



# ANNUAL REPORT 2019





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# LEGAL & ADMINISTRATIVE INFORMATION

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# A MESSAGE FROM OUR CHAIR

As we prepared to celebrate CAMFED's 25th anniversary in 2019, none of us could have foreseen the extraordinary range of achievements and successes the year would bring — nor the extraordinary new challenges we would meet just months later in the face of a global pandemic.

In 2019, first and foremost, we significantly surpassed our strategic plan target of supporting one million girls through secondary school over 5 years. As you will see in this report, CAMFED in fact supported over 1.2 million girls in that period, of whom only 22% were directly funded by international donors. We believe that the CAMFED model of previous clients and local community partners stepping up at scale as philanthropists to support the next generation of girls through schools is now a proven example of sustainable development unparalleled in the sector.

Three key events in 2019 were hugely important in raising awareness and recognition of CAMFED's unique model amongst a range of new supporters and stakeholders: At the start of the year we were delighted by the success of the CAMFED Gala, hosted in New York by CAMFED USA's Board of Trustees, and graced by the presence of guests including Annie Lennox, our Patron Julia Gillard, young African women representing the CAMFED Association (CAMA), and many of our key North American donors and supporters.

In May I was personally thrilled to support CAMFED's presence at the RHS Chelsea Flower Show, in which designer Jilayne Rickards created a garden that brought a brilliant recreation of the Zimbabwean landscape to central London, and delivered a powerful message about young educated women in Africa applying modern climate-appropriate agricultural techniques to feed their families and school communities. The CAMFED Garden won not only a Gold Medal but also the BBC People's Choice Award, demonstrating conclusively how our message resonated amongst the general public.

Finally, in December members of the CAMFED Association were recognised at the COP25 meeting in Madrid with a United Nations Global Climate Change Award. The work on CAMFED's next 5-year plan is almost complete, and CAMFED's leadership team in partnership with the CAMFED Association have committed to an exceptional scaling up of our previous ambitions, in a true amplification of "the multiplier effect," planning to support 5 million girls through school in the next 5 years.

CAMFED's new strategic plan will also build on our enterprise development programme to set targets relating not only to the number of businesses created by young women but also for the first time to measure the number of jobs created, introducing new metrics to our already rigorous impact measures. None of this can be delivered without

a significant scaling up of our Guide programmes, and we will therefore invest in the training of many more Learner Guides, Transition Guides, Agriculture Guides and Business Guides across the CAMFED network.

At the time of writing, however, I must acknowledge the impact that the COVID-19 global crisis is having on CAMFED's plans and activities. Many schools in Africa are closed, and it may be that our ambitions for the next 5 years will have to be delivered over a longer period than we had hoped. Meanwhile CAMFED and the CAMFED Association are responding to the crisis by providing outreach to rural areas, delivering critical resources, food and supplies to vulnerable children, training young women as para-educators to offer remote learning and psycho-social support, and securing

capital and financial resources to keep key rural businesses afloat. This relief effort is a continuation of CAMFED's commitment to build resilience in deprived rural communities, to invest in young women's leadership and livelihoods, and to help communities cope with the social and economic effects of the crisis.

We are as always immensely grateful for the support of our supporters, donors and stakeholders who enable CAMFED and the CAMFED Association to continue this vital work.

**Miranda Curtis**  
Chair of Trustees

*"CAMFED... has committed to an exceptional scaling up of our previous ambitions, in a true amplification of "the multiplier effect," planning to support 5 million girls through school in the next 5 years."*





## WHERE WE WORK

CAMFED works in partnership with communities, government schools, and education authorities in Ghana, Malawi, Tanzania, Zambia, and Zimbabwe.

## OUR MISSION

As the most effective strategy to tackle poverty and inequality, CAMFED multiplies educational opportunities for girls and empowers young women to become leaders of change. Our focus is on girls and young women in rural areas of sub-Saharan Africa. This is where girls face acute disadvantage and where their empowerment will have a transformative impact.

## OUR STRATEGIC GOALS

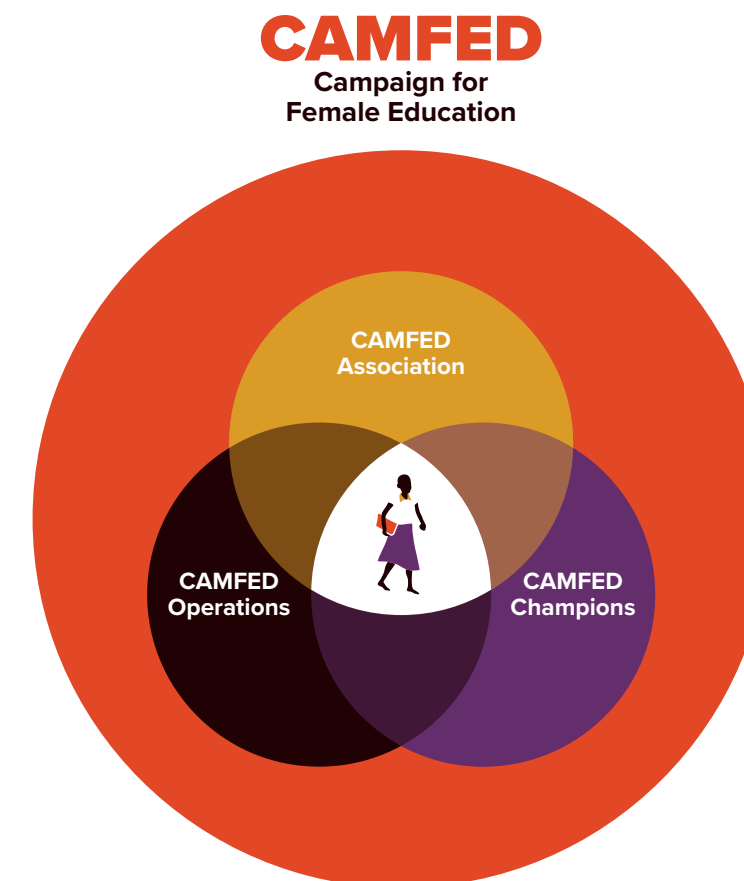
**Unlock new resources in order to multiply girls' educational opportunities:** The headline goal of our Strategic Plan 2015-19 was to support one million adolescent girls through secondary school within five years - a goal we surpassed by more than 20% in 2019. We are also working with schools to improve the learning environment so that young people graduate with the requisite skills to succeed.

**Unleash new potential in order to enable educated women to lead change:** We are investing in the rapidly growing CAMFED Association of young women educated with CAMFED support, enabling members to transition to secure livelihoods and step up as entrepreneurs and leaders.

**Ignite new action to accelerate change by extending our influence and impact:** We are scaling our impact by sharing replicable models with government and other partners. We aim to show the international community what can be achieved, at pace and at scale, for girls' education.

# OUR OPERATIONAL MODEL

CAMFED is made up of three interworking and interdependent parts. Through the synergy of these three parts, CAMFED is able to deliver a resilient, highly efficient and ultimately sustainable programme that truly serves the needs of our clients, and multiplies the impact of donor investment:



### The CAMFED Association

The network of women leaders founded by former CAMFED clients, who organise and act on behalf of girls and young women

### CAMFED Champions

Members of the communities we work with who actively champion and support the advancement of girls and young women

### CAMFED Operations<sup>1</sup>

The fundamental operations of CAMFED, including programme design, support systems, partnerships and governance



# STRATEGIC REPORT: SUMMARY OF ACTIVITIES IN 2019

In 2019, the final year of our current strategic plan, we successfully delivered against our core objectives.





## 1. UNLOCKING NEW RESOURCES TO MULTIPLY EDUCATIONAL OPPORTUNITIES FOR GIRLS:



We surpassed the headline goal set at the start of our 5-year strategic plan, to support one million girls in secondary school. By the end of 2019, we had supported 1,205,336 girls. This support includes financial as well as social support — tailored bursaries to meet school-going costs, including fees and uniforms, as well as community-led initiatives, including school meal projects run by Mother Support Groups.

Central to our model is the ever-increasing level of support provided by CAMFED Association (CAMA) members, who ensure that girls have what they need to stay in school, learn and thrive. As Learner Guides in schools, thousands of these young leaders are playing a critical role in supporting children's learning and social development, delivering life and learning skills, and coordinating extra-curricular study groups. They are facilitating the introduction of new resources into schools, including educational technology in the form of mobile learning apps, e-readers, and a new animated TV series based on our *My Better World* life skills curriculum. Outside of the classroom, they are engaging extensively with school and local authorities to secure the rights of those marginalised children most 'invisible' to local authorities, including girls at risk of, or suffering, abuse and child marriages, and children affected by disability. With young women at the front line of crises, including the devastation wreaked by Cyclone Idai in Zimbabwe and Malawi, we have appreciated the flexibility and generosity of donor partners who have stepped up behind our 'first responders.'

In 2019, more than 3.6 million children at our partner schools benefitted from initiatives to support their school attendance and learning, including through the life skills and wellbeing curriculum delivered by CAMFED Learner Guides, and community-led initiatives that improve school infrastructure and safety.

## 2. UNLEASHING NEW POTENTIAL BY ENABLING YOUNG WOMEN TO LEAD CHANGE:

We have continued to develop targeted programmes of support for girls at the point of leaving secondary school, at a time when young women face a lack of opportunity and resources, culminating in pressure to marry young, or migrate to urban centres for exploitative labour. Led and facilitated by young women in the CAMFED Association, our 6-month Transition Programme provides mentorship, skills and resources, supporting young women to start business, seek employment, and access further education. The programme includes financial literacy, business planning and advice, reproductive health information, and leadership training. After the initial training, young women can gain access to further expert training in specialised skills, including in climate-smart agriculture delivered by Agriculture Guides, a programme we started to expand in 2019 after a successful pilot phase, and which was recognised with the UN Climate Action Award in December 2019. We have also continued to develop funding mechanisms in response to the challenges faced by aspiring entrepreneurs. Established in all five countries where CAMFED works, the Transition Programme has already benefitted more than 97,000 young women.

We continue to pursue new partnerships with governments, civil society organisations and the private sector to expand opportunities for young women, including through internships and by receiving technical support to grow their businesses.

In 2019, our CAMFED Association of women leaders educated with CAMFED support grew to 157,005 as more girls completed school. This structured peer support and leadership network, with its own Constitution and representatives elected from local to national level, is core to every aspect of CAMFED's programme and our ability to scale our impact without losing sight of those most vulnerable. On average, each member of the network is supporting three more girls in her community to go to school, multiplying the original investment in her education. Our evidence demonstrates that when young women's income increases, so does the proportion that they commit to philanthropic support to children in school.





### 3.IGNITING NEW ACTION BY EXTENDING OUR INFLUENCE AND IMPACT:

In 2019, the Center for Universal Education at the Brookings Institution (CUE) launched a Real-time Scaling Lab with CAMFED in Tanzania. The process convenes stakeholders from schools, Ministries, civil society representatives, members of the CAMFED Association, CAMFED executive staff, and Brookings researchers to develop a strategy for scaling CAMFED's Learner Guide Programme. The lab takes a collective and iterative approach, based on real-time data and learning. The Tanzania Real-time Scaling Lab will contribute to the global evidence base on scaling quality education interventions, sharing challenges, lessons learnt, and the adaptive learning approaches taken.

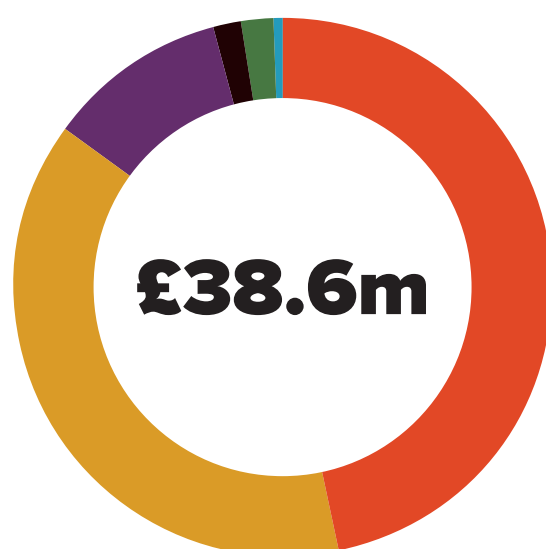
CAMFED Association leaders shared their expertise on what it takes to support vulnerable children to learn — and communities to thrive — on local, national, and global platforms. This included a panel on the barriers to gender equality convened by The Queen's Commonwealth Trust with The Duchess of Sussex on International Women's Day, a CAMFED Garden demonstrating climate-smart growing techniques for school communities at the Chelsea Flower Show (now homed at the Eden Project), and the Obama Foundation's Leaders: Africa Convening. Our advocacy culminated in the CAMFED Association accepting the UN Global Climate Action Award at COP25 in December 2019, highlighting the vital importance of girls' education and women's leadership in facing the consequences of, and reducing the impact of, climate change.





# FINANCIAL OVERVIEW

## How we raised funds for girls & young women 2019 Income



Institutions  
(including governments)  
**£14.8m**

Trusts and foundations  
**£18.1m**

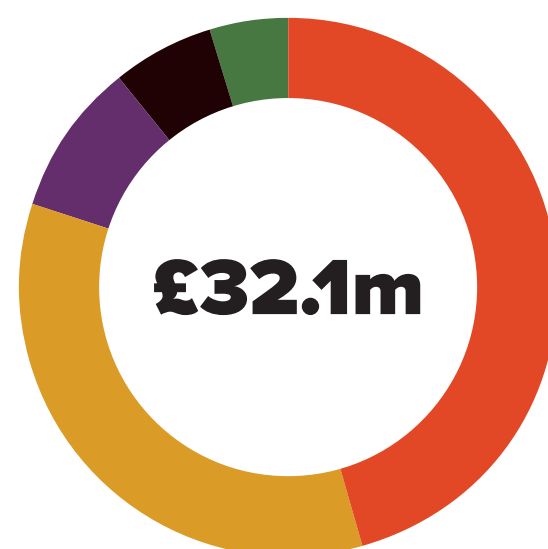
Public donations  
**£4.1m**

Gifts in kind  
**£0.7m**

Other income  
**£0.7m**

Corporate donations  
**£0.2m**

## How we invested funds for girls & young women 2019 Expenditure



Multiply girls'  
educational opportunities  
**£14.7m**

Enable educated women to lead change  
**£11m**

Research  
**£3m**

Raise funds  
**£1.9m**

Extend our influence and impact  
**£1.5m**





# OUR HEADLINE GOAL: EDUCATING ONE MILLION ADOLESCENT GIRLS WITHIN FIVE YEARS

A tangible illustration of the multiplier effect of girls' education achieved through CAMFED's model is encapsulated in the headline goal of our 5-year strategic plan: to support one million girls in secondary school within 5 years.





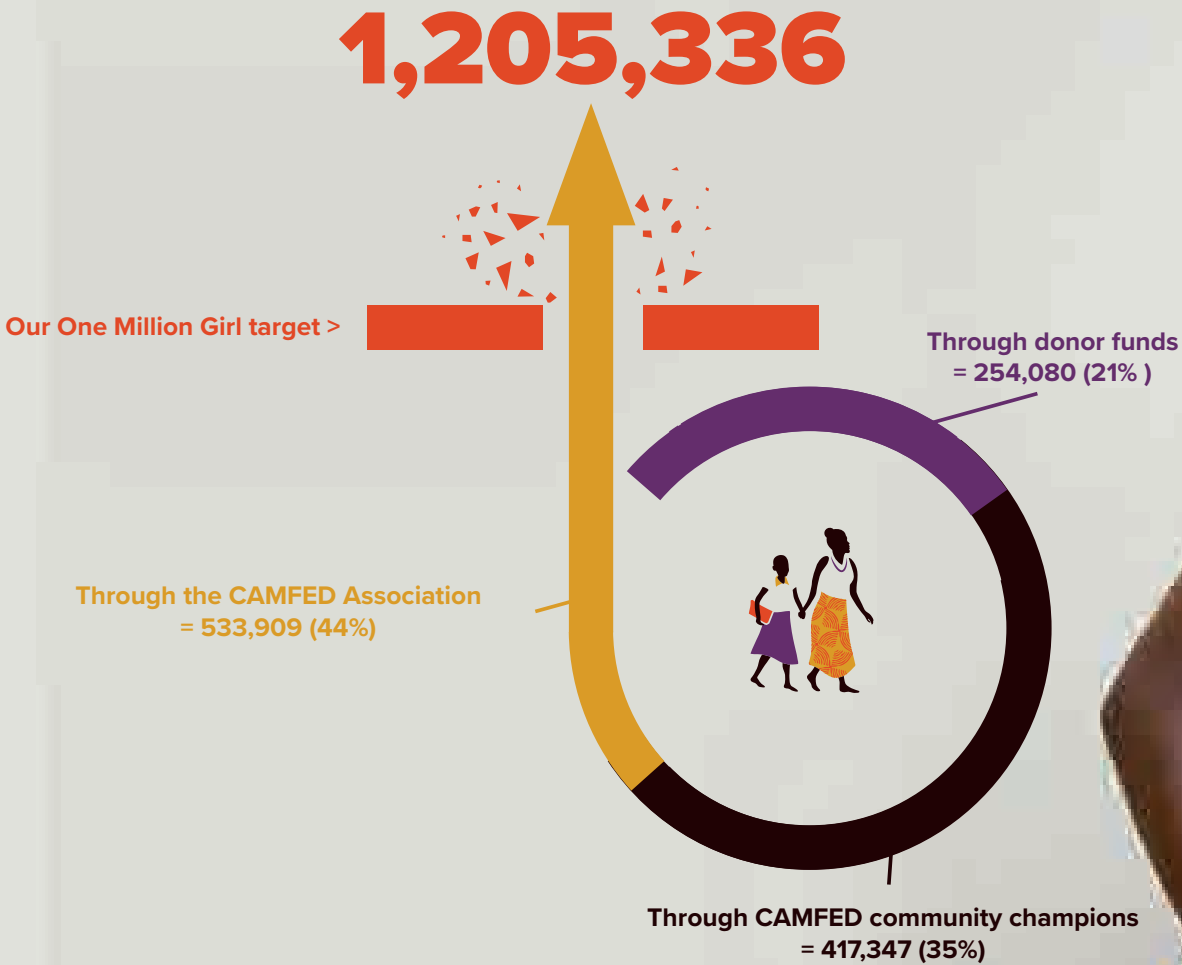
This highly ambitious goal was set to coincide with the launch of the Sustainable Development Goals in order to provide a reference point for the international community as to the pace and scale possible in responding to the urgency of the SDGs. By the end of 2019, we had surpassed our target: 1,205,336 adolescent girls have been supported through our collective efforts. Importantly, nearly half of all girls supported in school have benefitted directly from the philanthropy and outreach of young women in the CAMFED Association, women leaders educated with CAMFED support.

By partnering with government schools and communities to unlock the leadership potential of girls and women, we are seeing educated young women and their communities multiplying donor generosity. In the past five years, CAMFED has shown the sustainability and scalability of this approach. Now, with only ten years to go for the world to deliver on the Sustainable Development Goals, all of which rely on quality education, we are poised to accelerate our impact in the drive for long-term social change.



**Kim Starkey**  
President and  
CEO of King  
Philanthropies,  
writing in Forbes

*“As the leader of a grantmaking foundation, I find CAMFED’s emphasis on what I call ‘pay-it-forward scaling’ to be especially compelling.”*





# OUR PROGRAMMES

CAMFED focuses on improving girls' educational access, experience and achievements in tandem with developing young women's confidence, agency and leadership. The result is a virtuous cycle, through which the investment in girls' education pays ever-increasing dividends in the activism of educated young women, which in turn raises girls' aspirations and success.

We work from the premise that achieving the fundamental transformation of girls' prospects necessitates transformation of their context if we are to embed long term impact. We do not work with girls in isolation and then expect them, as young women, to take responsibility for driving socio-cultural change; we take the strong stand that this responsibility cannot sit on girls' shoulders, and that we need instead to create the context in which they, as educated and empowered young women, can join forces with others – men, women, traditional leaders, local authorities – to lead this change.





# UNLOCK NEW RESOURCES: MULTIPLY GIRLS' EDUCATIONAL OPPORTUNITIES



Girls' education is heralded as one of the greatest opportunities of our time to tackle the biggest global challenges, including population growth and climate change<sup>2,3</sup>. We know that girls' exclusion from school leads to their future exclusion from every other public sphere, and that girls' education is the starting point for wider social and institutional change. Yet millions of girls are denied their right to education. The highest rates of exclusion are in sub-Saharan Africa, where the gender gap for education remains the most pronounced. CAMFED is working to solve the problem of girls' exclusion from quality education, particularly at secondary level, where improvements to equitable access have been less marked, presenting significant challenges to achieving Sustainable Development Goal 4 (ensure inclusive and equitable quality education and lifelong learning opportunities), which underpins all of the global goals.



In sub-Saharan Africa, girls' enrolment in lower secondary school (as measured by Gross Enrolment Ratio - GER) improved from 27% in 2000 to 48% in 2018, but still remained well below the 2018 rate achieved for boys (54%) and the rate for girls at lower secondary school globally (84%)<sup>4</sup>.



Of all regions, sub-Saharan Africa has the highest rate of out-of-school children for all age groups; 97.5 million children, over 38% of the world's out-of-school children. Girls are more likely to be excluded from education than boys with 52 million girls out of school compared to 45.5 million boys<sup>5</sup>.



Girls from poor, rural families are seven times less likely than non-poor urban boys to complete school, and less than 1 in 20 of these girls is on track to complete secondary school<sup>6</sup>.

Secondary school completion rates vary significantly within the countries where CAMFED works, based on wealth, location and gender. In Zambia, for example, completion rates range from 15% for the poorest, rural girls to 89% for the richest urban boys. In Ghana the same range stretches between 25% and 84%<sup>7</sup>. This belies an often obscured problem of exclusion; many children never make it into 'dropout' or 'out-of-school' statistics but have highly erratic attendance which severely undermines their opportunity to learn. Low learning outcomes are in turn themselves a barrier to retention and progression in school.



**Faith Nkala**  
National Director,  
CAMFED  
Zimbabwe

*"Growing up as girls in marginalised rural communities whose families struggled to send us to school, we could only dream that we'd become the teachers, doctors, lawyers and leaders of tomorrow. But we succeeded! And now we're making a tangible impact on the next generation."*



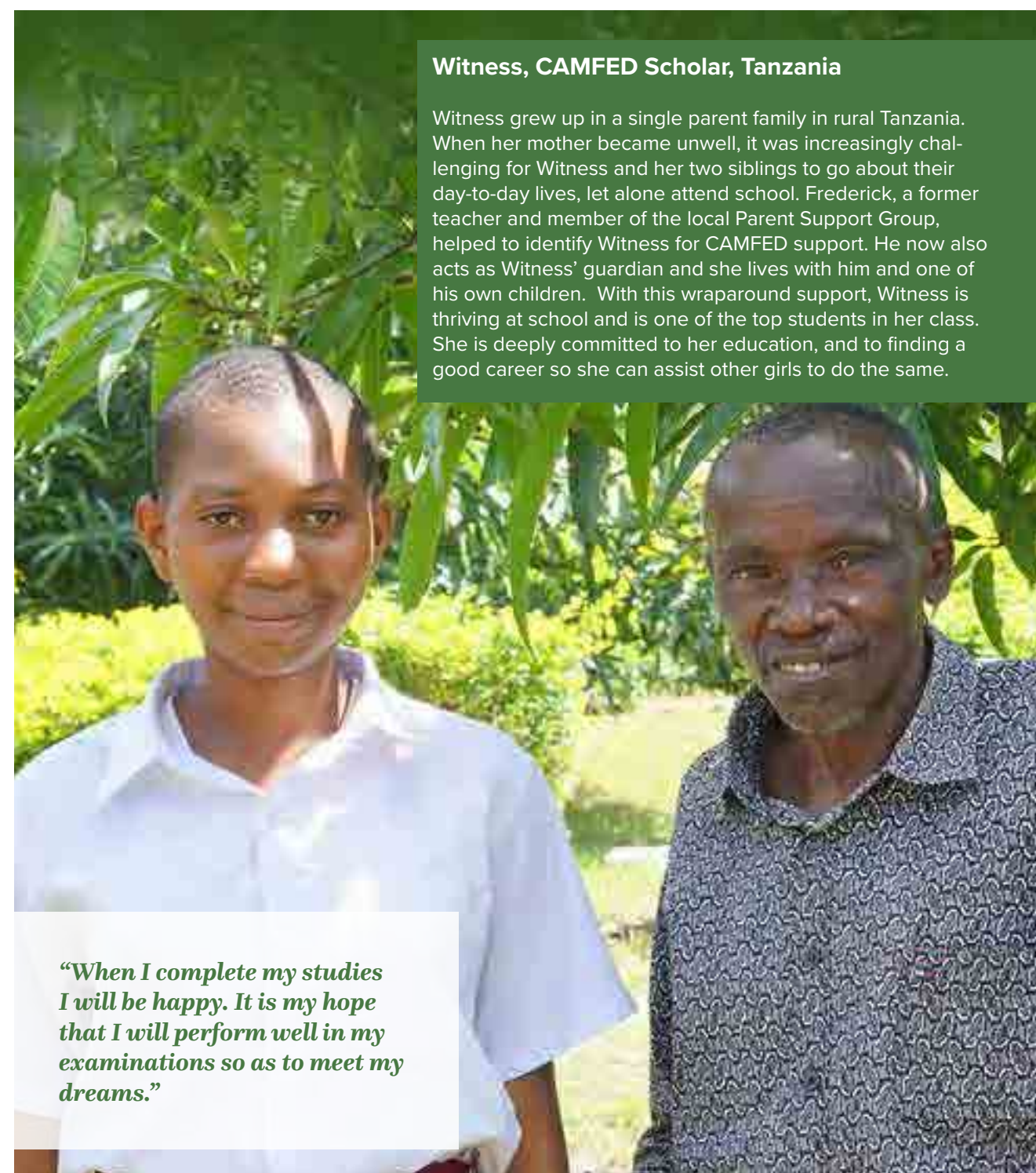
CAMFED serves girls and young women in impoverished districts in rural sub-Saharan Africa, taking on the pressing and interlinked challenges of poverty, gender, and context that limit their education and opportunity. Poverty is the greatest barrier to education that girls face<sup>8</sup>. With many households surviving on less than \$1.25 per day, a lack of funds for both direct and indirect school-going costs creates the constant threat of girls' expulsion, or prevents their access entirely. Other poverty-related issues such as hunger can also make it difficult for girls to attend school regularly, learn while they are there, and study effectively at home. Poverty is also a key driver of practices like early marriage – both a cause and effect of girls' exclusion from school – with girls facing pressure to get married to bring in more resources to their families, either through the 'bride price' or through simply reducing the number of mouths to feed. In Tanzania, for example, 31% of young women aged 20-24 marry before 18 years and this rises to 49% among the poorest quintile, and 56.7% of young women have begun childbearing by age 19<sup>9</sup>.

