

STAKEHOLDER DEMOCRACY NETWORK
(Limited by guarantee)
DIRECTORS' AND
TRUSTEES' REPORT AND FINANCIAL STATEMENTS
FOR THE YEAR ENDED 30 APRIL 2019

Company No: 05101121
Charity No: 1148143

STAKEHOLDER DEMOCRACY NETWORK
(Limited by guarantee)

REPORT AND ACCOUNTS

C O N T E N T S

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STAKEHOLDER DEMOCRACY NETWORK
(Limited by guarantee)

DIRECTORS' AND TRUSTEES' REPORT

FOR THE YEAR ENDED 30 APRIL 2019

The trustees are pleased to present their annual consolidated directors' and trustees report together with the financial statements of the Stakeholder Democracy Network (the 'Charity' or 'Company') and its subsidiaries (together the 'Group') for the year ended 30th April 2019, which are also prepared to meet the requirements for a directors' report and Companies Act purposes.

The financial statements comply with the Charities Act 2011, the Companies Act 2006, the Memorandum and Articles of Association, and Accounting and Reporting by Charities: Statements 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).

OUR PURPOSE AND ACTIVITIES

The group supports the efforts of those affected by the extractives industry and weak governance. We work with governments, companies, communities and other stakeholders to ensure the promotion and protection of human rights. The group has operated for 15 years in the Niger Delta and has offices in Port Harcourt (Nigeria) and London (UK). Our work is underpinned by strong relationships with stakeholders across the region, our local presence, and a strong focus on research and political economy analysis, which helps us to understand and respond to the constantly shifting dynamics of the Niger Delta.

Our vision is one of a new global economic and social contract, which corrects the asymmetry of power in negotiating social contracts between stakeholders in the global economy. Our vision is one that ensures basic rights – including economic and social development – are not sacrificed in one part of the world to the benefit of another.

Our mission is to support the efforts of those affected by extractive industries and weak governance through rights-based community empowerment. We strive to protect human rights and demand responsive governance.

The group has two subsidiaries that are registered in Nigeria whose activity is to aid Stakeholder Democracy Network to carry out its objectives in Nigeria. The first of these is Citizens Direct Network Limited, a company registered with the Corporate Affairs Commission (CAC) in the Federal Republic of Nigeria with the company number 847695. The second of these is Niger Delta Stakeholders Initiative for Community Development and Empowerment, a company registered with the Corporate Affairs Commission (CAC) in the Federal Republic of Nigeria with the company number CAC/IT/NO 73022.

Achievement and activities

The group continued to gain relevance and have influence on development initiatives within the Niger Delta region. This was done through expanding its number of funding partnerships and increasing its relationships with existing funding partners. Main activities for the period under review were the implementation of alternative livelihood pilots to help prove the economy can be diversified away from the oil industry and provide economic empowerment to citizens of the Niger Delta; the setup of a citizens reporting initiative for the elections in the Niger Delta which allowed for detailed reporting of incidents and issues; assisting the Federal Government in Nigeria to produce coordinated policy plans for development in the Niger Delta region; working with INEC to understand the lessons learnt from recent elections and how these can help improve future elections processes; working with the Ministry of Environment to promote the passing of key environmental legislation; and amplifying the voices of local communities through radio discussion to make sure their views are taken into consideration in political and development processes. The Trustees have focused on delivering sustainable impacts through programmes that provide good value for money so that donor funds can be used to maximum effect on the ground in the Niger Delta and further deepen the community engagement work that is fundamental to the group's success.

Public benefit statement

In shaping our objectives for the year and planning our activities, the trustees have considered the Charity Commission's guidance on public benefit, including the guidance 'public benefit: running a charity (PD2)'. The achievements and activities above demonstrate the public benefit arising through the group's activities.

STAKEHOLDER DEMOCRACY NETWORK
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DIRECTORS' AND TRUSTEES' REPORT (Cont/d)

FOR THE YEAR ENDED 30 APRIL 2019

FINANCIAL REVIEW

The Statement of Financial Activities showed a surplus of £100,921(2018 – deficit £8,917) for the year and reserves stand at £529,170 (2018 - £410,650).

The financial position of the group continued to improve during the reporting period as our portfolio of work increased and we built upon the foundation laid in prior years. The group has benefited from some long term funding as they, and the donor community, could more clearly identify what initiatives were likely to make impact in the current political and business environment over the past few years. The group therefore went through a period of building upon its financial stability and has structured itself to best deliver on its charitable objectives and be best prepared for future growth of the organisation.

Principal funding sources

The main funding sources for the group are grants awarded from government agencies. During the period under review the main grant authorities were The Dutch Embassy in Abuja, The UK Foreign & Commonwealth Office, The MacArthur Foundation and The UK Department of International Development.

Investment powers and policy

Under the Memorandum and Articles of Association, the group has the power to invest in any way the Trustees see fit.

Reserves policy

The Trustees consider it prudent to maintain an adequate balance of unrestricted reserves to cover the group's contractual commitments and provide a sound base for the future. Ideally, this should be equivalent to a minimum level of 2 months of the annual budget. At the 30th April 2019 the unrestricted reserves not invested in fixed assets totalled £325,688 (2018 – £246,065).

FUTURE ACTIVITIES

The charitable group have further built upon partnerships with the Nigerian government administration at a Federal, State and Local level and will further leverage these to amplify the voice of local communities in order for them to actively participate in their own development. The charitable group will continue to extend its alternative livelihood work to help diversify the economy away from the oil industry and provide economic opportunities for the citizens of the Niger Delta. The donor base will continue to be increased so that income streams are diversified which will help to reduce financial risk within the organisation. This is a time of significant change and opportunity in the Niger Delta as we look to capitalise on the potential for change after the Nigerian elections that took place in early 2019. The group will capitalise on this through its long-term experience at both the grass-roots and policy level.

REFERENCE AND ADMINISTRATIVE DETAILS

Company Number: 05101121

Charity Number: 1148143

Directors and Trustees:

J D'Angelo

J A H Croft (appointed on 23 November 2018)

A Holliday (appointed on 23 November 2018)

I D Pedro (appointed on 23 November 2018)

Professor M Anikpo (appointed on 23 November 2018)

R J Ekperi (appointed on 23 November 2018)

D M Pearson (appointed on 28th May 2019)

M Nekaitar (resigned on 12 November 2018)

J M Mosley (resigned on 24 November 2017)

STAKEHOLDER DEMOCRACY NETWORK
(Limited by guarantee)

DIRECTORS' AND TRUSTEES' REPORT (Cont/d)

FOR THE YEAR ENDED 30 APRIL 2019

Secretary: B Ingle (appointed on 1 January 2019), J A H Croft (resigned on 31 December 2018)

Senior Management: B Ingle (appointed on 1 January 2019), J A H Croft (resigned on 31 December 2018)

Registered Office: The Green House, 244-254 Cambridge Heath Road, London E2 9DA

Accountants: Ramon Lee Audit LLP, 93 Tabernacle Street, London EC2A 4BA

Bankers: Lloyds Bank Plc, Thame Branch, 13 Cornmarket Thame, Oxfordshire OX9 2BN

STRUCTURE, GOVERNANCE AND MANAGEMENT

Governing document

Stakeholder Democracy Network is a company limited by guarantee and not having a capital divided by shares.

The company was incorporated on 14th April 2004 and registered as a charity on 16th July 2012. It is a registered charity constituted as a limited company under the Memorandum and Articles of Association. The Charity's registration number is 1148143 and the company registration number is 05101121.

