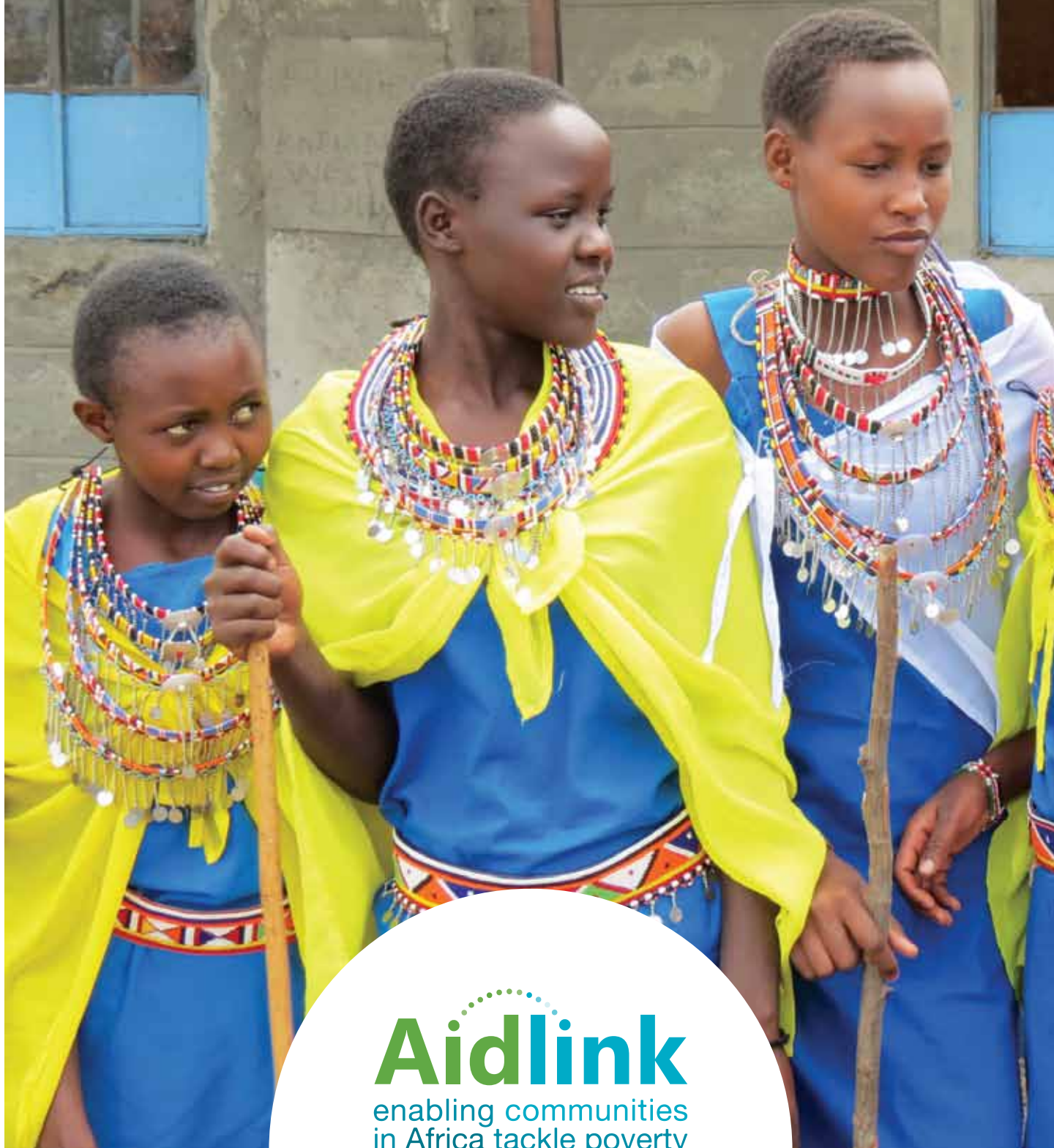


Annual Report 2016



Aidlink
enabling communities
in Africa tackle poverty

2016 at Aidlink

January	Launch of the St. Patrick's Day Badge Campaign
February	Blackrock College Immersion to Kenya
March	St. Joseph's Secondary School Immersion to Uganda Walk for Water Campaign
April	Strategic Planning Process
May	Aidlink AGM
June	Loreto College Beaufort Immersion to Uganda Women's Mini Marathon
July	St. Mary's College Immersion to Ghana
August	Monitoring Visit to Kenya
September	Immersion Programme Evaluation
October	Monitoring visits to Kenya and Uganda
November	Aidlink Partner Meeting Published Accounts Awards
December	Completion of Integrated Community Development Programme 2012-2016

Contents

<i>A message from the Chairperson and Executive Director</i>	2
<i>About Aidlink</i>	5
<i>Partnership</i>	6
<i>Income and Expenditure</i>	8
<i>Water, Sanitation and Hygiene (WASH)</i>	10
<i>Education</i>	13
<i>Health</i>	16
<i>Agricultural Livelihoods</i>	19
<i>Development Education and Public Engagement</i>	22
<i>Good Governance</i>	24
<i>Fundraising</i>	25
<i>Looking Back</i>	26
<i>Looking Forward</i>	27
<i>Directors' Report and Financial Statements</i>	29
<i>Directors' Report</i>	31
<i>Independent Auditors' Report</i>	43
<i>Statement of Financial Activities</i>	45
<i>Balance Sheet</i>	46
<i>Statement of Cash Flows</i>	47
<i>Notes to the Financial Statements</i>	48

A message from the **Chairperson and Executive Director**

Aidlink exists to improve the lives of those living in poverty, delivering high-quality development programmes, building the capacity of local organisations, and linking communities in Ireland and Africa to collectively advocate for a better world. 2016 was the fifth and final year of the Aidlink Integrated Community Development Programme (ICDP), an ambitious five-year programme, working towards the goal of “*reducing poverty and improving the quality of life of the targeted rural poor, particularly girls and women; and building the capacity of local partner organisations.*”



Clive Byrne
Chairperson



Anne Cleary
Executive Director

In Kenya, Uganda and Ghana in 2016, the Aidlink Development Programme brought cleaner and safer drinking water to 15,000 people, delivered water, sanitation and hygiene improvements to 52 primary schools, made improved Mother and Child Healthcare available to 36,000 mothers and 115,000 children and trained 596 farming households in the necessary skills to improve food and income security. We are extremely proud of the programme results, and we are particularly satisfied with the impressive results across communities. These include an 89% reduction in waterborne diseases across communities in Uganda; the fact that girls from our programme schools in Kenya are 35% more likely to transition to secondary school than those from non-programme schools; and a 500% increase in incomes for targeted farmers since the programme began in 2012. Our impact is a direct result of the unique partnership with local organizations. Together we are part of the positive change.

We are also delighted to report the significant and successful expansion of our Development Education Immersion Programme, from one school biennially to a total of four schools with 140 student participants in 2016. This was the result of working closely with the Irish schools over a number of years. The four school immersion visits in 2016 were hosted by partners in each of our three programme countries.

‘With your ongoing support
we will continue, together,
to transform the lives of people
living in poverty in Africa’

“As an educator, I am proud to have been associated with a school-based Development Education programme of this nature. The Immersion Programme, grounded in the concepts of solidarity, global citizenship and mutual learning, has developed and evolved into a unique educational experience. The participation of our programme partners and their role in facilitating the girls and boys to witness development in action gives us much satisfaction. It has been a privilege to be a part of this programme.”
Clive Byrne, Aidlink Chairperson

Income this year is largely on-par with 2015, down €11,699, while expenditure increased by €136,142, reflective of the expansion of the Immersion Programme. While on-granting to partners of €671,558 was less than 2015 levels (2015: €772,714), favourable foreign exchange rates allowed Aidlink to substantially achieve programme targets. During 2016, the Board developed a Strategic Plan for the period 2017-2021. The resulting plan provides the framework for the new Local Health and Development Programme. In 2017, Aidlink will focus on some of the poorest communities in East Africa, including the nomadic pastoralist Karamojong in Uganda, and the Turkana and Massai in Kenya. Programme activities will continue to focus on access to basic needs and resources, such as water and education, and the building of both partner and community capacity for long-term, sustainable change.

Good governance, accountability and transparency remain core principles and practices in Aidlink. We are grateful to all of our Board Members for their commitment, stewardship and due diligence in fulfilling their duties to the highest standards. In 2016 Dr. Stephen Ranalow and

Fr. Gerard O'Connor retired, having completed the maximum term of office. We are thrilled that they will continue to exercise their commitment to Aidlink through membership.

In December 2016, it was with bitter disappointment that we learned of Irish Aid's decision to exclude Aidlink from Programme Grant II. While Aidlink remains in a strong position today with healthy reserves, robust governance structures and an innovative Strategic Plan and Development Programme, this decision has enormous implications for the future funding of Aidlink. Following meetings in both January and February 2017, the Board reaffirmed Aidlink's dedication to the values and principles of partnership and restated our commitment to working with our six core partner organisations in our three programme countries of Kenya, Uganda and Ghana.

The devastating impact of severe drought in East Africa in early 2017 threatens the lives of hundreds of thousands of people, including the communities with whom Aidlink works. More than ever, the support of our Irish network is needed to ensure that we can continue to deliver high-quality, sustainable development interventions to some of the worlds' poorest and most isolated communities.

Finally, we would like to extend sincere and heartfelt thanks to our partner organisations, our partner schools, our generous donors - big and small, Irish Aid and the Irish tax payers, our friends, families and supporters for their generosity and kindness in 2016. With your ongoing support we will continue, together, to transform the lives of people living in poverty in Africa.

Clive Byrne Anne Ranalow



Lovisa, Community Agricultural Trainer, Galanalya, Wakiso, Uganda 2016

About Aidlink

Our Mission

Founded in 1982, Aidlink exists to improve the lives of people living in poverty in Africa.



Students from Kikuria Primary School, Kajiado, Kenya 2016

Our Ultimate Goal

People, especially, women and girls, living in the poorest communities in Africa will be able to achieve healthy and fulfilling lives.

Our Strategic Goals

Strategic Goal 1

People in target communities in Africa will be better able to secure what they need to have healthy and fulfilling lives.

Strategic Goal 2

Aidlink's partners will have the requisite capacity for sustainably supporting programmatic initiatives with and on behalf of the poorest communities.

Strategic Goal 3

Aidlink's partners will have the requisite funding to undertake programmatic initiatives with and on behalf of the poorest communities.

Strategic Goal 4

More people in Ireland, especially young people, will support a global, social-justice oriented agenda that advances the interests of people living in the poorest communities in Africa and elsewhere in the world.

Strategic Goal 5

Development efforts will be strategically focused and advanced through coordinated action by a range of relevant stakeholders.

Partnership



School Children from Endonyo Wuas Primary, Kajiado, Kenya 2017

At Aidlink, we believe the key to long-term, sustainable development is a strong and vibrant African civil society, whereby local people are empowered to tackle poverty and catalyse change.

For over 35 years Aidlink has worked through partnership, forging relationships with local organisations and building their capacity to become development leaders in their communities.

Aidlink was proud to continue working with our six key partners in 2016, improving the lives of people living in poverty in Kenya, Uganda and Ghana.

Partnership

Our six key local partners from Kenya, Uganda and Ghana

Voluntary Action for Development

Voluntary Action for Development (VAD) is a non-profit, civil society organisation working to improve the lives of people living in poverty in Uganda. VAD and Aidlink have successfully worked together on water, sanitation and agriculture programmes since 2003.

Caritas MADDO

Caritas MADDO is the development office of the Diocese of Rakai and Masaka in Southwestern Uganda. Focusing on access to sustainable, safe water and sanitation, and improving food security, Aidlink and Caritas MADDO have successfully worked together since 2000.

Emesco Development Foundation

Emesco Development Foundation is a local development organisation working to enhance the social and economic empowerment of rural communities in Midwestern Uganda. Aidlink and EMESCO have worked together successfully to improve community access to water and sanitation since 2002.

The Girl Child Network

The Girl Child Network (GCN) is a Child's Rights organisation working to improve the lives of all children, with a special focus on the rights of girls. Aidlink and GCN have successfully worked together on education and girls' empowerment programmes in Kajiado County, Kenya since 2003.



