



**FRIENDS OF  
IBBA GIRLS SCHOOL  
SOUTH SUDAN**

## **Annual report and accounts for the year ended 31 December 2021**

# COMPANY INFORMATION

A charitable company limited by guarantee. Registered in England No: 7874206

Registered Charity No: 1146220

## **Trustees**

Gary Bandy (Treasurer)

Cynthia Bower (until 31 March)

Margaret Eddershaw

Justin Gordon-Muortat

Professor Jean Hartley

David Lewis (Chair)

Julie Lodrick

Dame Rosalind Marsden

Hugh Paget (Company Secretary)

Julia Sanders

Mike Stone (from 8 April to 1 December)

## **Vice-Presidents**

Emeritus Professor John Benington CBE

Lord Michael Bichard

Baroness Estelle Morris

Rev Michael Paget-Wilkes

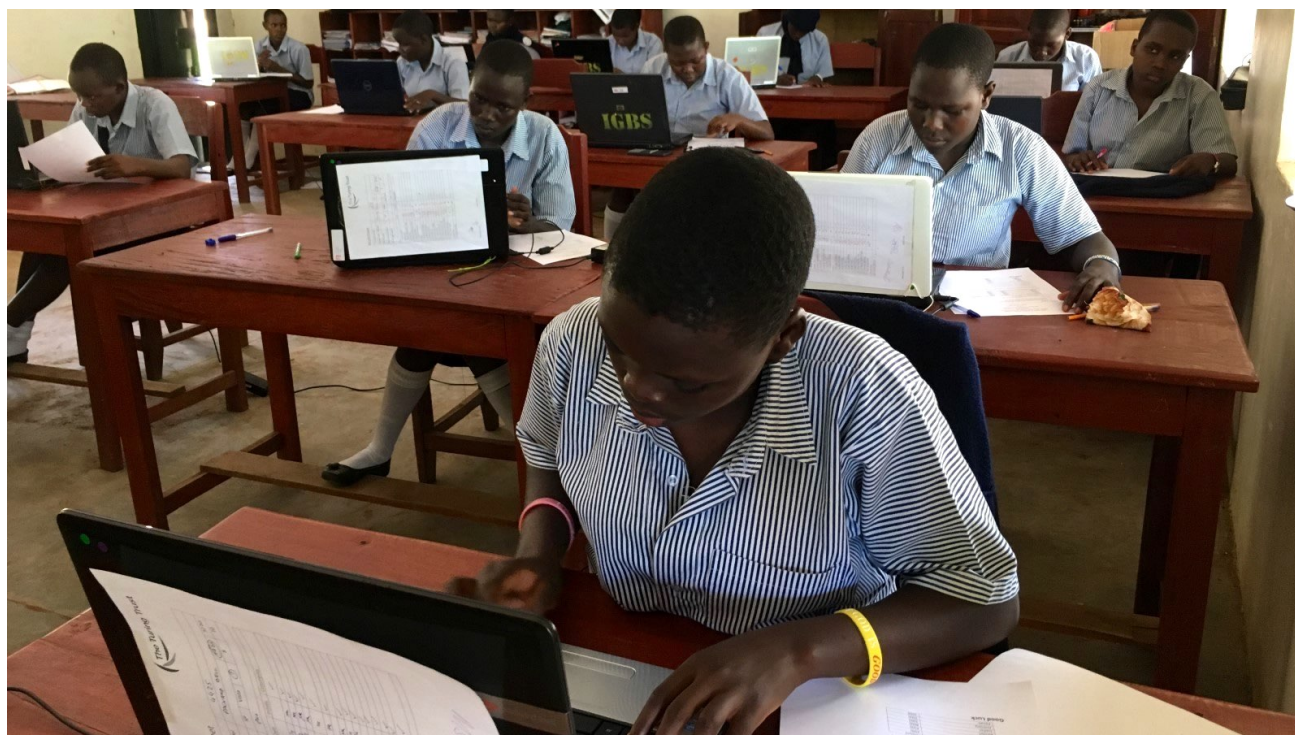
Rev Margaret Sentamu

## **Bankers**

Co-operative Bank, PO Box 101,  
1 Balloon Street, Manchester M60 4EP

## **Independent Examiner**

Chris West FCPFA



## Trustees Report

### Structure and Governance of the Charity

Friends of Ibba Girls' School, South Sudan (FIGS) is a company limited by guarantee (registration number 7874206) and is registered in England as a charitable trust, (registration number 1146220). The governing document is the Memorandum and Articles of Association, dated 30 November 2011, under which the first trustees were appointed.