Appointment of trustees

As set out in the Articles of Association, the Chair of the Trustees is nominated by existing Trustees. The Directors of the organisation are also the Trustees for the purposes of charity law.

The Board of Trustees has the power to appoint additional Trustees as it considers fit to do so, in line with the company's governing documents.

The Trustees in office in the year are set out on page 3. The Trustees have no beneficial interest in the group other than as members. The Trustees are also the directors of the Parent company. All of the Trustees are members of the Parent company and guarantee to contribute £1 each in the event of a winding up.

Trustee induction and training

The Trustees maintain a good working knowledge of charity and company law and best practise through their professional and business interests. New Trustees are given copies of the Memorandum and Articles of Association

Organisation

The Board of Trustees, which comprises seven members, administers the group. The Board meets periodically to review the affairs of the group and to consider strategies and operations. To facilitate activities, the Board have delegated authority, within terms of delegation approved by the Trustees, for operational matters including financial, employment and other related activities. All decisions relating to strategy and policy are made by the Board of Trustees.

Risk management

The Management Committee has conducted a review of the major risk to which the group is exposed. A risk register has been established and is updated at least annually. Where appropriate, systems or procedures have been established to mitigate the risks the group faces.

Related parties

The Trustees have no beneficial interest in the company other than as members.

One Trustee, M Nekaitar, is also the director of Citizens Direct Network Limited which is one of Stakeholder Democracy Network's subsidiary entities operating in Nigeria. However, M Nekaitar stepped down as a Trustee of Stakeholder Democracy Network during this audited period.

STAKEHOLDER DEMOCRACY NETWORK
(Limited by guarantee)

DIRECTORS' AND TRUSTEES' REPORT (Cont/d)

FOR THE YEAR ENDED 30 APRIL 2019

Six of the Trustees (J D'Angelo, J A H Croft, A Holliday, I D Pedro, Professor M Anikpo, and R J Ekperi) are also Trustees of Niger Delta Stakeholders Initiative for Community Development and Empowerment which is one of Stakeholder Democracy Network's subsidiary entities operating in Nigeria.

Pay policy for senior staff

The arrangements for setting the pay and remuneration of the group's staff is done by the group's Management Team and included within the company's budgeting process. The setting of pay and remuneration for the Executive Director is approved by the Board and Directors.

Members of the Management Committee

Members of the Management Committee, who are directors for the purpose of company law and trustees for the purpose of charity law, who served during the year and up to the date of this report are set out on page 4.

STATEMENT OF TRUSTEES' RESPONSIBILITIES

The Trustees (who are also directors of Stakeholder Democracy Network for the purposes of company law) are responsible for preparing the Annual Report and the financial statements in accordance with applicable law and regulation.

Company law requires the Directors to prepare financial statements for each financial year. Under that law the Directors have elected to prepare the financial statements in accordance with United Kingdom Generally Accepted Accounting Practice (United Kingdom Accounting Standards and applicable law). 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 state of affairs of the company and of its income and expenditure for that period. In preparing these financial statements, the Directors are required to:

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

The Directors are responsible for keeping adequate accounting records that are sufficient to show and explain the company's transactions and 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 2006. They are also responsible for safeguarding the assets of the company and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

The trustees are responsible for the maintenance and integrity of the group and the financial information included on the group's website in accordance with legislation in the United Kingdom governing the preparation and dissemination of financial statements.

STATEMENT OF DISCLOSURE TO AUDITOR

So far as the Directors are aware, there is no relevant audit information of which the company's auditors are unaware. Additionally, the Directors have taken all the necessary steps that we ought to have taken as directors in order to make themselves aware of any relevant audit information and to establish that the group's auditors are aware of that information.

STAKEHOLDER DEMOCRACY NETWORK
(Limited by guarantee)

DIRECTORS' AND TRUSTEES' REPORT (Cont/d)

FOR THE YEAR ENDED 30 APRIL 2019

AUDITORS

A resolution was proposed and agreed at the Annual General Meeting that Ramon Lee Audit LLP be re-appointed as auditors of the Group for the ensuing year.

The report of the directors has been prepared taking advantage of the small companies' exemption of section 415A of the Companies Act 2006.

APPROVAL

This report was approved by the Board of Trustees and signed on its behalf by:


J D'Angelo

11 December 2019

INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF
STAKEHOLDER DEMOCRACY NETWORK
(Limited by guarantee)

Opinion

We have audited the financial statements of Stakeholder Democracy Network for the year ended 30th April 2019, which comprise the Consolidated Statement of Financial Activities (Summary Income and Expenditure Account), Statement of Financial Activities (Summary Income and Expenditure Account), the Consolidated Balance Sheet, the Statement of Cash Flows and Consolidated Statement of Cash Flows and notes to the financial statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 The Financial Reporting Standard applicable in the UK and Republic of Ireland (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

- give a true and fair view of the state of the group's and charitable company's affairs as at 30th April 2019 and of the group's and charitable company's incoming resources and application of resources, including the group's and charitable company's income and expenditure, for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the Auditor's responsibilities for the audit of the financial statements section of our report. We are independent of the company in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, including the FRC's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Conclusions relating to going concern

We have nothing to report in respect of the following matters in relation to which the ISAs (UK) require us to report to you where:

- The directors' use of the going concern basis of accounting in the preparation of the financial statements is not appropriate; or
- The directors have not disclosed in the financial statements any identified material uncertainties that may cast significant doubt about the group's ability to continue to adopt the going concern basis of accounting for a period of at least 12 months from the date when the financial statements are authorised for issue.

Other information

The other information comprises the information included in the annual report, other than the financial statements and our auditor's report thereon. The directors are responsible for the other information. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon. In connection with our audit of the financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether there is a material misstatement in the financial statements or a material misstatement of the other information. If, based on the work we have performed, we conclude that there is a material misstatement of this other information we are required to report that fact.

We have nothing to report in this regard.

Opinions on other matters prescribed by the Companies Act 2006

In our opinion, based on the work undertaken in the course of the audit:

- The information given in the directors' report for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- The directors' report has been prepared in accordance with applicable legal requirements.

INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF (Contd/)

STAKEHOLDER DEMOCRACY NETWORK (Limited by guarantee)

Matters on which we are required to report by exception

In the light of the knowledge and understanding of the group and charitable company and its environment obtained in the course of the audit, we have not identified material misstatements in the directors' report.

We have nothing to report in respect of the following matters in relation to which the Companies Act 2006 requires us to report to you if, in our opinion:

- adequate accounting records have not been kept or returns adequate for our audit have not been received from branches not visited by us;
- the financial statements are not in agreement with the accounting records and returns;
- certain disclosures of trustees' remuneration specified by law are not made;
- we have not received all the information and explanations we require for our audit;
- the trustees were not entitled to prepare the financial statements in accordance with the small companies regime and take advantage of the small companies exemption in preparing the Directors' and Trustees' Report.

Responsibilities of directors

As explained more fully in the directors' responsibilities statements set out on page 13, the directors are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the directors determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

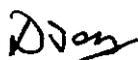
In preparing the financial statements, the directors are responsible for assessing the group's and charitable company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the directors either intend to liquidate the company or to cease operations, or have no realistic alternative but to do so.

Auditor's responsibilities for the audit of the financial statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

A further description of our responsibilities for the audit of the financial statements is located on the Financial Reporting Council's website at www.frc.org.uk/auditorsresponsibilities. This description forms part of our auditor's report.

