

# The Gorta Group



2017

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**ANNUAL  
REPORT**

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# OUR VISION IS AN ECONOMICALLY THRIVING AND RESILIENT RURAL AFRICA

The Gorta Group is comprised of Self Help Africa, TruTrade, Partner Africa and Traidlinks.

Felsiter Namfukwe from Nsunda village, Northern Province, Zambia

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2017

**TWO  
MILLION**  
LIVES IMPACTED

Mary Auma Otieno, Nyabera Village, Kenya

# IMPACT



In 2017, we supported  
**315,435**  
HOUSEHOLDS

Households  
diversifying  
farming systems



**159,606**

Households with  
increased production



**110,837**

Households with  
increased resilience



**141,538**

Households  
with acceptable  
dietary diversity



## WHERE THE MONEY GOES\*

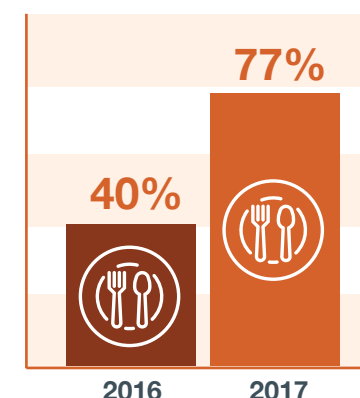
\*Excluding retail



## IMPACT SNAPSHOT

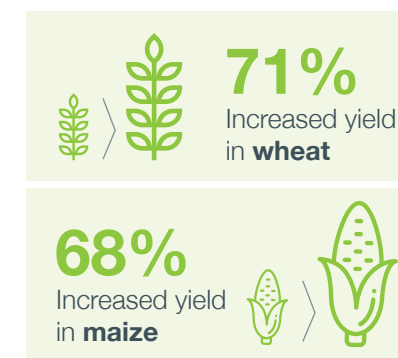
### ZAMBIA

Target households that have sufficient  
food lasting for 12 months



### ETHIOPIA

The introduction of new seed varieties saw  
yields rise significantly for a number of crops



### BURKINA FASO



**230,000**

calls to mobile phone  
farm advice service in  
seven months  
following launch.



An additional  
**3,700**

people accessed small  
loans to invest in their  
small businesses.

## WHAT WE DO



### AGRICULTURE & NUTRITION

Over 70% of Africa's poorest  
people live on small farms. We  
help these farmers achieve their  
potential to grow much more  
and earn more from their land.



### COOPERATIVES

We bring communities  
together - working as a  
cooperative means farmers  
can access new markets  
and earn a better income  
from their produce.



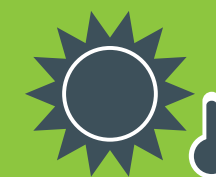
### GENDER

We're working to level the  
gender field in sub-Saha-  
ran Africa. When women  
receive the same support  
as men, yields increase  
20-30%.



### MICROFINANCE

We invest in people - providing  
access to small loans through  
microfinance gives impoverished  
rural families access to small loans  
to improve their farms, so they can  
grow, eat and sell more.



### CLIMATE SMART

Those least responsible for climate  
change are most affected by global  
warming. We support vulnerable  
communities to adapt to changing  
climate, through climate smart  
agricultural techniques.



### ENTERPRISE

We nurture small businesses  
and encourage enterprise -  
enabling households to earn  
a vital alternative source of  
income to send children  
to school.



Emma Keyala, Nsunda,  
Northern Province, Zambia

# Technology

## in Africa's future



by Raymond Jordan  
CEO

**Using a smart phone in Dublin or London, or typing on a laptop in New York, you're a long way from the one billion people on our planet who survive on just a few dollars a day.**

However, in the pages of this annual report, we share with you a few examples of areas where Self Help Africa is harnessing technology to deliver more effective solutions to ending extreme poverty for the rural poor communities.

The potential of technology to combat the complex challenges of international development is recognised across the world, with broad consensus that digital solutions have a vital role to play if we are to achieve the United Nations' Sustainable Development Goals by 2030.

It is, of course, not a case of 'fixing' the issues with the click of a mouse or the press of a button.

But at Self Help Africa, and across The Gorta Group, we are deepening our

understanding of the people with whom we work, by measuring and analysing the impacts of our efforts. To do this, we are applying digital technology to disseminate information, to survey and track changes to animal and crop life, and to assist farmers to source new markets and conduct financial transactions.

It is an exciting time to be working in international development. It is a time of great change, and a time when we have the potential to make huge progress, to benefit the lives of vulnerable communities.

In a rapidly changing world, technology provides us with the opportunity to do even more to achieve our goal of lifting millions of people out of extreme poverty.

# Development going digital



Photo: iStock

**From digital tools that provide bespoke commodity prices to applications that track livestock movements, or even pest infestations – the role of technology is assuming importance like never before in how Self Help Africa is supporting the fight against hunger and poverty in sub-Saharan Africa.**

Despite the fact that the majority of households we are working with live without electricity, let alone basic internet connectivity, the work that Self Help Africa is doing across our projects is being transformed by the application of digital technology.

There's vast potential and boundless opportunities, but for Self Help Africa the focus on new technology begins with our efforts to better understand the people we are working with.

We know that it's not 'one size fits all'. By collecting and analysing an extensive range of digital data, we can record the types of support people are receiving and when and where this is being received. This information is then used by Self Help Africa to ensure that we can provide the appropriate targeted interventions, in the correct order, and during the right season.

This work with households across sub-Saharan Africa can run the gamut from bar-coding of beneficiary cards and GPS (satellite) location tracking of projects, to the use of biometrics to measure the nutritional and health impacts of our work. At the same time, smart phones and tablets with internet connectivity have supplanted traditional pen and clipboard in gathering data literally from the fields.

In a more traditional sense, mobile phones are being extensively used to disseminate information to farming households

about a range of topics. Text messaging services provide information about commodity prices, weather forecasts and even advice about specific diseases and threats that may be faced by livestock or crops, including the Fall Armyworm (more information on our efforts in this area on page 16).

*Mobile phones are being extensively used to disseminate information to farming households about a range of topics.*

Meanwhile, Self Help Africa is also investigating the use of remote sensing technologies to predict crop yields, and even nutrient deficiencies in crops.

The potential use of technology to detect levels of contamination, such as potential carcinogens (aflatoxins) in certain crops, and the use of imaging technology to analyse soil types and quality, is under review.

The innovations referenced above - together with a host of others - are set to transform farming as we know it in sub-Saharan Africa. New tools are being added to the armoury of agricultural science at a rapid rate, and will have a dramatic impact on the battle to increase food production and end poverty.



# TruTrade finding markets and fair prices for farming families

**Social enterprise platform TruTrade has gone digital, to reduce the risk of doing business in Africa.**

TruTrade, which is part of The Gorta Group seeks to provide smallholder farmers with a reliable route to market and fair prices for their produce.

TruTrade provides trade finance to agri-dealers to buy crops from farmers, and operates a payment system that uses digital money. The move to an all-digital system was initially taken to remove the previous risk with cash advances.

Furthermore, TruTrade has provided farmers, paid digitally via their mobile phones, with verifiable income records which are being used to establish credit ratings with other business lenders and micro-finance lenders – something not previously available when they were working solely in cash.

Under the new all-digital platform, all payments to traders, and to farmers supplying crops, are now made via mobile money to agri-dealers who are part of TruTrade's agent network.



*TruTrade provides trade finance to agri-dealers to buy crops from farmers, and uses a payment system that uses digital money.*

Photo: TruTrade

And the innovative move has had additional benefits. This expanding digital network has provided TruTrade with contact details of tens of thousands of farmers. TruTrade is now communicating with these farmers, via bulk SMS messaging, about new opportunities to trade, or to provide advice from buyers regarding company sourcing plans. This is a unique breakthrough, as large food companies who source through dealer networks from thousands or tens of thousands of small farmers have previously struggled to 'speak' directly to these farmers.

## The Software

The software that is powering TruTrade's platform, which was developed in Uganda, can now show these food companies who the produce was purchased from, when it was purchased and how much farmers were paid for the crop - another new innovation in agricultural value chains.

Finally, digitising agri-trading is also encouraging more women to get involved in business. Previously, agri-trading involved travelling around the countryside in Africa, or sitting in a rural 'bulking station' waiting for

farmers to arrive with their crops.

In both cases, the trader needed to carry large amounts of cash to pay for crops – a potential security risk in remote areas. As a result, women were often reluctant to get involved. Using the TruTrade system, however, agri-traders only need to carry a smart phone, reducing this risk considerably.

Self Help Africa will continue to work to further develop TruTrade, to encourage even more women to become involved.



----- IN 2017 -----  
WE WORKED WITH  
**152,855**  
----- WOMEN -----

Susan Wanjiku Kamau village of Kwa-  
Gitau, Nakuru County, Kenya



Maize destroyed by the Fall Armyworm

# Combating Armyworm invasion

**The rapid, devastating spread of the Fall Armyworm (FAW) pest across sub-Saharan Africa was an ongoing challenge throughout 2017.**

FAW was first identified on the African continent in late 2016, yet by the end of 2017 it had spread to more than 30 countries in sub-Saharan Africa. Some countries acted rapidly, even mobilising military personnel and others to spray crops that were under attack, but others were wholly unprepared.

The invasive pest feeds on over 80 plant species, including three of the most important staples for rural poor households – maize, sorghum and rice.

In Malawi, where over 50% of farmland was found to be affected by early 2017, the situation remains acute, and Self Help Africa is one of the lead agencies involved in efforts to combat the FAW threat.

At the request of the UN Food and Agriculture Organisation (UN FAO) we led the formation of, and are the lead agency in Malawi's National Taskforce on Fall Armyworm.

As a part of this work we developed a framework for the NGO response to FAW – and provided training to 660 lead farmers, 34 government extension staff and 410 village protection commit-

tee members. We have also provided pesticides, sprayers and protective equipment, funded the dissemination of information on farm radio about FAW, and have set up a network of FAW pheromone traps.

Technology is playing a part too, and in collaboration with the School of Agricultural Science at University College Dublin and Orbas Consulting, Self Help Africa is engaged in a pilot project that is using satellite imagery, heat mapping and mobile phone technology to gather data about FAW.

The scheme - which received recognition from the Global Partnership for Sustainable Development – looks at the use of remote sensing methods designed to detect FAW heat spots, and is tracking the pest. As FAW has only been present in Africa for a short amount of time, this data gathering is critical in order to understand its behaviour.

The impact of the FAW has been as significant as it is swift. By October 2017, 2.5 million hectares of maize – 22% of the total area planted in Malawi – was affected. Due to an effective awareness campaign, and supply of pesticides, 95% received control measures. Bumper harvests in 2017 have provided some protection, but if rains are poor in 2018, widespread food shortages are likely.

*Self Help Africa is engaged in a pilot project that is using satellite imagery, heat mapping and mobile phone technology to gather data.*

# Boost for Kenyan agribusiness

A multi-million Euro flagship project - the largest grant ever awarded to Self Help Africa - is set to move our organisation to the forefront of agricultural enterprise development in sub-Saharan Africa.

Suzanna Omwango with daughter Naomi, Kamkuyu village, Kenya

The five-year venture, which will support the creation and development of more than 50 agri-enterprise businesses in Kenya, is being designed to create profitable markets for over 100,000 small-scale farmers and semi-nomadic pastoralists in the country. It is projected that up to 10,000 agri-enterprise jobs will be created.

New and existing agricultural businesses will be eligible for support of between €200,000 and €1million under the scheme. Grantees will be selected through a 'challenge fund' process being administered in conjunction with project partners, South African-based Imani Development Limited.

*KILIMO-VC will support the development of more than 50 agri-enterprise businesses in Kenya.*

The new project, called Kenyan Initiative for Long-term Integration of Market Operators in Value Chains (KILIMO-VC), will invest more than €24m in its work in the coming years, following the award of more than €21.5m from the European Union.

In addition to financing, the selected agri-enterprises will also receive technical assistance on key areas where they require support.

Participating agri-enterprises must show evidence that they are reaching, or are well-positioned to integrate, smallholder farmers within their business model, in targeted areas. Gender balance in outreach activities is another eligibility criteria.

Self Help Africa will implement the KILIMO-VC programme alongside its partners, Imani Development Limited, the European Union and the European Investment Bank.

More than 50 agri-businesses will be eligible for support of between

**€200,000**  
----- AND -----  
**€1million**

----- In 2017 -----  
Self Help Africa supported  
**315,435**  
**HOUSEHOLDS**  
-----



Oilpa, Malela Village, Zambia



Naguma Amina Mutambuze, (left)



Awor Joules Chua, (right)



## Amina

Naguma Amina Mutambuze recently became a TruTrade sourcing agent. She is the first female agent in Yumbe District, West Nile, a remote area of northern Uganda, close to the border with South Sudan. Amina has learnt how to use TruTrade's mobile application so that she can provide a marketing service to farmers in her community. As a TruTrade agent, Amina checks

and weighs the produce, registers the farmer on the mobile app and then triggers a mobile payment which goes directly to the farmer.

In just her first month with TruTrade, Amina has sourced 2,420kg from 15 farmers, from which she earned a commission. This is just the beginning, and Amina looks forward to growing her business in the upcoming season.

## Joules

Awor Joules Chua is an agent for TruTrade in Gulu district, northern Uganda. By paying farmers using mobile money, the TruTrade platform is driving financial inclusion – enabling farmers to build an independently verifiable trading record, which can be used to access other financial services.

Joules has seen the benefits that the TruTrade system has brought to the communities she works with: “Women appreciate the mobile payments, which enable them to have more control over their money. They feel more secure, as they do not move about with large amounts of cash, or have to hide cash in their homes after harvest.”

“*Women appreciate the mobile payments, which enable them to have more control over their money*”

## Showthem

Showthem Sikombe is one of 80,000 people assisted by Self Help Africa's work in the Mbala and Luwingu districts of northern Zambia, through the Irish Aid Local Development Project (IALDP).

“

*You just don't know what the weather is going to do*

With support from Self Help Africa, Showthem has diversified farm production, growing new crops including beans and millet alongside his traditional maize crop.

Ever unpredictable climate means that times are still tough. “You just don't know what the weather is going to do” Showthem says. Training in new farming techniques as part of the programme is helping Showthem adapt to the weather, and he remains upbeat about the future.

His fellow villagers have reason to be more upbeat too – in Nsunda, 88% of households are now able to cover their family's basic needs for the whole year – compared to just 58% before the project started. Across the wider IALDP, households' access to safe, treated drinking water increased from 14% to 40%, and over half of female participants felt they had a stronger role in decision-making in their household and community.

## Rosemary

Seeing her children gather around the kitchen table twice a day is a sight that Rosemary Chate says she is still getting used to.

Not long ago, Rosemary's family could expect to eat just once a day. For many months of the year, their resources were so thin that they needed to ration their food supplies to just a single family meal.

A farmer from Malela village in northern Zambia, Rosemary struggled to produce enough food on her two acre plot.

When Self Help Africa started to work locally, she seized the chance to take part in a 'training of trainers' programme, and was appointed as a 'lead' (demonstration) farmer in Malela. She learned how to plant and tend her crops more efficiently, and also took part in a pilot programme to grow new food crops, including groundnuts and soya beans.

Today, Rosemary is passing on this knowledge to her neighbours, and is seeing her family also benefit from the improvements that have occurred on her own farm.

## Ethel

Mother-of-four Ethel Khundi knows only too well that the best laid plans can be easily derailed, after losing her entire drove of pigs to an outbreak of swine flu. Fortunately Ethel, who farms a small plot in Whunachu village in central Malawi, wasn't totally reliant on her pig rearing to earn a living. The implementation of new conservation farming techniques she learned on a Self Help Africa training course enabled

her to produce almost three times as much maize than just a year earlier.

This increased harvest ensured that Ethel's plans to extend her home and set up a small shop in the village were kept on track. Her plans don't end there – she also hopes her 13 year old daughter Memory can finish school and pursue her dreams of becoming a doctor.

## Kokebe

Kokebe Ababa is amongst nearly 60,000 people in Ethiopia to benefit from Self Help Africa's savings and credit cooperatives (RuSACCOs) in 2017. The project is funded by the Irish League of Credit Unions Foundation.

After saving for two years, Kokebe, from Hitossa village, rented a plot of land, diversified her crops and purchased live-stock. As a result, her family are now enjoying an improved diet,

and Kokebe has also extended her house. She's saving for her children's future, and believes that her new-found business and financial skills are setting a good example.

Across the RuSACCO programme as a whole in 2017, the proportion of participating households who now have access to credit increased to 78% (from 56% in 2016), and savings increased by 36%.



# Engaging with the public

Each year, Self Help Africa carries out an extensive programme of public and supporter engagement in the UK, the United States and in Ireland, North and South, to inform the public about the work that we do, and encourage people – as voters, donors, supporters, campaigners and students – of the roles that they can play in ending hunger and extreme poverty.

## Public Events

Close to 5,000 people attended events that were organised by Self Help Africa across the Ireland, the UK and United States during 2017. In addition, over 6,500 students took part in educational events and workshops that were delivered by our Development Education team, and thousands more viewed exhibitions that were staged at schools, university campuses and in public spaces during the year.

Gala fundraisers were staged in New York, Boston, Dublin, Galway, Shrewsbury and London, and we attracted large numbers to public presentations and exhibitions staged at Ireland's National Ploughing Championships, at the BT Young Scientist and Technology Exhibition, Africa Day, and at Ireland's premier rock music festival, Electric Picnic. Self Help Africa hosted a series of road show information evenings for supporters in both Ireland and the UK.

Supporters also undertook an extensive array of different charity events to support our work – walking the Camino Way in Spain and France, swimming San Francisco Bay to Alcatraz, and enduring the gruelling 250k 'The Race' event in County Donegal.

## Influence

Self Help Africa contributed to a wide range of sectoral fora and campaign on a broad range of policy issues across Africa and in the West, seeking to ensure support for the agricultural and development policies that are necessary as we work to improve the lives of people across sub-Saharan Africa.

*Close to 5,000 people attended events that were organised and hosted by Self Help Africa*

In 2017 we also hosted the second annual conference of the Irish Forum for International Agricultural Development (IFIAD), which took place in the Department of Foreign Affairs in Dublin to mark World Food Day.

In Ireland, Self Help Africa is the chosen charity of the Irish Farmers Association (IFA) and is Ireland's representative to the United Nations Food and Agricultural Organisation (UNFAO) in Rome.

We also continued to press the Irish Government to increase state support for Overseas Development Aid, to reach the agreed target of 0.7% of GNI.



Dochas Pre-Budget Photocall.  
From left, John Fitzsimons, CEO Camara Education, Suzanne Keatinge, CEO Dochas, former Minister, and current Chair of Self Help Africa, Tom Kitt, and Katie Hennessy, youth activist.

## Communications

Thousands of supporters in Ireland, UK and US received print newsletters and materials produced by our in-house communications team during 2017, while an increased recognition of the importance, and effectiveness of digital communications saw us substantially enhance our online presence during the year.

We increased to more than 50,000 the number of people we are reaching on Facebook, Twitter and other social platforms.

At the same time the numbers we were reaching through our [www.selfhelpafrica.org](http://www.selfhelpafrica.org) website grew to close to one-third of a million unique visitors in 2017.

Self Help Africa's work online received national recognition in 2017: our Two Villages website ([twovillages.org](http://twovillages.org)) and multi-media project was awarded a national Dochas Award for 'Respect and Equality in Communications.' For the second time in four years, our Annual Report was short-listed at the annual Published Accounts Awards presented by the Leinster Society of Chartered Accountants Ireland.