These issues are further compounded by girls' location in remote, rural areas, where secondary schools are widely-spaced, further impacting retention of marginalised girls, who face long, tiring walks to and from school, or are forced to seek accommodation away from home with relatives or villagers close to the school. Both leave them vulnerable to abuse, including sexual abuse<sup>10</sup>. Additionally, under-resourcing of government schools in rural areas severely compromises the quality of education they can provide, and an academic curriculum that lacks relevance to rural young people's reality, coupled with outdated pedagogy, also serves to undermine girls' participation and self-esteem. The learning crises created by these circumstances contribute to pressure on girls to drop out of secondary school. When poor parents perceive education to be of low quality, they are less willing to sacrifice their limited resources to keep their children in school<sup>11</sup> – a rational response which nevertheless perpetuates a cycle of exclusion.



### Witness, CAMFED Scholar, Tanzania

Witness grew up in a single parent family in rural Tanzania. When her mother became unwell, it was increasingly challenging for Witness and her two siblings to go about their day-to-day lives, let alone attend school. Frederick, a former teacher and member of the local Parent Support Group, helped to identify Witness for CAMFED support. He now also acts as Witness' guardian and she lives with him and one of his own children. With this wraparound support, Witness is thriving at school and is one of the top students in her class. She is deeply committed to her education, and to finding a good career so she can assist other girls to do the same.



*“When I complete my studies I will be happy. It is my hope that I will perform well in my examinations so as to meet my dreams.”*





**Senior Chief Ngabu, Malawi**

*“Education is very important, but particularly for young girls. As a traditional leader, we have structures in the areas, like the area development committee, the village development committee. And we have child protection officers. We work hand in hand. Some parents do allow their children to marry, before they finish school. We have been advocating the message to the communities, trying to remind them of the dangers of the children getting married when they are young. We have formulated by-laws to assist us.”*

CAMFED’S  
MULTI-  
DIMENSIONAL  
APPROACH

CAMFED partners with 6,853 schools, communities and education authorities across 161 rural (and some peri-urban) districts to tackle these barriers to marginalised girls’ school access, retention, progression and completion.

CAMFED’s grassroots-led approach means that communities take responsibility for girls’ welfare and success, matching international donor contributions with resources generated locally, ensuring that girls have the necessary wraparound support to attend and thrive in school.

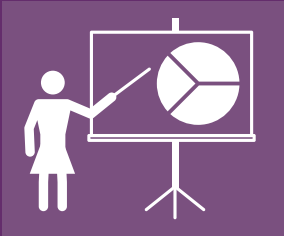
We support girls’ material, financial, and psychosocial needs in order to overcome the poverty-related barriers to education. At secondary level this includes payment of school going costs, provision of uniforms, shoes, stationery and/or sanitary wear, and could mean the provision of a bicycle or safe boarding accommodation to reduce the distance between home and school. It includes guidance and counselling support in every

partner school by trained Teacher Mentors and CAMFED Association members, in order to address the many psychosocial challenges that frequently lead to school drop-out. These include chronic hunger, the death and illness of close family members, and the pressure to seek perceived financial security through early marriage or exploitative work.

At primary level, grants enable partner schools to provide targeted support to vulnerable children. We work with schools to improve learning environments, and we provide training and start-up grants for Parent Support Groups, for example, who prepare school meals, rally more resources in support of vulnerable children, and work to improve school facilities.

CAMFED works with schools and government ministries to develop and uphold robust child protection and safeguarding policies to ensure school is a safe place for girls to learn. Teacher Mentors and CAMFED Association members also spearhead initiatives and curricula designed to improve girls’ confidence and academic success, as well as setting up girls’ clubs to give girls a platform for public speaking, debate and activism in schools, and study circles where students can access peer support in subjects they are struggling with.

MULTIPLYING GIRLS’ EDUCATIONAL  
OPPORTUNITIES IN 2019:



**3,703,316**  
students benefitted from an **improved learning environment** in **6,853** partner schools



**71,281**  
students were supported to go to **primary school** through donor funds



**70,547**  
girls were supported with **secondary school bursaries** through donor funds



**3,207**  
**community initiatives** were established



**13,268**  
**Teacher Mentors** had been trained by CAMFED by the end of 2019





**Mphatso, Secondary Scholar, Malawi**

Just like thousands of other girls living in rural Malawi, the chance of completing education seemed remote for Mphatso. Poverty and rural isolation barred her path forwards. Recognising her plight, members of the local CAMFED Development Committee identified her for support. She received her school entitlements and support from a trained Teacher Mentor. Mphatso loves science and mathematics. Inspired by a young woman from her community who has completed education and trained as a nurse, Mphatso would like to become a healthcare professional.

*“I see many problems in my education because my parents are not able to pay my school fees because they are not employed. And here in school I have not many books or exercise books that can help me.”*



**Rhoda Komboni, Mother Support Group Chair, Malawi**

For several years Rhoda has been a community activist. She chairs a CAMFED Mother Support Group, a group of parents who donate their time and resources to keep children in school. Rhoda works closely not just with other parents but with teachers and local leaders to provide practical support — from providing guidance and counselling to marginalised students to offering sexual and reproductive health information. In addition, the committee joined together to purchase land and start a small-scale business. Using the profits from selling pigeon peas, ground nuts and soya beans, they support children with school fees and supplies.

*“We have managed to bring back 3 girls who have dropped out of school. It is our wish that these girls remain in school and complete secondary education.”*



# IMPROVING CHILDREN’S LEARNING AND WELLBEING

As the 2018 World Development Report points out, ‘Schooling without learning is a wasted opportunity. More than that, it is a great injustice: the children whom society is failing most are the ones who most need a good education to succeed in life’. Inclusion and learning are interlinked: CAMFED’s surveys have found that the second highest cause of school dropout for marginalised girls – after poverty – was linked to low academic self-esteem. CAMFED’s flagship Learner Guide Programme was designed with, and is delivered by, educated young women, who are leading our work to improve education outcomes for the most marginalised children.

CAMFED trains young women in the CAMFED Association in Ghana, Malawi, Tanzania, Zambia and Zimbabwe as Learner Guides, delivering a bespoke life skills and wellbeing curriculum, *My Better World*, which aims to improve educational outcomes for children, particularly the most vulnerable. Learner Guides possess the tools and resources to support children academically as well as socially. As ‘big sisters’, they go above and beyond to protect girls from marriage and bring them back to school, where others simply may not have the expertise, personal insights, time or resources to persevere. The young women work with schools, communities and district governments to keep vulnerable children in school, help them overcome their challenges, study hard, set goals, and learn how to achieve them. Beyond the classroom, they create an important home-school link, following up with children who drop out of school and working with communities to keep vulnerable girls safe from child marriage.

Learner Guides are also running community-based advocacy sessions, which use role play to illustrate some of the typical child protection cases that these young women have encountered in their communities, including cases of physical, emotional and sexual abuse, which include child marriage. The plays are performed to help participants recognise abuse, the damaging impact it has, and how to tackle it. Learner Guides are connected to school and local authorities, and have child abuse reporting systems, procedures and mechanisms in place. They work with teachers, traditional leaders, social workers and the police to protect child rights, and get to the bottom of abuse cases.

In return for their 18-month commitment, Learner Guides can gain access to interest-free loans to grow their businesses, on the basis that they are paying ‘social interest’ as role models and mentors. Learner Guides can also achieve a vocational (BTEC) qualification, which serves as a stepping stone to formal teacher training, and as a differentiator for future employers. Respected for their expertise at every level, Learner Guides are unrivalled ambassadors for the life changing power of education, who are gaining the support from powerful and influential traditional leaders as they multiply the returns of their own education for the benefit of their communities.

In 2019, we adapted and introduced the Learner Guide Programme at primary schools in Malawi, following its roll-out at primary level in Ghana in 2018. We collaborated with Impact(Ed) International (formerly Discovery Learning Alliance) to develop an animated TV series based on CAMFED’s *My Better World* curriculum, which has been used as a tool by some of our Learner Guides and Teacher Mentors in Ghana. The series made its world broadcast debut on Citizen TV in Kenya in late 2019 and has since averaged 1.7 million views per episode, covering topics seldom addressed in media for youth, including menstrual hygiene and child marriage.



## LEARNER GUIDES TRAINED IN ZIMBABWE, ZAMBIA, TANZANIA, GHANA AND MALAWI BY 2019:



9,145

Learner Guides trained to date, delivering a weekly locally-tailored curriculum, including life skills, sexual & reproductive health, literacy & study skills, to 40-50 children each.



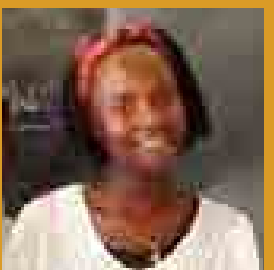
832,341

students have been reached by Learner Guides to date



2,417

partner schools have implemented the programme



Mweene, Learner Guide, Zambia

“Community members recognise me as a role model because I attended the school where I am delivering the *My Better World* programme. I monitor students in their homes in order for them to know that we care for them. This programme has made a very big impact on learners. During the sessions, learners are more involved and this makes them active and participate fully. The programme has built their confidence and most of them support each other during learning circles and study groups.”



**Khadija, Secondary Scholar and Dotto, Learner Guide, Tanzania**

Khadija’s family struggled to provide the material support she needed to go to school, impacting her self-esteem.

Dotto, a CAMFED-trained Learner Guide at Khadija’s school, recognised these challenges and stepped in to lend emotional and material support. Dotto realised that Khadija would regularly miss school because she did not have access to sanitary wear. With Dotto’s support, Khadija not only received socks, a uniform, and sanitary wear, she also found a role model who has helped her stay in school. Khadija learned the importance of self-esteem through the *My Better World* Programme, delivered by Dotto, and has the confidence she needs to thrive in school, and to help others.



*“I have changed through this programme because I have been able to know how to value someone, care and love.”*



**Fatima, CAMFED Association Core Trainer of Learner Guides, Malawi**

*“I was the first girl in my village to obtain the Malawi Certificate of Education. Now I am a teacher in training, a relatable role model to students. As CAMFED Association members, we bring our lived experience to the classroom. We know the pain of exclusion, what it feels like to be an orphan, the difficulties students face at home, and the pressure girls may feel to start relationships. I am also a trainer of CAMFED Association ‘Learner Guides’ - young women who support vulnerable children in local schools. We are ‘big sisters’ and children confide in us. That means we can work with schools and communities to solve the problems they face. We deliver a life skills curriculum called *My Better World*. CAMFED Association members helped create this curriculum, using our own stories, to help children learn, pass exams, set goals, and plan how to achieve them. We are helping to improve the quality of education, and the learning environment. For example, we explore children’s strengths and their goals, and this really helps them focus on what is possible, what they can achieve – this gives them confidence – and we see them go on to get really good results.”*



## KEEPING GIRLS IN SCHOOL AND OUT OF CHILD MARRIAGE

From 11 October 2017 to 10 January 2018 CAMFED partnered with the UK Department for International Development (DFID) on a public UK Aid Match appeal to raise awareness of the issue of child marriage in sub-Saharan Africa and introduce CAMFED's unique solution. We raised a total of £2,780,616.03 during the appeal, including match funding from the UK government of £1,332,267.91 on donations by private UK residents. The money raised is supporting a project that will enable more than 16,000 marginalised girls in rural areas of Zambia who are at high risk of early marriage to continue their education at their local secondary schools. They will benefit from the mentoring support of a network of young women school graduates, who are joining with local government and community authorities to uphold girls' rights and ensure they have the necessary support to attend school and succeed. The training of these young women graduates — members of the CAMFED Association — as Learner Guides took place in February 2019. Learner Guides have been delivering the *My Better World* life skills and wellbeing curriculum since March 2019, across 15 rural districts in Zambia, guiding and mentoring students, and acting to prevent child marriages:



### PROGRESS ON OUR UK AID MATCH PROJECT IN ZAMBIA



**203**  
**new Learner Guides**  
were trained in Zambia



**85**  
**partner schools**  
in Zambia have implemented the  
programme



**7,353**  
**marginalised children**  
were reached by this programme in 2019



**240**  
**bicycles**  
were supplied for community  
outreach work



## MY BETTER WORLD INSPIRES ANIMATED SERIES, REACHING MILLIONS OF CHILDREN

The part-animated, part live-action *My Better World* series, aimed at adolescents, was inspired by CAMFED's life skills and wellbeing curriculum of the same name. It was created by Impact(Ed) International (formerly Discovery Learning Alliance) in collaboration with CAMFED, as well as with students and educators across Africa.

The series started airing on Kenyan television in 2019, with many episodes exceeding two million viewers, and is being used as a tool by some CAMFED Learner Guides in Ghana, as well as in 2,000 schools that are part of Impact(Ed)'s classroom-based learning initiatives in Kenya, Ghana and Nigeria.

The series follows the adventures of six African teenagers as they face scenarios true to life, and make decisions relating to their education, family relationships and friendships. Their stories are interspersed with profiles of real-life African role models, including of girls supported by CAMFED.

The series is already inspiring important dialogue and positive action in schools in Africa, including preventing early marriages. Impact(Ed) is negotiating with broadcasters to bring the series to other networks in sub-Saharan Africa in 2020.



### Naomi, one of the First Learner Guides trained in Zambia

After her father died when she was just a few months old, Naomi's mother was left to raise her new baby alone. Their daily lives were characterised by poverty and hardship until CAMFED stepped in with the necessary financial and psycho-social support to allow Naomi to complete her education, join the CAMFED Association, and become one of the first Learner Guides trained in Zambia. Naomi's activism extends well beyond the classroom: when a girl in her community became pregnant, and, without family support, felt she had to drop out of school, Naomi and her family took the girl in, encouraging her to stay in school. Each afternoon, Naomi coached her through her schoolwork, particularly in English and Mathematics, where she had fallen behind. She saved up to buy stationery so that the girl could return to school.



*“The teachers in the school where I go, they are very good. They are impressed with me and they love the programme. The learners love it too!”*





# UNLEASH NEW POTENTIAL: ENABLE EDUCATED YOUNG WOMEN TO LEAD CHANGE

## THE CAMFED ASSOCIATION (CAMA)

A powerful movement of **157,005** young women leaders, and counting

CAMFED's interventions have had a demonstrable impact on girls' school enrolment, retention and attainment, as well as on the delay in average age of marriage and motherhood among young women, and their increased control over resources.

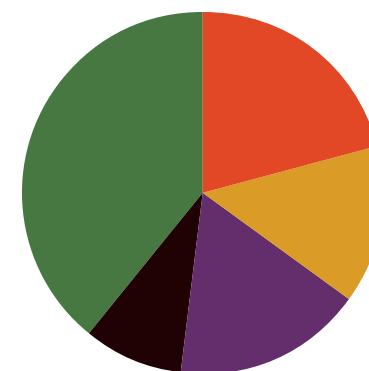
The results are visible in the young women who have joined the CAMFED Association, the network of women leaders educated with CAMFED support.

They are now teachers, nurses, doctors, entrepreneurs and lawyers; many are among the first to reach this level in their communities. They are also taking up leadership positions on the national and international stage.

Each member of the Association, on average, supports another three girls to go to school with her own resources. With a membership of more than 157,000, and growing year-on-year as more girls complete secondary school and join, the power of this leadership network multiplies exponentially the initial investment in girls' education.

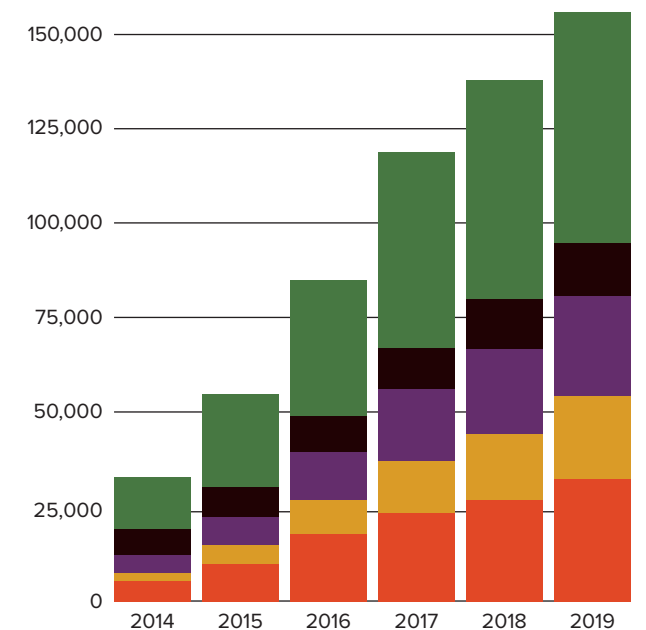


**CAMFED Association -  
Distribution by Country**



Ghana: **32,745 (21%)**  
 Malawi: **21,673 (14%)**  
 Tanzania: **26,376 (17%)**  
 Zambia: **13,949 (9%)**  
 Zimbabwe: **62,262 (39%)**

**CAMFED Association -  
Network Growth**





**Angeline, Engineering Student at Kwekwe Polytechnic, Zimbabwe**

Angeline's life changed forever when her father passed away, and she and her mother, who was no longer able to work, moved in with her grandfather. Without the resources to continue her education, Angeline would have dropped out of school. When she was selected for CAMFED support, a new future opened up. In spite of her family's financial crisis, a difficult move, and an illness, Angeline worked hard to complete secondary school and earn the grades she needed for tertiary level. Now, with investment through the UK Department for International Development (DFID) Girls' Education Challenge Transitions programme, Angeline has gone on to study Electrical Engineering Instrumentation and Control Systems, breaking down gender stereotypes. She wants to be the best instruments technician, and looks forward to being able to support her mother.



*“Engineering is male dominated but things are changing now. Women like me are fighting in their numbers to change the belief. Thanks to CAMFED, we are empowered to change the world, to turn the tide of poverty and to become responsible citizens and leaders of tomorrow.”*

**Dorcas, CAMFED Association Social Entrepreneur, Ghana**

Dorcas comes from a background of extreme poverty and disadvantage. Her mother was married as a child, and Dorcas lost three of her eight siblings to infection and disease. Through education, her life has been transformed, and she now runs her own organisation, *Social Inclusion and Girls' Education (ASIGE)*, which supports women in her community who never had the chance to go to school, as well as more girls in school. With a Board comprising the District Girl Child Officer, Queen Mother and other community stakeholders, Dorcas says their mission is to advocate for “those who are unable to get their basic needs... And in terms of girls' education: teenage mothers, primary and secondary school girls.” She has set up a cooperative of 319 women to weave intricate and beautiful baskets, which are now sold internationally. A further 81 boys and men do leatherwork. For each basket sold, the cooperative donates sanitary packs to girls at local schools, as well as providing sexual and reproductive health information to girls, advocating against child marriage, and delivering financial literacy training to women. Dorcas' main goal is social change; commercial success is the way to achieve this. One member of the cooperative produces 47 baskets in a month. She has financed her farm and started trading in straw. 175 women have opened bank accounts, but also use a community savings scheme.



*“Advocacy without action is meaningless - families simply need cash in their hands.”*





**Dorren,  
Transition Guide,  
Zimbabwe**

*“I have seen the change in the lives of these girls on the Transition Programme. Before, some young women would get married soon after school but this helps them not look to someone to give them money. Also, many of the young women decided to take themselves back to school.”*

## FACILITATING YOUNG WOMEN’S TRANSITION TO INDEPENDENCE AND LEADERSHIP

**CAMFED has continued to expand its Transition Programme, addressing the vulnerability of young women in the critical transition period after school, when poverty, gender and context continue to conspire against women seeking to become financially secure and independent.**

The poverty and gender inequality that exclude girls from education also create significant financial and social barriers after they graduate. Girls typically graduate into low income communities characterised by subsistence agriculture and a dearth of quality employment. Young women typically lack the capital, connections and assets to create their own employment through entrepreneurship. There are few women leaders to act as role models and mentors to help younger generations of women define and pursue aspirations of economic independence and leadership. Urban migration and early marriage – both situations of extreme vulnerability – are often the only perceived options.

CAMFED’s post-school Transition Programme, which brings the concept of the young woman ‘Guide’ out of the classroom into the community, supports girls to capitalise on their

education. Introduced in Zimbabwe and Tanzania in 2016, and expanded to Ghana, Malawi and Zambia in 2018, we have continued to invest in refining and developing this programme with young women experts in areas such as business, health and agriculture.

CAMFED Association members trained as ‘Transition Guides,’ or peer educators, support girls over a 6-12-month period as they approach the end of lower secondary school in order to help them transition safely to higher secondary education, vocational training, tertiary education, entrepreneurship or employment. The sessions they deliver help young women to connect to their peers, improve their health and wellbeing, and make important life decisions. The course is designed around practical learning, including financial literacy, introductory business skills, as well as sexual and reproductive health knowledge, women’s rights, and leadership skills.

Young women can gain access to seed financing grants and further support from experts in the CAMFED Association, who provide more in-depth training as Business or Agriculture Guides, for example. To date, Transition Guides have reached more than 97,000 young women school leavers. We are working to offer the Transition Programme to all girls completing school with CAMFED’s support, and have launched and expanded a number of partnerships that provide additional investment in young women’s safe transition to secure livelihood. In 2019, we also expanded CAMFED’s vocational (BTEC) qualification to recognise the work of Transition Guides, enabling these young women to earn a qualification which in turn improves their employment and higher education prospects.



**Mercellina, Transition Guide,  
Ghana**

After finishing school with CAMFED support, Mercellina joined the CAMFED Association and trained as a Transition Guide. In this role Mercellina delivers life skills sessions in schools, offers peer mentoring to school graduates, and works with CAMFED Mother Support Groups to galvanise support for girls’ education. She hopes to launch a social enterprise to equip young mothers with income-generating skills.

*“We’ve had so many opportunities. We have loans that are granted to CAMFED Association members, we have entrepreneurship training and socialisation. We go to schools and there are large crowds that we talk to, so personally it has built up my confidence, my speech, and how to associate with other people.”*



## ENABLING EDUCATED WOMEN TO LEAD CHANGE IN 2019:



### 2,904

CAMFED Association members were trained as **Transition Guides**



### 2,230

CAMFED Association members started a **new business**



### 3,369

CAMFED Association members were supported in **tertiary education**



By the end of 2019,

### 2,825

CAMFED Association members had achieved a **vocational BTEC qualification**



**Whitney, Transition Guide, Zimbabwe**

*“The Transition Guide Programme is a helping hand to young women completing lower secondary school, who are supported on choosing their career pathways. We give them financial education — including safer ways to earn money, saving, and budgeting — and financial support. The business skills we share have helped a large number of young women to become small-scale business owners. We also help young women through education on sexual and reproductive health, to make safer decisions in life, to make positive choices possible. Both Transition Guides and school leavers learn that life is not all about completing school and going to urban areas in search of greener pastures in order to earn money, where they end up being abused and taken advantage of as minors and also as ‘women.’ Instead, we come up with different but safer ways to earn money through income generating projects to turn the tide of poverty — such as gardening, poultry, rabbit and goat-rearing, setting up grocery stores, or producing and selling refreshments. The Transition Guide programme is vital for every young woman out there because it has proved beyond reasonable doubt to be a life changing programme.”*



## PARTNERING TO SUPPORT YOUNG WOMEN IN EDUCATION, LEADERSHIP, ENTERPRISE AND EMPLOYMENT

### OPENING UP NEW EMPLOYMENT OPPORTUNITIES THROUGH VOCATIONAL QUALIFICATIONS FOR CAMFED ‘GUIDES’

In 2019, Pearson and CAMFED adapted our vocational (BTEC) qualification for Learner Guides to make it accessible to all the young women acting as volunteer ‘Guides’ in CAMFED’s programme — not just Guides working in schools but also those supporting girls as they graduate school, and those mentoring young women to set up and grow local enterprises. The revisions also reflect a greater emphasis on employability skills, and new content has been introduced on topics such as sexual and reproductive health, and information technology. The revised BTEC qualification was launched in Zimbabwe, Tanzania and Zambia during 2019 and is projected to reach a further 4,500 candidates over the next three years.

