REPORT OF THE TRUSTEES AND
UNAUDITED FINANCIAL STATEMENTS FOR THE PERIOD 8 NOVEMBER 2010 TO
31 DECEMBER 2011
FOR
THE LINDA NORGROVE FOUNDATION

Mann Judd Gordon Ltd
Chartered Accountants
26 Lewis Street
Stornoway
Isle of Lewis
HS1 2JF
## THE LINDA NORGROVE FOUNDATION

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for the Period 8 November 2010 to 31 December 2011

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THE LINDA NORGROVE FOUNDATION

REPORT OF THE TRUSTEES
For the Period 8 November 2010 to 31 December 2011

The Trustees present their first annual report and financial statements of the charity for the period between the date that the charity was established on 21st October 2010 until 31st December 2011.

The financial statements have been prepared in accordance with the accounting policies detailed in note 1 to the accounts and comply with the Charity's trust deed, the Charities Act 1993 and the Statement of Recommended Practice: Accounting and Reporting by Charities published in 2005.

REFERENCE AND ADMINISTRATIVE DETAILS
Registered Charity number
SC041843

Principal address
3 Mangersta
Uig
Isle Of Lewis
HS2 9EY

Trustees
J R Norgrove
Mrs L Norgrove
B Hindson
T Fisher

Chair
Treasurer
Acting Trustee
Acting Trustee

- resigned 28.8.11

Independent Examiner
John E Moffat BA FCA
Institute of Chartered Accountants in England and Wales
Mann Judd Gordon Ltd
Chartered Accountants
26 Lewis Street
Stornoway
Isle of Lewis
HS1 2JF

Solicitors
Balfour & Manson LLP
54-66 Frederick Street
Edinburgh
EH2 1LS

Investment Advisors
McInroy & Wood Ltd
Easter Alderston
Haddington
East Lothian
EH41 3SF

Bankers
Bank of Scotland
38 St Andrews Square
Edinburgh
EH2 2YR
THE LINDA NORGROVE FOUNDATION

REPORT OF THE TRUSTEES
for the Period 8 November 2010 to 31 December 2011

STRUCTURE, GOVERNANCE AND MANAGEMENT

Governing document
The Foundation is a registered Scottish charity first constituted under a trust deed dated 21st October 2010 when the initial trustees were partners and employees of the Foundation’s solicitors. An additional Deed of Assumption and Minute of Resignation dated 29th October 2010 was registered in which the original trustees resigned and John and Lorna Norgrove took over as the Foundation’s Trustees.

This process was adopted so that the Foundation could be registered at an early date and full use made of the publicity available to the Foundation during the period immediately following Linda’s abduction and death. These deeds were all registered on 8th November 2010 with the Registers of Scotland in Edinburgh.

Recruitment and appointment of new trustees
Thomas Fisher was co opted as an acting Trustee in November 2010. A friend of the Norgroves and with academic skills and practical experience of working in the charity sector.

Brian Hindson was co opted as an acting Trustee at the same time. Likewise, a friend of the Norgroves and with considerable skills and knowledge of the charity sector, albeit with much larger UK charities. Brian resigned on 28th August 2010 due to personal reasons. The Trustees are indebted to Brian for the work that he put in during his tenure, especially towards ensuring the success of the ultramarathon challenge in July which was such a PR and financial success.

The Foundation’s Deed of Trust requires a minimum of two Trustees at any time, and allows for the appointment of further Trustees by a majority decision of the existing Trustees at a meeting of the Trustees.

It is the intention of the existing Trustees to confirm Thomas Fisher’s role as a Trustee and also to increase the overall number of Trustees to four or five, and we anticipate this taking place early in 2012.

A copy of the Charity’s Deed of Trust is given to each new Trustee when they are appointed and they are made aware of the publications available from OSCR; in particular publication 4 ‘Guidance for Charity Trustees’. Our copy of this is available for loan to any Trustee.