# Support in action



Shrewsbury Firecracker Ball, UK



Electric Picnic Festival, Co. Laois



Change-Makers Ball, Dublin



BT Young Scientist exhibition, Dublin



National Ploughing Championships, Co. Offaly



Africa Day at Farmleigh, Dublin



The Race, Donegal



Strictly for Africa, Dublin



Worldwide Global Schools Conference, Dublin



Camino de Santiago walk, Spain



IFIAD Conference, Dept. of Foreign Affairs and Trade, Dublin



Donor Day in Shrewsbury, UK



Change-Makers Ball, Boston



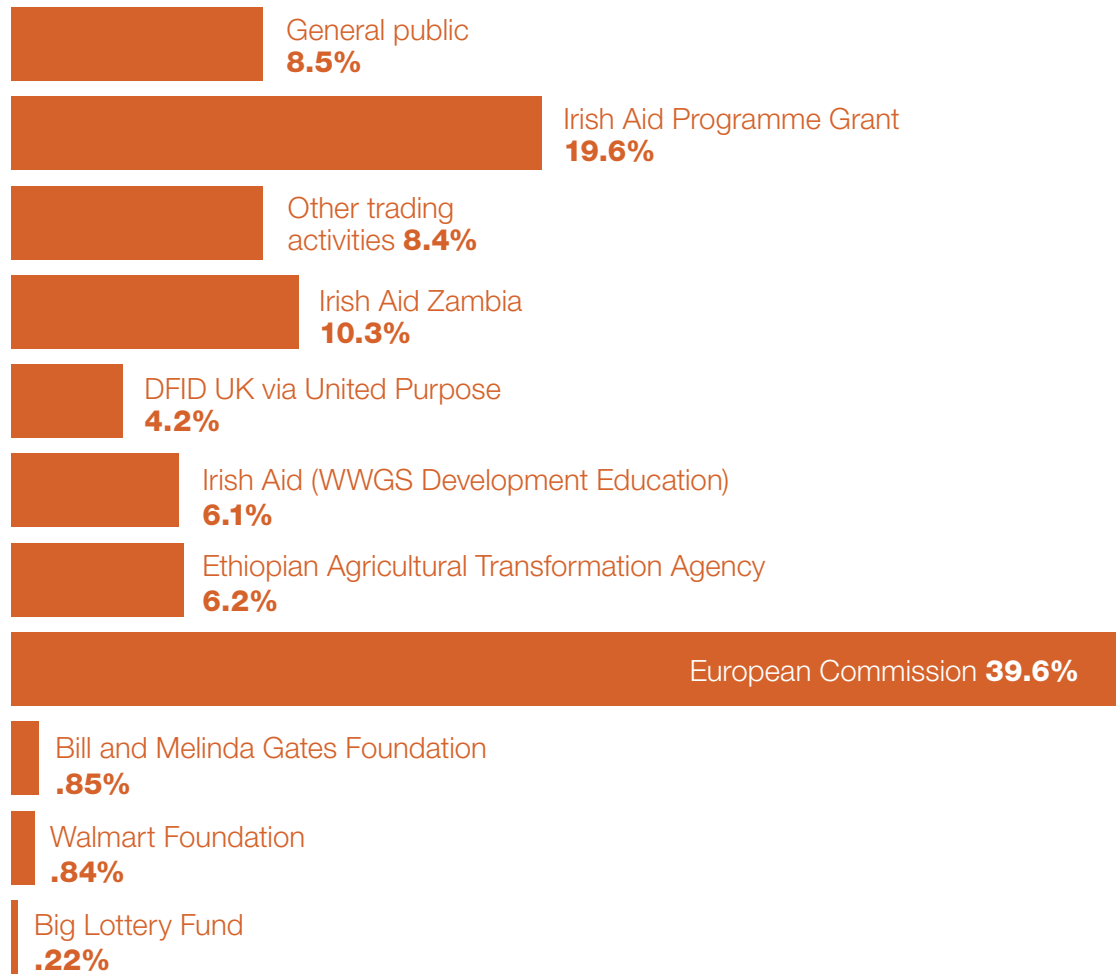
BTYS winners at Áras an Uachtaráin



Zalire Yesaya and his wife Susanna Zalira with their ground nuts, Malawi

# 2017 in figures

## Our donors in 2017



## Our charitable expenditure in 2017\*

\*Excluding retail



## WEST AFRICA

Households reached: **41,352**

**KANGABEGA AYESTO**, from Gomtenga village, Burkina Faso, is hoping the success of her business can eventually reunite her family, with her children all living in neighbouring Ivory Coast for work. Kangabega is one of many women in Burkina Faso being supported in vegetable production – to improve both diets and income. “If production is good, it will show my children there are opportunities in Gomtenga to earn a living” she says.



## UGANDA

Households reached: **6,852**

**DOROTHY SIJAMBO HABAT** decided to invest any money made from her farm in her children’s education, determined to provide them with opportunities that she never had. Her daughter Brenda recently graduated from university and is now qualified as an accountant.



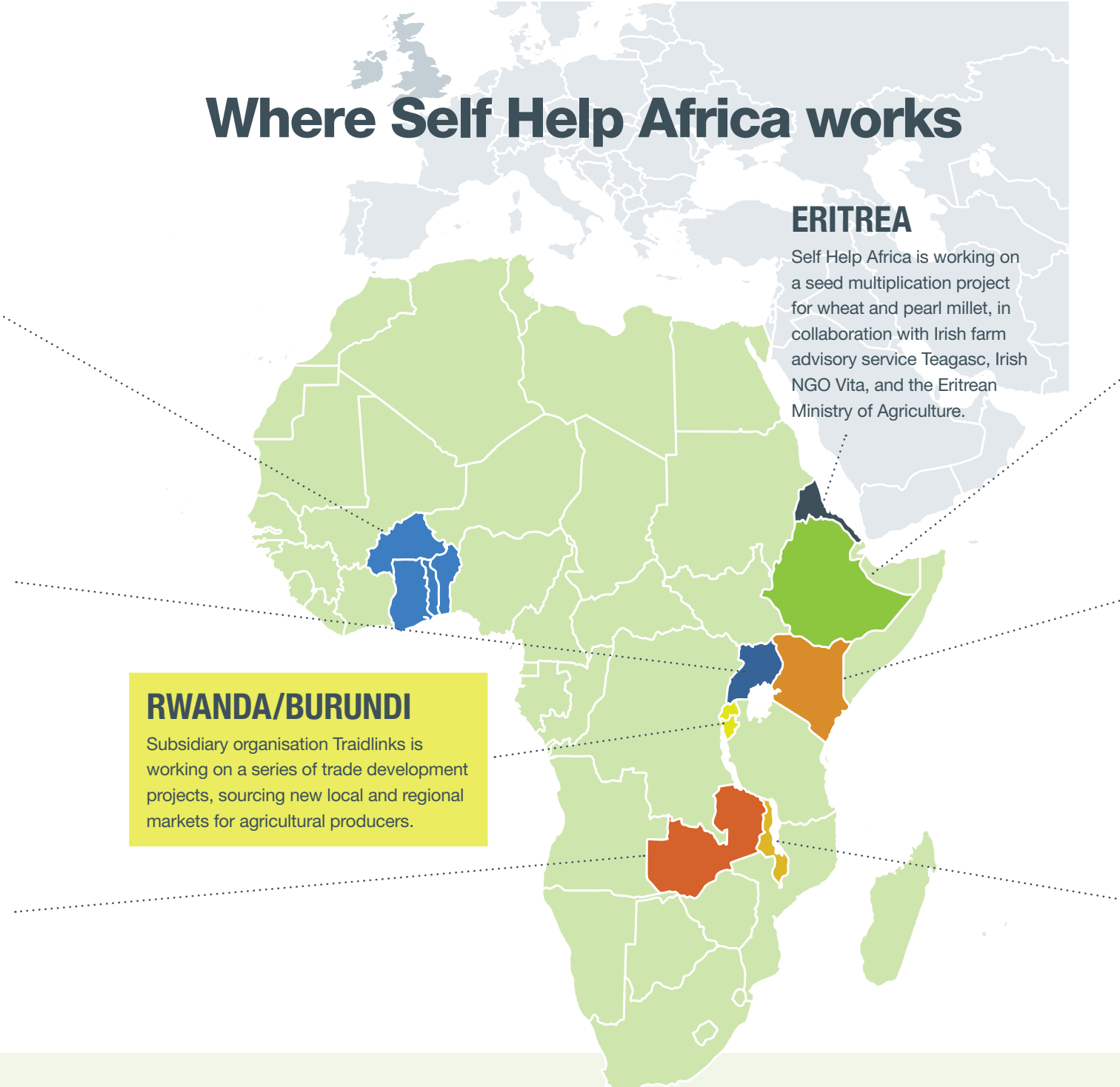
## ZAMBIA

Households reached: **63,548**

Being able to go to school is the most valuable thing in the world to 14-year-old **STEPHEN LINGA**, from Malela village, Zambia. With his parents increasing their farm production – and family income – Stephen is confident he’ll finish his education. As for what he’ll do after? Like many his age, Stephen isn’t too sure. Whatever the future holds, it’s looking bright for Stephen.



# Where Self Help Africa works



## ETHIOPIA

Households reached: **109,219**

**SCHMEGIE KULBLA** is part of the solution to the problem faced by many small scale farmers in Ethiopia – accessing good quality seed. Schmegie is one of over 1,300 community-based seed producers attached to Edget Seed Growers’ Cooperative, who are growing certified wheat seed to meet local demand. Schmegie’s production alone provides enough planting material for 30 farmers in her area.



## KENYA

Households reached: **57,219**

**ROSE MUTAI** from Bomet County, Kenya, is part of one of our renewable energy projects. Rose and her family received a cow, and as well as producing enough milk for the whole family, the slurry is being used to produce biogas. The many benefits of biogas include a lower cost of crop production, increased savings (no need to buy firewood), and improved farming standards.



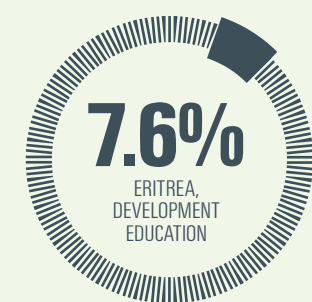
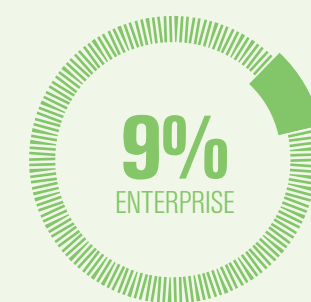
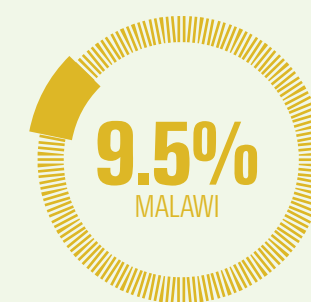
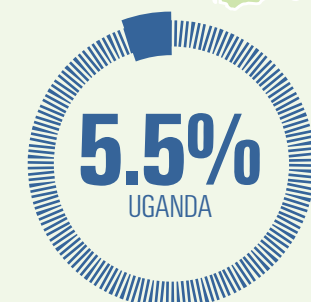
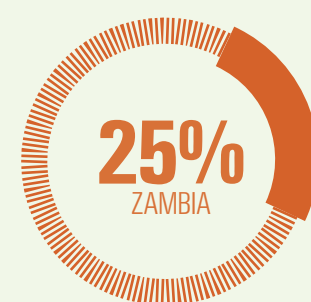
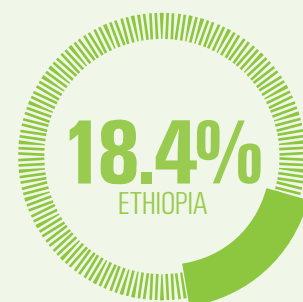
## MALAWI

Households reached: **37,243**

Times have been tough for **MINUS NIRENDA**, a mother and grandmother from southern Malawi, who lost her sight a number of years ago. Minus received assistance to diversify production on her small farm, and is now growing cassava and groundnut alongside her traditional maize crop. She is also breeding and selling goats with support from the project. Her grandchildren help out on the farm, and Minus contributes to the cost of their education in return.



## Our Programme spend in 2017:



Who Self Help Africa works with:

UGANDA



WEST AFRICA



ZAMBIA



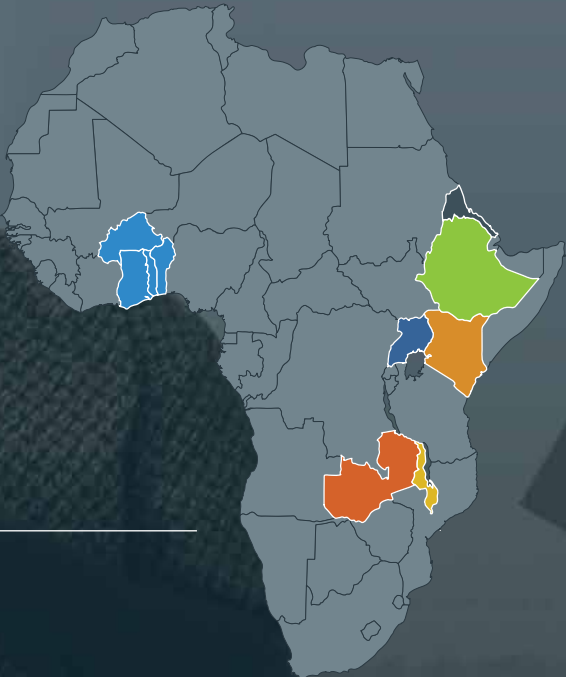
ETHIOPIA



KENYA



MALAWI



Munira Hairedin, Kolololeka Village, Ethiopia,



OUR WORK  
ACROSS AFRICA IS  
ENDING POVERTY  
AND IMPROVING  
THE LIVES OF LOCAL  
COMMUNITIES

# Letter from the Chairman



**2017 was an important year for the organisation and another year of achievement. Our work continues to be impactful, our portfolio is growing, and we are increasing the breadth of activity and partners.**

I am enormously proud of our achievements in 2017. We supported 315,435 households, reaching close to two million people in rural communities across sub-Saharan Africa. We did this through investment in quality interventions of the highest standard, as we continued our focus on impact, accountability and learning. We sought to strengthen our systems to improve our performance on operational effectiveness, efficiency and value for money.

In 2017 our income grew from €18.6m per annum to €22.7m. However, it was not all plain sailing, the early part of 2017 was a challenge for the organisation as a significant funding agreement expired. The board and management were prepared and a cost reduction plan was enacted. Unfortunately, this resulted in the loss of 11 staff.

However, the situation improved during the year, our new five-year contract with Irish Aid resulted in a 26% increase in our programme grant to €3.15m per annum. In November we were awarded a EU grant of €14m Malawi built upon a model of farmer training 'field schools'. In December we secured further EU funding of €22m in Kenya for agri-business development. This is the largest grant ever secured by the organisation and is a great vote of confidence in our work. Winning these two grants shows our ability to work along the entire value chain from the bottom up, through Farmer Field Schools in Malawi up to enterprise level in Kenya.

Recent controversies in the global NGO environment have underscored to all of us the importance of having robust policies and procedures that ensure we protect the people on behalf of whom we work. To this end we have strengthened our policies relating to complaint response, safeguarding and fraud, and have instituted a new Whistleblowing Policy and Code of Conduct that all directors, staff and partners are required to sign. In this regard where issues have arisen, they have been handled efficiently, appropriately and all relevant parties informed.

2017 was also a year of change.

We welcomed Traidlinks, TruTrade and War on Want Northern Ireland to the Gorta Group. These strategic mergers have brought new skills and activities to our portfolio. The merger with War on Want Northern Ireland, which has since been renamed as Self Help Africa Northern Ireland, is one that I am particularly proud of. It gives us an all-Ireland presence and also extends our retail presence to twenty-three shops.

Our re-brand was officially approved by the Board. This has seen the development of the Gorta Group, under which all parts of the organisation will operate. Self Help Africa will become the brand for the development arm in Ireland, this is to align its identity with the UK, USA and Africa.

I am thankful to Irish Aid for their ongoing support and funding of our work, and also welcome the Irish Government's commitment to increase overseas aid spending. It is vital that the commitment to 0.7% of GNI, made in 2000, is honoured, so that Ireland can continue to play a central role in efforts to end hunger and extreme poverty.

This coming year signals the launch of the government's development strategy for the next five years. We look forward to contributing to the White Paper process when it is launched.

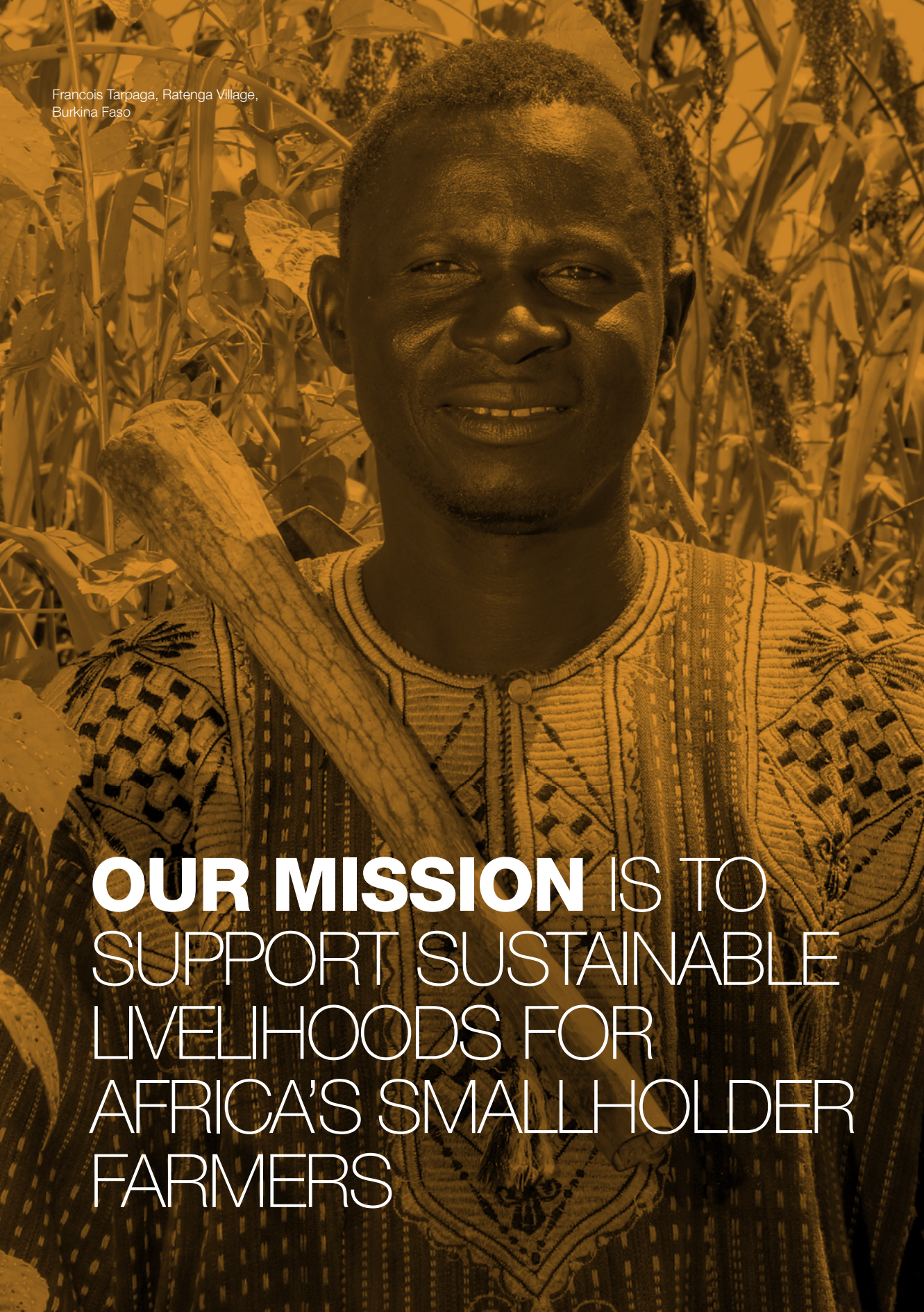
I wish to extend my sincere thanks to our Board of Directors for the time that they give to the organisation, providing oversight and guidance, and the many people who give of their time voluntarily to advise and support us, as members of our various advisory committees.

Thanks is also due to all who supported our efforts – our staff in Africa and elsewhere, our partners, our donors and the many people who support us across the world.

With best wishes,



**Tom Kitt**  
Chairman



Francois Tarpaga, Ratenga Village,  
Burkina Faso

**OUR MISSION** IS TO  
SUPPORT SUSTAINABLE  
LIVELIHOODS FOR  
AFRICA'S SMALLHOLDER  
FARMERS

# Reports and Consolidated Financial Statements



# Directors and Other Information

Bernard Kemei,  
Sonokwek Village, Kenya

## Directors

Mr. Tom Kitt (Chairman)  
 Ms. Carmel Fox  
 Ms. Claire-Marie Fourel  
 Mr. David Governey  
 Ms. Eimear Kenny  
 Ms. Rowena Dwyer  
 Ms. Mairead Carey  
 Ms. Marion Byrne  
 Mr. Michael Hoevel  
 Mr. Pat Murphy  
 Mr. Tom Kirley  
 Mr. James Galvin (appointed 30th June 2017)  
 Mr. Paul Adams (resigned 30th June 2017)

## Company Secretary

Malachy Cardiff

## Group Chief Executive

Ray Jordan

## Executive Director

David Dalton

## Registered Office

Kingsbridge House, 17-22 Parkgate Street, Dublin 8.

