

Charity Number 1110013  
Company Number 5176983

**GLOBAL LINKS INITIATIVE**  
(A COMPANY LIMITED BY GUARANTEE)

**TRUSTEES' REPORT AND UNAUDITED ACCOUNTS  
FOR THE YEAR ENDED 31 JULY 2009**

**GLOBAL LINKS INITIATIVE**  
**Year ended 31 July 2009**

**Legal and Administrative Information**

**Trustees and Directors**

Rev Jim Baker MBE  
Martin Blakebrough (Resigned 27 March 2009)  
Penny Daly (Appointed 26 February 2009 & Resigned 14 April 2009)  
Ian Hutchinson (Appointed 26 February 2009)  
Robin Rowland (Ceased to be a trustee 27 March 2009 by reason of his death)  
John Smalley  
Protasia Torkington (Resigned 29 May 2009)

**International Advisory Board**

Penny Bickerstaff  
Adrian Carradice-Davids  
Tony Crocker MBE  
Christopher Daniel  
Sujata Ganega (India)  
Elaine Griffiths MBE  
Yoshinori Imai (Japan)  
Dr Yanyan Li (China)  
Akira Matsubara (Japan)  
Phillida Purvis MBE  
Neville Selhore (India)  
Qinghua Song (China)  
Jianrong Wu (China)

**Company Secretary and Registered Office**

Burton Sweet Ltd  
Thornton House  
Richmond Hill  
Bristol  
BS8 1AT

**Charity Number**

Registered Number 1110013

**Company Number**

Registered Number 5176983

**Principal Address**

22 Old Millmeads  
Horsham  
RH12 2LZ

**GLOBAL LINKS INITIATIVE**  
**Year ended 31 July 2009**

**Registered Office**

Thornton House  
Richmond Hill  
Bristol  
BS8 1AT

**Accountant**

Julian Challis  
H W Fisher & Company  
Acre House  
11/15 William Road  
London  
NW1 3ER

**Bankers**

HSBC Bank plc  
9 Penn Road  
Beaconsfield  
Bucks  
HP9 2PT

**Charity Management and Consultants**

|             |                    |
|-------------|--------------------|
| Fan Li      | Executive Director |
| Paul Bishop | Website Editor     |

**GLOBAL LINKS INITIATIVE**  
**Year ended 31 July 2009**

**Trustees Report for the period ending 31 July 2009**

The Trustees are pleased to present their report together with the accounts for the charity, being for the year to 31 July 2009.

The Legal and Administrative Information on pages 2 and 3 form part of this report. The accounts comply with current statutory requirements, the Memorandum and Articles of Association, the Companies Act 2006 and the Statement of Recommended Practice - Accounting and Reporting by Charities.

**Structure, Governance and Management**

**Status**

Global Links Initiative (the charity) is a charitable company limited by guarantee, incorporated on 12 July 2004, and registered as a Charity on 13 May 2005. The company was established under a Memorandum of Association, which established the objects and powers of the charitable company and is governed under its Articles of Association.

**Trustees**

This has been a very difficult year for the Charity with the untimely death of Robin Rowland on 27 March 2009. Robin was co-founder, Executive Chairman and primary donor to the Charity.

Ian Hutchinson and Penny Daly were appointed as new Trustees on 26 February 2009. Martin Blakebrough resigned as a Trustee for personal reasons on 27 March 2009. At a Strategy Day discussion on 13 May 2009 we decided to concentrate our efforts in the short term in China, Japan and the UK as well as support our partner the Goodwill Social Centre in Tamil Nadu, India. When the charity had plans to expand Protasia Torkington and Penny Daly were appointed due to their experience in other parts of the world such as Southern Africa and Latin America. Due to the change in strategic direction these two Trustees resigned on 29 May 2009 and 14 April 2009 respectively. We would like to thank the outgoing trustees for the contributions they have made to Global Links Initiative.

**Trustee Meetings**

These take place at least quarterly to discuss plans, results and actions and matters of governance. Members of management and others are invited to attend as appropriate.

**The International Advisory Board (IAB)**

This is a non-statutory Board with no decision powers. Its role is purely advisory. There are no regular meetings of the International Advisory Board planned although a number were able to attend the Strategy Day discussion on 13 May 2009. The members of the IAB are voluntary and unpaid. They are chosen from a range of wise, highly respected and independently minded people who approve of the charity's objectives and aims and whose views the Trustees believe would be useful to the charity.

We are privileged to have such a strong International Advisory Board.