### STEPPING UP HOLISTIC SUPPORT THROUGHOUT YOUNG WOMEN’S LIFE JOURNEYS

In 2019, new partners stepped up to support CAMFED’s holistic, multidimensional approach to girls’ education. In Tanzania, for example, CAMFED and King Philanthropies launched a major new funding partnership, providing direct support to over

30,000 girls and young women at critical stages in their life journeys at secondary school and beyond. It will provide financial and material support enabling 4,000 of the most marginalised girls to complete a secondary education. We will also train over 1,400 Learner Guides to provide learning and social support to girls in school. The partnership will significantly support the development and scaling of CAMFED’s Business and Agriculture Guide programme, through which over 1,200 members of the CAMFED Association will provide contextualised mentorship for young women establishing businesses to achieve secure livelihoods. Ultimately, we are planning to reach 19,000 young entrepreneurs over the course of the grant.

### SUPPORTING YOUNG WOMEN’S ENTREPRENEURSHIP

CAMFED supports young women with financial literacy and business training, business grants, mentoring and support through the CAMFED Association. We establish linkages to business development services through our partnerships with local government, traditional authorities, private industry and financial service providers. They, in turn, can provide additional technical support, advice, and new opportunities for women to start and grow businesses. This is vital in a context where unpaid agricultural labour remains the norm. We listen and learn from Association members running businesses, so we can collectively support women to overcome the hurdles they face. In 2019, we visited CAMFED Association entrepreneurs across all districts in Zimbabwe, for example, to find out how young women can be supported to deal with the currency crisis, and what they need for their businesses to thrive. A planning meeting in October brought together CAMFED Association business leaders and executive team members to discuss insights and learnings, including a deep dive into CAMFED’s unique way of breaking down gender barriers by reaching women ‘invisible’ to service providers, and considered ‘unbankable’ by traditional institutions, who are not only supported to build their own businesses, but then cascade their knowledge to many more peers, collectively changing the status quo.

### Vimbayi, BTEC Graduate, Wedza District, Zimbabwe

Vimbayi is a BTEC graduate based in Wedza District, Zimbabwe. After earning her BTEC, Vimbayi secured a job as a School Bursar at her local secondary school. When the school learnt about the various skills assessed by the BTEC, and particularly its focus on IT skills, the administration widened the scope of Vimbayi’s role. Now she is also an ICT Facilitator, supporting students with their computer work.



***“The BTEC certificate assisted me to find employment. I managed to apply to be a school bursar. I attached the BTEC certificate to my CV and application. When they received my application the preference was given to me and I was invited to an interview. I got the employment. Learners at the school now see a School Bursar who has a BTEC certificate, who’s good at ICT, so I am a role model in the community and at the school.”***



## PROVIDING FINANCIAL TRAINING AND RESOURCES TO SUPPORT LEADERS IN SUSTAINABLE BUSINESS

CAMFED provides financial training and grants to young women wishing to start or expand local businesses. UK Aid investment through the Girls' Education Challenge, launched by the UK Government in 2012 as a 12-year commitment to reach the most marginalised girls, has allowed CAMFED to continue its support to cohorts of adolescent girls at secondary school in Zimbabwe, Tanzania and Zambia, and especially post Form 4 in the transition to secure livelihoods. The support includes training of Learner Guides, as well as supporting young women graduates to form viable group businesses. As part of our Transition Programme in Zimbabwe and Tanzania in 2019, for example, we provided training, and disbursed 'practice' grants (originally intended for individuals) to *groups* of CAMFED Association members. This allowed young women to pool their resources to buy business machinery, for example, and work together to achieve more.

In Tanzania, this activity has also included other innovative components, such as internships, where older graduates are offering hands-on learning opportunities in their businesses to the new graduating cohort.

Young women in Wedza, Zimbabwe, first came up with this collective approach, combining their grants to purchase machines for their businesses, such as peanut butter processing and popcorn machines. This venture was recorded as best practice for all districts to replicate, given its inherent sustainability and scalability. Transition learners used their grants to purchase sewing machines, water pumps, Freezit (ice pop) machines, and chip fryers, allowing them to add value to existing produce from fields and gardens, achieving higher profit margins. Machines are being used at cluster level to benefit a large group of young women participating in the Transition Programme, enhancing their engagement and participation in the programme, while allowing them to further build on their financial literacy skills. These women will, in turn, become a valuable resource in mentoring and supporting incoming learners into the Transition Programme, acting as positive role models in their communities.



**UKaid**  
from the British people



**45,543**

young women school graduates reached through **financial services outreach in Zimbabwe\***

**35,869**

young women school graduates reached through **financial services outreach in Tanzania\***

**6,000**

young women provided with **internship support** and information kits in Tanzania\*

**1,350**

young women trained by the **Small Industries Development Organisation** in Tanzania\*

*\*in the annual period ending March 2019*





In Ghana and Malawi, CAMFED's strategic partnership with the Mastercard Foundation aims to support girls to complete their secondary education, and young women to make a successful transition to higher education, enterprise or employment. As a result of our collaboration, we are seeing uplifted learning outcomes and increased confidence among secondary Scholars, as well as extraordinary achievements in business and community give-back projects from current and former tertiary Scholars.

In 2019, 845 Mastercard Foundation Scholars at the secondary school level were supported to attend leadership camps in Malawi, with sessions on topics including career progression, community give-back and leadership skills, and had the chance to hear from female professionals and university students. One 16 year old participant commented: *"My favourite session was about leadership because before the camp I was doubting [that] I can be a leader, but the camp has given me confidence."*



The launch of a Mastercard Foundation Scholars Entrepreneurship Fund in Ghana was one of several new and ongoing ventures as part of the Transition Programme. The Fund gives current and former tertiary Scholars the opportunity to apply for capital, to support their ideas for sustainable and scalable businesses that are also making a social impact. In October 2019, 22 Scholars were selected after successfully applying for the scheme. They have been awarded funding for their businesses and given access to enterprise training through the Kumasi Hive.

Young women supported through the partnership continued to demonstrate their leadership on a global stage. In 2019, Esnath Divasoni was a shining example of this: In August, she travelled to Kigali, Rwanda to participate in the Mastercard Foundation's annual Baobab Summit, where she was awarded a Resolution Project Fellowship and funding to start a sustainable insect farm. In December, she graduated from EARTH University, Costa Rica and attended the 2019 UN Climate Change Conference (COP25).



## YOUNG WOMEN'S PHILANTHROPY THROUGH THE CAMFED ASSOCIATION

**With the growth of the CAMFED Association we have also continued to see an increase in the philanthropy of our young women leaders, who are seeking out - and seeking justice for - children who are excluded from school due to poverty. These children are often 'invisible' to local authorities because of their status - whether they are children heading up households because their parents have passed away, children who cannot afford to live close enough to the schools they attend, or children suffering abuse, including child marriage. Young women once themselves supported to go to school are multiplying the returns of the original investment in their education. In addition to providing financial and social support to keep vulnerable children in school, young women are acting as 'first responders' in emergency situations.**

In 2019 we continued to support CAMFED Association members to structure and pool their philanthropy. Funds from donor partners investing directly in youth leadership are matching local philanthropy, allowing CAMFED Association members to coordinate their collective activism, identifying and supporting those children in greatest need.

CAMFED Association members combine their local knowledge with lived experience, reaching out and making visible those girls and boys who have fallen through other safety nets. Local philanthropy funds are now active in all countries of operation, with the fund in Malawi launched in 2019.

As rural communities are increasingly suffering the effects of climate change, we have also seen CAMFED Association members stepping up as first responders, including during the floods caused by Cyclone Idai, which devastated partner communities in Malawi and Zimbabwe (alongside those in the bordering country of Mozambique, which was worst affected). Where road infrastructure was destroyed, CAMFED Association members were among the first to offer and rally support for those most impacted, working with school and local authorities to reach students and their families.



**Winnie Mweembo, CAMFED Association leader, Zambia**

*"I believe that the beauty of life does not depend on how happy I am, but how happy others can be because of our contribution."*



Angela, Secondary Scholar, Ghana

Angela, a 17-year-old secondary school student from Ghana, almost lost her grip on education due to poverty. She lives with her father and six siblings in a remote district. Her father often had to prioritise the family's basic needs over school going costs. After hearing of her situation, young women in the CAMFED Association stepped in to provide Angela with the support she needed to complete her studies. Angela is on track to becoming an independent, self-reliant young woman like her role models in the CAMFED Association. She hopes to become a nurse.

*“At a point, I had to stay at home because my father could not afford my exams fees and provide the items I needed for school... [Now] I will no longer have to endanger my life by gathering shea nuts and searching for firewood in the bush to sell to buy my basic school needs.”*

SCALING GRASSROOTS ACTION FOR GIRLS THROUGH LOCAL LEADERSHIP

Thanks to the support of the **Girls Opportunity Alliance, a programme of the Obama Foundation**, CAMFED reached 2,219 vulnerable adolescent girls across Ghana, Tanzania, and Zimbabwe in 2019. Donations for this programme were raised through a crowd-funding platform, allowing individuals from around the world to contribute.

Donations went directly to four district CAMFED Association chapters: Bawku West and Builsa North, Ghana; Kilolo, Tanzania; and Chikomba East, Zimbabwe. CAMFED Association members in these districts use their deep local expertise to identify and support girls most in need, providing individualised support, including paying school fees, and providing girls with school uniforms, school supplies, and sanitary wear.

REACHING GIRLS ‘INVISIBLE’ TO OTHERS

Our young women leaders also identified girls who had dropped out of school and worked with their families and communities to bring them back. In Bawku West, Ghana for example, 33 of the 368 girls reached had previously dropped out of school, and were supported to re-enrol. Madina, a 12-year-old, was one such student. When CAMFED Association members heard that she had dropped out of school because she couldn't afford school materials, they supported her to re-enrol, providing mentorship as well as buying the supplies she needed, including a new uniform, sandals, notebooks, and pencils. Madina, who aspires to be a lawyer, was overjoyed and made this pledge to the CAMFED Association members: *“I am happy for the support and your words of advice. I will do my best to make you proud.”* CAMFED Association members will continue to support these girls and monitor their progress through school, providing material resources as well as serving as powerful role models - women from the girls' own communities, with similar backgrounds, who completed school and are now paying it forward.





**Sophia and Hanipha, CAMFED Association Learner Guide and Secondary Student, Tanzania**

Hanipha is flourishing with the encouragement and mentorship of CAMFED Learner Guide Sophia. They first met during one of the wellbeing sessions that Sophia leads at Hanipha's school. With other CAMFED Association members, Sophia also took the time to follow up with the students outside the classroom.

Seeing that Hanipha's challenging family circumstances left her vulnerable to school drop out, Sophia stepped in with financial support. She ensured Hanipha had the uniform, shoes, books, and other essentials she needed to remain in education. Hanipha's favorite subject is Civics and she hopes to train as a lawyer. She will have the chance to join the CAMFED Association and support more girls in turn, just as Sophia does.



*“As women we have the strength, we must unite and respect each other, work together to bring about change in our society.”*



**BUILDING CLASSROOMS IN GHANA**

In Ghana, CAMFED Association in members in the West Mamprusi District constructed a three-unit classroom block with the support of community members, completed in August 2019. Members organised a community durbar in the Kinkandina community to officially hand the block over to the Ghana Education Service (GES) in September, with CAMFED Association National Chair, Ruka Yaro de Liman, officiating.





### CYCLONE IDAI RELIEF EFFORT, LED BY YOUNG WOMEN IN THE CAMFED ASSOCIATION

On 14 March 2019, Cyclone Idai devastated parts of Malawi, Zimbabwe, and Mozambique. Millions were impacted by the disaster, losing homes, farms, jobs, and schools. Many families in our partner communities were devastated, with homes and livelihoods washed away, while schools suffered serious damage.

Fatima, a CAMFED Association member from Nsanje district in Malawi, said that the cost of food spiked after the cyclone, because most farms were washed away. Many girls lost all of their school supplies in the flood and without food or these materials, many dropped out of school. Some even got married because of food insecurity.

The CAMFED Association, in affected partner districts, rallied support and worked together to help the families most devastated by the cyclone. In Nsanje alone, the CAMFED Association was able to assist 557 people. Lena, the mother of a primary school student in Nsanje district, lost the roof of her home in the cyclone and the rain that followed destroyed most of the family's possessions. In the aftermath of the storm, the family struggled to buy food and they were uncertain if their son would be able to continue school. The CAMFED Association identified Lena's family to receive help from their fund. They donated metal sheets to replace the roof of Lena's home.

Since the storm, Lena's son has passed his primary school exams and was accepted into secondary school. She says of the CAMFED Association, "*These girls are doing a very commendable job in our communities.*"

The CAMFED Association not only provided material support to families and students, but also provided emotional support. They encouraged families to avoid child marriage and girls to stay in school, despite the obvious challenges. One student found this particular encouragement very helpful. She was in primary school when the cyclone hit and her family lost their home. Forced to live in a temporary shelter on the site of the destroyed house and without their garden, her family could not afford to replace the school materials that were destroyed by the cyclone. The difficulties going to school nearly led her to drop out, but the CAMFED Association stepped in with exercise books, pens, and soap, helping her stay in school. She now says, "*If you are educated, you can make better decisions, and nobody can make a decision for you.*"

\*\*\*

We are grateful to many long standing partners and supporters, including the **Clara Lionel Foundation**, **The ELMA Relief Foundation** and the **Skoll Foundation**, which stepped up alongside our young women leaders to provide funding for additional cyclone relief efforts in support of CAMFED scholars, their families, and their schools.

TOGETHER, WE SUPPORTED VULNERABLE PEOPLE IDENTIFIED BY SCHOOLS AND COMMUNITY DEVELOPMENT COMMITTEES BY PROVIDING:

## 715 students

in Zimbabwe (555) and Malawi (160) with **items necessary to return to school**

## 553 families

in Zimbabwe (317) and Malawi (236) with **relief packages of necessities** like hygiene products, or items needed to rebuild homes

## 236 young women

in the CAMFED Association in Zimbabwe (124) and Malawi (112) whose crops or stock has been destroyed with **business restoration grants**

## 17 partner schools

in Zimbabwe (9) and Malawi (8) with **support to rebuild infrastructure**, including toilets, where government and aid agency funding was insufficient







## GIRLS' EDUCATION AND CLIMATE ACTION: THE FUTURE OF SUSTAINABLE GROWTH

Girls' education is the starting point for securing the rights of women and girls globally, while improving community health and resilience to climate shocks. It also leads to a drastic decrease in emissions<sup>12</sup>. In 2019 we celebrated the diverse and concrete ways that girls' education and women's leadership impacts on a community's ability to face the impact of climate change. Not only can educated girls choose to have smaller, healthier, and more financially secure families, reducing pressure on resources and emissions, we are also showing that gender equality and women's leadership lead to increased agricultural output, and increased resilience to climate disasters.

### MITIGATING THE IMPACTS OF CLIMATE CHANGE

In 2019, CAMFED also commenced a new partnership with **AKO Foundation** to deliver an innovative programme designed to mitigate the impacts of climate change on our vulnerable communities. The programme is supporting CAMFED Association members to pioneer ways to combat the effects of climate change on children's health, welfare and education. Our unique network is applying a combination of direct support to the most vulnerable, and strategies to reduce vulnerability in the long term, for example through school feeding programmes, nutrition education, and training in climate-smart agricultural techniques and methods. The initiative aims to directly support more than 20,000 children to attend and stay in school and benefit over 50,000 people with information that helps boost food security. Its initial focus is on Zimbabwe, where political and economic instability is exacerbating the impacts of an increasingly unreliable growing season. Within three years we expect to be in a position to scale the programme to other rural communities across the continent.



## THE CAMFED GARDEN AT THE RHS CHELSEA FLOWER SHOW

*"My favourite was The CAMFED Garden, designed by Jilayne Rickards. It came about after a research visit to Zimbabwe, and is the result of a subsequent collaboration between the designer and the inspirational local women she met on her trip. The colours are sensuous, the composition beautifully balanced. At the back, in the classroom, is a painting by a 14-year-old girl of a rural farmyard. It is exceptional."* - Will Gompertz, BBC Arts Editor

CAMFED's 25th anniversary year brought with it the unveiling of the CAMFED Garden "Giving Girls in Africa a Space to Grow" at the world-renowned RHS Chelsea Flower Show. Featuring vibrant colors, food crops and an authentic classroom setting, it drove home the message of the importance of girls' education for our collective future.

The Garden made headlines during its debut at the RHS Chelsea Flower Show in May 2019, where it won both a Gold Medal and the coveted People's Choice Award. It continues to draw admiration at the Eden Project — which partnered with CAMFED to supply thousands of plants for the Garden, and which has housed the Garden since October 2019, continuing to raise awareness.

The CAMFED Garden was the vision of designer Jilayne Rickards and Professor Charlotte Watts, her close friend since their school days, and Chief Scientific Adviser to the UK Department for International Development (DFID), who introduced Jilayne to CAMFED. Jilayne was inspired by their joint trip to Zimbabwe, where she met CAMFED Association member Beauty Gombana, who shares climate-smart techniques and grows biofortified crops to benefit her rural community.

Jilayne worked tirelessly in a pro bono capacity for over 18 months to realise the ambitious scheme, together with an all-women team of volunteer gardeners.

During the week of the Chelsea Flower Show, Clarah Zinyama, CAMFED Association Zimbabwe National Chair and climate-smart agriculture specialist, and Sinikiwe Makove, CAMFED Zimbabwe Head of Programmes, joined the team to raise awareness of CAMFED's #SeeGrowth campaign. Clarah and Sinikiwe spoke to thousands of visitors from around the globe about our aim to grow thousands of women-led, sustainable agriculture businesses, improving health, wealth and school attendance in rural communities.

*"We share with CAMFED a commitment to sustainable agriculture and education, and were very happy to partner with them on this inspiring garden. We were delighted to rebuild it in our Mediterranean Biome at the Eden Project, where it is much loved and has become a star attraction for our visitors."* - **Paul Stone**, Head of Horticulture, Eden Project

*"I see that if we as women are educated, even in skills, not just academically, the result will be something big."* - **Beauty Gombana**, CAMFED Association Leader who inspired the Garden

*"CAMFED makes a difference and we really need to be getting to support all of this... For me this has been a real passion project and I think it's really shown through in the garden."* - **Jilayne Rickards** MSGD, MBALI, garden designer

*"It's very inspiring when you come to realise that our story as [the CAMFED Association] is now going to that broader level of being understood, as we take up climate-smart techniques which are displayed in the CAMFED Garden. Our story does not end here, but continues growing as we transform our own communities."* - **Clarah Zinyama**, CAMFED Association Zimbabwe National Chair

*"This is a recognition of the unsung heroes, young women CAMFED Association members, who are working so hard to support more children to go to school, to support their own families - reinvesting back in their communities the benefits of their education. An unstoppable force!"* - **Sinikiwe Makove**, Head of Programmes, CAMFED Zimbabwe





## CAMFED RECOGNISED WITH UNITED NATIONS GLOBAL CLIMATE ACTION AWARD



Following the announcement that CAMFED had been recognised with the United Nations (UN) Global Climate Action Award in September 2019, CAMFED representatives travelled to Madrid, Spain, to participate in the UN Climate Change Conference (COP25) in December. CAMFED was one of four awardees in the 'Women for Results' category, for young women's grassroots action on climate change in rural sub-Saharan Africa. Esnath Divasoni, a CAMFED Association leader, and Catherine Boyce, CAMFED Director of Enterprise Development, were delighted to accept the award.

The award recognises the fact that, since 2014, young women have encouraged wide adoption of practical and affordable techniques for climate-smart agriculture, helping to build communities' resilience

in the face of climate change. Trained as Agriculture Guides, these young women have improved the productivity, sustainability and profitability of their own smallholdings and reached more than 8,500 individuals, mostly women and other young people, through demo farms, community workshops and mentoring. The model has been delivered successfully in Zimbabwe, Zambia and Tanzania.

This initiative, which was launched through CAMFED's partnership with the Mastercard Foundation and EARTH University, with funding from the UK Department for International Development (DFID) and others, is vital to the development of CAMFED's programmes to educate girls and support young women's transition to secure livelihoods.

*"Today, we are feeling on top of the world as proud members of the CAMFED Association, CAMA. Winning this award will raise our ambitions even higher as we support more girls to go to school, thrive and lead change. We got this seal of approval just as some of my sisters and I graduated from EARTH University with support from the Mastercard Foundation and CAMFED. We stand ready to return to our communities to take bold action against climate change and girls' exclusion from education."* - **Esnath Divasoni**, CAMFED Association Leader and Agriculture Guide, Zimbabwe, accepting the award at COP25 in Madrid



*"It is very important to share what I've learned with other women, so they can grow their own crops, to have food security and to have their own money so they can send their children to school."* - **Leticia Chikumbirike**, CAMFED Association Agriculture Guide, Zimbabwe

*"These award-winning projects shine a light on outstanding examples of scalable, innovative and practical climate action from around the world. Each of these projects serve as beacons, guiding us towards a better future. The recipients of the UN Global Climate Action Awards are leaders from communities, governments, businesses and organisations, and they are from all corners of the globe and all levels of society. The teams behind these projects are stepping up to meet the global climate challenge by delivering on the Paris Agreement."* - **Patricia Espinosa**, Executive Secretary of United Nations Climate Change



# EXTEND OUR INFLUENCE AND IMPACT

## NATIONAL PARTNERSHIPS AND ADVOCACY

**CAMFED continued to engage closely with government Ministries to dismantle barriers to girls' education, share best practice, shape policy, and ensure that commitments to support girls' education are met at all levels. We are continuing to work with government partners to take forward the adaptation of CAMFED programmes for national adoption and roll-out.**

CAMFED Malawi continued collaborating with the Ministry of Education, Science and Technology and the Ministry of Finance to contribute to the Unified Beneficiary Registry. This consolidated household wealth ranking database enables the identification of the poorest ranking beneficiaries across the country. The team also attended the meetings of the Technical Working Group on Secondary and Distance Education, providing feedback on school fee abolition, teacher training and deployment, and policy reviews.

CAMFED Ghana signed a Memorandum of Understanding with the Council for Technical, Vocational Education and Training (COTVET) as well as establishing a working partnership with the National Vocational Training Institute (NVTI). Together, the organisations are championing the participation of young women in the sector. This theme was also explored at the Mastercard Foundation Learning Summit, which focused on post secondary school opportunities. At a roundtable of the Guidance and Counselling Unit of the Ghana Education Service, CAMFED Ghana was highlighted for its ongoing support in training coordinators and counsellors.

In Zimbabwe, CAMFED was awarded an A+ rating for the second year running, for the DFID-funded Zimbabwe Girls' Secondary Education programme for the period 2018 -2019. CAMFED and the

Ministry of Primary and Secondary Education (MoPSE) officially renewed their Memorandum of Understanding for another five-year period at the end of 2019, marking a new chapter for strengthened collaboration in tackling the most pressing barriers facing vulnerable children and young people. In recognition of holistic support offered, CAMFED representatives continued to sit at national level on the Learner Welfare Thematic Committee, the National School Feeding Taskforce, and the Gender and Disability Committee.

In Tanzania, we provided in-depth insight into our Learner Guide Programme to Ministry of Education, Science, and Technology officials, as well as stakeholders in youth ministries, and social welfare and development committees. We are working together to expand the Learner Guide Programme as part of our wider approach to improve school attendance, retention and learning among the most marginalised children, with a focus on girls and children affected by disability.

In Zambia, the Permanent Secretary of the Ministry of General Education (MoGE) expressed his desire to see the Learner Guide Programme implemented in all schools across the country, illustrating the recognition and support that CAMFED's programme has received at national and policy level. CAMFED is a member of the Ministry of General Education Technical Working Group on strategies to improve child protection and safeguarding.

With support from DFID under the Girls' Education Challenge, CAMFED has been working with Ministries across our countries of operation to explore the potential for national integration of CAMFED's interventions into government school systems. This will include the national adoption of targeted needs-based financing mechanisms to ensure the most marginalised children have the support they need to enrol and participate in school, alongside interventions like the Learner Guide Programme to improve the learning environment for all children.





**Dr Jobbicks Kalumba, Permanent Secretary, Ministry of General Education, Zambia**

*“And the aspect of Learner Guides, I have gone through the contents, this is what we desire, this is what we want. We can’t stand aloof when CAMFED is such a progressive assignment. We will stand with you to support this programme, we will stand with you to make sure that it is launched at national level, so that we get this programme as part of the Ministry of General Education’s agenda.”*

## SCALING INNOVATION WITHIN EDUCATION SYSTEMS - THE TANZANIA REAL-TIME SCALING LAB

*“Learner Guides come from the same communities where they serve, and they understand the needs of girls, as well as the local languages, customs, and power dynamics. This allows them to create solutions to problems they understand.”* - Barbara Chilangwa, CAMFED Executive Adviser and former Permanent Secretary at the Ministry of Education in Zambia, and Patrick Hannahan, Millions Learning Project Director at Brookings

The Tanzania Real-time Scaling Lab was launched in June 2019 in partnership with the Center for Universal Education at the Brookings Institution, and in collaboration with the Ministry of Education, Science, and Technology, as well as other key youth, welfare, and education stakeholders. The scaling lab learns from and supports the expansion of our Learner Guide Programme across five new regions of Tanzania, with the longer-term goal of national integration.

