

FRIENDS OF
IBBA GIRLS SCHOOL
SOUTH SUDAN

Annual Report and Accounts
For the Year Ended 31 December 2025

COMPANY INFORMATION

Friends of Ibba Girls School, South Sudan, is a charitable company limited by guarantee. Registered in England, company number 7874206 and charity number 1146220, registered address
6 Ashwood, East Harptree, Bristol, BS40 6BW.

Trustees

Christopher Trott CVO (Chair)

Professor Jean Hartley (Founding Trustee, appointed as Vice Chair, November 20th 2025)

Sarah Harding (Treasurer)

Kristine Atong Malok (appointed 5th February 2025, appointed Company Secretary, November 20th 2025)

Justin Gordon-Muortat

Dame Rosalind Marsden

Julia Sanders

Eleanor Caine (appointed November 20th 2025)

John Forde (appointed December 10th 2025)

Oliver Badger (resigned 20th February 2025)

Margaret Eddershaw (resigned 28th February 2025)

Hugh Paget (resigned November 20th 2025)

Vice-Presidents

Emeritus Professor John Benington CBE

Lord Michael Bichard

Baroness Estelle Morris

Rev Michael Paget-Wilkes (until April 9th 2026)

Bankers

Co-operative Bank, PO Box 101, 1 Balloon Street, Manchester M60 4EP

Independent Examiner

Tosin Adegun CPFA, ACMA, CGMA



TRUSTEES' REPORT

Chair's introduction

2025 was another important year in the development of both Friends of Ibba Girls School (FIGS) and Ibba Girls Boarding School (IGBS). Despite a difficult fundraising environment, FIGS continued to support the school in providing full boarding and education across primary and secondary schools for over 320 girls in Western Equatoria State, South Sudan, while also strengthening the charity's own governance, fundraising, and organisational capacity.

The wider context in South Sudan remains extremely challenging. Ongoing insecurity, economic pressures, and the long-term effects of conflict continue to affect communities across the country. In this environment, maintaining continuity of education, alongside boarding, pastoral care, and reliable incomes, remains both demanding and critically important.

FIGS continued to work closely with our longstanding partner, Windle Trust International (WTI), whose technical and managerial support remains invaluable to both the charity and the school. Trustees also focused on strengthening the FIGS charity itself, including registering with the Fundraising Regulator and expanding fundraising and communications capacity in response to the increasing scale and complexity of supporting the school. The year also saw changes within the trustee board. We said farewell to Margaret Eddershaw, Hugh Paget, and Oliver Badger, all of whom made valued contributions to the charity over many years. We are grateful for their hard work and continued support of FIGS. At the same time, we welcomed Eleanor Caine and John Forde to the Board, bringing additional experience in communications, international development, and public health.

I would also like to take a moment to reflect on the passing of one of our Vice-Presidents, Rev Michael Paget-Wilkes, in April 2026. Michael played a significant role in the origins and development of both FIGS and IGBS over many years. His commitment to education, community development, and South Sudan was central to the establishment of the school, and his wisdom, encouragement, and friendship will be greatly missed.

Alongside maintaining the core operation of the school, FIGS supported important infrastructure improvements during the year, including major maintenance work on buildings that have now been in use for over a decade.

As we look ahead into 2026, FIGS will be commissioning the construction of the final dormitory at IGBS. The dormitory will enable the school to expand educational opportunities for more girls, reduce pressure on existing boarding facilities, and improve the school's longer-term financial sustainability through greater economies of scale.

Finally, I would like to thank the many individuals who continue to support the charity loyally and regularly, whose ongoing generosity remains central to sustaining the work of FIGS and IGBS. I am also deeply grateful to all those who supported FIGS during 2025 — our donors, volunteers, trustees, staff, partners, and wider international network of supporters.



Chris Trott
Chair of Trustees



Structure, governance and management

Friends of Ibba Girls School (FIGS) is a UK charitable company, registered with the Charity Commission for England and Wales (registration number 1146220) and Companies House (as a company limited by guarantee, registration number 7874206). The charity trustees are also the company directors. The governing document is the Memorandum and Articles of Association dated 30 November 2011. The purpose of the charity is to support girls' education in South Sudan, through Ibba Girls Boarding School (IGBS), an integrated primary and secondary boarding school for marginalised girls, as well as wider education in South Sudan.

FIGS' primary role is fundraising, financial oversight, governance support, and strategic development. Funds raised by FIGS support education through the development of IGBS, while trustees provide oversight of expenditure, safeguarding, infrastructure development, partnerships, and longer-term planning. Trustees also provide advice and support where appropriate, drawing on professional expertise and longstanding experience of South Sudan and the education sector.