The UK trustees are supported by a number of honorary advisers, covering various disciplines and areas of experience, to enable the trustees better to fulfil their responsibilities. These include people with experience in finance and accountancy, fund-raising, law, public policy making and management (including education, health, national, regional and local government), school leadership and educational development, economic and community development, programme evaluation, and international development work.

The FIGS trustees aim to work in partnership with the South Sudanese trustees of Ibba Girls Boarding School (IGBS). The IGBS trustees are responsible for guarding, developing and promoting the vision, values and strategy for the school; holding the land and buildings and other assets in trust for the school; and for the selection of the head teacher and senior management team.

The Board of IGBS Trustees continues to undergo a period of change, following the challenges of Covid and other societal instabilities in South Sudan.

Following a meeting at the school in May 2021, led by a senior Zande leader Archbishop Samuel Peni, a review of governance has seen the appointment of several senior African leaders from the State government, community elders and the local teacher training college. Given that FIGS has been concerned that more effective governance should be put in place locally it is positive to



see this strengthening of the African governance of the school, for its next phase of development.

IGBS trustees delegate specific responsibilities to a local Board of Governors which meets three times a year and is responsible for implementing the strategy, developing a school educational plan, and supporting the Headteacher and staff in the achievement of these goals. IGBS governors also include the State Minister and Director General for Education; the County Commissioner; chair of the Parent Teacher Association; local leaders of the main churches; the Paramount Chief; other local elders; and representatives from the Friends of Ibba Girls' School trustee body if they are visiting the school at the time. The membership and effective functioning of this body is also being strengthened in the governance overhaul.

The objectives of Ibba Girls Boarding School (IGBS), as expressed in its 2014 founding legal Constitution, are to:

- provide high quality education rooted in Christian values, open and welcoming to people of all faiths and none, whatever their background or status;
- focus on girls through nine years of schooling, from Primary 4 to Primary 8 and then Senior 1 to Senior 4, because these are the years of schooling during which drop-out rates are highest;
- provide residential education, to make it possible for girls from the catchment area of the whole of Western Equatoria State to attend, and to study safely, shielded from competing demands for their attention;

- foster learning both with “the pen and the hoe”, combining academic knowledge with a wide range of vocational and life skills such as personal, social, health and economic (PSHE) education, agriculture, sewing, embroidery, sport, debating, drama and music;
- prepare pupils to contribute as knowledgeable, transformed and empowered women, to the development of their communities, and to the leadership of this new nation.

### **Charity Governance and the Public Benefit**

The FIGS Trustees currently meet every other month to agree the budget and accounts, approve contracts, and receive progress reports from working groups and the school. Working groups primarily focus on fundraising and communications, contracts, and educational capacity-building and continuing professional development in South Sudan. Trustees set up ad hoc working groups as required, e.g. for recruitment of staff and diaspora engagement.

The Trustees are convinced that the activities of the charity, summarised below, are furthering the charity's objects for the public benefit, and the charity's public added value continues to be monitored and evaluated by the Trustees. Girls' education has been described as the world's best investment with the widest-ranging returns, contributing to a range of development outcomes.



## Activity in 2021

FIGS has continued to implement the third phase of its development plan and fundraising strategy, with a view to taking the school to its full capacity of 360 students. This was significantly impacted by the COVID-19 pandemic with school closures remaining in place for a significant part of 2021, and this resulted in a drop in numbers as some girl students fell out of education completely, while some others moved to more local schools. However, the school undertook a recruitment drive in early 2022 and has made considerable progress in recruiting more girls, currently exceeding previous numbers.

Fundraising continues to be a challenge, with FIGS being grateful for significant support from institutional and personal donors, as well as another successful Big Give Christmas Challenge in December 2021. The new trustee lead for fundraising had to step down for personal reasons and a recruitment process for a replacement is underway.

On the communications and engagement front FIGS held more successful webinars, including one entitled 'In for the long haul: Girls' education, conflict and South Sudan' and a successful Big Give Party, as well as continued well-received newsletters and prayer letters.

