

**FORWARD THINKING
REPORT AND FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 JULY 2020**

Charity no: 1105206

BOWKER ORFORD

**Statutory Auditor
Accountants & Business Advisers
15-19 Cavendish Place
London W1G 0DD**

FORWARD THINKING

**Financial statements
For the year ended 31 July 2020**

Index	Page
Reference and administrative information	1
Trustees' annual report	2 - 8
Report of the auditor	9 - 11
Statement of financial activities	12
Balance sheet	13
Notes to the financial statements	14 - 17

FORWARD THINKING

Reference and administrative information

Charity name	Forward Thinking
Charity registration number	1105206
Principal address & Registered office	1 St John's Lane Farringdon EC1M 4BL
Trustees	William Sieghart Christopher Donnelly Michael Holland Francis Campbell Laurence Justin Dowley (joined July 2019) Jeremy Greenstock (joined July 2019)
Director	Oliver McTernan
Auditor	Bowker Orford 15/19 Cavendish Place London W1G 0DD
Bankers	Natwest Bank plc P O Box 2021 10 Marylebone High Street London W1A 1FH

FORWARD THINKING

Trustees' annual report for the year ended 31 July 2020

This report relates to the operation of Forward Thinking during the year ended 31 July 2020.

History, objectives and activities of the trust

The charitable trust was established on the 29th of July 2004.

The trust deed gives the trustees the power to apply the funds for the benefit of any charitable objectives. The trust's objectives are to promote racial and religious harmony by such charitable means and in such parts of the world as the trustees determine for time to time, in particular but not exclusively by promoting more informed dialogue and understanding between different factions with same faith communities and between different faith and racial groups.

The focus of activities has been to promote a more inclusive peace process in the Middle, to reduce the potential for conflict across the Gulf-MENA region, and to address the problem of social isolation of the Muslim community in Britain.

Structure, governance and management

Recruitment and appointment of trustees

There must be a least three trustees. Apart from the first trustee, every trust must be appointed for a term of three years by a resolution of the trustees passed at a meeting. In selecting individuals for appointment as trustees, the existing trustees must have regard to the skills, knowledge and experience needed for the effective administration of the charity.

The existing trustees must make available to each new trustee on their appointment

- A) A copy of the Trust Deed
- B) A copy of charity's latest annual report and the financial statements
- C) A copy of the charity's conflict of interests policy and a declaration of interests
- D) A trustee's eligibility declaration form
- E) A copy of the charity's governance code
- F) A copy of the "Essential Trustee

FORWARD THINKING

Trustees' annual report for the year ended 31 July 2020 continued

Risk management

The trustees have examined the major strategic business and operation risks which the charity faces and confirm that procedures are in place to review the current risks of the charity.

In considering the direction and activities of the foundation, the Trustees have had due regard to the Charity Commission's guidance on public benefit.

Organisational structure

The charity is made up of six trustees who meet on a quarterly basis and who are responsible for the strategic direction and policy of the charity. The trustees have delegated the daily running of operations to Mr Oliver McTernan, who acts as the charity's Director.

During the financial year the charity had several changes in staff but on average employed nine full time members of staff from a variety of professional backgrounds relevant to the work of the charity. In addition to these members of staff, the charity employed several interns and consultants over the course of the year.

A scheme of delegation is in place and day-to-day responsibility for the delivery of services rests with the Director and the relevant Programme Managers.

Achievements and performance

While every country has struggled with Covid-19, arguably nowhere was less prepared for its arrival than the Middle East and North Africa (MENA). The region already accounts for over half the world's refugees, almost half of the world's internally displaced people and over two-thirds of the world's conflict related deaths.

For a demand driven organisation that seeks to prevent and resolve conflict, the pandemic clearly presented enormous challenges. But the most pressing of these has been practical in nature – for the first time in our history, activities could not take place in person. In response, we have had to develop new approaches and have been on a rapid learning curve, discovering what works – and what does not – when conducting front line mediation in an online space.

Encouragingly, our experience clearly demonstrates that it is possible for effective mediation to take place online. Important achievements have been realised in all three of our main pillars of work – the Middle East Programme, the Helsinki Policy Forum and the UK programme. These include:

FORWARD THINKING

Trustees' annual report for the year ended 31 July 2020 continued

- Developing a group of prominent American Evangelicals, exposing them to the potential consequences of annexation of parts of the West Bank through direct engagement with senior Palestinians and former Israeli officials.
- Establishing a network, including the WHO, of over 135 health professionals from across seventeen countries who meet regularly to exchange insights on Covid-19. This proved instrumental in helping Gazan officials develop their strategy for quarantine and led Yemeni doctors to change their treatment protocols around the drug dexamethasone.
- Working with the Independent Review of Prevent team in the UK, exposing them to the insights of Muslim communities, leading the team to change their methodology in response to the concerns raised.
- Successfully delivering the Pathways into Politics Programme, supporting the personal development of 15 young British Muslims which has contributed to several beginning a career in politics.