FIGS contracts the UK charity Windle Trust International (WTI) to provide technical and managerial support to IGBS. WTI supports financial oversight and accountability processes within the school, safeguarding implementation, governance development, monitoring and evaluation, and liaison with local education authorities and communities. WTI staff undertake regular visits to IGBS and provide ongoing support to IGBS trustees, the Board of Governors, Head Teacher, school administrators, and the parent representatives. Monitoring and reporting are undertaken by FIGS trustees through regular communication with WTI and IGBS leadership, including termly and annual reports covering educational performance, safeguarding, finance, infrastructure, staffing, and governance matters.

There are nine FIGS trustees whose primary responsibilities are fundraising, governance oversight, strategic development, and ensuring that funds are used effectively to support IGBS. Trustees bring extensive expertise in areas including public policy and public management, finance, education and school leadership, public health, government at international, national, regional, and local levels, programme evaluation, international development, and detailed knowledge of South Sudan. The trustee board also include members of the South Sudanese diaspora in the UK.

FIGS trustees are appointed through an open selection process, considering the range of skills required by the trustee board. The whole trustee body agrees on the selection of new trustees. New trustees are provided with Charity Commission guidance on the role of trustees and follow the FIGS induction process, which includes meetings with individual trustees, FIGS staff and other key contacts.

The FIGS trustees currently meet every two months to agree the charity's fundraising, financial budget and accounts; to approve contracts; and to receive progress reports from working groups, WTI and the school. The working groups primarily focus on risk assessment, management and mitigation; fundraising; communications; educational capacity-building; procurement, contracts and cost control for IGBS; buildings and continuing educational development in South Sudan. Trustees set up ad hoc working groups as required, e.g. for recruitment of trustees, contractors and volunteers. Trustees line-manage the work of fundraising employees, keeping in close contact through regular email, review of reports and weekly team meetings. Trustees review and approve staff salaries on an annual basis as part of the budgeting and financial planning process, ensuring pay levels remain fair, sustainable, and aligned with the charity's financial position.

FIGS also benefits from the guidance of a group of honorary advisors who bring expertise in sustainable architecture and building, education, international development, and agricultural innovation. They provide strategic insight and specialist knowledge to support trustees and staff in delivering high-quality education and sustainable development outcomes. Their advice strengthens operational planning and the implementation of projects at IGBS. Together, the advisors complement the skills and networks of the trustee board, helping FIGS to maximise its impact on girls, their families, and the wider community.



Objectives and activities

South Sudan remains one of the most challenging contexts globally for girls' education, with only around 25% of girls completing primary school and approximately 10% completing secondary school. FIGS aims to make a difference through high-quality education for marginalised girls.

FIGS was established in 2011 in response to a specific request from local community leaders to help them build and develop a boarding school for marginalised girls, enabling them to access high-quality primary and secondary education.

IGBS, the school supported by FIGS, is a community boarding school, not a private or government school. The school welcomes girls from across Western Equatoria State, from all tribes and backgrounds. There are no educational fees and only a modest contribution from families towards the girls' living costs, so that low family income is not a barrier to education.

As a boarding school, IGBS enables girls to learn from both the academic curriculum and the co-curriculum. Students can study and play, free from family domestic duties or the risk of early or forced marriage and without having to walk long distances daily between home and school. The provision of both primary and secondary education within the same school on the same campus creates a bridge into secondary education for girls who might otherwise drop out at the end of primary school.

IGBS provides high-quality education for up to 360 primary and secondary students, taking their education from mid-primary right through to the end of secondary school. IGBS students consistently achieve strong results in national exams, with the school regularly ranked among the best-performing schools in South Sudan. The school employs 42 staff (teachers, matrons, cooks, and other support staff). By providing fair and stable salaries, the school does more than educate its students; it serves as an economic multiplier for the local economy and as a beacon of hope and good practice.

The objectives of FIGS for the public benefit are:

- The advancement of education, in particular (but without limitation) by providing financial and other forms of support for the building, establishment, and running of a girls' school in Ibba, South Sudan, to provide high-quality education rooted in Christian values.
- To provide funding and such other forms of support to enable access for children of all faiths (and none), whatever their background, status, or finances.
- To provide funding for residential facilities so that the school may serve the needs not only of Ibba village and Ibba County but Western Equatoria State (WES) as well.
- To fulfil such other purposes which are exclusively charitable according to the law of England and Wales and are connected to the charitable work of the charity as the trustees may from time to time think fit.

FIGS has a clear, long-term strategy reviewed regularly by trustees, based on four key pillars:

1. Consolidating the charity's existing position by ensuring the continued successful operation of IGBS, which currently educates up to 360 girls and employs 42 staff members.
2. Strengthening fundraising and governance to support the development of sustainable, long-term income streams for the school.
3. Sharing and spreading learning from IGBS as a proven model for girls' education in South Sudan.
4. Community outreach, including plans for a farming co-operative and vocational and life skills training to extend the school's impact beyond enrolled students.

Fundraising is central to the delivery of these aims. FIGS has a clear fundraising strategy to meet the annual running costs of the school and FIGS itself, support staff salaries, and complete the buildings on the school campus.

