



Innovista

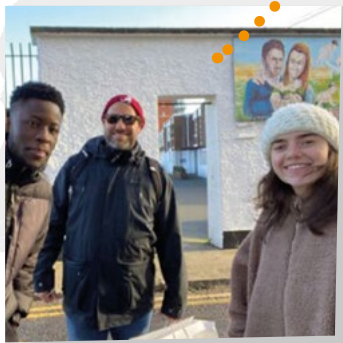
Annual Report 2022

Report and Financial
Statements for the Year
ended 31 December 2022





Great Britain



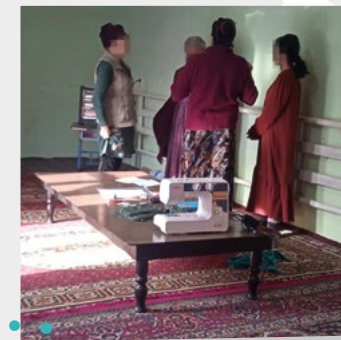
Ireland



Ukraine



Moldova



Central Asia

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

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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.



4

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.



Tempo leadership course in Moldova

5



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

Supporting Christian leaders where they're needed most

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 communities¹
- 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

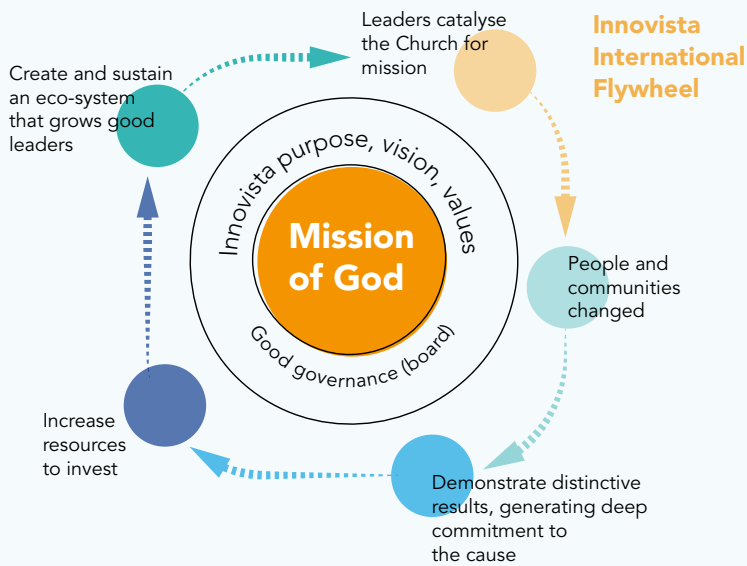
This report details the progress made against Innovista’s key objectives for 2022, as well as our aims for 2023.

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

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).



A youth camp with participants from six regions of Moldova

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.

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.

