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**REGISTERED CHARITY NUMBER: 01126444**

**REPORT OF THE TRUSTEES AND  
FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2023  
FOR  
SHIVIA**

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# SHIVIA

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## SHIVIA

### CHAIRMAN'S REPORT FOR THE YEAR ENDED 31 MARCH 2023

I am pleased to be able to report that, despite the turbulence and uncertainties in the world, Shivia has been able to work in India throughout 2022 to scale up our efforts successfully. Our strategy to use our knowledge and operational experience to replicate programmes and expand our reach through partner NGOs has proved highly effective.

Working with several small local NGOs reduces our risk of overdependence on a single FCRA license to operate. In July, Olly and Victoria visited Nirdhan in West Bengal and met our new replication partners - VIEWS, Nirman and DSS in the tribal areas of Odisha, as well as the Beautypreneurs and Cooks from SAATH in Gujarat. They were able to assess first-hand the impact these programmes are having - and later in the year were able to host guests from Artemis to both West Bengal and Odisha for the first time in three years.

After the trips the phrase I heard most often is that they were 'blown away by what they saw'. The ability to scale up both the Poultry and Agri-management Services so quickly is a testament to our rigorous due diligence process to ensure we only select partners who share our mission and values, have good governance and strong operational capability. I have met the partners virtually and their dedication and commitment to sharing best practices and delivering positive outcomes is most encouraging. We are just about to start our fourth replication in India in the state of Jharkhand, again working with extremely poor tribal communities who need our help the most.

For the first time we are also attempting to replicate our Poultry Development Services outside India supported by one of our loyal donors. Given our track record, we were asked to investigate the feasibility of introducing our programmes locally through a trusted NGO partner in Madagascar. This exciting new effort is underway and we aim to complete a pilot in 2023.

In May 2022, Chris Langridge stepped down as our CFO. We are extremely grateful to Chris for his dedicated service and wise counsel over his nine years of office. Given the expansion of Shivia, we have recruited two new trustees to replace him - a Treasurer and a Finance Trustee. We are delighted that Prakash Kurup joined the Board in August as our Treasurer responsible for Financial Compliance and Accounts, and that Aditya Gokal joined in November as our Finance Trustee responsible for day-to-day operations and budgets.

Olly and Victoria continue to do an excellent job in the UK responding to the variety of ways of engaging our stakeholders - partners, donors and beneficiaries. I am most grateful to them and to the Trustees, who continue to help and support Shivia on strategy, risk management and ensure that our policies are relevant and up to date. After many virtual sessions it was so nice for us all to meet in person, joined by Joe and Chandrani who were able to come to London. My huge thanks also to Vin Murria for her patronage and to our other Ambassadors who do such a brilliant PR job for us.

Looking back on 2022, we have demonstrated our values and despite a turbulent backdrop, have proved our growth model works effectively and has made a real impact beyond West Bengal. It was rewarding to see Shivia recognised by winning this year's Third Sector Award, 'Small Charity, big Achiever'. Fundraising continues to be a real challenge and I would like to thank you all warmly for your generosity, encouragement and loyalty. We could not fulfil our role without you, and we want to do much more with your continued support. I hope you will visit us in India on either one of our virtual field trips or in person to gauge the impact your donations have made. I have no doubt that Shivia is making a difference - and that the results speak for themselves.

Dr Yasmine Hilton



Chairman

## SHIVIA

### CHIEF EXECUTIVE OFFICER'S REPORT FOR THE YEAR ENDED 31 MARCH 2023

FY 2022-3 was a year of converging global challenges with the lingering effects of the Covid Pandemic, the war in Ukraine leading to an energy crisis and inflation, the continued impact of climate change and soaring poverty and hunger worldwide. These intersecting crises have all had an effect on the communities we serve in India as they recover from lockdowns and loss of earnings, grapple with how to afford even the most basic requirements in life and adapt to more extreme weather conditions each year. At this time when our mission to **empower the poorest to create livelihoods, boost income and inspire permanent change** is more important than ever, fundraising is tougher but one thing that has not and will not change is our motivation and perseverance to help these communities.

I was delighted that in July, Victoria and I were able to visit India for the first time since February 2020 and then able to take guests from the Artemis Charitable Foundation to our operations in November. Both these trips emphasised the need for our work, the desire to do more and highlighted that our constraint is not capacity or expertise but the funds we are able to raise.

In July, we visited beneficiaries on our core programmes with Nirdhan in West Bengal : Poultry Development Services and Agri-management Services. Having successfully phased out our Familia location after ten years of service there, we visited farmers at the beginning of their journey in our newest location, Chhatna. It was a reminder of how poor these tribal women are and how small increases in costs of living can trap them or plunge them back into poverty. But our Poultry Programme has given them hope and I look forward to hearing of their progress out of poverty over the coming months. We also visited our Beautypreneur and Cooks Training Programme in Gujarat with our partner SAATH. These women suffer from urban poverty and I was inspired to hear stories of how their beauty and snacks businesses have given them income, confidence and status in society. I was most pleased, however, by our replications in the tribal communities of Odisha with our partners DSS, Nirman and VIEWS. Whilst it was very poignant sitting in the dark hearing their challenges, our new strategy has taken us to parts of the country where Shivia's services can make a huge and lasting difference. It was wonderful hearing from the women who had gone from Odisha to West Bengal to be trained in Poultry and Agriculture by our long-standing team and farmers at Sundia location – the pride in their achievement of having gone was enormous given they had never left their local areas before let alone travelled on a train to another State altogether. We returned to these communities in November with our guests from Artemis who were shocked by the living conditions but also blown away by the hospitality and entrepreneurial spirit of these farmers. The contrast between our independent farmers at Familia location and the new ones in Chhatna and in Odisha reminded me of how far these women can come with a small leg-up, confidence and self-belief. I am excited that we have gone beyond India too replicating Poultry Development Services in Madagascar with our partner Feedback Madagascar, again reaching some of the world's very poorest often battered by cyclones and living in extremely remote villages. Feedback already is that the Poultry Programme has given the women great hope and as Mother Teresa said, *"Hope sees the invisible, feels the intangible and achieves the impossible"*.

On the funding side, it has been difficult due to the challenges mentioned above. However, we raised £393,226 against our budget of £380,000. We are very grateful to all our supporters who have helped us to raise this amount. I was so pleased that Joe and Chandrani were able to come over to London in May for the first time in nearly three years to meet both loyal and new supporters. We held our House of Commons dinner once again, generously funded by Max Patel from Shenley Private Wealth. The evening gave supporters the chance to bid for projects rather than items which was really powerful. Later in the year, we participated in two successful online campaigns, the Big Give Christmas Challenge and Advent of Change, and we had a team of runners from Artemis who participated in the Royal Parks Half Marathon, some dressed as chickens! We also held our virtual field trip in November which is one of the positives we took from Covid; the use of technology has enabled us to take many more people to India in an affordable and environmentally friendly way.

We raised £41,887 in probono support. The probono support has been particularly important for our expansion beyond India to Madagascar whereby we needed to draw up a collaboration agreement between Shivia transferring knowledge, the donor (the T & J Meyer Foundation) and the implementing NGO partner (Feedback Madagascar). We are grateful to Clifford Chance for this assistance and we now have a template for future, similar replications. We are thankful to Skadden for continually reviewing and updating our policies as well as putting all our historic documents safely online. I would like to mention Ben Skelton too for assisting us with developing our social impact app which we plan to pilot in the coming months. Our continued thanks go to Salesforce and EFG for their unwavering support by providing us with our donor management system and office space respectively.

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### CHIEF EXECUTIVE OFFICER'S REPORT FOR THE YEAR ENDED 31 MARCH 2023

Just before the year started, Damon de Laszlo generously hosted an intimate lunch at his private London home where our Patron Vin Murria, Chair Yasmine Hilton, trustees, Ambassadors and close friends attended. They all encouraged me to produce a three year rather than one year plan which I have now done with the help of our new finance trustee, Aditya Gokal. To achieve this plan, we need to raise approximately £1.5 million over the next three years and in 2023-24 alone, £400,000. We plan to raise this from our efforts here in the UK and in October, Shivia Livelihoods Foundation will have been in operation for three years after which we will be able to tap into Corporate Social responsibility funds in India itself. Our plan will support Nirdhan and our farmers through Poultry Development Services, Agri-management Services and our Fish Farming Pilot. We will continue expanding our replications in Odisha with DSS, Nirman and VIEWS as well as implement a further replication in Jharkhand with the NGO SATHEE and we will expand the programme in Madagascar subject to the pilot succeeding. We will continue to work with SAATH on the Beautypreneur Programme and Cooks Programmes and as always we look to build our reserves.

I am so grateful to our beneficiaries for motivating and inspiring us every day and to always have Victoria and Joe by my side doing what needs to be done. I am thankful to my Board, Chaired by Yasmine Hilton, for their dedication and guidance. I was sad to see Chris Langridge go in May after nine years but I am encouraged by the appointments of Prakash Kurup and Aditya Gokal to take forward the compliance, accounts and budgets respectively. I am heartened to have Vin Murria as our Patron and our wonderful team of Ambassadors out there flying our flag for us. I am immensely proud of the Nirdhan team in Bengal who have gone above and beyond to deliver our services and welcome our new teams and farmers from other parts of India to learn from us; their passion and willingness to spread the impact of our work is admirable. I am delighted by the excellent partnerships we have with SAATH, VIEWS, DSS, NIRMAN and Feedback Madagascar.