Public benefit

FIGS have considered the Charity Commission's guidance on public benefit when reviewing its aims and objectives and in planning future activities. The trustees are confident that the activities of the charity are furthering the charity's objects for the public benefit. Impact is regularly monitored and evaluated by the trustees. International research shows that girls' education is one of the world's best investments with wide-ranging returns, contributing to numerous development outcomes.

Activities

Raising funds

FIGS deploys a varied set of fundraising methods to reach diverse supporters and donors. Since 2011, FIGS has raised funds to support the construction and maintenance of school infrastructure, alongside the ongoing operation of IGBS and the education of up to 360 girls each year. The school opened in 2014 with its first cohort of 40 mid-primary girls and has expanded steadily in yearly increments towards its intended full size of five primary and four secondary classes.

FIGS aims to raise £500,000 every year to cover the full revenue costs of the school, undertake capital projects at IGBS, support FIGS' modest organisational overheads, and build financial resilience. This ambitious target is underpinned by a multi-pronged fundraising approach that combines regular giving, one-off donations, grant applications, partnerships, legacy fundraising, events and key annual campaigns. Trustees also play a vital role by championing the school's mission to broaden the donor base.

How we raise funds:

- **Regular giving:** Regular contributions, even modest amounts, contribute to providing a predictable, unrestricted income that allows FIGS to plan confidently and maintain long-term support for each girl's education from primary through secondary school.
- **One-off donations and major gifts:** FIGS encourages one-off donations from supporters, including high-net-worth individuals, through personalised stewardship and targeted outreach.
- **Speaking events:** FIGS actively gives talks and presentations to community groups, churches, schools, and networks to raise awareness and inspire support. These events play an important role in building relationships with new supporters, encouraging donations, and raising the charity's profile.
- **Trusts and foundations:** Grant funding supports both core operational costs and capital projects. FIGS applies strategically to secure multi-year grants from trusts and foundations that align with the school's mission.

- **Organisations:** FIGS engages with schools, churches, and corporations to expand its network of supporters and funding opportunities.
- **Legacy giving:** FIGS promotes legacy giving with our network of supporters.
- **The Big Give Christmas Challenge:** FIGS participates in the national annual matched-funding Big Give campaign each December. This campaign leverages public donations by matching contributions, effectively doubling the impact of every gift. The Big Give provides an important boost to the charity's year-end fundraising and helps attract new supporters, convert one-off donors into regular contributors, and strengthen overall donor engagement.

Relationships with third parties

Ibba Girls Boarding School (IGBS)
IGBS is a registered community boarding school in South Sudan. It is protected by a Ministerial Order issued by the national government in December 2023, confirming its status as a community school and confirming that the land on which it exists is protected for the purposes of a community school.

The objectives of IGBS, as expressed in its 2014 founding legal Constitution, are:
- to provide high-quality education rooted in Christian values, open and welcoming to people of all faiths and none, whatever their background or status;
- to focus on girls through nine years of schooling, from Primary 4 to Primary 8 and then Senior 1 to Senior 4 (to bridge between primary and secondary school and reduce dropout from school, because this transition is where dropout rates are highest nationally);
- to provide residential education, to make it possible for girls from the catchment area of the whole of Western Equatoria State to attend, and to study safely, shielded from competing demands for their attention;
- to foster learning with both "the pen and the hoe", combining academic knowledge with a wide range of vocational and life skills such as personal, social, health and economic (PSHE) education, agriculture, sport, debating, drama and music;
- to prepare pupils to contribute as knowledgeable and empowered women to the development of their communities, and to the leadership of this relatively new nation (independent from Sudan since 2011).

IGBS has its own Board of Trustees and constitution (dated June 2014). IGBS trustees are responsible for the strategy, values, and resources of the school. The Chair of FIGS trustees is a member of the IGBS Board of Trustees ex officio, and FIGS trustees also have a second seat on the IGBS Board. During 2025, the Board of IGBS Trustees was led by its Chair, Archbishop Samuel Peni, a senior Zande leader. He resigned in March 2026 and was replaced by former Deputy Chair, Grace Apollo. The Board continues to include several senior African leaders from the Western Equatoria State government, community elders and church leaders. The IGBS trustees delegate specific responsibilities to the IGBS Board of Governors for the secondary school and the Parent Teacher Association for the primary school. The school senior management team is led by Head Teacher Rita Akelo.

Windle Trust International (WTI)
FIGS has commissioned WTI (UK registered charity number 1092834) to act as its agent and partner in South Sudan. WTI has more than 40 years of experience in education and development work in eastern Africa, including in Sudan and South Sudan. It has staff in both South Sudan and the UK. WTI provide technical, financial and managerial assistance to the school. WTI provides close support on the ground, working with FIGS and IGBS, to construct the operational budget for the year, to provide HR support and to ensure the school meets South Sudan law and regulations, and has appropriate policies and procedures for employment, finance, safeguarding and more.

