



PEACE DIRECT

**FINANCIAL STATEMENTS
FOR THE YEAR ENDED
31 MARCH 2011**



**Company no 6458464
Charity no 1123241**

PEACE DIRECT
FINANCIAL STATEMENTS
CONTENTS

	<i>page</i>
Officers and financial advisors	2
Report of the Trustees	3
Report of the Independent Auditor	16
Statement of Financial Activities	18
Balance Sheet	19
Notes to the Accounts	20

PEACE DIRECT

OFFICERS AND FINANCIAL ADVISORS

Registered name	Peace Direct
Trustees	Andres Ilves (Chair) Dr Scilla Elworthy Joan Link Dylan Matthews Michelle Tighe (Treasurer from 15 March 2011) Roland Ward (Joined 5 July 2011) Nicholas Bradbury (Resigned 3 May 2011) Berry Darcy (Resigned 14 June 2010) Ruth Jenkins (Resigned 4 November 2010) Eliot Lyne (Treasurer to 15 March 2011, resigned) Vesna Matovic (Resigned 3 May 2011) Holly Pelham (Resigned 10 May 2010) Joel Voysey (Resigned 4 August 2010)
Senior management	Carolyn Hayman, Chief Executive
Secretary	Ruth Jenkins (to 4 November 2010) Robert Mathers (from 4 November 2010)
Charity number	1123241
Company number	06458464
Registered office	Development House, 56-64 Leonard St, London EC2A 4JX
Patrons	Dekha Ibrahim Abdi Dame Margaret Anstee Prince El Hassan of Jordan Baroness Helena Kennedy Dame Emma Kirkby Mark Rylance
Bankers	Co-operative Bank, PO Box 101, 1 Balloon St, Manchester M60 4EP CCLA Investment Management Ltd, 80 Cheapside, London EC2V 6DZ
Independent auditors	Kingston Smith LLP, Devonshire House, 60 Goswell Rd, London EC1M 7AD
Solicitor	John Byrne & Co, Sheraton House, Castle Park, Cambridge CB3 0AX

PEACE DIRECT
REPORT OF THE TRUSTEES
FOR THE YEAR ENDED 31 MARCH 2011

The Trustees present their report together with the financial statements for the year ended 31 March 2011

The accounts have been prepared in accordance with the accounting policies set out in note 1 to the accounts and comply with the Charity's governing document, applicable law and the requirements of the Statement of Recommended Practice (2005) 'Accounting and Reporting by Charities'

OBJECTIVES AND ACTIVITIES

Peace Direct finds, funds and promotes local peacebuilding

We seek out effective and visionary local organisations and individuals working to end conflict and build peace in their own countries

We fund them to do what they think will be most effective in their unique context- we don't tell them what to do

We put them in contact with people in power - including donors, international agencies and the media

We are working for a world where local people lead in the resolution of their own conflicts, where local peacebuilding is at the centre of all strategies for managing conflict, and where Peace Direct is recognised as a leading authority on local peacebuilding

HIGHLIGHTS OF THE YEAR

This has been a year of expanding our impact and spreading our message

- We were rated top out of 25 UK and US aid agencies – including Save the Children and Christian Aid - in the Keystone Accountability Survey. This survey was the first to assess international agencies' performance according to the views of over 1,000 of their local partners. Its findings offer independent endorsement for our core concept, that development programmes should be locally led wherever possible
- Our online showcase for local peacebuilding, Insight on Conflict, increased its user traffic by 98% to 14,450 visits per month. This followed its expansion to cover 20 conflict zones, and the launch of a monthly newsletter, a weekly Sudan briefing, and a twice-weekly blog by respected practitioners
- Our work was increasingly reported in the media, including an entire Channel 4 documentary, three entire programmes on BBC World Service, and two appearances on Radio 4 (PM and You And Yours), amongst other coverage
- Our concept paper Ripples Into Waves was presented to policy-makers in the UN and UK government, and circulated by the UN to its 60 Peace and Development Advisers worldwide. It is now a source document on the UK government's Stabilisation Unit website

PEACE DIRECT

REPORT OF THE TRUSTEES (Cont/d)

FOR THE YEAR ENDED 31 MARCH 2011

- We launched affiliate organisations in Germany and the USA, in order to raise funds and to spread our influence to those governments, the UN and the EU. The USA affiliate launched with a gala fundraising evening hosted by our patron, the Broadway star Mark Rylance, who performed a specially commissioned play about Congolese peacebuilder Henri Lady.

HEADLINE FIGURES FOR THE YEAR	2010-11	2009-10
Income	£1,448,252	£1,121,930
Expenditure	£1,267,153	£1,060,122
No. of financial supporters	2,031	1,891
Web traffic (unique visitors across all websites)	219,600	136,333
Staff at year end (fte)	12 (8.5)	10 (7.5)

WHERE WE WORKED IN 2010-11



AFRICA

Burundi: Amahoro Youth Club (AYC)

AYC trains university students to resist violence and spread the message to rural areas, mobilising young people to counter politicised violence. Funds given £5,730

PEACE DIRECT

REPORT OF THE TRUSTEES (Cont/d)

FOR THE YEAR ENDED 31 MARCH 2011

DR Congo: Centre Resolution Conflicts (CRC)

CRC recruits and trains taskforces across Eastern Congo who release and rehabilitate child soldiers, persuade militia to lay down their arms and reintegrate into the community, help IDP's move home and act as early warning for erupting conflict Funds given £146,318

DR Congo: Fondation Chirezi

Chirezi rehabilitates traditional structures for conflict resolution and justice, providing local people with an affordable and accessible mechanism for resolving disputes non-violently Funds given £16,724

DR Congo: Eastern Congo Peace Network

With Peace Direct's support, 20 local peacebuilders across the east have developed a network to analyse and respond to the conflict in a co-ordinated way, implement collaborated projects and provide a platform for local peacebuilding Cost £6,322

Sudan: Collaboration for Peace in Sudan (CfPS)

CfPS brings together organisations from across Sudan to defuse violent flashpoints, create dialogue between communities and mitigate oil related conflicts Funds given. £145,433

Zimbabwe: Envision Zimbabwe

Envision is teaching conflict transformation skills to traditional leaders, the security forces and young people, accompanied by development projects to address the root causes of conflict Funds given £80,849

ASIA

Afghanistan: CPAU

Peace Direct funding to CPAU was used to support the Farza peace council which resolves local conflicts over land and resources Funding ceased in August 2010 as CPAU focused increasingly on research work Funds given £2,000

East Timor: ITA BA PAZ

This was a pilot grant to a new partner, for conflict transformation and capacity building workshops for local peace practitioners - youth, police and civil society Funds given £5,000

Kashmir: WISCOMP-Athwaas & Yakjah

WISCOMP-Athwaas creates safe meeting places for women to begin the process of reconciliation and learn income generating skills Yakjah promote non-violent social change by providing youth with conflict transformation skills, fostering peaceful co-existence Funds given £19,304

Nepal: YAPE

YAPE responds to community requests for intervention to mediate in disputes before they escalate and become violent Funds given: £13,766.

