

Annual Report and Financial Statements for the year ended 31 March 2022


**Project
Possible**
Be the spark



Registered with
**FUNDRAISING
REGULATOR**

Project Possible, 24 London Road West, Amersham HP7 0EZ
01494 433170 / www.projectpossible.org.uk / office@projectpossible.org.uk

Registered Charity: 1069608 / Project Possible is a company limited by guarantee
Company No.: 3524732 First registered at Companies House, Cardiff, March 1998



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Introduction – Project Possible

This has been a momentous year in the life of the charity. On 16th June 2021, the Rope Charitable Trust became Project Possible. As last year's report makes clear, the rebranding was much more than a cosmetic change. It articulated the transition to a fundamentally new way of working, which in recent years has involved a review of all our activities and a significant shift in the way we develop and maintain relationships with our partners. It marked a move to mitigate against relationships of dependency by building partnerships that focus on sustainability and empowerment. During this year we have made tremendous progress in this area, reframing the majority of our relationships around our new approach.

We also reported last year that we needed to halt the slow decline in our income and improve our ability to attract new supporters. In response to this we implemented a new fundraising and marketing strategy aimed at retaining and developing our supporter base and are able to report a strong response to our initial Spark projects, which are the key vehicle for engaging with new supporters. However, from a fundraising, and to some extent operational perspective the year was impacted and overshadowed by events beyond our control.

Again, the shadow of COVID hangs over the year and ensured that the transition from Rope to Project Possible had added complexities. It meant that most staff and supporter communication, crucial to such a transition, had to happen over Zoom. This was brilliantly managed by the team with key supporters reporting that they felt very well informed and engaged with the transitions that were taking place.

At the end of the reporting period, we said farewell to two of our senior staff team. Andy Jong retired in April 2022 after his second period as CEO of the charity and Jenny Rooke moved on after 8 years as our Head of Marketing and Fundraising. We are very grateful for their years of service with Project Possible and for the legacy that they leave, including their significant lead in the rebranding project. In April 2022 we appointed Dave Pepper as our new CEO. He comes with significant experience as a Charity CEO and has lived and worked in Sub Saharan Africa.

Our New Proposition

- **The challenge we are addressing:** Around the world there are groups of people who face severe disadvantages and for whom the doors of opportunity have been closed; people who are trapped in harmful situations or at risk of exploitation.
- **Local partners:** We work with local Christian partners who offer training, mentoring and follow up to members of these communities who are seeking to change their own situation
- **Outcomes:** The participants begin to overcome barriers in their lives and develop a new sense of value and self-worth. They begin to create plans to become self-supporting.



“The changes we have made are deep-rooted. Charities in the International Development field, like ours, need to work hard to avoid creating dependency cultures”

Welcome From Philip Derbyshire Chair of Trustees

It is my pleasure to welcome, on behalf of our partners, supporters, staff and Trustees, all who read this annual report.

It was an eventful year which included the formal launch of the charity's new name, branding and 'proposition' in June 2021. This was the culmination of years of thoughtful work and prayer. Since then, we have all been working hard to implement our plans and monitor the effectiveness and impact of the new strategy.

The changes we have made are deep rooted. Charities in the International Development field, like ours, need to work hard to avoid creating dependency cultures. That is part of what we mean by 'sustainability' in working with our partners and their communities. We want to see them flourish as God intends them to and work towards self-sufficiency and independence.

In January 2022 we learnt that our CEO, Andy Jong, intended to retire. When the post was advertised we received a very good response and in due course we appointed Dave Pepper to succeed Andy. With a wealth of experience in working for charities and as a trained minister in his early career, Dave has been able to quickly take over leading the staff team and communicating with supporters. As Trustees we thank both CEOs and all the staff for their commitment, prayer and hard work during the year.

Elsewhere in this report you can read about how COVID and the war in Ukraine have affected our work both in the UK and internationally. We are fortunate that, though small, we have the resources to continue in difficult times.

On behalf of the Trustees I want to thank everyone who has contributed to the work of Project Possible. We look forward with confidence as we endeavour to show Christ's love in all that we do.

Philip Derbyshire



“Building the economic resilience of our partners is fundamental to what we do.”

Welcome from Dave Pepper CEO

It has been an exciting time to join the Project Possible team, almost one year after the launch of the new name and the new proposition. As the new CEO I have been deeply impressed by the passion and professionalism of the staff and by the clarity of the vision for what we are seeking to do. All our relationships with our partners are important to us and the team goes to great lengths to ensure that what we are offering to everyone will provide the best opportunity for a sustainable future.

At the heart of our new model is a belief in the God-given ability, creativity, passion, vision and commitment of our partners. I'm encouraged daily as I watch our team support and challenge these partners to harness their potentials and to shape a more economically resilient and sustainable future. We are encouraged by the response that we have had as we reframe our relationship and dialogue together around our new way of working.

Our frequency of international travel, completely curtailed during the pandemic, has begun to return to a level that better supports what we are doing. As we look forward to 2022-23, we begin the period with a years' worth of learning regarding Spark Projects. So much of our support for these new bite sized projects, from design through to implementation, has happened at a distance and we are eager to engage in evaluations in the field in the months ahead.

Having now transitioned the majority of our existing international partnerships, we are beginning to develop an approach to identifying new partners who we can recruit on the basis of our new model, from the outset. This is a key element in our learning as we move forward. We are aiming to secure at least one new international partner by the end of December 2023.

We continue to be enormously grateful to all those who give generously and sacrificially to the projects that we are involved in, be they churches, individual donors or stakeholders. Together we are demonstrating Christ's love, supporting the ministry of local churches and organisations and bringing about transformation in the lives of people in small and forgotten places.

Dave Pepper

SOUTH AFRICA

18

men completed the drug rehabilitation programme, 100% of them reconciled with their families.



KENYA



27

young men were supported to attend further education in 2021-2022

8

graduated during the year and are pursuing employment opportunities.

BANGLADESH

60

children from remote villages in the Chittagong Hill Tracts are accessing education.



UGANDA



98%

of 40 women receiving support for their farms gave back to help sustain the project.

DRC

93%

children learning early education in their mother-tongue mastered basic reading, writing and maths.



ECUADOR



16

people with disabilities who were trained are using their craft skills to earn an income

IMPACT IN 2021- 2022

PAKISTAN

76%

of the 46 women who completed a tailoring course in Chaprote and Bagrote are now earning an income using their new sewing skills.



NEPAL

3

young women are attending college courses in social work and humanities while one young man graduated from bible college in 2021 and started ministry in the High Himalayas





Vision Mission and Values

Our Vision

To see lives lived in fullness and hope with lasting transformation in small and disadvantaged communities.

Our Mission

We partner with Christian communities around the world to open up opportunities where doors have been closed due to social disadvantage. We join forces to make their projects possible, working to spark a lasting impact, which restores their sense of value and vocation.

Our Values

- We are committed to prayer
- We are committed to transparency, integrity and accountability
- We are committed to respect and dignity
- We are committed to the whole person
- We are committed to the poor
- We are committed to relationships with compassion and generosity
- We are committed to sustainable partnership

Compliance and Public Benefit

The board of trustees of Project Possible presents its report with the consolidated financial statements for the year ended 31 March 2022, which are also prepared to meet the requirements for a Directors' report and accounts for Companies Act purposes.

The financial statements have been prepared in accordance with the accounting policies set out later in this report and comply with the Charities Act 2011, the Companies Act 2006, Project Possible's Memorandum and Articles of Association and Accounting and Reporting by Charities: Statement of Recommended Practice 2015, applicable to charities preparing their accounts in accordance with the Financial Reporting Standard in the UK and Republic of Ireland (FRS 102) effective January 2019.

We have referred to the Charity Commission's guidance on reporting on public benefit as we prepared this Annual Report. Project Possible and its partners work with forgotten communities of vulnerable and marginalised people around the world, and our public benefit is delivered through our focus on these needs, regardless of race, religion, ethnicity, ability, age, gender, sexuality or nationality. The Trustees ensure that the activities undertaken contribute to the aims and objectives of the charity and are therefore confident that Project Possible meets the public benefit requirements.



Our Strategic Priorities

1. Investing in the innovators and the journey

Recognising that transformational change takes time, Project Possible's commitment is to local initiatives that have a vision to bring change and are designed to grow lasting impact over time.

2. Outcome-focused agenda leading to transformed lives and communities

Over the past few years, Project Possible has been working with partners to transition from reporting on activities to an outcome-focus, where desired outcomes are clearly identified at the start of each programme year in the workplan. Practical measures or indicators are put in place to measure impact and a simple reporting framework is used to help us assess progress and also to provide transparent accountability for our supporters.

