

# Annual Accounts 2016

North Star Alliance  
Combined Annual Financial Statements



  
**North Star  
Alliance**

[northstar-alliance.org](http://northstar-alliance.org)

## General Information

COUNTRY OF INCORPORATION AND DOMICILE	the Netherlands, South Africa and Kenya
DIRECTORS	Luke Disney (until 10 March 2016) Ylse van der Schoot (from 10 March 2016) Paul Matthew Eva Mwai
AUDITORS	Nwanda Incorporated Chartered Accountants (S.A.) Registered Auditors Practice number: 952451
PREPARER	The Combined Annual Financial Statements were independently compiled by: N.P. Mafela CA(SA)

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The reports and statements set out below comprise the Combined Annual Financial Statements.

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<sup>1</sup> The supplementary information presented does not form part of the combined annual financial statements and is unaudited.

## Directors' Responsibilities and Approval

The directors are required by the Companies Act 71 of 2008, to maintain adequate accounting records and are responsible for the content and integrity of the Combined Annual Financial Statements and related financial information included in this report. It is their responsibility to ensure that the Combined Annual Financial Statements fairly present the state of affairs of the organisation as at the end of the financial year and the results of its operations and cash flows for the period then ended, in conformity with the International Financial Reporting Standard for Small and Medium-sized Entities. The external auditors are engaged to express an audit opinion on the Combined Annual Financial Statements.

The Combined Annual Financial Statements are prepared in accordance with the International Financial Reporting Standard for Small and Medium-sized Entities and are based upon appropriate accounting policies consistently applied and supported by reasonable and prudent judgements and estimates.

The directors acknowledge that they are ultimately responsible for the system of internal financial control established by the organisation and place considerable importance on maintaining a strong control environment. To enable the directors to meet these responsibilities, the board sets standards for internal control aimed at reducing the risk of error or loss in a cost effective manner. The standards include the proper delegation of responsibilities within a clearly defined framework, effective accounting procedures and adequate segregation of duties to ensure an acceptable level of risk. These controls are monitored throughout the organisation and all employees are required to maintain the highest ethical standards in ensuring the organisation's business is conducted in a manner that in all reasonable circumstances is above reproach. The focus of risk management in the organisation is on identifying, assessing, managing and monitoring all known forms of risk across the organisation. While operating risk cannot be fully eliminated, the organisation endeavours to minimise it by ensuring that appropriate infrastructure, controls, systems and ethical behaviour are applied and managed within predetermined procedures and constraints.

The directors are of the opinion, based on the information and explanations given by management, that the system of internal control provides reasonable assurance that the financial records may be relied on for the preparation of the Combined Annual Financial Statements. However, any system of internal financial control can provide only reasonable, and not absolute, assurance against material misstatement or loss.

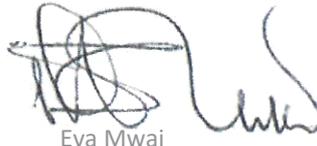
The directors have reviewed the organisation's cash flow forecast for the year to 31 December 2016 and, in the light of this review and the current financial position, they are satisfied that the organisation has or has access to adequate resources to continue in operational existence for the foreseeable future.

The external auditors are responsible for independently auditing and reporting on the organisation's Combined Annual Financial Statements. The Combined Annual Financial Statements have been examined by the organisation's external auditors and their report is presented on pages 6 - 7.

The Combined Annual Financial Statements set out on pages 12 to 22, which have been prepared on the going concern basis, were approved by the Board on 21 April 2017 and were signed on its behalf by:



Ylse van der Schoot -  
Executive Director



Eva Mwai  
Regional Director  
East Africa



Paul Matthew  
Regional Director  
Southern Africa

21 April 2017

## Independent Auditors' Report

### Opinion

We have audited the Combined Annual Financial Statements of North Star Alliance set out on pages 12 to 21, which comprise the Statement of Financial Position as at 31 December 2016, and the Statement of Comprehensive Income, Statement of Changes in Equity and Statement of Cash Flows for the year then ended, and notes to the Combined Annual Financial Statements, including a summary of significant accounting policies.