I would like to end by saying how proud I was that Shivia was awarded the Third Sector Award, "Small Charity, Big Achiever" in September as I feel this award really sums us up. We are indeed a "small" charity in terms of income but when you are out in the field and meet the teams and farmers, you realise the long-lasting impact to well over 20,000 very poor families who we have worked with. Thank you all for your support, friendship, encouragement and generosity of spirit to help us achieve that. With your commitment to our work in the face of unprecedented crises and multiplying risks to the communities we serve, we have been able to raise the funds required to deliver on our mission. Please spread the word so we can keep doing more!

Olivia (Olly) Belcher



CEO

**SHIVIA**  
**REPORT OF THE TRUSTEES**  
**FOR THE YEAR ENDED 31 MARCH 2023**

The Trustees who are also directors of the charity for the purposes of the Companies Act 2006, present their report with the financial statements of the charity for the year ended 31 March 2023. The Trustees have adopted the provisions of the Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective 1 January 2015).

## **OBJECTIVES AND ACTIVITIES**

### **Objectives and aims**

The Charity's objectives are the creation of sustainable livelihoods in areas of social and economic deprivation in India by the provision of toolkits, financial and technical assistance and the advancement of education and training.

We have referred to the guidance contained in the Charity Commission's general guidance on public benefit when reviewing our aims and objectives and in planning future activities. The Trustees consider that the Charity's activities reflect our aims and objectives, and that they are designed to provide accessible services and activities that benefit the appropriate sector of the very poor of India.

In addition to the objectives, the Charity's overall mission is to create livelihoods, boost income and inspire permanent change. Its four core values which underpin all decisions are: Beneficiaries First, Fostering Independence, Integrity and Determination.

### **Our Livelihood Programmes**

Shivia has its operations in the Indian states of West Bengal, Odisha, Gujarat and Rajasthan as well as a pilot programme in Madagascar. In West Bengal, our implementing partner is Nirdhan Development and Microfinance ("Nirdhan"), a Section 8 Company which we set up in 2011 to deliver our core programmes: Poultry Development Services, Agri-management Services and until 2021, Goat Farming. In Gujarat and Rajasthan, our implementing partner is SAATH, a charitable Trust, who we have had a long-standing relationship with since 2010. We partnered with SAATH again in October 2020 to support their Beautypreneur Programme and pilot their Cooks Training Programme. In 2022, we expanded both these programmes. In Odisha, our replication partner for our Agri-management Services Programme is VIEWS, a charitable organisation registered as a society under the Societies Registration Act XXI of 1860, who we started working with in October 2021. Our replication partners for Poultry Development Services are NIRMAL and DSS, both charitable companies registered as societies under the Societies Registration Act XXI of 1860 and are based in Odisha. We have completed the due diligence on the organisation, SATHEE, where we plan to expand our services to the State of Jharkhand at the beginning of 2023. SATHEE is a Trust, registered under the Indian Trust Act, 1882.

In October 2020, we incorporated Shivia Livelihoods Foundation (SLF), a Section 8 Company, in Mumbai to raise funds in India and to help identify livelihood focused NGOs which can replicate our tried and tested programmes elsewhere in India where there is a need. This year, we focused on building relationships for when SLF can raise Corporate Social Responsibility funds, as per law, after three years of existence.

#### **(i) Poultry Development Services (PDS)**

Poultry Development Services is our flagship programme where we provide the tools and training - the toolkit - for families living in poverty, especially women, to start an enterprise from home by raising chickens and selling the produce. For the first two years, families receive one-to-one support from our Livelihood Service Providers (LSPs) in what we term **the Individual Model**; farmers receive the toolkits to their doorstep and the LSPs provide the excellent service and hand-holding they need to have the confidence to start and run a backyard poultry enterprise. When they are ready, the LSPs help the farmers to form groups in what we term **the Group Model**, so that over time they can procure the toolkit parts on their own and operate their poultry enterprises without our intervention.

#### **What's in the Poultry Toolkit?**

The toolkit varies somewhat between locations; we tweak the model depending on the farmers' awareness and poverty levels as well as the local environment.

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### REPORT OF THE TRUSTEES FOR THE YEAR ENDED 31 MARCH 2023

- A comprehensive, one-to-one training programme for every poultry farmer and their family members, delivered by a fully trained, dedicated member of our field team - the Livelihood Service Provider (LSP)
- Ten day-old chicks (DOCs) or ducklings
- 2kg bag of starter feed (two weeks supply)
- Vaccines, vitamins and minerals

In Odisha, where the tribal communities live near to the forests and jungle, we also provide “nets” to protect the chicks from predators. In Madagascar, the locations are too remote for day old chicks to survive and so we distribute two 5-month-old females and one male chicken to each farmer household along with heaters, six kilograms of feed, vaccines, medicines and nets after the chickens start laying eggs for hatching. We also provide vaccine and medicines for the new born chicks.

#### **The importance of training**

We train our farmers in how to build a coop relevant to their house and plot, how to vaccinate and medicate the chicks, how to feed the chicks well at very low or no cost and how to look after them on a day-to-day basis including special advice for heating and brooding in different seasons. In India, farmers face dramatic changes in climate from very hot summers to cold winters and the rainy monsoon season in between whilst in Madagascar the farmers face, for example, an intense cyclone season. In both cases, more extreme climate events seem to be occurring which the farmers need to prepare for. We spent time this year training the farmers in growing Azolla (algae) which is a high-protein poultry feed and free for the farmers.

We also train them in how to keep accounts of sales of the produce, save regularly, grow their enterprises or invest their additional income into other enterprises. As farmers transition into the Group Model, we train them in how to be part of a group, how to deal directly with suppliers, how to collect their toolkit parts from central points and how to grow their enterprises through, for example, building more permanent coops.

Our thorough training is reflected in the mortality rates of the chicks declining every year from 30% in our first year of operations in West Bengal to less than 2% consistently for the past five years. Similar results are being reported by our replication partners in Odisha.

#### **Contributing towards financial sustainability**

In the Individual Model, at our more established locations in West Bengal, our farmers contribute the equivalent of c. £5 towards each toolkit whereby the actual cost is c. £15. This is the level they can afford or are able to find from family and friends rather than going to money lenders. In poorer more remote locations, the contribution is less at c. £2.50. However, contributing towards the toolkits means the farmers have their skin in the game: they have a sense of ownership and dignity, turn up for training and look after their birds with pride. It also contributes to the financial sustainability of Shivia enabling us to distribute more toolkits. In the last year, we recovered less from farmers due to greater exposure to poorer areas and we also focused more on the Group Model and independence where farmers contribute c. £3.50 per toolkit.

#### **WEST BENGAL**

In West Bengal, our PDS Programme is delivered by our NGO partner, Nirdhan, which we co-founded in 2011. Nirdhan currently works in five locations in West Bengal with a team of Five Field Supervisors and 18 Livelihood Service Providers of which eleven operate the Group Model and seven the Individual Model; of these there are three female LSPs. This is our twelfth year of running PDS in Bengal and we hear every day how important the Programme has been to our farmers especially in the aftermath of the Covid Pandemic and now during the cost-of-living crisis which disproportionately affects the poorest.

#### **Toolkit distribution**

Since 2011, we have distributed 124,626 toolkits to a total of 16,103 families across 1,438 villages of West Bengal. For this reporting period, we distributed 13,634 toolkits to 635 new farmers and 824 farmers already on the programme.

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### REPORT OF THE TRUSTEES FOR THE YEAR ENDED 31 MARCH 2023

On average, we work with 1,500 PDS farmers each year. Over the past couple of years, our focus has been on graduating farmers to the Group Model and then complete independence as much as enrolling new farmers onto the programme.

#### The path to independence

Graduating from the Individual Model to the Group Model and then to independence has been our greatest success to date in Poultry Development Services. During the reporting period, we formed eight groups comprising 253 members. We distributed 3,876 toolkits through the Group model, 2,646 to farmers in the Individual Model and the suppliers distributed 7,112 toolkits directly to groups with our assistance. Beyond this, the farmers do not need our service at all.

We are delighted that 1,695 of our farmers are now operating completely independently of us, sourcing the chicks, feed, vaccinations and medications on their own. During this period 347 farmers became independent often with enterprises of over 250 birds. Behind the scenes, we continue to check that the suppliers are providing the farmers with good quality chicks, on time and at the same prices. We now have three suppliers of chicks to ensure competitive prices and good quality chicks.

Farmers typically take 15-20 toolkits per year for two years before we transition them into the Group Model to become poultry farmers or encourage them to start a second enterprise altogether. The farmers are able to do this due to the combination of supplementary income from PDS, increased confidence and knowledge of how to do so. They see PDS as a “stepping stone” towards a brighter future. The majority of our farmers who start or expand second enterprises focus on grocery stores from their homes, helping their husbands with agri-related products or tailoring by buying a second-hand sewing machine or the necessary materials.