This report is made solely to the company's members, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006. 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 auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the company and the company's members as a body, for our audit work, for this report, or for the opinions we have formed.



DAVID TERRY (Senior Statutory Auditor)
for and on behalf of RAMON LEE AUDIT LLP
CHARTERED ACCOUNTANTS
STATUTORY AUDITOR

**93 TABERNACLE STREET
LONDON EC2A 4BA**

11 December 2019

STAKEHOLDER DEMOCRACY NETWORK
(Limited by guarantee)

CONSOLIDATED STATEMENT OF FINANCIAL ACTIVITIES

FOR THE YEAR ENDED 30 APRIL 2019

SUMMARY INCOME AND EXPENDITURE ACCOUNT

	Notes	Unrestricted Funds £	Restricted Funds £	Total 2019 £	Total 2018 £
Income					
Grants, donations and legacies	2	14,899	-	14,899	9,047
<i>Income from charitable activities:</i>					
Grants and contracts	3	189,596	1,692,511	1,882,107	1,517,637
Other		-	-	-	8,485
<i>Income from other trading activities:</i>					
Other		7,136	-	7,136	-
<i>Investment income:</i>					
Bank Interest		164	-	164	282
Total income		<u>211,795</u>	<u>1,692,511</u>	<u>1,904,306</u>	<u>1,535,451</u>
Expenditure					
<i>Expenditure on charitable activities</i>	6, 18	(42,392)	(1,752,225)	(1,794,617)	(1,544,368)
<i>Expenditure on trading activities</i>		(8,768)	-	(8,768)	-
Total expenditure		<u>(51,160)</u>	<u>(1,752,225)</u>	<u>(1,803,385)</u>	<u>(1,544,368)</u>
Net income/(expenditure) and net movement in funds for the year before transfers					
		160,635	(59,714)	100,921	(8,917)
Transfers between funds	18	(69,934)	69,934	-	-
Net income/(expenditure) and net movement in funds for the year after transfers					
		90,701	10,220	100,921	(8,917)
Gains / (losses) on consolidation		8,391	9,208	17,599	(43,728)
Net movements of funds		<u>99,092</u>	<u>19,428</u>	<u>118,520</u>	<u>(52,645)</u>
Reconciliation of funds					
Total funds brought forward		289,052	121,598	410,650	463,295
Total funds, carried forward	18	<u><u>388,144</u></u>	<u><u>141,026</u></u>	<u><u>529,170</u></u>	<u><u>410,650</u></u>

The Statement of Financial Activities includes all gains and losses recognised in the year.

All incoming resources and resources expended derive from continuing activities.

The notes on pages 13 to 27 form part of these accounts.

STAKEHOLDER DEMOCRACY NETWORK
(Limited by guarantee)

STATEMENT OF FINANCIAL ACTIVITIES

FOR THE YEAR ENDED 30 APRIL 2019

SUMMARY INCOME AND EXPENDITURE ACCOUNT

	Notes	Unrestricted Funds £	Restricted Funds £	Total 2019 £	Total 2018 £
Income					
Grants, donations and legacies	2	117,164	-	117,164	92,259
<i>Income from charitable activities:</i>					
Grants and contracts	3	189,596	1,011,111	1,200,707	1,223,942
<i>Investment income:</i>					
Bank Interest		45	-	45	-
Income		<u>306,805</u>	<u>1,011,111</u>	<u>1,317,916</u>	<u>1,316,201</u>
Expenditure					
<i>Expenditure on charitable activities:</i>	8, 19	229,192	1,003,514	1,232,706	1,369,700
Total expenditure		<u>229,192</u>	<u>1,003,514</u>	<u>1,232,706</u>	<u>1,369,700</u>
Net income/(expenditure) and net movement in funds for the year before transfers					
		77,613	7,597	85,210	(53,499)
Transfers between funds		(548)	548	-	-
Net income/(expenditure) and net movement in funds for the year after transfers					
		77,065	8,145	85,210	(53,499)
Reconciliation of funds					
Total funds brought forward		130,666	48,513	179,179	232,678
Total funds, carried forward	19	<u><u>207,731</u></u>	<u><u>56,658</u></u>	<u><u>264,389</u></u>	<u><u>179,179</u></u>

The Statement of Financial Activities includes all gains and losses recognised in the year.

All incoming resources and resources expended derive from continuing activities.

The notes on pages 13 to 27 form part of these accounts.

STAKEHOLDER DEMOCRACY NETWORK
(Limited by guarantee)

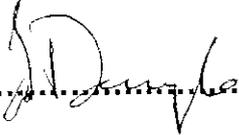
GROUP BALANCE SHEET

AS AT 30 APRIL 2019

	Notes	GROUP 2019 £	GROUP 2018 £	CHARITY 2019 £	CHARITY 2018 £
FIXED ASSETS					
Tangible assets	14	44,398	29,539	8,719	6,310
Investments	15	-	-	9	9
		<u>44,398</u>	<u>29,539</u>	<u>8,728</u>	<u>6,319</u>
CURRENT ASSETS					
Debtors	16	295,108	307,935	278,035	294,001
Cash at bank and in hand		421,904	346,971	200,227	184,947
Total Current Assets		<u>717,012</u>	<u>654,906</u>	<u>478,262</u>	<u>478,948</u>
Liabilities					
Creditors falling due within one year	17	(232,240)	(273,795)	(222,601)	(306,088)
Net Current Assets/(Liabilities)		<u>484,772</u>	<u>381,111</u>	<u>255,661</u>	<u>172,860</u>
Total assets less current liabilities		529,170	410,650	264,389	179,179
Net assets		<u>529,170</u>	<u>410,650</u>	<u>264,389</u>	<u>179,179</u>
The funds of the charity:					
Unrestricted funds	18 & 19	370,086	270,994	207,731	130,666
Restricted funds	18 & 19	159,084	139,656	56,658	48,513
		<u>529,170</u>	<u>410,650</u>	<u>264,389</u>	<u>179,179</u>

The Trustees have prepared group accounts in accordance with Section 398 of the Companies Act 2006 and Section 138 of the Charities Act 2011. These accounts are prepared in accordance with the special provisions of Part 15 of the Companies Act relating to small companies and constitute the annual accounts required by the Companies Act 2006 and are for circulation to members of the company.

These accounts were approved by the Board of Directors and Trustees on 11 December 2019 and signed on its behalf by:

.....  **J D'Angelo**

Company Registration No: 05101121

The notes on pages 13 to 27 form part of these accounts.

STAKEHOLDER DEMOCRACY NETWORK
(Limited by guarantee)

STATEMENT OF CASH FLOWS AND CONSOLIDATED STATEMENT OF CASH FLOWS

FOR THE YEAR 30TH APRIL 2019

	Notes	GROUP 2019 £	GROUP 2018 £	CHARITY 2019 £	CHARITY 2018 £
Cash (outflow) / inflow in operating activities	21	<u>103,891</u>	<u>(43,607)</u>	<u>19,603</u>	<u>(68,399)</u>
Cash flows from investing activities					
Interest income		164	282	45	-
Purchase of tangible fixed assets		(29,122)	(43,360)	(4,368)	(7,067)
Cash provided by / (used in) investing activities		<u>(28,958)</u>	<u>(43,078)</u>	<u>(4,323)</u>	<u>(7,067)</u>
Increase / (decrease) in cash & cash equivalents in the year		<u>74,933</u>	<u>(86,685)</u>	<u>15,280</u>	<u>(75,466)</u>
Cash & cash equivalents at the beginning of the year		346,971	433,656	184,947	260,413
Total cash & cash equivalents at the end of the year		<u><u>421,904</u></u>	<u><u>346,971</u></u>	<u><u>200,227</u></u>	<u><u>184,947</u></u>

STAKEHOLDER DEMOCRACY NETWORK
(Limited by guarantee)

NOTES TO THE ACCOUNTS

FOR THE YEAR ENDED 30 APRIL 2019

1. ACCOUNTING POLICIES

1.1 Basis of preparation of accounts

The financial statements have been prepared 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 applicable in the UK and Republic of Ireland (FRS 102) (effective 1 January 2015) – (Charity SORP (FRS 102) Revised), The Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) and the Companies Act 2006. The group has opted for an early adoption of Charity SORP (FRS 102) Revised.