3. Capacity building and sustainability

Our work with partners is seeking to shift from a mindset of dependance on grants to a mindset of empowerment and growing equity in the partnership relationship. We work with partners to develop a road to sustainability, which focuses on building over time six key areas: Work opportunities for participants, participant leadership development, organisational succession planning, local church engagement, local income streams, good governance & management.

Activities and Achievements

Case Study 1: Change Makers

Bro's Food and 'The Good Food of Apprentices of Roodewal'



Location: Worcester,
South Africa.
Partner: Change Makers
Partner since: 2017

Participant's Journey

Drug rehabilitation
programme & family
reconciliation

93

Men have completed
the programme
since 2017

Men undergo
vocational
training

97%

of the men are
reconciled to
their families

Men start their own
businesses or gain
employment

54%

of the men
are in
employment

Worcester is a community in the Western Cape of South Africa, an area notorious for its high levels of gang and drug related crime. With our local partners, Change Makers, we run a rehabilitation and aftercare programme for men involved in gangs and drugs. Each individual is trained, resourced and supported to leave their old lives behind, break destructive habits, and gain employment resulting in restored families and the development of new ways of life.



Our aim is to see long-lasting transformation in the men's lives. To achieve this, we have been working with our partners to build their sustainability as an organisation by creating new income streams and becoming less dependent on external funding. We are also working to see the men live self-sustaining and independent lives.

Together with our partners we designed and implemented these goals in several ways. Firstly, with the guidance from an entrepreneur who is a long-standing friend and supporter, our partners launched a food business, called Bro's Food. The food business has a dual purpose of generating income to support our partners work and providing valuable work experience and job opportunities to men who complete the rehabilitation programme.

Project Possible provided the capital to launch this start-up which included the purchase of a food truck. This year, Bro's Food is steadily getting established and flourishing under the committed leadership of Logan, who has himself come through our project. The team has taken their food truck to cater at a couple of large events and has a growing following in their community. Recently, Logan was even invited to speak at an annual Youth Day in Worcester to talk about his journey and all he has overcome.



Secondly, we developed a Spark Project "The Good Food Apprentices of Roodewal". This was launched on our website and thanks to our supporters was fully funded, which enabled four graduates of our project to receive training in food preparation and production.

Two of the graduates trained in catering and became apprentices at Bro's Food. They are really enjoying the work on the food truck. The other two men have started farming on a piece of land loaned



by a local businessman, producing ingredients to be used for the food business. Both men have excelled in their training and are managing the land well.

Our partners have achieved all this alongside continuing their core drug rehabilitation work with 22 men completing the programme during the period.

Case Study 2: ACOTBA Suba

Ngbaka Schools Project

This was the second year of a three-year partnership with our local partners, ACOTBA Subo. Our partners had clear objectives for their mother-tongue education programme in North-west Democratic Republic of Congo.

Children in this area speak the Ngbaka language but in school they are expected to learn in Lingala or French, both are languages which are foreign to them. Our project set out to train and equip teachers to teach early years education in the Ngbaka language. The three objectives for the programme were to:

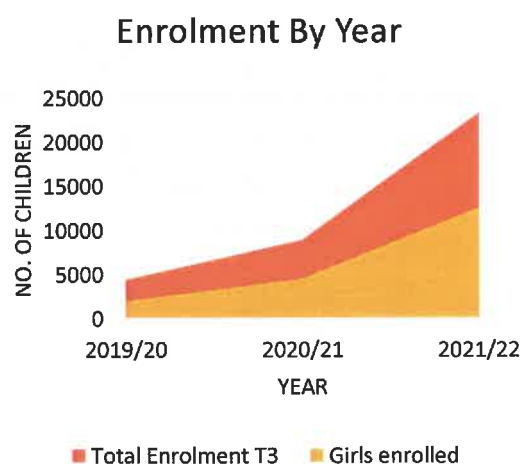
1. Improve the early year learning outcomes of participating children
2. Reduce dropout rates of participating school children (especially girls)
3. Build parent support for, and interest in, the education of their children

By tracking certain measures over the three years of project implementation, the impact of the programme was clear. In 2022, 15,347 children passed their end of year tests showing that they have acquired basic literacy and numeracy skills through the programme. That is 93% of all the children that sat the test.

To put this into context, the World Bank (2018) found learning poverty (the share of 10-year-olds who cannot understand a simple text) stood at 86% across the DRC. These initial results suggest that the learning poverty rate amongst our participants has dropped to just 7% because, assuming the majority of the children are under 10 years of age, 93% of children are able to read a simple text.

Dropout rates amongst our schools were lower than in non-programme schools, most notably for girls. In our schools the dropout rate in year 3 dropped to 0% while in non-programme schools, 6% of girls dropped out in the same year.

The regular reporting noted that parents were inspired by our project and began to send their children to school. Enrolment in our schools grew significantly over the three years from 4,400 children in 2019 to 23,318 in 2022.

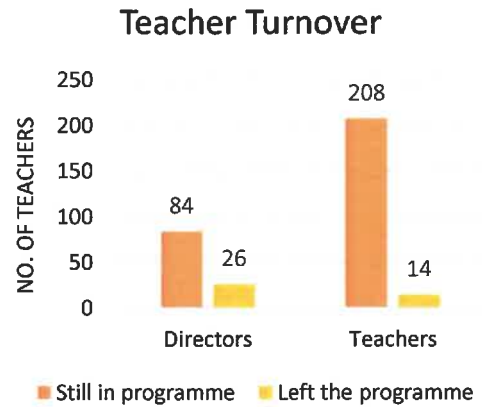




The reporting structure enabled our partners to reflect on their progress and challenges and make changes where they were needed. For example, they recognised that the turnover of teachers and school leaders interfered with the effectiveness of the project.

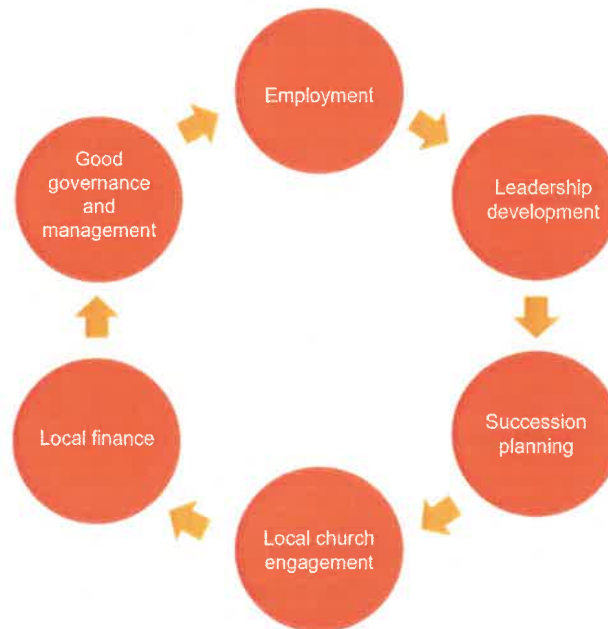
They responded by running an additional training workshop for those who missed out.

Additionally, the reporting structure has been effective in keeping track of progress during the project implementation and showing the overall impact of the project at the end of the three years.



Lasting Impact Workshop

We have continued the Lasting Impact Workshops started last year. They are based upon the six key themes of sustainability shown in the graphic below which, because of their importance, we are featuring again.



We held workshops with seven of our partners during in country visits. The workshops normally included key staff members, one or more representatives from the board and where appropriate representatives from local partner churches.

These workshops enabled us to reflect together on the continuing effect of colonisation and foreign missions on modern day partnerships and then each partner presented their vision for how their work can be sustained for the long term. The Project Possible CEO presented the changes from Rope to Project Possible and the new proposition to which we are working. Fruitful discussion and reflection ensued and we have been following up with each partner as the learning from the workshops has begun to impact the projects and partnerships.



The Added Impact of Follow-up

Our Next Generation projects are about helping individuals achieve greater possibilities for their lives. Following this, our focus on supporting their next steps, through training, mentoring and income generating activities means that we are seeing these same people empowered to make a wider impact in their communities. One such story involves women from remote villages in Northern Pakistan.

In these communities, women do not have a voice, a reality extended to their families. Their role in society is to conduct domestic duties and to be good mothers to their children. Moreover, decisions are made by husbands, fathers or village leaders, and the women are limited to their homes, very rarely spending time with people who are not their family members. Consequently, the women do not have the opportunity or skills to earn an income.