In our opinion, the Combined Annual Financial Statements present fairly, in all material respects, the financial position of North Star Alliance as at 31 December 2016, and its financial performance and cash flows for the year then ended in accordance with the International Financial Reporting Standard for Small and Medium-sized Entities and the requirements of the Companies Act 71 of 2008.

### Basis for opinion

We conducted our audit in accordance with International Standards on Auditing. Our responsibilities under those standards are further described in the Auditors' Responsibilities for the Audit of the Combined Annual Financial Statements section of our report. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

### Responsibilities of the directors for the Combined Annual Financial Statements

The directors are responsible for the preparation and fair presentation of the Combined Annual Financial Statements in accordance with the International Financial Reporting Standard for Small and Medium-sized Entities and the requirements of the Companies Act 71 of 2008, and for such internal control as the directors determine is necessary to enable the preparation of Combined Annual Financial Statements that are free from material misstatement, whether due to fraud or error.

### Auditors' responsibilities for the audit of the Combined Annual Financial Statements

Our objectives are to obtain reasonable assurance about whether the Combined Annual Financial Statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditors' 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 International Standards on Auditing 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 Combined Annual Financial Statements.

As part of an audit in accordance with International Standards on Auditing, we exercise professional judgement and maintain professional scepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the Combined Annual Financial Statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.

- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the organisation's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the directors.
- Conclude on the appropriateness of the directors' use of the going concern basis of accounting and based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the organisation's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditors' report to the related disclosures in the Combined Annual Financial Statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditors' report. However, future events or conditions may cause the organisation to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the Combined Annual Financial Statements, including the disclosures, and whether the Combined Annual Financial Statements represent the underlying transactions and events in a manner that achieves fair presentation.

We communicate with the directors regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

Nwanda Incorporated  
Chartered Accountants (S.A.)  
Registered Auditors  
Practice number: 952451

Per: R.A. Macpherson

21 April 2017

## Directors' Report

The directors submit their report for the year ended 31 December 2016.

### 1. REVIEW OF ACTIVITIES

Main business and operations

North Star Alliance's business and operations and the results thereof are clearly reflected in the attached financial statements.

The organisation operates within three entities:

1. Stichting North Star Alliance (a Not for Profit Organisation in The Netherlands)
2. North Star Alliance Southern Africa (a Non Profit Company in South Africa)
3. North Star Alliance - East Africa (a Non Profit Society in Kenya)

The Combined Annual Financial Statements include the combined results of the above three entities.

The main objective of the organisation is to develop wellness centres for people within the transport industry, with particular attention on the prevention and education of HIV and AIDS.

The operating results and state of affairs of the organisation are fully set out in the attached Combined Annual Financial Statements and do not in our opinion require any further comment.

### 2. GOING CONCERN

The Combined Annual Financial Statements have been prepared on the basis of accounting policies applicable to a going concern. This basis presumes that funds will be available to finance future operations and that the realisation of assets and settlement of liabilities, contingent obligations and commitments will occur in the ordinary course of business.

### 3. EVENTS AFTER THE REPORTING PERIOD

The directors are not aware of any matter or circumstance arising since the end of the financial year to the date of the audit report.

### 4. PROPERTY, PLANT AND EQUIPMENT

There were no major changes in the nature of the non-current assets during the year or to the policies relating to their use.

Non-current assets purchased in the current year amounted to €23 052 (2015: €80 372).

### 5. DIRECTORS

The directors of the North Star Alliance during the year and to the date of this report are as follows:

Name	Nationality	Changes
L.J.E. Disney	Irish	Resigned 10 March 2016
Y. C. van der Schoot	Dutch	Appointed 10 March 2016
P.S. Matthew	South African	
E.W. Mwai	Kenyan	

## 6. AUDITORS

Nwanda Incorporated are the auditors of North Star Alliance Southern Africa (Non Profit Company).

