

PROMOTING EQUALITY IN AFRICAN SCHOOLS (PEAS)
(a Company Limited by Guarantee)

REPORT AND AUDITED ACCOUNTS

YEAR ENDED 31 JANUARY 2011

PROMOTING EQUALITY IN AFRICAN SCHOOLS (PEAS) (a Company Limited by Guarantee)

I N D E X

Year ended 31 January 2011

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PROMOTING EQUALITY IN AFRICAN SCHOOLS (PEAS) (a Company Limited by Guarantee)

GENERAL INFORMATION

Year ended 31 January 2011

Registered address 4 More London Riverside
London
SE1 2AU

Auditors Dixon Wilson
22 Chancery Lane
London
WC2A 1LS

Bankers Barclays Bank
2 Victoria Street
London
SW1H 0ND

Trustees and directors Paresh Mashru
Celia Petty
David Townsend
Brett Wigdortz
David Stephenson
Rhys Pullen

Company secretary John Rendel

Company number 06552715

Charity number 1126550

PROMOTING EQUALITY IN AFRICAN SCHOOLS (PEAS) (a Company Limited by Guarantee)

R E P O R T O F T H E T R U S T E E S

Year ended 31 January 2011

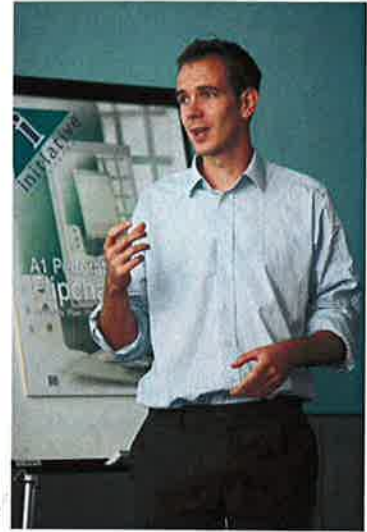
**Our mission is to unlock the potential of Africa by delivering
equal access to affordable, quality secondary education.**

Since the 1997 launch of free primary schooling (UPE) in Uganda, enrolment at primary school has reached 93% and numbers of primary school leavers have increased dramatically, even though large numbers of students do drop out after enrolling. However, insufficient secondary school places and an inability to pay high fees mean that thousands of young Ugandans are denied the opportunity to continue their education beyond primary school. Secondary school enrolment is currently at just 25% (Uganda Ministry of Education and Sports Statistical Abstract 2008).

PEAS aims to permanently widen access to high quality secondary education by launching, developing and running a network of sustainable secondary schools. PEAS schools are run using a unique school management approach called SmartAid, which guarantees that through low-fees and government subsidies PEAS schools become financially self-sufficient and therefore sustainable. PEAS not only safeguards its efficient approach with regular financial audits of all schools, but also ensures high quality and continuous improvement in educational provision by using a bespoke school inspection programme implemented by PEAS Uganda.

By maintaining the pioneering SmartAid model in schools, PEAS can keep fees very low. It is our vision, however, to make our schools centres of excellence whilst continuing to promise universal access for any student who wishes to study in one, and so this year PEAS secured a Public Private Partnership with the Ugandan government to get subsidies for three of our schools, making tuition at those schools free. We hope to expand this partnership so that from next year, all our school become both sustainable and free.

PEAS had its most exciting year ever in 2010. We have doubled our turnover, built three more schools - taking us to eight in total – and agreed our expansion to Zambia. We also established a Public Private Partnership (PPP) with the Ministry of Education in Uganda, which means that tuition at all of our schools there will be free by February 2012. A major new partnership with the Costa Foundation (Costa Coffee) has played a big role in the jump forward and we are looking forward to building many more schools in coffee growing communities in Uganda alongside Costa over the next few years.



The year also saw our SmartAid model really start to prove itself. As schools mature, we are seeing how SmartAid really does ensure comprehensive sustainability. I hope that over the next few years we will be able to communicate more to the general public just how important it is for development work to be driven by the heart but guided by the head. We understand the temptation of other charities to promote child sponsorship programmes as they are so effective as fundraising techniques, but we strongly believe that child sponsorship approaches are wrong. They're wrong because they are unsustainable, create dependency and emphasise the inherent power asymmetry between sponsor and sponsee. They also generate far lower social returns to investment than our SmartAid model and perhaps most importantly remove the feedback mechanism between beneficiary and service provider (in our case, student and school).

Alongside our plan to build up to one hundred new schools in Uganda over six years we are aiming to develop an approach that other organisations and governments can adopt. Already our work in consulting to support other school founders has enabled us to generate impact beyond the PEAS network.

One of this year's new schools is worth particular note. It is Lamwo Kuc Ki Gen in Padibe, Northern Uganda. Until three years ago, the area was ravaged by the rebel insurgency led by Joseph Kony and the LRA. All of the statistics about the lack of education in Uganda are even more striking in this war affected region of Uganda and we hope to launch a series of schools across Northern Uganda over the next few years.

With an increasing number of exciting partnerships and the continued generosity of our fantastic, long standing supporters, we expect to be able to open at least six more schools in 2011/12. The capital-intensive nature of our programmes and the fact that we contract out construction means that we can spend additional funding efficiently and fast. We cannot keep doubling our turnover forever but for the time being it feels like we have achieved a good balance between growth that is fast enough to realise our ambitions and measured enough to ensure we have the capacity in Uganda and Zambia to deliver on those plans.