Pakistan: Aware Girls

Peace Direct funds the 'Seeds of Peace Network' run by Aware Girls in Khyber Pakhtunkhwa, Pakistan The volunteers are trained in the issues of Talibanization, conflict resolution, and peacebuilding skills. Funds given £21,306

PEACE DIRECT

REPORT OF THE TRUSTEES (Cont/d)

FOR THE YEAR ENDED 31 MARCH 2011

Sri Lanka: Centre for Peacebuilding and Reconciliation

The CPBR's Young Visionaries project trains young people from all religions in peacebuilding and then supports them in setting up their own community projects Funds given £58,869

Yemen: Partners for Democratic Change

This was a pilot grant to a new partner, to produce a conflict sensitive development training manual drawing on the expertise of young tribal leaders from across Yemen Funds given £4,918

EUROPE

UK: Truce 2020

Truce 2020 is a London-based training course for 16 to 21 year olds, training them in conflict resolution, mediation and running workshops Funds given £66,314

PROGRESS AGAINST PLAN

In our current five year plan, which ends March 2011, we make and measure progress in four areas

1. FUND LOCAL PEACEBUILDING AND DEMONSTRATE ITS EFFECTIVENESS IN SAVING LIVES AND REBUILDING TRUST

- In Zimbabwe, our partner Envision progressed a wide-ranging plan for averting political violence, which will be invaluable as elections approach in 2011/12 Their approach included a conflict transformation 'professionalisation programme' for the police, army and intelligence service, conflict transformation training to the Chief and 23 Headmen in one of the most politically violent rural areas of Zimbabwe, peace education in the most politically violent areas of Harare, home to over 50,000 people, and joining the Education Minister's advisory board, gaining permission from the top Generals to work with security forces and receiving a request from the powerful President of the Council of Chiefs to train all 280 Chiefs nationwide
- In Sudan, the Collaborative for Peace in Sudan (CfPS) developed a unique model for conflict resolution, combining civic education, a rapid response fund and sustainable peacebuilding This has sparked significant international interest, attracting funds and requests from USIP, Crisis Action and PACT, and being cited in a PACT research paper for good practice CfPS expanded its network to cover 5 states in both North and South Sudan, was chosen to represent Sudanese civil society in a Ministry of Petroleum meeting about oil revenue accountability, and provided civic education to 13,550 people to prevent election violence in Jonglei state The latter led to 90% voter participation, compared to 60% in neighbouring districts
- In Congo DRC, the Centre Resolution Conflicts (CRC) was invited to collaborate with the UN peacekeeping mission, MONUSCO, on the reintegration of ex-combatants This followed the expansion of CRC's activities and reputation throughout North Kivu province It reintegrated 1,334 ex-combatants, supported 1,005 vulnerable women into co-operatives, assisted 14,000 internally displaced people to return home, created 150 'Radio Clubs' which reached 3,500 people directly and 187,500 indirectly, and successfully piloted agricultural and mining cooperatives as a cost effective and sustainable way to reintegrate ex-combatants into civilian life
- In Sri Lanka, the Centre for Peacebuilding and Reconciliation (CPBR) scaled up its work across all major communities, developing a new model to foster ecumenical thinking among religious leaders, encourage them in peacebuilding, and bring them together with youth to form a powerful movement for peace CPBR mobilised over 250 youth and 300 religious clergy from the four main faith groups, and trained them in conflict transformation It established 5 Young

PEACE DIRECT

REPORT OF THE TRUSTEES (Cont/d)

FOR THE YEAR ENDED 31 MARCH 2011

Visionary centres and 16 Village Councils, and trained 40 youth leaders It is now ready to expand this training to 500 more Young Visionaries

- In London and Entebbe, we hosted two international conferences of peacebuilders – the Peace Exchanges This ongoing series allows delegates to share best practice, refine their approaches to common issues, and build support networks In London, 12 peacebuilders developed locally led approaches to monitoring and evaluation, and shared skills on devising conflict analyses and theories of change for their projects In Entebbe, 35 peacebuilders included a wider range of east African organisations and focused on the benefits and methods of strategic planning, and continued training on M&E and media handling
- All our large projects now work to measurable indicators of impact which they have selected, and all are based on a conflict analysis The tables below show how we aim to demonstrate the connection with the hallmarks of effective peacebuilding, defined by the Collaborative for Development Action (CDA) in Reflections on Peace Practice

AFRICA	Envision, Zimbabwe	Centre Resolution Conflicts, DRC	Collaborative for Peace in Sudan	Chirezi, DRC	Peace Network, DRC	AYC, Burundi
INDICATOR						
Effort contributes to stopping a key driver of the war or conflict	Y	Y	Y	Y	P	P
Effort contributes to a momentum for peace by causing communities to develop their own peace initiatives	Y	Y	Y	Y	Y	Y
Effort results in creation or reform of political institutions to handle grievances in situations where such grievances do genuinely drive the conflict	Y	P	P	Y	P	P
Effort prompts people increasingly to resist violence and provocations to violence	Y	Y	Y	Y	P	Y
Effort results in an increase in people's security or sense of security	P	P	P	P	P	P
Urgency of change (reducing violence quickly is important)	P	Y	Y	P	P	U
Sustained change (violence needs to be reduced long term)	Y	Y	Y	Y	P	P
Proportionality of change (violence can be widespread and efforts need to reflect that)	Y	Y	P	P	P	P
Partner is increasingly recognised by the international community	Y	Y	Y	P	P	P
Partner has expanded its funding base away from Peace Direct	Y	Y	P	Y	P	P
Partner has been involved in decision making processes	Y	Y	Y	P	P	P

