INNOVISTA INTERNATIONAL

England & Wales · Charity number 1108679

Details

Other names	INNOVISTA
Status	Registered
Legal form	Charitable company
Company number	05371169
Registered	2005-03-22
Register	View on the Charity Commission register

Contact

Address	Suite 143 266 Banbury Road Oxford OX2 7DL
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Website	www.innovista.org

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Activities

Objects: 1. TO ADVANCE THE CHRISTIAN FAITH FOR THE BENEFIT OF THE PUBLIC AND IN PARTICULAR: A) TO COMMUNICATE THE CHRISTIAN FAITH IN WORD AND DEED IN WAYS THAT CONNECT WITH YOUNG PEOPLE AND YOUNG ADULTS B) TO EQUIP CHRISTIANS TO LEAD INNOVATIVE LOCAL MISSION THAT ENGAGES WITH THEIR CONTEXT C) TO INSPIRE AND RESOURCE CHRISTIAN CHURCHES TO ENABLE YOUNG PEOPLE TO LEAD LOCAL MISSION THAT ENGAGES WITH THEIR CONTEXT 2. TO ADVANCE EDUCATION FOR THE BENEFIT OF THE PUBLIC AND IN PARTICULAR: A) TO PROVIDE EDUCATION AND TRAINING FOR YOUNG PEOPLE AND YOUNG ADULTS THAT INCREASES THEIR UNDERSTANDING AND PRACTICE OF EFFECTIVE LEADERSHIP B) TO PROVIDE EDUCATION IN THE CHRISTIAN FAITH, LIFESTYLE AND VALUES C) TO PROVIDE FACILITIES FOR ALL SUCH EDUCATION AND TRAINING 3. TO PROMOTE COMMUNITY CAPACITY BUILDING FOR THE BENEFIT OF THE PUBLIC AND IN PARTICULAR: A) TO EQUIP YOUNG PEOPLE AND YOUNG ADULTS IN DISADVANTAGED* COMMUNITIES WITH UNDERSTANDING, SKILLS AND COMPETENCIES FOR LEADERSHIP FOR THE GOOD OF THESE COMMUNITIES B) TO DEVELOP THE CAPACITY AND SKILLS OF YOUNG PEOPLE SO THAT THEY ARE ABLE TO BETTER IDENTIFY AND HELP MEET THE NEEDS OF THEMSELVES AND THEIR COMMUNITY 4. TO PREVENT AND RELIEVE POVERTY FOR THE BENEFIT OF THE PUBLIC AND IN PARTICULAR: A) TO COACH, SUPPORT AND RELIEVE YOUNG PEOPLE AND YOUNG ADULTS WHO ARE POOR, DISADVANTAGED*, DEPENDENT OR OTHERWISE IN PHYSICAL, MENTAL, SPIRITUAL OR SOCIAL NEED OR DISTRESS B) TO PROVIDE RESOURCES AND SERVICES, INCLUDING TRAINING TO YOUNG PEOPLE AND YOUNG ADULTS WHO COULD NOT OTHERWISE AFFORD THEM C) TO PROVIDE RESOURCES AND SERVICES, INCLUDING TRAINING, TO OTHER ORGANISATIONS WORKING TO PREVENT AND RELIEVE POVERTY

Activities: The charity works to identify and develop young leaders - in their twenties and thirties - to bring hope to their communities with the Christian faith.Leadership development involves a range of initiatives including training, coaching, mentoring and a wide range of service projects with a focus on areas that are under-resourced.

Classification

- **How:** Provides Human Resources, Provides Services, Provides Advocacy/advice/information, Sponsors Or Undertakes Research
- **What:** Education/training, The Prevention Or Relief Of Poverty, Religious Activities, Economic/community Development/employment, Other Charitable Purposes
- **Who:** Children/young People, Other Charities Or Voluntary Bodies, Other Defined Groups

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Geography

- **Area of benefit:** WORLDWIDE
- Ireland
- Kazakhstan
- Kyrgyzstan
- Moldova
- Northern Ireland
- Russia
- Tajikistan
- Ukraine
- Uzbekistan
- Oxfordshire

Finances

Period end	Income	Expenditure	Assets	Employees
2024-12-31	£704,779	£725,609	£250,842	10
2023-12-31	£602,766	£752,868	£271,628	9
2022-12-31	£1,193,388	£1,025,103	£425,026	11
2021-12-31	£684,720	£549,657	£247,665	12
2020-12-31	£634,423	£641,676	£113,849	14

Trustees

Name	Role	Appointed
Claire Goodman		2014-02-14
Geraldine Payne		2024-06-21
RICHARD JOHN MYERS		2017-05-12
TIM WILLS		

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INNOVISTA INTERNATIONAL

England & Wales - Charity number 1108679

Accounts

INNOVISTA

Report and financial statements for the year ended 31 December 2024



2024 ANNUAL REPORT

Innovista has been walking with Christian leaders in tough places for 25 years

What makes Innovista distinctive

1



We grow leaders who follow Jesus into the world

Leaders in Central Asia tell us of a stark ‘sacred/secular’ divide. A local Christian businessman said, “I leave church every Sunday discouraged, because I’m told my work does not matter to God”. Innovista grows leaders who go into the world with the hope of Jesus.

2



We grow leaders who adapt and innovate to lead the Church in mission

Cornel and Maria are entrepreneurial leaders in Moldova, committed to the flourishing of their small town Nisporeni. They lead their church’s youth ministry and have grown a grocery business.

3



We grow leaders with character and skill

Christian leaders in war-time Ukraine don’t only need to learn skills; they need support to keep going with perseverance to love their communities.

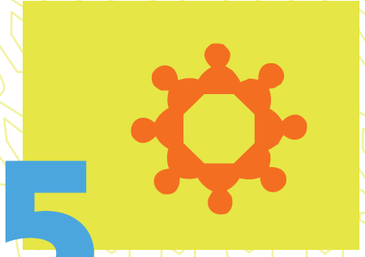
4



We grow leaders over time, walking with them through failure, success and suffering

‘Joy’ leads a ministry for women suffering domestic violence in Central Asia. It has been tough to grow a ministry like this. She says, “Innovista started with us when our team was very small, literally we were 6 people, but now we have formed several teams in the regions. Thank you.”

5



We grow leaders through local trainers who deliver in-context training

What works in Dublin (Ireland) doesn’t necessarily work in Dushanbe (Tajikistan). Innovista equips local trainers, who know the language and culture, and design resources for their context.

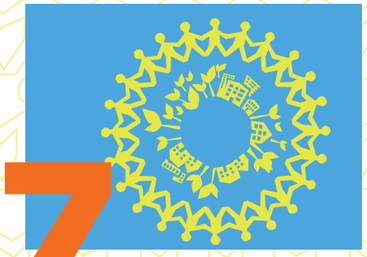
6



We grow leaders through training that is rooted in scripture, community and mission

The ‘top-down’, authoritarian leadership model of the Soviet Union still casts a long shadow over Eurasia. We draw emerging leaders to biblical models of servant leadership.

7



We grow leaders to work in teams – men and women, multiple generations, across denominations and sectors

We grow leaders who value their strengths and recognise the need to work in a diverse team to have a significant impact for Jesus. “Now you are the body of Christ, and each one of you is a part of it.” (1 Corinthians 12:27)

GB

Disadvantaged communities are often under-resourced and under-served by the Church.

Choosing the tough contexts

We maximise our impact by focusing on where Christian leaders are least resourced, missionary efforts are minimal, and the Church is in need.

Ireland

The Republic of Ireland is one of the most rapidly secularising countries in Europe.

Moldova

Second poorest country in Europe. One person leaves Moldova every 2 minutes to find work elsewhere.

Ukraine

War-torn, tired and traumatised population. Now the poorest country in Europe. Church is at the heart of meeting community needs. “I can’t think of a single church leadership team which has the same membership now that it had three years ago.” (Anatoliy Sapsay, Innovista Ukraine).

Central Asia and beyond

All five Central Asian Republics appear in the top 50 countries where Christians are most persecuted. (Open Doors World Watch List 2025).

Using your support to equip leaders for impact

Everything Innovista does is about making our best contribution to seeing the Mission of God being fulfilled in our time. It's at the centre of everything we do.

With your support, Innovista identifies, equips and develops Christian leaders working in challenging contexts. Every year, we train and mentor around 1,500 leaders in Britain, Ireland, Moldova, Ukraine, Central Asia and beyond. We help leaders transform people and communities through churches, ministries and enterprises. Inspired by Jesus, we equip leaders to build a better world.

Our work is shaped by our purpose and values, and the good governance that comes from submitting to the Godly women and men of our board of trustees.

Innovista's purpose is to identify, equip and develop leaders to change their communities with the hope of Jesus.

Everything that happens across the Innovista family of ministries is guided by our values:

- **Wise stewardship:** Using our resources in ways that bring the most hope and change.
- **Engaged in context:** Context shapes what we do and how we do it.
- **Inspiring excellence:** Serving with distinctive quality.
- **Effective teamwork:** Working with others to go further.

Fuelled by our purpose, and guided by our values, we create change by pursuing sustained, disciplined action. We have captured the key areas of this action in the Innovista Flywheel. Each part of the flywheel is fuelled by the one before, creating a circle of mutually reinforcing activities, that over time lead to sustained momentum and growing impact.



The Board of Trustees present their Annual Report, together with the audited, consolidated financial statements, for the year ended 31 December 2024.

Last year we set a number of objectives for 2024:

- Train 1,600 leaders
- Train leaders from 12 countries
- Raise £684,000

Trained 1,713 leaders

Trained leaders from 12 countries

Ireland	Moldova	Ukraine	Central Asia and beyond	Others
173	804	262	414	60
♀ 87	♀ 485	♀ 155	♀ 276	♀ 28
♂ 86	♂ 319	♂ 107	♂ 138	♂ 32
			3 countries, including Azerbaijan	

£704,779 generously given

Introduction

From the Chair of Trustees

On behalf of the board of trustees, it is my pleasure to introduce Innovista's annual report and accounts for 2024. The stories, pictures and financial data in this report represent the fruit of your generosity and hard work. None of this growth and stability could have happened without supporters praying, donors giving and Innovista's local teams delivering vital training to Christian leaders. We are very grateful for each one of you playing your part in this.

2025 is Innovista's 25th birthday. It is a good opportunity to reflect on the amazing impact that has come from supporters like you standing with leaders like Slavic in Ukraine, Aneta in Moldova, and Joy in Central Asia. Local leaders have been equipped, and communities that were unreached and under-resourced are now experiencing the hope of Jesus.

At the same time as looking back, we also want to look to the future. The trustees are excited by the vision to provide Innovista's distinctive support to leaders in 20 countries by the end of 2028, which you can read more about on page 22. Reaching that goal will require a concerted effort from all of us, and growth in all aspects of our team (supporters and staff teams), and we are grateful that you will be alongside us for the journey.

Innovista is a partnership of people that want to see generations of leaders serving God's mission, helping put the world right. Thank you for being a partner.



Tim Wills

From the International Director

This week I was at a conference at Oxford University called, "Leadership for Flourishing." It included academics from some of the world's most renowned universities, like Harvard.

The premise of this event was that when good leaders are developed, good change follows. Leaders create a ripple effect through the people they equip and serve. Ripples spread and people and communities are changed.

As I listened, I thought of you. Because you are creating ripples of change in some very challenging places. Thank you.

Because of your investment in Christian leaders:

- Vulnerable groups, including children and elderly people in Moldova are being cared for by loving communities of Jesus followers.
- Because of your support, Afghans who are fleeing oppression are finding hope through churches in neighbouring countries.
- Through your generosity, young people near the front-line in Ukraine have mentors who help them in their grief.

The reality of ripples is that we don't always see where they go. I recently heard about a woman who was mentored by one of the Central Asian team. The ripple this created included the establishment of eleven nurseries for children with disabilities. This in a country where disabled people are often hidden because they're considered a source of shame. Can you imagine the difference this makes?

These stories and others like them only happen because of your support. Thank you so much.

With your continued support, more leaders like this will grow. And more people and communities will be changed by the hope of Jesus.



Jason Lane

Celebrating 25 years of your support

2000 — Innovista starts equipping student ministries in Ukraine, Russia, Latvia and Belarus. People and communities start to change.

2005 — Innovista becomes a fully independent charity. We start to see that when local churches change, so do communities.

2007 — The Tempo Leadership Course starts, helping teams to stay to transform their communities.

2009 — Ministry starts in hard-to-reach Siberia. Innovista Ireland starts equipping leaders where the church is under-resourced.

2013 — Innovista starts in 2 of the 5 Central Asian Republics, where believers face very high persecution.

2019 — Innovista Moldova starts, equipping leaders in what was Europe's poorest country.

2022 — When Russia invades Ukraine, you help us stay, equipping local leaders to serve their communities.

2025 — Celebrating 25 years we've been challenged not to settle. So, with your continued support, we aim to bring Innovista's distinctive support to leaders in twenty countries by the end of 2028.

2028 — You can help us start and stay in 8 new countries.

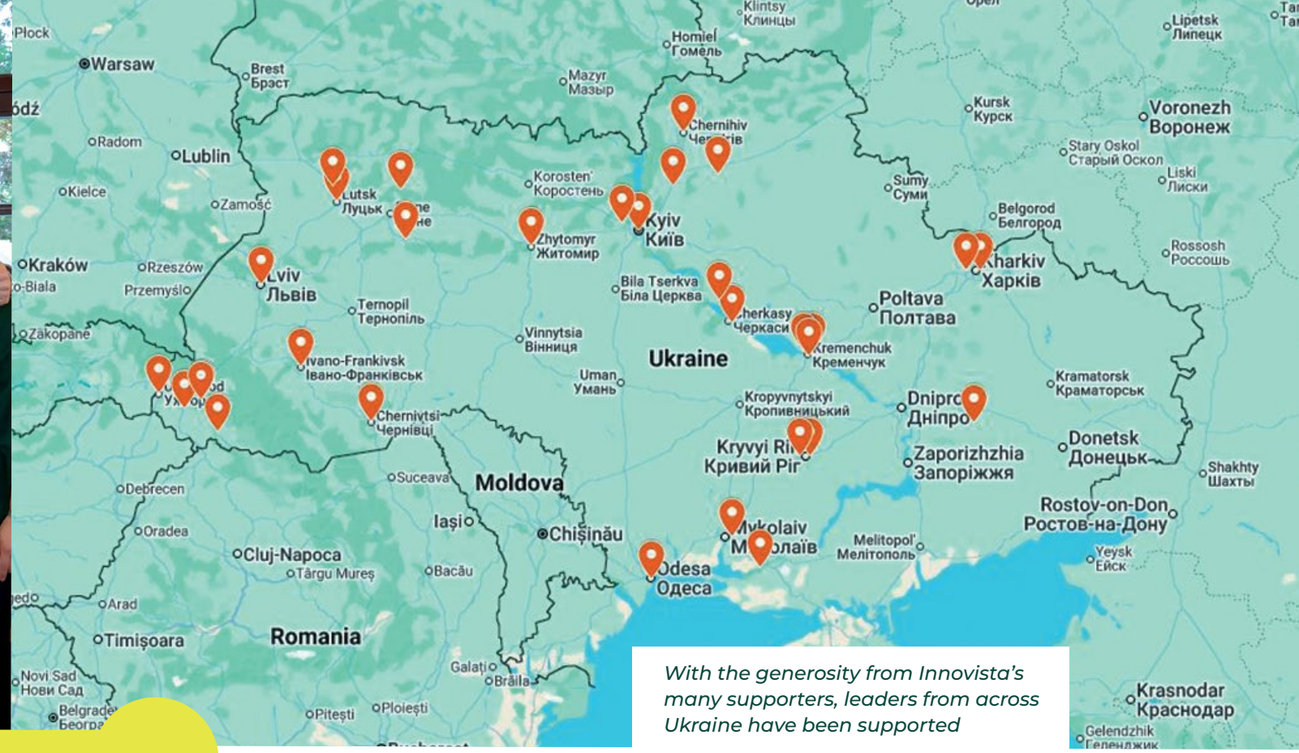
UKRAINE

Fact file

- War-torn, exhausted and traumatised population.
- Churches and ministry organisations have all suffered loss of people, including key leaders since the full-scale invasion in February 2022.
- Now the poorest European country. Gross Domestic Product per person is 25% smaller than Moldova, which had been Europe's poorest country (Source: World Bank).
- The Church needs more support to continue to serve as Russia continues its invasion.



With your support the Innovista Ukraine team is growing to reach more leaders



With the generosity from Innovista's many supporters, leaders from across Ukraine have been supported

How work began

In 2003, Innovista Ukraine started in Kyiv, with three Ukrainian staff (including Slavic Karpyuk and Ira Sluchak who are still part of the team). Today, leaders are supported in all areas of the country that are not occupied.

Because of our generous supporters, grants are supporting communities near the frontline in Kharkiv (above) and Mykolaiv (below)

Equipping women to lead is critically important as the church enters a fourth year of war

In 2024...

This year we have equipped church planting leadership teams in new locations, like Odesa.

We have met in person with church and charity leaders in frontline locations, including Kherson, which is shelled daily by Russian forces.

Thanks to generous supporters, we have provided financial support to 14 ministries in 10 locations, like the Youth Academy in Kharkiv.

We have continued to adapt training to their war-time context. This has included helping teams continually rebuild as men are drafted, and equipping teams to develop new mission initiatives for their communities.

We have researched the needs of women leaders and supported 110 women through a women in leadership conference in Kyiv.

Our partnership with the Ukrainian Baptist Theological Seminary (UBTS) continued to develop, with Innovista staff coaching 18 students and UBTS providing space for the Innovista team to work.

Objective met for 2024

As the catastrophic impact of the war continued to build, it was important to add capacity to the team. Despite the huge challenge of recruiting people, we were able to appoint a new full-time leader-developer. Yana has a background in Psychology, which is very useful as leaders and those they serve grapple with the effects of trauma.

Plan for 2025

At the request of leaders around Ukraine, we will bring in outside expertise in complex trauma to help stabilise leaders, so, wherever possible, they can continue to serve. In addition, we will work with others to build capacity in Ukraine to support leaders who are traumatised, so they, in turn can help others. This is critical both now and for the post-war period, when the effect of trauma will be seen in full.

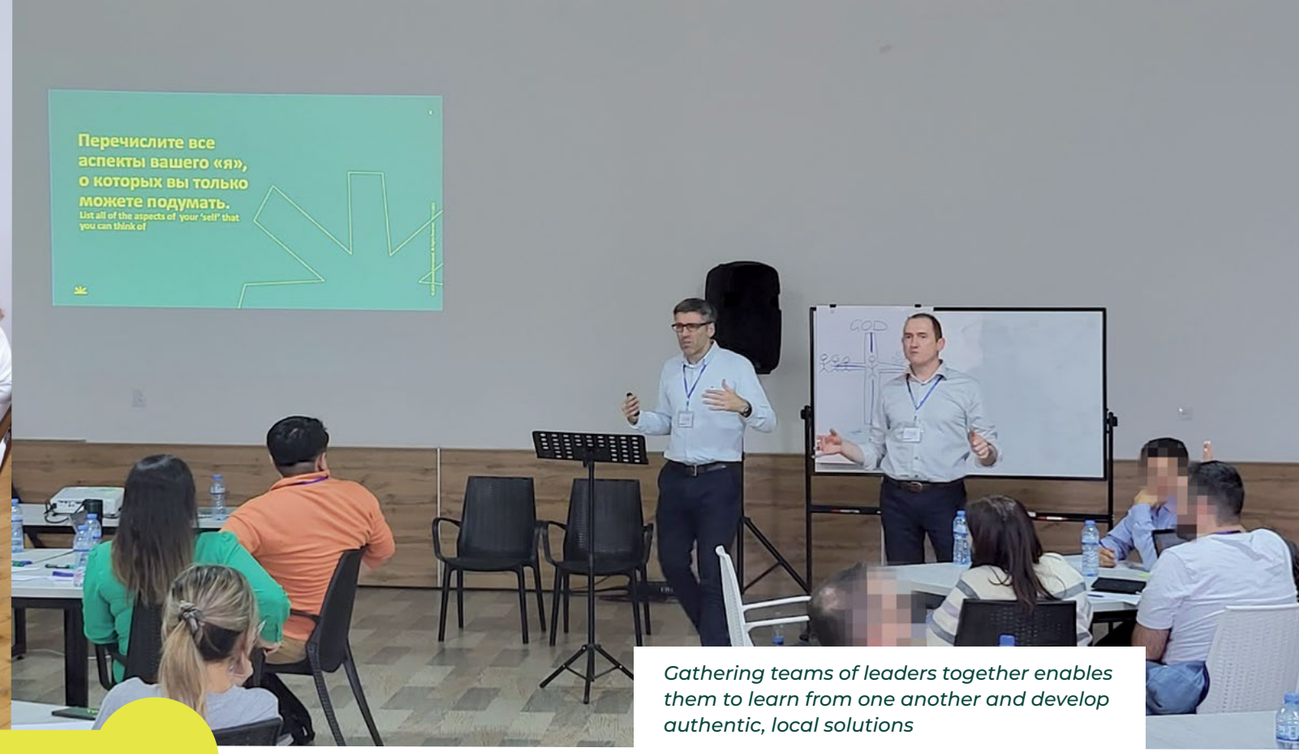
CENTRAL ASIA and beyond

Fact file

- Entire Central Asia region features in top 50 countries where Christians are most persecuted (Open Doors World Watch List 2025).
- Widespread poverty and highly unreached peoples.
- There is a significant challenge to develop the next generation of leaders.



Equipping teams of women leaders to bring hope to their communities



Gathering teams of leaders together enables them to learn from one another and develop authentic, local solutions

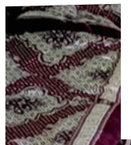
How work began

In 2013, Olya, from Ukraine, moves to one of the Central Asian Republics for 12 months to explore establishing local ministries. She runs pilot training programmes and especially invests in one local woman, Madina*, who becomes the first national director. This is replicated in a neighbouring country and Baha joins the team in 2014. Over time, the team in these countries also invest in leaders from neighbouring countries. Fast forward to 2024, and Anatoliy Sapsay from Innovista Ukraine, is invited to spend a week in Azerbaijan, delivering training and assessing how Innovista can support the work of pioneering local leaders.





With your support, Anatoliy (standing, top right) equips pioneering leaders in Azerbaijan



Jesus often taught his disciples as they ate together and, with your support, the Innovista Central Asia team do likewise



In 2024...

We continued to support leaders who are reaching new locations, including through sports ministry and church planting.

We continued our partnership with a national-regional ministry working with vulnerable women and their children, through mentoring leaders and teams.

Twenty five senior leaders from national and regional ministries gathered for a three-day intensive ‘strategy masterclass’. Time together created new solutions to old problems, including how to provide secure space for a growing ministry whose work was under threat.

Thanks to a generous charitable trust, we equipped small groups of Christians to lead with distinction in their workplaces. This locally developed initiative, was born out of a recognition that churches are often not equipping Jesus-followers to lead well in the places where they spend most of their time.

Objective met for 2024

We said that we’d conclude our in-depth research into the barriers and enablers for women in leadership, which will then inform our work to strengthen women who serve in challenging contexts. The completed research heard from several women leading in Central Asia and their lived experience has informed our next steps significantly.

Plan for 2025

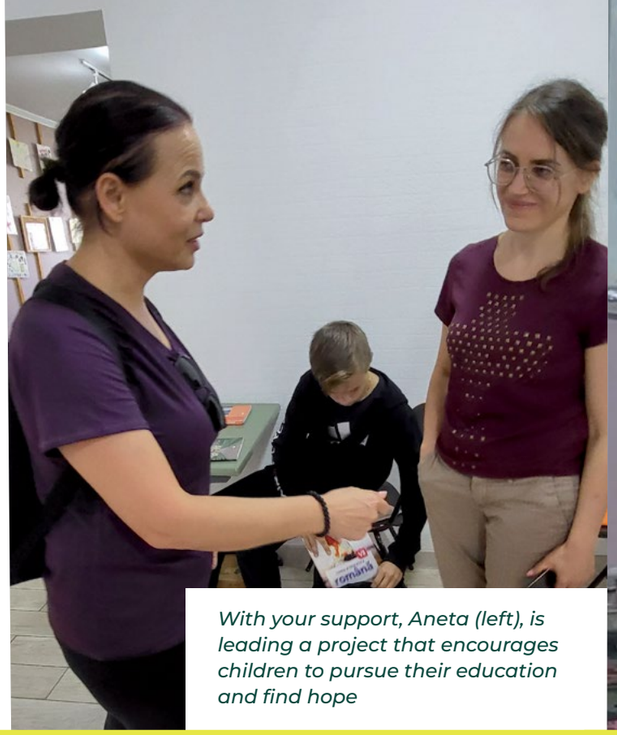
We will further explore how Innovista should serve in Azerbaijan, through research, conversations with a range of organisations, training (in-person and online) and a gathering of emerging and established leaders who are committed to pioneering mission in a variety of locations.



MOLDOVA

Fact file

- Second poorest country in Europe, only neighbouring Ukraine is poorer now – because of war.
- Hospitable Moldovans hosted 1.8m Ukrainian refugees – the highest per capita of any country.
- Most church and ministry leaders are volunteers or bi-vocational.
- Every 2 minutes one person leaves Moldova in search of employment and better prospects.
- Politically vulnerable – the region of Transnistria – a narrow strip of land between the Dniester River and the Ukrainian border is recognised internationally as part of Moldova, yet occupied by Russia.



With your support, Aneta (left), is leading a project that encourages children to pursue their education and find hope



Leaders are developing projects that reach the most vulnerable in their community

How work began

Innovista was first invited to Moldova in 2015, by leaders from Operation Mobilisation and Beginning of Life. Following the positive impact of initial work together, OM Moldova hosted 24 church and charity leaders to pilot the Tempo leadership course in Romanian in 2018. As a result of the impact, in 2019 Innovista Moldova was born, led by Maricela who was a graduate of that first Tempo cohort.



Entrepreneurial Christian leaders, like Cornel, are sharing Jesus and creating job opportunities

With your support, Innovista Moldova is working in partnership with others, like Operation Mobilisation, to build a better world

In 2024...

We made leader-development more accessible to leaders in the regions of Moldova, where resources and training are in especially short supply.

This shift resulted in more support for leaders who are reaching some of the most vulnerable in Moldova – including children and the elderly who are often left behind when parents migrate.

We continued to support ministries to Ukrainian refugees by bringing partners together.

We were part of a steering group, working across denominations and sectors, to deliver holistic support to Ukrainian refugees.

Objective met for 2024

We said we would complete research into the barriers and enablers of women in leadership, and apply that learning in Moldova too. Local woman leaders have helped shape the tools and resources to better equip women to use their gifts to serve God's mission, alongside their male counterparts.

Plan for 2025

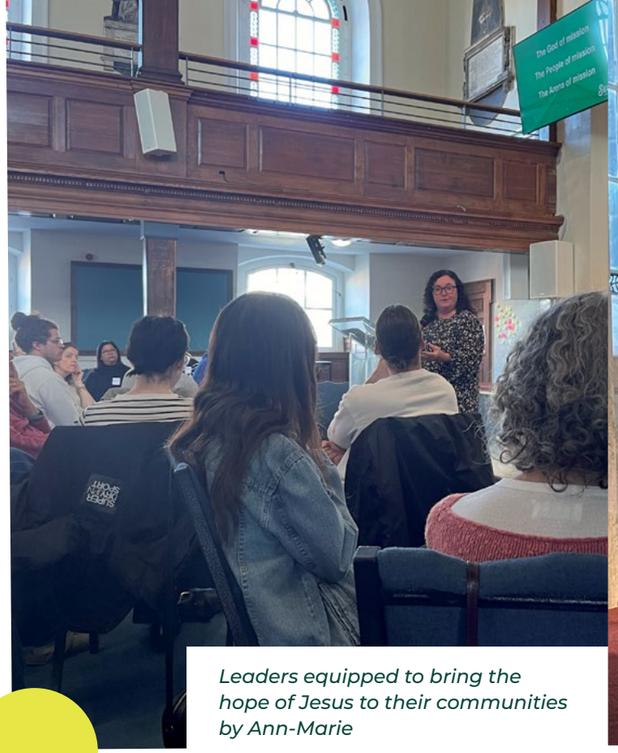
The focus will be on emerging leaders and those in their first senior leadership roles. 90% of resources will be invested in leaders under the age of 35. There will be a specific focus on Christian entrepreneurs, because job creation enables the Christian community to offer young people the chance to build a life – and God's Kingdom – at home, rather than emigrate.



IRELAND

Fact file

- The Republic of Ireland is one of the most rapidly secularising countries in Europe, and the youngest population in the EU.
- Alongside distrust of religion there is a spiritual yearning, with growth among migrant, pentecostal and evangelical churches.
- Resources are unevenly shared; Ulster has one youth worker for every 2,821 young people, but in Munster it's one youth worker to every 21,120 young people.



Leaders equipped to bring the hope of Jesus to their communities by Ann-Marie



Younger people reimagining mission on the Seol Course

How work began

In 2009, after consulting with a range of church leaders, Sam Moore moved to Dublin to start Innovista Ireland. Initially the work focused on developing young leaders and a youth leadership resource. The team has grown to four, focusing on equipping church leaders in the greater Dublin region and the North West. In recent years, online tools have enabled leaders from across the island to access training and coaching opportunities.



Your partnership with us enables us to achieve more by partnering with others like Arrow, Thrive Ireland and the Praxis Movement

In 2024...

With evangelical Christians comprising less than 2% of the population, resources remain scarce. Building partnerships takes time but plays a crucial role in the work. Innovista Ireland's training brings together leaders from different church backgrounds across the island, enabling development of relationship and providing opportunities for further partnership.

Innovista Ireland partnered with Praxis last year to create the Seol Course. It's a mission course designed by Irish leaders for the Irish church. Innovista Ireland trained 56 facilitators who have run the course with over 250 people from 14 churches. The course helps Christians reimagine how to join God's mission in their communities and daily lives.

Through the Tempo leadership course, leaders in Donegal and Coleraine are gaining the tools to lead youth mission more effectively.

Working with a church in the North West, Innovista Ireland ran the Find Your Place course for 23 young adults. The course helped them understand God's mission and discover their role within it.

An online Coaching Course equipped leaders from across Ireland with skills to better empower and develop others.

Innovista Ireland trainers led a learning community that brought together church leaders from Derry, Belfast and Dublin. Together, they explored practical ways to reshape church life around mission.

Innovista Ireland provided expertise to other leadership teams, facilitating and enabling them to steward their resources well and grow. CAP Ireland's board and CEO asked for help to create a strategic plan for the next three years. Help with planning and reflection was also given to leadership teams from 24-7 Prayer Dublin and local churches.

Objective met for 2024

We said that we would strengthen the organisation by adding a new role to the senior leadership team. We fulfilled this by recruiting Sam Moore, the national director of Innovista Ireland, to become Innovista International's Director of Leadership Development. This has added important capacity.

Plan for 2025

Good leadership involves handing over well. In 2025, Innovista will appoint a new National Director for Ireland. After a thorough onboarding process and time spent understanding the context and relationships, the new leader will begin shaping a strategic plan to grow Innovista's work in Ireland sustainably.

Generations of leaders serving God's mission, helping put the world right

By December 2028, we want to:

Provide Innovista's distinctive support to leaders in **20** countries

Serve leaders in more tough places through sustained income of **£1m** per year

The world needs good leaders: Men and women who serve God's transforming mission in the world. Leaders who serve with character and skill. Leaders who equip the whole church so that everyone can play their part.

The world needs more leaders like this, especially in the places that Innovista works. As we approached our 25th birthday we were challenged not to settle but to be bold.



So, we set a big goal for the next four years. One that, if realised, will see more Christian leaders serving in challenging contexts – where they are needed most:

By 31 December 2028 To provide Innovista's distinctive support to leaders in 20 countries.

We will work with some of the least resourced leaders who work in some of the most challenging places...

- Leaders who are isolated, unseen or even ignored, will discover that they are not alone
- The pioneers, innovators and entrepreneurs will be reminded that they are not mad
- The leaders who serve with quiet determination – who are models of faithfulness – will be supported and celebrated
- We will grow leaders through distinctive training that is rigorous, practical and rooted in God's transforming mission
- 'Light bulb' moments and 'aha' moments and 'I wish I knew this 20 years ago' moments will be frequent
- Steady sustained growth over time, will surprise people when they look back and see how far they have come
- We will walk with leaders, providing wise support at critical moments in their journey
- We will avoid the traps of quick fixes and superficial solutions
- We will convene leaders across damaging divides – including denominations and generations. We will see more of the beauty of women and men working together, celebrating and supporting one other
- The leadership of gifted women will be released for the good of the world
- Leaders will tell their friends and colleagues about the difference we have made – not because we need to be lauded, but because of the distinctive support we provide

As leaders serve...

- God's good news will be communicated with courage and creativity
- People will find forgiveness, reconciliation, comfort, hope
- Churches will come alive as people find their place in God's mission
- Churches will flourish through multiple generations of leaders
- Communities will be better because the Church is there – being the church - every day of the week and in every sphere of society
- People will follow Jesus in surprising places
- Some of the leaders we support will be asked to help solve the biggest problems in society
- Darkness will be pushed back as the light of Christ shines through these little communities...called the Church



With your help, we will grow more leaders through distinctive, practical training, like this leadership team in Nizhyn, Ukraine

Providing Innovista's distinctive support in 20 countries by the end of 2028, will need us to gather more generous supporters who fuel this work through their prayers and giving. Serving leaders in more tough places will need a sustained income of £1 million per year.

To achieve this by the end of 2028, in 2025 we will...

Build capacity in existing national teams

With your support, the capacity and capability of national teams will be strengthened. This will include helping them to raise resources in ways that fit the local context; investing in specialist leadership development capabilities such as advanced coaching skills; strengthening systems and processes to support efficient operations.

Start work in new countries

With your help, we aim to begin work in several new countries during 2025. This will follow a staged process of assessment and development conducted with local Christian leaders who have asked for Innovista's support. Each stage will be carefully monitored and reviewed. Progression to the next stage of the four-stage process will only happen if the previous stage is completed and adequate resources are available.

Develop the network of leader-developers

With strategic investment, we will further invest in nationals who are called to grow leaders to serve God's mission. This network is growing and includes people from a range of ministries who want to 'plug in' to Innovista's support. Specifically, we aim to develop a systematic training process and launch some online tools for leader-developers to use.

Structure, governance and management

Organisation

Innovista International is a charitable company limited by guarantee, governed by its Memorandum and Articles of Association. It was incorporated in the United Kingdom on 21 February 2005 and the Memorandum and Articles of association were amended by Special Resolution dated 10 October 2014. It is registered as a charity with the Charity Commission of England and Wales, registered number 1108679. The directors of the charitable company are its trustees for the purposes of charity law and through this report are collectively referred to as the trustees. The liability of the members, who are the trustees, of the charitable company is limited by their guarantee to contribute a sum of £1 each towards the liabilities of the charitable company in the event of liquidation.

A minimum of three and a maximum of ten trustees are required at any one time. New trustees are appointed either to fill in a vacancy or by way of addition to the Board. On appointment trustees are required to hold to the Statement of Faith, affirm (upon joining and thereafter annually) their agreement with the aims and values of the charity, and meet any other criteria established from time to time by the trustees. When new trustees are appointed they are introduced to the work of the charity and provided with the information they need to fulfil their roles, which includes information about the role of the trustees and their responsibilities under the Companies and Charities Acts.

Day-to-day administration of the charity is delegated to the International Director, and the Executive Team, under the supervision of the trustees. Decision-making powers are retained by the trustees and exercised at regular trustees' meetings, of which there are a minimum of three each year.

Fundraising and compliance

Innovista is a member of the Fundraising Regulator and as such, adheres to best practice in all our fundraising activities. All fundraising activities are regularly monitored by the International Director and the Board of Trustees. The majority of fundraising work is carried out in-house. When consultants are used, they are always selected on the basis of having shared faith, shared values and proven expertise in the sector. We hold all our fundraisers to account on our shared values of excellence and stewardship, as well as the Fundraising Regulator's Code of Fundraising Practice. Two of our team are also members of the Chartered Institute of Fundraising.

No complaints were made in 2024 regarding our fundraising. We do most of our fundraising by email, which is augmented by direct mail campaigns twice a year. Whilst we do have elderly people on our mailing lists, we know them personally and immediately respond to any requests to unsubscribe. Fundraising for more significant investments is done relationally and we would only approach a major donor where we knew that this was something they were personally committed to.

Risk management

Risk awareness is integral to the charity's overall management effectiveness. Regular risk assessments are conducted in respect of the charity's activities. The trustees have identified the major risks which may affect the charity and have taken reasonable steps to mitigate those risks.

Leadership and administrative information

Trustees/Directors

The Board of Trustees is responsible for ultimate strategic decisions. The Board of Trustees who were in office during the year and up to the date of signing were:

- Tim Wills (Chair)
- Claire Goodman
- Stuart Weekes
- Richard Myers
- Geraldine Payne (from June 2024)

Executive Team

The Board has delegated day-to-day operational decisions to the Executive Team. The team in place during the year were:

- Jason Lane, International Director
- Hannah Burnham, Director of Development
- Sam Moore, Director of Leadership Development (from November 2024)

Charity number

1108679

Company number

05371169

Principal address and registered office

Suite 143, 266 Banbury Road, Oxford, OX2 7DL

Auditor

Caladine Ltd, Chantry House, 22 Upperton Road, Eastbourne, BN21 1BF

Bank

HSBC PLC, 65 Cornmarket Street, Oxford, OX1 3HY

Objectives

Our governing document states that our overall objectives are to:

- **Advance the Christian faith through our words and actions.**
- **Advance education through training that helps people become better leaders.**
- **Promote community capacity-building by equipping leaders and potential leaders in disadvantaged communities*.**
- **Prevent and relieve poverty by providing training and resources to people in need.**

** Disadvantaged communities/people that are in the lowest 20% of the Index for Multiple Deprivations or equivalent.*

Caring for Creation

Innovista remains committed to caring for the environment in light of the climate crisis. As part of our commitment to good stewardship, we have reduced our flights from pre-pandemic levels, and we also offset (as standard) the environmental impact through the organisation Climate Stewards (www.climatestewards.org). We plan to strengthen this policy and practice in 2025.