The school appointed an experienced Headteacher, Emmanuel Kenyi Taban, supported by FIGS, and a new Senior Finance Manager, Cheka Akbar Raymond Lodule. These appointments have strengthened the leadership and accountability at the school and the senior management team of the school has been enhanced with Directors of Studies (Primary and Secondary). Three teacher vacancies have been filled.

In addition, the South Sudanese governance of the school has been bolstered, after a time of some difficulty during the COVID period, with the recruitment of high calibre trustees to the IGBS Board of Trustees. These include the regional Anglican Archbishop, the Head of the local Solidarity Teacher Training College and

the Western Equatoria State Education Minister among others. Working with the new trustees the headteacher has sought to galvanise a renewed relationship with PTA, and progress here appears to be promising.

Plans to build a classroom block, a dormitory and a new kitchen, utilising funding from FIGS supporters and anonymous philanthropists, have been completed and all three buildings have been built during the course of the year. Other important maintenance tasks have been undertaken, with groundwork and solar power upgrades being undertaken.

### **Looking forward to 2021 and beyond**

It is hoped that additional funding will be available to commission some of the other buildings that are needed to complete the school. These include the final dormitory, a classroom block for science, technology, engineering and maths teaching, and an administration block.

The long-term strategy, based on four key pillars, remains unchanged. These pillars are: consolidating the charity's existing position; strengthening fundraising and governance to support the development of long-term income-generating activities; sharing and spreading the learning from IGBS across other states within South Sudan, as a tried-and-tested demonstration project; and community outreach (including a farming co-operative and a vocational and life skills training centre, linked to the school).

Finally FIGS is building on the successful webinars described above by developing a programme of online seminars and events focusing on the value added by girls'

education and celebrating the work of the school. These will continue to showcase what the school does, consider how girls' education can empower and support development, and explore the challenges facing South Sudan as a nation.

### **Financial Review for 2021**

Total income in 2021 was £478,314 compared with £488,139 in the previous year. Donations and grants were received principally from charitable foundations, churches, and family trusts but also from more than a hundred individuals, and from special fund-raising events and activities.

Total expenditure for the year was £479,446 (£253,731 in 2020) resulting in an operating deficit of £1,132. To some extent this reflects the fact that donations received in 2020 for building works could not be used in 2020 (because of COVID-19 lockdowns) and were useable in 2021.

Over 93% of the expenditure in 2021 was on charitable purposes compared with 87% in 2020. Most of this — £285,975 or 60% of the total expenditure — was on construction of buildings and infrastructure at the school. There were three main building projects: a new dormitory, a classroom block and a kitchen/store building.

In December 2021 the trustees chose to make an early repayment of £70,000 from the interest-free loans. This reduced the outstanding loan amount to £68,750. The trustees have also earmarked reserves each month to build up a fund to use for redemption of the remaining loan principal. As at 31 December 2021 these earmarked funds

were £36,000, which is just over half of the remaining loan principal.

After making the early repayment of the loans the net worth of the charity at the end of 2021 stood at £335,035 compared with £336,168 at the end of 2020. The net worth is represented by restricted funds of £189,846 (almost all restricted for investment in buildings and infrastructure) and unrestricted funds of £145,189.

The level of reserves at the end of 2021 put the charity in a position to be confident that it can complete the three building projects commenced in 2021 and operate the school throughout 2022. However, the trustees recognise the continuing fundraising challenge to ensure sufficient regular (i.e. monthly) income to support the operation and growth of the school. To that end, the charity's cash flow is monitored regularly and actions taken to balance expenses with available resources.

### **Reserves Policy**

The trustees aspire to maintain a financial position allowing it to fund the operating costs of Ibba Girls Boarding School for one year ahead, to be able to give security to existing pupils and their parents. This policy implies a target level of reserves which, when added to the anticipated donation inflow on a conservative basis of present regular monthly payments and predictable annual payments (not including unpredicted large donations), totals around £150,000.