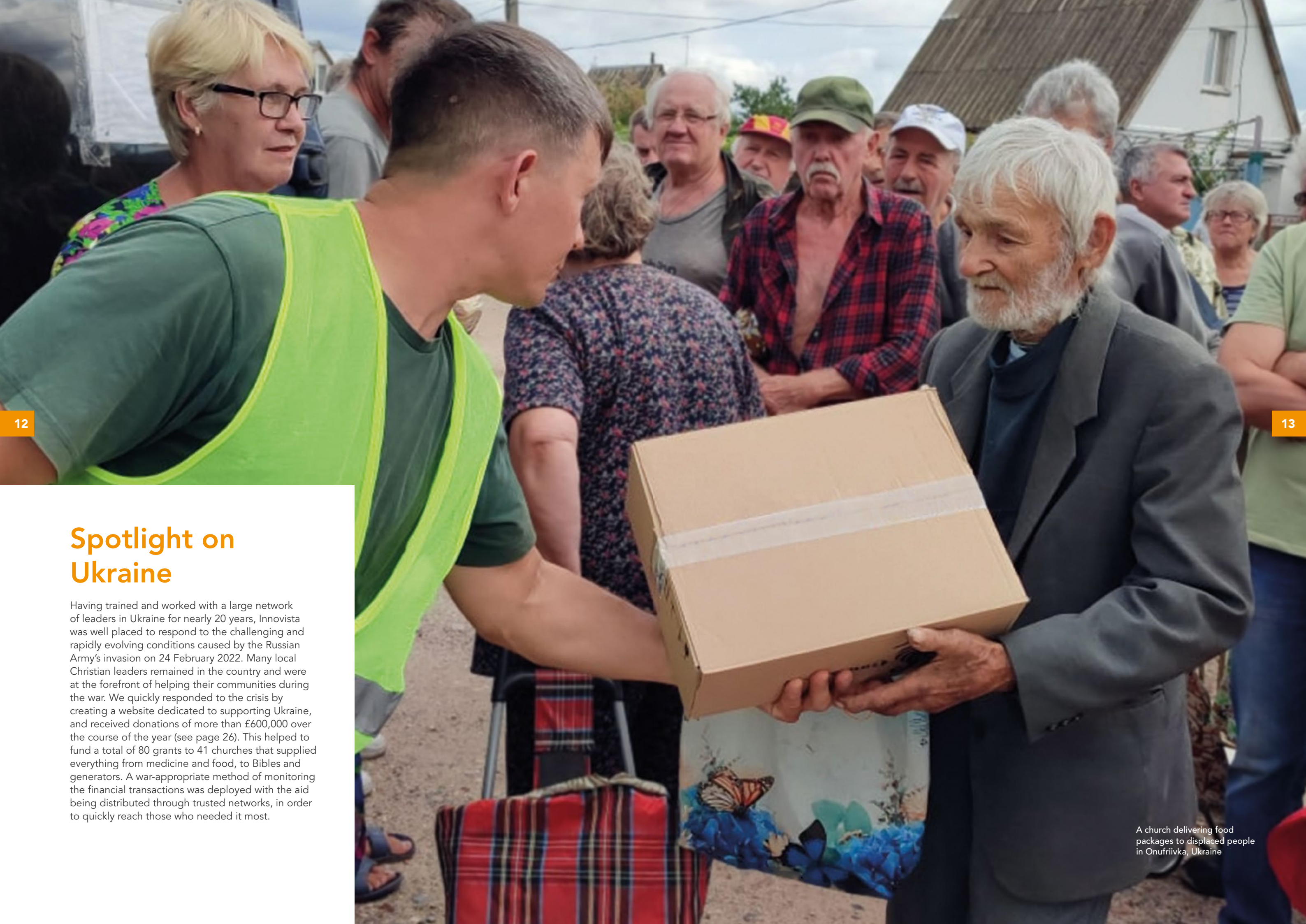
In addition to this, staff travelled to a number of other countries where Innovista does not have ongoing work. These trips were to help train and resource the Church, learn from the work of other ministries, and to explore partnerships in new locations (see the plans for 2023 on page 22). The expansion 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