PEACE DIRECT

REPORT OF THE TRUSTEES (Cont/d)

FOR THE YEAR ENDED 31 MARCH 2011

(In the chart above, Y indicates the project aims to meet this criterion, P indicates it may meet this criterion, and U indicates it is unlikely to meet this criterion)

ASIA	YAPE, Nepal	WISCOMP- Athwaas & Yakjah, Kashmir	Aware Girls- Pakistan	CPBR, Sri Lanka
INDICATOR				
Effort contributes to stopping a key driver of the war or conflict	Y	Y	Y	Y
Effort contributes to a momentum for peace by causing communities to develop their own peace initiatives	Y	Y	Y	Y
Effort results in creation or reform of political institutions to handle grievances in situations where such grievances do genuinely drive the conflict	P	P	U	P
Effort prompts people increasingly to resist violence and provocations to violence	P	Y	Y	P
Effort results in an increase in people's security or sense of security	Y	P	U	P
Urgency of change (reducing violence quickly is important)	U	U	Y	U
Sustained change (violence needs to be reduced long term)	Y	Y	Y	Y
Proportionality of change (violence can be widespread and efforts need to reflect that)	Y	Y	P	Y
Partner is increasingly recognised by the international community	P	Y	P	Y
Partner has expanded its funding base away from Peace Direct	P	P	Y	Y
Partner has been involved in decision making processes	Y	Y	Y	Y

(In the chart above, Y indicates the project aims to meet this criterion, P indicates it may meet this criterion, and U indicates it is unlikely to meet this criterion.)

2. MAKE IT EASY FOR PEOPLE WITH POWER AND RESOURCES TO FIND OUT ABOUT LOCAL PEACEBUILDING

- Insight on Conflict is our online showcase for local peacebuilding organisations and initiatives, and has significantly increased its scope and impact. Coverage has been extended to 538 peacebuilding organisations in 20 conflict regions, and a new twice-weekly blog launched, merging with the respected Ashoka Peace Blog. Contributions and interviews have been commissioned from leading thinkers, academics, journalists, parliamentarians and practitioners in the field. A monthly digest was launched, on the best new thinking on local peacebuilding, and now has 945 subscribers. A weekly newsletter on the secession crisis in Sudan was launched, and is distributed to MPs through the All-Party Parliamentary Group on Sudan, and to interested journalists. User traffic increased by 186 % year on year, to 14,450 visits per month by March 2011, with users spending an average of 3 minutes on the site.

PEACE DIRECT

REPORT OF THE TRUSTEES (Cont/d)

FOR THE YEAR ENDED 31 MARCH 2011

- Our concept paper Ripples Into Waves was presented to the UK Department for International Development, at the Oxford International Development conference and at the Geneva Peacebuilding Platform. The UNDP Framework Team circulated it to its 60 Peace and Development Advisers for discussion, and the UK Government's Stabilisation Unit website chose to publish it on their website. The paper outlines four case studies of the impact of local peacebuilders, and refutes the common misconception that local programmes cannot scale up to national scale.
- Our international Peace Exchange conference in London was used as a platform to present local peacebuilding individuals and ideas to policy-makers and Parliamentarians. Briefing meetings were held with several parts of the UK government – the Foreign Office, Department for International Development, Stabilisation Unit and Joint Sudan Unit. Two round-table events were held within Westminster, co-hosted by the All Party Parliamentary Group on Conflict Issues. An article by Lord Hylton on both events was published in the House magazine, which is distributed to all Parliamentarians. A workshop was held for NGO representatives from Germany, UK, Switzerland, and the Netherlands. A talk was given by three peacebuilders at University College London.
- One-to-one briefing meetings were held with UK MPs from the Select Committees on International Development, Intelligence and Security, and Women, Peace and Security, also with MPs and others influential in the All Party Parliamentary Groups on Conflict Issues, Overseas Development, Kashmir and Pakistan, and the Associate Parliamentary Group on Sudan. Parliamentary written questions were asked on our behalf by Lord Jack McConnell, former Prime Ministerial special envoy on peacebuilding.
- We hosted visits from Rasha el Fangry (Sudan) and Landry Ninteretse (Burundi), who gave talks at Chatham House, SOAS and Leeds Metropolitan University.

3. GET THE PUBLIC ON BOARD

- Media coverage continues to grow. Channel 4 made a 35-minute documentary for Unreported World on the work of our partner Henri Ladyi (Congo). Radio 4 interviewed Landry Ninteretse (Burundi) for You And Yours, and Mirwas Wardak (Afghanistan) and Gulalai Ishmail (Pakistan) for the PM programme. The BBC World Service broadcast two programmes on Chiyedza Nyahuye (Zimbabwe) and George Ngoha (Sudan) for a series on 'tolerance', and a stand-alone programme on our UK partner Truce 2020. The Guardian published a letter from our chief executive on 'insider' versus 'outsider' power. Al Jazeera filmed George Ngoha and Rasha el Fangry for a documentary on Sudan. Radio London interviewed George Ngoha (Sudan), Chiyedza Nyahuye (Zimbabwe) and Rasha el Fangry (Sudan).
 - Donations from the public increased by 1.4% to £336,623, in a stringent financial climate. This continues to give us flexibility to respond to crises and opportunities in the work of our partners.
 - The Peace Direct website was redesigned structurally and visually, to communicate our mission and activities more engagingly. It attracted 95,238 unique visits in the year, an increase of 144% over the year before.
 - We launched affiliates in Germany and the USA, to raise awareness and funds in those influential audiences. These are at an early stage as organisations, and just beginning to take on interim paid staff.
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PEACE DIRECT

REPORT OF THE TRUSTEES (Cont/d)

FOR THE YEAR ENDED 31 MARCH 2011

- We hosted events for supporters and the public with all our peacebuilders, during the London Peace Exchange, and during individual visits by Rasha el Fangry (Sudan) and Landry Ninteretse (Burundi)

4 CREATE STRUCTURES THAT LINK LOCAL PEACEBUILDERS INTO LARGER GROUPINGS THAT ARE MORE FUNDABLE BY DONORS

We believe that individual peacebuilding groups can achieve a huge amount. But a different kind of impact can be achieved when groups work together to cover a larger area. Many donors can only fund projects at this scale. Accordingly we have

- Held a regional Peace Exchange at Goma, in Congo DRC, to draw together local peace organisations and establish active networks between them. 21 local organisations attended from 4 provinces, and have continued to collaborate afterwards. In particular, the delegates from South Kivu have now formalised a larger coalition which is able to seek funding.
- Continued to support the Collaborative for Peace in Sudan, which oversees a network of peace organisations and committees across both North and South Sudan. The value of this can be seen in CfPS' ability to respond to tensions on both sides of this newly partitioned country. CfPS has now been recognised by funding from USIP, Humanity United and PACT, two new donors whose funds are sourced from the US government.
- Continued to support the expansion of Centre Résolution Conflits' impact across eastern Congo through its Task Forces, groupings of players from all sides of the conflict, which multiply its resources and effects across the area. There are now 6 Task Forces.

