



ANNUAL REPORT

Supporting Christian leaders
where they're needed most

2023

Contents

Introduction _____ 3

Trustees’ Report

About us _____ 4

Leaders catalysing mission _____ 8

People and communities changed _____ 12

Distinctive results _____ 16

Increasing resources _____ 20

An eco-system for growing leaders _____ 22

Structure, governance and management _____ 24

Leadership and administrative information _____ 25

Financial Review _____ 26

Trustees’ Responsibility Statement _____ 27

Independent auditor’s report _____ 28

Financial Statements

Statement of financial activities
including income and expenditure account _____ 31

Statement of financial position _____ 32

Statement of cash flows _____ 33

Notes to the financial statements _____ 34

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

...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.

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.'

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.*

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).



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.

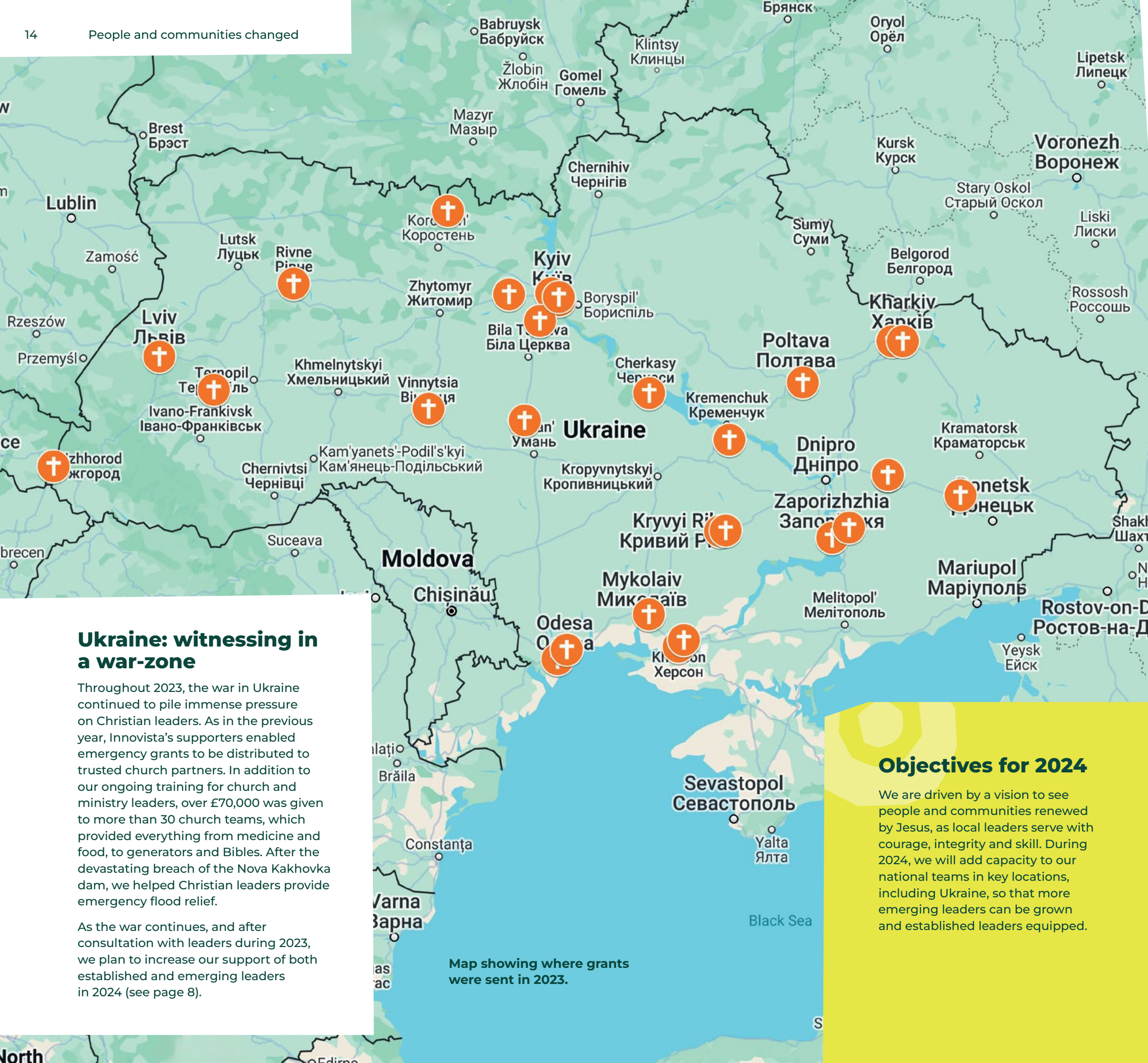


In the beginning they couldn't imagine their future. They couldn't see themselves anywhere other than picking up plastic bottles, because all of them were illiterate. (Madina, Innovista Central Asia)

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 Rhondda 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