FIGS and WTI work together through a Memorandum of Understanding (MOU), signed in March 2023 and renewed in 2025, which sets out the responsibilities of each partner.



Ministry of Education and General Instruction, South Sudan
IGBS operates within the educational policies set by the national Ministry of General Education and Instruction (MoGEI). The school is formally recognised as a community school through a Ministerial Order, which protects its land and confirms its educational status.

To maintain alignment with South Sudanese national educational priorities, FIGS and IGBS, in partnership with WTI, have established a formal Memorandum of Understanding (MOU) with MoGEI. This MOU clarifies the respective roles and responsibilities of the school, its local and international partners, and the Ministry, ensuring that IGBS delivers education in accordance with South Sudanese law while meeting high standards of quality, safety, and governance.

Dr Kuyok Abol Kuyok, the national Minister of General Education and Instruction, visited IGBS in August 2025 (pictured above) and noted the school's achievements in providing high-quality, holistic boarding education for marginalised girls.

Achievements and performance

Friends of Ibba Girls School (FIGS)

In 2025, FIGS continued to enable IGBS to provide primary and secondary boarding education alongside an active co-curricular programme to marginalised girls in Western Equatoria State, South Sudan. Through governance oversight, fundraising, and its partnership with WTI, FIGS sustained the school's core operations and maintained continuity of education throughout the year. FIGS strengthened its own governance and accountability by registering with the Fundraising Regulator in 2025, reinforcing its commitment to transparent, responsible, and good practice fundraising.

However, the year took place against a challenging fundraising environment, and FIGS raised only part of the funds required to build the final dormitory in 2025. The construction of this will allow the school to reach its full capacity of 360 students, reduce current overcrowding and improve economies of scale. However, full funding was achieved in early 2026.

FIGS was able to support substantial improvements to the school's physical infrastructure. FIGS invested £37,000 in a major maintenance programme to renew and repair existing facilities, many of which had been in use for over 10 years, ensuring that buildings remained safe, functional, and suitable for effective learning and living.

In parallel, following notification from the MoGEI, FIGS provided architectural designs and oversight for the construction of a new two-classroom block funded through the Girls' Education South Sudan (GESS) programme and implemented by Africa Educational Trust (now part of Street Child). Work began in 2025 and is expected to be completed in 2026. The additional classrooms will help ease pressure on existing teaching space and support the continued development of the secondary section.



There were a few changes in the FIGS trustee board in 2025. Trustees Margaret Eddershaw and Hugh Paget stepped down after over 10 years of service each, although both remain committed supporters. Oliver Badger also stepped down after two years of service, during which he provided support to FIGS' fundraising activity. We thank them all for their years of hard work and dedication. Eleanor Caine and John Forde joined the board in 2025, bringing experience in communications, international development, and public health, strengthening the Board's collective expertise.

Regarding staffing, the Fundraising Administrator role changed because the previous post-holder moved to a new position outside FIGS. The Senior Fundraiser, recruited in 2024, was promoted, through open competition, to Head of Fundraising and Communications in 2025. To increase capacity in 2026, FIGS will recruit a Fundraising and Communications Officer (0.8 FTE), strengthening the team's ability to achieve ambitious fundraising targets and donor engagement activities. FIGS also has four volunteers involved in fundraising, communications or advisory capacities.

We now turn to the achievements and performance of IGBS in South Sudan.

Ibba Girls Boarding School (IGBS)

IGBS provided primary and secondary education to 325 girls in 2025. The school operates in a wider context marked by ongoing insecurity, displacement, and the long-term effects of conflict across South Sudan. Despite this difficult context, IGBS functions as a stable institution offering continuity of schooling alongside employment for its staff, and basic services in the local area. Operating at 90% of its full capacity of 360 students (limited only by the need to build a further dormitory before it can expand to full size), the school continues to play a central role not only in education but also as an important institution within Ibba County and Western Equatoria State. The ripple effect of education into families and communities, along with the employment of staff, means that the school supports wider learning, livelihoods, and local development.

IGBS was able to enjoy several achievements across 2025. Teaching and learning were provided consistently across all three academic terms in line with the national curriculum. The school recruited 45 new students into Primary 4 at the start of the South Sudanese academic year in February 2025.

In national examinations, a 100% pass rate was achieved by all 30 students taking the national Primary Leaving Certificate in Primary 8 and all 22 students taking the national Secondary Leaving Certificate in Secondary 4—placing the school among the best-performing in South Sudan. Student retention remained high in context, with seven students leaving during the year, for health, travel costs and early pregnancies (despite consistent preventative efforts by the school, and at a rate significantly lower than the national average). These gaps were actively managed through targeted recruitment into Senior 1.

All 325 students enrolled at IGBS benefited from a structured boarding environment that enabled full participation in academic and co-curricular life. Activities such as debate, music, drama, and sport provided opportunities to develop confidence, leadership, and communication skills across all year groups.