LOOKING AHEAD 2011-2012

OVERALL STRATEGY

We prepared our next Five Year Plan during this year, with invaluable input from our peacebuilding partners at the London Peace Exchange. This envisages a widening of our organisation to include fundraising and lobbying affiliates in Germany and the USA, and an Africa Programmes office in Uganda – all of which has begun. Other key themes are to improve operations through developing Strategic Partnership Agreements with our funding recipients, and to increase our 'influencing' activities so that other players adopt the concept of locally led peacebuilding on the widest possible scale. All this will have to be achieved within a tighter financial climate.

FIND AND FUND

We will improve how we work with existing partners by beginning a systematic joint planning process, including, where appropriate, joint fundraising plans. These partners include our emerging relationships with Burundi, Pakistan and the Fondation Chirézi in DRC. We expect that by the end of the period at least one partner will be on the way to significant scaling up of impact.

We will develop the evidence base for the effectiveness of locally led peacebuilding, including through a locally led M&E model. The final report on CRC 2008-11 will provide the first chapter in a longitudinal evaluation.

We will develop effective ways of working with fundraisers in all three country offices.

PEACE DIRECT

REPORT OF THE TRUSTEES (Cont/d)

FOR THE YEAR ENDED 31 MARCH 2011

PROMOTE

We will strengthen Insight on Conflict's position as the leading authority on locally led peacebuilding, and conduct a proactive marketing pilot in three countries

We will establish a virtual 'influencing team' across all three affiliates, supported by a high-level advisory group, and assist our partners to develop their own influencing strategies in-country

We will initiate a study of how local peacebuilders could be more closely involved in conflict analysis, with Peace Nexus, and a study of the relative cost-effectiveness of locally led and internationally driven DDR

We will increase the number of our individual supporters, measured as visitors to the Peace Direct website and subscribers to our monthly Practical Peace newsletter

RECOGNITION AND THANKS

None of this year's achievements would have been possible without those who are at the centre of everything we do – the peacebuilders. We are always aware of the risks they take and the extraordinary perseverance they possess. Yet again, they have benefited us with their insights into their conflicts, which are so far ahead of our own. And this year we have benefited especially from their presence and perceptions at the Peace Exchange conferences, from which we have drawn many of our plans for the next five years.

The other half of the Peace Direct equation is our supporters. We have tapped into a deep concern about conflict in the world, and an enthusiasm for Peace Direct's approach – practical, local and vocal. Our supporters' commitment to Peace Direct energises us when the going is hard, and gives us the flexibility to respond to the needs of the work on the ground, as conflicts unfold in unpredictable ways.

We also thank the trusts and foundations who have funded us. Two thirds of them do not have peace or conflict resolution as an explicit focus, so we and they are extending the funds available to this field.

And finally, we thank all of those who work for Peace Direct, whether paid or unpaid, giving time and talents, ideas and initiatives.

Peace Direct is all of the above. As we broaden our organisation internationally, and take our message to the wider world, we are all excited by the possibilities ahead for creating security – that most basic human need – for a growing number of people in conflict areas across the globe.

PUBLIC BENEFIT STATEMENT

The Trustees have had regard to Charity Commission guidance on public benefit. It goes without saying that the public benefit of peaceful and stable communities is well recognised and can be measured in a number of ways that include infant mortality, health, education, employment and economic prosperity. Reduced conflict overseas also benefits the UK in terms of enabling development funding to have a positive impact and creates greater stability worldwide. We are

PEACE DIRECT

REPORT OF THE TRUSTEES (Cont/d)

FOR THE YEAR ENDED 31 MARCH 2011

confident that the work that local peacebuilders do in conflict areas can only be of public benefit. The effect of this work is summarised in the table under 'Progress against Plan'.

The cost of conflict is high – in both human and financial terms. As public spending comes under growing scrutiny, policy makers know that prevention is nearly always better – and more cost effective – than cure. We aim to demonstrate that local is almost always more cost effective – sometimes by an order of magnitude – than bringing in outside help. Forty per cent of conflicts reignite within 10 years of a ceasefire, but there is a growing body of evidence that conflict prevention and resolution strategies that embrace local people have a greater chance of lasting. So, the UK public benefits will be realised initially in reduced public spending, and in the longer term by building civil societies where conflict can be resolved without violence.

Therefore, the Trustees consider that they have complied with Section 4 of the Charities Act 2006 with regard to the guidance on public benefit published by the Charity Commission.

STRUCTURE, GOVERNANCE AND MANAGEMENT

GOVERNING DOCUMENT

The Charity's operations are governed by its Memorandum and Articles of Association dated 20 December 2007 (as amended December 2008). Peace Direct is registered under the Companies Act 1985 as a company limited by guarantee and not having a capital divided by shares. The company was registered as a charity on 18 March 2009 under registration number 1123241.

RECRUITMENT AND APPOINTMENT OF TRUSTEES

The Trustees in office during the year are set out on page 2. New Trustees are nominated by the existing Trustees. The nomination is subject to the approval of the Board. Trustees must be at least 18 years of age. The Trustees may from time to time appoint a person to fill a vacancy or to act as an additional Trustee. This appointment will be subject to approval of the Trustees at the next annual general meeting.

ORGANISATION

The Board meets 6 times a year. Its role is one of strategic oversight. It approves the budget, operational and strategic plans, appoints the Chair and Chief Executive and approves overall policy in relation to staff employment. Board Trustees contribute in many ways to particular aspects of Peace Direct's work, for example through sub-committees, mentoring staff, and advising on fundraising.