In the Middle East Programme, two crises have dominated our work— the implications of Covid-19 for the Palestinian healthcare system and the potential regional impact of Israeli annexation. However, we have maintained our long-term efforts to support the development of Palestinian leadership, and to expose key Israeli political figures and influential leaders to different experiences of conflict and peace building.

In a challenging context, the Helsinki Policy Forum has maintained a high-level policy dialogue between key regional countries. Given the heightened tensions and concerns about the confidentiality of online spaces, this is an important achievement. It is indicative of the level of trust that the Forum has reached with regional partners. The conversations the Forum enables are not dialogue for dialogue's sake but are focused on realising practical initiatives in areas of mutual concern.

Covid-19 has caused widespread disquiet in the communities the UK programme engages. Even after accounting for all other factors, Britons from Asian or Black ethnicity are still at a 10-50% higher risk of death than their White counterparts. In this context, it is vital to ensure there are channels for community members to share their concerns with local and national decision makers. We have continued to enable this through various avenues, including through our work with the CPS.

Working online, we have discovered, allows for a rapid response to changing demands. Meetings can be convened more quickly, allowing an almost real-time exchange of perceptions between policymakers. For example, when health officials in Gaza sounded the alarm in April over their limited ability to resources fight Covid-19 it took us less than 48 hours to establish a channel for them to engage counterparts in Italy and develop a strategy on containment.

FORWARD THINKING

Trustees' annual report for the year ended 31 July 2020 continued

Video-conferencing technology also helps connect hard to reach constituencies. In a similar vein, we have been able to build new links between our programmes. For example, participants in our Pathways into Politics programme – a series of training workshops for young British Muslims interested in a career in politics – have had the chance to learn from other experiences around the world.

Finally, through organising smaller bilateral meetings, we have been able to develop new relationships remotely. In addition to building the Doctor's network and Evangelical groups mentioned above, we have also developed working relationships with the Ministry of Foreign Affairs of the UAE and the leadership of the WHO Eastern Mediterranean office.

Realising these opportunities has been possible because our sixteen years' experience of facilitating dialogue. Our strong network and established culture of exchange between high level policymakers, ensured that our work could persist despite the implementation of travel restrictions.

Accordingly, despite Covid-19 we succeeded in holding or participating in 685 activities in 2019-20, a 30% increase when compared with the last financial year.

However, the longer the pandemic has continued, the more apparent it has become that there are limits to the ability of online spaces to build trust. Many of our most important breakthroughs have come in the moments when people meet – in hotels, over food, or while travelling – and begin to realise their common humanity. It has been far harder to build relationships between the participants without these informal spaces.

Furthermore, physical meetings provide a level of confidentiality for senior policymakers that enables them to meet with counterparts from other countries, or parties, with whom their governments, or parties, may be in conflict. Ultimately, privacy on online platforms cannot be guaranteed.

Therefore, while we have made the most of the situation imposed by Covid-19, we are eager to return to meeting our network in person as soon as possible. Online meetings have shown their clear utility, but they can only ever be a supplement, rather than a replacement, for the delicate work of building relationships and networks to realise change.

FORWARD THINKING

Trustees' annual report for the year ended 31 July 2020 continued

Financial Review

The charity had a net *decrease* in funds of £8007 (2019 Increase: £224,595).

Principal funding sources

The principal funding sources for the charity in this financial year came from three main sources:

- Project grants from the British and European governments
- Grants from charitable foundations and trusts
- Private donations

In 2019-20, Irish Aid, the CSSF and grants from charitable trusts were the main funding sources for the Middle East Programme. The Helsinki Policy Forum was predominately funded by the Ministry of Foreign Affairs of Finland. The UK Programme is funded by British charitable trusts.

Investment Policy

The trust deed authorises the trustees to make and hold investments using the funds of the charity but no such investments are presently held. Any surplus general funds are invested in short-term deposits.

Reserves Policy

The charity's primary objective is to meet the costs of its programme expenses on a year-to-year basis. In the years ahead, the trustees will continue to build sufficient reserves to guarantee the charity's long-term existence.

