



Registered charity number 1013587

Registered company number 02735643

## Chance for Childhood

### Annual Report and Financial Statements

Year ended 31 December 2020



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## Legal and administrative details

### Board of Trustees

Mirco Bardella (Chair)  
Anthony Wellby  
David Crone (Resigned 10/3/2021)  
Richard Edwards (Treasurer; appointed 13/1/2021)  
Joanna Heywood  
Adisa Lansah Amanor-Wilks (Appointed 25/6/2020)  
Elizabeth Ntege (Appointed 25/6/2020)  
Maryanne Ochola  
Carole Ramella (Appointed 25/6/2020)  
Dominic White

### Joint Chief Executive Officer

Anna-mai Andrews and Katie Fowler

### Company Secretary

Andrew Lowton

### Registered office

3 Fairfields, 26 Green Lane, Cobham, KT11 2NN

### Registered charity no.

1013587 (England & Wales)

### Registered company no.

2735643 (England & Wales)

### Website

[www.chanceforchildhood.org](http://www.chanceforchildhood.org)

**Auditors**

Sayer Vincent LLP, Invicta House, 108-114 Golden Lane, London, EC1Y 0TL

**Bankers**

National Westminster Bank, 1 High Street, Weybridge KT13 8UA

Barclays Bank Plc, 6 Clarence Street, Kingston, KT1 1NY

CCLA Investment Management Ltd, Senator House, 85 Queen Victoria Street, London EC4V 4ET (account closed in March 2021)

Ecobank Ghana, 2 Morocco Road, Accra, Ghana (account opened in January 2021)

Kenya Commercial Bank Rwanda, Remera Branch, Kigali, Rwanda

Stanbic Bank Uganda, Crested Towers, Plot 17 Hannington Road, Kampala, Uganda (account opened in March 2021)

**Solicitors**

Red Kite Law LLP, Registered Office: Shaftesbury House, Main Street, Pembroke, Pembrokeshire SA71 4HJ

## Chair's introduction

Never have I had to write an introduction to our Annual Report in such unprecedented times, when we have faced and continue to face so many insurmountable challenges.

Schools for more than 168 million children globally have been completely closed for almost a full year and as a result, in the last year alone, 13 million child marriages are estimated to have taken place—that's the equivalent to every child in the UK. An additional 8 million children worldwide have been pushed into child labour.

The COVID-19 pandemic continues to worsen already existing inequities, leaving scars on the lives of millions of vulnerable children and broadening the digital divide.

We remain very proud of our partner led COVID response fund, which was led by brilliant experts working across some of the most difficult and challenging environments. Chance for Childhood were noted to be the first and only organisation providing support to children with disabilities and their families in Northern Rwanda and we remain committed to working with our partners across Africa where COVID continues to spread at a frightening speed. We're indebted to the kindness of our incredible donors and loyal supporters whom, without hesitation, responded to our request for flexible funding, allowing us to respond to wherever the need was greatest.

In 2020 we made huge gains in our journey to 'shift power' towards the children and young people we support. This has meant unpicking the decisions that we, as an international organisation, make on behalf of our partners and the children we support, that they should have the power to make themselves. Chance for Childhood has been a partner-led organisation for decades, but the relevance of our strategy and decision making has increased exponentially since we diversified our Board and Staff and critically examined the power-dynamic that exists amongst all our stakeholders. The value of diversity amongst our Board, Leadership Team and staff has been of great importance during the last year for a plethora of reasons. We saw, first-hand, the greatness of local leadership within the countries we work – contextually relevant decisions made by people who have a deep understanding of the situation in their own country and a more open and trusting relationship with our partners than we've ever achieved in the past through UK-based partnership management. Of course, this is not entirely new for CfC, but our decision to open offices and build dedicated national teams in three countries where we work has been more than validated through this crisis.

Furthermore, we have continued to witness the transformation of the humanitarian and development assistance sector as the Foreign and Commonwealth Development Office (FCDO) was formed and in 2021 the UK government announced aid cuts which have seen our peer organisations facing the closure of their UKAID funded programmes across 37 countries, with just 90 days' notice. As the way we continue to create an impact and fund our work is called into question, we benefit hugely from the perspective, support and challenge provided by our board members from five African countries as well as the UK.

I would like thank our dedicated team not only for their tremendous commitment but also for taking voluntary pay reductions at the time of utmost need, reducing the need for furlough, securing jobs and ensuring we could take a confident and long-term view of the situation. Our co-CEOs, Anna-mai

Andrews and Katie Fowler, showed remarkable joint leadership throughout the year and maintained an unwavering commitment to future-proofing our organisation in response to their witnessing the growing need amongst the children and young people we work with. Entering 2021 with a strong reserve position has been critical to our stability, and we can see our steadfast commitment to sustaining our work paying off through the growth in unrestricted funds we've achieved which will enable us to continue our innovative programming through this period of change.

The crisis has accelerated our already progressive thinking around future-proofing. We are looking ahead positively to launching our new 2022 strategy outlining our evolving approach to partnerships and service delivery alongside much needed investment in the digital space with a focus on scale of impact.

We remain conscious of the challenges ahead whilst wishing to take a pause to be thankful and proud of the many children and families we've worked alongside during this most unprecedented year.

Mirco Bardella  
Chair, Chance for Childhood



The Trustees present their report and the audited financial statements for the year ended 2020, which are also prepared to meet the requirements for a Directors Report as required by company law.

Reference and administrative information set out on page 2 forms part of this report. The financial statements comply with current statutory requirements, the Memorandum and Articles of Association and the Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective 1 January 2019).

## Constitution of the charity

Chance for Childhood is a charitable company limited by guarantee (no. 2735643) and a registered charity in England & Wales (no. 1013587). It is governed by its Memorandum and Articles of Association, which set out its charitable objectives as existing to “prevent and relieve poverty, improve wellbeing among disadvantaged and vulnerable children, young people and their families, advance education for disadvantaged and vulnerable children, young people and their families and advance human rights of children and young people.”

## Our aims and approach

Chance for Childhood is an award-winning charity working in Africa to support the most vulnerable children, often invisible from society, such as street-connected children, disabled children, children affected by conflict and children in conflict with the law. These children are often hidden members of their communities, unable to go to school, excluded from society and living in abject poverty. They are sadly forced to grow up much too quickly.

### Our vision

A world where no child is forgotten.

### Our approach

We work with and strengthen the capacity of African visionary community leaders and governments to implement locally relevant yet far-reaching projects that create lasting change within the Justice, Education and Social Protection sectors. This enables us to focus on ‘hard to reach’ children, both in terms of their complex needs (e.g. street-connected children with learning difficulties) and location (e.g. urban violent slums or remote rural areas).

Our strong ethos of partnership and collaboration continues to be the driver of achieving impact at scale.

Together with our partners, we make ideas and impact which are both sustainable and scalable to protect, educate and empower even more of the world’s most disadvantaged children.

## Our expertise



### Inclusive education

*Every child deserves an education.*

- Designing innovative solutions and training, such as locally sourced teaching aids, to support teachers to ensure that children with special educational needs are not left behind.
- Piloted the first Learning Support Assistant scheme in East Africa, demonstrating the impact of our low-cost solution to improve enrolment, performance and retention of children with special learning needs in mainstream education.
- Since 2014, we have trained 6,112 teachers, Learning Support Assistants and peer educators to enhance the inclusion of the most marginalised children in education.

## Justice for children

*Zero tolerance for children being held in adult jails.*

- Safeguarding children in contact with justice systems, whether as victims or alleged offenders, ensuring their rights to fair treatment and protection.
- Spearheading juvenile justice reform in the informal sector through our award-winning Right2Change programme.
- First organisation in Uganda and Eastern DRC to pilot a community-based diversion programme which has supported over 3,300 children so far.
- In Kenya we supported 98 children held in prisons and remand homes in Mombasa with regular care packs.



### Social protection

*Lifting children and their families out of poverty.*

- In DRC we enable 150 families with out-of-school children to start their own business and take part in Village Loan Saving Associations every year.
- In Ghana over 300 children living on the streets can access vital Early Childhood Development centres every year.
- In Uganda we have supported over 2,300 adolescents and young people to start up their own agri-businesses, 90% of whom have found employment within six months.
- In Kenya our start-up business loans have enabled over 100 families to keep their children in school.

## Who we help

### Street-connected children

Life on the streets is dirty, violent and short. Street-connected children are the target of human trafficking, child labour and physical, sexual and psychological abuse. They are often seen as a burden to society - not as children deprived of their basic human needs and needing protection and care.

#### What we do:

- Provide safe places to meet most urgent needs.
- Reunite children with their families or find foster families as a temporary solution.
- Run Early Childhood Development centres.
- Provide vocational training and catch up lessons in literacy and maths.
- Offer psychological support & support groups.
- Enable families to start income-generating activities to lift themselves out of poverty.

### Children with disabilities

Children with disabilities, especially girls, are three times more likely to be victims of sexual abuse. Deep-rooted traditions of acceptance towards gender-based violence, stigma and negative attitudes lead to these children being excluded, often considered cursed or 'dumb'.

#### What we do:

- Identify disabled children hidden in their homes
- Ensure their access to school by training teachers and providing Learning Support Assistants.
- Develop individual education plans for each child.
- Help parents accept and support their children.

