



LINK
EDUCATION

Report and financial statements

Year ended 31 March 2023

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Report of the directors for the year ended 31 March 2023

The trustees, who are also directors of the charity for the purposes of the Companies Act 2006, present their report with the financial statements of the charity for the year ended 31 March 2023. The trustees have adopted the provisions of Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective 2019).

OBJECTIVES AND ACTIVITIES

The objectives of Link Education International (LEI) are as set out in its Memorandum of Association. Link's primary objective is:

To assist in the provision and /or improvement and /or advancement of education in Africa.

Our **vision** is a world where every child has the right to quality education.

Our **mission** is to inspire sustainable innovations in national education policy using grassroots approaches to improve accountability and learner outcomes.

SAFEGUARDING

Link Education International believes that a child, vulnerable adult or person at risk should never experience abuse of any kind. We have a responsibility to work in a way that promotes the welfare of all and protects them from harm. We have a zero-tolerance approach to any harm to, or exploitation of, a child or vulnerable adult by any of our staff, representatives or partners.

Our safeguarding policies and procedures demonstrate accountability to beneficiaries, including staff, volunteers and trustees; an organisational culture that tackles power imbalances and gender inequality; and rigorous, anonymous and safe reporting and complaints mechanisms.

We do all that we can to ensure that the experience of the children and vulnerable adults (and their families) who Link Education International reaches is one that is free from any form of abuse or exploitation.

ACHIEVEMENTS AND PERFORMANCE

Link's Strategic Goals focus on enhancing teaching and learning in schools, as well as building life skills and promoting inclusion for the most marginalised so that all children have access to a quality education.

We take both a top-down and bottom-up approach to transform education, supporting broad system and school-wide improvements while recognising the need for more tailored, localised support to overcome specific challenges. We believe this makes our work more relevant and sustainable.

Link's five Strategic Goals



Link's Strategic Goals were collaboratively developed with partner countries to align with and support achievement of the African Charter 2063, the Sustainable Development Goals and national education sector plans.

2022/23 at a glance:



47,065

Learners reached



171

Schools and learning centres reached



25,183

Community members engaged

Operating in:



Uganda



Ethiopia



Malawi

During the year to 31st March 2023, Link's activities had largely recovered from COVID-19 disruptions, but instead were challenged by Cyclone Freddy, flooding events, cholera pandemics and civil unrest. We continued to share safe health messaging to communities, provided water and soap to places of learning, and repaired buildings when they were unsafe.

During the year, we embarked on the first year of our integrated business plan approach across the Link family. The plan outlines the key priorities and activities we will undertake in the period 2022-2025. We have prioritised activities which will prepare Link to achieve success within our areas of focus by ensuring we have the correct resources, infrastructure, systems and policies in place.

Key activities undertaken during the year included: linking our Strategic Goals to individual theories of change and developing Programme Design tools to support strong project design; embedding our Link-wide Capacity Strengthening process; progressing our 'Shifting the Power' / Localisation work; and strengthening collective decision-making and internal sharing via our regular International Team Meetings and 'Linkages' activities. Specifically, we:

- Curated a high quality 'Resource Mobilisation Portfolio' including our strategic goals paper, country and Link-wide capacity statements, approach papers, project templates and evaluation reports
- Increased Link's visibility via conferences, networking and communications, and supported partners to do the same
- Developed a network of preferred partners for joint proposal applications, mutual learning and a stronger voice within the sector.

Following are some highlights that directly relate to our five Strategic Goals:



Strengthen Education Systems

Teachers in Link project schools have shared positive reports on how local government officials have supported them to improve their classroom practice through lesson observations, and regular coaching which has helped them resolve some of their day to day challenges. They have also commented on how the attitudes of local government officials to girls' education has improved which is testament to Link's gender inclusion training and pedagogical leadership which has assisted in removing obstacles to girls' education. 327 cluster supervisors have been trained through TARGET, significantly improving and increasing capacity to support and quality assure school leadership.

"Previously there was a negative attitude towards girls' education from the school government side, but now thanks to STAGES project the awareness is created. Gender Inclusion Responsive Pedagogy training and pedagogical leadership {has} assisted in removing obstacles to girls' education." Cluster Supervisor, Ethiopia



Transform Girls' Education

Some highlights from our Team Girl Malawi project show that 88% of girls improved in reading, 86% of girls improved in maths, 83% of girls showed improved life skills (such as reproductive health knowledge, resilience and HIV prevention), and 96% of girls told us that the project had increased access to education. As girls had suffered loss of learning during Covid 19 these results are welcomed and confirm the effectiveness of Link's approach. The STAGES project in Ethiopia ensured that 39,450 girls have received reusable sanitary pads and underwear so that menstruation will not prevent school attendance. In addition to this, 15,349 girls received stationery items (books, pens and pencils) so they would be equipped to learn. Bursaries were provided to 509 extremely vulnerable girls to support their retention in school, and Social and Emotional Learning sessions were delivered.

"Ever since [being on the STAGES project] I have benefited and [been] supported by the organization, my biggest concern was who will help me when I entered secondary school and transition to grade 11, but when I joined grade 9th the organization has started assisting me to date. So I will be able to benefit from the service that Link Education has provided. Because of this, not only me but also my parents are happy and confident to continue my education. Especially this year the costs of stationery materials, uniform and sanitary pads are too much inflated to purchase, but the STAGES project saved us from dropping out. In addition, menstruation is the other barrier that excludes me from school. The STAGES sanitary pad provision and GEC room improved my confidence to manage if I experience menstruation all of a sudden in the school.

(Grade 9 girl)



Build Climate Change Resilience

In Ethiopia, work to support the impact of climate change on learners, has taken place through Gender Clubs. A total of 303 (133 female, 170 male) gender club coordinators and headteachers have participated in training that embeds climate change awareness and problem solving across the Gender Club curriculum.



