

## Trustees' Annual Report & Accounts 2011-12



## Summary of 2011-2012 achievements

***“The initiatives we have taken will not only reduce our vulnerability but also strengthen us collectively and individually...”***

These are the words of Asria Khatun, a community committee-member and volunteer. She is describing the impact of a Concern Universal Disaster Risk Reduction project, launched in northern Bangladesh in December 2011; but they encapsulate the fundamental aim of all our work, across our ten country programmes.

Concern Universal helps communities around the world find practical, long-term solutions to poverty. In 2011-12, we spent over **£14 million on development projects** which have **improved the lives of 2,149,974 people across ten countries**. 94 pence out of every pound was spent on our work in country programmes.

In 2011-2012, Concern Universal made considerable progress in five key development areas: Food Security; Health; Respect for rights; Skills development; and Resilience to disasters. Concern Universal directed over £5 million towards the promotion of food security and sustainable livelihoods, benefiting over 200,000 people – 80,000 more than last year. The reach of Concern Universal’s work to improve health extended to almost 250,000 more people than last year. We invested more than £1.5 million in improving respect of rights, particularly of the vulnerable. We equipped over 380,000 people with new skills. In Bangladesh, Malawi and the Gambia, Concern Universal has been helping to develop a national response to the challenge posed by climate change.

This year’s report testifies to the impact of these programmes at the level of individuals and communities. Juracy Mesquita has been enabled to represent her community in João, Brazil, to advocate for improvements in healthcare. In Kasumbu, Malawi, Magret Pofera’s training in agricultural techniques has made her family food secure. By training local entrepreneurs in tie and dye techniques in the Gambian village of Djiediel, not only the recipients of the training but the whole village has benefited. Such testimonies are echoed throughout the projects supported by Concern Universal this year.

Our practical work is being augmented by new initiatives which inspire and influence others to effect change. Concern Universal held a reception at the House of Lords, attended by influential business and political leaders and calling for greater social, environmental and economic responsibility among businesses. Concern Universal has continued to inspire more young people in schools in England and Wales. Speakers from The Gambia, Brazil and Malawi reached over 25,000 school children. We hosted student-led debates at the Hay Literary Festival at which young people grappled with climate change issues such as its impact on sustainable development.

While less visible at a public level, the renewal and development of Concern Universal’s ICT and marketing strategies have been instrumental in facilitating such work, both in the UK and globally, and should allow this work to extend further over the coming years. We are determined to keep reaching more people with our work - helping more communities to find lasting solutions to poverty. The positive achievements of Concern Universal this year give us confidence that we will continue to do so.

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## Our work

### Who we are

Concern Universal is an international development organisation tackling poverty from the grassroots. We create opportunities for people around the world to improve their lives and shape their own futures. By building skills and connecting people at all levels in society, we help communities deliver practical solutions with long term impact.

### What we do

We have 10 country offices supporting work in 15 countries in Africa, Asia and Latin America (Mozambique, Malawi, Kenya, Gambia with Senegal, Guinea, Ghana, Nigeria, Brazil, Colombia, Bangladesh with India, Bhutan, Nepal, and China). We work in partnership with over 100 local organisations. We also work in the UK to generate greater public interest in and support for international development.

We support initiatives that improve the daily lives of people living in some of the world's poorest communities – for instance by providing greater income-earning opportunities, improved health care, or clean water supply. **In 2011-12 just over 2 million people benefited from Concern Universal supported programmes.**

### Our aims

All of our work contributes to our two key objectives: Strategic Objective 1: Making a difference on the ground through community-led development and; Strategic Objective 2: Inspiring and Influencing others through advocacy, lobbying and campaigning.

Under our strategic objectives our work falls in to five main themes:



#### Food security

Food (and water) is the source of all life and a key priority for many of the people we work with. This is why this area of work accounts for more



expenditure than any other of our strategic aims. We are improving food security for agricultural smallholders through agricultural development, nurturing natural resources, and enabling access to microfinance and markets. (see p7)

**38% of spend**



### Better health

Good health is one of the building blocks to development.

One of the key ways to prevent the transmission of disease and reduce mortality is to improve water supplies. We are improving health outcomes for people by providing access to safe water and sanitation, preventive health care, improving nutrition, and taking action on HIV and AIDS. (see p9)

**17% of spend**



### Respect for rights

All of our programmes are founded on our rights-based approach to development. We believe that people have rights and these rights are upheld in international human rights law. People need to be empowered to understand their rights and know how to claim them. Often girl and women's rights, although upheld in national legislation, are not respected at a community and household level and gender equality is a priority within our rights programmes. In our Respect for Rights programmes we focus on advocacy initiatives that build the skills of people to claim their rights from duty bearers. (see p11)

**11% of spend**



### Skills development

Many of the people we work with have not had the educational opportunities that they are entitled to. Through skills development activities, like literacy circles, vocational training, and marketing courses we ensure people have the skills they need to improve their standard of living, either

through formal or informal employment, or by setting up their own business. (see p13)

**3% of spend**



### Resilience to disasters and climate change

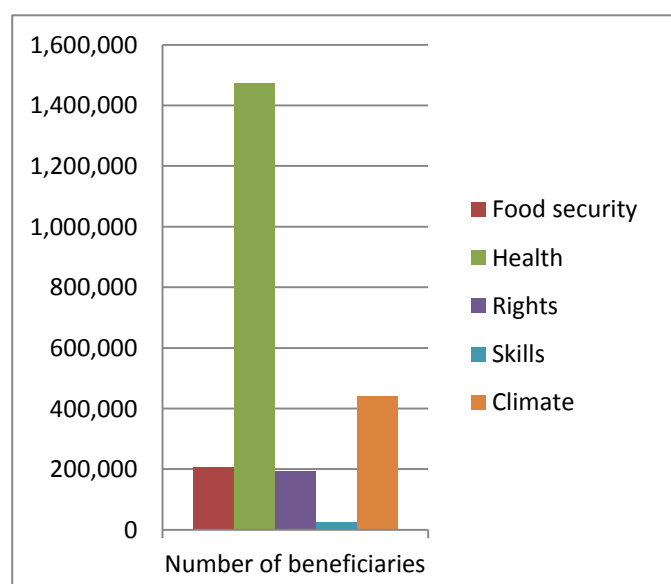
The climate is changing and in many of the countries where we work this is having an impact on the lives of people in rural and urban areas. Through disaster risk reduction programmes we are increasing the resilience of communities to cope with the changes to their environment.

**31% of spend**

As well as making a difference on the ground through projects that use appropriate technology to find practical solutions to climate change we are also inspiring and influencing others to take action on climate change. For example, in the UK we are raising awareness of climate change issues promoting activism on these issues among young people. We also work with business to promote sustainable development throughout the corporate sector (see p17).

**1% of spend**

**We supported over two million people last year**





## Message from the Chair of the Board – Peter Ayres

Despite the unfavourable economic climate, this year has shown continued growth in all areas of Concern Universal activity. We have been particularly pleased to see the launch of our new marketing strategy, with targeted growth of £20 million by 2020, and the first ever organisational advocacy strategy focusing on Disaster Risk Reduction, entitled 'Making our Community Ready'. Income has also increased, with our largest ever grant of £8.7m awarded to us by DFID for our work in Malawi. Also, a very important strategic relationship has developed with The Waterloo Foundation - this has a pivotal impact on enabling us to achieve our strategy, provides great leverage and helps balance our restricted and unrestricted income.

At the heart of all we do is our work with marginalised communities in rural Africa, Asia and Latin America. We work with these communities and local partner organisations to develop long term sustainable solutions to the problems that cause poverty in areas that include livelihoods, water and sanitation, rights and justice and HIV/AIDS.

As part of our desire to provide communities with a sound long-term future we also believe in the importance of introducing a proper appreciation for good business. To that end we have continued to support microfinance and social cooperative businesses and engage regularly and widely with corporates and business organisations.

To solve the problems associated with poverty will however require more than positive action with the communities themselves. It will require us all to have a greater understanding of the underlying reasons for it, governments to

take a more informed approach and business to be more socially responsible. To help to achieve these goals we have an active program of advocacy and education. We are working with a large number of UK schools, as well as advising governments and non-partisan organisations.

To make any of this happen requires a large number of people working in harmony: our Patrons and Ambassadors, our volunteers, our donors – institutional, individuals, corporate, communities and trusts and foundations, our staff, our partner organisations and the communities themselves.

This report forms an essential part of Concern Universal's governance which the Board takes very seriously. This does however require our Trustees to devote much time and energy to their role and for this and their continual support I should like to express my thanks and appreciation. I also would like to thank, Oley Dibba-Wadda, from whom I took over the role of Chair in December 2011, for her enormous contribution to Concern Universal.



Peter visiting our Malawi programme

## OBJECTIVE 1: Making a Difference on the Ground



### Food Security

#### Objective:

Our objective is to improve food security and support sustainable livelihoods through agricultural development, nurturing natural resources, and enabling access to microfinance and markets.

#### Need:

It's a shameful injustice that millions of people do not have that most basic of human needs - enough food to eat. A more certain food supply and decent income is the top priority for many people we work with.

The most recent estimate is that 925 million people (13.6% of the world population) are undernourished (FAO 2010). This figure has increased in the last decade due to: 1) neglect of agriculture relevant to very poor people by governments and international agencies; 2) the current worldwide economic crisis, and 3) the significant increase of food prices in the last several years which has been devastating to those with only a few dollars a day to spend<sup>1</sup>.

Concern Universal believes that small scale agriculture is key to the development of Africa and Asia, and the reduction of food insecurity. In 2011-12 we have supported projects that relate to all stages of the agricultural food chain, from production through to storage, trading, processing and retailing. With an increased focus this year on disaster risk reduction, we are mainstreaming

environmental sustainability into all the work we do.

#### What we planned to do:

Through our projects in 10 country programmes around the world our work improves crop and livestock yields of the poorest rural smallholders; ensures that the people we work with no longer experience 'hungry months'; and is helping people to establish successful (micro) businesses.

#### What we achieved:

**40,164** people now have improved crop and livestock yields

**85,205** people are no longer experiencing 'hungry months'

**26,221** people have established successful businesses

**326,135** trees have been planted

Reducing hunger and increasing food security not only ensures that people have a basic standard of living and can look after their families but also that they are able to live with dignity, within their family and community. Dorothy Tangale, from Kasumbu Traditional Authority in Malawi explains the difference improving the productivity of her land has meant to her:

*'Hunger is now history in my family. My family were so poor, we were treated as outcasts in our community. Now I am respected and recognised. Thank you for the support and empowerment you have given me. I am a completely changed person.'*

- Dorothy Tangale, Kasumbu, Malawi

<sup>1</sup> World Hunger Education Service/ FAO 2012

## Case study: Less hunger in Malawi



Magret Pofera, from Kasumbu, Malawi learnt about the dangers of soil erosion during a training organized and run by Concern Universal. Magret had been facing erosion issues every year and when asked about her farm Magret told us; *'My family were running out of food every year, lacking cash, my children weren't going to school because most of our time was spent laboring in other people's fields in order to earn money for food, and life was very tough.'*

After training run by Concern Universal Magret and her family began to put new conservation agriculture techniques in to practice on her land (approximately a third of a hectare). They created water harvesting structures (swales), and box ridges in their fields and applied manure. After just one growing season their yield had increased from nine bags of maize and one half bag of beans to 21 bags of maize and two bags of beans. In 2011 the yield increased further and Magret's family managed to harvest 31 bags of maize and four bags of beans.

Magret's children are now in school and they have a small income available for emergencies through the sale of surplus produce. In 2011 Magret and her family sold 10 bags of maize and two bags of beans and made MK 50,000 (£5). They used the money for moulding bricks to help them build a house. Most importantly, Magret told us that she and her family are now feel food secure.





## Better health

### Objective:

Our objective is to improve health by improving access to safe water and sanitation, preventive healthcare, improved nutrition, and HIV education and care.



HIV AIDS rally in Obudu, Nigeria

### Need:

Over two million people in developing countries, most of them children, die every year from diseases associated with lack of safe drinking water, inadequate sanitation and poor hygiene<sup>2</sup>. It is no surprise therefore that in almost all of our community consultations water is a top priority. Concern Universal has supported communities to identify, develop and manage their own water supply for over 20 years.

### What we planned to do:

We developed projects in 2011-12 that would secure access to safe water supplies; improve sanitation facilities and increase awareness of good hygiene; and ensure that people living with HIV live positively.

In 2011-12 we ensured that over three quarters of a million people gained access to safe water, over 300,000 more than in 2010-11.

As well as the civil engineering and construction work around new water facilities working to empower people to claim their rights to water and health services has become central to our work in a number of countries. In Brazil and Mozambique, Concern Universal has worked this year with community representatives and health service providers to ensure improved access to primary healthcare services. In Mozambique 13,000 children were vaccinated as a result of this support.

