



## GENERAL INFORMATION

<b>Registered Address</b>	7-14 Great Dover Street London SE1 4YR
<b>Auditors</b>	Haysmacintyre LLP 10 Queens Street Place London EC4R 1AG
<b>Bankers</b>	Barclays Bank 68 Lordship Lane London SE22 8HQ
<b>Lawyers</b>	Hogan Lovells 50 Holborn Viaduct London EC1A 2FG
<b>Trustees and directors</b>	Peter Colenso Catherine Brien Matthew Goldie-Scot Dr Robin Horn Erica Claire Stuart Ronald Kansere (appointed 21 May 2019) Sharon Ring (resigned 21 May 2019) Lee Robertson (resigned 26 November 2019)
<b>Company secretary</b>	Jennifer Groot
<b>Company number</b>	6552715
<b>Charity number</b>	1126550

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## A MESSAGE FROM LAURA BROWN, CEO

*In November I attended a PEAS school end of term celebration in the mountains of Kasese in Western Uganda. The hall was filled with teachers, parents and community members. Primary school students and younger siblings peeped in through windows and crushed inside to claim the last available floor space. As the PEAS students entertained us with poetry, song, dance and drama we clapped and hollered our appreciation. The atmosphere was festive and joyful; the mood was light. And, yet, through each performance the severity of the students' message was clear: we cannot afford to take our education for granted and we must all work harder to ensure that every girl and every boy completes secondary school no matter their circumstance or background.*

*In 2019, PEAS has continued to expand access to secondary education in underserved communities. This year we grew to over 17,000 school places and added a 32nd school to our network.*

*We know that expanding access alone is not enough. We are committed to delivering the best quality education to our students. This year saw PEAS schools make a significant step forward in their national exam results in both Uganda and Zambia. Beyond academics, these best ever exam results were combined with new entrepreneurship and livelihoods programmes, and recognition of our strong child protection and welfare practices by the Keeping Children Safe coalition.*

*This year PEAS also partnered with the government of Uganda to share best practices beyond our own network. We are working to support 10 government schools, considered failing, by delivering our world class school inspection and school improvement support services. We expect this work to have a direct impact on the learning outcomes of the 10,000 students in those schools and to lead to an expanded collaboration with our government partners.*

*Thank you to all of our supporters who have helped us achieve so much in 2019. We have ambitious plans for 2020 and beyond and look forward to sharing our new organisational strategy with you.*

## A MESSAGE FROM DR. PETER COLENZO, CHAIR OF THE BOARD OF TRUSTEES

*The work of PEAS has never been more important. 9 out of 10 of all children and adolescents in sub-Saharan Africa are not achieving even minimum proficiency levels in reading. The population of Africa as a whole will double by 2050, and half will be young people. We are proud that in this context, PEAS has developed a model of operating secondary schools that: (i) serves more disadvantaged students than comparator public and private schools, and (ii) delivers more learning gains, (iii) at lower and sustainable costs.*



*We have achieved excellent exam results over the last year. In Uganda, exam results across the network rose by **an average of 11% per school**. This rise saw **61% of PEAS school students passing with the top three grades**, compared to a **national average of 49%**. This is particularly impressive, as PEAS pupils arrive at secondary school with lower than average attainment, as we accept students who might otherwise have been educationally marginalised. In Zambia, 60% of our students passed their exams compared to 46% nationally, which is an exceptional milestone for us.*

*As we write this Annual Report, the world is also facing a global education crisis without historical precedent, with the COVID-19 pandemic impacting almost three quarters of the world's student population. PEAS has moved fast: to establish contact mechanisms with students to ensure child safeguarding and protection; to ensure continuity of learning to the best of our ability; to sustain the organisation to emerge viable and strong when the pandemic recedes; and to support our Government counterparts in Uganda and Zambia to launch a national education response.*

*As ever, we are indebted to our funders and supporters for enabling our work. Without them, we simply could not function. Our job is to maximise their investments for the benefit of current and future generations of African children. As Trustees, we owe a huge debt of thanks to our extraordinary staff. Their dedication and professionalism have been sources of constant inspiration to us over the last year. And never more so than now.*





**peas**  
**NDEIJA PEAS HIGH SCHOOL**





PEAS 2019 ON A PAGE



32 schools



15,352 students



676 teachers

PEAS UGANDA



28 schools



13,826 students

54% girls

49% boarders

30.10% of our students came from families living below the \$1.90/day poverty line

PEAS ZAMBIA



4 schools

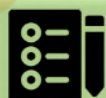


1,526 students

53% girls

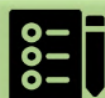
13% boarders

33.50% of our students came from families living below the \$1.90/day poverty line



Exam results

- 61% of students achieved the top three grades, compared to 49% nationally
- 53% of girls at PEAS schools achieved the top three grades, compared to 45% nationally



Exam results

- 60% of students achieved a Certificate, compared to 46% nationally
- 63% of girls at PEAS schools achieved a Certificate, compared to 45% nationally

## THE PEAS MODEL

PEAS builds schools in areas where hundreds of children finish primary school each year without an affordable secondary school to go to. We want all students in our schools to be safe, happy and learning. We empower our school leaders and teachers to deliver great outcomes for students by providing them with ongoing support and mentorship. And we are proactively looking to collaborate with governments and other education providers to strengthen the broader education system.

PEAS' model is composed of the following four pillars:

- **Access:** We believe that all children should have equitable access to education, regardless of location, family income, gender or any other circumstance;
- **Quality:** Students are equipped with the skills they need to define and lead fulfilling and socially responsible lives;
- **Sustainability:** Schools are financially self-sustaining through low fees and government funding, ensuring quality education is secured for the long-term;
- **System Change:** We will extend our impact beyond our own school networks through partnering with others to increase access to quality education.

## PEAS STRATEGY 2018-2021

PEAS vision is a world where all children enjoy an education that unlocks their full potential. To achieve that, our mission is to get more African children through quality secondary education. Between 2018-2021 our 'From Thousands to Millions' strategy lays out the first steps along a path for PEAS to move from impacting thousands of children's lives to impacting millions of children's lives. During this strategic period, we are continuing to expand our school network, establish the PEAS schools as exemplar schools and, for the first time, we are partnering with others to reach beyond the PEAS schools.

### PEAS Strategic Goals 2018-2021

- Goal 1: PEAS school networks are exemplars for achieving Access, Quality, and Sustainability at scale
- Goal 2: PEAS uses its expertise to increase access to equitable quality education outside the PEAS school network
- Goal 3: PEAS has the right people, systems and culture to deliver its strategy efficiently
- Goal 4: PEAS has the financing, unrestricted reserve and pipeline for financial security for the next 10 years





Tia and her younger sister are both students at our PEAS Kabuta secondary school in Zambia, which opened in February 2019.

*“Me and my sister are so happy that we are both here at this school and that our parents did not have to choose who they would send to secondary school because at PEAS we don’t pay fees – what more can we ask for!”*

In Zambia, most families face the tough decision to choose which of their children will go on to attend secondary education. This is because school fees are costly meaning they cannot afford to pay for all of their children to attend. PEAS Kabuta is our second school in partnership with the Ministry of General Education, which offers zero-fees for day students.

*“The PEAS secondary school is something which was not expected to happen in this area, my parents would always say ‘since Zambia got independence, our community has never had any form of development, the school is a thing of joy!”*

When providing schools in Zambia, PEAS targets the country’s poorest areas that are in need of schools to enable young people to access secondary education and unlock their potential. The secondary school has enabled numerous of young people like Tia and her sister to further their education.

*“I thank PEAS for making it possible to give the children here the chance of an education and to develop our community.”*

*“At this school everything is nice, the teachers are always there to deliver quality education and we also have different clubs in the school!”*

Tia’s story shows how it is vital for high-quality secondary schools to be provided in undeveloped areas because they offer the opportunity of a better life to the children who live there.



## PEAS HIGHLIGHTS FROM 2019

In 2019, PEAS continued to expand quality education to vulnerable children in Uganda and Zambia continuing to follow its four pillars of Access, Quality, Sustainability and System Change.

### Access

In 2019, PEAS grew to 17,000 school places and educated over 15,000 students, 53% of whom were girls.

PEAS also opened its 32nd school - PEAS Kabuta Secondary School, in the Northern Province of Zambia. PEAS Kabuta is the second PEAS school in Zambia to open in partnership with the government and offering zero fees education to day students. This marked an important achievement for PEAS as it demonstrated the commitment of the Zambian Government to our partnership.

## PROJECTS IN THE SPOTLIGHT: KEEPING CHILDREN SAFE

PEAS is committed to keeping children safe from harm and protecting children from all forms of abuse. While we expect all PEAS employees to hold the safety of children as their number one priority, we understand that the highest standards require the greatest preparation. We therefore provide our teams with the training and resources they need to keep all children safe.

We are proud to say that the hard work of our team has been recognised by “Keeping Children Safe” - an independent body which sets the highest International Child Safeguarding Standards. In 2019, PEAS achieved **Keeping Children Safe Level 1 Certification**. This meant Keeping Children Safe completed a comprehensive review of PEAS’ safeguarding policies and procedures and concluded that PEAS has a comprehensive child safeguarding framework in place that meets rigorous international standards for protecting children from harm and responding appropriately to concerns should they occur.

We are incredibly proud of this achievement; however, we recognise that when it comes to protecting children, our work is never done. As a result, we always consider how we can improve the quality of our provision, extend its reach and ensure that our standards are sustained. PEAS has been working with consultants to develop a state-of-the-art suite of **safeguarding training** for all of our staff, increasing the availability of local language and child-friendly resources, and strengthening our links to public bodies and local civil society institutions which support children. It is our view that these efforts can extend the reach of our safeguarding measures, and positively contribute to the safeguarding landscape in the countries where we work.