Engage Community Voice and accountability

"The CBE program/school is very beneficial to our children; it has provided an education opportunity to those who were not in school. As such, parents/guardians, encourage learners around education matters"

Community Chief, Mbuka Centre, Lilongwe

Our work with communities to strengthen community-based structures such as School Management Committees and mothers' and fathers' groups, has mobilised community engagement across 127 primary schools in Ethiopia. In addition to this, 3,048 participants from target primary schools have joined monthly discussions

focusing on the barriers to girl's education, and safeguarding. To support this further, 65 learning centres in Malawi conducted local and district level adaptive management meetings across all three districts. A total of 8,640 vulnerable girls received eight Social and Emotional Learning sessions providing support on responsible decision making, self-esteem building and problem solving. In the reporting year, STAGES has invested in capacity-building training to school-community structures (e.g. Parent Teacher Associations), parents, and government stakeholders, as well as on advocacy meetings, joint monitoring visits, partnership review meetings, coordination meetings, and school level monthly mother and father group discussions. Link has engaged 10,477 parents and 3,892 community members with a series of diverse interventions, extending out to school leadership,

teachers and school community structures. As a result of this, positive attitudinal changes and perceptions towards girls’ and boys’ education from the community, parents, teachers and government officials have been witnessed. Moreover, community engagement initiatives in Malawi have hosted cumulative awareness raising in safeguarding.

Community messaging, on the benefits of inclusive education, through interactive radio has also seen an average of 7,539 messages from the community after each broadcast, signalling that the wider community is engaging with messaging.



Support Education in Emergencies

During the Cholera outbreak that started at the beginning of 2023, in order for learners to be supported with continued learning through a two week school closure, Link Malawi distributed learning materials alongside WASH and PPE equipment. Monthly networking has taken place in Ethiopia with the National and Regional Education in Emergency clusters of which Link Education Ethiopia is an active and engaged partner.



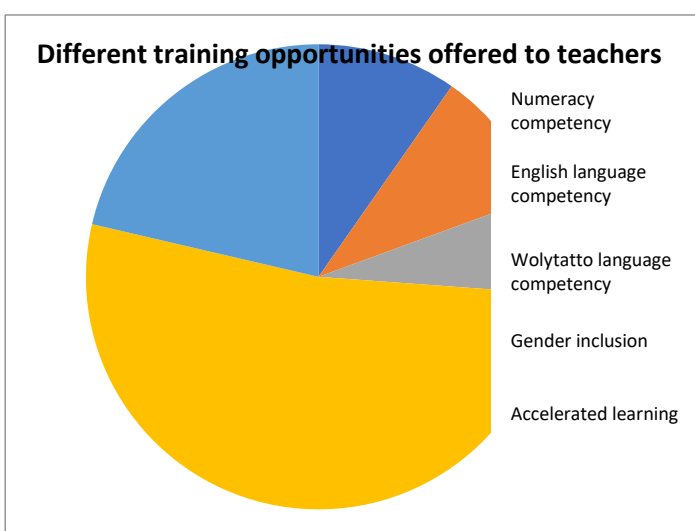
Ethiopia

The Supporting Transition of Adolescent Girls through Enhancing Systems (STAGES) project (2017-2024) is delivered by Link in partnership with the government in the Wolaita Zone of the Southern Nations, Nationalities, and Peoples’ Region (SNNPR) in Ethiopia.

STAGES forms part of the UK’s Foreign and Commonwealth Development Office (FCDO) Girls’ Education Challenge Transition programme – a global programme which is helping up to 1.5 million of the world’s poorest girls improve their lives through education and find better ways of getting girls in school and ensuring they receive a quality education to transform their future.

STAGES supports over 61,345 marginalised girls in 127 primary schools and 17 secondary schools in four districts. Through Link’s holistic approach, girls gain strong literacy and numeracy skills as they attend school and progress through the education system supported by gender responsive government, school and community structures.

All students benefit from the programme, including those living with disabilities, orphans, pregnant girls and young mothers, and boys, as education systems and teaching are strengthened, and communities mobilised. STAGES ensures girls are ready to learn by improving their self-esteem and self-confidence; providing classes in life skills, sexual and reproductive health and financial literacy; and providing reusable sanitary packs and basic needs.



The year to 31st March 2023 was the sixth year of project delivery. Key activities included training 3,751 teachers on gender and inclusion responsive teaching pedagogy (GIRP), accelerated learning and subject specialist training (English, Wolayttatto and numeracy), and 607 teachers have been coached and mentored. School principals and local government staff have also been trained in gender responsive school improvement planning, pedagogical leadership, coaching and mentoring, and ways to support their staff via continuous professional development.

As part of an initiative to strengthen girls' engagement with science, technology, engineering and maths (STEM) teaching, 67 participants were also upskilled to cascade an engaging STEM curriculum to students via gender clubs. In addition to this, 4,201 children (M = 1,726, F = 2,475) were engaged through the clubs that also delivered Social and Emotional Learning skills.

1,503 bursaries were also provided for girls, and 30,925 sanitary packs and 11,229 stationery items to girls through STAGES. In terms of scaling up STAGES interventions, at midline, zonal officials highlighted that they have begun to expand pedagogical leadership and supervision training, GIRP, and child safeguarding to all woredas of the zone which has been done using the full package of training, mentoring, coaching, and follow-up. This scale up includes as many as 456 additional schools, 12,182 teachers, and 460,070 learners beyond the STAGES project schools.

“Now we have started to include them (the activities) into the three-years strategic plan, and we are also trying to make them one of the sources for CPD. Making the initiatives part of the actual plan will be our mechanism to ensure the sustainable implementation of these activities.”