The Board also determines major issues that affect Peace Direct's public image – for example whether to endorse campaigns promoted by other organisations, whether to engage in forms of fundraising that might be deemed sensitive, and any issues with a legal dimension. It authorises expansion into other territories. All other decisions are delegated to the Chief Executive, who consults the Board collectively, or individually where they have expertise to contribute or where they are thought likely to have strong views on a particular issue.

PEACE DIRECT

REPORT OF THE TRUSTEES (Cont/d)

FOR THE YEAR ENDED 31 MARCH 2011

TRUSTEE INDUCTION AND TRAINING

Induction is tailored to the individual requirements of Trustees, but in all cases involves introduction to the whole staff team, review of the operating and strategic plan and review of the minutes of previous Board meetings.

Trustees receive training through attendance at charity seminars put on by their professional advisors and through their technical briefings and newsletters

RELATED PARTIES

Peace Direct has no formal links with other organisations, but works closely with many in the field of conflict resolution both in the UK and overseas

No Trustee received any remuneration from the Charity (2010 - £NIL) and none of the Trustees were reimbursed expenses incurred in the performance of their duties

RISK MANAGEMENT

The Trustees discussed and approved a full risk assessment at the May 2011 Board Meeting in line with the annual review of risk management

The Trustees confirm that they are satisfied that adequate control actions and monitoring processes are in place to mitigate the charity's exposure to major risks

- Operational – overseas and in UK
- Reputational
- Financial
- HR
- Governance

INTERNAL CONTROLS

The Trustees confirm that internal control procedures are in place in order to provide reasonable assurance against material misstatement or loss. They include

- 1 Comprehensive financial policies and procedures.
- 2 Internal audit of cash handling and other financial procedures
- 3 Comprehensive system of annual budgets, approved by the Trustees, and monthly financial reporting of actuals against budget
- 4 Regular forecasting of predicted income and cashflow
- 5 Regular monitoring of reserves policy
- 6 Annual review of the charity's risk register

FINANCIAL REVIEW

Peace Direct's income increased from £1,121,930 in the year ended 31 March 2010 to £1,448,252 in the year ended 31 March 2011. Of this income, £701,981 was given for specific projects and the balance was unrestricted

PEACE DIRECT

REPORT OF THE TRUSTEES (Cont/d)

FOR THE YEAR ENDED 31 MARCH 2011

Peace Direct ended the year with a surplus of £181,099 resulting in reserves of £398,310 of which £110,090 are unrestricted and £288,220 restricted. To provide a degree of cash flow cover, and a long term safety net, Trustees have previously raised £40,000 in interest free loans from individuals with a strong commitment to Peace Direct. These loans are repayable at the end of the period of the loans, unless so doing would mean that Peace Direct was unable to meet all its obligations in the course of closure. Thus lenders are accepting a degree of risk (see also note 11)

PRINCIPAL FUNDING SOURCES

As mentioned above, we received a major grant from Government, which was 34.5% of our total funding. Other funding was split between personal donations from individuals (11.0%) and high net worth individuals (12.2%), and grants from trusts and foundations, including those linked with companies (36.5%). Generated income, mainly bank interest and pro bono services, contributed the balance of 5.8%.

INVESTMENT POWERS AND POLICY

The Trust Deed authorises the Trustees to make and hold investments using the general funds of the charity. The Trustees have the power to invest in any way that they see fit. The Trustees have considered the most appropriate policy for investing funds. The funds not immediately required are held in an interest bearing bank account in a bank designed for the charity sector.

RESERVES POLICY

The Trustees have reviewed the reserves of the charity. This review covered the nature of the income and expenditure streams of the charity and the need to match variable income with fixed costs.

It is recognised that the charity needs to have sufficient cash and reserves to absorb short term fluctuations and larger setbacks in income receipts. In the course of the period Trustees reviewed the policy on reserves, which aims to have unrestricted reserves sufficient to cover three months core running costs, costs of closure and three months funding for projects not covered by specific grant funding. Trustees estimate this would give a target for unrestricted reserves at March 2011 of £96,600 compared with actual unrestricted reserves of £110,090.

Trustees regularly review the adequacy of unrestricted reserves, having regard to the plans of the Charity and the wider economic climate.

POLICY ON GRANT MAKING

Peace Direct seeks to identify initiatives which have an established track record, a vision of how they could do more with greater resources, a commitment to non-violence and a willingness and ability to communicate about their work. In most cases, Peace Direct seeks out groups that meet these criteria, using a range of networks and contacts, and does not respond to unsolicited requests for funding. Grants made overseas are monitored to ensure that funds are spent on charitable purposes.

PEACE DIRECT

REPORT OF THE TRUSTEES (Cont/d)

FOR THE YEAR ENDED 31 MARCH 2011

STATEMENT OF DIRECTORS' AND TRUSTEES' RESPONSIBILITIES

The Trustees (who are also Directors of Peace Direct for the purposes of company law) are responsible for preparing the 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.

STATEMENT OF DISCLOSURE TO AUDITORS

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 charity's auditors are aware of that information.



Andres Ilves, Chair

6 September 2011

INDEPENDENT AUDITORS' REPORT TO THE TRUSTEES OF

PEACE DIRECT

We have audited the financial statements of Peace Direct for the year ended 31 March 2011 which comprise Statement of Financial Activities, the Balance Sheet and the related notes. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

This report is made solely to the charitable 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 any party other than the charitable company and charitable company's members as a body, for our audit work, for this report, or for the opinions we have formed.

RESPECTIVE RESPONSIBILITIES OF TRUSTEES AND AUDITOR

As explained more fully in the Trustees' Responsibilities Statement [set out on page 14] the trustees (who are also the directors of the charitable company for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view. Our responsibility is to audit and express an opinion on the financial statements in accordance with applicable law and International Standards on Auditing (UK and Ireland). Those standards require us to comply with the Auditing Practices Board's (APB's) Ethical Standards for Auditors.