Plans for future periods

Our original hope was that the pandemic would be sufficiently contained by the end of 2020 that we would be able to return to in-person activities in early 2021. However, even with the rapid rollout of the vaccine in parts of Europe, it is apparent that we will need to operate largely online until the summer. Accordingly, our current focus is to continue deliver an intense programme of online workshops, while simultaneously developing plans for physical meetings so that as soon as conditions allow, we can return to our traditional method of working.

FORWARD THINKING

Trustees' annual report for the year ended 31 July 2020 continued

All workshops must be flexible and based on expressed participant needs. Unforeseen events can require plans to be adapted at short notice. As such, the next steps outlined below are not intended to be exhaustive. New challenges are almost certain to arise and will require us to adapt our response accordingly.

In the Middle East Programme we will focus in two areas. In Israel we will continue to strengthen our engagement within Israel's political and religious right to address core issues of the conflict. In Palestine, our primary focus will be on supporting potential elections in 2021.

In the Helsinki Policy Forum, we will convene a high-level dialogue in 2021 in collaboration with our partners in the Finnish government. This will engage senior officials from the region as well as Europe, to deepen dialogue on key issues such as the response to Covid-19. Realising this will require extensive preparations and regular online meetings with senior officials in Ministries of Foreign Affairs across Europe and the Gulf-MENA region. We will also take forward the Doctor-to-Doctor initiative, deepening discussions between medical experts from MENA countries on new challenges relating to Covid-19, such as the long-term health consequences of the virus. Finally, we will attempt to launch an economic policy dialogue that will bring together economic experts from across the Middle East to share how countries have responded to Covid-19's economic challenges and explore where collaboration could take place.

Finally, in the UK programme we will have three core aims: Developing the skills, knowledge, and awareness within communities to enable their effective engagement in public life; facilitating dialogue with state institutions on issues that impact Muslim communities in the UK; and building understandings and address the root causes of discrimination toward Muslims

Statement of trustees' responsibilities

The Charities Act requires the trustees to prepare financial statements for each financial year which show a true and fair view of the charity and its financial activities for that year. In preparing those financial statements, the trustees are required to:

- a) select suitable accounting policies and apply them consistently;
- b) make judgments and estimates that are reasonable and prudent;
- c) observe the methods and principles in the Charities SORP;

FORWARD THINKING

Trustees' annual report for the year ended 31 July 2020 continued

d) state whether applicable accounting standards and statement of recommended practice have been followed, subject to any departures disclosed and explained in the financial statements; and

e) prepare the financial statements on a going concern basis unless it is inappropriate to presume that the charity will continue in operation.

The trustees are responsible for keeping accounting records which disclose with reasonable accuracy at any time the financial position of the charity and enable them to ensure that the financial statements comply with the Charities Act 2011.

They are also responsible for safeguarding the assets of the charity and hence take reasonable steps for the prevention and detection of fraud and other irregularities.

Auditor

The trustees intend to ask the auditor, Bowker Orford, to undertake the audit of the charity in the following year.

This report has been prepared in accordance with the provisions of Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland FRS 102 (effective 1 January 2015).

Approval

This report was approved by the trustees on 24th May 2021 and signed on their behalf.



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William Sieghart
Chairman of the board of trustees

FORWARD THINKING

Independent auditor's report to the trustees of Forward Thinking

We have audited the financial statements of Forward Thinking for the year ended 31 July 2020 which comprise the statement of financial activities, the balance sheet 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).

Opinion on financial statements

In our opinion the financial statements:

- give a true and fair view of the state of the charity's affairs as at 31 July 2020 and of its incoming resources and application of resources, 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 Charities Act 2011.

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 Charity 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

FORWARD THINKING

Independent auditor's report to the trustees of Forward Thinking continued

- The trustees have not disclosed in the financial statements any identified material uncertainties that may cast significant doubt about the Charity'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.

Matters on which we are required to report by exception

In the light of the knowledge and understanding of the Charity and its environment obtained in the course of the audit, we have not identified material misstatements in the Trustees' Annual Report.

We have nothing to report in respect of the following matters in relation to which the Charities Act 2011 requires us to report to you if, in our opinion:

- sufficient accounting records have not been kept;
- the financial statements are not in agreement with the accounting records and returns; or
- we have not obtained all the information and explanations necessary for the purposes of our audit.