(Zonal official)

During the year, Link worked with Educational Development Trust to provide a technical assistance package to the World Bank's General Education Quality Improvement Program for Equity (GEQIP-E) which ran from 2019-23.

The overall mission of the programme was to improve teaching and learning in 9,000 schools, enhance equity and efficiency, and provide support to the general education sector more broadly. The programme was delivered in Afar, Somali, Gambella, and Beninshangul-Gumuz Regions, which to varying degrees were each impacted by the Civil War which in turn made achieving our milestone targets challenging.

Link's role was to support the development of continuous professional development toolkits for school leaders and model interventions for scale-up with a focus on inclusion, teachers' professional development and community engagement. 995 schools were reached through 7,437 toolkits.

Link also delivered a programme funded by Boeing Foundation that supported 4,201 children (M = 1,726, F = 2,475) to learn about Science, Technology, Engineering and Maths (STEM) via a Gender Club that also delivered Social and Emotional Learning skills. This was a pilot project in

“Before attending the STEM subject workshop, I assume creating an app is [would be] a difficult task. Now creating an app is a simple task and it helps solve the community problem.”

- Training of Trainer participant – Boeing, STEM training

four secondary schools which will be extended to a further four schools with additional funding from Boeing Foundation.



TEAM Girl Malawi (Transformational Empowerment of Adolescent Marginalised Girls in Malawi) (2018-2023) aims to transform the life chances of some of the most vulnerable girls in the country by building their basic literacy and numeracy skills and helping them to transition into further education, training, or employment.

Funded by FCDO under its *Leave No Girl Behind* portfolio, Link is working with four partners in Lilongwe Urban, Dedza and Mchinji districts, to reach some of the most marginalised adolescent girls in Malawi who have never been to school due to disability, poverty or lack of opportunity, or who dropped out of school without learning to read, write and count. Community-based classes allow the girls to acquire basic literacy, numeracy, and life skills. Girls' Clubs and peer-to-peer buddying impart sexual and reproductive health knowledge and develop resilience and self-esteem. Vocational training for the girls and their carers enables the development of livelihoods and offers the girls a viable option once their literacy and numeracy skills have increased. Improved school leadership makes schools safer, more inclusive spaces, and community engagement raises aspirations for these marginalised girls.

Reaching Our Goals was a two-year project funded by the Scottish Government and Comic Relief. It was delivered alongside the TEAM Girl Malawi project in four learning centres in Dedza District and used netball to encourage attendance, deliver sexual reproductive health and rights knowledge and social and emotional skills. Training was also given in a variety of vocations such as shoe-making, drip irrigation, tie and dye crafts, and soy milk production. Reaching Our Goals worked directly with 183 girls and 210 boys.

Through our Team Girl Malawi and Reaching our Goals projects, our interventions have reached up to as many as 4,400 boys and girls through a range of activities including literacy, numeracy and life skills classes, social emotional learning, sexual and reproductive health and rights knowledge, netball skills and

“The project has equipped us with knowledge so that we delay in getting married and saying ‘no’, and we can protect ourselves from contracting sexually transmitted diseases.”

- Girl, Chikandwe Nzotheke/Girls' Club, Team Girl Malawi

vocational training. 437 headteachers have been trained in leadership and inclusive education in linked primary schools to support sustainability and transition of those moving to mainstream education. With our partners, we have conducted disability assessments and provided assistive devices to learners who need them. Our work with girls and the community members has enabled the establishment of 88 village saving and loan groups and 48 mother's groups have been given radios so they can run weekly community listening clubs.



Uganda

The successful STEAR II (School Transformation through Enriching Accountability and Resilience, phase two) programme funded by the William and Flora Hewlett Foundation concluded during the year. Closure activities included reflection and learning meetings with the three district education teams in Buliisa, Kikuube and Hoima, and the 100 schools and their communities, and development of a 'Most Significant Change' report highlighting project impact.

Our interventions reached 6,300 community members including 164 people with disabilities and other stakeholders, such as local leaders, parents and learners. 190 headteachers, deputies and district support staff were guided on how to conduct strong school self-evaluations and mobilise resources. 79% of project schools provided an effective teaching and learning environment compared to 23% at start; and 63% of project schools met minimum standards in school community relations compared to 27% at start.

"You came at a time when I had just received the appointment into this office of inspector. Your staff supported me to carry out my work by guiding me on critical gaps the school performance review identified in the schools in lower Buliisa. We have improved a lot in the department. We now share inspection findings during meetings and disseminate findings to headteachers. These are things that used not to happen."

District school inspector, Uganda

Communities were trained on how to monitor school improvement plans and strengthened in accountability activities resulting in change of headteacher in one school, addition of a female teacher to an all-male teaching body, and improvements to the school environment, particularly for girls.

FINANCIAL REVIEW

Financial position

The financial activities of the charitable company are set out in the attached financial statements.

The **total incoming resources** for the year to 31 March 2023 were £4,702m (2022: £3,949m).

Resources expended for the year to 31 March 2023 were £4,692m (2022: £3,805m). Of this, £4,639m was spent on charitable objectives (2022: £3,743m).

Reserves policy

LEI's reserves policy is to hold general charitable funds or free reserves for four principal reasons:

- i) To supply working capital, enabling LEI to manage fluctuations in its cash flow;
- ii) To enable LEI to provide additional support and capacity-building to its Link partners in sub-Saharan Africa;
- iii) To provide protection against the contractual and operating risks that LEI faces in its work, including meeting unforeseen costs;
- iv) To invest in new initiatives designed to improve the efficiency and quality of services.

The reserves policy is kept under review and reserves levels will be adjusted as perceptions of risk and other factors change. Our target range, as adopted by the Trustees has established that, at the current activity level, the appropriate target range for free reserves is between six and twelve months' operating costs which equates to between £267,000 and £534,000. Our free available reserves at the end of the year were £403,000 which is equivalent to nine months' running costs.