*“There is never a circumstance where safeguarding isn’t the top priority for PEAS. We are proud that our child protection systems and processes have been proven to be highly effective and are now accredited by Keeping Children Safe. Though, we always strive to improve so that we can ensure that every single student feels safe in a PEAS school.”*

By Richard Aung,  
Chief of Staff - PEAS UK



## PEAS HIGHLIGHTS FROM 2019

### Quality

PEAS' duty is to ensure that every student has the best chance of having a happy, healthy and socially responsible life after school. Key to this are the best academic results possible, developing confidence in a supportive school environment and preparedness for post-school life – which often lies beyond the national curriculum.

In 2019, PEAS schools have done considerably better than ever before, surpassing our ambitious quality targets. Twenty-two of our twenty-eight schools in Uganda showed a marked improvement in the number of pupils achieving one of the top three grades, and across the network these results rose by an average of 11% per school. This rise saw 61% of PEAS school students passing with the top three grades, compared to a national average of 49%. This is particularly impressive, as PEAS pupils arrive at secondary school with lower than average attainment, as we accept students who might otherwise have been educationally marginalised.

### PROJECTS IN THE SPOTLIGHT: SCHOOLTOOL+

To ensure our teachers and leaders are able to drive great outcomes for each and every student, they need accurate, up-to-date student information which can highlight individual student progress and likely challenges they are facing. Collecting and processing this data efficiently and producing insightful reports is a big challenge for any school - especially for cost-effective schools located in rural areas of Africa, where many teachers have never used a computer before.

Throughout 2019, PEAS worked with Veritas Interactive (a Ugandan development agency) to develop a new PEAS school information system called 'SchoolTool+'. SchoolTool+ captures all school data relating to the attendance, retention and performance of students, and generates simple reporting to answer some of the major questions of our network. The system has been built specifically for PEAS and is therefore customised for our context, designed to work in rural, off-grid locations where the users have minimal experience of using computers previously, and limited internet access.

We believe that SchoolTool+ will be a key data source for our 32 schools, enabling teachers and leaders to track the performance, attendance and demographics of students and school staff. It is this rich, up-to-date information which will enable school staff to devise appropriate action steps to address child-specific challenges and ensure each student is progressing. This tool will also provide leaders with sufficient data to guide annual school improvement planning.

In Term 1 of 2020, we have been focused on rolling out SchoolTool+ in both Uganda and Zambia. However, installing and setting up the system is only the first step - for our schools to gain the benefits of SchoolTool+, the school staff will be effectively trained so that they develop strong confidence in using the system. Ongoing training and support to schools will be provided through PEAS' school support framework, with workshops on how to use the system and check-ins during regular support visits.

*"This initiative aligns with our goal of having strong systems in place, as well as our value of look at the evidence. I am confident that with Schooltool+, learner support will be more targeted."*

By Daniel Omayo,  
Head of School Network - PEAS Uganda





## PEAS HIGHLIGHTS FROM 2019

### Sustainability

Sustainability has been a core part of PEAS since we first started, 12 years ago. Every project that we implement is designed to spark a change in our communities that will continue to progress for generations to come.

Our goal is to become the first fully sustainable, high quality, low-cost school networks in the countries we work in. To achieve this, we are always innovating, learning from our own experience and looking for new opportunities to drive towards sustainability. All of this work is essential in developing a model which can be cost-effectively replicated by other providers.

### PROJECTS IN THE SPOTLIGHT: LAUNCH OF NEXT GEN

In 2019, PEAS successfully implemented the first phase of PEAS NextGen - a multi-year transformation programme in Uganda. The objectives of NextGen are to set the Uganda network on the trajectory to full financial sustainability by 2025, make PEAS schools the best in Uganda and continue serving poorer students than other schools. We will be delivering the best possible education to the communities that we serve, with an even greater commitment to put the student at the heart of all our decisions.

NextGen is composed of a range of projects designed to make PEAS in Uganda fit to deliver our ambitions over the next 10 years. Phase 1 of this project focused on launching a new school support and supervision model, restructuring the team to deliver it, and launching a new People and Culture Charter. We ended 2019 with record high staff pulse survey scores including on metrics measuring confidence in strategic direction, motivation and productivity.

From 2020 we will be kicking off the next phase of projects, including devising strategies to maximise the growth of each school across the network, standardising the parts of our school operations and our school support, where it will drive quality and efficiency, and identifying new income generation streams.

*“NextGen is an exciting opportunity for PEAS to reflect on the PEAS programme and make the changes needed to drive progress and achieve our mission. PEAS has made a lot of progress towards the access and quality goals over the years, however, sustainability is key for the long-term success of the PEAS model. I believe that the NextGen programme will give us the energy and direction needed to achieve our sustainability goals and ensure that PEAS schools are prepared to serve communities for years to come.”*

**By Katherine Goodfellow,  
Education Specialist – PEAS Uganda**



## PEAS HIGHLIGHTS FROM 2019

### System Change

PEAS' core business is running schools but we recognise that expanding our own network will not be enough to achieve our ultimate vision alone. PEAS is undergoing a major strategic shift towards operating as a "systems enabler": in addition to continuing to expand and strengthen our own network of schools, we are now focussing on how we can scale our impact by collaborating with others to increase access to high quality and sustainable education across Africa. This part of our strategy is called Co-Impact to emphasise that our approach to scaling our impact is through collaboration with mission and values-aligned partners.

To significantly increase the impact of PEAS, we are aiming to leverage our extensive expertise of running effective school networks to support other non-state school operators and governments to adopt PEAS best practices to improve access to quality secondary education taking PEAS impact from thousands to millions of children across Sub-Saharan Africa

We will do this by developing and packaging up effective practice from the PEAS school networks and using this to help others run great schools. Our scaling approach will test the theory that it's possible for non-state operators to have a positive spill-over effect on education systems, and help governments and the international community better understand what role non-state operators can play in the delivery of Sustainable Development Goal 4.

### PROJECTS IN THE SPOTLIGHT: INSPECT AND IMPROVE PROJECT

In 2019, PEAS began an 18-month pilot with the Ugandan Government designed to generate evidence about how to improve quality in Ugandan schools by adapting and implementing components of the PEAS inspection and continuous school improvement process. The **Inspect and Improve** project built on PEAS expertise to drive school improvement in Government schools and contribute to develop a national school improvement model.

As part of this ongoing project, PEAS facilitated the training of district inspectors on the inspection process, including a hands-on school inspection exercise in two PEAS schools to introduce key school inspection skills. This was followed by the inspection of ten government secondary schools. According to the PEAS inspection process, the inspections were then followed up with discussions with the respective school leadership and support to complete year-long School Improvement Plans (SIPs). Each pilot school is now receiving ongoing support to improve in the areas for development identified in the inspections and prioritised in their SIPs. This support includes coaching for government school leaders by the PEAS technical team members, peer mentoring by the PEAS school leaders neighbouring the project schools, and using a WhatsApp group to share best practices, maintain motivation and enhance co-operation.

For many government school leaders, this was the first time that they have been given such comprehensive support after an inspection. The positive response from the school leaders and Boards of Governors has highlighted demand for a structured process following an inspection and appreciation for the SIP as a tool for monitoring progress within a school.

These types of collaborations with government schools are an opportunity to improve the quality of education for children beyond the PEAS network, as well as an important learning and reflection opportunity for our colleagues.

*"To us in PEAS, this has been an exciting opportunity for cascading our proven school improvement interventions to benefit thousands of learners beyond the PEAS network."*

By Daniel Kyasanga,  
Head of Quality Assurance – PEAS Uganda









## STRATEGIC REPORT

The trustees, who are directors for the purposes of company law, present their strategic report for the year ended 31 December 2019, in compliance with S414C of the Companies Act 2006.

### Fair review of the business

2019 has been an exciting year for PEAS and one of the best years yet. We grew to over 17,000 school places in the network by the end of 2019 and we are on track to meet our targets in 2021.

In Zambia, we opened our 32nd school, PEAS Kabuta, in the Mungwi District, Northern Province. The school is our second school in partnership with the Zambian Government of General Education and is offering zero fees to day students.

In Uganda, we partnered with the Government to share PEAS' practice, contributing to the consolidation and progress of PEAS' system change goals.

### Principal risks and uncertainties

The trustees have a risk management strategy which comprises:

- a quarterly review of the principal risks and uncertainties that the charity faces;
- the establishment of policies, systems, and procedures to mitigate those risks identified in the reviews; and
- procedures designed to minimise or manage any potential impact on the charity should those risks materialise.

Given the context within which PEAS works, the principal risks for PEAS are:

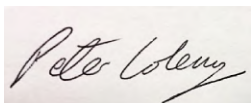
- The stability of the political environment: "With a rise in protests and riots in most of sub-Saharan Africa, Uganda had a high level of protests and Zambia a medium level during 2019 (*Source: The Economist Intelligence Unit*). Both countries have elections coming up and PEAS remains vigilant.
- Child protection: Child protection is paramount at PEAS, and all PEAS staff work tirelessly to reduce the risk of any incident which might harm our beneficiaries.
- Corruption: PEAS has clear anti-corruption policies and procedures, including whistle-blowing and an internal audit team focused on rooting out corruption at every level.
- COVID19: While COVID19 started since this year ended, its impact is significant and as such PEAS would like to include mention of it here. PEAS has a robust COVID19 response plan in place that covers both the programmatic and operational aspects of the response. The organisation's business development plan has also been quickly adapted to ensure we secure the necessary resources to deliver the plan and secure financial sustainability.

Beyond the above risks, PEAS continues to have unrestricted reserves which are below its target, which means the trustees are continually focused on protecting PEAS' financial stability until that target is reached.

### Liquidity risk

Prudent liquidity risk management includes maintaining sufficient cash balances, and the availability of funding from an adequate amount of committed credit facilities. Management monitors rolling forecasts of the charity's liquidity reserve based on expected cash flow.