## Company Number

28228

## Charities Regulatory Authority Number

20008895

## Charity Number

CHY 5678

## Solicitors

Gallagher Shatter & Co.  
 4 Upper Ely Place,  
 Dublin 2.

Withers LLP.  
 16 Old Bailey,  
 London.

McKeever Solicitors,  
 5 Harbourmaster Place,  
 IFSC, Dublin 1.

## Principal Bankers

Bank of Ireland,  
 Lower Baggot Street,  
 Dublin 2.

Bank of Ireland,  
 65 St Vincent Street,  
 Glasgow.

Barclays Bank Plc,  
 P.O. Box 89,  
 Shrewsbury, Shropshire.

Permanent TSB,  
 2-4 Upper Baggot Street,  
 Dublin 4.

AIB  
 1-4 Lower Baggot Street,  
 Dublin 2.

## Auditors

Deloitte,  
 Chartered Accountants and Statutory Audit Firm,  
 Deloitte & Touche House, Earlsfort Terrace, Dublin 2.

# Report of the Directors

For the financial year ended 31 December 2017

**The directors present herewith the reports and audited consolidated financial statements of the charity for the financial year ended 31 December 2017.**

## Objectives and activities

Gorta is the legal company name of “The Gorta Group” which is in turn a holding company for a group of organisations that cover a wide spectrum of activities in the international development sector. We are a non-governmental organisation whose main purpose is set out in our constitution as the assistance and advancement of people in need in less developed areas of the world. We have expertise in small-scale farming and growing family-farm businesses. We work with farmers and agricultural businesses in Africa to help them grow and sell more food, diversify their income and their diets, and make their livelihoods more sustainable and resistant to external shocks.

On 1 May 2018, following a consultative process with all stakeholders, the trading name ‘Gorta-Self Help Africa’ was changed to ‘Self Help Africa’ to align our trading identity in Ireland with that in use in all our other countries of operation. The ‘Gorta Group’ identity was created simultaneously to refer to the grouping of all subsidiary companies that are governed by the main Board.

## Vision, mission and values

Our vision is an economically thriving rural Africa.

Our mission is to support sustainable livelihoods for Africa’s smallholder farmers.

Our core values are:

- Equality – people are equal in rights and must be treated with respect and dignity.
- Innovation – we are conscious that finding effective solutions requires innovative thinking combined with a pragmatic approach.
- Learning – we strive for the highest quality standards in our work and encourage a culture of constant learning and improvement.
- Accountability – accountability and transparency are central to all our actions and use of resources.

## Strategic objectives

Our primary strategic objectives are to:

- Improve **food, nutrition and income security** for smallholder farmers.
- Support the establishment and growth of inclusive, profitable and sustainable **agri-business**.
- Support the improvement of the **policy environment** for smallholder farmers.

## Activities

Our primary client targets are poor and vulnerable rural communities in sub-Saharan Africa, with a particular focus on Benin, Burkina Faso, Eritrea, Ethiopia, Ghana, Kenya, Malawi, Uganda, Togo and Zambia.

We support both small projects and large programmes. We use the evidence generated from our projects to inform scalable programmes with more substantial impact. We are respectful of the culture, needs and wishes of the communities we work with and pro-actively seek out their views on, and participation in, programme development and implementation.

We are committed to the principle of empowering communities and helping them to help themselves and we do not provide funds, rather all inputs are provided on a loan or pass-back basis. We work with local government and the business community to create sustainable links that last beyond the life cycle of projects.

Self Help Africa employs professional development staff in all its countries of operation. We believe that indigenous staff best understand the context, culture and languages of their own people and are best placed to lead country programmes. We have an excellent track record of building capacity and facilitating mutually beneficial relationships between farmers, government structures, civil society organisations and the private sector.

## New subsidiaries

**2017 saw three new organisations – Traidlinks, TruTrade and War on Want Northern Ireland, join the Gorta Group.**



**Traidlinks** was founded in 2003 with a mission to connect Irish private sector business with opportunities in sub-Saharan Africa and in so doing promoting enterprise and growth and combatting poverty in its areas of operation. Self Help Africa had worked closely with Traidlinks since 2015, providing back office support at

HQ and country office level in Kenya as well as collaborating on project work. The members of Traidlinks voted to become part of the Gorta Group in July 2017.



**TruTrade** is a social enterprise providing smallholder farmers with a reliable route to market and fair prices for their produce. Its mission is to create transparent, efficient and commercially viable village agent sourcing networks to supply local, regional and international buyers with high quality and traceable produce. Self Help Africa was an original promoter of TruTrade and supported it since its establishment in 2015 by taking a 30% shareholding in the business. In December 2017, this shareholding rose to a majority 83% stake, bringing TruTrade formally into the Group.



**War on Want Northern Ireland** was founded in 1962 and registered in 1967 in Northern Ireland. It is headquartered in Belfast and has had country programmes in Malawi, Tanzania and Uganda. In recent years it sought to merge with a like-minded entity to achieve economies of scale and maximise the value for money obtained for the funds that it raises. Following a recommendation by its board, War on Want NI’s members voted to merge with Self Help Africa in December 2017. From April 2018, in order to align with the trading identity of the Group, War on Want NI began to trade as Self Help Africa NI.

# Report of the Directors

## For the financial year ended 31 December 2017

On the operational side, Self Help Africa (SHA) implemented a significant programme of work in sub-Saharan Africa. The context and operational highlights of these programmes are summarised below.

### Overseas programmes

Following two seasons of drought and poor rainfall in southern Africa and Ethiopia in 2014-15 and 2015-16, southern Africa experienced good rains in 2017 and bumper harvests.

In contrast east Africa suffered poor rains, with 23 of 47 Kenyan counties experiencing poor second rains in 2016, resulting in droughts at the beginning of 2017, mainly in the arid and semi-arid regions. Maize prices rose by a third and two million people were in need of food aid. Much of Uganda also experienced poor early rains, though excessive rains in the south west resulted in landslides. There was prolonged drought in eastern and southern areas in Ethiopia, however the main rains were favourable in most SHA (Self Help Africa) project areas and crop yields were good. In 2016, a pest known as the Fall Armyworm (FAW) was first identified in Africa. By the end of 2017 it had spread across the continent and presented a significant threat to food security. While some countries, like Zambia, took the threat seriously and quickly mobilised government resources to control the FAW, other countries required extensive support to address the threat.

The FAW attacked large areas of Kenya's main maize growing regions, Trans-Nzoia and Uasin-Gishu, resulting in a loss of nine million bags of maize. The impact of the FAW, together with the drought, resulted in an acute country-wide maize shortage. Though Zambia and Malawi had maize surpluses to sell to Kenya, inter-COMESA exports were limited, and Kenya had to import maize from Mexico.



We were proactive in responding to the FAW, conducting field surveys, training government and community extension workers in FAW identification, scouting/monitoring, and control and catalysing the NGO response. In Malawi, where 55% of agricultural land was attacked by the FAW, SHA developed a framework for NGO response to the FAW, trained 660 lead farmers, 34 government extension staff and 410 Village Civil Protection Committee (VCPC) members, provided 388 litres of cypermethrin, 53 sets of sprayers and protective equipment, funded radio shows and set up networks of FAW pheromone traps. Furthermore, with funding from the World Bank and Big Lottery Fund, we are working with Orbas Ltd and University College Dublin to track FAW infestations through remote sensing. In addition, in Ethiopia we trained 52 District Development Agents and 1,500 farmers in FAW identification and management.

2017 saw Self Help Africa sign contracts with new donors, such as the United Nations High Commission for Refugees (UNHCR) and the World Food Programme (WFP), allowing us to build on our commitment to work

with communities in fragile locations and contexts such as refugee and host communities. In line with this commitment and in light of the devastating droughts that hit parts of Ethiopia and Kenya, we implemented small-scale humanitarian responses in drought-affected districts where we had projects. We also recruited a Humanitarian Advisor to build on our strengths and develop the capacity of our workforce to adapt our approaches to respond to emergencies. Other adjustments to programme delivery related primarily to amending implementation plans to take account of logistical challenges in Kenya and Ethiopia due to civil disruption.

### Eritrea

Self Help Africa continued to support the development of seed enterprises in Eritrea in 2017 through the Seed Enterprise for Equitable Distribution (SEED) Project under the auspices of the Eritrea Ireland Development Partnership Programme (EIDPP). This was based on an agreement signed in June 2016 between EIDPP representatives and the Ministry of Agriculture (MoA). The goal of the programme is to create thriving rural economies in the Anseba and Debub regions of Eritrea with households having sustainable livelihoods in their place of origin.

The overall objective of the SEED project is to multiply and promote improved wheat and pearl millet seed and other legume seed varieties to improve household incomes and national seed food security. In the 2017 season, 55 farmers were engaged to produce pearl millet and wheat seed. Following farmer training and technical backstopping by the Ministry of Agriculture Extension service delivery system, 9,500kg of pearl



millet and 40,000kg of wheat were harvested. The harvested seed was inspected by the Regulatory Services Department and given Class 1 seed grade. This seed will be distributed to 2018 season farmers. Farmers were also trained in gender dynamics, Farming as a Business (FaaB) and enterprise selection and group dynamics. SHA's Regional Agriculture Advisor has held several meetings with the Minister for Agriculture and his senior staff and made a presentation on the proposed Eritrea Seed Sector Road Map 2017-2021. The road map underpins a radical shift to encourage a more liberalised and vibrant seed sector. This shift sees farmers taking the lead in the seed value chain development while the Ministry of Agriculture's Credit and Marketing Unit takes on a more regulatory role, rather than its seed buying and selling role. Our work in Eritrea is carried out in collaboration with Vita, an Irish NGO with a long established presence there.



### Ethiopia

The state of emergency enacted in October 2016 remained in place until the end of July 2017. There was widespread unrest across Amhara and Oromia, with visits by HQ staff restricted to Addis Ababa. The unrest affected several of our project areas, with the situation in Bako and Mecha woredas particularly critical. The civil unrest has also had a detrimental impact on the economy. The Ethiopian birr was devalued by 15% in October, however the unofficial rate of devaluation is over 48%. A shortage of foreign currency in the country delayed the purchase of construction materials, and computer hardware and software for several projects. Despite these challenges, all project activities were carried out successfully.

# Report of the Directors

## For the financial year ended 31 December 2017

Although there was prolonged drought in some eastern and southern parts of the country, and concerns over the impact of Fall Armyworm infestation in major maize growing areas, the main rainy season has been generally favourable for our project areas, with a positive impact on yields.

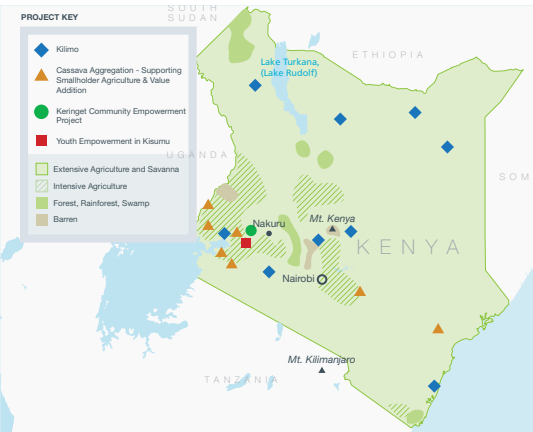
In 2017, SHA Ethiopia reached a total of 82,394 new beneficiaries through 11 projects. At village level we worked with 52 primary farmer coops and 370 rural savings and credit co-operatives (RuSACCOs). In addition, 15 coop unions and four RuSACCO unions were supported to improve their service delivery to member primary co-ops. Improved agricultural technologies and practices were successfully introduced and scaled up across the portfolio including, rhizome inoculants for soya bean production, plant health clinics, hormone synchronisation and sexed semen for artificial insemination services, and adult literacy training. Cluster farming became a standardised practice in our seed projects.

We continued to have a significant impact in facilitating access to financial services through the RuSACCO programme which reached 59,103 beneficiaries (57% female) in 2017. The proportion of households who have access to credit increased from 56% to 78% since 2016, savings grew by 36% and the minimum regular savings increased from between 5 - 10 Ethiopian birr to between 30 - 50 Ethiopian birr.

Building on our success in seed work, particularly with Edget Seed Union, we implemented a Community Based Seed Production project valued at €1.7million on behalf of the Ethiopian Agricultural Transformation Agency. The core focus was on providing infrastructure and hardware support to the unions. However, a capacity assessment conducted in December highlighted a lack of capacity in governance, financial management and membership outreach. These findings will inform future capacity building support to these unions.

The Sustainable Transformation of Agricultural Resources (STAR) project which integrates livestock, cropping and access to financial services for 1,683 households finished at the end of 2017, having been recognised with a prestigious good practice award by the Consortium of Christian Relief and Development Associations. Self Help Africa UK secured £450K for a new dairy development project to be implemented in the same woreda over three years starting in March 2018, with generous support from Jersey Overseas Aid Commission.

In response to the prolonged drought in Boset woreda, we distributed emergency seed and food aid to 3,200 households in cooperation with local government.



### Kenya

2017 was dominated by presidential elections which caused significant unrest and disruptions to the country at large and also to our programmes. The election first took place on 8th August 2017, the results were contested in court and annulled. A repeat election took place on 26th October 2017 with Uhuru Kenyatta being elected to serve a second term. Protests and

violence in project areas resulted in the postponement of activities and a slowdown of project work, resulting in major delays in early stage implementation of the new cassava programme.

Food prices remained high throughout the year due to increased demand as a result of drought conditions. According to the findings of the July 2017 Long Rains Assessment carried out by the Kenya Food Security Steering Group (KFSSG), 800,000 people were in the Stress phase (IPC Phase 2) and 2.6M in Crisis (IPC Phase 3) and in need of urgent humanitarian assistance.

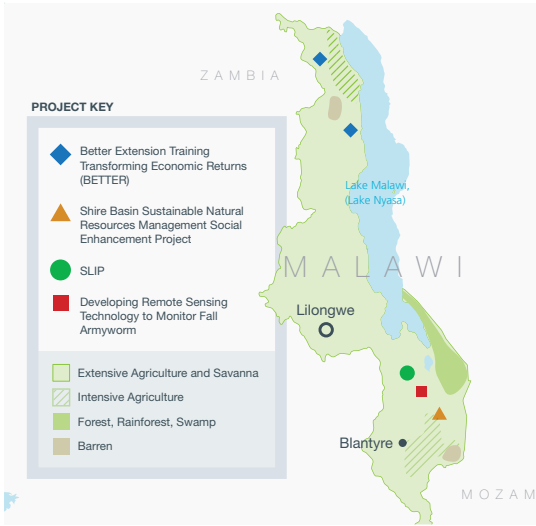
Kenya's programme portfolio scaled up significantly with the securing of two European Commission funded programmes – Strengthening the Competitiveness of the Cassava Value Chain in Kenya, with a budget of €6.5M and Kenya Initiative for Long-term Integration of Market Operators in Value Chains (KILIMO-VC), worth over €24M.

The cassava programme has recruited 28,000 cassava producing households and with TruTrade, Rafiki Microfinance Bank and three local partners will deliver improvements in market access, production levels, access to quality seed through seed entrepreneurs and cooperatives' performance by 2022.

KILIMO-VC is an exciting new opportunity for 100,000 small scale farmers and pastoralists to be better integrated into agricultural value chains. Self Help Africa is the fund manager for this programme, the main component of which is a European Commission financed challenge fund of €18.3M.

Target numbers:

- 100,000 smallholder farmers and pastoralist households reached.
- 70% increase in smallholders' production that is marketed.
- 10,000 net equivalent jobs created.
- 50 agri-enterprises have increased turnover by at least 25%.



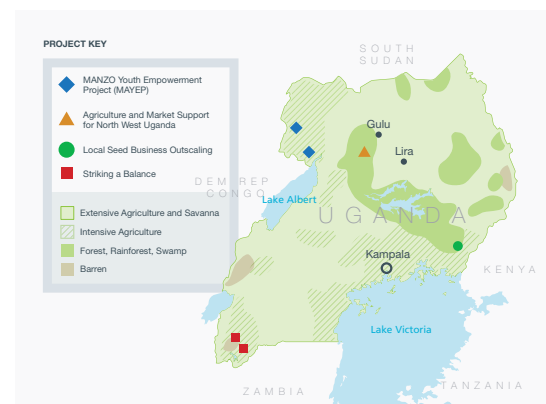
### Malawi

Following the devastating attacks on crops by Fall Armyworm (FAW), we responded quickly by integrating training on detection and treatment across our programmes and have taken the lead on the NGO response in Malawi. We have set up the National Taskforce on FAW which we are leading at the request of the UN Food and Agriculture Organisation (FAO). In our programme in the north of the country, winter cropping was affected as some farmers abandoned their irrigation schemes fearing losses due to FAW attacks. With the pest thriving in irrigated sites and with its rapid and persistent reproduction, the FAW may pose a big threat to the main crop production in the next season especially maize which has been seen to be the preferred host for the FAW. The Post-Harvest Recovery Project in Karonga and the Sustainable Livelihood Improvement Programme (SLIP) in Balaka are training government staff and lead farmers to minimise the impact of the pest during the next cropping season.

With funding from Millennium Challenge Corporation (MCC) USA and Millennium Challenge Account – Malawi (MCA-M), we are implementing a soil and water conservation project to reduce soil erosion, siltation and run-off all of which negatively affect power generation in the middle Shire basin. The project aims to contribute to improved power generation through sustainable community-based use and management of natural resources through four key outcomes which are; strengthened administrative structures at district

For the financial year ended 31 December 2017

In December 2017, we signed a contract with the European Commission for the Better Extension Training Transforming Economic Returns (BETTER) programme. The total value of the grant is €14.7M and the principal objective is to roll out the Farmer Field School approach in ten districts across Malawi, leading a consortium of five INGOs. This programme will give us significant profile and reach as we aim to support 402,000 farmers across the country.



During the first half of 2017 many parts of Uganda experienced various levels of food insecurity with 1.6 million people considered to be in a crisis situation. The stressed food situation was the result of prolonged drought in the latter part of 2016 and early 2017, coupled with increasing incidences of crop and livestock pests and diseases. The influx of refugees from South

The ISSD initiative ensures we continue to be active in the seed sector in Uganda. However, it will be necessary to secure further funding as the contract with ISSD is only for one year until June 2018.

We continued to support 3,000 youth participants to engage in piggery and horticulture enterprises through the EU-Funded MAYEP programme in West Nile region of northern Uganda. At the end of the year, 83.7% of supported youth reported increased production in comparison to baseline and 86.3% reported access to financial services.

We have been exploring opportunities to work in the profitable chia value chain with Healy Group (Ireland), Godson Commodities (Uganda) and TruTrade. The objective of the partnership has been to explore how all of the parties could work together to promote the chia seed value chain in Uganda, and specifically how we can help with organising and facilitating smallholder producers to expand their production and marketing of chia seeds. We commissioned a value chain study to inform future work between the partners and supported

We secured €500,000 funding from the European Commission for a new project to build the capacity of local governments to support the development of a green economy around Lake Bunyoni. The project which will be implemented in partnership with African International Christian Mission and the District Governments of Rubanda and Kabale will involve a broad range of stakeholders in policy and planning, natural resource management and sustainable livelihoods activities.



In our areas of operation in **Burkina Faso, Togo and Ghana**, the rainy season started earlier than in 2016.

In our areas of operation in **Burkina Faso, Togo and Ghana**, the rainy season started earlier than in 2016. Initially it looked promising with above average seasonal rainfall between the April and July. The cumulative rainfall totals for the season were at or above the ten year average. However, in quarter three the country experienced poor temporal distribution of rainfall, with frequent long dry spells, that lasted more than two weeks in many areas. In addition, FAW infestations

All six provinces in which we implemented projects in 2017 are considered as having had lower production than 2016. The government estimates that over 600,000 people will be food insecure during the hungry period which runs from June to August 2018. Our team is monitoring the situation and the potential need to provide a response in light of a pending food crisis.