#### An example of an independent farmer

Mamoni Banik started her journey with Nirdhan in 2019. Her family consists of her husband, son and mother-in-law and in recent years her husband and mother-in-law became extremely ill and could no longer work. As a result, Mamoni took her son out of school and became an agricultural labourer to feed her family but she could not pay for medical treatment. One of her relatives informed her about Nirdhan’s PDS Programme and she met our LSP Rafique in Sundia location. She learned more about the Programme and registered for her first toolkit. She took the training very seriously and followed all advice carefully. Her son helped her to look after the chickens and in 2022, she joined the Group Model and learned how to expand her poultry enterprise, procure the toolkit parts and run it on her own. She also learnt about banking and how to keep an account of her profits and losses. Mamoni became an independent farmer a few months ago and she has saved enough money to send her son for training in the city to work in a shop which manufactures medical supplies. She has also managed to buy medicines for her husband who can now do gentle work in the village. Her mother-in-law has died but with all three household members now earning, they have bought an adult goat and a refrigerator to store medicines and vaccines for the birds and the goat. They have expanded the coop to rear over 250 birds at different stages at a time. Mamoni is all praises for the PDS Programme, *“It has literally saved my family from committing suicide! I fall short of words and do not know what I should say to express gratitude and respect to your training and service!!”*

#### Closing and opening locations

This year, we focused on closing Babnan location which we opened in 2021. Our data shows that we have served the very poorest in this location as per Familia location last year. We have now completed one year at our newest location Chhatna and are in the process of opening a new location at the beginning of the new financial year, bringing PDS to the very poorest who will most benefit. This location Prantik is in the district of Birbhum, 165 Km North West of Kolkata. In these poorer areas, we are able to serve fewer people but the impact is huge.

#### Challenges

We experienced two major challenges at our new location, Chhatna, this year. Despite the farmers’ willingness to embrace PDS and their meticulous care of their birds, they found selling the chicks difficult given their neighbours cannot afford to buy them and most traders in nearby markets are unaware of the Kuroiler breed we supply. The team spent time advertising the chicks and creating brand awareness since when sales have increased. The location also experienced an Avian flu and all birds – on and off our programme – died. Given this is our newest location in West Bengal, we thought the farmers may not want to proceed with their poultry enterprises. However, the farmers knew this was a very rare flu and had been inspired by farmers at our other locations who had told them of their progress out of poverty due to the Programme. As a result, they have taken new toolkits in pursuit of their dreams of a brighter future.



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#### ODISHA

In Odisha, our PDS Programme is delivered by our NGO partners, Nirman and DSS, and we have completed one year since we expanded there in April 2022. They are only operating the Individual Model at this stage and to very poor, remote, tribal communities who are largely excluded from government and NGO programmes. Each organisation has One Field Supervisor, two Livelihood Services Providers and a part time accountant.

Once the partners had been selected, we recruited the teams at Nirman and DSS to carry out PDS over the first year. The teams came on an exposure visit to Bengal to learn from our experienced team at Sundia location. After the initial farmers had been selected, we took those willing and able to go to meet some of our farmers at Sundia and be trained on PDS, “seeing is believing”. This was an enormous event for them but Joe and the team averted their fears of trafficking and feedback is that the West Bengal team and farmers were welcoming and hospitable. These farmers had never been out of their village area before let alone on a train to another state or city. When home, they were able to reflect on the achievement of going and how much they learnt from the PDS training at Nirdhan.

After the exposure visit, we helped the farmers to build their coops. The teams had to be very prescriptive about the size of the coops and the PDS process given the education level of these farmers. They also had to provide nets for the coops given the predators in the nearby jungle area. In Bengal, the families build their own coops dependent on local resources, space and what they have seen their “friends” do.

#### Toolkit distribution

Since March 2022, we have distributed 2,000 toolkits to a total of 436 families across 45 villages of Odisha against a plan to distribute 2,000 toolkits to 300 farmers between our two partners. Nirman distributed 1,000 toolkits to 200 farmers across 22 villages and DSS 1,000 toolkits to 236 farmers across 23 villages. The tribals simply cannot afford the Rs. 400 contribution to the toolkits as in West Bengal and so we have adjusted this to Rs. 200. At the beginning, the farmers had little idea or concept about what they would do with any funds they may earn; this was the story we witnessed over a decade ago at Familia location. Initial stories of some women selling their toolkits demonstrates the significance of the moment: they wept when they held the money received from selling their birds.

#### Innovations and training

The LSPs have trained 140 farmers to grow Azolla in their backyards so they have a source of affordable, high protein poultry feed.

#### Challenges and sharing best practice

As with our new location Chhatna in West Bengal, our farmers in Odisha have struggled to sell the chicks due to their remote locations, the fact that they are tribals and their neighbours typically cannot afford to buy them and the Kuroiler breed is unknown in local markets. We took our lessons from Chhatna and encouraged the staff to advertise the Kuroiler breed since when we have seen positive results. The staff from DSS also visited those at Nirman to discuss some of their challenges and are now benefiting from best practice they have witnessed such as the success of growing Azolla and selling techniques.

#### An example of a new farmer

Runu Sethy lives with her husband, child and elderly in laws. She and her husband are agricultural labourers where they get 8-10 days of work every month during the sowing and harvesting seasons. Their total monthly income is around Rs. 4 – 4,500 (c. £45). Runu came across DSS’ LSPs in July last year and she participated in a village meeting. She showed her interest in joining the Poultry Programme and soon after received her first toolkit: 10 one-day old chicks, a plastic net for her poultry shed, chicken feed for two months, vaccination and medicines for six months. After 2.5 months, the chicks grew up to 1.5 kg and she sold eight and consumed two at home. She sold her birds for Rs. 3,000 (12 kgs @ Rs.250 per kg). Given her total cost was Rs. 600 (registration and extra feed during the brooding period), she made a net profit of Rs. 2,400 within 70 days of taking her first toolkit. The family also benefited from 3 kilograms of chicken meat to supplement their diet. Runu is now preparing to order her second toolkit and has expressed her wish to order two at a time. She wants to make a bigger chicken coop to keep all twenty birds.

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Runu is extremely happy with this supplementary income and wants to expand her business. She has spent the money on her child's education as well as household food expenses. She now has the confidence to expand her poultry business and also wants to start goat farming by buying two goats. Runu thanks Shivia and DSS for such excellent support which has improved her family's income and dignity significantly.

#### An example of first funds

Radha Behera lives with her husband and three children. They own a small plot of land and work as daily labourers. They have always faced many challenges including lack of food security and their children out of school. A year ago, the new Nirman PDS team visited Radha's village and conducted a meeting on backyard poultry farming. Initially, Radha was not keen on the idea but the team explained the benefits of poultry farming and the support that the Programme would provide. After much persuasion, she started with a single toolkit. The team visited her every three days to offer guidance on cleaning the poultry shed, preparing homemade chicken feed, and other aspects of poultry farming. In just four months, Radha sold her first batch of chickens and reinvested the earnings in two more toolkits. She is now rearing forty chickens. Radha invested her first profits from selling chickens, amounting to Rs. 4,500 (c. £47), in starting a small grocery store. She now earns a daily profit of Rs. 40-60 (c. 50p) from the store. Radha is now looking after the grocery store and her two children are receiving tuition. She expressed her gratitude to Shivia and Nirman and says that she now has valuable knowledge and is self-sufficient. She is spreading this knowledge to others in her village.

#### MADAGASCAR

At the beginning of the year, the T & J Meyer Foundation approached us about replicating our Poultry Development Services Programme in Madagascar given that 92% of Madagascar's population lives below the poverty line and the women there could really benefit from PDS. In collaboration with the NGO Feedback Madagascar, known to the T & J Meyer Foundation, we researched whether replicating PDS in Madagascar would be feasible and agreed that despite several challenges, we should try a pilot study. In September, we designed the pilot following an assessment of markets and village homes and meetings with suppliers of chicks, feed, vaccinations and most importantly some of the potential beneficiaries. Following tweaks to the Bengal model, we piloted PDS in three sites in December with 100 families: Ranomafana (31 families), Ambohimahimasana (35 families) and Vohitsaoka (34 families) to compare and contrast the results accordingly.

#### Initial stages

**Recruitment :** Shivia and Feedback Madagascar recruited a Programme Manager, an experienced poultry expert consultant for training the LSPs and farmers for the first six months and three Livelihood Service Providers (LSPs) for the three locations. They also involved two team members from Feedback Madagascar for various reporting purposes. The new team identified the chicken and feed suppliers and selected companies to buy the nets and heaters.

**Training :** Shivia conducted a two-day online theoretical training with the team and also trained them on how to design and complete the Social Impact Assessment forms, using relevant socio-economic indicators for households in rural Madagascar. A comparative study will be conducted at the end of the one-year pilot to measure progress.

**Exposure visit :** LSPs and new farmers were taken to visit and learn from existing farmers who the team had identified. These farmers were already practicing backyard poultry for commercial purpose using Akoho Gasy chickens.

**Number of Farmers selected:** 100 households were selected from a survey of more than 150 households. Each farmer contributed 15,000 Ariary in three instalments (c. £2.75).

**Number of Toolkits :** 100 toolkits were distributed. Each toolkit comprises : a/ Three 5-month-old, fully vaccinated adult chickens (two females and one male) b/ Six kilograms of feed c/ One Net d/ One Heater for brooding and e/ Vaccines and medicines for both the adults and the babies after hatching.

**Expected results :** There should be three cycles of hatching in one year from the two mother hens which will give the household a chicken herd size of at least 30 chickens for further breeding. This should provide a permanent livelihood enterprise to each of these 100 households and enable them to lift themselves out of poverty. Besides this, nutrition for the household members - especially the children - will improve from the consumption of home-grown, free-roaming, chicken meat and eggs. It is expected that the women will use much of their income for sending their children to school by paying for school fees, buying books and other required items for attending.

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### REPORT OF THE TRUSTEES FOR THE YEAR ENDED 31 MARCH 2023

By the end of March (after the first four months), only 11 parent chickens (6 females and 5 males) have died and the rest have produced 1,275 chicks. A further 233 eggs are at the incubation stage in line with the plan.