HIV and AIDS have had an enormous negative impact in many of our countries of operation<sup>3</sup>. Responding to HIV and AIDS is a core part of our work and includes reaching young men and women with prevention messages; supporting people living with HIV to access treatment, care and support; and helping them and their carers to develop income-generating activities.

### What we achieved:

**857,063** people with access to safe water

**909,277** people with access to improved sanitation

**100,270** people reached with HIV awareness work

<sup>2</sup> WHO/UNICEF/WSSCC Assessment, 2000

<sup>3</sup> The response to HIV and AIDS is already an important focus of our work in eight countries.

## Case Study: improving water access in Mozambique



**Régulo Matukuta (left) sharing his experience with the communities from Lichinga district**

In 2011 the Provincial Directorate of Public Works in Mozambique reported that 20% of boreholes existing at the provincial level were broken. In response to this problem Concern Universal, in conjunction with our local partner the Christian Council of Mozambique (CCM), has trained and continues to support community water and sanitation committees that take responsibility for the maintenance and repair of boreholes.

The 2,375 members of Matukuta community (Majune district, Niassa Province) have 5 boreholes, all fully functional, thanks to the support and training offered through this programme. The community now has the capacity to perform routine maintenance and reparation of boreholes without having to wait for the government to organise repairs for them.

Community leader, Matukuta Aiato, says his community has gained more than just technical skills. The community has benefitted most from sensitization to the importance of active community participation in community development actions emphasizing concrete initiatives with clear outcomes and impact.

The maintenance group of Matukuta is currently involved in the repair of various boreholes at the district level as well as sharing their experiences of good hygiene practices and sanitation with other communities in Majune, Lichinga, and Sanga districts.



## Respect for Rights

### Objective:

Our objective is to improve respect for rights through the empowerment of women, children and other vulnerable groups.

### Need:

We believe that all people have equal human rights to life, liberty, and security as laid out in the universal declaration of human rights (UN, 1948). We work to ensure people are empowered to understand their rights and know how to claim them. Often girls' and women's rights, although upheld in national legislation, are not respected at a community and household level. So gender equality is a priority that we work



*Josina Barnabe, member of a committee for the management of natural resources in Sanga, Mozambique*

towards in all our work. We also focus on advocacy initiatives that build the skills of people to claim their rights from duty bearers.

### What we planned to do:

Our commitment is to work with women and children to ensure that they understand and claim their rights, and to work with community groups to give them the skills to demand basic rights from duty bearers.

In 2011-12 Concern Universal supported over 500 activities advocating for the rights of poor and vulnerable people. As a result of these actions, essential services – such as water and sanitation – have improved in the areas where we work, and 72 new service provisions have been signed ensuring that these gains will be sustainable and for the long term. For example, in communities around Paraiba, in the Northeast of Brazil, negotiations with local government have led to improvements in waste collection and public transport (including disabled access).

### What we achieved:

**50,552** members of community groups now able to demand basic rights from duty bearers.

**47,033** women now feel more empowered and their rights are respected

**81,498** children now feel more empowered and their rights respected



## Case study: women's political participation in Brazil



**Juracy Mesquita, during a public meeting**

As part of our Respect for Rights programme our Brazil programme has been working with community leaders to empower them to be able to represent their communities. Concern Universal, working with local partners Casa Pequeno Davi (CPD), Associação Comunitária Nova Vida (ACNV) and Pastoral do Menor (PaMen) selected a core group of women community leaders for extensive advocacy training. The community representatives chosen for the training had not been involved in government decision-making prior to their participation in the training. As a direct result of the training the community leaders now have the confidence and ability to participate in government decision-making fora and represent their communities.

One leader, Juracy Mesquita, was elected to a newly formed District Health Council in the city of João Pessoa this year. Juracy is 64 years old and comes from João Pessoa. Seven years ago she started to participate in the leadership group in her bairro and now that she is part of the council she feels that she can represent her community and advocate for change. Juracy told us *'Now I can help those without knowledge, because the council works for the good of everyone'*.



## Skills Development

### Objective:

Our objective is to design programmes that improve skills through literacy circles, capacity building, and other training.

### Need:

Many of the people we work with, particularly women, have had few opportunities to gain even a basic education. This holds back their ability to improve their own lives and even the development of their nations. We believe that, given opportunities such as training to develop skills, people will realize their potential and bolster economic development in their own communities. So we help people build their skills through literacy circles, vocational training, and marketing courses. We also work with local, community-based organisations to strengthen their capacity to provide positive and lasting support. We also help thousands of children who are not able to go to school with non-formal education, such as literacy, artistic, sport, cultural and personal development activities.

### What we achieved:

**883** people are now literate

**11,899** people have acquired new skills

**7,674** members of Community Based Organisations have greater capacity to influence change

### What we planned to do:

Our work in this area has been developed to promote literacy and other appropriate skills and to build the capacity of community based organisations.

Across Concern Universal's 10 country programmes projects focusing on improving skills have changed the lives of over 20,000 people in 2011-12. As a result of our work this year over 800 people are now literate and another 11,000 have gained skills that they can use to improve their lives, mostly through improved farming and small business practice. As well as this, over 8,000 children participated in educational, literacy, artistic, sport, cultural and personal development activities. As well as supporting individuals we work side by side with community groups, local charitable organisations and government in the countries in which we work. Partnership is at the heart of what we do and during 2010-12 we continued to nurture long-established relationships and invest in developing new ones, implementing work with over 100 organisations. Our partners are very diverse, with annual incomes ranging from under £10,000 to well over £3 million. Working with local partners ensures that our programmes are appropriate to the local context, and that the impact of our work is sustainable.

Partnership is a reciprocal process in which we each learn from the other - our partners teach us a great deal about local realities, and we are able to help strengthen their capacity to make a positive and lasting difference within their communities. In The Gambia, for example, we worked with nine local organizations on capacity development and these organizations have seen marked improvements in their governance, management and financial and fundraising capacity.

## Case Study: Tie and dye enterprise in the Gambia



**Tie and dye in The Gambia**

In The Gambia we have been training local entrepreneurs to improve their marketing and business skills. In the village of Djiediel we worked with a women's marketing cooperative to select participants to attend a tie and dye income generating training programme.

Ismaila Tamba and Isatou Badjie, two of the participants, learned tie and dye skills – much prized in The Gambia for producing locally-made clothes specifically for religious and cultural celebrations. The training included design techniques, use of dyes and chemicals, and finishing techniques, such as waxing and shining.

Since completing the training Ismaila and Isatou have been able to establish a tie and dye business in the village, with very positive results. During Tobaski,

one of the main Muslim feasts, villagers bought their festival clothing almost exclusively from Ismaila and Isatou in the village, rather than from nearby villages or towns. This has never happened before and their new enterprise drew interest and business from outside the village. The increase in income for Ismaila and Isatou has benefitted their families in terms of greater food security and support for the education of their children. It has also extended employment opportunities in the village.

The business has made about 8,650 GMD (£200) since receiving the training – a hugely significant amount for farmers whose usual annual income is about £50 a year.





## Resilience to disasters and climate change

### Objective:

Our work will reduce vulnerability through disaster risk reduction initiatives, and the integration of emergency preparedness and response work with long-term development.



### Need:

In the past two decades, on average, more than 200 million people have been affected every year by disasters<sup>4</sup>. Disasters increasingly threaten large parts of the world's economy and undermine development gains. While the number and intensity of disasters fluctuates considerably from year to year, the long term trend is clear: there are an increasing number of disasters, especially extreme weather events.

Many of the people that we work with live in areas that are witnessing the impacts of climate change. They live on marginal land that is prone to flooding, droughts, and natural disasters. So in all that we do, we work to help people adapt to these dramatic changes: for example, by providing drought-resilient seeds and facilitating tree-planting programmes. By

helping people to anticipate and prepare for both man-made and natural disaster risks, we're reducing their vulnerability and helping save lives. We also help people rebuild their livelihoods after disaster happens. As well as our work at the grassroots level, we're working with the governments in Bangladesh, Malawi and The Gambia to help develop a national response to climate change.

### What we planned to do

Our work has been developed to reduce people's vulnerability to disaster risks and to rebuild the lives of people affected by disasters.

In 2011-12 our risk reduction projects worked with over 400,000 people; improving resilience through better community risk mapping, training, infrastructure adaptation and preparedness.

### What we achieved:

**196,288** people have reduced their vulnerability to disaster risks

**146,479** people have rebuilt their lives post-disaster

<sup>4</sup> Hyogo Framework for Action 2005-2015

## Case Study – improving flood preparedness in Bangladesh



**Village Savings Group, A Gonokendra (Rasheda Begum)**

Boyra village in northern Bangladesh is suffering from frequent, intense and unpredictable flooding. The Yamuna River regularly floods the village and nearby agricultural land during the rainy season damaging crops, domestic livestock and human health.

The isolated village receives limited external support during floods and villagers have to cope on their own. Having to repeatedly recover from devastating flooding has left the community struggling to replace infrastructure and personal belongings.

A Gonokendra (community based education organisation) has been established through the Concern Universal Disaster Risk Reduction project. Through community meetings and training, the Gonokendra learned ways to prepare for and cope with floods. Rasheda Begum, president of the Boyra Gonokendra, saw the potential for a community saving fund to offer immediate relief and response as well as an opportunity to establish and maintain mitigation initiatives in the future.

Initially members were reticent to pay some of the little money they had into the fund. It was eventually agreed, however, that each would contribute five Taka per month and the fund was established on December 1, 2011.

Members plan to open a bank account for the funds, earning interest from the bank to add to their savings. The members are in the process of developing strategies for the saving and use of the funds, using agreed rules, regulations and strategies.

Asria Khatun, a member of the community disaster reduction committee and community volunteer, explained: *“the initiatives we have taken will not only reduce our vulnerability but also strengthen us collectively and individually, now we know that we have resources available for emergency situations”*.

## OBJECTIVE 2: Inspiring and influencing others

We aim to amplify the voices of people living in poverty, enabling them to advocate for a fairer and more environmentally sustainable world. Together, we aim to secure changes to policy and practice to help overcome barriers to development and increase investment in holistic community-led development approaches.

In 2011-12 we focused our work on Disaster Risk Reduction (to increase resilience) and climate change adaptation. Through our UK and international advocacy work we raised awareness of climate change with business, government and the public.

We called on businesses to be more socially, environmentally and economically responsible and have developed effective partnerships with Cargill, AllPay, Microsoft, Ve Interactive, Co-Operative, and PZ Cussons in 2011-12.

Through Lord Tyler, Concern Universal's patron Richard Harvey led an evening reception at the House of Lords in June 2011. The event promoted Concern Universal's work, and encouraged business leaders to respond effectively to sustainable development issues. 140 people attended, many of whom were very senior business people. As a result we have strengthened relationships with influential people and organisations, which we continue to develop to meet our objectives.

We are also raising awareness of these issues in the UK through our development education programme – engaging individuals to build a fairer

world together, through development education and activism.

Through our EC funded project, *Inspiring Engagement through Education*, we continue to work with teachers and young people to raise awareness of development issues and to encourage everyone to become part of the global movement for change.

This year our main school speakers, from The Gambia and Malawi, visited for a total of 8 weeks and spoke with approximately 13,000 young people. In addition, three other overseas colleagues, from Brazil, The Gambia and Malawi visited schools in the West Midlands and in South Wales, speaking to over 2,500 children. In total, since the start of the project, we have exceeded our target of speaking to over 25,000 young people and delivering workshops to approximately 4,000 students. The topics discussed with young people have included the impact of climate change, food security, sanitation, fuel-efficient stoves, gender issues and HIV. This year a student conference also looked at progress towards the Millennium Development Goals.

*“You brought the issues alive in a way I just couldn’t.”* Anne-Marie Cooper, teacher at Mordiford Primary School



**Our visitor from The Gambia, Baai Jaabang, dancing during a recent school visit**



Children have been challenged and encouraged to respond to speaker visits through actions. Fundraising continues to be the most common outcome, but some students have also debated in public forums including at The Hay Festival, some have made films and animations to promote greater engagement with climate change issues, and some have engaged with the public at information events on the streets or in schools. During the final six months of the project, the focus will be on developing students' ability to deliver their own citizenship projects – already planned are some art projects, debates and training to use social media as an effective advocacy tool. The bank of resources available to teachers continues to grow and now includes additional films on Arborloos, fuel-efficient stoves and climate change. There is also a fantastic new animation resource for use in schools.

*"The animation 'Start at the Roots' produced for Concern Universal is one of the best and clearest animations on this topic I have ever used. Clearly produced and brilliantly spoken it sets out the issue with clarity and sensitivity. All students I have used it with, from Year 8 (13 year olds) to Year 11 (16 year olds), have been gripped by the unfolding story and the issue that it so powerfully portrays."*

Joe Emmett, Head of Humanities at Aylestone Business and Enterprise College in Hereford.

The target for the coming year will be to improve online access to our schools resources so that they can continue to be used by teachers and students beyond the life of the project.