## No child forgotten

### Children affected by conflict

The global migration crisis is heavily affecting Eastern Africa with thousands of refugees arriving in Uganda and Rwanda and internally displaced people in DRC. Children are particularly at risk – they can get separated from their families. Many witness and, under duress, commit, horrific acts of violence. They often experience severe trauma and integrating them back into society can be hard. Girls are also very vulnerable to sexual violence.

#### What we do:

- Provide counselling to former child soldiers, vulnerable children and victims of sexual violence to tackle deep-rooted issues of self-esteem and self-worth.
- Offer accelerated learning programmes, including vocational training.
- Deliver inclusive education to children affected by violence and conflict.

### Children behind bars

Extreme poverty, conflict and loss of support networks can lead to children breaking the law. They steal food to survive or get into a fight for a spot to sleep at night on the streets. Once arrested, children stay in overcrowded adult prisons, at risk of abuse, malnutrition and brutality. 83% of girls and women in jail in DRC have experienced some sort of physical abuse.

#### What we do:

- Provide legal aid to ensure fair and appropriate representation.
- Provide education and vocational training to vulnerable young offenders.
- Ensure child protection and justice systems are inclusive to safeguard those who need it the most.
- Deliver basic counselling, mediation and support to children and their families through peer educators.

## Our Key Achievements

### COVID-19 Response Fund

As COVID-19 continues to spread globally across the five countries we work in, extended lockdowns and other government measures have severely disrupted the vital work we do with the most vulnerable children and their communities.

Without access to services that meet their needs, marginalised groups in society are suffering disproportionately. Many children now find themselves lacking a safe space to live or access to basic needs. For girls and children with disabilities, the situation is even further exacerbated.

Through our COVID-19 Response Fund we've been working with our partners to help provide vulnerable children with the support they need. From providing essential PPE to delivering food parcels to ensure no child is forgotten during COVID-19; we reached 38,334 people at this critical time. Read on to find out more about our response in each country:

#### Rwanda:

As part of our response to COVID-19 in we have increased community level engagement, to ensure that:

- Parents of children with disabilities are given the proper COVID-19 prevention guidance to keep their families safe.
- Support children with communication impairments who are unable to access the remote lessons established by the Ministry of Education
- Support the mental health of parents of children with disabilities and to prevent and anticipate any child safeguarding issues

In both our key projects, pig farming and Inclusive Early Childhood Development centres, 220 families were provided with a 6-week package of food, PPE and other hygienic materials. We also provided counselling to 175 families who were struggling with their mental health.

We also supported The Nyabihu School of the Deaf to support students (400 children from 66 families) to provide food parcels and face masks. Teachers also provided lesson materials to enable children to learn from home.

#### Uganda:

In Kyaka II and Palabek refugee settlements we provided training to 147 refugee women in making face masks. The trained women were not only able to make and supply face masks benefiting 1,079 people in the settlement at the time but are still using the acquired skills to earn an income from making and selling face masks.

In Bugiri district, we provided support to 120 households with food relief, tippy taps, liquid laundry soap and masks. We also supported 120 families and children with start-up grants for businesses like soap making aimed at building their post COVID-19 financial resilience. We engaged fit persons, counsellors and social workers to provide mental health and counselling services through simple phone platforms

and home visits. The fit persons and para social workers continue to link and refer children to the existing legal and child protection system.

In Busoga subregion, we supported 60 families whose members consisted of people with albinism with COVID-19 relief items. Apart from food and PPE items, people with albinism received sun protective materials including sunscreen lotions and wide brimmed hats.

In Wakiso (Entebbe) district, we developed a disability screening tool to identify children with intellectual disabilities during the lockdown. The screening was delivered via a toll-free support telephone line and led to the identification and support of 256 children with disabilities. Identified children were instantly given access to educational and rehabilitative resources.

### **Democratic Republic of Congo (DRC):**

When the DRC entered lockdown a spread of miscommunication and lack of awareness led many to be uninformed or thinking COVID-19 might be a 'politicised disease'. This, coupled with a lack of testing facilities in Goma and Nyiragongo (where our projects are implemented), meant that preventing the spread of the disease was almost an impossible task.

Through the COVID-19 Response Fund, Chance for Childhood was able to support our local partner, Children's Voice to purchase and distribute PPE as well as holding information events to ensure that people were aware of the dangers of COVID-19 and how they could protect themselves. Children's Voice were also able to produce reusable face masks through their vocational training programme at the Kibati Centre. These masks were then distributed amongst the community so those that couldn't afford to buy one were able to protect themselves.

Through these events, Children's Voice reached about 18,076 people in the community including 6,566 students, 320 teachers and 10 Learning Support Assistants and other community members. As a result of our COVID-19 interventions, when schools reopened on 10 August 2020 100% of students in the Growth for Peace and Rebuilding Young Lives programmes came back safely to school. Another result was that the understanding about COVID-19 increased from 15% to 60%.

### **Kenya:**

During COVID-19 we were able to support all three of our partners in Kenya through our COVID-19 Response Fund.

Through our support, Yellow House were able to shift their support to 28 families with children with Special Education Needs from schools and clinical settings to the community. They continued dysphagia management support to caregivers help their children with eating and swallowing difficulties and were able to ensure the safety of children previously under the support of LEAP Learning Support Assistants.

KUAP were able to support street-connected children and their families in a number of ways; 125 children and young people living on the streets, received face masks and attended education sessions on COVID-19. A further 640 reusable face masks were distributed to 155 families. A total of 64 children who were in the temporary shelter were supported to return to their family homes.

Our new partner, Glad's House Kenya, was able to offer ongoing support to homeless children and young people in Mombasa throughout the pandemic. The COVID-19 Response Fund was able to provide

3,300 meals to children and young people that were excluded from the County Government support package. They distributed 1000 masks to people living on the streets and also covered the costs of the outreach team to travel across the city safely so they could continue to support the homeless population throughout the pandemic.

#### **Ghana:**

At the height of the COVID-19 Pandemic and enforced lockdowns, disbursement from the COVID-19 Response Fund provided food parcels, toiletries, face masks and soap to 240 street-connected girls and their young children registered on the Ghana programme, as well as to other street-connected girls identified during the pandemic who needed our urgent support. The food parcels and face masks went a long way to keep them safe together with their young children during the lockdown period.

### **Other Key Achievements**

#### **Rwanda:**

115 families of children with disabilities received advice from Learning Support Assistants about inclusive early childhood development. As a result of this, the well-being of 89% of these children was improved.

35 Pigs were donated to 35 families in the Pig Farming Programme and 251 families were provided with advice about how to support their children with disabilities at home. Through support with business development and income generating activities families were able to save the equivalent of £957. As a result of pig rearing, 84% of the pig farming families have been able to pay their 2020 medical insurance contribution.

57 children with disabilities whose parents attended the Parent Support Groups were able to join Early Childhood Development Centres. When COVID-19 forced the centres to close, Chance for Childhood staff kept in contact with the parents so they were able to continue to support their child's development during the lockdown.

Through our partnership with EmCD and the Nyabihu School of the Deaf, 66 Deaf children were enrolled in the school. The school has strengthened its collaboration with the community and parents to increase their skills in sign language and lip reading which played a significant role in parents supporting their children at home during the lockdown.

#### **Ghana:**

In August, the new Young Mothers Support Centre's multi-purpose building in Accra opened. The new centre can provide safe accommodation, hot meals and medical care for the street-connected girls and their children whilst observing social distancing measures. Lockdown in Accra had a severe impact for street-connected women and children with the unexpected removal of their livelihoods caused by market closures across the city. In the absence of suitable shelter, many were forced to flee to rural areas to avoid prosecution by the authorities. For pregnant women and their young children, moving around is very difficult so the opening of the new building was extremely timely in responding to this critical need.

## **Kenya:**

In Kenya, we saw the end of our 4-year Comic Relief funded project LEAP. Over the course of the project, 1193 children with street connections were reintegrated into mainstream school and remained in school after 12 months. The project supported 249 parents with children with diverse disabilities through Communication Camps. Overall assessment (pre and post training) indicated that 100% of the parents gained a better understanding of their child's disability. The establishment of child rights school clubs, far exceeding our target, enabled a total of 1751 children to now be able to stand and speak out for their rights and responsibilities. Chance for Childhood's merger with Glad's House meant that we welcomed our new partner Glad's House Kenya who work with homeless children and young people in Mombasa. They also work within the Juvenile Justice system advocating for children and young people's rights to be upheld.

In May, we began to develop our new Community of Practice with partners and Chance for Childhood staff. We wanted to create a collective space for practitioners across our own programmes and partner programmes to come together and share good practice and to have the opportunity to explore areas of their practice that they are interested in or want to grow. Through capacity sharing amongst partners, we want to create space for partners to lead the practice focus and be the driving force of themes and exploration, really underpinning our own focus on *Shifting the Power*. So far, sessions have had a mental health focus and we have explored themes including supporting staff, identifying mental health issues and referral pathways. Whilst the group is still being developed, we are working so that, one day soon, the Community will be totally owned and led by the practitioners we support.

## **Uganda:**

In Uganda, the office was registered with the National NGO Bureau.

In addition, we expanded our partnership with other organisations in the country and were able to secure a partnership with the European Union Delegation to Uganda to implement a program that will work to promote sustainable access to justice for socially deprived women and children in the refugee host districts of Obongi, Lamwo and Palabek in Northern Uganda.