Financial Review

Income and expenditure

Our income for 2024 was £704,779, a 17% increase on last year. We received significantly more from trusts and foundations, as we continue to deepen partnership with longstanding funders. We also saw a 9% increase in giving from major donors, but as some of them choose to donate through a trust or foundations, this isn't reflected in the Individuals' income line. We are incredibly grateful to everyone who gave in 2024.

Expenditure in 2024 was £725,609, a 4% decrease on last year.

We anticipate that our income for 2025 will be higher than in 2024, having budgeted for an income of £798,255. An expenditure budget of £811,830 has been set for 2025, which includes carrying forward the restricted reserves (see below).

Grants

Much of Innovista's work is undertaken through making grants to partner organisations and individuals. Innovista Ukraine, Innovista Ireland and Innovista Moldova are separate legal entities to which monthly grants are made to enable them to carry out their charitable activities in those countries, in the context of agreed country strategies.

Grants are also made to non-Innovista affiliated entities where these contribute to Innovista's purpose and align with our values. Appropriate reporting of use of funds is required and monitoring is carried out on a regular basis.

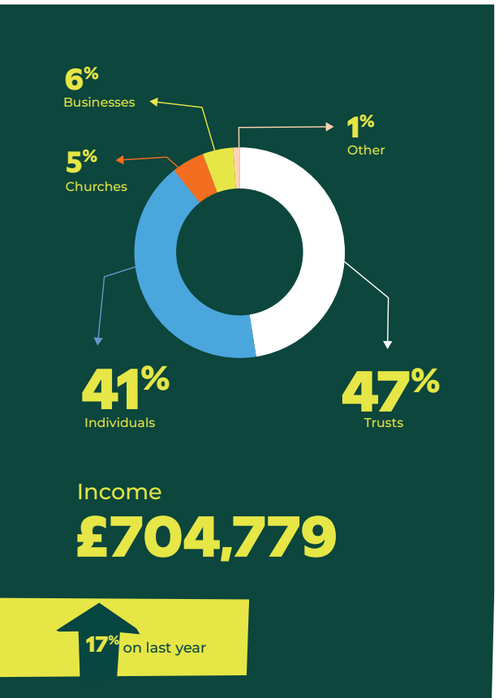
In 2024, 14 grants were provided to respond to the on-going needs arising from the Ukraine war. These were given to institutions and individuals in the country according to a policy developed to guide the process in this emergency situation. Priority was given to those we already had an existing relationship with. Grants were made at the request of Innovista Ukraine, which formally assessed and approved project proposals against a set of agreed criteria, before then following up with a designated monitoring process.

Reserves

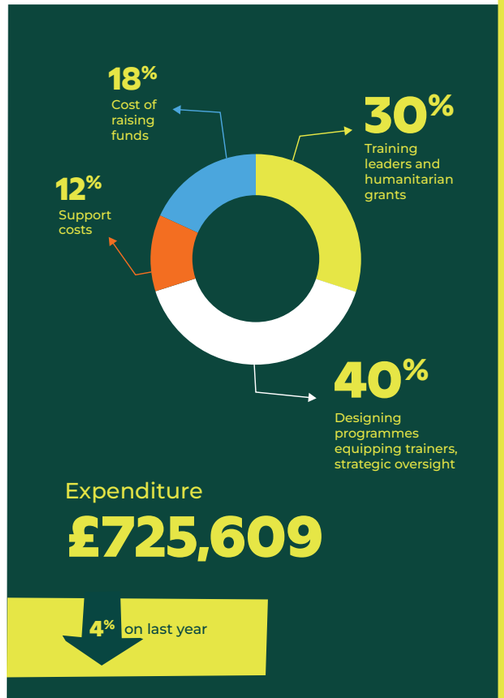
The final fund at the end of the reporting period was £250,842, of which £193,288 were restricted funds. Additional details about our restricted funds can be found in note 19 of the financial statements.

Innovista International has a policy of retaining reserves amounting to between 60 and 90 days of normal operating costs, in order to finance its planned activities and meet its future financial obligations. Based on current expenditure levels, an unrestricted reserve of £150,000 is to be maintained.

Unrestricted reserves at the end of 2024 stood at £57,554, which is a very similar position to last year. Although below the desired level, the trustees will continue to monitor the situation over the next 12 months, in order to maintain reserves in line with the agreed policy.







Trustees' Responsibility Statement

The trustees, who are also directors of the charity for the purposes of the Companies Act, have prepared this report to meet the requirements for a directors' report and accounts for the purposes of company law. The trustees have complied with section 17 of the Charities Act 2011 in having regard to guidance published by the Charity Commission concerning public benefit.

Company law and Charity law require the trustees to prepare financial statements for each financial year which give a true and fair view of the state of affairs of the charity and the financial activities of the charity 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 judgements and estimates that are reasonable and prudent
- State whether applicable 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 charity will continue in operation

The trustees are responsible for keeping proper accounting records which disclose with reasonable accuracy at any time the financial position of the charity and to ensure that the financial statements comply with the Companies Act 2006. They are also responsible for ensuring that the charity maintains an adequate system of internal control designed to provide reasonable assurance that the assets are safeguarded against loss or unauthorised use to prevent and detect 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 charity's auditor is unaware
- They have taken all steps that 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

This report is prepared in accordance with the small companies' regime under the Companies Act 2006.



Tim Wills
Chair of the Board of Trustees

24 July 2025

Independent auditor's report
to the members of Innovista International

Opinion

We have audited the financial statements of Innovista International (the 'charity') for the year ended 31 December 2024 which comprise the statement of financial activities, the statement of financial position, the 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 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 December 2024 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; 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 the 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 the provisions available for small entities, in the circumstances set out in note 25 to the financial statements, 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 other information comprises the information included in the 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 our audit:

- the information given in the trustees' report for the financial year for which the financial statements are prepared, which includes the directors' report prepared for the purposes of company law, is consistent with the financial statements; and
- the directors' report included within the trustees' 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 charity and its environment obtained in the course of the audit, we have not identified material misstatements in the directors' report included within the trustees' 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 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.

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 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.

The extent to which the audit was considered capable of detecting irregularities including fraud

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 charity through

discussions with trustees, and from our commercial knowledge and experience of the charity 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, Charities Act 2011 and employment legislation;
- we assessed the extent of compliance with the laws and regulations identified above through making enquiries of management and inspecting legal correspondence; and
- identified laws and regulations were communicated within the audit team regularly and the team remained alert to instances of non-compliance throughout the audit.

We assessed the susceptibility of the charity'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.

Audit response to risks identified

To address the risk of fraud through management bias and override of controls, we:

- performed analytical procedures to identify any unusual or unexpected relationships;
- tested journal entries to identify unusual transactions;
- assessed whether judgements and assumptions made in determining the accounting estimates were indicative of potential bias; and
- investigated the rationale behind significant or unusual transactions.

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 those charged with governance;
- enquiring of management as to actual and potential litigation and claims; and
- reviewing correspondence with HMRC and relevant regulators.

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 trustees and other management and the inspection of regulatory and legal correspondence, if any.

Material misstatements that arise due to fraud can be harder to detect than those that arise from error as they may involve deliberate concealment or collusion.

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

Mr Colin James Dadswell FCCA (Senior Statutory Auditor) for and on behalf of Caladine Limited

31 July 2025

Chartered Certified Accountants Statutory Auditor

Chantry House
22 Upperton Road
Eastbourne
East Sussex
BN21 1BF

Statement of financial activities including income and expenditure account

for the year ended 31 December 2024

	Notes	Unrestricted funds 2024 £	Restricted funds 2024 £	Total 2024 £	Unrestricted funds 2023 £	Restricted funds 2023 £	Total 2023 £
Income from:							
Donations and legacies	3	344,550	356,565	701,115	321,759	276,607	598,366
Charitable activities	4	-	1,010	1,010	600	165	765
Investments	5	2,654	-	2,654	3,635	-	3,635
Total income		347,204	357,575	704,779	325,994	276,772	602,766
Expenditure on:							
Raising funds	6	103,189	25,797	128,986	85,689	22,777	108,466
Charitable activities	7	197,019	399,604	596,623	228,731	415,671	644,402
Total expenditure		300,208	425,401	725,609	314,420	438,448	752,868
Net income/ (expenditure)		46,996	(67,826)	(20,830)	11,574	(161,676)	(150,102)
Transfers between funds	19	(46,747)	46,747	-	(66,353)	66,353	-
Other recognised gains and losses:							
Other gains/(losses)	14	44	-	44	(3,296)	-	(3,296)
Net movement in funds	10	293	(21,079)	(20,786)	(58,075)	(95,323)	(153,398)
Reconciliation of funds:							
Fund balances at 1 January 2024		57,261	214,367	271,628	115,336	309,690	425,026
Fund balances at 31 December 2024		57,554	193,288	250,842	57,261	214,367	271,628

The statement of financial activities includes all gains and losses recognised in the year.
All income and expenditure derive from continuing activities.

Statement of financial position
as at 31 December 2024

	Notes	2024 £	2024 £	2023 £	2023 £
Fixed assets					
Property, plant and equipment	**15**		15,844		21,531
Current assets					
Trade and other receivables	**16**	12,878		57,633	
Cash at bank and in hand		245,206		220,149	
		258,084		277,782	
Current liabilities	**17**	(23,086)		(27,685)	
Net current assets			234,998		250,097
Total assets less current liabilities			250,842		271,628
The funds of the charity					
Restricted income funds	**19**		193,288		214,367
Unrestricted funds	**20**		57,554		57,261
			250,842		271,628

The financial statements were approved by the trustees on 24 July 2025

Tim Wills
Trustee

Company registration number 05371169 (England and Wales)

Statement of cash flows
for the year ended 31 December 2024

	Notes	2024 £	2024 £	2023 £	2023 £
Cash flows from operating activities					
Cash generated from/(absorbed by) operations	**23**		23,662		(183,966)
Investing activities					
Purchase of property, plant and equipment		(1,259)		(19,566)	
Investment income received		2,654		3,635	
Net cash generated from/(used in) investing activities			1,395		(15,931)
Net increase/(decrease) in cash and cash equivalents			25,057		(199,897)
Cash and cash equivalents at beginning of year			220,149		420,046
Cash and cash equivalents at end of year			245,206		220,149

Notes to the financial statements
for the year ended 31 December 2024

1 Accounting policies

Company information

Innovista International is a private company limited by guarantee incorporated in England and Wales. The registered office is Suite 143, 266 Banbury Road, Oxford, OX2 7DL.

1.1 Accounting convention

The financial statements have been prepared in accordance with the charity's Memorandum and Articles of Association, the Companies Act 2006, FRS 102 "The Financial Reporting Standard applicable in the UK and Republic of Ireland" ("FRS 102") and the Charities SORP "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). The charity is a Public Benefit Entity as defined by FRS 102.

The financial statements are prepared in sterling, which is the functional currency of the charity. Monetary amounts in these financial statements are rounded to the nearest £.

The financial statements have been prepared under the historical cost convention. The principal accounting policies adopted are set out below.

1.2 Going concern

At the time of approving the financial statements, 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 financial statements.

1.3 Charitable funds

Unrestricted funds are available for use at the discretion of the trustees in furtherance of their charitable objectives.

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

1.4 Income

Income is recognised when the charity is legally entitled to it after any performance conditions have been met, the amounts can be measured reliably, and it is probable that income will be received.

Cash donations are recognised on receipt. Other donations and grants are recognised once the charity has been notified of the donation, unless performance conditions require deferral of the amount. Income tax recoverable in relation to donations received under Gift Aid or deeds of covenant is recognised at the time of the donation. It is communicated to individuals who donate through the charity's website that any Gift Aid is to be utilised for the general purposes of the charity, and is therefore treated as unrestricted funds.

Legacies are recognised on receipt or otherwise if the charity has been notified of an impending distribution, the amount is known, and receipt is expected. If the amount is not known, the legacy is treated as a contingent asset.

Assets for distribution are recognised only when distributed. Assets given for use by the charity are recognised when receivable. Stocks of undistributed donated goods are not valued for balance sheet purposes.

1.5 Expenditure

Liabilities are recognised when a constructive obligation exists, the payment is probable and the obligation can be measured or estimated reliably.

Resources expended are allocated to the particular cost centre to which they relate and include irrecoverable VAT.

The charity makes grants to various organisations and individuals to further its charitable objects. Innovista Ukraine, Innovista Ireland and Innovista Moldova are separate legal entities to which monthly grants are made to enable them to carry out their charitable activities in those countries.

Grants are also made to non-Innovista affiliated entities where these share similar aims, objectives and ethos. Appropriate reporting of use of funds is required and monitoring is carried out on a regular basis.

Since the outbreak of the full-scale invasion of Ukraine in 2022, grants to institutions and individuals in that country that were responding to needs arising from the conflict have constituted a significant proportion of grants given. A policy was developed to guide grant-making in this emergency situation. Applications are mainly made via Innovista Ukraine who filter the requests according to established criteria and make recommendations for funding. Recipients must commit to providing:

- a project proposal outlining the need;
- details of a bank account that can receive foreign currency;
- confirmation of receipt of grant;
- a report on how the grant was used.

Priority is given to entities with which the charity has an existing relationship, and to those in areas closest to the frontline of the war.

1.6 Property, plant and equipment

Property, plant and equipment are initially measured at cost and subsequently measured at cost or valuation, net of depreciation and any impairment losses.

Depreciation is recognised so as to write off the cost or valuation of assets less their residual values over their useful lives on the following basis:

Office and media equipment 25% straight line basis

The gain or loss arising on the disposal of an asset is determined as the difference between the sale proceeds and the carrying value of the asset, and is recognised in the statement of financial activities.

Small items of equipment costing below £250 are not capitalised.

1.7 Impairment of non-current assets

At each reporting end date, the charity reviews the carrying amounts of its tangible assets to determine whether there is any indication that those assets have suffered an impairment loss. If any such indication exists, the recoverable amount of the asset is estimated in order to determine the extent of the impairment loss (if any).

1.8 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 Accounting policies (Continued)

1.9 Financial instruments

The charity has elected to apply the provisions of Section 11 'Basic Financial Instruments' of FRS 102 to all of its financial instruments.

Financial instruments are recognised in the charity's balance sheet when the charity becomes party to the contractual provisions of the instrument.

Financial assets and liabilities are offset, with the net amounts presented in the financial statements, when there is a legally enforceable right to set off the recognised amounts and there is an intention to settle on a net basis or to realise the asset and settle the liability simultaneously.

Basic financial assets

Basic financial assets, which include trade and other receivables and cash and bank balances, are initially measured at transaction price including transaction costs and are subsequently carried at amortised cost using the effective interest method unless the arrangement constitutes a financing transaction, where the transaction is measured at the present value of the future receipts discounted at a market rate of interest. Financial assets classified as receivable within one year are not amortised.

Basic financial liabilities

Basic financial liabilities, including trade and other payables and bank loans are initially recognised at transaction price unless the arrangement constitutes a financing transaction, where the debt instrument is measured at the present value of the future payments discounted at a market rate of interest. Financial liabilities classified as payable within one year are not amortised.

Debt instruments are subsequently carried at amortised cost, using the effective interest rate method.

Trade payables are obligations to pay for goods or services that have been acquired in the ordinary course of operations from suppliers. Amounts payable are classified as current liabilities if payment is due within one year or less. If not, they are presented as non-current liabilities. Trade payables are recognised initially at transaction price and subsequently measured at amortised cost using the effective interest method.

Derecognition of financial liabilities

Financial liabilities are derecognised when the charity's contractual obligations expire or are discharged or cancelled.

1.10 Employee benefits

The cost of any unused holiday entitlement is recognised in the period in which the employee's services are received.

Termination benefits are recognised immediately as an expense when the charity is demonstrably committed to terminate the employment of an employee or to provide termination benefits.

1.11 Retirement benefits

Payments to defined contribution retirement benefit schemes are charged as an expense as they fall due.

2 Critical accounting estimates and judgements

In the application of the charity's accounting policies, the trustees are required to make judgements, estimates and assumptions about the carrying amount of assets and liabilities that are not readily apparent from other sources. The estimates and associated assumptions are based on historical experience and other factors that are considered to be relevant.

Actual results may differ from these estimates.

The estimates and underlying assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognised in the period in which the estimate is revised where the revision affects only that period, or in the period of the revision and future periods where the revision affects both current and future periods.

3 Income from donations and legacies

	Unrestricted funds	Restricted funds	Total	Unrestricted funds	Restricted funds	Total
	2024	2024	2024	2023	2023	2023
	£	£	£	£	£	£
Donations and gifts	344,550	356,565	701,115	321,759	276,607	598,366
Donations and gifts						
Businesses and Community Organisations	14,930	28,480	43,410	21,991	4,205	26,196
Churches	9,245	26,215	35,460	8,303	28,502	36,805
Individuals (including tax reclaim under gift aid)	216,575	74,826	291,401	200,565	136,864	337,429
Trusts and foundations	103,800	227,044	330,844	90,900	107,036	197,936
	344,550	356,565	701,115	321,759	276,607	598,366

4 Charitable activities

	2024	2023
	£	£
Training courses and events	1,010	765
Analysis by fund		
Unrestricted funds	-	600
Restricted funds	1,010	165

5 Income from investments

	Unrestricted funds 2024 £	Unrestricted funds 2023 £
Interest receivable	2,654	3,635

6 Expenditure on raising funds

	Unrestricted funds 2024 £	Restricted funds 2024 £	Total 2024 £	Unrestricted funds 2023 £	Restricted funds 2023 £	Total 2023 £
Fundraising and publicity						
Staging fundraising events	1,391	348	1,739	444	209	653
Fundraising agents	6,400	1,600	8,000	7,452	1,515	8,967
Advertising	6,523	1,631	8,154	6,637	1,705	8,342
Other fundraising costs	1,092	273	1,365	1,302	325	1,627
Staff costs	86,525	21,631	108,156	68,839	18,769	87,608
Depreciation and impairment	1,258	314	1,572	1,015	254	1,269
	103,189	25,797	128,986	85,689	22,777	108,466

7 Expenditure on charitable activities

	Charitable activities 2024 £	Charitable activities 2023 £
Direct costs		
Staff costs	227,714	225,026
Depreciation and impairment	5,374	3,853
Other staff costs	12,560	6,877
Events and activities	33,336	45,803
Premises, incl. international	6,412	5,176
Insurance	3,821	3,893
	289,217	290,628
Grant funding of activities (see note 8)	217,076	236,259
Share of support and governance costs (see note 9)		
Support	81,990	109,835
Governance	8,340	7,680
	596,623	644,402
Analysis by fund		
Unrestricted funds	197,019	228,731
Restricted funds	399,604	415,671
	596,623	644,402

8 Grants payable

	Charitable activities 2024 £	Charitable activities 2023 £
Grants to institutions:		
Innovista Ukraine	65,792	50,658
Innovista Ireland	7,932	17,304
Innovista Moldova	61,790	60,746
Ukraine church partners	63,311	72,674
	198,825	201,382
Grants to individuals	18,251	34,877
	217,076	236,259

9 Support costs allocated to activities

	Charitable activities	Total
	2024	2023
	£	£
Consultancy	46,756	72,221
Telephone and IT	25,626	27,736
Bank charges	2,322	2,331
Legal and professional fees	1,585	1,650
Printing, postage and stationery	5,701	5,897
Governance	8,340	7,680
	90,330	117,515

	2024	2023
	£	£
Governance costs comprise:		
Audit fees	5,940	5,620
Accountancy	2,400	2,060
	8,340	7,680

10 Net movement in funds

	2024	2023
	£	£
The net movement in funds is stated after charging/(crediting):		
Fees payable to the charity's auditor:		
• for the audit of the charity's financial statements	5,940	5,620
• for other financial services	2,400	2,060
Depreciation of owned property, plant and equipment	6,946	5,131

11 Trustees

No trustees received any remuneration in the year or were reimbursed any expenses during the year (2023: one trustee was reimbursed £118 for travel expenses).

12 Employees

The average monthly number of employees during the year was:	**2024 Number**	2023 Number
Generating funds	3	2
Charitable activities	7	7
Total	10	9

Employment costs	**2024**	2023
	£	£
Wages and salaries	292,226	273,922
Social security costs	23,886	20,721
Other pension costs	19,758	17,991
	335,870	312,634

There were no employees whose annual remuneration was more than £60,000.

Remuneration of key management personnel

The aggregated remuneration and benefits, including employer's pension and social security contributions, of key management personnel is as follows.

	2024	2023
	£	£
Aggregate compensation	138,697	86,473

13 Taxation

The charity is exempt from taxation on its activities because all its income is applied for charitable purposes.

14 Other gains or losses

	Unrestricted funds	Unrestricted funds
	2024	2023
	£	£
Foreign exchange gains/(losses)	44	(3,296)

15 Property, plant and equipment

	Office and media equipment
	£
Cost	
At 1 January 2024	55,167
Additions	1,259
Disposals	(3,977)
At 31 December 2024	52,449
Depreciation and impairment	
At 1 January 2024	33,636
Depreciation charged in the year	6,946
Eliminated in respect of disposals	(3,977)
At 31 December 2024	36,605
Carrying amount	
At 31 December 2024	15,844
At 31 December 2023	21,531

16 Trade and other receivables

	2024	2023
	£	£
Amounts falling due within one year:		
Other receivables	7,601	46,473
Prepayments and accrued income	5,277	11,160
	12,878	57,633

17 Current liabilities

	2024	2023
	£	£
Other taxation and social security	6,884	6,160
Other payables	7,130	11,058
Accruals and deferred income	9,072	10,467
	23,086	27,685

18 Retirement benefit schemes

	2024	2023
	£	£
Defined contribution schemes		
Charge to profit or loss in respect of defined contribution schemes	19,758	17,991

The charity operates a defined contribution pension scheme for all qualifying employees. The assets of the scheme are held separately from those of the charity in an independently administered fund.

19 Restricted funds

The restricted funds of the charity comprise the unexpended balances of donations and grants held on trust subject to specific conditions by donors as to how they may be used.

	At 1 January 2024	Incoming resources	Resources expended	Transfers	At 31 December 2024
	£	£	£	£	£
Ukraine emergency	145,668	11,043	(160,680)	3,969	-
Eurasia	62,974	282,831	(201,965)	39,263	183,103
Ireland	-	10,931	(10,931)	-	-
Other staff funds	-	26,304	(26,304)	-	-
Innovista GB	-	11,400	(14,915)	3,515	-
Other restricted funds	5,725	15,066	(10,606)	-	10,185
	214,367	357,575	(425,401)	46,747	193,288

Previous year:	At 1 January 2023	Incoming resources	Resources expended	Transfers	At 31 December 2023
	£	£	£	£	£
Ukraine emergency	200,357	122,253	(176,942)	-	145,668
Eurasia	96,078	83,207	(162,846)	46,535	62,974
Ireland	1,036	10,666	(11,702)	-	-
Other staff funds	-	27,806	(27,806)	-	-
Innovista GB	-	12,200	(32,018)	19,818	-
Other restricted funds	12,219	20,640	(27,134)	-	5,725
	309,690	276,772	(438,448)	66,353	214,367

The Ukraine emergency fund was started following the full-scale invasion of Ukraine in February 2022. Funds were used to support Christian leaders in Ukraine, which included the making of grants to churches who were responding to humanitarian needs in their communities.

19 Restricted funds (Continued)

The Eurasia fund is for the support of the charity's bases in Ukraine and Moldova, and its work in Central Asia. Grants are made from this fund to support that work. As explained in note 22, operations in Ukraine and Moldova are conducted through separate legal entities registered in those countries. The transfer of £39,263 primarily represents monies from unrestricted funds to cover a deficit on restricted funds specifically for Moldova.

The Ireland fund is for the development of the charity's work in Ireland. Since 1 January 2016, this work has been conducted through a separate legal entity registered in the Republic of Ireland.

Staff funds are donated toward the cost of salaries and other related expenses for named members of staff or for new staff posts.

The Innovista GB fund is for the training of Christian leaders working in areas of multiple deprivation in Great Britain.

Other transfers from unrestricted funds have been made in the year to cover any deficits in any of the restricted funds.

20 Unrestricted funds

The unrestricted funds of the charity comprise the unexpended balances of donations and grants which are not subject to specific conditions by donors and grantors as to how they may be used. These include designated funds which have been set aside out of unrestricted funds by the trustees for specific purposes.

	At 1 January 2024	Incoming resources	Resources expended	Transfers	Gains and losses	At 31 December 2024
	£	£	£	£	£	£
General funds	57,261	347,204	(300,208)	(46,747)	44	57,554

Previous year:	At 1 January 2023	Incoming resources	Resources expended	Transfers	Gains and losses	At 31 December 2023
	£	£	£	£	£	£
General funds	115,336	325,994	(314,420)	(66,353)	(3,296)	57,261

21 Analysis of net assets between funds

	Unrestricted funds	Restricted funds	Total
	2024	2024	2024
At 31 December 2024:	£	£	£
Property, plant and equipment	15,203	641	15,844
Current assets/(liabilities)	42,351	192,647	234,998
	57,554	193,288	250,842

21 Analysis of net assets between funds (Continued)

	Unrestricted funds	Restricted funds	Total
	2023	2023	2023
At 31 December 2023:	£	£	£
Property, plant and equipment	20,351	1,180	21,531
Current assets/(liabilities)	36,910	213,187	250,097
	57,261	214,367	271,628

22 Related party transactions

The charitable activities carried out in Ukraine are conducted through a separate charitable legal entity registered in Ukraine. The entity's finances are separate from those of Innovista International, although their operations are regularly monitored to ensure they continue to comply with the aims and objectives of Innovista International. Innovista International made grants of £65,792 (2023: £50,658) to Innovista Ukraine in the year.

The charitable activities carried out in Ireland are conducted through a separate charitable legal entity registered in the Republic of Ireland. That entity's finances are separate from those of Innovista International, although their operations are regularly monitored to ensure they continue to comply with the aims and objectives of Innovista International. Innovista International made grants of £7,932 (2023: £17,304) to Innovista Ireland in the year.

The charitable activities carried out in Moldova are conducted through a separate charitable legal entity registered in Moldova. That entity's finances are separate from those of Innovista International, although their operations are regularly monitored to ensure they continue to comply with the aims and objectives of Innovista International. Innovista International made grants of £61,790 (2023: £60,746) to Innovista Moldova in the year.

Rachel Lane, spouse of International Director Jason Lane, received £660 (2023: £220) for the provision of coaching services during the year.

23 Cash generated from/(absorbed by) operations

	2024	2023
	£	£
Deficit for the year	(20,830)	(150,102)
Adjustments for:		
Investment income recognised in statement of financial activities	(2,654)	(3,635)
Foreign exchange differences	44	(3,296)
Depreciation and impairment of property, plant and equipment	6,946	5,131
Movements in working capital:		
Decrease/(increase) in trade and other receivables	44,755	(29,373)
(Decrease) in trade and other payables	(4,599)	(2,691)
Cash generated from/(absorbed by) operations	23,662	(183,966)

24 Analysis of changes in net funds

The charity had no material debt during the year.

25 Non-audit services provided by auditor

In common with many businesses of our size and nature we use our auditor to assist with the preparation of the financial statements.

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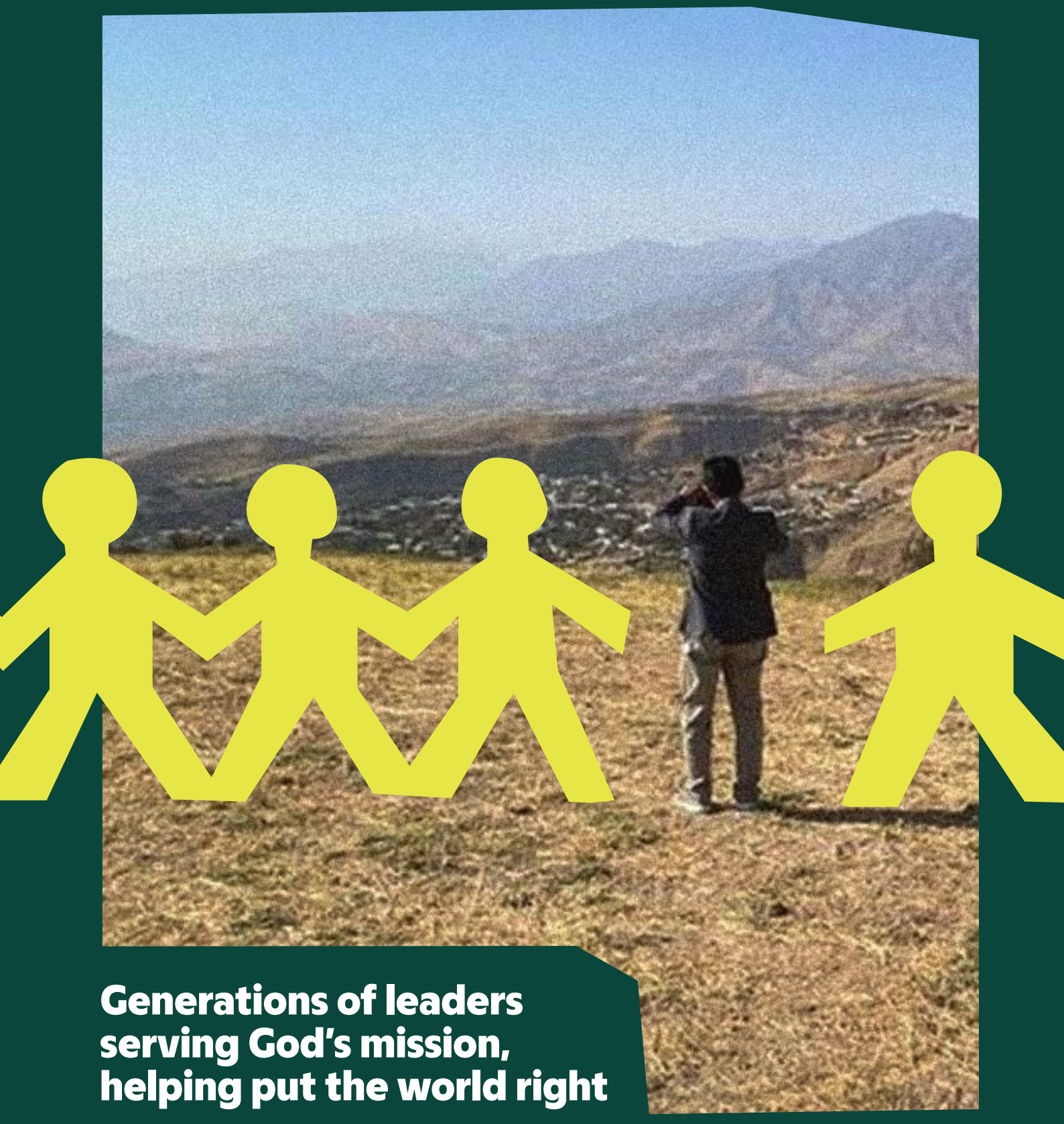
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Front page: With your support, Raisa, Marina and Sergiu are helping vulnerable elderly people in Moldova whose family members have left town to find work elsewhere

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Generations of leaders serving God's mission, helping put the world right

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INNOVISTA INTERNATIONAL

England & Wales - Charity number 1108679

Accounts



INNOVISTA

Report and Financial Statements for the Year ended 31 December 2023

ANNUAL REPORT

Supporting Christian leaders where they're needed most

2023

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Thank you

...for standing strong with Christian leaders in 2023. Your generosity has equipped leaders and changed people and communities, in Great Britain and Ireland, Moldova, Ukraine, countries in Central Asia and beyond. Thank you also to the dedicated leaders who are demonstrating and communicating the good news about Jesus that changes everything. We are honoured to support your courageous service in challenging contexts around the world.

Front page: Daniel (left) and his team run Christian children's camps near the front line in Kharkiv, Ukraine.

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Introduction

From the Chair of Trustees

On behalf of the board of trustees, I am delighted to introduce Innovista's annual report. I'm extremely grateful to all those who support Innovista with their prayer, time and financial gifts. This generosity is fuelling transformational mission through the leaders that we develop and support.

This is true in Ukraine, where Innovista staff continue to adapt the ways they equip leaders who are serving their communities with courage. Alongside ongoing training and mentoring, we continued to deploy the vital financial aid given by supporters, so that leaders can respond to the needs that are in front of them. In this context, people are being changed and churches are growing as people follow Jesus, the ultimate servant.

In other places, including parts of Central Asia, where following Jesus comes with the price of persecution, we're investing in leaders from some of the most marginalised communities. This is at the heart of our calling, to support Christian leaders where they're needed most. I hope you're encouraged as you read on.

During this year we have also invested in organisational learning, including the design of an app to provide feedback from the leaders we are training. This will enable us to better measure the difference our work makes, learn how to make it better and identify the trends and needs across the many contexts that we serve.

Innovista is a partnership of people – leaders, staff, volunteers and supporters. Following Jesus, and working together, is what enables what you're about to read. Thank you again for your generosity.

Tim Wills



From the International Director

At the end of 2023, I again visited Ukraine. The leaders we are privileged to support across this brutalised, war-weary country continue to serve with courage, integrity and skill. The message they gave me for you was a heart-felt thank you. Thank you for standing with them – for giving and praying – so that they get the support and development they need to keep going.

This message comes not only from Ukraine, but from leaders in all the places we work. Leaders in Central Asia – whose meeting room was padded with mattresses to avoid being heard by informers – asked me to send the same 'thank you'.

Your support brought the hope of Jesus to people facing war, persecution and poverty. People are being transformed and communities changed for good, through the sacrificial service of Christ-following leaders and the churches, ministries and enterprises they run.

Leaders like this do not grow on trees. Rather they grow through consistent training, mentoring and experience over time. As you read what follows, you'll see what a wise investment this is. Thank you for investing in them.

Our world faces enormous challenges. There is constant talk about the need for 'good leadership'. Everyone knows that leaders make a disproportionate difference.

So, with your support, we will continue to invest in growing Christian leaders in challenging contexts. Leaders who will serve with courage, integrity and skill, so that people and communities are changed by Jesus.

Jason Lane



Will you support Christian leaders where they're needed most in 2024? Find out how to get involved at: www.innovista.org/get-involved

About us

The Board of Trustees present their Annual Report, together with the audited, financial statements, for the year ended 31 December 2023.

Who we are

Innovista identifies, equips and develops Christian leaders working in challenging contexts. Every year, we train and mentor around 1,500 leaders in Britain, Ireland, Moldova, Ukraine, Central Asia and beyond. We help leaders transform people and communities through churches, ministries and enterprises. Inspired by Jesus, we equip leaders to build a better world.

Our purpose

Innovista's purpose is to identify, equip and develop leaders to change their communities with the hope of Jesus.

Our approach

Innovista walks with leaders and teams over time, supporting their development in service of their communities. Contextualised training and coaching equips them to catalyse local, transformational mission.

Innovista's support is:

Local and contextual: Delivered by expert and experienced local trainers.

Practical: Helping leaders move forward with confidence.

Collaborative: Connecting leaders for mutual support and kingdom-advancing collaboration.

Our values

- Wise **stewardship:** Using our resources in ways that bring the most hope and change.
- Engaged in **context:** Context shapes what we do and how we do it.
- Inspiring **excellence:** Serving with distinctive quality.
- Effective **teamwork:** Working with others to go further.

Supporting Christian leaders where they're needed most

A big disease for Moldova is the lack of jobs here and due to this people go abroad and children are growing up without parents. Another one is corruption, because with money you can 'solve' everything in Moldova. (Jana, Innovista Moldova)

Innovista serves God's transforming mission by growing leaders in challenging contexts.

We long to see more people and communities changed by Jesus. That's why we develop more leaders. More than twenty years' experience and learning, shows that this requires sustained, disciplined action. We have captured the key areas of this action in the Innovista Flywheel (below). Each part of the flywheel is fuelled by the one before, creating a circle of mutually reinforcing activities, that over time lead to sustained momentum and growing impact.

1. High quality, practical training helps established and emerging local leaders become more effective. Leading with increased courage, integrity and skill, they equip the Church for mission.

2. The Church, led by servant leaders, demonstrates and communicates the gospel, and people and communities are transformed.

3. Demonstrating the distinctive and durable impact of well-trained Christian leaders inspires more people to get involved.

4. Supporters fuel further growth by praying, volunteering, and giving.

5. Resources are invested in strengthening the eco-system, so that more Christian leaders are identified, equipped and developed.



1 Leaders catalysing mission

Our first objective for 2023 was to train more than 1,300 leaders from 12 or more nations.

1,439 leaders (including 31 leader-developers) were trained from Great Britain, Ireland, Ukraine, Moldova, Norway, Latvia, Romania, Malawi, Austria, Azerbaijan, three Central Asian republics* and a South Asian country.* The process of serving new areas began with initial assessments and pilot training programmes taking place in three new countries.

1439 Leaders trained

781 Women

658 Men

31 Leader-Developers

14 Countries

** Locations have been withheld for security reasons.*

What's next for Ukraine?

Innovista has been supporting Christian leaders in Ukraine for over 20 years. After the full-scale invasion on 24 February 2022, resources were quickly deployed through our extensive network of trusted leaders and churches, helping them serve their communities (see page 14-15). Their remarkable, sacrificial service continues through the turmoil and tragedy of the war. Christian leaders are beacons of hope for a tired and traumatised nation.

When Jason Lane, Innovista's International Director, visited the country in December 2023, the message from all the leaders was the same:

- 'People showing up and standing with us is a powerful act of solidarity that helps us keep going. It shows us that we are not forgotten.'
- 'Please bring into Ukraine more of Innovista's support and expertise. We want to continue to serve, but we are exhausted. We need your help now more than ever.'