It is our ambition to be running up to one hundred schools by Feb 2017. We also aim to ensure that the PEAS network represents the most efficient and high quality 100 free schools in Uganda. To meet these big goals we need to raise £26 million over the next 6 years. If we managed these targets, PEAS Uganda alone would have met 5% of DfID's target to get 2 million additional students into secondary education in Africa in just 5 years.

School Building Programme

This year saw PEAS launch three new schools and carry out expansion works in four of our five existing schools.

NEW SCHOOL PROFILE (1)

School:	HIBISCUS HIGH SCHOOL, NTUNGAMO
Background:	Hibiscus High School is one of three new PEAS schools this year and opened on 31 st January 2011. It is located in Kibatsi sub-county, Ntungamo district in south western Uganda. The school was principally funded by the Costa Foundation.
Infrastructure:	Hibiscus is built on a three a half acres with the following structures: <ul style="list-style-type: none"> ▪ 3 classroom block (partitioned so can be converted into a main hall), dormitory block, 3 classroom block plus admin and two sanitary blocks
Enrolment:	381 students (April 2011) 265 day students, 116 boarders 52% female, 48% male
Fees:	Day students: 50,000 shillings (£13.90) per term Boarders: 120,000 shillings (£33.30) per term
Staffing:	Director of Finance and Development Luciano Musiime and Deputy Director of Education Andrew Arientwe, 13 teaching staff and 6 non-teaching staff:
Curriculum:	12 subjects at O-level The school hopes to offer sciences at A level in its second year <i>Vocational learning:</i> The school's vocational learning project will be established during its second year of running.
Finance:	Hibiscus High School functions on termly revenue which comes from pupils' low school fees. A significant proportion of this is used to pay salaries and school meals, with the remainder covering other running costs. As of the first term of operation the school has fully covered its running costs. From next year we hope to secure government subsidy for the school, making all day school places free.
Future Growth:	The school is currently at capacity and had to turn away a further 150 children wanting to enrol. Additional classrooms, dormitories and facilities will be needed to ensure the school can grow at the beginning of the next academic year.

NEW SCHOOL PROFILE (2)

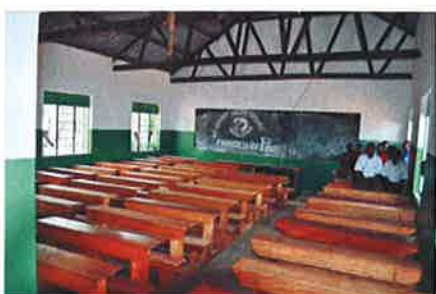
School:	PIONEER HIGH SCHOOL, MITYANA
Background:	Pioneer High School is one of three new PEAS schools this year and opened on 31 st January 2011. It is the first secondary school to be built in Namongo sub-county, Mityana district in central Uganda. The school was principally funded by the Costa Foundation.
Infrastructure:	Pioneer is built on a five acres with the following structures: <ul style="list-style-type: none"> ▪ 3 classroom block (partitioned so can be converted into a main hall, dormitory block, 3 classroom block plus admin and two sanitary blocks
Enrolment:	110 students (April 2011)
Fees:	Day students: 50,000 shillings (£13.90) per term Boarders: 150,000 shillings (£41.70) per term
Staffing:	Director of Finance and Development Senjja Abubakami and Deputy Director of Education Francis Kiyanja
Curriculum:	8 subjects at O-level The school hopes to offer sciences at A level in its second year <i>Vocational learning:</i> The school's vocational learning project will be established during its second year of running.
Finance:	Pioneer High School functions on termly revenue which comes from pupils' low school fees. A significant proportion of this is used to pay salaries and school meals, with the remainder covering other running costs. As of next year, the second year of the school's existence, it will fully cover its running costs. From next year we hope to secure government subsidy for the school, making all day school places free.
Future Growth:	The school currently has capacity for 300 students. We expect student numbers to increase dramatically once all day places are free and therefore additional classrooms, dormitories and facilities will be needed to ensure the school can grow at the beginning of the next academic year.

NEW SCHOOL PROFILE (3)

School:	LAMWO KUC KI GEN HIGH SCHOOL, LAMWO (PADIBE)
Background:	Lamwo Kuc Ki Gen High School is one of three new PEAS schools this year and opened fully in May 2011. It is located in Lamwo District, formerly name Padibe, near Kitgum in northern Uganda. The school was funded by the COINS Foundation, the Waterloo Foundation and a large number of individual PEAS supporters.
Infrastructure:	Lamwo Luc Ki Gen is built on 10 acres with the following structures: <ul style="list-style-type: none">▪ 3 classroom block & admin, hall with 3 classrooms, dormitory block with 2 rooms, a sanitary block
Enrolment:	169 students (April 2011) 149 day students, 20 boarders 40% female, 60% male
Fees:	Day students: 40,000 shillings (£11.10) per term Boarders: 140,000 shillings (£38.90) per term
Staffing:	Director of Finance and Development Ester Atim and Deputy Director of Education TBC, 10 teaching staff and 7 non-teaching staff.
Curriculum:	8 subjects at O-level The school hopes to offer sciences at A level in its second year <i>Vocational learning:</i> The school's vocational learning project will be established during its second year of running.
Finance:	Lamwo Kuc Ki Gen High School functions on termly revenue which comes from pupils' low school fees. A significant proportion of this is used to pay salaries and school meals, with the remainder covering other running costs. As of next year, the second year of the school's existence, it will fully cover its running costs. From next year we hope to secure government subsidy for the school, making all day school places free.
Future Growth:	The school currently has capacity for 300 students. We expect student numbers to increase dramatically once all day places are free and therefore additional classrooms, dormitories and facilities will be needed to ensure the school can grow at the beginning of the next academic year.

