work in marginalised areas of Africa often affected by extreme poverty and conflict requires active acceptance and management of some risks in undertaking activities in order to achieve the objectives of the charity.

The principal risk facing the charity remains the uncertainty linked to ongoing grant negotiations with donors and the local conditions in the diverse operating areas in Africa. This grant uncertainty may affect availability of resources for ACORD to carry out its mandate. Operating conditions may also change materially on the ground making it impossible to implement planned activities. We are however confident that there are adequate mitigating measures in place to guard against the impact of these risks.

STATEMENT OF TRUSTEES' RESPONSIBILITIES:

Statement of Directors' Responsibilities: Directors are responsible for preparing the Annual Report and the financial statements. The directors have chosen to prepare the accounts for the charity and the group in accordance with United Kingdom Generally Accepted Accounting Practice.

Company law requires the directors to prepare such financial statements for each financial year which give a true and fair view, in accordance with United Kingdom Generally Accepted Accounting Practice, of the state of affairs of the charity and of the group and of the profit or loss of the charity for that period and comply with UK GAAP and the Companies Act 1985. In preparing those financial statements, the trustees are required to:

- a) Select suitable accounting policies and then apply them consistently;
- b) Make judgements and estimates that are reasonable and prudent;
- c) State whether applicable accounting standards have been followed;
- d) Prepare the financial statements on the going concern basis unless it is inappropriate to presume that the company will continue in business.

The Trustees are responsible for keeping 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 1985. They are also responsible for safeguarding the assets of the society and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities

Disclosure of information to auditors: In the case of each of the persons who are directors of the company at the date when this report was approved: so far as each of the directors is aware, there is no relevant audit information of which the company's auditors are unaware; and each of the directors has taken all the steps that he/she ought to have taken as a director to make himself/herself aware of any relevant audit information and to establish that the company's auditors are aware of that information.

AUDITORS

The Assembly appointed Horwath Clark Whitehill LLP as auditor in 2008. HCW have expressed their willingness to continue in office, and a resolution proposing their reappointment as auditors of the company will be submitted to the next Annual General Meeting in accordance with section 384 of the Companies Act 1985.

Approved by the Board of Directors and signed on their behalf by:



Kevin Teopista M Akoyi
Chair of the Board

INDEPENDENT AUDITORS' REPORT TO THE MEMBERS OF ACORD

We have audited the financial statements of ACORD for the year ended 31 December 2008, which comprise the Statement of Financial Activities, the Balance Sheet, the Cash Flow Statement and the related notes 1 to 17. These financial statements have been prepared under the accounting policies set out therein.

This report is made solely to the charitable company's members, as a body, in accordance with section 235 of the Companies Act 1985. 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 auditors' 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 charitable company's members as a body, for our audit work, for this report, or for the opinions we have formed.

Respective responsibilities of trustees and auditors

The responsibilities of the trustees (who are also the directors of ACORD for the purposes of company law) for preparing the Annual Report and financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice) are set out in the Statement of Trustees' Responsibilities.

Our responsibility is to audit the financial statements in accordance with relevant legal and regulatory requirements and International Standards on Auditing (UK and Ireland).

We report to you our opinion as to whether the financial statements give a true and fair view and are properly prepared in accordance with the Companies Act 1985. We also report to you whether in our opinion the information given in the Trustees' Report is consistent with the financial statements.

In addition we report to you if, in our opinion, the charitable company has not kept proper accounting records, if we have not received all the information and explanations we require for our audit, or if information specified by law regarding trustees' remuneration and other transactions is not disclosed.

We read the Trustees' Report and consider the implications for our report if we become aware of any apparent misstatements within it.

Basis of audit opinion

We conducted our audit in accordance with International Standards on Auditing (UK and Ireland) issued by the Auditing Practices Board. An audit includes examination, on a test basis, of evidence relevant to the amounts and disclosures in the financial statements. It also includes an assessment of the significant estimates and judgments made by the trustees in the preparation of the financial statements, and of whether the accounting policies are appropriate to the charitable company's circumstances, consistently applied and adequately disclosed.

We planned and performed our audit so as to obtain all the information and explanations which we considered necessary in order to provide us with sufficient evidence to give reasonable assurance that the financial statements are free from material misstatement, whether caused by fraud or other irregularity or error. In forming our opinion we also evaluated the overall adequacy of the presentation of information in the financial statements.

