



Directors' Report and Financial Statements
For the year ended 31 December 2009

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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Charity Registration Number 283302

Company Registration Number 157355

DIRECTORS' REPORT

The directors are pleased to present their report and the audited financial statements for the year ended 31 December 2009.

REFERENCE AND ADMINISTRATIVE DETAILS:

1. MEMBERS (ACORD ASSEMBLY)

ORGANISATIONS

Comité Catholique Contre la Faim et pour le Développement (CCFD) (France)

Inter Pares (Canada)

Vredeseilanden (Belgium)

Mani Tese (Italy)

Groupe Développement (France)

Resigned October 2009

Swiss Interchurch Aid- HEKS (Switzerland)

Resigned October 2009

INDIVIDUALS

Betty Plewes

Eunice Sahle

Gertrude Kazoviyo

Ibrahim Ouedraogo

Kwame Kuffour

Maggie Pankhurst

Michael Herzka

Molly Kane

Mutizwa Mukute

Richard Bennett

Sylli Gandega

Teopista Kevin M Akoyi

Ngone Diop

(Joined October 2009)

BOARD OF DIRECTORS AND TRUSTEES OF THE CHARITY

NAME	NATIONALITY
Betty Plewes	Canadian
Ibrahim Ouedraogo (Chair)	Burkinabe
Kevin Teopista M Akoyi	Ugandan
Kwame Kuffour	Ghanaian
Maggie Pankhurst (Hon. Treasurer)	British
Michael Herzka	Swiss (Resigned October 2009)
Molly Kane	Canadian
Mutizwa Mukute	Zimbabwean
Eunice Sahle	Kenyan (Resigned October 2009)
Gertrude Kazoviyo	Burundian
Richard Bennett	British
Sylli Gandega	Mauritanian

CORPORATE MANAGEMENT TEAM

Ousainou Ngum	Executive Director and Company secretary
Kristin Seljeflot	Head of Funding and Partnership Development
Carine Kidwingira	Head of Human Resources and Organisational Development
Elijah Lutwama	Head of Finance
Bonaventure Wakana	Programming Director (Resigned June 2009)
Emime Ndiokubwayo	Head of Policy and Advocacy (Joined November 2009)
Monique van Es	Programmes Operations & Development Manager (Joined July 2009)

STRUCTURE, GOVERNANCE AND MANAGEMENT

ACORD is a company limited by guarantee (registration number 1573552) and a registered Charity in the United Kingdom governed by a Memorandum and Articles of Association.

ACORD is a membership organisation 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 organisation's strategic plan and appoints the board of trustees and auditors. 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 organises 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 leads the work on governance. The Board Committees also meet twice a year, have teleconference as necessary and report back 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. ACORD has well established arrangements for consulting and involving staff in its work.

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.

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. It enable poor women and men to analyse and understand their rights and the specific causes of poverty and rights abuses confronting them, as well as facilitate citizens and authorities to develop mechanisms to overcome these and build an environment for sustainable development and 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, alliance-building and policy advocacy, 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 and implements programmes in 17 countries in Africa, working with communities on livelihoods and food sovereignty, HIV/AIDS, conflict and women's rights. The organisation also does related campaign and advocacy work at the Pan African and global levels aimed at enhancing the achievement of ACORD's charitable objectives.

The trustees confirm that they have referred to the guidance contained in the Charity Commission's general guidance on public benefit when reviewing objectives and activities.

ACHIEVEMENTS AND PERFORMANCE

2009 MAIN ACHIEVEMENTS IN LINE WITH ACORD STRATEGIC DIRECTIONS:

Building on achievements made in the first two years of implementation of the current strategic plan, ACORD has continued to work towards the achievement of defined strategic directions (SD). An overall assessment has shown that 2009 was a successful year in many areas of ACORD's work.

The main activities and achievements carried out for the public benefit and in line with strategic governance, strategic programme development and institutional development are highlighted as follows:

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.

The key elements of the new governance model are:-

1. A General Assembly of minimum 25 members, the majority of whom will be African (minimum 60%)
2. A Board of Trustees with a majority of African members (minimum 60%)

There will also be a three yearly learning forum and donor roundtable as an integral part of the governance processes

During the year the ACORD Board achieved the majority African proportion and is almost at the same level in the Assembly.

The transformation from a Northern to a Pan African organisation is now complete and all organs of the new ACORD are functioning effectively.

Strategic Direction 2 – Programming:

Enhance the voice of the poor and the marginalised to change conditions undermining social justice in Africa through participatory people-centred research and advocacy.

Agriculture is at the heart of the struggle to secure a fair deal for Africa and its peoples. As the backbone of Africa's economy and the livelihoods of its population (with 75-80% of Africans relying on it for their income), it is a key priority for ACORD, especially in relation to food sovereignty, which is regarded by ACORD to be an entry point for reclaiming social justice for Africa and its marginalised people. In so doing, ACORD recognises the role of intervening factors such as conflict, gender, social discrimination and HIV and AIDS among others. ACORD therefore works on four major themes of:

- Sustainable livelihoods (with a particular emphasis on Food Sovereignty)
- Gender equality and social exclusion
- Conflict and peace building, and

- HIV and AIDS

Throughout the African continent ACORD is empowering marginalised communities to take up the responsibility for their own development by supporting their institutions, systems and responses to address the denial of rights and transform the underlying causes of social exclusion, poverty and livelihood disruption. This comprises 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 to attain the necessary policy and practice changes to address the root causes of poverty and rights abuses. ACORD's work at community level is underpinned by focused participatory research and knowledge generation. This expertise subsequently informs the practical and advocacy-related development initiatives of ACORD and the partners and alliance-network with which it works.

Through thematic alignment, better internal coordination and cross-learning, ACORD has ensured that issues raised by communities are tabled at higher policy making fora at the regional, pan-African and global level. The actions of its Pan-Africa Programme (PAP) are inspired by the socio-political, economic and rights-based contexts at country level as identified through the Area Programmes at national levels. As a result, ACORD's interventions are more focussed around its areas of key expertise, thus optimally enabling it to generate sustainable impact.

In 2009 ACORD sought to consolidate the social movement for food sovereignty in Africa. In the foregoing years ACORD helped strength African civil society in terms of institutional capacity and networking, and empowered them with skills linked to policy analysis, idea generation and advocacy. This work continued in 2009, thus contributing to a better informed and increasingly autonomous civil society. One of the key topics around which African civil society organisations (CSOs) have been converging in terms of food sovereignty has been the Economic Partnership Agreements (EPAs) under negotiation between the European Union (EU) and the African, Caribbean and Pacific countries. While work continued on the EPAs campaign and trade-related sensitisation, momentum has also started to build around need for higher investments in agriculture as pledged by African governments in the Maputo Declaration and the positioning of smallholder farming, pastoralists and other producers. Specifically the focus was on democratising the debate on the Comprehensive Africa Agriculture and Development Programme (CAADP) of the African Union and public investments in agriculture at the national level to enable smallholder farmers, men and women to articulate their views and advocate for policies that enhance their food sovereignty.

In the course of 2009 ACORD continued to address issues of gender, conflict and HIV/AIDS. As part of ACORD's gender work, the agency and partners continued to pursue equal rights for women and men and to stop impunity for sexual and gender-based violence (SGBV) in conflict and post-conflict situations.

With regards to conflict transformation, ACORD continued to promote the community social contract methodology and extended its implementation to new countries, including Uganda, and managed to capitalise on the implementation techniques for use by ACORD

programmes and others wishing to contribute to conflict prevention, and peaceful and durable settlement of disputes. It is sought to capitalise on other conflict prevention and transformation techniques such as those used in Guinea (Conakry), Chad and Rwanda.

In relation to HIV/AIDS, ACORD continued its work on HIV/AIDS workplace policies and involving (and strengthening) networks of People Living with HIV/AIDS (PLHA) with a view to developing a common agenda on HIV/AIDS to feed into the food sovereignty advocacy and policy debate. Needless to say its efforts continued – especially at area programme level – to prevent the spread of HIV/AIDS, assure sensitisation and behaviour change communication among communities, de-stigmatisation of persons infected with or affected by HIV/AIDS, and provision of support to PLHAs and their networks to access treatment.