Going Concern

In their assessment of going concern the trustees continue to consider the impact on the charity as a result of the COVID-19 virus. The COVID-19 pandemic has had some impact on the charity's operations. International travel is beginning to return and staff are returning to the office on a hybrid basis. Project delivery has resumed with some interventions being adapted to take into account local restrictions, and the charity continues to fulfil its charitable activities.

Having regard to the above, the trustees have a reasonable expectation that the charity has adequate resources to continue in operational existence for the foreseeable future. There are no known material uncertainties and it is therefore appropriate to prepare the financial statements on a going concern basis.

REFERENCE AND ADMINISTRATIVE DETAILS

Company number

03069329

Registered Charity numbers

SC045011
1048007

Principal office

Dolphin House
4 Hunter Square
Edinburgh
EH1 1QW

Registered office

c/o Sagars
Gresham House
5-7 St Pauls Street
Leeds, LS1 2JG

Trustees

Jorge Sequeira (Chair)
Alasdair Beaton
Emma Cowan
Scott Craig
Seonaid Crosby (Vice Chair)
Elaine Graham
Richard Santandreu
Iffat Shahnaz (resigned 10th March 2023)
Anita Wiseman
Caroline Wylie (resigned 27th March 2023)

Senior management team

Fiona Greig, Chief Executive Officer
Samantha Ross, International Programme Director

Auditors

Anderson Anderson & Brown Audit LLP
Citypoint 2, 25 Tyndrum Street
Glasgow G4 0JY

Bankers

National Westminster Bank plc
23 Market Street
Cambridge CB2 3PA

Structure, governance and management

LEI is a company limited by guarantee incorporated on 16 July 1995 and registered as a charity on 17th July 1995. It is exempt in terms of S30 (5) (a) of the Companies Act from the requirement to use the word 'limited'.

Recruitment and appointment of trustees

LEI is governed by a board of trustees (directors) who are appointed at the Annual General Meeting. Trustee appointments are based on the possession of the skills and experience necessary to determine the policies of LEI and to monitor the implementation of those policies. The trustees receive adequate induction, as well as suitable and sufficient help and guidance, to understand how the charity works and to be able to contribute positively towards its operation. Safeguarding training is mandatory for all trustees.

The LEI board meets formally every quarter. The board receives project and financial reports at each meeting. There are also separate finance and risk, and programme committees which also meet quarterly prior to board meetings. An annual Board Strategy Day is held to review the strategic direction of the organisation. In addition, LEI's partner organisations have independent local governance structures which ensure accountability for resources in their country. LEI is managed by a Chief Executive Officer who is responsible to the board of directors for the smooth and efficient operation of the company within terms of delegation approved by the board.

Key management remuneration

The directors consider the key management personnel of the charity to be the trustees, the Chief Executive Officer and the International Programme Director. The key management personnel of the charity are in charge of directing and controlling, running and operating the charity on a day-to-day basis. All directors give of their time freely and no director received remuneration in the year. Details of directors' expenses and key management remuneration are disclosed in note 11 to the accounts.

Risk management

The major risks to which LEI is exposed are reviewed on a quarterly basis by the Board and procedures have been established to mitigate these risks. Given the context in which the charity operates the major risks which LEI faces are:

- The uncertain funding environment for development organisations: we will continue to prioritise the diversification and growth of the charity's income
- Safeguarding: the Link team is dedicated to ensuring the experience of the children, vulnerable adults and families that we reach is free from any form of abuse or exploitation. We operate a safe recruitment process and embed safeguarding principles through all aspects of our programming.

STATEMENT OF TRUSTEES' RESPONSIBILITIES

The trustees (who are also the directors of Link Education International for the purposes of company law) are responsible for preparing the Report of the Trustees and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice), including Financial Reporting Standard 102 "The Financial Reporting Standard applicable in the UK and Republic of Ireland".

Company law requires the trustees to prepare financial statements for each financial year which give a true and fair view of the state of affairs of the charitable company and of the incoming resources and application of resources, including the income and expenditure, of the charitable company for that period. In preparing those financial statements the directors are required to:

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles in the Charities SORP;
- make judgments and accounting estimates that are reasonable and prudent;
- 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 proper accounting records which disclose with reasonable accuracy at any time the financial position of the charitable company and to 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.

In so far as the trustees are aware:

- there is no relevant audit information of which the company's auditors are unaware; and
- the trustees have taken all steps they ought to have taken to make themselves aware of any relevant audit information and to establish that the auditors are aware of that information.
- there is no material uncertainty.

Auditors

The auditors, Anderson Anderson & Brown Audit LLP, Chartered Accountants, have indicated their willingness to continue in office.

Approved by order of the board of trustees on 29th August 2023 and signed on its behalf by:



Seonaid Crosby

Acting Chair of Board of Trustees

Report of the Independent Auditors To the Trustees and Members of Link Education International

Opinion

We have audited the financial statements of Link Education International for the year ended 31 March 2023 on pages 18 to 34. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice), including Financial Reporting Standard 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland'.

In our opinion the financial statements:

- give a true and fair view of the state of the company's affairs as at 31 March 2023 and of its profit for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice, including Financial Reporting Standard 102 'The Financial Reporting Standard applicable in the UK and the Republic of Ireland'; and
- have been prepared in accordance with the requirements of the Companies Act 2006, the Charities and Trustee Investment (Scotland) Act 2005 and regulation 8 of the Charities Accounts (Scotland) Regulations 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 Auditors responsibilities for the audit of the financial statements section of our report. We are independent of the charitable company 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.

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 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.

Report of the Independent Auditors (continued)

Other information

The trustees are responsible for the other information. The other information comprises the information included in the annual report, other than the financial statements and our Report of the Independent Auditors thereon. Our opinion on the financial statements does not cover the other information and 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, 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 Report of the Directors for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the Report of the Directors has been prepared in accordance with applicable legal requirements.