Stakeholder Democracy Network meets the definition of a public benefit entity under FRS 102.

The accounts (financial statements) have been prepared under the historical cost convention with items recognised at cost or transaction value unless otherwise stated in the relevant note(s) to these accounts.

1.2 Preparation of accounts on a going concern basis

The Group's Financial Statements show net surplus before gains on consolidation of £100,921 for the year and unspent reserves of £529,170. The trustees are continuing to secure further funding and consider that the group will have sufficient resources for the next 12 to 18 months and on this basis the group is a going concern.

1.3 Group financial statements

The group financial statements consolidate the accounts of Stakeholder Democracy Network (the 'company') and its subsidiaries, Citizens Direct Network Limited and Niger Delta Stakeholders Initiative for Community Development and Empowerments. The Directors have taken advantage of the provisions of Section 408 of the Companies Act 2006 and do not present an individual profit and loss account for the company.

1.4 Income

Income is recognised when the group has entitlement to the funds, any performance conditions attached to the item(s) of income have been met, it is probable that the income will be received and amount can be measured reliably.

- Income received by way of grants, donations and legacies are included in full in the Statement of Financial Activities when received, unless they relate to a specified future period, in which case they are deferred.
- Income from charitable activities received by way of revenue grants and donations are credited to restricted incoming resources on the earlier date of when they are received or when they are receivable, unless they relate to a specified future period, in which case they are deferred.
- Grants, donations and legacies of general nature which are not conditional on delivering certain levels of service are included as part of Grants, Donations and Legacies as shown under note 2 and 3.
- Membership fees are credited to incoming resources in the period to which they relate.
- Facility hire income is recognised as earned (that is, as the related goods or services are provided)
- Investment income is included when receivable.
- Income from activities includes income recognised as earned (as the related goods and services are provided) under contract. Course fees received in advance for the subsequent year are recognised as deferred income until the following year.

1.5 Volunteers and donated services and facilities

Donated professional services and donated facilities are recognised as income when the group has control over the item, any conditions associated with the donated item have been met, the receipt of economic benefit from the use by the group of the item is probable and that economic benefit can be measured reliably. In accordance with the Charities SORP (FRS 102), the general volunteer time of the Friends is not recognised and refers to the trustees' annual report for more information about their contribution.

On receipt, donated professional services and donated facilities are recognised on the basis of the value of the gift to the group which is the amount the group would have been willing to pay to obtain services or facilities of equivalent economic benefit on the open market; a corresponding amount is then recognised in expenditure in the period of receipt. No such donations were received during the year.

STAKEHOLDER DEMOCRACY NETWORK
(Limited by guarantee)

NOTES TO THE ACCOUNTS (Cont/d)

FOR THE YEAR ENDED 30 APRIL 2019

1.6 Expenditure recognition and irrecoverable VAT

Expenditure is recognised once there is a legal or constructive obligation to make a payment to a third party, it is probable that settlement will be required and the amount of the obligation can be measured reliably.

Expenditure is classified under the following activity headings:

- (a) Costs of generating funds are those cost incurred in attracting voluntary income, running a bar and those incurred in other trading activities that raise funds.
- (b) Expenditure on charitable activities includes the costs directly associated holding classes, events and running a sailing centre, to further the purposes of the group and their associated support costs.

Irrecoverable VAT is charged as a cost against the activity for which the expenditure was incurred.

Expenditure is recognised when a liability is incurred. Contractual arrangements and performance related grants are recognised as goods or services are supplied.

1.7 Allocation of support costs

Support costs are those functions that assist the work of the group but do not directly undertake charitable activities. Support costs include back office costs, finance and administration personnel, payroll and governance costs which support the group's programmes and activities. These costs have been allocated between cost of raising funds and expenditure on charitable activities. The basis on which support costs have been allocated are set out in note 6 and 8.

1.8 Funds structure

The general fund comprises those monies, which may be used toward meeting the charitable objectives of the company at the discretion of the Management Board.

The restricted funds are monies raised for, and their use restricted to, a specific purpose or donations subject to donor imposed conditions.

1.9 Tangible Fixed Assets And Depreciation

Tangible fixed assets are stated at cost less depreciation. Individual fixed assets costing £500 or more are capitalised at cost.

Depreciation is provided at rates calculated to write off the cost or valuation of fixed assets, less their estimated residual value, over their expected useful lives on the following bases:

Fixtures, fittings & equipment	-	20% Net book value
Motor vehicle	-	25% Net book value

1.10 Debtors

Trade and other debtors are recognised at the settlement amount due after any trade discount offered. Prepayments are valued at the amount prepaid net of any trade discounts due.

1.11 Cash at bank and in hand

Cash at bank and in hand includes cash deposits and short term highly liquid investments with a short maturity of three months or less from the date of acquisition or opening of the deposit or similar account.

1.12 Creditors and provisions

Creditors and provisions are recognised where the group has a present obligation resulting from a past event that will probably result in the transfer of funds to a third party and the amount due to settle the obligation can be measured or estimated reliably. Creditors and provisions are normally recognised at their settlement amount after allowing for any trade discounts due.

STAKEHOLDER DEMOCRACY NETWORK
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NOTES TO THE ACCOUNTS (Cont/d)

FOR THE YEAR ENDED 30 APRIL 2019

1.13 Financial Instruments

The Trust 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 with the exception of bank loans which are subsequently measured at amortised cost using the effective interest method.

1.14 Judgement and key sources of estimation uncertainty

In the application of the group's accounting policies, the group is required to make judgments, estimates and assumptions about the carrying amount of assets and liabilities that are not readily apparent from other sources. The estimates and associated assumptions are based on historical experience and other factors that are considered to be relevant. Actual results may differ from these estimates.

The estimates and underlying assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognised in the period in which the estimate is revised where the revision affects only that period, or in the period of the revision and future periods where the revision affects both current and future periods.

2. GRANTS, DONATIONS AND LEGACIES INCOME

	GROUP			
	Unrestricted Funds £	Restricted Funds £	Total 2019 £	Total 2018 £
Miscellaneous donations	14,899	-	14,899	9,047
	<u>14,899</u>	<u>-</u>	<u>14,899</u>	<u>9,047</u>

	CHARITY			
	Unrestricted Funds £	Restricted Funds £	Total 2019 £	Total 2018 £
Nigel Delta Stakeholders Initiative for Community Development and Empowerment	112,422	-	112,422	88,391
Miscellaneous donations	4,742	-	4,742	3,868
	<u>117,164</u>	<u>-</u>	<u>117,164</u>	<u>92,259</u>

The donations income in 2018 totalling £9,047 for the Group and £92,259 for the Group was attributed to unrestricted funds and £nil to restricted funds.