ACORD continued its engagement in key continental processes, including building its relationships with the Regional Economic Communities (RECs) particularly COMESA, SADC, ECOWAS and CEMAC. ACORD staff also participated in key inter-continental processes including the World Summit on Food Security in Rome, FAO meetings and the WTO Ministerial in Geneva, as well as attending meetings with parliamentarians from supra-national parliaments in both Africa and Europe. A key strength of the Pan Africa Programme and its engagements at international level rests on its ability to link the policy analysis and local realities across the continent as informed by our Area Programme work and alliances with other civil society actors internationally.

Specific Achievements on our core themes in 2009

Sustainable Livelihoods and Food Sovereignty:

ACORD's work on livelihoods and food sovereignty may be categorised in three complementary realms of influence. These comprise (a) trade relations, (b) agricultural policies, and (c) direct livelihoods support. Trade and agricultural policies are addressed at the national level, sub-regional, pan-African and global levels. Direct livelihoods support is nevertheless mainly realised at local level within ACORD's area programmes. From the direct support ACORD derives the legitimacy for policy advocacy work, while creating critical consciousness and ability for communities and groups to input into decision-making processes.

(a) Trade relations

ACORD's partnership approach and advocacy work against international constraints to achieving food security such as unfair trade rules and agreements revolved around people centred research; stakeholder mobilisation, lobbying and advocacy; capacity building; and linking partners to service providers as well as in the policy decision making processes.

International trade forms both opportunities and concerns for African communities. While trade can be an important source of revenue for the state and income at household level, each of which can contribute to reducing poverty, trade relations need to integrate the specific needs of all sectors of society which can only be done through participatory

negotiation and decision-making processes; observing human rights and dignity; and being fair and transparent to the different parties to the agreement. It is this critical awareness – accompanied by technical expertise – which ACORD has sought to inculcate in the minds of African producers, representatives from African parliaments dealing with trade negotiations, civil society organisations, the general populace and the media. ACORD's interventions in 2009 thus, contributed to the overall objective of: *Maintaining the momentum for Stop EPAs campaign through facilitated engagement by CSOs and farmers movements' on the agreed framework and plan of action of the Africa Trade Network (ATN), and influence reforms on the EU-Common Agricultural Policy (CAP) to incorporate the views of African small farmers.* The following are a few examples of ACORD's work which contributed to the achievement of this objective:

People Centred Research: During the reporting period, a research study was undertaken by ACORD Rwanda on "Safeguarding Rwandan Agriculture in the Context of the EPA negotiations and the East African Community". The report was published and a popular version prepared for use by CSOs in public awareness-raising.

Ethiopia is going through the accession process for joining the WTO. ACORD prepared an information booklet on WTO to raise awareness on the process and the issues involved. As a result of the sensitisation programs held on trade issues stakeholders and partners have created understanding about the importance of building a national consensus before joining regional and global economic mechanisms such as WTO and EPAs.

In a number of Area Programmes, analyses have been done of in-country and regional influences on value chains, marketing and trade opportunities.

The publications on EPA, WTO and the compiled material on strategic food products have contributed to the broader understanding of partners and community about the processes taking place internationally, regionally and nationally.

Stakeholder mobilisation, lobbying and advocacy: ACORD in 2009 continued to support engagement on EPAs through the Africa Trade Network (ATN) that included mobilisation of partners to assess and strategise on the trade campaigns (EPAs and WTO). In commemoration of the EPA day (27th September), ACORD coordinated and organised advocacy and lobby activities in Chad, Rwanda, Burundi, Ethiopia, Tanzania, Burkina Faso and also peaceful campaigns and demonstrations in Kenya around EPAs. These built on ACORD's continuous work at country level throughout the year to raise awareness and strengthen skills among civil society and political authorities.

In the context of the World Social Forum; ACORD, the ATN and the Africa Social Forum gathered more than 130,000 people from 4,000 social movements and civil society organisations from 150 countries in Belem in Brazil in January 2009. The forum stressed the need for stronger regional cooperation on the subject of food sovereignty and challenged key decision makers to empower local communities to secure ownership of their resources.

ACORD and partners organised a two-week European speaking tour for African farmer representatives and parliamentarians in March 2009. They visited Germany, Belgium, Spain, France and the UK and in each country lobbied and engaged with politicians, media and European NGOs. Besides the participation of parliamentarians in the speaking tour, there was a systematic and deliberate engagement with African parliamentarians to raise awareness and support them to push for a greater role in the negotiations and increased transparency. The livelihoods programme supported staff and partners to participate in

EPA trade meeting for parliamentarians organised by the African Union in Addis Ababa in July 2009.

The large scope of mobilisation – which spanned not only the 17 countries in which ACORD is present but linked with civil society actors in other African and European countries through networking and alliance building – has contributed to a more coordinated civil society engagement around African issues. They have further led to greater media, public and political attention for the views raised.

Capacity building & Linking partners to service providers and decision making processes: In November 2009, the livelihood programme in collaboration with other CSOs organisations facilitated a COMESA stakeholders' dialogue meeting between government officials, members of parliament and civil society. The meeting reviewed and assessed the EPA negotiations state of play in the EAC and ESA regions; highlighted key issues, challenges and opportunities for the ESA member states; proposed alternatives, and common positions on the contentious issues. ACORD facilitated partners and staff from 6 countries, namely; Burundi, Rwanda, Ethiopia, Mozambique, Kenya, Tanzania and Uganda to participate.

ACORD's staff and partners have also participated in various international events including a conference organised by the UK Food Group in London on the 28 September, entitled "Rewriting the rules to secure our future food", facilitating the participation of "Southern" farmer representatives from Mozambique and Kenya. The Livelihood programme also facilitated staff and partners participation in the African European Parliamentary Dialogue on Climate, Food Security and Development, which took place in Stockholm, Sweden in August as preparation for the Copenhagen Summit in December 2009.

At Area Programme level community-based organisations (CBAs) and civil society organisations continued to be brought together in national and regional networks such as the CILONG (Chad), Civil Society Trade Coalition (Tanzania), Food Sovereignty Network (Mozambique), etc.

All these efforts have formed part of the overall aim to empower African civil society to jointly raise awareness on the concerns of African small-scale producers with regards to trade.

(b) African agricultural policies

Food systems in Africa have excluded the vast majority of those involved in producing food and feeding people from formulating food and agriculture policies such as women, small-scale farmers, indigenous people, migrants, agricultural and fishery labourers and pastoralists. It is vital that food producers, who make up a significant proportion of the hungry, have a voice in determining policies that affect their own livelihoods. The commitment to support African citizens to *influence the formulation and implementation of regional and continental agriculture and pastoralist policy frameworks that support food sovereignty* is a central to ACORD's current work on agricultural policies.

Specifically, ACORD strives to promote:

- A sustained movement of farmers and CSOs in the four African regions to uphold CAADP target and government commitment of 10% of national budget investment in agriculture and evolve a case for "a continental law on agriculture".

- Strengthening of the voice of organised pastoralist communities in the Sahel, East and Horn of Africa is heard in the finalisation of the Pastoralist Policy Framework (PPF).

The development of the AU Pastoralist Policy Framework (PPF) is an on-going process almost nearing completion. Nonetheless, various versions have been developed by some of the Regional Economic Communities (RECs) like COMESA under CAADP pillar three. ACORD seeks to engage more with pastoralists' organisations to influence development of PPF and subsequently, its implementation at national level.

An advocacy toolkit was jointly developed by ACORD and PELUM, which will be used by CBAs and CSOs at community-level – especially farmers and pastoralists – to strengthen their advocacy skills, thus rendering them more empowered to engaged in decentralised planning and engagement of Government authorities.

ACORD also developed a draft framework for evaluating agricultural policies. The food sovereignty and gender assessment framework will be applied to agricultural policies at country level, the CAADP and Pastoralist Policy Framework (PPF) at a broad continental level. This will serve to track Governments' levels of implementation of their CAADP (and eventually PPF) commitments, and the appropriateness in addressing poverty and social injustices, particularly among small male and female producers.