Matters on which we are required to report by exception

In the light of the knowledge and understanding of the charitable company and its environment obtained in the course of the audit, we have not identified material misstatements in the Directors' Report.

We have nothing to report in respect of the following matters where the Companies Act 2006 and the Charities Accounts (Scotland) Regulations 2006 (as amended) requires us to report to you if, in our opinion:

- adequate and proper accounting records have not been kept; or
- the financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of directors' 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 take advantage of the small companies exemption from the requirement to prepare a Strategic Report or in preparing the Report of the Trustees

Responsibilities of Directors

As explained more fully in the Statement of trustees' responsibilities statement set out on page 11, 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 which 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 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 charitable company or to cease operations, or have no realistic alternative but to do so.

Report of the Independent Auditors (continued)

Auditors' 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 a Report of the Auditors 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.

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We design procedures in line with our responsibilities, outlined above, to detect material misstatements in respect of irregularities, including fraud. The extent to which our procedures are capable of detecting irregularities, including fraud is detailed below:

We identified and assessed the risks of material misstatement of the financial statements from irregularities, whether due to fraud or error, and discussed these between our audit team members. We then designed and performed audit procedures responsive to those risks, including obtaining audit evidence sufficient and appropriate to provide a basis for our opinion.

We are not responsible for preventing non-compliance and cannot be expected to detect non-compliance with all laws and regulations - this responsibility lies with management with the oversight of the trustees.

Based on our understanding of the Company and industry, discussions with management and trustees we identified financial reporting standards and Companies Act 2006 as having a direct effect on the amounts and disclosures in the financial statements.

As part of the engagement team discussion about how and where the Company's financial statements may be materially misstated due to fraud, we did not identify any areas with an increased risk of fraud.

Our audit procedures included:

- completing a risk assessment process during our planning for this audit that specifically considered the risk of fraud;
- enquiry of management about the Company's policies, procedures and related controls regarding compliance with laws and regulations and if there are any known instances of non-compliance;
- examining supporting documents for all material balances, transactions and disclosures;
- review, where applicable, of the Board of Trustees' minutes;
- enquiry of management about litigations and claims and inspection of relevant correspondence;
- analytical procedures to identify any unusual or unexpected relationships;
- specific audit testing on and review of areas that could be subject to management override of controls and potential bias, most notably around the key judgments and estimates, including debtors, creditors and revenue recognition;
- considering management override of controls outside of the normal operating cycles including testing the appropriateness of journal entries recorded in the general ledger and other adjustments made in the preparation of the financial statements including evaluating the business rationale of significant transactions outside the normal course of business.

Report of the Independent Auditors (continued)

Auditors' responsibilities for the audit of the financial statements (continued)

Owing to the inherent limitations of an audit, there is an unavoidable risk that some material misstatements of the financial statements may not be detected, even though the audit is properly planned and performed in accordance with the ISAs (UK).

The potential effects of inherent limitations are particularly significant in the case of misstatement resulting from fraud because fraud may involve sophisticated and carefully organised schemes designed to conceal it, including deliberate failure to record transactions, collusion or intentional misrepresentations being made to us.

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. This description forms part of our Report of the Auditors.

Use of our report

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 company's members those matters we are required to state to them in a Report of the Auditors and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the company and the company's members as a body, for our audit work, for this report, or for the opinions we have formed.

Anderson Anderson & Brown Audit LLP

Natalie Boyle (Senior Statutory Auditor)
for and on behalf of Anderson Anderson & Brown Audit LLP
Statutory Auditors
Chartered Accountants
Citypoint 2
25 Tyndrum Street
Glasgow
G4 0JY

Date: 5 September 2023

Statement of Financial Activities

for the year ended 31 March 2023

	<i>Note</i>	Unrestricted funds £	Restricted funds £	Total funds 2023 £	Total funds 2022 £
Income					
Donations and legacies	3	79,366	7,545	86,911	50,009
Income from charitable activities:					
<i>Delivery of educational programmes in Sub-Saharan Africa</i>	4	1,250	4,611,006	4,612,256	3,899,217
Income from other trading activities	5	115	-	115	110
Investment income	6	1,712	1,096	2,808	62
Total income		82,443	4,619,647	4,702,090	3,949,398
Expenditure					
Costs of raising funds	7	52,784	-	52,784	61,957
Expenditure on charitable activities:					
<i>Delivery of educational programmes in Sub-Saharan Africa</i>	8	65,310	4,573,533	4,638,843	3,742,820
Total expenditure		118,094	4,573,533	4,691,627	3,804,777
Net (expenditure) / income		(35,651)	46,114	10,463	144,621
Transfers between funds		92,029	(92,029)	-	-
Net movement in funds		56,378	(45,915)	10,463	144,621
Reconciliation of funds:					
Total funds brought forward		346,846	120,775	467,621	323,000
Total funds carried forward		403,224	74,860	478,084	467,621

None of the charity's activities were acquired or discontinued during the above two financial periods.

Balance Sheet

as at 31 March 2023

	Note	2023 £	2022 £
Fixed assets			
Tangible assets	14	2,270	1,553
Total fixed assets		2,270	1,553
Current assets			
Debtors	15	1,709,375	1,413,105
Cash at bank and in hand		1,150,054	1,646,314
Total current assets		2,859,429	3,059,419
Liabilities			
Creditors falling due within one year	16	(2,383,615)	(2,593,351)
Net current assets		475,814	466,068
Net assets		478,084	467,621
Unrestricted income funds	17	403,224	346,846
Restricted income funds	17	74,860	120,775
Total charity funds		478,084	467,621

These accounts have been prepared in accordance with the special provisions of Part 15 of the Companies Act 2006 relating to small charitable companies.