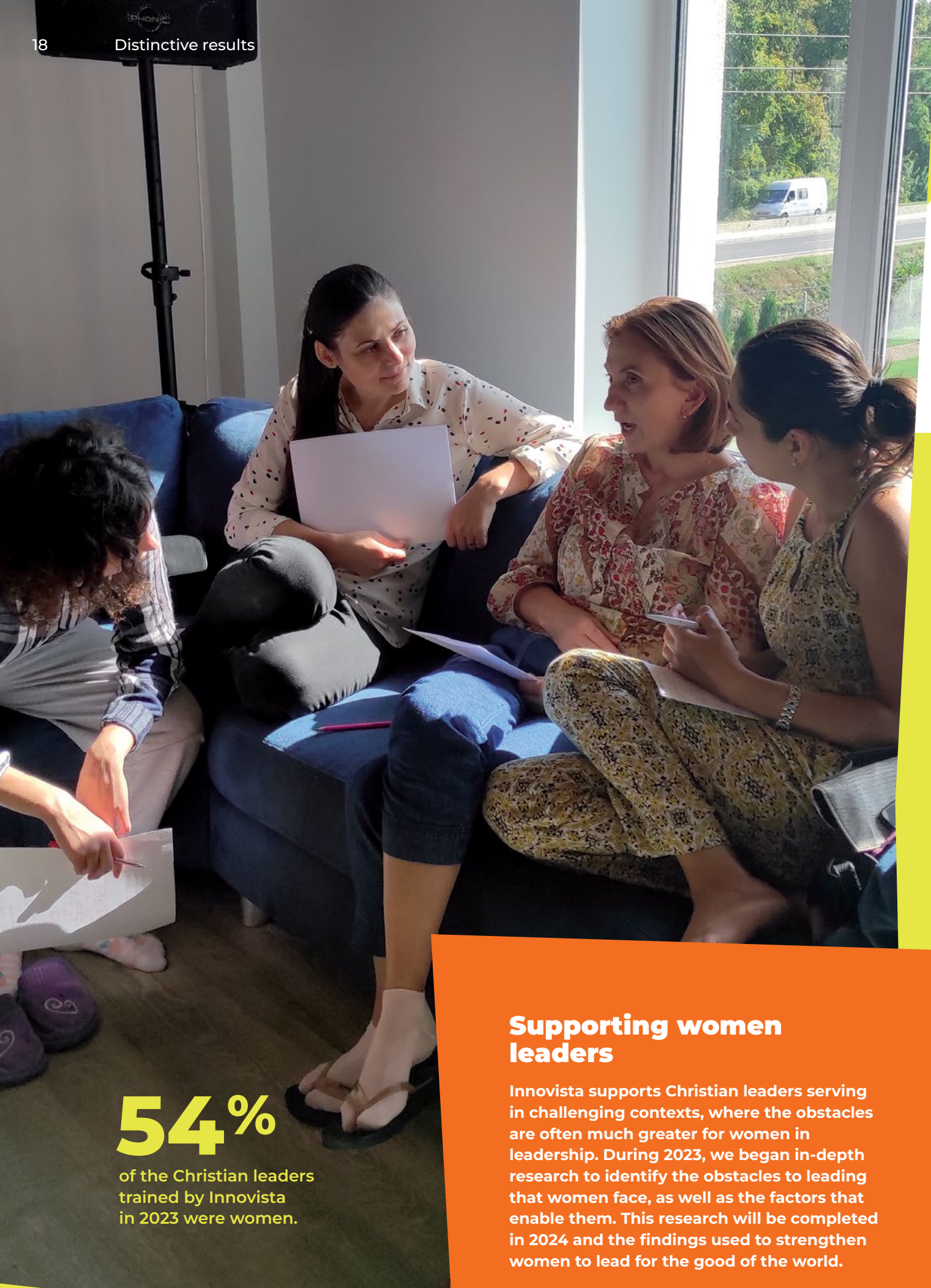
31  Leader-Developers **14**  Countries

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.



**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)**

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.

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.

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

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 Cherecheş (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.



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.

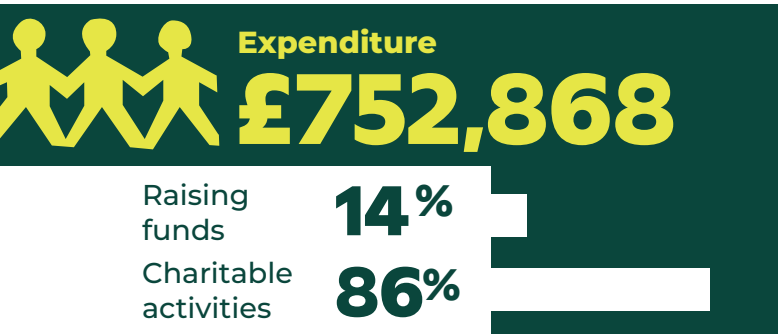
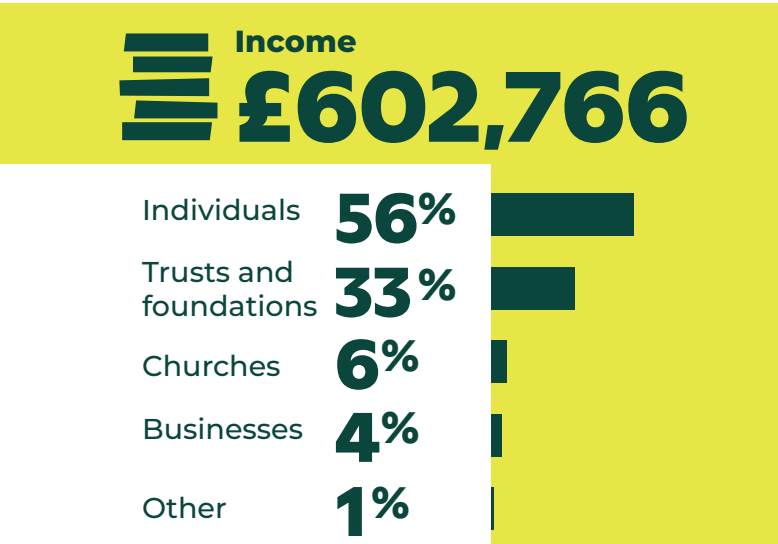


Financial Review

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

		Unrestricted funds	Restricted funds	Total	Unrestricted funds	Restricted funds	Total
		2023	2023	2023	2022	2022	2022
	Notes	£	£	£	£	£	£
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

		2023		2022	
	Notes	£	£	£	£
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

		2023		2022	
	Notes	£	£	£	£
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	Restricted funds	Total	Unrestricted funds	Restricted funds	Total
	2023	2023	2023	2022	2022	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	Unrestricted funds
	2023	2022
	£	£
Interest receivable	3,635	540

6 Other income

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

7 Expenditure on raising funds

	Unrestricted funds	Restricted funds	Total	Unrestricted funds	Restricted funds	Total
	2023	2023	2023	2022	2022	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	Charitable activities
	2023	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	Charitable activities
	2023	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	Total
	2023	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
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	Unrestricted funds
	2023 £	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.

	Balance at 1 January 2022	Movement in funds			Balance at 1 January 2023	Movement in funds			Transfers	Resources expended	Incoming resources	Transfers	Resources expended	Balance at 31 December 2023
		Incoming resources	Resources expended	£		£	£	£						
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**



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