Mazars are the auditors of North Star Alliance - East Africa.

Mazars are the auditors of Stichting North Star Alliance.

## Directors' Commentary

Dear readers,

It is with great pleasure that we present to you the 2016 combined audited financial statements for North Star Alliance.

Overall, 2016 was a very busy year and marked our 10th anniversary, an achievement that represents the enormous amount of hard work done by our staff, as well as a coming of age for the organisation. The departure of the founding executive director, Luke Disney, and the appointment of Ylse van der Schoot in March signalled a change for the road ahead. With this change in leadership, the management team and staff spent considerable time developing the new North Star Alliance 2017-2020 Strategic Outlook, as well as opening new clinics and welcoming new partners.

Our regional offices in Nairobi, Kenya and Durban, South Africa continued to manage our Blue Box clinics in 10 countries across sub-Saharan Africa and our committed team of over 200 employees.

During the year, North Star opened several new clinics, bringing our total number of clinics up to 38. Six clinics were officially opened along the Dar Corridor in Tanzania, implemented in partnership with Trafigura and Puma Energy Foundations. Two more were opened under the Global Fund/SADC project in South Africa.

Our Utrecht team primarily operated across the following fields: financial oversight, academic research coordination, global account management, strategy development, business development, developing and maintaining our clinical administration system, along with organisational-wide branding and communications.

North Star continued to work with ORTEC on the further development of COMETS, the clinical administration system used across our network of clinics. During the year, COMETS was complemented with the development of SpotFire, a desktop reporting tool.

The year, however, was not without its trials and challenges. We have found that, as the world changes around us and with the uncertainty that many NGOs face when it comes to supporting public health and allowing key populations access to health, we are seeing a new predicament on our horizon: non-communicable diseases (NCDs). NCDs, such as cardiovascular diseases, diabetes and chronic respiratory diseases, are now the leading causes of death in most African regions. We teamed up with Wits RHI and AIGHD to conduct a Truckers Health Survey, a study of long-distance truck drivers aimed at providing insight into the risk factors and diseases which impact the health of our main target population. Recognising that truck drivers have unique health needs, this study sought to learn more about the particular issues they face so that they can be better served.

An important highlight during the year was our participation in the 2016 AIDS Conference in Durban, South Africa in July. Innovative as we are, we put up a functioning Blue Box clinic next to the convention centre itself, with the generous support of Wits RHI. From here, we not only provided free health services to delegates, volunteers and staff, but we were also able to create a greater impression by showing conference members first-hand the great work we do, and how we do it. Chevron contributed by enabling delegate tours to the nearby Cato Ridge clinic.

Different partners, such as Wits RHI, FHI360 and Hope Worldwide Kenya, laid a greater emphasis on the achievement of the UNAIDS 90-90-90 goals which requires that 90% of all

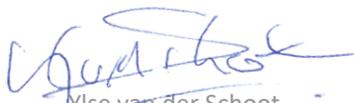
people living with HIV know their status, 90% of the people diagnosed with HIV infection receive sustained antiretroviral therapy and 90% of all people receiving antiretroviral therapy will have viral suppression by 2020. Towards this end, our team became more vigilant in follow-up and tracking of clients. In this way, we were able to improve client linkage to care. Outreach activities were also increased to reach people unaware of their HIV status. This is in line with North Star's strategic objectives, which seek to align with the 90-90-90 goals and other policies in the global health arena.

An ongoing challenge is funding: many of our current projects are moving into transition phases where new funding is required to keep the clinics operational. We therefore have a renewed focus on our marketing and business development to ensure a robust pipeline.

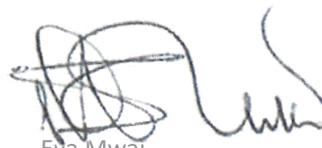
Despite the uncertainties experienced, significant achievements were made during 2016. Our direction for the future, provided by the four year strategic outlook, has brought about a fresh spirit of renewed dedication to reengineer our operation and has carried the organisation to a new level of growth.