The strategic report was approved by the trustees of the Charity on 28 May 2020 and signed on its behalf by:  
Peter Colenso





## REPORT OF THE TRUSTEES

The Trustees present below the Trustees' and Directors' report for the year ended 31<sup>st</sup> December 2019.

### Structure, governance, and management

PEAS is a registered UK charity (no. 1126550) and a company limited by guarantee. (no. 6552715). The charitable company is governed by Memorandum and Articles of Association. Application of income of the charitable company is limited to the promotion of its objectives. Decisions are made by simple majority of votes cast at Trustees' meetings with quorum, or by unanimous agreement in writing.

In the year covered by this report, the Board of Trustees comprised of:

Peter Colenso	Chair	
Catherine Brien	Trustee	
Sharon Ring	Trustee	Resigned 21 May 2019
Lee Robertson	Trustee	Resigned 26 November 2019
Matthew Goldie-Scot	Trustee	
Robin Horn	Trustee	
Erica Stuart	Trustee	
Ronald Kansere	Trustee	Appointed 21 May 2019

PEAS board members can serve for up to two three-year terms. New trustees are recruited through the networks of existing trustees and are selected based on experience, personal/professional networks and their ability to support organisational governance.

Prior to joining the board, trustees are interviewed by the Chair and CEO before attending a trustees' meeting as a guest. Induction and training of trustees is carried out with the CEO and other senior management staff.

### Statement of public benefit

The trustees, having regard to the Public benefit guidance published by the Charity Commission in accordance with section 17 of the Charities Act 2011, consider the purpose and activities of the charity satisfy the requirements of the public benefit test as set out in section 4 of the same act.

## REPORT OF THE TRUSTEES

### Key management personnel remuneration

The Trustees consider the following as the key management personnel of the Charity in charge of directing and controlling the charity and running and operating the charity and its subsidiaries on a day to day basis.

#### PEAS UK:

Laura Brown	Chief Executive Officer
Jenny Groot	Chief Operating Officer
Libby Hills	Chief Technical Officer
Richard Aung	Chief of Staff

#### PEAS Uganda:

Henry Senkasi	Country Director
Norah Asiimwe	Deputy Country Director, left in November 2019

#### PEAS Zambia:

Dirk Phiri	Programme Manager
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The pay of the charity's key management personnel, excluding the Board of Trustees, is reviewed annually and where necessary increased in accordance with average earnings. In view of the nature of the charity, its economy of operations, and the extensive use of professional advisers to the trust board, the trustees consider that the salary of the Chief Executive Officer and other key management personnel may be a multiple of up to three times the median average salary for UK employees. The remuneration is also benchmarked with charities of a similar size and activity to ensure that the remuneration is fair and not out of line with that generally paid for similar roles.

### Finance, Audit and Risk Committee (FARC)

The Finance, Audit and Risk Committee is a sub-committee of the PEAS board and is tasked with reviewing PEAS' financial management, policies, risks and risk mitigation processes in greater detail.

The committee meets on a quarterly basis, usually shortly before board meetings, and any ad-hoc meetings where required. The committee is made up of the following people:

Micky Sandall	Chair of the Committee
Erica Stuart	Started in January 2018
Lee Robertson	Started in January 2018
Mike Saxton	Started in April 2018
James Adams	Started in August 2018
Catherine Brien	Stood down in April 2018
Rhys Pullen	Stood down in April 2018
Ronald Kansere	Started in May 2019



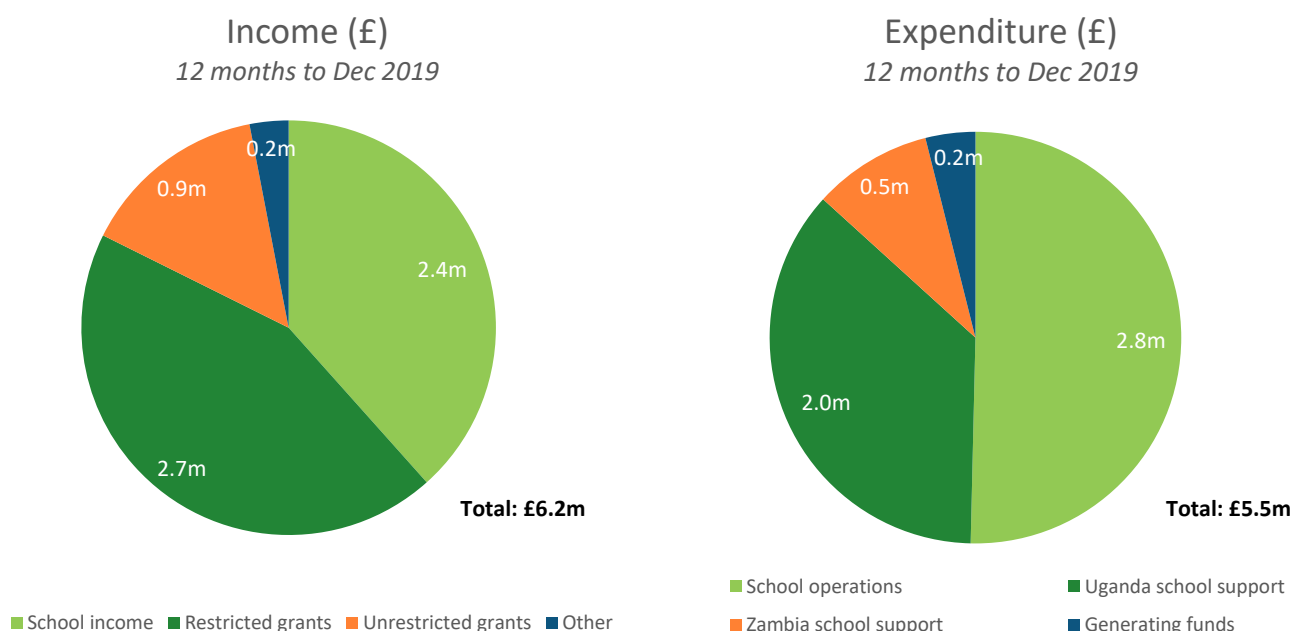
## REPORT OF THE TRUSTEES

### Financial review

PEAS total income for the year was £6.2m (12 months), 4% higher than the prior period of £5.9m (12 months). School income for the year was £2.4m staying largely stable due to lower student numbers in Uganda offset by higher student numbers in Zambia. In Uganda, PEAS saw an impact on student numbers from the withdrawal of USE, the government subsidy, among other factors, and plans to address this in subsequent years. In Zambia, the fourth school opened with the full subsidy received from the Zambia government, and PEAS Kampinda, the first school opened under the government partnership, went from strength to strength with strong academic results and huge demand for increased student numbers.

Expenditure on generating funds came to £0.2m, which represents 4% of total expenditure.

### Income and expenditure breakdown



### School building and equipment

The expenditure on school construction is accounted for through PEAS' balance sheet. This is represented by the School building Fund of £7.6m (2018 —£7.3m) included in total Funds.

During the year PEAS spent £1m (prior year £1.2m) on new school construction, expanding schools and new equipment across the school network. Of that, £0.7m was in Uganda and £0.3m in Zambia.

## REPORT OF THE TRUSTEES

In 2019, PEAS has received generous donations from many organisations to whom we are very grateful. We would like to take this opportunity to thank the following organisations in particular for their continued and generous support:



We would also like to thank a number of donors who wished to remain anonymous, and the hundreds of individual supporters who have given generously to our work and who have organised their own fundraising events on behalf of PEAS. All these donors have been critical to the success of PEAS, helping us to move the organisation forward.



## REPORT OF THE TRUSTEES

### Reserves and investment policy

PEAS has a Reserves and Investment policy in place. PEAS UK aims to have unrestricted reserves of £1.3m. This reserve would cover three months' full running costs of the charity, or alternatively six months' running costs in the event that PEAS schools continue to support themselves through charitable activities. PEAS also has an increasing amount of restricted reserves which are primarily made up of physical assets such as the school buildings.

### Funds and reserve position

PEAS has total funds of £9.78m (Dec 2018- £9.47m). Of this, £7.67m (Dec 2018 - £7.42m) is physical school infrastructure in Uganda and Zambia and is distinct from usable cash funds. Of the remaining £2.11m of funds, restricted funds are £1.18m (Dec 2018 - £1.49m) and unrestricted funds are £0.92m (Dec 2018 — £0.56m). Of the £0.92m unrestricted funds, £0.06m is part of a designated school reserve and £0.86m is usable unrestricted reserve.

PEAS group current unrestricted reserves position at £0.86m is above the target level set in the reserves policy. This shows an incremental improvement over the past three financial years due to a continued steady contribution to unrestricted funds in each year.

### UK Fundraising

PEAS fundraising over the year has continued to be done in a way which PEAS believes is best practice, learning from the guidance issued to the sector by the Fundraising Regulator.

All fundraising is carried out strictly in line with PEAS' values, in particular the value of Be Honest. PEAS believes that sticking to our principles of doing what is right for the broader NGO sector is vital to ensure we are having an overall positive impact as well as assuring the long term success of PEAS.

In 2019, the majority of funds have been raised from existing donors, which are a mix of institutions, trusts, foundations, and individuals. PEAS has strict policies and guidelines in place which govern our approach to fundraising, including compliance with GDPR. The fundraising team is a small team of 3 that is closely monitored for compliance with these policies and guidelines.

PEAS received no complaints related to fundraising in any way over the year. PEAS will not under any circumstances put pressure on any person to donate to PEAS, and takes all due care to ensure that any communication that is sent out from PEAS is wanted by the recipient.

Over this year, PEAS continued to only contact individuals who had expressed an interest in hearing from PEAS, and had a strict process to ensure that any requests to unsubscribe from PEAS' materials were acted on immediately.