FORWARD THINKING

Independent auditor's report to the trustees of Forward Thinking continued

Responsibilities of the trustees

As explained more fully in the trustees' responsibilities statement set out on page 7 and 8, the trustees 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 they 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 Charity'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 Charity or to cease operations, or have no realistic alternative but to do so.

Our responsibilities for the audit of the financial statements

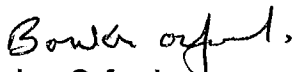
Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee 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:

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 Charity's trustees, as a body, in accordance with section 144 of the Charities Act 2011 and the regulations made under section 154 of that Act. Our audit work has been undertaken so that we might state to the Charity's trustees those matters we are required to state to them in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the Charity's trustees as a body, for our audit work, for this report, or for the opinions we have formed.


Bowker Orford
Statutory Auditor

15-19 Cavendish Place
London
W1G 0DD

Date: 24th May 2021 .

FORWARD THINKING

Statement of financial activities for the year ended 31 July 2020

	Note	Unrestricted funds 2020 £	Restricted funds 2020 £	Total funds 2020 £	Total funds 2019 £
Incoming resources					
Incoming resources from generated funds:					
<i>Voluntary income:</i>					
Private donations		100,977	-	100,977	178,837
Grants		-	524,204	524,204	784,872
Other incoming resources		<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
Total incoming resources		<u>100,977</u>	<u>524,204</u>	<u>625,181</u>	<u>963,709</u>
Resources expended					
Expenditure on:					
Charitable activities		17,120	581,454	598,574	677,974
Governance costs	7	<u>32,214</u>	<u>2,400</u>	<u>34,614</u>	<u>61,140</u>
Total resources expended	6	<u>(49,334)</u>	<u>(583,854)</u>	<u>(633,188)</u>	<u>(739,114)</u>
Net incoming resources before other recognised gains		51,643	(59,650)	(8,007)	224,595
Other recognised gains		<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
Net movement in funds		51,643	(59,650)	(8,007)	224,595
Reconciliation of funds					
Total funds brought forward		21,115	477,505	498,620	274,025
Transfers between funds		<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
Total funds carried forward		<u>72,758</u>	<u>417,855</u>	<u>490,613</u>	<u>498,620</u>

There were no recognised gains or losses for 2019 other than those included in the statement of financial activities.

There were no acquisitions or discontinued operations during the current year.

The notes on pages 14-17 form part of these financial statements.

FORWARD THINKING

Balance Sheet at 31 July 2020

	Note	£	2020 £	£	2019 £
Fixed assets					
Tangible assets	9		3,828		416
Current assets					
Debtors	10	931		529	
Cash at bank and in hand		<u>525,274</u>		<u>517,686</u>	
		526,206		518,215	
Creditors: amounts falling due within one year	11	<u>(39,420)</u>		<u>(20,011)</u>	
Net current assets			<u>486,785</u>		<u>498,204</u>
Total assets less current Liabilities			<u>490,613</u>		<u>498,620</u>
Funds of the charity					
Restricted funds			417,855		477,505
Unrestricted funds			<u>72,758</u>		<u>21,115</u>
	12		<u>490,613</u>		<u>498,620</u>

The notes on pages 14-17 form part of these financial statements.

The financial statements on pages 12 to 13 were approved by the trustees on 24th May 2021 and signed on their behalf by:

William Sieghart

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William Sieghart
 Trustee

FORWARD THINKING

Notes to the financial statements for the year ended 31 July 2020

1 Accounting policies

- a) The financial statements have been prepared on the historical cost convention. The financial statements are in accordance with Charities SORP (FRS 102) "Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective 1 January 2015)" and Financial Reporting Standard 102 "The Financial Reporting Standard applicable in the UK and Republic of Ireland" and with the Charities Act 2011.
- b) Donations and project grants are accounted for as received by the charity.
- c) Gift aid reclaimable on donations to the charity is included with the amount received.
- d) Expenditure on grants is recorded once the trust has made an unconditional commitment to pay the grant and this is communicated to the beneficiary or the grant has been paid, whichever is the earlier. The trust has not made any grant commitments of more than one year.
- e) Other expenditure is included in the financial statements on an accruals basis. Irrecoverable VAT is charged to the statement of financial activities as incurred.
- f) All assets costing more than £500 are capitalised. Depreciation on office equipment is charged on a straight line basis over 4 years; is included under overheads within support costs and is allocated to governance costs.
- g) Restricted funds are determined by the trustees with regard to the restrictions placed upon the documentation provided by the donor.
- h) Governance costs include costs of governance arrangements for the general running of the charity as opposed to the management functions inherent in generating funds. This includes such items as external audit, legal advice and costs associated with constitutional and statutory requirements.
- i) Monetary assets and liabilities denominated in foreign currencies are translated into sterling at the rates of exchange prevailing at the accounting date. Transactions in foreign currencies are recorded at the date of the transactions. All differences are taken to the statement of financial activities.
- j) The Financial statements have been prepared on a going concern basis, as there are no material uncertainties related to events or conditions that cast significant doubt on the charity's ability to continue as a going concern.