In Agago district, we provided vocational training to 100 marginalized out-of-school young people aged 14- 24. Classes included soap making, ICT, literacy and numeracy, tailoring and garment making and hairdressing.

## **Community of Practice**

In May we launched group Zoom calls with our Partners and Programmes Team to share the collective challenges of COVID-19 and potential solutions and good practice. Session topics have been led by the group and have mainly focused on all areas of Mental Health. This area was a huge challenge that has presented itself to everyone on the calls. We have explored how to support the children and young people's mental health and managing our own mental health as well as our teams.

These calls are developing into a Community of Practice. We are working towards creating a space where we can focus on elements of our own practice and areas of interest/development for the practitioners we work with. We want this space to focus on Capacity Sharing and for the group to share their own experiences and practice as well as learning from other practitioners on the calls. As part of our shift the power focus, we are working towards this group being owned and lead by partners.

## The Chance for Childhood Challenge Fund

Following the completion of our inaugural Challenge Fund in 2018, we intend to progress with a second phase, still with the aim of investing in visionary social entrepreneurs to develop innovative solutions to challenges to inclusion faced by children with disabilities. We are now seeking investments into the Fund.

## Technical Advisory Services

We have continued in earnest to strengthen our Technical Advisory capabilities as disability inclusion experts throughout 2020. In January 2020 we trained 22 staff from WellSpring Foundation in Rwanda on Inclusive Education. Here is what they said about our training:

*“The training has been very helpful to me not only because I learnt about identifying children with disabilities but also how our children are likely to develop developmental delays and/or disabilities if we do not appropriately take care right before the pregnancy”* Trainer of teachers at WellSpring (Jan 2020).

*“I used to have difficulties distinguishing the terminologies used in inclusive education, but you have made everything clear to me”* Quality Assurance Lead in teachers training at WellSpring (Jan 2020).

In keeping with our commitment that no child is forgotten, we work with organisations to develop truly inclusive approaches to tackling social barriers to equality for children with disabilities for their families. Inclusive safeguarding sits at the heart of our approach underpinned by intersectionality analysis, which we believe enables more contextual and sustainable responses to power imbalances. We continue to deepen our evidence-based approaches by working directly with visionary community leaders, and fostering productive partnerships with governments, multilaterals and the wider (I)NGO sector.

## The value we bring to our partnerships

Our unwavering commitment to working with community-based organisations, local and national NGOs has ensured the delivery of quality, locally relevant programmes to support the most vulnerable children.

Given the importance of our work with partners, any new partner is selected following a rigorous process. Each potential partner is scored on five key criteria:

- **Accountability:** evidence that interventions and services respond to community needs and views, in particular children and young people.
- **Learning:** commitment to learning, through regular monitoring of activities.
- **Collaboration:** openness to collaboration, and willingness to influence system change and contribute to the sector.
- **Rights-based:** a genuine commitment to a right-based approach to development, in particular developing interventions in line with the Best Interests of the Child, and rights to participation in decisions affecting their lives in line with the UN Convention on the Rights of Children.
- **Accountability and financial management capacity:** supported by a separate due diligence and financial assessment. Failure to satisfy these criteria automatically results in the adjournment of the partnership.

Here's what some of our partners said about us this year:

**“ It was initially challenging to keep track of children who attend the ECD centre due to the migratory nature of their mothers. With the MEL support from CFC we are now able to follow up on most of the children even if they leave the ECD centre.**

Street Girls Aid, Ghana

**“ The partnership was good because it came at a time when AWYAD wanted to respond to Covid-19 pandemic but there was no funds and budget to support in terms of response...we really appreciate CfC for the funds which enabled AWYAD as an organization to respond to Covid-19 emergency needs of both refugees and host community members for their safety.**

African Women and Youth Action for Development, Uganda

**“ Over 50 staff benefited from [the mental health] training that was delivered by CfC online. Safeguarding capacity building has been continuous; it enabled KUAP to improve on their safeguarding policy to include children with special education needs and communication disabilities (and all other disabilities).**

KUAP, Kenya

## Key achievements in 2020

**In 2020, 82p in every £1 went directly to support 5,640 children. We also reached over 38,000 people during our COVID-19 Response!**

In DRC, we provided school places to 350 children growing up around war who otherwise would never have got an education.

We provided a safe space for 132 street-connected young mothers in Accra, Ghana and vocational training so they can earn an income.

In Uganda, we provided life changing agribusiness training to 148 young people, who can now earn an income and escape poverty.

We trained 195 teachers in inclusive education, so they can include children with disabilities in their lessons.



Across five countries, we distributed 3,160 reusable face masks to families with no access to them.

We distributed 749 emergency food packages. They were an essential lifeline for street-connected children in Ghana and Kenya, as well as families who had lost their income overnight in Rwanda and Uganda.

1,470 hygiene packages were given out to keep families safe. In the Kyaka II settlement, Uganda, refugees received soap and handwashing facilities.

Across DRC, Ghana and Uganda we trained 227 young women to make face masks. They were paid for the face masks they produced, which were distributed in their communities to those who couldn't afford them.



## How we manage our affairs

### Governance

Chance for Childhood is governed by a Board of Trustees (see page 2) who are also directors for the purposes of company law. Board meetings are held a minimum of four times per year and additionally if required. The Board of Trustees delegates financial oversight to a Finance Committee that meets quarterly, to coincide with quarterly reviews of results and reforecasts of the budget.

No trustee can be appointed who is not approved or recommended by the Board. Trustees retire after a term of three years but may be reappointed. Any trustees appointed during the year must be approved by ordinary resolution at the Annual Trustees Meeting. In the event of the company being wound up members are required to contribute an amount not exceeding £1 each. The company has nine members.

New trustee appointments are advertised and selected during a transparent recruitment process. Roles are defined in accordance with recognised skill gaps within the governing structure. All candidates are interviewed by two members of the Board including the Chair of the Board. If they meet the standards of competence and experience required and are considered to bring value to the board in pursuit of our charitable aims and objectives, all trustees will vote to appoint the new trustee. Once appointed, new trustees are provided with a complete induction pack, relevant publications a one-day induction and meet and greet with staff at their nearest CfC office or remotely. All trustees attend an annual away day with staff and regularly discuss any training needs with the Chair.

In 2020, after a 3 month recruitment process, supported by The Boardroom Africa, we were pleased to welcome three additional trustees: Adisa Amanor-Wilks, Founder and CEO of Abjel Communications; Elizabeth Ntege, Co-founder and Director of NFT Consult Group and Carole Ramella, founder of GFA Consulting. We were especially pleased to have appointed three African nationals of Ghana, Uganda and Cameroon respectively to ensure the diversity of our board is reflective of the diversity of our staff and our organisation is governed by individuals with, not only the highest level of professional knowledge and awareness, but also an increased level of contextual knowledge about our geographies of implementation.

Joanna Heywood and Maryanne Ochola continue to jointly oversee Safeguarding on behalf of the board. Our Remuneration and Nominations Committee is chaired by Dominic White and is responsible for managing the recruitment of new Board members as well as regularly reviewing remunerations benchmarking and supporting the executive with any Human Resource issues as needed.

Members of the Board also participate in two sub-committees: the Finance Committee and the Remunerations Committee. In January 2021, Richard Edwards was appointed as a trustee and fulfils the role of Treasurer on the Finance Committee.

### Merger with Glad's House

We completed the merger with Glad's House (GH) on 1<sup>st</sup> June 2020 by transferring the assets of GH to Chance for Childhood before registering the merger with the Charity Commission and dissolving the GH's charity registration. We are delighted to report the smooth transition of GH to the Chance for Childhood family. The appointment of Vicky Ferguson, former CEO of GH, as our Global Safeguarding

Lead and the creation of a key partnership with Glad's House Kenya provided Chance for Childhood with the capacity and knowledge needed to respond all the better to the evolving safeguarding needs of the children in the communities we work alongside as the pandemic unfolded. The GH Chairman continues to act as an ambassador to Chance for Childhood and has been instrumental in helping to build trust amongst GH donors.

## Management and our Team

In 2020, Chance for Childhood employed an average of 15 full and part-time paid staff, equating to 14.3 full-time equivalent posts. During 2020, our volunteer base reduced significantly as opportunities to help in person disappeared in line with enforced home working and the subsequent closure of our UK office in Farnborough.

Chance for Childhood continues to be proudly led by female co-CEO job share who have together worked for the organisation for almost 20 years between them. Our CEOs deliver the organisation's objectives and annual business plan and is appointed by the Board of Trustees.

During 2020 we reformed our Senior Management Team (SMT) to ensure better representation of our leadership roles in the countries we work in in Africa. As such, our Country Representatives in Ghana, Rwanda and Uganda, joined our UK based SMT to form a new Global Leadership Team (GLT). This move has ensured that decision-making is more participatory, our leadership is more diverse and representative and critically, this was a significant move to *Shift Power* towards the communities and children we support.

Our operational guidelines set out authority limits for the GLT and CEO, outside of which matters are referred to the Board. Overall, we review our operational objectives, activities and impact as a part of our annual strategic planning process and monthly GLT meetings. We look at the depth and breadth of our impact on the children's lives as well as the impact that our work has on the wider families, communities, environment and economies of where we work.