#### Challenges

**Climate :** The climate in Madagascar is very different from India. The Monsoon season starts in January and continues until March/April during which there are typically 3-4 cyclones. The continuous rains and flooding meant the LSPs could not visit the villages during this time. Due to disruptions to phone and internet, the farmers could not communicate at all with the team. However, when the connection revived, we received news that the chickens, coops and farmers were all safe and the farmers had taken their newborn baby chicks inside the houses resulting in no mortality. We are yet to experience how the chickens will survive in the extreme winter season from May but heaters have been provided in advance.

**Feed :** Farmers belong to extremely poor households and so they do not have leftover household food and cannot buy chicken feed. In most villages there is also scarcity of water in the summer season from September to December.

**Disease :** We encountered some cases of fowl pox but our treatments helped them to overcome this and no mortality was reported.

#### (ii) Agri-management Services (AMS)

Agri-management Services is our second major programme designed to address the particular challenges faced by very poor, marginalised farmers through training and interventions. We launched the programme in 2014 in response to requests for help from some of our beneficiaries who had taken up Poultry Development Services. We heard time and again that their husbands were unable to make farming profitable, largely due to poor soil quality and increasing costs of inputs such as seeds and fertilisers. As a result, many were giving up farming altogether and migrating to the city in search of work. Since we launched the Programme we have worked with 10,054 farmers including many all-women farmer groups.

The programme is designed with a holistic approach and includes a number of inter-linked interventions:

- Soil testing
- Crop selection
- Access to wholesale markets for agri-inputs (seeds etc.)
- How to make free or inexpensive bio-pesticides and bio-fertilisers to improve soil quality
- Forming Farmer Interest Groups
- Access to government sponsored agri-programmes

#### Contributing towards financial sustainability

Each farmer contributes Rs. 100 or Rs. 200 (dependent on the location) on registration for the holistic service they then receive over the next two years, after which they are fully equipped to continue their farming enterprise independently of us. Their contribution ensures they value the training service we provide and helps with our own financial sustainability.

#### Awards

We were particularly proud that in September 2022, Shivia received the Third Sector Award, “Small Charity, Big Achiever” where our application focused on our AMS Programme, specifically the challenges farmers face with more extreme climate events and how our programme helps them to cope accordingly. One of our farmers in West Bengal also won an award for her contribution to the field of vermicomposting where many farmers in her local community are now buying their compost from her.

## SHIVIA

### REPORT OF THE TRUSTEES FOR THE YEAR ENDED 31 MARCH 2023

#### WEST BENGAL

In West Bengal, our AMS Programme is delivered by our NGO partner, Nirdhan, which we co-founded in 2011. Nirdhan currently operates AMS in five locations of West Bengal with a team of Five Field Supervisors and 14 Livelihood Service Providers.

#### Registrations

We have worked with 9,454 farmers in total of which 7,407 are now independent of us. For this reporting period, we registered 2,047 new farmers on the Programme and also supported 1,708 farmers who had enrolled the year before. Over the course of the year, we completed soil tests for our new farmers and formed 121 Farmer Interest Groups (FIGs), bringing the total to 571. The team was able to open bank accounts for five FIGs, bringing the total to date to 78. Through regular savings, farmers are able to pool their resources and rent or buy much needed machinery.

Our Field Team helps farmers to form **Farmer Interest Groups** of 15-20 farmers. We now have a total of 571 FIGs with farmers working together to share knowledge and access new opportunities and benefits.

#### The benefits of Farmer Interest Groups

- The group has more bargaining power with the suppliers of agri-inputs (e.g. seeds, fertilisers and pesticides) resulting in lower production costs.
- Selling produce as a group opens up wider markets and bio-produce can fetch higher prices.
- Attending group training sessions and monthly meetings ensures knowledge, experience and best practice is easily shared.
- Opening a group bank account means pooled savings can be used to buy equipment which can then be shared by the group.
- FIGs can apply for agriculture business loans that are not available to individual farmers.
- Farmers can take advantage of government subsidies and agricultural initiatives that they were previously unaware of or not eligible for.

#### Making farming affordable

One of the ways we help to make farming affordable is by linking our Farmer Interest Groups to government programmes for free agri-related products and training.

Over the last year, through the groups, the team has facilitated 1,873 links for our farmers to different government schemes giving them benefits that they could not have dreamt of when we started the programme. These links have a value of approximately £19,400; 38% have been for crop insurance and compensation due to damage from Cyclones and flooding.

Given we work with the poorest populations, we need to make sure they can continue to farm in an affordable and environmentally friendly way. We teach all our farmers methods of making bio-pesticides and bio-fertilisers for no or very little cost by using cow dung, cow urine, jaggery, garlic, turmeric, oil cakes, neem leaves, akanda leaves (milkweed) and a local grass found at home. We also help them to build a worming compost container using elements supplied by the government.

Links to government programmes include:

- Supply of seeds & other crops
- Bio-products (fertilisers/pesticides/other)

## SHIVIA

### REPORT OF THE TRUSTEES FOR THE YEAR ENDED 31 MARCH 2023

- Training in agri-management
- Farming machinery/tools/kits
- Other livestock (cows, chickens, fish)
- Insurance/compensation for crop damage
- Other agri-inputs including non-bio fertilisers/pesticides

#### **Moving on from Babnan and starting AMS in new locations**

This year, we focused on closing Babnan location which we opened back in 2012. Our shows that we have served the very poorest in this location (as per our Familia location which we closed last year). Since we started in Babnan, we have worked with 669 AMS farmers and this year we focused on completing the training for the final 369 farmers registered there. In terms of new locations, we introduced AMS to 333 farmers at Krishnagar where we have been delivering PDS since 2018. We are launching AMS at our newest location, Chhatna, at the beginning of the new financial year. We started PDS here a year ago and now have the team in place to introduce our AMS programme.

#### **The impact of AMS**

The impact of AMS is staggering and has been particularly important following the Covid Pandemic and during a time when farmers are facing a cost-of-living crisis. Our data shows that our farmers are making, on average, 40% additional income following our services, with input costs down by 15% and yields increased by 30%. Farmers have also changed, on average, to using 50% bio-products as opposed to 80% chemical products when we started. Much of the feedback is that families are able to stay together; by generating income from the land, the men do not have to migrate to the cities in search of work. Following Covid, many men decided not to return to the cities as they saw profits in farming for the first time ever. The farmers are also delighted that once trained they are no longer reliant on Shivia and have obtained life-long skills for environmentally friendly and sustainable farming.

Unlike in PDS where over 90% of our farmers are female, AMS has largely been dominated by men, often our PDS farmers' husbands. However, we are witnessing more and more women engaging in AMS providing labour work in their family fields during the sowing and harvesting seasons. Many women have also voluntarily learned how to build cement beds and prepare compost at home for their own use as well as selling purposes. This has turned into a joint business as the husband sells the extra produce in the market or to others in the community. Our data shows that more than 60% AMS farmers use the income to take more land on lease. The jump from them leasing two bighas (one bigha is c. 1/3 acre) of land when we started to between 3 - 6 bighas of land now has given our farmers real confidence that they can earn a living in the villages rather than migrating to the cities in the hope of finding some unskilled work and sending remittance home. They are also able to lease better quality land closer to home.

Through reporting and video footage from the field staff, we see endless examples of fields where the difference between using bio and chemical pesticides and fertilisers is stark. The team always emphasises how our impact is way beyond the 9,454 farmers we have registered and trained. "Seeing is believing" in the rural areas and thousands of farmers have started copying those on our programme by learning methods of planting seeds, making bio-fertilisers and bio-pesticides and finding out about government schemes. This is leading to whole areas transforming their farming techniques.

## SHIVIA

### REPORT OF THE TRUSTEES FOR THE YEAR ENDED 31 MARCH 2023

#### **An example of getting out of debt and being recognised....**

Bapan Mondal, 32 years old, joined our AMS programme in December 2020 when he was visiting his family in Sundia location. His family has five members – his father, mother, wife and eight year old son. He was home because the city factory where he worked had shut down during Covid and he lost his job. His father is a farmer – straddled by debt - and so he came to help him. Bapan met Gour, our AMS LSP, through a village neighbour who is a member of one of our FIGs. Since then he has not looked back! Gour trained Bapan in all our AMS methods since when he has paid off most the family debt. Both Bapan and his father are now members of our FIGs and they have taken more land on lease. Gour has also helped Bapan to receive a government sponsored cement bed for preparing biocompost at home. His wife Nirmala has learnt to prepare biofertilisers and biopesticides at home and they are able to sell, on average, 300 kilograms of compost every month for a rate of Rs. 8-10 per kilogram. This gives the family an additional income of Rs. 2,500 per month which Nirmala puts towards the education of their child as well as for buying extra input materials for the farms. Recently, in a village fair conducted by a government organisation, Nirmala received an award for her contribution in the community for vermicomposting. The entire household is very proud of her and Bapan now does not want to go back to his factory even though it has opened again. He says, *“the factory abandoned me when I needed them most and my family almost became beggars; I shall not go back to serve them anymore. Here in the village is my life, my family, and I have found new hopes with my new learnings about farming. I will, on no account, go back to the city and I hope other young farmers like me also learn from my experience.”* His parents are very proud and at peace that they will have their son with them who will look after them in their old age.