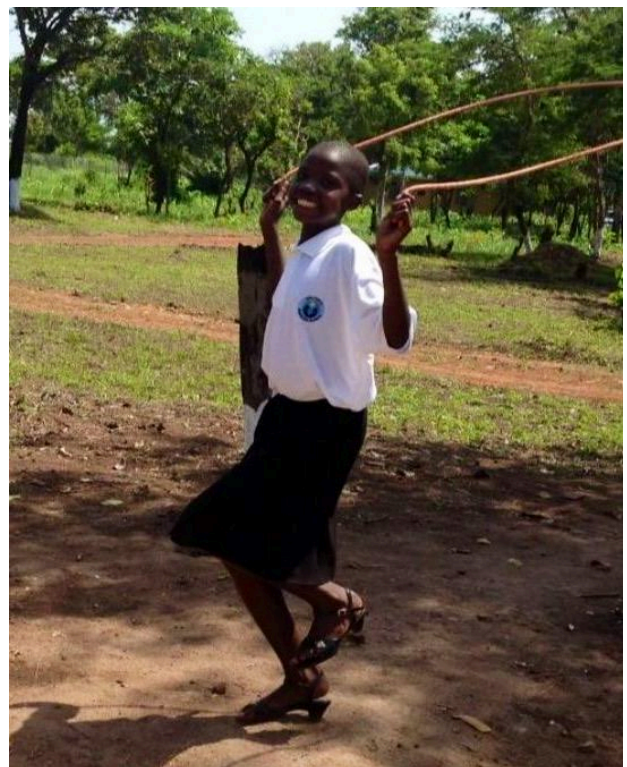
During the period where the school is being constructed (i.e. until 2023) the trustees recognise that from time to time they will prefer to use funds for new buildings rather than holding them as reserves, but the policy stated above will not be abandoned without the agreement of the trustees and after due warning of the possible consequences.

Approved by the Trustees on 7 September 2022 and signed on their behalf:



**David Lewis**

Chair of Trustees



# INDEPENDENT EXAMINER'S REPORT TO THE TRUSTEES OF FRIENDS OF IBBA GIRLS SCHOOL, SOUTH SUDAN

I report on the accounts of the Charity set out on the pages 8 to 19.

## **Respective responsibilities of the Trustees and Independent Examiner**

The charity's trustees (who are also Directors of Friends of Ibba Girls School, South Sudan for the purposes of company law) are responsible for the preparation of the accounts. The charity's trustees consider that an audit is not required for this year under section 144 of the Charities Act 2011 (the Charities Act) and that an independent examination is needed. Having satisfied myself that the charity is not subject to audit under company law and is eligible for independent examination it is my responsibility to:

- examine the accounts under section 145 of the Charities Act,
- to follow the procedures laid down in the general Directions given by the Charity Commission (under section 145(5)(b)) of the Charities Act, and
- to state whether particular matters have come to my attention.

## **Basis of independent examiner's statement**

My examination was carried out in accordance with general Directions given by the Charity Commission. An examination includes a review of the accounting records kept by the charity and a comparison of the accounts presented with those records.

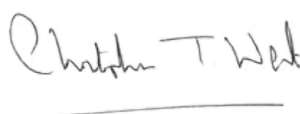
It also includes consideration of any unusual items or disclosures in the accounts, and seeking explanations from the trustees concerning any such matters.

The procedures undertaken do not provide all the evidence that would be required in an audit, and consequently no opinion is given as to whether the accounts present a 'true and fair' view and the report is limited to those matters set out in the statement below.

## **Independent examiner's report**

In connection with my examination, no matter has come to my attention:

- which gives me reasonable cause to believe that in, any material respect, the requirements
  - to keep accounting records in accordance with section 130 of the Charities Act; and
  - to prepare accounts which accord with the accounting records and comply with the accounting requirements of the Charities Acthave not been met; or
- to which, in my opinion, attention should be drawn in order to enable a proper understanding of the accounts to be reached.



**Chris West FCPFA**

7 September 2022



# STATEMENT OF FINANCIAL ACTIVITIES AND INCOME AND EXPENDITURE FOR THE YEAR ENDED 31 DECEMBER 2021

	Note	Unrestricted Funds £	Restricted Funds £	2021 Total £	2020 Total £
<b>Income from:</b>					
Donations and legacies	3	153,438	175,000	328,438	440,834
Fundraising events	3	50,148		50,148	45,745
Other trading activities	3	242		242	495
Bursary income	10		97,960	97,960	0
Other income	3	1,127		1,127	543
Interest and investment income	3	399		399	522
<b>Total income</b>		<b>205,354</b>	<b>272,960</b>	<b>478,314</b>	<b>488,139</b>
<b>Expenditure on:</b>					
Raising funds	4	16,865		16,865	44,131
Charitable activities	5	83,870	364,377	448,247	175,491
Other expenditure	6	14,334		14,334	34,109
<b>Total expenditure</b>		<b>115,069</b>	<b>364,377</b>	<b>479,446</b>	<b>253,731</b>
Net surplus/(deficit)		90,285	(91,417)	(1,132)	234,408
Other recognised gains/(losses)		0	0	0	0
<b>Net movement in funds</b>		<b>90,285</b>	<b>(91,417)</b>	<b>(1,132)</b>	<b>234,408</b>