Approved and authorised for issue by the Board of Directors and signed on their behalf by:

Seonaid Crosby

Seonaid Crosby
Acting Chair of Board of Directors

Date: 29th August 2023

Statement of Cash Flows

as at 31 March 2023

	2023	2022
	£	£
Cash generated by / (used in) operating activities	(497,812)	97,341
Cash flows from investing activities		
Interest income	2,808	62
Purchase of tangible fixed assets	(1,256)	(611)
Change in cash and cash equivalents in the year	<u>(496,260)</u>	<u>96,792</u>
Cash and cash equivalents at the beginning of the year	1,646,314	1,549,522
Total cash and cash equivalents at the end of the year	<u>1,150,054</u>	<u>1,646,314</u>
Reconciliation of net movement in funds to net cash flow from operating activities		
	2023	2022
	£	£
Net movement in funds	10,463	144,621
Investment income	(2,808)	(62)
Depreciation charge	539	611
Decrease in stock	-	251
Increase in debtors	(296,270)	(219,949)
Decrease in creditors	(209,736)	171,869
Net cash generated by / (used in) operating activities	<u>(497,812)</u>	<u>97,341</u>

Notes

(forming part of the financial statements)

1 General Information

The charity is a company limited by guarantee, incorporated and registered in England, under company number 03069329 and has no share capital. The liability of each member is limited to £1 in the event of winding up. The charity's registered numbers are 1048007 and SC045011. The registered office is c/o Sagars, Gresham House, 5-7 St Pauls Street, Leeds, LS1 2JG. The principal office is Dolphin House, 4 Hunter Square, Edinburgh, EH1 1QW.

2 Accounting policies

The following accounting policies have been applied consistently in dealing with items which are considered material in relation to the charity's financial statements.

(a) *Basis of preparation*

The accounts of the charitable company have been prepared in accordance with the Charities SORP (FRS 102) Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective 1 January 2019), the Charities and Trustee Investment (Scotland) Act 2005 and the Companies Act 2006.

Assets and liabilities are initially recognised at historical cost or transaction value unless otherwise stated in the relevant accounting policy note(s).

(b) *Reserves/funds*

General funds are unrestricted funds which are available for use at the discretion of the directors in furtherance of the general objectives of the charity which have not been designated for any other purpose.

Restricted funds are funds which are to be used in accordance with specific restrictions imposed by donors or which have been raised by the charity for particular purposes. The cost of raising and administering such funds are charged against the specific fund. The aim and use of restricted funds is set out in note 18 of the financial statements.

(c) *Incoming resources*

Donations are recognised as income when the cash is received or when the charity is legally entitled to the income and it can be quantified with reasonable accuracy. Investment income is recognised on a receivable basis. Gifts in kind and donated services/facilities are included in the Statement of Financial Activities at the commercial value agreed with the donor. The equivalent cost of the donated good/service is allocated to the appropriate expenditure line.

Grant income is credited to the statement of financial services when it is received or is receivable except for grant income that relates to the funding for future periods, which is deferred.

Notes (continued)

2 Accounting policies (continued)

(d) ***Resources expended***

All expenditure is accounted for on an accruals basis and has been classified under headings that aggregate all costs relating to the category.

Costs of raising funds comprises those costs incurred by the charity in making grant applications to trusts and foundations, attending networking events, corresponding and meeting with company representatives etc. Costs include the salaries, expenses and administration of these fundraising activities. These costs are allocated based on an estimate of the proportion of time that personnel spend on generating income.

Charitable expenditure comprises those costs incurred by the charity in the delivery of its activities and services for its beneficiaries. It includes both costs that can be allocated directly to such activities and those costs of an indirect nature necessary to support them. These costs are allocated based on an estimate of the proportion of time that personnel spend on charitable activities.

Support costs are those costs which are necessary to deliver an activity but do not themselves produce the output of the charitable activity. It includes the central office functions such as general management, finance, information technology and administration.

Governance costs, a category within support costs, include those costs associated with meeting the constitutional and statutory requirements of the charity and include the audit fees and costs linked to the strategic management of the charity.

All project work and direct charitable expenses are allocated to restricted charitable expenditure and all other expenditure is apportioned on an item-by-item basis in line with activity.

(e) ***Capitalisation and depreciation***

The company capitalises tangible fixed assets with a cost greater than £500. Assets are held at historic cost and depreciated on a straight line basis over 4 years.

(f) ***Operating leases***

Rentals in relation to operating leases are charged to the Statement of Financial Activities over the period in which the cost is incurred.

(g) ***Pension costs***

The company automatically enrolls all staff into a workplace pension scheme and makes contributions on their behalf. Three members of staff have opted out of the workplace pension scheme and the company contributes to personal pension schemes for two of these employees. The amount charged to the Statement of Financial Activities represents the contributions payable to the scheme in respect of the accounting year.

Notes (continued)

2 Accounting policies (continued)

(h) **Taxation**

The company is a registered charity and is recognised as such by HMRC for UK taxation purposes. As a result, there is no liability to UK taxation on any of its income or capital gains.

(i) **Going concern**

The Directors have a reasonable expectation that the charity has adequate resources to continue in operational existence for the foreseeable future. They continue to believe the going concern basis of accounting is appropriate in preparing the annual accounts. However please refer to page 9 for further details about the impact of COVID-19 on the charity.

(j) **Financial instruments**

The charity 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.

(k) **Debtors**

Trade and other debtors are recognised at the settlement amount due.

(l) **Cash and cash equivalents**

Cash and cash equivalents includes cash and short term highly liquid investments with a short term of maturity from opening of the deposit or similar account.

(m) **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 a 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.