With our local partners, Shining Light, we run an empowerment and vocational training programme for women in these communities. We train women in tailoring and key life skills; we then support each woman as they set up textile micro enterprises. Our work enables women to have a safe space to speak and be heard and equips them with skills to financially support their families.

During 2021-22 we launched a pilot to extend the long-term impact of our project by offering business mentoring and advanced training in tailoring. From this pilot year we identified several incredibly positive outcomes that showcase the wider social impact of our work.

One such outcome was discovering that the women, who graduated the foundation training programme, would meet daily to sew together. Our follow-up teachers initially encouraged the women to meet on a regular basis to support one another and receive additional training. The women took this encouragement and began to complete all their sewing together, and they say it is the highlight of their day. After all their domestic duties are finished, they come together and work on the garments.

A second outcome was the small group of women who studied advanced tailoring returned to their villages and almost immediately set up their own training courses with no encouragement from our partners. We had envisioned that the women would begin to teach others after establishing their own businesses. However, the graduates surpassed our expectations. They saw the high demand of women wanting to learn sewing and started running paid classes.

This is the first year of following the progress of the graduates and already we are seeing the significance of follow-up. As these outcomes show, when we empower individuals and then support them in their next step, we are furthering their possibilities and sparking change in their communities.



Fundraising

During the reporting period the fundraising environment has remained very unpredictable. Early in the pandemic many people found that they had more disposable income than usual. Holiday and entertainment budgets remained unspent, and less commuting meant that people were able to save more. For a time, this led to people increasing their giving to charitable causes as they became aware of need in the UK and the wider world. COVID clearly continued to affect every aspect of our work throughout 2021/22, especially the challenge of raising funds which was exacerbated at the end of the financial year by the onset of the war in Ukraine.

The launch of this new proposition as well as the complete rebranding of the charity became the necessary focus of the fundraising team throughout the year. Significant time was invested in tailored communication with our supporters. This involved explaining the reasons behind our transition, reassuring them that there was a clear line of continuity from the old to the new and unpacking the new proposition in detail so they could understand what we are aiming to achieve. The amount of time this required and the strategic importance of getting it right resulted in several of our significant fundraising events being paused for the year.

Launching and embedding our new proposition into this context has required continual clear messaging and communication via written media and various new media channels.

The absence of regular face to face contact with supporters required staff to invest considerable extra time and effort into explaining the transition from Rope to Project Possible digitally. Additionally, we created opportunities for supporters and stakeholders to feedback on the changes that we have made, again these opportunities were not face to face. Strategically it was considered more important to



invest in securing the transition than in running fundraising events which may have been impacted by further COVID restrictions.

Relaunching the charity in the context of the COVID pandemic meant any in-person events were not possible. A digital launch event was decided upon early in the process. The advantage of this is that many more people attended than would have been possible if it was a physical event. The event was hosted by BBC journalist and supporter of the charity, Sally Bundock, and she talked through the changes we had made with the senior team on a webinar. We showcased our new brand video and launched our Spark Projects. Attendees were invited to submit questions and this gave a conversational element to the event.

In the lead up to the launch event we had a social media campaign counting down to launch, and followed up with a further social media campaign after introducing our new Spark Projects. The recorded webinar event also provided the team with content for short social media videos.

A highlight of our year was launching the concept of our Spark Projects, the bite sized, time bound projects created with our international partners to stimulate entrepreneurship, income generation and sustainability. These are a pillar of the new strategy which aims to engage new donors through our social media presence. We began fundraising for our first three Spark Projects in June 2021.

As we launched our first series (3) of these they benefitted from additional generosity by our existing supporter base and throughout 2021/22 our Spark Projects were well funded. The focus of this 'relaunch year' from a funding perspective was the implementation of the new funding strategy that was born out of our rebranding and consultation process. At the heart of this was a predominantly digital approach to new supporter acquisitions with our Spark Projects as the 'shop window'.

A new website was developed as part of the rebranding and this was launched on the same day. The team worked collaboratively with consultants to develop this, showcasing our new proposition, our projects and our story thus far. We also developed a brand video introducing Project Possible, our proposition and the Spark Projects.

Our alternative gift range for Christmas 2021, "Gifts of Possibility", focused on the gifts being 'Tangible', 'Nurturing' and 'Authentic'. Gifts included enabling children in Bolivia to receive nurturing support and tutoring, providing education support and materials to children in remote villages in India, and providing corrective surgery for children in Kenya born with club foot condition. Once again, our supporters responded positively and we raised £16,230.



Future Plans for 2022-23

At the heart of our planning for next year is a recognition that we are still in the process of transition from Rope to Project Possible. Our strategy means that we are working differently with our partners, changes that we fully expected would take time to embed. It also means that we are continually learning and making adjustments based on our experience and feedback. The introduction of our Spark Projects, which flow out of our long-term Next Generation projects, is a new focus for our supporters and continues to require explanation and clarification as they journey with us. Consequently, in 2022-23 in line with our strategic plan we will focus on:

- The development of identifying, creating and managing Spark Projects based on evaluation and learning from the first year.
- Growing our new supporter acquisition through Spark Projects via a range of media channels.
- Developing a process for acquiring new 'Next Generation' project partners
- Building sustainability in respect of both partners and individual beneficiaries. We will do this by:
 - facilitating ongoing dialogue and workshops aimed at building a new mindset and economic resilience
 - investing in the start-up of income generating activities and following up on the outcomes of these
 - supporting our partners to develop medium term plans which grow their autonomy and reduce their sense of dependence on Project Possible
 - begin to cultivate opportunities to take on new partnerships based on this new focus and approach
- Reviewing and adjusting the funding strategy in light of the post COVID context and the impact of the Ukraine war.



Financial Review and Sustainability

Income and Expenditure

Project Possible's total income for the year, excluding legacies, was £455,753. Whilst lower than the previous year we believe it reflects the continued effects of the pandemic and the initial impact of war in Ukraine, with all the associated financial uncertainty. The reduction was spread across all areas of income. Last year our income was £511,712. Whilst remaining hugely grateful to our committed supporters we are aware that for many of them these have been challenging and unpredictable times.

Donations from individuals, churches and trusts, at £375,594 shows a decrease from the previous year (£426,758). The ongoing COVID restrictions meant that we were unable to hold some of our usual fundraising events and many churches remained closed longer than expected which impacted their income and consequently their giving. We were also invited to fewer churches to speak about our work - an activity which historically raises both profile and income.

Our net total balance between income and expenditure was a deficit of (£391,686). This deficit included the cost of rebranding and associated consultancy fees. This was lower than the 2020/21 deficit of (£597,166) which was high due to future provision for our Brighter Futures homes.

The total amount of grant funding this year was £388,540. The high figure in 2021, £944,699, included the £461,048 provision for Brighter Futures. Following a full review of the Brighter Futures provision during the year we reduced the Brighter Futures provision by £70,988 to £390,060.

The allocation of grant funding and support costs made this year were Africa 66.7% (2021: 28.5%), the Americas 9.6% (2021: 4.6%), Asia 23.7% (2021: 66.8%) and Europe & Middle East 0.0% (2021: 0.1%).

With the launch of Project Possible during the reporting period there were significant associated costs for the process of consultation, rebranding and renaming. Consequently, fundraising costs increased to £199,522. Whilst the rebranding process and launch were significantly impacted by the pandemic, with many of the associated meetings happening online rather than in person, supporters have fed back that they appreciated the level and clarity of communication they received, both written and verbal.

Staff costs increased slightly during the year with some staff changes and other staff increasing their hours.

At the year end, total funds amounted to £3,160,277 (2021: £3,395,003) reflecting the policy of the Board to maintain grant making at levels which incur an operating loss, to continue the transformative work being done by partners and the full provision for our commitments made with respect to the Brighter Futures Homes.



Balance Sheet and Reserves Policy

Each year the Trustees set aside sufficient reserves, to ensure a balance between spending to meet the immediate needs of our programmes and protecting our future work; by allowing time to adjust to any unexpected operational challenges in our overseas work or to a large or unexpected reduction in the amount of income we receive.

The target level of reserves is between six and nine months of grant expenditure for projects funded from unrestricted giving, which equates to approximately £400,000. The Charity has been able to maintain the planned level of reserves throughout the year. The basis for determining the target level of reserves is kept under review by the Trustees.