There was success on our Bill and Melinda Gates Foundation funded project on sorghum and millet value chain promotion. Despite the poor rains and following

# Report of the Directors

## For the financial year ended 31 December 2017

two production cycles, the average yield for sorghum increased by 21.2%. Yields are approximately 30% higher than the average yields for the central north region that are estimated at 544/kg/ha, according to the Ministry of Agriculture’s statistical department. Farmers attribute this to the good agricultural practices they applied. The annual turnover for sorghum processing unions has increased dramatically from €290 (190,294 FCFA) before the project to €2,629 (1,725,280 FCFA) in 2016, to €9,075 (5,953,905 FCFA) in 2017.

On our UK Department for International Development (DFID) funded BRACED project, the WHH and SHA consortium was one of eight consortia retained for a 15-month extension phase following a successful initial three year phase.

Following on from the success of the introduction of mobile phone agricultural extension messaging in the other countries we work in, the 321 Initiative was formally launched in May in Burkina Faso. By the end of the year, the total number of telephone consultations to the service was over 230,000.



### Zambia

Zambia remained relatively stable politically and economically. Although the kwacha strengthened, this did not generally translate into lower commodity prices, as other costs of production such as fuel and energy continued to increase. Electricity tariffs increased by up to 75%. This has already had an impact on the price of mealie meal (a maize-based flour) and generally on the price of the food basket, threatening food and nutrition security, particularly for already food insecure households. Rains were generally good during the 2016/17 season, although flooding damaged crops in some programme areas. An attack of FAW at the start of the season destroyed many smallholders’ crops, however the government has been quite proactive in controlling further spread.

The five year Irish Aid Local Development Programme can to an end but received an additional one year grant of €550,000 to phase out the programme. The programme achieved very impressive results in reducing chronic malnutrition in children under 24 months, increasing crop production levels and increasing access to saving and credit services. On average, household disposable incomes increased by ZMW423 (€40), although with substantial variation between the two operational districts, Mbala and Luwingu, due to hyper-inflation and other differences in local context.

The country programme secured repeat business from the African Development Bank and the World Bank for projects on climate resilience and the goat value chain respectively. In addition, a new donor, UNHCR, was added to the portfolio to implement a project working with Congolese and other refugees in two remote settlements near the Angolan and DRC borders.



Richard Ngerich, Kyogong, Bomet County Kenya

# Report of the Directors

## For the financial year ended 31 December 2017

### Our impact

In 2017, we supported 315,435 households, reaching close to two million people in rural communities across sub-Saharan Africa. We did this through investment in quality interventions, as we continued to focus on our impact, accountability and learning. We sought to strengthen our systems to improve our performance on operational effectiveness, efficiency and value for money.

Helping us in achieving lasting change was a clear focus on providing smallholder farmers with access to three specific areas:

- 1 Knowledge Transfer:** in areas of agriculture, food and nutrition, business and enterprise, ranging from vocational training to agri-technology, our aim was to improve smallholders' lives and livelihoods and support growth in the agricultural economy from small-scale farmer models into leading commercial agri-food ventures;
- 2 Investment:** this was critical to achieving scalable and sustainable agricultural transformation (through the generation of more productive farm and non-farm employment opportunities), with the emphasis on agri-enterprise opportunities as drivers of growth and development;
- 3 Markets:** Improving both women's and young people's productivity and access to markets, o ers huge benefits in terms of poverty reduction, inclusive social and economic growth, food security and nutrition.

As an organisation, we have a proven track record of providing technical expertise and delivery, and in working with the private sector to create sustainable and scalable solutions to lift smallholders permanently out of



poverty. We pursue innovative solutions that can unlock the untapped potential of the people and communities we work with.

Examples of key metrics from our programmes are described below. These statistics clearly demonstrate our emphasis on investment in agriculture transformation; increased resilience as a mechanism to support smallholder families in the face of challenges such as climate change; improved nutrition as a key contributor to health and wellbeing; and investment in scalable and sustainable businesses as a driver of growth and development.

- Households with increased production: **110,837** (30% increase compared to 2016)
- Households diversifying farming systems: **159,606** (32% increase compared to 2016)
- Households with increased resilience: **141,538** (32% increase compared to 2016)
- Households with acceptable dietary diversity: **87%** (7% increase compared to 2016)
- Number of enterprises with increased turnover: **303** (new indicator)

Households with increased production: **110,837**

Households with increased access to financial services: **116,961** (36% increase compared to 2016)

- Households with increased access to financial services: **116,961** (36% increase compared to 2016)

Some country-specific metrics further show:

- In Zambia, **77%** of our target households had food lasting for 12 months compared to 40% in 2016.
- In Kenya, the promotion of indigenous vegetables, poultry and dairy goat production, kitchen gardening, as well as micro-irrigation (through drip and greenhouse farming) were all effective in reducing the hunger gap among beneficiary households from seven to three months in a year by improving food production, accessibility, affordability and sustainability.
- In Ethiopia, the introduction of new seed varieties saw yields rise significantly for a number of crops, including wheat (**71%** increase) and maize (**68%**).
- Also in Ethiopia, agri-businesses that we support saw significant increases in their turnover: the annual turnover of Lemu Dima seed multiplication cooperative was €178,799 (with a net profit of €3,791), showing an increase of **130%** compared to 2016; and the annual turnover of Almi Milk (a milk processing company) was €414,063 (with a net profit of €85,511), showing an increase of **794%** compared to 2016.
- In Burkina Faso, a significant focus in 2017 was access to finance, the establishment of a loan guarantee fund for purchasing fertiliser and support provided to smallholder producers to link with microfinance institutes. An additional **3,700** people accessed small loans to invest in their agri-enterprises.

In Zambia, **77%** of our target households had food lasting for 12 months compared to 40% in 2016.

In Ethiopia, the introduction of new seed varieties saw yields rise significantly for a number of crops, including wheat (**71%** increase) and maize (**68%**).

# Report of the Directors

For the financial year ended 31 December 2017

## Policy and advocacy

Combining institutional reform with programme interventions is at the core of Self Help Africa's approach to agricultural sector reform, which is essential to making the operating environment more conducive to smallholder farmers' needs and interests. 2017 saw the conclusion of a number of processes we had been working on over several years. In Ethiopia, we saw the enactment of the new Agricultural Extension Strategy, a process Self Help Africa had been contributing to with particular regard to promoting pluralism of actors in extension services. In Kenya, we participated in the establishment of a new institutional framework for the formulation and rolling out of the new Tuber and Crops Strategy, contributing to the creation of a new multisectoral space for dialogue with Government.

In Zambia we fed into the new draft Wetland Policy, now finalised and awaiting adoption. Self Help Africa invited the Ministry of Gender and Women Entrepreneurs Development Association of Zambia and other stakeholders to a workshop facilitated by SHA to review the national Micro, Small and Medium Enterprise (MSME) policy to ensure women's voices and concerns are given due prominence to influence this subject area.

Our ambition is to be an organisation of influence, whilst recognising the limits of what we ourselves can change as one

organisation. We are achieving this goal through a number of our approaches, for example our Family Life Model, which was selected by the CG International Maize and Wheat Improvement Center (CIMMYT) as a Gender Transformative Methodology.

*Our ambition is to be an organisation of influence, whilst recognising the limits of what we ourselves can change as one organisation.*

The main policy highlight for 2017 was our participation in the annual Committee on World Food Security (CFS, FAO, Rome) at which we held an event on the theme of 'Strengthening Smallholder Seed Enterprises for Food, Nutrition and Income Security' which we organised jointly with Irish Aid, Bioversity International and FAO. The session profiled our seed-related work on an international platform and generated a lot of interest around our work on smallholder seed enterprises at country level. A request was made for continued dialogue in this area to be led by Self Help Africa. More information on our event is available on: <http://www.fao.org/cfs/home/plenary/side-events/44/en/>

**In Ireland:** Self Help Africa actively contributed to a number of sector policy engagements, including:

- The launch of Coalition 2030: an alliance of over 100 leading civil society groups working together for

promotion and implementation of the Sustainable Development Goals (SDGs);

- Participation in technical dialogues with Irish Aid and Institute for International and European Affairs (IIEA) on climate and resilience, aimed at supporting the mainstreaming of climate risk management in Irish NGO development programmes and contributing to the development of a Climate Resilient Agriculture for Smallholder Farming Brief and a Climate and Social Protection Brief;
- Presenting our integrated agriculture and nutrition work in Zambia at a session in Leister House, advocating continued Official Development Assistance (ODA) support;
- Presenting our work on Measuring Policy Influence at a session hosted by DFAT's Evaluation Unit in Iveagh House;
- Participating in the Dochas/Irish Aid Policy Roundtable;
- Meeting with a large number of TDs, as part of a pre-budget campaign in favour of reinvigorating Ireland's commitment to 0.7% of Gross National Income (GNI) to ODA;
- Providing feedback on Ireland's draft National Implementation Plan on the Sustainable Development Goals.

We continued to lead in the coordination of the newly-established Irish Forum for International Agricultural Development

*A key highlight was our engagement with the Irish Embassy in Kenya and our contribution to the development of the new Ireland-Kenya Agri-Food Strategy 2017-2021.*

(IFIAD), a consortium-based agricultural development initiative whose members include Irish Aid, the Department of Agriculture, Teagasc, NGOs and representatives from Irish academia. The forum held its 2017 conference on the theme of 'Agriculture in the Delivery of One Health'.

We continued our engagement with a representative on the Board of Dóchas, and membership of several Dóchas Working Groups (Livelihood, Food and Nutrition Security; Policy; Results; Humanitarian; Development Education); Coalition 2030 and the Irish Consortium on Gender Based Violence.

**In Africa:** several processes to which we had been contributing over many years, came to a successful conclusion in 2017. Among them were the adoption of new Seed Sector Regulations and a new Agriculture Extension Strategy in Ethiopia, as well as the launch of a review of the Micro, Small and Medium Enterprise (MSME) Policy in Zambia. A key highlight was our engagement with the Irish Embassy in Kenya and our contribution to the development of the new Ireland-Kenya Agri-Food Strategy 2017-2021, launched in November. New opportunities also emerged for us to actively contribute to local and national level policy processes in the areas of whole value chain development, rural finance, climate and resilience.

# Report of the Directors

## For the financial year ended 31 December 2017

### Partnerships and funding sources

Self Help Africa recognises that we cannot achieve our vision on our own. It can only be achieved through developing and working in long term partnerships with local and national governments, local communities, other organisations, businesses and individuals who have complementary skills to our own. Meaningful partnerships are central to our approach.

We collaborated with approximately 50 like-minded organisations in order to implement our work with a greater number of communities. We added complementary interventions to partners' ongoing programmes and, as a result, increased opportunities, and brought improved food and nutrition security to the areas in which we work. In 2017, we worked with a range of Irish organisations such as Concern Worldwide, GOAL, Vita and Teagasc among others, both in Ireland and in Africa.

We raise funds through a wide range of sources. We are grateful to Irish Aid, the UK Department for International Development, the European Commission, the Bill and Melinda Gates Foundation, the Walmart Foundation, the Irish League of Credit Unions Foundation, a range of other trusts and foundations and the public for their generosity in supporting our work. The Big Lottery Fund, Vitol Foundation and Jersey Overseas Aid Commission are major funders of the work of Self Help Africa UK and their support over the years has been invaluable.

### Volunteers

Volunteers play an important role in enabling us to achieve our goals in a manner that allows us to be cost effective and to deliver the greatest impact for the African communities with whom we work. We are grateful to the boards of directors of all group companies and advisory sub-committee representatives, who work tirelessly on a voluntary basis to ensure that our programmes, systems and governance are of the highest standard. We are grateful also to the accoun-

tants, evaluators and others who provide services to us on a pro-bono basis each year and to the network of volunteers and members across our retail and community fundraising infrastructure, who have been a source of great strength and resilience over the years.

### Development Education

Our Development Education (DE) programme worked with post-primary school students across several areas of the curriculum, with teachers, third level students and with community groups and the wider public, providing workshops, DE resources and other materials to assist with the delivery of the programme. The programme delivered 273 workshops in 59 schools nationwide during the year, reaching 6,531 people: 5,535 in post-primary schools, 615 in university and 381 at adult and community-based presentations. The ratio of schools to workshops was in line with strategy, which sought to deepen engagement with schools with whom we were working, and deliver multiple workshops on key subject areas, including sustainable agriculture, gender equality, climate change and ethical trade. The development of a facilitator toolkit to increase teachers' skills in delivering a variety of DE workshop topics themselves, was also completed. The delivery of workshops to groups outside of the traditional 'Transition Year' subject areas is also reflected in the numbers.

Self Help Africa has a long-standing partnership with Changemakers (CM) in Inishowen, Co. Donegal, who work in the adult and community education sector. They commissioned the production of a toolkit from us, based on the CM programme, in order to share their experience and learning and to act as an insight into how partnerships in DE can be developed in the adult and community education sector. Meetings were held with both Wicklow Education Centre (Wicklow Kildare ETB) and a community resource centre in Galway to initiate workshop delivery which will be developed in 2018.



Students at the WWGS Annual Conference 2018

Alongside workshop delivery, the DE programme provided photographic exhibitions to six schools for display in common spaces, extending the reach of our messaging within the school environment. These exhibitions, which focused on the efforts of African people to cope with climate change and the role of women in African life, were also displayed in two universities, and were a part of our presentations at public events including Africa Day, Electric Picnic, BT Young Scientist and Technology Exhibition, and National Ploughing Championships. The winners of the Science for Development Award were Jack O'Connor and Diarmuid Curtin of Desmond College, Limerick for their project 'Ergonomic Planter' at the BT Young Scientists Exhibition in January 2017.

In autumn 2017, our DE team undertook an audit and review of existing workshop materials and began the production of a new workshop facilitator toolkit that will be completed in spring 2018. This will be made available for download to post-primary teachers, community groups and other institutions to enable teachers to have the necessary supporting materials to present DE activities in their classrooms and communities.

We contribute to the wider advancement of the Irish DE agenda by actively participating in networking groups and activities, including Irish Development Education Association (IDEA), Formal Education and Adult and Community Education Working Groups, Development-Education.ie, and the Dóchas DE Group, and have produced a range of materials that are available to support groups or organisations to work effectively in DE across the country. Our network of workshop facilitators

is available to groups who are interested in undertaking DE activities and we collaborate in networks with other NGOs and community groups to deliver educational workshops and activities.

The Irish Aid-funded Worldwide Global Schools (WWGS) programme, which Self Help Africa leads as part of a consortium with Concern Worldwide and City of Dublin Education and Training Board Curriculum Development Unit, had another successful year. Highlights for the programme in the 2017/18 school year included the (fourth) WWGS Annual Conference, which was held in Croke Park in April 2017. This was a learning, capacity-building and showcase event for the work that has been achieved by WWGS schools, school networks, as well as DE NGOs, over the course of the school year. The event brought together over 290 students and teachers, in addition to more than 50 professionals from DE related organisations to explore the conference theme of 'The Global Goals'.

The WWGS team undertook regionalised Continuous Professional Development (CPD) teacher training during autumn 2017. This regional training which was attended by over 100 teachers from WWGS schools, was held in the build up to the subsequent national event teacher training event which was held in February 2018. The regionalised teacher CPD helped participants to build a common best practice understanding of what quality DE is and how it can be incorporated into teaching and learning in schools.

WWGS also awarded grant funding to 156 individual post-primary schools, as well as to a further 22 DE NGOs, education networks and school clusters. In addition to grant funding, the growth of the WWGS Global Passport Award, in terms of popularity and use, continued in 2017. 106 post-primary schools nationwide in 2017 were awarded a WWGS Global Passport, in recognition of their DE work and achievements. Alongside this, the WWGS 'Doing DE' series of curricular resources was also expanded this year. The series, which supports the teaching of mainstream subjects utilising DE themes and approaches, now includes English, Science, Business Studies, Digital Media Literacy, Modern Foreign Languages, and Visual Art. It also includes a 'How To Guide to Development Education' for teachers who are relatively new to DE.

# Report of the Directors

## For the financial year ended 31 December 2017

### Partner Africa

Our subsidiary company Partner Africa ([www.partnerafrica.org](http://www.partnerafrica.org)) is an international not-for-profit social enterprise. It is a pioneer in the field of ethical and socially responsible business practice that delivers high quality and innovative ethical trade services and trade development projects across Africa and the near east.

The key focus for Partner Africa (“PA”) in 2017 was to begin implementation of a new five-year strategic plan developed at the end of 2016. The plan refocuses PA’s operations and governance around eight strategic goals. The strategic goals for 2017 were:

#### Finance

- 1 Grow income across all services lines

#### Clients and Services

- 2 Leverage existing client relationships to increase responsible sourcing services
- 3 Expand the scope of high value services
- 4 Expand geographical scope
- 5 Invest in strategic brand marketing initiatives

#### People

- 6 Build staff and associate capacity

#### Systems and Tools

- 7 Leverage technology and innovation
- 8 Build a professional consulting operating model

During 2017, progress was made in all these areas with varying degrees of success:

**Finance:** The financial sustainability of Partner Africa improved in 2017. Positive results were seen in the organisation’s overall revenue cash reserves, as well as a reduction in overheads. A net surplus of over €80,000 was generated by Partner Africa in the year and a pipeline of work has been established that looks set to ensure continued surpluses into the future.

**Clients and services:** Partner Africa retained all clients and secured three new global clients, two in Fast Moving Consumer Goods (FMCG) and one in retail. PA continued to deliver assignments under exclusive or preferred agreements for five global brands and retailers. Three mid to long term consulting contracts were won, which will deliver baseline studies and regional trade research in Central and East Africa.

**People:** Partner Africa invested in two senior positions to manage the organisation’s Quality and Programmes. Investment was also made in bringing staff and consultants together for training and team building.

**Systems and Tools:** In 2017 Partner Africa gained admission to the Association for Professional Social Compliance Auditors (APSCA). The organisation also made significant progress in automating services and systems to improve efficiency and quality.

Overall PA was able to grow its client base, expand services, improve efficiency and quality of delivery, and positively impact a greater number of farmers and workers in Africa.



Photo: Partner Africa

Details of the main activities carried out in the year are set out below:

**Ethical auditing:** The Audits and Assessment team completed 689 audits in 2017, across 28 different African countries. This represents a 39% growth in audits. Partner Africa’s participatory ethical audits covered sites employing 170,683 workers. In 2017, Partner Africa delivered ethical audits on behalf of global brands in a range of sectors and industries, including: primary agriculture (sugar, coffee, fruit), processing and manufacturing (beverage bottling, packaging, food and pet food manufacturing, textile) and service provision (transport, labour). In addition, Partner Africa delivered social, environmental, health and safety and business integrity assessments on behalf of several global brands and retailers operating in Africa.

**Training:** During 2017, Partner Africa carried out several training programmes. For example, in Tanzania, Partner Africa carried out a ‘train the trainer’ programme with a primary agricultural commodity sourcing company on responsible sourcing and strategies to identify potential human rights abuses within smallholder farming operations; in Nigeria, health and safety training was carried out with over 20 suppliers to a FMCG factory:

- In Harare, Johannesburg, Cape Town, Durban, Maputo and Luanda, Partner Africa carried out training with over 300 suppliers on improving workplace

rights and compliance with local labour, health and safety and environmental legislation.

- PA developed a toolkit and ‘train the trainer’ resources to tackle modern slavery in the fruit and wine sector in South Africa as well as a business toolkit to improve quality, productivity, efficiency and responsible sourcing practices that can be applied in any country.

**Consultancy and local research:** In 2017, Partner Africa partnered with an extractives company in South Africa to deliver management systems training to micro, small and medium enterprise suppliers of the mine. The training supported 30 small businesses to improve their HR operations and compliance with the mine’s code of conduct.

PA piloted the use of mobile phone technology to gather first-hand information from workers about their workplace environments through an anonymous platform. The technology, when combined with PA’s robust audit approach, has the potential to create a scalable programme which ensures safe and healthy working environments for thousands of workers across Africa.

PA delivered baseline research for an international FMCG company with operations in East Africa. The research supported the company in evaluating the potential to move to local sourcing of raw ingredients.