Trustee meetings are held quarterly when strategy issues are discussed which include consideration of grant making activity, finances and investment, and policy. Decisions concerning grants to bodies in Afghanistan require the agreement of at least two Trustees. In practice, this means John and Lorna Norgrove, who administer the charity on a day to day basis, aided by our project officer Rachel Wade. With the anticipated increase in number of Trustees, the Foundation will introduce a policy of deciding on grants by a majority of Trustees, with the decision-making process matched against the size of each grant.

Trustees give freely of their time and no Trustee receives payment. Trustee expenses are detailed in note 5 to the accounts.
STRUCTURE, GOVERNANCE AND MANAGEMENT

Risk management

The trustees have a duty to identify and review the risks to which the charity is exposed and to ensure appropriate controls are in place to provide reasonable assurance against fraud and error. The following significant risks and corresponding strategies have been identified:

Bank defaults resulting in a loss of capital - spread capital deposits between different banks with individual balances of less than £85,000.

Catastrophe at Mangersta Head Office - back up main computers to the 'cloud'.

Death of Trustees - increase the number of Trustees to 4 or 5.

Loss of volunteers or employees in Afghanistan, health, leaving the country, insurrection etc - try to identify additional staff, ideally a paid committed trust worthy Afghan woman, or by working in partnership with a trusted charity with a track record of working on the ground in Afghanistan.

A complete failure or embezzlement of funds from one of the projects that we have funded - reduce risk by keeping the majority of our grants to individual projects below £15,000.

Political/security situation makes it impossible to continue working in the country - consider working in a similar country.

OBJECTIVES AND ACTIVITIES

Objectives and aims

Our objective is to 'Help Women and Children Affected by the War in Afghanistan'.

We are a grant giving foundation in that we do not seek to establish a registered charity undertaking work directly on the ground in Afghanistan, but rather to give grants to other organisations for specific projects.

Our strategy is to identify schemes that are small scale with identifiable results so that we can be reasonably assured that the money that we give does result in a definite outcome.

We do not focus on one particular sector; preferring instead to support a wide variety of projects. By undertaking a wide variety of small schemes, the scale of which is more in keeping with our average donation, we hope to facilitate a connection between the donation and the result which donors will find more appealing than the larger charities working within the country with their associated handicaps of large budgets, higher overheads and less targeted funding.
THE LINDA NORGROVE FOUNDATION

REPORT OF THE TRUSTEES
for the Period 8 November 2010 to 31 December 2011

OBJECTIVES AND ACTIVITIES
Significant activities
In the 2010/11 financial year direct project expenditure was £58,918.

Expenditure was slow to start when John and Lorna were fully occupied managing the initial flow of donations, an enthusiastic fundraising response and all of the associated publicity. To August, only £8,211 had been spent. As things died down and interns started to undertake some of the work, they were able to concentrate on finding good quality schemes to support. Since then expenditure averaged £10,000 a month.

To the end of 2011, the Foundation funded 10 small, wide ranging, cross-sector projects in Afghanistan. These have taken the form of grants ranging from supply of chickens and a coop for a disabled children’s home in Kabul to healthcare projects in the rural northeast (£15,496).

The three largest projects in 2010/11 were:

£15,496 - A healthcare programme in the rural Wakhan region comprising immunisation, medical clinics and birth life-saving skills training (BLISS), all in partnership with Operation Mercy.

£14,975 - A women’s literacy and numeracy project, mostly for girls unable to attend school in villages in Eastern Afghanistan, in conjunction with Canadian Women for Women in Afghanistan. This is a one year project, the first contribution falling within the 2010/11 year. An interim report has already been received with positive feedback.

£10,780 - This grant was awarded to a women’s safe house in Kabul and allowed Hagar International (the organisation responsible for the project) to furnish and supply a counselling room for women who had been victims of abuse.

The success of projects is measured by Foundation representative visits, coupled with the submission of written reports, photographs and video footage.

The Linda Norgrove Foundation have reached the anticipated target of an average of one project funded every month. Due to its success in 2011 this is a model that the trustees hope to replicate in coming years.

Volunteers
DAI seconded Marianne Parente, part time and at no cost to the Foundation, from February. Marianne assisted with the identification of suitable projects and ongoing project management in both Kabul and Jalalabad.

