

**International Association For Community Development
(A Company Limited by Guarantee)
Report and Financial Statements
For the Year Ended
31 March 2016**

Company Number: SC187568

Charity Number: SC036090

International Association For Community Development

Report and Financial Statements For the Year Ended 31st March 2016

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International Association For Community Development

Reference and Administrative Information

Company registration: SC187568
Company Limited by Guarantee

Charity registration: SC036090
Scottish Charity

Registered office and principal office address: The Stables Centre for Stewardship
Falkland
Fife
KY15 7AF

Directors

The following served as directors of the company during the year:

Current Directors:

Randolph A Adams
Maryam Ahmadian
Anastasia Crickley
Kwok Kin Fung
Robert Gregory
Tony Kimbowa – appointed in 2015
Paul Lachapelle
Luis Medrano – appointed in 2015
Charlie McConnell
Anita Paul
Mary-Jane Rivers
Muhammad Bello Shitu
John Stansfield – appointed in 2015

Also serving in the year:

Margaret Kroma – resigned in 2015
Stewart MacLeod Murdoch – resigned in 2015

Company Secretary:

Anna Chworow – resigned 2016

Bankers: The Co-operative Bank
PO Box 250
Southway
Skelmersdale
WN8 6WT

Independent Examiner: Stanley Wynd ACIS FCIE
Bonnington Mill
72 Newhaven Road
Edinburgh
EH6 5QG

International Association For Community Development

Report of the Directors For the Year Ended 31 March 2016

The Directors are pleased to present their report and the financial statements for the year ended 31st March 2016.

Structure, Governance and Management

The International Association for Community Development (IACD) is a company limited by guarantee, with the liability of members limited to £1 each. The company is governed by the terms of its Memorandum and Articles of Association and is a registered Scottish charity.

Up to fourteen directors are elected from amongst the membership. At least one director must be from Europe, Asia, Middle East and North Africa, Sub-Sahara Africa, Oceania, South America and North America. Up to six additional directors can be co-opted from amongst the membership by the Board to ensure greater representation from perspectives that are under-represented by members from the various regions. Directors normally spend a year in a shadow role where they learn from, and are supported by, existing directors. The induction is also supported by a job description for each post.

Board members are elected for an initial term of three years (this was reduced from four years in 2012), and may serve for up to three terms. A condition of Board membership is that members must attend at least two Board meetings during the year and commit time to the work of the association. The President and Vice Presidents are appointed for a term of three years and may be appointed for a second term.

The names of those who were members of the Board during the year are shown on page 2 together with other reference and administrative information.

Objectives and Review of Activities

The charity's objectives, as set out in its Memorandum and Articles of Association are:

- (a) To advance the education of the public through the promotion of community development, community capacity building, and other charitable purposes on behalf of the community.
- (b) To represent to international bodies, government, business and non-governmental organisations the importance of community development.
- (c) To research, publish and disseminate information relating to community development.
- (d) To organise international meetings, conferences, training and exchanges in the field of community development.

Review of Activities

During the first quarter of the 2015/16 year much of our focus was upon completing a review of our services for members and on examining new ways of attracting additional members into the association. This work was led by our Membership Services Committee chaired by Mary-Jane Rivers and serviced by our Membership Officer Jackie Arreaza. This led to a report which was presented to the June 2015 Board meeting in Dundee, Scotland, that recommended a targeted membership recruitment campaign and other measures to address membership renewal. This report was linked to a review of our income and projected income diversification, in order to reduce dependence upon our single core grant from the Scottish Government, presented by our Finance and HR chair, Rob Gregory. The Scottish Government had just confirmed a fourth year of funding (£20k p.a.) in May, but had indicated that this would be a one year extension of our earlier three year grant and might not be extended further. Rob also presented an updated manual of the association's HR policies which were adopted by the Board in June and October.

The June Board meeting also received a report from a Mapping Working Party, chaired by Stewart Murdoch, with the research managed by Randy Adams, supported by a US based intern. This project was a legacy outcome from our 2014 Glasgow conference and had attempted to map all undergraduate community development courses around the world, together with national CD support

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Report of the Directors (continued)

Objectives and Review of Activities (continued)

associations/networks. The intention of this work was to identify new constituencies that might join IACD and with whom we could work. Amongst other outcomes this research identified several hundred e-mail contacts for a membership recruitment campaign.