## REPORT OF THE TRUSTEES

### Plans for future

As the penultimate year of the 2018-21 strategic plan, 2020 was due to be a key year for PEAS to focus on delivering on the impact goals we had set after some good progress in 2019. Major areas for progress were set to be:

- Increasing enrolment across the Uganda network
- Continuing to build out the school network in Zambia
- Building on great exam results by continuing to support teachers to improve their classroom practice, and the quality of teaching and learning for our students
- Delivering PEAS NextGen – a new way of supporting our schools to improve financial sustainability across both networks
- Completing and scaling up our first pilot project with the Uganda government: Inspect and Improve

In reality, like so many other organisations PEAS' plans have been disrupted by the spread of COVID-19 around the world. Our schools all closed following national guidance at the end of March 2020, and at the time of writing have not reopened. Our students are extremely vulnerable when out of school, and we have a duty of care to protect them as best we can even without regular schooling. Our school fees have paused, while our school staff still need our support. We know that while we have many loyal supporters, some of our donors will be under great financial strain and that may limit their ability to partner with us in the coming years.

At PEAS we have reacted quickly to these events and pivoted our plans for 2020 accordingly. There are five components to the PEAS response to COVID-19:

1. Support PEAS students by taking an evidence-based approach to delivering support to our students during school closure, aiming to maximise learning, safeguarding, and student engagement using low-tech tools such as radio, SMS and regular outreach phone calls
2. Prepare for school re-opening, knowing that PEAS' students are vulnerable and as such more likely to drop out of school during a time of school closures. PEAS will invest in re-enrolment across its networks and take action wherever possible to encourage students to continue their education.
3. Commit to the ongoing support of PEAS' school staff wherever possible, standing by PEAS' values that school teachers and leaders are the spark for change and in challenging times PEAS has a duty of care to them alongside other employees in the organisation
4. Work closely with national and local government to support students outside of PEAS schools wherever possible, in particular focusing on the most vulnerable who may struggle to access other provision such as television and online learning
5. Carry out a robust review PEAS' cost base to find savings to reallocate to the above response, and take prudent financial decisions into 2021 to ensure PEAS' long term financial health during a potential recession

While it is disappointing to be missing the opportunity to deliver the impact through our school networks that we were hoping for in 2020, PEAS believes that we have a unique role to play as a secondary education expert during these challenging times. As well as supporting our beneficiaries, PEAS will be reviewing our wider strategy over this year to ensure that we are taking every available learning from this experience and adjusting our programming as appropriate when the time comes for schools to reopen.

PEAS senior team and Board of Trustees feel confident that in following this plan, PEAS will maximise its impact, be well positioned for growth as the spread of the virus declines, and remain a financially stable going concern throughout the year of disruption however long it may last.

## STATEMENT OF THE TRUSTEES

The trustees (who are also the directors of Promoting Equality in African Schools (PEAS) for the purposes of company law) are responsible for preparing the trustees' annual report and the financial statements in accordance with the United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice) and applicable law and regulations.

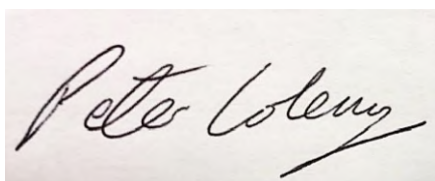
Company law requires the trustees to prepare financial statements for each financial year. Under company law the trustees must not approve the financial statements unless they are satisfied that they give a true and fair view of the state of affairs of the charitable company and of its incoming resources and application of resources, including its income and expenditure, for that year. In preparing these financial statements, the trustees are required to:

- select suitable accounting policies and apply them consistently;
- observe the methods and principles in the Charities SORP;
- make judgements and estimates that are reasonable and prudent;
- state whether applicable UK Accounting Standards have been followed, subject to any material departures disclosed and explained in the financial statements; and
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charitable company will continue in business.

The trustees are responsible for keeping adequate accounting records that are sufficient to show and explain the charitable company's transactions and disclose with reasonable accuracy at any time the financial position of the charitable company and enable them to ensure that the financial statements comply with the Companies Act 2006. They are also responsible for safeguarding the assets of the charitable company and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

As far as each Trustee is aware, there is no relevant audit information of which the company's auditors are unaware. Each Trustee has taken all reasonable steps that he/she ought to have taken as a Trustee to make themselves aware of any relevant audit information and to establish that the company's auditors are aware of that information.

Approved by the trustees of the Charity on 28 May 2020 and signed on its behalf by:

A handwritten signature in black ink, reading "Peter Colenso", written on a light-colored rectangular background.

Peter Colenso



## INDEPENDENT AUDITOR'S REPORT

### INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF PROMOTING EQUALITY IN AFRICAN SCHOOLS (PEAS)

#### Opinion

We have audited the financial statements Promoting Equality in African Schools (PEAS) for the year ended 31 December 2019 which comprise the Consolidated Statement of Financial Activities, the Consolidated and Company Balance Sheets, the Consolidated Cash Flow Statement and notes to the financial statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 *The Financial Reporting Standard applicable in the UK and Republic of Ireland* (United Kingdom Generally Accepted Accounting Practice).

In our opinion, the financial statements:

- give a true and fair view of the state of the group's and of the parent charitable company's affairs as at 31 December 2019 and of the group's and parent charitable company's net movement in funds, including the income and expenditure, for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

#### Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the Auditor's responsibilities for the audit of the financial statements section of our report. We are independent of the group in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, including the FRC's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

#### Responsibilities of trustees for the financial statements

As explained more fully in the trustees' responsibilities statement set out on page 21, the trustees (who are also the directors of the charitable company for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the trustees are responsible for assessing the group's and the parent charitable company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the trustees either intend to liquidate the group or the parent charitable company or to cease operations, or have no realistic alternative but to do so.

#### Auditor's responsibilities for the audit of the financial statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

A further description of our responsibilities for the audit of the financial statements is located on the Financial Reporting Council's website at: [www.frc.org.uk/auditorsresponsibilities](http://www.frc.org.uk/auditorsresponsibilities). This description forms part of our auditor's report.

#### Conclusions relating to going concern

We have nothing to report in respect of the following matters in relation to which the ISAs (UK) require us to report to you where:

- the trustees' use of the going concern basis of accounting in the preparation of the financial statements is not appropriate; or

- the trustees have not disclosed in the financial statements any identified material uncertainties that may cast significant doubt about the group's or the parent charitable company's ability to continue to adopt the going concern basis of accounting for a period of at least twelve months from the date when the financial statements are authorised for issue.

#### Other information

The trustees are responsible for the other information. The other information comprises the information included in the Strategic Report and the Report of the Trustees'. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon.

In connection with our audit of the financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether there is a material misstatement in the financial statements or a material misstatement of the other information. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact. We have nothing to report in this regard.

#### Opinions on other matters prescribed by the Companies Act 2006

In our opinion, based on the work undertaken in the course of the audit:

- the information given in the Strategic Report and the Report of the Trustees' (which includes the directors' report prepared for the purposes of company law) for the financial period for which the financial statements are prepared is consistent with the financial statements; and
- the strategic report and the directors' report (included within the Report of the Trustees') have been prepared in accordance with applicable legal requirements.

#### Matters on which we are required to report by exception

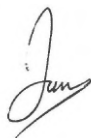
In the light of the knowledge and understanding of the group and the parent charitable company and its environment obtained in the course of the audit, we have not identified material misstatements in the Strategic Report and the Report of the Trustees' (which incorporates the directors' report).

We have nothing to report in respect of the following matters in relation to which the Companies Act 2006 requires us to report to you if, in our opinion:

- adequate accounting records have not been kept by the parent charitable company; or
- the parent charitable company financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of trustees' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit.

#### Use of our report

This report is made solely to the charitable company's members, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006. Our audit work has been undertaken so that we might state to the charitable company's members those matters we are required to state to them in an Auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the charitable company and the charitable company's members as a body, for our audit work, for this report, or for the opinions we have formed.



.....  
Murtaza Jessa (Senior Statutory Auditor)  
For and on behalf of Haysmacintyre LLP, Statutory Auditors

10 Queen Street Place  
London  
EC4R 1AG

28/05/2020  
Date: .....

## CONSOLIDATED STATEMENT OF FINANCIAL ACTIVITIES

Year ended 31<sup>st</sup> December 2019 (vs. prior 11 month period ended 31<sup>st</sup> December 2018)

	Notes	Unrestricted Dec. 2019 £	Restricted Dec. 2019 £	Total Dec. 2019 £	Total Dec. 2018 £
<b>Income from:</b>					
Donations and legacies		907,622	2,727,623	3,635,245	3,485,674
Charitable activities		2,383,344	-	2,383,344	2,422,117
Investment income		5,387	-	5,387	3,163
Other income		<u>182,651</u>	<u>-</u>	<u>182,651</u>	<u>75,235</u>
<b>Total income</b>	<b>7</b>	<b><u>3,479,004</u></b>	<b><u>2,727,623</u></b>	<b><u>6,206,627</u></b>	<b><u>5,986,189</u></b>
<b>Expenditure on:</b>					
Raising funds		69,172	144,739	213,912	221,433
Charitable activities:					
School operations		2,674,349	80,932	2,755,281	2,331,342
School Management, support & construction		<u>352,519</u>	<u>2,148,136</u>	<u>2,500,655</u>	<u>2,395,504</u>
<b>Total expenditure</b>	<b>8</b>	<b><u>3,096,040</u></b>	<b><u>2,373,807</u></b>	<b><u>5,469,847</u></b>	<b><u>4,948,279</u></b>
<b>Net movement in funds before exchange differences and transfers</b>					
Exchange differences	10	<u>382,964</u> <u>(90,560)</u>	<u>353,816</u> <u>(339,918)</u>	<u>736,780</u> <u>(430,479)</u>	<u>1,037,910</u> <u>264,554</u>
<b>Net movement in funds</b>		<b><u>287,222</u></b>	<b><u>19,080</u></b>	<b><u>306,301</u></b>	<b><u>1,302,464</u></b>
<b>Reconciliation of funds</b>					
<i>Transfer between funds</i>	20	(5,182)	5,182	-	-
<i>Total funds brought forward</i>		<u>627,918</u>	<u>8,845,845</u>	<u>9,473,763</u>	<u>8,171,299</u>
<b>Total funds carried forward</b>	<b>20</b>	<b><u>915,140</u></b>	<b><u>8,864,925</u></b>	<b><u>9,780,065</u></b>	<b><u>9,473,763</u></b>

All of the Charity's activities derive from continuing operations during the above period.  
The notes on pages 27-44 form part of these financial statements.