Since 2019 we have been working strategically with our Brighter Futures homes to respond to the changing perspectives on institutional care for disadvantaged children. Efforts are being made internationally to ensure that disadvantaged children are supported within families wherever possible, and that children's homes be regarded as a last resort. Project Possible began this strategic process of change with a decision that, subject to local regulations being met, no further children funded by Project Possible would be admitted to the Brighter Futures homes. Whilst no commitment has been made (to the homes) it is Project Possible's intention to support all the children currently within the whole programme through to independent living around the age of 18 which means our work with the homes would be completed over the coming 8-10 years. During this phase-out process, we continue to monitor the work of each home to ensure the standard of care is maintained and that the wellbeing of each child is at the forefront. Meanwhile, we are also supporting our partners through the transition and some of them may decide to support children in a different way. Where appropriate and safe to do so, some of the children may transition to living with relatives or foster families if the partner is able to ensure the follow up and support that this change will require.

This intention was recognised in last year's accounts and has been reviewed and the provision reduced this year to £390,060 (£461,048 in 2020/21). This reduction is due to a full review of reports from all the homes, current needs and in some cases a reduction in the number of children needing support.

The Development fund this year has been used to cover all costs associated with the rebranding of the charity and to reduce the impact of the reduction in income.

Given the very significant emphasis that Project Possible is now placing on sustainability, particularly to reverse the dependency we have historically created with our partners, in 2020/21 we created a Sustainability Fund. This is being used to make grants towards initiatives that assist our partners and participants to build their capacity to be financially more resilient, supporting them in establishing and running income generating activities to provide reliable future income streams for them, allowing us to progressively reduce their grants. Another positive outcome from this activity will be to help us find and work with new partners. In 2021/22 we spent £40,767 of this fund and the remaining fund is £459,233.

We are mindful of the growing need for action over climate change and last year created a designated £200,000 fund specifically for partners to utilise in responding to this crisis. The Board views this as a much more direct way to achieve fossil fuel reduction than making carbon offsets by tree planting etc.



The need to replace our outdated CRM system has been recognised, research has begun on the way forward with expenditure due to take place in the short to medium term. We have a designated New Technology Fund of £50,000 for anticipated future costs.

Although the impact of COVID has significantly reduced in the UK, impacts for our partners are likely to be felt for a much longer period into the future. We, therefore, have a specific fund of £45,430 (2021 £50,000) to mitigate these effects.

Free (or Operating) reserves, which is money available to the Trustees to run the charity on a day to day basis, at the year-end stood at £718,121. The Board has put in place a financial strategy to disburse the legacy funds within the next 10 years.

We have closely monitored our financial position in light of the disruption to some normal activities during the pandemic, the far-reaching impact of the war in Ukraine and the ensuing increased short- and longer-term economic uncertainty. Having reviewed the financial position and future plans for the charity, the Trustees have identified no material uncertainties related to events or conditions that cast significant doubt on the charity's ability to continue its activities for the foreseeable future.

Investment policy

The Trustees have a general power to invest and disinvest the Charity's funds in furtherance of the Charity's objects. The charity's investment policy is reviewed annually by the Finance and Fundraising Committee with the objective being to maintain high liquidity while ensuring maximum security, meeting the ethical standards set by the Board and achieving a balance of capital growth and income. Funds available to meet grant payments are kept in short term bank accounts so that payments can be made when required.

Rathbones act as our investment managers, managing the portfolio against the benchmark agreed by the trustees in November 2017 of the WMA Income, ARC Charity Index and the Consumer Price Index (plus an appropriate return) over a current time horizon of 10 years.

The Charity's ethical investment policy specifically excludes companies whose principle business is in armaments, gambling, pornography, tobacco and alcoholic drinks, child labour and their exploitation. At the next review meeting with Rathbones we shall be considering whether further investment criteria are required to reflect the values of the charity in respect of climate change.

Our portfolio holds a mixture of equities, fixed interest (gilts and bonds) and diversified assets as well as cash. We view the return to date as satisfactory and will continue to monitor performance against the benchmark and against the overall objective of generating an income return of up to £100,000 per annum.



Structure Governance and Management

Organisation

The Trustees who served during the year ended 31 March 2022, who are also directors for the purpose of Company law, are listed in the Reference section and are responsible for the governance of the Charity. None has any beneficial interest in the Company, all are members and each one guarantees to contribute £1 in the event of a winding up. They met on four regular occasions to formally discuss and progress the activities of the Charity and additionally met together regularly for prayer. The Board has established two subcommittees dealing with (a) International affairs and (b) Finance and Fundraising, which met between the formal meetings of the Trustees. There were also some additional Board meetings related to the appointment of a new CEO.

The Chief Executive is appointed by the Trustees to manage the day to day operations with delegated authority within terms approved by the Trustees. Trustees are appointed at General meetings of the Charity following recommendations by existing Trustees. A third of directors are required to retire by rotation at each Annual General Meeting.

New Trustees are provided with details of the Charity's governing documents, Trustee reports and financial statements and a full background on the Charity's activities. They are also encouraged to access the Charity Commission website for details of Trustee responsibilities, governance guidelines and legalities. An induction process has been devised to ensure new Board members become fully familiar with the workings of the Charity following their appointment and includes the opportunity to meet with the Chief Executive and other staff.

Grant making policy

Project Possible does not implement projects directly, it provides support, capacity building and grants to small and locally managed partners that are recognised, and government registered non-governmental organisations (NGOs). Our partners must meet minimum standards in terms of financial controls, reporting capacity, safeguarding and governance.

Grants are made by distributing donations received, usually on a quarterly basis, to partners who have submitted a proposal for funding and agreed the basis of a Partnership Agreement between them and the Charity. Project Possible partners are required to submit reports and budgets regularly to the Charity in order for ongoing grants to be made.

The Chief Executive, with the Programmes and Partnerships Manager, will decide the number and level of grants to be provided to the charity's partners, based on the approved annual strategy and budget. The International Committee will review and approve the annual programme and any additional or urgent grant proposals identified by staff or the committee as requiring a higher level of governance scrutiny.



Safeguarding

Part of our mission is to restore a sense of value and vocation to vulnerable people and our Christian values commit us to treating everyone with dignity, care and respect. In order to keep all the people we reach through our work safe – partners, individual beneficiaries, staff and volunteers, we have invested a significant effort in developing a set of safeguarding policies and implementing them via a strict set of systems to ensure that these are followed. A suite of tools and training materials have also been developed and we continue to revise and improve these as annual reviews are undertaken with our partners. The Board of Trustees receives a report on an annual basis and considers emerging best practice and guidance to ensure that good safeguarding practice is being embedded in ours and our partner's organisations.

We actively encourage our staff, partners and members of communities in which we work to report safeguarding concerns and incidents should they occur, as well as to report any allegations of historic incidents they may become aware of.

Risk management

The Trustees have a risk management strategy which comprises:

- A regular (quarterly) Board review of the risks faced by the Charity; and
- established procedures to mitigate the risks identified.

The senior management team are responsible for ensuring that day-to-day risks are managed through agreed systems and procedures.

Other risks identified include:

- 1) Movement of funds overseas - this is mitigated by using Western Union, who are a leading worldwide provider and also by paying money direct to the Project Possible Partners who submit budgets and quarterly expenditure updates.
- 2) Use of funds overseas - this is mitigated by visits to the projects, Zoom/WhatsApp calls to gain updates and quarterly reports and expense budget analysis. Clear objectives are set on every project and budgets submitted prior to the commencement of the project for scrutiny.
- 3) IT system operation - information and files are stored on a secure cloud-based system and we have an IT support company who maintain the systems.
- 4) Data protection - Our donor database is secured and is never shared with any other organisations and has a limited access and only used by key personnel.
- 5) Staff turnover and unfilled vacancies, particularly the challenge of recruiting fundraising staff – mitigated by actively seeking to recruit excellent staff.

The trustees are satisfied that appropriate steps are being taken to manage these risks, and that sufficient procedures are in place to enable management and trustees to assess the effectiveness of risk management.



Fundraising

Project Possible does not use professional fundraisers or commercial participators. The Charity nevertheless observes the relevant fundraising regulations and codes. During the year there was no non-compliance of these regulations and codes and Project Possible received no complaints relating to its fundraising practice.

Remuneration Policy and Performance Management

Project Possible seeks to pay all of its staff a fair and appropriate salary, while making sure it exercises good stewardship and has the ability to do so. Staff pay levels including the Chief Executive, are reviewed on an annual basis by the Board, which then endorses the overall annual pay settlement for all staff during the annual Budgeting Planning and Approval process.

We actively invest in the learning and self-development of our staff and ensure that Staff Performance Reviews identify these needs and budget provision is made for this purpose.