**“I am extremely proud of Nirmala and many like her who have achieved something beyond our imagination. In the true sense, our AMS training has benefited the entire household and both the men and women are now contributing towards more profitable and sustainable farming in the villages of Bengal”,** Chandrani Banerjee, Head of Livelihoods Programmes, Nirdhan

#### **ODISHA**

In Odisha, our AMS Programme is delivered by our NGO partner, VIEWS, and we have completed 18 months since we started in October 2021. This year, we expanded from 400 to 600 farmers on the two-year programme. We are working with marginal, tribal communities who live in very remote villages where most of the government welfare schemes do not reach. The land is very dry, barren and rocky and there is hardly any rainfall or nearby water resources.

Based on the terrain and its severe constraints, we have tweaked our AMS Programme by training the farmers in kitchen gardening rather than agricultural fields and supplying them with cement rings for the preparation and use of vermicompost. We have provided each farmer with eight kinds of seeds including ladies fingers, brinjal, tomatoes and bitter gourd to grow in their backyards. The farmers are contributing Rs. 100 for a period of two years.

#### **Results:**

We are now working with 600 farmers in 37 groups. They have all learned to prepare and maintain healthy kitchen gardens for subsistence purposes providing a more varied and nutritious diet to their families. Before our AMS Programme, they were only eating “pantha bhaat” which is rice mixed with water. Children benefit the most from the consumption of vegetables because they have proper nutrition from an early age. Farmers are also able to sell some of the vegetables which they could not have imagined before. With the additional income, they are able to spend on a myriad of household needs: books for their children’s education and access to healthcare and medicines as examples.

All 600 families have learned how to prepare vermicompost which they are using in their fields. Previously, they were using chemical fertilisers which they used to buy from the market. They have also learnt the System of Rice Intensification method of growing paddy which helps them to increase their profits by 40-50% by decreasing the input cost, using less water than before and increasing the quality and quantity of the total yield.

At the beginning of new financial year, we will be expanding AMS in Odisha through our existing PDS NGO partner DSS.

## SHIVIA

### REPORT OF THE TRUSTEES FOR THE YEAR ENDED 31 MARCH 2023

#### **An example of a migrant labourer becoming self-sufficient following the AMS techniques**

Sania Sabar, a 35-year-old man, had been working as a migrant labourer for many years. Every year, he would leave his family and travel to different parts of the country to earn money which meant he was often away from them for months at a time. Determined to change his situation, Sania decided to return to his village and start working as a bamboo craftsman. However, he did not earn enough from this and so with the help of his wife and children, he started cultivating horticultural crops in his backyard but they lacked knowledge to get good yields. At this point he heard about Shivia's Agri-management Services Programme, being implemented by VIEWS. He attended meetings and training sessions on all the Shivia interventions. He also received vegetable seeds for crops like tomatoes, ladies fingers, cauliflower and brinjals, as well as cement rings and tools such as buckets for preparing bio-fertilisers. With these resources, Sania was able to improve his yields and grow healthier, more nutritious crops. He also began selling his produce at local markets, earning a steady income for his family.

As Sania began to see the positive impact of AMS on his life, he became more motivated to continue learning and to inspire others in his village to take up organic farming, with many farmers now participating in the project and seeing similar benefits. Sania says, *"I am thankful to the training and resources provided by Shivia and VIEWS. I am now able to get fresh vegetables from my garden. This not only helps my family get a more nutritious diet but it also saves me a significant amount of money on farm expenses. Best of all, I am at home with my family rather than miles away for months at a time."*

#### **(iii) The Beautypreneur Programme**

The demand for beauty services throughout India across all sections of society is high and so SAATH initiated its Beauty and Wellness Vocational Programme to train young women (aged 18-35) to become beauticians and create livelihoods with dignity. Some of these women run small salons from their homes whilst others rent space to do so. However, feedback was that they struggled to make decent profits as they lacked the technical, business, financial and marketing skills to make their businesses work. The idea of the Beautypreneur Programme is to help these women to run and sustain their businesses through obtaining certain key skills. Once enrolled, the women receive training on new technical skills, hygienic practices, business planning, financial management, inventory management, marketing and exploring alternative income streams, such as training others in beauty during the lean seasons.

We started supporting SAATH's beautypreneurs in October 2020 and have trained 447 young women from slum areas in Gujarat (Ahmedabad and Vadodara) and Rajasthan (Jaipur) to become Beautypreneurs. Overall, the programme has gone as planned this year and Olly and Victoria were delighted to meet some of the women when they visited Gujarat in July. They heard of the impact that the trainings have had on these women as well as saw their pride when they received their graduation certificates or showed them their parlours, whether in their homes or a rented salon. Even though these women are less poor than those in the rural areas of Bengal and Odisha, they are considered very poor in urban contexts and need to earn money to support their families which the programme is enabling them to do.

#### **(iv) The Cooks Training Programme**

The main objective of the Cooks Training Programme is to train slum residents who are currently house-maids to become home-managers by initially training them to be cooks, significantly increasing their income. Covid resulted in a large demand for reliable, trust-worthy, hygienic home-cooks and food delivery services as middle and upper class families stopped eating out as much. This was on top of an already rising demand for home-cooks given the increasing number of women going to work, requiring help at home.

Shivia and SAATH designed the Cooks Training Pilot together in 2020 and trained twenty young women to either cook better meals more hygienically or provide a snacks delivery service to existing home-manager clients known to SAATH through their Urmila Home Manager Programme. The training also focuses on the women knowing their rights to ensure they are not exploited or know what to do if they are. The pilot ended in October 2021 and we expanded the Programme to a further 60 women and in October 2022 to an additional 40. In the expansion phase, we included a module on how to start an enterprise as feedback from the pilot was that the women wanted to run their own businesses rather than cook for someone else.

## SHIVIA

### REPORT OF THE TRUSTEES FOR THE YEAR ENDED 31 MARCH 2023

As with the Beautypreneurs, Victoria and Olly were humbled to witness the impact that the trainings have had to these women as well as see their pride when they received their graduation certificates or showed them their salons.

More details about our programmes can be found on our website: [www.shivia.com/programmes](http://www.shivia.com/programmes)

#### PUBLIC BENEFIT

The Trustees confirm that they have referred to the guidance in the Charity Commission's general guidance on Public Benefit when reviewing Shivia's aims and objectives and in planning future activities. In particular, the Trustees have considered how planned activities will contribute to the Charity's aims and objectives.

Our top ten achievements and highlights in the year under review were:

- 1. Poultry Development Services:** The smiles when our farmers at our new PDS locations in West Bengal and Odisha received their first funds from selling the chicks. Many had never earned money from an enterprise of their own or indeed at all.
- 2. Agri-management Services:** We have now worked with over 10,000 farmers! A highlight was an award for one of our female farmers in West Bengal for her contribution to the field of vermicomposting. She now sells her compost to many others in the community.
- 3. Fish-farming:** We launched our Fish-farming Programme at our Sundia location where farmers have been asking us for years to introduce it.
- 4. Closing and opening locations:** We phased out Babnan location in West Bengal as over the last ten years the area has benefitted from its proximity to Kolkata, the increased prosperity of its hinterland and our programmes. Meanwhile, we found a new location to open in April 2023 in West Bengal where PDS and AMS will make a big difference. We also completed all due diligence on our new partner in Jharkhand to replicate PDS at the beginning of the new financial year.
- 5. Our exposure visits to West Bengal:** New staff and farmers from Odisha visited our Sundia location in West Bengal to undergo training and interact with our farmers on how PDS has positively impacted their lives. The farmers were very proud of going to another state as they had never been beyond their communities before.
- 6. Our first replication beyond India:** Joe and Chandrani visited Madagascar in September and December to kick-start our PDS Programme there for an initial 100 families.
- 7. We can travel again!** After three years, Joe and Chandrani made it to London to meet friends and supporters. Olly and Victoria also made it to India; it was truly inspiring to meet new beneficiaries and re-visit ones we knew, all at different stages of their journey out of poverty. We were able to take friends from the Artemis Charitable Foundation to India in person and others virtually into rural parts of West Bengal and Odisha.
- 8. Events:** A memorable evening was the House of Commons dinner hosted by Max Patel from Shenley Private Wealth which Joe and Chandrani were able to attend in person.
- 9. Key appointments:** Prakash Kurup and Aditya Gokal joined the Board as our Treasurer and Finance Trustees respectively. We also appointed Smruti Das as a Consultant to Shivia; Smruti is based in Odisha and assists Joe with managing our growing partner portfolio.
- 10. Awards:** We were winners of the Third Sector award, 'Small Charity, Big Achiever' which we believe sums us up well!



## SHIVIA

### REPORT OF THE TRUSTEES FOR THE YEAR ENDED 31 MARCH 2023

#### FINANCIAL REVIEW

##### Financial position

Results of the year ended 31st March 2023 are shown in the Statement of Financial Activities on page 19. The financial statements should be read in conjunction with their related notes, which appear on pages 22 to 29.

In summary, the Charity's income for the period was £435,113 details of which are shown in the income and expenditure account on page 19.

Income received, which has been restricted by the donor to a specific fund, is only used in that fund and a detailed breakdown of what the donation can be used for is sent with every remittance to India.

£99,316 was sent to Nirdhan to support the organisation and implementation of PDS and AMS. £15,679 was sent to VIEWS for the AMS replication and £8,899 was sent to DSS and £14,416 to Nirman for the PDS replications respectively. £9,374 was sent to SAATH to support the Beautypreneur Programme and the Cooks Training Programme. £1,543 remitted by Shivia for our first PDS replication outside of India in Madagascar, the remaining funds were sent directly by the donor to Feedback Madagascar.

The Board's Reserves Policy approved in March 2023 is to hold cash reserves within a range of 6-9 months of annual operating costs.

