The Power of Nutrition

Annual Report and Financial

Statements For the year ended

31 December 2022

One Bartholomew Close, London EC1A 7BL

Company number: 09288843

Registered charity number: 1160373

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Trustees' Annual Report

The Power of Nutrition, a company limited by guarantee, was incorporated in England and Wales on 30 October 2014 with company number 09288843. It was registered as a charity in England and Wales on 6 February 2015 with charity number 1160373.

Reference & Administrative Details

Company number: 09288843

Charity number: 1160373

Registered office: One Bartholomew Close, London
EC1A 7BL

Trustees: Trustees, who are also directors under company law, who served during the period and up to the date of this report were as follows:

Jonathan Brinsden	
David Bull CBE	
Michael Rann	(resigned 12 July 2022)
Mark Cutifani	
Alasdair Cook	
Caroline Kuhnert	
Pranav Lalit Trivedi	(appointed 18 November 2022)
Kul Chandra Gautam	(appointed 18 November 2022)
Elhadji Amadou Gueye Sy	(appointed 6 February 2023)
Anulika Nwamaka Ajufo	(appointed 14 February 2023)
Susana Edjang	(appointed 1 June 2023)

Principal staff:

Simon Bishop	(Chief Executive, resigned 9 February 2023)
Jim Emerson	(Interim Chief Executive, appointed 1 June 2023)
Michelle Thompson	(Director of Strategic Engagement, resigned 22 July 2022)
Alok Ranjan	(Director of Programmes & Investments)
Chris Skeet	(Director of Finance)
Carla Martins	(Director of Human Resources and Operations)

Bankers: Barclays
PO Box 885 Mortlock House, Station Road Histon CB24 9DE

HSBC
133 Regent Street, London W1B 4HX

Solicitors: BDB Pitmans
One Bartholomew Close, London EC1A 7BL

Auditor: Sayer Vincent LLP
Chartered Accountants and Statutory Auditors
Invicta House, 108-114 Golden Lane, London, EC1Y 0TL

Message from the Chair

The year 2022 was The Power of Nutrition's seventh since inception and it saw us take a material step-change in direction. In response to changing fund dynamics and availability, we launched an ambitious new strategy – expanding our traditional prescriptive model to several agile products, broadening our remit to all forms of malnutrition through a multisectoral lens and shifting our focus from 'more money for The Power of Nutrition' to 'more money for global nutrition'. At the same time, we have adopted new purpose and vision statements, created new team values, expanded into the Middle East, and refreshed our governance model.

Ongoing global challenges, including the aftermath of the pandemic, the ever-increasing impact of climate change and global conflict continued to present huge challenges to the nutrition sector. Most drastically, the need has increased – in 2022, 345 million people globally - more than double the pre-Covid 19 amount faced high levels of food insecurity. At the same time, aid budgets have been reduced or diverted for other needs. The result? We are seeing the global progress made in tackling malnutrition being reversed. That's why our work, and in particular, our collaborative model, is more important than ever in mobilizing resources and ensuring they are used efficiently to tackle malnutrition.

Despite this challenging context, our unwavering commitment to improving nutrition through collaboration with our partners, has resulted in tangible impact for a more hopeful future. We were delighted to achieve our original target of helping to avert 600,000 cases of stunting more than two years early at the end of 2022. That's 600,000 children who have received the right food and nutrition to grow up healthy and strong. It also means over 133 million mothers and children have benefited from our programmes with improved nutrition.

New strategy

In response to the rapidly changing world, The Power of Nutrition launched a new bold and ambitious 2022-25 strategy 'Transforming global nutrition fundraising, together'. The strategy builds off our DNA, including attracting new money to nutrition, convening partnerships and pooling funds for greater efficiency, but doing so in an innovative way that adapts to new market challenges. We expanded our focus from stunting to incorporate all forms of malnutrition through a multisectoral lens and moved from our current prescriptive 'x4 leverage' model to several new responsive, innovative models. This included work on Nutrition Ventures, an innovative financing platform and the launch of our first ever public appeal in response to the global malnutrition crisis. We also expanded into the Gulf Cooperation Council (GCC), where we're building new networks and establishing new partnerships to advance nutrition focused funding. Finally, the strategy also sees a shift in focus on fundraising for our own programmes to act much more as a tenacious sector champion and public good for the entire global nutrition sector.

Programme portfolio

The Power of Nutrition's portfolio expanded in 2022 with the addition of three new programmes, achieving our annual target:

1. DRC phase I with funding secured from the Swedish International Development Cooperation Agency.
2. The Product Access Initiative in Liberia, which is conducting critical research to uncover context-specific barriers to the uptake of nutrition services and to then address the barriers at a community level.
3. A new programme in Zambia, which is a first for The Power of Nutrition, taking an in-kind contribution of maternal supplements from new partner, Kirk Humanitarian.

We have now invested in 21 programmes across 16 countries in sub-Saharan Africa and Asia and at year end, our portfolio of co-investments had reached over 133 million people (80 million children under-five, 22 million adolescents and 30 million women) with critical nutrition services since inception.

Fundraising

Like many in the not-for-profit sector, 2022 was The Power of Nutrition's most challenging fundraising year to date. The ongoing impact of the pandemic was then exacerbated by Russia's invasion of Ukraine which saw our traditional donors' budgets both tightened and diverted. At the same time, this same conflict drove up the cost of living and continues to have devastating impact on food security in the countries where we work, making our fundraising task more important than ever.

In response to this escalating crisis, moved by what we are seeing across the sector, we kicked off our first ever public appeal for funds. The lack of coverage in the media, combined with official famines not being declared despite millions of children being malnourished, has made this challenging but we are identifying donors who are also moved, and we have secured new donor engagement and income to kick our response into gear. The first disbursement of $50k funds raised will be for a co-funded project (of $130k) in Ethiopia, implemented by new partner International Medical Corps.

Within a challenging fiscal environment last year, we worked closer than ever with our existing funding partners and have been doing all we can to strengthen the convening role that we play in uniting donors and partners for the greatest impact. These efforts have laid firm foundations for future programmes. Key networking events, such as during the United Nations General Assembly week led to engagement with new prospects, and we undertook several trips to the Gulf countries to continue partnership development there, which are beginning to bear fruit.

2022 has seen some new staff members join the fundraising team, bringing new contacts and sector experience as we seek to continue growing the opportunities to collaborate. A new Director, plus a new Head of Corporate and Foundation Partnerships has added skills and experience to the team and embedded new processes and approaches to our partnership working, developing a model of engagement, with new product offerings that enable us to have broader conversations with a new range of potential funders. Our approach in the private sector is more focused on the multisectoral approach and alignment to Environment, Social and Governance (ESG) agendas, and we continue to develop our engagement tools. We also added two further team members to focus on developing our prospecting and convening approach, and to support our public funding appeal. These new additions and restructured ways of working build solid foundations for our future growth.

Communications, advocacy & research

We focused on delivering our strategy shift, to be 'more of a public good and tenacious nutrition sector champion', in the first half of the year with four big advocacy wins:

- We played a decisive role in helping to secure the British government's Foreign, Commonwealth, and Development Office's (FCDO) commitment of £1.5bn for nutrition 2022-30.
- We partnered with Soccer Aid for UNICEF, motivating the UK public to donate £4m extra, genuinely new money for nutrition.
- We were at the heart of sector lobbying efforts ahead of the G7 Summit, pushing for leaders to act ambitiously in response to the malnutrition crisis.
- We published ground-breaking research on the Cost of Stunting, revealing that the private sector in Lower- and Middle-Income Countries (LMICs) lose more than a quarter of a trillion dollars per year due to stunted workforces.

People

The Power of Nutrition's biggest asset continues to be the #PowerTeam – a group of passionate and experienced people who are all committed to our vision of a world where every child has the right nutrition to achieve their full potential. In 2022 we continued to prioritise team wellbeing with a strong strategic objective being to 'nurture the team and attract new top talent'.

Looking ahead

While we have laid the foundations for our new strategy, we are still to see its full potential realised as we continue to experience an extremely challenging external environment. The worst malnutrition crisis in 40 years is still receiving almost no global attention, while fundraising remains challenging due to aid cuts and diversions.

With a largely new fundraising team in place and with ambitions to bolster our capacity by hiring new talent in 2023, we are seeing 2023 as the year when we lay the strong new foundations that will enable us to fulfil our enormous potential in spite of the challenges facing the sector

By the end of 2025 we want to have contributed to the prevention of:

- Almost 1.3 million cases of stunting in children under five.
- Over 1 million cases of anaemia in pregnant women.
- Approximately 34,000 deaths of children under five.

And with our excellent track record behind us, we believe we have the right team, right model and right strategy to deliver these important goals.

Mark Cutifani
Chair, The Power of Nutrition

Strategic Report

The Board of Trustees of The Power of Nutrition, which is also its board of directors, hereby presents the information required by the Companies Act 2006 (the Strategic Report and Directors' Report) together with the financial statements for the year ended 31 December 2022.

Reference and administrative information set out on page 2 forms part of this report. The financial statements comply with current statutory requirements, the memorandum and articles of association and the Statement of Recommended Practice – Accounting and Reporting by Charities (SORP 2015).

1. Objectives & activities

1.1. Background

The Power of Nutrition – a company limited by guarantee and a charity registered in the UK, and principally referred to as a "charitable foundation" – grew from a commitment by the Children's Investment Fund Foundation (CIFF), the UK's Department for International Development (DFID, now known as FCDO) and the UBS Optimus Foundation (UBSOF) to develop a catalytic financing facility that would bridge a financing gap in the nutrition sector to accelerate progress on child undernutrition. It was registered in February 2015 and formally launched in April 2015.