As part of the work we do to raise awareness of development issues amongst young people in Herefordshire seven students took part in a debate at the Hay Literary Festival arguing

whether there was any justification for continuing to fund middle income countries with UK aid.

Kate Jones, one of the panellists from Hereford Cathedral School, said: "I was really keen to get involved with the debate especially after I saw the motion. I'm an enthusiastic debater, reaching the national finals of the Cambridge Union Debating Competition earlier this year and I have a genuine concern for poverty in overseas countries after experiencing it first hand on a school trip to Nepal in October last year."

The passionate and sometimes heated debate, chaired by Hay Festival Director and founder, Peter Florence, took place in front of a packed audience, the majority of whom thought that aid to middle income countries should not be cut.

Francesca Sandwell, who helped to organise the event, said: "All the panellists worked so hard to prepare for the debate, even though they are busy revising for their exams. Afterwards I was approached by the sister of David Cameron's press secretary who had recorded the whole debate and would like to send the tape to the Prime Minister. So praise indeed."

## Supporting the Programmes

### Human Resources

The review of human resources policies and documentation commenced in 2010-11 was completed in the year. A staff satisfaction survey was also undertaken. This will be analysed and presented to the board of Trustees in the coming year, alongside a review of staff terms and conditions. Our strategic aim remains to enable our staff to play as efficient, effective and influential a role as possible in the fight against poverty.

### ICT

In 2011-2012 we renewed our ICT strategy. This involved engagement across the organisation and has now led to an 'identified' community of ICT champions. We plan to use this foundation to build relationships and share ideas and best practice where possible. The ICT strategy has several areas of focus but predominantly the theme is to work towards ICT systems that add value to the organisation. The current ICT systems are disjointed and quite manual and the aim is to streamline these along with their processes to reduce administration times and issues. The system analysis has already started, primarily with the fundraising systems. Gap Analysis / Lean Management tools have been used to identify areas of the process and systems that need development and action plans have been produced. This development will enable increased efficiency and reduce the time of data input and reporting information.

### Marketing

During 2011-12 Concern Universal continued to raise its profile and we developed our eight-year marketing vision and strategy with its emphasis on brand, value and balance. As a result of this we have increased the strength of

our marketing team which enabled us to update our website and refresh our logo, all part of improving our brand.

During the coming year we will be strengthening our fundraising team to ensure we reach the ambitious income targets the marketing strategy sets out. These targets include an increase in unrestricted and total incomes to £1.5 million and £20 million respectively by 2018-19. Concern Universal seeks to achieve this by engaging multiple audiences through strong, successful brands and diversifying Concern Universal's funding base.



**International Women's Day, 2012**

Our face-to-face fundraising teams are in-house, recruited directly by CU, rather than through the use of external agencies. Together, they signed up nearly 2000 new regular givers to support Concern Universal, and we continued to develop our events and community fundraising programmes. Our total unrestricted income was £847,733. Our costs to raise unrestricted funds were £377,976, giving us a net income of £469,757, a small increase on 2010-11.

The fundraising environment remained extremely challenging but the commitment of the fundraising and communications team, both paid and volunteer, has enabled Concern

Universal to maintain the current income levels and to create a position where we can look forward to growth in the next financial year.

The strategic partnership with the Waterloo Foundation continued to go from strength to strength and new partnerships have developed as a result of the a very successful event at the House of Lords which was kindly hosted for us by Lord Paul Tyler in June 2011. With continued support from one of our Patrons, Mr Richard Harvey, we were able to meet with more than 40 key business leaders in the City of London to encourage them to engage with international development issues either at a personal level or through their businesses.



**Princess Anne meeting Concern Universal staff during a visit to Haygrove in 2012**

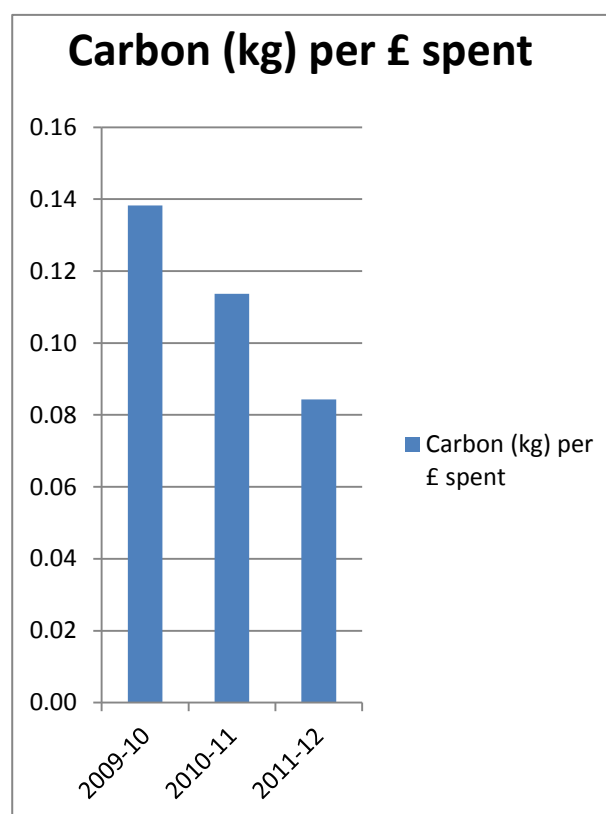
We are also intensifying our research to identify institutional and major donors that share the same objectives with us and operate in the same countries.

We are at an advanced stage of discussion with one of our long-term partners – AFAP – to enhance the partnership to a more strategic level. We have been able to access significant Australian Government funding through AFAP mostly for our work in Kenya, Malawi and Mozambique. We are now exploring opportunities to raise European funding for AFAP, particularly

for their highly-respected programme in Vietnam. A plan is already in place to work with AFAP on other aspects of enhancing our partnership in 2012/13.

### Our carbon footprint

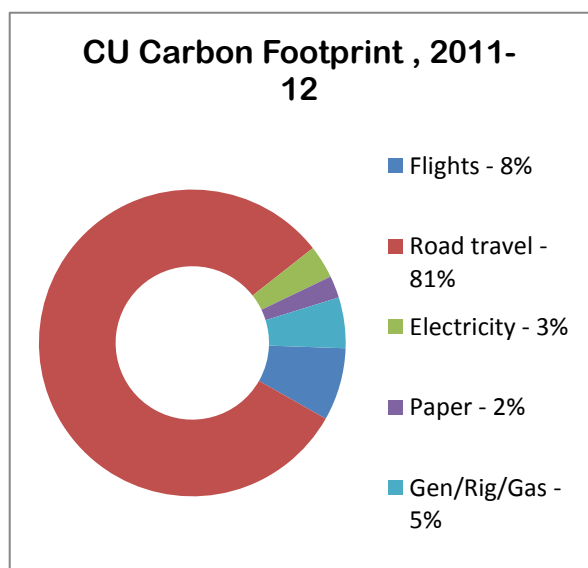
Concern Universal's overall Carbon Footprint for 2011/12 was 1192 tonnes of CO<sub>2</sub> equivalent. This was 16% lower than the previous year. This is the first time that our total footprint has reduced in absolute terms since we started measuring it in 2008. When related to activity levels, our carbon emissions fell by 26% per £ spent per employee. This continues the trend of improvements in Concern Universal's carbon efficiency year on year.



These reductions have resulted from our UK office and some of the country offices actively addressing their environmental impact. Actions taken included switching to a 'greener' electricity supply, distributing publications such as supporter newsletters more by e-mail than hard



copy, and raising staff awareness of environmental issues.



The Msamala Sustainable Energy Project (MSEP) project in Malawi achieved Gold Standard accreditation and started to receive income for carbon credits. This will cover the project's co-financing requirements. An introductory guide to carbon financing was developed and shared across Concern Universal, so that other country programmes can consider the opportunities this may bring.

## Structure, governance and management

The Executive Director of Concern Universal is appointed by the Trustees to manage the day to day operations of Concern Universal and ensure the overall implementation of the organisational strategy as agreed by the Trustees. Four full Board meetings are held during the year (in June, September, November and February), informed by recommendations from the Finance and Audit Committee.

The Executive Director and the Chair of the Trustees communicate weekly, and the Chair of the Finance Committee meets every month with the Executive

Director and Finance Manager. The Executive Director has delegated authority for the executive management of Concern Universal. Country Directors, in 10 countries of Africa, Asia and South America, lead and manage the work internationally, at country level, with the support and guidance of the International Director.

## Responsibility of Trustees

The Trustees (who are also directors of Concern Universal for the purposes of company law) are responsible for preparing the trustees' report and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

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

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

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

In so far as the trustees are aware:

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

The Trustees are responsible for the maintenance and integrity of the corporate and financial information included on the charitable company's website. Legislation in the United Kingdom governing the preparation and dissemination of financial statements may differ from legislation in other jurisdictions.

### **Appointment of the trustees**

As set out in the Articles of Association, persons deemed eligible for election as Trustees must be recommended by Trustees at Annual General Meetings, or prior notice given in writing by a member, intending to propose a person for election. Members are informed of new trustee appointments at the Annual General Meeting. Trustees may hold office for two terms of three years, but can stand for re-election if agreed by the board. The total number of Trustees

shall not at any time exceed a specified number, currently fixed at 11. When considering the appointment of Trustees, the Board has regard to the skills audit of existing Trustees, the requirement for any specialist skills, and ability to contribute to the charity's governance. The Board has a limited term and rotation of tenure policy. During 2010-11 five new members joined the Board and two left. At the end of the year (31 March 2011) the Board had 9 members.

### **Trustee induction and training**

The key element of the induction is to ensure sound understanding of the charity's mission, principles and strategy as well as the legal obligations of Trustees. The induction process for new Trustees involves a combination of provision of key documents (such as the organisational Governance Guide, organisational strategy, annual report, current budget, documents on the legal obligations and duties of Trustees) plus communications and face to face discussions with key staff and Trustee representatives including the Chair and Executive Director.

Trustees also have the opportunity to attend training workshops on relevant governance issues. In 2011-12 our trustees attended three courses run by Sayer Vincent.

The Board is mindful of best practice initiatives in governance and holds an annual away day to enable Trustees to review their roles and responsibilities and the implications for the Board's operation. Members of the charitable company guarantee to contribute an amount not exceeding £1 to the assets of the charitable company in the event of winding up. The total number of such guarantees at 31 March 2012 was 8 (2011: 8). The Trustees have no beneficial interest in the charitable company.

## Public benefit

Charity trustees have a duty to report in the Trustees' Annual Report on their charity's public benefit. They should demonstrate that:

- 1. They are clear about what benefits are generated by the activities of the charity.** This report sets out in some detail development activities carried out to further each of Concern Universal's two strategic aims.
- 2. The benefits must be related to the objects of the charity.** All activities are intended to further Concern Universal's charitable objects, which are to enable community-led development and inspire and influence others.
- 3. The people who receive support are entitled to do so according to criteria set out in the charity's objects.** Wherever possible the views and opinions of people living in poverty are sought in the design and implementation of programmes of assistance. This approach helps to ensure that programmes are targeted to people in need, and that beneficial changes to the lives of people living in poverty can be evaluated and assessed.

Trustees are therefore confident that Concern Universal meets the public benefit requirements, and they confirm that they have taken into account the guidance contained in the Charity Commission's general guidance on public benefit where applicable.

## Risk Management

Concern Universal takes very seriously the management of risks to which the charity is exposed. At the same time, Concern Universal is an entrepreneurial

organisation which strives to make the most of all opportunities in pursuit of our mission to challenge poverty and inequality.

Our approach to Risk Management therefore endeavours to strike a balance between mitigating and managing risks, while ensuring that the organisation retains the flexible, decentralised and responsive character that has enabled it to succeed and flourish. We would characterise this as a 'risk-aware' rather than a 'risk-averse' approach, which emphasises the identification, anticipation, and active management of risks and related opportunities.

## Risk Management Process

At an operational level actions to address many of the risks identified through risk management are incorporated in Concern Universal's Common Law Standards - the minimum standards that all parts of the organisation must adhere to. Performance with relation to these standards is systematically monitored on a monthly and annual basis as follows through the Monthly Operational Indicators (MOI) and the Monthly Common Law Summary (MCLS). An Annual Risk Management Review provides a comprehensive review of the risk list, ranking and register. Findings of the Annual Review are presented to Trustees in their June meeting each year.

Consideration of risks and assumptions forms an integral part of the development and implementation of strategy across the organisation, at both organisational and country programme level. Concern Universal's Organisational Strategy outlines assumptions and risks related to our strategic objectives, and these are regularly reviewed.



All Country Programmes include consideration of risks when reviewing their Country Strategy.

In addition, regular review of 'big picture' risks in the short, medium and long term are covered in the Executive Director's quarterly report to the Board of Trustees.