IGBS and FIGS further strengthened their focus on practical agricultural learning as part of the wider approach to improving student skills, nutrition, and long-term school sustainability. Building on two cross-national webinars with experts, government representatives, partners WTI, and Ripple Effect (UK registered charity number 299717), a phased approach to expand the school farm and develop a community demonstration farm alongside was agreed. Current agricultural activity at IGBS already contributes to student learning and diet, with clear potential to expand into improved livelihoods and reduced reliance on imported food.

Agriculture is part of the secondary school curriculum in South Sudan, and in fact, all classes at IGBS have a small plot of land to cultivate as well as a school farm. These activities contributed to both student learning and the wider functioning of the school.

In 2025, 2,354kg of maize was harvested, alongside the establishment of a piggery and the construction of a goat pen. Crop production and livestock rearing supported improved nutrition while also laying the foundations for longer-term school sustainability through reducing its reliance on FIGS, despite challenges linked to climate and environmental conditions.

IGBS functions not only as a school but also as a source of employment and economic activity within the local area. Through the employment of teachers, matrons, cooks, guards, and other support staff, the school provides stable incomes that support families and contribute to the local economy. Procurement of goods and services locally further strengthens economic linkages within the surrounding area.

Governance structures—including the Board of Trustees, Board of Governors, and the Parent Teacher Association—provide opportunities for community participation and leadership. Two formal IGBS trustee meetings were held during the year.

Safeguarding and institutional development continued to be an important area of focus. WTI delivered two safeguarding training sessions at the school, alongside training for school administrators in financial and procurement management.

Overall, IGBS operates not only as a high-performing school but as a beacon of hope and good practice for the locality and for South Sudan. IGBS is a community hub that supports education, employment, and local economic activity, while contributing to wider social development. Through consistently strong outcomes and its wider institutional role, IGBS continues to demonstrate the impact of sustained investment in girls' education in Western Equatoria State.

The following case study illustrates these outcomes in practice, highlighting the experiences of students and the wider impact on families and communities.

Case study - Maria & Hayat

Maria, a Primary 5 pupil at IGBS, is from Maridi County and lives with her mother, Hayat. Maria joined IGBS last year in Primary 4, inspired by her neighbour's daughter, Rahama, who had attended the school.

"I started encouraging my daughter to study hard in order to pass the interviews for her to join the boarding school," explains Hayat.

Despite initial worries about Maria living away from home for the first time, she decided to encourage her daughter to apply to IGBS, reassured by the school's strong academic reputation and the positive experiences she had heard from other parents.

Since joining IGBS, Maria has grown in confidence, independence, and leadership. Her mother notes that during school holidays, Maria now helps her younger brother in Primary 2 with reading, writing, and constructing sentences in English.

"Her confidence has improved, and she speaks in public without fear," Hayat observes. Maria has also developed discipline, personal hygiene, and a sense of responsibility. She is active in Sunday school and demonstrates leadership at home and in the community.

Maria's experience reflects the wider benefits of the IGBS boarding model. By providing a safe, structured environment, IGBS supports students to thrive academically, socially, and emotionally. The school equips girls with life skills, leadership opportunities, and the confidence to contribute positively to their families and communities.

"I am very grateful for the good work the staff of IGBS play in the lives of our daughters. My appreciation goes to the supporters of the school, who continue the spirit of extending help to girls in South Sudan, particularly in Western Equatoria State." Hayat

Maria and her mother Hayat's story demonstrates the impact of IGBS not just on students, but also on families and the wider community, highlighting the transformative effect of quality girls' education.



Financial review for 2025

FIGS trustees are pleased to report that despite the ongoing challenges in the fundraising environment, we made important progress during 2025 towards improving our long-term financial sustainability and resilience.

FIGS is committed to providing financial support for IGBS until such time as it can become self -funding through its own income-generating activities. Every year, a new cohort of students joins the school with the expectation of 9 years of schooling ahead of them. This means that, as the main funder of the school, we need to ensure that our financial reserves, together with ongoing fundraising, can meet those future costs. We have a very loyal group of individuals and organisations who support us each year, but that income only provides part of what is needed to fund the school. We have no guaranteed income, nor government or NGO funding, and so we face significant challenges each year in reaching our fundraising targets. In an increasingly challenging and unpredictable fundraising environment, having sufficient reserves to guarantee meeting IGBS funding requirements for the whole of the next school year is a key objective.

Income

There was a small drop in total income to £502k (2024: £539k). Legacy income fell significantly to £52.5k (2024: £160k). This was offset by a major grant of £100k from the Foundation for Education to improve Family Planning (FEFP). We anticipate similar grants from FEFP for the next two financial years, and winning long-term grants like this is an important step in improving our financial security for ongoing support of IGBS.

We once again had a successful Big Give Christmas campaign in December. Income from this campaign is received by FIGS during December and January, so the income from each campaign is split between two financial years. Income received in 2025 from the 2024 and 2025 Christmas campaigns was almost £92k (2024: £82k), and this annual campaign remains a vital part of our fundraising each year.