In November 2019, former CAMFED Association Learner Guides (and core trainers) Stumai Kaguna and Diris Martin joined CAMFED Tanzania’s National Director, Lydia Wilbard, to meet with 31 members of the Tanzanian Parliamentary Standing Committee for Social Welfare and Community Development in Tanzania. The focus on improving educational outcomes among marginalised children while at the same time opening new pathways for young women in the transition from school to independent livelihoods



Learner Guide Stumai Kaguna speaks to media following the Parliamentary meeting.

speak to the priorities of many national governments. The parliamentarians highlighted the holistic nature of the Learner Guide Programme, and praised the link it creates between schools and communities, thereby enhancing parental responsibility.

The committee also discussed the programme’s potential to address many issues children face, including HIV/AIDS, teen pregnancy, and nutrition. Members recognised the power of supporting young people with loans and in business ventures while they are active volunteers, working to improve their communities.

The vice chairperson of the committee, the Hon. Juma Nkamia, stated, *“We want to be active stakeholders [in the scaling process].”* In addition to Parliament, the scaling lab has made progress in engaging with high-level government officials to consider how the government might adapt and scale elements of the Learner Guide Programme.

Lessons learned from the scaling lab will help reach more communities in Tanzania and inform future efforts to adapt and scale the Learner Guide Programme in other countries.

## GLOBAL ACTIVISM AND INFLUENCE

**2019 saw the expertise of CAMFED Association members recognised like never before, with some of the world’s most influential leaders providing important platforms, and joining us at international events to shine a spotlight on the power of women’s leadership informed by lived experience, empathy, and collective action.**

On International Women’s Day, Angeline Murimirwa, CAMFED Executive Director and founding member of the CAMFED Association, shared the stage with The Duchess of Sussex; The Hon Julia Gillard AO, 27th Prime Minister of Australia and Patron of CAMFED; social activist and philanthropist Annie Lennox OBE; Adwoa Aboah and Chrisann Jarrett, on a panel convened by The Queen’s Commonwealth Trust and chaired by Anne McElvoy, Senior Editor of The Economist, discussing the many barriers girls and young women still face across the world, and the opportunities unlocked when they are treated fairly and equally alongside men. That same month in Accra, CAMFED Association National Chair Ruka Yaro De-Liman joined activist and supermodel Adwoa Aboah’s GURLS TALK X GHANA event in Accra on a panel discussing initiatives focused on Ghanaian women

Spiwe Chakawa, founding member of the CAMFED Association, and now the founder and Director of the award-

winning Chiedza Child Care Centre in Zimbabwe, was invited to the Skoll World Forum in Oxford in April 2019 to share her expertise in driving development at community level.

In April 2019, CAMFED chaired a panel discussion at the Comparative and International Education Society (CIES) Conference in San Francisco, including representatives from the UN Girls’ Education Initiative (UNGEI), the Research for Equitable Access and Learning (REAL) Centre, and the Malala Fund. The panel addressed the barriers that persist for marginalised girls as more governments in sub-Saharan Africa introduce fee-free secondary school education. CAMFED shared insights from Tanzania and Malawi, where the many additional school-going costs — including for uniforms, shoes, books and bags — as well as pressures at home, and other geographical, psychological and social factors continue to present significant barriers for the most marginalised to access education.

In May, two unprecedented events helped raise CAMFED’s profile and underscore the urgency of girls’ education and the imperative of women’s leadership in sub-Saharan Africa: CAMFED’s 25th Anniversary Gala in New York City brought our African leadership together with philanthropists, partners and supporters from across the globe, while the CAMFED Garden at the Chelsea Flower Show, designed by Jilayne Rickards, with CAMFED Association agriculture expert Clarah Zinyama in attendance, won the coveted Gold and BBC People’s Choice award, and garnered worldwide media and BBC television coverage.



**Barbara Chilangwa, CAMFED Adviser, former Permanent Secretary at the Ministry of Education, Zambia**

*“The strength of CAMFED is this movement of young women who are role models in their communities, who are now sharing their experiences at district level, and also helping feed into policy statements that are being made by governments.”*



Global Climate Action

United Nations Climate Change

**Niclas Svenningsen, Manager of the UN Climate Change Global Climate Action Programme**

*“It is our pleasure to award CAMFED’s breakthrough initiative. Their project serves as a beacon, guiding us towards a more resilient future for all.”*

That same month, CAMFED Canada supported CAMFED Association members Jennifer De Graft Ninson and Sandra Brew to share their expertise with the Canadian International Education Policy Working Group (CIEPWG) Youth Advisory Council (YAC).

They joined a session on funding for education, and participated in a series of high level meetings with Members of Parliament.

In July, Angeline Murimirwa joined a roundtable discussion on leadership as part of the Obama Foundation’s Leaders: Africa programme in Johannesburg, which brought together 200 emerging leaders from 45 countries. Moderated by Tsehaitu “Tubi” Retta, Deputy Director of the Girls Opportunity Alliance at Obama Foundation, participants explored the global benefits that accrue when girls have access to quality education.

That same month, Clarah Zinyama, CAMFED Association National Chair in Zimbabwe, returned to the UK to discuss ethics in a time of climate change. She joined a Cambridge



CAMFED Association founding member Spiwe Chakawa in Oxford, UK for the Skoll World Forum

Global Conversations event hosted by the Jesus College Intellectual Forum, bringing her personal experience of women at the frontline of climate change, and the importance of educating girls and women in building resilience, nourishing communities and reducing emissions.

In October, Faith Nkala, founding member of the CAMFED Association and National Director of CAMFED Zimbabwe, joined a European Union meeting on gender equity in education, sharing her personal, as well as CAMFED’s, experience of gender barriers to education, and ways of overcoming them, with 60 delegations from across the globe to feed into the next five years of programming.

In December 2019, the United Nations recognised the CAMFED Association’s grassroots leadership in climate-smart agriculture with a Global Climate Action Award. CAMFED Association leader Esnath Divasoni accepted the award on behalf of CAMFED at COP25 in Madrid, Spain, where she shared her expertise on a number of panels.



CAMFED Executive Director Angeline Murimirwa (L) with Tsehaitu “Tubi” Retta, Deputy Director of the Obama Foundation



## CAMFED'S 25TH ANNIVERSARY GALA: A MOVEMENT SET TO TRANSFORM AFRICA

On the night of our 25th anniversary "Education Changes Everything" Gala in New York City on the 9th of May, 550 guests joined us not only to celebrate the achievements over the last 25 years, but the possibility presented by the leadership of educated African women, now part of a movement set to transform Africa.

CAMFED honoured multiple award-winning singer-songwriter, social activist and philanthropist Annie Lennox, and speeches from CAMFED Patron Julia Gillard, CAMFED Chief Executive Officer Lucy Lake, CAMFED Association leaders and other distinguished speakers galvanized guests into taking urgent action.

The Gala came to life through the inspirational leadership of CAMFED USA Board Member Belinda Badcock. The event, co-chaired by Carlos Brito, CEO of Anheuser-Busch InBev, and Seth Zachary, Chairman of Paul Hastings LLP, brought together CAMFED Association leaders from all five partner countries with business leaders, philanthropists, and celebrities; all champions of CAMFED's work.

Journalist Lori Stokes hosted the Gala, leading guests through the programme. Musician/activist Drea Pizziconi performed the world premiere of her new global women's empowerment anthem, "Let Us Dance," featuring Maimouna Youssef and the Dap-Kings Horns. Supporters stepped up like never before to make the event truly memorable, raising over \$2.2 million.



*"CAMFED does more than change the lives of individual girls. CAMFED is creating a movement of future leaders who I believe will transform the continent of Africa. It is wonderful to watch their progress, to see how much power they have and to know that they will unleash it in the development of their local communities, their nations, and the continent overall. I am sure that in years to come, I will be able to say to people 'I knew her back when' as one of the CAMFED alumnae emerges as a president, a prime minister, a business leader who is changing everything in Africa. We will be able to say we knew them because CAMFED and the CAMFED Association enabled a profound change to their lives. What an amazing organisation to be involved with."* - **The Hon Julia Gillard AO**, 27th Prime Minister of Australia and Patron of CAMFED



*"This is an emergency. We cannot stand by while another generation of girls is excluded from school. The world cannot afford to wait for the returns of girls' education to be realised if we are serious about tackling the biggest issues of our time, including climate change. All of us in this room have the power to respond to that emergency. And tonight, we show you how."* - **Lucy Lake**, CAMFED Chief Executive Officer

*"We are part of a model which is unique. It puts power where it belongs: in our hands! The hands of young women who have lived poverty, exclusion, and the threat of child marriage. With the right support, we've risen above these challenges. Now we are breaking the cycle of poverty and unleashing the next generation's power by showing each girl that there is nothing outside herself or her community needed to succeed. This is a route to empowered families, villages, countries. This is a chance to put the earth on a new path of stability instead of decline."* - **Rosalinda Agana**, CAMFED Association Leader, Ghana

*"Unlike some of the movements across this world that are divisive and polarising, this is a revolution of potential, not destruction; of love and compassion, not violence; of showing a better way forward, not repeating the history we have lived. This is a rare moment. This is not an African moment, but a world moment. This is our moment to unite, to pull together and make an outsized impact on the future."* - **Angeline Murimirwa**, CAMFED Executive Director - Africa





## A REUNION WITH THE QUEEN'S COMMONWEALTH TRUST, AND AN UPDATE ON YOUNG WOMEN'S LEADERSHIP IN MALAWI

After the rousing success of the panel of influential women brought together by The Queen's Commonwealth Trust (QCT) and CAMFED on International Women's Day in London — as The Duchess of Sussex took on the role of Vice President of the QCT — CAMFED Association leaders were thrilled to host a reunion with The Duke and Duchess of Sussex in Malawi.

Nearly 50 young women leaders met The Duke of Sussex (in person) and The Duchess of Sussex (via video link) at a special event in Lilongwe on the 29th of September. The couple attended in their roles as President and Vice President of The Queen's Commonwealth Trust. The Secretary of

Education, Science and Technology, The Hon. Justin Adack Saidi, addressed the audience, including local and global journalists, to underscore the Ministry's commitment to quality education. Angie Murimirwa, CAMFED Executive Director - Africa, and founding member of the CAMFED Association led a short panel session. She was joined by Nicola Brentnall, CEO of The Queen's Commonwealth Trust, and David Beer, Head of the UK Department for International Development (DFID) in Malawi. Both organisations are investing in girls' education through CAMFED, supporting the expertise and leadership of thousands of CAMA leaders like panelists Luwiza, Fatima and Rose, ensuring that they can in turn reach tens of thousands of vulnerable children in their communities.

CAMFED Association member National Chair Luwiza Phiri spoke about the growth of the Association, its governance, and how these young leaders are paying forward the benefits of their education. *"Here in Malawi, we are the youngest network, formed in 2013 with 217 members. Now there are 17,530 of us in Malawi and in April this year we launched the CAMA Fund, with support from The Queen's Commonwealth Trust, which helps us to scale up and coordinate our philanthropy, so we can reach even more of the most vulnerable children in our communities with vital support to go to school. Since 2017, across the 4 countries where QCT funding is active - Ghana, Tanzania, Zambia and Malawi - we have already reached 30,691 children. And here in Malawi, we reached 3,109 of those in just 3 months!"*

*"I'm also delighted to hear the news of some of the progress since we last met, and how you are working in Malawi's public education system and to support so many girls to stay in school as it is so important for them to learn and fulfil their full potential...It's wonderful to hear the news of the CAMA fund and how the leadership of CAMA members is making a significant difference."*

- The Duke of Sussex



Rose Alexander, a Core Trainer of CAMFED Association Learner Guides and advocate against child marriage, explained how young women rally communities in the fight against early marriage, working to annul marriages and return children to school. She said, *"I promised in my heart that I would always advocate for the rights of children in Malawi."* Fatima Frank, a Core Trainer now studying to become a teacher, described how important educated young women are as role models and mentors to vulnerable children, supporting their learning, and delivering life skills, enabling children to thrive in school and after graduation.

The Duke of Sussex accepted a copy of CAMFED's *My Better World* life skills workbook, newly adapted for primary school students in Malawi, as a present for his wife and his son Archie in future years.

*"Angie, when you and I first met, it was almost a year and a half ago, I was so struck by everything that you do with CAMA (the CAMFED Association), and obviously the impact that it has on so many young women and girls in ensuring they have the education that they so rightly deserve. And that's why we were able to be together at International Women's Day to talk further about your personal story, but also all these incredible stories... We're just so proud as President and Vice-President of The Queen's Commonwealth Trust that we can support you in everything that you are doing, because we cannot begin to express how valuable and vital that work is. We're just incredibly proud to be a part of it."*

- The Duchess of Sussex (via Skype)





# RESEARCH AND DEVELOPMENT

We continue to build on our strengths in mobile monitoring led by community stakeholders, while engaging in wide-ranging research to shape and inform programmes in areas such as student re-entry after pregnancy, Teacher Mentor mental health, the business support needs for members of the CAMFED Association, as well as evaluating impact on outcomes such as learning, post school transition, and the CAMFED Association's community engagement. In 2019, we extended a partnership with the Research for Equitable Access and Learning (REAL) Centre at the University of Cambridge, which will enable us to draw on its expertise as we design evaluations and analyse results.







**Professor Pauline Rose, Director of the REAL Centre**

*“Evidence shows us what works to address barriers that marginalised girls face in their access and learning. Much more needs to be done to implement these interventions at far greater scale. It is vital that current political uncertainties do not jeopardise the prioritisation of investment in girls’ education to enable this to happen.”*

In Ghana, the Institute for Statistical, Social and Economic Research at the University of Legon conducted a research study on the drivers of community service among CAMFED supported students at secondary and tertiary level. It found that CAMFED’s programmes had increased and sustained the philanthropic activities of students by widening their perceptions about what give-back entailed, strengthening their commitment to community give-back, and supporting them to identify and access suitable opportunities to give back. The research also found that CAMFED’s programmes had increased students’ self-confidence and relevant skills, such as leadership and public speaking skills, which were further developed through the philanthropic activities they conducted.

Major midline surveys involving over 25,500 students were carried out in Tanzania, Zambia and Zimbabwe as part of the DFID-funded Girls’ Education Challenge and our on-going research into the impact of CAMFED’s interventions to support girls’ learning, acquisition of vital life skills, and the transition between school and a secure adulthood.

A baseline survey conducted in Zambia studied issues relating to school completion and drop out related to early marriage among existing CAMFED partner schools, to help inform the Learner Guide Programme being delivered under DFID’s UK Aid Match grant. The baseline found that partner schools are positive about student re-entry after pregnancy and many are already making efforts to reach out to girls who have dropped out.

An independent evaluation of the impact of CAMFED’s enterprise development programmes used multi-year business tracking data drawn from interviews and business records of 1,037 women supported by CAMFED in Zambia, Zimbabwe, Malawi and Tanzania. It found that CAMFED’s enterprise programmes succeed in reaching under-served young, rural women with effective assistance to create a job for themselves, lift themselves out of poverty, and support the next generation. The evaluator reported significant impact in increased entrepreneurship, income, savings, and household consumption; improved decision-making power around household finances, marriage, and childbirth; new job creation and philanthropy in rural communities; and expanded opportunities for further education and business growth.

Building on these robust foundations, we ran a series of highly participatory consultations with 110 CAMFED Association entrepreneurs in Tanzania to inform the design of CAMFED’s Business Guide Programme, which will support increasing numbers of entrepreneurs to grow their businesses and create quality jobs for others.





# ORGANISATIONAL FUNDERS



Our sincere gratitude goes to the thousands of individual and community donors who supported us in 2019, and all those organisations wishing to remain anonymous. Your gift is changing lives forever.

## Statutory

UK Department for International Development  
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# SOME OF OUR INCREDIBLE SUPPORTERS

All over the world, people passionate about girls' education and women's leadership organised innovative fundraising challenges, including climbing mountains, mentoring medical students, and performing live music to raise money and spread the word. We can't thank every single one of you in this report, but know that we haven't forgotten your kindness! Here are some of 2019 highlights for you to enjoy:

The Krulish sisters, **Lilia and Olivia Wren** from the United States set up their THRIVE campaign to respond to the need for girls in Africa to have the opportunity to attend school, learn and thrive into adulthood. They fundraised by selling baked goods and snacks at their homeschool COOP. Doubling their initial goal of raising \$240.00, the sisters raised enough to send two girls to school for a whole year. They said, "Together we have always had a heart for giving. We hope to accomplish much with CAMFED."

CAMFED was chosen as **Cambridge Assessment's** International Charity of the Year 2019. Staff felt inspired to support our agricultural entrepreneurs and the training of new Agriculture Guides to support others to launch and grow climate-smart agricultural businesses across sub-Saharan Africa. Cambridge Assessment teams proved wonderfully resourceful, running a series of events as part of their fundraising efforts for CAMFED - including a cricket match, raffle, bake sales, Christmas Fair, and University Challenge competition.

Please keep following @CAMFED across social media, and tell your friends, families and colleagues about the most impactful way they can help others: by supporting girls to learn, thrive and lead change. Together we can!



**Brynn**, from Illinois, USA, visited Belize when she was 12 years old, where she met many girls her age who did not have access to education. This experience inspired her to establish a student-run platform, *Educate Girls Everywhere*, as her Bat Mitzvah project. Brynn came across CAMFED while researching girls' education non-profits and immediately felt a connection to our mission. Through her month-long campaign selling clothing and stickers, she raised an incredible \$4,000 to benefit CAMFED Zambia. Brynn said, "My favourite part of the event was seeing people I didn't know well get passionate about the issue and want to help."



Just months after opening her bridal shop in Surrey, **Hannah** knew she wanted to give something back. As a big believer in the Ubuntu mantra "we are who we are, because of who we all are," Hannah and her husband chose to donate £50 from every dress sold to four charities - giving their brides the option to choose the cause they felt most strongly about. Since July 2019, Bride by Aster has donated £1,200 to CAMFED and as Hannah states: "We're only a small business. If we can raise a sum of money like this with such a small change, it really is inspiring to think what we could all do together to help support our planet and its people."



**The Association of Women Surgeons** student chapter at the Royal College of Surgeons in Ireland, Dublin, held a 'speed mentoring' event in October, connecting students with surgeons and healthcare professionals. Students mingled with mentors over refreshments, learning about life in the surgical profession. The event raised 180 euros for CAMFED, kicking off the chapter's year of events for students.



**Carol** from the UK held a garden party for CAMFED in September 2019. She was inspired to fundraise after spending time in Zambia, where she met a CAMFED Zambia staff member and found that CAMFED's mission 'really struck a chord'. Forty-eight of her friends came to share tea and cake, listen to live music, and take part in activities from drawing sessions and a tree trail to art raffles and a coconut shy, raising £265.



A group of friends from Farnham in Surrey - **Kate, Jude, Louise, Claire, Geri, and Roxy** - undertook the climb of a lifetime in August 2019 by scaling Mount Kilimanjaro in Tanzania. They were keen to support a charity which empowered women, particularly in Tanzania, so saw CAMFED as the perfect fit. "It was an amazing adventure, incredible but tough at the end," said Louise. 'Team Kili' raised over £10,000!



# LOOKING AHEAD TO 2020

**In the coming year, we are set to launch our next five-year strategic plan. This will build on the strong foundations laid to date, including our infrastructure of partnerships from local to global level, united in common cause behind girls' education and young women's leadership.**

During 2020, we will develop the detailed roadmap towards achieving our new strategic ambition — to provide five million girls with the financial and social support to attend and thrive in school over the coming five years. This will focus on three core areas:

- Firstly, anchoring our strategy in the 'Multiplier Effect' through which women who have been supported in their education by CAMFED in turn support the younger generation of girls through school;
- Secondly, scaling the Learner Guide Programme through which young women take up accredited voluntary roles in their local schools to deliver a wellbeing and self-development curriculum, and ensure that marginalised girls have the support they need to attend school, learn and thrive;
- Thirdly, expanding our enterprise development programme to enable young women to set up and grow successful local businesses, which will in turn lead to a significant increase in the level of support for girls' education, as young women's economic empowerment translates directly to an increase in their philanthropy.

Through our partnerships with government and communities, we will explore how our interventions, including the Learner Guide Programme, can be taken up for implementation nationally.

All this will be shaped, however, by the new context framed by COVID-19, and the immediate priority to support the communities we serve, where those already marginalised — and often struggling for the basics, including food, adequate sanitary facilities and medical care — will be at greatest risk. These risks are not limited to the virus, but include child marriage for vulnerable girls as families lose income and are unable to feed their children; greater risk of abuse and violence for those not able to go to school, and who cannot seek help during times of social distancing; and, for young women and their communities, loss of income from failing businesses, as customers use their diminishing resources to fund the very basics.

***“We are building a force that is gaining ever greater momentum as we open the door for more and more girls to go to school, succeed, lead, and in turn support thousands more. The result: A virtuous cycle of prosperity, equality, and hope - led by young women. Together, we are shaking up the world.”***

**Angeline Murimirwa, CAMFED Executive Director - Africa**



CAMFED's decentralised, community-led infrastructure means it is well positioned operationally to respond to this challenge, particularly through the network of young women leaders connected through the CAMFED Association. Our focus will be on:

- Supporting the network of local young women leaders to provide effective outreach in their communities, bridging the evolving information gap around COVID-19 prevention measures, based on WHO information and government guidance.
- Building on the Learner Guide model through which young women take on roles in their local school communities to support children affected by school disruptions. This will focus on Learner Guides taking action to ensure that adolescent girls have the necessary support to re-enrol in school and protect them from early marriage. Learner Guides will also play a key role in facilitating access to remote learning resources including on-line learning and community radio. Importantly, they are trained in psycho-social support and life skills to assist the well-being of children affected by the crisis.
- Fortifying young women's livelihoods to withstand the longer term impact of the crisis. This will include support for young women to diversify their businesses to meet local demand for goods and services, including basic sanitation supplies, and in pivoting their businesses to the agricultural sector and food production to tackle looming food insecurity.
- Improving connectivity among the network of young women leaders so that they can continue to engage together effectively despite restrictions on travel and face-to-face meetings.

**Most importantly, we will hold fast to our mantra, that "Together We Can."**



### Fanny, CAMFED Scholar, Malawi

Fanny's childhood was cut short by poverty. At the age of 10, after her mother became ill, it fell to Fanny to support her family.

She had always loved school and was determined to remain in education. Despite having to find work, look after the household, and take care of her siblings, Fanny stayed at the top of her class. However, there was little hope of Fanny continuing to high school, as she had no way of raising the necessary money.

Now that Fanny has received a scholarship from CAMFED, including the financial and emotional support she needs, she's ready to shake up the world.

***"I'm the leader! I've got the potential! If I'm not going to change the world, the world is going to be the same. The world is waiting for me to change it!"***



# ENDNOTES

<sup>1</sup> CAMFED Operations describes the registered charity, while the CAMFED Association and CAMFED Champions make up the wider CAMFED ecosystem. The overlap indicates that some staff employed by the charity are also members of the CAMFED Association (because they are former clients, for example) or of CAMFED Champions, e.g. as members of Mother Support Groups.

<sup>2</sup> World Bank. 2018. *World Development Report 2018: Learning to Realize Education's Promise*. Washington, DC: World Bank.

<sup>3</sup> Hawken, P. 2017. *Drawdown: The most comprehensive plan ever proposed to reverse global warming*. New York

<sup>4</sup> UNESCO Institute for Statistics. "UIS Statistics." Accessed January 6, 2020. <http://data.uis.unesco.org>

<sup>5</sup> UNESCO Institute for Statistics. "Fact Sheet No. 56, September 2019." Accessed January 6, 2020.

<sup>6</sup> Education Commission. 2016. *The Learning Generation: Investing in Education for a Changing World*. New York: International Commission on Financing Global Education

<sup>7</sup> World Inequality Database on Education. Accessed January 6, 2020. <http://www.education-inequalities.org/>. Based on data from Zambia Demographic Health Survey (DHS) 2013 and Ghana DHS 2014.

<sup>8</sup> CIDT. 2017. *Endline Qualitative Study of the CAMFED Girls' Education Challenge in Tanzania and Zimbabwe*.

<sup>9</sup> Ministry of Health, Community Development, Gender, Elderly and Children (MoHCDGEC) [Tanzania Mainland], Ministry of Health (MoH) [Zanzibar], National Bureau of Statistics (NBS), Office of the Chief Government Statistician (OCGS), and ICF. 2016. *Tanzania Demographic and Health Survey and Malaria Indicator Survey (TDHS-MIS) 2015-16*. Dar es Salaam, Tanzania, and Rockville, Maryland, USA: MoHCDGEC, MoH, NBS, OCGS, and ICF.

<sup>10</sup> Stein, A. 2014. *Tanzania's Girls Struggle for Education*. *World Policy Journal*. <http://africaschoolassistanceproject.org/wp-content/uploads/2015/01/World-Policy-Journal2.pdf>

<sup>11</sup> World Bank. 2018. *World Development Report 2018: Learning to Realize Education's Promise*. Washington, DC: World Bank. doi:10.978-1-4648-1096-1. License: Creative Commons Attribution CC BY 3.0 IGO

<sup>12</sup> Project Drawdown. Health and Education. Available at: <https://www.drawdown.org/solutions/health-and-education>. Accessed 13 April 2020.



## GOVERNANCE AND FINANCIAL STATEMENTS

### STRUCTURE, GOVERNANCE AND MANAGEMENT

#### Board of Trustees

CAMFED International is a company limited by guarantee, company registration number 02874653 and registered with the Charity Commission of England and Wales, Charity Registration Number 1029161. It is governed by its Memorandum & Articles of Association. The Board of Trustees comprises seven people who together are responsible for the supervision of the management of all the affairs of CAMFED International. The Board is committed to maintaining a high standard of corporate governance. Board meetings are held four times a year. Trustees, all of whom are non-executive, are drawn from diverse backgrounds and bring a broad range of relevant experience and skills. They are elected to the Board by existing Trustees. An induction for new Trustees covers all aspects of the role, the objectives of the charity and the responsibilities of Trustees. No other organisation or body has the right to appoint Trustees of the charity.