Notes (continued)

3 Income from donations and legacies

	2023	2022
	£	£
Gifts	46,365	33,184
Donated services	40,546	16,825
	<u>86,911</u>	<u>50,009</u>

4 Income from charitable activities

	2023	2022
	£	£
Government grants	4,560,418	3,599,364
Trusts and foundations	51,838	299,853
	<u>4,612,256</u>	<u>3,899,217</u>

5 Income earned from other trading activities

	2023	2022
	£	£
Other	115	109
	<u>115</u>	<u>109</u>

6 Investment income

	2023	2022
	£	£
Bank interest	2,808	62
	<u>2,808</u>	<u>62</u>

7 Costs of raising funds

	2023	2022
	£	£
Staff costs	25,228	61,857
Professional fees	27,223	-
Administrative costs	333	100
	<u>52,784</u>	<u>61,957</u>

Notes (continued)

8 Analysis of expenditure on charitable activity

The charity has one charitable activity, namely the design and delivery of educational programmes in Sub-Saharan Africa. Programmes are funded mainly by restricted income, restrictions being for specific projects which are accounted for by the charity by country. Costs per country are as follows, and more detail of restricted funds is given at note 18.

Year to 31 March 2023	Ethiopia FCDO £	Ethiopia Other £	Malawi FCDO £	Other countries £	Total 2023 £	Total 2022 £
Direct UK staff costs	195,337	55,302	82,766	-	333,405	373,017
Direct international staff costs	65,863	21,954	-	-	87,817	86,343
Monitoring and evaluation	56,456	-	47,336	-	103,792	162,174
Direct project costs	2,228,485	393,706	1,262,495	48,366	3,933,052	2,992,295
Support costs (see note 9)	63,357	28,428	23,682	-	115,467	82,335
Direct support	<u>2,609,498</u>	<u>499,390</u>	<u>1,416,279</u>	<u>48,366</u>	<u>4,573,533</u>	<u>3,696,164</u>
Governance costs (see note 9)					65,310	46,656
					<u>4,638,843</u>	<u>3,742,820</u>
Year to 31 March 2022						
Direct support	<u>1,602,686</u>	<u>294,608</u>	<u>1,623,925</u>	<u>174,945</u>		<u>3,696,164</u>
Governance						<u>46,656</u>
						<u>3,742,820</u>

Expenditure on charitable activities was £4,638,843 (year to 31 March 2022: £3,742,820) of which £4,573,533 was restricted (year to 31 March 2022: £3,696,163) and £65,310 was unrestricted (year to 31 March 2022: £46,656).

Notes (continued)

9 Analysis of general support and governance costs

Year to 31 March 2023	General support	Governance	Total
	£	£	£
Salaries, wages and related costs	60,451	13,500	73,951
General office	19,164	-	19,164
Premises	27,803	-	27,803
ICT	8,050	-	8,050
Audit fees	-	11,279	11,279
Legal and other professional fees	-	40,531	40,531
	<u>115,468</u>	<u>65,310</u>	<u>180,778</u>
 Year to 31 March 2022	 <u>82,335</u>	 <u>46,656</u>	 <u>128,991</u>

General support costs have been allocated to geographical areas based on direct costs incurred (see note 8).

10 Net income for the year

This is stated after charging:	2023	2022
	£	£
Operating leases – equipment	1,003	1,003
Depreciation	539	611
Auditor’s remuneration: Audit fees (net of VAT)	<u>12,000</u>	<u>10,000</u>

Notes (continued)**11 Analysis of staff costs and the cost of key management personnel**

	2023	2022
	£	£
Salaries and wages	432,016	460,734
Social security costs	34,376	35,858
Pension costs	34,318	36,628
	<u>500,710</u>	<u>533,220</u>

One employee had employee benefits in excess of £60,000 (2022: none).

The charity trustees were neither paid nor in receipt of any other benefits from employment with the charity (2022: £nil) neither were they reimbursed expenses during the year (2022: £nil). No charity trustee received payment for professional or other services supplied to the charity (2022: £nil).

The key management personnel of the charity comprise the trustees, the Chief Executive Officer and the International Programme Director. The total employee benefits of the key management personnel, including employer pension contributions, were £118,928 (year to 31 March 2022: £116,193).

12 Staff numbers

The average monthly head count was 9 staff (2022: 11 staff) and the average monthly number of full-time equivalent employees (including casual and part-time staff) during the year were as follows:

	2023	2022
	Number	Number
Direct charitable UK staff	7	7
Direct charitable overseas staff	1	1
Administration	1	1
Fundraising and publicity	-	2
	<u>9</u>	<u>11</u>

Notes (continued)

13 Related party transactions

	Year to 31 March 2023	Year to 31 March 2022
Amount transferred and expensed	£	£
Link Education Ethiopia	2,590,612	1,476,504
LCD Malawi	527,585	635,455
LCD	38,670	98,938
LCD Rwanda	-	107,626
	<u>3,156,867</u>	<u>2,318,523</u>
At the balance sheet date the following amounts were due from related parties:		
	2023	2022
	£	£
LCD Scotland	415	1,075
LCD Malawi	<u>27,985</u>	<u>29,458</u>

Elaine Graham, a trustee of LEI, is Senior Associate with Freshfields Bruckhaus Deringer LLP who provide legal services to LEI on a pro bono basis. The estimated value of those services for the year is £40,546 evaluated at their normal charge out rates (year to 31 March 2022: £16,825).