We committed to provide steadfast support to strengthen exhausted leaders, as they reach and care for wounded and shattered communities. With the help of generous supporters, we will continue to strengthen our brothers and sisters who are leading with courage, integrity and skill.

In practice, this included adding one more full-time leader-developer to the Ukraine team, as well as starting creative partnerships with two national seminaries to strengthen the training and support given to Ukrainian leaders.



Innovista's Anatoliy Sapsay (left) and Jason Lane (right) visit Christian leaders serving communities near the front line in Kharkiv, Ukraine.





Christian leaders (above) are serving sacrificially in a heavily militarised area (below).



Leaders running a children's camp under canvas in frozen conditions.

Building bridges that lead to Jesus

You helped leaders like Gheorghe. He pastors a Baptist church in Văsieni, a village in central Moldova where less than 4% of people are protestant Christians. Many people were suspicious of him, because he's a Baptist pastor in an Orthodox country. He was stuck in a rut and unable to connect with his community.

Gheorghe realised he needed help. He reached out to Innovista. He joined the Tempo Leadership Programme for senior leaders and it breathed new life into his ministry. Gheorghe understood that his attitude needed to change. He'd been so focused on what he had to give others that he'd been treating people as projects.

The training expanded Gheorghe's understanding of mission and his love for the community. Rather than just trying to get people into church, he started walking alongside them to help them know and follow Jesus. Over a nine-month period, the training and coaching helped Gheorghe better understand the people and community, and shape the ministry of the church to fit. Doing the training with other church leaders also created a network of support that continues to provide help and encouragement.

Gheorghe was changed by the Tempo Leadership Programme. He decided to focus on getting to know people in his local community. He's now regularly invited into homes and asked for advice. His reputation has grown so high that he has even been voted onto the village council. This has opened more doors for serving his community. Gheorghe is hugely excited about how God is using these new opportunities that Innovista's training helped to unlock, to help his village discover the life of Jesus. In his words:

'Now everybody is smiling at me... Before they knew me as a Baptist pastor and they didn't want to have anything to do with me. Now they know me as a kind person, and they are open to talking to me.'

Objectives for 2024

In 2024, Innovista aims to train over 1,600 leaders in 12 countries. Building on what began in 2023, this will include continued investment in 40-50 leader-developers (see page 22). We will also conclude our in-depth research into the barriers and enablers for women in leadership, which will then inform our work to strengthen women who serve in challenging contexts (see page 18).

Reaching remote parts of Central Asia

Innovista's pioneering Central Asia team is equipping leaders to boldly take the gospel to remote and unreached areas. Often requiring long and arduous travel, teams are engaging in a range of creative mission initiatives that build relationships and create space to talk about Jesus. They offer language classes, care for the marginalised, and run evangelistic sports clubs and camps. They also provide crucial support for the small, isolated and under-resourced churches. Innovista's Andrey* explains why this is so important: 'These rural areas are very remote and are often ignored. The most useful thing for the tiny churches is encouragement. But they also need knowledge, strategy and vision. We encourage them and help them with resources. Other organisations are not reaching these people.'

** His name has been changed for security reasons.*



Now everybody is smiling at me... Before they knew me as a Baptist pastor and they didn't want to have anything to do with me. Now they know me as a kind person, and they are open to talking to me. (Pastor Gheorghe)

People and communities changed

The second of Innovista's five objectives for 2023 was to identify, develop and equip leaders to change their communities with the hope of Jesus.

When people follow Jesus, everything can change. Seeing people and communities transformed by Jesus is what we long for. As we equip leaders to serve, we see some of what God is transforming.

Bottles and Bibles: a mission to the margins

'In the beginning they couldn't imagine their future. They couldn't see themselves anywhere other than picking up plastic bottles, because all of them were illiterate.' (Madina)

Not everyone has the luxury of being able to dream about the future. Those born into one ethnic group in Central Asia are usually destined to a life of extreme poverty. Survival is success. Many in this mainly Muslim community end up scraping a living by begging, stealing or collecting plastic bottles for recycling. Theirs is an existence on the margins of society, largely ignored by others who treat them with suspicion and scorn. That is, until a local church in partnership with Innovista, began to invest in them.

Significant steps

Becoming Christians kick-started transformation for the community. An Innovista trainer helped the community identify their dreams for the future, and the big obstacles they faced. They imagined being able to read and have jobs that were meaningful and contributed to the wider community. A combination of studying scripture, 'Find your Calling' workshops and vocational training has enabled young people to see and work for a future beyond bottle collecting.

Sustainable skills

Some were helped to find construction work or trained to repair electrical items, while others were taught sewing skills and helped to start a dress-making business. The training has been empowering. Rather than relying on handouts, they are now able to earn money to feed their families, as well as help others in the community with their skills.

Love of learning

One of the most striking groups is four girls who are training to become translators. Their great hunger to learn has seen them request extra foreign language books and memorise words that they didn't even know in their own language. For the first time, eleven children from the community are going to school.

Transformative training

'I'm thrilled and so thankful when I see how much the young people's lives have already turned around. The once shy and illiterate children have gained a life-changing faith, knowledge, confidence, and new aspirations', says Madina*, Innovista's Regional Director. As the pastor's wife put it, 'this community has gone from being "awake but asleep" to alive in every sense of the word'.

Culture changing

Madina's vision is that these first-generation Christians will be culture-shapers, who challenge how society views oppressed minorities. As people see how much the community has changed and the positive difference they are making, her dream is that many will ask what has caused this great transformation. They will discover that it is Jesus who lifted them up, gave them hope, and unleashed their forgotten potential.

** Names have been changed for security reasons.*



Persecution and progress in Central Asia

Central Asia is a really difficult place to be a Christian. The Church is under-resourced and under pressure, so investing in leaders is vital. Despite the difficulties Madina is encouraged by the ways God is at work:

'Seeing the fruits of our work gives me joy... I am so thankful for the relationships we have made with church leaders throughout the years. The trust that has developed has led to creative partnerships that God is using. In the beginning they did not think a woman could have anything helpful to say!'

Ukraine: witnessing in a war-zone

Throughout 2023, the war in Ukraine continued to pile immense pressure on Christian leaders. As in the previous year, Innovista's supporters enabled emergency grants to be distributed to trusted church partners. In addition to our ongoing training for church and ministry leaders, over £70,000 was given to more than 30 church teams, which provided everything from medicine and food, to generators and Bibles. After the devastating breach of the Nova Kakhovka dam, we helped Christian leaders provide emergency flood relief.

As the war continues, and after consultation with leaders during 2023, we plan to increase our support of both established and emerging leaders in 2024 (see page 8).

Map showing where grants were sent in 2023.

Objectives for 2024

We are driven by a vision to see people and communities renewed by Jesus, as local leaders serve with courage, integrity and skill. During 2024, we will add capacity to our national teams in key locations, including Ukraine, so that more emerging leaders can be grown and established leaders equipped.

A Welsh Revival

Over the past 150 years, Wales has gone from being one of the most Christian nations on earth to one of the least religious. To try to reverse the dramatic decline, Innovista is investing in the leadership team of *Cant I Gymru* ('100 for Wales'), a multi-denominational initiative seeking to plant 100 churches in the next 10 years.

Ben Franks, a pastor from the Rhonnda valley and the driving force behind *Cant I Gymru*, describes the vision:

"We long to see a fresh wave of pioneering leaders reach every corner and community of Wales in the years to come'. Although the challenge is great, our confidence is in a God who can use anyone to bring great change by his power. Now is the time to step forward with purpose, ambition and courageous faith. We are trusting that God will use the little that we have to bring great glory to his name."



Now is the time to step forward with purpose, ambition and courageous faith. (Ben, Wales)

3 Distinctive results

Innovista's third objective for 2023 was the roll out of a new 'Learning and Impact' system using the Impact Atlas online platform.

Demonstrating distinctive results requires more than stories. It also requires data. So, in 2023, Innovista began the roll out of a new Learning and Impact system.

Built on the Impact Atlas online platform, the system enables Innovista's leader-developers to assess needs, design training and, most importantly, track outcomes over time. The data that is collected will identify what is effective and what needs to be improved.

Rolling out the system was much harder than we expected, with a range of technical and contextual/linguistic hurdles to overcome. The multi-national project team worked hard to find solutions and this work will continue in 2024 as the system is used more widely.

Despite these significant challenges, the Learning and Impact system also generated helpful data and fresh insights. The needs assessment proved particularly useful to understand where leaders are starting from and what their development needs are.

The fact that the needs assessment is done by the leaders themselves, makes the process less threatening and it often reveals unexpected and important insight. This in turn means that, with the help of an Innovista trainer-coach, leaders can deal with the significant issues, so that mission moves forward.

As well as rolling out the Learning and Impact system, we strengthened communication with Innovista's stakeholders through a brand upgrade and the appointment of a Communications Manager. These aims were achieved in 2023, with the new branding communicating Innovista's distinctives more effectively. A new website was also launched which has increased engagement with supporters.





1439 Leaders trained

781 Women

658 Men

31 Leader-Developers

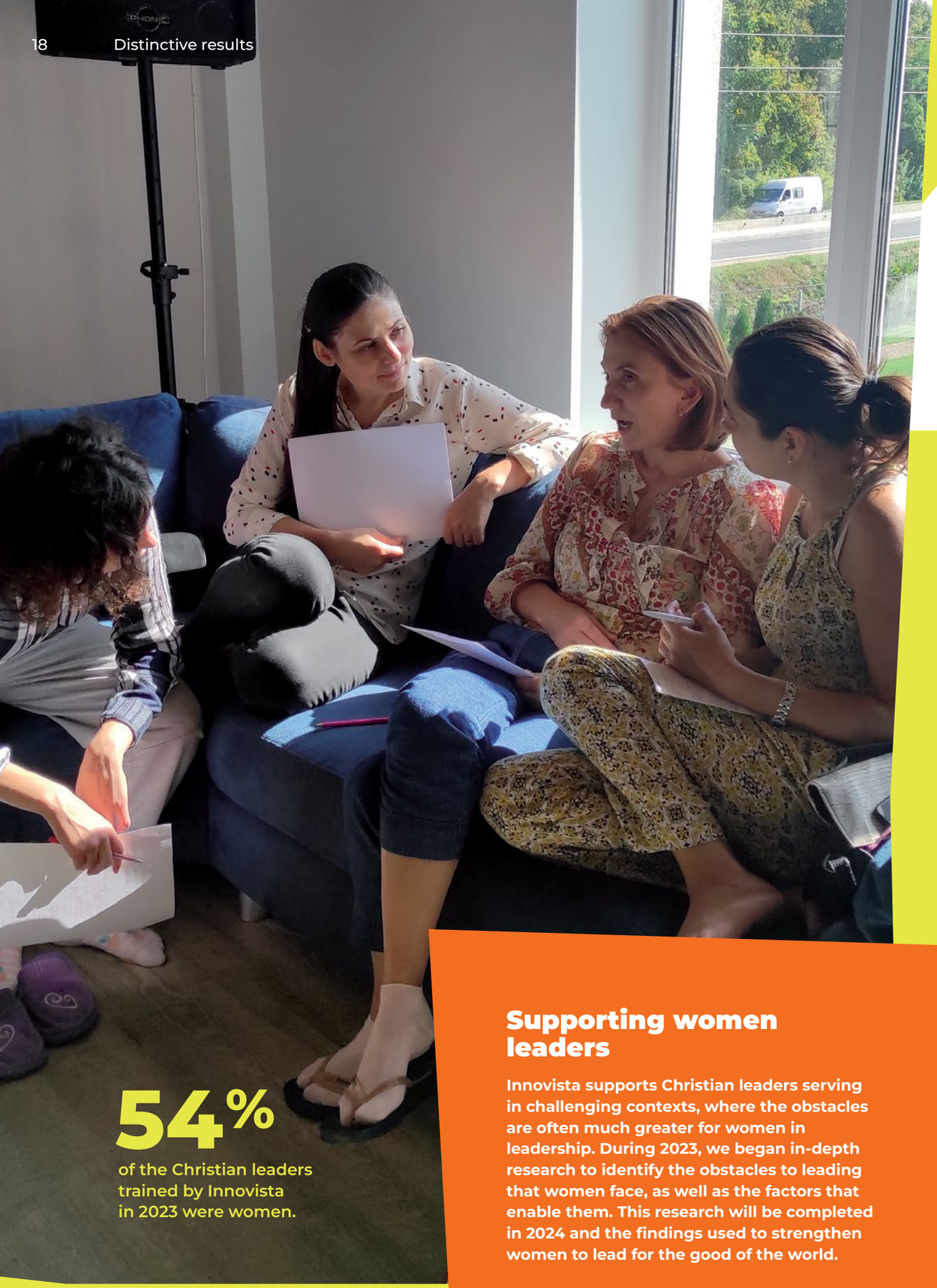
14 Countries

Objectives for 2024

We will build on the introduction of the Learning and Impact system, equipping all Innovista staff to use it effectively. We will make the review and interpretation of data part of the way we work. Other online tools will be introduced too, including a community mapping tool to help church leaders develop context-specific mission. We will also build on the new brand, particularly by upgrading Innovista's presence on social media.



The Learning and Impact system helps leaders (pictured) measure and assess the impact of their ministry.



54%

of the Christian leaders trained by Innovista in 2023 were women.

Supporting women leaders

Innovista supports Christian leaders serving in challenging contexts, where the obstacles are often much greater for women in leadership. During 2023, we began in-depth research to identify the obstacles to leading that women face, as well as the factors that enable them. This research will be completed in 2024 and the findings used to strengthen women to lead for the good of the world.

“The coaching has completely changed how I work with people and invest in them. It’s helped me to trust my team and give them real responsibility. As a result, they are more engaged, they are growing and more people are hearing about Jesus in ways they can understand. (Vera, Moldova)

4 Increasing resources to invest in leaders

Innovista's fourth objective was to raise an operating budget of £818,000 in 2023 to invest in supporting more leaders.

The total income in 2023 was £602,766. There were several factors that contributed to this, including a bigger than expected reduction in support for Ukraine, combined with reduced fundraising capacity at a key time of the year, because of personnel changes.

We are incredibly grateful to our supporters who gave generously in 2023.

In light of lower than expected income, plans were adjusted. Despite the reduced income, we exceeded the target for the number of leaders trained in the year.

Recruiting high quality staff also remains a challenge and we found that it took longer to make appointments, including in Ukraine. Nevertheless, good progress was made, including an additional trainer in Ukraine and a Director of Development for Innovista International. The latter succeeds the Director of Supporter Relations, and includes responsibility for building the resource-raising capacity of Innovista national ministries, strengthening long-term sustainability.

Objectives for 2024

In 2024, our objective is to raise £684,000, as part of a plan to restore reliable financial growth. This will enable the kind of committed investment in leaders, that sees them grow. We also aim to strengthen the organisation by adding a new role to the senior leadership team, investing further in fundraising and strengthening the team in Ukraine.

Church partners

Innovista is privileged to partner with UK churches who share our vision to identify, develop and train Christian leaders. By raising awareness of issues, funding support, and upholding teams through prayer, our church partners are helping to empower local leaders and fuel more mission across the world.

St Andrew's Church in Oxford is a long-standing partner, committed to supporting Christian leaders serving in challenging contexts. They kindly hosted Innovista's 'Ukraine: One Year On' event in 2023, which shone a light on the vital and wide-ranging ways Christian leaders have been helping their shattered communities during the war. They also make their facilities available to us for team away days.

We are grateful to St Andrew's Church, and our other church partners, for supporting Christian leaders where they're needed most. Leaders serving under huge pressure have stressed again and again just how important and encouraging it is to know that the global church is standing with them.



Thank you to our church partners, like St Andrew's Church, Oxford.



Innovista's Ukraine team (pictured) is helping exhausted leaders serve their traumatised communities.

> We have been so encouraged in our partnership with this incredible work, seeing leaders sustained and equipped in conflict zones, in the face of persecution and where resources are scarce. Innovista help us in our response to the Great Commission, their vision reflects our priorities, and they help us to engage with the world outside our own backyard. Thank you for your faithful work Innovista!
> (Dan Heyward, vicar of St Andrew's Church)



Sharing how courageous Christian leaders are serving in the war-zone at the 'Ukraine: one year on' event.

5 An eco-system for growing leaders

Innovista's fifth objective for 2023 was to create a global network of trainers consisting of 40 to 50 people from 12 countries.

The new network of leader-developers aims to equip and connect the specialists who train and coach other leaders. This is part of Innovista's 'eco-system' that grows good leaders. The network of leader-developers was launched in 2023 at events in Latvia and Central Asia. An initial cohort of 31 people from nine countries attended, including trainers from like-minded organisations committed to developing more leaders to change their communities with the hope of Jesus. Due to difficulties in obtaining visas, participants from a further four countries were unable to take part.

As well as supporting Innovista's own leader-developers, the network will connect and resource men and women from other ministries who are committed to growing leaders. Doing this will mean that Innovista's resources and expertise will be shared more widely, helping more leaders than those trained directly by Innovista.

Work also continues on the creation of online tools to help leaders including an online version of the Tempo Leadership course to enable more people to access this training.

The ripple effect: resourcing leader-developers

The investment in key leader-developers at these strategic gatherings is already creating a ripple effect that is being felt across the regions.

New places

Teams from three countries where Innovista has not worked before were able to benefit from crucial training and access specialist resources to use in their own contexts. They are now being supported by experienced Innovista regional leaders to develop localised training for missional leaders.

New vision

Two leaders from Central Asia were so inspired they are starting new leadership schools in unreached regions, which Innovista will be supporting. Joy*, whose organisation supports hundreds of vulnerable women in Central Asia is using Innovista's training to develop ministry teams in every region of her country. Galina, a leader from Moldova, is applying the learning by introducing coaching and mentoring in her national mission organisation.

Sharing leadership skills

Florica Cherecheș (right), a former Member of Parliament in Romania, shares Innovista's vision to support Christian leaders where they're needed most. She spoke movingly at the event in Latvia about finding God's care in the carnage of profound personal tragedy. She also challenged participants to see what God will do, if they follow him whole-heartedly. Florica brought insight and practical wisdom from her experience of serving in senior government positions, and a challenge to grow Christian leaders for all sectors of society.



Collaborating for Impact

Joy* and Hasan* are two trail-blazing Central Asian leaders Innovista has been developing for the last five years. Joy has grown a pioneering ministry that provides crucial support for over 200 vulnerable women each year. Hasan runs an innovative mission organisation that planted forty house churches in 2023. Both Joy and Hasan have been equipped to train leaders, so that their ministries are expanding in reach and impact in ways that are sustainable. Encouraged by Innovista to develop the next generation of Christian leaders, Hasan has started a leadership school to bring transformation to remote Central Asian communities.



We will use what we received at the training. It's time to take it to another level! (Nuh*, Christian leader from Central Asia)

Objectives for 2024

Building on the learning of 2023, we will design and launch a system to grow leader-developers. This system will develop the character and skill of the men and women who are developing leaders in difficult contexts. By investing here, we expect to see more of the right kind of leaders developed for local mission. As in 2023, we anticipate investing in 40 to 50 leader-developers in 2024, before further expansion in 2025.

** Names have been changed for security reasons.*

Structure, governance and management

Organisation

Innovista International is a charitable company limited by guarantee, governed by its Memorandum and Articles of Association. It was incorporated in the United Kingdom on 21 February 2005 and the Memorandum and Articles of association were amended by Special Resolution dated 10 October 2014. It is registered as a charity with the Charity Commission of England and Wales, registered number 1108679. The directors of the charitable company are its trustees for the purposes of charity law and through this report are collectively referred to as the trustees. The liability of the members, who are the trustees, of the charitable company is limited by their guarantee to contribute a sum of £1 each towards the liabilities of the charitable company in the event of liquidation.

A minimum of three and a maximum of ten trustees are required at any one time. New trustees are appointed either to fill in a vacancy or by way of addition to the Board. On appointment trustees are required to hold to the Statement of Faith, affirm (upon joining and thereafter annually) their agreement with the aims and values of the charity, and meet any other criteria established from time to time by the trustees. When new trustees are appointed they are introduced to the work of the charity and provided with the information they need to fulfil their roles, which includes information about the role of the trustees and their responsibilities under the Companies and Charities Acts.

Day-to-day administration of the charity is delegated to the International Director, and his Senior Leadership Team, under the supervision of the trustees. Decision-making powers are retained by the trustees and exercised at regular trustees' meetings, of which there are a minimum of three each year.

Fundraising and compliance

Innovista is a member of the Fundraising Regulator and as such, adheres to best practice in all our fundraising activities. All fundraising activities are regularly monitored by the International Director and the Board of Trustees. The majority of fundraising work is carried out in-house. However, we used a consultant to assist us in writing appeals. Consultants are always selected on the basis of having shared faith, shared values and proven expertise in the sector. We hold all our fundraisers to account on our shared values of excellence and stewardship, as well as the Fundraising Regulator's Code of Fundraising Practice. Two of our team are also members of the Chartered Institute of Fundraising.

No complaints were made in 2023 regarding our fundraising. We do most of our fundraising by email, although in 2023 we continued to test a direct mail approach with strong results. Whilst we do have elderly people on our mailing lists, we know them personally and immediately respond to any requests to unsubscribe. Fundraising for more significant investments is done relationally and we would only approach a major donor when we knew that this was something they were personally committed to.

Risk management

Risk awareness is integral to the charity's overall management effectiveness. Regular risk assessments are conducted in respect of the charity's activities. The trustees have identified the major risks which may affect the charity and have taken reasonable steps to mitigate those risks.

Leadership and administrative information

Trustees/Directors

The Board of Trustees is responsible for ultimate strategic decisions. The Board of Trustees who were in office during the year and up to the date of signing were:

- Tim Wills (Chair)
- Claire Goodman
- Stuart Weekes
- Richard Myers
- Geraldine Payne (from June 2024)

Senior Leadership Team

The Board has delegated day-to-day operational decisions to the Senior Leadership Team. The team in place during the year were:

- Jason Lane, International Director
- Mary Oakes, Director of Supporter Relations (until May 2023)
- Hannah Burnham, Director of Development (from October 2023)

Charity number

1108679

Company number

05371169

Principal address and registered office

Suite 143, 266 Banbury Road, Oxford, OX2 7DL

Auditor

Caladine Ltd, Chantry House, 22 Upperton Road, Eastbourne, East Sussex, BN21 1BF

Bank

HSBC PLC, 65 Cornmarket Street, Oxford, OX1 3HY



Our governing document states that our overall objectives are to:

- **Advance the Christian faith through our words and actions**
- **Advance education through training that helps people become better leaders.**
- **Promote community capacity-building by equipping leaders and potential leaders in disadvantaged communities*.**
- **Prevent and relieve poverty by providing training and resources to people in need.**

** Disadvantaged communities/people that are in the lowest 20% of the Index for Multiple Deprivations or equivalent.*

Caring for Creation

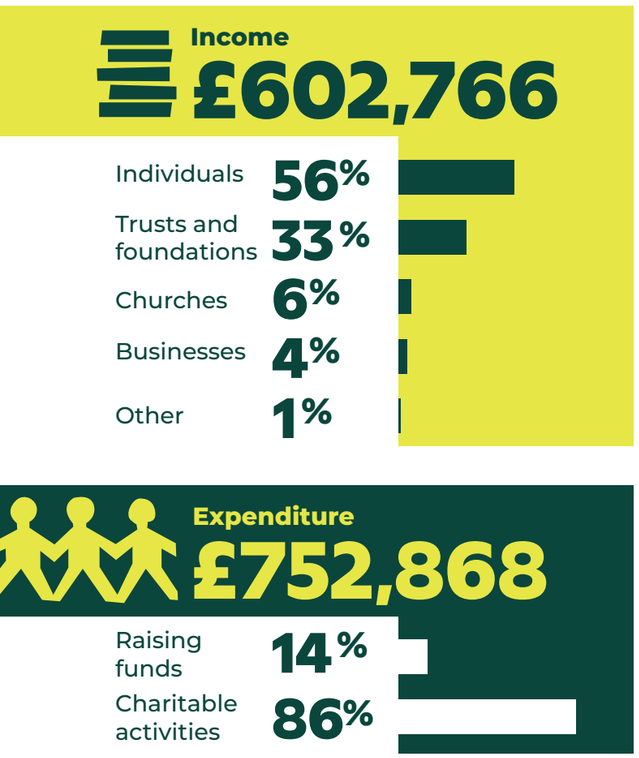
Innovista remains committed to caring for the environment in light of the climate crisis. As part of our commitment to good stewardship, we have reduced our flights from pre-pandemic levels and we also offset (as standard) the environmental impact through the organisation Climate Stewards (www.climatestewards.org). We plan to strengthen this policy and practice in 2024.

Financial Review

Income and expenditure

Our income for 2023 was £602,766. Although this was a 49% decrease, it represented a return to a more normal level after exceptionally high giving for Ukraine in 2022 (following the full-scale invasion by Russia). Further fundraising challenges included personnel changes and wider difficulties in the financial climate. Nevertheless, many long-term supporters of Innovista continued to respond with enormous generosity. We are incredibly grateful to everyone who gave in 2023.

Expenditure in 2023 was £752,868, which was a 27% decrease from the 2022 figure of £1,025,103 and below the anticipated expenditure of £979,000. The main reason for this was a move away from the budgeted emergency grants in Ukraine towards investing again in longer-term leadership training. Another reason was lower than expected employment costs, primarily because the anticipated recruitment of a Chief Operating Officer was unsuccessful.



We anticipate that our income for 2024 will be higher than in 2023. We have budgeted for an income of £684,289 and have set our expenditure budget at a slightly higher level than the previous year to take into account the anticipated increase in income. An expenditure budget of £749,319 has been set for 2024, which includes carrying forward the restricted reserves (see below).

Grants

Much of Innovista's work is undertaken through making grants to partner organisations and individuals. Innovista Ukraine, Innovista Ireland and Innovista Moldova are separate legal entities to which monthly grants are made to enable them to carry out their charitable activities in those countries, in the context of agreed country strategies.

Grants are also made to non-Innovista affiliated entities where these contribute to Innovista's purpose and align with our values. Appropriate reporting of use of funds is required and monitoring is carried out on a regular basis.

In 2023, a number of grants were provided to respond to the on-going needs arising from the Ukraine war. These were given to institutions and individuals in the country according to a policy developed to guide the process in this emergency situation. Priority was given to those we already had an existing relationship with. Grants were made at the request of Innovista Ukraine, which formally assessed and approved project proposals against a set of agreed criteria, before then following up with a designated monitoring process.

Reserves

The final fund at the end of the reporting period was £271,628, of which £214,367 were restricted funds, including £145,668 carried forward for our continued response to the war in Ukraine. Additional details about our restricted funds can be found in note 20 of the financial statements.

Innovista International has a policy of retaining reserves amounting to between 60 and 90 days of normal operating costs, in order to finance its planned activities and meet its future financial obligations. Based on current expenditure levels, an unrestricted reserve of £150,000 is to be maintained.

Unrestricted reserves at the end of 2023 stood at £57,261, which is 50% lower than the previous year (£115,336). Although below the desired level, the trustees will continue to monitor the situation over the next 12 months, in order to maintain reserves in line with the agreed policy.

Trustees' Responsibility Statement

The trustees, who are also directors of the charity for the purposes of the Companies Act, have prepared this report to meet the requirements for a directors' report and accounts for the purposes of company law. The trustees have complied with section 17 of the Charities Act 2011 in having regard to guidance published by the Charity Commission concerning public benefit.

Company law and Charity law require the trustees to prepare financial statements for each financial year which give a true and fair view of the state of affairs of the charity and the financial activities of the charity 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 judgements and estimates that are reasonable and prudent
- State whether applicable 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 charity will continue in operation

The trustees are responsible for keeping proper accounting records which disclose with reasonable accuracy at any time the financial position of the charity and to ensure that the financial statements comply with the Companies Act 2006. They are also responsible for ensuring that the charity maintains an adequate system of internal control designed to provide reasonable assurance that the assets are safeguarded against loss or unauthorised use to prevent and detect 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 charity's auditor is unaware
- They have taken all steps that 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

This report is prepared in accordance with the small companies' regime under the Companies Act 2006.



Tim Wills
Chair of the Board of Trustees

31 July 2024

Independent auditor's report
to the members of Innovista International

Opinion

We have audited the financial statements of Innovista International (the 'charity') for the year ended 31 December 2023 which comprise the statement of financial activities, the statement of financial position, the 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 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 December 2023 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; 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 the 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 the provisions available for small entities, in the circumstances set out in note 25 to the financial statements, 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 other information comprises the information included in the 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 our audit:

- the information given in the trustees' report for the financial year for which the financial statements are prepared, which includes the directors' report prepared for the purposes of company law, is consistent with the financial statements; and
- the directors' report included within the trustees' 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 charity and its environment obtained in the course of the audit, we have not identified material misstatements in the directors' report included within the trustees' 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 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.

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 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.

The extent to which the audit was considered capable of detecting irregularities including fraud

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 charity through

discussions with trustees, and from our commercial knowledge and experience of the charity 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, Charities Act 2011 and employment legislation;
- we assessed the extent of compliance with the laws and regulations identified above through making enquiries of management and inspecting legal correspondence; and
- identified laws and regulations were communicated within the audit team regularly and the team remained alert to instances of non-compliance throughout the audit.

We assessed the susceptibility of the charity'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.

Audit response to risks identified

To address the risk of fraud through management bias and override of controls, we:

- performed analytical procedures to identify any unusual or unexpected relationships;
- tested journal entries to identify unusual transactions;
- assessed whether judgements and assumptions made in determining the accounting estimates were indicative of potential bias; and
- investigated the rationale behind significant or unusual transactions.

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 those charged with governance;
- enquiring of management as to actual and potential litigation and claims; and
- reviewing correspondence with HMRC and relevant regulators.

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 trustees and other management and the inspection of regulatory and legal correspondence, if any.

Material misstatements that arise due to fraud can be harder to detect than those that arise from error as they may involve deliberate concealment or collusion.

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

Mr Colin James Dadswell FCCA (Senior Statutory Auditor) for and on behalf of Caladine Limited

31 July 2024

Chartered Certified Accountants Statutory Auditor

Chantry House
22 Upperton Road
Eastbourne
East Sussex
BN21 1BF

Statement of financial activities including income and expenditure account

for the year ended 31 december 2023

	Notes	Unrestricted funds 2023 £	Restricted funds 2023 £	Total 2023 £	Unrestricted funds 2022 £	Restricted funds 2022 £	Total 2022 £
Income from:							
Donations and legacies	3	321,759	276,607	598,366	275,525	913,789	1,189,314
Charitable activities	4	600	165	765	-	3,074	3,074
Investments	5	3,635	-	3,635	540	-	540
Other income	6	-	-	-	460	-	460
Total income		325,994	276,772	602,766	276,525	916,863	1,193,388
Expenditure on:							
Raising funds	7	85,689	22,777	108,466	86,479	21,794	108,273
Charitable activities	8	228,731	415,671	644,402	89,920	826,910	916,830
Total expenditure		314,420	438,448	752,868	176,399	848,704	1,025,103
Net income/ (expenditure)		11,574	(161,676)	(150,102)	100,126	68,159	168,285
Transfers between funds	20	(66,353)	66,353	-	(80,909)	80,909	-
Other recognised gains and losses:							
Other gains/(losses)	14	(3,296)	-	(3,296)	9,076	-	9,076
Net movement in funds		(58,075)	(95,323)	(153,398)	28,293	149,068	177,361
Reconciliation of funds:							
Fund balances at 1 January 2023		115,336	309,690	425,026	87,043	160,622	247,665
Fund balances at 31 December 2023		57,261	214,367	271,628	115,336	309,690	425,026

The statement of financial activities includes all gains and losses recognised in the year. All income and expenditure derive from continuing activities.

Statement of financial position
as at 31 december 2023

	Notes	2023 £	2023 £	2022 £	2022 £
Fixed assets					
Property, plant and equipment	**15**		21,531		7,096
Current assets					
Trade and other receivables	**16**	57,633		28,260	
Cash at bank and in hand		220,149		420,046	
		277,782		448,306	
Current liabilities	**17**	27,685		30,376	
Net current assets			250,097		417,930
Total assets less current liabilities			271,628		425,026
The funds of the charity					
Restricted income funds	**20**		214,367		309,690
Unrestricted funds	**19**		57,261		115,336
			271,628		425,026

The financial statements were approved by the trustees on 31 July 2024

Tim Wills
Trustee

Company registration number 05371169 (England and Wales)

Statement of cash flows
for the year ended 31 december 2023

	Notes	2023 £	2023 £	2022 £	2022 £
Cash flows from operating activities					
Cash (absorbed by)/generated from operations	**23**		(183,966)		186,813
Investing activities					
Purchase of property, plant and equipment		(19,566)		(3,136)	
Proceeds from disposal of property, plant and equipment		-		824	
Investment income received		3,635		540	
Net cash used in investing activities			(15,931)		(1,772)
Net (decrease)/increase in cash and cash equivalents			(199,897)		185,041
Cash and cash equivalents at beginning of year			420,046		235,005
Cash and cash equivalents at end of year			220,149		420,046

Notes to the financial statements
for the year ended 31 december 2023

1 Accounting policies

Company information

Innovista International is a private company limited by guarantee incorporated in England and Wales. The registered office is Suite 143, 266 Banbury Road, Oxford, OX2 7DL.

1.1 Accounting convention

The financial statements have been prepared in accordance with the charity's Memorandum and Articles of Association, the Companies Act 2006, FRS 102 "The Financial Reporting Standard applicable in the UK and Republic of Ireland" ("FRS 102") and the Charities SORP "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). The charity is a Public Benefit Entity as defined by FRS 102.

The financial statements are prepared in sterling, which is the functional currency of the charity. Monetary amounts in these financial statements are rounded to the nearest £.

The financial statements have been prepared under the historical cost convention. The principal accounting policies adopted are set out below.

1.2 Going concern

At the time of approving the financial statements, 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 financial statements.

1.3 Charitable funds

Unrestricted funds are available for use at the discretion of the trustees in furtherance of their charitable objectives.

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

1.4 Income

Income is recognised when the charity is legally entitled to it after any performance conditions have been met, the amounts can be measured reliably, and it is probable that income will be received.

Cash donations are recognised on receipt. Other donations and grants are recognised once the charity has been notified of the donation, unless performance conditions require deferral of the amount. Income tax recoverable in relation to donations received under Gift Aid or deeds of covenant is recognised at the time of the donation. It is communicated to individuals who donate through the charity's website that any Gift Aid is to be utilised for the general purposes of the charity, and is therefore treated as unrestricted funds.

Legacies are recognised on receipt or otherwise if the charity has been notified of an impending distribution, the amount is known, and receipt is expected. If the amount is not known, the legacy is treated as a contingent asset.

Assets for distribution are recognised only when distributed. Assets given for use by the charity are recognised when receivable. Stocks of undistributed donated goods are not valued for balance sheet purposes.

1 Accounting policies (Continued)

1.5 Expenditure

Liabilities are recognised when a constructive obligation exists, the payment is probable and the obligation can be measured or estimated reliably.

Resources expended are allocated to the particular cost centre to which they relate and include irrecoverable VAT.

The charity makes grants to various organisations and individuals to further its charitable objects. Innovista Ukraine, Innovista Ireland and Innovista Moldova are separate legal entities to which monthly grants are made to enable them to carry out their charitable activities in those countries.

Grants are also made to non-Innovista affiliated entities where these share similar aims, objectives and ethos. Appropriate reporting of use of funds is required and monitoring is carried out on a regular basis.

Since 2022, grants to institutions and individuals in Ukraine were made as a response to needs arising from the conflict. A policy was developed to guide grant-making in this emergency situation. Applications are mainly made via Innovista Ukraine who filter the requests according to established criteria and make recommendations for funding. Recipients must commit to providing:

- a project proposal outlining the need;
- details of a bank account that can receive foreign currency;
- confirmation of receipt of grant;
- a report on how the grant was used.

Priority is given to entities with which the charity has an existing relationship, and to those in areas closest to the frontline of the war.

1.6 Property, plant and equipment

Property, plant and equipment are initially measured at cost and subsequently measured at cost or valuation, net of depreciation and any impairment losses.

Depreciation is recognised so as to write off the cost or valuation of assets less their residual values over their useful lives on the following basis:

Office and media equipment 25% straight line basis

The gain or loss arising on the disposal of an asset is determined as the difference between the sale proceeds and the carrying value of the asset, and is recognised in the statement of financial activities.

Small items of equipment costing below £250 are not capitalised.

1.7 Impairment of non-current assets

At each reporting end date, the charity reviews the carrying amounts of its tangible assets to determine whether there is any indication that those assets have suffered an impairment loss. If any such indication exists, the recoverable amount of the asset is estimated in order to determine the extent of the impairment loss (if any).

1.8 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 Accounting policies (Continued)

1.9 Financial instruments

The charity has elected to apply the provisions of Section 11 'Basic Financial Instruments' of FRS 102 to all of its financial instruments.

Financial instruments are recognised in the charity's balance sheet when the charity becomes party to the contractual provisions of the instrument.

Financial assets and liabilities are offset, with the net amounts presented in the financial statements, when there is a legally enforceable right to set off the recognised amounts and there is an intention to settle on a net basis or to realise the asset and settle the liability simultaneously.

Basic financial assets

Basic financial assets, which include trade and other receivables and cash and bank balances, are initially measured at transaction price including transaction costs and are subsequently carried at amortised cost using the effective interest method unless the arrangement constitutes a financing transaction, where the transaction is measured at the present value of the future receipts discounted at a market rate of interest. Financial assets classified as receivable within one year are not amortised.

Basic financial liabilities

Basic financial liabilities, including trade and other payables and bank loans are initially recognised at transaction price unless the arrangement constitutes a financing transaction, where the debt instrument is measured at the present value of the future payments discounted at a market rate of interest. Financial liabilities classified as payable within one year are not amortised.

Debt instruments are subsequently carried at amortised cost, using the effective interest rate method.