#### Directors' and Trustees' Responsibilities

The Trustees (who are also directors of CAMFED International for the purposes of company law) are responsible for preparing the Trustees' Annual Report and the financial statements in accordance with applicable law and United Kingdom Generally Accepted Accounting Practice (United Kingdom Accounting Standards).

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

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

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

#### Disclosure of Information to Auditors

Insofar as each of the trustees of the charity at the date of approval of this report is aware there is no relevant audit information (information needed by the charity's auditor in connection with preparing the audit report) of which the charity's auditor is unaware. Each trustee has taken all of the steps that he/she should have taken as a trustee in order to make himself/herself aware of any relevant audit information and to establish that the charity's auditor is aware of that information.

There are clear distinctions between the roles of the Board of Trustees and Executive Officers of CAMFED to whom day to day management is delegated. Matters such as policy and strategic plans are prepared by the Executive for consideration and approval by the Board. The Board acts on advice and information including from regular meetings with members of the Executive Team, in addition to wider input from other sources.

#### Committees of the Board

There are two committees of the Board, the Finance, Audit and Investment Committee and the Remuneration Committee. The Finance, Audit and Investment Committee consists of four Board members. The committee meets at least four times a year to monitor and review financial statements, the internal control environment, risk, internal and external audit activities, investments, financial management and budgetary control. The Remuneration Committee consists of three members, who meet annually to review remuneration and succession planning, and to set senior management pay.

#### Risk Management

The Trustees are responsible for the effectiveness and adequacy of risk management and internal control systems and processes of the Charity to manage the risks to which the CAMFED is exposed. They discharge this responsibility through a review of the effectiveness of the Charity's risk management framework. This is designed to support informed decision-making regarding the risks that affect the Charity's performance and its ability to achieve its objectives. Processes in place regarding risk management and internal control include the following:

- A comprehensive risk management framework which meets the Charity Commission's requirements is in place consisting of four stages: (i) understanding the risk environment through risk identification, (ii) analysis and evaluation of the risk, (iii) a comprehensive risk review by the Trustees twice a year, (iv) quarterly organisation-wide risk review at district and country levels in every country CAMFED works and documented in the risk register, (v) continuous training of staff and stakeholders on risk management.
- The Finance and Audit Committee reviews and approves an annual risk-based internal audit plan which covers the major risks identified by management and the Trustees. It also receives regular reports from the internal audit function on the effectiveness of controls and on progress against both its audit plan and the recommendations made in its reports.
- Twice a year, the Trustees review the risk register to update risks and ensure that an effective risk management process is in place.
- A strong whistleblowing policy is in place to ensure that employees are confident that they can raise any matter with CAMFED that concerns them, safe in the knowledge that it will be taken seriously, treated as confidential and that no action will be taken against them.

The risk framework is classified into five broad categories (strategic, financial, operational, external and governance) that are further defined into specific potential risk elements. The current risk register identifies a total of forty specific risk elements across all the five categories and below is a list of five major risks the Trustees have identified and the mitigating strategies in place:



Potential risk	Mitigating Risk and Monitoring Process (Controls)
COVID-19	<p>Assessing and understanding the full range of immediate risks arising from COVID-19 CAMFED has put in place the following measures and actions:</p> <ul style="list-style-type: none"> <li>• CAMFED has stopped business associated travel,</li> <li>• Availability and functionality of employees – enhancing CAMFED's remote working systems beyond the UK, US Canada to offices in Africa taking into account connectivity challenges in various countries</li> <li>• Planning for the possibility of working remotely for an extended period of time during lockdown in all countries</li> <li>• The impact of lockdowns in countries of work including interruptions to activities and loss of school time for children on the programme given the children will have limited access to remote or online learning.</li> <li>• Contract compliance implications and communication with donors on the same</li> <li>• Possibilities of transferring critical operations to different locations</li> <li>• Communication – establishing other means of two-way communication between staff and community stakeholders during lockdown, providing support for staff to be able to support the organisation with critical business functions (e.g. provision for additional data bundles to support communications outside of offices).</li> <li>• Business continuity plan – CAMFED put into action its business continuity plan and crisis management strategies that included the assessment of the appropriateness of some plans given the evolving nature of the situation.</li> <li>• Continuous monitoring and update of evolving risks and impact – implementing a robust risk management framework to identify emerging risks and actions to mitigate the impact to the organisation.</li> <li>• Long term implications – CAMFED management and Board continuing to consider and advise on long-term implications to the organisation, including income generation, productivity, strategic objectives, organisational financial health, sustainability and contract compliance.</li> </ul>

Risk of fraud or other misuse of funds - loss of assets and loss of confidence in CAMFED or the programmes.	<p>CAMFED operates a zero-tolerance attitude to fraud and is committed to the prevention of fraud and the promotion of an anti-fraud culture as demonstrated in the Fraud Prevention and Response Policy and Procedure.</p> <p>The key mitigating risk strategy against fraud is the organisation's internal controls, and fundamentally segregation of duties. This is enforced by the Internal Audit function within CAMFED. These controls become more diluted as transactions progress through the three stages of operation and implementation: International, National and District. However, at district level there is a strong community ethic preventing misuse of funds and which has compelled repayment of any misappropriated funds in the past. Procurement Committees are set up at national and district levels including the establishment of preferred supplier lists and controls are in place to monitor adherence to these structures and processes.</p> <p>Any proven, unrecovered fraud would need to be reported to the Charity Commission and would be on CAMFED's public record.</p>
Risk of a child or vulnerable young adult being harmed or exploited.	<p>CAMFED requires absolute duty of care and accountability to girls supported by CAMFED programmes. CAMFED's Child Protection Policy and Code of Practice for working with children, young people and vulnerable adults, sets out in detail how any CAMFED representative, including staff, board members, volunteers, consultants, and community partners must conduct themselves in their interactions with children. All team members, consultants and volunteers are required to sign the CAMFED Child Protection Policy before the commencement or engagement on any CAMFED activities or programmes and to confirm this in writing as a prerequisite to engagement with CAMFED. Violation of the Child Protection Policy and Code of Practice constitutes gross misconduct, leading to summary dismissal or termination of contract.</p> <p>CAMFED's governance model ensures a safe and trusted environment whereby all processes and structures of the programme are designed to protect not only beneficiaries but translate to the protection of all children and young adults in schools and communities.</p> <p>CAMFED embeds child protection with stakeholders in the community ensuring they receive training to advance child protection. Integration of programme delivery within district and national education structures means that our Child Protection Policy is firmly positioned within and influences the wider child protection system, including national governments, civil society, religious and traditional stakeholders. CAMFED's</p>



	<p>Child Protection Policy complements existing national and local legislation. Strong partnerships with national and local government ensure we receive commitment from legislative authorities for all aspects of our programme, including our work in child protection.</p> <p>If instances of abuse or alleged abuse are reported, or identified during a safeguarding audit, CAMFED has rigorous referral procedures and processes with relevant authorities in the countries where incidents occur, which ensures all cases are given the highest attention and priority. Instances or concerns of abuse are reported as mandatory to our statutory partners, donors and relevant authorities including the Charity Commission and our board of Trustees.</p>
<p>Foreign currency risk:</p> <p>The risk arising from income received in a currency that is different to that of expenditure.</p> <p>Currency risk arising from contracts that require reporting based on average rates, combined with a contractual requirement that grantees bear full responsibility for managing the exchange difference between the rate on transfer of funds to country offices and the average rate reported to the donor.</p> <p>The risk that funds kept in local currencies in Africa lose purchase value due to devaluation.</p>	<p>CAMFED receives a large part of its income in sterling and spend most of this in currencies linked to the US Dollar, giving rise to a currency exposure.</p> <p>Unfortunately, the sterling income is received under contracts which take any currency gains for the benefit of the donor, and leave currency losses with CAMFED. This asymmetry makes it impractical for CAMFED to hedge its exposure in a cost effective way, using forward contracts for example.</p> <p>Accordingly, CAMFED'S policy in respect of these contracts is to make spot purchases of US dollars (up to three times a month) to even out the average closer to the actual average for the month.</p> <p>CAMFED keeps minimal fund balances in bank accounts in Africa.</p>

<p>Reduction in income results in inadequate reserves so CAMFED would be unable to make long-term commitments for girls' education and protect the charity against financial fluctuations and economic downturns.</p>	<p>CAMFED targets unrestricted reserves of £6 million with secured funds over the subsequent 12 months such that projected reserves at the end of that period remains above a minimum of £4 million below which Board approval is required.</p>
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### Public Benefit

CAMFED's Trustees have a statutory duty to report on the charity's public benefit in the Annual Report. The 2014 – 2019 CAMFED Strategic Plan identifies CAMFED's objectives, and defines key strategies and actions required to ensure that the charity provides public benefit. These objectives include the support for girls to enrol in and succeed at school, and to enable young women to make the transition to a secure livelihood and into positions of leadership. These objectives fall under the purposes defined by the Charities Act 2011. In shaping our aims and objectives for the year and planning our activities, the Trustees have considered the Charity Commission's guidance on public benefit, including the guidance 'public benefit: running a charity (PB2)'.

### Child Protection and Safeguarding

The protection of vulnerable children and young people is core to CAMFED's work. CAMFED International has, in collaboration with national CAMFED organisations, developed a comprehensive Child Protection Policy and Code of Practice that is embedded in all project planning and at every stage of programme delivery, to ensure children and vulnerable young adults are protected from harm. This sets out in detail how any CAMFED representative, including staff, board members, volunteers, consultants and community partners should conduct themselves and their interactions with children.

All CAMFED representatives, including staff, whether paid or unpaid, and staff of subcontracting partners, are expected to be aware of and comply with CAMFED's Child Protection Policy and Code of Practice, and to confirm this in writing as a prerequisite to engagement with CAMFED. This includes all staff, volunteers, partner agencies, government authorities, consultants, visiting funding and research agencies, or any person presenting themselves to a child, young person, or vulnerable adult because of their relationship with CAMFED. Any violation of the policy and code constitutes gross misconduct, leading to summary dismissal or termination of contract.

The CAMFED Child Protection Policy is reviewed annually by the Executive and ratified by the CAMFED International Board of Trustees, and is published on our website: [www.CAMFED.org](http://www.CAMFED.org)

CAMFED's governance model, as documented by Linklaters LLP in the report "CAMFED Governance, Accounting to the Girl: Working Towards a Standard for Governance in the International Development Sector" requires absolute duty of care and accountability to girls and young women supported by CAMFED programmes. We have mainstreamed a culture of accountability to our beneficiaries into all aspects of our programming, supported by former beneficiaries of CAMFED support, who are employed as staff at every level of the organisation (including our Executive Director, Africa) and on our advisory boards, and, through CAMA, form the majority of the activist base supporting CAMFED's work in the community. This reinforces the culture of safeguarding in our organisation. Our programmes are



integrated into the education system in the countries where we work, meaning that we are able to influence the advancement of safeguarding standards and approaches beyond the direct remit of the organisation, helping to protect all children and young adults in schools and communities.

### Data Protection

In 2017, CAMFED set up a working team to lead planning for the Regulation on the protection of persons with regard to the processing of personal data and on the free movement of such data, and Upon the repeal of Directive 95/46/EC (General Data Protection Regulation) with effect from 25 May 2018, CAMFED had achieved full compliance with the GDPR directive.

### Code of Charity Governance

CAMFED has utilised the Code as a tool to support the Board to reflect upon its current governance structures and consider the ways in which the Charity and its Trustees currently apply the Charity Governance Code's seven principles and recommended practice. The Charity's Trustees acknowledge that the Charity is best placed to fulfil its vision, mission and strategic goals if it has effective governance in place. The Charity's Board has established a solid foundation in governance in which all of its Trustees are clear about their roles and legal responsibilities, are committed to supporting the Charity to deliver its objects most effectively for its beneficiaries' benefit and contribute to the Charity's continued improvement. CAMFED's Trustees observe high standards of governance. They have reviewed the requirements of Code of Charity Governance and confirm that CAMFED's governance upholds the good practice guidance of the Code.

### Fundraising

CAMFED International raises funds from the public. The Charity Commission provides charity fundraising guidance to Trustees (CC20), a helpful reference for Trustees to take responsibility for ethical fundraising. The Trustees demand high standards of transparency and honesty in our fundraising. CAMFED is registered with the Fundraising Regulator and is a member of the Institute of Fundraising to demonstrate our commitment to achieving the highest standards. We comply with both the Fundraising Regulator's Code of Fundraising Practice, and the Fundraising Promise, which set the standards for fundraising activity throughout the UK.

CAMFED's approach to fundraising is based on the following principles:

**Planning** - A fully costed detailed fundraising plan is drawn up annually and reviewed by the Executive Team and approved by the Board. The plan includes a timeline, deliverables and projections of income and costs expected from activities, e.g. the New York and London Marathons, galas, and other fundraising events. The Board reviews the plan to ensure it is consistent with CAMFED's values, ethos and that it financially sound.

**Accountability** - Staff and members of the public who fundraise on behalf of CAMFED are required to understand the organisation's values and ethos, that CAMFED does not promote aggressive fundraising techniques and will not put pressure on members of the public.

**Openness** - CAMFED actively promotes transparency and openness in its dealings with the public, the donors and all interested parties. We believe creating trust, confidence and rapport with the public is the best enduring fundraising approach.

**Respect** - We respect the public, their preferences and wishes and follow their choices in engaging with them. Our supporters' unique preferences are always observed.

**Diversity** - CAMFED embraces diversity. We are a fully inclusive organisation and value everyone's contribution towards sending girls to school, irrespective of colour, creed, religion, gender, political affiliation or location.

**Complaints** - CAMFED has not received a complaint arising from its fundraising practices during the year (2018: none). We do not engage agencies in our fundraising activities.

**Protection of vulnerable people and members of the public** – CAMFED's safeguarding policy applies to both beneficiaries of the programme and other vulnerable people including the public in general. The policy defines CAMFED's values and expectations from staff and everyone working for or representing CAMFED. Also, CAMFED's membership of the Institute of Fundraising and registration with the Fundraising Regulator requires compliance with good practice in fundraising including protection of vulnerable members of the public.

The Board of Trustees has reviewed the requirements of charity fundraising to Trustees (CC20) and confirms full compliance.

### Environmental Policy

CAMFED International recognises the potential impact of its work and operations to the environment and climate change and is committed to limiting its carbon and environmental footprints, including reducing the need for international travel, promoting the avoidance of printing documents whenever possible (and as a cost cutting measure too), waste management including recycling and encouraging environmental friendly policies in all areas of our work.

### Anti-Fraud, Bribery and Corruption Policy

CAMFED operates a zero-tolerance attitude to fraud, bribery and corruption, and is committed to their prevention and the promotion of an anti-fraud, anti-bribery and anti-corruption culture. Staff and all stakeholders are required to act honestly and with integrity at all times and to safeguard the resources for which they are responsible. The policy is established to facilitate the development and maintenance of a culture and controls which will aid the prevention and detection of fraud, bribery and/or corruption. CAMFED is committed to investigating all cases of suspected fraud, bribery and corruption and its policy sets out CAMFED's process and procedures in cases where fraud and corrupt practices are discovered or suspected. The detailed policy is part of CAMFED's Operations Manual.

### Equal Opportunities

CAMFED is a charitable organisation committed to the promotion of equal educational opportunity. It takes affirmative action to make educational opportunity a reality for girls in Africa, where this accords with national goals. In carrying out this objective it treats individuals with respect, within the field and the organisation, and creates a broad base for consultation and decision-making wherever possible and appropriate. To accomplish these overall objectives, as expressed in the Memorandum and Articles of Association, CAMFED will:

- Comply with both the letter and spirit of all applicable laws and regulations governing employment in the UK and host country which include the Equality Act 2010 as amended from time to time;
- Provide equal opportunity to all employees and to all applicants for employment;
- In employment, prohibit unlawful discrimination or harassment because of race, colour, nationality, religion or religious beliefs, ethnic or national origin, age, gender, marital status, civil partnership or gender reassignment, sexual orientation, or disability;
- Advise all employees or respective employees of CAMFED's Equal Opportunities Policy;
- Pay particular attention to recruitment procedures, probationary periods, terms and conditions of employment, dismissal, leave, promotion, and deployment patterns;



- Develop mechanisms for resolving grievances about unfair discrimination and harassment;
- Review both the letter and application of its Equal Opportunities Policy on a regular basis.

### Liability of Members

CAMFED International is a registered Company, limited by guarantee. Members of the Company have guaranteed the liabilities of the Company up to £1 each.

### The CAMFED Global Coalition

CAMFED operates as a global coalition of equal partners of which CAMFED International is the coordinating hub, overseen by the CAMFED International Board of Trustees. CAMFED is registered as a national non-profit organisation in each country of operation with the oversight of a national Board of Trustees. A representative from CAMFED International sits on each national Board in order to reinforce coordination and governance between structures. The relationship between CAMFED International and each CAMFED national office is underpinned by a Master Cooperative Agreement entered between the parties. The Agreement is intended to reinforce the principles that underpin the governance of CAMFED as an international coalition of separate entities with a shared vision and mission and sets out in one comprehensive agreement:

- the nature of the relationship between CAMFED International and each national office and the structure of the CAMFED Coalition; and
- the terms of co-operation between CAMFED International and each national office regarding the implementation of Development Projects and expenditure of Donor Funds.
- codify the key funding, governance, compliance and control arrangements between CAMFED International and each national office in relation to Development Projects and the expenditure of Donor Funds.

Below are the global CAMFED coalition legal entities:

- **CAMFED International** (Company limited by guarantee incorporated under the Registrar of Companies for England and Wales Company No.02874653. Registered with the Charity Commission for England and Wales Charity No.1029161)
- **CAMFED Ghana** (incorporated under the Companies Code, 1963, Ghana registered Charity number 3921)
- **CAMFED Tanzania** (incorporated under the Companies Act 2002, Tanzania registered Charity number 1730)
- **CAMFED Malawi** (incorporated under the Trustees Incorporation Act, Malawi registered Charity number NGO/R/12/01)
- **CAMFED Zambia** (incorporated as a company limited by guarantee under the Companies Act 1994, Zambia registered Charity number RNGO 101/0019/13)
- **CAMFED Zimbabwe** (Trust) (incorporated under the Companies Act, registration number 1157/82 and Private Voluntary Organisation Act Chapter 17:05)
- **CAMFED USA Foundation**, a USA 501 (c)(3) EIN 54—2033897 not for profit organization (incorporated under the General Corporation Law of the State of Delaware)
- **CAMFED Canada** Incorporated under Canada Not-for-profit Corporations Act (NFP Act) Corporation No. 452846-8. Business No. 844988659RR0001
- **CAMFED International NPC South Africa**, a company registered with South Africa Companies and Intellectual Property Commission (CIPA), registration number 2016/32240/08
- **CAMFED Australia** (Campaign for Female Education Australia Ltd), a non-profit company limited by guarantee registered in New South Wales with company number CAN 631991770).



## FINANCIAL REVIEW

### Summary Financial Performance

CAMFED's annual income for 2019 increased significantly year-on-year by 21% to a new peak of £38.6m. This increase was mainly due to new grant funding secured from Trusts and Foundations, the creation of a new endowment fund, and the success of the 25<sup>th</sup> Anniversary Gala held in New York. There was some rebalancing between income streams during the year, with income from Trusts and Foundations representing the largest stream (47%) compared to 33% in 2018; income from Statutory (Institutional) sources was 38% of total income (2018: 53%). Overall net results show a £6.5m surplus (2018: £200k deficit), split as follows: £0.9m unrestricted, £4.2m restricted and £1.4m endowment funds. The unrestricted surplus was primarily attributable to the 25<sup>th</sup> Anniversary Gala, as mentioned above. The restricted surplus arose where grants were received in 2019 and income recognised as per the policy in the notes to the accounts, but most of the related expenditure will take place in 2020. The creation of a new £1.4m endowment fund during the year led to the surplus shown on the statement of financial activities. Total funds carried forward at year-end were £15.4m (2018: £8.9m) of which unrestricted funds were £7.8m, restricted funds were £6.2m and endowment funds were £1.4m (2018: £6.9m, £2m and nil respectively). Year-end cash and short-term deposits increased to £24.9m, up from £15.8m at the end of 2018. The financial results for the year are set out in the consolidated statement of financial activities on page 63.

### Income

Total income for the year increased 21% to £38.6 million (2018: £32 million). The main sources of income, as in previous years, was driven by Statutory (Institutional) sources and Trusts and Foundations with a combined total of £32.9 million (2018: £27.4 million), representing 85% of total income for the year (2018: 86%). A detailed analysis of income is shown in the consolidated Statement of Financial Activities (SOFA) and Note 5 to the accounts.

### Expenditure

In late 2014, CAMFED set an ambitious goal of supporting one million adolescent girls through secondary school and into secure livelihoods within just five years. At the end of 2018, the cumulative reach achieved was 959,259 (96%), and by the end of 2019 the goal was significantly surpassed, with total cumulative reach of 1,205,336 (120%). The Statement of Financial Activities (SOFA) on page 63 includes expenditure for the year directly linked to this achievement. Total charitable spending decreased by 2% to £30.2 million (2018: £30.9 million), of which £14.6 million was dedicated to the core strategy of sending girls to school (2018: £17.6 million), representing 48% of total charitable spend (2018: 55%). Investment in young women's leadership increased 12% to £11 million (2018: £9.9 million), representing 37% of total charitable spend (2018: 31%). Expenditure on fundraising of £1.9 million was 6% of total expenditure. Further analysis of charitable expenditure and fundraising costs is shown in notes 6 and 7 respectively of the financial statements.

### Significant movements year on year

**Support costs** (excluding foreign exchange movements) were £3.1 million for the year (2018: £2.6 million). The increase in support costs is due to the depreciation of the pound as a reporting currency for the financial statements, where all overseas' operating costs are in currencies either in US dollar or currencies linked to the US dollar, as well as payroll costs for filled vacant roles.

**Staff costs** Total number of employees increased from 274 in 2018 to 282 in 2019. Overall head count increased due to investment in fundraising and recruitment under the Young Africa Works project in Ghana. Total employment costs for the year increased to £7.3m (2018: £6.7m). Depreciation of sterling against the US dollar contributed to the marginal year on year increase in staff costs.

**Tangible fixed assets** – Year on year net increase in fixed assets was mainly due to procurement of programme vehicles in Tanzania and Zambia. Further analysis of tangible fixed assets is shown in note 14.

**Debtors'** balance was £3.9 million (2018: £2.4 million). The increase was mainly due to payments receivable from DFID which were received in February 2019.

**Creditors'** balance was £12.5 million (2018: £6.9 million). Of the £12.5 million, £11.8 million represented deferred income (2018: £6.4 million). £6.3 million deferred in 2018 was released as income in 2019. Further analysis of creditors is shown in note 18.

**Long-term liabilities** of £2.7 million are shown in note 19. This represents funds received from DFID in 2017 at the start of the GEC Transitions projects as a mobilisation payment for CAMFED International to manage the cashflow requirements of the project. These are due for repayment in 2021 and 2022.

**Financial instruments** comprise of financial assets (cash at bank and in hand, trade and other debtors held at amortised value) and financial liabilities (all creditors except social security, other taxes and deferred income) held at amortised cost. Financial assets increased by 59% to £28.5 million (2018: £17.9 million). This is mainly due to the increase of £10.8m in short-term deposits, offset by £1.7 million reduction in cash at bank and in hand. Financial liabilities increased by 40% to £0.54 million (2018: £0.39 million), primarily due to a 74% increase in trade creditors to £0.21 million (2018: £0.18 million). Further analysis of financial instruments is shown in note 20.

**Lease commitments** worth £471k were held at the end of the year (2018: £597k). This is primarily the UK office lease, which was renewed in 2018 for a five-year period (£458k). Leases for office equipment, including printers, was £13k at the end of 2018. Further analysis of lease commitments is shown in note 20.

**Subsidiary undertakings** – CAMFED International subsidiaries held net funds of £3.5 million (2018: £3.2 million), a reduction of 10%. Cash balances were held in the UK in an interest-bearing US dollar account, as well as project specific balances held in Canada and Ghana.

## Financial Position

### Funds

At 31st December 2019, CAMFED held £15.4 million in fund balances (2018: £8.9 million) split as follows:

- Restricted funds of £6.2 million (2018: £2 million). Restricted funds are resources that are available for on-going operations, but that are restricted to specific purposes by donors, or by the granting or contracting agencies.
- Unrestricted funds of £7.8 million (2018: £6.9 million). These are split as follows:
  - £1 million (2018: £1 million) representing designated funds set aside by the Board of Trustees as a provision for the risk of currency fluctuations – see Note 22.
  - £6.8 million (2018: £5.9m) representing general funds, i.e. available funds to be spent at the Trustees' discretion in furtherance of CAMFED's charitable objectives.
- Endowment funds of £1.4 million (2018: nil). Endowment funds are either expendable or permanent and are invested to make consistent income and/or income and capital withdrawals for specific needs or to further CAMFED's operations. £1.4 million was held in expendable endowments at the end of the year

### Cash

At 31<sup>st</sup> December 2018, CAMFED held £24.9 million in cash and short term deposits, up from £15.8 million at the end of 2018. The increase was mainly due to funds received in advance from some donors (see



Note 17 under deferred income). Short term deposits of £11.2 million (2017: £0.4 million) primarily consist of two one-year fixed term deposits of \$5m and \$3m maturing in February and September 2020 respectively.