# Report of the Directors

## For the financial year ended 31 December 2017

### TruTrade

Throughout 2017, Self Help Africa continued to support Kenya-based social enterprise TruTrade ([www.trutrade.net](http://www.trutrade.net)). TruTrade's aim is to unlock the potential of African agribusiness to give smallholder farmers across Kenya and Uganda a fairer share of the value of their produce. It provides a secure trading and payment service that relies on innovative technology for managing the aggregation of produce. This service links small-scale farmers to buyers, with controls that enforce quality and transparency, and embeds trust along the value chain. The result is efficient and reliable sourcing for buyers, business opportunities in rural communities and a better deal for farmers. TruTrade works in a range of commodities including sorghum, cassava, sesame seed, soya bean, sunflower seed, avocado and cotton, with farmers accessing local, regional and international markets.

2017 was pivotal for TruTrade, with changes made at many levels of the business from governance to operations. With changes in the business model and operational practices to make them more robust, TruTrade is well positioned to grow in 2018.

The process of review and change had an impact on trading figures in 2017. TruTrade has shifted from a franchise approach to having its own network of sourcing agents. As a result, trading was on hold for several months as the development of new trading networks takes time. In 2017, TruTrade sourced 428MT of produce worth US\$242K. This is a drop compared to the previous year, but TruTrade now has the control to drive growth and manage risk. A marketing service was provided to 841 farmers, through 928 transactions. In total, farmers received US\$138K. This was 16% more than they would have with traditional farm-gate traders.

TruTrade provided a sourcing service for six busi-



Photo: TruTrade

nesses, ranging from international companies like Olam, breweries such as UBL and local processors, such as Devenish Nutrition for animal feed and Mhogo Foods, producing cassava flour.

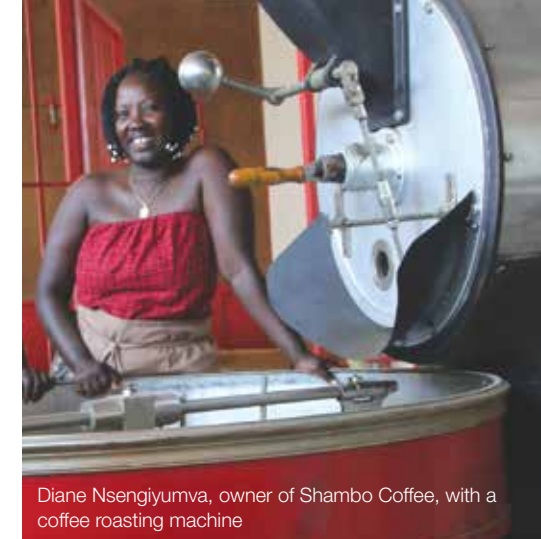
During 2017, TruTrade focussed on a smaller number of strategic value chains. Transactions took place in seven commodities: soya bean, simsim (sesame), white sorghum and maize, in Uganda; avocado, cashew nut, and cassava in Kenya. Market research took place in eight other value chains to inform our commodity focus and drive future trading.

The main achievements in 2017 have been in:

- **Network development.** TruTrade has grown its reach across eight districts in Uganda and five counties in Kenya. We ended the year having 19 sourcing coordinators, who together manage 141 village agents.
- **Trading platform.** This year TruTrade launched its new Trade Transparency Solutions (TTS) platform for management and sourcing of commodities. The web portal and mobile application provides online/offline capability, advanced deal management features, embedded discussions, farmer and payment tracking information. There are basic directory and dashboard features and a collaboration tool.
- **Trade finance.** TruTrade have grown our access to trade finance to manage farmer payments and transaction costs. There have been no trade finance losses since new operational practices with our own agents and mobile payments direct to farmers introduced.
- **Grant investment.** TruTrade has secured funds worth over US\$130K to provide its marketing service in new areas or in specific value chains.

TruTrade is at the forefront of digitising informal agricultural value chains and is generating significant interest in the rapidly developing area of digitally enabled services to smallholder farmers. In 2017, TruTrade was recognised by MIT Solve with an award in the Women and Technology category, for its potential to have a positive impact on female smallholder farmers' incomes. TruTrade ended the year being selected as semi-finalists in the global Nestle Creating Shared Value Prize, managed by Ashoka.

In December, Self Help Africa increased its stake in TruTrade to 83%, bringing TruTrade formally into the Gorta Group of companies.



Diane Nsengiyumva, owner of Shambo Coffee, with a coffee roasting machine

### Traidlinks

As a stand-alone entity in an increasingly competitive market, Traidlinks had been experiencing a downturn in income levels in recent years. The Traidlinks board, following discussions with Self Help Africa, agreed that the future activities of Traidlinks had more potential to succeed as part of a larger organisation with robust management systems, a wide-ranging presence in Africa, complementary skills and a sound financial foundation. In July 2017, the Traidlinks board agreed to pass control of the business to the Gorta Group with a view to developing the business through both existing Traidlinks networks and long established Self Help Africa networks.

The focus of Traidlinks' work in 2017 was on business development and working on the relationship with one of its core funders, Trademark East Africa (TMEA) in particular. It continued, on limited funding, to work with local companies in Rwanda to generate export sales into east Africa and the Democratic Republic of the Congo, and to strengthen the export readiness of local companies in Burundi, in particular, women-led enterprises. Traidlinks also continued to work in collaboration with local government institutions to strengthen their operational export capacity and skills through training, networking and leading the co-ordination of sales missions.

In the years ahead, Traidlinks will merge fully into Self Help Africa's operations taking on the capacity building element of larger projects and will not be a stand-alone entity as has been the case. In Rwanda, Burundi and Tanzania there will be an emphasis on developing value chains and female entrepreneurs and traders, leveraging synergies with other group entities such as Partner Africa.

# Report of the Directors

## For the financial year ended 31 December 2017

### Public fundraising

2017 was a relatively solid year for Self Help Africa's fundraising activities with the general public across Ireland and the UK. €4.9M was raised in the year – a similar result to 2016. €3.2M was raised from our regular givers who continue to be the bedrock of our support, providing the essential financial platform to leverage major institutional funding and enabling us to deliver quality programmes on the ground. There continue to be challenges in maintaining this income stream as it becomes more difficult to replace lapsed donors with new ones.

High points of the year include our first Change-Makers Ball in the Shelbourne Hotel, Dublin. With an attendance of 280, it generated a net income of €110K. We also hosted our first Firecracker Ball in Shrewsbury which had 520 attendees and netted £35K (€40K).

'The Race' which has now become established as Ireland's toughest endurance event, had its third running in 2017. A field of over 100 competitors congregated in Donegal in March, with several thousand spectators lining the route in support. Our 'Strictly for Africa' dance competition was held in Dublin in May raising over €25,000 with over 500 guests. Several events run from our Shrewsbury office also raised significant funds, including the Secret Supper and Dine around the World.

Our church-gate collections continued to be a valuable source of income with over €200,000 raised in 2017. We are grateful to our dedicated teams of collectors and for the continued generosity of our donors.

We are also indebted to a range of community and corporate trusts and foundations who supported our work, including Bishop's Appeal, TOMAR Trust, Bank of Ireland Third World Staff Fund and Electric Aid among others.

### Retail

The Retail function has undergone significant changes in 2017. A programme of work was undertaken to close loss-making stores and extricate ourselves from onerous upward-only leases. Our loss-making shops in Clonakilty, Galway and Liffey Street in Dublin were closed. Our lease for Capel Street in Dublin was renegotiated and a significant rent reduction achieved. Unfortunately, these closures and renegotiation incurred one-off exceptional costs of €63,786. The three loss-making shops that were closed incurred a combined loss of €100,844 (including exceptional costs) in 2017. Shops that have remained open for 2018 made a surplus of €106,051 in 2017 before the allocation of support costs. This bodes well for 2018 as we would expect the ten remaining shops to generate a surplus in excess of €100K per annum.

In addition to this, War on Want NI, joined the Group on 31 December 2017. War on Want NI, (now t/a Self Help Africa NI, since April 2018), brings an additional thirteen shops to the Retail division. These are profitable shops, and in the year ending 30 April 2017 they generated a net surplus of GBP£177K (circa €200K). This leaves Retail in a very strong position for 2018 and onwards.

### Financial review

The financial results are set out in the Consolidated Statement of Financial Activities. The Board are happy that the organisation is in a strong financial position.

Unrestricted reserves at 31 December 2017 stand at €7.6M and are in accordance with the policy of maintaining unrestricted reserves of at least the equivalent of 12 months recurring unrestricted expenditure.

A relatively conservative policy has been adopted and the Audit Finance and Risk Committee review the appropriateness of the policy on an annual basis.

Key financial indicators for the year are:

- Total unrestricted income received during the year ended 31 December 2017 amounted to €6.9M.
- Total voluntary funds raised in Ireland during 2017 amounted to €4.9M and represents 21.3% of total consolidated income.
- €2.97 was raised for every €1 spent on fundraising.

Overall income levels for the year totalled €22.7M, compared to €18.6m in 2016, an increase of 21.2%. Income includes (in accordance with our Income Recognition Policy) a payment of €4M received from the European Commission in December relating to the Malawi BETTER programme. It is reflected in our Restricted Reserves figure on the Balance Sheet. The BETTER programme commences in 2018.

Expenditure in 2017 amounted to €17.3M compared to €19.3M in 2016, a decrease of €2M, or approximately 10%. The net outcome for the year after all charges was a reduction in unrestricted funds to €7.6M at 31 December 2017.

### Going concern

The directors have a reasonable expectation that the organisation has adequate resources to continue in operational existence for a period of at least 12 months from the date of approval of the financial statements. Thus, they continue to adopt the going concern basis in preparing the annual financial statements. Further details regarding the adoption of the going concern basis can be found in Note 1 to the financial statements.

### Structure, governance and management

#### Structure

Gorta (trading as Self Help Africa) is the parent company of the Group. Self Help Africa has been a dormant

company since the merger of Gorta and Self Help Africa in 2014 and is a subsidiary of Gorta. Both Gorta and Self Help Africa are companies limited by guarantee and registered in Ireland. Gorta is the sole member of Gorta UK, Self Help Africa UK and Partner Africa. Gorta UK, Self Help Africa UK and Partner Africa are independent charities and companies limited by guarantee, registered in the United Kingdom.

Each of the Group companies is a registered charity in its own jurisdiction.

- Gorta UK is a registered charity with the Office of the Scottish Charity Regulatory under registration number SC 272970.
- Self Help Africa UK is a registered charity with the Charity Commission for England and Wales under registration number 298830.
- Partner Africa is a registered charity with the Charity Commission for England and Wales under registration number 1144815.
- War on Want NI is a registered charity with the Charity commission for Northern Ireland under registration number NIC 102154.
- Traidlinks is a registered charity in Ireland under registration number 20072025.

Self Help Africa's charitable activities in the developing world are carried out in association with each of the Group companies. Gorta (trading as Self Help Africa) was established as a legal charitable entity in the Republic of Ireland in 1965 and its governing document is the Memorandum and Articles of Association (most recently amended in July 2016).

A programme of work is being undertaken in 2018 to streamline the structure and reduce the number of companies within the group.

# Report of the Directors

## For the financial year ended 31 December 2017

### Governance

The Board is committed to maintaining the highest standards of corporate governance and has determined that Self Help Africa must comply with the basic principles outlined in the ‘Irish Development NGOs Code of Corporate Governance’ (as produced by the Corporate Governance Association of Ireland; partnered with Dóchas). Over the last number of years, the organisation has put in place the systems and structures to ensure that we are fully compliant with this Code. As part of the pursuit of the highest standards in governance, an effective Board and a competent executive management team head the organisation. There is a clear distinction between the roles of the Board and the management team to which day-to-day management is delegated. The management team prepares matters for consideration and approval by the Board e.g. annual budgets, policy papers. The Board then monitors their implementation. The Board has reviewed our governance structures and has determined that we are fully compliant with the Dóchas Code.

The nomination of our 2016 Annual Report in the large not-for-profit category of the Leinster Society of Chartered Accountants Published Accounts Awards was a notable achievement in 2017. Following our nomination in 2016 for the Good Governance Awards, it showed our continuing commitment to the highest standards of reporting and transparency, backed up with robust systems of governance and financial control.

On areas such as strategic planning, there is Board involvement at all stages of preparation and ultimate approval is the responsibility of the Board.

The Board met on eight occasions in 2017 (eight in 2016). Details of attendance at the Board meetings are set out below:

Tom Kitt	7/8	Marion Byrne	6/8
David Governey	8/8	Michael Hoevel	6/8
Tom Kirley	8/8	Claire Fourel	6/8
Rowena Dwyer	7/8	Eimear Kenny	3/8
Rowena Dwyer	7/8	Mairead Carey	4/8
Pat Murphy	7/8	Jim Galvin	4/6
Carmel Fox	6/8	Paul Adams	3/3

Directors are elected from the membership of the organisation, with interested members putting themselves forward for election at the Annual General Meeting. As the Board is required to have a broad range of skills and experience, the Nominations Committee monitors succession planning for Board membership. It makes recommendations to the Board and membership with regard to the recruitment of new directors who join the Board either via co-option (in the event of a vacancy arising and being filled between AGMs) or by being elected at the AGM proper. Directors co-opted between AGMs are required to put themselves forward for election at the following AGM.

New directors receive background and explanatory materials covering the nature and purpose of Self Help Africa to enable them to familiarise themselves with their duties and responsibilities, the Self Help Africa governance framework and its work overseas. Any relevant training requirements of directors are facilitated by the organisation.

As a signatory to the Dóchas Code of Conduct on Images and Messages, Self Help Africa reaffirms its commitment to best practice in the communication of images and messages in all our public policy statements.

As a signatory to the Charities Institute of Ireland Guiding Principles for Fundraising, Self Help Africa confirms its commitment to its code of practice for fundraising in all forms.

### Board sub-committees

#### Audit, Finance and Risk Committee

The function of the Audit, Finance and Risk Committee is to review internal financial controls, treasury and risk management processes. It liaises with external auditors and reports directly to the Board. It meets on a regular basis to monitor and review the financial performance of the organisation, internal and external audit findings, management information systems and internal control systems. It provides independent oversight of the annual budgets, management and statutory accounts and makes recommendations to the Board where relevant. The committee met five times in 2017 (four times in 2016). The members of the committee in 2017 were David Governey (chair, 5/5 meetings attended), Michael Butler (4/5), Mairead Carey (4/5), James Wyse (3/5), Colm Dennehy (3/5) and Chris McDonald 2/5). Committee members provided support to the Board and management in a range of areas outside of committee meetings and their inputs are of great value in financial oversight of the organisation.

#### Food, Nutrition and Income Security Committee

This committee oversees the quality and depth of programme performance in the food, nutrition and livelihoods element of the programmes function on behalf of the Board and provides advisory support for management on the development and delivery of such programmes.

In particular, it has the following delegated responsibilities:

- Ensure that all programming is delivered in line with organisational strategy, policy and governance standards.
- Ensure that an effective programmes approval process is in place and applied.

- Ensure that an effective results-based management system is in place and applied.
- Support the development of country strategy papers, programme policies and programme approaches.

The committee met four times in 2017 (once in 2016 - as the Programmes Review committee). The members of the committee are Pat Murphy (chair, 4/4 meetings attended), Carmel Fox (3/4), Marion Byrne (3/4), Prof Adrian Wood (2/4), Dr James Copestake (2/4) and Anne Fitzgerald (1/4).

#### Group Enterprise Committee

This committee was established in 2017 as a specialist offshoot of the Programme Review Committee to oversee our performance within the Enterprise/Private Sector Development pillar of the group. The committee provides expertise, contacts, networks, business links and support to the organisation in this area. It provides advisory support for management on the development and delivery of growth within this area. The committee met three times in 2017. The members of the committee are Tom Corcoran (chair, 3/3 meetings attended), Ger Mullally (3/3), Will Galvin (3/3), Claire Fourel (3/3), Sean Brady (2/3), Michael McGuire (2/3), Rowena Dwyer (2/3), Tom Kitt (1/3) and Martin Ryan (1/3).

#### Fundraising and Communications Committee

The main role of this committee is to oversee and guide the organisation’s strategy around fundraising and communications, reviewing new initiatives for generating funding streams and ensuring our activities are in line with our vision, mission and values. The committee met twice in 2017. The members of the committee are Michael Hoevel (chair, 2/2 meetings attended), Jarlath Coleman (2/2), Tom Kitt (2/2), Mairead Carey (1/2) and Paul Adams (1/2).

# Report of the Directors

## For the financial year ended 31 December 2017

### Remuneration Committee

The function of the Remuneration Committee is to devise and recommend remuneration policy to the Board for all Self Help Africa staff. The committee met twice in 2017. The members of the committee are Eimear Kenny (chair, 2/2 meetings attended), Pat Murphy (2/2) and Helen Brophy (0/2).

### Retail Committee

The function of the newly established Retail Committee is to oversee the strategic development and implementation of the Retail division. It also provides advisory and practical support for management. The committee met once in 2017. The members of the committee are Carmel Fox (chair, 1/1 meetings attended), Eimear Kenny (1/1), Eamon Victory (1/1), Sandra Fagan (1/1) and Alan Kelly (0/1).

### Nominations Committee

The function of the recently-established Nominations Committee is to facilitate the ongoing process of Board renewal, making recommendations to the board and membership having identified skills gaps and appropriate and willing members who would have the potential to fill such gaps. All new directors co-opted to the Board must go before the membership for election at the following AGM. The committee met four times in 2017. The members of the committee are Tom Kirley (chair, 4/4 meetings attended), Marion Byrne (4/4) and Tom Kitt (4/4).

### Risk management and internal controls

The directors have responsibility for and are aware of the risks associated with the operating activities of Self Help Africa. They are confident that adequate systems of internal control are in place and that these controls provide reasonable assurance against such risks. Management prepares a risk register which is updated

regularly and subject to detailed half-yearly reviews by the Board. The directors regularly review and adopt policies and procedures that are consistent with best practice and monitor the implementation of these policies through the Audit, Finance and Risk Committee. During the year, management worked on improving policies and procedures relating to complaints response, whistle-blowing and safeguarding as well as establishing a new code of conduct which were approved by the Board in 2018.

The internal control systems aim to ensure compliance with laws and policies, ensure efficient and effective use of Self Help Africa's resources, safeguard Self Help Africa's assets and maintain the integrity of financial information produced. Although we have strong financial controls in place throughout the organisation, there is always a risk of controls being breached through collusion. As part of our whistle-blowing procedures, we have contracted an external service provider (ExpoLink) to whom reports can be made in confidence to enable issues reported to be investigated at the appropriate level.

Financial information is subject to detailed review at director level allowing for continuous monitoring of Self Help Africa's operations and financial status. Each of our field offices is subject to an annual audit by independent external auditors, in addition to periodic internal audit review.

Board and management are conscious of the scope for incidents of fraud and other irregularities in all areas of Self Help Africa's work. Two incidents of low level fraud involving misappropriation of fuel and seed, and misappropriation of funds in Zambia and Malawi respectively (less than €3,000 in total) came to light in the year. These matters were brought to light via our internal control mechanisms. Investigations were completed, and three staff contracts were terminated in accordance with our procedures.

### Management and staff

We appreciate and acknowledge the role played by Self Help Africa's staff, based in Ireland, the UK and in Africa. The ongoing growth of the organisation's work is due to their dedication and commitment. We are committed to the development of our staff and will continue to allocate resources annually towards a comprehensive training and development programme. Self Help Africa is an equal opportunities employer and we recognise the need to ensure we have high calibre staff and volunteers to achieve our vision and objectives.

Self Help Africa is committed to managing and conducting its work activities in such a way as to ensure - so far as is reasonably practicable - the safety, health and welfare at work of its employees and volunteers. The Safety Statement, in accordance with Section 20 of the Safety, Health and Welfare at Work Act 2005 in Ireland, outlines the policy of Self Help Africa in relation to the management of health, safety and welfare. Self Help Africa's management continuously monitors compliance in line with legislative requirements.

### Future Plans

As referenced elsewhere in the report, 2017 concluded with major success in the securing of two large EU contracts:

- The KILIMO-VC Programme in Kenya where we have been contracted to manage an €18.3M Challenge Fund for agri-businesses in Kenya. This is a five year programme worth €24M in total.
- The BETTER programme in Malawi where we have been contracted to lead a consortium of five INGOs in rolling out the Farmer Field School approach in ten districts, supporting 402,000 farmers over five years. This programme is worth €14.7M.