## Risk management

Principle risks and uncertainties are identified bi-annually and recorded in the risk register. The GLT reviews the latter regularly to manage the risks and discuss mitigation strategies. The Finance Committee reviews these risks on a quarterly basis and presents updates to the Board of Trustees. The key risks include:

### **Economic downturn and protracted COVID-19 pandemic**

The outbreak of COVID-19 in early 2020 brought a year of uncertainty for both our operations and our income. The lasting impact that the pandemic will have on our income is still largely unknown, but we do know that the impact is being compounded by many other socio-economic and political shifts including the merger of the UK FCO with DFID, Brexit, public support for local causes, as well as racial injustice highlighted by Black lives Matter. We understand that if we do not adapt and flex to the world around us, we will not continue to impact the lives of the children who needs us most. Our mitigating strategy has shifted from being purely about ensuring adequate reserves, to one that ensures adequate reserves but also remains to be an agile, flexible organisation that is forward thinking, culturally diverse and puts the people we work alongside and for at the centre of our decision making. We have now adopted financial systems that are cloud based, will stand the test of time, and we continue to build a culture of innovation, flexibility and compassion within our small team to ensure we can continue to respond quickly to a crisis as we have shown to do in 2020.

### **Being accountable to the children we support**

Safeguarding of children and young people remains our biggest priority and features as one of our major risks, due to the complexity of need and remoteness of the environments where we work. The appointment of our Global Safeguarding Lead has been integral to ensuring the highest standard in policy and practice during 2020. Furthermore, we have significantly expanded the support to frontline workers and partners through policy reviews, practical training and the development of a community of practice to build peer support. The creation of our Survivors Fund has already ensured a more holistic, child centred approach to respond to incidents, as well as to enhance reporting.

### **Risk of losing donors' trust**

The funding climate for international charities remains challenging. There is greater distrust by the public than in other sectors - the British Foreign Policy Group citing 66% of the British public supporting foreign aid spending. Increasing our transparency to both donors and beneficiaries lessens this risk as we enter an increasingly unpredictable funding environment. This year we have further enhanced our digital communications to ensure our donors are as connected to our work as possible. Our webinar series also proved popular for those donors who wanted more connection whilst social distancing made this difficult.

### **Safety and security of our staff**

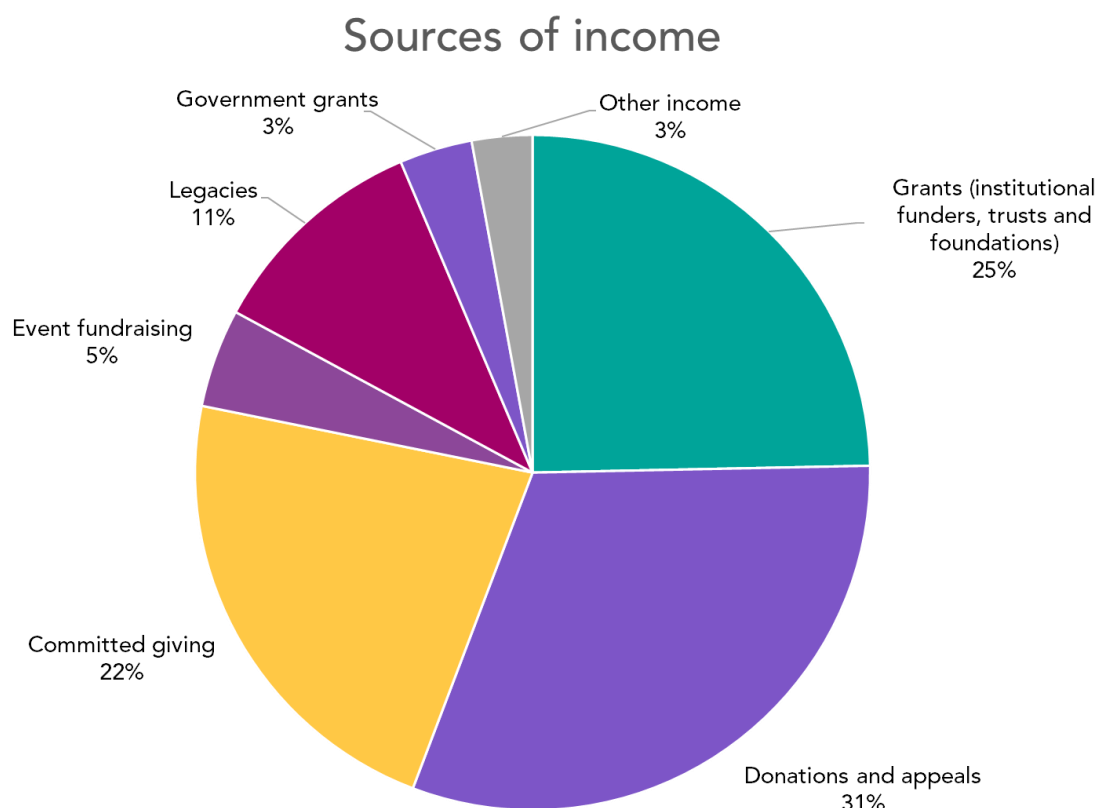
Along with ensuring the safeguarding of our beneficiaries, the safety of our staff and our partners' teams remains a key concern as we work in volatile and remote locations, which pose significant dangers. The COVID-19 pandemic has also tested our adaptability to continue delivering important services for the most vulnerable children. Our relationship with partners and donors has played an important role in working pragmatically to prevent the spread of the virus, whilst continuing our operations as best we can. However, we must recognise both the physical and emotional toll that the pandemic has taken on all our staff and partners and continue to prioritise wellbeing and flexibility as a strategic priority.

### **Consideration of public benefit**

Chance for Childhood trustees ensure that the charity carries out its aims and objectives and that these benefit the public. Chance for Childhood's public benefit includes our work with vulnerable children in the Democratic Republic of the Congo, Ghana, Kenya, Rwanda and Uganda. In the UK, we work to inform and raise awareness of the general public about the situation facing the most vulnerable children in Africa. The trustees refer to the guidance issued by the Charity Commission on public benefit when planning and reviewing objectives and activities annually.

## Raising funds

Chance for Childhood income in 2020 was £868k compared with 2019 income of £1.40m.



2020 was a tale of two halves for Chance for Childhood as our unrestricted income grew by 9% compared to the previous year while our restricted income declined sharply as we saw two large multi-year projects, supported by Comic Relief and UNICEF, come to an end. In 2019, Events fundraising was boosted by the Team Abana cyclists who raised £123,000 but most events in 2020 were cancelled due to the COVID-19 pandemic. Trusts and Foundations were focussing their support in the UK and with organisations they were already supporting.

In 2020, we were pleased to receive a grant of £49,138 from the Guernsey Overseas Aid Commission to support vocational training in Uganda. We also secured our first grant from the EU, 41,265 euros, in consortium with Penal Reform International, to deliver a project promoting sustainable access to justice for women and children who have come into conflict with the law in Uganda.

In 2020, we maintained good results in committed and individual giving. We also recognised three legacies during the year.

Our decision to focus on digital fundraising at the start of 2020 proved invaluable when lockdown arrived and forced charities to move all their fundraising online. We delivered four digital fundraising campaigns through the year, including hosting our first ever matched-funding campaign on our website, leading us to double digital income within the year. Going forward we will be continuing to invest in this

area as it currently presents one of the biggest areas of growth for the charity and is a particularly good source of unrestricted income.

In 2020 we also spent time developing our major donor and corporate pipeline and building relationships with existing and new high value donors which led to a £15,000 donation from Entain towards our work in Ghana. We are looking forward to furthering this relationship through the Entain Foundation in 2021.

We are extremely indebted to those individuals and organisation who have supported us through gifts in kind in 2020.

We continue to strive to deliver the very best experience to all of our donors by building trust, being transparent in all of our communications and meeting fundraising quality standards. We published our Donor Promise online so supporters know the high standards the Fundraising Team aim to deliver to everyone who chooses to support us. In 2020 we received no complaints from the Fundraising Regulator. In line with our core value of transparency we also created an Ethical Fundraising Policy to ensure that any external partnerships do not bring our name into disrepute nor unduly or negatively influence our approach and impact.

None of the fundraising work we do is carried out by third parties, but we do rely on third party platforms (such as Just Giving) and events (such as the London Marathon) to enable us to raise funds.

As set out by the Chartered Institute of Fundraising, we recognise that every donor is an individual with a unique background, experience and circumstances. Every interaction between a fundraiser and a donor is different. When dealing with potentially vulnerable people we follow the principles of respect, fairness, responsiveness and accountability and take all reasonable steps to treat a donor fairly, enabling them to make an informed decision about any donation. If a team member believes that supporter may lack the capacity to make a decision, the Director of Fundraising (and the CEO in the case of larger donations) is consulted and a decision not to accept the donation may be made.

Our work simply wouldn't be possible without the kindness and generosity of our supporters and we would like to take the opportunity to say thank you to everyone who supported us in 2020. The friendship shown to us by so many donors, during what was an incredibly challenging time for all, was truly heart-touching. From supporting our fundraising campaigns and forming partnerships with us, every donation makes a difference in ensuring that no child is forgotten.