Opinion

In our opinion:

the financial statements give a true and fair view, in accordance with United Kingdom Generally Accepted Accounting Practice, of the state of the charitable company's affairs as at 31 December 2008 and of its incoming resources and application of resources, including its income and expenditure, for the year then ended; the financial statements have been properly prepared in accordance with the Companies Act 1985; and the information given in the Trustees' Report is consistent with the financial statements.

Horwath Clark Whitehill LLP

Horwath Clark Whitehill LLP,
St Bride's House,
10 Salisbury Square,
London EC4Y 8EH

*Chartered Accountants & Registered Auditors
13 October 2009*

FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 DECEMBER 2008**STATEMENT OF FINANCIAL ACTIVITIES**

(Incorporating Income and Expenditure Statement)

Year ended 31 December 2008

	Notes	Unrestricted Funds £ 000	Restricted Funds £ 000	Totals 2008 £ 000	Totals 2007 £ 000
INCOMING RESOURCES FROM GENERATED FUNDS					
Voluntary Income					
Donations and similar incoming resources	2	33	-	33	269
INCOMING RESOURCES FROM CHARITABLE ACTIVITIES					
Resources from government and other public authorities	3	923	5,839	6,762	7,155
TOTAL INCOMING RESOURCES		956	5,839	6,795	7,424
RESOURCES EXPENDED					
Charitable activities -Ongoing	4	798	5,563	6,361	6,939
Governance costs	4	104	57	161	162
		902	5,620	6,522	7,101
Net Income/expenditure		54	219	273	323
TOTAL FUNDS BROUGHT FORWARD		819	397	1,216	893
TOTAL FUNDS CARRIED FORWARD	5	873	616	1,489	1,216

All income and expenses arise from continuing activities.

There are no other gains or losses other than shown above, therefore no statement of recognized gain and losses is presented

FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 DECEMBER 2008
BALANCE SHEET
AS AT 31 December 2008

	Notes	2008 £000	2007 £000
TANGIBLE FIXED ASSETS	8	<u>1</u>	<u>16</u>
CURRENT ASSETS			
Debtors	9	2,498	1,965
Cash at bank and in hand	10	<u>593</u>	<u>561</u>
		3,091	2,526
CREDITORS			
Amounts falling due within one year	11	(1,603)	(1,326)
NET CURRENT ASSETS		<u>1,488</u>	<u>1,200</u>
NET ASSETS		<u>1,489</u>	<u>1,216</u>
FUNDS			
Net restricted funds		616	397
Unrestricted funds		873	819
		<u>1,489</u>	<u>1,216</u>

The accompanying notes are an integral part of the financial statements

Approved by the Board of Directors:



Kevin Teopista M Akoyi, Chair

Date: 8/10/2009



Maggie Pankhurst, Hon. Treasurer

Date: 10/10/2009

FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 DECEMBER 2008**CASHFLOW STATEMENT**

Year ended 31 December 2008

	Notes	2008 £000	2007 £000
Net cash (outflow)/inflow from operating activities		129	(49)
Capital expenditure and financial investments			
Purchase of tangible fixed assets	8	(179)	(200)
Decrease in cash for the year		<u>(50)</u>	<u>(249)</u>

ANALYSIS OF NET FUNDS		2008 £000	2007 £000
Cash at bank and in hand	10	593	561
Bank overdraft	11	(484)	(402)
		<u>109</u>	<u>159</u>

		2008 £000	2007 £000
Net incoming/(outgoing) reserves		273	323
Depreciation	8	194	208
(Increase) in debtors	9	(533)	(347)
Increase in creditors	11	195	(233)
Net cash inflow from operating activities		<u>129</u>	<u>(49)</u>

ANALYSIS OF CHANGES IN NET FUNDS		2008 £000	2007 £000
Increase in cash	10,11	(50)	(249)
Net funds at 1 January		159	408
Net funds at 31 December		<u>109</u>	<u>159</u>

FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 DECEMBER 2008

NOTES TO THE ACCOUNTS

1. ACCOUNTING POLICIES

Basis of accounting

The accounts have been prepared under the historical cost convention and in accordance with applicable accounting standards and they comply with the requirements of the charity's governing document. Specifically, they have been prepared in accordance with the Statement of Recommended Practice "Accounting and Reporting by Charities" Revised 2005.