Stakeholder mobilisation, lobbying and advocacy: The first key moment to initiate mobilisation on agricultural policies was the African Union Summit in Libya in June 2009. ACORD focused on a series of advocacy actions around this. A briefing paper was developed on the Comprehensive African Agricultural Development Policy (CAADP), entitled *Beyond 10%: making CAADP work for food sovereignty in Africa*. The document enhanced understanding on how CAADP is structured and implemented at present, and how it might be improved from a food sovereignty and gender perspective. In Chad, Ethiopia, Burundi, Mozambique, Burkina Faso and Tanzania ACORD initiated meetings of civil society groups for brainstorming on advocacy around agricultural policies including CAADP. Some of the discussions centred on recommendations for strategies and policy decisions that can assure Africa's food sovereignty.

Other stakeholder mobilisation events included International Rural Women's Day, World Food Day and International day for Eradication of Poverty, which involved ACORD engagement at Pan-African and Area Programme levels.

ACORD attended meetings of the FAO Committee on World Food Security (CFS) which was reformed in 2009. The new World CFS will constitute an inclusive international and intergovernmental platform for a broad range of committed stakeholders to work together in a coordinated manner and in support of country led processes to eradicating hunger. This ACORD will continue to pursue in furtherance of its agriculture policy work in 2010.

Efforts around these topics are in their early stages hence the impact will be best assessed in the upcoming years.

(c) Livelihoods support

At the national level ACORD continues to take the lead in the facilitation of food sovereignty alliances and organised a range of workshops to strengthen civil society capacities and engagement in the food sovereignty agenda. Furthermore, it sought to concretely address livelihoods concerns. The following is a small sample of these interventions:

People Centred Research: In Burkina Faso ACORD, along with partners, carried out a budget analysis on funding for agriculture in the context of the Maputo Declaration. While the government claims investment is at 14% of national budget, the study found evidence for only 7%. The studies thus give a firm basis for advocating with the government on this. In Chad, an analysis of the role of women in eastern Chad and their access to factors of production was conducted during the reporting period. The finding of this research continues to inform advocacy work in the country. In Tanzania, ACORD undertook a participatory study into corporate social responsibility and accountability support for producer associations. Similar studies were undertaken to establish food security priorities for the vulnerable districts; while another was done on land as well as community-based climate change adaptation.

Stakeholder mobilisation, lobbying and advocacy: In the DRC ACORD managed to complete its livelihoods and restoration efforts in the Province Oriental with thousands of households in the region of Buta benefiting from micro-projects to invigorate their income generation. These were in addition to ACORD's achievement in the previous year of securing market access for remote communities so that they can market and sell their produce. Other similar initiatives aimed at organising farmers into viable groups were done in northern and southern Sudan, Chad, Burkina Faso with farmers, pastoralists and fisher-folk.

In northern Uganda, ACORD began organising farmers into livelihood groups and linking them to district farmers associations. By the end of the year, the mobilisation had taken place in nine sub-counties of Gulu, Pader and Kitgum districts. The livelihood groups have a composition of 60% women and it derives its membership from a cross-section of the community: the girls, boys, men, widows, single parents, model farmers and representatives from the vulnerable groups.

In Burundi ACORD has practically and technically supported and set up federations of rice producers. The interventions have helped address food insecurity in the country.

In Rwanda, the "ihuriro" approach of solidarity forums is being implemented by the communities in the collective action against poverty. It constitutes a nascent social movement towards valuing the people's capacities and powers to come together as a movement and to influence for the change. It is now being extended to build the groups' policy literacy and advocacy skills, so that the ihuriro members will be able to engage with decision-makers on matters such as land rights, soil protection, strategic crops, crop rotation, trade relations, and so on.

In Tanzania the programme facilitated increased awareness on new policy and guidelines related to the Agricultural Sector Development Programme (ASDP), dialogue of climate change and livelihoods and, effective analysis of national response to various international and regional commitments.

In Mozambique the livelihood programme undertook advocacy work through mobilisation of civil society actions toward food security at district level and substantial improvement in agricultural policies.

In 2009 engagement with pastoralist communities has centred on the provision of livelihoods and food security projects in Sudan, Ethiopia, Kenya, Tanzania, Chad, Cameroon, Burkina Faso, Mali and Mauritania. Interventions include the establishment of water points and/or negotiated access to watering sites for cattle. Conflict prevention techniques are applied to deal with tensions linked to management of natural resources, cattle raiding, and other systemic conflicts between pastoralist and non-pastoralist communities.

The livelihoods interventions are helping communities address their immediate food and income needs. They furthermore form the entry-point for ACORD to support them to raise their awareness and skills to engage in decision-making processes and monitoring.

Capacity Building: ACORD's area programme in Ethiopia has organised workshops on food security, WTO, EPAs, CAADP, the national poverty reduction plans, MDGs, etc and has imparted skills and material support to nascent CBOs. Similar initiatives have been done in Rwanda, Burundi, Mozambique, Tanzania, Chad, Burkina Faso and Mali.

Gender:

a) Women's land rights

60% of Africa's women live in rural areas. Despite the limited access and control over means of production, women in Africa contribute to 70% of agricultural labour and 60-80% of food processing, yet they are still experiencing continued disempowerment, marginalisation, limitation and denial of basic rights and own less than 1%. Women comprise 60% of those who suffer from hunger. They remain shackled by discriminatory cultural, traditional, social and economic structures which hinder them from access, control and ownership of natural and productive resources, making them increasingly vulnerable to food insecurity.

Given the division within agriculture activities, men and women possess different system of knowledge, information, priorities, concerns and technologies that call for appropriate specific strategies to achieve gender justice in this context. 60% of people living with HIV and AIDS are women and girls and this has consequences on agriculture production and on women's vulnerability in reverse. Free trade, including EPAs, the global food crisis, governments' underinvestment in agriculture, affect men and women differently, but the most hit would be women. Addressing women's land rights and violence against women at least, as proclaimed in AU protocols on women rights and other regional and international human right frameworks, would represent a substantial advancement of food sovereignty and human rights in Africa.

ACORD recognises that the issues of food sovereignty and women's rights, especially the right to land, are intimately linked to the violence against women. They have therefore been addressed both under food sovereignty and gender themes.

Gender mainstreaming and attention for women's land rights in ACORD's work has resulted in targeted activities for women and men to raise awareness on gender identities

and how these impact on livelihoods opportunities and vulnerability to poverty, conflict and HIV/AIDS. Techniques range from participatory context analysis to improving farming and irrigation techniques; easing access to water for production and household use; increasing literacy to ensure women are able to calculate their stock and revenues and understand policies applicable to them; availing micro-credit and revolving loans; addressing cultural obstacles and legal matters such as property and land rights

The methodological approach is to build the capacity of women to claim and enjoy their land rights both at national, regional and continental levels. At national levels, ACORD has supported the livelihoods projects for women as well as helping them to organise in strong coalitions which are now challenging the gender imbalances that have been institutionalised in African systems and cultures. In many countries such as Mali, Mauritania, Burkina, Guinea, Chad, Cameroon, the DRC, Rwanda, Burundi, Mozambique, Tanzania, Kenya, Sudan and Ethiopia ACORD has helped women's organisations to raise their income levels and to be part of many policy forums for debate on their economic and land rights and have significantly influenced formulation, revisions of laws and policies under development in those countries.

At Pan-Africa level, ACORD has recently developed strong relationship with the AU, the RECs, UNIFEM, ICGLR and pan-Africa parliaments, especially on issues of gender equality and sexual and gender based violence. In doing so, ACORD sought to link those Pan-Africa CSOs working on women issues with these institutions, carry out intense advocacy work to bring about change in practices and policies for natural resources management and budget allocation. As a result, strong networks of women in the region were formed and tools to measure the commitment of States and Governments to advance gender equality were developed. We are building on this momentum to work with the relevant institutions and women's organisations to critically engage on *the issues of land rights and violence against women*.

(b) Violence against women

ACORD recently developed a regional programme (funded by the MDG3 Fund of the Dutch government) geared towards combating violence against women with the focus being on women and girls in situations of conflict. The programme entitled *The Hidden War Crimes; Challenging the Impunity on Sexual Violence and Gender Based Violence in countries of the International Conference for the Great Lakes Region (ICGLR)* targets five countries: DRC, Burundi, Kenya, Tanzania and Uganda. Its three key outcomes are cultural change and practice on impunity as it relates to sexual abuse of women and girls in pre, conflict and post conflict circumstances; strengthening the institutions and mechanisms of justice and upholding the rule of law to protect women and girls against SGBV and punish perpetrators; and facilitating restitution for survivors of sexual crimes perpetuated particularly in conflict and post scenarios.