### **Diversity and disability**

Concern Universal wholeheartedly supports the principle and application of equal opportunities in employment. Concern Universal believes that a vision of holistic and sustainable development is properly achieved when all the human resources, talents and skills available throughout the communities where we work are duly considered when employment opportunities arise. All employees will be given equal opportunity and access to training to enable them to progress both within and outside the organisation. Every possible step will be taken to ensure that individuals are treated equally and fairly and that decisions on recruitment, selection, training, promotion, career development and redundancy are based solely on objective criteria. These principles will also apply to pay, benefits, procedures and all terms and conditions of employment. As an international NGO committed to social justice, Concern Universal seeks to ensure that our Partners develop and apply good equal opportunities practice for their own employees. The last equal opportunities policy was updated in February 2010.

### **Volunteers**

The pillars of any organisation are its people. Concern Universal is supported by passionate volunteers throughout each country programme who give the gift of time, skills and experience to help challenge poverty and inequality. In the UK this year 49 individual volunteers have supported our marketing, fundraising, finance and service,

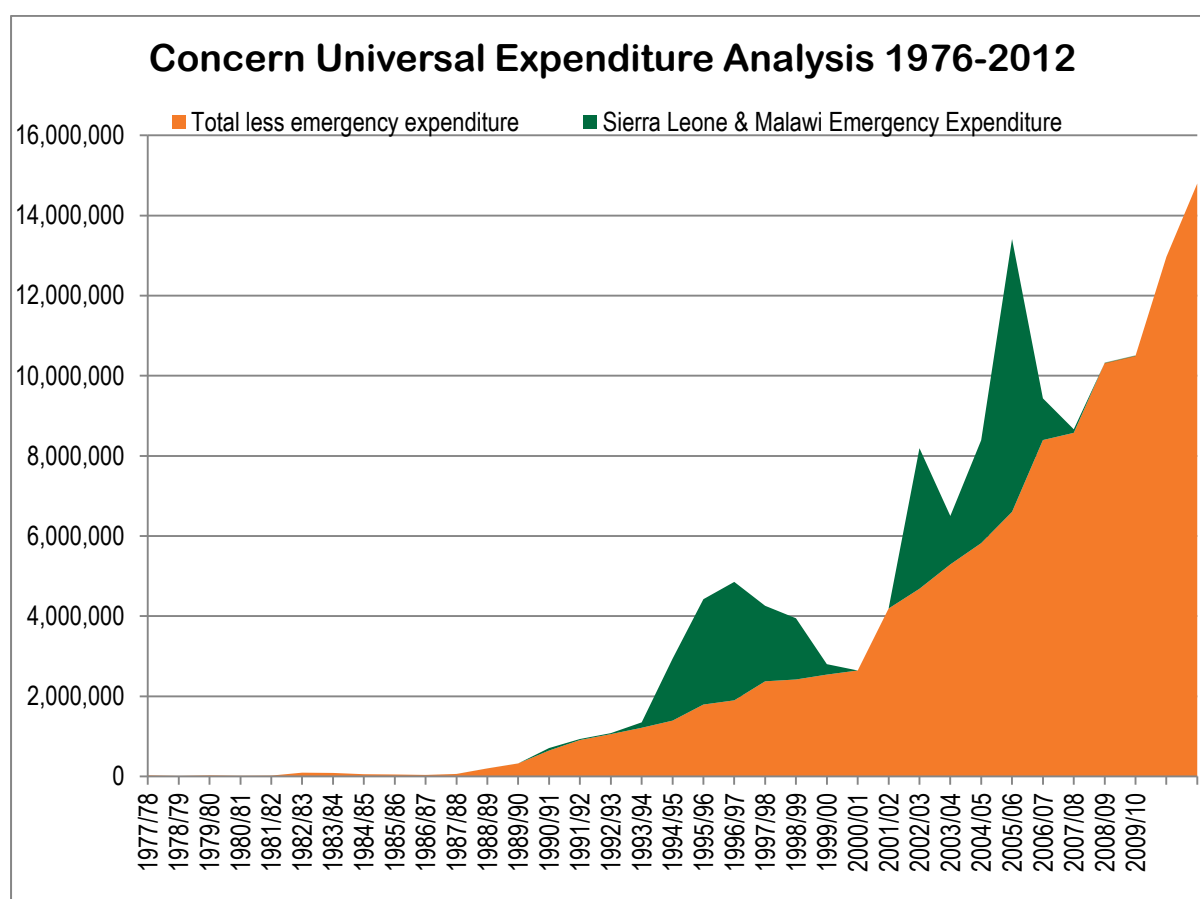
advocacy and programmes teams. Each volunteer contributes in a unique way from knitting items to sell in the Concern Universal shop, raising money from Trusts and foundations, speaking at events to engage the community, supporting administration and finance, assisting with fundraising events to researching and managing information in the programmes team. Our enthusiastic and dedicated volunteers have donated approximately 5908 hours, with an admirable approximate value of £82,844.

## Financial review

Income increased significantly in the year (by 22%) while expenditure also increased (12%). Significant new work on reducing vulnerability in Malawi funded by the UK Department for International Development, plus a major initiative, again in Malawi, to distribute Malaria nets donated by Against Malaria Foundation were two of the largest elements contributing to the increase. While these projects significantly increased the scale of our work on reducing vulnerability, we were also able to build support of rights in our

programmes in Nigeria, Brazil and Mozambique with the support of The European Commission, Cross River State government (Nigeria) and the Swiss Agency for Cooperation and Development.

The major increase in voluntary income (61%) was mainly due to securing a major strategic grant agreement with Waterloo Foundation, which, alongside incremental improvements in our fundraising efforts, led to increased public support for Concern Universal's work.



## Reserves policy

The Trustees keep the reserve position of Concern Universal under continuous review in line with the policy laid out below.

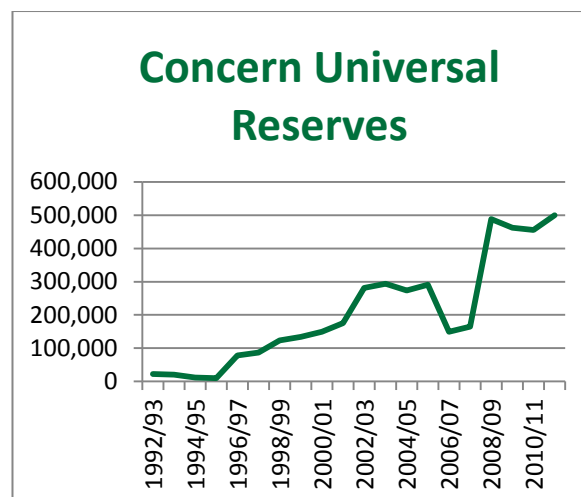
### Free reserves

The level of free reserves is calculated by excluding restricted and designated funds of the Charity as well as fixed

asset balances. The level for the current year is shown in the table below.

The Trustees regard the level of free reserves as crucial in allowing Concern Universal to continue to serve its beneficiaries in the countries in which it operates through temporary gaps in donor funding periods. The Trustees also wish to be able to call on reserves to seize opportunities to develop appropriate new activities to further Concern Universal's objectives where there may be delays in securing donor funding.

There is a significant trend among donors to fund in arrears rather than in advance and, therefore, the Trustees anticipate that funds will also be needed on an on-going basis in order to fully fund project activities pending receipt of donor funds. Multi-annual project funding is important for Concern Universal and the pattern of project initiation and completion rarely results in consistent and predictable flows of funds.



Trustees judge that Concern Universal should hold at least three months' but not more than six months' value of support costs and management costs in order to be able to preserve its basic structure in each of its country programmes through periods of low levels of project funded activity, as well as to ensure adequate cash flow for projects funded in arrears. Based on support and management costs totalling £2,493,773 for the year to 31 March 2012, the minimum target for reserves is £623,443 and the maximum £1,246,886.

Concern Universal's Trustees endeavour to achieve a surplus equivalent to 10% of the reserve opening balance on unrestricted funds each year to build reserves towards this target. The Trustees review the basis for the target figure and progress towards it each year.



## Table of Free Reserves:

	2012 £	2011 £
<b>Total funds</b>	<b>5,878,588</b>	<b>5,731,228</b>
Less:		
Restricted reserves	<b>3,718,629</b>	<b>3,436,605</b>
Designated funds	<b>1,649,240</b>	<b>1,820,523</b>
Fixed asset net book values (general funds)	<b>10,559</b>	<b>18,582</b>
<b>Free reserves</b>	<b>500,160</b>	<b>455,518</b>

### General reserves

Despite the reserves being below minimum target, the Trustees consider that there are sufficient reserves held at 31 March 2012 to manage any foreseeable downturn in income as a result of a downturn in the economy. The Trustees consider that there is a reasonable expectation that Concern Universal has adequate resources to continue in operational existence for the foreseeable future and for this reason, the Trustees continue to adopt the 'going concern' basis in preparing the accounts.

### Grant making and investment policy

Concern Universal pays grants to partner organisations as part of the process of project implementation. Local partner organisations are involved in varying degrees in most of the project work undertaken by Concern Universal and separate agreements with each partner on specific projects determine the level of responsibility and scope of partner activity.

Concern Universal currently keeps all funds in instant access deposit accounts, reflecting the need to have all funds continually available to meet project implementation requirements.

### Auditors

A resolution proposing the re-appointment of Sayer Vincent as Concern Universal's auditors will be submitted at the Annual General Meeting. Sayer Vincent were reappointed as the charitable company's auditors during the year and have expressed their willingness to continue in that capacity.

## The year ahead

This year saw the publication of Concern Universal's first Risk Reduction Advocacy Strategy (2012-2015), and the establishment of a global working group to support its implementation. In the next year, Concern Universal will work at community, national and international levels to ensure that disaster prevention strategies are in place, as well as to raise awareness of climate change and disaster risk reduction both in the UK and globally. At the same time Concern Universal will continue to focus on the five strategic areas laid out in the 2009-14 strategic plan:



**Food security:** Affordable food supply is one of the biggest global challenges and food security is a critical challenge to the people we serve. It is therefore the priority in which we invest most heavily. Our work includes agricultural development, improving access to markets, to water and to micro finance. Almost all our country programmes will develop projects in this area.

In Ghana, in 2012-13 we aim to link 3000 smallholder farmers with institutional buyers and to begin the implementation of micro finance provision. In the Gambia and Senegal our projects will improve horticultural, livestock and agro-forestry practices. Here we hope to promote micro-gardening with 65 new successful businesses being established during the year. The sustainable use of natural resources is also central to our programmes: In Nigeria in 2013, Concern Universal will support 35 communities to use and manage mangrove forests effectively. In Malawi Concern Universal will continue to support to the increase and diversification of crop production and introduce sustainable and adaptive

agricultural technologies that will both increase food security and reduce communities' vulnerability to climate change.



**Better Health:** In 2012-13 we will improve health outcomes for the poorest people by increasing access to safe water and sanitation, to health centres, to nutrition support and to HIV/AIDS care. In Nigeria, 58 new boreholes will provide safe drinking water for 87,000 people. In The Gambia and Senegal, Concern Universal and its partners will work in flood prone urban areas to clear and cover drains, improve solid waste management and build flood resistant pit latrines. In Guinea, the WASH programme will improve sanitation and provide clean drinking water in schools and carry out hygiene education with local communities. In Mozambique, Concern Universal aims to improve access to maternal and child health services in 3 districts, including support for multi-sectorial mobile brigades to reach the most remote communities. As part of a four year strategy Concern Universal Kenya will promote community based healthcare systems that aim to reduce child and maternal mortality rates. In Bangladesh Concern Universal will continue to work to implement WATSAN programmes to improve community knowledge and awareness of the use of safe water, sanitary latrines and hygienic practices.



**Respect for rights:** Our respect for rights programmes will focus on advocacy initiatives that build the skills of people to claim their rights from duty bearers. Bangladesh, Brazil, Colombia, Gambia, Kenya, Malawi, Mozambique and Nigeria will all continue to develop and implement rights based programmes.

Nearly all our programmes aim to strengthen local NGOs and CSOs,

thereby building the capacity of communities to articulate their development needs and influence the local development agenda. In Mozambique, the Niassa programme will develop and strengthen social accountability committees, to assist communities to participate in local government and audit the provision of services in this province. In Brazil 200 leaders will be trained to participate in advocacy, with a particular emphasis on facilitating rural women to take part in consultative structures. At the same time a training programme in child rights will aim to improve parenting skills for 300 family members and to reduce child labour and violence against children. In The Gambia and Senegal, Concern Universal will continue to advocate for peace in the Cassamance region and for the sustainable management of natural resources. In Nigeria an ex post evaluation will be carried out to assess the efficacy of our advocacy on child trafficking and forest management.



**Skills development:** All Concern Universal projects contain an important element of skills development, in the capacity building of local CSO and NGO partners. At the same time a wide variety of training is being provided to beneficiaries in specific areas of health, agriculture, and livelihoods in order to improve their quality of life.