STAKEHOLDER DEMOCRACY NETWORK
(Limited by guarantee)

NOTES TO THE ACCOUNTS (Cont/d)

FOR THE YEAR ENDED 30 APRIL 2019

3. GRANTS AND CONTRACTS INCOME – GROUP

	Unrestricted Funds £	Restricted Funds £	Total 2019 £	Total 2018 £
Dutch Embassy	-	49,338	49,338	255,917
Oxford Policy Management	189,596	4,312	193,908	100,054
Commonwealth Foundation - CMAP	-	14,964	14,964	29,988
Foreign & Commonwealth Office	-	889,805	889,805	994,977
McArthur Foundation	-	70,483	70,483	67,176
SACE	-	15,650	15,650	14,596
The United Nations Democracy Fund	-	35,859	35,859	-
DFID	-	466,317	466,317	-
OSIWA	-	145,783	145,783	-
Chatham House - The Royal Institute of International Affairs	-	-	-	1,900
American Association of Geographers	-	-	-	53,029
	<u>189,596</u>	<u>1,692,511</u>	<u>1,882,107</u>	<u>1,517,637</u>

Grants and contracts income in 2018 totalling £1,517,637 consist of £131,801 unrestricted funds and £1,385,836 restricted funds.

GRANTS AND CONTRACTS INCOME – CHARITY

	Unrestricted Funds £	Restricted Funds £	Total 2019 £	Total 2018 £
Dutch Embassy	-	-	-	(16,756)
Oxford Policy Management	189,596	-	189,596	93,628
Commonwealth Foundation - CMAP	-	14,964	14,964	29,988
Foreign & Commonwealth office	-	889,805	889,805	994,977
McArthur Foundation	-	70,483	70,483	67,176
The United Nations Democracy Fund	-	35,859	35,859	-
Chatham House - The Royal Institute of International Affairs	-	-	-	1,900
American Association of Geographers	-	-	-	53,029
	<u>189,596</u>	<u>1,011,111</u>	<u>1,200,707</u>	<u>1,223,942</u>

Grants and contracts income in 2018 totalling £1,223,942 consist of £131,801 unrestricted funds and £1,092,141 restricted funds.

4. TAXATION

Stakeholder Democracy Network is a registered charity in the UK and its subsidiary Niger Delta Stakeholders Initiative for Community Development and Empowerments is a not for profit company registered in Nigeria. Therefore both are exempt from corporation tax on income and gains to the extent they are applied to its charitable objects.

Its other Nigerian subsidiary Citizens Direct Network resumed trading as a 'for profit' organisation from 1 May 2018. Therefore it is liable to Nigerian corporation tax on chargeable profit and gains from that date. There is no tax liability for the year due to losses suffered in the year.

STAKEHOLDER DEMOCRACY NETWORK
(Limited by guarantee)

NOTES TO THE ACCOUNTS (Cont/d)

FOR THE YEAR ENDED 30 APRIL 2019

5. NET INCOME FROM TRADING ACTIVITIES OF SUBSIDIARY

During the year, the Charity has two subsidiaries as follows:

- (1) Citizens Direct Network Limited, a company registered with the Corporate Affairs Commission (CAC) in the Federal Republic of Nigeria. The subsidiary was incorporated on 5 October 2009 with the company number 847695. The Charity owns 100% of the shares in the subsidiary company. The initial purpose of the subsidiary is to aid Stakeholder Democracy Network carry out their objectives in Nigeria. From 1 May 2018 the subsidiary resume to being a 'for profit' trading company.
- (2) Niger Delta Stakeholders Initiative for Community Development and Empowerments is a company limited by guarantee registered with the Corporate Affairs Commission (CAC) in the Federal Republic of Nigeria. The subsidiary was incorporated on 29 October 2014 with the company number CAC/IT/NO73022 and commenced its operation on September 2018. The Charity is the ultimate controlling party of the subsidiary company as it has control over its operations as prescribed by the subsidiary's constitution. The purpose of the subsidiary is to aid Stakeholder Democracy Network carry out their objectives in Nigeria.

Set out below is a summary of the subsidiary's results before intra group adjustments for the year.

	CDN trading company (for profit) £	NDSICDE charitable subsidiary £	Total 2019 £	CDN charitable subsidiary £	NDSICDE charitable subsidiary £	Total 2018 £
Income						
Grants, donations and legacies	-	200,126	200,126	5,179	239,750	244,929
<i>Income from charitable activities:</i>						
Grants and contracts	-	746,550	746,550	-	293,695	293,695
Other	-	-	-	8,442	43	8,485
<i>Income from trading activities</i>						
Other	7,136	-	7,136	-	-	-
<i>Investment income:</i>						
Bank Interest	1	118	119	13	269	282
Income	<u>7,137</u>	<u>946,794</u>	<u>953,931</u>	<u>13,634</u>	<u>533,757</u>	<u>547,391</u>
Expenditure						
<i>Expenditure on charitable activities</i>		(862,248)	(862,248)	(24,329)	(484,855)	(509,184)
<i>Expenditure on trading activities</i>	(8,768)	-	(8,768)	-	-	-
Total expenditure	<u>(8,768)</u>	<u>(862,248)</u>	<u>(871,016)</u>	<u>(24,329)</u>	<u>(484,855)</u>	<u>(509,184)</u>
Net income/(expenditure) and net movement in funds for the year before transfers	(1,631)	84,546	82,915	(10,695)	48,902	38,207
Transfers between funds	-	-	-	-	-	-
Net income/(expenditure) and net movement in funds for the year after	(1,631)	84,546	82,915	(10,695)	48,902	38,207
Gains / (losses) on consolidation	1,055	15,359	16,414	(5,098)	(38,374)	(43,472)
Net movements of funds	<u>(576)</u>	<u>99,905</u>	<u>99,329</u>	<u>(15,793)</u>	<u>10,528</u>	<u>(5,265)</u>
Reconciliation of funds						
Total funds brought forward	16,030	209,321	225,351	31,823	198,793	230,616
Total funds, carried forward	<u>15,454</u>	<u>309,226</u>	<u>324,680</u>	<u>16,030</u>	<u>209,321</u>	<u>225,351</u>

STAKEHOLDER DEMOCRACY NETWORK
(Limited by guarantee)

NOTES TO THE ACCOUNTS (Cont/d)

FOR THE YEAR ENDED 30 APRIL 2019

6. ANALYSIS OF EXPENDITURE – GROUP

	Basis of allocation	Capacity Building & Awareness Raising £	Governance £	Total 2019 £	Total 2018 £
<i>Costs directly allocated to activities:</i>					
Staff costs	Direct	476,439		476,439	387,122
Consultancy	Direct	418,562		418,562	338,842
Travel and motor expenses	Direct	138,720		138,720	158,513
Premises	Direct	63,528		63,528	39,965
Other direct costs	Direct	307,931		307,931	167,816
Donations and grants (Note 10)	Direct	20,132		20,132	224,455
Support costs (Note 7)		355,283		355,283	215,810
Governance costs (Note 7)		-	14,022	14,022	11,845
Total resources expended		<u>1,780,595</u>	<u>14,022</u>	<u>1,794,617</u>	<u>1,544,368</u>

Of the £1,794,617 expenditure in 2019 (2018 - £1,544,368), £69,656 was charged to unrestricted funds (2018 - £18,238) and £1,724,959 to restricted funds (2018 - £1,526,130).