As part of the campaign against SGBV gender human rights experts from across Africa have been exchanging views on SGBV, and provoking active participation in programmatic involvement among women rights groups, civil society, government and non-government

organisations. They have coordinated their efforts and shared experience on how to challenge impunity on crimes of SGBV. With the support and facilitation by ACORD, advocacy tools such as the Judicial Audits on Sexual and Gender Based Violence (SGBV), gender index for monitoring indicators linked to Gender and SGBV performance by governments and mechanisms of reparation and compensation for victims of SGBV were developed and are being applied by many of our Area programmes and partners working on and in conflict. Space for reflection, analysis and planning with these partners is provided with the aim to benefit from cutting edge thinking that informs their own strategies at an institutional level. We also aim to harmonise regional advocacy agendas on the question of women's security to which the question of violence against women is tied.

HIV and AIDS:

Over the last two decades, the spread of the HIV and AIDS epidemic has further worsened poverty and food insecurity vulnerability. Although once viewed as a health concern, the multiple epidemic impacts on natural resources has increasingly manifested in both rural and urban poverty for the populations in the hard hit regions of sub-Saharan Africa. Over 25 million people who comprise the prime productive age category (15 to 49 years) majority (60%) of whom are women and girls, are estimated to be infected with the HIV virus. Sadly, poverty as both a consequence and cause of HIV is no longer debatable and these cross linkages continue to feature at all levels; namely individual, household, community, national, regional as well as at global levels. ACORD's aim is therefore to facilitate that the *national and regional PLHAs networks partners to spearhead an HIV and AIDS vulnerability and susceptibility policy engagement agenda in limited food self sufficiency contexts* in relation to governments' commitments to commit 15% of national budgets to health care. As these networks become increasingly independent, ACORD is simultaneously seeking to *internally and externally mainstream HIV/AIDS work place policies in the formal and informal sector* to prevent the spread of HIV de-stigmatise the pandemic and provide services to staff and their families in these sectors.

(a) PLHA network engagement on HIV and AIDS

At the national and regional levels work continued to strengthen PLHA associations and CSO's organisational integration of work place policies took place in many area programmes such as Uganda, Tanzania, Burundi, Rwanda and Ethiopia with a view to having PLHAs networks able to spearhead a policy engagement agenda on HIV/AIDS vulnerability and susceptibility.

ACORD facilitated associations of PLHAs in more than five countries to speak up for their rights as well as hold governments accountable for their commitments to meeting their needs. Together with PLHAs ACORD intensified advocacy on HIV and AIDS at Pan Africa and Global level by linking the local realities to the global issues. In here, PLHAs needs and concerns are now featuring in global campaigns such as the AIDS Free Generation campaign as well as the 15% budget allocation to health (Abuja declaration). With this background of experience of working with PLHA as well as the knowledge and

relationships established with actors at the regional and pan African scene, ACORD would like to work with partners PLHA and spearhead the agenda for food sovereignty and HIV and AIDS.

As a result of ACORD's capacity building work with local civil society groups, significant numbers of local groups and anti HIV/AIDS clubs are involved in HIV/AIDS prevention and control activities. This in turn has contributed to the decrease in the prevalence rate from (17% to 7.7% in urban settings in Ethiopia), increased numbers of persons going for voluntary testing, changes in behaviour, availability of coordinated support to orphans and vulnerable children, people living with HIV and others affected by HIV. Individual beneficiaries have started accumulating assets and are living a better life. The HIV and AIDS interventions are reinforcing the capacity of local groups and associations of people living with HIV to address the effects of HIV on food self sufficiency. Most of area programme's approach includes mainstreaming HIV in all activities related to food security and food sovereignty, alongside activities specifically addressing HIV issues.

(b) Mainstreaming of HIV/AIDS work place policies

ACORD itself has an HIV/AIDS policy for the work place which was adopted in 2006 and which is incrementally being rolled-out at country level. In Rwanda, Burundi, Tanzania, and Uganda HIV/AIDS is also externally mainstreamed into the workplace policies of Government Departments and fellow CSOs and CBOs. Staff and families of ACORD and partner organisations, community-based groups and relevant corporate entities access services and regular information is provided on HIV prevention. Stakeholders have become aware and well informed of the disease and access to services. They are accompanied by ACORD to develop and implement policies, put in place internal structures for prevention, peer educators, health committee, etc.

ACORD furthermore contributed to the applied research under the Stop AIDS Now initiative in Uganda. The main objective of the applied research was to identify and analyse the factors which influence the successful development and implementation of HIV and AIDS workplace policies in partner organisations as well as enhance the documentation of good practices that would enable the development of better strategies in other settings. Lessons of the research will be built into ACORD's contributions towards assuring the existence and implementation of internal and external work place policies.

HIV/AIDS was also mainstreamed into the Pan-Africa Programme work-plans of the food sovereignty, gender and conflict.

Conflict and Peace Building:

It is evident that the most food insecure countries in Africa are frequently also the most conflict affected areas. The landscape of armed conflicts is changing increasingly from inter-state to increasingly internal conflict. Most of these internal conflicts are fought in the rural areas of the continent. The rural population has borne severe effects of internal

conflicts especially mass violence, internal displacements, abductions, rape, torture and refugee movements. Armed conflicts have been disrupting food production (e.g. during Kenya's recent post election violence) through physical destruction and plundering of crops and livestock, harvests and food reserves. Armed conflict prevent and discourage farming and interrupt lines of transportation through which food exchanges and humanitarian relief are delivered; they destroy farm capital especially through forceful conscription of young and able-bodied male and female farmers into rebel or official military ranks, and suppression of income. Internal wars constitute the highest non productive expenditure for the African economies for the last decades. FAO estimates conflict related agriculture output losses for all developing countries at \$121 billion at 1995 prices, or an average of \$4.3 billion per year. Of this, 50% is in Africa. It is estimated also that world military expenditures increased by 2% in 1999 and 3% in 2000 reaching an estimate of \$8,000 billion, with Africa and South Asia registering the steepest increases (respectively +37% and + 23% from 1998 to 2000). While millions of African population are facing hunger, thousands of military troops are engaged in peacekeeping missions at high cost. If the military expenditures were redirected to invest in agriculture, the current situation where majority of the African population depend on food aid provided by external actors could possibly have been prevented.

Because of trans-border ethnic makeup, conflicts in Africa often have a regional dimension and are seldom confined to one country, thus further aggravating food insecurity in different regions simultaneously. Many conflicts in Africa are direct results of government's manipulation, bad governance and systemic social exclusion of some communities. Moreover, disputes over land and natural resources, often involving vested interests of global powers and multinational corporations have generated and continue to fuel a number of conflicts in the continent.

Sustainable peace and development in Africa has to be attained through redressing food insecurity, poverty, bad governance and unemployment. Building on its vast experience in the realm of conflict transformation, ACORD in 2009 sought to capitalise on the methodology of Community Social Contracts as a condition for sustainable food sovereignty and gradually begin to promote its adoption by the ICGLR and AU peace and security departments.

In Burundi, Kenya and Uganda ACORD has been developing the community social contract model, where divided communities negotiate and come up with negotiated contracts of cohabitation and carry process of generating peace processes to consolidate their agreed social contracts. As part of the strategic plan ACORD seeks to consolidate its learning, capitalise and document its work and evolve a model-case show that it would like to negotiate its amplification by the International Conference for the Great Lakes Region (ICGLR) and AU chapter on conflict and other institutions interested in peace building processes and conflict management..

ACORD during the reporting period managed to write up its Handbook on the Community Social Peace and Recovery Model (CSPR) which has been successfully piloted and tested in Burundi and Kenya following the post-election violence. The document has been published and is now available. It is intended to serve as a reference document both for

ACORD across the continent and for external agencies working on conflict or wishing to engage in peace-building.

While peace building efforts continued in countries such as Sudan, Ethiopia, Uganda, Chad, Cameroon and Burundi, 2009 saw particular interest developing in Kenya and Guinea for ACORD's methodologies of conflict transformation. Examples of conflict prevention and transformation work in 2009 included:

Following ACORD's work to address the causes and effects of the post-election violence in Kenya, UNDP and the Government of Kenya have approached ACORD for a joint publication of the Handbook tailored to the Kenyan setting, and to engage ACORD as the expert agency to train actors involved in peace building in Kenya. The partnership is currently being defined. Similar efforts are underway in Guinea, with ACORD being one of two NGOs partnering with UNDP on conflict transformation and peace building methods.