In The Gambia and Senegal in 2012-13, 250 students will be trained in micro-gardening techniques. In Nigeria, 120 women who have been victims of abuse will be trained in vocational skills and given start-up capital for their own businesses. In Brazil, 850 children from low-income families will be supported to succeed in mainstream education, while women farmers and craft makers will be trained in production, management and selling techniques. In Ghana, Concern Universal is planning a piece of

collaborative research with a university that will respond to the needs and constraints of smallholder farmers. In Mozambique, health education will be carried out in communities focusing on HIV, malaria and hygiene.



### **Resilience to disaster and climate change:** Concern

Universal aims to reduce the risks for people and communities through actions that minimize their vulnerability to, and maximise their capacity to cope with, a human-made or natural hazard. Our aim is to assist the communities we work with to become resilient to disasters, to have coping strategies in place that enable them to recover from predicted disasters and to be able to adapt their livelihoods to a changing climate. In 2012-13 our country programmes will continue to mainstream DRR into their work.

In Guinea, Concern Universal aims to train principal humanitarian actors to deliver, support and sustain programmes in DRR with a particular focus on floods and cholera epidemics. The programme will work with 2 particularly vulnerable villages to put in place early warning systems and contingency plans. In The Gambia and Senegal the focus will be on training stakeholders (planners, designers, contractors etc) in infrastructure resilience and on providing advocacy training for disaster committees. The programme will also investigate the viability of micro-insurance for small farmers. In Brazil Concern Universal staff will be trained to mainstream environmental sustainability into all programme activities. In Malawi Concern Universal will strengthen information sharing, improve coordination, advocacy, learning and dissemination among stakeholders on climate change adaption as a means of increasing community resilience to climate change.



Approved by the Trustees on 22  
September 2012 and signed on its  
behalf by the Chair of the Trustees:

Signature

A handwritten signature in black ink, appearing to be 'Peter Ayres', written in a cursive style.

Peter Ayres  
Chair of Trustees  
Concern Universal

Date: 23 November 2012

## Auditor's report

We have audited the financial statements of Concern Universal for the year ended 31 March 2012 which comprise the Group and Parent Charitable Company Statement of Financial Activities, the Group and Parent Charitable Company Balance Sheets, the Group cashflow statement and the related notes. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

This report is made solely to the company's members as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006 and section 144 of the Charities Act 2011 and regulations made under section 154 of that Act. Our audit work has been undertaken so that we might state to the company's members those matters we are required to state to them in an auditors' report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the 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 auditors

As explained more fully in the Statement of Trustees' responsibilities set out in the trustees' report, the trustees (who are also the directors of the charitable company for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view.

We have been appointed auditor under the Companies Act 2006 and section 151 of the Charities Act 2011 and report

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

### Scope of the audit of the financial statements

An audit involves obtaining evidence about the amounts and disclosures in the financial statements sufficient to give reasonable assurance that the financial statements are free from material misstatement, whether caused by fraud or error. This includes an assessment of: whether the accounting policies are appropriate to the charitable company's circumstances and have been consistently applied and adequately disclosed; the reasonableness of significant accounting estimates made by the trustees; and the overall presentation of the financial statements. In addition, we read all the financial and non-financial information in the trustees' report to identify material inconsistencies with the audited financial statements. If we become aware of any apparent material misstatements or inconsistencies we consider the implications for our report.

### Opinion on financial statements

In our opinion the financial statements:

- give a true and fair view of the state of the group's and the parent charitable company's affairs as at 31 March 2012, and of the group's incoming resources and application of resources, including its income and expenditure, for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and

- have been prepared in accordance with the requirements of the Companies Act 2006 and the Charities Act 2011.
- we have not received all the information and explanations we require for our audit.

**Opinion on other matter prescribed by the Companies Act 2006**

In our opinion the information given in the trustees' report for the financial year for which the financial statements are prepared is consistent with the financial statements.

**Matters on which we are required to report by exception**

We have nothing to report in respect of the following matters where the Companies Act 2006 and the Charities Act 2011 requires us to report to you if, in our opinion:

- the parent charitable company has not kept adequate and sufficient accounting records, or returns adequate for our audit have not been received from branches not visited by us; or
- the parent charitable company financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of trustees' remuneration specified by law are not made; or



*Catherine L Sayer (Senior statutory auditor) for and on behalf of Sayer Vincent, Statutory Auditors*

*Date: 26 November 2012*

*Sayer Vincent, 8 Angel Gate, City Road, LONDON EC1V 2SJ*

*Sayer Vincent is eligible to act as an auditor in terms of section 1212 of the Companies Act 2006.*



## Acronyms

ACNV	Associação Comunitária Nova Vida
AFAP	Australian Foundation for the Peoples of Asia and the Pacific
CCM	Christian Council of Mozambique
CPD	Casa Pequeno Davi
CSOs	Civil Society Organisations
DRR	Disaster Risk Reduction
EC	European Commission
HIV	Human Immunodeficiency Virus
MCLS	Monthly Common Law Summary
MOI	Monthly Operational Indicators
MSEP	The Msamala Sustainable Energy Project
NGO	Non Governmental Organisation
PaMen	Pastoral do Menor
SORP	Statement of Recommended Practice
UN	United Nations
UNICEF	The United Nation's Children's Fund
WASH	Water, Sanitation and Hygiene
WHO	World Health Organisation
WSSCC	Water Supply & Sanitation Collaborative Council

## Corporate directory

**Status** Concern Universal is a charitable company limited by guarantee, incorporated on the 27 September 1976 and registered as a charity on 15 December 1976 in England and Wales. Charity number 272465

**Governing document of Concern Universal** The company was established under a memorandum of association (amended 18th October 1997) which established the objects and powers of the charitable company and is governed under its articles of association (amended 29th November 2003). The company is limited by guarantee and is registered in England at 21 King Street, Hereford, HR4 9BX. Company number: 12278887

### Names of trustees on 31 March 2012 (date appointed)

Peter Ayres, Chair	(05/07/2008)
Lucy Weston, Chair of Finance Committee	(17/08/2010)
Nicola Mushet	(01/10/2004)
Chikondi Mpokosa	(05/07/2008)
Susan Barlow	(01/11/2009)
Joelle Plumerel	(17/11/2010)
Fiona Taylor	(17/11/2010)
Philip Tamuno	(17/11/2010)
MacDuff Phiri	(21/12/2011)

*Changes to trustees in 2011-12: 1 new trustee was appointed in 2011 -2012 (Mr Phiri). 3 trustees stepped down in 2011-12 (Ms Wadda on 16/11/11, Ms Sherlock on 15/02/12 and Mr Bishop on 05/03/12).*

### Principal professional advisers

Concern Universal's principal professional advisers include the following:

#### Bankers:

Royal Bank of Scotland	Standard Chartered Bank
Maidstone Branch	London
94 High Street	EC3M 2RY
Maidstone	
Kent, ME14 1SA	

#### Auditors

Sayer Vincent  
Chartered accountants and  
statutory auditors  
8 Angel Gate, City Road  
London EC1V 2SJ

#### Solicitors

Blake Lapthorn, Harbour Court  
Compass Road, North Harbour  
Portsmouth, PO6 4ST

#### Senior Management

##### Executive Director:

Dr Ian Williams

##### International:

Matthew Lake

##### Finance and Services:

Blaise White

##### Head of Fundraising:

Alison Palfrey

##### Head of Communications:

Debbie Stenner

##### Company Secretary:

Blaise White

With grateful thanks to all of our generous donors this year, which have included:

thewaterloofoundation\*



act:onaid



## Concern Universal

### Consolidated Statement of financial activities (Incorporating an Income and Expenditure Account)

For the year ended 31 March 2012

	Note	Restricted £	Unrestricted £	2012 Total £	2011 Total £
<b>Incoming resources</b>					
<i>Incoming resources from generated funds</i>					
Voluntary Income	2	210,559	844,009	<b>1,054,568</b>	651,127
Activities for generating funds:					
General fundraising		-	306	<b>306</b>	656
Events		-	35,888	<b>35,888</b>	38,091
Investment Income		-	60,918	<b>60,918</b>	107,872
<i>Incoming resources from charitable activities</i>					
	4				
Improving Skills		378,424	-	<b>378,424</b>	385,442
Raising Awareness		126,310	-	<b>126,310</b>	23,761
Improving Respect for Rights		1,694,790	-	<b>1,694,790</b>	886,531
Reducing Vulnerability		4,502,762	-	<b>4,502,762</b>	2,011,640
Improving Health		2,304,913	-	<b>2,304,913</b>	2,544,260
Sustainable Livelihoods		4,282,365	866,335	<b>5,148,700</b>	5,563,697
<b>Total incoming resources</b>		<b>13,500,123</b>	<b>1,807,456</b>	<b>15,307,579</b>	<b>12,213,077</b>
<b>Resources expended</b>					
<i>Costs of generating funds</i>					
	5				
Costs of generating voluntary funds		-	377,976	<b>377,976</b>	428,930
<i>Charitable activities</i>					
Improving Skills		378,798	15,427	<b>394,225</b>	554,147
Raising Awareness		75,505	5,506	<b>81,011</b>	71,295
Improving Respect for Rights		1,462,109	108,830	<b>1,570,939</b>	1,075,563
Reducing Vulnerability		4,564,843	111,858	<b>4,676,701</b>	1,663,668
Improving Health		2,311,992	99,309	<b>2,411,301</b>	2,443,808
Sustainable Livelihoods		4,215,757	1,036,918	<b>5,252,675</b>	6,698,295
Governance		-	33,915	<b>33,915</b>	31,526
<b>Total Resources Expended</b>		<b>13,009,004</b>	<b>1,789,739</b>	<b>14,798,743</b>	<b>12,967,232</b>
<b>Net incoming/(outgoing) resources before other recognised gains/(losses)</b>					
	7	491,119	17,717	<b>508,836</b>	(754,155)
Unrealised exchange loss on foreign currency balances (Concern Universal)		(209,095)	-	<b>(209,095)</b>	(87,737)
Unrealised exchange loss on foreign currency balances (CUMO)		-	(152,381)	<b>(152,381)</b>	(77,892)
<b>Net movement in funds</b>		<b>282,024</b>	<b>(134,664)</b>	<b>147,360</b>	<b>(919,784)</b>
<b>Funds at the start of the year</b>		<b>3,436,605</b>	<b>2,294,623</b>	<b>5,731,228</b>	<b>6,651,012</b>
<b>Funds at the end of the year</b>	17	<b>3,718,629</b>	<b>2,159,959</b>	<b>5,878,588</b>	<b>5,731,228</b>

All of the above results are derived from continuing activities. There were no other recognised gains or losses other than those stated above. Movements in funds are disclosed in Note 18 to the financial statements.



## Consolidated Balance sheet


As at 31 March 2012

	Note	Group 2012 £	2011 £	Charity 2012 £	2011 £
<b>Fixed assets</b>					
Tangible fixed assets	10	<u>775,469</u>	709,313	<u>650,789</u>	591,998
<b>Current assets</b>					
Debtors	12	<u>3,044,992</u>	2,806,164	<u>1,658,365</u>	1,647,299
Short Term Deposits		<u>342,780</u>	644,540	-	-
Cash at bank and in hand		<u>2,315,897</u>	2,092,833	<u>2,292,002</u>	1,990,479
		<b>5,703,669</b>	5,543,537	<b>3,950,367</b>	3,637,778
<b>Creditors: amounts due within one year</b>	13	<u>(497,038)</u>	(424,486)	<u>(311,409)</u>	(258,677)
<b>Net current assets</b>		<b>5,206,631</b>	5,119,051	<b>3,638,958</b>	3,379,101
<b>Creditors: Amounts due greater than one year</b>	14	<u>(103,512)</u>	(97,136)	-	-
<b>Net assets</b>	15	<u><b>5,878,588</b></u>	<u>5,731,228</u>	<u><b>4,289,747</b></u>	<u>3,971,099</u>
<b>Funds</b>					
Restricted funds		<b>3,718,629</b>	3,465,000	<b>3,718,633</b>	3,465,000
Restricted funds in deficit		-	(28,395)	-	(28,395)
Unrestricted funds:					
General funds		<b>510,719</b>	474,100	<b>510,719</b>	474,100
Designated funds		<u><b>1,649,240</b></u>	<u>1,820,523</u>	<u><b>60,395</b></u>	<u>60,394</u>
<b>Total funds</b>	18	<u><b>5,878,588</b></u>	<u>5,731,228</u>	<u><b>4,289,747</b></u>	<u>3,971,099</u>

Approved by the trustees on 23 November 2012 and signed on their behalf by



Peter Ayres  
Chair of Trustees



Lucy Weston  
Chair of Finance Committee

**Concern Universal (Limited by Guarantee)**

**Consolidated Cashflow statement**

**As at 31 March 2012**

	<b>2012</b>	2011
	<b>£</b>	<b>£</b>
<b>Net cash inflow/(outflow) from operating activities</b>	<b>532,235</b>	(912,333)
Investment income	<b>60,918</b>	107,872
Payments to acquire tangible fixed assets	<b>(519,468)</b>	(345,876)
Effect of foreign exchange rate movements	<b>(152,381)</b>	(77,892)
	<hr/>	<hr/>
<b>(Decrease)/increase in cash in the year</b>	<b>(78,696)</b>	(1,228,229)
Net cash resources at 1 April 2011:		
Parent	<b>1,990,479</b>	2,945,154
Subsidiary	<b>746,894</b>	1,020,450
	<hr/>	<hr/>
<b>Net cash resources at 31 March 2012</b>	<b><u>2,658,677</u></b>	<b><u>2,737,375</u></b>

**Reconciliation of net incoming resources to net cash inflow from operating activities:**

	<b>2012</b>	2011
	<b>£</b>	<b>£</b>
<b>Net incoming/(outgoing) resources</b>	<b>147,360</b>	(919,784)
Effect of foreign exchange rate movements	<b>152,381</b>	77,892
Investment income	<b>(60,918)</b>	(107,872)
Depreciation	<b>286,239</b>	263,130
Unrealised exchange loss on CUMO assets	<b>11,354</b>	5,126
Loss on disposal	<b>155,719</b>	6,723
(Increase) in debtors	<b>(238,828)</b>	(41,744)
(Decrease)/increase in creditors	<b>78,928</b>	(195,804)
	<hr/>	<hr/>
<b>Net cash (outflow)/inflow from operating activities</b>	<b><u>532,235</u></b>	<b><u>(912,333)</u></b>

## Concern Universal

### Notes to the financial statements

#### For the year ended 31 March 2012

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##### 1. Accounting policies

- a) The financial statements have been prepared under the historical cost convention and in accordance with applicable accounting standards and the Companies Act 2006. They follow the recommendations in the Statement of Recommended Practice, Accounting and Reporting by Charities (SORP 2005).
- b) Consolidated financial statements have been prepared for the charity and its wholly owned subsidiary, CUMO Microfinance Ltd. The results of this subsidiary have been included in the Consolidated Statement of Financial Activities on a line by line basis.