7. ANALYSIS OF SUPPORT AND GOVERNANCE COSTS - GROUP

The Group initially identifies the costs of its support functions. It then identifies those costs which relate to the governance function. All the general support and governance costs have been apportioned to the various charitable activities on the basis of transactions, allocated to each activity.

	Support costs £	Governance costs £	2019 £	2018 £
General and office finance staff	60,253	-	60,253	47,170
Premises	40,545	-	40,545	41,598
Staff training and subsistence	3,268	105	3,373	1,979
Reference material and subscription	1,097	-	1,097	2,652
Travel, accommodation and insurance	100,598	1,397	101,995	54,343
Professional fees	8,038	313	8,351	1,873
Office supplies and communications	44,509	-	44,509	27,428
Computer and Information technology	4,595	-	4,595	3,530
Depreciation	14,360	-	14,360	14,559
Other	15,087	-	15,087	17,151
Advertising	21,575	-	21,575	97
Bank charges	4,929	-	4,929	4,303
Foreign exchange (gains) / loss	1,738	-	1,738	(22,727)
Entertainment	26,221	-	26,221	10,317
Repairs and maintenance	8,470	-	8,470	11,537
Audit fees	-	12,207	12,207	11,845
	<u>355,283</u>	<u>14,022</u>	<u>369,305</u>	<u>227,655</u>

STAKEHOLDER DEMOCRACY NETWORK
(Limited by guarantee)

NOTES TO THE ACCOUNTS (Cont/d)

FOR THE YEAR ENDED 30 APRIL 2019

8. ANALYSIS OF EXPENDITURE – CHARITY

	Basis of allocation	Nigerian Subsidiary £	Capacity Building & Awareness Raising £	Governance £	Total 2019 £	Total 2018 £
<i>Costs directly allocated to activities:</i>						
Staff costs	Direct	102,045	241,009	-	343,054	234,106
Consultancy	Direct	9,315	388,639	-	397,954	350,596
Travel and motor expenses	Direct	11,850	138,720	-	150,570	168,279
Premises	Direct	19,431	20,023	-	39,454	30,018
Other direct costs	Direct	19,287	92,153	-	111,440	142,269
Donations and grants (Note 10)	Direct	-	17,255	-	17,255	222,973
Support costs (Note 9)		25,512	137,252	-	162,764	172,877
Governance costs (Note 9)		-	-	10,215	10,215	48,582
		<u>187,439</u>	<u>1,035,051</u>	<u>10,215</u>	<u>1,232,706</u>	<u>1,369,700</u>

Of the £1,232,706 expenditure in 2019 (2018 - £1,369,700), £229,192 was charged to unrestricted funds (2018 - £234,925) and £1,003,514 to restricted funds (2018 - £1,134,775).

9. ANALYSIS OF SUPPORT AND GOVERNANCE COSTS – CHARITY

The Charity initially identifies the costs of its support functions. It then identifies those costs which relate to the governance function. All the general support and governance costs have been apportioned to the various charitable activities on the basis of a proportion of direct costs, allocated to each activity.

	Support costs £	Governance costs £	2019 £	2018 £
General and office finance staff	78,630	-	78,630	125,100
Premises	33,256	-	33,256	41,997
Staff training and subsistence	158	105	263	2,378
Reference material and subscription	1,097	-	1,097	2,609
Travel, accommodation and insurance	2,095	1,397	3,492	25,351
Legal and professional fees	2,609	313	2,922	3,426
Office supplies and communications	13,100	-	13,100	18,209
Computer and Information technology	4,595	-	4,595	4,574
Depreciation	337	-	337	2,398
Other	1,047	-	1,047	2,132
Advertising	21,575	-	21,575	-
Bank charges	2,503	-	2,503	3,341
Foreign exchange (gains) / loss	1,762	-	1,762	(17,856)
Audit fees	-	8,400	8,400	7,800
	<u>162,764</u>	<u>10,215</u>	<u>172,979</u>	<u>221,459</u>

STAKEHOLDER DEMOCRACY NETWORK
(Limited by guarantee)

NOTES TO THE ACCOUNTS (Cont/d)

FOR THE YEAR ENDED 30 APRIL 2019

10. GRANTS PAYABLE

Grants payable represents grants made to institutions to support activities in the Niger Delta area.

	GROUP		CHARITY	
	2019 £	2018 £	2019 £	2018 £
Pax Viva	17,255	-	17,255	-
Other	2,877	1,482	-	-
Peace Global Development	-	37,778	-	37,778
Centre for Conflict & Gender Studies	-	89,474	-	89,474
Centre for Niger Delta Studies	-	9,789	-	9,789
Academic Associates Peace Work	-	85,932	-	85,932
	<u>20,132</u>	<u>224,455</u>	<u>17,255</u>	<u>222,973</u>

11. NET INCOME / (EXPENDITURE) FOR THE YEAR

This is stated after charging:

	2019 £	2018 £
Depreciation	14,360	14,559
Audit fee	12,207	11,845

12. ANALYSIS OF STAFF COSTS, TRUSTEES REMUNERATION AND EXPENSES, AND COST OF KEY MANAGEMENT PERSONNEL

STAFF COSTS	2019 £	2018 £
Salaries	446,631	351,619
Social security	55,708	34,510
Pension	29,324	31,700
	<u>531,664</u>	<u>417,829</u>

No employee received remuneration in excess of £60,000 during the year.

No Trustee received any remuneration during the year (2018 - £nil). During the year, three trustees received reimbursed expenses totalling £6,717 to cover their travel expenses to trustees meetings throughout the year (2018 - £nil).

The key management personnel based in the UK are the Executive Director, Chief Financial Officer and the UK Programmes Director. The key management personnel based in Nigeria are the Nigeria Country Director, Nigerian Programmes Manager and the Finance & Admin Manager. The total employee benefits of the key management personnel of the group both in the UK and Nigeria were £251,795 (2018 - £226,437).

13. STAFF NUMBERS

The average monthly number of staff employed, calculated as full time equivalent, during the year was as follows:

	2019	2018
Direct charitable work	17	21
Administrative work	17	9
Total	<u>34</u>	<u>30</u>

STAKEHOLDER DEMOCRACY NETWORK
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NOTES TO THE ACCOUNTS (Cont/d)

FOR THE YEAR ENDED 30 APRIL 2019

14. TANGIBLE FIXED ASSETS – GROUP AND CHARITY

<u>GROUP:</u>	2019	2018
	£	£
NET BOOK VALUES		
Office equipment	33,385	13,810
Motor vehicle	11,013	15,729
	44,398	29,539

MOVEMENTS IN YEAR

Cost	Opening Balances	Additions/ (Disposals)	Disposal/ fx difference	Closing Balances
	£	£	£	£
Office equipment	49,290	29,122	4,499	82,911
Motor vehicle	30,161	-	-	30,161
	79,451	29,122	4,499	113,072

Depreciation

	Opening Balances	Charge For Year / (Elimination)	Impairment/ fx difference	Closing Balances
	£	£	£	£
Office equipment	35,480	10,921	3,125	49,526
Motor vehicle	14,432	4,716	-	19,148
	49,912	15,637	3,125	68,674

CHARITY:

	2019	2018
	£	£
NET BOOK VALUES		
Office equipment	8,719	6,310
	8,719	6,310

MOVEMENTS IN YEAR

Cost	Opening Balances	Additions	Disposals	Closing Balances
	£	£	£	£
Office equipment	7,674	4,368	(709)	11,333
	7,674	4,368	(709)	11,333

Depreciation

	Opening Balances	Charge For Year	Disposals	Closing Balances
	£	£	£	£
Office equipment	1,364	1,610	(360)	2,614
	1,364	1,610	(360)	2,614

STAKEHOLDER DEMOCRACY NETWORK
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NOTES TO THE ACCOUNTS (Cont/d)

FOR THE YEAR ENDED 30 APRIL 2019

15. FIXED ASSET INVESTMENTS – GROUP AND CHARITY

	GROUP		CHARITY	
	2019	2018	2019	2018
	£	£	£	£
Investment at cost	<u>-</u>	<u>-</u>	<u>9</u>	<u>9</u>

The investment shown above represents the cost of the entire issued share capital of one subsidiary undertaking, Citizens Direct Network Limited, a company incorporated in the Federal Republic of Nigeria.