## Going Concern

CAMFED International's Board of Trustees have reviewed the key risks and uncertainties emerging as a result of the COVID-19 crisis in the context of CAMFED's operations and how these affect both immediate liquidity and longer term solvency.

The charity is funded through income from donations and legacies, and income from charitable activities. These grants and donations come from a variety of sources, including statutory bodies, trusts and foundations, corporates and individuals. The charity receives three primary classes as required in trust law: unrestricted funds, restricted funds and endowment funds. In 2019, unrestricted funds were 15% of total income (£5.7m), with restricted funds 82% (£31.4m) and endowment funds 4% (£1.4m).

The trustees prepare annual budgets and forecasts in order to ensure there is adequate funding in place to deliver charitable activities for the coming year. In addition, the Board in formulating its plan and strategy for the future operations of the organisation has considered a period beyond that for which formal budgets and forecasts are prepared. Minimum unrestricted cash levels of £2.5m and reserves of £6m are incorporated into all projections reviewed by the trustees, whose approval is required before these levels can be breached.

Ongoing liquidity of the charity is dependent on three main areas – maintaining levels of unrestricted funding sufficient to cover the gap between total operating costs and restricted funding for staff and overheads; secondly, timely and full receipt of funds from restricted sources where these are received in arrears; thirdly, the ability to recover operating costs from restricted contracts, whether or not related programme activities can take place.

If unrestricted income significantly decreases, liquid reserves start to fall, and over the short to medium term, lead to considerable erosion of the £7.8m reserves held as at 31st December 2019. Similarly, if income from restricted sources is delayed, or contracts cancelled, for example where economic uncertainties impede the grantees ability to fulfil their contractual obligations, pressure would be placed on the organisations' liquidity and ability to meet its financial obligations.

The COVID-19 pandemic has had a significant, immediate impact on the charity's operations, and, at the present time, it is not clear how long the current circumstances are likely to last and what the long-term impact will be.

At the start of the COVID-19 pandemic, schools and tertiary institutions were closed in all 5 African countries CAMFED operates in, removing the ability to provide financial support to keep students in education through payment of fees and/or entitlements and through the psychosocial support of community volunteers such as Teacher Mentors and Learner Guides; at the time of writing, these institutions are gradually reopening. Restrictions on group gatherings and other social distancing measures have also reduced the ability to deliver training to young women to build their leadership skills and improve their ability to secure livelihoods for themselves, their families and the wider community.

Charitable expenditure has immediately reduced due to the constraints of the operating environment caused by COVID-19; this also has a corresponding effect on charitable income, where income from restricted sources is dependent on delivering a programme of activities that cannot, at present, be completed. Some significant funders have agreed that CAMFED can continue to charge staff and overhead costs during the current period, even where there is reduced charitable expenditure. Secondly, due to economic uncertainties caused by the COVID-19 crisis, there has been an immediate

decrease of approximately 50% year-on-year in the level of unrestricted donations from the public and major donors in the months following the outset of the crisis in the UK and US. The approved operational budget for 2020 included a conservative assumption that £3m unrestricted income would be received from individual giving and major donors during the year, based on recent income trends and fundraising plans; if the recent trend in the reduction of unrestricted income were to continue, a drawdown on reserves will be required to meet ongoing operating costs.

In light of the impact that COVID-19 may have on the charity, the trustees have carried out further financial modelling based on a range of 4 scenarios, best case, optimistic, middle-ground and worst case, which are extrapolated through to 31st December 2021, 18 months beyond the date of the signing of the 2019 financial statements. These projections consider the possible impact of the COVID-19 crisis on organisational financial health through analysis of levels of cash, reserves, income and expenditure over this period.

The modelling tests the impact of the following areas which are particularly important to maintain CAMFED's financial health over the coming period:

1. Varying levels of programme expenditure for 2020 depending on when schools and tertiary institutions open in the 5 operational countries in Africa, and the ability to implement activities in the context of social distancing measures
2. The impact of a drop in income from unrestricted sources compared to the target for the year
3. The extent to which funders agree CAMFED can charge operating costs to their grants regardless of the level of programme spend
4. The impact of sterling exchange rate movements on operating costs arising from the outcome of Britain's negotiations with the European Union on a trade deal at the end of the transition period on 31st December 2020

Even in the worst-case scenario modelled, the charity would have enough reserves and unrestricted cash to maintain operations through to December 2021.

The charity has put a business continuity plan and crisis management strategy in place to cope with the evolving nature of the COVID crisis, enhancing remote systems beyond the UK, US and Canada to offices in Africa, and to review and adapt how components of CAMFED's work can continue in the context of school closures, local lockdowns and social distancing measures. Some activities have continued, but with adaptations to delivery.

Regular communication has been maintained with donors on the implications of COVID on contractual compliance. This has also included discussions to seek assurances that CAMFED can continue to charge operating costs to grant contracts at budgeted levels during the COVID-19 crisis even if limited programmatic spend can take place. Discussions are also underway with some grantees to obtain no-cost extensions if contracted activities cannot be completed during current grant agreement periods, with the possibility of re-classifying some funds from programme activity budget lines to fund staff and overhead costs during the project extension period.

At the time of writing, confirmed continued operating cost support had been obtained from several key donors.

The charity has also reviewed planned unrestricted expenditure for the current financial year and taken a number of measures to help maintain financial health, including the following: placing an immediate freeze on recruitment of new staff, considering the possible need to drawdown on reserves over the coming period; reducing fundraising expenditure budgets for 2020 in light of the expected short to medium term drop in related income; and a review to see where overhead costs can be reduced. Prior to the start of the COVID crisis, the strategic decision had been made to recruit a Fundraising Director



for CAMFED USA Foundation; the successful candidate will take up this vacant position in June, and it is anticipated this role will focus on securing a rapid bounce to unrestricted giving through working with high net worth individuals who have been less impacted financially by the pandemic.

The Board will continue to review and monitor the financial picture during the current period of uncertainty, and the financial modelling described above will be frequently updated as the crisis evolves.

Having regard to the above, the Trustees believe it appropriate to adopt the going concern basis of accounting in preparing the financial statements.

## Financial Policies

### Reserves policy

CAMFED International's Board of Trustees believe that keeping adequate liquid reserves enables the charity to safeguard on-going commitments and operations, make long-term commitments for girls' education and protect the charity from risk of disruption at short notice due to a lack of funds and economic downturns and short term income volatility, while at the same time ensuring that we do not retain income for longer than required. The reserves target of £6m includes the following: a) the number of girls and boys committed to receive school fees as at 1st of January of 2020; b) a commitment to hold a minimum of 3 months' and a maximum of 6 months' core expenditure; c) a provision for the risk of currency fluctuations; and d) a commitment to support young women who move into tertiary education. (A detailed analysis of a) to d) is shown on Note 22.) At the end of the year, CAMFED held £7.8 million, (2018: £6.9 million) in unrestricted funds, £1.8 million more than the reserves target of £6 million. Of the £7.8 million, £1 million was held for currency risk. At the end of 2019, sufficient restricted funds were held to meet the educational needs for children who are on the CAMFED programme, therefore no designated reserve was held for this purpose as at 31<sup>st</sup> December 2019. The £1 million designated for currency risk carried forward at the end of 2018 was drawn down by £0.4 million during the year due to unfavourable net foreign exchange movements; the designated reserve is maintained in the 2019 financial statements due to ongoing volatility of sterling and the current uncertainties of the COVID-19 crisis. The unrestricted funds of £7.8 million are enough to cover CAMFED International's target reserve. The reserves level is under review as part of the finalisation of the new Strategic Plan for 2020-2025. The Board believes this level of reserve is appropriate and adequate in line with CAMFED's risks above, the size of operations of the charity, the continued requirement for investment in fundraising, the increasing need to pay in advance for expenditure on grant contracts and to cushion CAMFED from the uncertainties of the COVID-19 crisis.

### Foreign exchange policy

In order to mitigate risks associated with not only the volatility of local currencies in some countries, limits are placed on transfers to CAMFED's overseas offices. Funds are transferred overseas to cover spend up to one month ahead, with reference to approved quarterly budgets and after adjusting for existing cash balances held overseas. Except in the case where a contract does not allow co-mingling of funds, the transfer of funds for programme activities is based on the calculated benefit of using a specific currency, i.e. cash requirements arising from cash flow forecasts received from countries in Africa are processed using a currency and bank account that gives the best value at a given time.

### Remuneration policy

CAMFED's recruitment, evaluation and pay policies are informed by the following principles:

- We are committed to recruiting, developing and retaining appropriately-qualified and fairly-paid staff to lead and manage the work to achieve our aims.
- We recruit our staff through open competition. All our positions are advertised, including on our website.
- We are committed to developing leadership in the countries where we operate. Among those who have reached key management and leadership positions in CAMFED are former beneficiaries of CAMFED's programmes, in line with our aim to transform the employment prospects of those from the poorest and most marginalised rural communities.
- We evaluate all our staff through a transparent, rigorous appraisal system, set out in the CAMFED Evaluation Guide, developed in consultation with all our staff internationally.
- CAMFED's CEO reports to, and is evaluated by, the CAMFED International Board, in accordance with CAMFED's appraisal system.
- CAMFED aims to pay its staff fairly, on the basis of required qualifications, performance, benchmarking, and affordability for the organisation.



- Independent assessors regularly benchmark CAMFED salaries and benefits against those of other comparable organisations.
- Pay and benefits for CAMFED's CEO and CFO are set by its Remuneration Committee (a subcommittee of the CAMFED International Board), taking into consideration:
  - Our need to attract and retain effective leadership to deliver the goals of our Strategic Plan;
  - Our ability to pay;
  - CAMFED's performance and the individual performance of the senior staff, both over the short and the long term.

### Investment policy

The Board, through the Finance and Audit Committee, decide on the investments of the charity. The policy to maximise returns on investments is balanced by the short and long term financial plans of the charity as well as an ethical investment policy. Investments consist of four main asset classes: short term operating funds, reserve funds, restricted funds and endowment funds. The investment objectives of each asset class are as follows:

- Short term operating funds: Funds intended to be used to cover short-term operating and program expenses shall be invested with the objective of preserving asset value to cover operating expenses and realizing earnings in a way that allows for immediate liquidity to meet CAMFED's ongoing programmatic and operational needs. The funds may be maintained in a current account, call account or invested in a short-term money market deposit account to be used by CAMFED for day-to-day operations. CAMFED Executive staff will take day to day decisions on how the funds are maintained and invested and the Board will review and direct changes to allocations/investments if necessary.
- Reserve funds: CAMFED's Board of Trustees believe that keeping an adequate liquid reserve enables the charity to safeguard on-going commitments and operations, make long-term commitments for girls' education and protect the charity from risk of disruption at short notice due to a lack of funds, economic downturns and / or short term income volatility, while at the same time ensuring that the charity does not retain income for longer than required. A median target reserve of £6m has been set by the Board of Trustees, striking an appropriate balance between the need to spend income when received and maintaining operational integrity
- Restricted funds: Restricted Funds shall be invested with due regard to the compliance requirements of each grant contract, with the objective of preserving and enhancing the purchasing power of the funds while ensuring that liquidity requirements can be met. This could be through using short-term money market instruments and / or interest bearing current/ call / savings accounts in accordance with the contract directive.
- Endowment funds: The objective shall be to preserve the long-term real purchasing power of the fund while realizing appropriate investment income. CAMFED adopts a total return strategy for its endowment funds, an annual average of CPI plus 5%

### Grant making policy

CAMFED International works with partner organisations that contribute specific expertise to the execution of its programmes. Grants payable to partner organisations are made in line with CAMFED's strategic objectives. The grants contribute directly towards the development of the charity's programmes by helping local organisations provide sustainable benefits for communities, and they are therefore considered part of furthering CAMFED International's own objectives. CAMFED International monitors all grants in accordance with the relevant partnership agreement.

### Volunteering

CAMFED International is grateful for the invaluable in-kind support received from corporate bodies and individuals during the year, representing an important contribution towards realising CAMFED International's ambition for girls' education in Africa.

In approving this Trustees' Report, the Directors and Trustees are also approving the Strategic Report included herein, in their capacity as Company Directors.



**Miranda Curtis**  
Chair of Trustees

Date: 25th June 2020



## INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS AND TRUSTEES OF CAMFED INTERNATIONAL

### Opinion

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

In our opinion the financial statements:

- give a true and fair view of the state of the group's and the charitable company's affairs as at 31 December 2019 and of the group's 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; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

### Basis for opinion

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

### Conclusions relating to going concern

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

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

### Other information

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

In connection with our audit of the financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether there is a material misstatement in the financial statements or a material misstatement of the other information. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

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

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

- the information given in the trustees' report, which includes the directors' report and the strategic report prepared for the purposes of company law, for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the strategic report and the directors' report included within the trustees' report have been prepared in accordance with applicable legal requirements.

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

In light of the knowledge and understanding of the group and the charitable company and their environment obtained in the course of the audit, we have not identified material misstatements in the strategic report or the directors' report included within the trustees' report.

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

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

### Responsibilities of trustees

As explained more fully in the trustees' responsibilities statement set out on page 23, the trustees (who are also the directors of the charitable company for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the trustees are responsible for assessing the group's or 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.

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

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

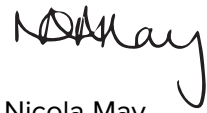
A further description of our responsibilities for the audit of the financial statements is located on the

Financial Reporting Council's website at: [www.frc.org.uk/auditorsresponsibilities](http://www.frc.org.uk/auditorsresponsibilities). This description forms part of our auditor's report.

### Use of our report



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



Nicola May  
Senior Statutory Auditor  
For and on behalf of  
**Crowe U.K. LLP**  
Statutory Auditor  
**London**

Date: 26th June 2020

## CONSOLIDATED STATEMENT OF FINANCIAL ACTIVITIES

(Incorporating Income and Expenditure Account)

For Year ended 31 December 2019

		<u>Unrestricted Funds</u>	<u>Restricted Funds</u>	<u>Endowment Funds</u>	<u>2019 Total Funds</u>	<u>2018 Total Funds</u>
	<u>Notes</u>	£	£	£	£	£
<b>Income and endowments from:</b>						
Income from donations and legacies	5	4,370,685	2,336,298	1,403,871	8,110,854	4,866,848
Income from charitable activities	5	732,835	29,078,902	-	29,811,737	26,314,704
Investment Income		311,641	22,393	-	334,034	362,663
Other		316,418	-	-	316,418	408,390
<b>Total income</b>		<b>5,731,579</b>	<b>31,437,593</b>	<b>1,403,871</b>	<b>38,573,043</b>	<b>31,952,605</b>
<b>Expenditure on:</b>						
Raising funds	6	1,629,131	235,401	-	1,864,532	1,243,108
Charitable activities						
Multiply girls' educational opportunities		982,882	13,612,162	-	14,595,044	17,635,183
Enable educated women to lead change		1,007,629	10,037,733	-	11,045,362	9,885,977
Extend our Influence and Impact		807,317	729,462	-	1,536,779	1,275,996
Evaluation and Research		515,803	2,511,637	-	3,027,440	2,112,668
Total charitable activity costs	7	3,313,631	26,890,994	-	30,204,625	30,909,824
<b>Total expenditure</b>		<b>4,942,762</b>	<b>27,126,395</b>	<b>-</b>	<b>32,069,157</b>	<b>32,152,932</b>
Net gains and losses on investments		(1,067)	-	(6,462)	(7,529)	29
Net income/(expenditure) before transfers		787,750	4,311,198	1,397,409	6,496,357	(200,298)
<b>Transfers between funds</b>	22,24	153,456	(153,377)	(79)	-	-
Other recognized gains/(losses)		-	-	-	-	-
Net movement of funds		941,206	4,157,821	1,397,330	6,496,357	(200,298)
Reconciliation of funds						
<b>Total funds brought forward</b>		6,895,872	2,030,324	-	8,926,196	9,126,494
<b>Total funds carried forward</b>		<b>7,837,078</b>	<b>6,188,145</b>	<b>1,397,330</b>	<b>15,422,553</b>	<b>8,926,196</b>



**CONSOLIDATED AND CHARITY BALANCE SHEETS****For Year ended 31 December 2019****Company Number: 02874653**

	<u>Note</u>	<u>Consolidated 2019</u>	<u>Consolidated 2018</u>	<u>Charity 2019</u>	<u>Charity 2018</u>
	<u>£</u>	<u>£</u>	<u>£</u>	<u>£</u>	<u>£</u>
Fixed Assets					
Intangible Fixed Assets	15	1,310	-	-	-
Tangible Fixed Assets	14	385,553	296,513	26,361	28,052
Investments	16	1,393,538	-	1,393,538	-
		<b>1,780,401</b>	<b>296,513</b>	<b>1,419,899</b>	<b>28,052</b>
<b>Current Assets</b>					
Stock		-	3,040	-	3,040
Debtors	17	3,938,199	2,417,822	3,764,202	4,041,469
Short term deposits		11,155,197	359,712	11,041,114	-
Cash and bank balances		13,703,566	15,443,989	5,870,529	13,308,363
		<b>28,796,962</b>	<b>18,224,563</b>	<b>20,675,845</b>	<b>17,352,872</b>
<b>Creditors</b>					
Amounts falling within one year	18	(12,478,576)	(6,918,646)	(7,177,928)	(6,470,722)
		<b>(12,478,576)</b>	<b>(6,918,646)</b>	<b>(7,177,928)</b>	<b>(6,470,722)</b>
<b>Net Current Assets</b>		<b>17,711,924</b>	<b>11,305,917</b>	<b>14,891,455</b>	<b>882,150</b>
Amounts falling due after more than one year	19	(2,676,234)	(2,676,234)	(2,676,234)	(2,676,234)
<b>NET ASSETS</b>		<b>15,422,553</b>	<b>8,926,196</b>	<b>12,241,582</b>	<b>8,233,968</b>
<b>FUNDS</b>					
Endowment funds	24	1,397,330	-	1,393,538	-
Restricted funds	21	6,188,145	2,030,324	3,010,966	1,338,097
Unrestricted funds	22				
General reserve		6,837,078	5,895,872	6,837,078	5,895,871
Designated reserve		1,000,000	1,000,000	1,000,000	1,000,000
<b>TOTAL FUNDS</b>		<b>15,422,553</b>	<b>8,926,196</b>	<b>12,241,582</b>	<b>8,233,968</b>

The parent charity's net movement in funds for the year was £11,901,822 (2018 – £5,726,003).

The accounts were approved by the Trustees and authorised for signature on and signed on its behalf by:



**Miranda Curtis**  
Chair of Trustees

Date: 25th June 2020

**CONSOLIDATED STATEMENT OF CASH FLOWS****Notes to the Accounts****For Year ended 31<sup>st</sup> December 2019**

	<u>Notes</u>	<u>2019</u>	<u>2018</u>
		<u>£</u>	<u>Restated</u>
			<u>£</u>
<b>Cash flows from operating activities:</b>			
<b>Net cash provided by (used in) operating activities</b>	23	<b>11,047,378</b>	<b>294,357</b>
<b>Cash flows from investing activities:</b>			
Bank interest received		334,034	362,663
Proceeds from sale of property, plant and equipment		27,251	28,726
Purchase of property, plant and equipment		(282,954)	(187,746)
Purchase of trademarks		(1,310)	-
Purchase of investments		(1,400,000)	-
Proceeds from sale of investments		114,800	72,817
<b>Net cash provided by (used in) investing activities</b>		<b>(1,208,179)</b>	<b>276,460</b>
<b>Change in cash and cash equivalents in the reporting period</b>		<b>9,839,199</b>	<b>570,818</b>
Cash and cash equivalents at the beginning of the period		15,803,701	15,100,422
Change in cash and cash equivalents due to exchange rate movement		(784,137)	132,461
<b>Cash and cash equivalents at the end of the reporting period</b>		<b>24,858,763</b>	<b>15,803,701</b>
<b>Cash and cash equivalents at the end of the reporting period:</b>			
		<u>2019</u>	<u>2018</u>
		<u>£</u>	<u>£</u>
Short term deposits		11,155,197	359,712
Cash and bank balances		13,703,566	15,443,989
		<b>24,858,763</b>	<b>15,803,701</b>



## NOTES TO THE FINANCIAL STATEMENTS

### For Year ended 31<sup>st</sup> December 2019

#### 1. Registration

The charity is a private limited company (registered number 02874653) which is incorporated and domiciled in the UK. The address of the registered office is St Giles Court, 24 Castle Street, Cambridge, CB3 0AJ, UK.

#### 2. Accounting Policies

##### a) *Accounting Convention*

The accounts are prepared in accordance with Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective 1 January 2015) - (Charities SORP (FRS 102)), the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102), the Charities Act 2011 and the Companies Act 2006. The charity meets the definition of a public benefit entity under FRS102. financial statements are prepared under the historical cost convention, as modified by the inclusion of investments at fair market value, and on an accrual's basis. The principal accounting policies, which have been applied consistently throughout the year, are set out below.

##### b) *Consolidation*

The Consolidated Statement of Financial Activities (SOFA) and Balance Sheet consolidate the Financial Statements of the Charity and its nine subsidiary undertakings (as set out in Note 3). The results of the subsidiaries are consolidated on a line by line basis. No separate SOFA has been presented for the Charity alone as permitted by Section 408 of the Companies Act 2006.

##### c) *Preparation of Accounts on a Going Concern Basis*

CAMFED International's Board of Trustees have reviewed the key risks and uncertainties emerging as a result of the COVID-19 crisis in the context of CAMFED's operations and how these affect both immediate liquidity and longer term solvency.

The charity is funded through income from donations and legacies, and income from charitable activities. These grants and donations come from a variety of sources, including statutory bodies, trusts and foundations, corporates and individuals.

The trustees prepare annual budgets and forecasts in order to ensure there is adequate funding in place to deliver charitable activities for the coming year. In addition, the Board in formulating its plan and strategy for the future operations of the organisation has considered a period beyond that for which formal budgets and forecasts are prepared.

Ongoing liquidity of the charity is dependent on three main areas – maintaining levels of unrestricted funding sufficient to cover the gap between total operating costs and restricted funding for staff and overheads; secondly, timely and full receipt of funds from restricted sources

where these are received in arrears; thirdly, the ability to recover operating costs from restricted contracts, whether or not related programme activities can take place.

The COVID-19 pandemic has had a significant, immediate impact on the charity's operations, and, at the present time, it is not clear how long the current circumstances are likely to last and what the long-term impact will be.

Charitable expenditure has immediately reduced due to the constraints of the operating environment caused by COVID-19; this also has a corresponding effect on charitable income, where income from restricted sources is dependent on delivering a programme of activities that cannot, at present, be completed. Some significant funders have agreed that CAMFED can continue to charge staff and overhead costs during the current period, even where there is reduced charitable expenditure. Secondly, due to economic uncertainties caused by the COVID-19 crisis, there has been an immediate decrease of approximately 50% year-on-year in the level of unrestricted donations from the public and major donors in the months following the outset of the crisis in the UK and US. The approved operational budget for 2020 included a conservative assumption that £3m unrestricted income would be received from individual giving and major donors during the year, based on recent income trends and fundraising plans; if the recent trend in the reduction of unrestricted income were to continue, a drawdown on reserves will be required to meet ongoing operating costs.

In light of the impact that COVID-19 may have on the charity, the trustees have carried out further financial modelling based on a range of 4 scenarios extrapolated through to 31st December 2021, 18 months beyond the date of the signing of the 2019 financial statements. These projections consider the possible impact of the COVID-19 crisis on organisational financial health through analysis of levels of cash, reserves, income and expenditure over this period. Even in the worst-case scenario modelled, the charity would have enough reserves and unrestricted cash to maintain operations through to December 2021.

The charity has put a business continuity plan and crisis management strategy in place to cope with the evolving nature of the COVID crisis, enhancing remote systems beyond the UK, US and Canada to offices in Africa, and to review and adapt how components of CAMFED's work can continue in the context of school closures, local lockdowns and social distancing measures. Some activities have continued, but with adaptations to delivery.

Regular communication has been maintained with donors on the implications of COVID on contractual compliance. This has also included discussions to seek assurances that CAMFED can continue to charge operating costs to grant contracts at budgeted levels during the COVID-19 crisis even if limited programmatic spend can take place.

The charity has also reviewed planned unrestricted expenditure for the current financial year and taken a number of measures to help maintain financial health, including the following: placing an immediate freeze on recruitment of new staff, considering the possible need to drawdown on reserves over the coming period; reducing fundraising expenditure budgets for 2020 in light of the expected short to medium term drop in related income; and a review to see where overhead costs can be reduced.



The Board will continue to review and monitor the financial picture during the current period of uncertainty, and the financial modelling described above will be frequently updated as the crisis evolves.

Having regard to the above, the Trustees believe it appropriate to adopt the going concern basis of accounting in preparing the financial statements.

**d) Fund Accounting**

Income received during the year was accounted for between three primary classes as required in trust law: unrestricted funds, representing funds to be spent at the Trustees' discretion in furtherance of CAMFED's charitable objectives, restricted funds, which can only be lawfully used for a specific charitable purpose and endowment funds, invested to make consistent income and /or income and capital withdrawals for specific needs or to further CAMFED's operations. Unrestricted funds were further analysed between designated reserve (comprising unrestricted funds that have been set aside by the Trustees for particular purposes, the aim and use of each designated fund is set out in Note 22). The nature and purpose of restricted, unrestricted and designated funds are explained in Note 22.