These pieces of work led to an agreement by the Board that staff should undertake a membership recruitment campaign during the year, in order to increase revenue from membership as a percentage of the association's budget, in light of this possibly being the last year of funding from the Scottish Government. In addition it was agreed to re-prioritise the work plan of Anna Chworow, IACD Co-ordinator, to focus more time upon securing grants from other sources. Anna submitted several grant applications during the year, but unfortunately none were successful. We also met with and submitted a further application for a one-year grant to the Scottish Government.

This being the last year of the 2011-15 Strategic Business Plan, the June Board meeting remitted the President, Charlie McConnell, Rob Gregory, Anastasia Crickley and Anna Chworow, to begin the process of drafting a new four year Plan to commence April 2016, including an extensive period of consultation with members. This process began in October, with a first draft presented to the Board and then shared with IACD members. The consultation period ran until 31st January 2016. The new 2016-20 Strategic Business Plan was approved by the Board in March 2016 and comes into operation from April 1st 2016.

The June Board meeting, at which several directors were able to be present and others participated via skype, took place just before the AGM which was held in Edinburgh. The association's AGM took place as a part of the 50th Anniversary conference of the Community Development Journal, at which IACD sponsored a drinks reception and IACD members participated. For the first time the AGM was also held on-line, enabling members who could not be present to hear the proceedings and to ask questions of the Board. The AGM was well attended with over 50. As a part of the AGM, Stewart Murdoch presented the findings of the Mapping research. This was Stewart's last meeting as a Board member, coming to the end of his term after ten years, during which he played a huge role as Treasurer and Vice Chair, including securing the initial Scottish Government grant.

In July the IACD President attended the Community Development Society of the USA annual conference in Kentucky. At this a renewed Memorandum of Agreement was signed between the Presidents of the two organisations. (The first was signed in 2002). CDS is one of the largest national associations for community development in the world. IACD had a strong profile at the conference with an expo stand. Together we agreed that our 2016 conference would be jointly organised with CDS and would take place in the USA in July 2016. A joint planning committee was established and CDS agreed to IACD's proposal that the key theme running through the conference would be the soon to be approved UN Sustainable Development Goals (SDGs).

The IACD President was present at the UN in New York in August, when the SDG targets were published. These were subsequently ratified by all countries of the UN in September 2015. Although IACD's capacity to engage with the consultative process leading to the formulation of the SDGs was limited, Board director Randy Adams and New York based member Esther Farmer attended UN NGO consultations in 2014/15. We were delighted to support the SDGs and to see reference to the need for community capacity building being recognised, which we had advocated for. The Board agreed in October that the main policy thrust of the association over the coming four years would be to support the challenge of meeting the 17 Goals at grassroots level and to enhance members' understanding of the implications and opportunities for highlighting the contribution that CD in all global regions.

On the publications and resources front, we published one issue of our magazine Practice Insights, highlighting papers from our 2014 international conference and edited by Stewart Murdoch and Anna Chworow. The second issue was delayed later due to the departure of Anna Chworow. Jackie Arreaza, our Membership Officer, published eleven E Bulletins and extended our information support for members on our two Facebook pages and website. These were used to highlight members' resources and to encourage the sharing of practice. In January 2016, we created a new Publications Committee to oversee the publication of future Practice Insights, other IACD publications and our continuing link with the

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Report of the Directors (continued)

Objectives and Review of Activities (continued)

international Community Development Journal (OUP). The committee is chaired by Asia Board member KK Fung.

In October, the Board agreed to set up a Training and Professional Development Committee. New Board member John Stansfield, appointed in October 2015, took on the lead in designing a new offer from IACD/CDS that will be launched in autumn 2016, called the on-line Global Community Development Exchange (GCDeX). This idea, which had come out of a workshop at the CDS conference in Kentucky, will aim to be a clearing house repository where community development teachers can deposit and share teaching and learning resources on-line. We also held the first in what is hoped will be a new series of IACD webinars (on-line group discussions) on current issues. The first was on Community Capital.