Equity, Diversity and Inclusion (ED&I)

In our efforts towards good governance for Project Possible, the Board established an ED&I Working Group of staff and Trustees, which ran for one year and was tasked with deepening an understanding of our historical and cultural context with regards to racism in international development and helping to ensure that inclusion remains at the forefront of all we do and how we work.

We now want to go on to embed that learning, working with staff and trustees to recognise our Western way of thinking and lens by which we view racial dynamics so as to begin to grow our culture of inclusion. We want to also build an approach that guides the organisation in its use of language and visual media that demonstrates respect and equity with partners and the communities we serve. During the reporting period we had the first staff and trustee ED and I workshop with a series of further workshops scheduled to deepen our understanding of issues which are pertinent to our team in the UK, our international partnerships and our partners.

Trustees' responsibilities in relation to the financial statements

The Trustees (who are the directors of Project Possible for the purposes of company law) are responsible for preparing the Annual Report and the Financial Statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

Company law requires the trustees to prepare financial statements for each financial period which give a true and fair view of affairs of the charitable company and of its incoming resources and application of resources, including the income and expenditure, of the charitable company for that period.

In preparing these financial statements, the trustees are required to:

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles in the Charities Statement of Recommended Practice;
- make judgments and estimates that are reasonable and prudent;
- state whether UK Accounting Standards have been followed, subject to any material departures disclosed and explained in the financial statements; and
- prepare the financial statements 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 adequate accounting records which disclose with reasonable accuracy at any time the financial position of the charitable company and to enable them to ensure that the financial statements 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.

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

Statement as to disclosure to our auditors

In so far as the trustees are aware:

- There is no relevant audit information of which the charitable company's auditors are unaware
- The trustees have taken all steps that they ought to have taken to make themselves aware of any relevant audit information and to establish that the auditors are aware of that information.



The trustees are responsible for the maintenance and integrity of the corporate and financial information included on the charitable company's website. Legislation in the United Kingdom governing the preparation and dissemination of financial statements may differ from legislation in other jurisdictions. Members of the charity guarantee to contribute an amount not exceeding £1 to the assets of the charity in the event of winding up. The trustees are members of the charity but this entitles them only to voting rights. The trustees have no beneficial interest in the charity.

Auditor reappointment

In accordance with section 485 of the Companies Act 2006, Summers Morgan was reappointed as the charitable company's auditors during the year and has expressed its willingness to continue in that capacity.

Approval

The Annual report was approved by the trustees on 8th December 2022 and signed on their behalf by

A handwritten signature in black ink, which appears to read 'P. H. Derbyshire'. The signature is written in a cursive style with a large initial 'P'.

Philip Derbyshire
Chair



Reference and Administrative Details

Status	Project Possible is a company limited by guarantee and is registered with the Charities Commission for England and Wales. At first registration the organisation was named “Rope Charitable Trust”. This was changed to Project Possible in April 2021.		
Governing document	Project Possible is governed by its Memorandum and Articles of Association, first incorporated 10 th March 1998 then amended by special resolution 11 th December 2008 and amended again by special resolution 22 nd April 2021. This second amendment was for the name change to Project Possible, and to bring some clauses into line with current employment legislation.		
Company Number	03524732		
Charity Number	1069608		
Registered Office and Operational Address	24 London Road West Amersham HP7 0EZ		
Trustees	Trustee Name	From	To
	Philip Derbyshire (Chair from 28/01/2021 to present)	17/01/2014	Present
	Antony Houghton	09/01/2009	Present
	Rev. John Shepherd	20/04/2012	Present
	Charles Thompson (Treasurer from 17/03/2017 to present)	17/03/2017	Present
	Kaye Lillycrop	23/03/2018	Present
	Rev. John Bernard	29/04/2021	Present
	Francesca Compostella	28/04/2022	Present
Chief Executive	Andrew Jong until April 2022. Dave Pepper from May 2022.		
Bankers	Lloyds Bank plc, 70-71 Cheapside, London EC2V 6EN and CAF Bank Ltd, 25 Kings Hill Avenue, Kings Hill, West Malling ME19 4JQ		
Investment Managers	Rathbone Investment Management, 8 Finsbury Circus, London EC2M 7AZ		
Auditor	Summers Morgan – Chartered Accountants Sheraton House, Lower Road, Chorleywood WD3 5LH		



Independent Auditor's Report – To the Trustees of Project Possible

We have audited the financial statements of Project possible (the 'Charity') for the year ended 31 March 2022 which comprise the statement of financial activities, the balance sheet, the statement of cash flows and the notes to the financial statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102: The Financial Reporting Standard applicable in the UK and Republic of Ireland (United Kingdom Generally Accepted Accounting Practice).

In our opinion, the financial statements:

- give a true and fair view of the state of the Charitable company's affairs as at 31 March 2022 and of its incoming resources and application of resources, for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the Auditor's responsibilities for the audit of financial statements section of our report. We are independent of the Charity in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, including the FRC's Ethical Standard, 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

In auditing the financial statements, we have concluded that the Trustees' use of the going concern basis of accounting in the preparation of the financial statements is appropriate.

Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on the Charity's ability to continue as a going concern for a period of at least twelve months from when the financial statements are authorised for issue.

Our responsibilities and the responsibilities of the Trustees with respect to going concern are described in the relevant sections of this report.

Other information

The Trustees are responsible for the other information. The other information comprises the information included in the annual report, other than the financial statements and our auditor's report



thereon. Our opinion on the financial statements does not cover the other information and 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.

Matters on which we are required to report by exception

In the light of the knowledge and understanding of the Charity and its environment obtained in the course of the audit, we have not identified material misstatements in the Trustees' Annual Report.

We have nothing to report in respect of the following matters in relation to which the Companies Act 2006 require us to report to you if, in our opinion:

- adequate accounting records have not been kept or returns adequate for our audit have not been received from branches not visited by us; or
- the financial statements are not in agreement with the accounting records; or
- certain disclosures of Trustee's remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit or
- the Trustees were not entitled to prepare the financial statements in accordance with the small companies regime and take advantage of the small companies' exemptions in preparing the Trustees' report and from the requirement to prepare a strategic report.

Opinions on other matters prescribed by the Companies Act 2006

In our opinion, based on the work undertaken in the course of the audit:

- the information given in the Trustees' report (incorporating the strategic report and directors' report) for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the Trustees' report (incorporating the strategic report and directors' report) have been prepared in accordance with applicable legal requirements.



Responsibilities of Trustees

As explained more fully in the statement of Trustees responsibilities, the Trustees, who are also the directors of the Charity for the purpose of company law, are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the Trustees 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 Trustees are responsible for assessing the Charity'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 Trustees either intend to liquidate the Charity or to cease operations, or have no realistic alternative but to do so.

Auditor's responsibilities for the audit of the financial statements

We have been appointed as auditor under section 144 of the Charities Act 2011 and report in accordance with the Act and relevant regulations made or having effect thereunder.

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 (UK) will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

A further description of our responsibilities for the audit of the financial statements is located on the Financial Reporting Council's website at: <https://www.frc.org.uk/auditors/audit-assurance/auditor-s-responsibilities-for-the-audit-of-the-fi>. This description forms part of our auditor's report.

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We design procedures in line with our responsibilities, outlined above, to detect material misstatements in respect of irregularities, including fraud. The extent to which our procedures are capable of detecting irregularities, including fraud, is detailed below.

Our approach to identifying and assessing the risks of material misstatement in respect of irregularities, including fraud and non-compliance with laws and regulations, was as follows:

- the engagement partner ensured that the engagement team collectively had the appropriate competence, capabilities and skills to identify or recognise non-compliance with applicable laws and regulations;
- we identified the laws and regulations applicable to the charitable company through discussions with trustees and other management, and from our knowledge and experience of the sector;
- we focused on specific laws and regulations which we considered may have a direct material effect on the financial statements or the operations of the charity, including the Companies Act 2006, the Charities Act 2011, taxation and employment legislation;



- we assessed the extent of compliance with the laws and regulations identified above through making enquiries of management and inspecting any reading the minutes of the board of the trustees; and
- identified laws and regulations were communicated within the audit team and the team remained alert to instances of non-compliance throughout the audit.

We assessed the susceptibility of the charitable company's financial statements to material misstatement, including obtaining an understanding of how fraud might occur, by:

- making enquiries of management as to where they considered there was susceptibility to fraud, their knowledge of actual, suspected and alleged fraud; and
- considering the internal controls in place to mitigate risks of fraud and non-compliance with laws and regulations.