FORWARD THINKING

Notes to the financial statements for the year ended 31 July 2020

2 Taxation

The trust is a registered charity and accordingly is exempt from taxation on its income and gains where they are applied for charitable purposes.

3 Analysis of employee costs:	2020 £	2019 £
Salaries	327,352	297,100
Social security costs	34,898	30,546
Pension contributions	<u>6,529</u>	<u>5,049</u>
	<u>368,779</u>	<u>332,596</u>

The average number of employees for the year was 9 (2019: 7).
One employee of the charity received emoluments in excess of £60,000 during the year.
The charity has paid pension contributions of £ 6,529 (2019: £ 5,049) for ten employees during the year.

4 Trustees

None of the trustees (or any persons connected with them) received any remuneration during the year.

5 Related party transactions

During the year there were no related party transactions.

6 Funding of Resources Expended and Governance costs

	Private Donations £	Grants £	2020 £	2019 £
Middle East Programme	- 100,977	133,028 -	133,028 100,977	268,357 147,047
Helsinki Forum	-	295,176	295,176	180,465
UK Programme	-	90,000	90,000	35,580
Tunisia Programme	-	5,999	5,999	-
EU- PD	-	-	-	<u>107,665</u>
Totals	<u>100,977</u>	<u>524,204</u>	<u>625,181</u>	<u>739,114</u>

FORWARD THINKING

Notes to the financial statements for the year ended 31 July 2020

7	Governance costs	2020	2019
		£	£
	Accountancy & payroll fees	-	9,960
	Audit fees	9,000	6,600
	Professional fees	2,950	8,708
	Support costs	<u>22,664</u>	<u>35,872</u>
		<u>34,614</u>	<u>61,140</u>

8 Allocation of support costs

The charity allocates support costs on a basis consistent with the use of resources.

	Staff costs	Overheads	2020	2019
	£	£	£	£
Middle East programme	207,366	-	207,366	109,091
UK programme	58,392	-	58,392	26,000
European Union -PD	-	-	-	34,363
Helsinki programme	103,021	-	103,021	92,500
General programme	-	-	-	70,741
Governance costs	-	<u>34,614</u>	<u>34,614</u>	<u>61,140</u>
	<u>368,779</u>	<u>34,614</u>	<u>403,393</u>	<u>393,835</u>

9 Tangible fixed assets

	Office Equipment	Total
	£	£
Cost		
At 1 August 2019	555	555
Additions	<u>4,734</u>	<u>4,734</u>
At 31 July 2020	<u>5,289</u>	<u>5,289</u>
Accumulated depreciation		
At 1 August 2019	139	139
Depreciation for the year	<u>1,322</u>	<u>1,322</u>
At 31 July 2020	<u>1,461</u>	<u>1,461</u>
Net book values		
at 31 July 2020	<u>3,828</u>	<u>3,828</u>
at 31 July 2019	<u>416</u>	<u>416</u>

FORWARD THINKING

Notes to the financial statements for the year ended 31 July 2020

10	Debtors	2020	2019	
		£	£	
	Other debtors	931	-	
	Prepayments and accrued income	-	- 529	
		<u>931</u>	<u>529</u>	
11	Creditor: amounts falling due within one year	2020	2019	
		£	£	
	Other creditors and accruals	39,420	20,011	
		<u>39,420</u>	<u>20,011</u>	
12	Analysis of net assets between funds	Tangible fixed assets	Net current assets	Total
		£	£	£
	Restricted funds			
	Private donations	-	-	-
	Grants	-	417,855	417,855
		-	<u>417,855</u>	<u>417,855</u>
	Unrestricted funds			
	Private donations	3,828	68,930	72,758
		<u>3,828</u>	<u>68,930</u>	<u>72,758</u>
	Total Funds	<u>3,828</u>	<u>486,785</u>	<u>490,613</u>

The unrestricted funds of the charity may be applied for any charitable purpose at the discretion of the trustees.