New School Gallery
From foundations to launch ceremony

Hibiscus High School, Ntungamo, south west Uganda



Pioneer High School, Mityana, central Uganda



Lamwo Kuc Ki Gen High School, Padibe, northern Uganda

This school opened slightly late and photos from the launch ceremony were not available at the time this document was being put together.



EXISTING SCHOOL MINI PROFILES

School:	Onwards & Upwards	Forest High School	Kilira View
Background:	Mixed day and boarding secondary school in Wakiso District, Uganda, 15km from Kampala city. Opened January 2008 and provides education from S1 to S6, with the first candidate classes sitting exams last academic year. Recently became the first PEAS school to achieve the difficult status of UNEB centre (no. 2545) meaning it is licensed to hold state examinations from within the school.	Located in Kalwana, Mubende District. Mixed day and boarding secondary school, opened January 2008. Has students from S1 to S6. Most students Kalwana sub-county and from households supported by parents or guardians who are dependant on agriculture for their livelihood. The school was formed in partnership with the New Forests Company who have an equal representation in the governance of the school. Piloting USE PPP making tuition free for S1 students.	Opened in February 2009. The school is in Bubugo trading centre, around 30 km north of Jinja town, and boasts a view of the River Nile. It has students from S1 through to S6. The nearest USE school is around 5 km away, and there are few other private secondary schools in the area. Piloting USE PPP making tuition free for S1 students.
Infrastructure:	5 acre site: - Admin block - 3 classroom block - 4 classroom block (including lib and lab) - 3 classroom block - 3 classroom ISSB - 2 dorms - central sanitary block - girls sanitary block - football pitch, basketball court - fence - water tank	20 acre site: - Admin block - 100 capacity dorm - separate boys' and girls' sanitary block - 4 classroom block - 3 classroom block - library + recreation area - laboratory - kitchen - fence - water tanks	5 acre site: - Boys' dormitory - Girls' dormitory - Central sanitary block - 3 classroom block - 4 classroom block - Staff room (non-permanent building) - Admin block - 3 classroom block with laboratory and library - Fence (needs replacing) - Bore hole
Enrolment as of April 2011:	515 students	250 students 147 day, 103 boarders 56% female, 44% male	379 students 298 day, 81 boarders 51% female, 49% male
Fees (UGSH):	Day: 80,000 (£22.20) per term Boarding: 200,000 (£55.50) per term	Day: 75,200 (£20.90) per term Boarding: 178,800 (£49.66)	30,000 (£8.30) per term (lunch fees for day students) 150,000 (£41.60) (boarding fees) Tuition fees free
Staffing:	DFD Moses Mwanje, DDE Abbey Sembatye, 26 teaching staff, and 9 non-teaching staff	DFD Cephus Ssenyonga, DDE Francis SSerubbide, 17 teaching staff and 8 non-teaching staff	DFD Michael Nkaayi, DDE Benon Mulindwa, 18 teaching staff and 9 non-teaching staff
Curriculum:	13 subjects at O-level 8 subjects at A-level Vocational learning: Brick making (using sustainable technologies) and bee keeping.	14 subjects at O-level 6 subjects at A-level Vocational learning: pilot projects in sun flower oil and banana growing, investigating poultry farming.	13 subjects at O-level 8 subjects at A-level Vocational learning: tailoring (making school uniforms for other PEAS schools)
Finance:	The school is fully covering its running costs and investing any a surplus into equipment and improvements.	The school is fully covering its running costs.	The school is fully covering its running costs and has grown rapidly thanks to the introduction of government subsidy and therefore free tuition fees.
Future growth	3 classroom block	A permanent water supply	Permanent kitchen, dormitory

EXISTING SCHOOL MINI PROFILES (continued)

School:	Sarah Ntiiro	Green Shoots
Background:	Mixed day secondary school in Katwe Trading Centre, a few km from Mayuge Town. Opened late January 2009 admitting students to S1, S2, and S3 (UK equivalent Years 8-10, now has classes up to S6. The school is named after Sarah Ntiiro, the first woman to graduate from Makerere University, as a tribute to her achievement and as an inspiration to the school's pupils.	Mixed day school in Kigoroby in the Hoima District of western Uganda near Lake Albert. Opened in February 2010 and a range of O Level and A level subjects will be taught, making the school the first provider of HSC education in Kigoroby. The school was opened on 2 nd February 2010 by Local Council Chairman V George Bagonza.
Infrastructure:	5 acre site: - 3 classroom block - 3 classroom block - Admin/ laboratory - Kitchen - Fence - Football pitch - Girls' dormitory - Central sanitary blocks	5 acre site: - Admin block - 5 classroom block - 3 class block - Boys' dormitory - Girls' dormitory - Separate sanitary blocks - Central sanitary block - Library, laboratory and 2 classrooms - Bore hole - Fence
Enrolment as of May 2010:	358 students 301 day, 57 boarders 60% female, 40% male	525 students 414 day, 111 boarders 44% female, 56% male
Fees (UGSH):	30,000 (~£8.30) lunch fees 150,000 (~£41.60) boarding fees Tuition is free	55,000 (~£15.30) for day school fees 145,000 (~£40.30) for boarding fees
Staffing:	DFD Anatoli Wafuala, DDE Francis Bogere, 11 teaching staff, 2 senior teachers/managers and 7 non-teaching staff	DFD Deo Karakaba, DDE Simon Okwera, 19 teaching staff and 6 non teaching staff
Curriculum:	13 subjects at O-level Will expand to A levels	8 subjects at O-level 7 subjects at A level
Finance:	The school is fully covering its running costs and has grown rapidly thanks to the introduction of government subsidy and therefore free tuition fees.	The school is fully covering its running costs.
Future growth	3 classroom block	Dormitories, a permanent water source and light