#### **How supporters can get involved:**

Individuals can make a one-off donation, set up a regular gift, support one of our digital fundraising campaigns, take part in a challenge event or may choose to remember Chance for Childhood in their will. We welcome the opportunity to work with companies or individuals who are interested in making a significant donation and forming a long-term partnership.

We are keen to meet with any trusts or foundations who wish to support our work so we can discuss how you can make the biggest difference.

To find out more about how you can make a difference in making sure no child is forgotten please call 01483 230 250, email [supportercare@chanceforchildhood.org](mailto:supportercare@chanceforchildhood.org) or visit [www.chanceforchildhood.org](http://www.chanceforchildhood.org).

## Financial review

### Income

Income of £868k was a decrease of 38% compared with 2019 and reflects both the unusual circumstances we have found ourselves in this year with the COVID-19 pandemic and the coinciding end of multi-year funding from Comic Relief and UNICEF in early 2020.

Whilst support from individual donors has remained strong there has been little activity in the institutional sector and trusts and foundations were focussing their support in the UK and with organisations they had previously supported. Events income was also reduced as in 2019 it benefitted from the success of the Team Abana cyclists whose Australian challenge raised £123k and there has been no similar event or indeed many events at all in 2020 due to the COVID19 pandemic. We received UK Government assistance in the form of a one-off grant and the Coronavirus Job Retention Scheme (furlough scheme) amounting to £30,300 (2019 £nil).

### Resources expended

**In 2020, 82p of every £1 raised went directly to support the most vulnerable children across Africa** (2019: 87p). This reduction is entirely due to the effects of the COVID-19 pandemic which closed schools and caused disruption in the five African countries which are the focus of our work. As a result overseas expenditure reduced from previous years. This was partially mitigated by savings in indirect costs, such as closing the UK office. The budget for 2021 anticipates an increase to 85p in every £1 spent on charitable activities and if applications for institutional funding are successful we anticipate a return to the 87p level over the next two years.

### Going concern

We are of the view that the cash reserves of the charity together with committed and expected income will enable the charity to meet its obligations for the next 12 to 18 months and on this basis the assessment is that the charity is a going concern. This view has been formed taking into account the financial risks relating to Covid-19, as referenced in the Risk Management section on page 17 of this report.

Underpinning this assessment is the healthy level of unrestricted reserves, the constant level of core funding from individual donors, the fact that programmes are only undertaken when funding is certain, and that staffing levels and indirect costs are kept under constant review.

### Reserves policy

We believe that our donors wish their donations to be used for charitable purposes as soon as possible given that the children we help need support urgently. However, it is prudent to maintain reserves to cover variations in income while managing our partner relations, providing investment funds for new programmes, and enabling the charity to grow. We maintained our risk-based Reserve Policy during 2019 which is based on an understanding of the income streams and their risk profile, the degree of commitment to expenditure and the overall risk environment in which we operate. We believe that this approach provides the charity with more certainty during a time when international aid funding is shifting dramatically, relying on pre-financing, matched funding and other forms of security from service providers. Of course, this approach also allows for unforeseen circumstances, such as COVID-19.

Chance for Childhood's policy is now to seek to maintain a minimum unrestricted reserve of £65,000 while targeting a reserve of £130,000. Our unrestricted reserves were slightly below this at the end of

2020 and stood at £120,876 as at 31 December 2020 (2019: £145,090), but we are pleased that the steps we have taken to minimise costs whilst still delivering support to our beneficiaries have not seen these fall further during this period of global uncertainty. Restricted reserves committed to specific projects were £142,880 as at 31 December 2020 (2019: £264,965).

## Plans for the future

In an increasingly turbulent political and socio-economic climate compounded by the COVID19 pandemic, business as usual is no longer an option. Our plans for 2021 are bigger than ever, we cannot allow for children to fall through the cracks. It is now that we are most needed to support children abandoned without education and protection throughout this ongoing global crisis. As vaccines roll out within the western hemisphere we are gravely concerned about vaccine equity, particularly for many of the rural, impoverished communities we work with. As such, any future plans will rely on continuing to strengthen our COVID-19 response plan amongst the following key organisational goals:

- **Build on our flagship national Disability Inclusion programme in Rwanda**, we are delighted to be joining together with UNICEF to lead on disability inclusion within the Child Protection Space, with a specific focus on how to address critical challenges for children with disabilities no longer living within institutional care. This will see an exciting new chapter for our disability inclusion programming to ensure no child is left behind.
- We are looking ahead to finalise a **new relationship with SAP in Ghana**, which will strengthen our Ghanaian technical team as they kick start an exciting new programme working to support children in early learning centres into school. As a new pilot we hope to provide first time evidence of the vital linkages between the intersectionality of street and learning behaviours and use this data to influence and deliver better inclusive education services in Ghana
- 2021 will see the **opening of Glad House Kenya's new Street Clinic**, with plans to support over 2000 children, we aim to make the flagship model building on our original ethos and values that no children should ever be behind bars.
- **Continue to roll out our Shift the Power strategy**, transferring decision making and power to the people and communities where we work. Plans include business unit assessment reviews within the operational areas of CfC with a diversity and power lens.
- **Strengthen our community partnerships** through the development of a Community of Practice which is based on providing accessible knowledge and resources to our partner organisations with a focus on child safeguarding and mental health. We will remain agile to support partners with unrestricted funds to create vital impactful work; evidence of this work has never been critical than through our survivors' fund which has provided urgent immediate relief to organisations, their staff and the victims of horrific sexual and violence assaults.
- Deepen our accountability through the roll out of our new Programmes Quality Framework which aims to embed and standardise the quality of our impact through 4 key pillars of Inclusion, intersectionality, safeguarding and shifting power.
- Launch a new digital platform to enhance our reach in disseminating the learnings from our programmes as well as showcasing our value offering to ensure the development of new partnership continues to thrive – through programme collaboration or consultancy.

## Statement of the Trustees' responsibilities in relation to the financial statements

The Trustees (who are also directors of Chance for Childhood) are responsible for preparing a Trustees' Annual Report and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

The law requires the Trustees to prepare financial statements for each financial year, which give a true and fair view of the state of affairs of the charitable company, the incoming resources and the application of resources, including the income and expenditure 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 (SORP)
- Make judgements and estimates that are reasonable and prudent
- State whether applicable UK Accounting Standards have been followed, subject to any material departures disclosed and explained in the financial statements
- Prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charitable company will continue in operation.

The Trustees are responsible for keeping adequate accounting records that disclose, with reasonable accuracy at any time, the financial position of the charitable company and enable them to ensure that the financial statements comply with the Companies Act 2006. They are also responsible for safeguarding the assets of the 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 charity's website. Legislation in the United Kingdom governing the preparation and dissemination of financial statements may differ from legislation in other jurisdictions.

In so far as the Trustees are aware:

- There is no relevant audit information of which the charitable company's auditor is unaware
- The Trustees have taken all steps they ought to have taken to make themselves aware of any relevant audit information and to establish that the auditor is aware of that information.
- These accounts have been prepared in accordance with:
- The special provision relating to the small companies within Part 15 of the Companies Act 2006.
- The requirements of SORP (FRS 102).

Approved by Chance for Childhood's Board of Trustees on and signed on its behalf by

**Mirco Bardella**  
**Chair of the Trustees**  
7 July 2021

## Independent Auditor's Report to the members of Chance for Childhood

### Opinion

We have audited the financial statements of Chance for Childhood (the 'charitable company') for the year ended 31 December 2020 which comprise the statement of financial activities, balance sheet, statement of cash flows and notes to the financial statements, including significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including FRS 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 December 2020 and of its incoming resources and application of resources, including its income and expenditure, for the year then ended
- Have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice
- 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 the financial statements section of our report. We are independent of the charitable company 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 Chance for Childhood'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 other information comprises the information included in the trustees' annual report other than the financial statements and our auditor's report thereon. The trustees are responsible for the other information contained within the annual report. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon. 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 course of 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 this gives rise to a material misstatement in the financial statements themselves. 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.

### **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' annual report for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- The trustees' annual report has been prepared in accordance with applicable legal requirements.

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

In the light of the knowledge and understanding of the charitable company 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 requires us to report to you if, in our opinion:

- Adequate accounting records have not been kept, or returns adequate for our audit have not been received from branches not visited by us; or
- The financial statements are not in agreement with the accounting records and returns; or
- Certain disclosures of trustees' remuneration specified by law are not made; or
- We have not received all the information and explanations we require for our audit; or
- The directors 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' annual report and from the requirement to prepare a strategic report.

### **Responsibilities of Trustees**

As explained more fully in the statement of trustees' responsibilities set out in the trustees' annual report, the trustees (who are also the directors of the charitable company for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, 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 charitable company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the trustees either intend to liquidate the charitable company or to cease operations, or have no realistic alternative but to do so.

## **Auditor's responsibilities for the audit of the financial statements**

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance but is not a guarantee that an audit conducted in accordance with ISAs (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.

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 are set out below.