SCOPE OF THE AUDIT OF THE FINANCIAL STATEMENTS

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

OPINION ON FINANCIAL STATEMENTS

In our opinion the financial statements

- Give a true and fair view of the state of the charitable company's affairs as at 31 March 2011 and of its incoming resources and application of resources, including its income and expenditure, for the year then ended,
 - Have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
 - Have been prepared in accordance with the requirements of the Companies Act 2006
-

INDEPENDENT AUDITORS' REPORT TO THE TRUSTEES OF

PEACE DIRECT (Cont/d)

OPINION ON OTHER MATTERS PRESCRIBED BY THE COMPANIES ACT 2006

In our opinion the information given in the Trustees' Annual Report for the financial year for which the financial statements are prepared is consistent with the financial statements

MATTERS ON WHICH WE ARE REQUIRED TO REPORT BY EXCEPTION

We have nothing to report in respect of the following matters where the Companies Act 2006 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, or
- The financial statements are not in agreement with the accounting records and returns, or
- Certain disclosures of trustees' remuneration specified by law are not made, or
- We have not received all the information and explanations we require for our audit

Nell Finlayson Statutory Auditor

Nell Finlayson, Senior Statutory Auditor

Date: 22/9/2011

for and on behalf of Kingston Smith LLP,
Statutory Auditor, Devonshire House, 60 Goswell Road, London EC1M 7AD

PEACE DIRECT

FOR THE YEAR ENDED 31 MARCH 2011

**STATEMENT OF FINANCIAL ACTIVITIES FOR THE YEAR
ENDED 31 MARCH 2011**

	<u>Notes</u>	<u>Unrestricted Funds</u> £	<u>Restricted Funds</u> £	<u>Total 2011</u> £	<u>Total 2010</u> £
INCOMING RESOURCES					
<i>Incoming resources from generating funds</i>					
<i>Voluntary income</i>					
Donations and grants	2	744,759	-	744,759	717,751
<i>Activities for generating funds</i>					
Other Income		882	100	982	973
Investment interest		630	-	630	1,109
<i>Activities in furtherance of the charity's objects</i>					
Donations and grants	3	-	701,881	701,881	402,097
TOTAL INCOMING RESOURCES		746,271	701,981	1,448,252	1,121,930
RESOURCES EXPENDED					
Costs of generating funds	4	118,069	-	118,069	97,160
Charitable activities	4	605,159	525,401	1,130,560	931,070
Governance costs	4	18,524	-	18,524	31,892
TOTAL RESOURCES EXPENDED		741,752	525,401	1,267,153	1,060,122
Net incoming resources	6	4,519	176,580	181,099	61,808
Net movement in funds after transfers		4,519	176,580	181,099	61,808
Funds brought forward		105,571	111,640	217,211	155,403
Funds carried forward		110,090	288,220	398,310	217,211

There were no recognised gains or losses for the above two financial periods other than those included in the Statement of Financial Activities.

All movements derive from continuing activities


The notes on pages 20 to 29 form part of these accounts.

PEACE DIRECT

BALANCE SHEET AS AT 31 MARCH 2011

	Notes	2011	2010
		£	£
FIXED ASSET			
Tangible assets	8	3,434	4,322
CURRENT ASSETS			
Debtors	9	10,565	40,816
Cash at bank & in hand		482,483	322,479
		<u>493,048</u>	<u>363,295</u>
CREDITORS			
Amounts falling due within one year	10	58,172	100,406
		<u>58,172</u>	<u>100,406</u>
NET CURRENT ASSETS		434,876	262,889
Total assets less current liabilities		<u>438,310</u>	<u>267,211</u>
CREDITORS			
Amounts falling due after more than one year	11	40,000	50,000
NET ASSETS		<u>398,310</u>	<u>217,211</u>
Represented by			
Unrestricted funds	12	110,090	105,571
Restricted Funds	12	288,220	111,640
		<u>398,310</u>	<u>217,211</u>

Approved by and signed on behalf of the Board of Trustees on 6 September 2011


 **Trustee**
Andres Ilves


 **Trustee**
Michelle Tighe
Company number: 06458464

PEACE DIRECT

NOTES TO THE ACCOUNTS

FOR THE YEAR ENDED 31 MARCH 2011

1. ACCOUNTING POLICIES

1.1 Basis of preparation of accounts

The financial statements have been prepared in accordance with applicable accounting standards and the Statement of Recommended Practice "Accounting and Reporting by Charities", SORP 2005

The financial statements have been prepared on the historic cost basis

1.2 Income

Voluntary income including donations, gifts and legacies and grants that provide core funding or are of general nature are recognised where there is entitlement, certainty of receipt and the amount can be measured with sufficient reliability. Such income is only deferred when

- The donor specifies that the grant or donation must only be used in future accounting periods, or
- The donor has imposed conditions which must be met before the charity has unconditional entitlement.

Income from charitable activities includes income received under contract or where entitlement to grant funding subject to specific performance conditions is recognised as earned (as the related goods or services are provided). Grant income included in this category provides funding to support performance activities and is recognised where there is entitlement, certainty of receipt and the amount can be measured with sufficient reliability. Income is deferred when

- Performance related grants are received in advance of the performance or event to which they relate

Bank interest and investment income are included on a receipts basis

Income Tax recoverable on donations received is included on an accruals basis

1.3 Volunteers and donated services and facilities

The value of services provided by volunteers is not incorporated into these financial statements. Further details of the contribution made by volunteers can be found in the trustee's annual report

Where services are provided to the charity as a donation that would normally be purchased from our suppliers, this contribution is included in the financial statements at an estimated based on the value of the contribution to the charity. The income equivalent is recognised within incoming resources as a donation, and corresponding charges included within resources expended under the relevant cost categories

PEACE DIRECT
NOTES TO THE ACCOUNTS
FOR THE YEAR ENDED 31 MARCH 2011

1.4 Resources expended

Expenditure is recognised when a liability is incurred

- **Costs of generating funds**

Costs of generating funds are those cost incurred in attracting voluntary income

- **Charitable activities**

Charitable activities include expenditure associated with the main objectives of the charity and include both the direct costs and support costs relating to these activities

- **Governance costs**

Governance costs include those costs associated with meeting the constitutional and statutory requirements of the charity and include the audit fees and costs linked to the strategic management of the charity

- **Support costs**

Support costs include central functions and have been allocated to activity cost categories on a basis consistent with the use of resources, eg allocating property costs by number of staff, and staff costs by the time spent

1.5 Pension

The pension costs charged in the accounts represent the contributions payable by the charity during the period in accordance with FRS 17

1.6 Tangible fixed assets for use by the charity and depreciation.

Tangible fixed assets for use by the charity are stated at cost less depreciation

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.