## **OBJECTIVES AND ACTIVITIES FOR THE PUBLIC BENEFIT**

The company is a charity and its objects are for the benefit of mankind globally:

1. To develop the capacity and skills of the members of socially and economically or socially disadvantaged communities;
2. To relieve poverty for the benefit of the public by such means as the trustees think fit, including but not limited to the use of communications technology, the provision or facilitation of information and the encouragement of best practice;
3. To relieve sickness.

The trustees confirm that they have referred to the guidance contained in the Charity Commission's general guidance on public benefit when reviewing the Trust's objectives and in planning future activities.

GLI carries out these objects by taking action to connect, empower and inform people around the world who are improving the lives of their communities, and to do this:

1. through the knowledge base we have built, and continue to build further, on our website to which community and non-profit leaders from a wide range of countries now voluntarily contribute,
2. through arranging face to face meetings and exchanges between people making a positive difference to other people's lives, and
3. by providing publicity for the important work and aspirations of our networkers in making this world a better place for a wide range of needy people.

## **ACHIEVEMENTS AND PERFORMANCE**

As mentioned above it is the sad duty of the GLI Trustees to report the tragic death on 27th March 2009 of GLI's founder and Executive Chairman, Robin Rowland. Robin's sad demise has cast a dark shadow over the activities of GLI Networkers across the globe and it is no exaggeration to say that GLI will never again be the same organisation without him. I am sure that all who knew Robin will join with the Trustees in expressing their sincerest condolences to Robin's family in their grievous loss.

GLI activities have, despite the sad event described above, continued to flourish. Our networkers have been active and new networkers have continued to sign up to GLI. Furthermore, activities in the two main centres of activity, namely China-Japan and Tamil Nadu, have continued apace and produced remarkable results. A brief outline summary of developments in these two main centres of activity is given below.

In China, three "face to face" visits took place during the last year which enabled leading social entrepreneurs from UK and Japan to meet with Chinese counterparts and exchange ideas and examples of good practice. These visits respectively focused on recycling, working with people with 'special needs' and job training. In addition, GLI facilitated a study tour by Chinese delegates to Japan in January 2009 on the theme of post-earthquake community rebuild. The benefits of the programme to all concerned were described in a very positive ten-page report on the exchange programme published in one of China's leading business magazines. Networker membership in China and Japan has now grown to over three hundred and eighty, and the three

## **GLOBAL LINKS INITIATIVE**

### **Year ended 31 July 2009**

language website which supports these members has produced a multitude of information, thanks to the efforts of a well coordinated team of volunteers. In addition, four “networker salons” were organised in Shanghai, and five similar “networker salons” were organised in Tokyo to provide networkers with an opportunity to meet and share know-how and resources. In March 2009 a bi-lingual Chinese-English booklet was published based on the contents of the GLI website, the first of its kind in the region, and the booklet is scheduled for publication in Hong Kong by the end of the current calendar year. Impressively, this year has seen the further expansion of the Japan-China network into South Korea, and GLI was able to co-host the first East Asia Social Entrepreneur Summit in Seoul in October 2008. This event was a great success: over 200 delegates attended to summit from seven countries. Valuable financial assistance has been received for some of the above activities from The Welsh Assembly, Japan Foundation, Korea Foundation for Working Together, and Mr. Christophe Bosquillon.

In Tamil Nadu, GLI’s partnership with Goodwill Social Work Centre has seen significant developments and encouraging levels of activity. Articles have been provided for publication on the GLI website, and on-line facilities have been provided for deserving GLI networkers who were previously unable to gain access to web-based materials and information. A variety of support services have been provided to both existing and new GLI networkers in the Madurai area, including provision of training programmes regarding NGL governance and project management. Significant work in the field of artwork for children has been supported, and this provided the means for the publication of Seasons Greetings cards printed at the Goodwill Social Work Centre, and distributed to all GLI Trustees and International Advisory Board members and GLI’s Tamil Nadu networkers. Free consultancy and referral services were provided to networker organisations in the early stages of development so as to enable them, where appropriate, to access opportunities and services from local resources systems. Finally, training programmes have been developed and delivered to Tamil Nadu-based networkers in the two key areas of NGO Capacity Building, Governance and Management and Fundamentals of Project Management. Fifty seven Networkers participated in one-day capacity building programmes, made possible by funds raised for this purpose from The Funding Network by Robin Rowland and Libby Brayshaw.