These are two of the largest contracts secured in

the history of the organisation and represent a step change in our level of activity, as well as a vote of confidence from the EU, in our capacity to operate at a larger scale and in the progressive area of Challenge Fund management. Given the scale of these programmes, they will require a significant amount of management focus, but we are confident of success in implementing them. We are keen to grow operations in all countries as some other countries have small programme portfolios.

In accordance with our Strategic Plan, we will continue with our plans to work in more fragile locations while developing our capacity on the enterprise development and private sector engagement elements of our work. The work of our Group Enterprise Committee will be critical in this area.

From a financial point of view, we are eager to ensure that we retain our financial stability for the medium to long term. Although we had an unrestricted deficit in 2017, it was at a much lower level than 2015 and 2016 (years of investing in the organisation).

We are aiming to break even on unrestricted income and expenditure in 2018 in order to give us a solid platform to grow the organisation in order to achieve the objectives set out in our Strategic Plan. We are looking forward to the challenges that lie ahead and are confident in our ability to deliver on the targets we have set.

### Events since the financial year end

There have been no significant events affecting the Group since the financial year end.

### Political contributions

The Group did not make any political contributions in the financial year (2016 - €nil).

# Report of the Directors

## For the financial year ended 31 December 2017

### Accounting Records

The measures that the directors have taken to secure compliance with the requirements of sections 281 to 285 of the Companies Act 2014 with regard to the keeping of accounting records, are the employment of appropriately qualified accounting personnel and the maintenance of computerised accounting systems. The company's accounting records are maintained at the company's registered office at Kingsbridge House, 17-22 Parkgate Street, Dublin 8.

### Directors and Secretary

The directors and secretary, who served at any time during the financial year, were as follows:

#### Directors:

- Tom Kitt (Chairman)
- David Governey
- Claire Fourel
- Carmel Fox
- Pat Murphy
- Eimear Kenny
- Mairead Carey
- Rowena Dwyer
- Marion Byrne
- Tom Kirley
- Michael Hoevel
- Eimear Kenny
- Jim Galvin (appointed 30th June 2017)
- Paul Adams (resigned 30th June 2017)

**Secretary:** Malachy Cardiff

### Statement of Disclosure of Information to Auditors

Each of the persons who is a director at the date of approval of this report confirms that:

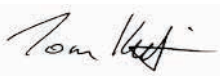
- (i) so far as the director is aware, there is no relevant audit information of which the company's auditors are unaware; and
- (ii) the director has taken all the steps that he ought to have taken as a director in order to make himself aware of any relevant audit information and to establish that the company's auditors are aware of that information.

This confirmation is given and should be interpreted in accordance with the provisions of Section 330 of the Companies Act 2014.

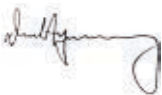
### Auditors

The auditors, Deloitte Ireland LLP, Chartered Accountants and Statutory Audit Firm, continue in office in accordance with Section 383(2) of the Companies Act 2014.

#### Approved by the directors and signed on their behalf by:



**Tom Kitt**  
DIRECTOR



**David Governey**  
DIRECTOR

Date: 5th June 2018

# Directors' Responsibilities Statement

## The directors are responsible for preparing the directors' report and the financial statements in accordance with the Companies Act 2014 and the applicable regulations.

Irish company law requires the directors to prepare financial statements for each financial year. Under the law, the directors have elected to prepare the financial statements in accordance with FRS 102 The Financial Reporting Standard applicable in the UK and Republic of Ireland issued by the Financial Reporting Council, as applied in accordance with the provisions of the Companies Act 2014, and with the Accounting and Reporting by Charities Statement of Recommended Practice applicable to charities preparing their financial statements in accordance with FRS102 ("the Charities SORP") ("relevant financial reporting framework").

Under company law, the directors must not approve the consolidated financial statements unless they are satisfied that they give a true and fair view of the assets, liabilities and financial position of the group and company as at the financial year end date and of the surplus or deficit of the group and company for the financial year and otherwise comply with the Companies Act 2014.

In preparing those financial statements, the directors are required to:

- select suitable accounting policies for the Parent Company and the Group Financial Statements 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 the financial statements have been prepared in accordance with the applicable account-

ing standards, identify those standards, and note the effect and the reasons for any material departure from those standards; and

- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the company will continue in business.

The directors are responsible for ensuring that the group and company keeps or causes to be kept adequate accounting records which correctly explain and record the transactions of the group and company, enable at any time the assets, liabilities, financial position and surplus or deficit of the group and company to be determined with reasonable accuracy, enable them to ensure that the consolidated financial statements and report of the directors comply with the Companies Act 2014 and enable the financial statements to be audited. 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

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

# Independent auditor’s report to the members of Gorta t/a Self Help Africa

## Report on the audit of the financial statements

Opinion on the financial statements of Gorta (trading as Self Help Africa)

In our opinion the group and parent company financial statements:

- give a true and fair view of the assets, liabilities and financial position of the group and parent company as at 31 December 2017 and of the its incoming resources and application of resources, including its income and expenditure, for the financial year then ended; and
- have been properly prepared in accordance with the relevant financial reporting framework and, in particular, with the requirements of the Companies Act 2014.

The financial statements we have audited comprise: the group financial statements:

- The Consolidated Statement of Financial Activities (including income and expenditure account);
- The Consolidated Balance Sheet;
- The Consolidated Statement of Cash Flows; and
- The related notes 1 to 33, including a summary of significant accounting policies as set out in note 1.
- The parent company financial statements:
- The Company Balance Sheet;
- The Company Cash Flow Statement; and
- The related notes 1 to 33, including a summary of significant accounting policies as set out in note 1.

The relevant financial reporting framework that has been applied in their preparation is the Companies Act 2014 and FRS 102 “The Financial Reporting Standard applicable in the UK and Republic of Ireland” issued by the Financial Reporting Council (“the relevant financial reporting framework”).

### Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (Ireland) (ISAs (Ireland)) and applicable law. Our responsibilities under those standards are described below in the “Auditor’s responsibilities for the audit of the financial statements” section of our report.

We are independent of the group and parent company in accordance with the ethical requirements that are relevant to our audit of the financial statements in Ireland, including the Ethical Standard issued by the Irish Auditing and Accounting Supervisory Authority, 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 ISAs (Ireland) require us to report to you where:

- The directors’ use of the going concern basis of accounting in 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 or parent company’s ability to continue to adopt the going concern basis of accounting for a period of at least twelve months from the date when the financial statements are authorised for issue.

### Other information

The directors are responsible for the other information. The other information comprises the information included in the reports and consolidated financial statements for the financial year ended 31 December 2017, other than the financial statements and our auditor’s report thereon. 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.

### Responsibilities of directors

As explained more fully in the Directors’ Responsibilities Statement, the directors are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view and otherwise comply with the Companies Act 2014, 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 and parent 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 group and parent 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 (Ireland) 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

# Independent auditor’s report to the members of Gorta t/a Self Help Africa

be expected to influence the economic decisions of users taken on the basis of these financial statements.

As part of an audit in accordance with ISAs (Ireland), we exercise professional judgment and maintain professional scepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the 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 group and parent company’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 group and parent company’s ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor’s report to the related disclosures in the 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 the auditor’s report. However, future events or conditions

may cause the entity (or where relevant, the group) to cease to continue as a going concern.

- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.
- Obtain sufficient appropriate audit evidence regarding the financial information of the business activities within the group to express an opinion on the (consolidated) financial statements. The group auditor is responsible for the direction, supervision and performance of the group audit. The group auditor remains solely responsible for the audit opinion.

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that the auditor identifies during the audit.

This report is made solely to the company’s members, as a body, in accordance with Section 391 of the Companies Act 2014. Our audit work has been undertaken so that we might state to the company’s members those matters we are required to state to them in an 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.

## Report on other legal and regulatory requirements

### Opinion on other matters prescribed by the Companies Act 2014

Based solely on the work undertaken in the course of the audit, we report that:

- We have obtained all the information and explanations which we consider necessary for the purposes of our audit.
- In our opinion the accounting records of the parent company were sufficient to permit the financial statements to be readily and properly audited.
- The parent company balance sheet and the financial statements are in agreement with the accounting records.
- In our opinion the information given in the report of the directors is consistent with the financial statements and the directors’ report has been prepared in accordance with the Companies Act 2014.

### Matters on which we are required to report by exception

Based on the knowledge and understanding of the group and the parent 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 provisions in the Companies Act 2014 which require us to report to you if, in our opinion, the disclosures of directors’ remuneration and transactions specified by law are not made.

#### Margarita Martin

For and on behalf of Deloitte  
Chartered Accountants and Statutory Audit Firm  
Deloitte & Touche House, Earlsfort Terrace, Dublin 2  
5th June 2018

## Consolidated Statement Of Financial Activities

(Including income and expenditure account) for the financial year ended 31 December 2017

	Notes	2017 Restricted Funds €	2017 Unrestricted Funds €	2017 Total €	2016 Restricted Funds €	2016 Unrestricted Funds €	2016 Total €
<b>INCOME FROM</b>							
Donations and legacies	3	368,886	3,856,396	4,225,282	273,362	4,138,343	4,411,705
Charitable activities	4	15,433,106	598,165	16,031,271	10,108,868	1,877,145	11,986,013
Retail income	9	-	923,353	923,353	-	951,806	951,806
Other trading activities	5	83,246	1,457,733	1,540,979	117,684	1,092,342	1,210,026
Other	6	-	24,564	24,564	-	87,458	87,458
<b>Total</b>		<b>15,885,238</b>	<b>6,860,211</b>	<b>22,745,449</b>	<b>10,499,914</b>	<b>8,147,094</b>	<b>18,647,008</b>
<b>EXPENDITURE ON</b>							
Charitable activities	7	10,276,114	4,459,694	14,735,808	10,226,352	6,785,840	17,012,192
Raising funds - Retail	9	-	983,014	983,014	-	946,466	946,466
Raising funds - Other	8	-	1,634,425	1,634,425	-	1,384,468	1,384,468
<b>Total</b>		<b>10,276,114</b>	<b>7,077,133</b>	<b>17,353,247</b>	<b>10,226,352</b>	<b>9,116,774</b>	<b>19,343,126</b>
Net income / (expense)	11	5,609,124	(216,922)	5,392,202	273,562	(969,680)	(696,118)
Other recognised losses	12	(43,050)	(153,593)	(196,643)	(55,240)	(116,827)	(172,067)
Taxation	13	-	(8,259)	(8,259)	-	(3,902)	(3,902)
<b>Net movement in funds</b>	<b>30</b>	<b>5,566,074</b>	<b>(378,774)</b>	<b>5,187,300</b>	<b>218,322</b>	<b>(1,090,409)</b>	<b>(872,087)</b>
<b>RECONCILIATION OF FUNDS</b>							
Total funds brought forward	30	851,656	7,937,363	8,789,019	633,334	9,027,772	9,661,106
<b>Total funds carried forward</b>	<b>30</b>	<b>6,417,730</b>	<b>7,558,589</b>	<b>13,976,319</b>	<b>851,656</b>	<b>7,937,363</b>	<b>8,789,019</b>

There are no other recognised gains or losses other than those listed above and the net expenditure for the financial year. All income and expenditure derives from continuing activities.

## Consolidated Balance Sheet as at 31 December 2017

	Notes	Total 2017 €	Total 2016 €
<b>FIXED ASSETS</b>			
Tangible assets	17	268,117	127,589
Intangible assets	17	28,618	-
		<b>296,735</b>	127,589
<b>CURRENT ASSETS</b>			
Short term investments	18	166,256	151,236
Cash at bank and in hand	19	13,443,044	8,068,793
Debtors	20	2,082,840	1,867,420
Stocks		3,374	3,519
		<b>15,695,514</b>	10,090,968
<b>Creditors:</b> Amounts due within one financial year	21	(1,929,033)	(1,301,566)
<b>Net current assets</b>		<b>13,766,481</b>	8,789,402
<b>Total assets less current liabilities</b>		<b>14,063,216</b>	8,916,991
<b>Creditors:</b> Amounts falling due after one financial year	22	(85,897)	(125,536)
<b>TOTAL NET ASSETS</b>		<b>13,977,319</b>	8,791,455
<b>FUNDS OF THE CHARITY</b>			
Accumulated funds – restricted	29	6,417,730	851,656
Accumulated funds – unrestricted	29	7,558,589	7,937,363
Deferred Capital Grants	30	1,000	2,436
<b>TOTAL FUNDS</b>		<b>13,977,319</b>	8,791,455

The financial statements were approved and authorised for issue by the Board of Directors on 5th June 2018 and signed on its behalf by:



Tom Kitt  
DIRECTOR

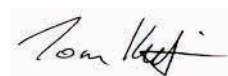


David Governey  
DIRECTOR

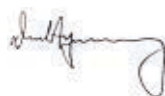
## Company Balance Sheet as at 31 December 2017

	Notes	Total 2017 €	Total 2016 €
<b>FIXED ASSETS</b>			
Tangible assets	17	<b>57,315</b>	106,552
<b>CURRENT ASSETS</b>			
Short term investments	18	<b>166,256</b>	151,236
Cash at bank and in hand	19	<b>12,071,980</b>	6,913,503
Debtors	20	<b>1,021,657</b>	1,471,788
		<b>13,259,893</b>	8,536,527
<b>Creditors:</b> Amounts due within one financial year	21	<b>(1,797,556)</b>	(1,099,684)
<b>Net current assets</b>		<b>11,462,337</b>	7,436,843
<b>Total assets less current liabilities</b>		<b>11,519,652</b>	7,543,395
<b>Creditors:</b> Amounts falling due after one financial year	22	<b>(85,897)</b>	(125,536)
<b>TOTAL NET ASSETS</b>		<b>11,433,755</b>	7,417,859
<b>FUNDS OF THE CHARITY</b>			
Accumulated funds – restricted	29	<b>4,851,979</b>	220,360
Accumulated funds – unrestricted	29	<b>6,580,776</b>	7,195,063
Deferred capital grants	30	<b>1,000</b>	2,436
<b>TOTAL FUNDS</b>		<b>11,433,755</b>	7,417,859

The financial statements were approved and authorised for issue by the Board of Directors on 5th June 2018 and signed on its behalf by:



Tom Kitt  
DIRECTOR



David Governey  
DIRECTOR

## Consolidated Statement of Cash Flows for the financial year ended 31 December 2017

	Notes	Total 2017 €	Total 2016 €
<b>Cash flows from charitable activities</b>			
Net cash used in charitable activities	28	<b>5,511,517</b>	(1,105,874)
<b>Cash (used in)/provided by investing activities</b>			
Interest received	6	<b>13,252</b>	22,676
Purchase of tangible assets	17	<b>(225,035)</b>	(51,195)
Purchase of intangible assets	17	<b>(29,055)</b>	-
Net assets acquired through charity combinations	12	<b>103,572</b>	-
Net cash (used in)/provided by investing activities		<b>(137,266)</b>	(28,519)
<b>Change in cash and cash equivalents in the reporting year</b>		<b>5,374,251</b>	<b>(1,134,393)</b>
Cash and cash equivalents at the beginning of the reporting year		8,068,793	9,203,186
<b>Cash and cash equivalents at the end of the reporting year</b>		<b>13,443,044</b>	<b>8,068,793</b>
Reconciliation to cash at bank and in hand:			
<b>Cash and cash equivalents at end of financial year</b>		<b>13,443,044</b>	<b>8,068,793</b>

## Company Statement of Cash Flows

for the financial year ended 31 December 2017

	Notes	Total 2017 €	Total 2016 €
<b>Cash flows from charitable activities</b>			
Net cash used in charitable activities	27	5,151,706	(1,378,968)
<b>Cash (used in)/provided by investing activities</b>			
Interest received		12,709	22,461
Purchase of tangible assets	17	(5,938)	(50,915)
Net cash (used in)/provided by investing activities		6,771	(28,454)
<b>Change in cash and cash equivalents in the reporting year</b>		<b>5,158,477</b>	<b>(1,407,422)</b>
Cash and cash equivalents at the beginning of the reporting year		6,913,503	8,320,925
<b>Cash and cash equivalents at the end of the reporting year</b>		<b>12,071,980</b>	<b>6,913,503</b>
Reconciliation to cash at bank and in hand:			
<b>Cash and cash equivalents at end of financial year</b>		<b>12,071,980</b>	<b>6,913,503</b>

## Notes to the consolidated financial statements

for the financial year ended 31 December 2017

### 1. ACCOUNTING POLICIES

The principal accounting policies are summarised below. They have all been applied consistently throughout the current and preceding financial year.

#### General Information and Basis of Preparation

Gorta (t/a Self Help Africa) is a group and company incorporated in Ireland under the Companies Act 2014. The address of the registered office of the group and company is First Floor, Kingsbridge House, 17-22 Parkgate Street, Dublin 8. The company number of Gorta with the Companies Registration Office is 28228. The nature of the group and company's operations and its principal activities are set out in the report of the directors on pages 56 to 74. In accordance with Section 1180(8) of the Companies Act, 2014, the company is exempt from including the word "Limited" in its name. The company is limited by guarantee and has no share capital.

The financial statements have been prepared under the historical cost convention and in accordance with FRS 102 The Financial Reporting Standard applicable in the UK and Republic of Ireland issued by the Financial Reporting Council, as applied in accordance with the provisions of the Companies Act 2014, and with the Accounting and Reporting by Charities Statement of Recommended Practice applicable to charities preparing their financial statements in accordance with FRS102 ("the Charities SORP") ("relevant financial reporting framework").

The functional currency of the group and company is considered to be euro because that is the currency of the primary economic environment in which the company operates.

As permitted by section 291(3)(4) of the Companies Act 2014, the Group has varied the standard formats specified in that Act for the Statement of Financial Activities, the Balance Sheets and the Statement of Cash Flows. Departures from the standard formats, as outlined in the Companies Act 2014, are to comply with the requirements of the Charities SORP and are in compliance with Sections 4.7, 10.6 and 15.2 of the Charities SORP. The Company has taken advantage of the exemption available to it under section 304 of the Companies Act 2014, which permits a company that publishes its company and group financial statements together not to present its own statement of financial activities and related notes.

The Company meets the definition of a Public Benefit Entity under FRS102. As a registered charity, the Company is exempt from the reporting and disclosure requirements to prepare a directors' report under section 325 (1) (c), Companies Act 2014 but does so in compliance with the Charities SORP. There is nothing to disclose in respect of directors' interests in shares or debentures of the Company under section 329, Companies Act 2014.

#### Basis of Consolidation

The consolidated financial statements include the financial statements of the Company and its subsidiary undertakings, Self Help Africa, Self Help Africa (UK), Partner Africa, Gorta UK, Traidlinks, TruTrade Limited and War on Want NI. The activities of all seven companies are mutually interdependent.

The work of the Group in Africa, which is not carried out by one of the seven subsidiary undertakings noted above, is carried out through branches located in the countries of operation. The branches are the local representatives of the Group. They do not have

# Notes to the consolidated financial statements

## for the financial year ended 31 December 2017

a separate legal personality and have been set up specifically to carry out the work of the Group.

Subsidiaries are entities controlled by the Group. The Group controls an entity when it is exposed to, or has rights to, variable returns from its involvement with the entity and has the ability to affect those returns through its power over the entity. The financial statements of subsidiaries are included in these consolidated financial statements from the date on which control commences until the date on which control ceases.

### Going concern

The group's forecasts and projections, taking account of reasonable possible changes in performance, show that the group will be able to operate within the level of its current cash and investment resources. The Board have a reasonable expectation that the organisation has adequate resources to continue in operational existence for a period of at least 12 months from the date of approval of these consolidated financial statements. Thus they continue to adopt the going concern basis of accounting in preparing the annual consolidated financial statements.

### Income

i Income from voluntary donations is recognised when received. As with many similar charitable organisations, independent groups from time to time organise fundraising activities and may operate bank accounts in the name of Gorta or Self Help Africa. However, as amounts collected in this way are outside the control of the group and company, they are not included in the financial

statements until received by the group.

- ii Proceeds from the sale of donated goods are recognised in the financial statements in the period in which they are realised. Volunteer time is not included in the financial statements.
- iii Grants from the government and other agencies have been included as income from activities in furtherance of the charity's objects and accounted for on a receivable basis.
- iv Income from legacies are recognised when the likelihood of receipt is probable, the group is entitled to the funds and the amount can be measured with sufficient reliability.
- v Interest income is recognised on a receivable basis.
- vi Revenue refunds in respect of tax relief on voluntary donations are recognised on a receivable basis in so far as the receivable can be established with a reasonable amount of accuracy.
- vii Other income reflects income earned by Partner Africa in respect of ethical trade related assignments and is recognised on a receivable basis. Such income is deferred until such time as the assignment occurs and the related expenditure is incurred.