Angharad James, an aid worker and paediatric nurse who was living in Kabul, initially started helping the Foundation as a volunteer. Later in the year she was employed by the Foundation part-time tasked with sourcing new projects and their subsequent management. Ill health forced Angharad and her family to relocate back to the UK in November but she continues to be involved on an ad-hoc basis.

In the UK, Lorna and John Norgrove managed the day to day administration themselves for the first 8 months. Rachel Wade was appointed to a 10 week internship from June financed by the Third Sector Internships Scotland (TSIS) programme. Another of the candidates, Laura Donaldson, was employed directly by LNF for a second 10 week period in September primarily tasked with producing the LNF’s first newsletter, 2000 copies of which have now been distributed around the world, a model the Foundation are looking to replicate in 2012.

In late November the Trustees were delighted to be able to employ Rachel Wade on a full time basis.
THE LINDA NORGROVE FOUNDATION

REPORT OF THE TRUSTEES
for the Period 8 November 2010 to 31 December 2011

ACHIEVEMENT AND PERFORMANCE
Charitable activities
It was decided in October 2010 that a fitting way to commemorate Linda Norgrove who was kidnapped in Afghanistan and died in a failed rescue attempt on October 8th 2010 would be to establish a Foundation in her name to continue her legacy through humanitarian work in the country which she loved.

The registration of the Foundation needed to be quick to capitalise on the huge public response to the events in Afghanistan and it proved possible to start a registered charity and website within two weeks, with the objective of supporting women and children affected by the ongoing conflict there.

The founding trustees John Norgrove, Lorna Norgrove, Thomas Fisher and (until September 2011) Brian Hindson are pleased with the substantial progress that has been made in the first year to the end of 2011, with fundraising and donations totalling £397,504, overall expenditure on projects in Afghanistan, £60,215 and UK administration costs, £7,115.

Trustees remain optimistic for the Foundation's progress in the coming year.

Fundraising activities
Following Linda's death and subsequent formation of the charity there was a tremendous public response which resulted in donations within three months in excess of £45,000. The Norgrove family initially pledged £100,000 to start the charity; this was later increased to £100,000 and the Scottish Government later very generously matched this donation with another £100,000.

A wide range of fundraising events took place throughout 2011; from sponsored haircuts, to tractor runs and open sea swims, demonstrating the diversity and commitment of the Foundation's supporters. The three largest fundraisers in 2011, all held in the Western Isles, were an art auction selling work donated by artists which raised £14,183, an 'Ultramarathon' running and cycling event which raised £6,759 followed by a commemorative 10k run held in October £6,499. These events were held in the Western Isles but the 10k run was simultaneously held on all six continents, thus displaying the global reach of the Foundation.

In Afghanistan, Linda was employed by U.S based aid contractor Development Alternatives Inc. (DAI). They have been very supportive of all Foundation activities. In February DAI donated £10,000 and throughout the year seconded and financed a part-time member of staff in Kabul to manage projects on behalf of the Foundation.

Fundraising efforts during the course of 2011 proved to be a financial success but they also provided an opportunity to engage in positive PR activity. Platform PR, a Scottish company support the Foundation by providing their consultancy services pro bono. This support has proved invaluable and has facilitated national radio interviews - Radio 4 'Last words' and Radio 5 Live, TV news interviews and also articles in the national press, including the Sunday Times, The Guardian, all Scottish national newspapers and articles in Marie Claire and Grazia magazine.

FUTURE DEVELOPMENTS
The Trustees recognise that the income levels reached in the first year are unlikely to be maintained, as press and public interest in Linda's life fades.

They realise the importance to future income of their making the right choices about what to fund, subsequent scrutiny of how the funds are spent, keeping UK overheads to a minimum and appropriate publicity of the foundation's work.

Clearly there will be less public interest once allied forces reduce troop numbers are reduced, and no one can be sure what direction security and politics will take in such a volatile country.

The Trustees are currently taking the view that the Foundation should plan on the basis of expenditure of around £150,000 a year. Assuming donations and fundraising at 2012 levels, this should allow the Foundation to continue for around 3 years without allowing for the possibility of single large donations or government aid funding for a particular project.