In Burundi, land disputes have been solved. Social peace contract and "Horugayve" handbook have been produced for the peace committees in Karusi, Kayansa, Cibitoke, and Bujumbura-Mairie. 350 leaders have been trained on peace building and civic education and a peace network has been established (reseau Amahoro).

In Chad and Cameroon, publication and dissemination of the social contract methodology on natural resource management to prevent conflict was validated by regional and local administrative authorities with establishment of monitoring committees.

ACORD is also extending the implementation of the model in Uganda and to DRC in 2010. In Rwanda the model of the "Ihuriro" as an approach that contributes to conflict prevention and management is being documented.

In Sudan community sessions were organised to promote awareness and understanding of peace agreements, with focus on the Eastern Sudan Peace Agreement (ESPA). The sessions targeted women in rural communities, IDP camps and pastoral groups because of their limited access to normal means of communication.

As planned, ACORD continued to engage closely with the International Conference for the Great Lakes Region (ICGLR). The interactions are particularly in the context of the regional MDG3 project and the work to promote member states to domesticate the ICGLR model legislation in the area of Prevention and Suppression of Sexual Violence against Women and Children. ACORD is also promoting the community social peace and recovery model for further up-scaling within the ICGLR region.

ACORD's peace-building work is helping assure more suitable conditions for addressing food insecurity and livelihoods generation for male-, female- and child-headed households. Upon the return of peace, Governments are able to engage in more long-term development planning and the provision of basic services and infrastructures. Linked with the work on SGBV, ACORD and partners are contributing to a more considerate society response to women sexually abused at times of conflict.

**Strategic Direction 3 – People Management and Organisational Learning:
Promote an organisational culture of learning and accountability to harness and enhance the competencies of a diverse human base through an enabling working environment and efficient knowledge management, policies and accountability systems.**

The strategic direction on **people management and organisational learning** centres on people as ACORD's key resource and the importance of institutionalising knowledge. Emphasis is on the following areas: i) Strengthening people management standards and implementation of human resource policies across the organisation; ii) Institutionalising performance management and staff development; iii) Promoting an organisational culture of learning; and iv) Devising an organisational system for knowledge management.

Through the course of 2009 in the context of the ongoing support to Area Programmes in the adaptation, development and finalisation of their respective human resources management manuals, the focus was placed on Sahel I and Sahel II regional programmes and as a result both programmes have been able to produce human resource management manuals for their respective programmes and monitoring tools for measuring effectiveness were also launched.

Staff development initiatives continued to take place. In the course of 2009 staff members have benefited from external trainings in fundraising and marketing, advocacy, impact assessment to improve programme approaches organised by BOND and distance management workshops organised by People In Aid. Language classes have also been availed to staff members to improve their proficiency in a second "ACORD" language and decrease communication challenges internally.

Throughout the programmes and secretariat, annual staff appraisals were conducted and this helped to inform the programme on individual operational and staff performance as well as strategies to addressing staff challenges for improving programme performance and facilitate staff development. Staff development plans were prepared by all Area Programmes in 2009. The strategy is to facilitate internal ways of learning giving priority to simple ways of learning such as on the job training and coaching, participation in working groups, secondments and experiential learning opportunities among Area Programmes.

Exchange visits and secondments have been encouraged during the reporting period. For example, one programme staff member from ACORD Tanzania for the past year has been providing technical back up and support for the Mozambique programme. This has facilitated effective sharing of skills and experiences in contributing to achieve the global ACORD strategic objectives.

Learning visits have been organised alongside ACORD events, for example ten Secretariat and Programme Staff participated in a two day learning visit to the ACORD Uganda programme after the Sexual and Gender Based Violence conference in October 2009.

Finally, the ACORD intranet known as the DMS (document management system) is currently available for all secretariat staff members and area programme staff. It is integral to knowledge as well as effective grant management and information sharing across the organisation.

**Strategic Direction 4 – Communications and External Relations:
Improve the impact of ACORD’s work through efficient internal communication and external marketing, strategic networking and alliance building.**

Work under the strategic direction on Communication, Marketing and Partnerships included: i) Strategic networking, partnership and alliance building; ii) Capitalisation on research and publications for organisational profiling; and iii) Web-based Intranet for internal communication and information sharing are the priority areas.

The ACORD promotional film ‘The Power of Action’ and TV spot were completed in French and English. This is a film that presents ACORD’s work to an external audience with a view of soliciting their interest, partnership and support fundraising for our work across Africa. Copies of the film were disseminated to all Area Programmes to support local fundraising and ensure as wide coverage as possible. Launch events will follow in 2010.

Several researches were conducted in 2009 and the finalised publications will appear in 2010. Among the most significant are the advocacy toolkit, the food sovereignty and gender framework and ACORD’s handbook on Community Social Contract model which is being printed for distribution among ACORD programmes and will be available for sale to individuals, institutions, agencies as a tool for replication of the methodology.

The ACORD website is now technically complete and content finalised. What remains is for the material to be translated and uploaded. It is due to launch in early 2010 and will be a critical tool both for fundraising and advocacy.

ACORD quarterly newsletters were disseminated in English and French during the reporting period and other tools such as the partnership brochure were developed.

The development and implementation of a comprehensive marketing and communications strategy was brought forward to 2010.

**Strategic Direction 5: Funding and Financial Management:
Ensure ACORD’s financial sustainability through the diversification of funding sources, increased unrestricted funding and funds for institutional development.**

The components under the strategic direction on **funding and financial management** included: i) Aligning fundraising with ACORD’s strategic objectives; ii) Mobilisation of unrestricted funding for institutional development; iii) Expansion and Diversification of the funding base to reduce dependency on few donors; iv) Strengthening ACORD fundraising capacities at the country level; v) Multi-annual strategic framework agreements with key donors and vi) Effective grant management.

Great advancements in the alignment area of ACORD’s thematic objectives with all Area Programme strategies is now contributing to the achievement of the organisational priorities on Food Sovereignty, HIV/AIDS, Gender and Conflict. Most Area Programmes are now thematically aligned to ACORD’s thematic choices and continue to contribute to the overall achievement of thematic goals.

The Secretariat team reviews and comments on project proposals and awarded grant agreements before submission and signature with a view to promote alignment with ACORD strategic programmatic objectives, incorporation of the full cost recovery principle and more flexible grant conditions. For new fundraising, emphasis is being given to increase multi-year, thematically aligned and more flexible funding. The funding acceptance policy was formally approved by the Board in 2009.

Support to Area Programmes by the Secretariat continued with visits to a number of countries. With these structured support visits, we are seeing improvements in the quality of donor reports and proposal development however more time needed to allocate to building the capacity of area programme staff and identify funding focal points in country. During support missions to area programmes visits to potential partners and allies, including innovative ones within private sector were made and area programme capacities in partnerships and alliance building strengthened. In addition to programme visits the secretariat team have supported area programme staff capacity through day to day technical backstopping and support via email, skype and telephone.

Thanks to additional funding for enhancing financial management, we were able to conduct a review aimed at identifying the key areas for capacity building, structured support visits to Area Programmes and a retreat focused on planning and budgeting processes and general financial reporting in conformity with international accounting standards (IAS). This year's annual staff retreat focused on planning and budgeting with a view to improving financial, treasury and grant management across the organisation.

PLANS FOR THE FUTURE- PRIORITY GOALS FOR THE YEAR 2010

2010 will be an important year as it marks the end of the organisational strategic plan. ACORD will therefore undertake an external evaluation of its achievements, draw lessons from the current strategic period and engage in a detailed participatory planning exercise with a view to elaborating the next phase of its strategy.

Moreover, under Strategic Direction 1 on **Governance and Identity**, 2010 will see the organisation of the first Learning Forum and Donor Roundtable, structures under ACORD's new governance model approved in 2008. These are planned for early November and will bring together ACORD's area programmes from across Africa, as well as current and former member organisations, donor partners and other stakeholders.