Board member, Tony Kimbowa, from Uganda, was co-opted onto the Board in October. Tony worked with the UN and his appointment was intended to strengthen our Board expertise at that level. Tony replaced Margaret Kroma, as our second Africa Board member. In January we submitted a review to the UN-NGO section, reporting on our work in this area over the previous twelve month and, we established a new committee concerned with International Relations, chaired by European Board member Anastasia Crickley. The International Relations Committee will commence its work in the next work programme year, including reviewing and enhancing our consultative status and presence with the UN and its agencies.

We also strengthened our links within Scotland with the national CD association (the Scottish Community Development Network), by co-opting Colette McGarva onto the Board. We see this as part of our strategy to strengthen links with existing national CD associations/networks. As part of this strategy we also strengthened our partnership with the European Union Community Development Network, holding two meetings with them and agreeing to run a joint conference in autumn 2016 on CD and the SDGs for European members. African Board member Muhammad Bello Shitu organised a mini conference of IACD members and other CD practitioners in West Africa during the year and, Asia Board member KK Fung spoke at conferences and events in China and East Asia about IACDs work. Finally, we co-opted Luis Medrano as a new Board member for South America, with the intention of raising our profile in that region over the coming years.

We established a Policy Committee in June, chaired by North America Board member Paul Lachapelle. This committee drew up a new protocol for agreeing IACD policy statements. The first such statement was published in December 2015 on CD and Climate Change, to coincide with the Paris Climate Change Summit. The creation of this new committee is intended to raise both the pro and re-active global policy profile of IACD, building upon the work of the association in the first half of the 2000's when we published global regional Policy Declarations as an outcome of our biennial conferences. The preparation of the remit of the Policy Committee stimulated the drafting of new remits and standing orders for all of the association's several sub committees. These were approved by the Board in March 2016.

The association organises biennial international conferences in different part of the world. The previous one was held in Glasgow in 2014 and the next one, the joint one with CDS will be in July 2016. So much of this year was spent in planning for the July 2016 conference. This included selecting from over 200 submitted requests to run workshop sessions and preparing a Plenary Panel session. In alternate years, the association seeks to run at least one smaller programme for members. So, much of our energy this year went into organising an Indian Roundtable mini conference on CD and the SDGs. This was intended to have taken place in October 2015, but was was held in New Delhi in March 2016, with over 40 attending. This was followed by a two week Practice Exchange, involving 20 IACD members from around the world, visiting grassroots community responses to sustainable development in New Delhi, Jaipur and Ranikhet. This was led by Asia Board member Anita Paul and was a huge success.

In December Anna Chworow handed in her notice, leaving the association at the beginning of March. In January Jackie Arreaza, our Membership Officer indicated that after several years she too wished to move on leaving at the end of February. This meant that for the last month of the work plan year the operations were led by the President. We appointed a temporary part time Membership Officer, Colm Munday, on a four month contract to handle membership enquiries. At the end of March we heard that

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Report of the Directors (continued)

Objectives and Review of Activities (continued)

our application for a further one-year £20k grant from the Scottish Government had been approved. At the time of writing the Board has not decided to proceed with another staff appointment.

Financial review

At the end of the financial year the carry forward sum is £34,242, of which £22,687 are general reserves, and £11,555 has been designated to continue the legacy of the 'Community is the Answer' conference.

The directors have examined the charity's requirements for reserves in light of the main risks to the organisation. In doing so they considered the reason why the charity needs restricted and unrestricted funds, the level of these reserves required and the steps to be taken in order to establish and maintain reserves at the required level.

The target set by the directors is to maintain reserves equivalent to three months running costs as a stopgap for a shortfall in funding or other contingency. At the end of the financial year, this had been achieved. However, in line with most organisations relying on grant income the directors realise it is not always easy to retain reserves at this level.

This report has been prepared in accordance with the provisions in Part 15 of the Companies Act 2006 applicable to companies subject to the small companies' regime.