The other subsidiary undertaking, Niger Delta Stakeholders Initiative for Community Development and Empowerments, is an incorporated company limited by guarantee in the Federal Republic of Nigeria. There is no share capital in a limited by guarantee company.

The combined results for both subsidiaries are set out in note 5.

16. DEBTORS – GROUP AND CHARITY

	GROUP		CHARITY	
	2019	2018	2019	2018
	£	£	£	£
Trade debtors and accrued income	282,186	296,913	217,327	290,217
Staff loan	4,635	6,119	-	-
Other debtors and prepayments	8,287	4,903	3,014	3,784
Amount owed by subsidiaries	-	-	57,694	-
	<u>295,108</u>	<u>307,935</u>	<u>278,035</u>	<u>294,001</u>

17. CREDITORS FALLING DUE WITHIN ONE YEAR – GROUP AND CHARITY

	GROUP		CHARITY	
	2019	2018	2019	2018
	£	£	£	£
Trade creditors	865	2,098	-	-
Taxation and social security	8,794	5,600	8,306	5,600
Deferred income (Note 22)	164,349	208,930	164,349	208,930
Accruals	56,227	55,955	47,941	50,325
Amounts owed to subsidiaries	-	-	-	40,403
Other creditors	2,005	1,212	2,005	830
	<u>232,240</u>	<u>273,795</u>	<u>222,601</u>	<u>306,088</u>

STAKEHOLDER DEMOCRACY NETWORK
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NOTES TO THE ACCOUNTS (Cont/d)

FOR THE YEAR ENDED 30 APRIL 2019

18. ANALYSIS OF CHARITABLE FUNDS – GROUP

	Balance at 01.05.18 £	Income £	Expenditure £	Transfer £	Balance at 30.04.19 £
Restricted Funds:					
Dutch Embassy	73,085	49,338	(190,078)	67,655	-
Oxford Policy Management	-	4,312	(10,379)	6,067	-
Commonwealth Foundation - CMAP	10,246	14,964	(25,758)	548	-
Foreign & Commonwealth office	13,430	889,805	(879,122)	-	24,113
McArthur Foundation	24,837	70,483	(91,978)	-	3,342
SACE	-	15,650	(11,314)	(4,336)	-
The United Nations Democracy Fund	-	35,859	(6,656)	-	29,203
DFID	-	466,317	(462,625)	-	3,692
OSIWA	-	145,783	(47,049)	-	98,734
Comic Relief - CMAP	630	-	(630)	-	-
NSRP - British Council	456	-	(456)	-	-
The State of the Netherlands	16,972	-	(16,972)	-	-
Total restricted funds	139,656	1,692,511	(1,743,017)	69,934	159,084
Unrestricted Funds:					
General funds	270,994	211,795	(42,769)	(69,934)	370,086
Total Funds:	410,650	1,904,306	(1,785,786)	-	529,170

Total expenditure of £1,785,586 included exchange gain on consolidation of £9,829.

Transfer of £548 made from Unrestricted funds to Commonwealth Foundation - CMAP and £6,067 to Oxford Policy Management represents amounts of core funds used to fund overspending in the projects. Transfer of £67,655 made from Unrestricted funds to Dutch Embassy represents amounts of core funds used to fund the project before monies have been forwarded to the Charity by the funder. Transfer of £4,336 from SACE to core fund represents surplus of funds that do not need to be refunded to SACE.

Analysis of movements in funds - previous year

	Balance at 01.05.17 £	Income £	Expenditure £	Transfer £	Balance at 30.04.18 £
Restricted Funds:					
Comic Relief - CMAP	362	-	(47)	315	630
SFCG	-	97	(97)	-	-
NSRP - British Council	261	-	(33)	228	456
Oxford Policy Management	802	6,427	(7,229)	-	-
McArthur Foundation	77,084	67,176	(119,423)	-	24,837
Commonwealth Foundation - CMAP	14,063	29,988	(33,805)	-	10,246
Dutch Embassy	194,402	272,672	(393,989)	-	73,085
Policy and Legal Advocacy	1,480	-	(1,480)	-	-
Policy and Legal Advocacy (Foster MDA)	1,858	-	(1,858)	-	-
The State of the Netherlands - Bodo Mediation	9,755	-	(1,269)	8,486	16,972
Foreign & Commonwealth office	-	994,977	(981,547)	-	13,430
SACE	-	14,596	(16,901)	2,305	-
Total restricted funds	300,067	1,385,933	(1,557,678)	11,334	139,656
Unrestricted Funds:					
General funds	163,228	149,518	(30,418)	(11,334)	270,994
Total Funds:	463,295	1,535,451	(1,588,096)	-	410,650

Total expenditure of £1,588,096 included exchange loss on consolidation of £43,728. Transfer of £315 from Comic Relief CMAP and £8,486 from The State of the Netherlands 'Bodo Mediation' to unrestricted funds represents repayment of monies used previously in the projects taken from unrestricted funds. Transfer of £228 from NSRP British Council represents excess funding left after the projects have been concluded.

STAKEHOLDER DEMOCRACY NETWORK
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FOR THE YEAR ENDED 30 APRIL 2019

18. ANALYSIS OF CHARITABLE FUNDS – GROUP (CONT/D)

Transfer of £2,305 made from unrestricted funds to SACE represents amounts of core funds used to fund the project before monies have been forwarded to the Charity by the funder.

19. ANALYSIS OF CHARITABLE FUNDS – CHARITY

	Balance at 01.05.18 £	Income £	Expenditure £	Transfer £	Balance at 30.04.19 £
Restricted Funds:					
Commonwealth Foundation - CMAP	10,246	14,964	(25,758)	548	-
Foreign & Commonwealth office	13,430	889,805	(879,122)		24,113
McArthur Foundation	24,837	70,483	(91,978)	-	3,342
The United Nations Democracy Fund	-	35,859	(6,656)		29,203
Total restricted funds	48,513	1,011,111	(1,003,514)	548	56,658
Unrestricted Funds:					
General funds	130,666	306,805	(229,192)	(548)	207,731
Total unrestricted funds	130,666	306,805	(229,192)	(548)	207,731
Total Funds:	179,179	1,317,916	(1,232,706)	-	264,389

Transfer of £548 from unrestricted funds to Comic Relief CMAP represents amounts of core funds used to fund overspending in the project.