**e) Income**

**Income recognition**

In line with Charity SORP 2015 (FRS 102) guidance, at a first level, all income is accounted for when CAMFED has entitlement to the funds, the amount can be quantified, and receipt of the funds is probable. Consideration is made whether a grant imposes specified future performance conditions on CAMFED or not. A grant that is subject to performance-related conditions received in advance of delivering the goods and services required by that condition, or is subject to unmet conditions wholly outside the control of CAMFED, is accounted for as a liability and shown on the balance sheet as deferred income and the deferred income is released to income in the reporting period in which the performance-related or other conditions that limit recognition are met. When terms or conditions are within CAMFED's control and there is sufficient evidence that they will be met, then the income must be recognised. Where there are no performance conditions, income is recognised when the grant proceeds are receivable.

Donated goods and services are recognised as income when they are received and used by CAMFED. The goods and services are measured at fair value to CAMFED.

**Donations and legacies**

*Donations* include all income received by the charity that is, in substance, a gift made to it on a voluntary basis and it can either be unrestricted or restricted. Such income does not provide any significant benefit to the donor in return for their payment other than that CAMFED should use the funds for the furtherance of its charitable activities. In 2019, donations received by CAMFED related to the following classifications:

- Donations and gifts made by individuals and corporations, including any related tax refund or Gift Aid claimed on gifts made by individuals.
- Grants of a general nature provided by charitable foundations which are not conditional on delivering certain levels or volumes of a service or supply of charitable goods.
- Donated goods for the charity's own use.

*Legacies*, like donations, are a gift made on a voluntary basis that can be pecuniary, residuary or reversionary. Recognition of legacy income is dependent on the type of legacy. Pecuniary legacies are recognised as receivable when notification is received upon granting of probate. Residuary legacies are recognised as receivable when entitlement is established, and the value can be measured after probate is granted. Reversionary legacies take effect subject to the prior right of a named person or persons to receive the benefit of those assets or income produced by them during his or her lifetime. The gift passes absolutely to CAMFED as the "reversionary beneficiary" on the death of the named person or persons.

**Income from Charitable Activities**

Income from charitable activities includes income earned from the supply of goods or services under contractual arrangements and from performance-related grants which have conditions that specify the provision of particular goods or services to be provided by CAMFED. In 2019, Income from Charitable Activities received by CAMFED related to the following classifications:

- Contractual payments from government or public authorities and other parties which fund the provision of particular goods or services. DFID funds received under the Zimbabwe Girls' Secondary Education have been included in this classification.
- Performance-related grants where the income is conditional on delivering certain outcomes. DFID funds under Girls' Education Challenge Fund Transitions Window (GEC-T) have all been included under this classification.

**f) Expenditure**

Expenditure is included on an accruals basis.

**Fundraising expenditure**

Fundraising expenditure includes all expenditure incurred by CAMFED to raise funds for its charitable purposes. It includes the costs of all fundraising activities and events. Fundraising costs incurred include costs associated with:

- Seeking donations, grants and legacies;
- Staging events, licence fees and other related costs;
- Advertising, marketing and direct mail materials, including publicity costs not associated with educational material designed wholly or mainly to further CAMFED's purposes;

**Expenditure on charitable activities**

Expenditure on charitable activities includes all costs incurred by CAMFED in undertaking activities that further its charitable aims for the benefit of its beneficiaries, including those support costs and costs relating to the governance of the charity apportioned to charitable activities. Costs involved in negotiating contracts or grants that require CAMFED to provide specific charitable services are also regarded as part of the cost of carrying out that activity. These costs include UK level of effort involved in supporting charitable activities. From the perspective of cause and effect, indirect costs are first allocated to activities that cause or drive them and where this is not possible, they are apportioned based on a fair and equitable basis. Support costs are detailed in Note 6.

**Governance costs**

Governance costs are the costs associated with the governance arrangements of CAMFED. These costs include internal and external audit, legal advice for Trustees, and costs associated with



constitutional and statutory requirements, including Trustee meetings, their trips to visit CAMFED’s work overseas and costs for preparing statutory accounts. The costs also include CAMFED staff attending Trustees’ meetings and administrative support provided for Trustees’ activities. The governance costs incurred during the year are included in support costs.

**g) Depreciation of Tangible Fixed Assets**

Assets costing more than £250 are included in the financial statements as fixed assets at cost less depreciation.

Depreciation is provided on all tangible fixed assets at rates calculated to write off the cost of each asset systematically over its expected useful life:

Office equipment:	33% of original cost
Fixtures & fittings:	33% of original cost
Vehicles:	25% of original cost

Fixed assets used within specific projects and purchased from funds donated for those projects are capitalised.

**h) Investments**

Donations of stocks and shares are immediately sold, and any gains and losses arising on disposal or other revaluation of investments are taken through the Statement of Financial Activities (SOFA). Longer term investments are included on the balance sheet at their market value at the end of the financial year. Realised and unrealised gains/(losses) are credited/(debited) to the Statement of Financial Activities in the year in which they arise.

**i) Foreign Currency Translation**

Transactions in foreign currencies are translated into sterling at the rate prevailing at the date of the most recent transfer of funds.

**j) Pension Scheme Arrangements**

The company makes contributions to private pension plans of all staff. The pension charge included in the financial statements represents contributions paid to the scheme. The company’s liability is limited to the amount of the contributions.

**k) Operating Leases**

Rentals applicable to operating leases, where substantially all the benefits of ownership remain with the lessor, are charged in the Income and Expenditure account, as incurred.

**l) Stock**

Stock consists of purchased goods for resale. Stocks are valued at the lower of cost and net realisable value.

**m) Critical accounting judgements and key sources of estimation uncertainty**

In the application of the accounting policies, Trustees are required to make judgement, estimates, and assumptions about the carrying value of assets and liabilities that are not readily apparent from other sources. The estimates and underlying assumptions are based on historical experience and other factors that are considered to be relevant. Actual results may differ from these estimates.

The estimates and underlying assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognised in the period in which the estimate is revised if the revision affects only that period, or in the period of the revision and future periods if the revision affected current and future periods.



Judgements made by the Trustees, in the application of these accounting policies that have significant effect on the financial statements and estimates with a significant risk of material adjustment in the next year are deemed to be in relation to the depreciation rates of tangible fixed assets and are discussed above.

In the view of the Trustees, no assumptions concerning the future or estimation uncertainty affecting assets or liabilities at the balance sheet date are likely to result in a material adjustment to their carrying amounts in the next financial year.

#### **n) Financial instruments**

Basic financial instruments are initially recognised at transaction value and subsequently measured at amortised cost with the exception of investments which are held at fair value. Financial assets held at amortised cost comprise cash at bank and in hand, together with trade and other debtors. A specific provision is made for debts for which recoverability is in doubt. Cash at bank and in hand is defined as all cash held in instant access bank accounts and used as working capital. Financial liabilities held at amortised cost comprise all creditors except social security, other taxes and deferred income.

#### **Forward contracts:**

Forward contracts are used as an instrument to manage currency risk where necessary. Gains or losses on these contracts are recognised in line with FRS 102 guidance.

#### **Debtors:**

Trade and other debtors are recognised at the settlement amount due after any trade discount offered.

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

Cash at bank and cash in hand includes cash and short term highly liquid investments.

#### **Creditors and provisions:**

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

#### **o) Post balance sheet events**

Since the year end, the COVID-19 pandemic has taken hold globally. The pandemic has had a significant immediate impact on the Charity's operations and at the present time, it is not clear how long the current circumstances are likely to last and what the long-term impact will be. The Trustees and management team are actively managing the impact as detailed in the going concern statement in accounting policy 1(c) above. Material adjustment to the overall financial statements is not considered necessary.

### **3. Overseas Organisations**

CAMFED operates as a global coalition of equal partners of which CAMFED International is the coordinating hub, overseen by CAMFED International Board of Trustees. CAMFED is registered as a national non-profit organisation in each country of operation with the oversight of a national Board of Trustees. A representative from CAMFED International sits on each national Board in order to reinforce coordination and governance between structures. The relationship between CAMFED International and each CAMFED national office is underpinned by a Master Cooperative Agreement entered between the parties. The Agreement is intended to reinforce the principles that underpin the governance of CAMFED as an international coalition of separate entities with a shared vision and mission and sets out in one comprehensive agreement:

- The nature of the relationship between CAMFED International and each national office and the structure of the CAMFED Coalition; and
- The terms of co-operation between CAMFED International and each national office regarding the implementation of Development Projects and expenditure of Donor Funds.
- Codify the key funding, governance, compliance and control arrangements between CAMFED International and each national office in relation to Development Projects and the expenditure of Donor Funds.

The effect of this agreement is that the CAMFED International Board has the ability to exercise control over the national offices, and as such their figures are consolidated into the group accounts.

Below are the global CAMFED coalition legal entities:

- **CAMFED International** (company limited by guarantee incorporated under the Registrar of Companies for England and Wales Company No.2874653. Registered with the Charity Commission for England and Wales Charity No.1029161).
- **CAMFED Ghana** (incorporated under the Companies Code, 1963, Ghana registered Charity number 3921).
- **CAMFED Tanzania** (incorporated under the Companies Act 2002, Tanzania registered Charity number 1730).
- **CAMFED Malawi** (incorporated under the Trustees Incorporation Act, Malawi registered Charity number NGO/R/12/01).
- **CAMFED Zambia** (incorporated as a company limited by guarantee under the Companies Act 1994, Zambia registered Charity number RNGO 101/0019/13).
- **CAMFED Zimbabwe** (Trust), (incorporated under the Companies Act, registration number 1157/82 and Private Voluntary Organisation Act Chapter 17:05).
- **CAMFED USA Foundation**, a USA 501 (c)(3) EIN 54—2033897 not for profit organization (incorporated under the General Corporation Law of the State of Delaware).
- **CAMFED Canada** (Incorporated under Canada Not-for-profit Corporations Act (NFP Act) Corporation No. 452846-8. Business No. 844988659RR0001).
- **CAMFED International NPC South Africa** (company registered with South Africa Companies and Intellectual Property Commission (CIPA), registration number 2016/32240/08).
- **CAMFED Australia** (Campaign for Female Education Australia Ltd, a non-profit company limited by guarantee registered in New South Wales with company number CAN 631991770).



#### 4. Grants Payable to Partner Organizations

There were no grants to other organisations in 2019 (2018 - None)

#### 5. Income

Income from donations and legacies and charitable activities for the year fall into the following categories:

	<u>Unrestricted Funds</u>	<u>Restricted Funds</u>	<u>Endowment Funds</u>	<u>Total 2019</u>	<u>Total 2018</u>
	£	£	£	£	£
<b>a) Donations and Legacies</b>					
Donations	3,695,368	334,900	-	4,030,268	2,264,996
Legacies	19,688	-	-	19,688	15,093
Trusts and Foundations	577,487	1,273,892	1,403,871	3,255,250	1,282,737
Corporate donations	78,142	5,000	-	83,142	65,876
Gifts in Kind*	-	722,506	-	722,506	1,238,146
	<u>4,370,685</u>	<u>2,336,298</u>	<u>1,403,871</u>	<u>8,110,854</u>	<u>4,866,848</u>
<b>b) Income from Charitable Activities</b>					
Statutories	-	14,812,630	-	14,812,630	16,851,947
Trusts and Foundations	732,835	14,120,039	-	14,852,874	9,299,422
Corporate donations	-	146,233	-	146,233	163,335
	<u>732,835</u>	<u>29,078,902</u>	<u>-</u>	<u>29,811,737</u>	<u>26,314,704</u>
<b>Total Voluntary income</b>	<b><u>5,103,520</u></b>	<b><u>31,415,200</u></b>	<b><u>1,403,871</u></b>	<b><u>37,922,591</u></b>	<b><u>31,181,552</u></b>

\*Gifts in Kind include pro-bono for the design and implementation of CAMFED's garden at the Chelsea Flower Show and BTEC verification from Pearson Education Ltd.

#### 6. Raising Funds

	<u>Unrestricted Funds</u>	<u>Restricted Funds</u>	<u>Total 2019</u>	<u>Total 2018</u>
	£	£	£	£
Fundraising costs	1,429,299	225,832	1,655,131	1,096,153
Allocation of support costs	199,832	9,569	209,401	146,955
	<b><u>1,629,131</u></b>	<b><u>235,401</u></b>	<b><u>1,864,532</u></b>	<b><u>1,243,108</u></b>

Included in fundraising costs is staff employment costs directly associated with raising funds for the charity. Allocation of support costs include overheads and Finance, Human resources, IT, Administration and a percentage of Key Management Personnel who provided support towards fundraising activities.



## 7. Charitable Activity Costs

	<u>Direct programme costs</u>	<u>Support costs</u>	<u>Foreign Exchange</u>	<u>Total 2019</u>	<u>Total 2018</u>	
	£	£	£	£	£	
Multiply girls' educational opportunities	13,712,195	686,039	196,810	14,595,044	17,635,183	
Enable educated women to lead change	10,092,304	780,664	172,394	11,045,362	9,885,977	
Extend our Influence and Impact	640,046	888,228	8,505	1,536,779	1,275,996	
Evaluation and Research	2,404,316	582,837	40,287	3,027,440	2,112,668	
Support costs of £3	<b><u>26,848,861</u></b>	<b><u>2,937,768</u></b>	<b><u>417,996</u></b>	<b><u>30,204,625</u></b>	<b><u>30,909,824</u></b>	million (2018:
£2.4 million) were 10% of the total, up from 7% in previous year						



## 8. Support Costs

	<u>Staff costs</u> £	<u>Overhead costs</u> £	<u>Foreign Exchange</u> £	<u>Total 2019</u> £	<u>Total 2018</u> £
Multiply girls' educational opportunities	490,428	195,611	196,810	882,849	267,978
Enable educated women to lead change	587,903	192,761	172,395	953,059	516,196
Extend our Influence and Impact	466,551	421,677	8,505	896,733	581,392
Evaluation and Research	479,955	102,882	40,288	623,125	475,716
	<u>2,024,837</u>	<u>912,931</u>	<u>417,998</u>	<u>3,355,766</u>	<u>1,841,282</u>
Raising funds	144,684	44,511	20,206	209,401	146,955
<b>Total costs allocated</b>	<b><u>2,169,521</u></b>	<b><u>957,442</u></b>	<b><u>438,204</u></b>	<b><u>3,565,167</u></b>	<b><u>1,988,237</u></b>

The support costs incurred by the overseas entities to support their charitable expenditure are included within direct programme costs.

CAMFED operates a full cost recovery system that allows the full quantum of costs involved in programme activities computed by adding all cost elements, i.e. adding direct costs and indirect costs as a charge to that activity. From the perspective of cause and effect, indirect costs are first allocated to activities that cause or drive them and where this is not possible, they are apportioned based on a fair and equitable basis.

## 9. Governance

	<u>2019</u> £	<u>2018</u> £
CAMFED Canada legal fees	16,069	184
Registration of CAMFED Australia	1,522	2,795
Allocation of support costs	29,125	32,401
Meetings	43,649	37,305
Strategic Plan Consultancy	121,263	-
Rebranding of CAMFED Logo	-	45,447
Internal Audit	47,641	33,120
Audit fees and expenses	115,256	109,567
Other legal fees	2,292	-
Other non-audit services	-	4,311
In-Kind Legal Fees	109,266	131,105
USA governance costs	851	537
Endowment setup costs	929	-
<b>Total</b>	<b><u>487,862</u></b>	<b><u>396,772</u></b>

All governance costs above have been allocated to charitable expenditure.

## 10. Trustees

### a) Fees

No Trustees were paid any remuneration or received any other benefits from an employment with the charity or related entities (2018 – none).

### b) Expenses

Expenses including travel reimbursed to and / or paid for Trustees for activities in furtherance of CAMFED's work were as follows:

Ann Cotton various advocacy trips (£3,157) (£5,381 in 2018).

Trustee's other expenses, including travel to Board meetings (£741) (£28 in 2018)

### c) Insurance Indemnity

CAMFED took out an indemnity insurance at a total cost of £1,738 (2018: £1,779) as cover for the following:

Trustee's indemnity up to the value of £500,000 and Employers Liability up to the value of £10,000,000.

### d) Conflict of interest

No Trustee had any personal interest in any contract or transaction entered into by the charity during the year (2018 – none). The Head of HR & Administration of CAMFED declared interest which was with Adam Segrave, a family member, who provided transport services (2019 – £2,995, 2018 – £3,280). These transactions were approved by the Board of Trustees in line with CAMFED's conflict of interest policy.

### e) Donations

Total donations from trustees were £334,235 (2018: £312,144), none of which had conditions requiring a change to existing activities or plans.

## 11. Auditor's remuneration

	<u>2019</u> £	<u>2018</u> £
Audit of charity (Crowe U.K. LLP)	30,900	24,660
Audit of subsidiary (other auditors)	81,419	84,907
<b>Total statutory audit fees</b>	<b>112,319</b>	<b>109,567</b>
Internal Audit (other auditors)	39,803	33,120
Other Audit related services (project specific audit by other auditors)	-	4,311
<b>Total Auditor's remuneration</b>	<b><u>152,122</u></b>	<b><u>146,998</u></b>

## 12. Employees

	<u>2019</u> £	<u>2018</u> £
<b>a) Staff Costs</b>		
UK Salaries & Wages	1,843,410	1,617,651
UK National Insurance	195,785	171,236
UK Pensions	144,789	120,984
<b>Total UK Payroll staff costs</b>	<b>2,183,984</b>	<b>1,909,871</b>
International Salaries & Wages	4,207,921	3,996,962
International Pensions	608,663	593,707
Other staff costs	262,359	243,126
<b>Total UK and International Payroll staff costs</b>	<b>7,262,927</b>	<b>6,743,666</b>

Staff time is allocated directly to activities that cause or drive them and where direct allocation is not possible they are apportioned based on a fair and equitable basis

### b) Employees benefits within bands

The following staff numbers received total employee benefits (excluding employer pension costs) within the listed bands:

	<u>2019</u> <u>Total Number</u>		<u>2018</u> <u>Total Number</u>	
<u>Salary Range</u>	<u>UK</u>	<u>International</u>	<u>UK</u>	<u>International</u>
£60,000 - £69,999	5	3	4	3
£70,000 - £79,999	1	2	-	4
£80,000 - £89,999	1	1	-	1
£90,000 - £99,999	1	2	1	2
£100,000 - £109,999	-	-	-	-
£110,000 - £119,999	1	2	1	2
<b>Total</b>	<b>9</b>	<b>10</b>	<b>6</b>	<b>12</b>

### c) Headcount

The average headcount number of employees for the year was:

	<u>2019</u> <u>Total</u> <u>Number</u>	<u>2018</u> <u>Total</u> <u>Number</u>
UK	47	44
Overseas	235	230
<b>Total</b>	<b>282</b>	<b>274</b>

### d) Remuneration and benefits received by Key management Personnel

Key management personnel are CAMFED staff to whom the Trustees have delegated significant planning, directing and controlling authority or responsibility. The total employment costs of Key Management Personnel during the year was £680,229 (2018: £755,994).

The following positions within CAMFED are classified as Key Management Personnel:

- Chief Executive Officer, Lucy Lake
- Chief Financial Officer, Luxon Shumba
- Deputy Executive Director/Director of Operations, Katie Smith
- Executive Director – Africa, Angeline Murimirwa
- Executive Director – CAMFED Canada, Dolores Dickson
- Executive Director – CAMFED USA Foundation, Brooke Hutchinson

The remuneration and benefits received by individuals who were employed in the above positions was as follows:

	<u>2019</u>		<u>2018</u>	
	<u>UK</u> £	<u>International</u> £	<u>UK</u> £	<u>International</u> £
Salaries	293,622	292,456	263,633	373,342
Pensions	27,488	18,718	22,557	20,890
National Insurance	36,382	7,871	31,587	23,694
Medical Insurance	-	3,691	-	20,291
<b>Total</b>	<b>357,492</b>	<b>322,736</b>	<b>317,777</b>	<b>438,217</b>

## 13. Taxation

As a charity, CAMFED International is exempt from tax on income and gains under sections 466 to 493 of the Corporation Tax Act 2010, to the extent that all income is applied for charitable purposes. No tax charges have arisen in the charity in the current or prior year.



## 14. Tangible Fixed Assets

<b>Tangible Fixed Assets (Consolidated)</b>	<u>Office equipment</u>	<u>Fixtures and Fittings</u>	<u>Vehicles</u>	<u>Total</u>
	£	£	£	£
<b>Cost</b>				
Brought forward	547,024	88,104	781,116	1,416,244
Additions	71,084	7,082	205,502	283,668
Disposals*	(22,683)	(1,361)	(42,651)	(66,695)
<b>at 31 December 2019</b>	<u>595,425</u>	<u>93,825</u>	<u>943,967</u>	<u>1,633,217</u>
<b>Depreciation</b>				
Brought forward	450,316	84,481	584,934	1,119,731
Charge for the year	64,655	2,657	122,450	189,762
Disposals*	(17,815)	(1,360)	(42,654)	(61,829)
Adjustments on disposals	-	-	-	-
<b>at 31 December 2019</b>	<u>497,156</u>	<u>85,778</u>	<u>664,730</u>	<u>1,247,664</u>
<b>Net Book Value at 31 December 2019</b>	<u><b>98,269</b></u>	<u><b>8,047</b></u>	<u><b>279,237</b></u>	<u><b>385,553</b></u>
<b>Net Book Value at 31 December 2018</b>	<u><b>96,708</b></u>	<u><b>3,623</b></u>	<u><b>196,182</b></u>	<u><b>296,513</b></u>

<b>Tangible Fixed Assets (Charity)</b>	<u>Office equipment</u>	<u>Fixtures and Fittings</u>	<u>Vehicles</u>	<u>Total</u>
	£	£	£	£
<b>Cost</b>				
Brought forward	79,605	15,778	-	95,383
Additions	13,930	-	-	13,930
Disposals	(7,818)	-	-	(7,818)
<b>at 31 December 2019</b>	<u>85,717</u>	<u>15,778</u>	<u>-</u>	<u>101,495</u>
<b>Depreciation</b>				
Brought forward	52,136	15,195	-	67,331
Charge for the year	14,394	211	-	14,605
Disposals	(6,801)	(1)	-	(6,802)
Adjustments on disposals	-	-	-	-
<b>at 31 December 2019</b>	<u>59,729</u>	<u>15,405</u>	<u>-</u>	<u>75,134</u>
<b>Net Book Value at 31 December 2019</b>	<u><b>25,988</b></u>	<u><b>373</b></u>	<u><b>-</b></u>	<u><b>26,361</b></u>
<b>Net Book Value at 31 December 2018</b>	<u><b>27,469</b></u>	<u><b>583</b></u>	<u><b>-</b></u>	<u><b>28,052</b></u>

## 15. Intangible Fixed Assets

<b>Intangible Fixed Assets (Consolidated)</b>	<u>Trademarks</u>	<u>Total</u>
	£	£
<b>Cost</b>		
Brought forward	-	-
Additions	1,310	1,310
Foreign Exchange Movement	-	-
Disposals	-	-
<b>at 31<sup>st</sup> December 2019</b>	<u><b>1,310</b></u>	<u><b>1,310</b></u>

	<u>Trademarks</u>	<u>Total</u>
	£	£
<b>Depreciation</b>		
Brought forward	-	-
Charge for the year	-	-
Foreign Exchange Movement	-	-
Disposals	-	-
Adjustments on disposals	-	-
at 31 <sup>st</sup> December 2019	<u>-</u>	<u>-</u>
<b>Net Book Value at 31<sup>st</sup> December 2019</b>	<u><b>1,310</b></u>	<u><b>1,310</b></u>
<b>Net Book Value at 31<sup>st</sup> December 2018</b>	<u><b>-</b></u>	<u><b>-</b></u>

## 16. Investments

	<u>Consolidated</u>	<u>Consolidated</u>	<u>Charity</u>	<u>Charity</u>
	<u>2019</u>	<u>2018</u>	<u>2019</u>	<u>2018</u>
	£	£	£	£
Brought forward	-	-	-	-
Additions (endowments)	1,400,000	-	1,400,000	-
Additions (stock donations received)	115,847	72,789	-	-
Disposals (stock donations sold)	(114,800)	(72,817)	-	-
Gain/(loss) on disposal of stocks	(1,065)	28	-	-
Foreign exchange movement on stock donations	18	-	-	-
Revaluation of endowments	(6,462)	-	(6,462)	-
<b>Carried forward</b>	<u><b>1,393,538</b></u>	<u><b>-</b></u>	<u><b>1,393,538</b></u>	<u><b>-</b></u>

## 17. Debtors

	<u>Consolidated</u> <u>d 2019</u>	<u>Consolidated</u> <u>2018</u>	<u>Charity</u> <u>2019</u>	<u>Charity</u> <u>2018</u>
	£	£	£	£
Grants receivable	3,073,664	1,581,348	3,073,664	1,384,763
Investment income	119,233	3,039	118,836	-
Gift Aid	61,385	31,685	61,385	31,685
Other debtors	418,196	505,126	22,262	15,824
Prepayments, Stamps, Staff loans	265,721	296,624	144,628	112,894
Balances owed by CAMFED subsidiaries	-	-	343,427	2,496,303
	<b>3,938,199</b>	<b>2,417,822</b>	<b>3,764,202</b>	<b>4,041,469</b>

## 18. Creditors – Amounts falling due within one year

	Note 14	<u>Consolidated</u> <u>d 2019</u>	<u>Consolidated</u> <u>d 2018</u>	<u>Charity</u> <u>2019</u>	<u>Charity</u> <u>2018</u>
		£	£	£	£
Accruals		305,689	179,257	195,700	76,577
Trade Creditors & School going costs payable		207,900	178,767	23,716	35,344
Employment Costs Payable		68,124	81,057	-	13,711
PAYE and other taxes payable		67,622	82,353	55,772	50,632
Other creditors		1,825	2,367	1,825	2,367
Deferred income		11,827,416	6,394,845	6,900,915	6,292,091
<b>Total</b>		<b>12,478,576</b>	<b>6,918,646</b>	<b>7,177,928</b>	<b>6,470,722</b>

### Deferred income

	<u>Deferred</u> <u>income at 1</u> <u>January</u>	<u>Amounts</u> <u>released in</u> <u>the year</u>	<u>Foreign</u> <u>exchange</u> <u>(gain)/loss</u>	<u>Amounts</u> <u>deferred</u> <u>in the year</u>	<u>Closing</u> <u>Balance</u> <u>at 31</u> <u>December</u>
	£	£	£	£	£
Cummins Foundation	78,444	(78,518)	74	-	-
Department for International Development (203292-101)	1,478,875	(1,478,875)	-	1,535,147	1,535,147
Mastercard Foundation Scholars Program	1,484,093	(1,470,706)	(54,482)	2,108,038	2,066,943
Mastercard Foundation Transitions Program	3,039,503	(3,077,366)	16,509	3,193,389	3,172,035
Mastercard Foundation Young Africa Works	-	-	(371,714)	5,288,750	4,917,036
Prudential	144,777	(47,780)	-	-	96,997
Other Grants under £50,000	142,478	(108,544)	(3,771)	9,095	39,258
Donors wishing to remain anonymous	26,675	(26,963)	288	-	-
	<b>6,394,845</b>	<b>(6,288,752)</b>	<b>(413,096)</b>	<b>12,134,419</b>	<b>11,827,416</b>

## 19. Creditors – Amounts Falling Due After One Year

	<u>Consolidated</u> <u>2019</u>	<u>Consolidated</u> <u>2018</u>	<u>Charity</u> <u>2019</u>	<u>Charity</u> <u>2018</u>
	£	£	£	£
Grant funding advance receipts*	2,676,234	2,676,234	2,676,234	2,676,234
	<b>2,676,234</b>	<b>2,676,234</b>	<b>2,676,234</b>	<b>2,676,234</b>

\*Long term liabilities consist of £2.7m received as a mobilisation payment for the GEC Transitions Window project. Repayments are due to be made during Years 4 and 5 of the contracts (March 2021 – March 2022).