In accordance with Section 408 of the Companies Act 2006 and paragraph 397 of SORP 2005, a separate Statement of Financial Activities for Concern Universal has not been prepared.

- c) Voluntary income is received by way of donations and gifts and is included in full in the Statement of Financial Activities when received or receivable. Donated services and gifts in kind are not included unless they represent goods or services which would have otherwise been purchased, in which case they are valued and brought in as income and the appropriate expenditure.
- d) Revenue grants are credited to the Statement of Financial Activities when received or receivable which ever is earlier, unless they relate to a specific future period, in which case they are deferred.
- e) Restricted funds are to be used for specific purposes as laid down by the donor. Expenditure which meets these criteria is charged to the fund.
- f) Unrestricted funds are donations and other incoming resources received or generated for the charitable purposes.
- g) Designated funds are unrestricted funds earmarked by the trustees for particular purposes.
- h) Grants payable to partner organisations are included in the Statement of Financial Activities in the year in which they are payable.
- i) Resources expended are recognised in the period in which they are incurred. Resources expended include attributable VAT which cannot be recovered.

Resources expended are allocated to the particular activity where the cost relates directly to that activity. The cost of overall direction and administration of each activity, comprising the salary and overhead costs of the central function, is apportioned on the following basis which is an estimate, based on staff time, of the amount attributable to each activity.

23.66%	Food Security and Livelihoods
22.24%	Improving Health
24.37%	Respect for Rights
3.45%	Improving Skills
25.05%	Reducing Vulnerability
1.23%	Raising Awareness

Governance costs include the management of Concern Universal's assets, organisational management and compliance with constitutional and statutory requirements.

## Concern Universal

### Notes to the financial statements

#### For the year ended 31 March 2012

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##### 1. Accounting policies (continued)

- j) Costs of generating voluntary funds relate to the costs incurred by Concern Universal in fundraising and publicity.
- k) Depreciation is provided on all tangible fixed assets at rates calculated to write off the cost of each asset over its expected useful life. The depreciation rates in use are as follows:

##### Concern Universal

Office furniture and equipment: reducing balance basis at an annual rate of 20%

ITC Equipment: reducing balance basis at an annual rate of 33.3%

Vehicles: reducing balance basis at an annual rate of 33.3%

Drilling Rig: reducing balance basis at an annual rate of 33.3%

Land & Buildings: reducing balance basis at an annual rate of 5%

##### CUMO

Office furniture and equipment: straight basis at an annual rate of 25%

ITC Equipment: straight line basis at an annual rate of 33.3%

Vehicles: straight line basis at an annual rate of 20%

There are no material differences arising from the different treatment of depreciation within CUMO.

Items of equipment are capitalised where the purchase price exceeds £1,000. Depreciation costs are allocated to activities on the basis of the use of the related assets in those activities. Assets are reviewed for impairment if circumstances indicate their carrying value may exceed their net realisable value and value in use.

- l) Rentals payable under operating leases, where substantially all the risks and rewards of ownership remain with the lessor, are charged to the Statement of financial activities in the year in which they fall due.
- m) Transactions in foreign currencies are translated at a weighted average rate. Balances denominated in foreign currencies are translated at the rate of exchange prevailing at the year end. Exchange differences are taken into account in arriving at the net incoming resources for the year.
- n) The charitable company operates a defined contribution pension scheme. The assets of the scheme are held separately from those of the charitable company in an independently administered fund. The pension cost charge represents contributions payable under the scheme by the charitable company to the fund. The charitable company has no liability under the scheme other than for the payment of those contributions.
- o) The charitable company is granted exemption from corporation tax as all its income arises from or is applied for charitable purposes. Its subsidiary CUMO is a controlled foreign company, however trading profits of CUMO arise from and are applied to the charitable purpose of providing microfinance loans to clients in rural areas within Malawi living in extreme poverty, to enable them to improve their livelihoods. No portion of CUMO profits passes to Concern Universal as parent company.



## Concern Universal

### Notes to the financial statements

For the year ended 31 March 2012

#### 2. Voluntary Income

	Restricted £	Unrestricted £	2012 Total £	2011 Total £
Committed giving	-	350,377	<b>350,377</b>	386,117
Miscellaneous grants & donations	210,559	480,080	<b>690,639</b>	249,585
Appeals and collections	-	13,552	<b>13,552</b>	15,425
Total grants	<u>210,559</u>	<u>844,009</u>	<u><b>1,054,568</b></u>	<u>651,127</u>

#### 3. Incoming resources attributable to fundraising activities

	2012 £	2011 £
Restricted	<b>640,767</b>	870,514
Unrestricted	<b>847,733</b>	576,958
Total	<u><b>1,488,500</b></u>	<u>1,447,472</u>

#### 4. Activities in furtherance of the charity's objects

	Restricted £	Unrestricted £	2012 Total £	2011 Total £
<b>Income</b>				
<b>Improving Skills</b>				
Department for International Development	113,041	-	<b>113,041</b>	300,444
European Commission	241,825	-	<b>241,825</b>	7,667
Prohaciendo	3,405	-	<b>3,405</b>	9,767
United Methodist Committee on Relief	-	-	-	-
William Cadbury Trust	21,400	-	<b>21,400</b>	57,500
Yann Verdina Foundation	-	-	-	-
Miscellaneous Income	(1,247)	-	<b>(1,247)</b>	10,064
	<u>378,424</u>	<u>-</u>	<u><b>378,424</b></u>	<u>385,442</u>

	Restricted £	Unrestricted £	2012 Total £	2011 Total £
<b>Raising Awareness</b>				
European Commission	100,326	-	<b>100,326</b>	6,931
Miscellaneous Income	25,984	-	<b>25,984</b>	16,830
	<u>126,310</u>	<u>-</u>	<u><b>126,310</b></u>	<u>23,761</u>

# Concern Universal

## Notes to the financial statements

For the year ended 31 March 2012

### 4. Activities in furtherance of the charity's objects (continued)

	Restricted £	Unrestricted £	2012 Total £	2011 Total £
<b>Improving Respect for Rights</b>				
Australian Foundation for the Peoples of Asia & the Pacific	-	-	-	15,175
AGEH Germany: Association for development cooperation	25,129	-	<b>25,129</b>	-
Big Lottery Fund	54,796	-	<b>54,796</b>	55,003
Civil Society Support Mechanism (MASC) Mozambique	67,271	-	<b>67,271</b>	39,521
Colombia Government Welfare Dept	44,060	-	<b>44,060</b>	44,774
Comic Relief	-	-	-	17,617
Cordaid	-	-	-	48,115
Cross River State Government (Nigeria)	198,317	-	<b>198,317</b>	-
DAM Bangladesh	10,319	-	<b>10,319</b>	-
Department for International Development	125,286	-	<b>125,286</b>	117,583
Electric Aid	23,646	-	<b>23,646</b>	11,455
European Commission	563,433	-	<b>563,433</b>	451,798
Ford Foundation	45,858	-	<b>45,858</b>	404
French Embassy (Nigeria)	-	-	-	7,317
Millenium Challenge Account (MCA)	61,111	-	<b>61,111</b>	-
Parker Johnson Prentice trust	6,000	-	<b>6,000</b>	-
Swedish International Development Agency	-	-	-	49,137
Swiss Agency for Development and Cooperation (SDC )	275,940	-	<b>275,940</b>	-
United Nations Democracy Fund (UNDEF)	41,333	-	<b>41,333</b>	-
Viviendas con Bienstar, Colombia	142,000	-	<b>142,000</b>	-
Miscellaneous Income	10,291	-	<b>10,291</b>	28,632
	<u>1,694,790</u>	<u>-</u>	<u><b>1,694,790</b></u>	<u>886,531</u>
<b>Reducing Vulnerability</b>				
Action Aid	193,182	-	<b>193,182</b>	-
Cordaid	397,211	-	<b>397,211</b>	166,452
Department for International Development	775,161	-	<b>775,161</b>	99,791
European Commission	259,776	-	<b>259,776</b>	282,613
Irish Aid	1,437,814	-	<b>1,437,814</b>	1,318,182
Oxfam USA	65,295	-	<b>65,295</b>	90,047
UNICEF	86,453	-	<b>86,453</b>	-
Vegfam	15,763	-	<b>15,763</b>	-
Water Aid	48,157	-	<b>48,157</b>	53,634
World Food Programme (WFP)	390,568	-	<b>390,568</b>	-
Miscellaneous Income	833,382	-	<b>833,382</b>	921
	<u>4,502,762</u>	<u>-</u>	<u><b>4,502,762</b></u>	<u>2,011,640</u>

## Concern Universal

### Notes to the financial statements

For the year ended 31 March 2012

#### 4. Activities in furtherance of the charity's objects (continued)

	Restricted £	Unrestricted £	2012 Total £	2011 Total £
<b>Improving Health</b>				
Allan & Nesta Ferguson Charitable Trust	-	-	-	13,500
Ausaid	-	-	-	-
Australian Foundation for the Peoples of Asia & the Pacific	65,135	-	<b>65,135</b>	62,363
Big Lottery Fund		-	-	-
Civil Society Support Mechanism (MASC)				
Mozambique	21,287	-	<b>21,287</b>	-
Cordaid	146,105		<b>146,105</b>	135,842
Cross River State Government (Nigeria)	47,116		<b>47,116</b>	-
Department for International Development	714,067	-	<b>714,067</b>	227,694
Electric Aid	-	-	-	18,164
European Union Commission	850,136	-	<b>850,136</b>	926,444
Exitix Ltd	-	-	-	18,290
Fondation Ensemble	35,826	-	<b>35,826</b>	135,578
Irish Aid	-	-	-	182,383
Japanese Embassies	49,444	-	<b>49,444</b>	-
Mercury Phoenix Trust	-	-	-	6,300
MTN Foundation	-	-	-	79,979
National AIDS Committee, Ghana	-	-	-	(352)
Nova Consultancy Bangla (NCB)	553		<b>553</b>	-
PZ Cussons	17,573	-	<b>17,573</b>	-
RUCODEV Nigeria	24,185	-	<b>24,185</b>	-
Swedish International Development Agency	-	-	-	228,927
UN Habitat	32,953	-	<b>32,953</b>	62,965
United Business Media (UBM)	25,000		<b>25,000</b>	-
USAID	247,550	-	<b>247,550</b>	286,563
Miscellaneous Income	27,983	-	<b>27,983</b>	159,620
	<u>2,304,913</u>	<u>-</u>	<u><b>2,304,913</b></u>	<u>2,544,260</u>