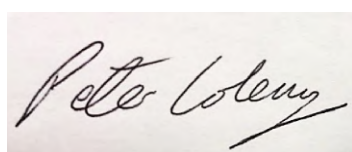


## CONSOLIDATED BALANCE SHEET

As at 31<sup>st</sup> December 2019

	Notes	Dec. 2019 Group £	Dec. 2019 Charity £	Dec. 2018 Group £	Dec. 2018 Charity £
<b>Fixed assets</b>					
Tangible assets	15,16	8,117,825	5,410	7,883,025	4,260
Intangible assets	17	<u>17,949</u>	<u>-</u>	<u>16,867</u>	<u>-</u>
		<b><u>8,135,774</u></b>	<b><u>5,410</u></b>	<b><u>7,899,892</u></b>	<b><u>4,260</u></b>
<b>Current assets</b>					
Debtors	18	446,905	164,365	676,329	300,542
Cash at bank and in hand		<u>2,039,362</u>	<u>1,854,650</u>	<u>1,874,836</u>	<u>1,445,128</u>
		<u>2,486,267</u>	<u>2,019,015</u>	<u>2,551,165</u>	<u>1,745,670</u>
<b>Creditors amounts falling due within one year</b>	19	<u>(571,776)</u>	<u>(149,643)</u>	<u>(835,391)</u>	<u>(342,197)</u>
<b>Net current assets</b>		<u>1,914,491</u>	<u>1,869,372</u>	<u>1,715,774</u>	<u>1,403,473</u>
Creditors amounts falling due after one year	19	<u>(270,200)</u>	<u>(232,359)</u>	<u>(141,903)</u>	<u>(127,434)</u>
<b>Net assets</b>		<b><u>9,780,065</u></b>	<b><u>1,642,423</u></b>	<b><u>9,473,763</u></b>	<b><u>1,280,299</u></b>
<b>Funds</b>					
Unrestricted funds – designated		59,580	-	315,806	-
Unrestricted funds – general		855,560	777,835	312,112	347,000
Restricted funds – fixed assets		7,679,241	-	7,352,406	-
Restricted funds – general		<u>1,185,684</u>	<u>864,588</u>	<u>1,493,439</u>	<u>933,299</u>
<b>Total funds</b>	20	<b><u>9,780,065</u></b>	<b><u>1,642,423</u></b>	<b><u>9,473,763</u></b>	<b><u>1,280,299</u></b>

The financial statements on pages 25 to 46 were approved by the Board of Trustees on 28 May 2020 and were signed on its behalf by:



Peter Colenso  
Chair of PEAS Board of Trustees

## CONSOLIDATED STATEMENT OF CASH FLOWS

Year ended 31<sup>st</sup> December 2019 (vs. prior 11 month period ended 31<sup>st</sup> December 2018)

	Notes	Group Dec 2019 £	Group Dec 2018 £
<b>Net cash generated by operating activities</b>	23	<b>1,364,563</b>	<b>1,601,930</b>
<b>Cash flows from investing activities</b>			
Investment income		5,387	3,163
Purchase of tangible fixed assets		(1,040,997)	(1,229,898)
Purchase of intangible fixed assets		<u>(1,782)</u>	<u>(2,892)</u>
<b>Net cash used in investing activities</b>		<b><u>(1,037,392)</u></b>	<b><u>(1,229,627)</u></b>
<b>Cash flows from financing activities</b>			
CAF loan		105,000	-
Less repayment		<u>-</u>	<u>-</u>
<b>Net cash from financing activities</b>		<b><u>105,000</u></b>	<b><u>-</u></b>
Increase in cash and cash equivalents in the year		<b>432,180</b>	<b>371,763</b>
Change in cash and cash equivalents due to exchange rate movements		(267,655)	(61,169)
Cash and cash equivalents at the beginning of the year		<u>1,874,836</u>	<u>1,564,242</u>
<b>Total cash and cash equivalents at the end of the year</b>		<b><u>2,039,361</u></b>	<b><u>1,874,836</u></b>

## NOTES TO THE FINANCIAL STATEMENTS

Year ended 31<sup>st</sup> December 2019 (vs. prior 11 month period ended 31<sup>st</sup> December 2018)

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### 1. Accounting policies

#### Summary of significant accounting policies and key accounting estimates

The principal accounting policies applied in the preparation of these financial statements are set out below. These policies have been consistently applied to all the periods presented, unless otherwise stated.

#### Basis of preparation

The financial statements have been prepared in accordance with 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) (second edition effective 1 January 2019) - (Charities SORP (FRS 102)), the Financial Reporting standard applicable in the UK and Republic of Ireland (FRS 102) and the Companies Act 2006.

Promoting Equality in African Schools (PEAS) meets the definition of a public benefit entity under FRS 102. Assets and liabilities are initially recognised at historical cost or transaction value unless otherwise stated in the relevant accounting policy notes.

#### Preparation of the accounts on a going concern basis

The Charity's current and forecasted unrestricted reserves and cash position is above the target levels set out in the reserves policy and has secured multi-year grants. The Trustees have a reasonable expectation, that the Charity has adequate resources to continue operating for the foreseeable future, thus they continue to adopt the going concern basis in preparing the financial statements.

#### Presentational currency

The consolidated financial statements are denominated in Pounds Sterling.

#### Foreign currency transactions

Transactions in foreign currencies are translated to Sterling at the exchange rate ruling at the date of the transaction. Monetary assets and liabilities denominated in foreign currencies at the balance sheet date are retranslated to Sterling at the exchange rate ruling at that date.

The results of overseas operations are translated at the average annual rate of exchange and their balance sheets at the rates ruling at the balance sheet date.

Exchange differences arising, including those on the translation of opening net assets of overseas subsidiary undertakings, are taken to the SOFA.

#### Group financial statements

The financial statements consolidate the results of the charity and its partner organisations PEAS Uganda and PEAS Zambia, which are under the common control of PEAS UK, on a line by line basis. A separate Statement of Financial Activities, including the income and expenditure account, for the charity itself are not presented in accordance with the applicable exemptions afforded by section 408 of the Companies Act 2006. The financial performance of PEAS UK can be found in note 4.



## Income

Income is recognised when the charity has entitlement to the funds, any conditions attached to the items have been met, it is probable that the income will be received, and the amount can be measured reliably.

The following specific policies are applied to particular categories of income:

- I. Voluntary income is received by way of grants, donations and gifts and is included in full in the Statement of Financial Activities when the charity is entitled to the income.
- II. Incoming resources from tax reclaims (Gift Aid) are recognised at the same time as the gift to which they relate.
- III. Donated services and facilities (gifts in kind) are included at the price the charity would pay in the open market where this can be quantified.
- IV. The value of services provided by volunteers has not been included as income in these accounts.
- V. Investment income is included when receivable.

## Expenditure

Expenditure is recognised on an accruals basis as a liability is incurred and includes any VAT which cannot be recovered.

- I. Resources expended on charitable activities comprise expenditure related to the direct furtherance of the charity's objectives. Grants payable are included under charitable expenditure when a contract is signed with the grantee. Where costs cannot be directly attributed, they have been allocated to activities on a basis consistent with the use of resources.
- II. Governance costs are those incurred in connection with the management of the charity's assets, organisational administration and compliance with constitutional and statutory requirements.
- III. The value of services provided by volunteers has not been included as expenditure in these accounts.

## Tangible fixed assets and depreciation

Tangible fixed assets costing over £500 (including any incidental expenses of acquisition) are capitalised. Provision for depreciation is made so as to write off the cost or valuation of tangible fixed assets, less any residual value, on a straight-line basis over the expected useful economic lives of the assets concerned. Land is not depreciated. Depreciation on all other assets is calculated on a straight-line basis over the estimated useful life of the asset as follows:

Buildings	25 years
Furniture and fittings (Uganda)	4 years
Furniture and fittings (Zambia)	4 years
Motor vehicles	4 years
Computer and office equipment (Uganda)	3 years
Computer and office equipment (UK)	4 years
Computers and office equipment (Zambia)	4 years
Machinery	5 years

The effect of these different depreciation rates between the group entities is not considered to have a significant effect on the financial statements and so no adjustment has been made upon consolidation.

### **Capital work in progress**

All assets that are under construction or assembling in a project nature are classified as work in progress. Assets in the course of construction (capital work in progress) are not depreciated. Upon completion, the accumulated cost is transferred to an appropriate asset category where it is depreciated according to the policy on property and equipment.

### **Intangible Assets**

The charity has entered into land leasehold arrangements and has determined, based on an evaluation of the terms and conditions of the arrangements, that it does not retain all the significant risks and rewards of ownership of the land and accounts for the contracts as operating leases.

### **Debtors**

Trade and other debtors are recognised at the settlement amount due after any trade discount offered. Prepayments are valued at the amount prepaid net of any trade discounts due.

### **Cash at bank and in hand**

Cash at bank and in hand includes cash and short term highly liquid investments with a short maturity of three months or less from the date of acquisition or opening of the deposit or similar account.