Trade payables are obligations to pay for goods or services that have been acquired in the ordinary course of operations from suppliers. Amounts payable are classified as current liabilities if payment is due within one year or less. If not, they are presented as non-current liabilities. Trade payables are recognised initially at transaction price and subsequently measured at amortised cost using the effective interest method.

Derecognition of financial liabilities

Financial liabilities are derecognised when the charity's contractual obligations expire or are discharged or cancelled.

1.10 Employee benefits

The cost of any unused holiday entitlement is recognised in the period in which the employee's services are received.

Termination benefits are recognised immediately as an expense when the charity is demonstrably committed to terminate the employment of an employee or to provide termination benefits.

1.11 Retirement benefits

Payments to defined contribution retirement benefit schemes are charged as an expense as they fall due.

2 Critical accounting estimates and judgements

In the application of the charity's accounting policies, the trustees are required to make judgements, estimates and assumptions about the carrying amount of assets and liabilities that are not readily apparent from other sources. The estimates and associated assumptions are based on historical experience and other factors that are considered to be relevant.

Actual results may differ from these estimates.

The estimates and underlying assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognised in the period in which the estimate is revised where the revision affects only that period, or in the period of the revision and future periods where the revision affects both current and future periods.

3 Income from donations and legacies

	Unrestricted funds 2023 £	Restricted funds 2023 £	Total 2023 £	Unrestricted funds 2022 £	Restricted funds 2022 £	Total 2022 £
Donations and gifts	321,759	276,607	598,366	236,725	913,789	1,150,514
Donated services (businesses)	-	-	-	38,800	-	38,800
	321,759	276,607	598,366	275,525	913,789	1,189,314
Donations and gifts						
Businesses and Community Organisations	21,991	4,205	26,196	24,410	34,928	59,338
Churches	8,303	28,502	36,805	2,073	219,739	221,812
Individuals (including tax reclaim under gift aid)	200,565	136,864	337,429	140,684	470,461	611,145
Local government grants	-	-	-	-	500	500
Trusts and foundations	90,900	107,036	197,936	69,558	188,161	257,719
	321,759	276,607	598,366	236,725	913,789	1,150,514

4 Charitable activities

	2023	2022
	£	£
Training courses and events	765	3,074
Analysis by fund		
Unrestricted funds	600	-
Restricted funds	165	3,074
	765	3,074

5 Income from investments

	Unrestricted funds 2023	Unrestricted funds 2022
	£	£
Interest receivable	3,635	540

6 Other income

	Total 2023	Unrestricted funds 2022
	£	£
Net gain on disposal of tangible fixed assets	-	460

7 Expenditure on raising funds

	Unrestricted funds 2023	Restricted funds 2023	Total 2023	Unrestricted funds 2022	Restricted funds 2022	Total 2022
	£	£	£	£	£	£
Fundraising and publicity						
Travel	444	209	653	2,652	744	3,396
Consultancy	7,452	1,515	8,967	10,052	2,513	12,565
Advertising	6,637	1,705	8,342	7,771	2,036	9,807
Other fundraising costs	1,302	325	1,627	480	120	600
Staff costs	68,839	18,769	87,608	64,175	16,044	80,219
Depreciation and impairment	1,015	254	1,269	1,349	337	1,686
	85,689	22,777	108,466	86,479	21,794	108,273

8 Expenditure on charitable activities

	Charitable activities 2023	Charitable activities 2022
	£	£
Direct costs		
Staff costs	225,026	255,730
Depreciation and impairment	3,853	5,570
Other staff costs	6,877	19,356
Events and activities	45,803	44,621
Premises, incl. international	5,176	2,160
Insurance	3,893	3,252
	290,628	330,689
Grant funding of activities (see note 9)	236,259	430,744
Share of support and governance costs (see note 10)		
Support	109,835	147,897
Governance	7,680	7,500
	644,402	916,830
Analysis by fund		
Unrestricted funds	228,731	89,920
Restricted funds	415,671	826,910
	644,402	916,830

9 Grants payable

	Charitable activities 2023 £	Charitable activities 2022 £
Grants to institutions:		
Innovista Ukraine	50,658	73,326
Innovista Ireland	17,304	14,599
Innovista Moldova	60,746	68,108
Ukraine church partners	72,674	202,364
Other	-	10,751
	201,382	369,148
Grants to individuals	34,877	61,596
	236,259	430,744

10 Support costs allocated to activities

	Charitable activities 2023 £	Total 2022 £
Consultancy	72,221	103,126
Telephone and IT	27,736	31,179
Bank charges	2,331	3,814
Legal and professional fees	1,650	1,619
Printing, postage and stationery	5,897	8,159
Governance	7,680	7,500
	117,515	155,397

	2023 £	2022 £
Governance costs comprise:		
Audit fees	5,620	5,480
Accountancy	2,060	2,020
	7,680	7,500

11 Trustees

One Trustee was reimbursed for travelling expenses totaling £118 (2022: £nil) during the year.

12 Employees

The average monthly number of employees during the year was:	2023 Number	2022 Number
Generating funds	2	3
Charitable activities	7	8
Total	9	11

Employment costs	2023 £	2022 £
Wages and salaries	273,922	295,622
Social security costs	20,721	21,978
Other pension costs	17,991	18,349
	312,634	335,949

There were no employees whose annual remuneration was more than £60,000.

Remuneration of key management personnel

The aggregated remuneration and benefits, including employer's pension and social security contributions, of key management personnel is as follows.

	2023 £	2022 £
Aggregate compensation	86,473	112,743

13 Taxation

The charity is exempt from taxation on its activities because all its income is applied for charitable purposes.

14 Other gains or losses

	Unrestricted funds 2023 £	Unrestricted funds 2022 £
Foreign exchange gains/(losses)	(3,296)	9,076

15 Property, plant and equipment

	Office and media equipment
	£
Cost	
At 1 January 2023	48,979
Additions	19,566
Disposals	(13,378)
At 31 December 2023	55,167
Depreciation and impairment	
At 1 January 2023	41,883
Depreciation charged in the year	5,131
Eliminated in respect of disposals	(13,378)
At 31 December 2023	33,636
Carrying amount	
At 31 December 2023	21,531
At 31 December 2022	7,096

16 Trade and other receivables

	2023	2022
	£	£
Amounts falling due within one year:		
Other receivables	46,473	16,846
Prepayments and accrued income	11,160	11,414
	57,633	28,260

17 Current liabilities

	2023	2022
	£	£
Other taxation and social security	6,160	4,964
Other payables	11,058	16,815
Accruals and deferred income	10,467	8,597
	27,685	30,376

18 Retirement benefit schemes

Defined contribution schemes

The charity operates a defined contribution pension scheme for all qualifying employees. The assets of the scheme are held separately from those of the charity in an independently administered fund.

The charge to profit or loss in respect of defined contribution schemes was £17,991 (2022 - £18,349).

19 Unrestricted funds

The unrestricted funds of the charity comprise the unexpended balances of donations and grants which are not subject to specific conditions by donors and grantors as to how they may be used. These include designated funds which have been set aside out of unrestricted funds by the trustees for specific purposes.

	At 1 January 2023	Incoming resources	Resources expended	Transfers	Gains and losses	At 31 December 2023
	£	£	£	£	£	£
General funds	115,336	325,994	(314,420)	(66,353)	(3,296)	57,261

Previous year:	At 1 January 2022	Incoming resources	Resources expended	Transfers	Gains and losses	At 31 December 2022
	£	£	£	£	£	£
General funds	87,043	276,525	(176,399)	(80,909)	9,076	115,336

20 Restricted funds

The restricted funds of the charity comprise the unexpended balances of donations and grants held on trust subject to specific conditions by donors as to how they may be used.

	Movement in funds				Movement in funds				
	Balance at 1 January 2022	Incoming resources	Resources expended	Transfers	Balance at 1 January 2023	Incoming resources	Resources expended	Transfers	Balance at 31 December 2023
	£	£	£	£	£	£	£	£	£
Ukraine emergency	-	714,967	(475,677)	(38,933)	200,357	122,253	(176,942)	-	145,668
Online Interactive Learning	12,073	-	(13,019)	946	-	-	-	-	-
Learning & Impact	44,979	-	(45,055)	76	-	-	-	-	-
Eurasia	85,019	120,271	(164,496)	55,284	96,078	83,207	(162,846)	46,535	62,974
Ireland	1,079	12,097	(12,140)	-	1,036	10,666	(11,702)	-	-
Other staff funds	-	35,223	(35,223)	-	-	27,806	(27,806)	-	-
Innovista GB	-	20,818	(79,167)	58,349	-	12,200	(32,018)	19,818	-
Thrive Central									
General	-	12,555	(12,879)	324	-	-	-	-	-
includes OCC grant £500	-	500	(500)	-	-	-	-	-	-
Mentoring	1,984	-	(655)	(1,329)	-	-	-	-	-
Total Thrive Central	**1,984**	**12,555**	**(13,534)**	**(1,005)**	**-**	**-**	**-**	**-**	**-**
Other Restricted funds	15,488	932	(10,393)	6,192	12,219	20,640	(27,134)	-	5,725
	160,622	**916,863**	**(848,704)**	**80,909**	**309,690**	**276,772**	**(438,448)**	**66,353**	**214,367**

20 Restricted funds (continued)

The Ukraine emergency fund was started following the full-scale invasion of Ukraine in February 2022. Funds are used to support Christian leaders in Ukraine, which includes the making of grants to churches who are responding to humanitarian needs in their communities.

The Online Interactive Learning fund is for the development of new resources to enable the charity to train and equip leaders in remote places where face-to-face training is not possible.

The Learning and Impact fund was used for the development of a Learning and Impact Measurement System that enables Innovista to collect and evaluate quantitative and qualitative data about the outcomes and impact leadership training has on leaders and the communities they are serving.

The Eurasia fund is for the support of the charity's bases in Ukraine and Moldova, and its work in Central Asia. Grants are made from this fund to support that work. As explained in note 22, operations in Ukraine and Moldova are conducted through separate legal entities registered in those countries.

The Ireland fund is for the development of the charity's work in Ireland. Since 1 January 2016, this work has been conducted through a separate legal entity registered in the Republic of Ireland.

Staff funds are donated toward the cost of salaries and other related expenses for named members of staff or for new staff posts.

The Innovista GB fund is for the training of Christian leaders working in areas of multiple deprivation in Great Britain.

Thrive Teams was an initiative of Innovista that developed young leaders to bring hope and lasting change to disadvantaged communities. The Thrive Teams were based in Barton, Blackbird Leys, and South Abingdon, all areas of multiple deprivations in Oxfordshire. Thrive Central is funding given for the work of Thrive Teams across all these areas and it came to an end in 2022.

Transfers from unrestricted funds have been made in the year to cover any deficits in any of the restricted funds

21 Analysis of net assets between funds

	Unrestricted funds	Restricted funds	Total
	2023	2023	2023
	£	£	£
Fund balances at 31 December 2023 are represented by:			
Property, plant and equipment	21,531	-	21,531
Current assets/(liabilities)	35,730	214,367	250,097
	57,261	214,367	271,628

	Unrestricted funds	Restricted funds	Total
	2022	2022	2022
	£	£	£
Fund balances at 31 December 2022 are represented by:			
Property, plant and equipment	7,096	-	7,096
Current assets/(liabilities)	108,240	309,690	417,930
	115,336	309,690	425,026

22 Related party transactions

The charitable activities carried out in Ukraine are conducted through a separate charitable legal entity registered in Ukraine. The entity's finances are separate from those of Innovista International, although their operations are regularly monitored to ensure they continue to comply with the aims and objectives of Innovista International. Innovista International made grants of £50,658 (2022: £73,326) to Innovista Ukraine in the year.

The charitable activities carried out in Ireland are conducted through a separate charitable legal entity registered in the Republic of Ireland. That entity's finances are separate from those of Innovista International, although their operations are regularly monitored to ensure they continue to comply with the aims and objectives of Innovista International. Innovista International made grants of £17,304 (2022: £14,599) to Innovista Ireland in the year.

The charitable activities carried out in Moldova are conducted through a separate charitable legal entity registered in Moldova. That entity's finances are separate from those of Innovista International, although their operations are regularly monitored to ensure they continue to comply with the aims and objectives of Innovista International. Innovista International made grants of £60,746 (2022: £68,108) to Innovista Moldova in the year.

Rachel Lane, spouse of International Director Jason Lane received £220 (2022: £nil) for the provision of coaching services during the year.

23 Cash generated from operations

	2023	2022
	£	£
(Deficit)/surplus for the year	(150,102)	168,285
Adjustments for:		
Investment income recognised in statement of financial activities	(3,635)	(540)
Foreign exchange differences	(3,296)	9,076
Gain on disposal of property, plant and equipment	-	(460)
Depreciation and impairment of property, plant and equipment	5,131	7,257
Movements in working capital:		
(Increase) in trade and other receivables	(29,373)	(8,770)
(Decrease)/increase in trade and other payables	(2,691)	11,965
Cash (absorbed by)/generated from operations	(183,966)	186,813

24 Analysis of changes in net funds

The charity had no material debt during the year.

25 Non-audit services provided by auditor

In common with many businesses of our size and nature we use our auditor to assist with the preparation of the financial statements.

The work that Innovista does in the faith context is so critical. Leaders are doing things on their own often with very few resources... So being able to give them access to the best leadership development that we know to enable them to do that work to live out God's kingdom and expand it is really critical.



(Simon Lau, Founder of Still Point Consulting)

INNOVISTA

Registered with FUNDRAISING REGULATOR

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Innovista International is registered in England and Wales as a charity no. 1108679 and a company limited by guarantee no. 05371169

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INNOVISTA INTERNATIONAL

England & Wales - Charity number 1108679

Accounts

Innovista

Annual Report 2022

Report and Financial Statements for the Year ended 31 December 2022





Ukraine



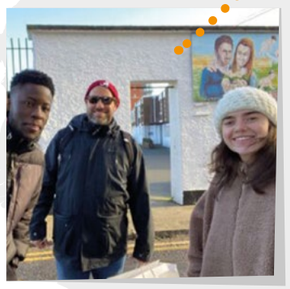
Moldova



Central Asia



Great Britain



Ireland

Front page picture: A church providing water in the south of Ukraine

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Innovista International is registered in England and Wales as a charity (no. 1108679) and a company limited by guarantee (no. 5371169).

Thank you

We would like to start with a heartfelt thank you to everyone in the Innovista family who has stood with us during a challenging year. Your generous support has made a difference in the lives of many, including more than 100,000 people in war-ravaged Ukraine. Thank you also to our dedicated, hard-working staff, and to the network of leaders we trained, as they seek to transform the communities around them for Jesus. We are honoured to be able to support your pioneering service in challenging contexts around the world.

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Jason Lane, International Director, and Anatoliy Sapsay, National Director of Ukraine, in Izum, Ukraine 2022

Introduction

Introduction from the Chair

Joy is defined as having a deep sense of peace that does not depend on current circumstances. It is with that sentiment that we share our 2022 Annual Report.

It has been a challenging year, particularly for Innovista's team in Ukraine. The war has required a lot from our staff, as we sought to carry on training leaders around the world, whilst reacting well to the conflict. Innovista has been training leaders in Ukraine since 2003, and the war led to many requests from our deep network of trusted individuals. The wonderful reality of God's love was shown by many leaders feeling called to stay and serve in their local communities, rather than leave the country.

Innovista reached out to you, our supporters, and the response was enthusiastic and generous. We were able to help many thousands of residents and refugees much faster than the large aid organisations, by providing lots of small grants through our existing relationships. There are many stories of how this made a difference, which can be read on our website (www.innovista.org).

The war has served to highlight more deeply the great influence a well-resourced and well-trained leader can have, whether in Europe, Ukraine or Central Asia. In our recent communications we have talked about building resilient leaders, who in turn build resilient churches. To do all of this, we need resilient supporters, which is you.

As we continue our journey together, thank you so much, on behalf of myself and the Board of Trustees, for all you have done for Innovista during 2022,

Tim Wills
Chair of the Board of Trustees



Introduction from the International Director

Conflict dominated this year as Ukraine was subject to a full-scale invasion by Russia. We have all watched in horror as untold devastation has been unleashed on these peaceful people. The suffering is immense and continues today. Its legacy will last for generations.

At the same time, the Church in Ukraine has been a bright light in the darkness of war. Courageous leaders stayed to serve their communities, inspiring others to follow their example. There are thousands of stories of lives saved, hungry people fed, the most vulnerable being protected, community being forged, and hope being uncovered.

God is at work as leaders have served and it has been our privilege to support them. In fact, our Ukraine team estimates that, through the leaders and churches we have supported, more than 100,000 people were directly helped – and the number keeps growing.

We are grateful to God for his provision and to all our supporters for their generosity and prayer that has made this all possible.

Crisis is a revealer and it has highlighted the fruit of nearly 20 years of work in Ukraine that enabled a network of trusted leaders and churches to be ready for action as the fire fell.

Not just in Ukraine, but across Europe and Central Asia, we continue to invest in growing leaders who can change their communities with the hope of Jesus. Thank you for being part of this as we continue in 2023,

Jason Lane
International Director



Trustees' Report

The Board of Trustees present their Annual Report, together with the audited, consolidated financial statements, for the year ended 31 December 2022.

Who we are

Innovista identifies, equips and develops Christian leaders working in challenging contexts. Every year, we mentor and train around 1,500 leaders in the UK, Ireland, Ukraine, Central Asia, Moldova and beyond. Our long-term and in-depth work helps leaders transform communities, run churches, ministries and enterprises, share their faith, and deliver social impact. Inspired by Jesus, we're helping leaders to build a better world.

How we work

Our purpose is to identify, develop and equip leaders to change their communities with the hope of Jesus. Our training is delivered by local staff who know and love the people and places they serve, and who speak the local language. Their presence enables them to invest in people over time, as well as forging partnerships that are key to effecting lasting change.



Helping refugees (members of God's Design Church, Kyiv)

Supporting Christian leaders where they're needed most



Tempo leadership course in Moldova

Our values shape the way we operate and frame all that we do:

- **Stewardship:** using our resources responsibly to produce the greatest impact
- **Contextualisation:** understanding and engaging with different settings to determine how we operate
- **Excellence:** delivering high quality and distinctive work that inspires others and provides hope
- **Teamwork:** serving effectively together by recognising and utilising our mutual strengths

In our governing document we set out that our overall objectives are to:

- Advance the Christian faith through our words and actions
- Advance education through training that helps people become better leaders
- Promote community capacity-building by equipping leaders and potential leaders in disadvantaged communities[1]
- Prevent and relieve poverty by providing training and resources to people in need

1 Disadvantaged communities/people that are in the lowest 20% of the Index for Multiple Deprivations or equivalent.

Objectives and Activities

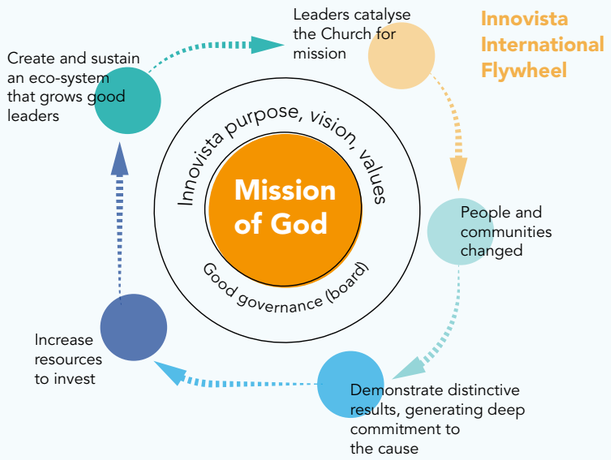
This report details the progress made against Innovista's key objectives for 2022, as well as our aims for 2023.

The key objectives for 2022 (listed below) were informed by the 'Innovista International Flywheel' (see image below). It demonstrates how impact can be increased by building up the momentum for change through various connected processes. When leaders catalyse the Church for mission, people and communities are changed. In turn, this produces results that generate a deep commitment to the cause from stakeholders. This then provides greater resources to invest, which can be used to create and sustain an all-important 'eco-system' that produces more leaders who, through transformational training, go on to catalyse their churches for mission. The cycle is then repeated, building momentum and growing impact.

In 2022, we wanted to increase our reach and impact by equipping more leaders to serve with distinction, so that people and communities could flourish as they encounter Jesus. We prioritised challenging contexts, where resources were few and where we could make the biggest difference.

The key objectives for 2022 were to:

1. Equip 1,800 to 2,000 leaders in at least 12 countries and double the size of the trainers network from 20 to 40, across 12 countries
2. Expand our online learning
3. Launch the 'Learning and Impact' app to track outcomes and impact
4. Recruit a Chief Operating Officer
5. Renew growth in our fundraising



A team from the Tempo leadership training helping Ukrainian refugees in Palanca, Moldova

We prioritised challenging contexts, where resources were few and where we could make the biggest difference

Global Overview

Ukraine and beyond

The key global event that impacted much of Innovista's work in 2022 was the full invasion of Ukraine, which began on 24 February, after 8 years of fighting in the Donbas region. Many of the organisation's plans had to be reconsidered in light of the new and rapidly evolving reality. The broad-ranging work conducted by the Ukrainian team, headed up by National Director, Anatoliy Sapsay, is described in more detail on page 12, but the three main ramifications for the overall organisation were:

FOCUS: A large amount of time and resources had to be diverted to supporting church leaders who were providing humanitarian and spiritual support in Ukraine and the neighbouring country of Moldova

GIVING: Donations reached record levels in March and April resulting in increased communications, stewardship, and the development of a new grants programme

TRAINING: The leadership training programmes were disrupted in Ukraine, Moldova and Russia

The considerable increase in giving meant that the organisation did not suffer from some of the wider financial difficulties in the charity sector as a whole caused by the cumulative longer-term effects of COVID lockdowns, the cost of living crisis, and the Ukraine conflict.

Kyiv, 2022



A church providing water near Kherson, Ukraine



A church delivering food packages to displaced people in Onufriivka, Ukraine

Russia

One major knock-on effect of the war was the cessation of our ministry in Siberia, headed up by Innovista trainer, Slavic Karpyuk. Although he was initially keen to stay, it was deemed necessary for his safety to leave, as not only was he a Ukrainian living in Russia, but the churches were coming under increasing pressure and surveillance from the authorities. In May 2022, he moved to join the Moldova team with a specific focus on training Russian-speaking church leaders. The relocation came at an opportune moment, as the country's population was rapidly growing because of the influx of Ukrainian refugees (see below).

Moldova

Moldova was one of the other locations most affected by the war, as it received more refugees per capita than any other nation in Europe. Already one of the smallest and poorest countries in Europe with a pre-war population of only 2.6 million, it was estimated by the World Health Organisation that more than 700,000 Ukrainians passed through the country in just over a year (with over 100,000 choosing to stay).[1]

During the year, the team, led by National Director, Maricela Bejan, oversaw the registration of the organisation as a Moldovan charity. The team greatly increased their training initiatives with a particular focus on raising up young leaders. As a result, more people attended their programmes than in any other country (see page 20). Other key projects included a major church survey on outreach that was used to develop an online tool to provide a holistic missional response, the expansion of the Mindshift leadership course (see page 19), and providing a retreat where those in ministry affected by burn-out could come with their families to recuperate. They also partnered with other organisations to help the large refugee community. This included supporting churches hosting Ukrainians, arranging specialist emotional support, distributing urgent provisions, and putting on three summer camps for families.

Central Asia

Innovista continued to serve in two Central Asian republics, although the team's collective work extended over the whole region. Their ministry, overseen by Regional Director, 'Madina'*, is described in more detail on page 18. The countries remain challenging contexts to serve in, as not only are there acute dangers associated with Christian witness in these Muslim-majority nations, but there are also considerable economic challenges to be navigated.

Ireland

Innovista Ireland, led by Sam Moore, is an independent charity within the Innovista family that runs leadership training initiatives spanning the whole island (including Northern Ireland). Many of those in 2022 were in partnership with churches. They included the Find Your Place programme, piloted in the north-west, which helped 20-somethings discover their role in God's mission. Another was the Leading Well programme, designed to support church leaders impacted by the ongoing effects of the pandemic. Other training included courses on coaching, church leader lunches, and the development of a network of coaching volunteers to help church leaders.

The RISE community project, which was started by Innovista in an inner-city area of Dublin in 2013, continued to be run by an independent team of youth leaders. Created to bring about change and to equip young people with leadership skills, the programme enables teenagers to gain confidence by learning how to identify and meet the needs of others through community projects. Over 600 teenagers in Dublin have participated in the RISE programme in just under a decade, and the initiative has opened up further doors for engaging with the community.

1 https://www.who.int/europe/news/item/16-03-2023-enabling-support-for-ukrainian-refugees-with-disabilities-in-the-republic-of-moldova (accessed 14 June 2023).



One of the RISE teams in Dublin, Ireland



A youth camp with participants from six regions of Moldova

Great Britain

Leadership development in Great Britain was focussed on those who serve disadvantaged communities and in particular estates that are blighted by deprivation. In 2022, this included helping local churches to assess their context, shape local mission strategies, as well as training and coaching emerging and established leaders. The Essentials programme continued, for those working in estate ministry and, in 2022, we worked with The Message to train some of their Eden teams, who are serving in inner city locations.

In 2022, we ended our engagement in direct youth work in local estates in Oxfordshire, in order to fully focus on the development of leaders.

** Her name has been changed for security reasons.*

International

The Innovista International team, based in Oxford and led by International Director, Jason Lane, continued to serve as the global hub for the organisation. In 2022, as well as spearheading the response to the war in Ukraine, work continued on developing, implementing and supporting leadership initiatives around the world, as well as in England, Scotland and Wales.

In addition to this, staff travelled to a number of other countries where Innovista does not have ongoing work. These trips were to help train and resource the Church, learn from the work of other ministries, and to explore partnerships in new locations (see the plans for 2023 on page 22). The expansion of online training also helped to support leaders in challenging contexts, where it is not yet possible to have a trainer in situ (see page 20).



A planning meeting in Central Asia

Spotlight on Ukraine

Having trained and worked with a large network of leaders in Ukraine for nearly 20 years, Innovista was well placed to respond to the challenging and rapidly evolving conditions caused by the Russian Army's invasion on 24 February 2022. Many local Christian leaders remained in the country and were at the forefront of helping their communities during the war. We quickly responded to the crisis by creating a website dedicated to supporting Ukraine, and received donations of more than £600,000 over the course of the year (see page 26). This helped to fund a total of 80 grants to 41 churches that supplied everything from medicine and food, to Bibles and generators. A war-appropriate method of monitoring the financial transactions was deployed with the aid being distributed through trusted networks, in order to quickly reach those who needed it most.

A church delivering food packages to displaced people in Onufriivka, Ukraine

Resourcing refugees

The start of the war not only resulted in deep shock, sorrow and fear among the population, but many were forced to make heart-breaking choices about whether to leave their homes for the unknown or stay to face the Russian onslaught. The churches to the west of the country were confronted with a vast influx of refugees, many of whom were women and children. Leaders sought to provide a safe and welcoming environment, where the tired and traumatized could find food, shelter and rest. One church managed to house as many as 180 refugees in its basement. Transportation was also provided for those travelling on, and critical items were then brought back on the return journey. Innovista supported one woman, Irina, who quickly responded to the need by using her minibus to evacuate people from the war-zone. She and her husband, who used another vehicle, ended up carrying around 1,000 refugees to safety.

Faith on the front line

The leaders closest to the conflict zones had to be especially courageous and innovative. These areas were highly dangerous and some of the people we trained lost their lives serving their communities. The focus in these locations was on providing the needy with essential supplies, like hot food, fuel, blankets and medicine. The people they helped were often the most vulnerable and least able to evacuate, such as the elderly or infirm. One church even successfully managed to deliver gluten-free flour to an orphanage looking after 58 children in occupied Kherson. As one pastor put it, their mission was 'to save people from hunger and give them hope'.

Grants for generators

After Russia started to target Ukraine's infrastructure, millions of people were left without electricity and were plunged into darkness at night. As the bitterly cold winter approached, Pastor Slavic from Kharkiv reported that many people had only 'one goal for the winter – to survive'. As well as providing the population with key items as the temperature dropped, like sleeping bags and firewood, the purchase of generators enabled many churches to set up social hubs across the country where Ukrainians could meet in a warm place, contact loved ones, and have something hot to eat or drink. The care also extended to people's mental and spiritual needs too. One important new initiative was the Resilient Families programme, which was developed to help Ukrainians cope with the emotional impact of what they had been through (see page 17). There was also a heightened hunger to know God, especially among those living closest to the fighting. Lots of people greatly appreciated prayer, reading scripture and attending church services, which resulted in many putting their trust in Jesus and being baptized.

Jesus' hands and feet

Although they knew that the road ahead was uncertain, church leaders described how they had the powerful model of Jesus before them, as he not only fought evil with love, but overcame fear and death. The relentless pressure and vast needs have been personally exhausting for the leaders, but they have continued to look for ways to show love and share the message of hope with those around them. One pastor summed it up, when he said, 'It is often very stressful and very sad to see the devastation that [the] enemy makes to our country and people. I also rejoice seeing God's kingdom at work – seeing how church can truly be Jesus' hands and feet'.



A generator received by a church in Kherson



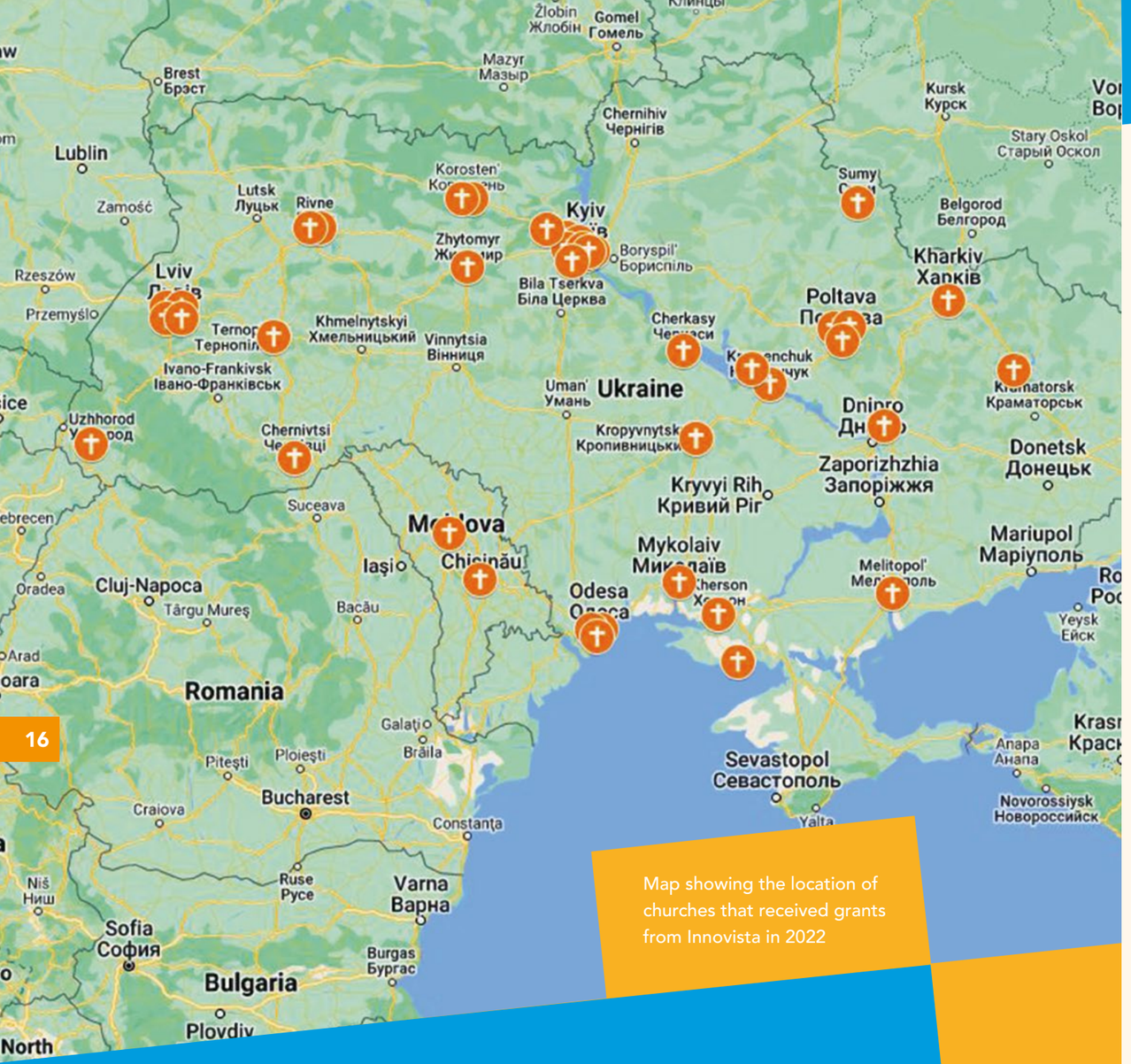
Irina, evacuating people from the war-zone (with her phone taped to the steering wheel for navigation)



A church in Lviv (converted into a refugee shelter)



Newly created graves in Ukraine



Map showing the location of churches that received grants from Innovista in 2022

‘It is often very stressful and very sad to see the devastation that [the] enemy makes to our country and people. I also rejoice seeing God’s kingdom at work – seeing how church can truly be Jesus’ hands and feet’

Resilient Families Programme

‘Witnessing the bombing had ruined their souls’

(Anatoliy Sapsay, Innovista’s National Director of Ukraine, on the emotional impact of the war)

When Svetlana* was told about the Resilient Families programme she welled up with emotion, as she desperately needed someone to talk to about her sadness and anxiety. Her traumatic evacuation from Kharkiv (under fire) had taken its toll, not least on her 8-year-old son who was so fearful that he would not leave her side, even for a short period.

Remarkable refugees

Svetlana is one of many remarkable Ukrainian women who are single-handedly navigating the considerable challenges of becoming refugees, providing for their children, being away from husbands, and coping with the stress of both their current situation and what they have been through. Having felt very much ‘on the edge’, the support given by the programme helped the family gradually increase their capacity to cope. After a number of sessions with their mentor, Oksana, her son felt safer and more relaxed, while Svetlana was able to go running again, which she had wanted to do for a long time. Feeling more like herself again, she was not only less anxious, but felt joy returning to her life.

Helping leaders serve

While some need more specialist mental health support, Svetlana was among the great number of Ukrainians who could greatly benefit from this type of help. That is why Innovista developed the Resilient Families programme in Ukrainian, in response to requests from local leaders. Designed by the children’s charity, Viva, it enables trained church volunteers to mentor parents and carers, as they work with their children through seven key themes, including mental health, staying safe together, and thinking about grief and loss.

Greater resilience

During the month of December, when the programme was launched, 20 mentors conducted in excess of 100 sessions, which has helped almost 300 individuals. Although some were initially hesitant about the suggestion they might want or need support, the results have been hugely positive. After completing the course, 100% of the respondents said they would recommend it. Parents reported that they felt better at communicating with their families, dealing with stress, keeping safe, and supporting the emotional wellbeing of their children. Importantly, they also said that, in the process, they gained hope.

Hopeful future

Stories like that of Svetlana and others on the programme remind us of the immense need that still remains, as Christian leaders seek to transform their communities for the better. It is a great privilege for Innovista to play a part in helping families not only develop greater resilience to face the challenges ahead, but also to recover a sense of joy and hope. Also, as the mentors are part of local churches, there have been lots of opportunities for families to connect with the wider support that they offer.

Increasing impact

Innovista is exploring ways of expanding the Resilient Families programme further, including to refugees in the United Kingdom and other countries. It is being distributed through a partnership with Realis, as well as being promoted at events like Kyiv’s Global Leadership Summit.

** Her name has been changed for security reasons*





Spotlight on Central Asia

Innovista has staff members based in two Central Asian republics that are both on Open Doors' 'World Watch List' because of the high level of persecution that the Church experiences. Islam is intrinsic to people's ethnic identity and converts to Christianity are rejected (or worse) by their families and communities. Fines, abuse, threats and violence against Christians are commonplace, so leaders have to be extremely careful about how they approach ministry. The Church also has to be creative in trying to support and mentor young leaders, as the difficult economic circumstances lead many to leave the region.

In 2022, 'Madina'*, our Regional Director, was involved with numerous training initiatives, including growing relationships in neighbouring countries where Innovista does not yet have any long-term presence. Her team has been involved in helping challenge some of the prevalent and ingrained views within Christian circles. One was the notion that only work *for* the Church is valuable, as opposed to any service outside of it. She helped leaders broaden their vision and understand that living an intentionally missional life and influencing others through their workplaces can have a much greater impact on the communities around them.

Some of the highlights in one country included helping set up a student ministry, brokering an agreement for pastors who speak a different language to receive theological training from a Ukrainian university, and educating and growing the team of a major international mission organisation, which resulted in Madina being invited to join their Board. She also reached out to a marginalised Roma population and has helped them gain practical skills, so that they can support themselves financially. In addition to this, she has also been involved with an organisation that sends out local missionaries for 10-day periods across the country. Although those involved were often challenged by the authorities, the initiative has led to hundreds of people across the nation hearing the gospel message.

The highlights from another Central Asian country included a number of projects to reach young people, through ongoing training and coaching, as well as events and sports outreach. The team has also been supporting two projects for refugees, as well as helping to raise up more leaders through a major training conference. Our National Director* described how he tries not to focus on the many challenges of his country, but only on people's hearts and discerning how God is at work.

A story of Joy

Having a female Regional Director is counter-cultural in countries where women are subject to men. Madina's pioneering work and investment in Christian communities has even led to her being accepted onto the Board of a new local Christian ministry and to be invited to gatherings of prominent church leaders, who are almost exclusively male. She takes great delight in mentoring other women, as they learn to lead in a culture where they would not normally be able to do so.