1.2. Purposes & aims

The Power of Nutrition was created to generate new resources to prevent undernutrition and to improve nutrition outcomes for children at scale. Our aim is to save lives and protect children from low birthweight, stunting and other forms of undernutrition. Nutrition is a fundamental building block for life. It is also recognised as a powerful multiplier for economic and social development: it saves lives and enables children and societies to grow to their full potential. Globally, there is also a $10.8billion annual gap in core nutrition financing.

To transform nutrition outcomes, save lives and protect children, we:

- Unlock financing for nutrition from new and diverse sources, including the private sector and non- traditional investors; and
- Make charitable investments to scale up quality, high-impact child and maternal nutrition programmes in countries with the highest need in sub-Saharan Africa and Asia.

In our 2022-5 strategy we also added a further goal:

- Act as a tenacious global nutrition sector champion, aiming to leverage 'more money for global nutrition' towards plugging the huge financing gap

To achieve our goals, our current funding model comprises a range of co-financing agreements with more than 40 partners, including institutional funders (governments, foundations, corporates, high-net-worth individuals) and large-scale nutrition programme implementers, including the World Bank, UNICEF, Save the Children, Action Against Hunger and a range of other INGOs.

At the heart of our original model was financial leverage, with the aim of turning each $1 into $4, though we have actually achieved $6.4. This has been achieved through, for example, a smart use-of-grant approach to incentivise others to multiply their commitments. For example, the Government of Madagascar was planning to take out a $40m IDA loan from the World Bank for nutrition programming. We committed $10m of grant, , but only if the government doubled their loan, which they agreed to do, leading to a $90m programme. In 6 of our 8 World Bank programmes, total portfolio $410m, we have evidenced that this smart use of grant has incentivised governments to borrow more for nutrition.

Our traditional model has since evolved and whist we can no longer commit to a 4x match guarantee in every case; convening partners and pooling funds to deliver sustainable results at scale, remains at the heart of our offer.

All financing is directed by our implementing partners to co-designed quality, high-impact, nutrition programmes that focus on improving child and maternal nutrition outcomes at scale.

2. Achievements & performance

During the period covered in this report, the charitable foundation completed its seventh full year of independent operation and consolidated its position further as an operational entity. It has been a year of setting foundations as we start to bed down a new strategy, making modest progress towards our fundraising goals, booking net income totalling USD 3.9 million. Our Board approved three further programmatic investments during the year (Democratic Republic of CONGO (DRC), Zambia and our first Product Access Initiative (PAI) programme in Liberia). We now have 21 programmes and three completed programmes (Tanzania, Liberia Phase 1 and Ethiopia Phase 1). The total portfolio value was USD 549 million at end 2022.

2.1. Supporting quality, high-impact nutrition programmes

We invested USD 2.7 million in DRC to be disbursed over three years with GiveDirectly as implementing partner. This programme is designed to address malnutrition in children, adolescent girls and women in DRC through a multi-systems approach and a use of cash transfers.

An additional USD 0.4m million was invested in our Mobile Doctorni programme in Gujarat with Group M as the implementing partner. This programme has the ambition to reach 2.7 million women with hygiene and nutrition messaging utilising technology.

USD 0.7 million was invested in our Zambia programme to be disbursed over two years with World Vision as implementing partner. The programme is designed to pilot a transition from Iron and Folic Acid (IFA) supplementation to Multiple Micronutrient Supplementation (MMS) as part of a broader programme to improve nutrition and health in three provinces of Zambia.

USD 0.14 million was invested in our first Product Access Initiative (PAI) programme which bolted on to our existing Liberia programme. This innovative programme aims to enhance collaboration between academia and institutions with a common goal of improving nutrition outcomes with relation to maternal and child health.

We continued to oversee the implementation of our investments in Tanzania (USD 44 million), Ethiopia (USD 40 million), Madagascar (USD 90 million), Cote d'Ivoire (USD 60.4 million), Rwanda (USD 116 million), Nigeria (USD 3.9 million), Burkina Faso (USD 30 million) and Lesotho (USD 5 million) all with the World Bank; as well as our 2nd investment in Liberia (USD 10 million), Benin (USD 10 million), Maharashtra (USD 10 million), Bangladesh (USD 15 million) and Ethiopia 2 (USD 29..8 million) all five of which are with our implementing partner UNICEF. Investments with other implementing partners included Gujarat (USD 6 million) with CARE and Action Against Hunger , our Indonesian investment (USD 7 million), which is being implemented by Save the Children and Nutrition International, Malawi (USD 11.4 million) being implemented by Save the Children and the Mobile Doctorni investment in Gujarat (USD 5.5 million) being implemented by Group M.

In the financial statements (see Note 13a) some of these programmes show a net negative position. A number of these negative balances largely arise from the accounting treatment prescribed by current accounting standards where, although these programmes are fully funded, we are subject to the agreement wording required to record the full anticipated expenditure at the start of the programme, even though activities on-the-ground may not start for several years; whereas our grant income recognition policy generally requires that promised grant income is recognized throughout the life of the programme when due. These are Maharashtra (USD 0.7 million), Indonesia (USD 0.5 million), DRC (USD 1 million) and Bangladesh (USD 2.8 million). We are currently reviewing our income and expenditure approach, so they more closely reflect the project life cycle. There are a further four programmes Gujarat (USD 0.5 million), Indonesia (USD 0.1 million), Benin (USD 2.2 million) and Bangladesh (USD 0.95 million) which require further funding to be raised in their later operating years, but we are currently confident we can achieve this, alternatively responsibly scaling back the level of ambition in these programmes.

3. Looking ahead

The Power of Nutrition is working to fulfil its mandate to drive transformative nutrition outcomes at scale. We want to see the $10.8 billion gap in core nutrition funding, and $39-50 billion gap in funding to achieve Global Goal 2: Zero Hunger by 2030, closed. We have built strong foundations and have launched a new, bold and ambitious 2022-5 strategy; this will enable us to bring in new funding, make additional programme investments and ultimately improve the lives of children and women across Africa and Asia.

Given the challenging external environment, , we are focused on further enhancing our fundraising team and capacity for the future. Whilst investing in our relationships with existing partners we are also focused on identifying new models, building new relationships and brokering new partnerships across sectors that will leverage critically needed additional resources into the nutrition sector.

We are proud to date to have introduced new private sector funders into the nutrition space and we continue to seek to engage this sector especially – building the correlation between ESG agendas and the global nutrition financing gap.

This includes looking to replicate our successful World Bank model with the Islamic and African Development banks, and to develop new strategic partnerships, especially in the Gulf region.

In January 2023 we announced a ground-breaking partnership with the Vaccines Alliance (GAVI) and Unilever to deliver an integrated immunisations, water & sanitation, and nutrition programme in Indonesia, the first time GAVI have included nutrition in their programming, and we aim to expand this partnership to several countries. This is a great example of our new strategy in action, in particular our shift from predominantly health systems to become multisectoral. We aim to replicate this type of partnership with partners from other nutrition-relevant sectors, through our 'Nutrition Links' initiative, which prioritises education, climate change (including food systems) and gender.

We'll further develop our programmatic investments, including working with existing implementation partners to build a pipeline of new investments, as well as identifying new potential implementing partners. These will include more programmes like the one in Zambia, which is helping illustrate to the world that it is right to shift from the use of iron and folic acid (IFA), with its two minerals and vitamins for pregnant women, to multiple micronutrient supplements (MMS) that provide 15 nutrients. In all our programmes, ensuring government engagement at the highest level, through to community engagement at the grassroots level is a key component.

Crucially, we continue to recognise the #PowerTeam is the organisation's #1 asset and we will continue to work to develop and support a first-class team and organisation, with a diverse, equitable, inclusive, empowering, creative and entrepreneurial culture, that everyday live the new set of values we agreed in 2022.

4. Financial review

4.1. Income

During the period covered in this report, The Power of Nutrition recorded income totalling USD 3.9 million (2021: USD 13.4 million). This income was received from one founding partner, four 3rd party donors, the Global Malnutrition Appeal and two bi-lateral donors:

- CIFF USD 2 million (USD 0.8 million)
- Private and Bi-lateral Donors income of USD 1.7 million (USD 10.1 million).
- Bank interest earned USD 0.2 million (USD 0.03 million)

4.2. Expenditure

A total of USD 5.7 million (2021: USD 33.9 million) was recognised as expenditure during the year. This can be analysed across two key expenditure groupings, namely Programmatic and Operational expenditure. Programmatic expenditure is defined as the expenditure the Foundation directly books to programmes that are designed and run by our implementing partners in our target countries. Operational expenditure is defined as the expenses incurred through the day to day running of the Foundation, including the costs of its staff and operations.

4.2.1. Programmatic Expenditure

Total charitable grants expensed during the course of the year amounted to a net USD 2.5 million (2021: USD 30.3 million):

- USD 0.4 million was expensed in relation to Services-in-Kind provided in respect of the Mobile Doctorni nutrition programme in Gujarat.
- USD 2.7 million was expensed to our implementing partner Give Directly in respect of our first programme in the DRC. Funds will be disbursed over 3 years.
- USD 0.7 million was expensed to our implementing partner World Vision in respect of a programme in Zambia. Funds will be disbursed over 2 years.
- USD 0.14 million was expensed as part of our first Product Access Initiative programme in Liberia.
- Included in the USD 2.5m is a USD 1.5m write back of accrued grant expenditure due to an overall reduction in the Indonesian programme investment of USD 1.5m caused by the withdrawal of a partner, APC, who had previously committed this funding to the programme.