Caritas Lodwar

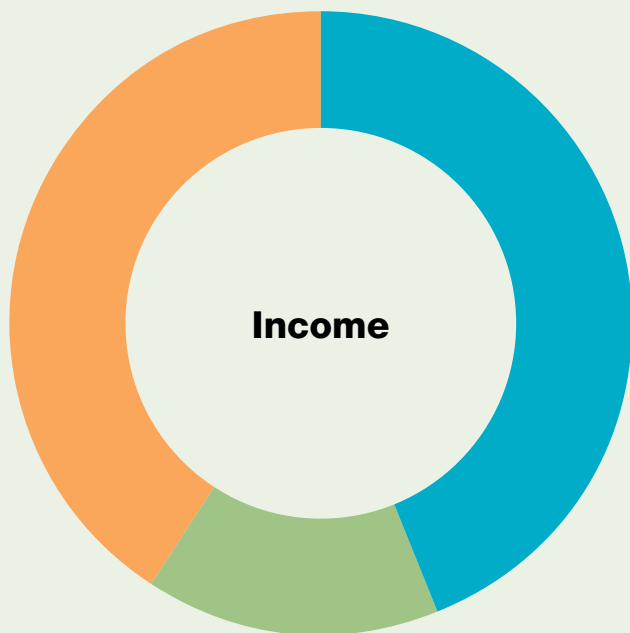
Caritas Lodwar, the development office of the Diocese of Lodwar, serves a catchment area of nearly 900,000 nomadic and semi-nomadic pastoralists in Turkana County, Northern Kenya. Aidlink has worked with Caritas Lodwar for over 10 years supporting health, water and adult literacy programmes.

The Congregation of the Holy Spirit Ghana (Spiritans)

The Spiritans and Aidlink have worked together in Ghana since 2004, focusing primarily on education programmes. They play a crucial role in Aidlink's Development Education Programme having hosted the Aidlink Immersion Programme to Ghana over the past 12 years.

Aidlink partner meeting, L-R: Tom (Aidlink), Frances (GCN), Dhaliyah (VAD), Andrew (Caritas Maddo), Charles (Caritas Lodwar), Patrick (Emesco), Charles (VAD), Fr. Raphael (Caritas Maddo), Emely (Emesco), Peris (GCN), Anne (Aidlink), Nairobi, Kenya 2016.

Income and Expenditure



Irish Aid €525,888

Foundations Trusts and Corporate Giving €183,241

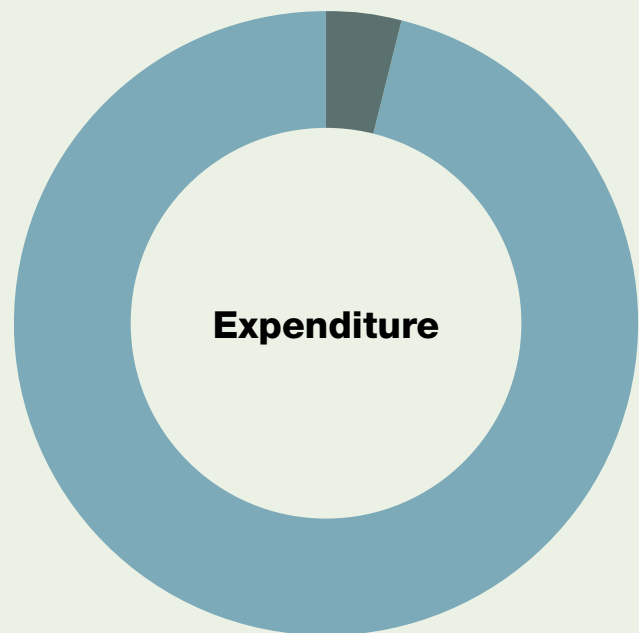
Donations and Legacies €487,797

• Legacy €106,709

• Immersion €311,006

• Other Donations, Fundraising & Interest €70,082

Total Income €1,196,926



Integrated Community Development Programme €1,112,419

• Integrated Community Development Programme Kenya €296,960

• Integrated Community Development Programme Uganda €500,073





• Education Projects Ghana €19,305

• Development Education €296,081

Raising Funds €47,975

Total Expenditure €1,160,394

Development Expenditure

WATER, SANITATION AND HYGIENE (WASH)	EDUCATION	HEALTH	AGRICULTURAL LIVELIHOODS
€198,671	€356,759	€40,730	€75,428
			
30%	53%	6%	11%
66 shallow wells constructed	29 primary school latrine blocks constructed	41 school health clubs established	596 farmers trained
108 home water jars constructed	19 primary school water tanks constructed	87 Village Health Teams trained	60 pigs provided to farmers
517 community members trained to act as the Water User Committee in their community	52 primary school management committees trained	2,815 children fully vaccinated	19 goats provided to farmers
	12 Rights of the Child clubs formed		8 primary school kitchen gardens established



Water, Sanitation and Hygiene (WASH)

“Thousands have lived without love, not one without water” W.H Auden



Student demonstrates a tippy tap as part of the Home Improvement Programme, Wakiso, Uganda 2016

Access to water is a fundamental Human Right, but still today, in communities like those Aidlink works with, men, women and children spend hours each day travelling by foot to collect dirty water from unsafe water sources.

In Uganda, 1 in 5 people continue to live without access to an improved water source, while 80% of the population live without improved sanitation facilities.

Outputs

66 community wells constructed

108 home water jars installed

15,000 community members trained in improved hygiene and sanitation practice

2016 Investment



€198,671

30% of on-granted expenditure invested in WASH activities

Results

15,000 people with access to clean, safe water within 1.5 km of their homes

96% of target households in Masaka, Uganda now have a latrine

89% reduction in the number of reported cases of diarrheal disease amongst children under 5 since 2012

Access to cleaner, safer water is at the centre of Aidlink's Integrated Community Development Programme. Access to water, and improved sanitation and hygiene practices are the first steps in enabling improvements in health, education and food security for target communities.

Throughout 2016, working in the Districts of Kagadi, Masaka and Wakiso in Uganda, Aidlink and our partners constructed a total of 66 shallow wells and trained 66 Water User Committees, improving access to cleaner and safer water for approximately 15,000 men, women and children.

The transformative impact of access to water has resulted in improved health outcomes for target communities. Aidlink's inclusive approach also ensures that access to water is extended to those community members who face challenges due to disability, age or family circumstances. In 2016, Aidlink constructed 108 water jars and latrines in the homes of some of the most vulnerable community members.

Improved access to water is complemented by community hygiene and sanitation training to raise awareness of and promote action to prevent waterborne diseases. In 2016, almost 15,000 people participated in Aidlink's Home Improvement Programme, which promotes behaviour change at the individual and household level through demonstration trainings, WASH competitions, radio campaigns, school-based activities and the training of Village Health Teams. The goal is that every household has a covered and enclosed latrine, a "tippy tap" for handwashing with soap, a dish rack, garbage pit and a bath shelter with good drainage. 2016 results demonstrate significant home improvements across all 3 target Ugandan districts.

While Aidlink has welcomed the Ugandan government's decision to reduce the target household distance to improved water from 2.5 km to 1.5 km, the recent announcement that they will no longer invest in shallow wells due to concerns regarding contamination represents a challenge. There have been no reports of Aidlink well contamination over the course of the programme (2012-2016) with all wells subject to local government water quality testing. The possibility of requiring all stakeholders in the WASH sector to construct only boreholes and piped water distribution schemes will limit the number of communities served due to the high costs of these technologies. Aidlink and our partners will continue to advocate for policy decisions that serve the interests of the poor through our membership of WASH network organisations including UWASNET and PELUM.

Looking back over the life cycle of the ICDP 2012-2016, the impact of Aidlink's WASH activities is clearly evident; households report a reduction in waterborne diseases that means that families spend less money on medicines, enabling them to invest in their children's education. Communities further report that improved health has allowed them to devote more time to farming and other income generating activities, establish savings schemes and provide their families with a better standard of living. Access to WASH remains a core strategy for Aidlink beyond 2016 and into the new programme cycle.

For our WASH in Schools Programme see Education.



Key WASH lessons from the Integrated Community Development Programme 2012-2016

- 1 The lower the person-to-well ratio, the better the health outcomes.
- 2 Water User Committees that are led by women function better and are more sustainable.
- 3 Children are effective promoters of good WASH behaviour in target communities.



KAIGUTA VILLAGE

Access to clean and safe water

Kaiguta Village is a rural community in Kagadi, Uganda where the majority of the population are small holder farmers. With no village well, women and children from Kaiguta trekked up to 5 km daily in search of clean and safe water. Vulnerable community members, such as the elderly or people with disabilities, who were unable to walk the long distance resorted to collecting water from unprotected and unsafe sources such as ponds and swamps commonly shared with animals. Without access to clean and safe water, there was a high rate of waterborne disease in the community leading to high morbidity and mortality, especially among children under five.

During 2016, Aidlink supported the construction of a shallow well in Kaiguta Village, along with the training of a local Water User Committee. Ms. Charity Muhabwa, a Village Health Team member, remarked on the impact of clean water on her community:

“Following the construction of a new water point in my community, we now have reliable and easy access to safe water. There has been a general improvement in the health of the people, manifested by a great reduction in the number of reported cases of diarrhoeal diseases, and now there is reduced expenditure on treatments. The burden on women and children walking long distances to collect water has equally reduced because most households are now less than 1 km from the shallow well.”

Charity Muhabwa
(VHT) and Geofrey
Mucunguzi fetching water
at the Kaiguta well,
Kagadi, Uganda 2016





Education

“To educate girls is to reduce poverty” Kofi Annan



Victoria from Endonyo Wuas Primary School, Kajiado, Kenya 2017

Significant improvements to primary school enrolment rates across sub-Saharan Africa in the last decade hide the persistently low rates of completion and transition to secondary education, most especially for girls.

In Uganda, while enrolment rates are as high as 85%, only 33% of children complete primary education. In Kajiado County, Kenya, girls from Aidlink target communities continue to face a myriad of cultural barriers to education, with harmful practices such as female genital mutilation and child-marriage signalling an end to school for many girls.

Outputs

29 “girl-friendly” latrine blocks and 19 water tanks constructed

52 School Management Committees trained

18,600 students trained on child rights

2016 Investment



€356,759

53% of on-granted expenditure invested in education activities

Results

Improved school enrolment, attendance and transition to secondary school

Improved exam performance by an average of 30 points in Aidlink schools compared to other schools in Kajiado, Kenya

18,600 students are now attending child-friendly schools conducive to their learning and development



Key Education lessons from the Integrated Community Development Programme 2012-2016

- 1 Basic water and sanitation facilities contribute to increased school attendance, especially for girls, in rural communities.
- 2 When parents are engaged in their children's education, enrolment increases, absenteeism falls and performance improves.
- 3 When children are made aware of their rights, they are more likely to demand their right to go to school.

Aidlink's Education Programme aims to make school a safer, healthier and happier place for children. By improving school infrastructure and training students, teachers and management committees, the programme promotes better teaching and learning, and the protection of children's rights.

During 2016, the Aidlink Education Programme reached almost 20,000 primary school children across 52 schools; 12 schools in Kajiado County, Kenya and 40 schools throughout Masaka, Wakiso and Kagadi Districts in Uganda.

Across Africa, unsanitary school environments and inadequate sanitation facilities remain a physical barrier to education for the world's poorest children, especially girls. The impact of no water on-site means that school children (usually girls) spend hours each day not in class, but travelling by foot to collect water for cleaning, cooking and washing at the school. Girls are also faced with the further challenge of managing their menstrual cycle. Without underwear, sanitary towels or a place to wash or change, girls are likely to stay at home when they get their period. What starts off as a few days of absence each month can snowball quickly, resulting in girls falling behind in class, high exam failure rates and subsequent dropping out of school.

Aidlink's initial response is to improve WASH infrastructure, constructing girl-friendly latrines and changing rooms, hand washing facilities and water tanks, as well as carrying out hygiene and sanitation training for students. Target schools receive further support for the formation of Rights of the Child and School WASH clubs, training against harmful cultural practices such as FGM (female genital mutilation) and child-marriage, gender-sensitivity training for teachers and training for school management committees. These activities contribute to a positive educational environment, conducive to learning and development.

The impact of the Aidlink Education Programme has been significant, with Ugandan and Kenyan target schools reporting an increase in student enrolment, attendance and performance, particularly amongst girls. Leadership bodies have been elected to represent the voice of students, and opportunities have been established for both boys and girls to participate in different extra-curricular activities such as theatre and sport. In Kajiado County, Kenya, Aidlink supports the extension of learning beyond the school gates by engaging with local leaders to ensure that the wider community understands and supports the Child Rights and education agenda, contributing to a reduction in FGM and child marriage.

In addition, Aidlink also supports the Back to School Programme in Turkana County, Kenya, providing 30 young adult early-school-leavers with the opportunity to return to education and complete a one-year intensive course preparing them for the Kenyan Primary Certificate. In Ghana, through the generous support of the St. Mary's College community, Aidlink supported the construction of classrooms at St. Francis Nursery and Kindergarten and a girls' dormitory block at Liebermann Senior High School.

Results and emerging trends have demonstrated that Aidlink's Programme has created a safe, clean, healthy and protective learning environment, and that is having a positive impact on students' - particularly girls' - learning and development. Building on our learning from the ICDP 2012-2016, access to education will continue to feature as a key priority for Aidlink into the future.