FINANCIAL REVIEW
The Foundation's principle funding sources were donations from the Norgrove family totalling £101,000, a one off donation from the Scottish government of £100,000, a donation from Linda's employer DAI of £10,000, private donations totalling £122,000 and funds raised from events of £57,000. £60,000 was given out in grants or by direct expenditure to further the charity's objectives of helping women and children affected by the war in Afghanistan.
Our administration costs in the UK for the period were £7,000.

The finances at the end of the first year were in good shape with resources available totalling £328,000.

**Investment Policy**

In April 2011, £150,000 was placed in a Bank of Scotland Treasury Account yielding 2.5%, maturing in October 2012.

The balance of funds were held in Bank of Scotland current accounts in the UK (£&$ accounts) and small sums in a $ account in Afghanistan.

At the end of the year, our Investment Advisor, following a review of our finances and noting the volatility of events in Afghanistan and the variability in our rate of grant making, recommended that we do not tie up substantial funds for long periods but that we should invest in a variety of deposit accounts, each less than the government compensation limit.

The Trustees propose to follow this advice in 2012.

**ON BEHALF OF THE BOARD:**

J R Norgrove - Trustee

27 September 2012
INDEPENDENT EXAMINER’S REPORT TO THE TRUSTEES OF
THE LINDA NORGROVE FOUNDATION

I report on the accounts for the period 8 November 2010 to 31 December 2011 set out on pages eight to eleven.

Respective responsibilities of trustees and examiner
The charity's trustees are responsible for the preparation of the accounts in accordance with the terms of the Charities and Trustee Investment (Scotland) Act 2005 and the Charities Accounts (Scotland) Regulations 2006. The charity’s trustees consider that the audit requirement of Regulation 10(1)(a) to (c) of the Accounts Regulations does not apply. It is my responsibility to examine the accounts as required under Section 44(1)(e) of the Act and to state whether particular matters have come to my attention.

Basis of the independent examiner’s report
My examination was carried out in accordance with Regulation 11 of the Charities Accounts (Scotland) Regulations 2006. An examination includes a 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 you as trustees concerning any such matters. The procedures undertaken do not provide all the evidence that would be required in an audit, and consequently I do not express an audit opinion on the view given by the accounts.

Independent examiner's statement
In connection with my examination, no matter has come to my attention:

(1) which gives me reasonable cause to believe that, in any material respect, the requirements

- to keep accounting records in accordance with Section 44(1)(a) of the 2005 Act and Regulation 4 of the 2006 Accounts Regulations; and

- to prepare accounts which accord with the accounting records and to comply with Regulation 8 of the 2006 Accounts Regulations

have not been met; or

(2) to which, in my opinion, attention should be drawn in order to enable a proper understanding of the accounts to be reached.

John E Moffat BA FCA
Institute of Chartered Accountants in England and Wales
Mann Judd Gordon Ltd
Chartered Accountants
26 Lewis Street
Stornoway
Isle of Lewis
HS1 2JF

27 September 2012
The Linda Norgrove Foundation

Statement of Financial Activities

for the Period 8 November 2010 to 31 December 2011

<table>
<thead>
<tr>
<th>Unrestricted funds</th>
<th>£</th>
</tr>
</thead>
</table>

### Incoming Resources

**Incoming resources from generated funds**

- Voluntary income
- Activities for generating funds 2
- Investment income 3

**Other incoming resources**

- Total incoming resources 399,346

### Resources Expended

**Costs of generating funds**

- Costs of generating voluntary income 4

**Charitable activities**

- Kabul 60,215

- Total resources expended 70,963

### Net Incoming Resources

- 328,383

### Total Funds Carried Forward

- 328,383

Notes

The notes form part of these financial statements

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THE LINDA NORGROVE FOUNDATION