Analysis of movements in funds - previous year

	Balance at 01.05.17 £	Income £	Expenditure £	Transfer £	Balance at 30.04.18 £
Restricted Funds:					
Commonwealth Foundation - CMAP	14,063	29,988	(33,805)	-	10,246
Foreign & Commonwealth office	-	994,977	(981,547)		13,430
McArthur Foundation	77,084	67,176	(119,423)	-	24,837
Total restricted funds	91,147	1,092,141	(1,134,775)	-	48,513
Unrestricted Funds:					
General funds	141,531	224,060	(234,925)	-	130,666
Total unrestricted funds	141,531	224,060	(234,925)	-	130,666
Total Funds:	232,678	1,316,201	(1,369,700)	-	179,179

Description, nature and purpose of funds:

Fund	Purpose and restrictions in use
Oxford Policy Management	Funding for specific activities to implement a part of the DFID funded FOSTER project around the oil sector in the Niger Delta.
Commonwealth Foundation - CMAP	A project that brings musicians, producers and scholars together with local artists and writers through production and performance sessions: sharing skills and experience, making new music and encouraging debate on locally significant issues, from forced evictions to election violence. Sessions-in-the-Shed will make the socially excluded margins of the city a centre of musical creativity and connection.

STAKEHOLDER DEMOCRACY NETWORK
(Limited by guarantee)

NOTES TO THE ACCOUNTS (Cont/d)

FOR THE YEAR ENDED 30 APRIL 2019

19. ANALYSIS OF CHARITABLE FUNDS – CHARITY (CONT/D)

Dutch Embassy	This project combines advocacy and social accountability approaches to achieve two main objectives: 1) to promote the clean-up of the Niger Delta and prevent oil spills and gas flaring, through improved environmental regulation and enforcement. Our work includes government engagement and a public campaign to call for improved legislation (particularly the separation of environmental regulation from other aspects of oil industry regulation); promoting compliance with best practice in oil pollution response, clean-up and compensation; and improving the capacity of the Ministry of Environment to enforce regulation. SDN also supports the Bodo Mediation Initiative, which is facilitating the oil spill clean-up in Bodo community, Gokana Local Government Area. 2) to promote good governance, particularly through greater budget transparency and accountability, and working towards free and fair elections. SDN's approach includes working directly with communities to engage with government, hold them to account, and increase citizen participation in government decision making.
Foreign & Commonwealth Office	Through this project, SDN aims to promote stability in the Niger Delta. Our approach combines research, consultation and the implementation of pilot projects to identify and support alternative approaches to stabilisation and development in the region. The lessons are presented to decision-makers at the state, federal and international level, to outline opportunities for scale-up and replication of the innovative approaches in their own activities and policies. The project focuses on Bayelsa, Delta and Rivers states.
McArthur Foundation	This project aims to improve mutual accountability between electricity providers and consumers in Nigeria, and thereby reduce corruption in the industry. It does this through building engagement between electricity customers, distribution companies and regulators, and by promoting greater uptake of reporting mechanisms to prevent fraud. The use of radio shows, town hall meetings and social media are key components of this project. The project is being implemented in Edo and Delta states, and includes key engagements with the Benin Electricity Distribution Company (BEDC).
SACE	This project aims to promote transparency and accountability in electricity distribution by improving engagement between customers and Port Harcourt Electricity Distribution (PHED) Company. In particular, we aim to develop a complaints reporting and resolution mechanism with PHED using a mobile app, to enable customers to report problems with electricity supply and track PHED's response.
DFID	This project supported the improved conduct of elections in the Niger Delta. It helped enable INEC, the police and other relevant actors to respond more effectively to electoral fraud and violence, through the provision of high-quality reporting and proactive engagement on observed election risks. Building on previous work by SDN and other organisations involved in observation and documenting electoral incidents in the Niger Delta, the project trained citizen observers to report on indicators of electoral fraud, violence and manipulation. Coordinating with existing civil society initiatives under the umbrella of the Civil Society Situation Room, we worked with the Armed Conflict Location & Event Database Project and Democracy Reporting International to train observers and produce high quality election observation reports.

STAKEHOLDER DEMOCRACY NETWORK
(Limited by guarantee)

NOTES TO THE ACCOUNTS (Cont/d)

FOR THE YEAR ENDED 30 APRIL 2019

19. ANALYSIS OF CHARITABLE FUNDS – CHARITY (CONT/D)

OSIWA

This project aims to contribute to the promotion of gender equality in political representation and decision-making in Rivers State, and to contribute to greater understanding of women’s status in politics across Akwa Ibom, Bayelsa and Rivers states. It involves consulting women across Rivers State on their priorities in advance of the 2019 elections, and working with women’s groups to engage with electoral candidates on these policy priorities. We will also be working with the Nigeria Women’s Trust Fund to conduct research across the three states to generate original research and greater understanding of the status of women’s political engagement and the barriers they face to entering politics in the Niger Delta, and to establish a mentoring scheme for young women interested in entering politics.

20. ANALYSIS OF GROUP ASSETS BETWEEN FUNDS – GROUP AND CHARITY

GROUP	Unrestricted funds	Restricted funds	Total 2019	Total 2018
	£	£	£	£
Fixed assets	44,398	-	44,398	29,539
Net current assets	325,688	159,084	484,772	381,111
	<u>370,086</u>	<u>159,084</u>	<u>529,170</u>	<u>410,650</u>
CHARITY				
Fixed assets	8,719	-	8,719	6,310
Net current assets	199,012	56,658	255,670	172,869
	<u>207,731</u>	<u>56,658</u>	<u>264,389</u>	<u>179,179</u>

Analysis of net assets between funds - previous year

GROUP	Unrestricted funds	Restricted funds	Total 2018	Total 2017
	£	£	£	£
Fixed assets	29,539	-	29,539	-
Net current assets	241,455	139,656	381,111	-
	<u>270,994</u>	<u>139,656</u>	<u>410,650</u>	<u>-</u>
CHARITY				
Fixed assets	6,310	-	6,310	-
Net current assets	124,356	48,513	172,869	-
	<u>130,666</u>	<u>48,513</u>	<u>179,179</u>	<u>-</u>

STAKEHOLDER DEMOCRACY NETWORK
(Limited by guarantee)

NOTES TO THE ACCOUNTS (Cont/d)

FOR THE YEAR ENDED 30 APRIL 2019

21. RECONCILIATION OF NET MOVEMENT IN FUNDS TO NET CASHFLOW FROM OPERATING ACTIVITIES – GROUP AND CHARITY

	GROUP		CHARITY	
	2019	2018	2019	2018
	£	£	£	£
Net movement in funds	118,520	(52,645)	85,210	(53,499)
Add back depreciation/loss on disposal/impairment	14,263	22,233	1,959	3,331
Deduct interest income shown in investment activities	(164)	(282)	(45)	-
Loss/ (profit) on sale of fixed assets	-	-	-	-
Decrease / (increase) in stock	-	-	-	-
Decrease / (increase) in debtors	12,827	(245,862)	15,966	(212,524)
Increase / (decrease) in creditors	(41,555)	232,949	(83,487)	194,293
Net cash (outflow) / Inflow in operating activities	<u>103,891</u>	<u>(43,607)</u>	<u>19,603</u>	<u>(68,399)</u>

22. DEFERRED INCOME – GROUP AND CHARITY

Deferred income represents grant income received from The Foreign & Commonwealth Office totalling £164,349 (2018 - £208,930). The grant was deferred at the year end as it relates to project expenses specifically for the period after year end.

23. SHARE CAPITAL

The Company is a company limited by guarantee and does not have share capital divided by shares. Under the terms of the Memorandum and Articles of Association each member is liable to contribute a sum not exceeding £1.00 in the event of the company being wound up.