By order of the Board of Directors

C McConnell
Director

Date:

Independent Examiner's Report To the Directors of the International Association For Community Development

I report on the accounts of the charity for the year ended 31 March 2016 which are set out on pages 8 to 13.

Respective responsibilities of directors and examiner

The charity's directors are responsible for the preparation of the accounts in accordance with the terms of the Charities and Trustee Investment (Scotland) Act 2005 and the Charities Accounts (Scotland) Regulations 2006. They consider that the audit requirement of Regulation 10(1) (a) to (c) of the Accounts Regulations does not apply. It is my responsibility to examine the accounts as required under section 44(1) (c) of the Act and to state whether particular matters have come to my attention.

Basis of independent examiner's statement

My examination is carried out in accordance with Regulation 11 of the Charities Accounts (Scotland) Regulations 2006. An examination includes a review of the accounting records kept by the charity and a comparison of the accounts presented with those records. It also includes consideration of any unusual items or disclosures in the accounts, and seeks explanations from the directors concerning any such matters. The procedures undertaken do not provide all the evidence that would be required in an audit, and consequently I do not express an audit opinion on the view given by the accounts.

Independent examiner's statement

In the course of my examination, no matter has come to my attention

1. which gives me reasonable cause to believe that in any material respect the requirements:

- to keep accounting records in accordance with Section 44(1) (a) of the 2005 Act and Regulation 4 of the 2006 Accounts Regulations, and
- to prepare accounts which accord with the accounting records and comply with Regulation 8 of the 2006 Accounts Regulations

have not been met, or

2. to which, in my opinion, attention should be drawn in order to enable a proper understanding of the accounts to be reached.

Stanley Wynd ACIS FCIE
Bonnington Mill
72 Newhaven Road
Edinburgh
EH6 5QG

Date:

International Association for Community Development

Statement of Financial Activities (including Income & Expenditure Account)

For the Year Ended 31 March 2016

Income from:	Note	Unrestricted Funds £	Restricted Funds £	Total 2016 £	Total 2015 £
<i>Donations and legacies:</i>					
Grants	1	20,000	4,690	24,690	26,702
Membership fees & contributions		10,239	-	10,239	7,827
<i>Charitable activities:</i>					
Fee income and other charges		14,355	-	14,355	90,294
<i>Investments:</i>					
Bank interest		48	-	48	41
Total		<u>44,642</u>	<u>4,690</u>	<u>49,332</u>	<u>124,864</u>
Expenditure on:					
<i>Charitable activities:</i>					
	2	52,321	4,327	56,648	105,717
Total		<u>52,321</u>	<u>4,327</u>	<u>56,648</u>	<u>105,717</u>
Net income / (expenditure) for year		(7,679)	363	(7,316)	19,147
Transfers		<u>673</u>	<u>(673)</u>	<u>-</u>	<u>-</u>
Net movement in funds		(7,006)	(310)	(7,316)	19,147
Reconciliation of funds:					
Funds brought forward		<u>41,248</u>	<u>310</u>	<u>41,558</u>	<u>22,411</u>
Funds carried forward	8	<u><u>34,242</u></u>	<u><u>-</u></u>	<u><u>34,242</u></u>	<u><u>41,558</u></u>

The notes on pages 10 to 13 form part of these financial statements.

International Association for Community Development

Balance Sheet at 31 March 2016

	Note	2016 £	2015 £
Fixed Assets			
Tangible assets	4	<u>939</u>	<u>1,404</u>
Current Assets			
Debtors	5	-	704
Cash at bank and in hand		<u>36,212</u>	<u>40,893</u>
		<u>36,212</u>	<u>41,597</u>
Creditors:			
<i>Amounts due within one year</i>	6	<u>2,909</u>	<u>1,443</u>
Net Current Assets		<u>33,303</u>	<u>40,154</u>
Net Assets		<u>34,242</u>	<u>41,558</u>
Funds			
Restricted funds	8	-	310
Unrestricted funds	8	<u>34,242</u>	<u>41,248</u>
Total Funds	9	<u>34,242</u>	<u>41,558</u>

For the year ending 31st March 2016 the company was entitled to exemption from audit under section 477 of the Companies Act 2006 relating to small companies.