In response to the risk of irregularities and non-compliance with laws and regulations, we designed procedures which included, but were not limited to:

- agreeing financial statement disclosures to underlying supporting documentation;
- reading the minutes of meetings of the board of trustees; and
- enquiring of management as to actual and potential litigation and claims.

There are inherent limitations in our audit procedures described above. The more removed that laws and regulations are from financial transactions, the less likely it is that we would become aware of non-compliance. Auditing standards also limit the audit procedures required to identify non-compliance with laws and regulations to enquiry of the members and management and the inspection of regulatory and legal correspondence, if any.

Use of our report

This report is made solely to the Charity's members, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006. Our audit work has been undertaken so that we might state to the Charity's members those matters we are required to state to them in an auditors' 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 Charity's members as a body, for our audit work, for this report, or for the opinions we have formed.

Nicholas Corden ACA (Senior Statutory Auditor)

for and on behalf of Summers Morgan

.....15th December 2022

**Chartered Accountants
Statutory Auditor**

First Floor, Sheraton House
Lower Road
Chorleywood
Hertfordshire
WD3 5LH



Statement of Financial Activities (including income and expenditure account)

	Notes	Unrestricted funds 2022 £	Restricted funds 2022 £	Total 2022 £	Unrestricted funds 2021 £	Restricted funds 2021 £	Total 2021 £
Income and endowments from							
Donations and legacies	2						
Donations		228,526	147,068	375,594	245,553	181,205	426,758
Legacies		13,601	-	13,601	194,000	-	194,000
Investments		80,159	-	80,159	83,103	-	83,103
Furlough Payments		-	-	-	1,851	-	1,851
Total Income and Endowments		322,286	147,068	469,354	524,507	181,205	705,712
Expenditure on:							
Raising funds	3						
Fundraising and donor support		199,522	-	199,522	127,338	-	127,338
Investment management fees		24,706	-	24,706	24,277	-	24,277
		224,228	-	224,228	151,615	-	151,615
Charitable activities							
Africa		343,506	77,012	420,518	220,915	105,777	326,692
Americas		44,057	16,372	60,429	42,463	9,755	52,218
Asia		94,666	54,497	149,163	684,946	79,872	764,818
Europe & Middle East		-	-	-	935	-	935
Governance costs		6,702	-	6,702	6,600	-	6,600
Total charitable expenditure	3	488,931	147,881	636,812	955,859	195,404	1,151,263
Total Expenditure	3	713,159	147,881	861,040	1,107,474	195,404	1,302,878
Net income/(expenditure) before investment gains/(losses)		(390,873)	(813)	(391,686)	(582,967)	(14,199)	(597,166)
Net gains/(losses) on investments		156,960	-	156,960	579,979	-	579,979
Net income/(expenditure)		(233,913)	(813)	(234,726)	(2,988)	(14,199)	(17,187)
Transfers between funds		-	-	-	-	-	-
Net movement in funds		(233,913)	(813)	(234,726)	(2,988)	(14,199)	(17,187)
Fund balances at 1 April 2021		3,378,737	16,266	3,395,003	3,381,725	30,465	3,412,190
Fund balances at 31 March 2022		3,144,824	15,453	3,160,277	3,378,737	16,266	3,395,003

None of the charitable activities were acquired or discontinued in the year and there were no recognised gains or losses other than shown above.



Balance Sheet

	Notes	2022		2021	
		£	£	£	£
Fixed assets					
Tangible assets	6		-		134
Investments	7		3,305,374		3,442,950
			<u>3,305,374</u>		<u>3,443,084</u>
Current assets					
Debtors	8	152,570		204,584	
Cash at bank and in hand		<u>110,739</u>		<u>243,823</u>	
		<u>263,309</u>		<u>448,407</u>	
Creditors: amounts falling due within one year	9	<u>(98,839)</u>		<u>(73,102)</u>	
Net current assets			<u>164,470</u>		<u>375,305</u>
Total assets less current liabilities			<u>3,469,844</u>		<u>3,818,389</u>
Creditors: amounts falling due after one year	9		<u>(309,567)</u>		<u>(423,386)</u>
Net Assets			<u><u>3,160,277</u></u>		<u><u>3,395,003</u></u>
Charity funds					
Restricted funds	10		15,453		16,266
Unrestricted funds:					
Designated funds	11		2,426,703		2,905,623
General fund	12		718,121		473,114
Total funds			<u><u>3,160,277</u></u>		<u><u>3,395,003</u></u>

The financial statements were approved by the Board on 8th December 2022

Philip Derbyshire
Chairman of Trustees
Company number: 3524732



Statement of Cash Flows

	2022 £	2021 £
Cash flows from operating activities		
Net cash used in by operating activities	(483,073)	(292,895)
Cash flows from investing activities		
Interest from investments	13	19
Sale of short term investments	-	-
Proceeds on disposal of investments	<u>349,976</u>	<u>261,931</u>
Net cash provided by/(used in) investing activities	<u>349,989</u>	<u>261,950</u>
Changes in cash and cash equivalents during the year	(133,084)	(30,945)
Cash and cash equivalents brought forward	<u>243,823</u>	<u>274,768</u>
Cash and cash equivalents carried forward	<u>110,739</u>	<u>243,823</u>
Reconciliation of net movements in funds to net cash flow from operating activities		
Net movement in funds for the year (as per Statement of financial activities)	(391,686)	(597,166)
Adjustment for:		
Depreciation charges	134	407
Interest from investments	(13)	(19)
Dividends and interest retained in investment portfolio	(80,146)	(83,084)
Management fees charged to investment portfolio	24,706	24,277
(Increase)/decrease in debtors	52,014	(104,980)
Increase/(decrease) in creditors	(88,082)	467,670
Net cash used in operating activities	<u>(483,073)</u>	<u>(292,895)</u>



Notes to the financial statements

1. Accounting Policies

Project Possible is a private company limited by guarantee no. 3524732 incorporated in England and Wales. The registered office is 24 London Road West, Amersham, Buckinghamshire HP7 0EZ. The company is registered with the Charity commission no. 1069608. The company was formerly named Rope Charitable Trust until it changed its name on the 16th June 2021.

1.1. Basis of preparation

These accounts have been prepared in accordance with Accounting and Reporting for Charities: Statement of Recommended Practice, applicable to charities preparing their accounts in accordance with the Financial Reporting Standards for the UK and Republic of Ireland (FRS102) (effective 1 January 2019), the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102), the Charities Act 2011 and the Companies Act 2006.

The accounts have been prepared in sterling, which is the functional currency of the Charity. Monetary amounts in the financial statements are rounded to the nearest £1.

The Charity meets the definition of a public benefit under FRS102. Assets and liabilities are initially recognised at historic cost or transaction value unless otherwise stated in the relevant accounting policy.

1.2. Going concern

At the time of approving the accounts, the Trustees have a reasonable expectation that the Charity has adequate resources to continue in operational existence for the foreseeable future. Thus, the Trustees continue to adopt the going concern basis of accounting in preparing the accounts.

1.3. Incoming resources

Voluntary income is received by way of gifts and donations and is included in full in the Statement of Financial Activities when receivable and legal entitlement has been established and can be reliably measured. The value of services provided by volunteers has not been included in the financial statements because that value cannot be reasonably quantified in financial terms.

Restricted funds are subject to specific conditions by donors on how they may be used. The purposes and uses of the restricted funds are set out in the notes to the financial statements.

Income tax recoverable in relation to donations received under Gift Aid is recognised at the time of the donation.

Legacies from a person's death estate are recognised when we have been notified and probate has been granted before the year end, the estate has been finalised and the executors are able and ready to make the distribution.

1.4. Expenditure

Support costs are allocated to individual charitable activities on a pro rata basis. Staff and related costs incurred in liaising with Project Possible partners abroad, reviewing claims for grants and



assessing the effectiveness of grant making is allocated directly to individual charitable activities as set out in note 3 to the financial statements.

Grants payable are recognised when paid, unless there is an earlier unconditional obligation to make payments. Where the charity has made a firm commitment to provide grant funding to a beneficiary over a number of years without significant conditions attaching to the grant and the commitment has been communicated directly to the grant recipient, the charity recognises a constructive obligation. The full amount of the commitment is recognized as a grant in the SoFA and a provision made in the balance sheet for amounts unpaid at the year end, apportioned between amounts due within one year and after more than one year.

All expenditure is inclusive of irrecoverable VAT.

1.5. Pensions

The Charity provides contributions to the personal pension funds of all staff. The pension costs charged in the financial statements represent the contributions payable by the Charity during the period.