With regards to Strategic Direction 2 on **Programming**:

In 2010, ACORD will continue to strengthen its synergy between national and Pan-African programming work, consolidate the documentation of best practices and success stories and capitalise 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%), particularly within the framework of CAADP;
- Support the emergence of a cohesive and influential pan-African network to pursue the Pastoralist Policy Framework;
- Continue to strengthen African civil society to enable them to effectively influence policies and practices that impact on their food sovereignty, income levels and access to related human rights;
- Roll out the toolkit on building of advocacy capacities among agricultural and pastoralist communities.

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 partner organisations in Africa with a particular emphasis on the informal sector;
- 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;
- Facilitate the voicing of Africa's HIV/AIDS challenge and related opportunities in the global arena.

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

- Continue to promote and contribute to Africa-led conflict analyses to influence conflict transformation and sustainable peace in Africa;
- Internally strengthen the knowledge and broaden the use of ACORD's community social peace and recovery model among ACORD's 18 countries of operation;
- Externally build capacities on the model among relevant Government and NGO partners and institutions, starting with Kenya;
- Pilot the use of the approach for the prevention and resolution of SGBV-related issues in 5 Area Programmes;
- Capitalise on other peace-building methods applied in ACORD programmes.

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 hold perpetrators of sexual violence accountable and establishment of reparations for survivors of SGBV.

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.

In relation to the third Strategic Direction on **People Management and Organisational Learning:**

Plans are underway for several staff exchanges as a way to bring out regional synergies and cross-learning. This will also provide career opportunities and internal mobility for highly skilled staff members.

Under the fourth Strategic Direction on **Communication and External Relations:**

ACORD's website has been entirely revamped and this will be launched in English and French in 2010. The new website will have enhanced functionality both for advocacy and fundraising. We will organise launch events around the institutional film in the various countries of our operations.

Several research publications are forthcoming in 2010 presenting the findings of the judicial audit in five Great Lakes countries; a research conducted on sexual and gender based violence in Kenya, the proceedings of the Pan African gender conference last October amongst others.

Work will start on developing a comprehensive communication and marketing strategy for the organisation. In terms of partnerships, ACORD plans to apply for formal accreditation with FAO and UNCTAD in 2010.

Within Strategic Direction 5 on **Fundraising and Financial Management** ACORD will continue its efforts to automate and harmonise accounting processes across the organisation through use of the SUN system. This will comprise infrastructure as well as accompaniment and support of finance staff in the various country offices. Onsite support and monitoring visits will be conducted and we will go through a skills review process. This is expected to further enhance timely financial reporting and auditing. Similarly work to further enhance the internal systems for grant management will continue. The finance policy and procedures manual will be updated in 2010. To support these efforts, there will be a need to raise additional funds for institutional development.

As a step toward further implementation of its global funding strategy, ACORD intend to develop and implement country-level funding strategies aligned with the respective strategic programmatic priorities. The institutional film will be actively used, new website and partnership brochure to progress towards raising more flexible and unrestricted funds from private donations.

FINANCIAL REVIEW

INCOMING RESOURCES: Incoming resources during the year under review has gone up by 10% to £7.63 million (2008 £6.79m). Following changes in membership in line with the strategic to alignment membership to the identity of the organisation's Member's contribution in the year reduced to 5.2 % down from 37% in 2008. This change does not represent a reduction in contribution but a change in the disclosure. Income from those former organisations members is now classified as part of the contribution from "other private institution" which has seen a 60% increase in the 2009 financial year. There has also been a 45% increase in funding from bilateral I institutions during the year now accounting for 25% of all funds received up from 15% in the previous year as a result of increased partnership with, and contribution from local Governments.

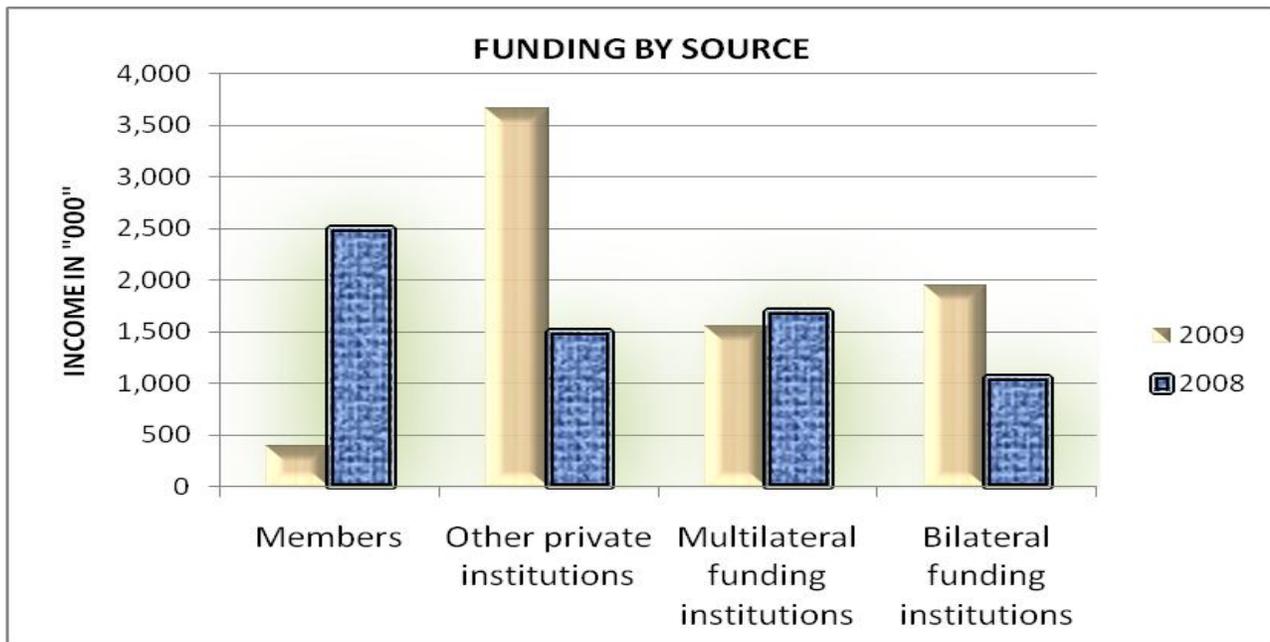
There was continued support from our main institutional donors. Contributions from 7 of the largest (Oxfam Novib, The European Commission, The Governments of Netherlands, Chad and Uganda, UNHCR, and Oxfam Intermon) accounting for 60% of the total funding received during the financial year 2009.

RESOURCES EXPENDED: Total expenditure went up to £7.83 million from £6.52 million spent in the 2008 financial year. This increase in expenditure is mainly linked to increased investment in our advocacy work at Pan-African level especially in support of work on policies for sustainable livelihoods community, national and Pan-African level. During the year expenditure related to programmes and related support costs represented over 90% of expenditure for the year up from 89% in previous year highlighting increased efficiency in our operations.

The continued thematic alignment of our work at country level with our Pan- Africa level with strategic work focused on food sovereignty has continued make our work increasingly attractive to development partners. It is our forecast that this will lead to more flexible funding opportunities targeting regional and thematic programmes in the coming year.

Restricted funds carried forward at the end of the year are £340K down from £616K in 2008 due to accelerated implementation of related outstanding obligations during the year. Unrestricted reserves have seen a slight increase of £79K. The General Reserve therefore now stands at £952 up from £873K in 2008.

ANALYSIS OF 2009 INCOMING RESOURCES BY SOURCE



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. A more comprehensive mechanism to manage the operational and business risks that ACORD faces

on a regular basis is 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.

As identified before, 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. On an ongoing basis, we monitor this risk linked to grant uncertainty as it may affect availability of resources for ACORD to carry out its mandate. In addition, we monitor the changing operating conditions for any material changes on the ground that may make 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 2006. 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 2006. 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

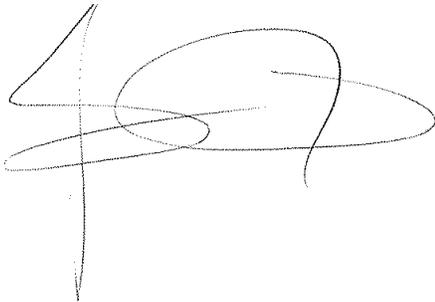
directors is aware, there is no relevant audit information of which the company's auditors are unaware; and each of the directors has taken all the steps that he/she ought to have taken as a director to make himself/herself aware of any relevant audit information and to establish that the company's auditors are aware of that information.