4.2.2. Operational Expenditure

Operating expenses totalling USD 3.2 million (2021: USD 3.6 million) were incurred during the period:

- The majority of this operating expenditure was funded through an arrangement with one of our founding partners (CIFF).
- The most significant cost, USD 2.4 million (2021: USD 2.5 million), was staff related; this equates to 75% of our current operating expenses. Staff costs as a percentage of overall operating expenses will likely remain between 70% and 75% if the organisation continues to operate as planned.

4.3. Cashflow

The net cash outflow from operating activities was USD 1.6 million (2021:USD 1 million).

Our main programmatic cash inflows consisted of funding from donors totalling USD 7.3 million (2021:USD 14.2 million) and cash outflows to programmes totalling USD 10.4 million (2021: USD 12.8 million) during the year.

4.4. Foreign exchange movement

Our policy is to convert any currency funds received to USD at the time of receipt. This has better aligned currency funds held with underlying disbursements which are predominantly in USD.

A loss of USD 0.1 million (2021: loss of USD 0.1 million) was realised in respect of the movement on the USD / GBP currency rate impacting on funds received in GBP and converted to USD.

4.5. Reserves and going concern

The Trustees have established a Reserves Policy with reference to Charity Commission guidance (CC19) and applicable accounting standards. The Trustees review the level of unrestricted reserves annually having regard to the financial model of the charity, core expenditure and current/forecast income. The Trustees have agreed that it would be desirable for the charity to target unrestricted reserves which are sufficient to cover 12 months average operating expenditure; this equates to $3.2m. However, the Trustees acknowledge that reaching this target will be challenging in the current economic environment. As a minimum the charity aims to hold unrestricted reserves of $ 1.3 million which is sufficient to cover five months average operating expenditure and which is regarded by the Trustees to provide an adequate minimum contingency to enable the organisation to cover on-going governance, operational and support costs necessary to close-down in an orderly fashion should this be required. The Trustees will consider increasing the level of unrestricted reserves when possible.

The level of unrestricted reserves is closely monitored by the Finance, Audit and Risk Committee (FAR) to ensure that they remain at an adequate level to provide financial flexibility and as a buffer against operational risk. The Trustees review the appropriateness of the reserves policy annually as proposed by the FAR.

Net negative funds totalling USD 7.5 million (2021: USD 6.2 million) of the charitable foundation are considered to be restricted, to be used to fund maternal and child nutrition programmes aimed at reducing child undernutrition and malnutrition worldwide, the current expectation is that funds will be able to be raised ahead of related disbursements becoming due. Funds totalling USD 2.6 million (2021: USD 3.3 million) are considered to be unrestricted. As noted above, to date, operational expenses have substantially been met under an arrangement with one of the funding partners. However, we have begun to diversify our OpEx funding base and have booked USD 2.2 million to date (2021: USD 2.1 million to date) in respect of OpEx funding from other 3rd party donors.

- Cash holdings are held where possible in interest bearing accounts.
- Cash at bank totalled USD 17.7 million (2021: USD 19.3 million) at year end.

The Board considers that The Power of Nutrition has adequate financial resources to fund its operational expenditure for at least 12 months following the date of this report and a reasonable expectation that it will have adequate resources to continue beyond that point. The accounts have therefore been prepared on the basis that the charitable foundation is a going concern.

5. Structure, governance & management

5.1. Structure

The Power of Nutrition is a charitable company limited by guarantee. It was incorporated as a company on 30 October 2014 under the name Catalytic Financing Facility for Nutrition and registered as a charity under the same name on 6 February 2015. The company was established under a Memorandum of Association and is governed under its Articles of Association, which sets out its objects and powers.

The name was formally changed to The Power of Nutrition on 19 April 2015 pursuant to a Board resolution of 10 March 2015.

The objectives of The Power of Nutrition as stated in the Articles of Association are to support the advancement of health and the prevention or relief of poverty by providing, or assisting in the provision of, financial support to maternal and child nutrition programmes worldwide.

The Board of Trustees have a duty to report in the Trustees' Annual Report on the charitable foundation's public benefit. They should demonstrate that:

- The benefits generated by the activities of The Power of Nutrition are clear. This report sets out in some detail the activities that the charitable foundation has carried out over the past year in order to achieve our mission.
- The benefits generated relate to the objectives of The Power of Nutrition. All activities undertaken are intended to further the charitable objectives of the charitable foundation, noted above.

The accounts of the charitable foundation are filed with Companies House and the Charity Commission.

5.2. Governance & management

The governing body of the charitable foundation is the Board of Trustees. The Trustees are appointed in their capacity as individuals and are also Directors for the purposes of company law. The Trustees are responsible for reviewing and approving the strategy and operational policies of the charitable foundation (including such areas as risk management and legal and regulatory compliance), reviewing reports on the charitable foundation's financial activities and monitoring investment and fundraising activities.

Board of Trustees

During the year ended 31 December 2022, one trustee resigned namely Michael Rann on 12 July 2022.

During the year ended 31 December 2022, two trustees were appointed; Pranav Lalit Trivedi and Kul Chandra Gautam (both on 18 November 2022). A further three trustees had been appointed in 2023, ahead of the signing of this report; Elhadji Amadou Gueye Sy (6 February 2023), Anulika Nwamaka Ajufo (14 February 2023) and Susana Edjang (1 June 2023).

The Trustees have no beneficial interest in the charitable foundation. All Trustees sit on the Board of The Power of Nutrition in their own individual capacity and execute their duties in the best interests of the Foundation. There are no Corporate Trustees. All Trustees give their time freely and no Trustee remuneration was paid in the year. Trustees are mindful of identifying and managing conflicts of interest and manage their proceedings in accordance with the detailed conflict of interest procedure set out in the charitable foundation's Articles of Association. Please also see the related party note 17 to the Annual Financial Statements.

The Board met three times during 2022 (2021: three times).

The Executive

Day-to-day responsibility is delegated to the Executive under the leadership of the Chief Executive who reports to the Board and works closely with the Chair.

The Executive is responsible for raising new financing, working with the implementing partners to channel the financing to evidence-based investments in nutrition, and reporting to the Board and other key stakeholders.

The team has structured its operational functions across two key pillars: partnerships & brands (fundraising) and programmes & investments.

Partners

The Power of Nutrition is a growing partnership of funding and implementing partners committed to helping children grow to their full potential. During the year ended 31 December 2022:

- One founding funding partner committed financing to the organisation. This was CIFF.
- We continued to work with our two principal implementing partners the World Bank and UNICEF.
- We also worked with seven other implementing partners (Save the Children, Nutrition International, Action Against Hunger, Care International, World Vision, GroupM and GiveDirectly), all of whom have been approved by our Board.

5.3. Key policies & risk management

The Board is responsible for ensuring that the charitable foundation has an appropriate system of controls, financial and otherwise. It is also responsible for safeguarding the assets of the charitable foundation and, therefore, for taking reasonable steps for the prevention of fraud and other irregularities.

A set of core operating policies guide the day-to-day work of The Power of Nutrition. These include:

- Managing our Costs & Travel Expense policies
- Anti-Bribery & Corruption & Anti-Money Laundering policies
- Whistleblowing policy
- Safeguarding Children and Vulnerable Adults
- Equal Opportunities policy
- Disciplinary & Grievance policy
- Harassment and Bullying policy
- Diversity, Equality and Inclusion policy
- Remuneration and Benefits policy
- Investment Approval policy
- Investor Vetting policy

- Data Protection policy
- Brand and Communications policy
- Privacy policy
- Health and Safety policy.
- Anti-Slavery and Human Trafficking policy

The Power of Nutrition is committed to ensuring that it provides a safe and trusted environment which safeguards and promotes the welfare and wellbeing of beneficiaries, our staff and partners. The Power of Nutrition enforces safeguarding practices through its procedures and policies including:

- ensuring compliance with our Safeguarding Children and Vulnerable Adults policy.
- a code of conduct for staff.
- recruiting staff safely by undertaking due diligence on individuals prior to appointment.
- using our safeguarding procedures to share concerns and relevant information with the appropriate agencies as necessary.
- using our disciplinary procedures to manage any allegations against staff appropriately.
- ensuring there are effective complaint and whistleblowing measures in place as per our Whistleblowing policy.

Our safeguarding policy is reviewed, approved and endorsed by the Board of Trustees annually or when updated after relevant legislation changes.

The Power of Nutrition requires all partners, agencies and grantees to:

- have adopted and to comply with a safeguarding policy ensuring equivalent safeguarding standards and mechanisms as provided for in The Power of Nutrition safeguarding policy; or
- where the partner, agency or grantee has no such policy in place, adhere to The Power of Nutrition safeguarding policy.

Assisted by the Executive and the Finance, Audit and Risk Committee, the Board reviews and assesses the major risks to which The Power of Nutrition is exposed. Risks are assigned a 'Gross Risk Score' based on *likelihood of occurrence* and *potential impact*, and a 'Net Risk Score' that takes in to account the strength of mitigation measures in place. Taking into account the controls and safeguards currently in place, the key risks and uncertainties identified by the Board are as follows:

Key risks summary

The Power of Nutrition has in place a risk matrix that is reviewed monthly by the Executive team, before every Board meeting by the Finance and Audit Committee, and by the Board of Trustees at every Board meeting.