One such individual is Joy*, who Madina has been mentoring for over 5 years. Since 1998, when Joy became the first Christian in her family, God has been working a miracle through her. Her children and sister-in-law have turned to Jesus, as have two of her sisters and all of their children. Although the change has been costly, as her brothers and parents are still Muslims, Joy has used her natural leadership skills to support other women in her community. As she explained, 'In our country, many women need help. Women don't have a voice, they don't have value. They are under their husbands. There is ongoing bondage and strongholds from the Muslim culture. I want every woman to know she is free in Christ and valued by God.' She started a weekly group where women impacted by trauma could share their experiences in a safe space. The initiative eventually grew into a team of seven people who reached nearly 2,000 women in 2022.

Joy spoke fondly of how Madina helped their group improve, as well as the way in which they became an example to others around them: 'As a team we are growing in relationship and other women see us as one, strong, beautiful team. Pastors also see this. We are very united.'

** Real names have not been used for security reasons.*



A marginalised Roma group were taught sewing skills in Central Asia

> In our country, many women need help. Women don't have a voice, they don't have value… I want every woman to know she is free in Christ and valued by God

Mindshift Training

During the COVID lockdown, Maricela Bejan, Innovista's National Director of Moldova, noticed that many church leaders were in a state of paralysis and were focused inwardly, rather than on the communities around them. By contrast, she observed that the greatest impact was often coming from younger, pioneering Christian leaders, who were open to trying new ways of reaching those around them. She identified the older generation's inertia and fear of change as coming from a Soviet mindset. Leaders were still being impacted by the lingering legacy of the previous era, when the authorities used to control the population by telling them how to think and what to do.

She realised that before leaders could be trained to transform their communities for Jesus, they needed to unlearn their old ways of thinking. To do that, she developed the Mindshift programme for post-Soviet contexts, like Central Asia. Conducted over seven workshops, it is designed to help senior pastors and leaders think critically and creatively. One youth ministry leader spoke of how the programme not only produced results for the church, by helping them to organise their teams and programmes better, but it enabled them to discover more about themselves and how they thought in the process. It had been so useful that she stressed that 'everyone who serves in the church should do this course.'

> Everyone who serves in the church should do this course



Leadership course in Telenesti, Moldova



Results

In our Annual Report for 2021 we set out five objectives for 2022, which would increase our reach and impact. Here we report back on the results of pursuing those objectives.

Equip 1,800 to 2,000 leaders in at least 12 countries and double the size of the trainers network from 20 to 40, across 12 countries

The outbreak of the war inevitably reduced the capacity for Innovista's training programmes, most notably in Ukraine and Russia (see page 12). As a result, in 2022, we had to delay a number of our initiatives, which in turn meant that we fell short of our goal to train at least 1,800 leaders in 12 countries. The plans to double the size of the trainers network also had to be put on hold. Although the 1,451 people who participated in training was 19% lower than the record high number of 1,738 achieved in 2021, there was significant expansion in some countries. In Moldova, for example, the number of leaders who participated in Innovista training increased by almost 80%, from 307 in 2021 to 549 in 2022 (see statistics to the right).

Expand online learning

The global nature of our work and the challenges of travel in some locations highlighted the benefits of utilising more online learning, in order to reach a greater number of people. As a result, resources were invested in re-designing the Tempo Leadership Course for online use. The online platform Moodle was successfully used for delivering leadership training in Central Asia, Russia, Ireland and the UK, as well as for some staff instruction. Although some communities do not have the required infrastructure for such training, it has been especially useful when regular face-to-face contact is needed between those who do not live close together. For example, one of our team has been coaching Innovista alumni who now serve in Malawi.

Gender split

807 men

644 women

Moldova
243 men
306 women

Central Asia
186 men
146 women

Ireland
144 men
87 women

Russia
82 men
23 women

Ukraine
53 men
3 women

GB
94 men
78 women

A further 6 came from other countries (5 men and 1 woman)

National split

549 Moldova
332 Central Asia
231 Ireland
172 GB
105 Russia
56 Ukraine
6 Other

Launch the 'Learning and Impact' app to track outcomes and impact

Measuring the change and impact of our work is an important challenge, as we seek to use our resources in the most effective ways. With this in mind, we started developing a 'Learning and Impact' system in 2021, working in partnership with Eido Research. The system was designed to track the outcome and impact of our work, using a range of data, so that we could continue to hone our approach.

The war in Ukraine delayed the initial implementation of the project, as various staff members involved with it had to refocus their energies, including Anatoliy Sapsay, the National Director of Ukraine. However, staff training took place in 2022 with the full roll-out of the system now due for completion in 2023.

Recruit a Chief Operating Officer

This newly created position was a complimentary role to the International Director, focusing on leading Innovista 'down and in', so that the International Director can focus 'up and out'. One comprehensive round of recruitment was completed, but we were unable to make an appointment. As a result, the search for the right candidate was extended into 2023.

Renew growth in fundraising

The aim for 2022 was to renew growth in fundraising, which in recent years became overly reliant on a small pool of very generous donors. To do this, we wanted to reach into new audiences, pilot novel approaches, and invest in digital communications. Whilst we weren't able to implement all of our plans, there was a significant growth in the supporter base and the number of new first-time donors was bigger than ever before. This was due to the increased communication around the war in Ukraine, the compelling nature of the work, and the urgency of the proposition.

Our 2022 income was therefore abnormally high, and the new connections and donors provide an opportunity for sustained engagement and support in 2023.

Caring for Creation

As global air transportation became possible again (after the pandemic), we considered how to manage our travel better, considering the climate crisis. We did this by utilising more online working, which helped to reduce the flights from pre-pandemic levels. Where flying was deemed necessary, the environmental impact was offset (as standard) through the organisation Climate Stewards (www.climatestewards.org). We will build on this in 2023, to further strengthen the policy and practice.

Plans for 2023

Encouraged by the progress in 2022, we will continue to invest in the different elements of the 'Innovista International Flywheel' (see image below), knowing that momentum will build as the process is repeated. We also remain acutely aware of the dire circumstances and ongoing uncertainty in Ukraine, and our role in resourcing the courageous leaders serving there. In planning for 2023, we have sought to manage the tension between this uncertainty and our responsibility to invest in leaders in a range of challenging contexts.

Grow good leaders who catalyse the Church for mission

Our objective for 2023 is to train more than 1,300 leaders in 12 or more countries. This includes extending Innovista's ministry into several countries where we do not currently serve, both through the expansion of the staff team, and especially through forging new collaborations and partnerships.

People and communities changed

Our purpose is to identify, develop and equip leaders to change their communities with the hope of Jesus. We will continue to collect and tell the stories of transformation that occur, as well as strengthening both how we acquire data and report Innovista's impact.

We are driven by a dream of seeing more people and communities flourishing as Christian leaders serve with courage, integrity and skill. We will continue to prioritise challenging contexts, supporting local leaders where the need is greatest.

Demonstrate distinctive results, generating deep commitment to the cause

The roll-out of the 'Learning and Impact' system, hosted on the Impact Atlas platform, will be completed, so we are better at measuring the amount of change that our work causes. This information will help provide insight to improve the design of future training. The data will also help us become more effective in communicating the results of our activities, enabling us to raise more support for further ministry.

To support effective communication with all Innovista's stakeholders, there will be a brand upgrade in 2023 and a new role of Communications Manager. This work will enable Innovista to better communicate its strengths and focus, as well as positioning the organisation to connect better with a younger audience.

Increase resources to invest

Our objective for 2023 is to raise £818,000. The new website will make it easier to donate and will also provide accessible online tools that will equip both supporters and leaders. We will also seek to steward our resources responsibly, bearing in mind the need to care for creation.

We aim to recruit a Chief Operating Officer, and to review and augment the leadership development team. This will include Anatoliy Sapsay, the current National Director of Ukraine, moving into a new international role, focussing on developing Innovista's global trainers network.

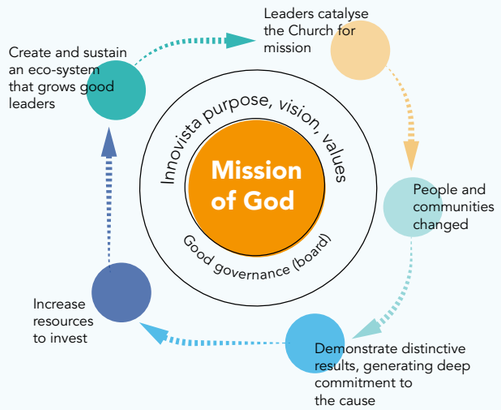
Create and sustain an eco-system that grows good leaders

Our objective for 2023 is to launch a global network of trainers consisting of 40 to 50 people from at least 12 countries. Some of these will be Innovista's own trainers and others will belong to partner organisations that are equally committed to identifying, equipping and developing leaders to change their communities with the hope of Jesus.

We will continue to develop leadership resources for use across this network with the creation of more online tools and training. This will also include:

- Updating Jason Lane's *Lead with Clarity*, in order to equip leaders to discern the purpose, vision and values of their ministry
- Making the online version of the Tempo Leadership Course available in Russian, so that it can be used in Russia and Central Asia

Innovista





Structure, Governance and Management

Organisation

Innovista International is a charitable company limited by guarantee, governed by its Memorandum and Articles of Association. Innovista International includes Thrive Teams in the UK. It was incorporated in the United Kingdom on 21 February 2005 and the Memorandum and Articles of Association were amended by Special Resolution dated 10 October 2014. It is registered as a charity with the Charity Commission of England and Wales, registered number 1108679. The directors of the charitable company are its trustees for the purposes of charity law and through this report are collectively referred to as the trustees. The liability of the members, who are the trustees, of the charitable company is limited by their guarantee to contribute a sum of £1 each towards the liabilities of the charitable company in the event of liquidation.

A minimum of three and a maximum of ten trustees are required at any one time. New trustees are appointed either to fill in a vacancy or by way of addition to the Board. On appointment, trustees are required to hold to the Statement of Faith, affirm (upon joining and thereafter annually) their agreement with the aims and values of the charity, and meet any other criteria established from time to time by the trustees. When new trustees are appointed, they are introduced to the work of the charity and provided with the information they need to fulfil their roles, which includes information about the role of the trustees and their responsibilities under the Companies and Charities Acts.

Day-to-day administration of the charity is delegated to the International Director, and his Senior Leadership Team, under the supervision of the trustees. Decision-making powers are retained by the trustees and exercised at regular trustees' meetings, of which there are a minimum of three each year.



Fundraising and compliance

Innovista is a member of the Fundraising Regulator and as such, adheres to best practice in all our fundraising activities. All fundraising activities are regularly monitored by the International Director and the Board of Trustees. The majority of fundraising work is carried out in-house. However, we do use a consultant to assist us in writing monthly newsletters and appeals. Consultants are always selected on the basis of having shared faith, shared values and proven expertise in the sector. We hold all our fundraisers to account on our shared values of excellence and stewardship, as well as the Fundraising Regulator's Code of Fundraising Practice. Two of our team are also members of the Chartered Institute of Fundraising.

No complaints were made in 2022 regarding our fundraising. We do most of our fundraising by email, although in 2022 we continued to test a direct mail approach with strong results. Whilst we do have elderly people on our mailing lists, we know them personally and immediately respond to any requests to unsubscribe. Fundraising for more significant investments is done relationally and we would only approach a major donor where we knew that this was something they were personally committed to.

Risk management

Risk awareness is integral to the charity's overall management effectiveness. Regular risk assessments are conducted in respect of the charity's activities. The trustees have identified the major risks which may affect the charity and have taken reasonable steps to mitigate those risks.

Leadership and Administrative Information

Trustees/Directors

The Board of Trustees is responsible for ultimate strategic decisions. The Board of Trustees who were in office during the year and up to the date of signing were:

- Tim Wills (Chair)
- Claire Goodman
- Stuart Weekes
- Richard Myers

Senior Leadership Team

The Board has delegated day-to-day operational decisions to the Senior Leadership Team. The team in place during the year were:

- Jason Lane, International Director
- Mary Oakes, Director of Supporter Relations

Principal office

76 Banbury Road, Oxford, OX2 6JT

Registered office

Chantry House, 22 Upperton Road, Eastbourne, BN21 1BF

Postal address

Meridian House, Sandy Lane West, Littlemore, Oxford, OX4 6LB

Auditor

Caladine Ltd, Chantry House, 22 Upperton Road, Eastbourne, BN21 1BF

Bank

HSBC plc, 65 Cornmarket Street, Oxford, OX1 3HY

Financial Review

Income and expenditure

Our income for 2022 was £1,193,388, which represented a 74% increase from the 2021 figure of £684,720. This increase was driven by a very generous response to the war in Ukraine. Many individuals and some charitable trusts and churches gave for the first time. In addition to this, many long-term supporters of Innovista also responded with enormous generosity. We are incredibly grateful to everyone who gave in 2022.

Expenditure in 2022 was £1,025,103, which was an 86% increase on the 2021 figure of £549,657. Again, the increase in our expenditure was driven by the situation in Ukraine, where we spent £475,677.

As the significant increase in income for 2022 was driven substantially by the full-scale invasion of Ukraine, we anticipate that our income for 2023 will be less than the previous year. We have budgeted for an income of £818,000 and have set our expenditure budget at a slightly lower level than in 2022, in order to match the anticipated reduction in income. An expenditure budget of £979,000 has been set for 2023, which blends together the reduced income and the carrying forward of significant restricted reserves (see 'Reserves').

The final balance at the end of the reporting period was £425,026, of which £309,690 was restricted funds, including £200,357 carried forward for our continued response to the war in Ukraine. Additional details about our restricted funds can be found in note 20 of the financial statements.

Grants

Much of Innovista's work is undertaken through making grants to partner organisations and individuals. Innovista Ukraine, Innovista Ireland and Innovista Moldova are separate legal entities to which monthly grants are made to enable them to carry out their charitable activities in those countries, in the context of agreed country strategies.

Grants are also made to non-Innovista affiliated entities where these contribute to Innovista's purpose and align with our values. Appropriate reporting of use of funds is required and monitoring is carried out on a regular basis.

In 2022, over half of all the grants we provided were responding to the needs arising from the Ukraine war and were given to institutions and individuals in the country. A policy was developed to guide the process in this emergency situation, with priority given to those we already had an existing relationship with. Grants were made at the request of Innovista Ukraine, which formally assessed and approved project proposals against a set of agreed criteria, before then following up with a designated monitoring process.

Reserves

Innovista International has a policy of retaining reserves amounting to between 60 and 90 days of normal operating costs, in order to finance its planned activities and meet its future financial obligations. Based on current expenditure levels, an unrestricted reserve of £100,000 is to be maintained.

Our unrestricted reserve of £115,336 is 33% higher than the previous year (£87,043) and was the first time in a number of years that the target was reached. The trustees are content with the current level of reserves and will continue to monitor the situation over the next 12 months, in order to maintain reserves in line with the agreed policy.

Income

£1,193,388



- 51% Individuals
- 22% Trust and foundations
- 19% Churches
- 8% Businesses
- <1% Other

74% increase from 2021's figure of £684,720

Expenditure

£1,025,103



- 89% on charitable activities
- 11% on raising funds

86% increase from 2021

Trustees' Responsibility Statement

The trustees, who are also directors of the charity for the purposes of the Companies Act, have prepared this report to meet the requirements for a directors' report and accounts for the purposes of company law. The trustees have complied with section 17 of the Charities Act 2011 in having regard to guidance published by the Charity Commission concerning public benefit.

Company law and charity law require the trustees to prepare financial statements for each financial year which give a true and fair view of the state of affairs of the charity and the financial activities of the charity 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 judgements and estimates that are reasonable and prudent
- State whether applicable 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 charity will continue in operation

The trustees are responsible for keeping proper accounting records which disclose with reasonable accuracy at any time the financial position of the charity and to ensure that the financial statements comply with the Companies Act 2006. They are also responsible for ensuring that the charity maintains an adequate system of internal control designed to provide reasonable assurance that the assets are safeguarded against loss or unauthorised use to prevent and detect 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 charity's auditor is unaware
- They have taken all steps that 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

This report is prepared in accordance with the small companies' regime under the Companies Act 2006.



Tim Wills
Chair of the Board of Trustees

23 June 2023

Independent Auditor's Report to the Members of Innovista International

Opinion

We have audited the financial statements of Innovista International (the 'charity') for the year ended 31 December 2022 which comprise the statement of financial activities, the statement of financial position, the 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 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 December 2022 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; 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 the 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 other information comprises the information included in the 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 our audit:

- the information given in the trustees' report for the financial year for which the financial statements are prepared, which includes the directors' report prepared for the purposes of company law, is consistent with the financial statements; and
- the directors' report included within the trustees' 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 charity and its environment obtained in the course of the audit, we have not identified material misstatements in the directors' report included within the trustees' 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 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.

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 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.

The extent to which our procedures are capable of detecting irregularities, including fraud, is detailed below.

The extent to which the audit was considered capable of detecting irregularities including fraud

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 charity through discussions with trustees, and from our commercial knowledge and experience of the charity 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, Charities Act 2011 and employment legislation;
- we assessed the extent of compliance with the laws and regulations identified above through making enquiries of management and inspecting legal correspondence; and
- identified laws and regulations were communicated within the audit team regularly and the team remained alert to instances of non-compliance throughout the audit.

We assessed the susceptibility of the charity'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.

Audit response to risks identified

To address the risk of fraud through management bias and override of controls, we:

- performed analytical procedures to identify any unusual or unexpected relationships;
- tested journal entries to identify unusual transactions;
- assessed whether judgements and assumptions made in determining the accounting estimates were indicative of potential bias; and
- investigated the rationale behind significant or unusual transactions.

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 those charged with governance;
- enquiring of management as to actual and potential litigation and claims; and
- reviewing correspondence with HMRC and relevant regulators

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 trustees and other management and the inspection of regulatory and legal correspondence, if any.

Material misstatements that arise due to fraud can be harder to detect than those that arise from error as they may involve deliberate concealment or collusion.

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

Mr Colin James Dadswell ACCA (Senior Statutory Auditor) for and on behalf of Caladine Limited

12 July 2023

Chartered Certified Accountants
Statutory Auditor

Chantry House
22 Upperton Road
Eastbourne
East Sussex
BN21 1BF

Statement of Financial Activities including Income and Expenditure Account for the Year ended 31 December 2022

Current financial year

	Notes	Unrestricted funds 2022 £	Restricted funds 2022 £	Total 2022 £	Total 2021 £
Income from:					
Donations and legacies	3	275,525	913,789	1,189,314	673,714
Charitable activities	4	-	3,074	3,074	4,506
Investments	5	540	-	540	6
Other income	6	460	-	460	6,494
Total income		276,525	916,863	1,193,388	684,720
Expenditure on:					
Raising funds	7	86,479	21,794	108,273	102,541
Charitable activities	8	89,920	826,910	916,830	446,263
Other	13	-	-	-	853
Total expenditure		176,399	848,704	1,025,103	549,657
Net incoming resources before transfers		100,126	68,159	168,285	135,063
Gross transfers between funds	20	(80,909)	80,909	-	-
Net income for the year/ Net incoming resources		19,217	149,068	168,285	135,063
Other recognised gains and losses					
Other gains or losses	15	9,076	-	9,076	(1,247)
Net movement in funds		28,293	149,068	177,361	133,816
Fund balances at 1 January 2022		87,043	160,622	247,665	113,849
Fund balances at 31 December 2022		115,336	309,690	425,026	247,665

The statement of financial activities includes all gains and losses recognised in the year.

All income and expenditure derive from continuing activities.

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

Prior financial year

	Notes	Unrestricted funds 2021 £	Restricted funds 2021 £	Total 2021 £
Income from:				
Donations and legacies	3	333,967	339,747	673,714
Charitable activities	4	-	4,506	4,506
Investments	5	6	-	6
Other income	6	1,230	5,264	6,494
Total income		335,203	349,517	684,720
Expenditure on:				
Raising funds	7	78,949	23,592	102,541
Charitable activities	8	125,838	320,425	446,263
Other	13	853	-	853
Total expenditure		205,640	344,017	549,657
Net incoming resources before transfers		129,563	5,500	135,063
Gross transfers between funds	20	(70,460)	70,460	-
Net income for the year/ Net incoming resources		59,103	75,960	135,063
Other recognised gains and losses				
Other gains or losses	15	(1,247)	-	(1,247)
Net movement in funds		57,856	75,960	133,816
Fund balances at 1 January 2021		29,187	84,662	113,849
Fund balances at 31 December 2021		87,043	160,622	247,665

Statement of Financial Position as at 31 December 2022

	Notes	2022 £	2022 £	2021 £	2021 £
Fixed assets					
Property, plant and equipment	16		7,096		11,581
Current assets					
Trade and other receivables	17	28,260		19,490	
Cash at bank and in hand		420,046		235,005	
		448,306		254,495	
Current liabilities	18	(30,376)		(18,411)	
Net current assets			417,930		236,084
Total assets less current liabilities			425,026		247,665
Income funds					
Restricted funds	20		309,690		160,622
Unrestricted funds			115,336		87,043
			425,026		247,665

The financial statements were approved by the Trustees on 23 June 2023.

Tim Wills
Trustee

Company registration number 05371169

Statement of Cash Flows for the Year ended 31 December 2022

	Notes	2022 £	2022 £	2021 £	2021 £
Cash flows from operating activities					
Cash generated from operations	23		186,813		123,123
Investing activities					
Purchase of property, plant and equipment		(3,136)		(4,793)	
Proceeds on disposal of property, plant and equipment		824		-	
Investment income received		540		6	
Net cash used in investing activities			(1,772)		(4,787)
Net cash used in financing activities			-		-
Net increase in cash and cash equivalents			185,041		118,336
Cash and cash equivalents at beginning of year			235,005		116,669
Cash and cash equivalents at end of year			420,046		235,005

Notes to the Financial Statements for the Year ended 31 December 2022

1 Accounting policies

Company information

Innovista International is a private company limited by guarantee incorporated in England and Wales. The registered office is Chantry House, 22 Upperton Road, Eastbourne, East Sussex, BN21 1BF.

1.1 Accounting convention

The financial statements have been prepared in accordance with the charity's Memorandum and Articles of Association, the Companies Act 2006, FRS 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland' ('FRS 102') and the Charities SORP '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). The charity is a Public Benefit Entity as defined by FRS 102.

The financial statements are prepared in sterling, which is the functional currency of the charity. Monetary amounts in these financial statements are rounded to the nearest £.

The financial statements have been prepared under the historical cost convention. The principal accounting policies adopted are set out below.

1.2 Going concern

At the time of approving the financial statements, 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 financial statements.

1.3 Charitable funds

Unrestricted funds are available for use at the discretion of the trustees in furtherance of their charitable objectives.

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

1.4 Income

Income is recognised when the charity is legally entitled to it after any performance conditions have been met, the amounts can be measured reliably, and it is probable that income will be received.

Cash donations are recognised on receipt. Other donations and grants are recognised once the charity has been notified of the donation, unless performance conditions require deferral of the amount. Income tax recoverable in relation to donations received under Gift Aid or deeds of covenant is recognised at the time of the donation. It is communicated to individuals who donate through the charity's website that any Gift Aid is to be utilised for the general purposes of the charity, and is therefore treated as unrestricted funds.

Legacies are recognised on receipt or otherwise if the charity has been notified of an impending distribution, the amount is known, and receipt is expected. If the amount is not known, the legacy is treated as a contingent asset.

Assets for distribution are recognised only when distributed. Assets given for use by the charity are recognised when receivable. Stocks of undistributed donated goods are not valued for balance sheet purposes.

Accounting policies (continued)

1.5 Expenditure

Liabilities are recognised when a constructive obligation exists, the payment is probable and the obligation can be measured or estimated reliably.

Resources expended are allocated to the particular cost centre to which they relate and include irrecoverable VAT.

The charity makes grants to various organisations and individuals to further its charitable objectives. Innovista Ukraine, Innovista Ireland and Innovista Moldova are separate legal entities to which monthly grants are made to enable them to carry out their charitable activities in those countries.

Grants are also made to non-Innovista affiliated entities where these share similar aims, objectives and ethos. Appropriate reporting of use of funds is required and monitoring is carried out on a regular basis.

In 2022, grants to institutions and individuals in Ukraine that were responding to needs arising from the conflict constituted over half of all grants given. A policy was developed to guide grant-making in this emergency situation. Applications are mainly made via Innovista Ukraine who filter the requests according to established criteria and make recommendations for funding. Recipients must commit to providing:

- a project proposal outlining the need;
- details of a bank account that can receive foreign currency;
- confirmation of receipt of grant;
- a report on how the grant was used.

Priority is given to entities with which the charity has an existing relationship, and to those in areas closest to the frontline of the war.

1.6 Property, plant and equipment

Property, plant and equipment are initially measured at cost and subsequently measured at cost or valuation, net of depreciation and any impairment losses.

Depreciation is recognised so as to write off the cost or valuation of assets less their residual values over their useful lives on the following basis:

Office and media equipment - 25% straight line basis

The gain or loss arising on the disposal of an asset is determined as the difference between the sale proceeds and the carrying value of the asset, and is recognised in the statement of financial activities.

Small items of equipment costing below £250 are not capitalised.

1.7 Impairment of non-current assets

At each reporting end date, the charity reviews the carrying amounts of its tangible assets to determine whether there is any indication that those assets have suffered an impairment loss. If any such indication exists, the recoverable amount of the asset is estimated in order to determine the extent of the impairment loss (if any).

1.8 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.

Accounting policies (continued)

1.9 Financial instruments

The charity has elected to apply the provisions of Section 11 'Basic Financial Instruments' of FRS 102 to all of its financial instruments.

Financial instruments are recognised in the charity's balance sheet when the charity becomes party to the contractual provisions of the instrument.

Financial assets and liabilities are offset, with the net amounts presented in the financial statements, when there is a legally enforceable right to set off the recognised amounts and there is an intention to settle on a net basis or to realise the asset and settle the liability simultaneously.

Basic financial assets

Basic financial assets, which include trade and other receivables and cash and bank balances, are initially measured at transaction price including transaction costs and are subsequently carried at amortised cost using the effective interest method unless the arrangement constitutes a financing transaction, where the transaction is measured at the present value of the future receipts discounted at a market rate of interest. Financial assets classified as receivable within one year are not amortised.

Basic financial liabilities

Basic financial liabilities, including trade and other payables and bank loans are initially recognised at transaction price unless the arrangement constitutes a financing transaction, where the debt instrument is measured at the present value of the future payments discounted at a market rate of interest. Financial liabilities classified as payable within one year are not amortised.

Debt instruments are subsequently carried at amortised cost, using the effective interest rate method.

Trade payables are obligations to pay for goods or services that have been acquired in the ordinary course of operations from suppliers. Amounts payable are classified as current liabilities if payment is due within one year or less. If not, they are presented as non-current liabilities. Trade payables are recognised initially at transaction price and subsequently measured at amortised cost using the effective interest method.

Derecognition of financial liabilities

Financial liabilities are derecognised when the charity's contractual obligations expire or are discharged or cancelled.

1.10 Employee benefits

The cost of any unused holiday entitlement is recognised in the period in which the employee's services are received.

Termination benefits are recognised immediately as an expense when the charity is demonstrably committed to terminate the employment of an employee or to provide termination benefits.

1.11 Retirement benefits

Payments to defined contribution retirement benefit schemes are charged as an expense as they fall due.

2 Critical accounting estimates and judgements

In the application of the charity's accounting policies, the trustees are required to make judgements, estimates and assumptions about the carrying amount of assets and liabilities that are not readily apparent from other sources. The estimates and associated assumptions are based on historical experience and other factors that are considered to be relevant. Actual results may differ from these estimates.

The estimates and underlying assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognised in the period in which the estimate is revised where the revision affects only that period, or in the period of the revision and future periods where the revision affects both current and future periods.

3 Donations and legacies

	Unrestricted funds 2022 £	Restricted funds 2022 £	Total 2022 £	Total 2021 £
Donations and gifts	236,725	913,789	1,150,514	673,714
Donated services (businesses)	38,800	-	38,800	-
Donations and gifts				
Businesses and Community Organisations	24,410	34,928	59,338	58,650
Churches	2,073	219,739	221,812	34,936
Individuals (including tax reclaim under gift aid)	140,684	470,461	611,145	377,802
Local government grants	-	500	500	4,000
Trusts and foundations	69,558	188,161	257,719	198,326
	236,725	913,789	1,150,514	673,714

For the year ended 31 December 2021

	Unrestricted funds 2021 £	Restricted funds 2021 £	Total 2021 £
Donations and gifts	333,967	339,747	673,714

3 Donations and legacies

	Unrestricted funds 2021 £	Restricted funds 2021 £	Total 2021 (Continued) £
Donations and gifts			
Businesses and Community Organisations	33,700	24,950	58,650
Churches	2,033	32,903	34,936
Individuals (including tax reclaim under gift aid)	247,234	130,568	377,802
Local government grants	-	4,000	4,000
Trusts and foundations	51,000	147,326	198,326
	333,967	339,747	673,714

4 Charitable activities

	2022 £	2021 £
Training courses and events	3,074	4,506

5 Investments

	Unrestricted funds 2022 £	Unrestricted funds 2021 £
Interest receivable	540	6

6 Other income

	Unrestricted funds 2022 £	Unrestricted funds 2021 £	Restricted funds 2021 £	Total 2021 £
Net gain on disposal of tangible fixed assets	460	-	-	-
Government grant - Job Retention Scheme	-	1,230	5,264	6,494
	460	1,230	5,264	6,494

7 Raising funds

	Unrestricted funds 2022	Restricted funds 2022	Total 2022	Unrestricted funds 2021	Restricted funds 2021	Total 2021
	£	£	£	£	£	£
Fundraising and publicity						
Travel	2,652	744	3,396	818	367	1,185
Consultancy	10,052	2,513	12,565	14,985	4,471	19,456
Promotion & publicity	7,771	2,036	9,807	5,403	1,413	6,816
Other staff costs	480	120	600	536	185	721
Staff costs	64,175	16,044	80,219	55,128	16,636	71,764
Depreciation	1,349	337	1,686	2,079	520	2,599
	86,479	21,794	108,273	78,949	23,592	102,541

8 Charitable activities

	2022	2021
	£	£
Staff costs	255,730	247,354
Depreciation and impairment	5,570	6,804
Other staff costs	19,356	2,351
Events and activities	44,621	18,664
Premises, incl. international	2,160	9,104
Insurance	3,252	2,772
	330,689	287,049
Grant funding of activities (see note 9)	430,744	102,785
Share of support costs (see note 10)	147,897	49,016
Share of governance costs (see note 10)	7,500	7,413
	916,830	446,263
Analysis by fund		
Unrestricted funds	89,920	125,838
Restricted funds	826,910	320,425
	916,830	446,263

9 Grants payable

	2022	2021
	£	£
Grants to institutions		
Innovista Ukraine	73,326	36,662
Innovista Ireland	14,599	9,162
Innovista Moldova	68,108	-
Ukraine church partners	202,364	-
Other	10,751	28,680
	369,148	74,504
Grants to individuals	61,596	28,281
	430,744	102,785

10 Support costs

	Support costs	Governance costs	2022	Support costs	Governance costs	2021
	£	£	£	£	£	£
Consultancy	103,126	-	103,126	17,335	-	17,335
Telephone and IT	31,179	-	31,179	23,353	-	23,353
Bank charges	3,814	-	3,814	1,974		1,974
Legal and professional fees	1,619	-	1,619	1,419	-	1,419
Postage, printing, stationery	8,159	-	8,159	4,935	-	4,935
Audit fees	-	5,480	5,480	-	5,340	5,340
Accountancy	-	2,020	2,020	-	1,980	1,980
Other governance costs	-	-	-	-	93	93
	147,897	7,500	155,397	49,016	7,413	56,429
Analysed between charitable activities	147,897	7,500	155,397	49,016	7,413	56,429

11 Trustees

No Trustee expenses have been incurred.

12 Employees

The average monthly number of employees during the year was:

	2022	2021
	Number	Number
Generating funds	3	3
Charitable activities	8	8
Total	11	11

Employment costs	2022	2021
	£	£
Wages and salaries	295,622	281,201
Social security costs	21,978	20,615
Other pension costs	18,349	17,302
	335,949	319,118

There were no employees whose annual remuneration was more than £60,000.

13 Other

	Total	Unrestricted funds
	2022	2021
	£	£
Net loss on disposal of tangible fixed assets	-	853
	-	853

14 Taxation

The charity is exempt from tax on income and gains falling within section 505 of the Taxes Act 1988 or section 252 of the Taxationof Chargeable Gains Act 1992 to the extent that these are applied to its charitable objects.

15 Other gains or losses

	Unrestricted funds	Unrestricted funds
	2022	2021
	£	£
Foreign exchange gains/(losses)	9,076	(1,247)

16 Property, plant and equipment

	Office and media equipment
	£
Cost	
At 1 January 2022	48,938
Additions	3,136
Disposals	(3,095)
At 31 December 2022	48,979
Depreciation and impairment	
At 1 January 2022	37,357
Depreciation charged in the year	7,257
Eliminated in respect of disposals	(2,731)
At 31 December 2022	41,883
Carrying amount	
At 31 December 2022	7,096
At 31 December 2021	11,581

17 Trade and other receivables

	2022	2021
Amounts falling due within one year	£	£
Other receivables	16,846	14,324
Prepayments and accrued income	11,414	5,166
	28,260	19,490

18 Current liabilities

	2022	2021
	£	£
Other taxation and social security	4,964	5,515
Other payables	16,815	4,511
Accruals and deferred income	8,597	8,385
	30,376	18,411

19 Retirement benefit schemes

Defined contribution schemes

The charity operates a defined contribution pension scheme for all qualifying employees. The assets of the scheme are held separately from those of the charity in an independently administered fund.

The charge to profit or loss in respect of defined contribution schemes was £18,349 (2021: £17,302).

20 Restricted funds

The income funds of the charity include restricted funds comprising the following unexpended balances of donations and grants held on trust for specific purposes:

	Balance at 1 January 2021	Movement in funds: Incoming resources	Movement in funds: Resources expended	Movement in funds: Transfers	Balance at 1 January 2022	Movement in funds: Incoming resources	Movement in funds: Resources expended	Movement in funds: Transfers	Balance at 31 December 2022
	£	£	£	£	£	£	£	£	£
Ukraine emergency	-	-	-	-	-	714,967	(475,677)	(38,933)	200,357
Online Interactive Learning	17,073	-	(11,765)	6,765	12,073	-	(13,019)	946	-
Learning & Impact	-	56,733	(11,754)	-	44,979	-	(45,055)	76	-
Eurasia	47,011	152,947	(114,939)	-	85,019	120,271	(164,496)	55,284	96,078
Ireland	488	10,360	(9,769)	-	1,079	12,097	(12,140)	-	1,036
Other staff funds	-	35,381	(35,381)	-	-	35,223	(35,223)	-	-
Innovista GB	547	25,332	(74,001)	48,122	-	20,818	(79,167)	58,349	-
Thrive Central									
General	(12,000)	41,076	(12,502)	(16,574)	-	12,555	(12,879)	324	-
includes OCC grant £500						500	(500)		
Young leaders	1,253	-	-	(1,253)	-	-	-	-	-
Mentoring	-	-	-	1,984	1,984	-	(655)	(1,329)	-
Total Thrive Central	**(10,747)**	**41,076**	**(12,502)**	**(15,843)**	**1,984**	**12,555**	**(13,534)**	**(1,005)**	-
Thrive Leys									
General	-	8,200	(15,126)	6,926	-	-	-	-	-
Mentoring	1,271	4,000	(3,287)	(1,984)	-	-	-	-	-
Total Thrive Leys	**1,271**	**12,200**	**(18,413)**	**4,942**	-	-	-	-	-

20 Restricted funds (continued)

	Balance at 1 January 2021	Movement in funds: Incoming resources	Movement in funds: Resources expended	Movement in funds: Transfers	Balance at 1 January 2022	Movement in funds: Incoming resources	Movement in funds: Resources expended	Movement in funds: Transfers	Balance at 31 December 2022
	£	£	£	£	£	£	£	£	£
Thrive South Abingdon									
General	-	14,188	(21,999)	7,811	-	-	-	-	-
Staff funds	-	200	200	-	-	-	-	-	-
Young leaders & Mentoring	-	-	(4,393)	4,393	-	-	-	-	-
Total Thrive South Abingdon	**-**	**14,388**	**(26,592)**	**12,204**	-	-	-	-	-
Other Restricted funds	29,019	1,100	(28,901)	14,270	15,488	932	(10,393)	6,192	12,219
	84,662	**349,517**	**(344,017)**	**70,460**	**160,622**	**916,863**	**(848,704)**	**80,909**	**309,690**

The **Ukraine emergency** fund was started following the full invasion of Ukraine in February 2022, and grants are made from this fund to support church leaders who are responding to humanitarian needs in their communities.

The **Online Interactive Learning** fund is for the development of new resources to enable the charity to train and equip leaders in remote places where face-to-face training is not possible.

The **Learning and Impact** fund is for the development of a Learning and Impact Measurement System that will enable Innovista to collect and evaluate quantitative and qualitative data about the outcomes and impact leadership training has on leaders and the communities they are serving.

The **Eurasia** fund is for the support of the charity's bases in Ukraine and Moldova, and its work in Central Asia. Grants are made from this fund to support that work. As explained in note 22, operations in Ukraine and Moldova are conducted through separate legal entities registered in those countries.

The **Ireland** fund is for the development of the charity's work in Ireland. Since 1 January 2016, this work has been conducted through a separate legal entity registered in the Republic of Ireland.

Staff funds are donated toward the cost of salaries and other related expenses for named members of staff or for new staff posts.

The **Innovista GB** fund is for the training of youth workers in areas of multiple deprivation in Great Britain.

20 Restricted funds (continued)

Thrive Teams was an initiative of Innovista that developed young leaders to bring hope and lasting change to disadvantaged communities. The **Thrive Leys** and **Thrive South Abingdon** funds supported the work of the Thrive Teams based in Blackbird Leys, Greater Leys and South Abingdon, all areas of multiple deprivations in Oxfordshire. Thrive Central is funding given for the work of Thrive Teams across all areas. The work in South Abingdon was handed over to the church in 2021 and the work in the Leys came to an end during 2022.