The Trustees are pleased to report a year of activity and progress, albeit hugely influenced by Robin’s untimely death. We look forward to maintaining as much continuing activity and development as is possible within the coming year, against the background of the huge loss of energy and dynamism which Robin’s demise has created. We hope that all who continue to be associated with GLI will seek to maintain the spirit of positive exchange of information and ideas and positive action which Robin took such pains to initiate and develop.

### **PUBLIC BENEFIT**

We have reviewed our activities and we believe that we clearly operate for the public benefit for the following reasons:

1. We provide open access globally without charge to the library of relevant knowledge and inspirational stories on our website and we know this service is used widely to help people with a diverse range of needs.
2. Subject to their being appropriate funds available we will willingly arrange face to face meetings.
3. We provide free publicity on news items and inspirational stories on the activities of our networkers.
4. We encourage inclusivity for all.
5. In the words of others Global Links Initiative is “Community Capacity Building through Knowledge, rather than Funding, on a local basis on a global scale”.

**GLOBAL LINKS INITIATIVE**  
**Year ended 31 July 2009**

**FINANCIAL REVIEW**

**Reserves Policy**

Our policy is to maintain appropriate reserves to cover our immediate operating needs which, at any one time, are normally less than £5,000. At 31 July 2009 our reserves were £15,358 (2008 £20,373).

**Investment Policy**

The charity has no investments and spare monies earn interest via a bank deposit account.

**Financial Planning**

The Trustees determine annual budgets for income and expenditure following discussion with senior management. The level of expenditure is set to ensure that there will be adequate resources available to meet commitments made as they fall due.

**Risk Management**

The trustees have considered the major risks to which the charity is exposed and, as a result, have curtailed certain activities. Our major ongoing risk is to ensure that we have adequate financial resources available to finance our future activities.

**Financial Results**

The increase in both total income and total outgo for the latest year is due to increased activity in China and Japan and the additional income raised in that context. The results for the year to 31 July 2009 amounted to net outgo for the year of £5,015 (2008 income of £4,812)

This report has been prepared in accordance with the special provisions relating to small companies within Part 15 of the Companies Act 2006 and the Statement of Recommended Practice - Accounting and Reporting by Charities, issued in March 2005.

Approved by the Trustees and signed on its behalf on 25 September 2009

Ian Hutchinson  
Trustee and Director

**Statement of the Trustees' Responsibilities**

The trustees, who are also directors of Global Links Initiative for the purposes of company law, are responsible for preparing the Trustees' Report and the accounts in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

Company law requires the trustees to prepare accounts for each financial year which give a true and fair view of the state of affairs of the charitable company and of the incoming resources and application of resources, including the income and expenditure, of the charitable company for that period. In preparing these accounts, the trustees are required to:

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles in the Charities SORP;
- make judgements and estimates that are reasonable and prudent;
- prepare the accounts on the going concern basis unless it is inappropriate to presume that the charitable company will continue in operation.

The trustees are responsible for keeping proper accounting records that disclose with reasonable accuracy at any time the financial position of the charitable company and enable them to ensure that the accounts comply with the Companies Act 2006. They are also responsible for safeguarding the assets of the charitable company and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

**GLOBAL LINKS INITIATIVE**  
(A COMPANY LIMITED BY GUARANTEE)  
**INDEPENDENT EXAMINERS' REPORT TO THE MEMBERS ON THE**  
**UNAUDITED ACCOUNTS OF GLOBAL LINKS INITIATIVE**

I report on the accounts for the year ended 31 July 2009 set out on pages 10 to 13.

**Respective responsibilities of the charitable company's trustees and the independent examiner**

The charitable company's trustees, who are also the directors of Global Links Initiative for the purpose of company law, are responsible for the preparation of the accounts. The trustees consider that an audit is not required for this year under section 43(2) of the Charities Act 1993, and 1993 Act and that an independent examination is needed.

Having satisfied myself that the charity is not subject to audit under company law and is eligible for independent examination, it is my responsibility to:

- i) examine the accounts under section 43 of the 1993 Act;
- ii) to follow the procedures laid down in the general Directions given by the Charity Commission under section 43(7)(b) of the 1993 Act; and
- iii) to state whether particular matters have come to my attention.

**Basis of an independent examiner's report**

My examination was conducted in accordance with the general Directions given by the Charity Commission. An examination includes the review of the accounting records kept by the charity and a comparison of the accounts presented with those records. It also includes consideration of any unusual items or disclosures in the accounts, and seeking explanations from the trustees concerning any such matters. The procedures undertaken do not provide all the evidence that would be required in an audit and consequently no opinion is given as to whether the accounts present a 'true and fair view' and the report is limited to those matters set out in the statement below.