#### STRUCTURE, GOVERNANCE AND MANAGEMENT

##### Governing document

The Company is limited by guarantee, the governing document being its Memorandum and Articles of Association, as amended by special resolution dated 16 October 2008. Membership, which is limited to the subscribers to the Memorandum of Association and to the Trustees, is not transferable. The liability of each member in the event of the dissolution of the Company is limited to £10.

##### Recruitment and appointment of new Trustees

The Trustees may appoint additional Trustees or to fill a casual vacancy; such appointees must retire at the next Annual General Meeting but may offer themselves for re-election. The Board, which must have at least three members, provides governance and oversight; it meets four times a year and holds interim telephone conferences, strategy and sub-committees throughout the rest of the year.

During the year, Mr. Christopher Langridge retired from the Board after nine years and Mr. Prakash Kurup and Mr. Aditya Gokal were appointed trustees in the roles of Treasurer and Finance Trustee respectively.

Dr. Hilton is the Chairman of the Board; Mr. Neslen is the Vice Chairman of the Board and Ms. Belcher is the Chief Executive Officer. The Remuneration Committee comprises Messrs. Hilton and Neslen.

At the forthcoming Annual General Meeting, Tim Neslen, David Waring and Shailendra Patel will resign as Trustees and offer themselves for re-election.

## SHIVIA

### REPORT OF THE TRUSTEES FOR THE YEAR ENDED 31 MARCH 2023

#### STRUCTURE, GOVERNANCE AND MANAGEMENT

##### Management

The management team comprises Ms. Belcher, Chief Executive Officer, and Ms. Victoria Denison, UK Operations Manager, who reports to Ms. Belcher. Mr. Jogeshwar Rao is Shivia's Lead Consultant in India responsible for operations and also reports to Ms. Belcher.

Ms. Belcher, who is in charge of the day-to-day running of the Company, planning, fund-raising and the management of risk, reports to the Board of Trustees.

The Company, with the authorisation of the Charity Commission under section 26 of the Charities Act 1993, pays Ms. Belcher a salary of £55,869, effective from May 2022 when she received a pay rise.

Mr. Aditya Gokal, who works on a voluntary basis, assists Ms. Belcher with plans and budgets and Mr. Prakash Kurup, who also works on a voluntary basis is responsible for overseeing the accounts and advises the Board on matters of governance.

Ms. Denison, UK Operations Manager, who works on a part time basis, is responsible for the day-to-day administrative matters, event organisation, helping with donor applications, donor relations and reports and assisting Ms. Belcher with representing Shivia. Ms. Denison is paid a salary of £21,085, effective from May 2022 when she received a pay rise.

Shivia enjoys generous support from a number of friends and advisers (legal, website, office space, data management system) as well as volunteers who help with specific purposes, such as events. The total value of probono services for the year was £41,887.

##### Facilities

The Company's registered office is c/o EFG Private Bank Ltd, Park House, 116 Park Street, London W1K 6AP, a donated service for which it is most grateful.

#### REFERENCE AND ADMINISTRATIVE DETAILS

##### Registered Company number

6596925 (England and Wales)

##### Registered Charity number

01126444

##### Registered office

c/o EFG Private Bank Ltd  
Leconfield House  
Curzon Street  
London  
W1J 5JB

##### Trustees

Dr Yasmine Hilton  
Mr Tim Neslen  
Ms Olivia Belcher (Donnelly)  
Mr Prakash Kurup  
Mr Aditya  
Mr Naind Singh  
Ms Sudeshna Mukherjee  
Mr David Waring  
Mr Shailendra Patel

Non-executive Chairman of the Board  
Non-executive Vice-Chairman of the Board  
Chief Executive Officer  
Treasurer  
Finance Trustee  
Non-executive  
Non-executive  
Non-executive  
Non-executive

**SHIVIA**

**REPORT OF THE TRUSTEES  
FOR THE YEAR ENDED 31 MARCH 2023**

**REFERENCE AND ADMINISTRATIVE DETAILS**

**Independent Examiner**

Maxwell & Co  
9 Abbey Business Park  
Monks Walk  
Farnham  
Surrey  
GU9 8HT

**Legal Advisers**

Clifford Chance LLP  
10 Upper Bank Street  
London  
E14 5JJ

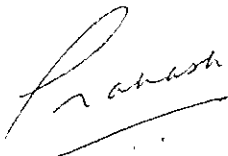
and

Skadden, Arps, Slate, Meagher & Flom  
22 Bishopsgate  
London  
ECN 4BQ

**Bankers**

HSBC Bank  
129 New Bond Street  
London  
W1S 1EA

Approved by order of the board of trustees on 27th April and signed on its behalf by:



.....  
Prakash Divaker Kurup - Trustee

**INDEPENDENT EXAMINER'S REPORT TO THE TRUSTEES OF  
SHIVIA**

**Independent examiner's report to the trustees of Shivia ('the Company')**

I report to the charity trustees on my examination of the accounts of the Company for the year ended 31 March 2023.

**Responsibilities and basis of report**

As the charity's trustees of the Company (and also its directors for the purposes of company law) you are responsible for the preparation of the accounts in accordance with the requirements of the Companies Act 2006 ('the 2006 Act').

Having satisfied myself that the accounts of the Company are not required to be audited under Part 16 of the 2006 Act and are eligible for independent examination, I report in respect of my examination of your charity's accounts as carried out under section 145 of the Charities Act 2011 ('the 2011 Act'). In carrying out my examination I have followed the Directions given by the Charity Commission under section 145(5) (b) of the 2011 Act.

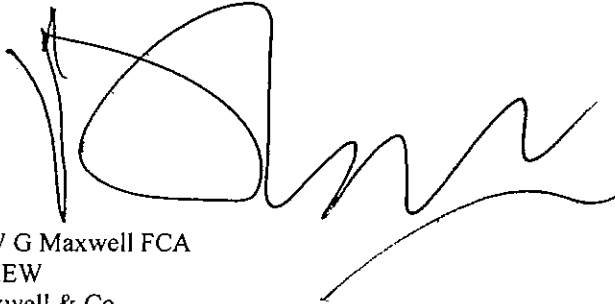
**Independent examiner's statement**

Since your charity's gross income exceeded £250,000 your examiner must be a member of a listed body. I can confirm that I am qualified to undertake the examination because I am a registered member of ICAEW which is one of the listed bodies.

I have completed my examination. I confirm that no matters have come to my attention in connection with the examination giving me cause to believe:

1. accounting records were not kept in respect of the Company as required by section 386 of the 2006 Act; or
2. the accounts do not accord with those records; or
3. the accounts do not comply with the accounting requirements of section 396 of the 2006 Act other than any requirement that the accounts give a true and fair view which is not a matter considered as part of an independent examination; or
4. the accounts have not been prepared in accordance with the methods and principles of the Statement of Recommended Practice for accounting and reporting by charities (applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102)).

I have no concerns and have come across no other matters in connection with the examination to which attention should be drawn in this report in order to enable a proper understanding of the accounts to be reached.



H W G Maxwell FCA  
ICAEW  
Maxwell & Co  
9 Abbey Business Park  
Monks Walk  
Farnham  
Surrey  
GU9 8HT

Date: 12/5/2023

## SHIVIA

STATEMENT OF FINANCIAL ACTIVITIES  
FOR THE YEAR ENDED 31 MARCH 2023

	Notes	Unrestricted funds £	Restricted funds £	2023 Total funds £	2022 Total funds £
<b>INCOME AND ENDOWMENTS FROM</b>					
Donations and legacies	2	262,788	50,447	313,235	327,739
Fundraising activities	3	85,080	35,566	120,646	65,797
Investment income	4	<u>1,232</u>	<u>-</u>	<u>1,232</u>	<u>30</u>
<b>Total</b>		<b>349,100</b>	<b>86,013</b>	<b>435,113</b>	<b>393,566</b>
<b>EXPENDITURE ON</b>					
Costs of Fundraising	5	23,922	-	23,922	21,670
<b>Charitable activities</b>	6				
Charitable Activities		70,552	154,722	225,274	191,616
Governance costs		<u>78,472</u>	<u>252</u>	<u>78,724</u>	<u>85,704</u>
<b>Total</b>		<b>172,946</b>	<b>154,974</b>	<b>327,920</b>	<b>298,990</b>
<b>NET INCOME/(EXPENDITURE)</b>		<b>176,154</b>	<b>(68,961)</b>	<b>107,193</b>	<b>94,576</b>
Transfers between funds	15	<u>(60,623)</u>	<u>60,623</u>	<u>-</u>	<u>-</u>
<b>Net movement in funds</b>		<b>115,531</b>	<b>(8,338)</b>	<b>107,193</b>	<b>94,576</b>
<b>RECONCILIATION OF FUNDS</b>					
<b>Total funds brought forward</b>		<b>286,512</b>	<b>186,363</b>	<b>472,875</b>	<b>378,299</b>
<b>TOTAL FUNDS CARRIED FORWARD</b>		<b><u>402,043</u></b>	<b><u>178,025</u></b>	<b><u>580,068</u></b>	<b><u>472,875</u></b>

The notes form part of these financial statements

**SHIVIA**

**BALANCE SHEET  
31 MARCH 2023**

	Notes	Unrestricted funds £	Restricted funds £	2023 Total funds £	2022 Total funds £
<b>FIXED ASSETS</b>					
Tangible assets	12	664	-	664	1,044
<b>CURRENT ASSETS</b>					
Debtors	13	493	-	493	3,222
Cash at bank		<u>407,432</u>	<u>178,025</u>	<u>585,457</u>	<u>471,214</u>
		407,925	178,025	585,950	474,436
<b>CREDITORS</b>					
Amounts falling due within one year	14	(6,546)	-	(6,546)	(2,605)
<b>NET CURRENT ASSETS</b>		<u>401,379</u>	<u>178,025</u>	<u>579,404</u>	<u>471,831</u>
<b>TOTAL ASSETS LESS CURRENT LIABILITIES</b>		<u>402,043</u>	<u>178,025</u>	<u>580,068</u>	<u>472,875</u>
<b>NET ASSETS</b>		<u>402,043</u>	<u>178,025</u>	<u>580,068</u>	<u>472,875</u>
<b>FUNDS</b>	15				
Unrestricted funds				402,043	286,512
Restricted funds				<u>178,025</u>	<u>186,363</u>
<b>TOTAL FUNDS</b>				<u>580,068</u>	<u>472,875</u>

The charitable company is entitled to exemption from audit under Section 477 of the Companies Act 2006 for the year ended 31 March 2023.