The organisation has identified the following key risks:

1. Operational expenditure

The organisation needs to continue to raise sufficient additional funding to cover its on-going operating expenditure (OpEx). The organisation is in a process of transition to broaden its OpEx base away from its historical funder, CIFF, and introduce new funders, as well as implementing standard cost recovery from all funders. The organisation currently has OpEx funding commitments to support it for at least the next 12 months. In addition, we constantly review our expenditure to ensure we are a cost-efficient organisation.

2. FCDO budget cuts and implications for match Model

One of our founding funders, FCDO, has been subject to significant budget cuts which has in turn impacted a core element of our offering - match funding from FCDO for every $1 we raise.

Our response to this has been to launch a new strategy to diversify the funding base of the organisation, to invest in our fundraising team and to develop a range of new products which are not reliant on the match.

3. Future Programme Funding

As explained under paragraph 2.1, there are currently four programmes (Gujarat, Indonesia, Benin and Bangladesh) that are not yet fully funded but where we expect to raise the additional USD 3.8 million required to implement the planned programmes This is a small amount in the context of the USD 549 million which will be utilised by our 21 programmes. In addition to raising future funding, we are currently actively exploring other solutions, including discussions with donors, reducing the scale of some programmes and/or allocating unrestricted funds generated.

Raising unrestricted funding remains a challenge. This is in part because most donors wish to commit funds to front-line programmes, rather than cover central costs. More unrestricted funding would speed-up partnerships and most importantly get programmes going more quickly.

The fundraising team continues to actively seek out unrestricted financing, while the finance and audit committee regularly monitors this situation. In addition, to assist with our fundraising efforts, we have strengthened our fundraising team by adding a member based in the Middle East who specialises in fundraising in this geography where we have not previously had a strong presence.

4. Staff retention

Not being able to retain staff is a very high risk in an organisation such as The Power of Nutrition. In a smaller organisation the impact of valued employees leaving can be much greater.

To mitigate this risk, The Power of Nutrition has been taking a proactive approach by implementing competitive and fair remuneration packages, ensuring that robust human resources policies are in place, developing a clear performance management system, giving employees a voice, and ensuring that they feel listened to, respected and able to contribute to their fullest extent. A new *Benefits and Remuneration Policy* was approved by the Board in June 2021, after consultation with all members of the team. Additionally, staff have been fully engaged in the creation of our new Strategy.

Fundraising statement

The Power of Nutrition has for the first time via its Global Malnutrition Crisis Appeal in 2022 engaged in public fundraising and also occasionally uses professional fundraisers. We are a member of the Charity Fundraising Regulator and monitor the relevant fundraising regulations (including the Institute of Fundraising guidelines (UK)) and codes to ensure compliance where relevant. During the year there was compliance with these regulations and codes. The charitable foundation did not receive any complaints relating to its fundraising practise during the year.

Remuneration statement

Salaries for permanent staff across all functions have been set in line with a range of market rate indicators and internal parity. Any salary adjustments made in the year were in line with our Remuneration and Benefits Policy.

Public benefit

The Trustees confirm that they have complied with the duty in Section 4 of the Charities Act 2006 to have due regard to the Charity Commission's general guidance on public benefit, 'Charities and Public Benefit.' That guidance addresses the need for all charities' aims to be, demonstrably, for the public benefit. The trustees consider the facilitation and provision of nutrition services to be wholly for the public's benefit.

6. Statement of responsibilities of Trustees

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

Company law requires the Trustees to prepare financial statements for each financial period which give a true and fair view of the state of affairs of the charitable company and of the incoming resources and application of resources, including the income and expenditure, of the charitable company for that period. In preparing 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 Statement of Recommended Practice (SORP).
- Make judgements and estimates that are reasonable and prudent.
- State whether applicable UK accounting standards and statements of recommended practice 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 charity will continue in operation.

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

In so far as the Trustees are aware:

- There is no information relevant to the audit of which the auditors are unaware; and
- They have taken all necessary steps to ensure that they themselves are aware of all relevant audit information and to establish that the auditors are aware of that information.

The Trustees are responsible for the maintenance and integrity of the corporate and financial information included on the charitable company's website. Legislation in the United Kingdom governing the preparation and dissemination of financial statements may differ from legislation in other jurisdictions.

Members of the charity guarantee to contribute an amount not exceeding £1 to the assets of the charity in the event of winding up. The membership of The Power of Nutrition comprises the Trustees, the Children's Investment Fund Foundation and the UBS Optimus Foundation and entitles the members to voting rights only. Neither the Trustees nor the Members have any beneficial interest in The Power of Nutrition.

The Trustees' Annual Report, incorporating the strategic report and directors' report, has been approved by the Trustees on 22 September 2023 and signed on their behalf by

M Cutifani

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Mark Cutifani, Chairman

Opinion

We have audited the financial statements of The Power of Nutrition (the 'charitable company') for the year ended 31 December 2022 which comprise the statement of financial activities, balance sheet, statement of cash flows and notes to the financial statements, including significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including FRS 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 charitable company's affairs as at 31 December 2022 and of its incoming resources and application of resources, including its income and expenditure for the year then ended
- Have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice
- 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 charitable company in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, including the FRC's Ethical Standard and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Conclusions relating to going concern

In auditing the financial statements, we have concluded that the trustees' use of the going concern basis of accounting in the preparation of the financial statements is appropriate.

Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on The Power of Nutrition's ability to continue as a going concern for a period of at least twelve months from when the financial statements are authorised for issue.

Our responsibilities and the responsibilities of the trustees with respect to going concern are described in the relevant sections of this report.

Other Information

The other information comprises the information included in the trustees' annual report, including the strategic report, other than the financial statements and our auditor's report thereon. The trustees are responsible for the other information contained within the annual report. 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. 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 course of 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 this gives rise to a material misstatement in the financial statements themselves. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

Opinions on other matters prescribed by the Companies Act 2006

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

- The information given in the trustees' annual report, including the strategic report, for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- The trustees' annual report, including the strategic report, has been prepared in accordance with applicable legal requirements.

Matters on which we are required to report by exception

In the light of the knowledge and understanding of the charitable company and its environment obtained in the course of the audit, we have not identified material misstatements in the trustees' annual report including the strategic report. We have nothing to report in respect of the following matters in relation to which the Companies Act 2006 requires us to report to you if, in our opinion:

- Adequate accounting records have not been kept, or returns adequate for our audit have not been received from branches not visited by us; or
- The financial statements are not in agreement with the accounting records and returns; or
- Certain disclosures of trustees' remuneration specified by law are not made; or
- We have not received all the information and explanations we require for our audit.

Auditor's responsibilities for the audit of the financial statements

Our objectives are to obtain reasonable assurance about whether the financial statements 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.

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

Capability of the audit in detecting irregularities

In identifying and assessing risks of material misstatement in respect of irregularities, including fraud and non-compliance with laws and regulations, our procedures included the following:

- We enquired of management, which included obtaining and reviewing supporting documentation, concerning the charity's policies and procedures relating to:
    - Identifying, evaluating, and complying with laws and regulations and whether they were aware of any instances of non-compliance;
    - Detecting and responding to the risks of fraud and whether they have knowledge of any actual, suspected, or alleged fraud;
    - The internal controls established to mitigate risks related to fraud or non-compliance with laws and regulations.
- We inspected the minutes of meetings of those charged with governance.
- We obtained an understanding of the legal and regulatory framework that the charity operates in, focusing on those laws and regulations that had a material effect on the financial statements or
- that had a fundamental effect on the operations of the charity from our professional and sector experience.
- We communicated applicable laws and regulations throughout the audit team and remained alert to any indications of non-compliance throughout the audit.
- We reviewed any reports made to regulators.
- We reviewed the financial statement disclosures and tested these to supporting documentation to assess compliance with applicable laws and regulations.
- We performed analytical procedures to identify any unusual or unexpected relationships that may indicate risks of material misstatement due to fraud.
- In addressing the risk of fraud through management override of controls, we tested the appropriateness of journal entries and other adjustments, assessed whether the judgements made in making accounting estimates are indicative of a potential bias and tested significant transactions that are unusual or those outside the normal course of business.

Because of the inherent limitations of an audit, there is a risk that we will not detect all irregularities, including those leading to a material misstatement in the financial statements or non-compliance with regulation. This risk increases the more that compliance with a law or regulation is removed from the events and transactions reflected in the financial statements, as we will be less likely to become aware of instances of non-compliance. The risk is also greater regarding irregularities occurring due to fraud rather than error, as fraud involves intentional concealment, forgery, collusion, omission or misrepresentation.

A further description of our responsibilities is available on the Financial Reporting Council's website at: 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.

Sayer Vincent LLP

Noelia Serrano (Senior statutory auditor)
26 September 2023
for and on behalf of Sayer Vincent LLP, Statutory Auditor Invicta House, 108-114 Golden Lane, LONDON, EC1Y

Statement of financial activities

For the year ended 31 December 2022

	Note	Unrestricted $	Restricted $	**2022 Total $'000**	Unrestricted $	Restricted $	2021 Total $'000
Income from:							
Grants	2	1,332	2,344	**3,676**	786	12,619	13,405
Bank interest		14	190	**204**	2	31	33
Total income		1,346	2,534	**3,880**	788	12,650	13,438
Income write-backs:							
Grants written back	2a	-	-	**-**	-	(1,136)	(1,136)
Income after write-backs:		1,346	2,534	**3,880**	788	11,514	12,302
Expenditure on:							
Raising funds	3	1,632	-	**1,632**	1,932	-	1,932
Charitable activities	3	1,584	2,470	**4,054**	1,657	30,320	31,977
Total expenditure		3,216	2,470	**5,686**	3,589	30,320	33,909
Net deficit before other recognised gains and losses		(1,870)	64	**(1,806)**	(2,801)	(18,806)	(21,607)
Loss on foreign exchange movements		(132)	-	**(132)**	(104)	**-**	(104)
Net expenditure for the year before transfers		(2,002)	64	**(1,938)**	(2,905)	(18,806)	(21,711)
Transfers between funds		1,381	(1,381)	**-**	-	-	-
Net expenditure for the year		(621)	(1,317)	**(1,938)**	(2,905)	(18,806)	(21,711)
Net movement in funds		(621)	(1,317)	**(1,938)**	(2,905)	(18,806)	(21,711)
Reconciliation of funds:							
Total funds brought forward	13b	3,261	(6,229)	**(2,968)**	6,166	12,577	18,743
Total funds carried forward	13a	2,640	(7,546)	**(4,906)**	3,261	(6,229)	(2,968)

All of the above results are derived from continuing activities. There were no other recognised gains or losses other than those stated above. Movements in funds are disclosed in Note 13 to the financial statements.