**Independent examiner's statement**

In connection with my examination, no matter has come to my attention:

- (a) which gives me reasonable cause to believe that in any material respect the requirements:
  - i) to keep accounting records in accordance with section 386 of the Companies Act 2006; and
  - ii) to prepare accounts which accord with the accounting records, comply with the accounting requirements of section 396 of the Companies Act 2006 and with the methods and principles of the Statement of Recommended Practice: Accounting and Reporting by Charities;have not been met; or
- (b) to which in my opinion, attention should be drawn in order to enable a proper understanding of the accounts to be reached.

Julian Challis

Chartered Accountant

H.W. FISHER & COMPANY

Dated: 6 October 2009

**GLOBAL LINKS INITIATIVE**  
Year ended 31 July 2009

**GLOBAL LINKS INITIATIVE**  
(A COMPANY LIMITED BY GUARANTEE)  
**STATEMENT OF FINANCIAL ACTIVITIES**  
**FOR THE YEAR ENDED 31 JULY 2009**

|  | Notes      | **Total Funds<br>for the year<br>ended 31 July<br>2009<br>£ | Unrestricted<br>Funds<br>2008<br>£ | Restricted<br>Funds<br>2008<br>£ | Total Funds<br>for the year<br>ended 31 July<br>2008<br>£ |
|--|------------|---|------------------------------------|----------------------------------|---|
| <b>Incoming resources from generated funds</b> | <b>1.2</b> |   |                                    |                                  |   |
| Voluntary Income                               | 3, 4       | 85,434  | 81,616                             |                                  | 81,616  |
| Investment Income                              |            | 185   | 584                                |                                  | 584   |
| Incoming resources from charitable activities  |            | <u>8,913</u>  | <u>1,261</u>                       | <u>-</u>                         | <u>1,261</u>  |
| <b>Total incoming resources</b>                |            | <u>94,532</u>   | <u>83,461</u>                      | <u>-</u>                         | <u>83,461</u>   |
| <b>Resources Expended</b>                      | <b>1.3</b> |   |                                    |                                  |   |
| Charitable Activities                          | 3          | 98,559  | 77,760                             |                                  | 77,760  |
| Governance costs                               | 5          | <u>988</u>  | <u>889</u>                         | <u>-</u>                         | <u>889</u>  |
| <b>Total resources expended</b>                |            | <u>99,547</u>   | <u>78,649</u>                      | <u>-</u>                         | <u>78,649</u>   |
| <b>Net (outgo) / income for the year</b>       |            | <u>(5,015)</u>  | <u>4,812</u>                       | <u>-</u>                         | <u>4,812</u>  |
| <b>Net Movement in funds</b>                   |            | <u>(5,015)</u>  | <u>4,812</u>                       | <u>-</u>                         | <u>4,812</u>  |
| <b>Fund balances at 1 August 2008</b>          |            | <u>20,373</u>   | <u>15,561</u>                      |                                  | 15,561  |
| <b>Fund balances at 31 July 2009</b>           |            | <u>15,358</u>   | <u>20,373</u>                      |                                  | <u>20,373</u>   |

\*\* All the income for the year to 31 July 2009 was unrestricted.

The statement of financial activities also complies with the requirements for an income and expenditure account under the Companies Act 2006.

**GLOBAL LINKS INITIATIVE**  
Year ended 31 July 2009

**GLOBAL LINKS INITIATIVE**  
(A COMPANY LIMITED BY GUARANTEE)  
**BALANCE SHEET**  
AS AT 31 JULY 2009

|   | Notes | For the year<br>ended 31 July<br>2009<br>£ | For the year<br>ended 31 July<br>2008<br>£ |
|---|-------|--|--|
| <b>Current assets</b>                                   |       |  |  |
| Cash in Bank and in hand                                |       | 18,912                                     | 22,143                                     |
| <b>Creditors; amounts falling due<br/>within a year</b> | 6     | <u>3,554</u>                               | <u>1,770</u>                               |
| <b>Net Assets</b>                                       |       | <u>15,358</u>                              | <u>20,373</u>                              |
| <b>Unrestricted funds</b>                               |       | <u>15,358</u>                              | <u>20,373</u>                              |
| <b>Total funds</b>                                      |       | <u>15,358</u>                              | <u>20,373</u>                              |

The company is entitled to the exemption from the audit requirement contained in section 477 of the Companies Act 2006, for the year ended 31<sup>st</sup> July 2009. No member of the company has deposited a notice, pursuant to section 476, requiring an audit of these accounts.