Directors' responsibilities:

- the members have not required the company to obtain an audit of its accounts for the year in question in accordance with section 476,
- the directors acknowledge their responsibilities for complying with the requirements of the Act with respect to accounting records and the preparation of accounts
- these accounts have been prepared in accordance with the provisions applicable to companies subject to the small companies' regime and the Financial Reporting Standard for Smaller Entities (effective January 2015).

The accounts on pages 8 to 13 were authorised for issue by the directors and are signed on their behalf by:

R Gregory
Director

Date

The notes on pages 10 to 13 form part of these financial statements.

Scottish Fair Trade Forum

Notes to the Accounts

Accounting policies

Basis of accounting

The financial statements have been prepared under the historic cost convention and in accordance with Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard for Smaller Entities published on 16/7/14 (the Charities SORP), the Financial Reporting Standard for Smaller Entities - effective January 2015 (the FRSSE) and the Companies Act 2006.

The charity has applied the alternative structure allowed by paragraph 4.17 of the Charities SORP and has not reported on an activity basis. Since the charity is preparing accounts in accordance with the FRSSE, a cash flow statement is not required.

Some of the comparative figures have been restated in compliance with the revised Charities SORP and the alternative reporting structure referred to above.

Incoming resources

Grants and donations are recognised in full in the Statement of Financial Activities in the period in which they are receivable, provided any conditions for use of the grant or donation have been fulfilled. Where a grant or donation is received for a specific purpose, it is included within restricted income and any unexpended portion carried forward as a restricted fund.

Expenditure

All expenditure is accounted for on an accruals basis.

Tangible fixed assets and depreciation

Tangible fixed assets are stated at cost less depreciation. Depreciation is calculated by the straight line method to write off the cost of fixed assets over their estimated useful lives at the following rate:

Office equipment & furniture: 20% per annum

Debtors

Debtors are recognised at the settlement amount due.

Creditors and provisions

Creditors and provisions are recognised, at settlement amount, where the charity has a present obligation resulting from a past event, which is likely to result in the transfer of funds to a third party, and the amount due can be measured or estimated reliably.

Fund Accounting

Unrestricted funds arise from donations without a specified purpose and other income generated and are available to be used for any of the objects of the charity at the discretion of the trustees.

Restricted funds are to be used for specific purposes as laid down by the donor or funder. Expenditure which meets these criteria is charged to the fund, together with a fair allocation of management and support costs.

International Association for Community Development

Notes to the Accounts (continued)

1. Income	Current year			Previous year		
	Unrestricted	Restricted	Total	Unrestricted	Restricted	Total
	Funds	Funds	2016	Funds	Funds	2015
Grants:	£	£	£	£	£	£
Scottish Government	20,000	-	20,000	20,000	-	20,000
Community Jobs Scotland	-	4,690	4,690	-	2,702	2,702
CLS Standards Council	-	-	-	-	2,000	2,000
Creative Scotland	-	-	-	-	2,000	2,000
Total grants receivable	<u>20,000</u>	<u>4,690</u>	<u>24,690</u>	<u>20,000</u>	<u>6,702</u>	<u>26,702</u>

2. Expenditure	Current year			Previous year		
	Unrestricted	Restricted	Total	Unrestricted	Restricted	Total
	Funds	Funds	2016	Funds	Funds	2015
Charitable activities:	£	£	£	£	£	£
Conference and event costs	14,630	-	14,630	59,112	5,332	64,444
Staff costs	3 26,551	4,027	30,578	30,542	2,515	33,057
Insurance	470	-	470	474	-	474
Printing and promotion	1,728	-	1,728	708	-	708
Office costs	1,335	-	1,335	709	-	709
Website maintenance	1,009	-	1,009	1,057	-	1,057
Travel and expenses	1,206	-	1,206	346	-	346
Conference fees	-	-	-	30	-	30
Professional fees	1,667	-	1,667	1,209	-	1,209
Staff training and wellbeing	67	300	367	101	-	101
Premises costs	1,624	-	1,624	1,808	-	1,808
Bank interest and charges	450	-	450	210	-	210
Depreciation	605	-	605	689	-	689
Accountancy	900	-	900	780	-	780
Miscellaneous costs	79	-	79	95	-	95
Total	<u>52,321</u>	<u>4,327</u>	<u>56,648</u>	<u>97,870</u>	<u>7,847</u>	<u>105,717</u>