### **Creditors and provisions**

Creditors and provisions are recognised where the charity has a present obligation resulting from a past event that will probably result in the transfer of funds to a third party and the amount due to settle the obligation can be measured or estimated reliably. Creditors and provisions are normally recognised at their settlement amount after allowing for any trade discounts due.

### **Financial instruments**

The trust only has financial assets and financial liabilities of a kind that qualify as basic financial instruments. Basic financial instruments are initially recognised at transaction value and subsequently measured at their settlement value.

### **Fund accounting**

Unrestricted funds are available to spend on activities that further any of the purposes of charity. Designated funds are unrestricted funds of the charity which the trustees have decided at their discretion to set aside to use for a specific purpose. Restricted funds are donations which the donor has specified are to be solely used for a particular area of the charity's work.

### **Pensions**

The charity has a defined contribution 'money purchase' scheme for UK employees. The administration costs of the defined contribution scheme are included within support and governance costs and charged to the unrestricted funds of the charity.

## **2. Legal status and registered address of the charity**

The Charity is a company limited by guarantee incorporated in the UK and has no share capital. The registered address of the Charity is 7-14 Great Dover Street, London SE1 4YR.

**3. Group Financial performance in the prior period**

	<b>Unrestricted Dec 2018 £</b>	<b>Restricted Dec 2018 £</b>	<b>Total Dec 2018 £</b>
<b>Income from:</b>			
Donations and legacies	464,709	3,020,965	3,485,674
Charitable activities	2,422,117	-	2,422,117
Investment income	3,163	-	3,163
Other income	<u>75,235</u>	<u>-</u>	<u>75,235</u>
<b>Total income</b>	<b><u>2,965,224</u></b>	<b><u>3,020,965</u></b>	<b><u>5,986,189</u></b>
<b>Expenditure on:</b>			
Raising funds	53,639	167,794	221,433
Charitable activities:			
School operations	2,117,878	153,464	2,331,342
School management, support & construction	<u>243,881</u>	<u>2,151,623</u>	<u>2,395,505</u>
<b>Total expenditure</b>	<b><u>2,475,398</u></b>	<b><u>2,472,881</u></b>	<b><u>4,948,279</u></b>
Net movement in funds before exchange differences and transfers	489,825	578,085	1,037,910
Exchange differences	<u>(11,807)</u>	<u>276,361</u>	<u>264,554</u>
<b>Net movement in funds</b>	<b><u>478,018</u></b>	<b><u>824,446</u></b>	<b><u>1,302,464</u></b>
<b>Reconciliation of funds</b>			
<i>Transfer between funds</i>	-	-	-
<i>Total funds brought forward</i>	<u>149,900</u>	<u>8,021,399</u>	<u>8,171,299</u>
<b>Total funds carried forward</b>	<b><u>627,918</u></b>	<b><u>8,845,845</u></b>	<b><u>9,473,763</u></b>



**4. Financial performance of PEAS UK**

The consolidated Statement of Financial Activities includes the results of PEAS UK.

	<b>Dec 2019</b>	<b>Dec 2018</b>
	<b>£</b>	<b>£</b>
<b>Income</b>	<b>3,660,830</b>	<b>3,270,728</b>
<b>Expenditure on:</b>		
Raising funds	213,912	221,433
Charitable activities:		
School operations, management, support and		
Construction	<u>3,046,706</u>	<u>3,238,629</u>
<b>Total expenditure</b>	<b><u>3,260,618</u></b>	<b><u>3,460,062</u></b>
<b>Net movement in funds before exchange</b>		
<b>differences and transfers</b>	<b>400,212</b>	<b>(189,334)</b>
Exchange differences	<u>(38,087)</u>	<u>27,053</u>
<b>Net movement in funds</b>	<b>362,125</b>	<b>(162,281)</b>
Total funds brought forward	1,280,298	1,442,580
<b>Total funds carried forward</b>	<b><u>1,642,423</u></b>	<b><u>1,280,299</u></b>
<b>Represented by:</b>		
Unrestricted funds	777,835	347,000
Restricted funds	<u>864,588</u>	<u>933,299</u>
<b>Net assets</b>	<b><u>1,642,423</u></b>	<b><u>1,280,299</u></b>

**5. Financial performance of PEAS Uganda Limited**

The consolidated Statement of Financial Activities includes the results of PEAS Uganda Limited, a company limited by guarantee, incorporated in Uganda.

	<b>Dec 2019</b>	<b>Dec 2018</b>
	<b>£</b>	<b>£</b>
<b>Income from:</b>		
Grant income	1,659,715	2,005,595
School network income	2,199,357	2,287,868
Investment income	4,639	2,654
Other income	<u>176,514</u>	<u>59,463</u>
<b>Total income</b>	<b><u>4,040,225</u></b>	<b><u>4,355,580</u></b>
<b>Expenditure on:</b>		
Charitable activities:		
School operations	2,471,739	2,151,773
School management, support and construction	<u>1,486,089</u>	<u>1,394,125</u>
<b>Total expenditure</b>	<b><u>3,957,828</u></b>	<b><u>3,545,898</u></b>
<b>Net movement in funds before exchange differences and transfers</b>	<b>82,397</b>	<b>809,682</b>
Foreign exchange movement	<u>(77,830)</u>	<u>367,648</u>
<b>Net movement in funds</b>	<b>4,567</b>	<b>1,177,330</b>
Reserves brought forward	6,826,097	5,648,767
<b>Reserves carried forward</b>	<b><u>6,830,664</u></b>	<b><u>6,826,097</u></b>
<b>The assets and liabilities of the subsidiary were:</b>		
Fixed assets – school land and buildings	6,508,873	6,213,207
Fixed assets – plant and equipment	304,007	424,991
Current assets	389,524	656,943
Current liabilities	<u>(371,740)</u>	<u>(469,044)</u>
<b>Net Assets</b>	<b><u>6,830,664</u></b>	<b><u>6,826,097</u></b>

## 6. Financial performance of PEAS Zambia Limited

The consolidated Statement of Financial Activities includes the results of PEAS Zambia Limited, a company limited by guarantee incorporated in Zambia.

	<b>Dec 2019</b>	<b>Dec 2018</b>
	<b>£</b>	<b>£</b>
<b>Income from:</b>		
Grant income	532,752	767,907
School network income	183,987	134,249
Investment income	748	509
Other income	<u>6,967</u>	<u>13,178</u>
<b>Total income</b>	<b><u>724,454</u></b>	<b><u>915,843</u></b>
<b>Expenditure on:</b>		
Charitable activities:		
School operations	228,749	133,303
School management, support and construction	<u>344,076</u>	<u>350,452</u>
<b>Total expenditure</b>	<b><u>572,825</u></b>	<b><u>483,755</u></b>
<b>Net movement in funds before exchange differences and transfers</b>	<b>151,629</b>	<b>432,088</b>
Foreign exchange movement	<u>(212,019)</u>	<u>(144,672)</u>
<b>Net movement in funds</b>	<b>(60,390)</b>	<b>287,416</b>
Reserves brought forward	<u>1,367,367</u>	<u>1,079,951</u>
<b>Reserves carried forward</b>	<b><u>1,306,977</u></b>	<b><u>1,367,367</u></b>
<b>The assets and liabilities of the subsidiary were:</b>		
Fixed assets – school land and buildings	1,230,887	1,203,861
Fixed assets – plant and equipment	86,597	53,573
Current assets	77,727	148,551
Current liabilities	(50,394)	(24,148)
Long-term liabilities	<u>(37,840)</u>	<u>(14,469)</u>
<b>Net Assets</b>	<b><u>1,306,977</u></b>	<b><u>1,367,367</u></b>

**7. Income received**

	<b>Unrestricted Funds Dec 2019</b>	<b>Restricted Funds Dec 2019</b>	<b>Total Dec 2019 £</b>	<b>Total Dec 2018 £</b>
<b>Donations and legacies</b>				
Cash donations received	907,622	1,044,108	1,951,730	1,384,133
Donated assets	-	-	-	-
Services in kind	-	-	-	-
Government grants	<u>-</u>	<u>1,683,515</u>	<u>1,683,515</u>	<u>2,101,541</u>
	<b><u>907,622</u></b>	<b><u>2,727,623</u></b>	<b><u>3,635,245</u></b>	<b><u>3,485,674</u></b>
<b>Charitable activities</b>				
Tuition and boarding fees	2,166,272	-	2,166,272	2,178,304
Uganda and Zambia government grants	<u>217,071</u>	<u>-</u>	<u>217,071</u>	<u>243,813</u>
	<b><u>2,383,344</u></b>	<b><u>-</u></b>	<b><u>2,383,344</u></b>	<b><u>2,422,117</u></b>
<b>Investment income</b>				
Bank interest receivable	<u>5,387</u>	<u>-</u>	<u>5,387</u>	<u>3,163</u>
	<b><u>5,387</u></b>	<b><u>-</u></b>	<b><u>5,387</u></b>	<b><u>3,163</u></b>
<b>Other income:</b>				
Sundry income	<u>182,651</u>	<u>-</u>	<u>182,651</u>	<u>75,235</u>
	<b><u>182,651</u></b>	<b><u>-</u></b>	<b><u>182,651</u></b>	<b><u>75,235</u></b>
<b>Total income</b>	<b><u>3,479,004</u></b>	<b><u>2,727,623</u></b>	<b><u>6,206,627</u></b>	<b><u>5,986,189</u></b>