### Expenditure

- i Charitable activities comprise expenditure incurred by the programme countries for the costs of the development programmes as well as costs incurred at headquarters that are directly related to the implementation of programmes.

Expenditure is recognised in the period to which it relates. Expenditure incurred but unpaid at the balance sheet date is included in accruals and other creditors.

- ii Expenditure on raising funds comprises all expenditure incurred by Self Help Africa on raising funds for the organisation's charitable activities.

### Gifts in kind

Items donated for resale are included in shop income when sold and no value is placed on stock at the year end. Any other gifts in kind which are deemed non-material are not included in the financial statements. Gifts in kind that can be valued with reasonable confidence will be included in the financial statements.

### Funds Accounting

Funds held by the charity are:

- i Unrestricted funds - these are funds which can be used in accordance with the charitable objects at the discretion of the Directors.
- ii Designated funds - these are funds which have been set aside for particular purposes by the company itself, in furtherance of the company's charitable objects.
- iii Restricted funds - these are funds that can only be used for particular restricted purposes within the objects of the charity. Restrictions arise when specified by the donor or when funds are raised for particular restricted purposes.

Further explanation of the nature and purpose of each fund is included in the notes to the financial statements.

### Tangible Fixed Assets

Tangible fixed assets are stated at cost less accumulated depreciation. Depreciation is provided for on a straight line basis at rates estimated to write off the cost over the year of their expected useful lives (taking account of residual value). The annual rates of depreciation are as follows:

Shop fittings	20% Straight line
Furniture and computer equipment	33.3% Straight line
Motor vehicles	33.3% Straight line

### Intangible Fixed Assets

Intangible fixed assets represent purchased computer software applications and is capitalised when there is a clearly defined project, the related expenditure is separately identifiable and the outcome of the project has been assessed with reasonable certainty as to its technical, surplus generating and financial feasibility. In the absence of such criteria, these costs are expensed. Intangible fixed assets are amortised over their expected useful lives.

### Financial instruments

Financial assets and financial liabilities are recognised when the group and company becomes a party to the contractual provisions of the instrument. Financial liabilities are classified according to the substance of

# Notes to the consolidated financial statements

## for the financial year ended 31 December 2017

the contractual arrangements entered into.

All financial assets and liabilities are initially measured at transaction price (including transaction costs), unless the arrangement constitutes a financing transaction. If an arrangement constitutes a financing transaction, the financial asset or financial liability is measured at the present value of the future payments discounted at a market rate of interest for a similar debt instrument.

Financial assets are derecognised when and only when a) the contractual rights to the cash flows from the financial asset expire or are settled, b) the group and company transfers to another party substantially all of the risks and rewards of ownership of the financial asset, or c) the group and company, despite having retained some significant risks and rewards of ownership, has transferred control of the asset to another party and the other party has the practical ability to sell the asset in its entirety to an unrelated third party and is able to exercise that ability unilaterally and without needing to impose additional restrictions on the transfer.

Financial liabilities are derecognised only when the obligation specified in the contract is discharged, cancelled or expires. Balances that are classified as payable or receivable within one year on initial recognition are measured at the undiscounted amount of the cash or other consideration expected to be paid or received, net of impairment.

### Investment Policy

All cash balances for planned development work are held in demand deposit accounts or short term investment accounts at the highest interest rates available at the time of investment. Long term investments acquired by donation or through merger will

not be held in the long term and will be disposed of within a reasonable time frame.

### Pension Scheme

The group operates defined contribution schemes for employees. The assets of the schemes are held and managed separately from those of the charity by independently administered funds. The annual contributions are charged to the Statement of Financial Activities (SOFA).

### Operating Leases

Rentals applicable to operating leases where substantially all the benefits and risks of ownership remain with the lessor are charged to the Statement of Financial Activities (SOFA).

### Reserves Policy

In order to secure the long term viability of the Group and to maintain the smooth operation of the organisation, it is critical to ensure that the organisation has adequate reserves. The level of reserves is required to cover the following activities of the organisation:

- Provide funding for sustainable programmes.
- Meet contractual liabilities such as lease agreements, statutory staff payments and payments to creditors.
- Maintain a required level of funding available for overseas programmes during times of financial difficulty where fundraising income is diminished.
- To facilitate programme/project continuation especially where a partner submits a new or additional phase proposal in advance of the current activity being completed, in order to meet seasonal requirements (i.e. farming season) and prevent development gaps

- Meet unanticipated expenses such as repairs and maintenance, currency variances and legal costs.
- Cover day to day expenditure of the Group.
- Ensure there is adequate funding should any winding up costs ever arise.
- Provide for any other unanticipated expenditure of significance.

The Board may designate unrestricted reserves for specific future expenditure such as Long Term Programmes, sinking funds to cover repairs to Fixed Assets (or as required under the terms of any lease relating to premises etc.) and any other potential future requirement(s). The Board has adopted a reserves policy based on foreseeable expenditure and in particular, long-term commitments to projects. In addition, a general reserve of €7million is specifically set aside to ensure the operation of the organisation for 12 months, based on historical running costs and programme expenditure.

### Foreign Currencies

Transactions in foreign currency are recorded at the rate ruling at the date of the transaction. Monetary assets and liabilities denominated in foreign currencies are translated at the rate of exchange ruling at the balance sheet date. All differences are taken to the Statement of Financial Activities (SOFA). The balance sheet for the subsidiaries are translated at the prevailing year end rates and included in the consolidated balance sheet. The statements of financial activities for the subsidiaries are translated at an average rate for the year and included in the consolidated statement of financial activities. Any exchange gains or losses arising on consolidation are recognised in the statement of financial activities.

### Taxation

No charge to tax arises due to the exempt status of the Company and its subsidiaries, Self Help Africa, Self Help Africa (UK) and Gorta UK. Irrecoverable value added tax is expensed as incurred in these companies. Partner Africa is registered as a charity and benefits from corporation tax exemptions available to charitable bodies. It is however registered for VAT in the UK and Kenya and is subject to Kenyan corporation tax.

### Concessionary loans

Concessionary loans are initially recognised and measured at the amount received or paid, with the carrying amount adjusted in subsequent years to reflect repayments and accrued interest as well as being adjusted if necessary for any impairment.

### Onerous contracts

Provision is made in respect of onerous contracts where the unavoidable costs of meeting the obligations under the contract exceed the economic benefits expected to be received under it and a reliable estimate can be made of such obligations and benefits.

### Comparative amounts

Certain comparative amounts have been reclassified, where necessary, to ensure comparability with current financial year disclosure.

# Notes to the consolidated financial statements

## for the financial year ended 31 December 2017

### 2. Critical accounting judgements and key sources of estimation uncertainty

In the application of the company's accounting policies, which are described in note 1, the directors are required to make judgements, estimates and assumptions about the carrying amounts of assets and liabilities that are not readily apparent from other sources. 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 if the revision affects only that period or in the period of the revision and future periods if the revision affects both current and future periods. Information about critical judgements in applying accounting policies that have the most significant effect on the amounts recognised in the financial statements is included in the accounting policies and notes to the financial statements.

The directors do not consider there are any critical judgements or sources of estimation requiring disclosure.

### 3. Donations and Legacies

	<b>Total 2017 €</b>	<b>Total 2016 €</b>
Committed giving (regular giving)	<b>3,255,275</b>	3,322,924
General donations	<b>359,085</b>	506,421
Legacies	<b>234,523</b>	170,499
Church gate collections and committee income	<b>214,707</b>	204,946
Grow Fund	<b>117,963</b>	164,487
Gift Aid refunds	<b>43,729</b>	42,428
<b>TOTAL</b>	<b>4,225,282</b>	4,411,705

### 4. Charitable Activities

	<b>Total 2017 €</b>	<b>Total 2016 €</b>
European Commission	<b>6,344,847</b>	582,226
Irish Aid Programme Grant	<b>3,144,626</b>	2,469,510
Irish Aid (Zambia, Northern Province)	<b>1,656,176</b>	1,670,153
Ethiopian Agriculture Transformation Agency	<b>998,200</b>	707,403
Irish Aid (WWGS)	<b>976,000</b>	945,630
DFID UK – via United Purpose (DISCOVER Malawi)	<b>666,299</b>	895,977
African Cashew Alliance	<b>250,469</b>	137,479
Ministry of Finance (Zambia)	<b>245,923</b>	-
CNFA Ethiopia	<b>213,023</b>	25,349
Millennium Challenge Account	<b>203,340</b>	189,207
Ministry of Agriculture & Livestock (Zambia)	<b>182,551</b>	91,567
Irish Aid (Ethiopia)	<b>176,283</b>	195,100
UN High Commission for Refugees (UNHCR)	<b>142,477</b>	-
Bill and Melinda Gates Foundation	<b>136,460</b>	501,766
Walmart Foundation	<b>135,284</b>	306,774
African Agriculture Fund - Technical Assistance Facility	<b>116,013</b>	150,737
Irish League of Credit Unions Foundation	<b>106,732</b>	100,000
CRS Malawi	<b>98,541</b>	99,802
McGill University	<b>84,967</b>	47,821
Jersey Overseas Aid Commission (JOAC)	<b>75,064</b>	202,002
Big Lottery Fund (UK)	<b>34,758</b>	230,071
Vitol Foundation	<b>27,726</b>	81,142
International Seed Sector Development	<b>27,602</b>	6,454
FHI Kenya	<b>25,109</b>	109,197
World Food Programme (WFP)	<b>20,026</b>	-
US Overseas Coops	<b>3,047</b>	-
Crop Innovations	<b>1,729</b>	9,862
DFID UK – Programme Partnership Arrangement	-	1,396,048
FHI Uganda	-	588,243
African Cashew Initiative	-	44,921
Eddie Roche	-	41,245
Food and Agriculture Organisation (FAO)	-	32,549
GSMA mAgri Challenge Fund/Airtel Malawi	-	18,014
Oxfam Malawi	-	17,055
ICCO Terrafina Microfinance	-	15,000
International Potato Centre	-	11,559
Intersnack	<b>(62,001)</b>	66,150
<b>TOTAL</b>	<b>16,031,271</b>	11,986,013

# Notes to the consolidated financial statements

for the financial year ended 31 December 2017

## 5. Other trading activities

	Total 2017 €	Total 2016 €
Ethical audits	907,180	695,271
Campaigns, events and treks	633,799	514,755
<b>TOTAL</b>	<b>1,540,979</b>	<b>1,210,026</b>

## 6. Other

	Total 2017 €	Total 2016 €
Income from investments	13,252	22,676
Other income	11,312	64,782
<b>TOTAL</b>	<b>24,564</b>	<b>87,458</b>

## 7. Charitable activities

Field programme expenditure has been incurred against the following thematic areas:

	2017 Direct Costs €	2017 Support Costs €	2017 Total Costs €	2016 Direct Costs €	2016 Support Costs €	2016 Total Costs €
Agriculture production	3,465,499	417,126	3,882,625	4,684,543	508,764	5,193,307
Agribusiness development	6,547,385	788,078	7,335,464	5,516,627	598,796	6,115,423
Nutrition	223,892	26,949	250,841	146,596	15,911	162,507
Gender/inclusion	48,795	5,873	54,668	93,941	10,196	104,137
Advocacy/policy	1,060,533	127,651	1,188,184	581,268	63,089	644,357
Water, sanitation & health	31,436	3,784	35,220	1,540,118	167,159	1,707,277
Renewable energy	39,836	4,795	44,631	41,717	4,528	46,245
Partner capacity building	727,702	87,590	815,292	1,713,962	186,028	1,899,990
Development education	988,537	118,985	1,107,522	1,027,434	111,515	1,138,949
Investment impairment	21,361	-	21,361	-	-	-
<b>TOTAL</b>	<b>13,154,977</b>	<b>1,580,831</b>	<b>14,735,808</b>	<b>15,346,206</b>	<b>1,665,986</b>	<b>17,012,192</b>

## 7. Charitable activities (continued)

Field programme expenditure has been incurred against the following thematic areas:

	2017 Direct Costs €	2017 Support Costs €	2017 Total Costs €	2016 Direct Costs €	2016 Support Costs €	2016 Total Costs €
Zambia	3,265,254	393,023	3,658,277	3,240,568	352,039	3,592,607
Uganda	710,807	85,556	796,363	2,008,022	217,944	2,225,966
Ethiopia	2,408,849	289,942	2,698,790	2,340,777	254,060	2,594,837
Kenya	1,709,417	205,754	1,915,171	1,264,395	137,233	1,401,628
Malawi	1,219,941	146,838	1,366,779	1,880,600	204,114	2,084,714
West Africa	1,569,150	188,871	1,758,021	2,233,692	242,438	2,476,130
Ethical trade services/ enterprise development*	1,164,129	140,121	1,304,250	1,295,930	140,696	1,436,626
Eritrea	97,533	11,740	109,273	54,788	5,947	60,735
Development education	988,537	118,986	1,107,523	1,027,434	111,515	1,138,949
Investment impairment	21,360	-	21,360	-	-	-
<b>TOTAL</b>	<b>13,154,977</b>	<b>1,580,831</b>	<b>14,735,808</b>	<b>15,346,206</b>	<b>1,665,986</b>	<b>17,012,192</b>

\* This work is carried on in over forty countries throughout Africa. It incorporates the expenditure of Partner Africa, TruTrade Limited and Traidlinks which relates to the group.

## 8. Raising funds - other

	Total 2017 €	Total 2016 €
Staff costs	753,590	721,689
Fundraising and promotional expenses	715,251	523,635
Support costs	165,584	139,144
<b>TOTAL</b>	<b>1,634,425</b>	<b>1,384,468</b>

# Notes to the consolidated financial statements

## for the financial year ended 31 December 2017

### 9. Retail income and expenditure

	Total 2017 €	Total 2016 €
Turnover from donated goods	923,353	951,806
<b>Less costs:</b>		
Operating expenses	(729,974)	(777,644)
Management expenses	(124,386)	(105,548)
Support costs	(64,868)	(63,274)
	(919,228)	(946,466)
Net trading surplus before exceptional cost	4,125	5,340
Exceptional cost relating to shop closures*	(63,786)	-
<b>Total net trading (deficit)/surplus</b>	<b>(59,661)</b>	<b>5,339</b>

\*Exceptional costs were incurred in 2017 relating to the closure of three shops in Dublin, Galway and Clonakilty.

### 10. Support costs

Support costs which are allocated to activities have been incurred against the following thematic areas:

	2017 Charitable Activities €	2017 Fund- raising €	2017 Retail €	2017 Total €	2016 Charitable Activities €	2016 Fundraising /Retail €	2016 Total Costs €
Direct salaries	652,809	53,976	39,626	746,411	668,025	74,635	742,660
Foreign exchange (gain)/loss	130,235	-	-	130,235	(858)	-	(858)
Human resources	61,317	6,157	2,923	70,397	64,614	7,756	72,370
IT/computer	42,132	8,271	2,364	52,767	29,870	9,572	39,442
Postage, stationery & communications	36,857	13,368	1,179	51,404	35,168	14,501	49,669
Premises	113,988	36,767	3,753	154,508	94,058	38,302	132,360
Professional fees	55,427	883	198	56,508	158,770	2,864	161,634
Other support costs	147,401	11,739	2,963	162,103	193,690	12,313	206,003
Governance costs	194,841	15,316	5,278	215,437	247,187	24,841	272,028
Research/advocacy costs	145,824	19,107	6,584	171,515	175,462	17,634	193,096
<b>TOTAL</b>	<b>1,580,831</b>	<b>165,584</b>	<b>64,868</b>	<b>1,811,283</b>	<b>1,665,986</b>	<b>202,418</b>	<b>1,868,404</b>

The basis of allocation of the support costs identified above is a mixture of the percentage of time spend on each activity and the pro rata cost of each direct cost when compared to the support cost.

### 11. Net income/(expense)

	2017 €	2016 €
The net income/(expense) for the financial year is stated after charging /(crediting):		
<b>(a) Group</b>		
Depreciation of tangible fixed assets	72,439	74,122
Amortisation of intangible fixed assets	437	-
Auditors' remuneration, including expenses		
- Audit of the group financial statements (a)	29,213	29,213
- Other assurance services (a)	24,649	23,767
Amortisation of capital grants	(1,436)	(3,306)
Deficit on disposal of tangible fixed assets	(10,033)	(1,359)
<b>(b) Company</b>		
Depreciation of tangible fixed assets	72,439	74,122
Auditors' remuneration, including expenses		
- Audit of the group financial statements (a)	19,475	19,475
- Other assurance services (a)	9,738	9,738
Amortisation of capital grants	(1,436)	(3,306)
Deficit on disposal of tangible fixed assets	(10,033)	(1,359)

\*The auditors' remuneration fee is in respect of audit only and includes VAT. No amounts were paid to the auditors in relation to advisory, tax advisory or other assurance services.

### 12. Other recognised (losses)/gains

	2017 €	2016 €
Net assets acquired from Traidlinks (note 29)	116,982	-
Net assets acquired from War on Want NI (note 29)	280,546	-
Net liabilities acquired from TruTrade (note 29)	(293,956)	-
Redundancy costs	(241,250)	-
Exchange (Loss) on consolidation	(73,985)	(175,306)
Gain on investment assets	15,020	3,239
<b>TOTAL</b>	<b>(196,643)</b>	<b>(172,067)</b>

### 13. Taxation

	2017 €	2016 €
Tax has been provided for in the Kenyan branch of Partner Africa as follows:		
Deferred tax (charge)	(8,259)	(3,902)

No charge to tax arises due to the exempt status of the Company and its subsidiaries, Self Help Africa, Self Help Africa (UK), Gorta UK, Traidlinks, War on Want NI and TruTrade. Irrecoverable value added tax is expensed as incurred in these companies. Partner Africa is registered as a charity and benefits from corporation tax exemptions available to charitable bodies. It is however registered for VAT in the UK and Kenya and is subject to Kenyan corporation tax.

# Notes to the consolidated financial statements

## for the financial year ended 31 December 2017

### 14. Staff costs

	2017 €	2016 €
Staff costs are comprised as follows:		
<b>Ireland and United Kingdom</b>		
Wages and salaries	3,704,809	3,645,990
Social welfare costs	338,159	359,093
Pension costs	191,308	184,472
<b>Sub-total</b>	<b>4,234,276</b>	<b>4,189,555</b>
<b>Program Staff in Countries of Operation</b>		
Wages and salaries	2,184,721	2,262,208
Social welfare costs	19,072	49,026
Pension costs	191,319	199,777
<b>Sub-total</b>	<b>2,395,112</b>	<b>2,511,011</b>
<b>Total staff costs</b>	<b>6,629,388</b>	<b>6,700,566</b>

	2017 Number	2016 Number
The average number of employees during the financial year was as follows:		
Ireland and United Kingdom	96	101
Program staff in countries of operation	174	180
	<b>270</b>	<b>281</b>

No employee of the group acts as director. The total remuneration package of the Group Chief Executive comprised salary of €112,750 (2016: €112,750) plus 6.5% employer pension contribution.

The number of employees whose salaries (excluding employer pension contributions) were greater than €60,000 were as follows:

	2017 Number	2016 Number
€60,001 - €70,000	5	7
€70,001 - €80,000	6	5
€80,001 - €90,000	1	1
€90,001 - €100,000	-	-
€100,001 - €110,000	-	-
€110,001 - €120,000	1	1

### 15. Director remuneration and expenses

Directors are not remunerated but are entitled to be reimbursed for out of pocket expenses incurred in the course of carrying out their duties.

Travel and accommodation expenses relating to meetings of the Board and subsidiary Boards that were either borne by the Group or reimbursed to the relevant Board members amounted to €5,498 in 2017 (2016: €10,321).

In addition, Board members may periodically visit one of the Group's countries of operation in order to ensure that they are familiar with Self Help Africa's work or attend events overseas on behalf of the Group. The cost of these visits (which comprise medicals, visas, flights and accommodation) are generally borne by the Group and amounted to €NIL in 2017 (2016: €7,197).