The members have not required the company to obtain an audit of its financial statements for the year ended 31 March 2023 in accordance with Section 476 of the Companies Act 2006.

The trustees acknowledge their responsibilities for

- (a) ensuring that the charitable company keeps accounting records that comply with Sections 386 and 387 of the Companies Act 2006 and
- (b) preparing financial statements which give a true and fair view of the state of affairs of the charitable company as at the end of each financial year and of its surplus or deficit for each financial year in accordance with the requirements of Sections 394 and 395 and which otherwise comply with the requirements of the Companies Act 2006 relating to financial statements, so far as applicable to the charitable company.

**SHIVIA**

**BALANCE SHEET - continued**  
**31 MARCH 2023**

These financial statements have been prepared in accordance with the provisions applicable to charitable companies subject to the small companies regime.

The financial statements were approved by the Board of Trustees and authorised for issue on 27th April 2023 and were signed on its behalf by:



.....  
Yasmine Hilton - Trustee



.....  
Olivia Belcher - Trustee

## SHIVIA

### NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2023

#### 1. ACCOUNTING POLICIES

##### **Basis of preparing the financial statements**

The financial statements of the charitable company, which is a public benefit entity under FRS 102, have been prepared in accordance with the Charities SORP (FRS 102) '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)', Financial Reporting Standard 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland' and the Companies Act 2006. The financial statements have been prepared under the historical cost convention.

##### **Income**

All income is recognised in the Statement of Financial Activities once the charity has entitlement to the funds, it is probable that the income will be received and the amount can be measured reliably.

##### **Expenditure**

Liabilities are recognised as expenditure as soon as there is a legal or constructive obligation committing the charity to that expenditure, it is probable that a transfer of economic benefits will be required in settlement and the amount of the obligation can be measured reliably. Expenditure is accounted for on an accruals basis and has been classified under headings that aggregate all cost related to the category. Where costs cannot be directly attributed to particular headings they have been allocated to activities on a basis consistent with the use of resources.

##### **Allocation and apportionment of costs**

Costs are allocated based on time spend on an activity.

##### **Tangible fixed assets**

Depreciation is provided at the following annual rates in order to write off each asset over its estimated useful life.

Computer equipment      -    20% on cost

##### **Taxation**

The charity is exempt from corporation tax on its charitable activities.

##### **Fund accounting**

Unrestricted funds can be used in accordance with the charitable objectives at the discretion of the trustees.

Restricted funds can only be used for particular restricted purposes within the objects of the charity. Restrictions arise when specified by the donor or when funds are raised for particular restricted purposes.

Further explanation of the nature and purpose of each fund is included in the notes to the financial statements.

#### 2. DONATIONS AND LEGACIES

	2023	2022
	£	£
Donations	247,702	265,305
Gift aid	23,646	9,141
Donated services and facilities	<u>41,887</u>	<u>53,293</u>
	<u>313,235</u>	<u>327,739</u>



# SHIVIA

## NOTES TO THE FINANCIAL STATEMENTS - continued FOR THE YEAR ENDED 31 MARCH 2023

### 3. FUNDRAISING ACTIVITIES

	2023	2022
	£	£
Events Income	<u>120,646</u>	<u>65,797</u>

### 4. INVESTMENT INCOME

	2023	2022
	£	£
Deposit account interest	<u>1,232</u>	<u>30</u>

### 5. COSTS OF FUNDRAISING

#### Raising donations and legacies

	2023	2022
	£	£
CEO's remuneration etc	6,146	5,662
Staff costs	12,651	11,989
Telephone	1,424	1,134
Event costs	1,458	1,602
Promotional material	100	268
Travel & Subsistence - UK	505	259
Travel & Subsistence- Overseas	1,638	-
Support costs	-	756
	<u>23,922</u>	<u>21,670</u>

### 6. CHARITABLE ACTIVITIES COSTS

	Direct Costs	Support costs (see note 7)	Totals
	£	£	£
Charitable Activities	224,423	851	225,274
Governance costs	-	78,724	78,724
	<u>224,423</u>	<u>79,575</u>	<u>303,998</u>

Administration costs include pro bono services of £41,887 received towards the legal review of our operating policies, drawing up of our collaboration agreements with NGO partners, development of our database and social impact evaluation and towards office costs.

The Chairman and the Trustees are grateful for this support and expressed their thanks for these services.

During the year the charity spent Direct Grant expenditure of £154,722 by organisation and programme as follows:

**Nirdhan** £99,316 of which £69,145 was for Poultry Development services, £23,938 was for Agri-management Services £6,233 was for the General Fund.

**SAATH** £9,373 of which £8,885 was for the Beautypreneur Programme, £488 was for the Cooks Training Programme.

**VIEWS** £15,679 on AMS Replication.

**DSS** £8,899 on PDS Replication.

# SHIVIA

## NOTES TO THE FINANCIAL STATEMENTS - continued FOR THE YEAR ENDED 31 MARCH 2023

### 6. CHARITABLE ACTIVITIES COSTS - continued

**Nirman** £14,416 on Poultry Development services.

**Madagascar** £7,039 to initiate and oversee Poultry Development services.

### 7. SUPPORT COSTS

	Management £	Governance costs £	Totals £
Charitable Activities	851	-	851
Governance costs	<u>77,254</u>	<u>1,470</u>	<u>78,724</u>
	<u>78,105</u>	<u>1,470</u>	<u>79,575</u>

### 8. NET INCOME/(EXPENDITURE)

The Board closely monitors and controls administration and governance costs. In 2023 governance and administration costs were £78,724, which includes pro bono services of £41,887 (2022: £85,704 which included pro bono services received of £53,293).

### 9. TRUSTEES' REMUNERATION AND BENEFITS

	2023 £	2022 £
CEO's salaries	<u>55,869</u>	<u>51,470</u>

#### Trustees' expenses

There were no trustees' expenses paid for the year ended 31 March 2023 nor for the year ended 31 March 2022.

### 10. STAFF COSTS

	2023 £	2022 £
Wages and salaries	<u>76,954</u>	<u>71,451</u>
	<u>76,954</u>	<u>71,451</u>

The average monthly number of employees during the year was as follows:

	2023	2022
Administration	1	1
Charitable Activities	<u>1</u>	<u>1</u>
	<u>2</u>	<u>2</u>

No employees received emoluments in excess of £60,000.

Our employee who carries out the administrative role works part time.

**SHIVIA**

**NOTES TO THE FINANCIAL STATEMENTS - continued  
FOR THE YEAR ENDED 31 MARCH 2023**

**11. COMPARATIVES FOR THE STATEMENT OF FINANCIAL ACTIVITIES**

	Unrestricted funds £	Restricted funds £	Total funds £
<b>INCOME AND ENDOWMENTS FROM</b>			
Donations and legacies	256,872	70,867	327,739
Fundraising activities	28,131	37,666	65,797
Investment income	<u>30</u>	<u>-</u>	<u>30</u>
<b>Total</b>	285,033	108,533	393,566
 <b>EXPENDITURE ON</b>			
Costs of Fundraising	21,670	-	21,670
<b>Charitable activities</b>			
Charitable Activities	138,691	52,925	191,616
Governance costs	<u>85,704</u>	<u>-</u>	<u>85,704</u>
<b>Total</b>	246,065	52,925	298,990
 <b>NET INCOME</b>	38,968	55,608	94,576
<b>Transfers between funds</b>	<u>(32,362)</u>	<u>32,362</u>	<u>-</u>
<b>Net movement in funds</b>	6,606	87,970	94,576
 <b>RECONCILIATION OF FUNDS</b>			
<b>Total funds brought forward</b>	<u>279,906</u>	<u>98,393</u>	<u>378,299</u>
 <b>TOTAL FUNDS CARRIED FORWARD</b>	<u><u>286,512</u></u>	<u><u>186,363</u></u>	<u><u>472,875</u></u>

**12. TANGIBLE FIXED ASSETS**

	Computer equipment £
<b>COST</b>	
At 1 April 2022 and 31 March 2023	<u><b>5,840</b></u>
 <b>DEPRECIATION</b>	
At 1 April 2022	<b>4,796</b>
Charge for year	<u><b>380</b></u>
At 31 March 2023	<u><b>5,176</b></u>
 <b>NET BOOK VALUE</b>	
At 31 March 2023	<u><u><b>664</b></u></u>
At 31 March 2022	<u><u><b>1,044</b></u></u>