JENIFER'S STORY

A Champion for Girls' Rights

The training of parents as members of school management committees has a profound impact on family, school and community. This is the story of Jenifer Taraya, a Massai woman from Kajiado County, Kenya and her daughters. Jenifer is the youngest of her husband's five wives and has seven children, two boys and five girls. When Jenifer's eldest daughter completed secondary school at the age of 19, she wanted to become a teacher and attained the grades necessary to transition to college. But Jenifer's husband refused and instead insisted that their daughter be married off immediately for a dowry.

Not long after, Jenifer decided to join the school management committee at Empukani Primary School, an Aidlink supported school, where her youngest daughter was a student. As part of the school committee training, Jenifer learned about the opportunities for employment that girls gain through education.

Using the knowledge and confidence gained as part of her training, Jenifer decided she would try to convince her new son-in-law to allow her eldest daughter to follow her dream of becoming a teacher. It took some time to convince him, and although he finally accepted, he was not willing to pay for the college fees nor care for their son. Undeterred, Jenifer sought support from her local Constituency Development Fund for the college fees and decided she would take care of her grandson for the duration of her daughter's college course.

Today, Jenifer's daughter is studying for a Bachelor of Education and is on track to become a high school teacher. She is a role model to her siblings, with her youngest sister inspired to follow in her footsteps and become a teacher too.

Thanks to her training, Jenifer has become a mentor to the school girls in Empukani Primary School and champions the cause of girls' education in her community.

'I am so happy for the knowledge to fight for the girls' participation in school.' – Jenifer

Jenifer addressing parents on the importance of girls' education, Kajiado, Kenya 2016





Health

“The greatest wealth is health” Virgil

There have been substantial improvements to global health in recent years, but still today, huge disparities exist between the Global North and South.

Child mortality rates remain stubbornly high for the communities Aidlink works with, at 49 deaths per 1000 for children under 5 in Kenya, and 56 per 1000 in Uganda.



New mums and their babies at Nakwamoru Clinic, Turkana, Kenya 2015

Outputs

Village Health Teams (VHTs) trained in 87 communities in Uganda

2,815 children under 5 fully vaccinated in Turkana County, Kenya

Over 150,000 women and children treated through healthcare outreach facilities in Turkana

2016 Investment



€40,730

6% of on-granted expenditure invested in health activities

Results

Reductions in waterborne and preventable diseases recorded across target communities

Ugandan local government held to account by Village Health Teams advocating for improve services at healthcare facilities

77% of pregnant women in Masaka, Uganda deliver in a health centre compared with 62% in 2013

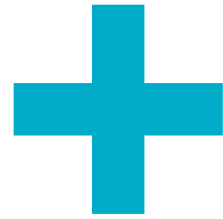
The success of development interventions relies on the good health and wellbeing of the community. When communities face frequent illness, food and income security are threatened due to a reduced ability to farm and there is increased expenditure on medicines. For children, educational outcomes suffer with increased absenteeism. Building on better community WASH, Aidlink's Health Programme supports the improvement of preventative, community based healthcare, with a special focus on Mother and Child Health.

During 2016, over 60,000 targeted community members in Uganda benefited from improved community healthcare, while Aidlink's Health Programme in Turkana, Kenya delivered Mother and Child healthcare to 36,000 mothers and 115,000 children.

Across Uganda, waterborne diseases represent one of the biggest threats to community health. While improving access to water significantly improves health outcomes, the adoption of good hygiene and sanitation practices is essential to ensuring sustainable change. Village Health Teams (VHTs), a localised government structure, are trained and supported by Aidlink to promote and monitor the adoption of recommended hygiene and sanitation facilities and practices in target communities. VHTs are also responsible for implementing community based, preventative healthcare, treating diseases such as malaria or diarrhoeal diseases and supporting pregnant women to attend the local health centre for antenatal care and skilled assistance during childbirth.

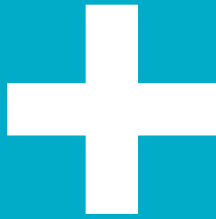
The impact of Aidlink's Health Programme in Uganda is widespread with VHTs reporting reductions in common illnesses and an increased number of women delivering their babies in clinics as opposed to at home. While working through the Village Health Team system has reaped positive results, two major challenges remain. Firstly, high levels of illiteracy amongst VHT members impedes the collection of accurate data. In response, Aidlink partners have designed pictorial monitoring tools to support VHTs in data collection. Secondly, as VHTs are comprised of volunteers, it can be a challenge to sustain efforts and morale over a long period of time. Aidlink and partners have responded by empowering VHTs as community leaders and including them in wider community advocacy initiatives.

In Turkana County, Northern Kenya, Aidlink's Health Programme has focused on the two key areas of Primary Healthcare (PHC) and Mother and Child Health (MCH). The recent significant scale-up of local government health services in the County led to the recent decision to reduce and eventually end Aidlink direct support for health services. As Turkana is one of the most vulnerable regions in Kenya, Aidlink remains committed to working with the local nomadic pastoralist communities who face the persistent and acute challenges of extreme poverty, with 94% of the population surviving on less than \$1.25 per day. From 2017, Aidlink support will be directed towards Agricultural Livelihoods Programmes. Following a third year of failed rains, Aidlink is currently responding to the severe and devastating drought in Turkana by supporting our partner Caritas Lodwar to scale up treatment for malnourished children by providing supplementary food to children under five.



Key Health lessons from the Integrated Community Development Programme 2012-2016

- 1 Access to cleaner and safer water results in improved community health.
- 2 Training and on-going support for VHTs is essential for sustained reductions in disease and improvements in community health.
- 3 A strong working relationship with local government is essential for coordinating services and delivering high quality health care in challenging environments.



UNITED HEALTH LEADERS

In Kagadi District, Western Uganda, a group of active citizens has come together. Trained by Aidlink in partnership with the local government, the United Health Leaders is made up of the Village Health Team (VHT) members who serve the villages around Kaisaka shallow well (constructed by Aidlink). Whilst the role of the VHT is clear: to provide quality community-based healthcare by promoting and monitoring the adoption of recommended hygiene and sanitation facilities in their communities; it is rarely easy.

But for the United Health Leaders, working together has had a big impact, enabling them to support each other to change the lives of people living in their community. One of the ways that they have done this is through joint monitoring. Whilst each VHT member is responsible for a certain number of households in their community, the United Health Leaders have been working in pairs, with one person educating their fellow villagers about good hygiene and sanitation whilst the other assesses their performance. This has enabled them to learn from one another, provide feedback so they can improve and support each other when faced with questions.

The results are clear: over 90% of households supported by the United Health Leaders have constructed all the recommended facilities (latrine, dishrack, tap and bath shelter) in their homes. By working together, the United Health Leaders have been a driving force for change. As a result of their work, people of Kaisaka are healthier, happier and more active in their day-to-day lives.

Aidlink's Anne and Tom, and EMESCO's Patrick and Patrick meet with members of United Health Leaders, Kagadi, Uganda 2016





Agricultural Livelihoods

“Words are sweet, but they never take the place of food” African Proverb



Pig received as part of Aidlink supported agricultural training, Galanalya Village, Wakiso, Uganda 2016

Agriculture today accounts for 32% of GDP in Africa, with the vast majority of rural, poor communities engaging in subsistence and smallholder farming.

25% and 21% of the population experience undernourishment in Uganda and Kenya respectively. This number increases to over 50% in parts of Turkana, Northern Kenya due to prolonged and severe drought. Investing in Agricultural Livelihoods and supporting farming communities to become food and income secure is essential to combating poverty and transforming the living standards of those most in need.

Outputs

148 Agricultural Trainers trained to provide on-going support to their fellow farmers

596 households trained in sustainable agriculture, business and marketing

Farming inputs including crops, seeds, 19 goats and 60 pigs provided to trained farmers

2016 Investment



€75,428

11% of on-granted expenditure invested in agriculture activities

Results

A 65% increase in average monthly income for target households in Uganda

Over 1,000 households in Masaka have the capacity to produce adequate food for their households year-round



Key Agricultural Livelihoods lessons from the Integrated Community Development Programme 2012-2016

- 1 Establishing and training farmers in community groups leads to improved food security and better incomes.
- 2 Working in groups provides farmers with a collective voice to lobby for better policies and services from local government and agricultural providers.
- 3 Training of households has resulted in men and women working better together and the making of joint decisions on both family and livelihood issues.

As the impact of climate change continues to be felt most acutely by those living in the Global South, resilient farming practices are essential for ensuring the food security of rural communities. Building on improved access to clean and safe water, better health and education, Aidlink's Agricultural Livelihoods Programme empowers farmers, through training and support, to increase their family's food security and generate income.

In 2016, 596 farming households were targeted under the Agricultural Livelihoods Programme in Uganda; whilst in Kenya, 8 primary schools in Kajiado County Kenya developed kitchen gardens with support from Aidlink.

In Uganda, Aidlink provides agricultural training to rural communities, focusing on sustainable farming, marketing and group formation. The training programme aims to ensure that farming families have sufficient food to meet their household needs, and extra produce to sell and earn an income. By establishing farmers' groups to share workloads and learning, Aidlink supports families to increase land productivity, adapt to growing non-traditional cash crops such as passion fruit and pineapples and jointly market their goods for a better price. In 2016, farming communities from Masaka reported an increase in yields of staple crops and almost tripled their average monthly household income. In contrast, the results from Wakiso District, which has been impacted by drought, were disappointing. Of the 296 households trained in Wakiso, only 13% recorded good yields of maize, beans and bananas in 2016. These results are an anomaly against the strong results of previous years.

In Kajiado County, Kenya, Aidlink supports primary schools to establish and maintain kitchen gardens. A result of recurrent drought in the region is an increase in primary school children who experience food insecurity and malnourishment in their daily lives. School gardens produce vegetables and crops that are used to supplement the school children's diets, and students receive training in the upkeep and maintenance of the gardens. The skills and knowledge gained, can be, and are, transferred to the home.

The Aidlink Agricultural Livelihoods Programme enables families to access a balanced and nutritious diet, pay school fees, reinvest earnings in their farming business and establish savings. Agricultural activities will remain an important part of Aidlink's 2017 programme as we continue to work with rural communities throughout Kenya and Uganda whose lives are increasingly impacted by the effects of climate change.



NOAH

Farmer, Teacher, Leader

In our 2013 Annual Report, we told the story of Noah Musoke, a farmer in Wakiso District, Uganda who had been selected by Aidlink and VAD to act as the Community Agricultural Trainer for his village, passing on his learning to other community members. Noah was delighted with the changes in his life. As he said himself:

“Now, everyone in my village calls me a teacher. I am proud and happy that my family now has enough food to eat and even some extra which I can sell to raise money”.

In 2016, we met with Noah again to learn about his achievements since he first took part in Aidlink supported agricultural training. As the Community Agricultural Trainer for a total of 7 villages in Chitita Parish, Noah has supported farming households to improve their farming practices and increase household income. Noah's own career has progressed too, with his skills, knowledge and experience as a trainer leading him to paid employment with an organisation delivering agriculture projects in his community. After further training in advocacy, supported by Aidlink, Noah also set to work lobbying sub-county and District governments to provide his community with the tools they needed to take their farming businesses to the next level. He founded the Rwenzori Youth Livelihood Programme to bring young farmers together as a collective, and worked to secure funding from the District government for crops, seeds and a maize shelling machine that allows his farmers to sell their produce at the market for a higher price. Noah has many roles: husband, father, farmer, teacher and leader. But one thing is for sure, the training received from Aidlink set him on the path to a better life, and he is taking the rest of his community with him!

Noah speaks to the
community of Galanalya,
Wakiso, Uganda 2016



Development Education and Public Engagement

Aidlink is committed to promoting an understanding amongst the Irish public of the root causes and impact of global poverty. Linked to our Development Programme in sub-Saharan Africa, Aidlink's Development Education and Public Engagement activities target young people and educators and focuses on access to Water and Sanitation and Child Rights.

Immersion Programme

2016 was an exceptional year for Aidlink's Development Education Immersion Programme. A total of 140 students and 23 teachers from four Irish secondary schools participated in Aidlink facilitated Immersion Programmes to Kenya, Uganda and Ghana. Embedded in a local school, students are immersed in the day-to-day activities of their hosts; attending classes and extracurricular activities with their local peers. In addition to their school experience, students learn about global development issues and, in Kenya and Uganda in particular, bear witness to Aidlink's Development Programmes in action.

The goal of the Immersion Programme is that "more young people in Ireland will support a global, social-justice oriented agenda that advances the interests of people living in the poorest communities in Africa and elsewhere in the world". In 2016, Aidlink enlisted the Centre for Effective Services to carry out a review of the programme to capture key learning. The findings confirmed the profoundly positive nature of the programme for participants and hosts.