We look forward to the bright future that we know lies ahead of us, and we thank you for your role in supporting our development to this stage. Together, we can provide quality healthcare to mobile workers and the communities they interact with in sub-Saharan Africa.

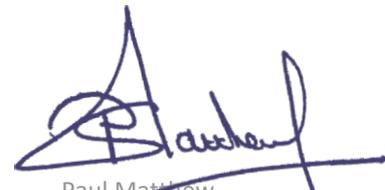
Here's to an exciting journey ahead,



Ylse van der Schoot  
Executive Director



Eva Mwai  
Regional Director  
East Africa



Paul Matthew  
Regional Director  
Southern Africa

21 April 2017

## Statement of Financial Position as at 31 December 2016 (in Euro)

(after appropriation of income and expenditure)

ASSETS	Note	<u>2016</u>	<u>2015</u>
<b>Non-current assets</b>			
Property, Plant and Equipment	2	<u>67,846</u>	<u>84,647</u>
<b>Current assets</b>			
Trade and other receivables	3	631,336	228,971
Cash and cash equivalents	4	<u>1,720,547</u>	<u>2,223,569</u>
		<b><u>2,351,883</u></b>	<b><u>2,452,540</u></b>
<b>TOTAL ASSETS</b>		<b><u>2,419,729</u></b>	<b><u>2,537,187</u></b>
<b>EQUITY AND LIABILITIES</b>			
<b>EQUITY</b>			
Restricted funds	5	1,004,480	1,234,531
Unrestricted funds	6	706,840	811,977
Continuity reserve		250,000	250,000
Foreign currency translation reserve	7	<u>(85,644)</u>	<u>(192,377)</u>
		<u>1,875,676</u>	<u>2,104,131</u>
<b>LIABILITIES</b>			
<b>Current Liabilities</b>			
Deferred Income	8	100,000	234,539
Trade and other payables	9	<u>444,053</u>	<u>198,517</u>
		<b><u>544,053</u></b>	<b><u>433,056</u></b>
<b>TOTAL EQUITY AND LIABILITIES</b>		<b><u>2,419,729</u></b>	<b><u>2,537,187</u></b>

## Statement of Comprehensive Income for the year ended 31 December 2016 (in Euro)

	Note	2016	2015
Donations	10	4,748,577	4,396,963
Other Income		20,426	42,038
Operating expenses		<u>(5,107,031)</u>	<u>(3,602,329)</u>
<b>Operating (deficit) surplus</b>	11	<b>(338,028)</b>	<b>836,672</b>
Interest received	12	<u>2,840</u>	<u>9,233</u>
<b>(Deficit) surplus for the year</b>		<b>(335,188)</b>	<b>845,905</b>
Allocation of Surplus:			
(Deduction)/addition (from)/to restricted funds		(230,051)	734,230
(Deduction)/addition (from)/to unrestricted funds		<u>(105,137)</u>	<u>111,675</u>
<b>Total comprehensive (deficit)/surplus for the year</b>		<b><u>(335,188)</u></b>	<b><u>845,905</u></b>

## Statement of Changes in Equity for the year ended 31 December 2016 (in Euro)

	Foreign currency translation reserve	Continuity reserve	Restricted funds	Total reserves	Unrestricted funds	Total equity
<b>Balance at 1 January 2015</b>	<b>(103,256)</b>	<b>250,000</b>	<b>500,301</b>	<b>647,045</b>	<b>700,302</b>	<b>1,347,347</b>
Total surplus for the year	-	-	734,230	734,230	111,675	845,905
Movement in reserve	(89,121)	-	-	(89,121)	-	(89,121)
Total changes	(89,121)	-	734,230	645,109	111,675	756,784
<b>Balance at 1 January 2016</b>	<b>(192,377)</b>	<b>250,000</b>	<b>1,234,531</b>	<b>1,292,154</b>	<b>811,977</b>	<b>2,104,131</b>
Total deficit for the year	-	-	(230,051)	(230,051)	(105,137)	(335,188)
Movement in reserve	106,733	-	-	106,733	-	106,733
Total changes	106,733	-	(230,051)	(123,318)	(105,137)	(228,455)
<b>Balance at 31 December 2016</b>	<b>(85,644)</b>	<b>250,000</b>	<b>1,004,480</b>	<b>1,168,836</b>	<b>706,840</b>	<b>1,875,676</b>