## SHIVIA

NOTES TO THE FINANCIAL STATEMENTS - continued  
FOR THE YEAR ENDED 31 MARCH 2023

## 13. DEBTORS: AMOUNTS FALLING DUE WITHIN ONE YEAR

	2023	2022
	£	£
Other debtors	<u>493</u>	<u>3,222</u>

## 14. CREDITORS: AMOUNTS FALLING DUE WITHIN ONE YEAR

	2023	2022
	£	£
Social security and other taxes	1,906	-
Other creditors	216	126
Accrued expenses	<u>4,424</u>	<u>2,479</u>
	<u>6,546</u>	<u>2,605</u>

## 15. MOVEMENT IN FUNDS

	At 1.4.22	Net movement in funds	Transfers between funds	At 31.3.23
	£	£	£	£
<b>Unrestricted funds</b>				
General fund	286,512	176,154	(60,623)	402,043
<b>Restricted funds</b>				
Nirdhan General Fund	-	29,548	(29,548)	-
Nirdhan PDS	170,988	(67,191)	35,812	139,609
Nirdham Fish Farming	-	5,000	-	5,000
Nirdhan AMS	13,000	(23,947)	10,947	-
Saath Cooks Training	2,375	1,426	-	3,801
Saath Beautypreneurs	-	7,905	4,282	12,187
Madagascar PDS	-	17,428	-	17,428
DSS PDS	-	(8,951)	8,951	-
Nirman PDS	-	(14,433)	14,433	-
Views AMS	-	(15,746)	15,746	-
	<u>186,363</u>	<u>(68,961)</u>	<u>60,623</u>	<u>178,025</u>
<b>TOTAL FUNDS</b>	<u>472,875</u>	<u>107,193</u>	<u>-</u>	<u>580,068</u>

## SHIVIA

NOTES TO THE FINANCIAL STATEMENTS - continued  
FOR THE YEAR ENDED 31 MARCH 2023

## 15. MOVEMENT IN FUNDS - continued

Net movement in funds, included in the above are as follows:

	Incoming resources £	Resources expended £	Movement in funds £
<b>Unrestricted funds</b>			
General fund	349,100	(172,946)	176,154
<b>Restricted funds</b>			
Nirdhan General Fund	35,813	(6,265)	29,548
Nirdhan PDS	2,012	(69,203)	(67,191)
Nirdham Fish Farming	5,000	-	5,000
Nirdhan AMS	-	(23,947)	(23,947)
Saath Cooks Training	1,914	(488)	1,426
Saath Beautypreneurs	16,790	(8,885)	7,905
Madagascar PDS	24,484	(7,056)	17,428
DSS PDS	-	(8,951)	(8,951)
Nirman PDS	-	(14,433)	(14,433)
Views AMS	-	(15,746)	(15,746)
	<u>86,013</u>	<u>(154,974)</u>	<u>(68,961)</u>
<b>TOTAL FUNDS</b>	<u>435,113</u>	<u>(327,920)</u>	<u>107,193</u>

## Comparatives for movement in funds

	At 1.4.21 £	Net movement in funds £	Transfers between funds £	At 31.3.22 £
<b>Unrestricted funds</b>				
General fund	279,906	38,968	(32,362)	286,512
<b>Restricted funds</b>				
Nirdhan PDS	82,393	88,595	-	170,988
Nirdhan AMS	13,000	(13,595)	13,595	13,000
Saath Cooks Training	<u>3,000</u>	<u>(19,392)</u>	<u>18,767</u>	<u>2,375</u>
	<u>98,393</u>	<u>55,608</u>	<u>32,362</u>	<u>186,363</u>
<b>TOTAL FUNDS</b>	<u>378,299</u>	<u>94,576</u>	<u>-</u>	<u>472,875</u>

# SHIVIA

## NOTES TO THE FINANCIAL STATEMENTS - continued FOR THE YEAR ENDED 31 MARCH 2023

### 15. MOVEMENT IN FUNDS - continued

Comparative net movement in funds, included in the above are as follows:

	Incoming resources £	Resources expended £	Movement in funds £
<b>Unrestricted funds</b>			
General fund	285,033	(246,065)	38,968
<b>Restricted funds</b>			
Nirdhan PDS	95,911	(7,316)	88,595
Nirdhan AMS	-	(13,595)	(13,595)
Saath Cooks Training	12,622	(32,014)	(19,392)
	<u>108,533</u>	<u>(52,925)</u>	<u>55,608</u>
<b>TOTAL FUNDS</b>	<u>393,566</u>	<u>(298,990)</u>	<u>94,576</u>

A current year 12 months and prior year 12 months combined position is as follows:

	At 1.4.21 £	Net movement in funds £	Transfers between funds £	At 31.3.23 £
<b>Unrestricted funds</b>				
General fund	279,906	215,122	(92,985)	402,043
<b>Restricted funds</b>				
Nirdhan General Fund	-	29,548	(29,548)	-
Nirdhan PDS	82,393	21,404	35,812	139,609
Nirdham Fish Farming	-	5,000	-	5,000
Nirdhan AMS	13,000	(37,542)	24,542	-
Saath Cooks Training	3,000	(17,966)	18,767	3,801
Saath Beautypreneurs	-	7,905	4,282	12,187
Madagascar PDS	-	17,428	-	17,428
DSS PDS	-	(8,951)	8,951	-
Nirman PDS	-	(14,433)	14,433	-
Views AMS	-	(15,746)	15,746	-
	<u>98,393</u>	<u>(13,353)</u>	<u>92,985</u>	<u>178,025</u>
<b>TOTAL FUNDS</b>	<u>378,299</u>	<u>201,769</u>	<u>-</u>	<u>580,068</u>

# SHIVIA

## NOTES TO THE FINANCIAL STATEMENTS - continued FOR THE YEAR ENDED 31 MARCH 2023

### 15. MOVEMENT IN FUNDS - continued

A current year 12 months and prior year 12 months combined net movement in funds, included in the above are as follows:

	Incoming resources £	Resources expended £	Movement in funds £
<b>Unrestricted funds</b>			
General fund	634,133	(419,011)	215,122
<b>Restricted funds</b>			
Nirdhan General Fund	35,813	(6,265)	29,548
Nirdhan PDS	97,923	(76,519)	21,404
Nirdham Fish Farming	5,000	-	5,000
Nirdhan AMS	-	(37,542)	(37,542)
Saath Cooks Training	14,536	(32,502)	(17,966)
Saath Beautypreneurs	16,790	(8,885)	7,905
Madagascar PDS	24,484	(7,056)	17,428
DSS PDS	-	(8,951)	(8,951)
Nirman PDS	-	(14,433)	(14,433)
Views AMS	-	(15,746)	(15,746)
	<u>194,546</u>	<u>(207,899)</u>	<u>(13,353)</u>
<b>TOTAL FUNDS</b>	<u>828,679</u>	<u>(626,910)</u>	<u>201,769</u>

### 16. RELATED PARTY DISCLOSURES

There were no related party transactions for the year ended 31 March 2023.

### 17. ULTIMATE CONTROLLING PARTY

The Charity is controlled by the Trustees.

# SHIVIA

## DETAILED STATEMENT OF FINANCIAL ACTIVITIES FOR THE YEAR ENDED 31 MARCH 2023

	2023 £	2022 £
<b>INCOME AND ENDOWMENTS</b>		
<b>Donations and legacies</b>		
Donations	247,702	265,305
Gift aid	23,646	9,141
Donated services and facilities	<u>41,887</u>	<u>53,293</u>
	313,235	327,739
<b>Fundraising activities</b>		
Events Income	120,646	65,797
<b>Investment income</b>		
Deposit account interest	<u>1,232</u>	<u>30</u>
<b>Total incoming resources</b>	435,113	393,566
<b>EXPENDITURE</b>		
<b>Raising donations and legacies</b>		
CEO's salaries	6,146	5,662
UK Operations Manager Salary	12,651	11,989
Telephone	1,424	1,134
Event costs	1,458	1,602
Promotional material	100	268
Travel & Subsistence - UK	505	259
Travel & Subsistence- Overseas	<u>1,638</u>	<u>-</u>
	23,922	20,914
<b>Charitable activities</b>		
CEO's salaries	30,169	27,794
UK Operations Manager Salary	4,217	3,996
Travel & Subsistence- UK	227	86
Travel & Subsistence	17,995	-
Consultancy services	22,589	15,090
Direct grant expenditure	<u>149,226</u>	<u>144,650</u>
	224,423	191,616
<b>Support costs</b>		
<b>Management</b>		
CEO's salaries	19,554	18,014
UK Operations Manager Salary	4,217	3,996
Insurance	1,467	1,425
Telephone	1,368	756
Legal & professional fees	39,012	50,418
Travel & subsistence	1,857	86
Carried forward	67,475	74,695

This page does not form part of the statutory financial statements



**SHIVIA**

**DETAILED STATEMENT OF FINANCIAL ACTIVITIES  
FOR THE YEAR ENDED 31 MARCH 2023**

	2023 £	2022 £
<b>Management</b>		
Brought forward	67,475	74,695
Office expenses	2,890	4,368
Conferences, journals & subs	1,654	350
Accountancy	4,440	4,646
Bank charges	1,266	551
Depreciation of tangible and heritage assets	<u>380</u>	<u>380</u>
	78,105	84,990
<b>Governance costs</b>		
Examiners' remuneration	<u>1,470</u>	<u>1,470</u>
Total resources expended	<u>327,920</u>	<u>298,990</u>
<b>Net income</b>	<u><u>107,193</u></u>	<u><u>94,576</u></u>