Richard Santandreu, a trustee of LEI, is a director of Momentum Ltd who provide IT support services. The value of those services for the year is £2,419 (year to 31 March 2022: £5,333). There was £nil due to Momentum Ltd at 31 March 2023 (2022: £nil)

Notes (continued)

14 Tangible fixed assets

	Plant and machinery	Vehicles	2023 Total
	£	£	£
Cost:			
At 1 April 2022	15,053	72,136	87,189
Additions at cost	1,256	-	1,256
Disposals	-	-	-
At 31 March 2023	16,309	72,136	88,445
Depreciation:			
At 1 April 2022	13,500	72,136	85,636
Charge for period	539	-	539
Depreciation on disposals	-	-	-
At 31 March 2023	14,039	72,136	86,175
Net book value:			
At 31 March 2023	2,270	-	2,270
At 31 March 2022	1,553	-	1,553

15 Debtors

	2023 £	2022 £
Accrued income	667,167	713,665
Other debtors	1,042,208	699,440
	1,709,375	1,413,105

Notes (continued)**16 Creditors: Amounts falling due within one year**

	2023	2022
	£	£
Deferred income	84,085	95,010
Other creditors	2,290,675	2,498,341
Taxation and social security	8,855	-
	<u>2,383,615</u>	<u>2,593,351</u>

Deferred income analysis

Deferred income is project income where at the year end the performance criteria has not been met and will be met in future accounting periods.

	2023	2022
	£	£
Opening deferred income	95,010	187,261
Project income received during year	41,182	172,377
Element spent during year	(52,107)	(205,950)
Transferred to unrestricted reserves	-	(14,034)
Transferred to restricted reserves	-	(45,916)
Exchange gain	-	1,272
	<u>84,085</u>	<u>95,010</u>

Notes (continued)

17 Analysis of charitable funds

Analysis of movement in unrestricted funds

	Balance at 1 April 2022	Incoming Resources	Resources Expended	Transfers to/(from) reserves	Fund at 31 March 2023
	£	£	£	£	£
General reserves	346,846	82,443	(118,094)	92,029	403,224

Analysis of movement in restricted funds

	Balance at 1 April 2022	Incoming Resources	Resources Expended	Transfers to/(from) Reserves	Fund at 31 March 2023
	£	£	£	£	£
Ethiopia programme					
- FCDO	-	2,645,560	(2,609,498)	(36,062)	-
- Other	74,859	547,906	(499,390)	(48,515)	74,860
Malawi programme					
- FCDO	-	1,419,981	(1,416,279)	(3,702)	-
Other programmes	-	5,043	(1,293)	(3,750)	-
Other countries	45,916	1,157	(47,073)	-	-
Total	120,775	4,619,646	(4,573,533)	(92,029)	74,860

The major donors in Ethiopia are FCDO and Boeing Foundation. In Malawi programmes were funded by FCDO and Comic Relief/Scottish Government.

Notes (continued)

17 Analysis of charitable funds (continued)

Analysis of movement in unrestricted funds in prior year

	Balance at 1 April 2021	Incoming Resources	Resources Expended	Transfers to/(from) reserves	Fund at 31 March 2022
	£	£	£	£	£
General reserves	248,141	80,950	(94,237)	111,992	346,846

Analysis of movement in restricted funds in prior year

	Balance at 1 April 2021	Incoming Resources	Resources Expended	Transfers to/(from) Reserves	Fund at 31 March 2022
	£	£	£	£	£
Ethiopia programme					
- FCDO	-	1,653,639	(1,602,686)	(50,953)	-
- Other	74,859	329,145	(294,608)	(34,537)	74,859
Malawi programme					
- FCDO	-	1,614,154	(1,623,925)	9,771	-
Other programmes	-	257,134	(174,945)	(36,273)	45,916
Fundraising costs					
- Hewlett Foundation	-	14,376	(14,376)	-	-
Total	74,859	3,868,448	(3,710,540)	(111,992)	120,775

The major donors in Ethiopia are FCDO and Boeing Foundation in respect of girls' education projects. In Malawi programmes were funded by FCDO and Comic Relief/Scottish Government. Other programmes were funded by FCDO and Hewlett foundation.

18 Commitments

	As at 31 March 2023 £	As at 31 March 2022 £
Commitments under non-cancellable operating leases which expire:		
Within 1 year	28,363	23,803
More than 1 year and less than 5 years	12,027	29,754
	<u>40,390</u>	<u>53,557</u>

Notes (continued)

19 Analysis of net assets between funds

	General	Restricted reserves	Funds at 31 March 2023
	£	£	£
Fixed Assets	2,270	-	2,270
Current Assets	440,833	2,418,596	2,859,429
Current Liabilities	(39,879)	(2,343,736)	(2,383,615)
Total	<u>403,224</u>	<u>74,860</u>	<u>478,084</u>

Analysis of net assets between funds in prior year

	General	Restricted reserves	Funds at 31 March 2022
	£	£	£
Fixed Assets	1,553	-	1,553
Current Assets	398,248	2,661,171	3,059,419
Current Liabilities	(52,955)	(2,540,396)	(2,593,351)
Total	<u>346,846</u>	<u>120,775</u>	<u>467,621</u>

Notes (continued)

20 Statement of Financial Activities for the year ended 31 March 2022

	Unrestricted funds	Restricted funds	Total funds 2022
	£	£	£
Income			
Donations and legacies	50,009	-	50,009
Income from charitable activities:			
<i>Delivery of educational programmes in Sub-Saharan Africa</i>	30,795	3,868,422	3,899,217
Income from other trading activities	110	-	110
Investment income	36	26	62
Total income	80,950	3,868,448	3,949,398
Expenditure			
Costs of raising funds	47,581	14,376	61,957
Expenditure on charitable activities:			
<i>Delivery of educational programmes in Sub-Saharan Africa</i>	46,656	3,696,164	3,742,820
Total expenditure	94,237	3,710,540	3,804,777
Net income	(13,287)	157,908	144,621
Transfers between funds	111,992	(111,992)	
Net movement in funds	98,705	45,916	144,621
Reconciliation of funds:			
Total funds brought forward	248,141	74,859	323,000
Total funds carried forward	346,846	120,775	467,621