## Concern Universal

### Notes to the financial statements

For the year ended 31 March 2012

#### 4. Activities in furtherance of the charity's objects (continued)

	Restricted £	Unrestricted £	2012 Total £	2011 Total £
<b>Sustainable Livelihoods Projects</b>				
Australian Foundation for the Peoples of Asia and the Pacific Alliance for a Green Revolution in Africa (AGRA)	497,041	-	<b>497,041</b>	-
AusAID	161,451	-	<b>161,451</b>	195,764
Australian High Commissions	45,840	-	<b>45,840</b>	-
Big Lottery Fund	-	-	-	12,383
British High Commission	60,996	-	<b>60,996</b>	279,231
Christian Aid	5,000	-	<b>5,000</b>	-
Cordaid	14,000	-	<b>14,000</b>	-
Cross River State Government (Nigeria)	88,278	-	<b>88,278</b>	302,194
CUMO	86,364	-	<b>86,364</b>	-
Electric Aid	-	866,335	<b>866,335</b>	835,520
European Commission	16,364	-	<b>16,364</b>	40,105
Fondation Ensemble	2,354,392	-	<b>2,354,392</b>	2,742,529
Forum for Agricultural Research in Africa (FARA)	43,349	-	<b>43,349</b>	86,310
Four Acre Trust	16,558	-	<b>16,558</b>	-
Haygrove	-	-	-	-
Hestian Innovation	(123)	-	<b>(123)</b>	36,123
International Potato Centre (CIP)	-	-	-	44,812
Irish Aid	22,628	-	<b>22,628</b>	-
Irish Embassy, Nigeria	250,000	-	<b>250,000</b>	-
Isle of Man Government	15,010	-	<b>15,010</b>	17,499
Japanese Embassy, Gambia	142,417	-	<b>142,417</b>	57,583
Mitsubishi Corporation	-	-	-	60,590
Oxfam USA	-	-	-	30,000
Refugees International Japan	1,372	-	<b>1,372</b>	-
Solidaridad/Schokland Fund	-	-	-	15,345
States of Guernsey	61,647	-	<b>61,647</b>	36,681
The Co-operative	19,929	-	<b>19,929</b>	-
The Travel Foundation	28,987	-	<b>28,987</b>	153,912
United Methodist Committee on Relief	-	-	-	5,755
USAID	34,154	-	<b>34,154</b>	267
Vegfam	37,056	-	<b>37,056</b>	31,984
Waterloo Foundation	26,051	-	<b>26,051</b>	80,674
William Cadbury Trust	33,000	-	<b>33,000</b>	66,500
Womens World Day of Prayer	-	-	-	25,000
Miscellaneous Income	23,175	-	<b>23,175</b>	12,237
	197,429	-	<b>197,429</b>	394,699
	<u>4,282,365</u>	<u>866,335</u>	<u><b>5,148,700</b></u>	<u>5,563,697</u>



Concern Universal

Notes to the financial statements

For the year ended 31 March 2012

5. Total resources expended

	Fundraising and publicity £	Sustainable Livelihoods £	Improving Health £	Respect for Rights £	Improving Skills £	Reducing Vulnerability £	Awareness Raising £	Support costs £	Governance £	2012 £	2011 Total £
Staff Costs (Note 8)	313,592	1,140,487	388,957	194,587	2,937	730,032	42,127	1,844,954	6,332	4,664,005	4,681,029
Office costs	45,458	541,309	40,314	10,105	4,816	82,707	4,763	458,087	27,583	1,215,142	917,241
Transport	-	149,983	149,782	12,667	-	135,006	-	118,740	-	566,178	466,576
Equipment (not capitalised)	402	205,066	117,491	31,735	6,193	98,491	40	1,151	-	460,569	253,966
Other project activities	18,524	1,334,200	910,451	445,043	67,421	2,300,340	179	70,555	-	5,146,713	3,440,170
Grants payable to partners (Note 6a)	-	1,318,392	275,055	296,807	117,044	733,992	4,560	286	-	2,746,136	3,208,250
Total resources expended	377,976	4,689,437	1,882,050	990,944	198,411	4,080,568	51,669	2,493,773	33,915	14,798,743	12,967,232
Support Costs	-	563,238	529,251	579,995	195,814	596,133	29,342	(2,493,773)	-	-	-
Total resources expended	377,976	5,252,675	2,411,301	1,570,939	394,225	4,676,701	81,011	-	33,915	14,798,743	12,967,232

6a. Grants Payable to Partners

	Sustainable Livelihoods £	Improved Health £	Respect for Rights £	Improved Skills £	Reduced Vulnerability £	Awareness Raising £	2012 Total £	2011 Total £
Bangladesh	983,475	121,754	-	-	171,952	-	1,277,181	1,766,328
Brazil	-	-	-	-	-	-	-	91,469
Colombia	-	-	90,575	-	-	-	90,575	41,103
Gambia	-	-	12,979	-	-	4,560	17,539	450,466
Ghana	183,731	-	49,104	-	234,118	-	466,953	194,442
Guinea	54,437	-	96,202	-	-	-	150,639	168,308
Kenya	(5,381)	-	-	80,071	82,053	-	156,743	108,330
Malawi	32,159	80,419	-	-	55,951	-	168,529	-
Mozambique	-	-	-	-	141,182	-	141,182	125,026
Nigeria	32,993	-	13,035	36,973	-	-	83,001	262,778
UK	36,978	72,882	34,912	-	48,736	-	193,794	-
Total resources expended	1,318,392	275,055	296,807	117,044	733,992	4,560	2,746,136	3,208,250

## Concern Universal

### Notes to the financial statements

#### For the year ended 31 March 2012

#### 6b. Analysis of grants paid in excess of £50,000

	2012 £	2011 £
Ashroy, Bangladesh	60,726	101,966
Christian Council of Mozambique	-	80,118
Dhaka Ahsania Mission, Bangladesh	1,123,407	1,564,155
Kanifing Municipal Council Disaster Management Committee (KMCDMC), Gambia	178,197	-
National CoOperative Credit Union of The Gambia (NACCUG)	50,630	-
Organisation Catholique pour la Promotion Humaines (OCPH), Guinea	117,739	-
PRONET, Ghana	105,911	178,660
RUCODEV (GRADO), Nigeria	-	70,226
SOLARAID, Malawi	129,155	-
Secours Rapide Rural (SRR), Guinea	-	53,462
St Joseph's Family Farm, Gambia	-	118,883
Wuli and Sandu Development Agency (WASDA), Gambia	104,086	142,521
Wajir South Development Association (WASDA), Kenya	55,951	-
Grants under £50,000	820,334	898,259
Total	<b>2,746,136</b>	<b>3,208,250</b>

#### 7. Net incoming resources for the year

This is stated after charging:	2012 £	2011 £
Depreciation	286,239	263,130
Trustees' indemnity insurance	-	4,200
Trustees' expenses	9,645	5,742
Auditors' remuneration:		
▪ Audit	14,350	16,782
▪ Under accrual for previous year	-	1,939
Operating lease rentals:		
▪ Property	20,000	-
▪ Other	14,147	-

The number of trustees receiving expenses was 6 (2011: 6). Remuneration received by trustees was nil (2011: Nil). Trustees expenses covered travel and accommodation costs incurred in attending trustee meetings, training costs and travel costs.

## Concern Universal

### Notes to the financial statements

For the year ended 31 March 2012

#### 8. Staff costs and numbers

	UK International		2012	2011
	£	£	£	£
Salaries and wages	655,031	3,487,224	<b>4,142,255</b>	4,203,504
Social security costs	62,195	-	<b>62,195</b>	56,522
Pension contributions	13,644	-	<b>13,644</b>	11,374
Other staff costs	160,074	285,837	<b>445,911</b>	409,629
	<u>890,944</u>	<u>3,773,061</u>	<u><b>4,664,005</b></u>	<u>4,681,029</u>
Total emoluments paid to staff were:	<u>668,675</u>	<u>3,487,224</u>	<u><b>4,155,899</b></u>	<u>4,214,878</u>

No employee earned more than £60,000 during the year.

The average weekly number of employees (full-time equivalent) during the year was as follows:

	UK	Overseas	2012 No.	2011 No.
<b>Charity</b>				
Operations	13	352	<b>365</b>	361
Fundraising and publicity	7	-	<b>7</b>	14
Governance	1	-	<b>1</b>	1
<b>Subsidiary (CUMO)</b>				
Operations	<u>-</u>	<u>172</u>	<u><b>172</b></u>	<u>172</u>
Total Group Employees	<u>21</u>	<u>524</u>	<u><b>545</b></u>	<u>548</u>

#### 9. Taxation

The charitable company is exempt from corporation tax as all its income is charitable and is applied for charitable purposes.

**Concern Universal**

**Notes to the financial statements**

**For the year ended 31 March 2012**

**10. Tangible fixed assets**

	Land and Buildings £	Drilling Rig £	Office Furniture & Equipment £	Vehicles £	Total £
<b>Group:</b>					
<b>COST</b>					
At 1 April 2011	88,235	261,807	132,842	1,290,662	<b>1,773,546</b>
Additions in Year	-	10,109	58,026	451,333	<b>519,468</b>
Disposals in Year	-	(88,122)	(44,305)	(334,853)	<b>(467,280)</b>
Unrealised exchange loss on CUMO asset valuation	-	-	(8,564)	(16,419)	<b>(24,983)</b>
At 31 March 2012	<u>88,235</u>	<u>183,794</u>	<u>137,999</u>	<u>1,390,723</u>	<b><u>1,800,751</u></b>
<b>DEPRECIATION</b>					
At 1 April 2011	-	205,594	85,358	773,281	<b>1,064,233</b>
Charge for the Year	4,412	19,071	22,426	240,330	<b>286,239</b>
Disposal in year	-	(78,106)	(19,642)	(213,813)	<b>(311,561)</b>
Unrealised exchange loss on CUMO asset valuation	-	-	(5,370)	(8,259)	<b>(13,629)</b>
At 31 March 2012	<u>4,412</u>	<u>146,559</u>	<u>82,772</u>	<u>791,539</u>	<b><u>1,025,282</u></b>
<b>NET BOOK VALUE</b>					
<b>At 31 March 2012</b>	<b><u>83,823</u></b>	<b><u>37,235</u></b>	<b><u>55,227</u></b>	<b><u>599,184</u></b>	<b><u>775,469</u></b>
At 31 March 2011	<u>88,235</u>	<u>56,213</u>	<u>47,484</u>	<u>517,381</u>	<u>709,313</u>
<b>Charity:</b>					
<b>COST</b>					
At 1 April 2011	88,235	261,807	45,962	1,136,280	<b>1,532,284</b>
Additions in Year	-	10,109	42,257	406,074	<b>458,440</b>
Disposals in Year	-	(88,122)	(44,305)	(332,384)	<b>(464,811)</b>
At 31 March 2012	<u>88,235</u>	<u>183,794</u>	<u>43,914</u>	<u>1,209,970</u>	<b><u>1,525,913</u></b>
<b>DEPRECIATION</b>					
At 1 April 2011	-	205,594	32,460	702,232	<b>940,286</b>
Charge for the Year	4,412	19,071	10,911	209,536	<b>243,930</b>
Disposal in year	-	(78,106)	(19,642)	(211,344)	<b>(309,092)</b>
At 31 March 2012	<u>4,412</u>	<u>146,559</u>	<u>23,729</u>	<u>700,424</u>	<b><u>875,124</u></b>
<b>NET BOOK VALUE</b>					
<b>At 31 March 2012</b>	<b><u>83,823</u></b>	<b><u>37,235</u></b>	<b><u>20,185</u></b>	<b><u>509,546</u></b>	<b><u>650,789</u></b>
At 31 March 2011	<u>88,235</u>	<u>56,213</u>	<u>13,502</u>	<u>434,048</u>	<u>591,998</u>

All tangible fixed assets are used for direct charitable purposes.

In addition to the above assets, vehicles with an estimated insurance value of £350,000 were used by Concern Universal programmes overseas. These vehicles were purchased in prior years and were fully written off in the year of purchase.



## Concern Universal

### Notes to the financial statements

#### For the year ended 31 March 2012

##### 11. Subsidiary undertakings

The Charity controls Concern Universal Ghana, a company limited by guarantee incorporated in Ghana. Accounts for Concern Universal Ghana have been prepared and audited in Ghanaian new Cedis for the year ended 31 March 2012. Concern Universal Ghana is accounted for as a country programme within Concern Universal and therefore its results are fully consolidated into Concern Universal's accounts.

The charity controls 100% of the issued ordinary share capital of Concern Ltd, a company incorporated in the United Kingdom. The company has remained dormant this year and the previous period. Accounts have been filed with the Registrar of Companies.

The Charity controls CUMO Microfinance Ltd, a company limited by guarantee and incorporated in Malawi. Accounts for CUMO have been prepared and audited in Malawi Kwacha for the year to 31 December 2011. These accounts, adjusted to the year to 31 March 2012 have been consolidated into Concern Universal's accounts on a line by line basis.

As the CUMO audited accounts are prepared in Malawi Kwacha, an unrealised gain/(loss) on translation of these accounts for consolidation is shown as an exceptional item on the face of the SOFA.