### 16. Key management compensation

The total remuneration for the group key management personnel for the financial year amounted to €419,021 for five staff. (2016: €347,089 – four staff). The remuneration of each individual subsidiary entity key management team is disclosed in the respective subsidiary entity individual financial statements.

### 17. Fixed assets

Fixed Assets - Group	Land & Buildings €	Shop Fittings €	Motor vehicles €	Furniture, fittings and equipment €	Total €
<b>Cost</b>					
At 31 December 2016	-	249,183	265,949	239,618	754,750
Additions	180,185	-	52,630	177,540	410,355
Disposals	-	-	(192,239)	(28,905)	(221,144)
Exchange gain on consolidation	-	-	(7,587)	(4,098)	(11,685)
<b>At 31 December 2017</b>	<b>180,185</b>	<b>249,183</b>	<b>118,753</b>	<b>384,155</b>	<b>932,276</b>
<b>Depreciation</b>					
At 31 December 2016	-	177,184	253,510	196,467	627,161
Accumulated depreciation on asset acquired	13,230	-	28,397	143,693	185,320
Charge for the year	-	31,762	12,791	27,886	72,439
Disposals	-	-	(184,159)	(26,937)	(211,096)
Exchange loss on consolidation	-	1	(4,024)	(5,642)	(9,665)
<b>At 31 December 2017</b>	<b>13,230</b>	<b>208,947</b>	<b>106,515</b>	<b>335,467</b>	<b>664,159</b>
<b>Net Book Value</b>					
<b>At 31 December 2017</b>	<b>166,955</b>	<b>40,236</b>	<b>12,238</b>	<b>46,688</b>	<b>268,117</b>
At 31 December 2016	-	71,999	12,439	43,151	127,589

# Notes to the consolidated financial statements

## for the financial year ended 31 December 2017

### 17. Fixed assets (continued)

Fixed Assets - Company	Shop Fittings €	Office Furniture and Equipment €	Motor vehicles €	Total €
<b>Cost</b>				
At 31 December 2016	249,183	138,904	230,562	618,649
Additions	-	5,938	-	5,938
Disposals	-	(1,650)	(163,836)	(165,486)
<b>At 31 December 2017</b>	<b>249,183</b>	<b>143,192</b>	<b>66,726</b>	<b>459,101</b>
<b>Depreciation</b>				
At 31 December 2016	177,185	107,726	227,186	512,097
Charge for the year	31,762	20,633	2,434	54,829
Disposals	-	(1,304)	(163,835)	(165,140)
<b>At 31 December 2017</b>	<b>208,947</b>	<b>127,055</b>	<b>65,784</b>	<b>401,786</b>
<b>Net Book Value</b>				
<b>At 31 December 2017</b>	<b>40,236</b>	<b>16,137</b>	<b>942</b>	<b>57,315</b>
At 31 December 2016	71,998	31,178	3,376	106,552

Intangible assets - group	Computer Application €	Total €
<b>Cost</b>		
At 31 December 2016	-	-
Additions	29,055	29,055
<b>At 31 December 2017</b>	<b>29,055</b>	<b>29,055</b>
<b>Depreciation</b>		
At 31 December 2016	-	-
Charge for the year	437	437
<b>At 31 December 2017</b>	<b>437</b>	<b>437</b>
<b>Net Book Value</b>		
<b>At 31 December 2017</b>	<b>28,618</b>	<b>28,618</b>
At 31 December 2016	-	-

### 18. Short term investments

#### Group and Company:

Investments relate to a bequest of shares, the market value of which at 31 December 2017 was €166,256 (2016: €151,236).

### 19. Cash at bank and in hand

	2017 €	2016 €
<b>(a) Group:</b>		
<b>By fund designation:</b>		
Restricted	5,457,720	98,645
Unrestricted	7,985,324	7,970,148
	<b>13,443,044</b>	<b>8,068,793</b>
<b>By account type:</b>		
Deposit accounts	9,898,783	1,102,408
Current accounts	3,531,109	6,935,762
County committee accounts	863	19,396
Cash on hand	12,289	11,227
	<b>13,443,044</b>	<b>8,068,793</b>
<b>(b) company:</b>		
<b>By fund designation:</b>		
Restricted	3,975,241	98,645
Unrestricted	8,096,739	6,814,858
	<b>12,071,980</b>	<b>6,913,503</b>
<b>By account type:</b>		
Deposit accounts	9,539,207	536,815
Current accounts	2,523,219	6,349,170
County committee accounts	863	19,396
Cash on hand	8,691	8,122
	<b>12,071,980</b>	<b>6,913,503</b>

# Notes to the consolidated financial statements

for the financial year ended 31 December 2017

## 20. Debtor

	2017	2016
	€	€
Cash at bank and in hand		
<b>(a) Group:</b>		
Due from Self Help Africa Inc. (Note 33)	-	76,202
Tax refunds on donations receivable	10,791	80,513
Deferred tax	44,502	55,392
Prepayments and other debtors	1,214,130	603,022
Concessionary loan (Note 27)	-	76,648
Accrued income	813,417	1,031,035
	<b>2,082,840</b>	<b>1,867,420</b>
<b>(b) Company:</b>		
Amount due from subsidiaries	149,728	895,558
Due from Self Help Africa Inc. (Note 33)	79,964	76,202
Tax refunds on donations receivable	-	36,701
Concessionary loan (Note 27)	47,228	-
Prepayments and other debtors	379,247	429,268
Accrued income	368,490	34,059
	<b>1,021,657</b>	<b>1,471,788</b>

## 21. Creditors

	2017	2016
	€	€
Amounts falling due within one financial year		
<b>(a) Group:</b>		
Trade creditors and accruals	1,310,115	1,058,259
Trade finance fund	321,122	-
Due to SHA Inc. (Note 33)	36,485	-
Deferred revenue	96,585	84,154
Other amounts payable (Note 26)	43,177	43,117
VAT liability	1,443	663
Pension liability	28,884	22,792
PAYE/PRSI liability	91,222	92,581
	<b>1,929,033</b>	<b>1,301,566</b>
<b>(b) Company:</b>		
Trade creditors and accruals	603,440	958,468
Pension liability	25,505	15,890
Other amounts payable (Note 26) check note 26	43,177	43,117
PAYE/PRSI liability	74,664	82,209
Group companies	1,050,770	-
	<b>1,797,556</b>	<b>1,099,684</b>

## 22. Creditors

	2017	2016
	€	€
Amounts falling due after more than one financial year		
<b>(a) Group and company:</b>		
Other amounts payable (Note 26)	85,897	125,536

# Notes to the consolidated financial statements

## for the financial year ended 31 December 2017

### 23. Financial instruments

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

<b>Financial Assets</b>	<b>2017</b>	<b>2016</b>
Measured at undiscounted amount receivable	€	€
<b>(a) Group</b>		
Due from Self Help Africa Inc.	-	76,202
Concessionary loan	-	76,648
Accrued Income	<b>813,417</b>	1,031,035
<b>(b) Company</b>		
Amount due from subsidiaries	<b>149,728</b>	895,558
Due from Self Help Africa Inc.	<b>79,964</b>	76,202
Concessionary loan	<b>47,228</b>	-
Accrued Income	<b>368,490</b>	34,059
<b>Financial Liabilities</b>		
Measured at undiscounted amount payable		
<b>(a) Group</b>		
Trade creditors and accruals	<b>1,304,641</b>	1,058,259
Trade finance fund	<b>321,122</b>	-
Due to SHA Inc. (Note 33)	<b>36,485</b>	-
Deferred revenue	<b>96,585</b>	84,154
<b>(b) Company</b>		
Trade creditors and accruals	<b>603,440</b>	958,468
Amounts due to group companies	<b>1,050,770</b>	-

### 24. Commitments

At 31 December 2017 the company had total future minimum commitments under non cancellable operating leases as follows:

<b>Expiry date:</b>	<b>2017</b>	<b>2016</b>
	€	€
1 year	<b>495,755</b>	423,336
Between 2 and 5 years	<b>544,267</b>	658,826
Over 5 years	<b>396,655</b>	431,655
	<b>1,436,677</b>	1,513,817

### 25. Pension scheme

The company operates employer sponsored defined contribution pension schemes which are available to all staff. During the year, the charity made contributions in respect of its employees who elected to contribute. The assets of the scheme are held separately from those of the company, in externally managed funds. The pension expense for the financial year amounted to €185,671 (2016: €184,472). Balance outstanding at financial year end €28,884 (2016: €22,792)

### 26. Onerous contract

Provision has been made in the financial statements for the financial year ended 31 December 2017 in respect of a property lease where the unavoidable costs of meeting the obligations under the lease exceed the economic benefits expected to be received under it. This excess of costs over benefits has been calculated at €129,074 (2016: €168,653) of which €43,117 (2016: €43,117) is expected to arise within one year and €85,897 (2016: €125,536) after one year.

### 27. Concessionary loan

Concessionary loans have been advanced by Self Help Africa and Self Help Africa (UK) to TruTrade. In 2017, Self Help Africa advanced a concessionary loan of €47,228 to TruTrade. The carrying amount of the concessionary loan from Self Help Africa (UK) to TruTrade was €76,648 at 31 December 2016. At the end of 2017, TruTrade became part of the Gorta Group and these loans became intra-group lending which eliminated on consolidation. They do not form part of the group debtors.

# Notes to the consolidated financial statements

## for the financial year ended 31 December 2017

### 28. Reconciliation of net (expenditure) to net cash outflow from charitable activities

Group	2017 €	2016 €
<b>Net (expenditure) for the reporting year</b> (as per the Statement of Financial Activities)	<b>5,187,300</b>	(872,087)
<i>Adjustments for:</i>		
Depreciation and amortisation	<b>72,876</b>	74,122
Amortisation of capital grants	<b>(1,436)</b>	(3,306)
Loss on fixed asset disposal	<b>10,048</b>	1,459
Net assets acquired through charity combinations	<b>(103,572)</b>	-
Exchange loss on deferred tax asset	<b>2,631</b>	3,161
Exchange loss/(gain) on consolidated fixed assets	<b>2,020</b>	420
Decrease/(increase) in stock	<b>145</b>	(1)
(Increase) in debtors	<b>(233,071)</b>	(437,907)
Increase in creditors- amounts due within one year	<b>627,467</b>	190,318
(Decrease) in creditors- amounts due over one year	<b>(39,639)</b>	(39,377)
Interest received	<b>(13,252)</b>	(22,676)
<b>Net cash used in charitable activities</b>	<b>5,511,517</b>	<b>(1,105,874)</b>

#### Company

<b>Net (expenditure) for the reporting year</b> (as per the Statement of Financial Activities)	<b>4,013,896</b>	(1,077,201)
<i>Adjustments for:</i>		
Depreciation	<b>54,829</b>	62,123
Adjustment for capital grants	-	(3,306)
Loss on fixed asset disposal	<b>346</b>	3,208
(Increase) in short term investments	<b>(15,020)</b>	(3,239)
Decrease/(increase) in debtors	<b>450,131</b>	(537,936)
Increase/(decrease) in creditors- amounts due within one year	<b>699,872</b>	239,221
(Decrease) in creditors- amounts due over one year	<b>(39,639)</b>	(39,377)
Interest received	<b>(12,709)</b>	(22,461)
<b>Net cash used in charitable activities</b>	<b>5,151,706</b>	<b>(1,378,968)</b>

### 29. Legal status of the company

Gorta's consolidated financial statements combine the activities of Gorta in Ireland and Self Help Africa (UK), Gorta UK, Partner Africa, War on Want NI, Traidlinks and TruTrade. The net income for the year, and the funds of the charity of each of the group companies at the financial year-end are detailed below.

	Net income/ (expenditure) for the year €	Funds of the charity at the year end €
Gorta	4,257,634	11,435,361
Self Help Africa (UK)	930,866	1,921,823
Gorta (UK)	(17,495)	173,695
Partner Africa	84,949	276,395
WOW NI (a)	-	280,546
Traidlinks (b)	(68,654)	48,329
TruTrade (c)	-	(158,830)
<b>Group total</b>	<b>5,187,300</b>	<b>13,977,319</b>

During the financial year under review a number of charity combinations occurred with the group. These combinations do not meet the definition of a charity merger per the Charities SORP and as a result have been accounted for in accordance with Section 24.30 of the Charities SORP "Accounting for Charity Combinations". During the financial year War on Want Northern Ireland, Traidlinks and TruTrade combined with Gorta. Further details are as follows:

- Following a recommendation by its board, the members of War on Want Northern Ireland voted to combine with Gorta (t/a Self Help Africa) on 31 December 2017. The fair value of the assets received exceeded the fair value of the liabilities assumed on 31 December 2017 and consequently a gain of €280,546 has been recorded in the Statement of Financial Activities (Note 12 and 29).
- Following a recommendation by its board, the members of Traidlinks voted to combine with Gorta (t/a Self Help Africa) on 1 July 2017. The fair value of the assets received exceeded the fair value of the liabilities assumed on 1 July 2017 and consequently a gain of €116,982 has been recorded in the Statement of Financial Activities (Note 12). The transactions between 1 July 2017 and 31 December 2017 have been consolidated into the activities of the group.
- Self Help Africa was an original promoter of TruTrade and supported it since its establishment in 2015 by taking a 30% shareholding in the business. On 31 December 2017, this shareholding rose to a majority 83% stake, bringing TruTrade formally into the Group. The cost of this increased stake was €21,360. This was expensed during the financial year. The fair value of the assets received was less than the fair value of the liabilities assumed on 31 December 2017 and consequently a loss of €293,956 has been recorded in the Statement of Financial Activities (Note 12).

# Notes to the consolidated financial statements

## for the financial year ended 31 December 2017

### 30. Funds of the charity

	Restricted Funds €	Unrestricted Funds €	Total Funds €	
<b>(i) Reconciliation of funds:</b> (excluding deferred capital grants)				
Funds at 1 January 2017	851,656	7,937,363	8,789,019	
Net income for the year	5,566,074	(378,774)	5,187,300	
<b>Fund balances at 31 December 2017</b>	<b>6,417,730</b>	<b>7,558,589</b>	<b>13,976,319</b>	
<b>(ii) Analysis of net assets between funds:</b> (including deferred capital grants)				
	Restricted Funds €	Unrestricted Funds €	Balance 31/12/2017 €	
Tangible Fixed Assets	58,079	238,656	296,735	
Current Assets	6,359,651	9,335,863	15,695,514	
Liabilities	-	(2,014,930)	(2,014,930)	
<b>Total Funds</b>	<b>6,417,730</b>	<b>7,559,589</b>	<b>13,977,319</b>	
<b>(iii) Movements in funds:</b> (including deferred capital grants)				
	Balance as at 01/01/2017 €	Income €	Expenditure €	Balance 31/12/2017 €
Restricted Funds	851,656	15,885,238	(10,319,164)	6,417,730
Unrestricted Funds	7,937,363	6,860,211	(7,238,985)	7,558,589
Deferred Capital Grants	2,436	-	(1,436)	1,000
<b>Total Funds</b>	<b>8,791,455</b>	<b>22,745,449</b>	<b>(17,559,585)</b>	<b>13,977,319</b>

### 30. Funds of the charity (continued)

Company only	Restricted Funds €	Unrestricted Funds €	Total Funds €	
<b>(i) Reconciliation of funds:</b> (excluding deferred capital grants)				
Fund balance at 1 January 2017	220,360	7,195,063	7,415,423	
Net expenditure for the year	4,631,619	(614,287)	4,017,332	
<b>Fund balances at 31 December 2017</b>	<b>4,851,979</b>	<b>6,580,776</b>	<b>11,432,755</b>	
<b>(ii) Analysis of net assets between funds:</b> (including deferred capital grants)				
	<b>Restricted Funds €</b>	<b>Unrestricted Funds €</b>	<b>Balance 31/12/2017 €</b>	
Tangible Fixed Assets	57,315	-	<b>57,315</b>	
Current Assets	4,794,664	8,465,229	<b>13,259,893</b>	
Liabilities	-	(1,884,453)	<b>(1,883,453)</b>	
<b>Total Funds</b>	<b>4,851,979</b>	<b>6,580,776</b>	<b>11,433,755</b>	
<b>(iii) Movements in funds:</b> (including deferred capital grants)				
	Balance as at 01/01/2017 €	Income €	Expenditure €	<b>Balance 31/12/2017 €</b>
Restricted Funds	220,360	12,966,948	(8,335,329)	<b>4,851,979</b>
Unrestricted Funds	7,195,063	4,590,676	(5,204,963)	<b>6,580,776</b>
Deferred Capital Grants	2,436	-	(1,436)	<b>1,000</b>
<b>Total Funds</b>	<b>7,417,859</b>	<b>17,557,624</b>	<b>(13,541,728)</b>	<b>11,433,755</b>

### 31. Deferred capital grants

<b>Cost</b>	€
At 1 January 2017	34,292
Received during the year	-
Exchange loss on consolidation	(806)
<b>At 31 December 2017</b>	<b>33,486</b>
<b>Amortisation</b>	
At 1 January 2017	31,856
Amortised for the financial year	1,436
Exchange loss on consolidation	(806)
<b>At 31 December 2017</b>	<b>32,486</b>
<b>Net book value:</b>	
<b>At 31 December 2017</b>	<b>1,000</b>
At 31 December 2016	2,436

# Notes to the consolidated financial statements

## for the financial year ended 31 December 2017

### 32. Financial risk management

#### Currency risk

Much of the organisation's costs, particularly overseas costs, are denominated in euro and local currency while most income is received in euro. A strengthening of the local currency against the euro could have an adverse effect on Gorta's ability to deliver its planned programme of work. These currency risks are monitored on an ongoing basis.

#### Cash flow risk

Much of the organisation's costs, particularly overseas costs, are denominated in euro and local currency while most income is received in euro. A strengthening of the local currency against the euro could have an adverse effect on Gorta's ability to deliver its planned programme of work. These currency risks are monitored on an ongoing basis.

#### Credit risk

The organisation's principal financial assets are bank balances and cash, trade and other receivables, and current asset investments. The credit risk on cash at bank and current asset investments is limited because the counterparties are banks with high credit-ratings assigned by international credit-rating agencies. The organisation has no significant concentration of credit risk, with exposure spread over a number of counterparties and customers.

### 33. Self Help Africa Inc.

Self Help Africa Inc. is a not for profit organisation registered in the United States of America. Self Help Africa Inc. is governed by an independent board of directors which retains full control over the financial and operating policies of the company. During the financial year Self Help Africa Inc. on-granted €301,398 of restricted income received (2016: €621,615) and €Nil of voluntary income raised (2016: €117,684) to Gorta t/a Self Help Africa projects. Total amounts granted by SHA Inc. to Gorta t/a Self Help Africa of €301,398 (2016: €739,299) have been included in the accounts of Gorta t/a Self Help Africa under income and endowments and expenditure. A balance of €79,964 remained outstanding at 31 December 2017 (2016: €76,202) represented by a loan repayable by Self Help Africa Inc. to Gorta t/a Self Help Africa. Long term loans repayable by TruTrade to Self Help Africa Inc of €116,449 (2016: €NIL) leave a consolidated net amount owing to Self Help Africa Inc of €36,485. On 30th June 2017, James Galvin, a director of Self Help Africa Inc. was appointed to the Gorta t/a Self Help Africa Board.

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Self Help Africa is a signatory to the Dochas NGO code of conduct on the responsible use of images and messages.

### Transparency our Priority

Transparency and accountability are critically important to Self Help Africa, and inform all of our actions and use of resources.

2017 was a challenging year for the overseas development and charitable sectors, with a number of high-profile incidents emerging that demonstrated abuses of trust and power, and failures to safeguard the most vulnerable.

Self Help Africa undertook a review of its own safeguarding systems during 2017, and implemented a number of new policies and procedures, including a confidential Whistleblowing Policy that enables our staff, partners, suppliers, collaborators and beneficiaries to report

wrongdoing. A new code of conduct has been approved by the Board and will be signed off by all directors, staff, volunteers, partners and sub-contractors. This increased emphasis on accountability and transparency is also reflected through the addition of a full time staff member dedicated to compliance and finance in early 2018.

Two instances of low-level fraud were uncovered in Zambia and Malawi in 2017. Following investigation, three staff contracts were terminated.

The issues faced within the sector provide an opportunity for us to learn. Self Help Africa want to ensure that our policies are always consistent with best practice.



**Self Help  
Africa**

[selfhelpafrica.org](https://selfhelpafrica.org)