Key lessons from the Immersion Programme

- 1 The school-based nature of the Immersion Programme provides a unique learning context for student participants.
- 2 Student participants reported learning in relation to the four areas of: Knowledge, Skills, Values and Attitudes, and Actions.

"Because it really is a life changing and eye opening experience. It matures you in a way you wouldn't be able to mature at home! It was just an amazing experience and so emotional!" – Student reflection

"It opens a student's eyes as to the real world and shows us that problems such as abstract poverty are not just words on a page." – Student reflection

Computer class at Archbishop Kiwanuka Secondary School, Masaka, Uganda 2016



Students from St. Joseph's Secondary School and Archbishop Kiwanuka Secondary School, Masaka, Uganda 2016



Aidlink is a signatory to the Dóchas Code of Conduct on Images and Messages



Aidlink's 2015 Annual Report was shortlisted for the Published Accounts Awards for the second year in a row!

Walk for Water Campaign

The annual Aidlink Walk for Water Campaign aims to raise awareness of the impact of water and sanitation poverty in Africa. In 2016, 1,500 students from 12 schools across Ireland participated in the campaign, carrying buckets, watering-cans, and bottles of water, and displaying banners and posters. The students walked in solidarity with their peers in Africa, who walk an average distance of 6 km daily to collect water.

The highlight of the 2016 campaign was undoubtedly the participation of Aidlink's long-time partner school, St. Joseph's Secondary School, in World Water Day celebrations in Masaka, Uganda. As part of the school's first ever immersion visit to Uganda, students from St. Joseph's "walked for water" alongside their Uganda student hosts from Archbishop Kiwanuka Secondary School, and the local community in Bukoto. In a meeting with the District government the students and community members collectively called on local politicians to provide a borehole to serve both the vocational and primary schools located in the village. The local government has committed to providing the vocational school with a water tank in the 2016/17 budget.

www.developmenteducation.ie

Aidlink is a founding member of the www.developmenteducation.ie consortium. www.developmenteducation.ie is an online resource focused on the unequal and unjust nature of the world today.

Good Governance



Aidlink is committed to the highest standards of good governance, accountability and transparency.

Aidlink has formally adopted the Dóchas Code of Corporate Governance and is registered with the Charities Regulatory Authority. Aidlink has formally committed to complying with the Charities Institute Ireland Statement of Guiding Principles for Fundraising.

Board of Directors

Aidlink is governed by a voluntary Board of Directors comprised of 5 men and 5 women from a range of relevant professional backgrounds. Terms of office are three years and Directors can serve a maximum of three terms. In 2016, following the completion of the maximum terms, Dr. Stephen Randalow and Fr. Gerry O'Connor retired from the Aidlink Board. Over the past decade, their commitment and contribution to Aidlink has played a defining role in the development of the organisation.

The Board of Directors is responsible for strategic direction, financial oversight, and good governance. In 2016, the Board met 7 times in total, with an average attendance of 72%. Individual Directors provide additional regular support to Aidlink in their key areas of expertise. Permanent subcommittees of the Board include the Audit, Remuneration, Risk and Directors' Performance, each of which met once in 2016.

Strategic Planning

In 2016 the Aidlink Board initiated a strategic planning process. The new Strategic Plan, grounded in learning and recommendations from a number of recent reviews, and evaluations, provides a robust framework from which to deliver the optimum impact for target communities and partners into the future.

Aidlink's Purview Statement *adopted 2016:*

Aidlink is motivated by the fact that people, especially women and girls, living in the poorest communities in Africa are unable to achieve healthy and fulfilling lives as a consequence of interconnected deficits of basic resources, facilities and services, self-efficacy, social capital, organisational capacity, law and rights, and fundamental security.

Aidlink works to help people to achieve healthy and fulfilling lives by:

- 1 Providing a programmatic framework, the Local Health and Development Programme, within which national NGO partners can address deficits alongside and on behalf of these communities at local, regional and national levels;
- 2 Ensuring that national NGO partners have the requisite capacity;
- 3 Ensuring that national NGO partners have the requisite funding;
- 4 Encouraging people in Ireland (especially young people) to support a global, social-justice oriented agenda;
- 5 Working to ensure that development interventions are made to the greatest strategic effect.

Fundraising

Aidlink depends on the generosity and compassion of the Irish public to support our work, and each year, it is with total appreciation and pride that we celebrate the contribution of our supporters. Below is just a flavour of our 2016 community fundraisers.

Immersion Partner Schools

Cake sales and table quizzes, coffee mornings and bag-packs, sponsored walks, cycles, dances and race nights; the students, staff, mums, dads and wider communities of our Immersion Partner Schools committed endless hours and boundless energy to raising funds for Aidlink in 2016.

VHI Women's Mini Marathon

On June Bank Holiday Monday 2016, a fantastic team of women took on the 10 km route of Dublin for Aidlink.

St. Patrick's Day Badge Campaign

For almost 30 years, students from Blackrock College have been committed to raising funds for Aidlink through the annual St. Patrick's Day Badge Campaign.

Walk for Water Campaign

Throughout March 2016, many of the schools who participated in the Walk for Water campaign also raised much needed funds for Aidlink's Development Programme.



Students from Mukumbwa Infants and Primary School, Kagadi, Uganda 2016

*Aidlink relies on the kindness
and support of our donors
to carry out our work.
**Thank you all for making
our 2016 possible!***

*Webale nyo
Asante sana
Ashe oleng
Alakara noi
Meda w'ase
Thank you*

Looking back

Aidlink's Integrated Community Development Programme

2012 – 2016

Outcomes

- 1 More men, women and children have access to clean, safe water
- 2 Safer, cleaner and healthier schools that support all students, but especially girls, to learn and develop
- 3 Better community health and a reduction in sickness from easily preventable diseases
- 4 More farmers able to grow enough food and earn a better income to support themselves and their families
- 5 Aidlink partners influencing local and national government policy and service delivery

Goal

To reduce poverty and improve the quality of life of the targeted rural poor in Africa, particularly girls and women.

Over the past five years, working through partnership, Aidlink is proud to report that ICDP results are largely on-target and as expected. The Programme has contributed to the improvement in living standards for the targeted poor with some of the key outcomes outlined below.

Looking forward

Aidlink's Local Health and Development Programme

2017 – 2021

Goal

People, especially women and girls, living in the poorest communities in Africa are able to achieve healthy and fulfilling lives.

Building on our experience and learning, Aidlink is excited to launch the new programme of work in 2017. This will again focus on the delivery of high-quality, targeted interventions that will improve the lives of those living in poverty.

Intended Outcomes

- 1 People in target communities will have sustainably improved access to at least 2 basic resources or facilities (i.e. clean water, other natural resources, food, money, education and healthcare)
- 2 Community members will be supported to efficiently tackle development challenges through planned collective action involving the mobilisation of local skills and resources and the advancement of rights-based claims
- 3 Public servants with responsibility for delivering support to communities will be accurately informed and held to account by those communities
- 4 Partners will have developed and demonstrated the capacity required to sustainably support programmatic initiatives with, and on behalf of, the poorest communities



Lasoi Kitetu from Endonyo Wuas Community, Kajiado, Kenya 2017

Directors' Report and Financial Statements for the Financial Year Ended 31 December 2016

Charitable Activities

€1,112,419

In 2016, Aidlink's expenditure on Charitable Activities, including on-granted funds, development education activities and the relevant support costs, amounted to €1,112,419 (2015: €974,647), equating to 96% (2015: 95%) of Aidlink's total expenditure for the year.

On-Granted
to Local Partners

€671,558

€671,558 (2015: €772,714) of expenditure on Charitable Activities, was on-granted to local partners in Kenya, Uganda and Ghana to deliver programme activities at local level.

Development Education
Activities

€296,081

A further €296,081 (2015: €49,948) of expenditure on Charitable Activities relates to Aidlink's development education activities, including four school immersion programmes which took place during the year.

*Directors' Report and Financial Statements
for the Financial Year Ended 31 December 2016*



Contents

Directors' Report **31 - 42**

Independent Auditors' Report **43 - 44**

Statement of Financial Activities **45**

Balance Sheet **46**

Statement of Cashflows **47**

Notes to the Financial Statements **48 - 60**

Directors' Report for the Financial Year Ended 31 December 2016

The Directors present their annual report and the audited financial statements of Aidlink for the financial year ended 31 December 2016. This report presents the information and disclosures required by a Directors' Report under the Companies Act 2014, together with additional information required by the Charities Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective 1 January 2015).

Who We Are

Aidlink is a company limited by guarantee, not having a share capital, incorporated in Ireland in 1982 under the Companies Act and registered in Ireland with registration No. 124133. Every member of Aidlink undertakes, if necessary on a winding up during the time they are a member or within one year after they cease to be a member, to contribute to the assets of Aidlink an amount not exceeding €1.27. Aidlink's governing document is its Memorandum and Articles of Association.

Under the provision of Section 1180 of the Companies Act, 2014, Aidlink is exempt from including 'company limited by guarantee' in its name.

Aidlink is a charity registered with the Charities Regulatory Authority, registered charity No: 20022730, and has been granted tax exemption by the Revenue Commissioners in Ireland, with registered charitable taxation No: CHY 9078.

Reference and Administrative Detail

Registered Office: 34 Greenmount Office Park, Harold's Cross, Dublin 6W, D6W CX81

Our Advisers

Auditors: Deloitte, Chartered Accountants and Statutory Audit Firm,
Deloitte & Touche House, Earlsfort Terrace, Dublin 2, D02 AY28

Solicitors: Arthur Cox, Earlsfort Centre, Earlsfort Terrace, Dublin 2, D02 CK83

Bankers: Bank of Ireland, 28 Main Street, Blackrock, Co Dublin, A94 D890

Key Management Personnel

Directors of the company and the Executive Director

Directors: The Directors serving during the year and since the year end were as follows

Clive Byrne (Chairman) ^{2, 4}
Liam Byrne (Treasurer) ^{1, 3}
Eoghan Caffrey (*appointed 7 February 2017*)
Brendan Feehan (Company Secretary) ¹
Gemma Grimes ²
Meadhbh McCann ³
Marie Moynihan (*appointed 5 January 2017*)
Gerard O'Connor CSsR (*resigned 26 May 2016*) ^{3, 4}
Philip Owende ^{2, 4}
Stephen Ranalow (*resigned 26 May 2016*) ^{2, 3}
Mary Scully ¹
Marion Shaw ²

Executive Director: Anne Cleary

Committees of the Board

- ¹ Member of the Audit subcommittee
- ² Member of the Remuneration subcommittee
- ³ Member of the Risk subcommittee
- ⁴ Member of the Director Performance Review subcommittee

Directors' Report (continued)

for the Financial Year Ended 31 December 2016

Objectives and Activities

Aidlink exists to improve the lives of those living in poverty in Africa, specifically targeting communities in our programme countries of Kenya, Uganda and Ghana.

The ultimate goal of the Aidlink Development Programme is that people, especially women and girls, living in the poorest communities in Africa, will be able to achieve healthy and fulfilling lives.

Aidlink works to achieve this goal by implementing strategies that include:

- Establishing a Development Programme framework that enhances target communities' access to at least two basic resources or essential facilities;
- Rights-based work and advocacy;
- Capacity-building of selected partners and communities; and
- Development education and public engagement.

Basic resources or essential facilities as identified by the Aidlink Strategic Plan include; WASH (Water, Sanitation & Hygiene), Education, Health and Livelihoods.

The impact of Aidlink's work is measured against targets using a Results Based Management system, and assessed against Aidlink's Strategic Plan and the benchmarks agreed with Irish Aid. Regular monitoring and evaluation is carried out by both local partners and Aidlink staff.

Aidlink works closely with six local partner organisations operating in our three programme countries, all of whom were recipients of on-granted funds during 2016.

The on-granting of funds is subject to annual partnership agreements with each local partner. Partners implement Aidlink's programme at the local level, ensuring community-led interventions, sustainability of the programme, and delivering the best value for money for both donors and beneficiaries.

In 2016 Aidlink's expenditure on Charitable Activities, including on-granted funds, development education activities and the relevant support costs, amounted to €1,112,419 (2015: €974,647), equating to 96% (2015: 95%) of Aidlink's total expenditure for the year. €671,558 (2015: €772,714) of expenditure on Charitable Activities, was on-granted to local partners in Kenya, Uganda and Ghana to deliver programme activities at local level. A further €296,081 (2015: €49,948) of expenditure on Charitable Activities relates to Aidlink's development education activities, including four school immersion programmes which took place during the year.