Balance sheet

Company number: 09288843

As at 31 December 2022

	Note	$'000	**2022 $'000**	$'000	2021 $'000
Fixed assets:					
Tangible assets	9a		**9**		18
Intangible assets	9b		**236**		198
Current assets:					
Debtors	10	**4,427**		13,092	
Short term deposits		**605**		674	
Cash at bank and in hand		**17,138**		18,604	
		22,170		32,370	
Liabilities:					
Creditors: amounts falling due within one year	11a	**12,511**		14,701	
Net current assets			**9,659**		17,669
Total assets less current liabilities			**9,904**		17,885
Creditors: amounts falling due after one year	11b		**14,810**		20,853
Total net assets			**(4,906)**		(2,968)
The funds of the charity:	12				
Restricted income funds			**(7,546)**		(6,229)
Unrestricted income funds			**2,640**		3,261
Total charity funds			**(4,906)**		(2,968)

Approved by the trustees on 22 September 2023 and signed on their behalf by

M Cutifani

Mark Cutifani
Chairman

Statement of cash flows

For the year ended 31 December 2022

	Note	2022 $'000	$'000	2021 $'000	$'000
Cash flows from operating activities					
Net cash used in operating activities	14		**(1,550)**		(1,038)
Cash flows from investing activities:					
Interest income		**204**		33	
Purchase of fixed assets		**(56)**		(169)	
Net cash provided by / (used in) investing activities			**147**		(136)
Change in cash and cash equivalents in the year			**(1,403)**		(1,174)
Cash and cash equivalents at the beginning of the year			**19,278**		20,556
Change in cash and cash equivalents due to exchange rate movements			**(132)**		(104)
Cash and cash equivalents at the end of the year			**17,743**		19,278

1 Accounting policies

a) Statutory information
Power of Nutrition is a charitable company limited by guarantee and is incorporated in England & Wales. The registered office address is: One Bartholomew Close, London, EC1A 7BL

b) Basis of preparation
The financial statements have been prepared in accordance with Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) - (Charities SORP FRS 102), the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) and the Companies Act 2006.

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

c) Public benefit entity
The charitable company meets the definition of a public benefit entity under FRS 102.

d) Going concern
The trustees consider that there are no material uncertainties about the charitable foundation's ability to continue as a going concern and its ability to deliver on its plans through to end September 2024, they also have a reasonable expectation that the organisation will have adequate resources to continue in operational existence beyond end September 2024.

The trustees do not consider that there are any sources of estimation uncertainty at the reporting date that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next reporting period.

e) Presentational currency and foreign exchange
The presentational and functional currency of the charitable foundation is United States Dollars (USD). At the year end the exchange rate adopted was £1: USD 1.20 (Prior year £1: USD 1.35) Assets and liabilities in foreign currencies are translated into USD at the rate of exchange for the month in which the transaction was incurred. Exchange differences are shown on the statement of financial activities.

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

Income from government and other grants, whether ‘capital’ grants or ‘revenue’ grants, is recognised when the charity has entitlement to the funds, any performance conditions attached to the grants have been met, it is probable that the income will be received and the amount can be measured reliably and is not deferred.

g) Fund accounting
Restricted funds are to be used for specific purposes as laid down by the donor. In the case of FCDO match funding, NORAD and Platform funding which are classified as restricted, these type of funds are broadly restricted meaning they are not specific to a programme on booking and could be used across different programmes and geographies. Unrestricted funding can be utilised as required by the organisation, The Power of Nutrition's OPEX funding is classified as unrestricted.

h) Interest receivable
Interest on funds held on deposit is included when receivable and the amount can be measured reliably by the charity; this is normally upon notification of the interest paid or payable by the bank.

i) Expenditure and irrecoverable VAT
Expenditure is recognised once there is a legal or constructive obligation to make a payment to a third party, it is probable that settlement will be required and the amount of the obligation can be measured reliably. Expenditure is classified under the following activity headings:

- Costs of raising funds relate to the costs incurred by the charitable company in inducing third parties to make voluntary contributions to it, as well as the cost of any activities with a fundraising purpose
- Expenditure on charitable activities includes the costs of grant-making undertaken to further the purposes of the charity and associated support costs

Irrecoverable VAT is charged as a cost against the activity for which the expenditure was incurred.

j) Grants payable
Grants payable are charged to the Statement of Financial Activities in the year in which the offer is conveyed to the recipient. The balance of grants payable due at the end of each reporting period are shown as creditors on the balance sheet.

k) Allocation of support costs
Resources expended are allocated to the particular activity where the cost relates directly to that activity. Support and governance costs are re-allocated to each of the activities on the following basis which is an estimate, based on staff time, of the amount attributable to each activity.

Cost of raising funds	55%
Grant making	30%
Governance costs	15%

Governance costs are the costs associated with the governance arrangements of the charitable foundation. These costs are associated with constitutional and statutory requirements and include any costs associated with the strategic management of the charitable foundation's activities.

1 Accounting policies (continued)

l) Operating leases
Rental charges are charged on a straight line basis over the term of the lease.

m) Tangible fixed assets
Items of equipment are capitalised where the purchase price exceeds $600 (£500). Depreciation costs are allocated to activities on the basis of the use of the related assets in those activities. Assets are reviewed for impairment if circumstances indicate their carrying value may exceed their net realisable value and value in use.

Where fixed assets have been revalued, any excess between the revalued amount and the historic cost of the asset will be shown as a revaluation reserve in the balance sheet.

Depreciation is provided at rates calculated to write down the cost of each asset to its estimated residual value over its expected useful life. The depreciation rates in use are as follows:

˜	Leasehold improvements (over the life of the lease)	3 years
˜	Computer equipment	3 years
	Intangible asset (GMS System)	10 years

n) Intangible fixed assets
Intangible fixed assets acquired separately from the charity are recognised at cost and are subsequently measured at cost less accumulated amortisation and accumulated impairment losses. The intangible asset is an Investment Management System which went live in quarter 3 of 2022.

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

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

q) Creditors and provisions
Creditors and provisions are recognised where the charitable foundation 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.

The charitable foundation only has financial assets and financial liabilities of a kind that qualify as basic financial instruments. Basic financial instruments are initially recognised at transaction value and subsequently measured at their settlement value with the exception of bank loans which are subsequently measured at amortised cost using the effective interest method.

r) Pensions
The charitable foundation operates a defined contribution pension scheme. The assets of the scheme are held separately from those of the charitable foundation in an independently administered fund. The pension cost charge represents contributions payable under the scheme by the charitable foundation to the fund. The charitable foundation has no liability under the scheme other than for the payment of those contributions. All such contributions form part of unrestricted expenditure.

2 Income from grants

	2022 Unrestricted $'000	2022 Restricted $'000	2022 Total $'000	2021 Unrestricted $'000	2021 Restricted $'000	2021 Total $'000
Children's Investment Fund Foundation (CIFF)	1,284	750	**2,034**	-	832	832
The Foreign, Commonwealth and Development Office (FCDO)	-	-	**-**	-	2,353	2,353
UBS Optimus Foundation	-	-	**-**	-	79	79
Medicor	-	150	**150**	-	350	350
END Fund	-	-	**-**	100	2,400	2,500
PVH Corporation	-	-	**-**	4	79	83
Unilever	-	390	**390**	-	964	964
Hilton Foundation	-	-	**-**	100	2,900	3,000
Cargill Corporate	-	-	**-**	170	330	500
DFAT - Australian Government	-	500	**500**	-	500	500
SIDA	-	388	**388**	345	1,301	1,646
Irish Aid	-		**-**	67	506	573
Others	48	166	**214**	-	25	25
	1,332	**2,344**	**3,676**	786	12,619	13,405

2a Write backs against booked grant income

	2022 Unrestricted $'000	2022 Restricted $'000	2022 Total $'000	2021 Unrestricted $'000	2021 Restricted $'000	2021 Total $'000
The Foreign, Commonwealth and Development Office (FCDO)	-	-	**-**	-	(660)	(660)
Comic Relief (USA)	-	-	**-**	-	(476)	(476)
	-	**-**	**-**	-	(1,136)	(1,136)

For prior year 2021, the write back against grant income of $1,136k is represented by $660k of income accruals written back once the final payment from FCDO under the second agreement was determined and $476k written back from a Comic Relief (USA) grant that was withdrawn due to political instability in the programme geography.