One of the RISE teams in Dublin, Ireland



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



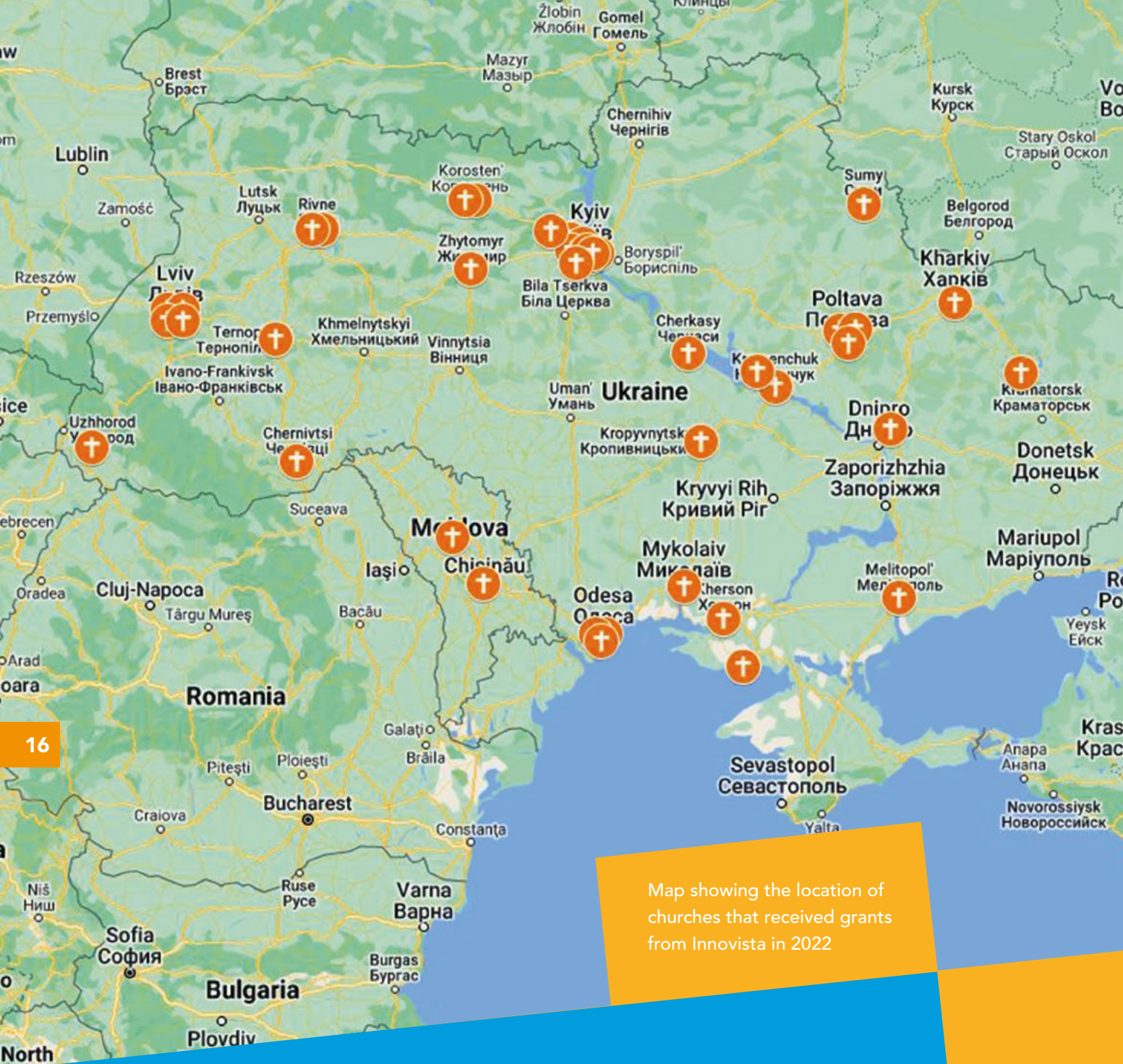
Irina, evacuating people from the war-zone (with her phone taped to the steering wheel for navigation)



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,

* Her name has been changed for security reasons

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.



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'*¹⁸, 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

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

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

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



1,451

LEADERS

trained during 2022

Gender split

 **807**
men

 **644**
women

Moldova Central Asia

243 **186**
men men

306 **146**
women women

Ireland Russia

144 **82**
men men

87 **23**
women women

Ukraine GB

53 **94**
men men

3 **78**
women women

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

National split

549 **332**
Moldova Central Asia

231 **172**
Ireland GB

105 **56** **6**
Russia Ukraine Other

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.

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.

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

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



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

		Unrestricted funds	Restricted funds	Total	Total
		2022	2022	2022	2021
	Notes	£	£	£	£
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

		Unrestricted funds	Restricted funds	Total
		2021	2021	2021
	Notes	£	£	£
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

		2022		2021	
	Notes	£	£	£	£
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

		2022		2021	
	Notes	£	£	£	£
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	1.3	Charitable funds
	Company information		Unrestricted funds are available for use at the discretion of the trustees in furtherance of their charitable objectives.
	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.		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.
1.1	Accounting convention	1.4	Income
	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.		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.
	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 £.		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.
	The financial statements have been prepared under the historical cost convention. The principal accounting policies adopted are set out below.		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.
1.2	Going concern		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.
	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.		

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	Restricted funds	Total	Total
	2022	2022	2022	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	Restricted funds	Total
	2021	2021	2021
	£	£	£
Donations and gifts	333,967	339,747	673,714

3 Donations and legacies

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

6 Other income

	Unrestricted funds	Unrestricted funds	Restricted funds	Total
	2022	2021	2021	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	Restricted funds	Total	Unrestricted funds	Restricted funds	Total
	2022	2022	2022	2021	2021	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 Taxation of 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:

	Movement in funds					Movement in funds				
	Balance at 1 January 2021	Incoming resources	Resources expended	Transfers	Balance at 1 January 2022	Incoming resources	Resources expended	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				Movement in funds				Balance at 31 December 2022
		Incoming resources	Resources expended	Transfers	Balance at 1 January 2022	Incoming resources	Resources expended	Transfers		
									£	
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	Restricted funds	Total	Unrestricted funds	Restricted funds	Total
	2022	2022	2022	2021	2021	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.