20. Lease commitments - Operating leases

At 31 December 2019, CAMFED had the following commitments under non-cancellable operating leases:

	<u>2019</u>	<u>2019</u>	<u>2018</u>	<u>2018</u>
	<u>Land and</u>	<u>Other</u>	<u>Land and</u>	<u>Other</u>
	<u>Buildings</u>	<u>Equipment</u>	<u>Buildings</u>	<u>Equipment</u>
	£	£	£	£
Payment due:				
Within one year	120,182	6,225	120,182	6,225
Within one to two years	120,182	6,225	120,182	6,225
Within two to five years	217,645	668	337,499	6,893
After five years	-	-	-	-
<b>Total</b>	<b>458,009</b>	<b>13,118</b>	<b>577,863</b>	<b>19,343</b>

## 21. Restricted Funds

	<u>Balance</u> <u>01.01.2019</u>	<u>Incoming</u>	<u>Outgoing</u>	<u>Purchase of</u> <u>Fixed Assets</u>	<u>Transfer</u> <u>Between</u> <u>Funds</u>	<u>Balance</u> <u>31.12.2019</u>
AKO Foundation	-	333,333	-	-	-	333,333
The Ambrogio Foundation	-	175,000	(32,257)	-	(40,602)	102,141
Cummins Foundation	13,040	78,518	(91,162)	-	(381)	15
Department for International Development (203292-101)	-	2,950,877	(2,970,005)	-	19,128	-
Department for International Development (300075-106)	-	1,618,549	(1,642,784)	(8,093)	32,328	-
Department for International Development GEC TW (5101)	-	6,569,041	(6,641,881)	-	72,840	-
Department for International Development GEC TW (5276)	-	1,566,507	(1,572,680)	-	6,173	-
Department for International Development (Aid Match)	-	663,354	(669,703)	-	6,349	-
Discovery Learning Alliance (GECT)	-	449,414	(452,246)	-	2,832	-
Estee Lauder Companies Charitable Foundation	194,875	193,170	(192,005)	-	(6,459)	189,581
ELMA Foundation	387,364	621,287	(647,275)	-	1,495	362,871
Human Dignity Foundation	39,208	232,829	(220,656)	-	5,234	56,615
Irish Aid Civil Society Fund	63,064	85,249	(80,790)	-	(983)	66,540
Embassy of Ireland in Zambia	138,930	310,004	(245,942)	-	(14,159)	188,833
King Philanthropies	-	2,467,511	(87,636)	-	(189,741)	2,190,134
Lifes 2 Good Foundation	-	223,775	(189,961)	-	(1,935)	31,879
Mastercard Foundation Scholars Program	-	3,598,204	(3,663,907)	(11,688)	77,391	-
Mastercard Foundation Transitions Program	-	3,756,978	(3,770,341)	(3,016)	16,379	-
Mastercard Foundation Young Africa Works Program	-	268,529	(260,595)	-	873	8,807
Norwegian Agency for Development Cooperation	37,341	563,660	(599,813)	-	(19,515)	(18,327)
PIMCO Foundation	85,278	-	(83,867)	-	(1,411)	-
The Queen's Commonwealth Trust	13,869	18,000	(31,451)	-	(418)	-
The Roger Federer Foundation	108,408	437,306	(329,311)	-	4,484	220,887
Skoll Foundation	245,311	566,279	(651,347)	(3,695)	34,249	190,797
Stone Family Foundation	-	193,544	-	-	(3,963)	189,581
Trimble Foundation	1,173	79,195	(59,508)	-	(1,684)	19,176
In Kind donations	-	722,506	(721,792)	(714)	-	-
<b>Continued on next page</b>						
Other Grants under £50,000	268,275	708,508	(513,556)	(45,255)	(41,955)	376,017



Donors wishing to remain anonymous	221,891	1,986,466	(703,924)	-	(1,418)	1,503,015
Investments in Fixed Assets	212,297	-	-	72,461	(108,508)	176,250
<b>Total</b>	<b>2,030,324</b>	<b>31,437,593</b>	<b>(27,126,395)</b>	<b>-</b>	<b>(153,377)</b>	<b>6,188,145</b>

Transfers between funds of £153,377 relates to:

- Foreign exchange gains and losses during the year.
- Unrestricted funds used to support restricted projects
- Allocation of depreciation in respect of fixed assets purchased with restricted funds.

Fund deficits represent expenditure in advance of funding being received.

Restricted funds are those funds raised for a specific purpose within the charitable objectives of CAMFED International.

## Restricted Funds Continued (prior year)

	<u>Balance</u> <u>b/f from</u> <u>prior years</u> <u>01.01.2018</u>	<u>Income</u> <u>received</u> <u>during the</u> <u>year</u>	<u>Deferred</u> <u>income</u> <u>released</u> <u>during the</u> <u>year</u> <u>b/f from</u> <u>prior</u> <u>years</u>	<u>Income</u> <u>deferred to</u> <u>future</u> <u>years</u>	<u>Expenditure</u> <u>for the year</u>	<u>Purchase</u> <u>of Fixed</u> <u>Assets</u>	<u>Transfers</u> <u>Between</u> <u>Funds</u>	<u>Balance c/f to</u> <u>future years</u> <u>31.12.2018</u>
	£	£	£	£	£	£	£	£
British Council Zambia	32,730	474,177	200,000	-	(718,058)	-	11,151	-
Churches Health Association of Zambia	-	35,511	-	(17,257)	(20,814)	-	2,560	-
Cummins Foundation	-	152,501	-	(78,444)	(60,990)	-	(27)	13,040
Department for International Development (203292-101)	2,229	4,640,921	1,043,413	(1,478,875)	(4,184,270)	-	(23,418)	-
Department for International Development (202493-101)	-	(455)	-	-	21,082	-	(20,627)	-
Department for International Development (202623-111)	849,208	665,501	423,980	-	(2,209,085)	-	279,595	9,199
Department for International Development GEC TW (5101)	(33,475)	7,531,049	-	-	(7,501,196)	(12,862)	16,484	-
Department for International Development GEC TW (5276)	-	1,207,303	-	-	(1,215,664)	(7,099)	15,460	-
Department for International Development (Aid Match)	-	51,339	-	-	(57,954)	-	6,615	-
Discovery Learning Alliance (GECT)	-	689,792	-	-	(679,335)	-	(10,457)	-
Dreams Innovation Challenge	84,458	385,699	118,666	-	(574,925)	-	(13,898)	-
Dubai Cares	56,837	-	-	-	(53,604)	-	(3,233)	-
Estee Lauder Companies Charitable Foundation	-	195,833	-	-	(1,415)	-	457	194,875
Echidna Giving/Schwab	18,967	-	-	-	(13,045)	-	(5,922)	-
ELMA Foundation	240,483	611,727	-	-	(464,846)	-	-	387,364
Fossil Foundation	8,566	74,058	-	-	(83,541)	-	917	-
Guernsey Overseas Aid Committee	4,862	-	-	-	(4,874)	-	12	-
Human Dignity Foundation	64,295	533,502	-	-	(541,659)	-	(16,930)	39,208
H.P. Colhoun Family Foundation	3,239	37,600	-	-	(26,510)	-	531	14,860
Irish Aid Malawi	76,474	88,916	-	-	(100,727)	-	(1,599)	63,064
<b>Continued on next page</b>								
Irish Aid Zambia	-	253,086	-	-	(115,506)	-	1,350	138,930
MasterCard Foundation Scholars Program	837,957	3,149,165	639,977	(1,484,093)	(3,119,183)	(51,307)	27,484	-



MasterCard Foundation Longitudinal Study	182,465	-	57,497	-	(150,005)	-	(89,957)	-
MasterCard Foundation Transitions Program	123,668	3,307,289	2,853,882	(3,039,503)	(3,231,884)	(1,178)	(12,274)	-
Norwegian Agency for Development Cooperation	-	554,069	-	-	(522,061)	-	5,333	37,341
Robert Oakeshott Memorial Grant	92	50	9,931	-	(9,939)	-	-	134
PIMCO Foundation	-	90,083	-	-	(5,022)	-	217	85,278
Prudential	-	144,777	47,307	(144,777)	(46,189)	-	-	1,118
The Queen's Commonwealth Trust	-	51,000	-	-	(37,264)	-	133	13,869
The Roger Federer Foundation - Phase 3	148,886	459,813	-	-	(497,457)	-	(2,834)	108,408
Skoll Foundation (CAMA Scaling)	136,275	726,586	49,090	-	(664,343)	(2,297)	-	245,311
Symphasis Charitable Foundation	35,962	15,000	-	-	(44,714)	-	(106)	6,142
Tolkien Trust	-	30,000	-	-	(30,000)	-	-	-
Trimble Foundation	-	72,659	-	-	(75,408)	-	3,922	1,173
ViiV Healthcare	-	36,081	-	(2,045)	(32,390)	-	(3)	1,643
Yahoo Foundation	172	-	-	-	(181)	-	9	-
In kind donations	-	1,238,146	-	-	(1,238,146)	-	-	-
Other Grants under £10,000	150,041	184,288	-	-	(80,865)	-	(18,285)	235,179
Donors wishing to remain anonymous	262,476	312,046	-	(26,675)	(331,519)	(8,880)	14,443	221,891
Investments in Fixed Assets	235,191	-	-	-	-	83,623	(106,517)	212,297
<b>Total</b>	<b>3,522,058</b>	<b>27,999,112</b>	<b>5,443,743</b>	<b>(6,271,669)</b>	<b>(28,723,506)</b>	<b>-</b>	<b>60,586</b>	<b>2,030,324</b>

Transfers between funds of £60,586 relate to:

- Foreign exchange gains and losses during the course of the year.
- Unrestricted funds used to support restricted projects
- Allocation of depreciation in respect of fixed assets purchased with restricted funds.

Fund deficits represent expenditure in advance of funding being received.

Restricted funds are those funds raised for a specific purpose within the charitable objectives of CAMFED International.

## 22. Unrestricted Funds – Reserves

General funds represent any free funds of the charity which are not designated for particular purposes.

Designated funds represent funds earmarked by the Board of Trustees to be used for 12 months school going and tertiary costs for girls and young women in the programme as at 31<sup>st</sup> December 2019.

	<u>2019</u>	<u>2018</u>
	<u>£</u>	<u>£</u>
<b>Target designated reserve:</b>		
School going and tertiary costs (see below)	9,548,561	7,408,857
Currency Risk*	1,000,000	1,000,000
Required Reserves	<u>10,548,561</u>	<u>8,408,857</u>
Funded by Restricted funds	<u>(9,548,561)</u>	<u>(7,408,857)</u>
Designated reserve from Unrestricted Funds	<u>1,000,000</u>	<u>1,000,000</u>
 Total Unrestricted funds	<u>7,837,078</u>	<u>6,895,872</u>
Less: Allocated to Designated Reserves	<u>(1,000,000)</u>	<u>(1,000,000)</u>
Remaining Unrestricted Funds	<u><b>6,837,078</b></u>	<u><b>5,895,872</b></u>

### Analysis of designated reserves - School going and tertiary costs

<b>Country</b>	<u>Number of Tertiary Students</u>	<u>Number of Bursary Students</u>	<u>Amount £</u>	<u>Number of students</u>	<u>Amount £</u>
	<u>2019</u>	<u>2019</u>	<u>2019</u>	<u>2018</u>	<u>2018</u>
Zimbabwe	323	9,977	2,887,502	13,028	2,643,043
Zambia	93	7,732	1,102,968	2,632	580,081
Tanzania	732	11,052	1,308,445	522	192,120
Malawi	171	40,559	1,275,702	3,016	559,426
Ghana	1,660	18,784	2,973,945	3,970	3,434,187
<b>12 months school going costs target reserve</b>	<u><b>2,979</b></u>	<u><b>88,104</b></u>	<u><b>9,548,562</b></u>	<u><b>19,760</b></u>	<u><b>7,408,857</b></u>

\* A currency risk reserve has been created to provide for the risk of exchange fluctuations between UK Sterling and other currencies to which CAMFED is susceptible to. CAMFED receives most of its funding in UK Sterling, however most of the programme expenditure is in US Dollars or currencies whose movements closely correlate to the US Dollar.

## 23. Notes to the Statement of Cash Flows for the year ended 31 December 2019

### a) Reconciliation of net income/ (expenditure) to net cash flow from operating activities

	<u>2019</u>	<u>2018</u>
	<u>£</u>	<u>£</u>
Net income/(expenditure) for the reporting period (as per the statement of financial activities)	6,496,357	(200,299)
Adjustments for:		
Depreciation charges	189,762	153,566
(Gain)/Loss on the disposal of fixed assets	(22,386)	(27,690)
(Gains)/losses on investments	7,529	(28)
FX gains/(losses) arising from revaluation of fixed assets	(18)	-
Donated assets and investments	(116,561)	(72,789)
(Gain)/loss on foreign exchange movements on cash and cash equivalents	784,136	(132,461)
Dividends, interest and rents from investments	(334,034)	(362,663)
Decrease / (Increase) in stocks	3,040	-
(Increase) / Decrease in debtors	(1,520,377)	1,033,019
Increase / (Decrease) in creditors	5,559,930	(96,298)
<b>Net cash provided by (used in) operating activities</b>	<u><b>11,047,378</b></u>	<u><b>294,357</b></u>

### b) Analysis of cash and cash equivalents

	<u>01-Jan-2019</u>	<u>Cashflow</u>	<u>31-Dec-2019</u>
	<u>£</u>	<u>£</u>	<u>£</u>
Cash at bank and in hand	15,443,989	(1,740,423)	13,703,566
Short-term deposits	359,712	10,795,485	11,155,197
<b>Total</b>	<u><b>15,803,701</b></u>	<u><b>9,055,062</b></u>	<u><b>24,858,763</b></u>

## 24. Endowment Funds

	<u>Balance 01.01.2019</u>	<u>Incoming</u>	<u>Outgoing</u>	<u>Gains/(loss) on investment</u>	<u>Purchas e of Fixed Assets</u>	<u>Transfer Between Funds</u>	<u>Balance 31.12.2019</u>
Donors wishing to remain anonymous	-	1,400,000	-	(6,462)	-	-	1,393,538
Other endowments under £50,000	-	3,871	-	-	-	(79)	3,792
	<u>-</u>	<u><b>1,403,871</b></u>	<u>-</u>	<u><b>(6,462)</b></u>	<u>-</u>	<u><b>(79)</b></u>	<u><b>1,397,330</b></u>



## 25. Analysis of Net Assets Between Funds

	<u>Fixed Assets</u>	<u>Net Current Assets</u>	<u>Creditors due after one year</u>	<u>Total 2019</u>
	£	£	£	£
Restricted	176,250	8,688,129	(2,676,234)	6,188,145
Unrestricted	210,613	7,626,465	-	7,837,078
Endowment	-	1,397,330	-	1,397,330
<b>Total</b>	<b>386,863</b>	<b>17,711,924</b>	<b>(2,676,234)</b>	<b>15,422,553</b>

	<u>Tangible Fixed Assets</u>	<u>Net Current Assets</u>	<u>Creditors due after one year</u>	<u>Total 2018</u>
	£	£	£	£
Restricted	212,297	4,494,261	(2,676,234)	2,030,324
Unrestricted	84,216	6,811,656	-	6,895,872
Endowment	-	-	-	-
<b>Total</b>	<b>296,513</b>	<b>11,305,917</b>	<b>(2,676,234)</b>	<b>8,926,196</b>

## 26. Subsidiary Undertakings

The charity has nine (2018 - eight) wholly owned subsidiary companies, which operate to support the charity's aims:

- CAMFED Ghana (incorporated under the Companies Code, 1963, registered charity number 3921)
- CAMFED Tanzania (incorporated under the Companies Act 2002, registered charity number 1730)
- CAMFED Malawi (incorporated under the Trustees Incorporation Act, registered charity number NGO/R/12/01)
- CAMFED Zambia (incorporated as a company limited by guarantee under the Companies Act 1994, registered charity number RNGO 101/0019/13)
- CAMFED Zimbabwe (Trust) (incorporated under the Companies Act, registration number 1157/82)
- CAMFED Canada (incorporated under Canada Not-for-profit Corporations Act (NFP Act) Corporation No. 452846-8. Business No. 844988659RR0001)

- CAMFED USA Foundation (incorporated under the General Corporation Law of the State of Delaware)
- CAMFED International Non Profit Company (NPC) South Africa (incorporated under the Companies Act 2008, company number 2016/342240/08)
- CAMFED Australia (incorporated under the Corporations Act 2001, company number 631 991 770))

	<u>CAMFED Ghana</u>		<u>CAMFED Tanzania</u>		<u>CAMFED Malawi</u>		<u>CAMFED Zambia</u>	
	<u>2019</u>	<u>2018</u>	<u>2019</u>	<u>2018</u>	<u>2019</u>	<u>2018</u>	<u>2019</u>	<u>2018</u>
	<u>£</u>	<u>£</u>	<u>£</u>	<u>£</u>	<u>£</u>	<u>£</u>	<u>£</u>	<u>£</u>
Grants and donations	14,657	2,556	96,472	841,629	-	505,979	366,225	944,950
Other income	46,464	129,279	2,962	2,697	10,825	142,334	6,456	1,818
Total income	61,121	131,835	99,434	844,326	10,825	648,313	372,681	946,768
Cost of generating funds	-	-	-	-	-	-	-	-
Charitable activities	6,180,999	6,164,964	4,388,106	4,398,089	5,247,017	5,066,666	2,980,899	2,825,172
Total expenditure	6,180,999	6,164,964	4,388,106	4,398,089	5,247,017	5,066,666	2,980,899	2,825,172
Net result	(6,119,878)	(6,033,129)	(4,288,672)	(3,553,763)	(5,236,192)	(4,418,353)	(2,608,218)	(1,878,404)
Assets	2,789,984	134,396	218,229	312,465	517,950	712,775	278,904	388,042
Liabilities	(31,972)	(58,243)	(21,614)	(23,558)	(146,812)	(42,152)	(57,661)	(88,505)
Net funds	2,758,012	76,153	196,615	288,907	371,138	670,623	221,243	299,537



	<u>CAMFED Zimbabwe</u>		<u>CAMFED Canada</u>		<u>CAMFED USA Foundation</u>		<u>CAMFED Regional (South Africa)</u>		<u>CAMFED Australia</u>	
	<u>2019</u>	<u>2018</u>	<u>2019</u>	<u>2018</u>	<u>2019</u>	<u>2018</u>	<u>2019</u>	<u>2018</u>	<u>2019</u>	<u>2018</u>
	<u>£</u>	<u>£</u>	<u>£</u>	<u>£</u>	<u>£</u>	<u>£</u>	<u>£</u>	<u>£</u>	<u>£</u>	<u>£</u>
Grants and donations	138,743	12,634	275,324	11,315	7,476,510	3,814,163	-	-	77,199	-
Other income	6,203	49	-	-	126,229	4,540	-	-	17	-
Total income	144,946	12,683	275,324	11,315	7,602,739	3,818,703	-	-	77,216	-
Cost of generating funds	-	-	709	2,925	241,045	86,111	-	-	-	-
Charitable activities	6,750,862	9,660,078	166,675	185,551	1,298,705	1,195,232	289,043	235,965	4,446	-
Total expenditure	6,750,862	9,660,078	167,384	188,476	1,539,750	1,281,343	289,043	235,965	4,446	-
Net result	(6,605,916)	(9,647,395)	107,940	(177,161)	6,062,989	2,537,360	(289,043)	(235,965)	72,771	-
Assets	306,122	457,927	2,984,238	69,304	1,650,640	1,554,412	4,826	4,965	76,724	-
Liabilities	(43,698)	(56,898)	(4,935,316)	(1,941)	(68,252)	(162,795)	-	-	(1,560)	-
Net funds	262,424	401,029	(1,951,078)	67,363	1,582,388	1,391,617	4,826	4,965	75,164	-

Total income denotes funds received by each subsidiary in-country relating to grant contracts, public donations and other sources, and expenditure against operating activities. The net result for each subsidiary (with the exception of CAMFED USA Foundation, CAMFED Canada and CAMFED Australia) show deficits as this note excludes income received in the UK that was utilised in overseas operations; UK income is included in the consolidated Statement of Financial Activities.

## 27. Activities by Fund in Previous Year

	Notes	Unrestricted Funds	Restricted Funds	2018 Total Funds
		£	£	£
<b>Income from:</b>				
Income from donations and legacies	5	3,470,554	1,396,294	4,866,848
Income from charitable activities	5	554,700	25,760,004	26,314,704
Investments income		347,775	14,888	362,663
Other		408,390	-	408,390
<b>Total income</b>		<b>4,781,419</b>	<b>27,171,186</b>	<b>31,952,605</b>
<b>Expenditure on:</b>				
Raising funds	6	1,219,853	23,255	1,243,108
<b>Charitable activities</b>				
Multiply girls' educational opportunities		941,038	16,694,145	17,635,183
Enable educated women to lead change		286,174	9,599,803	9,885,977
Extend our Influence and Impact		595,597	680,399	1,275,996
Evaluation and Research		386,764	1,725,904	2,112,668
<b>Total charitable activity costs</b>	7	<b>2,209,573</b>	<b>28,700,251</b>	<b>30,909,824</b>
<b>Total expenditure</b>		<b>3,429,426</b>	<b>28,723,506</b>	<b>32,152,932</b>
Net gains and losses on investments		29	-	29
Net income/(expenditure) before transfers		1,352,022	(1,552,320)	(200,298)
<b>Transfers between funds</b>	21	<b>(60,586)</b>	<b>60,586</b>	<b>-</b>
Other recognized gains/(losses)		-	-	-
Net movement of funds		1,291,436	(1,491,734)	(200,298)
Reconciliation of funds				
<b>Total funds brought forward</b>		<b>5,604,436</b>	<b>3,522,058</b>	<b>9,126,494</b>
<b>Total funds carried forward</b>		<b>6,895,872</b>	<b>2,030,324</b>	<b>8,926,196</b>



## 28. Related Party Transactions

The related party transactions and intercompany balances of the Charity with subsidiary and related undertaking are:

	<u>Grants from</u> <u>CAMFED</u> <u>International</u> <u>2019</u> £	<u>Intercompany</u> <u>balances at 31<sup>st</sup> Dec</u> <u>2019</u> £	<u>Grants from</u> <u>CAMFED</u> <u>International</u> <u>(restated) 2018</u> £	<u>Intercompany</u> <u>balances at 31<sup>st</sup></u> <u>Dec 2018</u> £
CAMFED Canada	-	(1,951,079)	-	67,363
CAMFED Ghana	-	2,758,011	-	76,153
CAMFED Malawi	-	371,138	-	670,623
CAMFED Tanzania	-	196,615	-	288,907
CAMFED USA Foundation	-	1,582,387	-	1,391,617
CAMFED Zambia	-	221,243	-	299,537
CAMFED Zimbabwe	-	262,424	-	401,029
CAMFED Australia	2,393	75,164	-	-
CAMFED Regional (South Africa)	-	4,826	-	4,965





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