3. Staff costs	2016	2015
	£	£
Wages & salaries	30,578	32,819
Social security costs	-	176
Recruitment	-	62
Total staff costs	<u>30,578</u>	<u>33,057</u>

The full-time equivalent number of employees in the year was 2 (2015 - 2).

There were no employees with emoluments above £60,000.

Volunteers supported fundraising efforts and the running of the IACD Practice Exchange in India..

International Association for Community Development

Notes to the Accounts (continued)

4. Tangible Fixed Assets	Office equipment	
Cost:	£	
At 1 April 2015	3,444	
Additions	<u>140</u>	
At 31 March 2016	<u>3,584</u>	
Depreciation:		
At 1 April 2015	2,040	
Charge for period	<u>605</u>	
At 31 March 2016	<u>2,645</u>	
Net Book Value:		
At 31 March 2016	<u>939</u>	
<i>At 31 March 2015</i>	<u>1,404</u>	
5. Debtors	2016	2015
	£	£
Grant income	-	310
Other debtors	<u>-</u>	<u>394</u>
	<u>-</u>	<u>704</u>
6. Creditors	2016	2015
<i>Amounts falling due within one year:</i>	£	£
Tax & social security	-	388
Accruals & other creditors	<u>2,909</u>	<u>1,055</u>
	<u>2,909</u>	<u>1,443</u>
7. Independent Examiner	2016	2015
	£	£
Remuneration of independent examiner (inc vat)	270	240
Accountancy and other services (inc vat)	630	540

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Notes to the Accounts (continued)

8. Movement on Funds

		At 01/04/15	Incoming Resources £	Outgoing Resources £	Transfers £	At 31/03/16
Restricted funds:						
Community Jobs Scotland	(a)	<u>310</u>	<u>4,690</u>	<u>(4,327)</u>	<u>(673)</u>	<u>-</u>
Total restricted funds		<u>310</u>	<u>4,690</u>	<u>(4,327)</u>	<u>(673)</u>	<u>-</u>
Designated funds:						
Glasgow conference legacy fund	(b)	12,901	-	(1,346)	-	11,555
General funds:						
General fund		26,943	44,642	(50,370)	533	21,748
Fixed assets fund	(c)	<u>1,404</u>	<u>-</u>	<u>(605)</u>	<u>140</u>	<u>939</u>
Total unrestricted funds		<u>41,248</u>	<u>44,642</u>	<u>(52,321)</u>	<u>673</u>	<u>34,242</u>
Total funds		<u>41,558</u>	<u>49,332</u>	<u>(56,648)</u>	<u>-</u>	<u>34,242</u>

(a) Community Jobs Scotland (CJS) is a Scottish Government scheme which helps 16-24 year olds get a paid job in the voluntary sector. The grant covers the costs of the employee hired as a part of the scheme. The transfer represents a contribution to overhead costs.

(b) A designated fund created after the 'Community is the Answer' conference to fund conference legacy work following the event.

(c) The fixed assets fund represents the net book value of tangible fixed assets. The cost of assets purchased is transferred into the fund and annual depreciation is charged to the fund.

9. Analysis of Net Assets Between Funds

	Unrestricted Funds £	Designated Funds £	Restricted Funds £	Total Funds £
Tangible assets	939	-	-	939
Bank and cash on hand	24,657	11,555	-	36,212
Creditors	<u>(2,909)</u>	<u>-</u>	<u>-</u>	<u>(2,909)</u>
Net assets at 31 March 2016	<u>22,687</u>	<u>11,555</u>	<u>-</u>	<u>34,242</u>

10. Related party transactions

No remuneration was paid to the directors of the company during either year.

Travel and accommodation expenses totalling £1,420 (2015: none) were paid for two directors.