Donations from individuals of almost £100k (2024: £126k) and from institutions of £21k (2024: £25k) were both lower than the previous year. These downward figures reflect current trends amongst many charities, and we are working hard to reverse these trends.

We are deeply grateful to the over 313 individuals who gave to FIGS in 2025, many of whom continue to support the charity loyally and regularly over many years. Their contributions remain central to sustaining the work of FIGS.

We would also like to acknowledge the generous support of the following foundations, trusts, organisations, schools, and churches:

- AB Charitable Trust
- Angus Lawson Memorial Trust
- Aqueduct Foundation/CAF Canada
- Big Give Trust
- Coles Medlock Foundation
- Foundation for Education to Improve Family Planning
- Hey Bear Productions
- Hurlingham Academy
- Mill Garden Trust
- North London Collegiate Schools
- Ruislip Methodist Church
- St Barbara’s Church, Coventry
- St James Church, Coventry

- St Peter's Church, Kineton
- The Bridge, Coventry
- Tinsley Charitable Trust

Expenditure

Expenditure on raising funds increased to just over £54k (2024: £44k). The increase had been expected following the creation of a new position of full-time fundraiser in September 2024. We also appointed a part-time fundraising administrator in early 2025 to replace the work being done by a fundraising consultancy company. The cost was similar, but the change allowed FIGS trustees to better direct the work being done. Total expenditure on raising funds is just under 11% (2024: 8%) of total fundraising income.

Expenditure on charitable activities fell to £259k (2024: £364k). Within this figure, we paid almost £282k (2024: £304k) to WTI for IGBS running costs and management fees. The fall reflects the ongoing increases in efficiency and better cost control at IGBS through WTI's oversight and management. We also paid over £37k (2024: £0) for major electrical and plumbing maintenance work at IGBS. The biggest effect on the expenditure on charitable activities figure was the accounting adjustment to reverse the £60k gratuity liability provision that had been made in 2024. This is fully explained in note 10 to the accounts.

Surplus and reserves

With a 7% fall in income but a 23% fall in expenditure (largely due to an accounting adjustment), we ended the year with a surplus of £189k (2024: £131k), so total charity funds increased from £190k to almost £380k. Of this, nearly £73k was restricted reserves, either for the new dormitory to be built in 2026 or for IGBS running costs in 2026.

The trustees have taken the opportunity of an increase in unrestricted reserves to review the reserves policy and create designated reserves totalling £167k to improve our financial resilience going forward. These will ensure we can commit to funding the needs of IGBS for at least the next academic (calendar) year, complete any new building projects at IGBS that we commit to, and give security to existing pupils and their parents. Designated reserves are fully explained in note 11 to the accounts.

In arriving at a target reserves level, consideration is given to:
- Expected income, on a conservative basis of known regular donations
- Expected operational costs
- The contribution of any restricted reserves towards operational costs

The updated policy is to hold between 3 and 6 months of unfunded expenditure in reserve at all times. The range of 3-6 months recognises that we expect some variation in the level of reserves, as the timings of receipt of grants and donations can be unpredictable. The time period provides sufficient financial resilience to ensure that, in the unlikely event that all income should cease, any school term that has been started can still be funded to completion.

The £25k prepayment is not included as part of reserves as this is expected to be recoverable in more than one year.

On this basis, our general unrestricted reserves at the end of 2025 were just under £115k, which is sufficient to meet around 4 months of unfunded expenditure and so fell within our reserve policy parameters.

Going concern

The financial statements have been prepared on a going concern basis. Cash flow forecasts have been prepared for a period of at least eighteen months from the date of approval of the financial statements. These forecasts consider and analyse any risks that might affect the charity's resources or ability to continue operations. The forecasts take into consideration the challenging economic environment and its potential impact on income and expenditure.

We monitor performance, cash flow and forecasts on a regular basis. The trustees have therefore concluded that there is a reasonable expectation that the charity has adequate resources to continue in operation for the foreseeable future. The charity therefore continues to adopt the going concern basis in preparing its financial statements.

Plans for future periods

Looking ahead, FIGS will continue to support IGBS to provide access to primary and secondary education for marginalised girls in Western Equatoria State, South Sudan. The trustees' focus remains on sustaining school education while strengthening the school's longer-term resilience, governance, and pathways beyond secondary education.

A key development in early 2026 was the securing of funding towards the final dormitory. This has enabled work towards the procurement process to begin, including the engagement of the architect and initial preparatory work. The dormitory remains an important addition for the school to reach its intended full capacity, and FIGS will continue to support delivery and associated fundraising to complete this priority infrastructure.