## 8. Expenditure

	Unrestricted Funds Dec 2019	Restricted Funds Dec 2019	Total Dec 2019 £	<i>Total Dec 2018 £</i>
<b>Costs of generating funds</b>				
Direct costs	42,270	116,858	159,128	175,167
Support costs	<u>26,902</u>	<u>27,882</u>	<u>54,784</u>	<u>46,266</u>
	<u>69,172</u>	<u>144,739</u>	<u>213,912</u>	<u>221,433</u>
<b>Charitable activities:</b>				
School operations	2,647,438	53,050	2,700,488	2,285,076
Support costs	<u>26,911</u>	<u>27,882</u>	<u>54,793</u>	<u>46,266</u>
	<u>2,674,349</u>	<u>80,932</u>	<u>2,755,281</u>	<u>2,331,342</u>
School network management, support, and construction	316,650	2,110,960	2,427,610	2,333,817
Support Costs	<u>35,869</u>	<u>37,176</u>	<u>73,045</u>	<u>61,687</u>
	<u>352,519</u>	<u>2,148,136</u>	<u>2,500,655</u>	<u>2,395,504</u>
<b>Total expenditure</b>	<b><u>3,096,040</u></b>	<b><u>2,373,807</u></b>	<b><u>5,469,847</u></b>	<b><u>4,948,279</u></b>

## Analysis of support costs

Support costs	Fundraising £	Charitable activities:			Total Dec 2019 £	Basis of allocation
		School operations £	School management, support & construction £			
Staff costs	34,874	34,874	46,498	116,246	Number of staff and time spent	
Rent, rates and utilities	2,954	2,954	3,939	9,846	Area occupied	
Consultancy	1,692	1,692	2,256	5,640	Resources used	
Finance	388	388	518	1,294	Resources used	
General administration costs	6,926	6,926	9,235	23,086	Resources used	
Governance	<u>7,950</u>	<u>7,950</u>	<u>10,600</u>	<u>26,500</u>	Resources used	
	<b><u>54,784</u></b>	<b><u>54,784</u></b>	<b><u>73,045</u></b>	<b><u>182,612</u></b>		

**Analysis of support costs – prior period**

Support costs	Fundraising £	Charitable activities:			Total Dec 2018 £	Basis of allocation
		School operations £	School management, support & construction £	School management, support & construction £		
Staff costs	28,132	28,132	37,510	93,774	Number of staff and time spent	
Rent, rates and utilities	2,305	2,305	3,073	7,683	Area occupied	
Consultancy	792	792	1,056	2,640	Resources used	
Finance	605	605	807	2,017	Resources used	
General administration costs	9,385	9,385	12,511	31,281	Resources used	
Governance	<u>5,047</u>	<u>5,047</u>	<u>6,730</u>	<u>16,824</u>	Resources used	
	<b><u>46,266</u></b>	<b><u>46,266</u></b>	<b><u>61,687</u></b>	<b><u>154,219</u></b>		

**9. Auditor remuneration**

	Dec 2019 £	Dec 2018 £
Fees payable to the charity's auditor for the audit of the charity's financial statements	<u>24,384</u>	<u>17,304</u>
Fees payable to the auditors of the charity's subsidiaries	<u>20,947</u>	<u>17,038</u>
	<b><u>45,331</u></b>	<b><u>34,342</u></b>

**10. Exchange differences**

The consolidated accounts include the value of the school land and buildings owned by PEAS Uganda and PEAS Zambia.

The book value of these assets (and other assets and liabilities) in the accounts of PEAS Uganda is stated in Ugandan Shillings (UGX) & Zambia Kwacha (ZMW) and converted to GBP as part of the consolidation process. The combined value of this estate is approximately £7.6m (Dec 2018 - £7.4m) at the balance sheet date, and this large value means that a relatively small shift in the UGX:GBP or ZMW:GBP exchange rate over the course of a year can produce a significant exchange difference on consolidation. However, as it relates to the GBP valuation of a category of fixed assets that the charity intends to hold beyond the 25-year depreciation period to the point when their book value will be zero, any exchange difference represents a book entry in restricted funds rather than what might be considered a "real" exchange gain or loss on an investment or a saleable asset.

## 11. Analysis of staff costs

	<b>Dec 2019</b>	<b>Dec 2018</b>
	<b>£</b>	<b>£</b>
Salaries and wages	1,732,854	1,741,247
Pension	26,115	22,664
Social security costs	<u>175,233</u>	<u>163,939</u>
	<b><u>1,934,202</u></b>	<b><u>1,927,850</u></b>

During the year termination payments were made totalling £nill (Dec 2018 – 32,438).

The number of staff receiving emoluments exceeding £60k were as follows:

	<b>Dec 2019</b>	<b>Dec 2018</b>
£60,001 - £70,000	1	1
£70,001 - £80,000	1	-
£80,001 - £90,000	-	-

PEAS received support from 10 volunteers over the course of 2019, two in the Uganda country office, 4 in the Zambia country and 4 in the UK. These volunteers supported with business development and administration, delivering a series of projects to support the team.

The average monthly head count of employees (including casual and part-time staff) during the year were as follows:

	<b>Dec 2019</b>	<b>Dec 2018</b>
UK management and support	14	15
Uganda – management and support	43	46
Zambia – management and support	12	12
Schools – leadership, teachers and support	<u>993</u>	<u>977</u>
	<b><u>1,062</u></b>	<b><u>1,050</u></b>

## 12. Related party transactions

There were no related party transactions during the year nor the prior period.

The trustees all give freely their time and expertise without any form of remuneration or other benefit in cash or kind (Dec 2018 - £nil).

No expenses were paid to the trustees in the period (Dec 2018 - £nil).

The key management personnel of the charity, PEAS UK, comprise of the Board of Trustees, the Chief Executive Officer, the Chief Operating Officer, the Chief of Staff, the Chief Technical Officer, Head of Partnerships.

The key management personnel of the group comprise of those of PEAS UK and the key management personnel of its wholly owned subsidiaries PEAS Uganda Limited, Country Director and PEAS Zambia Limited, Operations Manager.

The employee benefits of key management personnel for the Group was therefore £398k (Dec 2018 - £377k).

### 13. Government Grants

#### The UK Government Department for International Development (DfID)

The UK Government supports PEAS through DfID Uganda, and Girls Education Challenge (GEC) through the Girls Education Challenge – Transition (GECT) Programmes. The GEC is helping millions of the world's poorest girls improve their lives through education by providing restricted funds to projects which help achieve the overarching GEC objectives. During the year PEAS received a total of £625k (Dec 2018 - £693k) in grants towards the GECT programmes in Uganda.

DfID also supports PEAS via DfID Uganda, as part of the wider programme to strengthen education systems to improve learning (SESL). The partnership between DfID Uganda and PEAS is increasing access to quality secondary education and improving the sustainability of PEAS and PEAS schools. The partnership also enables PEAS to leverage the strengthened network of schools to have a system-level impact in Uganda. The partnership provides strategic funding for PEAS work in Uganda as opposed to discrete funding for specific projects delivered by PEAS.

Donations received under the DfID Uganda and PEAS partnership during the year were £1,058k (Dec 2018 - £1,329k) and expenditure was £1,076k (Dec 2018 - £1,387K). (See Note 20)

#### Ministry of Education and Sports, Government of Uganda

PEAS signed a Memorandum of Understanding with the Government in 2010, entering into a secondary education public-private partnership along with many other non-state schools across Uganda. Through this, schools receive a per-pupil capitation grant (Universal Secondary Education, or USE, grant), to subsidise students' education. Unfortunately in February 2018, the Government announced that the partnership would be phased out over a four year period.

PEAS has been working hard to minimise the impact of this phase-out for PEAS' students, by keeping fees low wherever possible, reducing costs to allow schools to remain sustainable, and implementing fee instalment programmes to keep fee payment manageable for the poorest families.

In 2019, PEAS received an equivalent of £108k (Dec 2018 - £187k) under the USE grant.

PEAS' partnership with the Ministry has now evolved to develop the earlier described Inspect and Improve project, through which PEAS and the Government of Uganda are both investing to improve the quality of government schools through the use of the PEAS inspection and school improvement project.

#### Ministry of General Education, Government of Zambia

In 2016, PEAS reached a ground-breaking partnership with the Zambian Ministry of General Education under which the government would pay for all the per-pupil expenses while PEAS only had to fundraise for the cost of building a school. Thanks to this partnership PEAS opened its first partnership school in January 2018, PEAS Kampinda, which has zero day fees. Through this partnership, in 2019 PEAS received an equivalent of £108k (Dec 2018 - £56k).

### 14. Corporation Tax

Promoting Equality in African Schools is a registered charity and as such is exempt from tax on its income to the extent this is applied for charitable purposes.



**15. Tangible fixed assets – Group**

	Buildings £	Freehold land £	Capital work in progress £	Motor Vehicles & cycles £	Computers & office equipment £	Total Dec 2019 £
<b>Cost</b>						
<b>At 1 January 2019</b>	7,484,058	311,367	750,332	50,693	741,991	9,338,441
Additions	-	28,828	887,159	11,082	113,928	1,040,997
Transfers/disposals	1,217,552	-	(1,217,552)	-	-	-
Exchange differences	(243,639)	(4,811)	(71,029)	(654)	(10,482)	(330,615)
<b>At 31 December 2019</b>	<b><u>8,457,971</u></b>	<b><u>335,384</u></b>	<b><u>348,910</u></b>	<b><u>61,121</u></b>	<b><u>845,437</u></b>	<b><u>10,048,823</u></b>
<b>Depreciation</b>						
<b>At 1 January 2019</b>	1,145,556	-	-	46,897	262,961	1,455,415
Charge for the year	321,091	-	-	1,930	216,365	539,386
Exchange differences	(46,191)	-	-	(1,415)	(16,196)	(63,802)
<b>At 31 December 2019</b>	<b><u>1,420,456</u></b>	<b><u>-</u></b>	<b><u>-</u></b>	<b><u>47,412</u></b>	<b><u>463,130</u></b>	<b><u>1,930,999</u></b>
<b>Net book value</b>						
<b>At 31 December 2019</b>	<b><u>7,037,515</u></b>	<b><u>335,384</u></b>	<b><u>348,910</u></b>	<b><u>13,709</u></b>	<b><u>382,307</u></b>	<b><u>8,117,825</u></b>
At 1 January 2019	<u>6,338,501</u>	<u>311,367</u>	<u>750,332</u>	<u>3,795</u>	<u>479,030</u>	<u>7,883,025</u>