Directors' Report (continued)

for the Financial Year Ended 31 December 2016

Achievements and Performance

Results for 2016 were largely on-track and as expected, with the exception of health activities in Turkana County, Kenya. In Turkana, the recent scaling up of government health services prompted the Board's decision to redirect 2016 health funding towards education activities in Kajiado County. 2017 plans for Turkana will focus on livelihoods and education in accordance with the Aidlink Strategic Plan.

While on-granting to partners was reduced in 2016 to €671,558 (2015: €772,714), favourable foreign exchange rates allowed Aidlink to substantially achieve programme targets. During 2016, working in communities throughout Kenya, Uganda and Ghana, Aidlink's Integrated Community Development Programme:

- Brought clean and safe drinking water to 15,000 people through the protection of springs and construction of shallow wells;
- Delivered water and sanitation improvements to 52 primary schools throughout Kenya and Uganda making school a safer and healthier place for 20,000 children;
- Delivered improved mother and child healthcare to 36,000 mothers and 115,000 children in Turkana County Kenya;
- Provided 30 adults in Turkana, Kenya with the educational opportunities they missed out on as children through the Back to School Programme; and
- Trained 596 farming households in Kenya and Uganda with the skills required to improve food security and generate an income.

This year also saw the significant expansion of the Aidlink School Immersion Programme, from one school biennially, to a total of four schools and 140 students participating in the programme in 2016. Immersion programme schools were hosted by communities in each of Aidlink's three programme countries; Kenya, Uganda and Ghana.

2016 was the fifth and final year of the Aidlink Integrated Community Development Programme. The Directors are pleased to report that over the lifecycle of the programme, 2012 - 2016, targeted inputs in the sectors of WASH, Education, Health, Livelihoods and Capacity Building have led to positive outcomes and contributed to the overall programme goal of *reducing poverty and improving the quality of life of the targeted rural poor, particularly girls and women*.

Financial Review

Results

	31 Dec 2016	31 Dec 2015
	€	€
Net income for the financial year	36,532	184,373

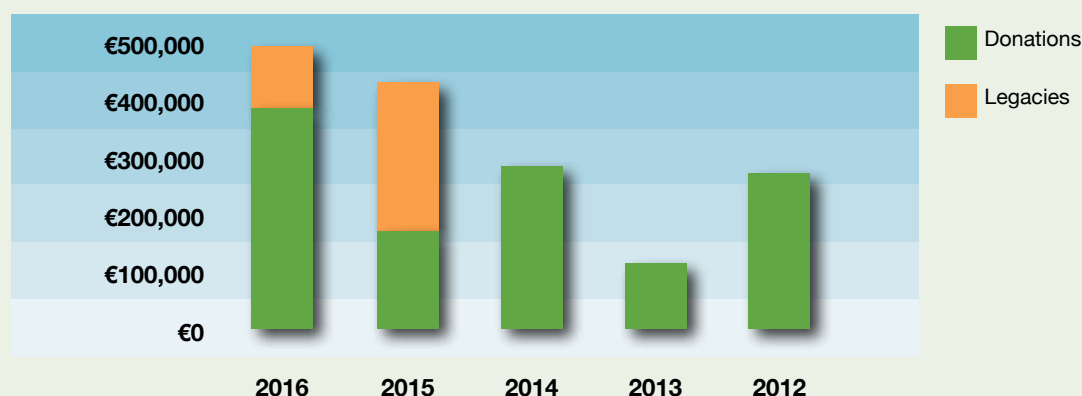
Net income for the financial year was €36,532. This reflects an additional amount from the estate of the late Hugo Macklin in the amount of €106,709. This is in addition to the €250,000 bequest income from Mr. Macklin recognised in 2015. Mr Macklin, one of the founding Directors of Aidlink, was a generous benefactor for a number of years. His legacy will enable Aidlink to continue to relieve poverty in Africa.

Total income in 2016 was down by €11,699 on 2015. Excluding legacy income from both years, 2016 income was up €131,592 on 2015. This is reflective of immersion income for 2016, totalling €311,006 (2015: €79,846) and comprising of €189,245 restricted and €121,761 unrestricted income.

Directors' Report (continued) *for the Financial Year Ended 31 December 2016*

Financial Review Contd.

Donations and Legacies



Grant income from Irish Aid remained equal to 2015 at €525,888. The Directors are very grateful for the support of Irish Aid and the Irish taxpayers.

Income from Foundations, Trusts and Corporate Giving (FTC) decreased by €68,456 on 2015. Much of this FTC income is donated through planned giving programmes by employees or members of large Irish organisations.

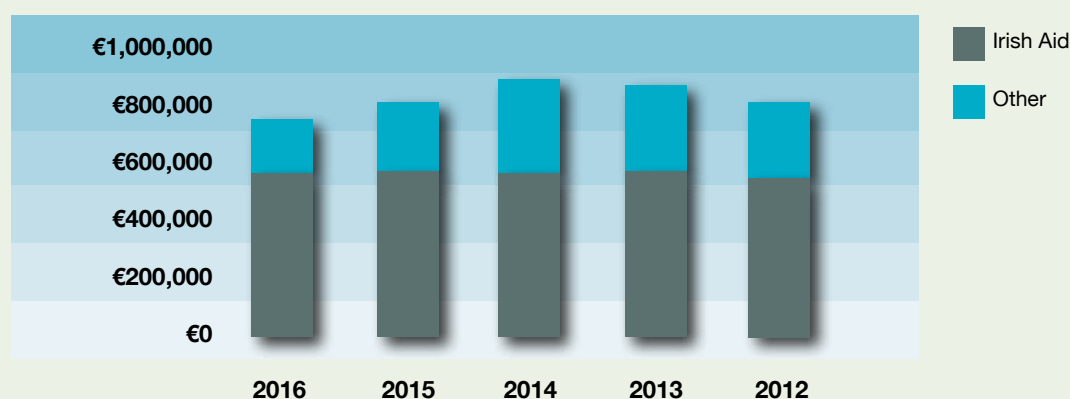
The 2016 decrease is in part due to:

- One donor delayed the disbursement of funds from a successful 2016 application to 2017 due to budgetary issues with the donor;
- The completion of the fourth and final year of a multi-annual FTC donor contract in 2015; and
- One unsuccessful funding application to an overseas donor. As the majority of FTC donors make funding decisions on an annual basis, the opportunity remains for reapplication in 2017.

Aidlink's new FTC strategy, discussed later, will vigorously target new donors to fund the Development Programme and counteract the completion of one further multi-annual donor contract in 2016.

Irish Aid income and Foundations Trusts and Corporate Giving income represent the principal funding sources for the implementation of the Aidlink Development Programme. The working relationship Aidlink has established with these donors, and our similarly aligned missions to reduce poverty in the developing world, support the effective delivery of Aidlink's work. The continuing generosity of our supporters is greatly appreciated by Aidlink.

Charitable Activities Irish Aid and Other



Directors' Report (continued) **for the Financial Year Ended 31 December 2016**

Financial Review Contd.

Expenditure on Charitable Activities increased by €137,722. This increase is due primarily to the 2016 immersion programmes.

At the year end, Aidlink's funds were €435,721 compared to €399,189 in 2015. Of this amount unrestricted funds were €410,189 (2015: €318,443).

Reserves

Aidlink defines its reserves as its total unrestricted funds. These unrestricted reserves represent those resources that the company can use for any of its charitable purposes. The Board aims to maintain its total unrestricted reserves level at six months head office operating costs. This threshold has been set following an assessment of the following factors:

- The need to provide short term protection against downward fluctuations in annual incoming resources;
- The need to provide long term strategic financial support to Aidlink's partners;
- The need to finance unplanned projects where the need arises; and
- The need to provide a financial cushion in the event of extreme circumstances affecting the company's ability to operate.

At the end of year, Aidlink's total funds were €435,721 of which €25,532 were restricted funds and €410,189 were unrestricted funds. Unrestricted funds, considered Aidlink's reserve funds, exceed Aidlink's six month reserve policy, representing approximately 24 months' operating costs.

Operational risk management

The Directors consider annually the major risks to which Aidlink is exposed. They have reviewed and approved a risk register that scores risk based on an estimate of the likelihood of occurrence and the impact on the organisation with a bias towards high impact. The Aidlink risk register identifies risk under the themes of *Reputational, Financial, Employee and Programme/Partner*. Three major risks and their mitigation strategies are identified below:

- **Future levels of income**

Aidlink is reliant on donations to implement the Development Programme. If income falls, then Aidlink would not be able to make as many grants or enter into longer term commitments with partners. The Board mitigate the risk that income will fall by engaging with external fundraising consultants to provide a co-ordinated approach to raising funds. Fundraising activity is regularly benchmarked against our peers and thorough reviews are undertaken after major campaigns and events to understand what worked well and how things could be done better.

- **Loss of Irish Aid funding**

Irish Aid funding is, by its very nature, subject to national changes in government policy. The Directors have identified this as a risk as it may mean initiatives or activities supported by Aidlink are no longer supported by Irish Aid. As discussed elsewhere in the Director's Report, the loss of significant funding from Irish Aid has become a real possibility and as a result further emphasis on fundraising has been agreed by the Directors.

- **Fraud**

The potential for fraud remains a significant risk to the organisation primarily due to the impact such an occurrence would have on public confidence in the organisation. The Directors have mitigated this risk by requiring partners to provide financial reports audited by independent auditors, by building capacity within partner organisations to ensure that they have robust financial systems and by engaging with partners' other donors through sharing reports and meetings.

Directors' Report (continued)

for the Financial Year Ended 31 December 2016

Financial Review Contd.

Financial risk management objectives and policies

Aidlink's activities expose it to a number of financial risks including credit risk, cash flow risk and liquidity risk. Given the type and scale of the company's activities, these risks are significantly lower than would occur in a commercial environment.

- **Cash flow risk**

The company's activities expose it primarily to the financial risks of changes in foreign currency exchange rates. The primary exchange rate risk results from overseas partners' programmes being denominated in non-euro currencies. The Directors believe it would be inappropriate to use derivative financial instruments as their costs would outweigh any advantages. Aidlink has some flexibility in timing of payments that allows it to mitigate the risk.

- **Credit risk**

The company's principal financial assets are bank balances and cash and receivables. Aidlink's credit risk is primarily attributable to its liquid funds and is limited because the counterparties are banks with satisfactory credit-ratings assigned by international credit rating agencies with deposits insured in accordance with EU regulations.

- **Liquidity risk**

The company's reserve policies ensure that sufficient funds are available for ongoing operations and future developments. Further details regarding liquidity risk can be found in the accounting policies in Note 1 of the financial statements.

Plans for the Future

Irish Aid

During the second quarter of 2016, Irish Aid conducted a review of the recipients of its Programme Grant to assess eligibility for entry into Programme Grant II (PG II) to run for the five years ended 31 December 2021. On 19 December 2016 Aidlink was advised that it had been unsuccessful and would be excluded from PG II. As an interim measure, funding of €431,228 for 2017 was offered by Irish Aid subject to successful negotiation of a revised programme of work. Negotiations regarding 2018 funding are expected to take place in the latter half of 2017.

This outcome is deeply disappointing to the staff, partners and Directors of Aidlink. In particular, the Directors are concerned that while controls and procedures that are appropriate for an organisation of our size are in place and are operational, the company was judged against large organisations on a like for like basis, despite those organisations being of a scale, both in terms of resources and state funding, which dwarfs that of Aidlink. Aidlink was not the only organisation excluded from PG II as a number of similar sized organisations were also excluded.

The Board met on 7 February 2017 to discuss the revised budget for the year and approved expenditure of €885,000. Assuming negotiations are successful with Irish Aid, this level of expenditure requires additional funding of €453,772. This represents an increase of €200,461 on 2016 income, excluding immersion and legacy income. The Directors recognise that such a funding requirement is challenging but have taken note of the unrestricted reserves balance of €410,189 as at 31 December 2016. Given this level of reserves, the Directors are confident that the budgeted expenditure for 2017 can be met.

Directors' Report (continued) ***for the Financial Year Ended 31 December 2016***

Plans for the Future Contd.

2017 Development Programme

During 2016 Aidlink engaged in a strategic planning process to develop an operational framework for the ensuing period 2017-2021. The resulting Aidlink Strategic Plan provides the rationale for Aidlink's new Local Health and Development Programme to be initiated in 2017. The 2017 Aidlink Development Programme will continue to focus on the poorest communities in Kenya, Uganda and Ghana and will maintain thematic commitment to access to basic resources. While expenditure budgets for 2017 have been reduced as outlined above, Aidlink will continue to maintain working relationships with our current six partner organisations.

2017 Fundraising

The Aidlink Strategic Plan places a renewed emphasis on fundraising, identifying financial growth of the organisation as one of Aidlink's five key strategic objectives. Following the decision to exclude Aidlink from PG II, and with no certainty regarding Aidlink's post-2017 relationship with Irish Aid, successfully expanding Aidlink's donor base into the future is now critical.