## Statement of Cash Flows for the year ended 31 December 2016 (in Euro)

	Note	2016	2015
<b>CASH FLOWS FROM OPERATING ACTIVITIES</b>			
Funds received from donors		4,239,514	4,273,657
Cash paid to suppliers and employees		<u>(4,722,324)</u>	<u>(3,688,664)</u>
Cash generated from operations	13	(482,810)	584,993
Interest income		<u>2,840</u>	<u>9,233</u>
Net cash from operating activities		<u><u>(479,970)</u></u>	<u><u>594,226</u></u>
<b>CASH FLOWS FROM INVESTING ACTIVITIES</b>			
Purchase of property, plant and equipment	2	(23,052)	(80,372)
Sale of property, plant and equipment	2	<u>-</u>	<u>429</u>
Net cash from investing activities		<u><u>(23,052)</u></u>	<u><u>(79,943)</u></u>
Total cash movement for the year		(503,022)	514,283
Cash at the beginning of the year		<u>2,223,569</u>	<u>1,709,286</u>
Total cash at end of the year	4	<u><u>1,720,547</u></u>	<u><u>2,223,569</u></u>

## Accounting Policies

### 1. PRESENTATION OF COMBINED ANNUAL FINANCIAL STATEMENTS

- a) Basis of Preparation  
The financial statements are prepared on an accrual basis.
- b) Revenue Recognition  
Donations in cash are recognised on receipt of a confirmation of donation from the donors, except for revenue relating to future years, which is recorded on the statement of financial position as deferred income.  
All donations received in foreign currencies are translated into the functional currency for that specific entity at the exchange rates on the date of receipt. Any donation in the year designated for a specific purpose that is not fully spent is allocated to the restricted funds balance.
- c) Translation of Foreign Currencies  
A foreign currency transaction is recorded by the three entities, on initial recognition in the specific currency for that entity, by applying to the foreign currency amount the spot exchange rate between the functional currency and the foreign currency at the date of the transaction.  
Exchange differences arising on the settlement of monetary items at rates different from those at which they were originally recorded are recognised in profit or loss in the period in which they arise.  
At the end of each reporting period, assets and liabilities, irrespective of whether they are monetary or non-monetary, denominated in different currencies, are translated into Euros at the closing rate.  
The resulting exchange difference from the translation of assets and liabilities to Euros at closing rates is recognised in equity as a foreign currency translation reserve.
- d) Taxation  
No provision for tax or deferred tax is recognised, as the three entities are exempt from taxation.
- e) Property, Plant and Equipment  
Containers and container refurbishment are expensed.  
Computer equipment, furniture and fittings, office equipment and passenger motor vehicles are capitalised.
- f) Currency  
The financial statements are presented in Euro.
- g) Rates of depreciation
- |                          |                 |
|--------------------------|-----------------|
| IT equipment             | 33.33%          |
| Furniture and fixtures   | 25.00% - 33.00% |
| Office equipment         | 25.00%          |
| Passenger motor vehicles | 20.00%          |
- h) Fund balances  
Fund balances are classified as either unrestricted or restricted.

(a) Unrestricted funds

These are not subject to any legal or third party restriction and can be applied as the company sees fit. Unrestricted fund balances may be designated for specific purposes to meet future obligations or risks.

(b) Restricted funds

Restricted fund balances comprise of unspent funds that have been restricted to specific purposes by donors.

i) Reserves

The organisation has established a continuity reserve. This reserve can be used, after Board approval, to expense costs relating to winding down the organisation or any part of it.