Computer equipment	-	3 years
Fixtures and fittings	-	4 years

Equipment is capitalised where the purchase price exceeds £100

1.7 Stock

Stock is shown at the lower of cost and net realisable value Stock consists of book stock

PEACE DIRECT

NOTES TO THE ACCOUNTS

FOR THE YEAR ENDED 31 MARCH 2011

1.8 Funds structure

Unrestricted funds are available for use at the discretion of the Trustees and in furtherance of the general objectives of the charity. Unrestricted funds include a revaluation reserve representing the restatement of investment assets at market value.

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

1.9 Grants

Grants are written off in the period in which they are paid.

1.10 Operating leases

Rentals payable under operating leases are charged against income in a straight line basis over the lease term.

1.11 Irrecoverable VAT

All resources expended are classified under activity heading that aggregate all costs related to the category. Irrecoverable VAT is charged against the category of resources expended for which it was incurred.

1.12 Taxation

The Charity is a registered charity and, therefore, is not liable for Income Tax or Corporation Tax on income derived from its charitable activities, as it falls within the various exemptions available to registered charities.

PEACE DIRECT

NOTES TO THE ACCOUNTS

FOR THE YEAR ENDED 31 MARCH 2011

2. VOLUNTARY INCOME

	<u>2011</u>	<u>2010</u>
	£	£
Christopher Smerald	1,000	-
Colchester Society of Friends	-	5,000
Department for International Development	402,000	378,500
HCD Memorial fund	-	30,000
Joseph Rowntree Charitable Trust	15,000	20,000
Network for Social Change	86,543	53,347
Paget Charitable Trust	-	500
Fulmer Charitable Trust	-	1,000
Jem Charitable Trust	-	500
Livingstone Trust	-	1,000
Owen Willis Charitable Trust	-	2,000
Radley Charitable Trust	-	250
Violet Mauray Charitable Trust	-	1,500
Roger Ross	18,789	20,000
Yael Dowker	1,000	1,040
J&M Moody Stuart	2,000	2,000
Richard Ferneyhough	10,000	-
Stuart McLoughlin	6,046	-
Wychwood Trust	7,228	-
Donations	114,051	149,968
Donated services	81,102	51,146
	<u>744,759</u>	<u>717,751</u>

The charity is indebted to Google, Lily Shia, Acumen and Gordon Maw for providing Adwords, Video Production, IT support and Press Cuttings respectively as pro bono services. The value placed on these contributions by the donors are £76,914, £2,000, £1,728 and £460 respectively. The income equivalent has been recognised within incoming resources as a donation, and a corresponding expense included within Charitable Activities (Promote).

PEACE DIRECT

NOTES TO THE ACCOUNTS

FOR THE YEAR ENDED 31 MARCH 2011

3. INCOMING RESOURCES FROM ACTIVITIES IN FURTHERANCE OF THE CHARITY'S OBJECTS

<i>Fund.</i>	<u>2011</u>	<u>2010</u>
	£	£
Amberstone Trust	20,000	-
Anonymous	7,000	-
Baring Foundation	65,180	57,688
Brillig Charitable Trust	10,000	-
Bryan Guinness Charitable Trust	-	5,000
Department for International Development	-	12,600
Dina Glouberman	1,000	-
Dulverton Trust	15,000	8,500
Equality and Human Rights Commission	-	3,703
Gibbs Charitable Trust	2,000	-
Hilden Charitable Trust	-	5,000
Hinchley Charitable Trust	-	5,000
Humanity United	194,063	78,428
London Funding Network	6,736	-
McLaughlin, Stuart	-	6,993
Mustardseed Charitable Trust	-	4,963
Network for Social Change	11,586	21,000
Newham Council	25,000	25,000
Open Gate	1,500	-
PACT	34,686	24,951
Pula Trust	-	5,000
Rayne Foundation	5,000	5,000
Roger Ross	22,500	10,000
SES Foundation	61,922	-
Southall Trust	-	6,000
Tudor Trust	24,000	24,000
United States Institute of Peace	35,948	-
V Volunteering	11,884	8,913
Wychwood Trust	2,772	-
Other grants and donations	46,104	53,893
	<u>603,881</u>	<u>371,632</u>
<i>Promote</i>		
Department for International Development	98,000	-
Fetzer Institute	-	17,465
Polden Puckham	-	3,000
Serve All Trust	-	10,000
	<u>98,000</u>	<u>30,465</u>
	<u>701,881</u>	<u>402,097</u>

PEACE DIRECT

NOTES TO THE ACCOUNTS

FOR THE YEAR ENDED 31 MARCH 2011

4. TOTAL RESOURCES EXPENDED

	Staff Costs	Direct Costs	Support Costs	Total
Cost of Generating funds	66,421	34,838	16,810	118,069
Charitable Activities				
Fund	97,219	724,967	17,650	839,836
Promote	134,212	137,382	19,130	290,724
Governance	9,203	8,060	1,261	18,524
Total	307,055	905,247	54,851	1,267,153

Staff costs have been allocated in proportion to time spent on the activity
Support costs have been allocated in proportion to headcount

5. GRANTS PAYABLE

Grants payable represents grants made to institutions to supports grass roots peacebuilding in conflict areas

	2011 £	2010 £
Amohoro Youth Club - Burundi	5,730	-
Athwaas / WISCOMP - Kashmir	8,000	9,740
Aware Girls - Pakistan	21,306	-
Centre for Peacebuilding and Reconciliation - Sri Lanka	58,869	58,707
Centre Resolution Conflicts - Congo	146,318	114,064
Collaborative for Peace in Sudan - Sudan	97,995	192,478
Co-operation for Peace and Unity - Afghanistan	2,000	20,899
Envision - Zimbabwe	80,849	66,060
Fomicres - Mozambique	373	1,769
Fondation Chirezi - Congo	16,724	-
Ita Ba Paz - East Timor	5,000	-
MAD - UK	10,000	10,000
Newham Conflict and Change - UK	66,314	43,809
Partners for Democratic Change- Yemen	4,918	-
Peace Women of Cali - Colombia	-	10,302
SWIDAP - Sudan	47,438	-
Yakjar Reconciliation and Development Network - Kashmir	11,304	-
Youth Alliance for Peace and Environment- Nepal	13,766	4,500
	<u>596,904</u>	<u>532,328</u>