Income Generation

We have continued with a variety of income generating activities (IGAs) at existing PEAS schools including brick making, bee keeping, tailoring and a plant nursery. Brick making at Onwards & Upwards Secondary School has been a particularly successful project as there is an internal market within the PEAS network for bricks. Several classroom blocks this year have been built using the interlocking stabilised soil bricks produced. In 2011 we intend to invest in IGAs and ensure that each school has at least one IGA by its second year of existence. We will plant trees at each school and implement more brick making projects, as well as biogas production from diary cows. To carry out research and to manage the implementation of IGAs, a new member of staff has joined the finance team in Kampala.



Financial Overview

Income Analysis

Sources of Income	
Private Donations	£75,951
Corporate Donations	£185,789
Charitable Trusts & Foundations	£306,036
'Bridges to Africa' event	£18,577
Other Fundraising Events	£18,470
TOTAL INCOME	£604,823

PEAS received a number of donations in excess of £10,000 from the following individuals and organisations, to whom we are very grateful: the Costa Foundation, the COINS Foundation, the Waterloo Foundation, the Equitable Charitable Trust, Derek and Julia Breed, the Venture Partnership Foundation, Best Practice Network and the Reed Foundation through the Big Give Christmas Challenge.

PEAS is also greatly indebted to the hundreds of our supporters who gave smaller donations and organised autonomous fundraising events. Without them we would not have been able to meet our fundraising targets and launch three successful schools.

Expenditure Analysis

Areas of Expenditure

School building programme	£408,805
Project management costs (Uganda)	£13,723
Administration & Fundraising Costs (UK)	£125,528
Volunteer programme	£4,600
Governance	£15,139
TOTAL EXPENDITURE	£567,795

Note 1 – Currently salary costs of PEAS UK staff are split between administration and fundraising, project management and governance to account for the time these employees work directly on project implementation, assessment and overseeing.

In the financial year 2010/2011, over every £1 raised, 72p went to our school building projects in Uganda, 3.3p was spent on the PEAS team and the volunteer programme in Uganda (who play a vital role in helping PEAS schools to run efficiently and to provide a good quality education), 22p was spent on the fundraising costs in the UK and 2.7p was spent on governance.

A Note on Our Reserves Policy

Any funds generated during a financial period which are not needed for project costs in Uganda are placed in a savings account in the UK until required.

During the time period the trustees agreed a policy that PEAS should work towards the maintenance of reserves to cover up to three months running costs of the charity in the UK and Uganda. This policy is likely to take up to two years to implement fully.

Note on Grant making

PEAS only makes grants to PEAS subsidiaries in Africa and Got Matar School in Kenya. During this year the only PEAS subsidiary was PEAS Uganda. PEAS Uganda is governed indirectly by PEAS UK and will remain so for the medium term.

PEAS hopes to build five or six schools in Uganda to open in February 2012. These schools will be funded by the Costa Foundation, major donors and a potential new partner which envisages opening 10 schools in Uganda with PEAS over the next three years. The location of new Costa schools will be concentrated in coffee growing areas and we will likely build a number in south west Uganda around Kasese. PEAS is currently undertaking intensive land area research to decide the location of the other schools, and areas in eastern Uganda with very poor education demographics are currently being considered.

We are also very happy to be expanding our work to a second country in Africa. This year we will found the first PEAS school in Zambia, a country greatly in need of affordable secondary school places. The school will be part funded by the COINS Foundation, a long time supporter of PEAS and we will build the school in partnership with UK charity Build It International, which trains local people in construction skills while working on build projects. PEAS will then run the school according to the same model of those in Uganda.

PEAS is also very mindful of the need to expand the growing number of existing schools in our network. We must not only ensure that they have all the facilities they need, but also prepare them for the next academic year so that they can accept new students and continue to grow to a capacity of 1,000 students. We will make considerable efforts to support our existing schools with new facilities in the next year.

We will also be investing more in income generating activities (IGAs) so that schools can generate a greater income and use those funds to improve facilities themselves. The ISSB technology brick making machine has been a great success this year at Onwards & Upwards Secondary School and we intend to supply four more schools with a brick making machine so that bricks for new classroom blocks can be made internally, saving money on construction materials. We will also be looking to plant trees and implement other projects such as bio gas production.