## **Capability of the audit in detecting irregularities**

In identifying and assessing risks of material misstatement in respect of irregularities, including fraud and non-compliance with laws and regulations, our procedures included the following:

- We enquired of management, which included obtaining and reviewing supporting documentation, concerning the charity's policies and procedures relating to:
- Identifying, evaluating, and complying with laws and regulations and whether they were aware of any instances of non-compliance;
- Detecting and responding to the risks of fraud and whether they have knowledge of any actual, suspected, or alleged fraud;
- The internal controls established to mitigate risks related to fraud or non-compliance with laws and regulations.
- We inspected the minutes of meetings of those charged with governance.
- We obtained an understanding of the legal and regulatory framework that the charity operates in, focusing on those laws and regulations that had a material effect on the financial statements or that had a fundamental effect on the operations of the charity from our professional and sector experience.
- We communicated applicable laws and regulations throughout the audit team and remained alert to any indications of non-compliance throughout the audit.
- We reviewed any reports made to regulators.
- We reviewed the financial statement disclosures and tested these to supporting documentation to assess compliance with applicable laws and regulations.
- We performed analytical procedures to identify any unusual or unexpected relationships that may indicate risks of material misstatement due to fraud.
- In addressing the risk of fraud through management override of controls, we tested the appropriateness of journal entries and other adjustments, assessed whether the judgements made in making accounting estimates are indicative of a potential bias and tested significant transactions that are unusual or those outside the normal course of business.

Because of the inherent limitations of an audit, there is a risk that we will not detect all irregularities, including those leading to a material misstatement in the financial statements or non-compliance with

regulation. This risk increases the more that compliance with a law or regulation is removed from the events and transactions reflected in the financial statements, as we will be less likely to become aware of instances of non-compliance. The risk is also greater regarding irregularities occurring due to fraud rather than error, as fraud involves intentional concealment, forgery, collusion, omission or misrepresentation.

A further description of our responsibilities is available on the Financial Reporting Council's website at: [www.frc.org.uk/auditorsresponsibilities](http://www.frc.org.uk/auditorsresponsibilities). This description forms part of our auditor's report.

### **Use of our report**

This report is made solely to the charitable company's members as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006. Our audit work has been undertaken so that we might state to the charitable company's members those matters we are required to state to them in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the charitable company and the charitable company's members as a body, for our audit work, for this report, or for the opinions we have formed.

**Jonathan Orchard (Senior statutory auditor)**

14 July 2021

for and on behalf of Sayer Vincent LLP, Statutory Auditor

Invicta House, 108-114 Golden Lane, LONDON, EC1Y 0TL

## Statement of Financial Activities (including an Income and Expenditure account)

		Unrestricted Funds	Restricted Funds	2020 Total Funds	2019 Total Funds
	Notes	£	£	£	£
<b>Income from:</b>					
Donations and legacies	4	560,849	305,245	866,094	1,401,363
Income from charitable activities	4	1,643	-	1,643	-
Income from investments	4	392	-	392	1,098
<b>Total income</b>		<b>562,884</b>	<b>305,245</b>	<b>868,129</b>	<b>1,402,461</b>
<b>Expenditure on:</b>					
Total raising funds	6	180,173	1,915	182,088	169,074
DRC		55,657	61,535	117,192	69,133
Ghana		140,290	153,146	293,436	308,474
Kenya		63,968	73,204	137,172	329,632
Mozambique		-	-	-	6,120
Rwanda		75,532	74,771	150,303	246,717
Uganda		73,418	61,750	135,168	198,007
Total charitable activities	6	408,865	424,406	833,271	1,158,083
<b>Total expenditure</b>		<b>588,029</b>	<b>427,330</b>	<b>1,015,359</b>	<b>1,327,157</b>
<b>Net income/(expenditure)</b>		<b>(25,145)</b>	<b>(122,085)</b>	<b>(147,230)</b>	<b>75,304</b>
Transfers between funds	18	-	-	-	-
Exchange gains/(losses) on regional office activities		932	-	932	(2,018)
<b>Net movement in funds</b>		<b>(24,213)</b>	<b>(122,085)</b>	<b>(146,298)</b>	<b>73,286</b>
<b>Reconciliation of funds</b>					
Total funds brought forward	18	145,089	264,965	410,054	336,768
Total funds carried forward	18	120,876	142,880	263,756	410,054

The charity has no recognised gains or losses other than those dealt with in the Statement of Financial Activities. All the above results are derived from continuing activities.

## Balance Sheet as at 31 December 2020

		2020	2019
	Notes	£	£
<b>Fixed assets</b>			
Tangible assets	12	3,224	3,699
<b>Current assets</b>			
Debtors	13	116,808	125,256
Cash at bank and in hand		169,778	306,985
Total current assets		286,586	432,241
<b>Liabilities</b>			
Creditors: amounts falling due within one year	14	(26,054)	(25,886)
Net current assets		260,532	406,355
Total assets less current liabilities		263,756	410,054
Creditors: amounts falling due after more than one year		-	-
<b>Total net assets</b>		263,756	410,054
<b>The funds of the charity</b>			
Unrestricted funds	17, 18	120,876	145,089
Restricted funds	17, 18	142,880	264,965
Total charity funds		263,756	410,054

Approved by the Board of Directors and signed on its behalf by

**Mirco Bardella**  
**Chair of the Trustees**  
7 July 2021

Chance for Childhood, registered charity in England & Wales no. 1013587, registered company in England & Wales no. 2735643

## Statement of Cash Flows

	2020 Total Funds £	2019 Total Funds £
<b>Cash flows from operating activities:</b>		
<b><i>Net movement in funds</i></b>	(147,230)	75,304
Adjustments for:		
Depreciation charge	2,765	2,072
Interest received	(392)	(1,098)
Loss on sale of fixed assets	218	-
(Increase) / decrease in debtors	8,448	(49,540)
Increase / (decrease) in creditors	168	(77,797)
<b>Net cash used in operating activities</b>	<u>(136,023)</u>	<u>(51,059)</u>
<b>Cash flows from investing activities:</b>		
Interest received	392	1,098
Purchase of fixed assets	(2,508)	(2,223)
<b>Net cash used in investing activities</b>	<u>(2,116)</u>	<u>(1,125)</u>
<b>Change in cash and cash equivalents in the year</b>	(138,139)	(52,184)
Cash and cash equivalents at beginning of the year	306,985	361,187
Change in cash and cash equivalents due to exchange rate movements	932	(2,018)
<b>Cash and cash equivalents at end of the year</b>	<u>169,778</u>	<u>306,985</u>
<b>Analysis of cash and cash equivalents at end of the year</b>		
Current accounts	169,778	306,985
Notice deposits (less than 3 months)	-	-
	<u>169,778</u>	<u>306,985</u>

## Notes to the accounts

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### 1. Legal status

Chance for Childhood is a company limited by guarantee and has no share capital. In the event of the company being wound up the liability of each member shall not exceed £1. The members of the company are the Trustees named on page 2.

### 2. Accounting policies

#### Basis of accounting

The financial statements have been prepared under the historical cost convention and in accordance with Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective 1 January 2019) - ("Charities SORP (FRS 102)"), the Financial Reporting Standard applicable in the UK and Republic of Ireland ("FRS 102"), and the Companies Act 2006. SORP 2015 stipulates that where overseas offices are legally registered in their country of operations as separate legal entities, this is an indication that they should be treated as subsidiaries for accounting purposes. However, having reviewed the governance and management procedures in place, oversight from Chance for Childhood in the UK is such that overseas offices in Uganda, Rwanda and Ghana are, in substance, branches and so are included in the results and position of the charity.

#### Public benefit

The charity meets the definition of a public benefit entity under FRS 102.

#### Preparation of the accounts on a going concern basis

The Trustees are of the view that the cash reserves of the charity together with committed and expected income will enable the charity to meet its obligations for the next 12 to 18 months and on this basis the assessment of the Trustees is that the charity is a going concern. This view has been formed taking into account the financial risks relating to Covid-19, as referenced in the Risk Management section on page 16 of this report.

#### Income

Income is recognised in the period in which the charity is entitled to receipt once it is probable that it will be received, and the amount can be measured with sufficient reliability. Income is deferred only where the donor has imposed restrictions on the resources which amount to pre-conditions for use.

Specific legacies are recognised as receivable once probate has been granted and notification has been received. Residuary legacies are recognised as receivable once probate has been granted, provided that sufficient information has been received to enable valuation of the charity's entitlement.

Donations of goods and services ('Donations in kind') for the charity's own use or for distribution to beneficiaries are recognised as income at market value when receivable and as an expense when the goods or services are used or provided to beneficiaries. Donations in kind provided for use in events (e.g. auction prizes) are recognised at the amount realised for their sale. In accordance with the Charities SORP (FRS 102), the general volunteer time given to the charity is not recognised and the Trustees' Annual Report gives more information about their contribution.

Revenue grants are recognised on a systematic basis over the periods in which the company recognises the related costs for which the grant is intended to compensate. Grants for the purchase of assets are recognised on a systematic basis over the periods matching the useful life of the acquired asset.

#### Expenditure

Expenditure is included in the Statement of Financial Activities (SoFA) on an accruals basis and is recognised at the point when a legal or constructive obligation arises, it is probable that settlement will be required, and the amount of the obligation can be measured reliably.

## **VAT**

The charity is not registered for VAT and cannot therefore recover VAT on costs incurred. Expenditure is therefore shown gross of any relevant VAT in these financial statements.

## **Fund accounting**

General funds are unrestricted funds which are available for use at the discretion of the Trustees in furtherance of the general objectives of the charity and which have not been designated for other purposes.