Since the Statement of Financial Activities provides the information required by the Companies Act 1985, no separate statement of income and expenditure has been provided.

The charity in common with other International Non-governmental organisations is dependent on the support of key funders, some of whom have not yet committed to future funding. The directors having considered cash flow, income streams and operations believe that the charity has adequate resources to continue operational existence for the foreseeable future and the accounts have been prepared on a going concern basis.

Fund accounting

General unrestricted funds comprise accumulated surpluses and deficits on general funds and are available for use at the discretion of the trustees in furtherance of the objects of the charity.

Restricted funds are funds subject to specific restrictions imposed by the donors. The purpose of the restricted funds is set out in the notes to the financial statements.

Incoming resources

All income is accounted for when the charity has entitlement, there is reasonable certainty of receipt and the amounts can be quantified. Incoming resources are all reported gross and the Statement of Financial Activities recognizes all incoming resources becoming available to the charity during the year.

Where a grant for expenditure in a future accounting period is received in advance its recognition has been deferred. Deferred income is shown separately in creditors. Where only part of the grant is restricted to future accounting periods, the grant is apportioned over time on a pro rata basis.

Resources expended

Resources expended are shown as gross and an accruals adjustment has been made for all known liabilities at the year-end

Expenditure on overseas programmes comprises all direct programme expenditure, and all the staff and related costs of country and regional offices.

Programme support costs comprise expenditure incurred in respect of the secretariat based staff responsible for management and supervision of, and support to, overseas programmes and an appropriate allocation of central overheads.

Central overheads are allocated to programme support and programme research only on the basis of their use of central support services.

FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 DECEMBER 2008 NOTES TO THE ACCOUNTS

1. ACCOUNTING POLICIES (Continued)

Governance costs comprise central management and administration costs not allocated to other activities, that is the costs of management of the charity's assets, organisational (as opposed to programme) management and administration, financing and compliance with constitutional and statutory requirements. All expenditure in negotiating grants and contracts is charged to charitable expenditure.

Tangible fixed assets and depreciation

Tangible fixed assets are stated at cost. Depreciation is calculated to write off the cost of tangible fixed assets by equal annual instalments over their expected useful lives as follows:

Office equipment	25%
Computer equipment	33%
Leasehold premises	over the period of the lease
Assets held in Area programmes	100%

The directors depreciate fully equipment and motor vehicles purchased or donated for use overseas in the year of their acquisition, since their anticipated lives cannot be readily determined due to the uncertainty and diversity of conditions overseas. It is the charity's policy to write these assets out of the accounting records after a period of three years, although assets continue to be monitored after this period by means of fixed asset inventories

Foreign currencies

Transactions in foreign currencies during the year are translated into sterling at the rates ruling in the country at the dates of the transactions. Monetary assets and liabilities denominated in foreign currencies at the balance sheet date are translated at the year-end exchange rate. All transaction differences arising are dealt with in the statement of financial activities.

Pension costs

The charity operates a defined contribution pension scheme. The assets of the scheme are held separately from those of the charity in independently administered funds. The pension cost charge represents contributions payable by the charity.

Credit funds

All inputs to credit funds are treated as expenditure in the year of the input. When credit schemes are managed directly by ACORD, the net assets held in credit funds are recognized in the Balance Sheet. Those credit schemes where grant funds are transferred to intermediary organisations that manage the loans are not consolidated in the balance sheet since ACORD continues to monitor their operation until phase out of the programme

FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 DECEMBER 2008
NOTES TO THE ACCOUNTS

INCOMING RESOURCES:

2. Donation and other similar incoming resources

	Unrestricted Funds £ 000	Restricted Funds £ 000	Total 2008 £ 000	Total 2007 £ 000
Notes				
Membership Subscriptions	7	-	7	-
Donations	26	-	26	269
sub- total	33	-	33	269

3. Activities in furtherance of charitable activities

RESOURCES FROM GOVERNMENT AND OTHER PUBLIC INSTITUTIONS

	Unrestricted Funds £ 000	Restricted Funds £ 000	Total 2008 £ 000	Total 2007 £ 000
Members	634	1,870	2,504	2,847
Other private institutions	77	1,425	1,502	1,656
Multilateral funding institutions	-	1,695	1,695	1,537
Bilateral funding institutions	212	849	1,061	1,117
sub- total	923	5,839	6,762	7,157
Grand Total	956	5,839	6,795	7,426

FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 DECEMBER 2008
NOTES TO THE ACCOUNTS

4. ANALYSIS OF RESOURCES EXPENDED

Resources expended

	Unrestricted Funds £ 000	Restricted Funds £ 000	Support cost allocation £000	2008 £000	2007 £000
Charitable activities					
Livelihood	356	3,669	460	4,485	5,075
HIV/AIDS	346	905	125	1,376	1,347
Conflict	131	163	25	319	311
Gender	37	125	19	181	207
	870	4,862	629	6,361	6,940
Governance costs					
Board and Assembly	35	-	-	35	27
Statutory reporting	44	-	-	44	53
Auditing	25	-	-	25	27
Management	-	-	57	57	55
	104	-	57	161	162
Total Resources Expended	974	4,862	686	6,522	7,102

Support costs and the basis of their allocation

	2008 £000	2007 £000
Directorate	72	74
Financial and HR Management	156	161
Information technology and communication	8	8
Programme & Partnership development	103	107
Programme support	290	300
Governance costs	57	55
TOTAL	686	705

Support costs are allocated across the expenditure categories on the basis of an estimate of time spent.

FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 DECEMBER 2008

5. FUNDS MOVEMENT

Programme	Balance	Movement	Movement	Balance
	31-Dec-07	Incoming	Outgoing	31 Dec 2008
	£000s	£000s	£000s	£000s
Angola	223	33	(296)	(40)
Burundi	(137)	493	(321)	35
Congo (D.R.C)	153	4	(315)	(158)
Eritrea	177	-	(177)	-
Ethiopia	25	482	(434)	73
Kenya	(79)	133	(54)	-
Lake Victoria	(7)	269	(259)	3
Mozambique	199	(134)	(84)	(19)
Uganda	145	600	(591)	154
Rwanda	208	263	(398)	73
Sahel 1	(147)	846	(614)	85
Sahel 2 (Lake Chad)	(34)	577	(526)	17
Southern Sudan	(195)	994	(589)	210
North Sudan	(134)	1,279	(962)	183
Total Restricted funds	397	5839	(5620)	616
General fund	819	956	(902)	873
Total fund balance	1,216	6,795	(6522)	1,489

Deficit balances are created by expenditure which has been incurred in anticipation of income. The trustees anticipate that any deficit balance above will be covered by future income in excess of expenditure. Hence the trustees have decided to carry forward those deficits into the future years

FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 DECEMBER 2008
NOTES TO THE ACCOUNTS

6. Staff numbers and emoluments

	2008	2007
Functional categories	N°	N°
Management	31	31
Administration and Finance	209	218
funding and communication	7	7
Programming	154	154

The average number of employees throughout the year was:

	401	410
--	------------	------------

	2008	2007
Aggregate emoluments	£000s	£000s
Salaries	2,006	2,214
Social security costs	128	135
Pension costs	43	37
Total	<u>2,177</u>	<u>2,386</u>

There were no employees whose emoluments exceeded £60,000 (2007-Nil)

7. NET OUTGOING RESOURCES ARE AFTER CHARGING:

	2008	2007
	£000s	£000s
Audit fees head office	25	27
Audit fees area programmes	130	92
Depreciation	194	208
	<u>349</u>	<u>327</u>

There was no hire of plant and machinery and operating leases expenses during the year.

**FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 DECEMBER 2008
NOTES TO THE ACCOUNTS**

8. Tangible Fixed Assets

	Leasehold Property £ 000	Office and Computer Equipment £ 000	Assets held in Area Programmes £ 000	Total £ 000
At 1 January 2008	38	168	490	696
Additions		1	178	179
Disposals	-	-	(171)	(171)
At 31st December 2008	38	169	497	704
Accumulated Depreciation				
At 1 January 2008	34	156	490	680
Charge for the year	4	12	178	194
Disposals			(171)	(171)
	38	168	497	703
NET BOOK VALUE	-	1	-	1
At 31st December 2008	-	1	-	1
At 31st December 2007	4	12	-	16

FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 DECEMBER 2008
NOTES TO THE ACCOUNTS

9. DEBTORS

	2008	2007
	£000s	£000s
Programme debtors	2,422	1,656
Other debtors	59	246
Prepayments	17	63
	<u>2,498</u>	<u>1,965</u>

10. CASH AT BANK AND IN HAND

	2008	2007
	£000s	£000s
Cash held in UK	353	50
Cash held overseas	240	511
	<u>593</u>	<u>561</u>

11. CREDITORS: amounts falling due within one year

	2008	2007
	£000s	£000s
Accruals	251	103
Other creditors	340	415
Bank overdraft	484	402
Deferred income (see note 17)	528	406
	<u>1,603</u>	<u>1,326</u>

Deferred income relates to grants received in the year but relating to future periods.