AUDITORS

The tendering process is currently ongoing for the selection of the auditor for the year 2010. Following the conclusion of the tendering process the trustees will recommend to the assembly for appointment the successful firm of auditors during 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:

Ibrahim Ouedraogo
Chair of the Board

A handwritten signature in black ink, consisting of several overlapping loops and a long vertical stroke extending downwards from the left side.

Independent Auditor's Report to the Members of ACORD

We have audited the financial statements of ACORD for the year ended 31 December 2009 which comprise the Statement of Financial Activities, the Balance Sheet, the Cash Flow Statement and the related notes 1 to 18. These financial statements have been prepared in accordance with the accounting policies set out therein.

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 trustees and auditor

The trustees' (who are also the directors of ACORD for the purpose of company law) responsibilities for preparing the Annual Report and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice) and for being satisfied that the financial statements give a true and fair view 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 (United Kingdom and Ireland).

We report to you our opinion as to whether the financial statements give a true and fair view, have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice and have been prepared in accordance with the Companies Act 2006. We also report to you if in our opinion the information given in the Trustees' Annual Report is consistent with the financial statements.

In addition, we report to you if, in our opinion, the charitable company has not kept adequate accounting records, if the charity's financial statements are not in agreement with those records, if we have not received all the information and explanations we require for our audit or if certain disclosures of trustees' remuneration specified by law are not made.

We read the Trustees' Annual Report and consider the implications for our report if we become aware of any apparent misstatements within it. Our responsibilities do not extend to other information.

Basis of opinion

We conducted our audit in accordance with International Standards on Auditing (United Kingdom 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.

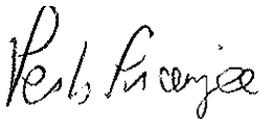
We planned and performed our audit so as to obtain all the information and explanations which we considered necessary in order to provide us with sufficient evidence to give reasonable assurance that the financial statements are free from material misstatement, whether caused by fraud or other irregularity 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 of the state of the charity's affairs as at 31 December 2009 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 United Kingdom Generally Accepted Accounting Practice;
- the financial statements have been prepared in accordance with the Companies Act 2006; and
- the information given in the Trustees' Annual Report is consistent with the financial statements.



Pesh Framje
Senior Statutory Auditor
For and on behalf of
Horwath Clark Whitehill LLP
Statutory Auditor
London

30 September 2010

FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 DECEMBER 2009

STATEMENT OF FINANCIAL ACTIVITIES

(Incorporating Income and Expenditure Statement)

Year ended 31 December 2009

	Notes	Unrestricted Funds £ 000	Restricted Funds £ 000	Totals 2009 £ 000	Totals 2008 £ 000
INCOMING RESOURCES FROM GENERATED FUNDS					
Voluntary Income					
Donations and similar incoming resources	2	42	-	42	33
INCOMING RESOURCES FROM CHARITABLE ACTIVITIES					
Resources from government and other public authorities	3	1,457	6,131	7,588	6,762
TOTAL INCOMING RESOURCES		1,499	6,131	7,630	6,795
RESOURCES EXPENDED					
Charitable activities -Ongoing	4	1,315	6,354	7,669	6,361
Governance costs	4	105	53	158	161
		1,420	6,407	7,827	6,522
Net Income/expenditure		79	(276)	(197)	273
TOTAL FUNDS BROUGHT FORWARD		873	616	1,489	1,216
TOTAL FUNDS CARRIED FORWARD	5	952	340	1,292	1,489

All income and expenses arise from continuing activities.

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

The deficit for the year for Companies Act purposes was £197,000

FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 DECEMBER 2009

BALANCE SHEET

AS AT 31 December 2009

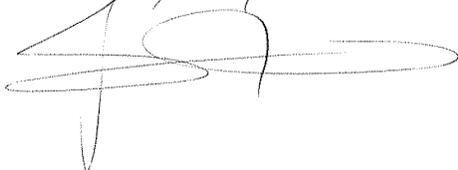
	Notes	2009 £000	2008 £000
TANGIBLE FIXED ASSETS	8	<u>21</u>	<u>1</u>
CURRENT ASSETS			
Debtors	9	1,962	2,498
Cash at bank and in hand	10	<u>850</u>	<u>593</u>
		<u>2,812</u>	<u>3,091</u>
CREDITORS			
Amounts falling due within one year	11	<u>(1,541)</u>	<u>(1,603)</u>
NET CURRENT ASSETS		<u>1,271</u>	<u>1,488</u>
NET ASSETS		<u>1,292</u>	<u>1,489</u>
FUNDS			
Net restricted funds		340	616
Unrestricted funds		<u>952</u>	<u>873</u>
		<u>1,292</u>	<u>1,489</u>

The accompanying notes are an integral part of the financial statements

Approved by Board of Directors:

Ibrahim Ouedrago, Chair

Date: 27th / 09 / 2010

A handwritten signature in black ink, consisting of several overlapping loops and a long horizontal stroke.

Maggie Pankhurst, Hon Treasurer

Date: 30/09/2010

A handwritten signature in black ink, featuring a series of overlapping, somewhat horizontal loops.

FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 DECEMBER 2009

CASHFLOW STATEMENT

Year ended 31 December 2009

	Notes	2009 £000	2008 £000
Net cash (outflow)/inflow from operating activities		990	129
Capital expenditure and financial investments			
Purchase of tangible fixed assets	8	<u>(249)</u>	<u>(179)</u>
Decrease in cash for the year		<u>741</u>	<u>(50)</u>

ANALYSIS OF NET FUNDS		2009 £000	2008 £000
Cash at bank and in hand	10	850	593
Bank overdraft	11	<u>(0)</u>	<u>(484)</u>
		<u>850</u>	<u>109</u>

		2009 £000	2008 £000
Net incoming/(outgoing) reserves		(197)	273
Depreciation	8	229	194
(Increase) in debtors	9	536	(533)
Increase in creditors	11	422	195
		<u>990</u>	<u>129</u>
Net cash inflow from operating activities		<u>990</u>	<u>129</u>

ANALYSIS OF CHANGES IN NET FUNDS

	2009 £000	2008 £000
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Increase in cash	10	741	(50)
Net funds at 1 January		<u>109</u>	<u>159</u>
Net funds at 31 December		<u>850</u>	<u>109</u>

FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 DECEMBER 2009
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 2006, 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 recognises 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.

**FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 DECEMBER 2009
NOTES TO THE ACCOUNTS**

1. ACCOUNTING POLICIES (Continued)

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.

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.

FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 DECEMBER 2009 NOTES TO THE ACCOUNTS

1. ACCOUNTING POLICIES (Continued)

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 recognised 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 but ACORD Continues to monitor their operation until phase out of the programme.

**FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 DECEMBER 2009
NOTES TO THE ACCOUNTS**

INCOMING RESOURCES:

2. DONATION AND OTHER SIMILAR INCOMING RESOURCES

	Unrestricted Funds £ 000	Restricted Funds £ 000	Total 2009 £ 000	Total 2008 £ 000
Notes				
Membership Subscriptions	2	0	2	7
Donations	40	0	40	26
sub- total	42	0	42	33

3. ACTIVITIES IN FURTHERANCE OF CHARITABLE ACTIVITIES

RESOURCES FROM GOVERNMENT AND OTHER PUBLIC INSTITUTIONS

	Unrestricted Funds £ 000	Restricted Funds £ 000	Total 2009 £ 000	Total 2008 £ 000
Members	132	264	396	2,504
Other private institutions	597	3,090	3,687	1,502
Multilateral funding institutions	0	1,557	1,557	1,695
Bilateral funding institutions	728	1,220	1,948	1,061
sub- total	17	1,457	6,131	7,588

Grand Total	17	1,499	6,131	7,630	6,795
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**FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 DECEMBER 2009
NOTES TO THE ACCOUNTS**

4. ANALYSIS OF RESOURCES EXPENDED

Resources expended

	Unrestricted Funds £000	Restricted Funds £000	Support cost allocation £000	2009 £000	2008 £000
Charitable activities					
LIVELIHOOD	492	4,798	399	5,689	4,485
HIV/AIDS	62	490	41	593	1,376
CONFLICT	57	680	55	792	319
GENDER	489	70	36	595	181
	1,100	6,038	531	7,669	6,361
Governance costs					
BOARD AND ASSEMBLY	42	-	-	42	35
STATUTORY REPORTING	37	-	-	37	44
AUDITING	26	-	-	26	25
MANAGEMENT	-	-	53	53	57
	105		53	158	161
Total Resources Expended	1205	6,038	584	7,827	6,522