Restricted funds are funds which are to be used in accordance with specific restrictions imposed by donors or raised by the charity for particular purposes. Transfers between funds are made when agreed with the donor of the funds. The cost of raising and managing such funds is charged against the specific fund when permitted by the donor's restrictions. The aim and use of each restricted fund are set out in the notes to the financial statements.

## **Allocation of costs**

Costs directly attributable to specific activities are allocated to the relevant activity. Personnel costs which cannot be wholly attributed to a specific activity are allocated to individual activities and to the cost of the general support of the charity and its governance on a basis consistent with the time spent on each activity. Support and governance costs, including any allocated personnel costs, are in turn allocated to specific activities on a basis which reflects the overall use of resources.

Support costs are those functions that assist the work of the charity but do not directly undertake charitable activities themselves. Support costs include back office costs, finance, personnel, payroll and governance costs. Governance costs comprise the costs associated with the governance arrangements of the charity and include audit fees, legal advice (if any) for Trustees and costs associated with constitutional and statutory requirements.

## **Foreign currency**

Transactions in foreign currency are converted at the rates prevailing at the date of the transactions. Balances denominated in foreign currencies are converted at the rate of exchange prevailing at the balance sheet date. Exchange rate differences are taken into account in arriving at the net movement in funds for the year.

## **Tangible fixed assets**

All assets costing more than £500 are capitalised. Fixed assets are stated at cost and depreciation is provided at 33.3%pa on a straight-line basis calculated to write off the cost of each asset over its expected useful life.

## **Debtors**

Trade and other debtors are recognised at the settlement amount due after any trade discount offered. Prepayments are valued at the amount prepaid net of any trade discounts due.

## **Cash at bank and in hand**

Cash at bank and cash in hand includes cash and short term highly liquid investments with a short maturity of three months or less from the date of acquisition or opening of the deposit or similar account.

## **Creditors and provisions**

Creditors and provisions are recognised where the charity has a present obligation resulting from a past event that will probably result in the transfer of funds to a third party and the amount due to settle the obligation can be measured or estimated reliably. Creditors and provisions are normally recognised at their settlement amount after allowing for any trade discounts due.

### 3. Detailed comparatives for the Statement of Financial Activities

				2019
		Unrestricted Funds	Restricted Funds	Total Funds
	Note	£	£	£
<b>Income from:</b>				
Donations and legacies	4	507,043	894,320	1,401,363
Income from investments	4	1,098	-	1,098
<b>Total income</b>		<b>508,141</b>	<b>894,320</b>	<b>1,402,461</b>
<b>Expenditure on:</b>				
Total raising funds	6	160,756	8,318	169,074
DRC		20,359	48,774	69,133
Ghana		90,664	217,810	308,474
Kenya		93,788	235,844	329,632
Mozambique		1,894	4,226	6,120
Rwanda		71,702	175,015	246,717
Uganda		56,212	141,795	198,007
Total charitable activities	6	334,619	823,464	1,158,083
<b>Total expenditure</b>		<b>495,375</b>	<b>831,782</b>	<b>1,327,157</b>
<b>Net income/(expenditure)</b>		<b>12,766</b>	<b>62,538</b>	<b>75,304</b>
Transfers between funds	18	(216)	216	-
Exchange losses on regional office activities		(2,018)	-	(2,018)
<b>Net movement in funds</b>		<b>10,532</b>	<b>62,754</b>	<b>73,286</b>
<b>Reconciliation of funds</b>				
Total funds brought forward	18	134,557	202,211	336,768
Total funds carried forward	18	145,089	264,965	410,054

## 4. Income

	Unrestricted Funds £	Restricted Funds £	2020 Total Funds £	Unrestricted Funds £	Restricted Funds £	2019 Total Funds £
<b>Donations and legacies</b>						
Grants	28,458	185,785	214,243	63,955	570,275	634,230
Donations & appeals	158,843	111,093	269,936	117,349	209,074	326,423
Committed giving	192,796	1,644	194,440	193,402	8,404	201,806
Event fundraising	34,221	6,703	40,924	60,721	106,177	166,898
Legacies	93,106	20	93,126	53,222	-	53,222
Government grants	30,300	-	30,300	-	-	-
Donations in kind (note 5)	23,125	-	23,125	18,394	390	18,784
	560,849	305,245	866,094	507,043	894,320	1,401,363
<b>Income from charitable activities</b>						
Consultancy fees	1,643	-	1,643	-	-	-
<b>Income from investments</b>						
Interest receivable	392	-	392	1,098	-	1,098
	562,884	305,245	868,129	508,141	894,320	1,402,461

## 5. Donations in kind

During 2020 the charitable company received professional advice and marketing support from the following organisations on a "pro-bono" basis: Nicky Barranger, Canva, Google, Headliner Pro, and Nick Smith.

## 6. Expenditure

	Activities delivered directly			Allocation of programme support costs (note 9)	Allocation of management & admin costs (note 9)	2020 Total £	2019 Total £
	Activities delivered through grants (note 7)	Staff costs (note 8)	Other direct costs				
	£	£	£	£	£	£	£
<b>Raising funds</b>	-	107,585	45,046	-	29,457	182,088	169,074
<b>Charitable activities</b>							
DRC	53,001	48,930	25	1,681	13,555	117,192	69,133
Ghana	135,336	120,357	1,989	650	35,104	293,436	308,474
Kenya	57,561	52,604	848	11,227	14,932	137,172	329,632
Mozambique	-	-	-	-	-	-	6,120
Rwanda	23,984	66,083	41,400	2,121	16,715	150,303	246,717
Uganda	49,679	59,165	7,978	3,607	14,739	135,168	198,007
	319,561	347,139	52,240	19,286	95,045	833,271	1,158,083
<b>Support costs</b>	-	75,100	68,688	(19,286)	(124,502)	-	-
<b>Total expenditure</b>	319,561	529,824	165,974	-	-	1,015,359	1,327,157

### Detailed comparatives for 2019

	Activities delivered directly			Allocation of programme support costs (note 9)	Allocation of management & admin costs (note 9)	2019 Total £
	Activities delivered through grants (note 7)	Staff costs (note 8)	Other direct costs			
	£	£	£	£	£	£
<b>Raising funds</b>	-	91,702	45,457	-	31,915	169,074
<b>Charitable Activities</b>						
DRC	41,473	18,581	1,079	1,369	6,631	69,133
Ghana	189,714	78,153	7,423	2,624	30,560	308,474
Kenya	180,023	86,997	15,947	16,126	30,539	329,632
Mozambique	4,168	1,302	-	-	650	6,120
Rwanda	64,210	73,737	82,444	3,614	22,712	246,717
Uganda	80,921	55,572	36,567	6,639	18,308	198,007
	560,509	314,342	143,460	30,372	109,400	1,158,083
<b>Support costs</b>	-	85,398	86,289	(30,372)	(141,315)	-
<b>Total expenditure</b>	560,509	491,442	275,206	-	-	1,327,157

## 7. Grants to partner organisations to run our programmes

	2020 £	2019 £
<b>Democratic Republic of Congo</b>		
Children's Voice	53,001	40,293
PEDER	-	1,180
<b>Ghana</b>		
Street Girls' Aid	135,336	189,714
<b>Kenya</b>		
Glad's House Kenya	53,447	-
KUAP	14	126,338
MindLeaps	-	7,069
Yellow House Children's Services	4,100	46,616
<b>Mozambique</b>		
Meninos de Moçambique	-	4,168
<b>Rwanda</b>		
Empowering Children with Disabilities	24,306	33,749
Healthy Food Processing Co Ltd		10,000
Strive Foundation Rwanda	(322)	10,887
UWEZO Youth Empowerment		9,574-
<b>Uganda</b>		
African Women and Youth Action for Development	3,845	9,119-
EmbraceKulture	3,000	8,800
Multi Community Based Development Initiative	3,500	10,347
Passion 4 Community	37,334	45,100
Source of the Nile Union of Persons with Albinism	2,000	7,555
<b>Total grants</b>	<u>319,561</u>	<u>560,509</u>

## 8. Staff costs

	Unrestricted Funds £	Restricted Funds £	2020 Total Funds £	Unrestricted Funds £	Restricted Funds £	2019 Total Funds £
Salaries	392,478	33,689	426,167	328,377	79,916	408,293
Employer's social security costs	30,183	2,591	32,774	24,766	6,027	30,793
Employer's pension contributions to defined contribution pension schemes	14,599	1,253	15,852	11,232	2,734	13,966
Consultancy costs	22,112	20,279	42,391	1,500	19,478	20,978
Recruitment costs	6,320	-	6,320	11,655	811	12,466
Travel, training and other employment costs	6,320	-	6,320	4,749	198	4,947
	<u>472,012</u>	<u>57,812</u>	<u>529,824</u>	<u>382,279</u>	<u>109,164</u>	<u>491,443</u>

## 8. Staff costs (continued)

The average head count in the year was 15 staff (2019: 16 staff) and the average number of full-time equivalent employees analysed by function was:

	2020	2019
Raising funds	2.7	2.6
Charitable activities	9.9	9.8
Support	1.7	2.1
	<u>14.3</u>	<u>14.5</u>

There were no employees with total employee benefits above £60,000 in this or the preceding year.  
The Senior Management Team received £226,129 in emoluments (2019: £178,053).