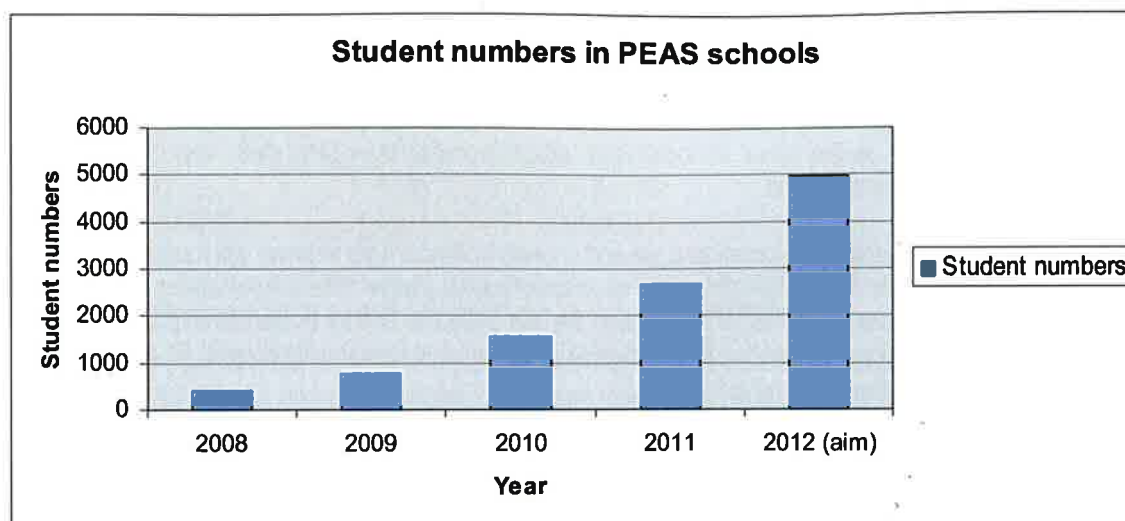
following the success of the first PEAS teacher conference held in Kampala in January 2011, the PEAS Continuous Professional Development programme will hold more events for teachers next year. This was a wonderful opportunity for many teachers in the PEAS network to skill share and learn from one another and is a programme we want to intensify and make available to more teachers next year.

The Uganda team, now headed up by new Managing Director Susan Opok will be concentrating its efforts on working with the Ugandan government to further the partnership we have already built with them. In 2011 we are piloting a Public Private Partnership (PPP) which sees three of our schools receive a subsidy from the government, making all day school places free. We hope this pilot will be successful and rolled out across all our schools in 2012.

Map of Uganda and existing PEAS schools



Student Numbers in PEAS Schools



PEAS Volunteer Programme

Demand for volunteer placements in Uganda far outstrips available posts. The policy of asking each short-term, self-funded volunteer to commit to raising £500 to support the work of PEAS is continuing.

In 2010/11 PEAS placed a long term-education consultant, Laura Brown, who supported our Uganda management structures and helped to bring together reports and research for our trustees and funders in the UK and helped launch the three new schools. Education consultants have their flights and living expenses covered by the charity.



PEAS is very careful to use volunteers sensitively in Uganda. As a matter of principle to guard our sustainability, we never ask volunteers to take up executive or teaching positions within our projects. Volunteers normally undertake finite projects that match their skills. Our volunteers normally pay to stay at our volunteer house in Uganda. The house made slightly more than it cost to run during the year.

Recruitment, Staffing and Professional Development

To enable us to oversee our existing schools at the same time as launching new ones, we have made changes to our organisational structure in Uganda. This will create capacity for more rapid future growth and support our new schools in producing excellent results with limited resources.

In Uganda we have begun to add to the existing team of Managing Director, Susan Opok (who replaced Edward Ssebbombbo who left PEAS in November 2010), Director of Finance, Martin Bakama and Director of Educational Excellence, Christine Apiot and Director of Project Management, Robert Tusiime. We will shortly recruit an Associate Director of Finance, an internal auditor to assist Martin Bakama in conducting vital termly financial audits of each PEAS school and another auditor to manage the wider implementation of IGAs in existing schools.

Between November and January all three new schools recruited an initial staff using a recruitment framework designed by UK project consultants alongside PEAS Uganda managers. The same team went on to deliver initial teacher training for the most senior staff in the new school with the rest of the teaching staff receiving similar training facilitated by senior staff themselves.

Professional development of staff within PEAS schools is based around a combination of regular and reciprocal lesson observation and feedback combined with workshop-based training on a variety of teaching and learning

related topics facilitated both with and between PEAS schools. The new Director of Educational Excellence at PEAS supports each school's development, transferring best practice through our network of schools. We were also very happy to hold the first teacher conference in January 2011, funded and supporter by Best Practice Network. This was a great opportunity for senior teachers from all our schools to come together and share skills.

Governance & UK Staffing

PEAS remained governed by a trust deed as a Charitable Trust during the year, although we also registered the company name PEAS reformed PEAS as a company limited by guarantee as well as a charity.

The Board of Trustees

The Board of Trustees searched for additional members. New trustees are elected to the board by existing members. Trustees of the charity currently sit on the board for a three-year, renewable term and the board meets three times a year. The Board is currently expanding, with one new member due to join during the next financial year.