BALANCE SHEET
At 31 December 2011

<table>
<thead>
<tr>
<th>Notes</th>
<th>Unrestricted funds (£)</th>
</tr>
</thead>
<tbody>
<tr>
<td>CURRENT ASSETS</td>
<td></td>
</tr>
<tr>
<td>Stocks</td>
<td>6</td>
</tr>
<tr>
<td>Debtors</td>
<td>7</td>
</tr>
<tr>
<td>Prepayments and accrued income</td>
<td></td>
</tr>
<tr>
<td>Cash at bank and in hand</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
</tr>
<tr>
<td>CREDITORS</td>
<td></td>
</tr>
<tr>
<td>Amounts falling due within one year</td>
<td>8</td>
</tr>
<tr>
<td>NET CURRENT ASSETS</td>
<td></td>
</tr>
<tr>
<td>TOTAL ASSETS LESS CURRENT LIABILITIES</td>
<td></td>
</tr>
<tr>
<td>NET ASSETS</td>
<td></td>
</tr>
<tr>
<td>FUNDS</td>
<td></td>
</tr>
<tr>
<td>Unrestricted funds</td>
<td>9</td>
</tr>
<tr>
<td>TOTAL FUNDS</td>
<td></td>
</tr>
</tbody>
</table>

The financial statements were approved by the Board of Trustees on 27 September 2012 and were signed on its behalf by:

J R Norgrove - Trustee

Mrs L Norgrove - Trustee

The notes form part of these financial statements

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1. ACCOUNTING POLICIES

Accounting convention
The financial statements have been prepared under the historical cost convention, and in accordance with the Financial Reporting Standard for Smaller Entities (effective April 2008), the Charities and Trustee Investment (Scotland) Act 2005 and the requirements of the Statement of Recommended Practice, Accounting and Reporting by Charities.

Incoming resources
All incoming resources are included on the Statement of Financial Activities when the charity is legally entitled to the income and the amount can be quantified with reasonable accuracy.

Resources expended
Expenditure is accounted for on an accruals basis and has been classified under headings that aggregate all costs related to the category. Where costs cannot be directly attributed to particular headings they have been allocated to activities on a basis consistent with the use of resources.

Stocks
Stocks are valued at the lower of cost and net realisable value, after making due allowance for obsolete and slow moving items.

Taxation
The charity is exempt from tax on its charitable activities.

Fund accounting
Unrestricted funds can be used in accordance with the charitable objectives at the discretion of the trustees.

Restricted funds 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.

2. ACTIVITIES FOR GENERATING FUNDS

<table>
<thead>
<tr>
<th>Activity</th>
<th>£</th>
</tr>
</thead>
<tbody>
<tr>
<td>Fundraising events</td>
<td>57,006</td>
</tr>
</tbody>
</table>

3. INVESTMENT INCOME

<table>
<thead>
<tr>
<th>Activity</th>
<th>£</th>
</tr>
</thead>
<tbody>
<tr>
<td>Deposit account interest</td>
<td>1,842</td>
</tr>
</tbody>
</table>

4. COSTS OF GENERATING VOLUNTARY INCOME

<table>
<thead>
<tr>
<th>Activity</th>
<th>£</th>
</tr>
</thead>
<tbody>
<tr>
<td>Virgin Money Giving charges</td>
<td>581</td>
</tr>
<tr>
<td>Fundraising events costs</td>
<td>3,052</td>
</tr>
<tr>
<td>Support costs</td>
<td>7,115</td>
</tr>
</tbody>
</table>

Total costs: 10,748
THE LINDA NORGROVE FOUNDATION

NOTES TO THE FINANCIAL STATEMENTS - CONTINUED
for the Period 8 November 2010 to 31 December 2011

5. TRUSTEES' REMUNERATION AND BENEFITS

There were no trustees' remuneration or other benefits for the period ended 31 December 2011.