In late 2016 Aidlink developed a comprehensive Foundation Trusts and Corporate Giving (FTC) Strategy, identifying key potential new donors. A Grants-Officer will be recruited in 2017 with responsibility for implementation of the FTC strategy. Aidlink will also seek to significantly increase community fundraising income in 2017, with an expansion of event-fundraising, and the piloting of a number of new initiatives.

Beyond 2017

In January 2017, the Executive Director met with Irish Aid who indicated that they had no plans to maintain funding for Aidlink at anything close to the proposed 2017 level for 2018 and thereafter. Instead, Aidlink is likely to only qualify for the Civil Society Project Fund, currently under review, that has a current maximum grant of €200,000, with few recipients receiving the maximum.

This has implications for the future of Aidlink from 2018 onwards. As at the date of approval of the financial statements, Aidlink continues to plan for its 2018 operations. The Directors will be monitoring the 2017 fundraising outcomes and 2018 programme activities will be tailored to match income based on current funding projections.

Directors' Report (continued)

for the Financial Year Ended 31 December 2016

Structure, Governance and Management

Organisational Structure

Aidlink is governed by a Board of Directors who are responsible for providing leadership, setting strategy and ensuring control. Day to day operations of the organisation are managed by the Executive Director who is appointed by the Board. Three staff members report to the Executive Director; the Senior Programme Officer, the Programme Officer and the Communications and Administration Officer. Aidlink employs the expertise of external consultants where required.

Composition of the Board

The Board must comprise of between eight and twelve non-executive Directors. Aidlink's Board currently has ten members, 50% of whom are women. Their professional biographies are available on the Aidlink website <http://aidlink.ie/staff-and-board-members/>. During 2016 the Board met seven times (2015: eight times) with an average attendance of 72% (2015: 75%).

The Directors are committed to maintaining the highest standards of Corporate Governance and believe this is a key element in ensuring the proper operation of Aidlink's activities. A core element of this policy is to ensure that the company is led by an effective Board and an experienced Executive Director. The role of Chairman and Executive Director are separate and all Directors are independent of the management of Aidlink.

In line with Aidlink's Governance Policy, the treasurer is a trained and practicing accountant. Aidlink has formally adopted the Dóchas Code of Corporate Governance and carries out annual Board and Executive Director performance reviews. In addition, Aidlink has met the standards required by the Charities Regulatory Authority. Aidlink has a comprehensive process for reporting management information including monthly management accounts.

Board Appointments

Directors are recruited through a combination of both public advertising and internal networking. Candidates for appointment to the Board are prioritised based on the Board's requirements for expertise from time to time: for example in the areas of development, finance, fundraising or governance. It is intended that the Board should comprise of a balance of expertise and disciplines. Directors receive induction training upon selection and are subject to a six month initial trial before formal appointment.

Directors are expected to serve a minimum term of three years. Under the Articles of Association of Aidlink, each director is required to submit himself or herself for re-election every three years at the annual general meeting. All Directors may serve a maximum of three, three year terms.

At least two new Directors are appointed in each rolling three year period and at least two current Directors step down so as to both maintain continuity and experience, and enable the introduction of fresh insights to the Board. If there are no voluntary retirements from the Board necessary to meet this policy, the Chairman shall nominate the Directors who shall next retire, taking into account the objectives of this policy.

Retiring Directors may be invited to become members of Aidlink, subject to approval by the Board.

Directors' Report (continued)

for the Financial Year Ended 31 December 2016

Structure, Governance and Management Contd.

Committees of the Board

There is a clear division of roles and responsibilities at Aidlink. The Board retains responsibility for strategy, policy and control of major decisions under a formal schedule of matters reserved to the Board. The Board delegate authority to the Executive Director for the day to day management of operations.

Committees of the Board meet at least once per year (For membership of the committees see page 31).

- **Audit Committee**

The Audit Committee assists the Board in discharging oversight responsibilities, by overseeing the financial reporting process in order to review the transparency, balance and integrity of Aidlink's published financial information.

- **Remuneration Committee**

The Remuneration Committee manages the remuneration and terms of employment of Aidlink staff. It also reviews Aidlink's succession management and staff development activities.

- **Risk Committee**

The Risk Committee reports to the Board on the key risks impacting on Aidlink and on strategies to minimise identified risks.

- **Director Performance Review Committee**

The Director Performance Review Committee assesses the performance of Board members individually and as a body. It also assesses the Board's need for specific expertise and evaluates potential Board candidates.

Pay Policy for Senior Staff

The Directors consider that the Board of Directors and the Executive Director, who is not a member of the Board, comprise the key management personnel of Aidlink in charge of directing and controlling, running and operating the company on a day to day basis.

With the exception of the Executive Director, all Directors give of their time freely and no director received remuneration in the year. While the Directors are entitled to reimbursement for vouched expenditure incurred in the performance of their duties, no such amount was claimed in 2016 or 2015.

The pay of the Executive Director is reviewed annually by the Director Performance Review Committee while the pay of the other staff members is reviewed by the Executive Director in conjunction with the Remuneration Committee. Given the nature of the company, the Directors benchmark against pay levels in other non-profit organisations.

Networks and Consortia

Aidlink is a member of Irish, Kenyan, Ugandan and international development networks and consortia. Membership of such organisations is seen as a key vehicle for Aidlink's macro level engagement and advocacy. Aidlink is a member of Dóchas - the Irish Association of Non-Governmental Development Organisations, The Wheel, Charities Institute Ireland, and is also a founding member of www.developmenteducation.ie.

Directors' Report (continued)

for the Financial Year Ended 31 December 2016

Internal Controls

The Directors acknowledge their overall responsibility for Aidlink's systems of internal control and for reviewing its effectiveness. They have delegated responsibility for the implementation of this system to the Executive Director. This system includes financial controls, which enable the Board to meet its responsibilities for the integrity and accuracy of Aidlink's accounting records.

The Board has established a process of compliance which addresses the Boards' wider responsibility to maintain, review and report on all internal controls, including financial and operational.

Key elements of internal control systems include:

- Aidlink has strict policies and procedures in place for the receipt, recording and control of donations received from private individuals and the corporate sector;
- Procedures and control systems are formally documented in a series of partnership and project agreements that are reviewed bi-annually on a project by project basis;
- There is a formal organisational structure in place with clearly defined lines of responsibility, division of duties and delegation of authority;
- A detailed budget is prepared annually which is in line with the Strategic Plan and approved by the Board. Actual results and outcomes are compared regularly against budget and prior year to ensure alignment with budget, tight administration control, and value for money;
- The Audit Committee reports independently to the Board on all aspects of controls and risks; and
- The Board maintains a reserve policy that exceeds the minimum recommended for charities (three months reserves) to mitigate the increasing risks of the uncertain economy and to ensure sustainability of our services.

Audit Functions

Aidlink has a bespoke management accounts system which is reviewed monthly. The management accounts were reviewed by the Board seven times in 2016 (2015: eight times). Aidlink is audited by Deloitte and financial statements and annual reports are published online after the AGM each year. Financial statements are prepared in line with SORP standards and the Companies Act 2014; the Directors' Report identifies the principal risks facing the organisation and mitigation strategies; a disclosure statement on senior management salaries is included. Aidlink is governed by and adheres to a number of sector-wide codes of conduct including the Charities Institute Ireland Statement of Guiding Principles for Fundraising. Aidlink remain committed to further strengthening transparency and accountability in order to maintain trust with the public, donors and partners.

Transparency and Accountability

Aidlink is satisfied that no incidence of fraud or gross financial mismanagement has occurred among partners or within the activities organised by the Dublin head office. Partners are externally audited by registered in-country auditors; audit reports and management letters are examined by Aidlink senior management and the treasurer in line with our financial policy. It is the current opinion of our partners' independent auditors that their respective financial statements give a true and fair view of the state of affairs of each partner. Aidlink also reviews partners' financial policy and procedures, and holds independent discussions with partners' financial managers as part of routine monitoring and evaluation processes. Review of partners other donors' reports and audits provide further security regarding financial management procedures.

Fundraising

Monitoring fundraising is a chief responsibility of all Directors as they are charged with ensuring the short-term and long-term viability of the company. It is also the responsibility of the Board to ensure Aidlink's compliance with the Statement of Guiding Principles for Fundraising.

Directors' Report (continued)

for the Financial Year Ended 31 December 2016

Development Programme

Strategic oversight of the Development Programme is a key responsibility of all Directors. The Board are responsible for monitoring partner performance, ensuring programme results are on-track and ensuring expenditure is in line with targets and budgets. The Directors also ensure that throughout the life-cycle of the Development Programme, outcomes continue to contribute of the organisation's strategic objectives.

Post Balance Sheet Events

Apart from the ongoing negotiations with Irish Aid in connection with future funding as noted above, there have been no significant events affecting Aidlink since the year end.

Accounting Records

The Directors acknowledge their responsibilities under Section 281 to 285 of the Companies Act 2014 to keep adequate accounting records for the company.

In order to comply with the requirements of the Act, appropriate personnel are employed. The accounting records of the company are kept at the registered office and principal place of business, 34 Greenmount Office Park, Harold's Cross, Dublin 6W, D6W CX81.

Statement of Directors' Responsibilities

The Directors are responsible for preparing the Directors' Report and the financial statements in accordance with the Companies Act 2014 and the applicable regulations.

Irish company law requires the Directors to prepare financial statements giving a true and fair view of the state of affairs of the company and the net income or expenditure of Aidlink for each financial year. Under that law the Directors have elected to prepare the financial statements in accordance with FRS 102: the Financial Reporting Standard applicable to the UK and Republic of Ireland ('relevant financial reporting framework'). Under company law, the Directors must not approve the financial statements unless they are satisfied that they give a true and fair view of the assets, liabilities and financial position as at the financial year end date and of the net income or expenditure of the company for the financial year and otherwise comply with the Companies Act 2014.

In preparing these financial statements the Directors are required to:

- Select suitable accounting policies for the company financial statements and then apply them consistently;
- Make judgments and accounting estimates that are reasonable and prudent;
- State whether the financial statements have been prepared in accordance with the applicable accounting standards, identify those standards, and note the effect and the reasons for any material departure from those standards; and
- Prepare the financial statements on the going concern basis unless it is inappropriate to presume that Aidlink will continue in business.

The Directors are responsible for keeping adequate accounting records that disclose with reasonable accuracy at any time the financial position of the company and enable them to ensure that the financial statements comply with the Companies Act 2014. They are also responsible for safeguarding the assets of the charity and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

The Directors are responsible for the maintenance and integrity of the corporate and financial information included on Aidlink's website. Legislation in Ireland governing the preparation and dissemination of financial statements may differ from legislation in other jurisdictions.

Directors' Report (continued)

for the Financial Year Ended 31 December 2016

Going Concern

The company's activities as well as the related funding uncertainties are set out elsewhere in this Directors' Report. As explained more fully above, the Directors have a reasonable expectation that the company has adequate resources to continue its operational activities for the foreseeable future, being a period of twelve months from the date of approval of the financial statements. Accordingly, the Directors have continued to adopt the going concern basis of accounting in preparing the annual financial statements.

Statement on Relevant Audit Information

In accordance with Section 330 of the Companies Act 2014, so far as each person who was a director at the date of approving this report is aware, there is no relevant audit information, being information needed by the auditor in connection with preparing its report, of which the auditor is unaware. Having made enquiries of fellow Directors, each director has taken all the steps he/she is obliged to take as a director in order to make himself/herself aware of any relevant audit information and to establish that the auditor is aware of the information.

Auditors

In accordance with Section 383(2) of the Companies Act 2014, the auditors, Deloitte, Chartered Accountants and Statutory Audit Firm, Deloitte & Touche House, Earlsfort Terrace, Dublin 2, D02 AY28 will continue in office.

Signed on behalf of the Board:



Clive Byrne
Director



Liam Byrne
Director

Date: 22 May 2017

INDEPENDENT AUDITORS' REPORT TO THE MEMBERS OF AIDLINK

We have audited the financial statements of Aidlink for the financial year ended 31 December 2016 which comprise the Statement of Financial Activities, the Balance Sheet, the Statement of Cash Flows and the related notes 1 to 22. The relevant financial reporting framework that has been applied in their preparation is the Companies Act 2014 and FRS 102 The Financial Reporting Standard applicable in the UK and Republic of Ireland ("relevant financial reporting framework").