1.6. Tangible fixed assets and depreciation

Tangible fixed assets are stated at cost less depreciation. Depreciation is provided at rates calculated to write off the cost less estimated residual value of each asset over its expected useful life, as follows:

Fittings - life of the lease, up to six years

Equipment - Straight line over three years

1.7. Investments

Listed investments are stated at market value and other fixed asset investments are stated at maturity value which is their best estimate of their market value. Realised and unrealised gains and losses are reflected through the Statement of Financial Activities.

Investments which mature within twelve months are included within current assets.

1.8. Fund accounting

The funds held by the Charity are:

- Unrestricted general funds - these are funds which can be used in accordance with the objects of the Charity at the discretion of the Trustees;
- Unrestricted designated funds – these are funds set aside by the Trustees out of unrestricted general funds for the purposes noted in the financial statements; and
- Restricted funds - these are funds which can only be used for particular purposes within the objects of the Charity, usually to support particular projects or needs. Restrictions arise when specified by the donor or when funds are raised for particular restricted purposes. Gift Aid related to restricted donations is treated as restricted income.

1.9. Cash and cash equivalents

Cash and cash equivalents include cash in hand, deposits held at call with banks, other short-term liquid investments with original maturities of three months or less, and bank overdrafts. Bank overdrafts are shown within borrowings in current liabilities.



1.10. Financial instruments

The company only has financial assets and financial liabilities of a kind that qualify as basic financial instruments. Basic financial instruments are initially recognised at transaction value and subsequently measured at amortised cost. As noted in 1.7 above investment realised and unrealised gains and losses are reflected through the Statement of Financial Activities.

1.11. Taxation

The Charity is not subject to Corporation Tax. It is entitled to claim from HM Revenue & Customs the tax associated with income received under Gift Aid.

1.11. Foreign currency transactions

Foreign currency transactions are translated to sterling at rates ruling at the date of the transaction.

1.12. Operating lease rentals

The costs of operating leases are charged to expenditure as they are due and payable.



2 Donations and legacies	Unrestricted Funds	Restricted Funds	Total	Total
	2022	2022	2022	2021
Donations	£	£	£	£
Other gifts and donations	228,526	147,068	375,594	426,758
	<u>228,526</u>	<u>147,068</u>	<u>375,594</u>	<u>426,758</u>
	2021	2021	2021	
Donations	£	£	£	
Other gifts and donations	245,553	181,205	426,758	
	<u>245,553</u>	<u>181,205</u>	<u>426,758</u>	

3 Resources expended	Staff costs	Other costs	Grant funding	Total	Total
	2022	2022	2022	2022	2021
	£	£	£	£	£
Costs of generating funds					
Fundraising and donor support	77,326	122,196	-	199,522	127,338
Investment management fees	-	24,706	-	24,706	24,277
Total	<u>77,326</u>	<u>146,902</u>	<u>-</u>	<u>224,228</u>	<u>151,615</u>

Fundraising activities included various events completed by supporters and advocates of the Charity.

Charitable activities

Africa

Grant funding 1	-	-	259,301	259,301	269,622
Grant making 2	57,517	18,788	-	76,305	23,819
Support costs 3	55,567	29,345	-	84,912	33,251
Total	113,084	48,133	259,301	420,518	326,692

America

Grant funding 1	-	-	37,262	37,262	43,096
Grant making 2	8,265	2,700	-	10,965	3,807
Support costs 3	7,985	4,217	-	12,202	5,315
Total	16,250	6,917	37,262	60,429	52,218

Asia

Grant funding 1	-	-	91,978	91,978	631,210
Grant making 2	20,402	6,664	-	27,066	55,764
Support costs 3	19,710	10,409	-	30,119	77,844
Total	40,112	17,073	91,978	149,163	764,818

Europe & Middle East

Grant funding 1	-	-	-	-	771
Grant making 2	-	-	-	-	69
Support costs 3	-	-	-	-	95
Total	-	-	-	-	935

Total

Grant funding 1	-	-	388,541	388,541	944,699
Grant making 2	86,185	28,152	-	114,337	83,459
Support costs 3	83,262	43,970	-	127,233	116,505
	<u>169,448</u>	<u>72,122</u>	<u>388,541</u>	<u>630,110</u>	<u>1,144,663</u>



3 Resources expended (continued)

	Staff costs 2022 £	Other costs 2022 £	Grant funding 2022 £	Total 2022 £	Total 2021 £
1 Grant funding is direct grants made to Partners.					
2 Grant making is direct liaison with Partners and managing the relationship in its entirety.					
3 Support costs includes all other administration. The costs are apportioned across grants by reference to grants by area to total grants payable.					
Governance costs - audit fees	-	6,702	-	6,702	6,600
Total resources expended	246,774	225,726	388,541	861,040	1,302,878
	2021 £	2021 £	2021 £	2021 £	
Costs of generating funds					
Fundraising and donor support	71,902	55,436	-	127,338	
Investment management fees	-	24,277	-	24,277	
Total	71,902	79,713	-	151,615	
Charitable activities					
Africa					
Grant funding 1	-	-	269,622	269,622	
Grant making 2	22,269	1,550	-	23,819	
Support costs 3	21,966	11,285	-	33,251	
Total	44,235	12,835	269,622	326,692	
America					
Grant funding 1	-	-	43,096	43,096	
Grant making 2	3,559	248	-	3,807	
Support costs 3	3,511	1,804	-	5,315	
Total	7,070	2,052	43,096	52,218	
Asia					
Grant funding 1	-	-	631,210	631,210	
Grant making 2	52,135	3,629	-	55,764	
Support costs 3	51,425	26,419	-	77,844	
Total	103,560	30,048	631,210	764,818	
Europe & Middle East					
Grant funding 1	-	-	771	771	
Grant making 2	64	5	-	69	
Support costs 3	63	32	-	95	
Total	127	37	771	935	
Total					
Grant funding 1	-	-	944,699	944,699	
Grant making 2	78,027	5,432	-	83,459	
Support costs 3	76,965	39,540	-	116,505	
	154,992	44,972	944,699	1,144,663	
Governance costs - audit fees	-	6,600	-	6,600	
Total resources expended	226,894	131,285	944,699	1,302,878	



3 Resources expended (continued)

Grants payable	Area	Unrestricted	Restricted	Total	Total
		Funds	Funds		
		2022	2022	2022	2021
		£	£	£	£
Grants to Institutions:					
Youth Action Uganda	Africa	39,160	3,187	42,347	48,774
Changemakers South Africa	Africa	40,172	8,826	48,998	25,177
Nightingale Eye & Ortho Clinic	Africa	35,678	8,443	44,121	64,892
FEEEJ	Africa	8,327	5,680	14,007	23,333
Word made Flesh	America	18,697	8,940	27,638	20,562
Jehovah Jira Ministries	Asia	(8,950)	10,509	1,560	151,795
Asha Kiran Society	Asia	40,764	11,924	52,688	53,981
Shining Light Community Development Organisation	Asia	16,780	8,468	25,248	13,119
Project Macedonia	Europe	-	-	-	771
Uttara	Asia	(48,728)	1,200	(47,528)	87,431
Alikadam	Asia	(45,682)	287	(45,395)	46,817
Ebeneezer	Asia	(17,338)	3,495	(13,843)	32,083
Grace Home	Asia	40,584	4,247	44,831	67,569
Dolpa Home	Asia	53,415	11,533	64,947	132,617
Other institutions		67,527	60,842	128,370	173,243
		240,407	147,581	387,988	942,164
Grants to individuals					
(1 grant, 2021: 1 grant)		252	300	552	2,534
		240,659	147,881	388,540	944,698
		2021	2021	2021	
		£	£	£	
Grants to Institutions:					
Youth Action Uganda	Africa	37,513	11,261	48,774	
Changemakers South Africa	Africa	14,217	10,960	25,177	
Nightingale Eye & Ortho Clinic	Africa	22,840	42,052	64,892	
FEEEJ	Africa	23,333	-	23,333	
Word made Flesh	America	14,408	6,154	20,562	
Jehovah Jira Ministries	Asia	19,944	17,813	37,757	
Asha Kiran Society	Asia	23,609	30,372	53,981	
Dolpa Home	Asia	4,125	15,382	19,507	
Shining Light Community Development Organisation	Asia	12,807	312	13,119	
Project Macedonia	Europe	771	-	771	
Uttara - approved, not yet paid	Asia	87,431	-	87,431	
Alikadam - approved, not paid	Asia	46,817	-	46,817	
Ebeneezer - approved, not paid	Asia	32,083	-	32,083	
Jehovah Jira Ministries - approved, not paid	Asia	114,038	-	114,038	
Grace Home - approved, not paid	Asia	67,569	-	67,569	
Dolpa Home - approved, not paid	Asia	113,110	-	113,110	
Other institutions		114,679	58,564	173,243	
		749,294	192,870	942,164	
Grants to individuals (1 grant)					
			2,534	2,534	
		749,294	195,404	944,698	