The current Board of Trustees:

David Townsend	<i>Chair of the Board of Trustees; Finance Committee Chair</i>
Celia Petty	<i>Trustee & Policy and Research Committee Chair</i>
Brett Wigdortz	<i>Trustee & Professional Mentor to the Chief Executive</i>
David Stephenson	<i>Trustee line manager of the Chief Executive</i>
Paresh Mashru	<i>Trustee and member of the Finance Committee</i>
Rhys Pullen	<i>Trustee</i>

The Board of Trustees sets the mission and visions of PEAS. The executive team are then asked to develop aims relating to each PEAS vision and strategies to meet these aims. This set of strategies and aims are then signed off by the Board who are responsible for holding the executive team to account in their implementation of these strategies.

Risks both financial and in terms of health and safety in construction are assessed on an ongoing basis and strategies to mitigate those risks exist as part of the PEAS approach. Please contact PEAS for a copy of 'The PEAS approach'.

Advisory Committees

PEAS has set up two advisory committees which support the trustees and help to guide the operations of the charity. We are grateful to all members who have volunteered their services to support us in this way:

FINANCE COMMITTEE: David Townsend (Chair), Paresh Mashru

Advisors

PEAS is also grateful to the following individuals who give their time and expertise freely to support our work:

FUNDRAISING ADVISORS: Magdalen Fisher, Matthew North, Jane Shufflebotham, Richard North

UK Staff

In the UK we expanded the fundraising team with the recruitment of a Director of Development to lead the growth of the organisation's income. We also recruited a corporate fundraiser in Oct and in January 2011, an Events and Communications Fundraiser. This brings the UK team to four full time permanent members of staff, supported by a number of part time volunteers.

Costa Foundation

The Costa Foundation support coffee-growing communities around the world. Set up in 2006, the Foundation helps to provide access to education in these communities, as well as supporting the coffee-growers. The Costa Foundation has already built 16 schools around the world.

An exciting new partnership is developing between PEAS and the Costa Foundation. The Foundation funded two new PEAS schools in Uganda to open in February 2011 and it is a partnership we hope that will continue beyond that.

Teach First

PEAS has developed a ground-breaking partnership with Teach First, a not-for-profit organisation that selects outstanding graduates from Britain's top universities and places them as teachers in 'challenging schools' for a period of at least two years. John Rendel, PEAS CEO, is a Teach First alumni himself and qualified as a maths teachers through the programme.

PEAS send alumni of the Teach First programme to Uganda. These volunteers have two main roles; founding new PEAS schools and helping to develop teaching and learning by transferring the skills and knowledge they have learnt during their time in London schools. Teach First also supports PEAS in many other ways, not least by providing cheap office space in London.

The COINS Foundation

COINS is a company that works in the construction industry, supplying construction and house-building software. Their newly established COINS Foundation aims to fund projects that offer relief to vulnerable and disadvantaged people and communities both in the UK and internationally. We are hugely grateful to the COINS foundation for their support in expanding our school building programme and in facilitating our partnerships with other charities working in our field. The COINS Foundation is also a key partner in our move next year to Zambia.

Got Matar

PEAS is working in partnership with the [Got Matar Development Group](#) on the development of a new secondary school serving a rural community in Western Kenya. Find out more about the project [here](#).

The New Forests Company

The New Forests Company is a sustainable-forestry business driven by commercial timber economics whose business mixes commercial plantation forestry with the protection and regeneration of indigenous tree species and the promotion of bio-diversity and environmentally sustainable land use management. The company has already established itself as the biggest tree planter and dominant player in Uganda. The New Forests Company is committed to contributing to the local communities where it runs projects and joined with PEAS to support the development of Forest High School

Best Practice Network (BPN)

The Best Practice Network is a company whose vision is to be the leading provider of professional development in the Children's Services sector. BPN are fundraising to support PEAS and funded this year's teacher conference in Uganda, as well as providing expertise in its organisation.

Venture Partnership Foundation (VPF)

VPF is a grant-making foundation dedicated to supporting social entrepreneurs and the charities they run. PEAS is very proud to have been awarded multi-year funding from VPF, which includes both financial support and consultancy.

The Waterloo Foundation

The Waterloo Foundation is a grant-making foundation based in Wales that runs a number of different funding programmes including world development. The Waterloo Foundation has partly funded the construction of a new PEAS school in Northern Uganda (Lamwo Kuc Ki Gen High School) as well as our work with the Ugandan government.

The Laura Case Trust

The Laura Case Trust is helping PEAS put five of our students through university, on the understanding that they will return to PEAS schools for 3 years to act as finance managers and science teachers. The trust awards a grant to PEAS to cover the cost of the students' university fees.

The Equitable Charitable Trust

The Equitable Charitable Trust has given PEAS a three year grant to build and equip laboratories in new PEAS schools. This grant is important in giving PEAS students access to science education.

PROMOTING EQUALITY IN AFRICAN SCHOOLS (PEAS) (a Company Limited by Guarantee)

R E P O R T O F T H E T R U S T E E S (C O N T I N U E D)

Year ended 31 January 2011

Statement of the Board of Trustees' responsibilities

The members of the Board of Trustees are responsible for preparing the Trustees' Report and the financial statements in accordance with applicable laws and regulations.

UK company law requires the Board of Trustees to prepare financial statements for each financial year. Under that law the Trustees have elected to prepare the financial statements in accordance with United Kingdom Generally Accepted Accounting Practice. 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 company and of the income and expenditure for that year. In preparing those financial statements, the Board of Trustees are required to:

- select suitable accounting policies and then apply them consistently;
- make judgements and estimates that are reasonable and prudent;
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the company will continue in business;
- state whether applicable accounting standards have been followed.