This report is made solely to the company's members, as a body, in accordance with Section 391 of the Companies Act 2014. 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 directors and auditors

As explained more fully in the Directors' Responsibilities Statement, the directors are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view and otherwise comply with the Companies Act 2014. Our responsibility is to audit and express an opinion on the financial statements in accordance with the Companies Act 2014 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 company's circumstances and have been consistently applied and adequately disclosed; the reasonableness of significant accounting estimates made by the directors; and the overall presentation of the financial statements. In addition, we read all the financial and non-financial information in the Annual Report for the financial year ended 31 December 2016 to identify material inconsistencies with the audited financial statements and to identify any information that is apparently materially incorrect based on, or materially inconsistent with, the knowledge acquired by us in the course of performing the audit. If we become aware of any apparent material misstatements or inconsistencies we consider the implications for our report.

Opinion on financial statements

In our opinion, the financial statements:

- give a true and fair view of the state of the company's affairs as at 31 December 2016 and of its incoming resources and application of resources, including its income and expenditure for the financial year then ended; and
- have been properly prepared in accordance with the relevant financial reporting framework and, in particular, with the requirements of the Companies Act 2014.

Continued on next page

Continued from previous page

INDEPENDENT AUDITORS' REPORT TO THE MEMBERS OF AIDLINK

Matters on which we are required to report by the Companies Act 2014

- We have obtained all the information and explanations which we consider necessary for the purposes of our audit;
- In our opinion the accounting records of the company were sufficient to permit the financial statements to be readily and properly audited;
- The financial statements are in agreement with the accounting records;
- In our opinion the information given in the directors' report 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 provisions in the Companies Act 2014 which require us to report to you if, in our opinion, the disclosures of directors' remuneration and transactions specified by law are not made.



Margarita Martin

For and on behalf of Deloitte

Chartered Accountants and Statutory Audit Firm

Dublin

23 May 2017

Statement of Financial Activities for the Financial Year Ended 31 December 2016

		Restricted Funds 2016 €	Unrestricted Funds 2016 €	Total Funds 2016 €	Total Funds 2015 €
INCOME	<i>Notes</i>				
Donations and legacies	3	189,245	298,540	487,785	430,689
Charitable activities - Irish Aid	4	525,888	-	525,888	525,888
Charitable activities - Other	5	178,241	5,000	183,241	251,697
Investment		-	12	12	351
Total income		893,374	303,552	1,196,926	1,208,625
EXPENDITURE					
Raising funds	6	-	(47,975)	(47,975)	(49,605)
Charitable activities	7	(942,711)	(169,708)	(1,112,419)	(974,647)
Total expenditure		(942,711)	(217,683)	(1,160,394)	(1,024,252)
Net (expenditure)/income		(49,337)	85,869	36,532	184,373
Transfers between funds	9	(5,877)	5,877	-	-
Net movement in funds	17	(55,214)	91,746	36,532	184,373
Reconciliation of funds	17				
Total funds brought forward		80,746	318,443	399,189	214,816
Total funds carried forward		25,532	410,189	435,721	399,189

The net income and net movement in funds relates to continuing operations.

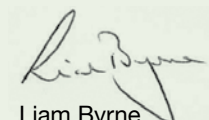
Balance Sheet as at 31 December 2016

		2016 €	2015 €
FIXED ASSETS	<i>Notes</i>		
Tangible assets	14	1,274	2,243
CURRENT ASSETS			
Debtors	15	208,629	254,433
Cash at bank and in hand		247,126	165,486
		455,755	419,919
LIABILITIES			
Creditors: Amounts falling due within one year	16	(21,308)	(22,973)
NET CURRENT ASSETS		434,447	396,946
NET ASSETS		435,721	399,189
REPRESENTED BY:			
Accumulated funds – restricted	17	25,532	80,746
Accumulated funds – unrestricted	17	410,189	318,443
FUNDS OF THE CHARITY		435,721	399,189

The financial statements were approved by the Board of Directors on 22 May 2017 and signed on its behalf by:



Clive Byrne
Director



Liam Byrne
Director

Statement of Cash Flows

for the Financial Year Ended 31 December 2016

	Notes	2016 €	2015 €
OPERATING ACTIVITIES			
Net cash from/(used in) operating activities	18	81,628	(69,284)
INVESTING ACTIVITIES			
Interest received		12	351
NET CASH FLOWS FROM INVESTING ACTIVITIES		12	351
INCREASE/(DECREASE) IN CASH AND CASH EQUIVALENTS		81,640	(68,933)
	01/01/2016 €	Cashflow €	31/12/2016 €
Cash and cash equivalents	165,486	81,640	247,126

Notes to the Financial Statements **for the Financial Year Ended 31 December 2016**

1. ACCOUNTING POLICIES

Aidlink's accounts are presented in euro. The significant accounting policies adopted by Aidlink are as follows:

General Information

Aidlink is a company incorporated in Ireland under the Companies Act 2014. The company is a company limited by guarantee not having a share capital (CLG) under Part 18 of the Companies Act 2014. The address of the registered office is 34 Greenmount Office Park, Harold's Cross, Dublin 6W, D6W CX81. The company's operations and its principle activities are set out in the Director's Report on pages 31 to 42.

Format of the financial statements

Aidlink is constituted under Irish company law as a company limited by guarantee and is a registered charity. Prior to the enactment of the Companies Act 2014, companies not trading for gain by the members were not within the scope of certain company law requirements that applied to for-profit companies. In particular, companies not trading for gain were exempt from applying specific requirements in respect of formats and content of financial statements thus permitting charities to adopt a financial statement format appropriate to the sector.

Accordingly, Aidlink adopted and reported its performance in accordance with the format recommended by "Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their financial statements in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland" (Charities SORP (FRS 102)) developed jointly by the Charity Commission for England and Wales and the Office of the Scottish Charity Regulator. Specifically, Aidlink reports its financial activities for the year in the format of the Charities SORP (FRS 102) Statement of Financial Activities (SoFA).

The Accounting Standards Board is the body responsible for developing accounting standards for the UK and Ireland. It recognises the Charity Commission for England and Wales and the Office of the Scottish Charity Regulator as the SORP-making bodies for the charity sector. Heretofore, the SORP has been recognised as best practice for financial reporting by charities in Ireland.

The Companies Act 2014 became effective in law on 1 June 2015 and from that date its provisions in respect of the format and content of financial statements became applicable to companies not trading for gain such as Aidlink. This would require Aidlink, for example, to present a Profit and Loss Account and report on items such as turnover, cost of sales and profit or loss on ordinary activities before taxation along with related notes. In the view of the Directors, this is neither an appropriate presentation nor terminology for a not-for-profit organisation.

In order to provide information relevant to understanding the stewardship of the Directors and the financial activities and position of the company, Aidlink has prepared its financial statements in accordance with the formats provided for in the SORP consistent with the prior year.

Notes to the Financial Statements for the Financial Year Ended 31 December 2016

Basis of preparation

The financial statements have been prepared under the historical cost convention and in accordance with:

- Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their financial statements in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (Charities SORP (FRS 102));
- The Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102); and
- Irish statute comprising the Companies Act 2014.

The requirements of the Companies Act 2014 in relation to the format of financial statements have been modified to comply with the format and contents of the Charities SORP (FRS 102) developed by the Charity Commission for England and Wales and the Office of the Scottish Charity Regulator who are the joint SORP-making bodies recognised by the UK Accounting Standards Board as the appropriate parties to develop SORPs for the charity sector.

Financial reporting in line with the Charities SORP (FRS 102) is considered best practice for charities in Ireland. As noted above, the Directors consider the adoption of the Charities SORP (FRS 102) requirements as the most appropriate accounting practice and presentation to fairly reflect and disclose the activities of the company.

Income

Income is analysed according to the activity that produced the resources as follows:

- **Donations and legacies**
Donations and legacies include all income received by Aidlink that is, in substance, a gift made to the company on a voluntary basis. It is accounted for when there is evidence of entitlement, receipt is probable, and the amount can be measured reliably. As with similar charitable organisations, independent groups from time to time organise fundraising activities. However, as amounts collected this way are outside the control of Aidlink, they are not included in the financial statements until received by Aidlink.
- **Charitable activities**
Income from charitable activities includes income earned from performance related grants that specify the activities to be delivered by Aidlink. It is accounted for when amounts receivable on grant and funding applications are approved or paid.
- **Investment**
Investment income is accounted for on a receipts basis.

Restricted funds

Income received by Aidlink, the application of which is restricted to a specific purpose by the donor, is treated as restricted funds and any unspent amounts as restricted assets. Such specified purposes are within the overall aims of the organisation.

Unrestricted funds

Other income, apart from restricted funds, is used by Aidlink in the furtherance of its work and objectives. Such funds may be held in order to finance administration expenses or may be used at the discretion of the organisation for specified purposes that are within the aims of the organisation.

Notes to the Financial Statements

for the Financial Year Ended 31 December 2016

Expenditure

Resources expended are analysed between raising funds and expenditure on charitable activities. Raising funds and expenditure on charitable activities are accounted for on an accrual basis.

- **Raising Funds**

Expenditure on raising funds includes all expenditure incurred by Aidlink to raise funds for its charitable activities.

- **Charitable activities**

Expenditure on charitable activities includes all costs incurred by Aidlink in undertaking activities that further its charitable aims, including those support costs and costs relating to governance of the company.

- **Support Costs**

Support costs are directly allocated to the related activity where possible. Otherwise support costs are allocated on the basis of staff time.

Foreign Currencies

Revenues and costs arising from transactions denominated in foreign currencies are translated into Euro at the rates of exchange ruling on the date on which the transaction occurred.

Assets and liabilities denominated in foreign currencies are translated into Euro at the rates of exchange ruling on the balance sheet date. The resulting surplus or deficit are dealt with in the statement of financial activities.

Cash at bank and in hand

Cash at bank and in hand comprises cash on hand and demand deposits.

Fixed assets and depreciation

Fixed assets are recorded at cost.

Depreciation is provided so as to write off the cost of fixed assets over their expected useful lives at the following annual rates:

Office equipment	10% straight line
Computer equipment	20% straight line

Operating Leases

Annual operating leases are charged to the statement of financial activities in the year that they are paid.

Financial instruments

Aidlink only has financial assets and financial liabilities of a kind that qualify as basic financial instruments. Basic financial instruments are initially recognised at transaction value and subsequently measured at their settlement value.

Notes to the Financial Statements for the Financial Year Ended 31 December 2016

2. CRITICAL ACCOUNTING JUDGEMENTS AND KEY SOURCES OF ESTIMATION AND UNCERTAINTY

In the application of Aidlink's accounting policies, the Directors are required to make judgements, estimates and assumptions about the carrying amounts of assets and liabilities that are not readily apparent from other sources. Given the scale of the company's activities and the quantum of the individual items contained within assets and liabilities, these judgements, estimates and assumptions are generally immaterial to the financial statements. Where such a judgement, estimation or assumption is material, it is disclosed in the notes to the financial statements.

Going Concern

The company's activities as well as the related funding uncertainties are set out in the Directors' Report. As is explained more fully in Plans for the Future and Going Concern in the Directors' Report, the Directors have a reasonable expectation that the company has adequate resources to continue its operational activities for the foreseeable future, being a period of twelve months from the date of approval of the financial statements. Accordingly, the Directors have continued to adopt the going concern basis of accounting in preparing the annual financial statements.

3. DONATIONS AND LEGACIES

	Restricted Funds 2016 €	Unrestricted Funds 2016 €	Total Funds 2016 €	Total Funds 2015 €
Voluntary Income				
Immersion Programme	189,245	121,761	311,006	79,846
Other donors and regular givers	-	46,243	46,243	67,725
Subtotal	189,245	168,004	357,249	147,571
Activities for Generating Funds				
St. Patrick's Day Badge Campaign	-	18,000	18,000	16,000
Community fundraising	-	5,827	5,827	17,118
Subtotal	-	23,827	23,827	33,118
Bequest	-	106,709	106,709	250,000
Total income from donations and legacies	189,245	298,540	487,785	430,689

Following the death of Mr Hugo Macklin, Aidlink was informed that it is a beneficiary under the terms of his will. As at 31 December 2015, this was estimated at €250,000 and was recorded as income in the 2015 financial statements. In November 2016, the solicitor acting for the estate made an interim disbursement of €160,000 and notified the company that the total distribution from the estate to Aidlink would be €356,709. Accordingly an additional €106,709 has been recognised as income in the 2016 financial year with an amount of €196,709 recorded in debtors at the year end. Since the year end an additional interim distribution of €150,000 has been received.