## Notes to the Combined Annual Financial Statements

### 2. PROPERTY, PLANT AND EQUIPMENT

	2016			2015		
	Cost	Accumulated depreciation	Carrying value	Cost	Accumulated depreciation	Carrying value
Furniture and fittings	32,358	(25,456)	6,902	60,496	(40,209)	20,287
Passenger motor vehicles	29,960	(13,794)	16,166	16,539	(7,443)	9,096
Office equipment	29,713	(21,383)	8,330	51,476	(31,154)	20,322
Computer equipment	90,577	(54,129)	36,448	82,938	(47,996)	34,942
<b>Total</b>	<b>182,608</b>	<b>(114,762)</b>	<b>67,846</b>	<b>211,449</b>	<b>(126,802)</b>	<b>84,647</b>

#### Reconciliation of property, plant and equipment - 2016

	Opening balance	Additions	Prior year adjustments	Depreciation	Exchange rate diff.	Total
Furniture and fittings	20,287	766	(10,818)	(4,600)	1,266	6,902
Passenger motor vehicles	9,096	9,735	(448)	(4,219)	2,003	16,167
Office equipment	20,322	1,885	(11,241)	(3,724)	1,088	8,329
Computer equipment	34,942	10,666	2,033	(14,247)	3,054	36,448
	<b>84,647</b>	<b>23,052</b>	<b>(20,474)</b>	<b>(26,790)</b>	<b>7,411</b>	<b>67,846</b>

#### Reconciliation of property, plant and equipment – 2015

	Opening balance	Additions	Disposals	Depreciation	Exchange rate diff.	Total
Furniture and fittings	3,013	21,478		(3,517)	(687)	20,287
Passenger motor vehicles	14,828			(3,603)	(2,129)	9,096
Office equipment	4,569	20,243		(3,823)	(667)	20,322
Computer equipment	5,378	38,651	(429)	(7,386)	(1,272)	34,942
	<b>27,788</b>	<b>80,372</b>	<b>(429)</b>	<b>(18,329)</b>	<b>(4,755)</b>	<b>84,647</b>

### 3. TRADE AND OTHER RECEIVABLES

	2016	2015
Donations and other receivables	631,336	228,971

### 4. CASH AND CASH EQUIVALENTS

	2016	2015
Cash and cash equivalents consist of:		
Bank balances and small amounts of cash	1,720,547	2,223,569

An amount of € 6,781 (2015: € 6,768) is included for a bank guarantee deposited for the landlord of the Utrecht office. The cash balance includes an amount of € 250,000 for the continuity reserve.

## 5. RESTRICTED FUNDS

	<b>2016</b>	<b>2015</b>
Chevron (for South Africa)	24,010	26,868
The North South Corridor Demonstration Project (for Ministry of Foreign Affairs of the Netherlands)		623,359
Aids Fonds (for Southern Africa)	19,243	1,044
SADC (for Southern Africa)	590,666	464,323
Trafigura Foundation (for NSEWA)		21,966
Trafigura Foundation (for Dar Corridor Project in Tanzania)	95,906	81,152
HEARD (for Southern Africa)		10,440
Liberty Foundation (for East Africa)		4,273
Johnson & Johnson Corporate Citizenship Trust	36,855	1,106
WRHI (for Southern Africa)	8,039	
Pfizer (for Mozambique)	35,919	
TIMS (for Southern Africa)	163,198	
SOA Aids (for East Africa)	20,914	
Dutch Embassy in Dakar (for The Gambia Project)	9,730	
<b>Total restricted funds</b>	<b>1,004,480</b>	<b>1,234,531</b>

Restricted funds comprise donor receipts which have been received for specific purposes and which remain unspent at the end of the financial year.

## 6. UNRESTRICTED FUNDS

	<b>2016</b>	<b>2015</b>
Balance at start of the year	811,977	700,302
(Deficit) surplus for the year	(105,137)	111,675
<b>Balance at year end</b>	<b>706,840</b>	<b>811,977</b>

## 7. FOREIGN CURRENCY TRANSLATION RESERVE

Translation reserve comprises exchange differences on conversion of entities reported in South African Rands and Kenyan Shillings to Euros.