We are incredibly grateful to all our funders. As per their criteria, we would like to specifically acknowledge the grant of £500 from Oxford City Council (OCC) for the work of Thrive Teams.

Transfers from unrestricted funds have been made in the year to cover any deficits in any of the restricted funds.

21 Analysis of net assets between funds

	Unrestricted funds 2022 £	Restricted funds 2022 £	Total 2022 £	Unrestricted funds 2021 £	Restricted funds 2021 £	Total 2021 £
Fund balances are represented by:						
Property, plant and equipment	7,096	-	7,096	2,353	9,228	11,581
Current assets/(liabilities)	108,240	309,690	417,930	84,690	151,394	236,084
	115,336	309,690	425,026	87,043	160,622	247,665

22 Related party transactions

Remuneration of key management personnel

The aggregated remuneration and benefits, including employer's pension and social security contributions, of key management personnel is as follows.

	2022 £	2021 £
Aggregate compensation	112,743	107,188

The charitable activities carried out in Ukraine are conducted through a separate charitable legal entity registered in Ukraine. The entity's finances are separate from those of Innovista International, although their operations are regularly monitored to ensure they continue to comply with the aims and objectives of Innovista International. Innovista International made grants of £73,326 (2021: £36,662) to Innovista Ukraine in the year.

The charitable activities carried out in Ireland are conducted through a separate charitable legal entity registered in the Republic of Ireland. That entity's finances are separate from those of Innovista International, although their operations are regularly monitored to ensure they continue to comply with the aims and objectives of Innovista International. Innovista International made grants of £14,599 (2021: £9,162) to Innovista Ireland in the year.

The charitable activities carried out in Moldova are conducted through a separate charitable legal entity registered in the Moldova. That entity's finances are separate from those of Innovista International, although their operations are regularly monitored to ensure they continue to comply with the aims and objectives of Innovista International. Innovista International made grants of £68,108 (2021: £nil) to Innovista Moldova in the year.

23 Cash generated from operations

	2022	2021
	£	£
Surplus for the year	168,285	135,063
Adjustments for:		
Investment income recognised in statement of financial activities	(540)	(6)
Foreign exchange differences	9,076	(1,247)
(Gain)/loss on disposal of property, plant and equipment	(460)	853
Depreciation and impairment of property, plant and equipment	7,257	9,403
Movements in working capital		
(Increase) in trade and other receivables	(8,770)	(6,721)
Increase/(decrease) in trade and other payables	11,965	(14,222)
Cash generated from operations	186,813	123,123

24 Analysis of changes in net funds

The charity had no debt during the year.

25 Non-audit services provided by auditor

In common with many businesses of our size and nature we use our auditor to assist with the preparation of the financial statements.

Innovista International
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Sandy Lane West
Oxford
OX4 6LB
UK

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www.innovista.org
hello@innovista.org

Innovista International is registered in England and Wales as a charity no. 1108679 and a company limited by guarantee no. 5371169.

We value your privacy. We promise to keep your details safe and will never sell them. Need extra reassurance? Read our full privacy policy online (innovista.org/privacy). You can change how you hear from us at any time – just email hello@innovista.org or call 01865 788350.

INNOVISTA INTERNATIONAL

England & Wales - Charity number 1108679

Accounts

Innovista

Innovista International is registered in England and Wales as a charity no. 1108679 and a company limited by guarantee no. 5371169

Trustee's Annual Report and Financial Statements for the year ended 31 December 2021



www.innovista.org

Legal and Administrative Information

Company no:	05371169
Charity no:	1108679
Principal address:	Suite A, First Floor Meridian House Sandy Lane West Oxford OX4 6LB
Registered office:	Chantry House 22 Upperton Road Eastbourne BN21 1BF
Trustees/Directors:	Tim Wills (Chair) Claire Goodman Stuart Weekes Richard Myers
Company Secretary:	Jason Lane
Auditors:	Caladine Ltd Chantry House 22 Upperton Road Eastbourne BN21 1BF
Bankers:	HSBC plc Prama House Banbury Road Oxford OX2 7HY

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Trustees' Annual Report

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2. 2021 in Numbers
3. Who We Are
4. How We Work
5. Objectives and Activities
6. Achievements and Performance 2021
7. Objectives for 2022

A Letter from the Chair of Trustees

It is a pleasure to share our latest Annual Report and Accounts. 2021 was a year in which we continued to see logistical and practical challenges resulting from the global pandemic, but overall one in which we sought to remain committed to innovation and growth.

Despite the challenges Innovista trained 1,738 leaders during the year, and throughout our network we saw those leaders starting, growing and maintaining wonderful initiatives in all sorts of different communities.

We launched a new leadership development programme called Mindshift. We have also made significant progress developing a new impact evaluation system, which will significantly strengthen the speed, quality and scope of our ability to critically appraise our work.

We have invested in our leadership, seeing Jason (our International Director) sent on sabbatical, giving him three months in which to be refreshed physically, spiritually and intellectually. We were also delighted to promote 'Madina' to Regional Director for Central Asia, with a cohort of talented leaders around her, reflecting growth in a key operational hub.

As a Board of Trustees we are full of gratitude towards two groups. Firstly our staff, who have been committed, resourceful and innovative in equal measure. And secondly to our supporters, who through a period of economic disruption and uncertainty have shown equal commitment, alongside generosity and prayerful encouragement. Thanks to your sacrificial support we raised £684,720.

When I think about those 1,738 leaders I get really excited. Think for a moment what God can do through those people. What are his plans for them over the next year? I know this, that the Innovista team are looking forward to working with them all, and many others, to fulfill our mission.





Tim Wills

Chair of the Board of Trustees

2021 in Numbers

Total Income

£684,720



1,738 leaders trained

12 Tempo cohorts



23 teams

135 leaders

£58,939 raised for Central Asia Appeal

£192,976 income in December



43% of leaders trained are women

475 **Leaders trained in Central Asia**

307 **Leaders trained in Moldova**

Thank you for your commitment, generosity and prayerful encouragement which has enabled these incredible results.

Who We Are



Our Purpose

To identify, equip and develop leaders to change their communities with the hope of Jesus

Innovista exists to grow life-changing leadership in hard-to-reach and unlikely places.

When Jesus chose his first followers, he didn't pick the obvious contenders but instead opted for ordinary men and women. They were hardly the people you'd have expected to be the leaders of the early church, but nevertheless these men and women went on to achieve great things in His name.

Just as they changed their communities, so today we seek to identify, equip and develop those we think can change the communities they live in; however difficult that may be; however unlikely their leadership may seem.

We've been training and mentoring leaders for over 20 years now. Again and again, they have gone on to do remarkable things in the communities, regions and nations that they live in, both overseas and here in the UK.

Our Values

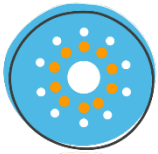
Our organisational values shape the way we operate and frame all that we do.



Stewardship ensures we use our resources in ways that bring the most hope and change. We believe in being good stewards of all that we have been given.



Engaged in context means being deliberate in understanding the contexts in which we work, which determines what we do and how we do it.



Inspiring excellence ensures we do what we do in ways that inspire with distinctive quality.



Effective teamwork, recognising the different strengths and skills we each have and utilising those strengths to grow effective teams, where people are able to bring their best contribution.

How we Work

Innovista identifies, equips and develops leaders to change their communities with the hope of Jesus. Our training is delivered by local staff who know and love the people and the places they serve and who speak the local language. Their presence within the local community also enables them to forge partnerships which are key to effecting lasting change.

Innovista offers a range of training, including:

- Leading for Life; a conference to inspire and equip leaders in a city-region to serve more effectively and work together, in order to reach their area.

- Tempo Leadership Course; a sixteen-month leadership training programme that helps teams clarify their vision, shape strategy, develop the team and lead with confidence to see lives changed.

- Mindshift Leadership Course; a new course developed specifically for post-Soviet contexts which helps leaders overcome the legacy of their culture.

- Coaching; Coaching provides a safe space for leaders to think out loud. Insightful questions and guidance help leaders discover fresh perspectives, get unstuck and move forward with greater confidence and clarity.

- Team Workshops; a day of experiential learning for leadership teams, that enables them to address a critical issue together.

Objectives and Activities

Innovista's charitable objectives are:

1. To advance the Christian faith for the benefit of the public and in particular:

a. To communicate the Christian faith in word and deed in ways that connect with young people and young adults

b. To equip Christians to lead innovative local mission that engages with their context

c. To inspire and resource Christian churches to enable young people to lead local mission that engages with their context

2. To advance education for the benefit of the public and in particular:

a. To provide education and training for young people and young adults that increases their understanding and practice of effective leadership

b. To provide education in the Christian faith, lifestyle and values

c. To provide facilities for all such education and training

3. **To promote community capacity building for the benefit of the public and in particular:**
    a. To equip young people and young adults in disadvantaged* communities with understanding, skills and competencies for leadership for the good of these communities
    b. To develop the capacity and skills of young people so that they are able to better identify and help meet the needs of themselves and their community
4. **To prevent and relieve poverty for the benefit of the public and in particular:**
    a. To coach, support and relieve young people and young adults who are poor, disadvantaged,* dependent or otherwise in physical, mental, spiritual or social need or distress
    b. To provide resources and services, including training to young people and young adults who could not otherwise afford them
    c. To provide resources and services, including training, to other organisations working to prevent and relieve poverty

** Disadvantaged communities/people that are in the lowest 20% of the Index for Multiple Deprivations or equivalent.*

Achievements and Performance for 2021

The Context: Covid continues

For a second year, the pandemic created uncertainty and challenge in all countries, including a UK national lockdown in January and February and a large surge in cases across Europe towards the end of the year. Nevertheless, the learning from 2020, enabled Innovista to respond quickly to changing situations and support leadership teams who were increasingly fatigued by the demands of this crisis. Training continued to be delivered through a blend of online, telephone and in-person workshops depending on the prevalence of Covid in different countries. International travel remained challenging though and the team was unable to come together for the second year in a row.

2021 was designated as a year to build organisational strength in preparation for anticipated further growth in reach and impact in 2022 and beyond. This emphasis was reflected in the objectives set for 2021 outlined below.

OBJECTIVE 1: Between 1300-1600 participate in training with Innovista (an intentionally small increase from 1,259 in 2020)

RESULTS: 1,738 leaders benefitted from Innovista's training in 2021. This larger than expected number was achieved with no marketing, with most new leaders connecting with Innovista locally, via personal recommendation.

OBJECTIVE 2: Innovista in Moldova launches as a full partner

RESULTS: Our aim is to see an increasing number of Innovista entities becoming locally-led, wholly-owned, national ministries. Innovista Moldova was registered as a

local organisation (formally registered in January 2022) and will operate under the oversight of a Moldovan board with Maricela Bejan continuing in her role as National Director. The team in Moldova grew their reach in 2021, serving 307 leaders in Chisinau and new parts of the country they hadn't previously been.

OBJECTIVE 3: Launch a network of leadership development specialists with forty participants by the end of 2021

RESULTS: With continued uncertainty over travel and gatherings, work on this objective was limited and it was decided not to launch the new network in 2021.

OBJECTIVE 4: Launch a new leadership development programme specifically designed for the post- Soviet context

RESULTS: 'Mindshift' was launched in Moldova, Ukraine, Russia as well as parts of Central Asia. This programme is designed to develop core competencies of critical thinking, communication, problem solving, collaboration, and innovation.

OBJECTIVE 5: The Innovation Conversations (a Covid response project initiated during 2020) delivers two new mission initiatives in two countries

RESULTS: New initiatives were developed in Moldova and two Central Asian countries. In Moldova a group of innovators developed a set of tools to identify and release the talents and gifts of each person in the local church so that there is commitment to mission from the many, not just the few. In Central Asia, teams of volunteers were equipped to provide holistic support to people in rural communities, via a network of local churches. This support includes care for people who are suffering due to the ravages of the Covid pandemic and is focused on the most vulnerable.

OBJECTIVE 6: First phase of a new learning and impact system is completed.

RESULTS: The new learning and impact system will enable Innovista to track the outcomes and impact of training in every location. This data will be used to shape strategy, improve training and evidence impact. During 2021 the project partner– Eido Research – was identified and the project designed. We were also successful in seeking funding from a US charitable trust that has committed to funding this project over the coming year. You can read more about this project on p12.

OBJECTIVE 7: Online learning is expanded, including the first full course in Russian

RESULTS: Online training was expanded during the year, including the Tempo Leadership Course being delivered online. In addition, online learning enabled staff to deliver training into new locations where their expertise was needed, but where travel was not feasible. For example, Central Asian staff trained leaders in Vladivistok in Russia's far east. You can read more about this in Irina's story below.

OBJECTIVE 8: Fundraising: reserves are strengthened and £200,000 raised for investment and innovation, in addition to the operating budget

RESULTS: Reserves were considerably strengthened in 2021, with unrestricted funds (reserves) of £87,000 at year end. Restricted funds also showed a healthy balance of

£160,000 which provides funds for specific countries as well as investment and innovation, including for online learning and the build and launch of the new learning and impact system.

OBJECTIVE 9: Financial management is strengthened by the creation of a three-year rolling budget

RESULTS: A new system for budgeting and financial planning was outlined together with a specialist firm who will build out the system pro bono. Due to covid-related capacity limits, it was decided to move the implementation phase of this project into 2022.

Irina's Story

STORY

Irina[1] had been leading a Christian counselling ministry for several years in Vladivostok, Russia, when she had an emotional encounter in prayer. She cried out to God,

> *"Why did you choose me? I am nothing and nobody…I didn't want to be a leader."*



Reflecting on the challenges of being a woman in a leadership role in eastern Russia.

Later that week she recalled something a friend had told her about a lady called Madina who was training leaders in Central Asia. As Irina recalled this conversation, she knew instinctively that God was answering her prayers.

Madina is Innovista's Regional Director for Central Asia, and operates under the radar in many high-risk settings. As the context for ministry in Russia gets harder,

[1] We have changed the name of this leader to project her identity and ministry.

Madina and Irina have been able to connect online for remote leadership training. And it has been transformational.

Irina highlighted something which she herself found particularly helpful; being able to challenge the Soviet style of leadership – a harsh and unyielding style which was as much in evidence inside the church as outside. Working to develop a strong team dynamic, where everyone knew their role and their gifts and pulled together, was so helpful.

With Madina's help, this team has flourished. They have all benefitted personally from the prayer and healing ministry they offer to their community, and together are loving and serving those around them with the hope of Jesus.

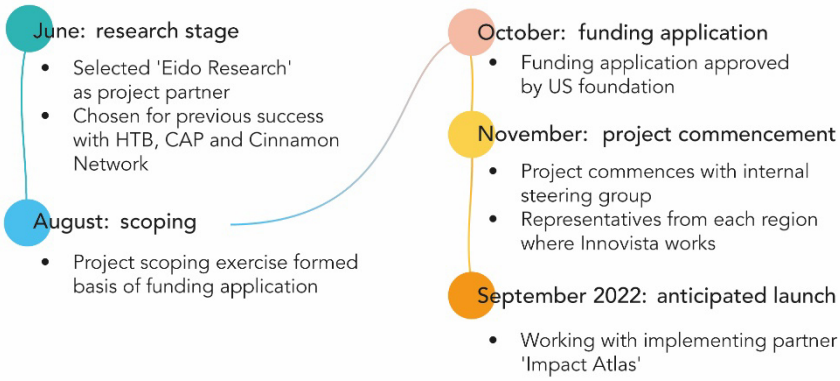
Learning and Impact System

Understanding and demonstrating impact is critical and an area that was identified as an opportunity for improvement. Developing the breadth and depth of our data collection will enable Innovista to better show how we are living out our purpose and to identify and address areas of weakness.

In the summer of 2021 we researched potential partners for this project and selected Eido Research, who have supported Holy Trinity Brompton, Christians Against Poverty and the Cinnamon Network amongst others. They wrote a detailed scoping report which became the basis for a funding application to a US foundation.

Our funding application was successful, and in November 2021 we kick started the 'Learning and Impact' project with Eido Research[2]. Our initial task has been to identify the key indicators that measure 'success' both at the individual and the community level; a challenging task when you consider the differences in language and culture between the various places we work.

Project Timeline



Our plan for 2022 is that the Learning and Impact system will go live, using the 'Impact Atlas'[3] platform to analyse attitudes, skills and behaviours against a set of agreed

[2] www.eidoresearch.com

[3] www.impactatlas.com

measures. With this information we will be able to monitor the effectiveness of training and evaluate how they are creating the desired impact in local communities.

This project will also help identify strategic training needs and improve our ability to demonstrate impact to funders.

Dmytro's story

STORY



Dmytro, eighth from the left, with his youth group in Ukraine.

Innovista's leadership training is a game-changer for the church in post-Soviet countries. In this context, leadership is about being strong. Leadership is about being right. It's about ruling, not serving. By bringing kingdom values into our training, church leaders are able to see how their own cultural norms are challenged by Jesus' servant leadership.

A young man called Dmytro is a shining example of this. He goes to the largest Baptist church in L'viv, Ukraine, which has completed Tempo this year. As a result, the church wants to make lots of changes to reach the community more effectively – including its many teenagers.

For the past few years, Dmytro has led a successful ministry to 150 teenagers in the church. The work has flourished. Culturally, everyone would expect Dmytro to sit back, take the credit, and enjoy his reputation as a successful and high-achieving leader. Instead, Dmytro felt it was right to hand the ministry – and all the credit – over to someone else.

Dmytro wants to invest more in the church's media programme to help them connect with young people in the community. And so, having identified a gifted younger leader called Vova (second from the right) who could take over the teenage ministry, he handed it over to him.

Anatoliy, Innovista's National Director for Ukraine, coached both of these men during Tempo. He says,

> *"This is an excellent example of passing a successful and effective ministry from one leader to another in order for both to grow. Such examples are filling my heart with joy as we see a new generation of leaders living out the principle of 2 Timothy 2:2. Praise the Lord!"*

Leadership Development in Great Britain

In addition to the achievements above, we have also been investing in leadership development programmes in Great Britain.

- **Innovista GB** was launched in 2020 as the newest Innovista programme, designed to build on the successes of Thrive Teams in Oxford, and as a scalable and replicable way to equip others to serve in estates around Great Britain. In 2021, Innovista GB trained 59 leaders including 17 youth workers completing The Essentials (online) course. This was also a year of partnership development for the growing team with new churches and organisations such as Cliff College, The Message Eden Teams, Urban Expression's Cornwall Pioneer Network and CCX (the Church of England's church planting initiative). These partnerships provide an expanding network into which Innovista GB are increasing their influence and raising their profile.



Innovista GB training at a church in Cornwall.

One church leader told us;

> *'We chose to work with Innovista because their Thrive Teams had a noteworthy reputation for working with local churches to reach disadvantaged communities in Oxford. As a result of our partnership, we are already working better as a team, clearer vision is emerging, and there's a strong sense of fresh forward momentum. We're very grateful for our strong developing partnership with Innovista, and have loved their listening stance, and relational style'.*

- **Thrive Teams** continued to serve the young people on disadvantaged estates in and around Oxford. Whilst the start of the year was challenging with many young people, and their families, afraid to step back into in-person activities, the Holiday Clubs in August were a real highlight. Sadly the autumn saw the closure of Thrive Teams in South Abingdon (due to changes in the partner church's strategic focus) and key staff were transitioned into the Innovista GB team. Thrive Teams on The Leys were encouraged by Gavin Jones, Managing Director of Planet IT, running the Virgin London Marathon in October to raise over £7,000 to support the youth work.

International Resource Hub

The International Resource Hub, predominantly based in Oxford, supports Innovista's work both in the UK and worldwide. It provides essential services such as programme development, network management, fundraising and communications, HR, finance and IT.

Throughout 2021, the team continued to work remotely, having moved out of the office in the autumn of 2020. Working closely with our partner, Planet IT, we were able to continue to develop our Sharepoint intranet which works seamlessly with Microsoft Teams to enable the team to stay connected and work effectively.

We embedded our new CRM system, Donorfy, and realised some of the gains which we had hoped for including better integration with other systems and more efficient ways of working.

The team gathered twice in 2021 for our regular rhythm of 'Learning Days'; an inspiring 2-3 days of team building, learning, reflection and planning. We spent time understanding a new goal-setting and leadership tool, Objectives and Key Results (OKRs), learning about the character of the apostle Paul, and developing a biblical model of 'Raising Kingdom Resources'.

Despite the challenging context we were successful in raising £684,720 in 2021 exceeding fundraising budgets and income raised in 2020. We are profoundly thankful for the individuals, families, churches, charitable trusts and businesses that supported Innovista's work over this last year.

Fundraising and compliance

Innovista is a member of the Fundraising Regulator and as such, adheres to best practice in all our fundraising activities. All fundraising activities are regularly monitored by the International Director and the Board of Trustees. The majority of fundraising work is carried out in-house. However, we do use a consultant to assist us in writing monthly newsletters and appeals. Consultants are always selected on the basis of having shared faith, shared values and proven expertise in the sector.

We hold all our fundraisers to account on our shared values of excellence and stewardship as well as more formal codes of practice established by the Chartered Institute of Fundraising - to which two of our team belong.

No complaints were made in 2021 regarding our fundraising.

We do most of our fundraising by email although in 2021 we tested a direct mail approach with strong results. Whilst we do have elderly people on our mailing lists, we know them personally and immediately respond to any requests to unsubscribe. Fundraising for more

significant investments is done relationally and we would only approach a major donor where we knew that this was something they were personally committed to.

Objectives for 2022

The need for leaders who serve with courage, integrity and skill is everywhere.

In 2022, we'll work to increase our reach and impact so that more leaders are equipped to serve with distinction – so that people and communities flourish as they encounter Jesus.

We'll continue to prioritise the tough places, where resources are few and where we can make the biggest difference. Specifically:

- Equip 1,800 – 2,000 leaders in at least 12 countries, helping them to reach their communities. Double the size of the trainers network from 20 to 40, across 12 countries, equipping these equippers to grow good leaders

- Expand our online learning, starting with the Tempo Leadership Course being delivered online in multiple languages.

- Launch the 'Learning and Impact' app to track the outcomes and impact of our work and share the learning with others.

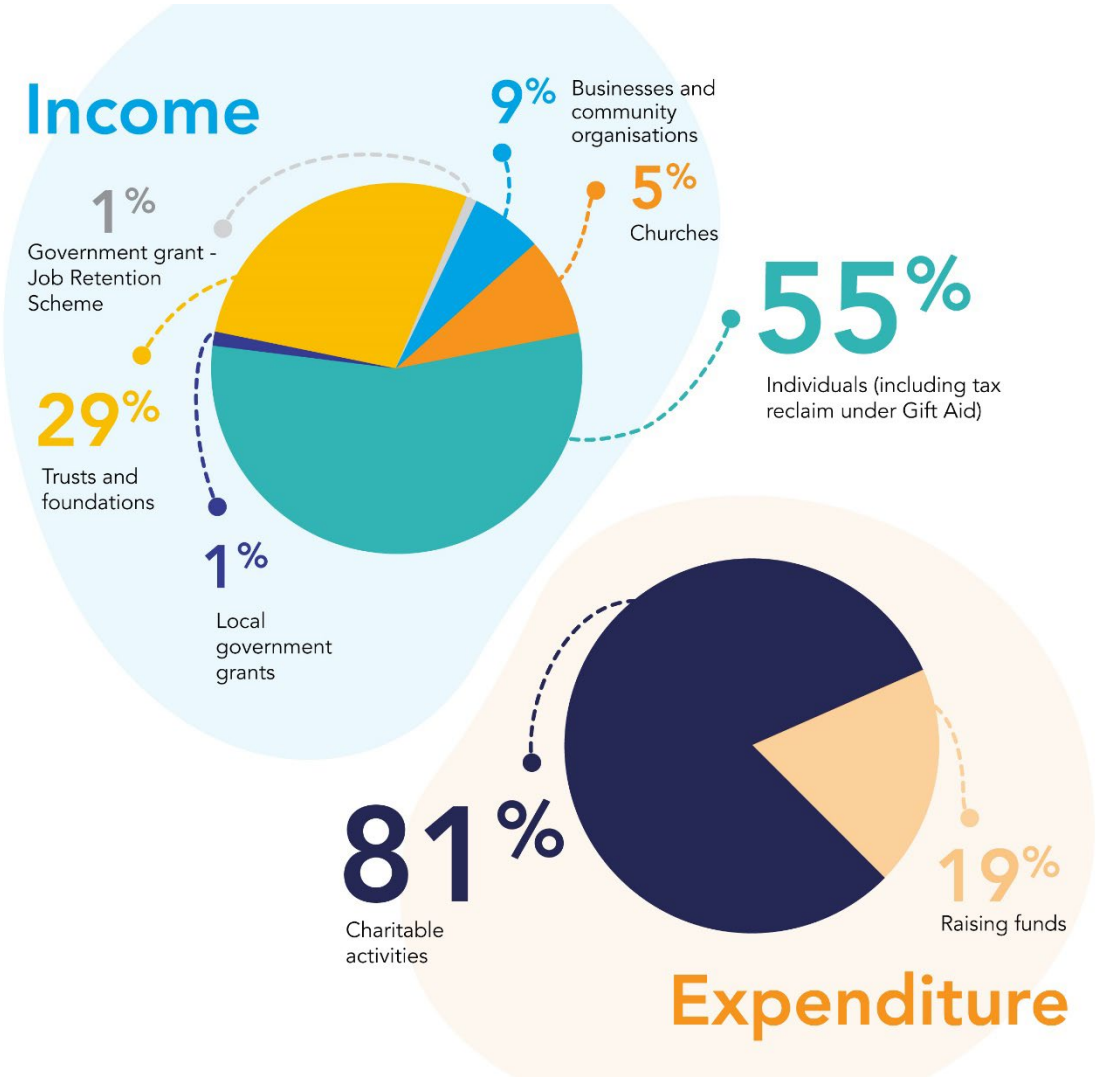
- We're commissioning a Europe-wide search for an international Director of Operations to join the Senior Management team. This role will focus on leading the internal aspects of the organisation so that the International Director can focus on developing external relationships and partnerships.

- We want to see renewed growth in our fundraising which in recent years has become overly reliant on a small pool of very generous donors. To do this, we want to reach into new audiences, pilot new approaches and invest in our digital communications.

Financial Review of 2021

Innovista is so thankful for the individual supporters, charitable trustees, businesses and churches who give generously to bring hope in difficult places.

The results for the year are set out in the Statement of Financial Activities following this report. The income and expenditure are summarised below.



During the year, there was an increase of £57,856 in unrestricted funds and £75,960 in restricted funds. This resulted in a final balance of £87,043 of unrestricted funds and £160,622 of restricted funds.

Reserves Policy

Innovista International has a policy of retaining reserves amounting to 60-90 days normal operating costs to finance its planned activities and meet its future financial obligations. Based on current expenditure levels reserves of £100,000 are to be maintained. Unrestricted reserves at the end of 2021 stood at £87,043 (see note 20 to the financial statements) which, although below the desired level, is significantly closer to the target than in previous years. The trustees will continue to work towards securing further unrestricted reserves over the next 12 months in order to bring reserves into line with the agreed policy.

Structure, Governance and Management

Innovista International is a charitable company limited by guarantee, governed by its Memorandum and Articles of Association. Innovista International includes Thrive Teams in the UK. It was incorporated in the United Kingdom on 21 February 2005 and the Memorandum and Articles of association were amended by Special Resolution dated 10 October 2014. It is registered as a charity with the Charity Commission of England and Wales, registered number 1108679. The directors of the charitable company are its trustees for the purposes of charity law and through this report are collectively referred to as the trustees. The liability of the members, who are the trustees, of the charitable company is limited by their guarantee to contribute a sum £1 each towards the liabilities of the charitable company in the event of liquidation.

A minimum of three and a maximum of ten trustees are required at any one time. New trustees are appointed either to fill in a vacancy or by way of addition to the Board. On appointment trustees are required to hold to the Statement of Faith, affirm (upon joining and thereafter annually) their agreement with the aims and values of the charity, and meet any other criteria established from time to time by the trustees. When new trustees are appointed they are introduced to the work of the charity and provided with the information they need to fulfil their roles, which includes information about the role of the trustees and their responsibilities under the Companies and Charities Acts.

Day-to-day administration of the charity is delegated to the International Director, and his management team, under the supervision of the trustees. Decision making powers are retained by the trustees and exercised at regular trustees' meeting, of which there are a minimum of three each year.

Risk Management

Risk awareness is integral to the charity's overall management effectiveness. Regular risk assessments are conducted in respect of the charity's activities. The trustees have identified the major risks which may affect the charity and have taken reasonable steps to mitigate those risks.

Trustees' responsibilities in relation to the Financial Statements

Company law and Charity law require the trustees to prepare financial statements for each financial year which give a true and fair view of the state of affairs of the charity and the financial activities of the charity 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 SORP;
- Make judgements and estimates that are reasonable and prudent;
- State whether applicable 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 charity will continue in operation.

The trustees are responsible for keeping proper accounting records which disclose with reasonable accuracy at any time the financial position of the charity and to ensure that the financial statements comply with the Companies Act 2006. They are also responsible for ensuring that the charity maintains an adequate system of internal control designed to provide reasonable assurance that the assets are safeguarded against loss or unauthorised use to prevent and detect 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 charity's auditor is unaware; and
- 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 auditor is aware of that information.

Auditors

The auditors are Caladine Limited, Chartered Certified Accountants, a company registered in England. Company no: 04399483. Registered office: Chantry House, 22 Upperton Road, Eastbourne, BN21 1BF, who have been appointed under the Companies Act 2006.

Small Company Exemptions

This report is prepared in accordance with the small companies' regime under the Companies Act 2006.

On behalf of the Board



Tim Wills

Chairman

Date: September 16, 2022

Opinion

We have audited the financial statements of Innovista International (the 'charity') for the year ended 31 December 2021 which comprise the statement of financial activities, the statement of financial position, the statement of cash flows and the 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 2021 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 the 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 other information comprises the information included in the 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 our audit:

- the information given in the trustees' report, which includes the directors' report prepared for the purposes of company law, for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the directors' report included within the trustees' 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 charity and its environment obtained in the course of the audit, we have not identified material misstatements in the directors' report included within the trustees' 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 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.

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 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.

The extent to which our procedures are capable of detecting irregularities, including fraud, is detailed below.

The extent to which the audit was considered capable of detecting irregularities including fraud

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 charity through discussions with trustees, and from our commercial knowledge and experience of the charity 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, Charities Act 2011 and employment legislation;
- we assessed the extent of compliance with the laws and regulations identified above through making enquiries of management and inspecting legal correspondence; and
- identified laws and regulations were communicated within the audit team regularly and the team remained alert to instances of non-compliance throughout the audit.

INDEPENDENT AUDITOR'S REPORT (CONTINUED)
TO THE TRUSTEES OF INNOVISTA INTERNATIONAL

We assessed the susceptibility of the charity'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.

Audit response to risks identified
To address the risk of fraud through management bias and override of controls, we:

- performed analytical procedures to identify any unusual or unexpected relationships;
- tested journal entries to identify unusual transactions;
- assessed whether judgements and assumptions made in determining the accounting estimates were indicative of potential bias; and
- investigated the rationale behind significant or unusual transactions.

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 those charged with governance;
- enquiring of management as to actual and potential litigation and claims; and
- reviewing correspondence with HMRC and relevant regulators

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 trustees and other management and the inspection of regulatory and legal correspondence, if any.

Material misstatements that arise due to fraud can be harder to detect than those that arise from error as they may involve deliberate concealment or collusion.

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

Mr Colin James Dadswell ACCA (Senior Statutory Auditor)
for and on behalf of Caladine Limited

22/09/2022

Chartered Certified Accountants
Statutory Auditor

Chantry House
22 Upperton Road
Eastbourne
East Sussex
BN21 1BF

INNOVISTA INTERNATIONAL

STATEMENT OF FINANCIAL ACTIVITIES INCLUDING INCOME AND EXPENDITURE ACCOUNT

FOR THE YEAR ENDED 31 DECEMBER 2021

Current financial year

	Notes	Unrestricted funds 2021 £	Restricted funds 2021 £	Total 2021 £	Total 2020 £
Income from:					
Donations and legacies	**3**	333,967	339,747	673,714	599,700
Charitable activities	**4**	-	4,506	4,506	4,776
Investments	**5**	6	-	6	-
Other income	**6**	1,230	5,264	6,494	29,947
Total income		335,203	349,517	684,720	634,423
Expenditure on:					
Raising funds	**7**	78,949	23,592	102,541	124,097
Charitable activities	**8**	125,838	320,425	446,263	517,264
Other	**13**	853	-	853	315
Total resources expended		205,640	344,017	549,657	641,676
Net incoming/(outgoing) resources before transfers		129,563	5,500	135,063	(7,253)
Gross transfers between funds	**19**	(70,460)	70,460	-	-
Net income/(expenditure) for the year/ Net incoming/(outgoing) resources		59,103	75,960	135,063	(7,253)
Other recognised gains and losses					
Other gains or losses	**14**	(1,247)	-	(1,247)	(272)
Net movement in funds		57,856	75,960	133,816	(7,525)
Fund balances at 1 January 2021		29,187	84,662	113,849	121,374
Fund balances at 31 December 2021		87,043	160,622	247,665	113,849

The statement of financial activities includes all gains and losses recognised in the year.

All income and expenditure derive from continuing activities.

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

INNOVISTA INTERNATIONAL

STATEMENT OF FINANCIAL ACTIVITIES (CONTINUED) INCLUDING INCOME AND EXPENDITURE ACCOUNT

FOR THE YEAR ENDED 31 DECEMBER 2021

Prior financial year

	Notes	Unrestricted funds 2020 £	Restricted funds 2020 £	Total 2020 £
Income from:				
Donations and legacies	**3**	270,830	328,870	599,700
Charitable activities	**4**	3,010	1,766	4,776
Other income	**6**	3,615	26,332	29,947
Total income		277,455	356,968	634,423
Expenditure on:				
Raising funds	**7**	86,201	37,896	124,097
Charitable activities	**8**	148,835	368,429	517,264
Other	**13**	315	-	315
Total resources expended		235,351	406,325	641,676
Net incoming/(outgoing) resources before transfers		42,104	(49,357)	(7,253)
Gross transfers between funds	**19**	(31,034)	31,034	-
Net income/(expenditure) for the year/ Net incoming/(outgoing) resources		11,070	(18,323)	(7,253)
Other recognised gains and losses				
Other gains or losses	**14**	(272)	-	(272)
Net movement in funds		10,798	(18,323)	(7,525)
Fund balances at 1 January 2020		18,389	102,985	121,374
Fund balances at 31 December 2020		29,187	84,662	113,849

INNOVISTA INTERNATIONAL

STATEMENT OF FINANCIAL POSITION

AS AT 31 DECEMBER 2021

	Notes	2021 £	2021 £	2020 £	2020 £
Fixed assets					
Property, plant and equipment	**15**		11,581		17,043
Current assets					
Trade and other receivables	**16**	19,490		12,770	
Cash at bank and in hand		235,005		116,669	
		254,495		129,439	
Current liabilities	**17**	(18,411)		(32,633)	
Net current assets			236,084		96,806
Total assets less current liabilities			247,665		113,849
Income funds					
Restricted funds	**19**		160,622		84,662
Unrestricted funds			87,043		29,187
			247,665		113,849

The financial statements were approved by the Trustees on September 16, 2022



Tim Wills
Trustee

Company Registration No. 05371169

INNOVISTA INTERNATIONAL

STATEMENT OF CASH FLOWS

FOR THE YEAR ENDED 31 DECEMBER 2021

	Notes	2021 £	2021 £	2020 £	2020 £
Cash flows from operating activities					
Cash generated from operations	**22**		123,123		30,193
Investing activities					
Purchase of property, plant and equipment		(4,793)		-	
Proceeds on disposal of property, plant and equipment		-		100	
Investment income received		6		-	
Net cash (used in)/generated from investing activities			(4,787)		100
Net cash used in financing activities			-		-
Net increase in cash and cash equivalents			118,336		30,293
Cash and cash equivalents at beginning of year			116,669		86,376
Cash and cash equivalents at end of year			235,005		116,669

1 Accounting policies

Company information

Innovista International is a private company limited by guarantee incorporated in England and Wales. The registered office is Chantry House, 22 Upperton Road, Eastbourne, East Sussex, BN21 1BF.

1.1 Accounting convention

The financial statements have been prepared in accordance with the charity's Memorandum and Articles of Association, the Companies Act 2006 and "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)" (as amended for accounting periods commencing from 1 January 2016). The charity is a Public Benefit Entity as defined by FRS 102.

The financial statements are prepared in sterling, which is the functional currency of the charity. Monetary amounts in these financial statements are rounded to the nearest £.

The financial statements have been prepared under the historical cost convention. The principal accounting policies adopted are set out below.

1.2 Going concern

At the time of approving the financial statements, 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 financial statements.

1.3 Charitable funds

Unrestricted funds are available for use at the discretion of the trustees in furtherance of their charitable objectives.

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

1.4 Income

Income is recognised when the charity is legally entitled to it after any performance conditions have been met, the amounts can be measured reliably, and it is probable that income will be received.

Cash donations are recognised on receipt. Other donations and grants are recognised once the charity has been notified of the donation, unless performance conditions require deferral of the amount. Income tax recoverable in relation to donations received under Gift Aid or deeds of covenant is recognised at the time of the donation. It is communicated to individuals who donate through the charity's website that any Gift Aid is to be utilised for the general purposes of the charity, and is therefore treated as unrestricted funds.

Legacies are recognised on receipt or otherwise if the charity has been notified of an impending distribution, the amount is known, and receipt is expected. If the amount is not known, the legacy is treated as a contingent asset.

1.5 Expenditure

Liabilities are recognised when a constructive obligation exists, the payment is probable and the obligation can be measured or estimated reliably.