Support costs and the basis of their allocation

	2009 £000	2008 £000
Directorate	83	72
Financial and HR Management	140	156
Information technology and communication	15	8
Programme & Partnership development	156	103
Programme support	84	290

Governance costs	53	57
TOTAL	531	686

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 2009
NOTES TO THE ACCOUNTS
5. FUNDS MOVEMENT

Programme	Balance	Movement	Movement	Balance
	31-Dec-2008	Incoming	Outgoing	31 Dec 2009
	£000s	£000s	£000s	£000s
Angola	(40)	0	(18)	(58)
Burundi	35	525	(393)	167
Congo (D.R.C)	(158)	32	(165)	(290)
Ethiopia	73	475	(372)	176
Kenya	(0)	12	(70)	(59)
Lake Victoria	3	317	(294)	27
Mozambique	(19)	31	(80)	(68)
Uganda	154	730	(688)	197
Rwanda	73	510	(485)	98
Sahel 1	85	932	(1026)	(9)
Sahel 2 (Lake Chad)	17	982	(736)	262
Southern Sudan	210	266	(567)	(92)
North Sudan	183	1319	(1513)	(11)
Total Restricted funds	616	6,131	(6407)	340
General fund	873	1499	(1420)	952
Total fund balance	1,489	7,630	(7,827)	1,293

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 2009 NOTES TO THE ACCOUNTS

6. STAFF NUMBERS AND EMOLUMENTS

	2009	2008
Functional categories	N°	N°
Management	35	31
Administration and Finance	184	209
funding and communication	7	7
Programming	167	154
The average number of employees	393	401

throughout the year was:

	2009	2008
Aggregate emoluments	£000s	£000s
Salaries	2,272	2,006
Social security costs	105	128
Pension costs	52	43
Total	2,429	2,177

There were no employees whose emoluments exceeded £60,000 (2008-Nil)

7. NET OUTGOING RESOURCES ARE AFTER CHARGING:

	2009	2008
	£000s	£000s
Audit fees head office	25	25
Audit fees area programmes	88	130

Depreciation	229	194
	<u>342</u>	<u>349</u>

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

FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 DECEMBER 2009 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 2009	38	169	497	704
Additions	11	17	221	249
Disposals	<u>0</u>	<u>0</u>	<u>(120)</u>	<u>(120)</u>
At 31st December 2009	<u>49</u>	<u>186</u>	<u>598</u>	<u>833</u>
Accumulated Depreciation				
At 1 January 2008	38	168	497	703
Charge for the year	2	5	221	229
Disposals	<u>0</u>	<u>0</u>	<u>(120)</u>	<u>(120)</u>
	<u>40</u>	<u>173</u>	<u>598</u>	<u>812</u>
NET BOOK VALUE	<u>9</u>	<u>12</u>	<u>0</u>	<u>21</u>
At 31st December 2009	9	12	0	21

At 31st December 2008

<u>0</u>	<u>1</u>	<u>0</u>	<u>1</u>
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FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 DECEMBER 2009
NOTES TO THE ACCOUNTS

9. DEBTORS

	2009	2008
	£000s	£000s
Programme debtors	1,807	2,422
Other debtors	127	59
Prepayments	28	17
	<u>1,962</u>	<u>2,498</u>

10. CASH AT BANK AND IN HAND

	2009	2008
	£000s	£000s
Cash held in UK	97	353
Cash held overseas	753	240
	<u>850</u>	<u>593</u>

11. CREDITORS: amounts falling due within one year

	2009	2008
	£000s	£000s
Accruals	93	251
Other creditors	200	340
Bank overdraft	0	484
Deferred income (see note 17)	1,248	528
	<u>1,541</u>	<u>1,603</u>

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

All balances brought forward have been utilised during the year

FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 DECEMBER 2009 NOTES TO THE ACCOUNTS

12. ANALYSIS OF NET ASSETS BETWEEN FUNDS

Fund balances at 31 December 2009 are represented by:

	Unrestricted funds £000s	Restricted funds £000s	Total funds £000s
Tangible fixed assets	21	0	21
Current assets	555	2,257	2,812
Current liabilities	376	(1,917)	(1,541)
Total net assets	<u>952</u>	<u>340</u>	<u>1,292</u>

13. TRUSTEES' REMUNERATION

	2009 £000s	2008 £000s
Expenses reimbursed	<u>41</u>	<u>35</u>

Indemnity insurance is provided for all trustees of ACORD.

	2009 £000s	2008 £000s
Premiums paid were	<u>6</u>	<u>7</u>

No trustees received any remuneration in the year (2008 nil)

FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 DECEMBER 2009 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 2009
NOTES TO ACCOUNTS

16. RESOURCES FROM GOVERNMENT AND OTHER PUBLIC INSTITUTIONS

		2008
	2009	
	£000s	£000s
MEMBER ORGANISATIONS		RESTATED
CCFD	213	532
INTER PARES	** 52	126
MANI TESE	172	69
VREDESEILANDEN	** 0	5
	438	732

**** THESE TWO MEMBER ORGANISATIONS ARE REPRESENTED ON THE BOARD OF TRUSTEES**

OTHER PRIVATE INSTITUTIONS

BIG LOTTERY FUND	164	0
BROT FUR DIE WELT	38	37
CARE INTERNATIONAL	86	71
CORDAID	230	143
COUNTERPART INTERNATIONAL SENEGAL	21	108
CUTS INTERNATIONAL	39	0
FONDATION LEGER CANADA	71	75
FOUNDATION OPEN SOCIETY INST	59	0
INTERNATIONAL RESCUE COMMITTEE	106	183
GROUPE DÉVELOPPEMENT	0	33
HEKS (SWISS INTERCHURCH AID)	143	41
MISEREOR - BURKINA	67	0
OTHERS	256	261
OXFAM CANADA	2	0
OXFAM G.B	40	44
OXFAM HONG KONG	59	231
OXFAM INTERMON	388	17
OXFAM IRELAND	66	140
OXFAM NOVIB	1,784	1,456

STROMME MEMORIAL FOUNDATION	0	49
TROCAIRE	43	49
TRANSCULTURAL PSYCHOSOCIAL ORGANIZATION (TPO)	25	0
	<u>3,687</u>	<u>2,938</u>

**FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 DECEMBER 2009
NOTES TO THE ACCOUNTS**

**16. RESOURCES FROM GOVERNMENT AND OTHER PUBLIC INSTITUTIONS
(cont.)**

	2009	2008
	£000s	£000s
Multilateral funding institutions		
EUROPEAN COMMUNITY	364	1,153
IFAD	167	21
UN FAO	69	63
UNDP	24	73
UNICEF	156	50
UNWFP	19	31
UNFEM	0	75
UNHCR	634	229
UNCHF	47	0
UNFPA	77	0
	<u>1,557</u>	<u>1,695</u>
Bilateral Funding institutions		
Belgian Government	176	186
Cooperation Technique- Belge	32	0
DFID (UK)	144	240
Mauritania Government	48	32
States of Jersey	64	97
Uganda Government	260	15
Netherlands Government	573	0
Chad Government	557	369
USAID	94	491
	<u>1,948</u>	<u>1,430</u>
GRAND TOTAL	<u>7,630</u>	<u>6,795</u>

**FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 DECEMBER 2009
NOTES TO THE ACCOUNTS**

17. ANALYSIS OF DEFERRED INCOME AS AT DECEMBER 31 2009

Donor	2009 £000s	2008 £000s
OXFAM NOVIB	734	193
NETHERLANDS GOVERNMENT	177	335
CCFD	15	0
OXFAM HONG KONG	58	0
UNHCR	25	0
BIG LOTTERY FUND	13	0
AMERICAN JEWISH WORLD SERVICE	62	0
GEZA - GEMEINNUETZIGE GmbH	14	0
OXFAM IRELAND	29	0
ERETO TANZANIA	8	0
FOUNDATION FOR OPEN SOCIETY INST.(FOSI)	61	0
TROCARE	52	0
	<hr/>	<hr/>
	1,248	528
	<hr/>	<hr/>

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

All balances brought forward have been utilised during the year