3a Analysis of expenditure - current year

	Cost of raising funds $'000	Grant-making $'000	Governance costs $'000	Support costs $'000	**2022 Total $'000**	2021 Total $'000
Staff costs (Note 6)	625	904	44	674	**2,247**	2,479
Other staff costs	29	39	-	60	**128**	60
Grant commitments (Note 4)	-	2,470	-	-	**2,470**	30,320
Premises	-	-	-	110	**110**	186
Travel	28	61	-	46	**135**	11
Office, IT and insurance	4	46	10	116	**176**	177
Communications and business development	11	-	-	26	**37**	20
Audit	-	-	25	-	**25**	36
Consultancy	61	47	13	114	**235**	347
Legal and professional fees	4	-	-	91	**95**	247
Depreciation	-	12	-	16	**28**	26
	762	3,579	92	1,253	**5,686**	33,909
Support costs	689	376	188	(1,253)	**-**	-
Governance costs	181	99	(280)	-	**-**	-
Total expenditure 2022	**1,632**	**4,054**	**-**	**-**	**5,686**	
Total expenditure 2021	**1,932**	**31,977**	**-**	**-**	**33,909**	

3b Analysis of expenditure - prior year

	Cost of raising funds $'000	Grant-making $'000	Governance costs $'000	Support costs $'000	**2021 Total $'000**
Staff costs (Note 6)	780	983	47	669	**2,479**
Other staff costs	5	(4)	-	59	**60**
Grant commitments (Note 4)	-	30,320	-	-	**30,320**
Premises	-	-	-	186	**186**
Travel	-	-	-	11	**11**
Office, IT and insurance	-	-	-	177	**177**
Communications and business development	11	-	-	9	**20**
Audit	-	-	36	-	**36**
Consultancy	-	59	181	107	**347**
Legal and professional fees	-	-	-	247	**247**
Depreciation	-	-	-	26	**26**
	796	31,358	264	1,491	**33,909**
Support costs	820	447	224	(1,491)	**-**
Governance costs	316	172	(488)	-	**-**
Total expenditure 2021	**1,932**	**31,977**	**-**	**-**	**33,909**

4a Grant making - current year

	Grants to institutions	Direct costs of grant-making	Support and governance costs	2022
	$'000	$'000	$'000	**$'000**
Mobile Doctorni India (Group M)	437	122	52	**611**
DRC programme (GiveDirectly)	2,700	754	323	**3,777**
Liberia programme (PAI)	141	39	17	**197**
Zambia programme (World Vision)	692	193	83	**968**
Indonesian programme (Save the Children)	(1,500)	-	-	**(1,500)**
Total	2,470	1,109	475	**4,054**

4b Grant making - prior year

	Grants to institutions	Direct costs of grant-making	Support and governance costs	2021
	$'000	$'000	$'000	$'000
Bangladesh programme (UNICEF)	7,500	241	144	**7,885**
Ethiopia programme (UNICEF)	14,700	472	282	**15,454**
Rwanda programme (World Bank)	500	16	10	**526**
Malawi programme (Save the Children)	5,713	183	109	**6,006**
Mobile Doctorni India (Group M)	3,765	121	72	**3,958**
Nutrition research project (Modern Scientist Global)	142	5	3	**149**
Gujarat programme (Care)	(2,000)	-	-	**(2,000)**
Total	30,320	1,038	619	**31,977**

The Power of Nutrition makes charitable grants to its implementing partners to scale up quality, high-impact child and maternal nutrition programmes. An amount of $1.5m was written back against grant expenditure which reflects the reduction in funding for the Indonesian programme where we were unable to find a replacement funder for the withdrawal of APC funding designated for this programme. In 2021 an amount of $2m was written back against grant expenditure which reflects the reduction in funding for the Gujarat programme where we were unable to find an additional funder to cover the funding shortfall in this programme.

5 Net loss for the year

This is stated after charging / (crediting):

		2022	2021
		$'000	$'000
Depreciation		**27**	26
Operating lease rentals:			
	Property	**58**	109
Auditor remuneration (excluding VAT):			
	Audit	**25**	30
	Other services	**-**	-
Foreign exchange loss		**132**	104

6 Analysis of staff costs, trustee remuneration and expenses, and the cost of key management personnel

Staff costs were as follows:

	2022 $'000	2021 $'000
Salaries and wages	**1,768**	2,047
Redundancy and termination costs	**124**	-
Social security costs	**212**	247
Employer's contribution to defined contribution pension schemes	**115**	122
Other forms of employee benefits	**28**	63
	2,247	2,479

The following number of employees received employee benefits (excluding employer pension costs and employer's national insurance) during the year between:

	2022 No.	2021 No.
$250,000 - $262,499 (£200,000 - £210,000)	**2**	-
$237,500 - $249,999 (£190,000 - £200,000)	–	1
$225,000 - $237,499 (£180,000 - £190,000)	**1**	-
$212,500 - $224,999 (£170,000 - £180,000)	–	-
$200,000 - $212,499 (£160,000 - £170,000)	**-**	-
$187,500 - $199,999 (£150,000 - £160,000)	**-**	1
$175,000 - $187,499 (£140,000 - £150,000)	**-**	-
$162,500 - $174,999 (£130,000 - £140,000)	–	1
$150,000 - $162,499 (£120,000 - £130,000)	**2**	2
$137,500 - $149,999 (£110,000 - £120,000)	**-**	-
$125,000 - $137,499 (£100,000 - £110,000)	**-**	-
$112,500 - $124,999 (£90,000 - £100,000)	**-**	-
$100,000 - $112,499 (£80,000 - £90,000)	**3**	-
$87,500 - $99,999 (£70,000 - £80,000)	**1**	3
$75,000 - $87,499 (£60,000 - £70,000)	**-**	3

The total employee benefits (including pension contributions and employer's national insurance) of the key management personnel were $1,217,942 (2021: $1,135,098).

The charity trustees were neither paid nor received any other benefits from employment with the charity in the year (2021: $nil). No charity trustee received payment for professional or other services supplied to the charity (2021: $nil).

Travel expenses relating to trustees totalled $Nil (2021: $Nil).

Related party transactions are disclosed in note 17.

7 Staff numbers

The average number of employees (head count based on number of staff employed) during the year was 15.7 (2021: 19.7).

	2022 No.	2021 No.
Raising funds	**4.3**	8.0
Grantmaking	**6.6**	7.4
Support	**4.6**	4.1
Governance	**0.2**	0.2
	15.7	19.7

8 Taxation

The charitable foundation is exempt from corporation tax as all its income is charitable and is applied for charitable purposes.

9a Tangible fixed assets

	Computer equipment $'000	Leasehold Improvements $'000	Total $'000
Cost or valuation			
At the start of the year	80	83	**163**
Additions in year	6	-	**6**
Disposals in year	-	-	**-**
At the end of the year	86	83	**169**
Depreciation			
At the start of the year	67	78	**145**
Charge for the year	10	5	**15**
Eliminated on disposal	-	-	**-**
At the end of the year	77	83	**160**
Net book value			
At the end of the year	**9**	**-**	**9**
At the start of the year	13	5	**18**

9b Intangible fixed assets

	IM system $'000	Total $'000
Cost or valuation		
At the start of the year	198	**198**
Additions in year	50	**50**
Disposals in year	-	**-**
Amortisation in year	(12)	**(12)**
At the end of the year	236	**236**

The Investment Management System went live in July 2022, it is being amortised over a 10 year period.
All of the above assets are used for charitable purposes.

10 Debtors

	2022 $'000	2021 $'000
Grant income receivable	**4,376**	12,935
Other debtors	**6**	39
Prepayments	**45**	118
	4,427	13,092

$2m (2021: $7.5m) is classified as short-term debtors with the expectation of receiving these funds within 12 months of the year end date. $2.4m (2021: $5.6m) is classified being due for collection between 13 and 24 months post year end date.

11a Creditors: amounts falling due within one year

	2022 $'000	2021 $'000
Trade creditors	**32**	2
Grants payable to UNICEF	**6,927**	9,649
Grants payable to World Bank	**250**	250
Grants payable to CARE and Action Against Hunger	**182**	835
Grants payable to Save The Children	**2,200**	2,127
Grants payable to Group M	**1,456**	1,674
Grants payable to World Vision	**286**	-
Grants payable to Give Directly	**986**	-
Accruals	**66**	50
Other creditors	**126**	114
	12,511	14,701

11b Creditors: amounts falling due between one and three years

	2022 $'000	2021 $'000
Grants payable to UNICEF	**8,945**	13,647
Grants payable to CARE and Action Against Hunger	**1,234**	669
Grants payable to Save The Children	**3,582**	5,882
Grants payable to Group M	**-**	655
Grants payable to World Vision	**406**	-
Grants payable to Give Directly	**643**	-
	14,810	20,853

12a Analysis of net assets between funds (current year)

	Unrestricted $'000	Restricted $'000	Total funds $'000
Tangible fixed assets	9	-	**9**
Intangible fixed assets	236	-	**236**
Net assets	2,395	7,264	**9,659**
Long term liabilities	-	(14,810)	**(14,810)**
Net assets at 31 December 2022	**2,640**	**(7,546)**	**(4,906)**

12b Analysis of net assets between funds (prior year)

	Unrestricted $'000	Restricted $'000	Total funds $'000
Tangible fixed assets	18	-	**18**
Intangible fixed assets	198	-	**198**
Net assets	3,045	14,624	**17,669**
Long term liabilities	-	(20,853)	**(20,853)**
Net assets at 31 December 2021	**3,261**	**(6,229)**	**(2,968)**

13a Movement in funds (year 2022)