# STATEMENT OF FINANCIAL POSITION

## AT 31 DECEMBER 2021

	Note	Unrestricted Funds £	Restricted Funds £	2021 Total £	2020 Total £
<b>Current assets</b>					
Debtors	7	38,533	0	38,533	80,021
Cash & bank accounts		206,961	189,846	396,807	397,514
		245,494	189,846	435,340	477,535
<b>Current liabilities</b>					
Creditors: amounts falling due within 1 year	8	31,555	0	31,555	2,617
<b>Net current assets</b>		213,939	189,846	403,785	<b>474,918</b>
Creditors: amounts falling after more than 1 year	9	68,750	0	68,750	138,750
<b>Net assets</b>		<b>145,189</b>	<b>189,846</b>	<b>335,035</b>	<b>336,168</b>
<b>The funds of the charity:</b>					
Funds brought forward		54,905	281,263	336,168	101,760
Net movement in funds	10	90,285	(91,417)	(1,132)	234,408
<b>Total charity funds</b>	10	<b>145,190</b>	<b>189,846</b>	<b>335,036</b>	<b>336,168</b>

# STATEMENT OF CASH FLOWS 2021

	Note	2021 Total £	2020 Total £
Receipts from donors		520,127	498,899
Payment to suppliers and IGBS		(446,835)	(250,917)
Interest received		399	522
Other operating receipts and payments		(4,397)	(3,996)
<b>Cash flows from operating activities</b>	11	<b>69,294</b>	<b>244,508</b>
<b>Cash flows from investing activities</b>		0	0
<b>Cash flows from financing activities</b>	12	(70,000)	(20,000)
<b>Net cash inflow/(outflow) in the period</b>		<b>(706)</b>	<b>224,508</b>
Cash and cash equivalents 1 January		397,513	173,005
<b>Cash and cash equivalents 31 December</b>		<b>396,807</b>	<b>397,513</b>

For the period ending 31 December 2021 the company was entitled to exemption from audit under section 477 of the Companies Act 2006 relating to small companies.

The members have not required the company to obtain an audit of its accounts for the year in question in accordance with section 476.

The directors acknowledge their responsibilities for complying with the requirements of the Act with respect to accounting records and the preparation of accounts.

These accounts have been prepared in accordance with the provisions applicable to companies subject to the small companies' regime.

The notes on pages 11 to 19 form part of these accounts.

Approved by the Trustees on 7 September 2022 and signed on their behalf by:



**David Lewis**  
Chair of Trustees



**Gary Bandy CPFA**  
Treasurer



# NOTES TO THE ACCOUNTS FOR THE YEAR ENDED 31 DECEMBER 2021

## 1 Basis of preparation

The Friends of Ibba Girls School is a registered charity and, for accounting purposes, it is a public benefit entity.

The accounts have been prepared under the historical cost convention and in accordance with applicable United Kingdom accounting standards, the Charities Statement of Accounting and Reporting (SORP) 2015 (Financial Reporting Standard 102) and the Companies Act 2006.

## 2 Accounting policies

### ***Recognition of incoming resources***

Incoming resources are included in the Statement of Financial Activities (SoFA) when:

- the charity becomes entitled to the resources;
- the trustees are virtually certain they will receive the resources; and
- the monetary value can be measured with sufficient reliability.

### ***Incoming resources with related expenditure***

Where incoming resources have related expenditure (as with fundraising or contract income) the incoming resources and related expenditure are reported gross in the SoFA.

### ***Grants and donations***

Grants and donations are only included in the SoFA when the charity has unconditional entitlement to the resources.



### ***Tax reclaims on donations and gifts***

Incoming resources from tax reclaims are included in the SoFA at the same time as the gift to which they relate.

### ***Volunteer help***

The value of any voluntary help received is not included in the accounts but is described in the trustees' annual report.

### ***Investment income***

This is included in the accounts when receivable.