## 9. Support costs

	2020 £	2019 £
<b>Programme support costs</b>		
Monitoring, evaluation & learning	9,937	20,974
Regional office support costs	9,349	9,398
	<u>19,286</u>	<u>30,372</u>
<b>Management &amp; administration costs</b>		
Support staff time	51,796	64,909
UK office support costs	33,141	44,211
Governance (including staff time)	39,565	32,195
	<u>124,502</u>	<u>141,315</u>
<b>Total support costs</b>	<u>143,788</u>	<u>171,687</u>
Unrestricted	133,682	151,125
Restricted	10,106	20,562
	<u>143,788</u>	<u>171,687</u>

Governance costs include £9,600 fees in respect of the audit of these financial statements (2019: £9,456).

## 10. Taxation

Chance for Childhood is a registered charity and all of its activities fall within the exemptions afforded to charities under charities legislation. No charge to taxation therefore arises.

## 11. Related party transactions

No remuneration or travel and subsistence expenses were paid to Trustees in either period. There were no transactions in either period with Trustees that require disclosure.

A total of £4,241 (2019: £5,975) was donated by Trustees and Senior Management Team and their close families.

## 12. Tangible assets

	Computer & office equipment		
	Unrestricted Funds	Restricted Funds	2020 Total Funds
<b>Cost</b>	£	£	£
At beginning of year	8,526	19,921	28,447
Additions	2,508	-	2,508
Retirements	(1,514)	(14,490)	(16,004)
At end of year	9,520	5,431	14,951
<b>Depreciation</b>			
At beginning of year	6,979	17,769	24,748
Charge for year	1,378	1,387	2,765
On retirements	(1,296)	(14,490)	(15,786)
At end of year	7,061	4,666	11,727
Net book value at end of year	2,459	765	3,224
Net book value at beginning of year	1,547	2,152	3,699

All of the above assets are used for charitable purposes.

## 13. Debtors: amounts falling due within one year

	Unrestricted Funds	Restricted Funds	2020 Total Funds	2019 Total Funds
	£	£	£	£
Prepayments and accrued income	101,663	15,145	116,808	123,406
Rent deposit	-	-	-	1,850
	101,663	15,145	116,808	125,256

## 14. Creditors: amounts falling due within one year

	Unrestricted Funds	Restricted Funds	2020 Total Funds	2019 Total Funds
	£	£	£	£
Trade creditors	1,505	-	1,505	2,666
Taxation and social security	7,299	-	7,299	7,266
Accruals	17,250	-	17,250	15,954
Deferred income (Note 15)	-	-	-	-
	26,054	-	26,054	25,886

## 15. Deferred income

	2020 Total Funds £	2019 Total Funds £
Balance at beginning of year	-	64,818
Amount released to income in the year	-	(64,818)
Amount deferred in the year	-	-
Balance at end of year	-	-

Deferred income comprises restricted grants received in the year which can only be utilised in future periods.

## 16. Operating leases and lease commitments

Resources expended include payments under operating leases as follows:	Unrestricted Funds £	Restricted Funds £	2020 Total Funds £	2019 Total Funds £
Property	11,188	-	11,188	18,982

### Total future minimum lease payments under non-cancellable operating leases:

	Property 2020 £	Property 2019 £
Total payments due:		
Within one year	1,070	10,761
Between two to five years	-	-
After five years	-	-
	1,070	10,761

## 17. Analysis of net assets between funds

	Unrestricted Funds £	Restricted Funds £	2020 Total Funds £	Unrestricted Funds £	Restricted Funds £	2019 Total Funds £
Tangible fixed assets	2,459	765	3,224	1,547	2,152	3,699
Current assets	144,471	142,115	286,586	167,498	264,743	432,241
Current liabilities	(26,054)	-	(26,054)	(23,956)	(1,930)	(25,886)
	120,876	142,880	263,756	145,089	264,965	410,054

## 18. Analysis of net movement in funds

	Balance at 1/1/2020 £	Income £	Expenditure £	Transfers £	Funds at 31/12/2020 £
<b>Unrestricted funds</b>	145,089	562,884	(587,097)	-	120,876
<b>Restricted funds</b>					
Democratic Republic of Congo	22,383	27,052	(40,418)	-	9,017
Ghana – Young Mothers Support Center construction	5,234	820	(34,238)	28,184	-
Ghana – Young Mothers Support Center	90,521	8,262	(62,917)	-	35,866
Ghana - Other projects	20,831	70,991	(55,825)	(25,864)	10,133
Kenya - Glad's House Kenya	-	63,880	(50,824)	410	13,466
Kenya - LEAP	(6,311)	12,913	(5,631)	(971)	-
Kenya - Other projects	-	10,701	(5,861)	561	5,401
Rwanda - Inclusive early childhood development	18,021	20,778	(41,360)	2,561	-
Rwanda - Nyabihu School construction	760	-	-	(760)	-
Rwanda - Other projects	1,696	18,682	(23,360)	4,802	1,820
Uganda - Right2Change	7,561	-	(7,315)	-	246
Uganda - Other projects	14,461	49,179	(38,302)	-	25,338
Team Abana	86,659	2,464	(50,612)	(7,508)	31,003
Other funds	3,149	19,523	(10,667)	(1,415)	10,590
	264,965	305,245	(427,330)	-	142,880
<b>Total funds</b>	410,054	868,129	(1,014,427)	-	263,756

### Material restricted funds are as follows:

**DRC:** running costs of the Kibati school and vocational training for young street people.

**Ghana – Young Mothers Support Center construction:** rebuilding of a new multi-purpose centre providing safe accommodation, vocational training and childhood care for young street-connected mothers.

**Ghana – Young Mothers Support Center:** ongoing running costs of the centre

**Ghana - Other projects:** early childhood development projects, providing childhood care and education centres, literacy classes and skills training courses.

**Kenya - Glad's House Kenya:** funds received on merger with Glad's House UK for support of street connected children

**Kenya - LEAP:** giving street-connected children with special education needs access to an education.

**Kenya - Other projects:** projects supporting street-connected children.

**Rwanda - Inclusive early childhood development:** inclusive education and disability awareness 'training of trainers' to the staff of Early Childhood Development organisations.

**Rwanda - Other projects:** activities covering communication camps, running costs of the Nyabihu School and teacher training.

**Uganda - Right2Change:** Justice for Children project.

**Uganda - Other projects:** activities covering agri-business training, and support to child-headed households.

**Team Abana:** for the support of vulnerable children across Africa and the Challenge Fund.

**Other funds:** small funds to be spent in the UK office and across Africa.

## 18. Analysis of net movement in funds (continued)

<b>Previous year</b>	Balance at 1/1/2019 £	Income £	Expenditure £	Transfers £	Funds at 31/12/2019 £
<b>Unrestricted funds</b>	134,557	508,141	(497,393)	(216)	145,089
<b>Restricted funds</b>					
Democratic Republic of Congo	5,503	61,537	(44,657)	-	22,383
Ghana – Young Mothers Support Center construction	60,013	57,886	(112,665)	-	5,234
Ghana – Other projects	24,963	190,657	(104,268)		111,352
Kenya - LEAP	13,007	205,336	(224,779)	125	(6,311)
Kenya - Other projects	3,233	3,280	(8,296)	1,783	-
Mozambique	-	4,168	(4,168)	-	-
Rwanda - Inclusive early childhood development	10,579	120,317	(112,875)	-	18,021
Rwanda - Nyabihu School construction	760	-	-	-	760
Rwanda - Other projects	7,690	30,295	(37,280)	991	1,696
Uganda - Right2Change	7,131	66,429	(80,351)	14,352	7,561
Uganda - Other projects	7,105	41,296	(33,285)	(655)	14,461
Zambia	-	125	-	(125)	-
Team Abana	59,973	92,389	(51,015)	(14,688)	86,659
Unrestricted reserves of Street Child Africa	-	13,336	(13,336)	-	-
Other funds	2,254	7,269	(4,807)	(1,567)	3,149
	202,211	894,320	(831,782)	216	264,965
<b>Total funds</b>	336,768	1,402,461	(1,329,175)	-	410,054

## 19. Post balance sheet event

There were no post balance sheet events.

## Partners and networks

**Thank you so much to all the following organisations for making our work possible!**

AWYAD  
BOND  
British and Foreign School Society (BFSS)  
Children's Voice  
Comic Relief  
Communicability Global  
Consortium of Street Children  
Embrace Kulture  
Empowering Children with Disability  
Entain  
Fundraising Regulator  
Ghana Education Service  
Glad's House Kenya  
Guernsey Overseas Aid Commission (GOAC)  
Gwyneth Forrester Trust  
Keeping Children Safe  
KUAP  
MindLeaps  
Ministry of Gender and Family Promotion (MIGEPROF), Rwanda  
Ministry of Local Government (MINALOC), Rwanda  
Ministry of Education (MINEDUC), Rwanda  
MUCOBADI  
Passion 4 Community  
Penal Reform International  
Philip Henman Trust  
Rwanda Education NGO Coordination Platform  
Rwanda National Union of the Deaf  
Sabre Education  
Special Attention Project (SAP) Ghana  
Street Girls Aid  
Team Abana  
Trust Law  
Turing Foundation  
UNICEF Rwanda  
Yellow House Health and Outreach  
Wellspring Foundation