Alongside this, FIGS will continue to strengthen structured pathways beyond secondary education. A central example is the All Saints Scholarships Programme, funded by the All Saints Educational Trust and developed by FIGS in partnership with Solidarity Teacher Training Institute (STTC), in Yambio, South Sudan and IGBS. The programme was agreed in 2025, and training began in 2026, with six students commencing primary teacher training at STTC. FIGS led the development of the Memorandum of Understanding between partners and continues to coordinate implementation, oversight, and reporting, including tracking student progress. The programme includes an annual Careers Day at IGBS, a crucial component that will increase awareness of post-school options and progression into teaching and other professions.

FIGS trustees are also working with IGBS trustees to strengthen IGBS governance structures and encourage increasingly effective, locally led oversight and decision-making. This has included the recruitment of the new Chair of IGBS Trustees, Grace Apollo, and continued support to the Board of Trustees, Board of Governors, and Parent Teacher Association.

Regular IGBS governance meetings, supported by WTI, have already demonstrated their value in addressing practical challenges at the school level. In early 2026, during a termly meeting, concerns were raised regarding a damaged section of the school fence, which posed risks to students, staff, and school resources. The issue was subsequently taken up by the Board of Governors and Parent Teacher Association and presented to the parent general assembly. Parents responded positively, agreeing to contribute both materials and labour towards the repairs, which were completed through this collective effort. The experience highlighted the importance of active governance structures in strengthening accountability, responsiveness, and collaboration between the school and the wider community. FIGS will also continue to support institutional sustainability and infrastructure improvements, where funding allows.

Safeguarding and institutional resilience will remain central priorities across all areas of FIGS' work. The charity will continue to work closely with WTI and local governance structures to ensure appropriate oversight, financial control, and safe learning environments.

In parallel, following initial scoping discussions, a feasibility study led by Ripple Effect will be undertaken in 2026 to assess opportunities for strengthening agricultural production and exploring a wider community-linked demonstration farm. This work is intended to support practical learning, nutrition, and longer-term sustainability.

The external environment in South Sudan continues to present challenges, particularly in relation to economic conditions and limited formal employment pathways for school leavers. Trustees therefore maintain a measured focus on strengthening education-to-employment pathways, while recognising the constraints on scale and pace of change.

Finally, FIGS will continue to strengthen and diversify its supporter base, including through regular giving, trusts and foundations, and engagement via speaking events and partnerships, in order to support long-term financial sustainability.

Risk management

Managing risk is integral to the achievement of FIGS' objectives because the school is operating in a fragile country and in a remote rural area. The trustees are ultimately responsible for risk management and for ensuring effective internal controls. FIGS maintains a comprehensive risk register, which is reviewed at each trustee meeting and updated as required. Regular reporting from IGBS and our partner WTI, including budget monitoring, provides ongoing oversight of performance and delivery. The FIGS trustees include individuals with specialist knowledge of South Sudan, and FIGS follows the relevant Charity Commission guidance for operating in higher-risk environments. Policies and procedures are reviewed and updated annually.

The principal risks faced by FIGS relate to the operating context in South Sudan and to long-term fundraising sustainability. South Sudan remains politically and economically fragile, with periodic insecurity, climate-related shocks, and wider regional instability affecting logistics and development conditions. FIGS mitigates these risks through close partnership working with WTI and the school, regular monitoring visits and reporting, and careful financial procedures and oversight to ensure funds are used effectively. Fundraising risk remains a key consideration given the scale of the school and the difficulties of guaranteed long-term income for a school where loss of income would have severe consequences for girls' education. FIGS continues to strengthen its fundraising and communications capacity, develop a broader donor base, and engage volunteer support to improve resilience and long-term financial sustainability.

Our commitment to our supporters

The FIGS trustees ensure that our fundraising is guided by our core values and that it complies with legal and regulatory frameworks. We rely on the generous donations of our supporters and each year undertake a range of activities to raise the funds needed to support IGBS. We endeavour for all our fundraising, and any fundraising undertaken on our behalf, to be conducted in a fair, transparent, and compliant manner. In 2025, we registered with the Fundraising Regulator. We ensure all our fundraising activity is carried out in line with the Code of Fundraising Practice, charity law and all relevant legislation, including the General Data Protection Regulation (GDPR) and the Privacy and Electronic Communications Regulations (PECR). We periodically ensure that our policies and procedures are reviewed annually and updated as appropriate. We are thankful for all the support we receive and are committed to maintaining high standards of fundraising and supporter care.

This report was approved by the Trustees on 4th September 2026 and signed on their behalf:



Chris Trott
Chair of Trustees

INDEPENDENT EXAMINER'S REPORT TO THE TRUSTEES OF FRIENDS OF IBBA GIRLS SCHOOL, SOUTH SUDAN

I report on the accounts of the Charity set out on pages 17 to 27.

Respective responsibilities of the trustees and independent examiner

The charity's trustees (who are also directors of Friends of Ibba Girls School, South Sudan, for the purposes of company law) are responsible for the preparation of the accounts. The charity's trustees consider that an audit is not required for this year under section 144 of the Charities Act 2011 ("the Charities Act") and that an independent examination is needed.