### ***Restricted income funds***

Restricted income funds are funds which are subject to specific conditions imposed by the donor or by the terms of an appeal, these conditions being legally binding. The aims and uses of each restricted fund are set out in the notes to the financial statements.

Trustees have not sought to apportion the interest earned on cash balances and bank fees paid across all the restricted funds on the grounds of materiality.

### ***Liability recognition***

Liabilities are recognised as soon as there is a legal or constructive obligation committing the charity to pay out resources.

### ***Governance costs***

Governance costs include the preparation and examination of statutory accounts, the costs of

trustee meetings and cost of any legal advice to trustees on governance or constitutional matters.

### ***Support Costs***

Support costs include central functions and have been allocated to activity cost categories on a basis consistent with the use of resources

### ***Currency conversion***

The charity makes overseas payments to IGBS and some suppliers in US dollars. Expenditure in US dollars has been accounted for in sterling using the market exchange rate on the date the expenditure was incurred because this is a feature of the Xero accounting system.

Currency gains and losses arise partly from timing differences between the date of invoices and the date of payments, and also because the actual exchange rate received by the charity from its bankers is different from the market rate used in the Xero accounting system.

### ***Going concern***

The Trustees have prepared the accounts on the going concern basis. They recognise there is a continuing fundraising challenge to ensure sufficient income to support the operation and growth of the school. Cash flow is monitored by the trustees and actions taken to balance expenses with available resources.

### 3 Analysis of incoming resources

	2021 £	2020 £
<b>Donations and legacies</b>		
Donations	311,254	410,688
Gift Aid	17,184	30,146
<b>Total</b>	<b>328,438</b>	<b>440,834</b>
<b>Fundraising events</b>		
The Big Give Christmas Challenge 2021	50,148	45,745
<b>Trading activities</b>		
Sale of Christmas cards, calendars, CDs and other goods	242	495
<b>Investment income</b>		
Interest on funds in a deposit account	399	522
<b>Other income</b>		
Income from Amazon Smile	116	93
Income from Facebook	132	
Miscellaneous income from unknown donors	879	450
<b>Total</b>	<b>1,127</b>	<b>543</b>

### 4 Fundraising expenses

Fundraising support from Acorn Fundraising and Central Exhibitions	15,900	16,233
Time spent on fundraising work by chief executive	0	27,419
Other expenses (incl website hosting, postage, software)	965	479
<b>Total</b>	<b>16,865</b>	<b>44,131</b>

## 5 Expenditure on charitable activities

	2021	2020
	£	£
Grants to IGBS for operating costs	89,591	121,140
Construction of buildings at Ibba Girls Boarding School	285,975	34,181
Grants to IGBS for capital purposes	0	11,695
Architect's fees and expenses	0	600
IGBS operating expenses paid direct by FIGS	60,552	6,074
Materials and equipment for IGBS	6,255	76
Consulting fees (for work in IGBS)	5,260	0
Purchase of goods for resale	0	657
Marketing and promotional material	0	571
Other charitable expenditure	614	497
<b>Total</b>	<b>448,247</b>	<b>175,491</b>

Other charitable expenditure in 2020 includes £495 (£nil in 2021) on arranging the travel to IGBS for volunteers as a group, which was refunded to the charity by the volunteers as donations.



## Other expenditure

	2021	2020
	£	£
Employee expenses	0	49,449
Allocation of employee expenses to fundraising	0	(27,419)
Bank charges, commissions and credit card fees	7,455	691
Cash courier service in South Sudan	0	0
Consulting fees	369	0
Employee and consultant travel and subsistence	0	710
Trustee travel and subsistence	0	526
ICT services and software	454	264
Insurances	1,078	1,048
Advertising	0	3,008
Net loss/(gain) on currency exchange rates	4,609	5,118
Other general expenses	369	714
<b>Total</b>	<b>14,334</b>	<b>34,109</b>

No trustee received any remuneration or reimbursement of expenses to attend FIGS meetings. Flights for trustees to visit South Sudan were booked and paid for by FIGS and the trustees made donations to FIGS to cover the costs.

The independent examination of the accounts has been carried out free of charge.