Resources expended are allocated to the particular cost centre to which they relate and include irrecoverable VAT.

1 Accounting policies (Continued)

1.6 Property, plant and equipment

Property, plant and equipment are initially measured at cost and subsequently measured at cost or valuation, net of depreciation and any impairment losses.

Depreciation is recognised so as to write off the cost or valuation of assets less their residual values over their useful lives on the following basis:

Office and media equipment	25% straight line basis

The gain or loss arising on the disposal of an asset is determined as the difference between the sale proceeds and the carrying value of the asset, and is recognised in the statement of financial activities.

Small items of equipment costing below £250 are not capitalised.

1.7 Impairment of non-current assets

At each reporting end date, the charity reviews the carrying amounts of its tangible assets to determine whether there is any indication that those assets have suffered an impairment loss. If any such indication exists, the recoverable amount of the asset is estimated in order to determine the extent of the impairment loss (if any).

1.8 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.

1.9 Financial instruments

The charity has elected to apply the provisions of Section 11 'Basic Financial Instruments' of FRS 102 to all of its financial instruments.

Financial instruments are recognised in the charity's balance sheet when the charity becomes party to the contractual provisions of the instrument.

Financial assets and liabilities are offset, with the net amounts presented in the financial statements, when there is a legally enforceable right to set off the recognised amounts and there is an intention to settle on a net basis or to realise the asset and settle the liability simultaneously.

Basic financial assets

Basic financial assets, which include trade and other receivables and cash and bank balances, are initially measured at transaction price including transaction costs and are subsequently carried at amortised cost using the effective interest method unless the arrangement constitutes a financing transaction, where the transaction is measured at the present value of the future receipts discounted at a market rate of interest. Financial assets classified as receivable within one year are not amortised.

1 Accounting policies (Continued)

Basic financial liabilities

Basic financial liabilities, including trade and other payables and bank loans are initially recognised at transaction price unless the arrangement constitutes a financing transaction, where the debt instrument is measured at the present value of the future payments discounted at a market rate of interest. Financial liabilities classified as payable within one year are not amortised.

Debt instruments are subsequently carried at amortised cost, using the effective interest rate method.

Trade payables are obligations to pay for goods or services that have been acquired in the ordinary course of operations from suppliers. Amounts payable are classified as current liabilities if payment is due within one year or less. If not, they are presented as non-current liabilities. Trade payables are recognised initially at transaction price and subsequently measured at amortised cost using the effective interest method.

Derecognition of financial liabilities

Financial liabilities are derecognised when the charity's contractual obligations expire or are discharged or cancelled.

1.10 Employee benefits

The cost of any unused holiday entitlement is recognised in the period in which the employee's services are received.

Termination benefits are recognised immediately as an expense when the charity is demonstrably committed to terminate the employment of an employee or to provide termination benefits.

1.11 Retirement benefits

Payments to defined contribution retirement benefit schemes are charged as an expense as they fall due.

2 Critical accounting estimates and judgements

In the application of the charity's accounting policies, the trustees are required to make judgements, estimates and assumptions about the carrying amount of assets and liabilities that are not readily apparent from other sources. The estimates and associated assumptions are based on historical experience and other factors that are considered to be relevant. Actual results may differ from these estimates.

The estimates and underlying assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognised in the period in which the estimate is revised where the revision affects only that period, or in the period of the revision and future periods where the revision affects both current and future periods.

3 Donations and legacies

	Unrestricted funds	**Restricted funds**	**Total**	Total
	2021	**2021**	**2021**	2020
	£	**£**	**£**	£
Donations and gifts	333,967	339,747	673,714	599,700

3 Donations and legacies

	Unrestricted funds	Restricted funds	Total	Total
	2021	2021	2021	2020
	£	£	£	£ (Continued)
Donations and gifts				
Businesses and Community Organisations	33,700	24,950	58,650	38,237
Churches	2,033	32,903	34,936	48,450
Individuals (including tax reclaim under gift aid)	247,234	130,568	377,802	347,078
Local government grants	-	4,000	4,000	4,500
Trusts and foundations	51,000	147,326	198,326	161,435
	333,967	339,747	673,714	599,700

For the year ended 31 December 2020

	Unrestricted funds	Restricted funds	Total
	2020	2020	2020
	£	£	£
Donations and gifts	270,830	328,870	599,700
Donations and gifts			
Businesses and Community Organisations	31,872	6,365	38,237
Churches	5,050	43,400	48,450
Individuals (including tax reclaim under gift aid)	172,333	174,745	347,078
Local government grants	-	4,500	4,500
Trusts and foundations	61,575	99,860	161,435
	270,830	328,870	599,700

4 Charitable activities

	2021	2020
	£	£
Training courses and events	4,506	2,026
Rental income	-	2,750
	4,506	4,776
Analysis by fund		
Unrestricted funds	-	3,010
Restricted funds	4,506	1,766

5 Investments

	Unrestricted funds	Total
	2021	2020
	£	£
Interest receivable	6	-

6 Other income

	Unrestricted funds	**Restricted funds**	**Total**	Unrestricted funds	Restricted funds	Total
	2021	**2021**	**2021**	2020	2020	2020
	£	**£**	**£**	£	£	£
Government grant - Job Retention Scheme	1,230	5,264	6,494	3,615	26,332	29,947

7 Raising funds

	Unrestricted funds	**Restricted funds**	**Total**	Unrestricted funds	Restricted funds	Total
	2021	**2021**	**2021**	2020	2020	2020
	£	**£**	**£**	£	£	£
Fundraising and publicity						
Travel	818	367	1,185	276	74	350
Consultancy	14,985	4,471	19,456	15,055	11,186	26,241
Promotion & publicity	5,403	1,413	6,816	6,119	4,788	10,907
Other staff costs	536	185	721	706	189	895
Staff costs	55,128	16,636	71,764	62,011	21,114	83,125
Depreciation	2,079	520	2,599	2,034	545	2,579
	78,949	23,592	102,541	86,201	37,896	124,097

8 Charitable activities

	2021	2020
	£	£
Staff costs	247,354	335,080
Depreciation and impairment	6,804	7,395
Other staff costs	2,351	3,073
Events and activities	18,664	6,756
Premises, incl. international	9,104	21,554
Insurance	2,772	3,554
	287,049	377,412
Grant funding of activities (see note 9)	102,785	83,402
Share of support costs (see note 10)	49,016	49,117
Share of governance costs (see note 10)	7,413	7,333
	446,263	517,264
Analysis by fund		
Unrestricted funds	125,838	148,835
Restricted funds	320,425	368,429
	446,263	517,264

9 Grants payable

	2021	2020
	£	£
Grants to institutions:		
Innovista Ukraine	36,662	39,008
Innovista Ireland	9,162	4,505
Other	28,680	15,076
	74,504	58,589
Grants to individuals	28,281	24,813
	102,785	83,402

10 Support costs

	Support costs	**Governance costs**	**Total 2021**	Support costs	Governance costs	Total 2020
	£	**£**	**£**	£	£	£
Consultancy	17,335	-	17,335	12,237	-	12,237
Telephone and IT	23,353	-	23,353	29,545	-	29,545
Bank charges	1,974	-	1,974	2,179	-	2,179
Legal and professional fees	1,419	-	1,419	1,367	-	1,367
Postage, printing, stationery	4,935	-	4,935	3,789	-	3,789
Audit fees	-	5,340	5,340	-	5,340	5,340
Accountancy	-	1,980	1,980	-	1,980	1,980
Other governance costs	-	93	93	-	13	13
	49,016	7,413	56,429	49,117	7,333	56,450
Analysed between						
Charitable activities	49,016	7,413	56,429	49,117	7,333	56,450

11 Trustees

No Trustee expenses have been incurred.

12 Employees

The average monthly number of employees during the year was:

	2021 Number	**2020 Number**
Generating funds	3	3
Charitable activities	9	11
Total	12	14

Employment costs	**2021 £**	**2020 £**
Wages and salaries	281,201	368,116
Social security costs	20,615	30,007
Other pension costs	17,302	20,082
	319,118	418,205

There were no employees whose annual remuneration was more than £60,000.

13 Other

	Unrestricted funds	Unrestricted funds
	2021	2020
Net loss on disposal of tangible fixed assets	853	315

14 Other gains or losses

	Unrestricted funds	Unrestricted funds
	2021	2020
	£	£
Foreign exchange gains	1,247	272

15 Property, plant and equipment

	Office and media equipment
	£
Cost	
At 1 January 2021	61,856
Additions	4,793
Disposals	(17,711)
At 31 December 2021	48,938
Depreciation and impairment	
At 1 January 2021	44,813
Depreciation charged in the year	9,402
Eliminated in respect of disposals	(16,858)
At 31 December 2021	37,357
Carrying amount	
At 31 December 2021	11,581
At 31 December 2020	17,043

16 Trade and other receivables

	2021	2020
Amounts falling due within one year:	**£**	£
Other receivables	14,324	9,788
Prepayments and accrued income	5,166	2,982
	19,490	12,770

17 Current liabilities

	2021	2020
	£	£
Other taxation and social security	5,515	11,118
Other payables	4,511	12,219
Accruals and deferred income	8,385	9,296
	18,411	32,633

18 Retirement benefit schemes

Defined contribution schemes
The charity operates a defined contribution pension scheme for all qualifying employees. The assets of the scheme are held separately from those of the charity in an independently administered fund.

The charge to profit or loss in respect of defined contribution schemes was £17,302 (2020 - £20,082).

19 Restricted funds

The income funds of the charity include restricted funds comprising the following unexpended balances of donations and grants held on trust for specific purposes:

		Movement in funds				Movement in funds			
	Balance at 1 January 2020	Incoming resources	Resources expended	Transfers	Balance at 1 January 2021	Incoming resources	Resources expended	Transfers	Balance at 31 December 2021
	£	£	£	£	£	£	£	£	£
Thrive Central									
General	-	96,691	(45,725)	(62,966)	(12,000)	41,076	(12,502)	(16,574)	-
Young leaders	8,520	-	-	(7,267)	1,253	-	-	(1,253)	-
Mentoring	-	-	-	-	-	-	-	1,984	1,984
Total Thrive Central	**8,520**	**96,691**	**(45,725)**	**(70,233)**	**(10,747)**	**41,076**	**(12,502)**	**(15,843)**	**1,984**
Thrive Barton									
General	-	17,872	(26,627)	8,755	-	-	-	-	-
Staff funds	-	1,812	(1,812)	-	-	-	-	-	-
Young leaders	-	-	(571)	571	-	-	-	-	-
Mentoring	-	1,566	(3,165)	1,599	-	-	-	-	-
Total Thrive Barton	**-**	**21,250**	**(32,175)**	**10,925**	**-**	**-**	**-**	**-**	**-**

19 Restricted funds (Continued)

Thrive Leys									
General	-	11,079	(55,043)	43,964	-	8,200	(15,126)	6,926	-
Young leaders	-	-	(696)	696	-	-	-	-	-
Mentoring	-	2,434	(1,163)	-	1,271	4,000	(3,287)	(1,984)	-
includes OCC grant	-	1,000	(2,163)	1,434	1,271	4,000	(3,287)	(1,984)	-
Total Thrive Leys	**-**	**13,513**	**(56,902)**	**44,660**	**1,271**	**12,200**	**(18,413)**	**4,942**	**-**
Thrive South Abingdon									
General	-	31,508	(53,546)	22,038	-	14,188	(21,999)	7,811	-
Staff funds	-	363	363	-	-	200	(200)	-	-
Young leaders & Mentoring	-	-	(6,001)	6,001	-	-	(4,393)	4,393	-
Total Thrive South Abingdon	**-**	**31,871**	**(59,910)**	**28,039**	**-**	**14,388**	**(26,592)**	**12,204**	**-**
Online Interactive Learning	19,044	19,064	(21,035)	-	17,073	-	(11,765)	6,765	12,073
Learning & Impact	-	-	-	-	-	56,733	(11,754)	-	44,979
Eurasia	26,894	100,014	(96,503)	16,606	47,011	152,947	(114,939)	-	85,019
Ireland	341	10,574	(10,427)	-	488	10,360	(9,769)	-	1,079
Other staff funds	-	37,485	(37,485)	-	-	35,381	(35,381)	-	-
Innovista GB (formerly Innovista UK)	5,871	25,781	(30,508)	(597)	547	25,332	(74,001)	48,122	-
Other Restricted funds	42,315	725	(15,655)	1,634	29,019	1,100	(28,901)	14,270	15,488
	102,985	**356,968**	**(406,325)**	**31,034**	**84,662**	**349,517**	**(344,017)**	**70,460**	**160,622**

19 Restricted funds (Continued)

Thrive Teams is an initiative of Innovista that develops young leaders to bring hope and lasting change to disadvantaged communities. The **Thrive Barton, Thrive Leys** and **Thrive South Abingdon** funds support the work of the Thrive Teams based in Barton, Blackbird Leys and Greater Leys and South Abingdon, all areas of multiple deprivations in Oxfordshire. Thrive Central is funding given for the work of Thrive Teams across all areas. The work in Barton was handed over to the local church in 2020, and the South Abingdon work was handed over to the church in 2021.

We are incredibly grateful to all our funders. As per their criteria, we would like to specifically acknowledge the grant of £4,000 from Oxford City Council's (OCC) Open Bidding Grants Programme for the Thrive Leys mentoring project. At year end this money was transferred from the Thrive Leys fund to the Thrive Central fund, as we consolidated all Thrive funds together to be used in the Leys.

Transfers have been made from Thrive Central/General funds to cover some costs in South Abingdon and the Leys.

The **Online Interactive Learning** fund is for the development of new resources to enable the charity to train and equip leaders in remote places where face-to-face training is not possible.

The **Learning and Impact** fund is for the development of a Learning and Impact Measurement System that will enable Innovista to collect and evaluate quantitative and qualitative data about the outcomes and impact leadership training has on leaders and the communities they are serving.

The **Eurasia** fund is for the support of the charity's base in Ukraine and its work in Eastern Europe, Russia and Central Asia and grants are made from this fund to support that work. As explained in note 21, operations in Ukraine are conducted through a separate legal entity registered in Ukraine.

The **Ireland** fund is for the development of the charity's work in Ireland. Since 1 January 2016, this work has been conducted through a separate legal entity registered in the Republic of Ireland.

Staff funds are donated toward the cost of salaries and other related expenses for named members of staff or for new staff posts.

The **Innovista GB** fund (formerly Innovista UK) is for the support of the charity's training youth workers in areas of multiple deprivation in Great Britain. Transfers have been made from general unrestricted funds to cover some of the Innovista GB costs.

Transfers between funds have been made to cover any deficits in the year.

20 Analysis of net assets between funds

	Unrestricted funds 2021 £	**Restricted funds 2021 £**	**Total 2021 £**	Unrestricted funds 2020 £	Restricted funds 2020 £	Total 2020 £
Fund balances are represented by:						
Property, plant and equipment	2,353	9,228	11,581	7,295	9,748	17,043
Current assets/(liabilities)	84,690	151,394	236,084	21,892	74,914	96,806
	87,043	160,622	247,665	29,187	84,662	113,849

21 Related party transactions

Remuneration of key management personnel

The aggregated remuneration and benefits, including employer's pension and social security contributions, of key management personnel is as follows.

	2021 £	**2020 £**
Aggregate compensation	107,188	106,948

The charitable activities carried out in Ukraine are conducted through a separate charitable legal entity registered in Ukraine. The entity's finances are separate from those of Innovista International, although their operations are regularly monitored to ensure they continue to comply with the aims and objectives of Innovista International. Innovista International made grants of £36,662 (2020: £39,008) to Innovista Ukraine in the year.

The charitable activities carried out in Ireland are conducted through a separate charitable legal entity registered in the Republic of Ireland. That entity's finances are separate from those of Innovista International, although their operations are regularly monitored to ensure they continue to comply with the aims and objectives of Innovista International. Innovista International made grants of £9,162 (2020: £4,505) to Innovista Ireland in the year.

Rachel Lane, the wife of Jason Lane, International Director of Innovista International, carried out coaching and training work during 2020, for which she was paid £180. Rachel Lane was not remunerated for any coaching work in 2021.

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 DECEMBER 2021

22	Cash generated from operations	2021 £	2020 £
	Surplus/(deficit) for the year	135,063	(7,253)
	Adjustments for:		
	Investment income recognised in statement of financial activities	(6)	-
	Foreign exchange differences	(1,247)	(272)
	Loss on disposal of property, plant and equipment	853	315
	Depreciation and impairment of property, plant and equipment	9,403	9,974
	Movements in working capital:		
	(Increase)/decrease in trade and other receivables	(6,721)	27,947
	(Decrease) in trade and other payables	(14,222)	(518)
	Cash generated from operations	123,123	30,193

23 Analysis of changes in net funds

The charity had no debt during the year.

Our purpose

To identify, equip and develop leaders to change their communities with the hope of Jesus.

Innovista International
Meridian House
Sandy Lane West
Oxford
OX4 6LB
UK

tel.: +44 (0) 1865 788350
www.innovista.org
hello@innovista.org

Innovista International is registered in England and Wales as a charity no. 1108679 and a company limited by guarantee no. 5371169.
We value your privacy. We promise to keep your details safe and will never sell them. Need extra reassurance? Read our full privacy policy online (innovista.org/privacy). You can change how you hear from us at any time – just email hello@innovista.org or call 01865 788350.

INNOVISTA INTERNATIONAL

England & Wales - Charity number 1108679

Accounts

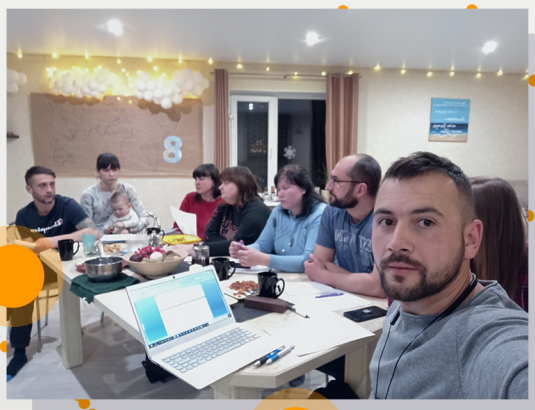
Innovista

Innovista International is registered in England and Wales as a charity no. 1108679 and a company limited by guarantee no. 5371169

Trustee's Annual Report and Financial Statements for the year ended 31 December 2020

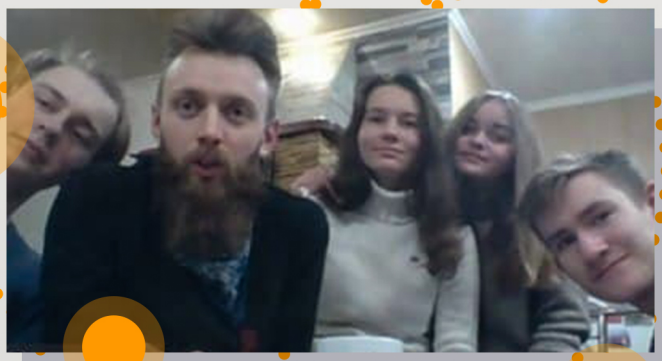
















Legal and Administrative Information

Company no:	05371169
Charity no:	1108679
Principal address:	Suite A, First Floor Meridian House Sandy Lane West Oxford OX4 6LB
Registered office:	Chantry House 22 Upperton Road Eastbourne BN21 1BF
Trustees/Directors:	Tim Wills (Chair) Claire Goodman Stuart Weekes Richard Myers
Company Secretary:	Jason Lane
Auditors:	Caladine Ltd Chantry House 22 Upperton Road Eastbourne BN21 1BF
Bankers:	HSBC plc Prama House Banbury Road Oxford OX2 7HY

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Notes to the financial statements	**27-41**

Trustees' Annual Report

The trustees, who are also directors of the charity for the purposes of the Companies Act, submit their annual report and the audited financial statements for the year ended 31 December 2020, which are also prepared to meet the requirements for a directors' report and accounts for the purposes of company law.

The trustees have complied with section 17 of the Charities Act 2011 in having regard to guidance published by the Charity Commission concerning public benefit.

Introduction from the Chair of Trustees

I wonder how you will remember 2020?

For sure, it was a year full of concerns which we are hoping to put behind us over the next few months. We won't miss fearing for our health, or worrying about friends who have lost jobs and our children's isolation. And I certainly won't miss being unable to meet and hug the people I love the most, that aren't in my 'bubble'.

However, this was also the year that many of us were forced to use our ingenuity, as we found new ways to 'keep calm and carry on' with our lives. At work we learned how to reinvent the working day. Restaurants became food delivery services and some even started selling D-I-Y luxury meal kits. I even did a 'virtual' London Marathon all by myself – it was a pity it rained, though!

Necessity has truly become the mother of invention lately. And it has been really heartening to see that inventiveness in action around the world, as the leaders that we serve have been doing so much more than surviving. Simple churches burst into life, reinventing themselves as hubs of hope and healing for whole communities. At a time when food, medicine or even a listening ear were in short supply, it was God's love in action - doing a new thing in new circumstances.

At Innovista, we got straight to work providing new 'leadership during Covid-19' training to 250 people. You will read about some this work in the 2020 report.

You can read about church in Central Asia reaching the elderly in their village with regular meals as lockdown bit. And then the church in L'viv, Ukraine, that set up a free taxi service for the city's medical staff, after the public transport system was shut down.

It reminds me that Jesus' Great Commission in Matthew 28 isn't just a one-off instruction. It's new every morning. And every morning presents us with a fresh chance to fulfil God's purposes.

Life has been challenging, for sure. However, it has challenged all of us to listen and respond in new ways. That's why an organisation like Innovista is needed more now than ever before.





Tim Wills
Chair of Trustees

Who We Are

Innovista exists to help life-changing leadership to flourish in unlikely and hard-to-reach places around the world.

When Jesus chose his first followers, he didn't pick the obvious contenders. Instead, He opted for ordinary men and women. They must have looked like a motley bunch. However, the rest, as they say, is history.

Just as the apostles turned their world upside down, so we seek to identify, equip and develop people today who can do the same in their communities. However unlikely their leadership may seem to others.

We've been training and mentoring leaders for 20 years now. Again and again, they have gone on to do remarkable things in the communities, regions and nations that they live in, both overseas and here in the UK.

How We Work

Innovista identifies, equips and develops leaders to change their communities with the hope of Jesus. Our training is delivered by local staff who know and love the people and the places they serve and who speak the local language. Their presence within the local community also enables them to forge partnerships which are key to effecting lasting change.

Innovista offers a range of training, including:

1. Team Workshops; a day of experiential learning for leadership teams, that enables them to address a critical issue together;
2. Leading for Life; a conference to inspire and equip leaders in a city-region to serve more effectively and work together, in order to reach their area;
3. Tempo Leadership Course; a sixteen-month leadership training programme that helps teams clarify their vision, shape strategy, develop the team and lead with confidence to see lives changed;
4. Coaching; coaching helps leaders and teams understand the challenges they face and develop practical goals and action plans to meet them. The coach asks questions and acts like a mirror, enabling learners to develop their own solutions.

Objectives and Activities

The objectives of the charity are:

1. To advance the Christian faith for the benefit of the public and in particular:
    a. To communicate the Christian faith in word and deed in ways that connect with young people and young adults
    b. To equip Christians to lead innovative local mission that engages with their context
    c. To inspire and resource Christian churches to enable young people to lead local mission that engages with their context
2. To Advance Education for the benefit of the public and in particular:
    a. To provide education and training for young people and young adults that increases their understanding and practice of effective leadership
    b. To provide education in the Christian faith, lifestyle and values
    c. To provide facilities for all such education and training
3. To Promote Community Capacity Building for the benefit of the public and in particular:
    a. To equip young people and young adults in disadvantaged* communities with understanding, skills and competencies for leadership for the good of these communities
    b. To develop the capacity and skills of young people so that they are able to better identify and help meet the needs of themselves and their community
4. To prevent and relieve poverty for the benefit of the public and in particular:
    a. To coach, support and relieve young people and young adults who are poor, disadvantaged,* dependent or otherwise in physical, mental, spiritual or social need or distress
    b. To provide resources and services, including training to young people and young adults who could not otherwise afford them
    c. To provide resources and services, including training, to other organisations working to prevent and relieve poverty

    * Disadvantaged communities/people that are in the lowest 20% of the Index for Multiple Deprivations or equivalent.

Achievements and Performance 2020

1. Impact of the Global Coronavirus Pandemic

2020 saw the whole world engulfed by the Coronavirus crisis. The upheaval caused by Covid-19 has been unprecedented in living memory, with churches closing their doors for many months at a time and unable to do much of their 'business as usual' work in the community.

However, it was also a year of huge opportunity: God has encouraged his people to rise to the challenge and serve with creativity, agility and compassion.

During 2020 we have had to find new ways to put into practice the work God has called us to.

In the first few months of the pandemic, we spent a lot of time coaching leaders - helping them to respond to the massive changes to their communities, churches and roles.

As the year progressed, our emphasis shifted, supporting leaders to assess and understand the needs of their communities and find ways to respond to them. In turn, they rose to the challenge and put in place some inspirational projects.

It was not long into 2020 that we realised that most of our training would now need to be delivered online. Within a few weeks Thrive Teams went almost completely online as secondary school education moved, for the most part, into the home.

The international team offered phone and online coaching to leaders wherever possible. This regular support was a vital lifeline to the leaders, as they worked tirelessly to care for their communities and churches. Key training, like the Tempo Leadership Course, also continued online in some locations, including Ireland and Moldova.

Sadly, our Leading for Life conferences had to be cancelled as lockdown prevented travel and large meetings.

We decided to take a prudent approach to financial management as the pandemic took a hold. We committed to protect funding for international staff. However, we took precautionary steps in the UK, cutting our travel budget and not replacing any staff who left. Finally, we moved out of our Oxford offices, working, for now at least, from our homes.

We ran an emergency appeal in the summer to help us cope with the crisis, receiving £23,000 from donors, which was then matched pound-for-pound by one very generous family. This enabled us to finish the year in a reasonably strong financial position and led us to believe that God's hand had been on Innovista throughout the course of the year.

2. International Leadership Development

The pandemic gave a renewed focus to our overseas work and gave us an opportunity to refine our objectives for the year. We designed a three-part project, receiving anonymous funding and working in partnership with Stewardship. There were three objectives to the project:

1. To provide crisis coaching to leaders struggling to know how to lead their churches and ministries in a new set of circumstances.
2. To carry out needs assessments in the local communities through local leaders. We wanted to understand the challenges that people were facing with the pandemic, such as food poverty, lack of health care, transportation challenges and so on.
3. To share these findings with the most innovative and creative leaders that we currently work with. Then, to facilitate a series of discussions between them, encouraging them to

find innovative missional responses to the needs we have identified. The most compelling responses are to be prototyped, tested and then rolled out to churches in Ukraine, Moldova, Siberian Russia and Central Asia, later this year.

Stage one: emergency coaching



Stage one in action: God's Love Church, L'viv, Ukraine

God's Love Church are passionate about serving their local community in one of Ukraine's largest cities. However, as 2020 dawned, and the crisis unravelled, it was clear that they were struggling.

Anatoliy, our national director for Ukraine offered the team emergency coaching. He looked at the way they were working together as a team and began to make progress with them.

Then, as they were beginning to make headway, their pastor resigned, out of the blue. He was the key team member, who had been shouldering large amounts of the work. The team felt as if the rug had been pulled out from underneath them, leaving them back at square one.

They approached Anatoliy asking for him for more help, in order to support the team through this unwanted transition. Anatoliy agreed and worked with them to help the team function without their lynchpin member.

In the end, the team did much more than merely function. At short notice they arranged a camp which included 23 non-Christians – it was a huge success.

Endorsement

> Anatoliy has been instrumental in restructuring the leadership at our church, guiding us through hard conversations, long meetings, and making important decisions together. [He will] lead you through what's needed to take a church from a small, 'family fellowship' to a larger, more-mature organization.
>
> ***David, a church leader in L'viv, Ukraine***

Stage two: the findings

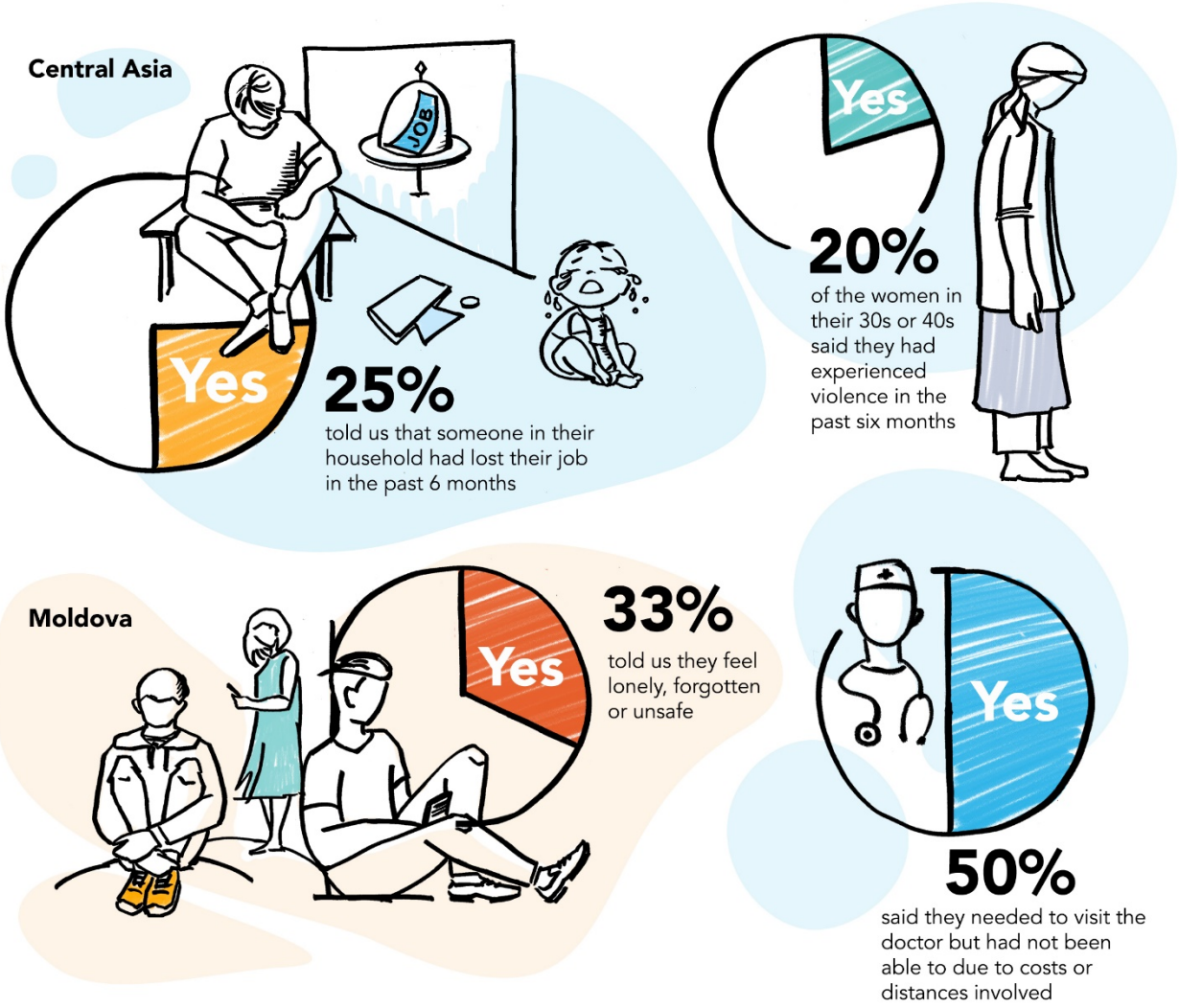
The aim of the surveys was to establish the pain points in various communities during the pandemic, especially for the non-churchgoers. Our National Directors managed to well exceed the target of 500 completed surveys. However, the reports of poverty, depression and domestic violence that they revealed made for disturbing reading.

In one Central Asian Republic:

- Nearly half said they needed to visit the doctor but had not been able to due to costs or distances involved.
- 25% told us that someone in their household had lost their job in the past 6 months.
- 20% of the women in their 30s or 40s said they had experienced violence in the past six months.

Other issues that our team have uncovered include:

- Moldovans in their 20s struggling with loneliness and feeling forgotten.
- Many Tajiks suffering from depression due to unemployment, and people in middle- and old-age are finding it difficult to access healthcare.
- Closed borders between countries making it difficult for men to work abroad to support their families.



Stage three: innovative conversations

The findings were certainly grim. However, our team of innovative leaders looked at the trends and have generated some inspirational responses:

- In **Uzbekistan**, Madina and her group of leaders have seen the terrible impact of broken families on so many areas of life. With lockdown straining many marriages to breaking point, they are planning a series of marriage-support workshops, led by a network of Christian psychologists.
- In **Tajikistan**, Baha and his team have seen the impact of the pandemic on employment, family life and mental health. They are seeing a worrying rise in depression. In partnership with another organization, the team will be running emotional health and trauma clinics in rural areas that typically cannot access help.
- In **Moldova**, Maricela observed an epidemic of loneliness, fed by the pandemic. Churches were, however, still struggling to respond to the considerable needs within their own congregations. In short: a church can only care for its local community when it is strong enough in itself. Maricela is working hard to understand how the Moldova team can strengthen key churches, allowing them to reach out more fully, and offer care for the lonely outside.

We are delighted to see some hugely inspiring mission initiatives take shape and are looking forward to see these initiatives put into action during 2021.

Moldova: A Flexible Friend





Innovista launched in Moldova in 2019 and already, communities are being transformed with the hope of Jesus.

One leader to benefit is 23 year-old youth leader Cornel. Together with his team from Nisporeni, Moldova he participated in the Tempo Leadership Course.

Cornel always believed that he had what it takes to be a leader. He is the youth and worship leader at his church, Bethany, in Nisporeni, outside Chisnau. He's a self-motivated young man supporting himself by selling fruit, veg and innovative solid fuel. And then there's his cleaning business too!

However, he knew that he still had plenty to learn about effective Christian leadership. He and his team took part in the Tempo Leadership Course.

One important piece of learning for Cornel and his team was the importance of being flexible. 'It's easy to have a course of action, but sooner or later, you will come up against a big tree. You need to be ready to move around it.'

As Innovista's Moldovan Director Maricela explains, flexibility can sometimes be hard in the former Soviet nation: 'You can see a rigid way of thinking that they have inherited. It says 'We've always been told what to do and how to do it, so we don't need to plan for the future ourselves.''

'There's an incredible human resource in Moldova, all that's needed is a shift in people's thinking to truly unlock it.'

The team's newly learned agility was a major asset for 2020. For Cornel's group, called Be You, the first big challenge was the Covid-19 lockdown.

The team called each member to find out their practical needs. They went on to help them get hold of food and essentials. They phoned each member every week to keep friendships alive.

Next, the team relaunched the club online and encouraged the young people with a video challenge.

The club's reach has grown to around 200 young people; before lockdown they had a mere 65 on their books.

Cornel is looking forward to the end of lockdown. However, he knows that the online ministry will need to continue. 'Young people want recognition,' he says. 'And they were looking for it online, but not in a good way. Be You teaches them that they don't have to do bad things to get recognised by God.'

Through the eight sessions of Tempo, Cornel and his team learned how to work together - strategically. And now they have a shared vision: 'We want to be an example for all of Moldova.'

'At our Tempo workshops we learned how to be a functional team and be creative. And we have a motto: strong people are flexible in any situation.' Whatever the 'new normal' brings, you can be sure Cornel and his team will be ready for it.

Endorsement

> When I think back about all I learned from and with you I definitely see this as something God used to prepare me for my future. More than 10 years after Tempo I still draw from this training in my professional and Christian life. The learning and personal development process that was started by Tempo has never stopped ever since. We are both deeply grateful for your work, effort and friendship that has influenced our lives in so many ways and played an important role in preparing us for this next step.
>
> ***Bernhard and Lydia, Innovista supporters in Europe***

In 2020, **1,259** leaders participated in Innovista training internationally.

3. Leadership development in the UK

2020 was a year of change in our UK work and this was especially the case for Thrive Teams who faced strategic shifts as well as the highs and lows of lockdown and changing regulations around youth work. The year started strongly with good engagement in all our three teams, high attendance rates and good team leadership. Thrive Teams celebrated ten years of youth work in disadvantaged communities; plans were in place for our long-term church partners to manage the day to day youth work. This would free up Innovista to focus on developing leaders; our raison d'être.

As the first lockdown hit, the Thrive Team staff were thrown into a race against time, fully aware that lockdown meant increased risk for many of the young people that they support and that they needed to adapt the entirety of their programmes to be available online – and quickly. Supported by a generous response (£13,000) to an emergency fundraising appeal, Thrive Teams were able to make the most of technology and training to offer safe online spaces to young people in the first few weeks of lockdown and give them the help that they needed.

As strategic conversations with church partners continued, gathered momentum, our church partners in Barton, Oxford, made the decision to cease Thrive Teams and to focus their resources on families and younger children. This meant that Thrive Teams in Barton closed down, after 10 fruitful years. Thrive Teams in The Leys was successfully handed over to the church partner in October/November but with a commitment to share the funding commitment 50/50 for the next three years. Discussions are continuing with the church partner in South Abingdon.

During the summer, we asked the young people to answer a series of questions to help us to ascertain whether our Thrive Teams activities had been making a difference to them during lockdown. We were thrilled with the responses.

> We wanted to thank you for 10 years of partnership, through Thrive Teams, on the Barton Estate. The impact has been huge, not least in the ongoing Barton Community Church core team members who have been shaped by Innovista's passion and vision. Thank you so much!
>
> ***From Headington Baptist Church***

During 2020, we have seen time and time again, the impact of Thrive Teams as they transform young lives, develop positive role models and replicate young leaders. Both Matt and Daniel, our current team leaders in the Leys and South Abingdon have themselves, been through transformative experiences. Matt grew up in Blackbird Leys and, through the power of mentoring and effective youth work, became a Christian and turned his young life around. He is now passionate about interrupting the often-negative trajectory of young lives in disadvantaged places and turning those lives around for good. Daniel has come through our Youth Ministry Training programme and grown and developed into the effective and infectious leader that he now is. Both of these leaders now invest heavily in the next generation of youth workers; whether that's volunteers like Devon (a Thrive Teams graduate himself) or the young leaders who are keen to make a difference in their communities, and to their peers.