By Programme/Funder

	Bal 1 Jan 2022 $'000	Total Incoming Resources $'000	Total Resources Expensed $'000	Transfers $'000	**Bal 31 Dec 2022 $'000**
Unrestricted					
OPEX funding	3,261	1,346	(3,348)	1,381	**2,640**
Restricted					
(a) FCDO Match funding	3,109	-	-	(3,109)	**-**
(b) NORAD funding	1,037	-	-	-	**1,037**
(c) Platform Funding	9,527	191	-	(9,151)	**567**
(d) Maharashtra programme	(1,227)	500	-	-	**(727)**
(e) Indonesia programme	(2,582)	500	1,500	-	**(582)**
(f) Gujarat programme	(500)	-	-	-	**(500)**
(g) Benin programme	(2,500)	-	-	332	**(2,168)**
(h) Liberia 2 programme	(1,643)	150	-	1,493	**-**
(i) Rwanda programme	(250)	250	-	-	**-**
(j) Ethiopia 2 programme	(3,287)	-	-	3,287	**-**
(k) Bangladesh programme	(5,081)	-	-	-	**(5,081)**
(l) Mobile Doctorni programme	(2,230)	390	(437)	2,277	**-**
(m) Malawi programme	(2,813)	-	-	2,813	**-**
(n) Cargill Corporate funder	330	-	-	-	**330**
(o) SIDA funder - DRC	1,301	388	(2,700)	-	**(1,011)**
(p) Irish Aid funder	506	-	(141)	(15)	**350**
(q) Herbalife - Rwanda	-	135	-	-	**135**
(r) Global Malnutrition Appeal	-	30	-	-	**30**
(s) Zambia programme	-	-	(692)	692	**-**
Other	74	-	-	-	**74**
Total restricted	(6,229)	2,534	(2,470)	(1,381)	**(7,546)**
Total Funds	(2,968)	3,880	(5,818)	-	**(4,906)**

Purposes of unrestricted funds

These funds are not restricted for a specific purpose and can be utilised as required by the organisation. In practise these funds are used to fund the operating expenses of The Power of Nutrition.

Purposes of restricted funds

Restricted funds are to be used for specific purposes as advised by the donor (i.e in a specific programme or geography), some of these restricted funds above are classified as broadly restricted funds (see a-c) which means these funds can be used across different programmes and geographies including transfers to other funds that may be in deficit if required.

Total restricted funds are a negative $7.5m at the end of 2022, this is principally due to income recognition criteria which have precluded the full booking of related income whilst the related programme expenditure has been booked in full. In total $5,038k of income (CIFF income of $3,527k, SIDA $1,011k and DFAT income of $0.5m) is yet to be booked against programmes which are reflecting fully booked expenditure. There is also expenditure raised against four programmes totalling $3.75m which represent current funding gaps which we are looking for new funders or will reduce the programme size which will reduce the negative funds restricted figure going forward. Off-set against this is $0.9m of income booked that we are not reflecting any associated grant expenditure.

Restricted Funds description

(a) FCDO match funds
FCDO match funds will be used to fund nutrition programmes across various geographies with the exception of India. Transfers totalling $3,109k were made to the Liberia 2 programme ($1,510k) and Ethiopia 2 programme ($1,599k).

(b) NORAD funding
Norad funding can be used across The Power of Nutrition approved programmes but this remaining funding is intended for our Bangladesh programme.

(c) Platform Funding
Platform Funding is aimed to be used within nutrition programmes when required. $332k was transferred during the year to fund the Benin programme, a further $692k was transferred during the year to fund the Zambia programme, $1,688k towards the Ethiopia 2 programme, $2,813k towards the Malawi programme and $2,277k towards the Mobile Doctorni programme. A further $1,366k was transferred for OPEX purposes with a small inward transfer of $17k in respect surplus funds on the Liberia 2 programme.

(d) Maharashtra programme
Funding for the Maharashtra programme supports the strengthening of the implementation capacity and delivery of essential nutrition services in Maharashtra at both State and District levels for the benefit of children and mothers. The negative balance at the end of 2022 reflects funds committed to those activities, this money was received from Children's Investment Fund Foundation in April 2023. $500k was received from Children's Investment Fund Foundation during 2022.

(e) Indonesia programme
Funding for the BISA programme in Indonesia, this programme is assisting the Government of Indonesia in transforming the lives of women, adolescent girls and young children, enabling them to access better nutrition and helping children reach their full potential. The negative balance at the end of 2022 reflects funds committed to those activities and for which $500k is expected to be received in the 2023 year from DFAT. During 2022, $500k was received from DFAT and our programme commitment was reduced by $1,500k when it became clear that we would be unable to replace the funding commitment withdrawn by APC for this programme. To cover the remaining $82k negative, we are looking for a replacement funder in year 2023.

(f) Gujarat programme
Funding for the Gujarat nutrition programme which will support the State Government of Gujarat to deliver its stunting reduction programme. The negative balance at the end of December 2022 reflects funds committed to those activities and which monies or a reduction in programme size are expected to be confirmed in the period 2023 to 2024.

(g) Benin programme
Funding for the Benin programme is to support the Government of Benin's national nutrition programme which is expected to avert 9,000 cases of stunting amongst children; avert 85,400 cases of maternal anaemia and 1,000 child deaths. The negative balance at the end of December 2022 reflects funds committed to those activities and for which monies or a reduction in programme size are expected to be confirmed in the period 2023-2024.

(h) Liberia 2 programme
Funding for our 2nd programme in Liberia, working to improve nutrition at scale in Liberia and supporting the implementation of the Liberian government's national nutrition programme and 2018 nutrition policy. $1,510k was received from FCDO in March 2022. A further $150k was received from Medicor in June 2022. A transfer of $17k out to Platform funds was made as a result of a small surplus of funds not required for the programme.

(i) Rwanda supplementary programme
Funding from CIFF that is for an additional Nutrition evaluation with our Rwanda programme. Funding of $250k was received from CIFF in December 2022.

(j) Ethiopia 2 programme
Funding for the Ethiopia 2 programme that went live in 2021, addressing maternal nutrition, wasting and stunting in under-fives in Ethiopia. $1,599k of funds were transferred to this programme in the year from the final FCDO match funds. Funds totalling a further $1,688k were transferred in from Platform funds during the year.

(k) Bangladesh programme
Funding for the Bangladesh programme that went live in 2021 is to improve the quality of maternal nutrition services and care of low birth weight infants in Bangladesh. The negative balance at the end of December 2022 reflects funds committed to those activities and which $4,131k is expected to be received in the period 2023 to 2025. To cover the remaining negative balance of $950k, we are currently looking for a new funder in the years 2023-2024.

(l) Mobile Doctorni programme
Funding for the Mobile Doctorni programme in Gujarat (India) programme that went live in 2021, this programme has the ambition to reach 2.7 million women with hygiene and nutrition messaging. In the 2022 period to 31st December 2022 a further $47k has been expensed in terms of related consultancy costs. In addition $390k was booked to incoming resources and outgoing resources to reflect the value of services in kind provided. Funds totalling $2,277k were transferred in from Platform funds during the year.

(m) Malawi programme
Funding for the Malawi programme is to be used to empower communities in Malawi so children can thrive and succeed. Funds totalling $2,813k were transferred in from Platform funds during the year.

(n) Cargill Corporation funder
Funding that will be used for a second Mobile Doctorni programme in India.

(o) SIDA funder
SIDA funding will be used for a programme in DRC. The 1st phase of the DRC programme went live in January 2022. The negative balance of $1,011k at the end of December 2022 will be covered in full from the balance of contributions due by SIDA over 2023-2024.

(p) Irish Aid funder
These funds will be used in Ethiopia and Liberia for an innovative Product Access Initiative. $156k was utilised during 2022 for the 1st Product Access Initiative within the Liberia programme.

(q) Herbalife funder - Rwanda
These funds will be used in the existing Rwanda programme. $135k was received in February 2022.

(r) Global Malnutrition Appeal
These funds represent funding raised during year 2022 for the Global Malnutrition Appeal which is targeting funds to help alleviate the Global Malnutrition Crisis.

(s) Zambia Programme
This programme which is being implemented by World Vision in Zambia is looking to distribute multiple micronutrient supplements from Kirk Humanitarian who are donating 329,000 bottles of these supplements for beneficiaries. Platform funds of $692k were utilised to fund the contribution from The Power of Nutrition to World Vision.

Transfers

Transfers represent funding reallocated from general and specific funder categories to underlying programmes which will utilise this funding. Where there is a movement within the funding line relating to transfers, these transfers are further explained in the detailed narratives presented in a) to s) above;

13b Movement in funds (year 2021)

By Programme/Funder	Bal 1 Jan 2021 $'000	Total Incoming Resources $'000	Total Resources Expensed $'000	Transfers $'000	Bal 31 Dec 2021 $'000
Unrestricted					
OPEX funding	6,166	788	(3,693)	-	**3,261**
Restricted					
(a) FCDO Match funding	9,030	(660)	-	(5,261)	**3,109**
(b) NORAD funding	1,591	-	6	(560)	**1,037**
(c) Platform Funding	9,576	31	-	(80)	**9,527**
(d) Maharashtra programme	(1,809)	582	-	-	**(1,227)**
(e) Indonesia programme	(3,082)	500	-	-	**(2,582)**
(f) Gujarat programme	(2,500)	-	2,000	-	**(500)**
(g) Benin programme	(2,500)	-	-	-	**(2,500)**
(h) Research Programmes	(61)	23	(142)	180	**-**
(i) Comic Relief (USA) Funder	576	(476)	-	(100)	**-**
(j) Rotary Foundation Funder	5,000	-	-	(5,000)	**-**
(k) Liberia 2 programme	(3,333)	1,690	-	-	**(1,643)**
(l) Unilever programme	17	-	-	(17)	**-**
(m) Rwanda programme	-	250	(500)	-	**(250)**
(n) Ethiopia 2 programme	-	3,413	(14,700)	8,000	**(3,287)**
(o) Bangladesh programme	-	158	(7,500)	2,261	**(5,081)**
(p) Mobile Doctorni programme	-	964	(3,771)	577	**(2,230)**
(q) Malawi programme	-	2,900	(5,713)	-	**(2,813)**
(r) Cargill Corporate Funder	-	330	-	-	**330**
(s) SIDA Funder	-	1,301	-	-	**1,301**
(t) Irish Aid Funder	-	506	-	-	**506**
Other	72	2	-	-	**74**
Total Restricted	12,577	11,514	(30,320)	-	**(6,229)**
Total Funds	18,743	12,302	(34,013)	-	**(2,968)**

Purposes of unrestricted funds

These funds are not restricted for a specific purpose and can be utilised as required by the organisation. In practise these funds are used to fund the operating expenses of The Power of Nutrition.