	<b>2016</b>	<b>2015</b>
Opening balance	(192,377)	(103,256)
Movement for the year	106,733	(89,121)
	<b>(85,644)</b>	<b>(192,377)</b>

## 8. DEFERRED INCOME

	2016	2015
-		
Johnson & Johnson Corporate Citizenship Trust	100,000	145,863
Mulago Foundation		88,676
	<u>100,000</u>	<u>234,539</u>

## 9. TRADE AND OTHER PAYABLES

	2016	2015
Trade payables	245,381	106,775
Accruals	198,672	91,742
	<u>444,053</u>	<u>198,517</u>

## 10. DONATIONS

	2016	2015
Governments	1,499,150	2,307,313
Corporations	683,554	933,524
NGO's	2,390,355	930,460
Contribution in kind	175,518	225,666
	<u>4,748,577</u>	<u>4,396,963</u>

## 11. OPERATING (DEFICIT) SURPLUS

Operating (deficit) surplus for the year is stated after accounting for the following:

	2016	2015
Operating lease charges		
Premises		
- Contractual amounts	139,409	109,795
	<u>139,409</u>	<u>109,795</u>
(Profit) loss on exchange differences	(15,124)	17,386
Auditors' remuneration - current year	22,235	22,753
Auditors' remuneration - other services		532
Depreciation on property, plant and equipment	26,790	18,329
Employee costs	2,451,118	1,703,168
	<u>2,451,118</u>	<u>1,703,168</u>

## 12. INTEREST RECEIVED

	2016	2015
Interest revenue		
Banks	2,840	9,233
	<u>2,840</u>	<u>9,233</u>

### 13. CASH (USED IN) GENERATED FROM OPERATIONS

	2016	2015
(Deficit) surplus	(335,188)	845,905
<b>Adjustments for:</b>		
Interest received	(2,840)	(9,233)
Depreciation	26,790	18,329
Movement in foreign currency translation reserve and prior year adjustments	119,796	(84,366)
<b>Changes in working capital:</b>		
Trade and other receivables	(402,365)	(123,306)
Trade and other payables	245,536	(72,738)
Deferred income	(134,539)	10,402
	<u>(482,810)</u>	<u>584,993</u>

### 14. COMMITMENTS

	2016	2015
<b>Operating leases – as lessee (expense)</b>		
<b>Minimum lease payment due</b>		
- within one year	76,239	16,062
- in second to fifth year inclusive	14,753	28,882
	<u>90,992</u>	<u>44,944</u>

### 15. DIRECTORS' EMOLUMENTS

	2016		2015	
	Emoluments	Total	Emoluments	Total
For services as directors	<u>398,320</u>	<u>398,320</u>	<u>332,213</u>	<u>332,213</u>

## Detailed Statement of Comprehensive Income<sup>2</sup>

	Note	2016	2015
<b>REVENUE</b>			
Donations		<b>4,748,577</b>	<b>4,396,963</b>
<b>OTHER INCOME</b>			
Other income		20,426	42,038
Interest received	12	2,840	9,233
		<b>23,266</b>	<b>51,271</b>
<b>OPERATING EXPENSES</b>			
Employee costs		2,451,118	1,703,168
Establishment costs		551,925	147,709
Finance, legal, administration		370,101	380,303
Integrated computer technology		245,426	382,470
Marketing, communications, fundraising		18,519	17,742
Prevention		27,974	89,551
Running costs		805,924	605,701
Subcontractors external		423,312	92,920
Travel costs		212,732	182,765
		<b>5,107,031</b>	<b>3,602,329</b>
<b>(Deficit)/ Surplus for the year</b>		<b>(335,188)</b>	<b>845,905</b>

<sup>2</sup> The supplementary information presented does not form part of the combined annual financial statements and is unaudited.