As we reduced our investment in Thrive Teams, we increased our investment in launching Innovista UK, more aligned with our international work, and focussed on leadership training for work in disadvantaged communities around the UK. This new initiative is being led by Erica Payne, former Thrive Barton Team Leader, and who has been leading the Youth Ministry

Training for the last two years. Innovista UK training started in the autumn of 2020 with a cohort of 12 leaders working through initial training workshops.

Meet Kim, the Ivorian youth leaders who isn't content to coast.



Kim is a youth pastor from an Ivorian Coast church in south east London. He came to the UK in his mid-twenties to study and connected with the expression of church which he was familiar with back home in West Africa; this was a French-speaking mission to people from the Ivory Coast and linked to the Assemblies of God. Kim quickly felt comfortable in this environment and started to work for the church alongside his pastoral studies.

When he formally stepped into the Youth Pastor role, he realised he wasn't equipped to do the job. In West Africa, the term 'youth' refers to anyone who is too old for Sunday School (ie. over 18) but who doesn't want to get lost in the general, older congregation. Youth groups can include married couples and often people in their thirties and forties. Kim realised that he needed to understand a much younger generation, and how to engage and influence them if he was to be able to do his job successfully.

The Essentials YMT course was recommended to him by another pastor and in his own words, 'it's been essential!' He can see some of the young people that he works with, growing up as first generation African British citizens in the UK and he understands the disorienting cultural clash that they experience. The Essentials course has given Kim (and 3 others from his church who are also participating) a toolkit for building relationships with these young people and a mission action plan to help them stay true to their faith as they navigate these challenges.

One of Kim's main take-aways from the course so far has been about the holistic nature of mission; that effective youth work can't just be about the Word of God but needs to reflect the needs of the whole person. He reflected that African, Ivorian culture is just to 'tell, tell, tell' but through this training he has learnt the importance of discussing, chatting and crucially, listening.

'I've had to unlearn and relearn my perspective of 'youth' and how we can meet their needs. It has helped me reframe my understanding, my perception and my approach to the young people.'

So, as Kim looks to the future of youth work in his church he is considering setting up a mentoring programme so that the young people have a role model to look up to, someone to share their challenges with who isn't a family member, and someone who can disciple them through the ups and downs of growing up in a foreign culture. We look forward to staying in touch with Kim in the coming months to find out more about the impact of the Essentials course.

4. International Resource Hub

The International Resource Hub, based in Oxford, UK, supports Innovista's work, both in the UK and worldwide. It provides essential services such as HR, finance, IT, fundraising and communications support.

During 2020, the International Resource Hub have achieved the following:

a) Resourcing leaders
   - Designing and project managing the international Covid-response 'Innovative Conversation' project
   - Developing online interactive learning

b) Operations
   - Installation of a new digital platform for collaboration and communication, building on the work done in 2019
   - A strategy review which will help to shape Innovista's future direction.
   - Upgraded the system by which individual and team performance is measured and managed.

c) Fundraising and Communications
   - Raised £634,423 thanks to the incredible and often sacrificial generosity of Innovista supporters – and in some cases, its employees. Some income streams decreased due to both the impact of the pandemic and some shifts in strategy. However, these were offset by other forms of income, along with tireless fundraising.
   - Scoped and upgraded our Customer relationship management (CRM) systems, to transform our digital communications and marketing. This upgrade will run in parallel to our wider digital transformation agenda.

Objectives for 2021

2021 will primarily be a year of investment for future impact, which will be seen in 2022 and beyond. For that reason, we expect to have 1300-1600 leaders participate in training during the year. The objectives for 2021 include:

1. Innovista in Moldova launches as a full partner
2. The network of leadership development people is launched with forty participants by the end of 2021
3. Launch a new leadership development programme specifically designed for the post-soviet context
4. The Innovation Conversations – a Covid response project initiated during 2020 – delivers two new mission initiatives in two countries
5. First phase of a new learning and impact system is completed
6. Online learning is expanded, including the first full course in Russian
7. Fundraising: reserves are strengthened and £200,000 raised for investment and innovation, in addition to the operating budget
8. Financial management is strengthened by the creation of a three-year rolling budget

Fundraising and Compliance

Innovista is a member of the Fundraising Regulator and as such, adheres to best practice in all our fundraising activities. All fundraising activities are regularly monitored by the International Director and the Board of Trustees. The majority of fundraising work is carried out in-house. However, we do use a consultant to assist us in writing monthly newsletters and appeals. Consultants are always selected on the basis of having shared faith, shared values and proven expertise in the sector.

In 2020 we worked with Veritus, a UK fundraising agency specialising in major donor and trust fundraising. We hold all our fundraisers to account on our shared values of excellence and stewardship as well as more formal codes of practice established by the Chartered Institute of Fundraising - to which two of our team belong.

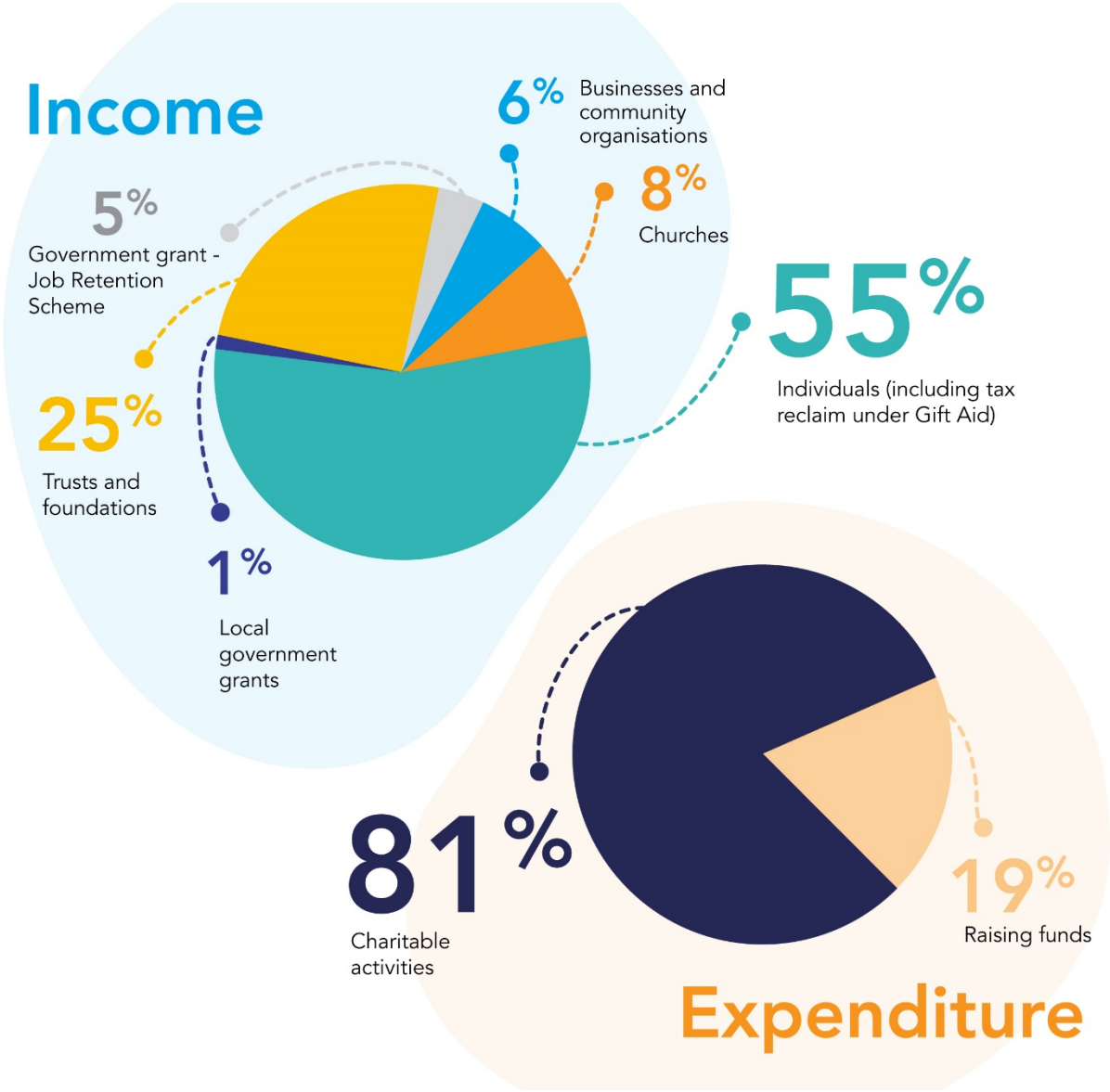
Two complaints were made in 2020 regarding our fundraising. Both were related to the Thrive Teams Emergency Appeal in March. Both complainants received a personal response from the Director of Supporter Relations and no further comments were received.

We do most of our fundraising by email and do not currently have a direct mail programme. Whilst we do have elderly people on our mailing lists, we know them personally and immediately respond to any requests to unsubscribe. Fundraising for more significant investments is done relationally and we would only approach a major donor where we knew that this was something they were personally committed to.

Financial Review of 2020

Innovista are so thankful for the individual supporters, charitable trustees, businesses and churches who give generously to bring hope in difficult places.

The results for the year are set out in the Statement of Financial Activities following this report. The income and expenditure are summarised below.



During the year, there was an increase of £10,798 in unrestricted funds and a decrease of £18,323 in restricted funds. This resulted in a final balance of £29,187 of unrestricted funds and £84,662 of restricted funds.

Reserves Policy

Innovista International has a policy of retaining reserves amounting to 60-90 days normal operating costs to finance its planned activities and meet its future financial obligations. Based on current expenditure levels reserves of £100,000 are to be maintained. Unrestricted reserves at the end of 2020 stood at £21,892 (see note 20 to the financial statements) which was below the desired level. The trustees will be working to secure further unrestricted reserves over the next 12 months by pursuing a range of options, including soliciting unrestricted gifts from core donors and treating Gift Aid received as unrestricted income. The trustees hope that these strategies will bring reserves into line with the agreed policy.

Structure, Governance and Management

Innovista International is a charitable company limited by guarantee, governed by its Memorandum and Articles of Association. Innovista International includes Thrive Teams in the UK. It was incorporated in the United Kingdom on 21 February 2005 and the Memorandum and Articles of association were amended by Special Resolution dated 10 October 2014. It is registered as a charity with the Charity Commission of England and Wales, registered number 1108679. The directors of the charitable company are its trustees for the purposes of charity law and through this report are collectively referred to as the trustees. The liability of the members, who are the trustees, of the charitable company is limited by their guarantee to contribute a sum £1 each towards the liabilities of the charitable company in the event of liquidation.

A minimum of three and a maximum of ten trustees are required at any one time. New trustees are appointed either to fill in a vacancy or by way of addition to the Board. On appointment trustees are required to hold to the Statement of Faith, affirm (upon joining and thereafter annually) their agreement with the aims and values of the charity, and meet any other criteria established from time to time by the trustees. When new trustees are appointed they are introduced to the work of the charity and provided with the information they need to fulfil their roles, which includes information about the role of the trustees and their responsibilities under the Companies and Charities Acts.

Day-to-day administration of the charity is delegated to the International Director, and his management team, under the supervision of the trustees. Decision making powers are retained by the trustees and exercised at regular trustees' meeting, of which there are a minimum of three each year.

The day to day operations in Eurasia are conducted through a separately registered charitable organisation in Ukraine, the policy and activities of which are monitored by the trustees of Innovista International.

Risk Management

Risk awareness is integral to the charity's overall management effectiveness. Regular risk assessments are conducted in respect of the charity's activities. The trustees have identified the major risks which may affect the charity and have taken reasonable steps to mitigate those risks.

Trustees' responsibilities in relation to the Financial Statements

Company law and Charity law require the trustees to prepare financial statements for each financial year which give a true and fair view of the state of affairs of the charity and the financial activities of the charity 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 SORP;
- Make judgements and estimates that are reasonable and prudent;
- State whether applicable 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 charity will continue in operation.

The trustees are responsible for keeping proper accounting records which disclose with reasonable accuracy at any time the financial position of the charity and to ensure that the financial statements comply with the Companies Act 2006. They are also responsible for ensuring that the charity maintains an adequate system of internal control designed to provide reasonable assurance that the assets are safeguarded against loss or unauthorised use to prevent and detect 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 charity's auditor is unaware; and
- 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 auditor is aware of that information.

Auditors

The auditors are Caladine Limited, Chartered Certified Accountants, a company registered in England. Company no: 04399483. Registered office: Chantry House, 22 Upperton Road, Eastbourne, BN21 1BF, who have been appointed under the Companies Act 2006.

Small Company Exemptions

This report is prepared in accordance with the small companies' regime under the Companies Act 2006.

On behalf of the Board



Tim Wills
Chairman
Date: 3 June 2021

INNOVISTA INTERNATIONAL

INDEPENDENT AUDITOR'S REPORT

TO THE TRUSTEES OF INNOVISTA INTERNATIONAL

Opinion

We have audited the financial statements of Innovista International (the 'charity') for the year ended 31 December 2020 which comprise the statement of financial activities, the statement of financial position, the statement of cash flows and the 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, 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 the 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 other information comprises the information included in the 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 our audit:

- the information given in the trustees' report, which includes the directors' report prepared for the purposes of company law, for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the directors' report included within the trustees' 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 charity and its environment obtained in the course of the audit, we have not identified material misstatements in the directors' report included within the trustees' 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 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.

Responsibilities of trustees

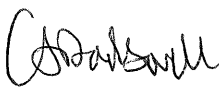
As explained more fully in the statement of trustees' responsibilities, the trustees, who are also the directors of the charity for the purpose of company law, are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal 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 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, is detailed below.

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



Mr Colin James Dadswell ACCA (Senior Statutory Auditor)
for and on behalf of Caladine Limited

2nd July 2021

Chartered Certified Accountants
Statutory Auditor

Chantry House
22 Upperton Road
Eastbourne
East Sussex
BN21 1BF

INNOVISTA INTERNATIONAL

STATEMENT OF FINANCIAL ACTIVITIES INCLUDING INCOME AND EXPENDITURE ACCOUNT

FOR THE YEAR ENDED 31 DECEMBER 2020

	Notes	Unrestricted funds 2020 £	Restricted funds 2020 £	Total 2020 £	Unrestricted funds 2019 £	Restricted funds 2019 £	Total 2019 £
Income from:							
Donations and legacies	3	270,830	328,870	599,700	155,666	468,317	623,983
Charitable activities	4	3,010	1,766	4,776	4,429	5,549	9,978
Investments	5	-	-	-	27	-	27
Other income	6	3,615	26,332	29,947	-	241	241
Total income		277,455	356,968	634,423	160,122	474,107	634,229
Expenditure on:							
Raising funds	7	86,201	37,896	124,097	66,800	49,122	115,922
Charitable activities	8	148,835	368,429	517,264	176,388	478,097	654,485
Other	13	315	-	315	1,291	241	1,532
Total resources expended		235,351	406,325	641,676	244,479	527,460	771,939

INNOVISTA INTERNATIONAL

STATEMENT OF FINANCIAL ACTIVITIES (CONTINUED) INCLUDING INCOME AND EXPENDITURE ACCOUNT

FOR THE YEAR ENDED 31 DECEMBER 2020

	Notes	Unrestricted funds 2020 £	Restricted funds 2020 £	Total 2020 £	Unrestricted funds 2019 £	Restricted funds 2019 £	Total 2019 £
Net incoming/(outgoing) resources before		42,104	(49,357)	(7,253)	(84,357)	(53,353)	(137,710)
Gross transfers between funds	**19**	(31,034)	31,034	-	(34,019)	34,019	-
Net income/(expenditure) for the year/ Net incoming/(outgoing) resources		11,070	(18,323)	(7,253)	(118,376)	(19,334)	(137,710)
Other recognised gains and losses							
Other gains or losses	**14**	(272)	-	(272)	(26)	-	(26)
Net movement in funds		10,798	(18,323)	(7,525)	(118,402)	(19,334)	(137,736)
Fund balances at 1 January 2020		18,389	102,985	121,374	136,791	122,319	259,110
Fund balances at 31 December 2020		29,187	84,662	113,849	18,389	102,985	121,374

The statement of financial activities includes all gains and losses recognised in the year.

All income and expenditure derive from continuing activities.

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

INNOVISTA INTERNATIONAL

STATEMENT OF FINANCIAL POSITION

AS AT 31 DECEMBER 2020

	Notes	2020 £	2020 £	2019 £	2019 £
Fixed assets					
Property, plant and equipment	**15**		17,043		27,431
Current assets					
Trade and other receivables	**16**	12,770		40,718	
Cash at bank and in hand		116,669		86,376	
		129,439		127,094	
Current liabilities	**17**	(32,633)		(33,151)	
Net current assets			96,806		93,943
Total assets less current liabilities			113,849		121,374
Income funds					
Restricted funds	**19**		84,662		102,985
Unrestricted funds			29,187		18,389
			113,849		121,374

The financial statements were approved by the Trustees on 3 June 2021.



Tim Wills
Trustee

Company Registration No. 05371169

INNOVISTA INTERNATIONAL

STATEMENT OF CASH FLOWS

FOR THE YEAR ENDED 31 DECEMBER 2020

	Notes	2020 £	2020 £	2019 £	2019 £
Cash flows from operating activities					
Cash generated from/(absorbed by) operations	**23**		30,193		(103,887)
Investing activities					
Purchase of property, plant and equipment		-		(14,321)	
Proceeds on disposal of property, plant and equipment		100		-	
Investment income received		-		27	
Net cash generated from/(used in) investing activities			100		(14,294)
Financing activities					
Repayment of borrowings		-		(1,686)	
Net cash used in financing activities			-		(1,686)
Net increase/(decrease) in cash and cash equivalents			30,293		(119,867)
Cash and cash equivalents at beginning of year			86,376		206,243
Cash and cash equivalents at end of year			116,669		86,376

1 Accounting policies

Company information

Innovista International is a private company limited by guarantee incorporated in England and Wales. The registered office is Chantry House, 22 Upperton Road, Eastbourne, East Sussex, BN21 1BF.

1.1 Accounting convention

The financial statements have been prepared in accordance with the charity's Memorandum and Articles of Association, the Companies Act 2006 and "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)" (as amended for accounting periods commencing from 1 January 2016). The charity is a Public Benefit Entity as defined by FRS 102.

The financial statements are prepared in sterling, which is the functional currency of the charity. Monetary amounts in these financial statements are rounded to the nearest £.

The financial statements have been prepared under the historical cost convention. The principal accounting policies adopted are set out below.

1.2 Going concern

At the time of approving the financial statements, 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 financial statements.

1.3 Charitable funds

Unrestricted funds are available for use at the discretion of the trustees in furtherance of their charitable objectives.

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

Endowment funds are subject to specific conditions by donors that the capital must be maintained by the charity.

1.4 Income

Income is recognised when the charity is legally entitled to it after any performance conditions have been met, the amounts can be measured reliably, and it is probable that income will be received.

Cash donations are recognised on receipt. Other donations and grants are recognised once the charity has been notified of the donation, unless performance conditions require deferral of the amount. Income tax recoverable in relation to donations received under Gift Aid or deeds of covenant is recognised at the time of the donation. It is communicated to individuals who donate through our website that any gift aid is to be utilised for the general purposes of the Charity, and is therefore treated as unrestricted funds.

Legacies are recognised on receipt or otherwise if the charity has been notified of an impending distribution, the amount is known, and receipt is expected. If the amount is not known, the legacy is treated as a contingent asset.

1 Accounting policies (Continued)

1.5 Expenditure

Liabilities are recognised when a constructive obligation exists, the payment is probable and the obligation can be measured or estimated reliably.

Resources expended are allocated to the particular cost centre to which they relate and include irrecoverable VAT.

1.6 Property, plant and equipment

Property, plant and equipment are initially measured at cost and subsequently measured at cost or valuation, net of depreciation and any impairment losses.

Depreciation is recognised so as to write off the cost or valuation of assets less their residual values over their useful lives on the following basis:

Leasehold improvements	Over the period of the lease
Office and media equipment	25% straight line basis

The gain or loss arising on the disposal of an asset is determined as the difference between the sale proceeds and the carrying value of the asset, and is recognised in net income/(expenditure) for the year.

Small items of equipment costing below £250 are not capitalised.

1.7 Impairment of non-current assets

At each reporting end date, the charity reviews the carrying amounts of its tangible assets to determine whether there is any indication that those assets have suffered an impairment loss. If any such indication exists, the recoverable amount of the asset is estimated in order to determine the extent of the impairment loss (if any).

1.8 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.

1.9 Financial instruments

The charity has elected to apply the provisions of Section 11 ‘Basic Financial Instruments’ of FRS 102 to all of its financial instruments.

Financial instruments are recognised in the charity's balance sheet when the charity becomes party to the contractual provisions of the instrument.

Financial assets and liabilities are offset, with the net amounts presented in the financial statements, when there is a legally enforceable right to set off the recognised amounts and there is an intention to settle on a net basis or to realise the asset and settle the liability simultaneously.

Basic financial assets

Basic financial assets, which include trade and other receivables and cash and bank balances, are initially measured at transaction price including transaction costs and are subsequently carried at amortised cost using the effective interest method unless the arrangement constitutes a financing transaction, where the transaction is measured at the present value of the future receipts discounted at a market rate of interest. Financial assets classified as receivable within one year are not amortised.

1 Accounting policies (Continued)

Basic financial liabilities

Basic financial liabilities, including trade and other payables and bank loans are initially recognised at transaction price unless the arrangement constitutes a financing transaction, where the debt instrument is measured at the present value of the future payments discounted at a market rate of interest. Financial liabilities classified as payable within one year are not amortised.

Debt instruments are subsequently carried at amortised cost, using the effective interest rate method.

Trade payables are obligations to pay for goods or services that have been acquired in the ordinary course of operations from suppliers. Amounts payable are classified as current liabilities if payment is due within one year or less. If not, they are presented as non-current liabilities. Trade payables are recognised initially at transaction price and subsequently measured at amortised cost using the effective interest method.

Derecognition of financial liabilities

Financial liabilities are derecognised when the charity's contractual obligations expire or are discharged or cancelled.

1.10 Employee benefits

The cost of any unused holiday entitlement is recognised in the period in which the employee's services are received.

Termination benefits are recognised immediately as an expense when the charity is demonstrably committed to terminate the employment of an employee or to provide termination benefits.

1.11 Retirement benefits

Payments to defined contribution retirement benefit schemes are charged as an expense as they fall due.

2 Critical accounting estimates and judgements

In the application of the charity's accounting policies, the trustees are required to make judgements, estimates and assumptions about the carrying amount of assets and liabilities that are not readily apparent from other sources. The estimates and associated assumptions are based on historical experience and other factors that are considered to be relevant. Actual results may differ from these estimates.

The estimates and underlying assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognised in the period in which the estimate is revised where the revision affects only that period, or in the period of the revision and future periods where the revision affects both current and future periods.

3 Donations and legacies

	Unrestricted funds	**Restricted funds**	**Total**	Unrestricted funds	Restricted funds	Total
	2020	**2020**	**2020**	2019	2019	2019
	£	**£**	**£**	£	£	£
Donations and gifts	270,830	328,870	599,700	155,666	468,317	623,983
Donations and gifts						
Businesses and Community Organisations	31,872	6,365	38,237	23,750	13,245	36,995
Churches	5,050	43,400	48,450	3,177	47,175	50,352
Individuals (including tax reclaim under gift aid)	172,333	174,745	347,078	85,039	202,619	287,658
Local government grants	-	4,500	4,500	-	13,500	13,500
Trusts and foundations	61,575	99,860	161,435	43,700	191,778	235,478
	270,830	328,870	599,700	155,666	468,317	623,983

4 Charitable activities

	2020	2019
	£	£
Training courses and events	2,026	5,550
Rental income	2,750	4,428
	4,776	9,978
Analysis by fund		
Unrestricted funds	3,010	4,429
Restricted funds	1,766	5,549
	4,776	9,978

5 Investments

	Total	Unrestricted funds
	2020	2019
	£	£
Interest receivable	-	27

6 Other income

	Unrestricted funds	**Restricted funds**	**Total**	Restricted funds
	2020	**2020**	**2020**	2019
	£	**£**	**£**	£
Net gain on disposal of tangible fixed assets	-	-	-	241
Government grant - Job Retention Scheme	3,615	26,332	29,947	-
	3,615	26,332	29,947	241

7 Raising funds

	Unrestricted funds	**Restricted funds**	**Total**	Unrestricted funds	Restricted funds	Total
	2020	**2020**	**2020**	2019	2019	2019
	£	**£**	**£**	£	£	£
Fundraising and publicity						
Travel	276	74	350	2,282	2,117	4,399
Consultancy	15,055	11,186	26,241	6,734	12,181	18,915
Promotion & publicity costs	6,119	4,788	10,907	4,432	3,449	7,881
Other staff costs	706	189	895	911	551	1,462
Staff costs	62,011	21,114	83,125	51,517	30,308	81,825
Depreciation and impairment	2,034	545	2,579	924	516	1,440
	86,201	37,896	124,097	66,800	49,122	115,922

8 Charitable activities

	2020	2019
	£	£
Staff costs	335,080	370,891
Depreciation and impairment	7,395	8,087
Other staff costs	3,073	14,256
Events and activities	6,756	50,077
Premises, incl. international	21,554	71,850
Insurance	3,554	4,613
	377,412	519,774
Grant funding of activities (see note 9)	83,402	83,378
Share of support costs (see note 10)	49,117	44,480
Share of governance costs (see note 10)	7,333	6,853
	517,264	654,485
Analysis by fund		
Unrestricted funds	148,835	176,388
Restricted funds	368,429	478,097
	517,264	654,485

9 Grants payable

	2020	2019
	£	£
Grants to institutions:		
Innovista Ukraine	39,008	42,519
Innovista Ireland	4,505	6,144
Other	15,076	5,851
	58,589	54,514
Grants to individuals	24,813	28,864
	83,402	83,378

10 Support costs

	Support costs	**Governance costs**	**Total 2020**	Support costs	Governance costs	Total 2019
	£	**£**	**£**	£	£	£
Consultancy	12,237	-	12,237	18,598	-	18,598
Telephone and IT	29,545	-	29,545	14,323	-	14,323
Bank charges	2,179	-	2,179	2,794	-	2,794
Legal and professional fees	1,367	-	1,367	3,455	-	3,455
Postage, printing, stationery	3,789	-	3,789	5,310	-	5,310
Audit fees	-	5,340	5,340	-	4,920	4,920
Accountancy	-	1,980	1,980	-	1,920	1,920
Other governance costs	-	13	13	-	13	13
	49,117	7,333	56,450	44,480	6,853	51,333
Analysed between						
Charitable activities	49,117	7,333	56,450	44,480	6,853	51,333

11 Trustees

No Trustee expenses have been incurred.

12 Employees

The average monthly number of employees during the year was:

	2020 Number	**2019 Number**
Generating funds	3	3
Charitable activities	11	13
Total	14	16

Employment costs	**2020**	**2019**
	£	**£**
Wages and salaries	368,116	401,247
Social security costs	30,007	34,064
Other pension costs	20,082	17,405
	418,205	452,716

There were no employees whose annual remuneration was £60,000 or more.

13 Other

	Unrestricted funds	Unrestricted funds	Restricted funds	Total
				£
	2020	2019	2019	2019
Net loss on disposal of tangible fixed assets	315	1,291	241	1,532
	315	1,291	241	1,532

14 Other gains or losses

	Unrestricted funds	Unrestricted funds
	2020	2019
	£	£
Foreign exchange gains	272	26

15 Property, plant and equipment

	Leasehold improvements	**Office and media equipment**	**Total**
	£	**£**	**£**
Cost			
At 1 January 2020	10,670	69,471	80,141
Disposals	(10,670)	(7,615)	(18,285)
At 31 December 2020	-	61,856	61,856
Depreciation and impairment			
At 1 January 2020	10,480	42,229	52,709
Depreciation charged in the year	190	9,784	9,974
Eliminated in respect of disposals	(10,670)	(7,200)	(17,870)
At 31 December 2020	-	44,813	44,813
Carrying amount			
At 31 December 2020	-	17,043	17,043
At 31 December 2019	190	27,241	27,431

16 Trade and other receivables

	2020	2019
Amounts falling due within one year:	**£**	£
Other receivables	9,788	7,905
Prepayments and accrued income	2,982	32,813
	12,770	40,718

17 Current liabilities

	2020	2019
	£	£
Other taxation and social security	11,118	9,626
Other payables	12,219	6,774
Accruals and deferred income	9,296	16,751
	32,633	33,151

18 Retirement benefit schemes

Defined contribution schemes

The charity operates a defined contribution pension scheme for all qualifying employees. The assets of the scheme are held separately from those of the charity in an independently administered fund.

The charge to profit or loss in respect of defined contribution schemes was £20,082 (2019 - £17,405).

19 Restricted funds

The income funds of the charity include restricted funds comprising the following unexpended balances of donations and grants held on trust for specific purposes:

		Movement in funds				Movement in funds			
	Balance at 1 January 2019	Incoming resources	Resources expended	Transfers	Balance at 1 January 2020	Incoming resources	Resources expended	Transfers	Balance at 31 December 2020
	£	£	£	£	£	£	£	£	£
Thrive Central									
General	54,334	89,325	(84,358)	(59,301)	-	96,691	(45,725)	(62,966)	(12,000)
includes OCF grant	-	-	-	-	-	3,116	(3,116)	-	-
Young leaders	-	13,873	(3,052)	(2,301)	8,520	-	-	(7,267)	1,253
Total Thrive Central	**54,334**	**103,198**	**(87,410)**	**(61,602)**	**8,520**	**96,691**	**45,725**	**(70,233)**	**(10,747)**
Thrive Barton									
General	-	14,215	(34,225)	20,010	-	17,872	(26,627)	8,755	-
Staff funds	-	2,154	(2,154)	-	-	1,812	(1,812)	-	-
Young leaders	-	-	(1,847)	1,847	-	-	(571)	571	-
Mentoring	4,073	9,000	(14,966)	1,893	-	1,566	(3,165)	1,599	-
includes OCC grant	-	6,000	(8,779)	-	-	3,000	(1,566)	(1,434)	-
Total Thrive Barton	**4,073**	**25,369**	**(53,192)**	**23,750**	**-**	**21,250**	**(32,175)**	**10,925**	**-**

19 Restricted funds (Continued)

Thrive Leys									
General	1,385	4,191	(44,305)	38,729	-	11,079	(55,043)	43,964	-
includes OCC grant	1,384	3,500	(4,884)	-	-	500	(500)	-	-
Young leaders	-	-	(291)	291	-	-	(696)	696	-
Mentoring	934	-	(4,839)	3,905	-	2,434	(1,163)	-	1,271
includes OCC grant	-	-	-	-	-	1,000	(2,163)	1,434	1,271
Total Thrive Leys	**2,319**	**4,191**	**(49,435)**	**42,925**	**-**	**13,513**	**(56,902)**	**44,660**	**1,271**
Thrive South Abingdon									
General	10,350	39,384	(76,332)	26,598	-	31,508	(53,546)	22,038	-
includes ATC grant	-	1,000	(1,000)	-	-	-	-	-	-
Staff funds	-	475	(475)	-	-	363	(363)	-	-
Young leaders	-	-	-	-	-	-	(6,001)	6,001	-
Total Thrive South Abingdon	**10,350**	**39,859**	**(76,807)**	**26,598**	**-**	**31,871**	**(59,910)**	**28,039**	**-**
Online Interactive Learning	-	37,000	(17,956)	-	19,044	19,064	(21,035)	-	17,073
Capacity Building	19,973	-	(19,973)	-	-	-	-	-	-
Eurasia	17,868	131,156	(124,478)	2,348	26,894	100,014	(96,503)	16,606	47,011
Ireland	1,726	10,553	(11,938)	-	341	10,574	(10,427)	-	488
Other staff funds	-	26,010	(26,010)	-	-	37,485	(37,485)	-	-
Innovista UK (formerly YMT)	11,676	40,782	(46,587)	-	5,871	25,781	(30,508)	(597)	547
Other Restricted funds	-	55,989	(13,674)	-	42,315	725	(15,655)	1,634	29,019
	122,319	474,107	(527,460)	34,019	102,985	356,968	(406,325)	31,034	84,662

19 Restricted funds (Continued)

Thrive Teams is an initiative of Innovista that develops young leaders to bring hope and lasting change to disadvantaged communities. During 2020, Thrive Teams operated in three locations in Oxfordshire: Barton, the Leys and South Abingdon. Towards the end of the year, the work in Barton was handed over to the local church.
Thrive Central is funding given for the work of Thrive Teams across all areas. The Thrive Central General deficit of £12,000 has been restored by a Foundation Grant made in March 2021.
The Thrive Barton, Thrive Leys and Thrive South Abingdon funds support the work of the Thrive Teams based in Barton, Blackbird Leys and Greater Leys and South Abingdon, all areas of multiple deprivations in Oxfordshire.
We are incredibly grateful to all our funders. As per their criteria, we would like to acknowledge the following in our accounts:
The following grants were received during the year from Oxford City Council (OCC) for Thrive Teams programmes:

- £4,000 from Open Bidding Grants Programme for Thrive Teams Barton and Leys mentoring project
- £500 from 2019-20 Youth Ambition Fund for Thrive Teams Leys football activities

A grant of £3,116 was received during the year from the Oxfordshire Community Foundation (OCF) Covid-19 programme for the Thrive Teams' support of young people during the pandemic in the Leys and South Abingdon.
Transfers have been made from Thrive Central/General funds to cover some costs in Barton, the Leys and South Abingdon.
The Online Interactive Learning fund is for the development of new resources to enable the charity to train and equip leaders in remote places where face-to-face training is not possible.
The Capacity Building Fund is from donations and grants given towards building the capacity of the charity in accordance with the vision set out in the Trustees' Report. This fund was closed in 2019.
The Eurasia fund is for the support of the charity's base in Ukraine and its work in Eastern Europe, Russia and Central Asia and grants are made from this fund to support that work. As explained in note 22, operations in Ukraine are conducted through a separate legal entity registered in Ukraine. Transfers have been made from general unrestricted funds to cover some of the Eurasia costs.

19 Restricted funds (Continued)

The Ireland fund is for the development of the charity's work in Ireland. Since 1 January 2016, this work has been conducted through a separate legal entity registered in the Republic of Ireland.
Staff funds are donated toward the cost of salaries and other related expenses for named members of staff or for new staff posts.
During 2020 we established the Innovista UK initiative to continue our work of training youth workers in areas of multiple deprivation. This initiative inherited the remit and restricted funds that had previously been given to the Youth Ministry Training (YMT) programme.
Transfers between funds have been made to cover any deficits in the year.

20 Analysis of net assets between funds

	Unrestricted funds	Restricted funds	Total	Unrestricted funds	Restricted funds	Total
	2020	**2020**	**2020**	2019	2019	2019
	£	**£**	**£**	£	£	£
Fund balances are represented by:						
Property, plant and equipment	7,295	9,748	17,043	15,948	11,483	27,431
Current assets/(liabilities)	21,892	74,914	96,806	2,441	91,502	93,943
	29,187	84,662	113,849	18,389	102,985	121,374

21 Operating lease commitments

At the reporting end date the charity had outstanding commitments for future minimum lease payments under non-cancellable operating leases, which fall due as follows:

	2020	**2019**
	£	**£**
Within one year	-	30,000
Between two and five years	-	54,082
	-	84,082

During 2020 the charity had less need for office space as staff worked from home. The charity negotiated with its landlord and vacated the offices in September 2020. The charity has no operating lease commitments at the balance sheet date.

22 Related party transactions

Remuneration of key management personnel

The aggregated remuneration and benefits, including employer's pension and social security contributions, of key management personnel is as follows.

	2020	**2019**
	£	**£**
Aggregate compensation	106,948	132,885

22 Related party transactions (Continued)

The charitable activities carried out in Ukraine are conducted through a separate charitable legal entity registered in Ukraine. The entity's finances are separate from those of Innovista International, although their operations are regularly monitored to ensure they continue to comply with the aims and objectives of Innovista International. Innovista International made grants of £39,008 (2019: £42,519) to Innovista Ukraine in the year.

The charitable activities carried out in Ireland are conducted through a separate charitable legal entity registered in the Republic of Ireland. That entity's finances are separate from those of Innovista International, although their operations are regularly monitored to ensure they continue to comply with the aims and objectives of Innovista International. Innovista International made grants of £4,505 (2019: £6,144) to Innovista Ireland in the year.

Rachel Lane, the wife of Jason Lane, International Director of Innovista International, carried out coaching and training work during 2020, for which she was paid £180 (2019: £360).

Sarah Wilcock, Chief Operating Officer until October 2019, is a director of East West Consulting Ltd, which was paid £7,765 for consultancy work during 2019. Sarah was not an employee of Innovista in 2020 so no related party disclosure is required for 2020.

23 Cash generated from operations

	2020	2019
	£	£
Deficit for the year	(7,253)	(137,710)
Adjustments for:		
Investment income recognised in statement of financial activities	-	(27)
Foreign exchange differences	(272)	(26)
Loss on disposal of property, plant and equipment	315	1,291
Depreciation and impairment of property, plant and equipment	9,974	9,527
Movements in working capital:		
Decrease in trade and other receivables	27,947	28,276
(Decrease) in trade and other payables	(518)	(5,218)
Cash generated from/(absorbed by) operations	30,193	(103,887)

24 **Analysis of changes in net funds**

The charity had no debt during the year.

Our purpose

To identify, equip and develop leaders to change their communities with the hope of Jesus.

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