**16. Tangible fixed assets - Charity**

	Computers & office Equipment Dec 2019 £
<b>Cost</b>	
<b>At 1 January 2019</b>	13,514
Additions	2,992
Transfers/disposals	-
<b>At 31 December 2019</b>	<b><u>16,506</u></b>
<b>Depreciation</b>	
<b>At 1 January 2019</b>	9,253
Charge for the year	1,842
<b>At 31 December 2019</b>	<b><u>11,095</u></b>
<b>Net book value</b>	
<b>At 31 December 2019</b>	<b><u>5,410</u></b>
At 1 January 2019	<u>4,260</u>

**17. Intangible fixed assets – Group**

	<b>Prepaid operating Lease rentals Dec 2019 £</b>
<b>Cost</b>	
<b>At 1 January 2019</b>	22,445
Additions	1,782
Transfers/disposals	-
Exchange differences	<b>(815)</b>
<b>At 31 December 2019</b>	<b><u>23,412</u></b>
<b>Amortisation</b>	
<b>At 1 January 2019</b>	5,578
Charge for the year	320
Exchange differences	<u>(435)</u>
<b>At 31 December 2019</b>	<b><u>5,463</u></b>
<b>Net book value</b>	
<b>At 31 December 2019</b>	<b><u>17,949</u></b>
<b>At 31 December 2018</b>	<b><u>16,867</u></b>

**18. Debtors: amounts falling due within one year**

	<b>Group Dec 2019 £</b>	<b>Charity Dec 2019 £</b>	<b>Group Dec 2018 £</b>	<b>Charity Dec 2018 £</b>
Donations receivable	182,625	151,563	337,442	265,951
Gift aid receivable	2,365	2,365	8,628	8,628
Prepayments	34,075	-	85,484	11,525
School debtors	204,020	-	196,468	-
Other debtors	<u>23,820</u>	<u>10,437</u>	<u>48,307</u>	<u>14,438</u>
	<b><u>446,905</u></b>	<b><u>164,365</u></b>	<b><u>676,329</u></b>	<b><u>300,542</u></b>

**19a. Creditors: amounts falling due within one year**

	<b>Group</b>	<b>Charity</b>	<b>Group</b>	<b>Charity</b>
	<b>Dec 2019</b>	<b>Dec 2019</b>	<b>Dec 2018</b>	<b>Dec 2018</b>
	<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>
Trade creditors	223,899	196	390,877	3,872
Taxation and social security	74,558	19,193	75,051	16,594
School creditors	104,181	-	30,223	-
Accruals	26,784	26,784	21,677	19,704
Deferred income	24,441	19,141	91,238	85,000
Sundry creditors and provisions	42,062	8,478	15,075	5,777
Mobilisation funds payable to DfID GECT				
- current portion	<u>75,851</u>	<u>75,851</u>	<u>211,250</u>	<u>211,250</u>
	<b><u>571,776</u></b>	<b><u>149,643</u></b>	<b><u>835,391</u></b>	<b><u>342,197</u></b>

**19b. Creditors: amounts falling due after one year**

	<b>Group</b>	<b>Charity</b>	<b>Group</b>	<b>Charity</b>
	<b>Dec 2019</b>	<b>Dec 2019</b>	<b>Dec 2018</b>	<b>Dec 2018</b>
	<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>
Staff creditors	37,841	-	14,469	-
Mobilisation funds payable to DfID GECT	127,359	127,359	127,434	127,434
CAF Loan	<u>105,000</u>	<u>105,000</u>	<u>-</u>	<u>-</u>
	<b><u>270,200</u></b>	<b><u>232,359</u></b>	<b><u>141,903</u></b>	<b><u>127,434</u></b>

The mobilisation funds represent working capital received in respect of the DfID GECT programme and is repayable in 4 quarterly instalments from April 2019.

20. Analysis of movements in funds

Current year analysis	Balance at 31 Dec 2018	Income	Expenditure	Transfers Between funds	Exchange Differences	Balance at 31 Dec 2019
	£	£	£	£	£	£
<b>Restricted funds</b>						
UGANDA – General	1,968	-	-	-	-	1,968
UGANDA – Construction	709,583	505,707	(399,315)	(393,394)	(71,857)	350,724
UGANDA – GECT	-	624,793	(624,793)	-	-	-
UGANDA – SESIL	555,137	1,058,722	(1,076,362)	-	-	537,497
UGANDA – Programmes	13,469	60,092	-	5,182	-	78,743
ZAMBIA – Construction	213,282	255,160	(61,802)	(189,889)	-	216,751
ZAMBIA – Programmes	-	223,149	(211,535)	(11,614)	-	-
School fixed asset fund	7,352,406	-	-	594,897	(268,061)	7,679,242
	<b>8,845,845</b>	<b>2,727,623</b>	<b>(2,373,807)</b>	<b>5,182</b>	<b>(339,918)</b>	<b>8,864,925</b>
<b>Unrestricted funds</b>	627,918	3,479,004	(3,096,040)	(5,182)	(90,560)	915,140
<b>Total funds</b>	<b>9,473,763</b>	<b>6,206,627</b>	<b>(5,469,847)</b>	<b>-</b>	<b>(430,478)</b>	<b>9,780,065</b>

Prior period analysis	Balance at 31 Jan 2018	Income	Expenditure	Transfers Between funds	Exchange Differences	Balance at 31 Dec 2018
	£	£	£	£	£	£
<b>Restricted funds</b>						
UGANDA – General	1,968	-	-	-	-	1,968
UGANDA – Construction	643,927	519,868	(26,433)	(415,428)	(12,351)	709,584
UGANDA – GECT	-	693,201	(693,201)	-	-	-
UGANDA – SESIL	612,688	1,328,907	(1,386,458)	-	-	555,137
UGANDA – Programmes	29,637	93,855	(110,023)	-	-	13,470
ZAMBIA – Construction	105,724	380,134	(9,355)	(234,165)	(29,056)	213,281
ZAMBIA – Programmes	187,792	5,000	(182,767)	(10,025)	-	-
School fixed asset fund	6,439,663	-	64,643	659,618	317,768	7,352,406
	<b>8,021,399</b>	<b>3,020,965</b>	<b>(2,472,880)</b>	<b>-</b>	<b>276,362</b>	<b>8,845,845</b>
<b>Unrestricted funds</b>	149,900	2,965,224	(2,475,399)	-	(11,807)	627,918
<b>Total funds</b>	<b>8,171,299</b>	<b>5,986,188</b>	<b>(4,948,279)</b>	<b>-</b>	<b>264,554</b>	<b>9,473,763</b>

Continued



## 20. Analysis of movements in funds (continued)

UGANDA - General	Funding received from donors for PEAS Uganda but not restricted to specific activity.
UGANDA - Construction	Funds to cover the design and building of our schools in Uganda
UGANDA – GEC & GECT	DfID funded programme aiming to reach marginalised girls in Uganda and improve their learning outcomes and successful transition to future education and employment. The project is taking place in all PEAS schools in Uganda and concludes in 2021.
Strengthen Education Systems to Improve Learning (SESIL).	DfID funded programme through DfID Uganda to enable PEAS to leverage the strengthened network of schools to have a system-level impact in Uganda and provide strategic funding for PEAS work in Uganda. The project is from Nov 2016 to March 2020
UGANDA - Programmes	Funds to cover running of our schools and educational programmes in Uganda
ZAMBIA- Construction	Funds to cover the design and building of our schools in Zambia
ZAMBIA - Programmes	Funds to cover running of our schools and educational programmes in Zambia
School fixed asset fund	Funds representing the value of our Schools' network infrastructure
Designated fund	Funds generated by Uganda schools and kept as surplus reserve in those schools, therefore not considered for flexible use across the Group

Transfers from restricted funds to school fixed asset fund represent the net additions to the schools' network infrastructure in the year.

## 21. Analysis of net assets between funds

	Unrestricted funds £	Restricted Funds £	Total Dec 2019 £	Total Dec 2018 £
Fixed assets	3,086	8,237,134	8,240,220	7,899,892
Current assets	1,112,559	1,281,814	2,394,373	2,551,165
Current liabilities	(200,505)	(432,213)	(632,718)	-
Non-current liabilities	-	(221,810)	(221,810)	(141,903)
	<b>915,140</b>	<b>8,864,925</b>	<b>9,780,065</b>	<b>9,473,763</b>

## 22. Post balance sheet events

As indicated in our strategic report, the impact of Covid19 is significant but PEAS has a robust plan that covers both the programmatic and operational aspects of the response. There are, therefore, no material events that would require disclosure or adjustments to these financial statements.

**23. Reconciliation of net movement in funds to net cash flow from operating activities**

	<b>Group Dec 2019 £</b>	<b>Group Dec 2018 £</b>
Net movement in funds	306,310	1,302,464
Deduct donation in kind	-	-
Add back depreciation charge	539,386	389,968
Add back amortisation charge	(320)	800
Exchange differences	430,479	(264,554)
Deduct interest and other income shown in investing activities	(5,387)	(3,163)
Add interest on loans	-	-
Increase / (decrease) in debtors	229,422	146,407
Increase / (decrease) in creditors	<u>(135,318)</u>	<u>29,468</u>
<b>Net cash generated by operating activities</b>	<b><u>1,364,572</u></b>	<b><u>1,601,390</u></b>

**24. Capital Commitments and contingent liabilities**

There were no capital commitments and contingent liabilities as at 31 December 2019.



## PROMOTING EQUALITY IN AFRICAN SCHOOLS (PEAS)

COMPANY LIMITED BY GUARANTEE

Charity Registration No. 1126550

Company Registration No. 06552715

[www.peas.org.uk](http://www.peas.org.uk)