	2012 £	2011 £
<b>CUMO Profit and Loss Account</b>		
Operating income	856,060	810,456
Operating grant	<u>10,275</u>	<u>25,064</u>
Total operating income	866,335	835,520
Administration costs	<u>(931,232)</u>	<u>(866,356)</u>
Profit before interest and tax	(64,897)	(30,836)
Net interest receivable	<u>45,997</u>	<u>97,529</u>
Net profit	(18,900)	66,693
Amount gift aided to the charity	<u>-</u>	<u>-</u>
<b>Result for the year</b>	(18,900)	66,693
UK Corporation tax	<u>-</u>	<u>-</u>
<b>Result retained in the subsidiary</b>	<u><u>(18,900)</u></u>	<u><u>66,693</u></u>

The aggregate of the assets, liabilities and funds was:

	2012 £	2011 £
Assets	1,880,558	2,028,633
Liabilities	<u>(291,710)</u>	<u>(268,506)</u>
Funds	<u><u>1,588,848</u></u>	<u><u>1,760,127</u></u>

**Concern Universal**

**Notes to the financial statements**

**For the year ended 31 March 2012**

**12. Debtors**

	<b>Group</b>		<b>Charity</b>	
	<b>2012</b>	<b>2011</b>	<b>2012</b>	<b>2011</b>
	<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>
Trade debtors	<b>701,423</b>	524,076	<b>419,028</b>	369,774
CUMO Outstanding Client loans	<b>1,076,465</b>	973,448	-	-
Amounts due from donors	<b>1,215,028</b>	1,260,895	<b>1,215,028</b>	1,260,895
Prepayments	<b>27,196</b>	19,493	<b>24,309</b>	16,630
Sundry	<b>24,880</b>	28,252	-	-
	<b><u>3,044,992</u></b>	<u>2,806,164</u>	<b><u>1,658,365</u></b>	<u>1,647,299</u>

**13. Creditors : Amounts falling due within one year**

	<b>Group</b>		<b>Charity</b>	
	<b>2012</b>	<b>2011</b>	<b>2012</b>	<b>2011</b>
	<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>
Taxation and social security costs	<b>11,475</b>	20,639	<b>10,481</b>	18,393
Trade creditors	<b>284,764</b>	246,076	<b>275,180</b>	217,757
Accruals	<b>28,716</b>	22,919	<b>24,033</b>	16,936
CUMO Loan Collateral Fund	<b>164,661</b>	-	-	-
Sundry	<b>7,422</b>	134,852	<b>1,715</b>	5,591
	<b><u>497,038</u></b>	<u>424,486</u>	<b><u>311,409</u></b>	<u>258,677</u>

**14. Creditors : Amounts falling due after one year**

	<b>Group</b>		<b>Charity</b>	
	<b>2012</b>	<b>2011</b>	<b>2012</b>	<b>2011</b>
	<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>
CUMO GGF Loan Capital Fund	<b>27,925</b>	-	-	-
CUMO FIMA Fund	<b>75,587</b>	63,711	-	-
CUMO severance pay provision	-	33,425	-	-
	<b><u>103,512</u></b>	<u>97,136</u>	<u>-</u>	<u>-</u>

**15. Analysis of net assets between funds**

	<b>Restricted</b>	<b>Designated</b>	<b>General</b>	<b>Total funds</b>
<b>Group:</b>	<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>
Tangible fixed assets	610,791	154,119	10,559	<b>775,469</b>
Current assets	3,419,247	1,784,262	500,160	<b>5,703,669</b>
Current liabilities	(311,409)	(185,629)	-	<b>(497,038)</b>
Long term liabilities	-	(103,512)	-	<b>(103,512)</b>
<b>Net assets at 31 March 2012</b>	<b><u>3,718,629</u></b>	<b><u>1,649,240</u></b>	<b><u>510,719</u></b>	<b><u>5,878,588</u></b>

## Concern Universal

### Notes to the financial statements

For the year ended 31 March 2012

#### 16. Operating lease commitments

The charitable company had annual commitments under operating leases expiring as follows:

Group	Property		Equipment	
	2012 £	2011 £	2012 £	2011 £
1 - 2 years	-	8,314	8,594	-
2 - 5 years	20,000	-	6,015	6,419
> 5 years	-	-	-	-
	<b>20,000</b>	<b>8,314</b>	<b>14,609</b>	<b>6,419</b>

Charity	Property		Equipment	
	2012 £	2011 £	2012 £	2011 £
1 - 2 years	-	8,314	8,594	-
2 - 5 years	20,000	-	6,015	6,419
> 5 years	-	-	-	-
	<b>20,000</b>	<b>8,314</b>	<b>14,609</b>	<b>6,419</b>

#### 17. Related parties and connected organisations

Ian Williams, the executive director of Concern Universal, is a director of Haygrove Development Ltd, a not-for-profit company. Haygrove Development Ltd concentrates on horticultural development work, an area in which Concern Universal also works. During this financial year, funds amounting to £123 (2011: £36,123) were paid to Concern Universal by Haygrove Development Limited under a contract to manage a horticultural marketing project in the Gambia.

Concern Universal

Notes to the financial statements

For the year ended 31 March 2012

18. Movements in funds

Group and Charity:	At 1 April 2011 £	Incoming Resources £	Outgoing Resources £	Transfers £	At 31 March 2012 £
<b>Restricted funds (analysed by donors greater than £100,000):</b>					
<b>Improving Skills</b>					
DfID Capacity Building, Guinea	13,813	113,041	(126,854)	-	-
European Commission: skills improvement	(13,481)	242,107	(142,154)	-	<b>86,472</b>
Others	17,827	140,225	(109,790)	-	<b>48,262</b>
Improving Skills Total	18,159	495,373	(378,798)	-	<b>134,734</b>
<b>Raising Awareness</b>					
European Commission: raising awareness	-	100,326	(48,202)	-	<b>52,124</b>
Others	(2,346)	27,179	(27,303)	-	<b>(2,470)</b>
Raising Awareness Total	(2,346)	127,505	(75,505)	-	<b>49,654</b>
<b>Improving Respect for Rights</b>					
Big Lottery Fund women's empowerment, Ghana	8,761	54,796	(49,044)	-	<b>14,513</b>
Cross River State (Nigeria) Development support	-	198,317	-	-	<b>198,317</b>
DfID initiatives for rights Brazil	998	125,286	(127,004)	-	<b>(720)</b>
DfID women & girls rights Nigeria	257	-	(257)	-	-
European Commission respect for rights	360,951	563,433	(735,533)	-	<b>188,851</b>
Instituto Colombiano de Bienestar Familiar	-	142,000	(142,000)	-	-
Swiss Agency for Co-operation & Development	-	275,940	(86,356)	-	<b>189,584</b>
Others	37,279	358,646	(321,915)	-	<b>74,010</b>
Improving Respect for Rights Total	408,246	1,718,418	(1,462,109)	-	<b>664,555</b>
<b>Reducing Vulnerability</b>					
Against Malaria Foundation net distribution	-	815,468	(815,468)	-	-
Cordaid, reducing vulnerability	69,035	250,550	(227,308)	-	<b>92,277</b>
DfID, peace building in Casamance	4,058	21,309	(24,758)	-	<b>609</b>
DfID, Overcoming Vulnerability, Malawi	-	753,852	(753,852)	-	-
European Commission reducing vulnerability	181,096	596,664	(560,874)	-	<b>216,886</b>
Irish Aid, Disaster preparedness	507,648	1,318,137	(1,512,219)	-	<b>313,566</b>
World Food Programme Food distribution, Malawi	-	390,568	(390,568)	-	-
Others	17,871	380,498	(279,796)	-	<b>118,573</b>
Reducing Vulnerability Total	779,708	4,527,046	(4,564,843)	-	<b>741,911</b>

Concern Universal

Notes to the financial statements

For the year ended 31 March 2012

18. Movements in funds

Group and Charity:	At 1 April 2011 £	Incoming Resources £	Outgoing Resources £	Transfers £	At 31 March 2012 £
<b>Improving Health</b>					
Cordaid, improving health	76,065	124,933	(91,223)	-	<b>109,775</b>
DfID water and sanitation, Malawi (Dedza & Ntcheu)	83,251	87,879	(171,130)	-	-
DfID water and sanitation, Malawi (Kasumbu & Mpando)	-	626,188	(626,188)	-	-
European Commission, improving health	117,118	850,729	(791,847)	-	<b>176,000</b>
USAID, combatting Malaria & Cholera	5,516	185,709	(186,500)	-	<b>4,725</b>
Others	373,135	451,036	(445,104)	-	<b>379,067</b>
Improving Health Total	<u>655,085</u>	<u>2,326,474</u>	<u>(2,311,992)</u>	-	<u><b>669,567</b></u>
<b>Sustainable Livelihoods</b>					
AFAP, poverty reduction	(1,518)	497,078	(431,781)	-	<b>63,779</b>
	-	161,451	(97,720)	-	<b>63,731</b>
Big Lottery Fund, sustainable livelihoods, Gambia	-	1,040	(1,040)	-	-
Big Lottery Fund sustainable livelihoods, Malawi*	-	59,956	(59,956)	-	-
Cordaid, sustainable livelihoods	30,771	88,278	(112,886)	-	<b>6,163</b>
European Commission, sustainable livelihoods	767,598	2,390,705	(2,439,149)	-	<b>719,154</b>
Irish Aid, sustainable livelihoods	124,428	250,000	-	-	<b>374,428</b>
Isle of Man Government, sustainable livelihoods, Gambia	-	142,417	(115,071)	-	<b>27,346</b>
Others	656,474	714,382	(958,154)	-	<b>412,702</b>
Sustainable Livelihoods Total	<u>1,577,753</u>	<u>4,305,307</u>	<u>(4,215,757)</u>	-	<u><b>1,667,303</b></u>
Unrealised loss on foreign currency balances	-	-	(209,095)	-	<b>(209,095)</b>
<b>Total restricted funds</b>	<u>3,436,605</u>	<u>13,500,123</u>	<u>(13,218,099)</u>	-	<u><b>3,718,629</b></u>



## Concern Universal

### Notes to the financial statements

#### For the year ended 31 March 2012

#### 18. Movements in funds

Group and Charity:	At 1 April 2011 £	Incoming Resources £	Outgoing Resources £	Transfers £	At 31 March 2012 £
<b>Unrestricted funds:</b>					
<i>Designated funds:</i>					
<b>UK</b>					
Exchange gains holding fund	11,466	-	(11,466)	-	-
<b>Malawi</b>					
Eureka Rig	12,976	12,777	-	(18,623)	7,130
Replacement Vehicles	22,826	21,082	-	-	43,908
Medical Fund	10,084		(726)	-	9,358
CUMO Loan funds	1,760,128	912,331	(1,083,615)	-	1,588,844
<b>Gambia</b>					
Vehicle Replacement	3,043	4,360	(18,856)	11,453	-
<i>Total designated funds</i>	1,820,523	950,550	(1,114,663)	(7,170)	1,649,240
<b>General funds</b>	474,100	856,906	(827,457)	7,170	510,719
<b>Total unrestricted funds</b>	2,294,623	1,807,456	(1,942,120)	-	2,159,959
<b>Total funds</b>	5,731,228	15,307,579	(15,160,219)	-	5,878,588

#### Purposes of restricted funds

Restricted funds consist of donor funding for specific development projects, plus an allocation of voluntary income restricted for other purposes than specific development projects

Where fund balances are in deficit, this is due to payments due from donors not having been received at year end.

\* In the year to 31st March 2011, a total of £183,285 in cash was received from Big Lottery Fund (BIG) supporting sustainable livelihoods work in Malawi in a project also supported by the European Commission (EC). £58,423 of this had been accrued in the year to March 2010 to match expenditure in that period. £124,862 was therefore shown as receivable from BIG. This accrual was incorrectly calculated and should have been £68,684. The amount receivable from BIG should therefore have been £114,601, with a balancing difference on the amount receivable from the EC. The overall totals in the funds movement note and accounts as a whole are unaffected.

#### Purposes of designated funds

The Exchange gains holding fund is to hold unrealised gains in foreign currency balances.

The Eureka rig fund is designated for the replacement of drilling equipment in Malawi.

The Vehicle replacement funds are designated for replacement of vehicles in the specified country programmes.

The Medical fund is designated for support of victims of HIV AIDs and their families within the Malawi staff.

CUMO Loan funds are held for making microfinance loans in Malawi, specifically to living those in extreme poverty in rural areas. These funds arise from initial grants from the Department for International Development (granted to establish a revolving loan fund), supplemented by surpluses generated through the charging of loan interest, less the cost of administering the loans.

## Concern Universal

### Notes to the financial statements

#### For the year ended 31 March 2012

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##### 18. Gifts in Kind (group and charity)

	2012	2011
	£	£
Against Malaria foundation - Mosquito nets	815,468	90,502
World Food Programme, Foodstuffs for distribution in Malawi	359,177	-
Rent discount, UK (Peter Hill esq)	2,000	-
Bicton Overseas Agricultural Trust, training bursaries	9,000	-
Leadership Trust, training bursaries	7,772	23,562
	<hr/>	<hr/>
<b>Total Gifts in Kind</b>	<b>1,193,417</b>	<b>114,064</b>
	<hr/>	<hr/>

All donations in kind are shown at valuations provided by the donor.