Other costs includes	2022	2021
	£	£
Office rent and rates	18,628	17,548
Office supplies	11,858	12,197
Computers, IT and consultancy	21,331	17,471
Partners support costs	22,266	70
PR and marketing	113,955	51,779
Staff training, travel and other expenses	1,494	936
Audit fee	6,702	6,600
Investment portfolio management costs	24,706	24,277
Depreciation of fittings and equipment	134	407
	<u>221,073</u>	<u>131,285</u>

4 Remuneration of key management personnel

The remuneration of key management personnel is as follows:

	2022	2021
	£	£
Aggregate remuneration	<u>41,757</u>	<u>41,751</u>

During the year to 31 March 2022 one (2021 - none) members of the key management personnel and two (2020 - three) trustees gave in total donations to projects (restricted funds) of £1,669 (2021 £988).

5 Employees

There were 10 employees (4 part-time) during the year ended 31 March 2022 (2021: 10 (4 part-time).

There were no employees whose annual emoluments were £60,000 or more (2021: 0).

Employment costs	2022	2021
	£	£
Wages and salaries	220,157	204,456
Social security costs	15,795	13,191
Employer contribution to defined contribution pension scheme	10,822	9,247
	<u>246,774</u>	<u>226,894</u>



6 Tangible fixed assets

	Fittings & Equipment £
Cost	
At 1 April 2021	17,432
At 31 March 2022	17,432
Depreciation	
At 1 April 2021	17,298
Charge for year	134
At 31 March 2022	17,432
Net book value:	
At 31 March 2022	-
At 31 March 2021	134

7 Investments

<i>Listed on a recognised Stock exchange</i>	Quoted Investments £	Total £
At market value		
At 1 April 2021	3,442,950	3,442,950
Additions at cost	447,995	447,995
Disposals at current value	(740,487)	(740,487)
Realised gain/(loss) on disposal	(1,022)	(1,022)
Unrealised increase/(decrease) in market value	155,938	155,938
At 31 March 2022	3,305,374	3,305,374
Investments at the year end consisted of:		
Listed securities	3,158,289	
Cash awaiting investment	147,085	
	3,305,374	
At cost		
At 1 April 2021	3,124,343	
Additions	447,995	
Disposals	(666,701)	
At 31 March 2022	2,905,637	

Dividends and interest of £80,159 (2021 - £83,084) was received from the listed securities in the year.

The portfolios are structured in investments in listed securities.



8 Debtors

	2022 £	2021 £
Income tax recoverable	8,091	9,522
Other debtors	144,478	191,096
Prepayments	-	3,966
	<u>152,569</u>	<u>204,584</u>

9 Creditors

Creditors: Amounts falling due within one year:	2022 £	2021 £
Taxes & social security costs	4,252	4,694
Other creditors	1,183	902
Accruals and deferred income	12,913	29,844
Grants Approved not yet paid	80,491	37,662
	<u>98,839</u>	<u>73,102</u>
	2022 £	2021 £
Creditors: Amounts falling due after more than one year:		
Grants approved not yet paid	309,567	423,386
	<u>309,567</u>	<u>423,386</u>

10 Restricted funds

The income funds of the Charity include restricted funds which are received for specific projects or beneficiaries. These are usually paid out within six months of receipt and are for relief projects or beneficiaries in the continents shown and the restrictions are that the funds should only be applied for the projects or beneficiaries for whom the funds were given.

	Balance at 1 April 2021 £	Movement in funds			Balance at 31 March 2022 £
		Incoming resources £	Resources expended £	Transfers, gains & losses £	
Africa	1,614	84,527	(77,011)		9,130
America	-	16,375	(16,373)		2
Asia	5,182	45,572	(44,433)		6,321
Europe & Middle East	9,470	594	(10,064)		-
	<u>16,266</u>	<u>147,068</u>	<u>(147,881)</u>	-	<u>15,453</u>
	Balance at 1 April 2020 £	Movement in funds			Balance at 31 March 2021 £
		Incoming resources £	Resources expended £	Transfers, gains & losses £	
Africa	18,150	89,241	(105,777)	-	1,614
America	2,533	7,222	(9,755)	-	-
Asia	9,782	75,272	(79,872)	-	5,182
Europe & Middle East	-	9,470	-	-	9,470
	<u>30,465</u>	<u>181,205</u>	<u>(195,404)</u>	-	<u>16,266</u>

Further information is available regarding specific projects on request from the Charity's registered office.



11 Designated funds

	Balance at 1 April 2021	Incoming resources	Movement in funds Resources expended	Transfers, gains & losses	Balance at 31 March 2022
	£	£	£	£	£
Development fund - Acorn gift	2,105,623	-	(400,002)	(33,581)	1,672,040
Brighter Futures fund	-	-	-	-	-
Sustainability fund	500,000	-	(40,767)	-	459,233
Climate change fund	200,000	-	-	-	200,000
New technology fund	50,000	-	-	-	50,000
Covid-19 impact fund	50,000	-	(4,570)	-	45,430
	2,905,623	-	(445,339)	(33,581)	2,426,703

	Balance at 1 April 2020	Incoming resources	Movement in funds Resources expended	Transfers, gains & losses	Balance at 31 March 2021
	£	£	£	£	£
Development fund - Acorn gift	2,105,623	-	-	-	2,105,623
Brighter Futures Fund	800,000	-	-	(800,000)	-
Sustainability fund	-	-	-	500,000	500,000
Climate change fund	-	-	-	200,000	200,000
New technology fund	-	-	-	50,000	50,000
Covid-19 impact fund	-	-	-	50,000	50,000
	2,905,623	-	-	-	2,905,623

The Charity received a large gift from The Acorn Foundation during an earlier year which the Trustees have set aside for the development of the Charity and its activities over the forthcoming years including building the sustainability of the Charity's partners and the Charity itself.

A key area of Project Possible's future strategy is to build the sustainability of our partners and so a Sustainability fund has been established of £500,000.

We are mindful of the growing need for action over climate change and have designated £200,000 funds specifically for partners to utilise in responding to this crisis.

To enable us to respond flexibly and quickly to the ongoing challenges of the Covid pandemic, we have designated £50,000 to a Covid impact reduction fund.

Finally, £50,000 has been designated to a new technology fund, this is to replace our aging donor database and acquire a new CRM (Customer relationship management) software.



12 General fund

	Balance at 1 April 2021	Incoming resources	Movement in funds Resources expended	Transfers, gains & losses	Balance at 31 March 2022
	£	£	£	£	£
Unrestricted funds	473,114	322,286	(267,820)	190,541	718,121

	Balance at 1 April 2020	Incoming resources	Movement in funds Resources expended	Transfers, gains & losses	Balance at 31 March 2021
	£	£	£	£	£
Unrestricted funds	476,102	524,507	(1,107,474)	579,979	473,114

13 Analysis of net assets between funds

	Unrestricted £	Restricted £	Total £
Fund balances at 31 March 2022 are represented by:			
Tangible fixed assets	-	-	-
Investment assets	3,305,374	-	3,305,374
Current assets	247,856	15,453	263,309
Creditors - amounts falling due within one year	(98,839)	-	(98,839)
Creditors - amounts falling due after one year	(309,567)	-	(309,567)
	<u>3,144,824</u>	<u>15,453</u>	<u>3,160,277</u>

Included within current assets is restricted cash of £15,448 which cannot be used for the general purposes of the charity; the Trustees have also designated funds of £2,905,623 which have been set aside from the general funds of the charity.

14 Financial commitments

The total future lease payments under non-cancellable operating leases are:	2022 £	2021 £
Land and buildings:		
Minimum lease payments on leases with expiry in two to five years:	<u>35,760</u>	<u>53,640</u>

The expense charged in the Statement of Financial Activities in the year amounted to £17,880 (2021 £16,800).

15 Trustees - remuneration and reimbursement of expenses

During the year, the Trustees received no remuneration (2021 - same) nor did they receive any reimbursement of expenses (2021 - same).

16 Related party transactions

There were no related party transactions during the year.