PEACE DIRECT

NOTES TO THE ACCOUNTS

FOR THE YEAR ENDED 31 MARCH 2011

6. NET INCOMING RESOURCES

This is stated after charging

	<u>2011</u>	<u>2010</u>
	£	£
Audit Fees	7,140	4,025
Depreciation	2,723	2,262
Operating Lease Rentals	8,379	3,970

7. DIRECTORS AND EMPLOYEES

STAFF COSTS	<u>2011</u>	<u>2010</u>
	£	£
Salaries	263,286	229,342
National Insurance	25,908	22,644
Pension costs	12,574	9,701
	<u>301,768</u>	<u>261,687</u>

Pension costs represent contributions paid to a defined contribution scheme on behalf of the company's employees. The assets of the scheme are held separately from those of the company in an independently administered fund.

There were no employees whose annual emoluments were £60,000 or more (2010 - nil)

The average weekly full time equivalent number of staff employed by the charity during the period was as follows

	<u>2011</u>	<u>2010</u>
Chief Executive	1 0	1 0
Fund	2 5	2 5
Promote	2 0	2 0
Fundraising	1 5	1 0
Administration & support	1 5	1 0
	<u>8 5</u>	<u>7 5</u>

PEACE DIRECT

NOTES TO THE ACCOUNTS

FOR THE YEAR ENDED 31 MARCH 2011

8. FIXED ASSETS

	Computer equipment & software £	Fixtures & fittings £	Total £
COST			
As at 1st April 2010	29,355	3,673	33,028
Additions during year	1,123	712	1,835
Disposals during the year	-	-	-
As at 31st March 2011	<u>30,478</u>	<u>4,385</u>	<u>34,863</u>
DEPRECIATION			
As at 1st April 2010	25,246	3,460	28,706
Charge for the year	2,474	249	2,723
Disposals during the year	-	-	-
As at 31st March 2011	<u>27,720</u>	<u>3,709</u>	<u>31,429</u>
NET BOOK VALUES			
As at 31st March 2011	<u>2,758</u>	<u>676</u>	<u>3,434</u>
As at 31st March 2010	<u>4,109</u>	<u>213</u>	<u>4,322</u>

9. EBTORS

	<u>2011</u> £	<u>2010</u> £
Grant debtors	0	30,319
Prepayments and other debtors	10,565	10,497
	<u>10,565</u>	<u>40,816</u>

10. CREDITORS: Amounts falling due within one year

	<u>2011</u> £	<u>2010</u> £
Creditors and accruals	58,172	55,406
Loans	-	45,000
	<u>58,172</u>	<u>100,406</u>

11. CREDITORS: Amounts falling due after more than one year

	<u>2011</u> £	<u>2010</u> £
Loans due after more than one year	40,000	50,000
Repayable in five years or more		
	<u>40,000</u>	<u>50,000</u>

PEACE DIRECT

NOTES TO THE ACCOUNTS

FOR THE YEAR ENDED 31 MARCH 2011

These are interest free loans to provide cashflow and longer term security (see Financial Review on page 13)

12. MOVEMENTS IN FUNDS

	Balance <u>01.04.10</u>	<u>Income</u>	<u>Exp.</u>	Balance <u>31.03.11</u>
	£	£	£	£
<u>Restricted funds.</u>				
<i>Fund</i>				
Amberstone Trust	-	20,000	6,414	13,586
Banng Foundation	25,060	65,180	67,837	22,403
Brillig Charitable Trust	-	10,000	10,000	-
Dulverton Trust	-	15,000	-	15,000
Newham Council	20,788	25,000	33,803	11,985
Humanity United	12,837	194,063	83,253	123,647
Network for Social Change	-	11,586	6,134	5,452
PACT	-	34,686	34,686	-
Roger Ross	-	22,500	22,500	-
SES Foundation	-	61,922	51,137	10,785
The Tudor Trust	24,000	24,000	38,000	10,000
United States Institute of Peace	-	35,948	-	35,948
V Volunteering	-	11,884	11,884	-
Other grants and donations	13,530	72,212	61,522	24,220
<i>Promote</i>				
Fetzer Institute	15,425	-	231	15,194
Department for International Development	-	98,000	98,000	-
	<u>111,640</u>	<u>701,981</u>	<u>525,401</u>	<u>288,220</u>
General funds	105,571	746,271	741,752	110,090
Total funds	<u><u>217,211</u></u>	<u><u>1,448,252</u></u>	<u><u>1,267,153</u></u>	<u><u>398,310</u></u>

Purpose of Restricted Funds:

- **Fund** we fund overseas peacebuilding through long term running costs, funds for rapid interventions or one-off grants

The balance carried forward represents funding carried forward for project costs to be incurred in 2011

- **Promote** we raise the profile of overseas peacebuilding with the media, with government and policy makers and with the public

The balance carried forward represents funding carried forward for project costs to be incurred in 2011

PEACE DIRECT

NOTES TO THE ACCOUNTS

FOR THE YEAR ENDED 31 MARCH 2011

13. ANALYSIS OF FUND BALANCES BETWEEN NET ASSETS

	<u>Unrestricted</u>	<u>Restricted</u>	<u>Total</u>
	<u>£</u>	<u>£</u>	<u>£</u>
Tangible fixed assets	3,434	-	3,434
Net currents assets	146,656	288,220	434,876
Long term loans	(40,000)	-	(40,000)
	<u>110,090</u>	<u>288,220</u>	<u>398,310</u>

14. RELATED PARTY TRANSACTIONS

For the whole of the period, the charity was under the control of the Trustees as shown on page 2. No Trustees were reimbursed expenses during the year (2010 - £nil) and no Trustee received any remuneration during the year (2010 - £nil).

15. FINANCIAL COMMITMENTS

At 31 March 2011, the charity was committed to making the following payments under non-cancellable operating leases in the year to 31 March 2012:

	<u>2011</u>	<u>2010</u>
	<u>£</u>	<u>£</u>
Land and Building		
Operating leases which expire between two and five years	8,379	3,970