They are responsible for keeping adequate accounting records, which are sufficient to show and explain the company's transactions and disclose with reasonable accuracy at any time the financial position of the 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 company and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

Statement as to disclosure of information to auditors

Each trustee confirms that so far as they are aware, there is no relevant audit information which has not been made available to the company's auditors and that they have each taken all the steps that they ought to have taken as the company's Trustees to make themselves aware of any relevant audit information and to establish that the company's auditors are aware of that information.

Special provisions

This report is prepared in accordance with the provisions applicable to companies subject to the small companies regime in Part 15 of the Companies Act 2006.

Statement of public benefit

The trustees have complied with their duty to have due regard to the guidance on public benefit published by the Commission in exercising their powers or duties.

By order of the board



D TOWNSEND
Chair

London

29 May 2011

PROMOTING EQUALITY IN AFRICAN SCHOOLS (PEAS) (a Company Limited by Guarantee)

I N D E P E N D E N T A U D I T O R S ' R E P O R T

Year ended 31 January 2011

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

We have audited the financial statements of Promoting Equality in African School (PEAS) for the year ended 31 January 2011 which comprise the Statement of Financial Activities, the Balance Sheet, the Accounting Policies and the related notes

The financial reporting framework that has been applied in their preparation is applicable law and the Financial Reporting Standard for Smaller Entities (effective April 2008) (United Kingdom Generally Accepted Accounting Practice applicable to Smaller Entities).

This report is made solely to the 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 charity'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 charity and the charity's members as a body, for our audit work, for this report, or for the opinions we have formed.

Respective responsibilities of trustees and auditor

As explained more fully in the Trustees' Responsibilities Statement on page 19, 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.

Our responsibility is to audit and express an opinion on the financial statements in accordance with applicable law and International Standards on Auditing (UK and Ireland). Those standards require us to comply with the Auditing Practices Board's Ethical Standards for Auditors.

Scope of the audit of the financial statements

An audit involves obtaining evidence about the amounts and disclosures in the financial statements sufficient to give reasonable assurance that the financial statements are free from material misstatement, whether caused by fraud or error. This includes an assessment of: whether the accounting policies are appropriate to the charitable company's circumstances and have been consistently applied and adequately disclosed; the reasonableness of significant accounting estimates made by the trustees; and the overall presentation of the financial statements.

Opinion on financial statements

In our opinion the financial statements:

- give a true and fair view of the state of the charitable company's affairs as at 31 January 2011 and of its incoming resources and application of resources, including its income and expenditure, for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice applicable to Smaller Entities; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

Opinion on other matter prescribed by the Companies Act 2006

In our opinion the information given in the Trustees' Annual Report for the financial year for which the financial statements are prepared is consistent with the financial statements.

Matters on which we are required to report by exception

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

- adequate accounting records have not been kept or returns adequate for our audit have not been received from branches not visited by us; or
- the financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of trustees' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit.
- the trustees were not entitled to prepare the financial statements in accordance with the small companies regime and take advantage of the small companies exemption in preparing the Trustees' Annual Report.

J.L. Sutton

J L Sutton (Senior statutory auditor)
For and on behalf of Dixon Wilson, Statutory Auditor
22 Chancery Lane, London WC2A 1LS

2011

8 June

PROMOTING EQUALITY IN AFRICAN SCHOOLS (PEAS) (a Company Limited by Guarantee)

**STATEMENT OF FINANCIAL ACTIVITIES
(INCLUDING INCOME AND EXPENDITURE ACCOUNT)**

Year ended 31 January 2011

	Note	Unrestricted funds £	Restricted funds £	Total 2011 £	Total 2010 £
Incoming resources	3				
Incoming resources from generated funds					
Voluntary income		260,418	344,405	604,823	280,488
Investment income		3	-	3	44
Total incoming resources		<u>260,421</u>	<u>344,405</u>	<u>604,826</u>	<u>280,532</u>
Resources expended on charitable activities					
Costs of generating voluntary income	4	125,528	-	125,528	79,413
Charitable activities		82,723	344,405	427,128	190,242
Governance costs	5	15,139	-	15,139	-
Total resources expended		<u>223,390</u>	<u>344,405</u>	<u>567,795</u>	<u>269,655</u>
Net incoming resources for the year		37,031	-	37,031	10,877
Reconciliation of funds					
Accumulated funds brought forward at 1 February 2010		14,676	-	14,676	3,799
Accumulated funds carried forward		<u>51,707</u>	<u>-</u>	<u>51,707</u>	<u>14,676</u>

PROMOTING EQUALITY IN AFRICAN SCHOOLS (PEAS) (a Company Limited by Guarantee)

B A L A N C E S H E E T

At 31 January 2011

Company number: 06552715

	Note	2011 £	2010 £
Fixed assets			
Tangible assets	2	754	-
Current assets			
Debtors	8	17,458	2,763
Cash at bank and in hand		44,206	11,913
		<u>61,664</u>	<u>14,676</u>
Creditors: amounts falling due within one year	9	(10,711)	-
Net current assets		<u>50,953</u>	<u>14,676</u>
Total assets less current liabilities		<u>51,707</u>	<u>14,676</u>
Net assets		<u>51,707</u>	<u>14,676</u>
Funds			
Restricted income		-	-
Unrestricted income		51,707	14,676
		<u>51,707</u>	<u>14,676</u>

The financial statements on pages 21 to 26 were approved by the Board of Trustees on and were signed on its behalf by:-

29 May 2011

D TOWNSEND
Trustee

PROMOTING EQUALITY IN AFRICAN SCHOOLS (PEAS) (a Company Limited by Guarantee)

A C C O U N T I N G P O L I C I E S

Year ended 31 January 2011

The financial statements have been prepared in accordance with applicable accounting standards and with the Statement of Recommended Practice – Accounting and Reporting by Charities (SORP 2005), issued in March 2005, and in accordance with the Financial Reporting Standard for Smaller Entities (effective April 2008). The particular accounting policies are described below:

Basis of accounting

The financial statements are prepared under the historical cost convention.