## 7 Debtors and accrued income

	2021	2020
	£	£
Gift Aid due from HMRC	17,184	17,419
Big Give income not received by 31 December	21,349	62,479
Income not received	0	123
<b>Total</b>	<b>38,533</b>	<b>80,021</b>



## 8 Creditors: amounts falling due within 1 year

	2021	2020
	£	£
Contract retentions	30,430	1,867
Acorn Fundraising	1,125	750
<b>Total</b>	<b>31,555</b>	<b>2,617</b>

## 9 Creditors: amounts falling due after 1 year

The Trustees wish to redeem the long-term loans received in 2016 earlier than December 2024 if possible. To that end, in December 2021 £70,000 of long-term loans were redeemed early. Below are the balances of the loans outstanding on 31 December 2021

Lender	Date received	Amount	Due Date	Interest Rate
Jean Hartley	16/09/2016	£34,375	31/12/2024	Nil
John Benington	16/09/2016	£34,375	31/12/2024	Nil

## 10 Unrestricted and restricted income funds

### ***Unrestricted funds during 2021***

During the year the charity earmarked £3,000 a month into a Loan Redemption Fund with the intention of building up sufficient funds to redeem the long-term loans when they become due. As a result of the early redemption of £70,000 of the loans in December 2021 the earmarked fund will, if it continues at £3,000 a month, enable the balance of the loans to be redeemed earlier than December 2024. No such commitment has been made by the Trustees to the lenders.

2021 was the first year that the charity received bursary income from donors. Bursaries are donations intended to fund a specified number of girls for a period of time, which could be more than one year. The charity treats bursary income as restricted income at the time of receipt and reduces the restriction every month for the duration of the bursary, per the request of the donor at the time of donation.



### ***Restricted funds held during 2021***

<b>Donor</b>	<b>Purpose</b>
Anonymous donor	For development of the school
Big Give 2019 (various donors)	For buildings and infrastructure
David Family Foundation	For running costs
Ferguson Trust	School leadership, teaching staff and resources
Fields of Life	To install a rainwater harvesting system at IGBS
Horne Family Charitable Foundation	Bursaries for 59 girls for 1 year (July 21 to June 22)
Keith and Christine Binks	For latrines
Serena Lancaster	For latrines
St Peter's Church, Kineton	To support a teacher's salary
Van Neste Foundation	For matrons and nurses
Various re John Twidell's birthday	Rainwater harvesting project
Various re World Water Day	Rainwater harvesting project
Zhejiang Wonder Public Foundation	For buildings and infrastructure
Woolhope Trust	Bursaries for 10 girls for 4 years (2021 to 2024)

## Movements in restricted funds

	Balance 01/01/21 £	Incoming resources £	Outgoing resources £	Balance 31/12/21 £
Anonymous	150,000	175,000	(198,522)	126,478
Big Give 2019	49,371		(49,371)	0
David Family Foundation	5,000		(5,000)	0
Ferguson Trust	10,000		(10,000)	0
Fields of Life	702			702
Horne Family Trust	0	57,960	(28,980)	28,980
Keith and Christine Binks	1,000			1,000
Serena Lancaster	1,605			1,605
St Peter's, Kineton	1,000		(1,000)	0
Van Neste Foundation	8,000		(8,000)	0
Various re John Twidell birthday	465			465
Various re World Water Day	1,016			1,016
Zhejiang Wonder Public Foundation	53,104		(53,104)	0
Woolhope Trust	0	40,000	(10,400)	29,600
<b>Total Restricted Funds</b>	<b>281,263</b>	<b>272,960</b>	<b>(364,377)</b>	<b>189,846</b>

## 11 Reconciliation of net income to net cash flow from operating activities

	2021 £	2020 £
Net surplus/(deficit) from Statement of Financial Activities	(1,132)	234,408
Decrease/(increase) in debtors and prepayments	41,488	13,807
Increase/(decrease) in trade creditors and contract retentions	28,938	(3,707)
<b>Net cash provided by/(used in) operating activities</b>	<b>69,294</b>	<b>244,508</b>

## 12 Cash flows from financing activities

	2021	2020
	£	£
Repayment of the principal element of long term loans during the year	(70,000)	(20,000)

## 13 Transactions with related parties

Related parties are the trustees and employees of the charity and their close family members.

Trustees and some of their family members make donations of varying amounts to Friends of Ibba Girls School. The amounts of these donations are exempt from disclosure because none of them carry conditions.

There have been loan transactions between Friends of Ibba Girls School and one of its trustees, Professor Jean Hartley, and these are disclosed in note 9.