All balances brought forward have been utilized during the year

**FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 DECEMBER 2008
NOTES TO THE ACCOUNTS**

12. ANALYSIS OF NET ASSETS BETWEEN FUNDS

Fund balances at 31 December 2008 are represented by:

	Unrestricted funds £000s	Restricted funds £000s	Total funds £000s
Tangible fixed assets	1	-	1
Current assets	1,301	1,790	3,091
Current liabilities	(429)	(1,174)	(1,603)
	<hr/>	<hr/>	<hr/>
Total net assets	873	616	1,489

13. TRUSTEES' REMUNERATION

	2008 £000s	2007 £000s
Expenses reimbursed	35	20

Indemnity insurance is provided for all trustees of ACORD.

	2008 £000s	2007 £000s
Premiums paid were	7	11

No trustees received any remuneration during the year (2007 nil)

FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 DECEMBER 2008
NOTES TO THE ACCOUNTS

14. TAXATION

ACORD is a registered charity and is potentially not liable for corporation tax on its income and gains under section 505 of Income and Corporation Tax Act 1988 to the extent that is applied to the charitable activities. The charity has borne VAT on its expenditure where appropriate.

15. STATUS

The charity is a company limited by guarantee and has no share capital. The maximum liability of its members is £ 1.

FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 DECEMBER 2008
NOTES TO THE ACCOUNTS

16. Resources from Government and other public institutions

	2008	2007
	£000s	£000s
Member Organisations		
CCFD	532	372
Groupe Développement	33	44
HEKS (Swiss Interchurch Aid)	41	95
Inter Pares	** 126	140
Mani Tese	69	-
Oxfam Novib	1,456	2,116
Oxfam Great Britain	44	105
Oxfam Hong Kong	231	244
Vredeseilanden	** 5	-
	2,537	3,116

** These two member organisations are represented on the board of trustees

Other Private Institutions

Brot fur die Welt	37	-
Care International	71	138
CORDAID	143	-
Counterpart International Senegal	108	108
Defense for Children International	-	72
Fondation Leger Canada	75	90
HAMSED	-	68
International Rescue Committee	183	273
Mercy Corps	-	24
NSI Austrian	-	24
Others	261	273
Oxfam Canada	-	13
Oxfam Intermon	17	404
Oxfam Ireland	140	122
PASILD	369	26
Stromme Memorial Foundation	49	39
Tides Foundation	-	6
Trocaire	49	-
	1,502	1,680

FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 DECEMBER 2008
NOTES TO THE ACCOUNTS

16. Resources from Government and other public institutions (cont.)

	2008	2007
	£000s	£000s
Multilateral funding institutions		
European Community	1,153	1,103
IFAD	21	155
UN FAO	63	16
UNDP	73	125
UNICEF	50	-
UNWFP	31	42
UNFEM	75	-
UNHCR	229	96
	<u>1,695</u>	<u>1,537</u>
 Bilateral Funding institutions		
Belgian Government	186	110
Cooperation Technique- Belge	-	475
DFID (UK)	240	125
Mauritania Government	32	15
MINISTERE DELA COOP(Fr)-SEC	-	-
SIDA (Sweden)	-	284
States of Jersey	97	27
Uganda Government	15	57
USAID	491	-
	<u>1,061</u>	<u>1,093</u>
 TOTAL	<u>6,795</u>	<u>7,426</u>

**FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 DECEMBER 2008
NOTES TO THE ACCOUNTS**

17. Analysis of Deferred income as at December 31, 2008

Donor	2008	2007
	£000s	£000s
Oxfam Novib	193	360
Belgian Government	-	78
Netherlands Government	335	-
UNDP	-	(33)
	528	405

Deferred income relates to grants received in the year but relating to future periods.

All balances brought forward have been utilized during the year