Incoming resources

Grants and donations are only recognised when the charity has unconditional entitlement to the resources.

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

Investment income is included in the accounts when receivable.

Tangible fixed assets

Tangible fixed assets are stated at their purchase price, together with any incidental costs of acquisition.

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. Depreciation is charged from the month of purchase, and none in the year of disposal. The annual rates used for this purpose are:

Computer equipment	- 25%
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Governance costs

Governance costs are those incurred in connection with the management of PEAS organisational administration and compliance with constitutional and statutory requirements.

PROMOTING EQUALITY IN AFRICAN SCHOOLS (PEAS) (a Company Limited by Guarantee)

NOTES TO THE FINANCIAL STATEMENTS

Year ended 31 January 2011

1. Status

The company is limited by guarantee and has no share capital. The liability of members in the event of winding up is limited to £10 per member. At 31 January 2011 there were four members.

2. Tangible fixed assets

	Computer equipment £	Total £
Cost		
At 1 February 2010	-	-
Additions	875	875
Disposals	-	-
At 31 January 2011	<u>875</u>	<u>875</u>
Depreciation		
At 1 February 2010	-	-
Charge for the year	121	121
Disposals	-	-
At 31 January 2011	<u>121</u>	<u>121</u>
Net book value		
At 31 January 2011	<u>754</u>	<u>754</u>
At 1 February 2010	<u>-</u>	<u>-</u>

The fixed assets are held for use by the charity.

3. Analysis of incoming resources

	Unrestricted funds £	Restricted funds £	2011 £	2010 £
Voluntary income				
Private donors	75,951	-	75,951	100,916
Corporate donors	8,904	176,885	185,789	12,873
Charitable trusts	138,516	167,520	306,036	123,296
Bridges to Africa	18,577	-	18,577	24,485
Other fundraising events	18,470	-	18,470	18,918
	<u>260,418</u>	<u>344,405</u>	<u>604,823</u>	<u>280,488</u>
Investment income				
Interest on cash	3	-	3	44
	<u>260,421</u>	<u>344,405</u>	<u>604,826</u>	<u>280,532</u>

PROMOTING EQUALITY IN AFRICAN SCHOOLS (PEAS) (a Company Limited by Guarantee)

NOTES TO THE FINANCIAL STATEMENTS

Year ended 31 January 2011

4. Analysis of resources expended

	Unrestricted funds £	Restricted funds £	2011 £	2010 £
Costs of generating voluntary income				
Fundraising events costs	24,123	-	24,123	8,404
Donor administrative costs	101,405	-	101,405	71,009
	<u>125,528</u>	<u>-</u>	<u>125,528</u>	<u>79,413</u>
Charitable activities				
Grants to schools	64,400	344,405	408,805	159,604
Volunteer programme	4,600	-	4,600	10,628
Projects management costs	13,723	-	13,723	20,010
	<u>82,723</u>	<u>344,405</u>	<u>427,128</u>	<u>190,242</u>
Governance costs				
Governance costs (see note 5)	15,139	-	15,139	-
	<u>223,390</u>	<u>344,405</u>	<u>567,795</u>	<u>269,655</u>

5. Governance costs

	2011 £	2010 £
Governance costs	15,139	-

£3,500 of the above governance costs for 2011 relates to auditors' remuneration.

6. Paid employees

	2011 £	2010 £
Staff costs		
Gross wages	97,393	58,318
Employer's NIC	8,290	6,203
	<u>105,683</u>	<u>64,521</u>
Average number of full time equivalent employees in the year	<u>3</u>	<u>2</u>

£85,005 of staff costs has been allocated to costs of generating voluntary income and £20,678 of staff cost has been allocated to charitable activities. Currently salary costs of the one member of PEAS UK staff is split between administration and fundraising (50%), project management (25%) and governance (25%) to account for the time this employee works directly on project implementation, assessment and oversight.

7. Trustees

No trustee received any remuneration in the year.

PROMOTING EQUALITY IN AFRICAN SCHOOLS (PEAS) (a Company Limited by Guarantee)

NOTES TO THE FINANCIAL STATEMENTS

Year ended 31 January 2011

8. Debtors

	2011	2010
	£	£
Other debtors	7,458	2,763
Donations receivable	10,000	-
	<u>17,458</u>	<u>2,763</u>

9. Creditors

	2011	2010
	£	£
Other creditors including taxation and social security	5,411	-
Accruals	5,300	-
	<u>10,711</u>	<u>-</u>

10. Related party transactions

During the year the charity made grants of £408,805 to PEAS Uganda Limited, a Ugandan charity of which the chief executive of PEAS is a director.