The directors acknowledge their responsibility for ensuring the company keeps accounting records which comply with section 386 of the act for preparing accounts which give a true and fair view of the state of affairs of the company as at the end of its financial year, and of its incoming resources and application of resources, including income and expenditure for the financial year in accordance with sections 394 and 395, and which otherwise comply with the requirements of the Companies Act 2006 relating to accounts, so far as applicable to the company.

The accounts are prepared in accordance with the special provisions relating to small companies within Part 15 within the Companies Act 2006.

Approved by the Board of Trustees on 25 September 2009 and signed on its behalf.

Ian Hutchinson (Director)

**GLOBAL LINKS INITIATIVE**  
**(A COMPANY LIMITED BY GUARANTEE)**  
NOTES FORMING PART OF THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 JULY 2009

**1. Accounting policies**

**1.1 Basis of preparation**

The accounts have been prepared under the historical cost convention.

The charity has taken advantage of the exemption in Financial Reporting Standard No 1 from the requirement to produce a cash flow statement on the grounds that it is a small charity.

The accounts have been prepared in accordance with applicable accounting standards, the Statement of Recommended Practice - Accounting and Reporting by Charities, issued in March 2005 and the Companies Act 2006.

**1.2 Incoming resources**

Income has been recognised gross on the basis of entitlement, certainty and measurement.

Donations, legacies and other forms of voluntary income are recognised as incoming resources when receivable, except insofar as they are incapable of financial measurement.

Grants are recognised in full in the Statement of Financial Activities in the year in which they are receivable or any requirement imposed on the grant is fulfilled.

Investment income is recognised on a receivable basis.

**1.3 Resources expended**

Expenditure is recognised on an accruals basis, inclusive of value added tax.

Costs of generating funds are those costs incurred in attracting voluntary income, in particular grant funding and the costs of maintaining the charity's profile within the sector.

Governance costs include those costs incurred in the governance of the charity's assets and are primarily associated with constitutional and statutory requirements.

**2. Restricted Income relating to the year to 31 July 2009**

All Income for the Year to 31 July 2009 has been Unrestricted.

**GLOBAL LINKS INITIATIVE**  
**Year ended 31 July 2009**

**3. Donated Services**

Voluntary Income and Charitable Activities Expenditure in 2009 includes £600 (2008 £Nil) in respect of Gifts in Kind received from Virgin Airways in China.

**4. Voluntary Income**

Voluntary Income, included in Unrestricted Incoming Resources from Generated Funds is made up as follows:

|                                | <b>2009</b>     | <b>2008</b>     |
|--------------------------------|-----------------|-----------------|
|                                | £               | £               |
| Donations                      | 66,500          | 63,000          |
| Gift Aid Tax Recovery          | 18,334          | 18,616          |
| Donated Services/Gifts in Kind | 600             | -               |
| Grants Receivable              | -               | -               |
| Total                          | <u>£ 85,434</u> | <u>£ 81,616</u> |

**5. Governance Costs**

|                            | <b>2009</b> | <b>2008</b> |
|----------------------------|-------------|-------------|
|                            | £           | £           |
| Governance costs comprise: |             |             |
| Accountancy fees           | 781         | 600         |
| Secretarial advice/fees    | <u>207</u>  | <u>289</u>  |
| Total                      | <u>988</u>  | <u>889</u>  |

**6. Creditors: amounts falling due within a year**

|                          | <b>2009</b>  | <b>2008</b>  |
|--------------------------|--------------|--------------|
|                          | £            | £            |
| Trade Creditors          | 1,098        | 643          |
| Sundry Creditors         | 1,809        | -            |
| Accrued Accountancy Fees | 646          | 600          |
| Accrued Consultancy Fees | -            | 315          |
| Outstanding Cheques      | <u>-</u>     | <u>212</u>   |
| Total Creditors          | <u>3,554</u> | <u>1,770</u> |

**7. Staff Costs and Trustees' Remuneration**

The Company has no paid employees in the UK, but the salaries paid in China and Japan amounted to £51,965 (2008 £39,229). There were no Social Security or Pension Contribution costs.

The average weekly number of employees during the year, calculated on the basis of full time equivalents, was 4 (2008 3).

Trustees received no remuneration (2008 £Nil), but were reimbursed for their expenses which amounted in the year to £6,368 (2008 £7,867).