Notes to the Financial Statements
for the Financial Year Ended 31 December 2016

4. CHARITABLE ACTIVITIES - IRISH AID

	Restricted Funds 2016 €	Unrestricted Funds 2016 €	Total Funds 2016 €	Total Funds 2015 €
IRISH AID				
Kenya - Health	25,303	-	25,303	59,096
Kenya - Education	122,479	-	122,479	89,133
Uganda - Water, Sanitation, Health	315,000	-	315,000	314,553
Programme Quality	31,553	-	31,553	31,553
Programme Support	31,553	-	31,553	31,553
Total	525,888	-	525,888	525,888

The grant from Irish Aid has been allocated to the following partners:

	Restricted Funds 2016 €	Unrestricted Funds 2016 €	Total Funds 2016 €	Total Funds 2015 €
Caritas Lodwar (Kenya)	25,303	-	25,303	59,096
Girl Child Network (Kenya)	122,479	-	122,479	89,133
Caritas Maddo (Uganda)	57,771	-	57,771	73,000
Voluntary Action for Development (Uganda)	132,229	-	132,229	112,984
EMESCO (Uganda)	125,000	-	125,000	128,569
Programme Quality	31,553	-	31,553	31,553
Programme Support	31,553	-	31,553	31,553
Total	525,888	-	525,888	525,888

Notes to the Financial Statements for the Financial Year Ended 31 December 2016

5. CHARITABLE ACTIVITIES - OTHER

	Restricted Funds 2016 €	Unrestricted Funds 2016 €	Total Funds 2016 €	Total Funds 2015 €
Asociación para la Solidaridad	-	-	-	20,000
ASTI Development Aid Fund	4,859	-	4,859	4,538
Bank of Ireland Staff Third World Fund	46,481	-	46,481	70,100
Burdett Trust for Nursing	-	-	-	9,386
Dublin City Council Staff World Development Fund	-	-	-	12,474
Electric Aid	53,894	-	53,894	47,529
INTO Solidarity Fund	1,943	-	1,943	1,500
Ornua Staff Developing World Fund	4,730	-	4,730	5,848
RTÉ One World Fund	2,907	-	2,907	2,415
Staff of HSE Association for the Relief of Poverty	-	-	-	17,907
Anonymous	18,427	-	18,427	10,000
Tony Ryan Trust	45,000	5,000	50,000	50,000
Total	178,241	5,000	183,241	251,697

Grants noted above have been allocated to the following partners:

	Restricted Funds 2016 €	Unrestricted Funds 2016 €	Total Funds 2016 €	Total Funds 2015 €
Caritas Lodwar (Kenya)	28,827	-	28,827	16,982
Girl Child Network (Kenya)	84,435	-	84,435	85,047
Caritas Maddo (Uganda)	25,229	-	25,229	11,886
Voluntary Action for Development (Uganda)	26,843	-	26,843	48,507
EMESCO (Uganda)	12,907	-	12,907	84,275
Programme Support	-	5,000	5,000	5,000
Total	178,241	5,000	183,241	251,697

Notes to the Financial Statements for the Financial Year Ended 31 December 2016

6. RAISING FUNDS

	Notes	Restricted Funds 2016 €	Unrestricted Funds 2016 €	Total Funds 2016 €	Total Funds 2015 €
Fundraising expenses		-	(6,203)	(6,203)	(5,100)
Support costs	10	-	(41,772)	(41,772)	(39,585)
Fundraising consultant		-	-	-	(4,920)
Total		-	(47,975)	(47,975)	(49,605)

7. CHARITABLE ACTIVITIES

	Activities Undertaken Directly €	Grant Funding of Activities €	Support Costs (Note 10) €	Total Funds 2016 €	Total Funds 2015 €
Integrated Community Development Programme - Kenya	(11,411)	(235,423)	(50,126)	(296,960)	(360,303)
Integrated Community Development Programme - Uganda	(8,024)	(421,037)	(71,012)	(500,073)	(564,396)
Education Ghana	-	(15,128)	(4,177)	(19,305)	-
Development education	(254,309)	-	(41,772)	(296,081)	(49,948)
Total	(273,744)	(671,588)	(167,087)	(1,112,419)	(974,647)
Restricted	(268,549)	(630,402)	(43,760)	(942,711)	(830,920)
Unrestricted	(5,195)	(41,186)	(123,327)	(169,708)	(143,727)
Total	(273,744)	(671,588)	(167,087)	(1,112,419)	(974,647)

8. CHARITABLE ACTIVITIES - GRANT FUNDING OF ACTIVITIES

	Irish Aid Funds 2016 €	Other Funds 2016 €	Private Donor Funds 2016 €	Total Funds 2016 €	Total Funds 2015 €
Caritas Lodwar (Kenya)	(25,303)	(22,120)	-	(47,423)	(97,378)
Girl Child Network (Kenya)	(122,479)	(65,521)	-	(188,000)	(199,963)
Caritas Maddo (Uganda)	(57,771)	(25,229)	(8,500)	(91,500)	(84,886)
Voluntary Action for Development (Uganda)	(132,229)	(26,843)	(10,465)	(169,537)	(191,491)
EMESCO (Uganda)	(125,000)	(27,907)	(7,093)	(160,000)	(198,996)
Congregation of the Holy Spirit (Ghana)	-	-	(15,128)	(15,128)	-
Total	(462,782)	(167,620)	(41,186)	(671,588)	(772,714)

Notes to the Financial Statements for the Financial Year Ended 31 December 2016

9. TRANSFERS

At year end of 2016, €5,877 was transferred from restricted to unrestricted funds. This amount represents the remaining surplus of 2015 restricted immersion income after restricted expense. It was agreed with the donors that the surplus funds would be absorbed into Aidlink's unrestricted funds, to be used at the discretion of the organisation.

10. SUPPORT COSTS

	<i>Basis of allocation</i>	Raised Funds 2016 €	ICDP Kenya 2016 €	ICDP Uganda 2016 €	Education Ghana 2016 €	Development Education 2016 €	Total Funds 2016 €	Total Funds 2015 €
Staff & related costs	<i>staff time</i>	(31,098)	(37,317)	(52,866)	(3,110)	(31,098)	(155,489)	(148,059)
Office expenses	<i>staff time</i>	(7,160)	(8,592)	(12,172)	(716)	(7,160)	(35,800)	(29,112)
Website & IT	<i>staff time</i>	(564)	(677)	(960)	(56)	(564)	(2,821)	(6,183)
Repairs & depreciation	<i>staff time</i>	(1,116)	(1,339)	(1,897)	(112)	(1,116)	(5,580)	(5,948)
Governance	<i>staff time</i>	(1,834)	(2,201)	(3,117)	(183)	(1,834)	(9,169)	(8,641)
Total		(41,772)	(50,126)	(71,012)	(4,177)	(41,772)	(208,859)	(197,942)

Governance costs included above can be analysed as follows:

	Restricted Funds 2016 €	Unrestricted Funds 2016 €	Total Funds 2016 €	Total Funds 2015 €
Professional audit fees	-	(4,736)	(4,736)	(4,746)
Catering	-	(437)	(437)	(450)
Annual report	-	(3,616)	(3,616)	(3,425)
Board training	-	(360)	(360)	-
CRO filing fees	-	(20)	(20)	(20)
Total	-	(9,169)	(9,169)	(8,641)

Notes to the Financial Statements for the Financial Year Ended 31 December 2016

11. EMPLOYEES AND REMUNERATION

The average numbers of persons employed by the company during the year were:

	2016 Number	2015 Number
Administration	4	4
The staff costs comprised of:	2016 €	2015 €
Salaries	138,829	132,911
Social welfare costs	15,145	14,291
Total	153,974	147,202

Number of employees whose total employee benefits fall within the band €60,000 to €69,999:

	2016 Number	2015 Number
	1	1

Aidlink's current Executive Director is paid €66,744 (2015: €66,744) and receives no other additional benefits. There are no other employees whose total employee benefits exceed €60,000. Payroll costs are allocated to expenditure headings in accordance with the employee's time inputs. Key management personnel received a total of €66,744 (2015: €66,744) in gross salary payments including employer PRSI in 2016.

12. NET INCOME

	2016 €	2015 €
Net income is stated after charging:		
Directors' remuneration and emoluments	-	-
Depreciation	969	1,384
Auditors' remuneration	4,736	4,736
and after crediting:		
Interest income	(12)	(351)
Auditors' remuneration disclosure (excluding Value Added Tax)		
Audit	3,950	3,850
Tax advisory services	-	-
Other assurance services	-	-
Other non-assurance services	-	-

Directors are entitled to reimbursement for vouched expenditure incurred in the performance of their duties. The amount charged in 2016 was € nil (2015: € nil).

Notes to the Financial Statements for the Financial Year Ended 31 December 2016

13. TAXATION

There is no charge to taxation in respect of the organisation as Aidlink has been granted charitable status under Section 207 of the Consolidated Tax Act, 1997, therefore no provision for taxation has been made.

14. FIXED ASSETS

	Office Equipment €	Computer Equipment €	Total €
Cost			
At 1 January 2015	8,621	14,220	22,841
Disposals	(4,406)	(9,628)	(14,034)
At 31 December 2015	4,215	4,592	8,807
At 31 December 2016	4,215	4,592	8,807
Depreciation			
At 1 January 2015	7,525	11,689	19,214
Charge in year	362	1,022	1,384
Disposals	(4,406)	(9,628)	(14,034)
At 31 December 2015	3,481	3,083	6,564
Charge in year	316	653	969
At 31 December 2016	3,797	3,736	7,533
Net book value			
At 31 December 2016	418	856	1,274

At 31 December 2015

734	1,509	2,243
-----	-------	-------

During 2015 the company disposed of several old items of equipment that had been fully depreciated.

15. DEBTORS (Amounts falling due within one year)

	2016 €	2015 €
Debtors and accrued income	11,920	4,433
Legacy receivable	196,709	250,000
Total	208,629	254,433

Notes to the Financial Statements
for the Financial Year Ended 31 December 2016

16. CREDITORS (Amounts falling due within one year)

	2016	2015
	€	€
PAYE/PRSI/USC	3,678	4,060
Accruals	17,630	18,913
Total	21,308	22,973

17. MOVEMENT IN FUNDS

	Restricted Funds €	Unrestricted Funds €	Total Funds €
Funds of the Charity			
Balance at 1 January 2015	109,788	105,028	214,816
Income	853,931	354,694	1,208,625
Expenditure	(830,920)	(193,332)	(1,024,252)
Transfers	(52,053)	52,053	-
Balance at 31 December 2015	80,746	318,443	399,189
Income	893,374	303,552	1,196,926
Expenditure	(942,711)	(217,683)	(1,160,394)
Transfers	(5,877)	5,877	-
Balance at 31 December 2016	25,532	410,189	435,721

ANALYSIS OF NET ASSETS BETWEEN FUNDS

	Restricted Funds €	Unrestricted Funds €	Total Funds €
Tangible fixed assets	-	2,243	2,243
Current assets	84,220	335,699	419,919
Current liabilities	(3,474)	(19,499)	(22,973)
Balance at 31 December 2015	80,746	318,443	399,189
Tangible fixed assets	-	1,274	1,274
Current assets	25,452	430,143	455,595
Current liabilities	80	(21,228)	(21,148)
Balance at 31 December 2016	25,532	410,189	435,721

Notes to the Financial Statements
for the Financial Year Ended 31 December 2016

18. RECONCILIATION OF NET INCOME TO NET CASH FROM/ (USED IN) CHARITABLE ACTIVITIES

	2016 €	2015 €
Net income	36,532	184,373
Interest income	(12)	(351)
Movement in funds before financial activities	36,520	184,022
Depreciation charge	969	1,384
Decrease/(increase) in debtors	45,804	(253,234)
Decrease in creditors	(1,665)	(1,456)
Net Cash from/(used in) charitable activities	81,628	(69,284)

19. OPERATING LEASE COMMITMENTS

Aidlink rents its office premises under an operating lease. Under the terms of this lease, Aidlink has outstanding commitments in respect of a non-cancellable operating lease as follows:

	2016 €	2015 €
Within one year	13,500	13,500
Later than one year but within five years	37,125	50,625
	50,625	64,125

20. RELATED PARTIES

Included in donations is an amount of €2,095 (2015: €4,070) received from Directors of the company with no conditions attaching. There are no other related party transactions.

Notes to the Financial Statements
for the Financial Year Ended 31 December 2016

21. FINANCIAL INSTRUMENTS

The carrying value of the company's financial assets and liabilities are summarised by category below:

	2016	2015
	€	€
FINANCIAL ASSETS		
Measured at undiscounted amount receivable		
Debtors and accrued income (see note 15)	208,629	254,433
FINANCIAL LIABILITIES		
Measured at undiscounted amount payable		
Accruals (see note 16)	17,630	18,913

22. COMPARATIVE FIGURES

Comparative figures have been re-classified on the same basis as current year figures.



design www.bothwellvogel.ie | **print** PB Print Solutions

Photographs taken by Aidlink staff and partner staff.
These photos have been taken with the permission of participants.
Full details held with Aidlink.

Aidlink

enabling communities
in Africa tackle poverty

Aidlink CHY 9078

34 Greenmount Office Park
Harold's Cross, Dublin 6W