Trustees' Expenses

During the year the foundation reimbursed the Trustees expenses incurred whilst on charity business as follows:

Thomas Fisher - Travel - £201

6. STOCKS

Stocks

<table>
<thead>
<tr>
<th>£</th>
</tr>
</thead>
<tbody>
<tr>
<td>317</td>
</tr>
</tbody>
</table>

7. DEBTORS: AMOUNTS FALLING DUE WITHIN ONE YEAR

Other debtors

<table>
<thead>
<tr>
<th>£</th>
</tr>
</thead>
<tbody>
<tr>
<td>8,049</td>
</tr>
</tbody>
</table>

8. CREDITORS: AMOUNTS FALLING DUE WITHIN ONE YEAR

Other creditors

<table>
<thead>
<tr>
<th>£</th>
</tr>
</thead>
<tbody>
<tr>
<td>83</td>
</tr>
</tbody>
</table>

9. MOVEMENT IN FUNDS

<table>
<thead>
<tr>
<th>Unrestricted funds</th>
<th>Net movement in funds</th>
<th>Unrestricted funds</th>
<th>Net movement in funds</th>
</tr>
</thead>
<tbody>
<tr>
<td>At 8.11.10 £</td>
<td>At 31.12.11 £</td>
<td>At 8.11.10 £</td>
<td>At 31.12.11 £</td>
</tr>
<tr>
<td>General fund -</td>
<td>328,383</td>
<td>-</td>
<td>328,383</td>
</tr>
<tr>
<td>TOTAL FUNDS -</td>
<td>328,383</td>
<td>-</td>
<td>328,383</td>
</tr>
</tbody>
</table>

Net movement in funds, included in the above are as follows:

<table>
<thead>
<tr>
<th>Unrestricted funds</th>
<th>Resources expended £</th>
<th>Movement in funds £</th>
</tr>
</thead>
<tbody>
<tr>
<td>General fund</td>
<td>399,346</td>
<td>(70,963)</td>
</tr>
<tr>
<td>TOTAL FUNDS</td>
<td>399,346</td>
<td>(70,963)</td>
</tr>
</tbody>
</table>

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# Detailed Statement of Financial Activities

**for the Period 8 November 2010 to 31 December 2011**

## Incoming Resources

<table>
<thead>
<tr>
<th>Description</th>
<th>Amount (£)</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Voluntary income</strong></td>
<td></td>
</tr>
<tr>
<td>Donations</td>
<td>333,098</td>
</tr>
<tr>
<td>Gift aid</td>
<td>5,900</td>
</tr>
<tr>
<td><strong>Total incoming resources</strong></td>
<td>338,998</td>
</tr>
<tr>
<td><strong>Activities for generating funds</strong></td>
<td></td>
</tr>
<tr>
<td>Fundraising events</td>
<td>57,006</td>
</tr>
<tr>
<td><strong>Investment income</strong></td>
<td></td>
</tr>
<tr>
<td>Deposit account interest</td>
<td>1,842</td>
</tr>
<tr>
<td><strong>Other incoming resources</strong></td>
<td></td>
</tr>
<tr>
<td>Other income</td>
<td>1,500</td>
</tr>
<tr>
<td><strong>Total incoming resources</strong></td>
<td>399,346</td>
</tr>
</tbody>
</table>

## Resources Expended

| Description                                                    | Amount (£) |
|                                                               |            |
| **Costs of generating voluntary income**                      |            |
| Virgin Money Giving charges                                   | 581        |
| Fundraising events costs                                      | 3,052      |
| **Total**                                                      | 3,633      |
| **Charitable activities**                                     |            |
| Kabul presence for project research and monitoring            | 5,280      |
| Widow's refuge                                                | 1,267      |
| Children's homes                                              | 4,138      |
| Wakhan Trekking Business                                      | 3,511      |
| Literacy project for Women                                    | 8,838      |
| Safe house for Women                                          | 10,780     |
| Mercy Wakhan Medical Programme                                 | 15,496     |
| Pansa Orphanage                                               | 9,608      |
| Money transmission charges                                    | 1,297      |
| **Total**                                                      | 60,215     |
| **Support costs**                                             |            |
| Management                                                    |            |
| Trustees' expenses                                           | 201        |
| Web and postage costs                                         | 915        |
| Recruitment costs                                            | 310        |
| Public relations                                              | 1,479      |
| Newsletter                                                    | 3,807      |
| Subscriptions                                                 | 403        |
| **Total**                                                      | 7,115      |
| **Total resources expended**                                  | 70,963     |

*This page does not form part of the statutory financial statements*
<table>
<thead>
<tr>
<th>Net income</th>
<th>£</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>328,383</td>
</tr>
</tbody>
</table>