Purposes of restricted funds

Restricted funds are to be used for specific purposes as advised by the donor (i.e in a specific programme or geography), some of these restricted funds above are classified as broadly restricted funds (see a-c) which means these funds can be used across different programmes and geographies including transfers to other funds that may be in deficit if required.

Total restricted funds are a negative $6.2m at the end of 2021, this is principally due to income recognition criteria which have precluded the full booking of related income whilst the related programme expenditure has been booked in full. In total $5,377k of income (CIFF income of $4,227k, DFAT income of $1m and Medicor $150k) is yet to be booked against programmes which are reflecting fully booked expenditure. There is also expenditure raised against four programmes totalling $5.6m which represent current funding gaps which we are looking for new funders or will reduce the programme size which will reduce the negative funds restricted figure going forward. Off-set against this is $2.1m of income booked that we are not reflecting any associated grant expenditure.

Restricted Funds description

(a) FCDO match funds
FCDO match funds will be used to fund nutrition programmes across various geographies with the exception of India. During 2021, $660k was written back against grant income previously accrued. Further transfers of funds totalling $5,261k were made, with $3,000k going to our Ethiopia 2 programme and $2,261k going to our Bangladesh programme both of which went live in 2021.

(b) NORAD funding
Norad funding can be used across The Power of Nutrition approved programmes but this remaining funding is intended for our Bangladesh programme. $560k was transferred to fund the Mobile Doctorni programme in India which went live in December 2021.

(c) Platform Funding
Platform Funding is aimed to be used within nutrition programmes when required. $180k was transferred during the year to complete the funding of the research programme undertaken with Modern Scientist Global. Funding of $100k was received from funding remaining from the Comic Relief (USA) grant funding that will no longer be utilised in the Burkina Faso programme, giving a net transfer out of funds totalling $80k.

(d) Maharashtra programme
Funding for the Maharashtra programme supports the strengthening of the implementation capacity and delivery of essential nutrition services in Maharashtra at both State and District levels for the benefit of children and mothers. The negative balance at the end of 2021 reflects funds committed to those activities and for which monies are expected to be received in the 2022 to 2024 years from the Children's Investment Fund Foundation. In year 2021, $582k was received from the Children's Investment Fund Foundation towards the Maharashtra programme.

(e) Indonesia programme
Funding for the BISA programme in Indonesia, this programme is assisting the Government of Indonesia in transforming the lives of women, adolescent girls and young children, enabling them to access better nutrition and helping children reach their full potential. The negative balance at the end of 2021 reflects funds committed to those activities and for which $1,000k is expected to be received in the 2022 to 2023 years from DFAT. To cover the remaining $1,582k negative, we are looking for a replacement funder (year 2022 to 2023) after the withdrawal by APC of their funding commitment for this programme. In year 2021, $500k was received from DFAT towards the BISA programme in Indonesia.

(f) Gujarat programme
Funding for the Gujarat nutrition programme which will support the State Government of Gujarat to deliver its stunting reduction programme. During the course of 2021 it was agreed that funding for this programme would be reduced by $2m due to the difficulty in attracting a funder to cover this funding.The negative balance at the end of 2021 reflects funds committed to those activities and which monies are expected to be received in the period 2022 to 2024.

(g) Benin programme
Funding for the Benin programme is to support the Government of Benin's national nutrition programme which is expected to avert 9,000 cases of stunting amongst children; avert 85,400 cases of maternal anaemia and 1,000 child deaths. The negative balance at the end of 2021 reflects funds committed to those activities and for which monies are expected to be received in the period 2022-2024.

(h) Research programmes
Funding for supporting research primarily linking good nutrition with improved business returns and uplift in a country's GDP. This research programme has been completed and the results published in early 2022. A transfer in of $180k from Platform funds was made during the year to complete the funding of this programme.

(i) Comic Relief (USA) funder
This funding was to support the Burkina Faso programme, however Comic Relief (USA) made the decision based on political instability in Burkina Faso to withdraw the final grant due of $476k, the remaining funds totalling $100k were transferred to Platform funds.

(j) Rotary Foundation funder
Funding from the Rotary Foundation , the full $5,000k will be utilised in the Ethiopian 2 programme and the transfer reflects this position.

(k) Liberia 2 programme
Funding for our 2nd programme in Liberia, working to improve nutrition at scale in Liberia and supporting the implementation of the Liberian government's national nutrition programme and 2018 nutrition policy. In year 2021, we received funding of $1,323k from FCDO and $350k from Medicor. The negative balance at the end of 2021 reflects funds committed to those activities and for which $1,510 was received from FCDO in March 2022 with the balance expected to be received from Medicor in late 2022.

(l) Unilever programme
Funding from Unilever that will be used for the Mobile Doctorni programme in India, the transfer of funds is to the Mobile Doctorni programme line.

(m) Rwanda supplementary programme
Funding from CIFF that is for an additional Nutrition evaluation with our Rwanda programme. The negative balance at the end of 2021 reflects funds committed to those activities and which monies are expected to be received in 2022 from CIFF.

(n) Ethiopia 2 programme
Funding for the Ethiopia 2 programme that went live in 2021, addressing maternal nutrition, wasting and stunting in under-fives in Ethiopia. $8m of funds were transferred to this programme in the year, being made up of $3m being allocated from FCDO match funds and a further $5m from The Rotary Foundation which was funding specifically allocated to this programme. The negative balance at the end of 2021 reflects funds committed to those activities and which monies will be received in the period 2022 to 2025, consisting of $3,287k from a combination of FCDO match funds and Platform funds.

(o) Bangladesh programme

Funding for the Bangladesh programme that went live in 2021 is to improve the quality of maternal nutrition services and care of low birth weight infants in Bangladesh. Funds totalling $2,261k were transferred in from FCDO match funds towards the funding of this programme. The negative balance at the end of 2021 reflects funds committed to those activities and which $4,131k is expected to be received in the period 2022 to 2024. The $4,131k is made up of commitments from NORAD $1,037k to be transferred when required (also see note b), $2,800k committed from CIFF and to be drawn down over the period to 2024 with the balance of $294k to be transferred from Platform funds. To cover the remaining negative balance of $950k ($5,081k less $4,131k), we are currently looking for a new funder in the years 2022-2024.

(p) Mobile Doctorni programme

Funding for the Mobile Doctorni programme in Gujarat (India) programme that went live in 2021, this programme has the ambition to reach 2.7 million women with hygiene and nutrition messaging. Transfers towards this programme were made from NORAD funding ($560k) and Unilever ($17k). The negative balance at the end of 2021 reflects funds committed to those activities and which monies are expected to be received from Unilever and the utilisation of platform funds in the period 2022 to 2023.

(q) Malawi programme

Funding for the Malawi programme is to be used to empower communities in Malawi so children can thrive and succeed.The negative balance at the end of 2021 reflects funds committed to those activities and for which monies are expected to be received in the period 2022 to 2025 from the Hilton Foundation and utilisation of platform funds.

(r) Cargill Corporation funder

Funding that will be used for a second Mobile Doctorni programme in India.

(s) SIDA funder

SIDA funding will be used for a programme in DRC. The 1st phase of the DRC programme went live in January 2022.

(t) Irish Aid funder

These funds will be used in Ethiopia and Liberia for an innovative Product Access Initiative

Transfers

Transfers represent funding reallocated from general and specific funder categories to underlying programmes which will utilise this funding. Where there is a movement within the funding line relating to transfers, these transfers are further explained in the detailed narratives presented in a) to t) above.

14 Reconciliation of net loss to net cash flow from operating activities

	2022 $'000	2021 $'000
Net loss for the reporting period (as per the statement of financial activities)	**(1,806)**	(21,607)
Depreciation and amortisation charges	**27**	26
Interest income	**(204)**	(33)
Decrease in debtors	**8,665**	4,074
(Decrease) / increase in creditors	**(8,233)**	16,502
Net cash provided by operating activities	**(1,550)**	(1,038)

15 Operating lease commitments

The charity's total future minimum lease payments under non-cancellable operating leases is as follows for each of the following periods. These leases relate to property.

	2022 $'000	2021 $'000
Less than one year	**-**	75
Years two to five	**-**	-
	-	75

16 Legal status of the charitable foundation

The charitable foundation is a company limited by guarantee and has no share capital. The liability of each member in the event of winding up is limited to $1.20 ($1.35).

17 Related party transactions

One trustee of the charitable foundation is a partner of the legal firm BDB Pitmans. The Power of Nutrition paid $59,804 (2021: $138,755) in legal fees to BDB Pitmans in the year. All transactions were at an arm's length basis.