Having satisfied myself that the charity is not subject to audit under company law and is eligible for independent examination, it is my responsibility to:

- examine the accounts under section 145 of the Charities Act;
- follow the procedures laid down in the general Directions given by the Charity Commission (under section 145(5)(b) of the Charities Act); and
- state whether particular matters have come to my attention.

Basis of independent examiner's statement

My examination was carried out in accordance with the general Directions given by the Charity Commission. An examination includes a review of the accounting records kept by the charity and a comparison of the accounts presented with those records.
It also includes consideration of any unusual items or disclosures in the accounts, and seeking explanations from the trustees concerning any such matters.
The procedures undertaken do not provide all the evidence that would be required in an audit and, consequently, no opinion is given as to whether the accounts present a 'true and fair' view. The report is limited to those matters set out in the statement below.

Independent examiner's statement

In connection with my examination, no matter has come to my attention:

- which gives me reasonable cause to believe that, in any material respect, the requirements:
- to keep accounting records in accordance with section 130 of the Charities Act; and
- to prepare accounts which accord with the accounting records and comply with the accounting requirements of the Charities Act

have not been met; or

- to which, in my opinion, attention should be drawn in order to enable a proper understanding of the accounts to be reached.



Tosin Adegun, CPFA, ACMA CGMA
September 4th 2026

STATEMENT OF FINANCIAL ACTIVITIES AND INCOME AND EXPENDITURE ACCOUNT FOR THE YEAR ENDED 31 DECEMBER 2025

	Note	Unrestricted Funds	Restricted Funds	2025 Total	Unrestricted Funds	Restricted Funds	2024 Total
		£	£	£	£	£	£
Income from:							
Donations and legacies	3	389,307	110,746	500,053	397,847	133,796	531,643
Interest		121	0	121	142	0	142
Other income		1,846	0	1,846	7,633	0	7,633
Total income		**391,274**	**110,746**	**502,020**	**405,622**	**133,796**	**539,418**
Expenditure on:							
Raising funds	4	54,198	0	54,198	43,846	0	43,846
Charitable activities	5	119,385	139,263	258,648	322,909	41,502	364,411
Total expenditure		**173,583**	**139,263**	**312,846**	**366,755**	**41,502**	**408,257**
Net income/ (expenditure)		**217,691**	**(28,517)**	**189,174**	**38,867**	**92,294**	**131,161**
Transfer between funds		0	0	0	0	0	0
Net movement in funds		**217,691**	**(28,517)**	**189,174**	**38,867**	**92,294**	**131,161**
Reconciliation of funds							
Total funds brought forward		89,286	101,094	190,380	50,419	8,800	59,219
Total funds carried forward	11	**306,977**	**72,577**	**379,554**	**89,286**	**101,094**	**190,380**

The statement of financial activities includes all gains and losses recognised in the year.

All income and expenditure derive from continuing activities.

STATEMENT OF FINANCIAL POSITION AT 31 DECEMBER 2025

	Note	Unrestricted Funds	Restricted Funds	2025 Total	Unrestricted Funds	Restricted Funds	2024 Total
		£	£	£	£	£	£
Current assets							
Debtors and accrued income	8	89,884	0	89,884	174,297	15,674	189,971
Cash at bank – current accounts		65,203	0	65,203	0	98,042	98,042
Cash at bank – instant access deposit account		176,971	73,067	250,038	0	0	0
Total current assets		**332,058**	**73,067**	**405,125**	**174,297**	**113,716**	**288,013**
Current liabilities							
Creditors: amount falling due within 1 year	9	25,081	490	25,571	25,011	12,622	37,633
Net current assets		306,977	72,577	379,554	149,286	101,094	250,380
Provision for liabilities	10	0	0	0	60,000	0	60,000
Total net assets		**306,977**	**72,577**	**379,554**	**89,286**	**101,094**	**190,380**
The funds of the charity:							
Restricted funds	11	0	72,577	72,577	0	101,094	101,094
Unrestricted funds	11	306,977	0	306,977	89,286	0	89,286
Total charity funds	11	**306,977**	**72,577**	**379,554**	**89,286**	**101,094**	**190,380**

For the period ended 31 December 2025 the company was entitled to exemption from audit under section 477 of the Companies Act 2006 relating to small companies.

The members have not required the company to obtain an audit of its accounts for the year in question in accordance with section 476.

The directors acknowledge their responsibilities for complying with the requirements of the Act with respect to accounting records and the preparation of accounts.

These accounts have been prepared in accordance with the provisions applicable to companies subject to the small companies regime. The notes on pages 20 to 27 form part of these accounts.

This report was approved by the Trustees on September 4th 2026 and signed on their behalf by:



Chris Trott, Chair of Trustees

STATEMENT OF CASHFLOWS 2025

Reconciliation of net income to net cash flow from operating activities

	2025	2024
	£	£
Net income from Statement of Financial Activities	189,174	131,161
Decrease/(increase) in debtors	100,087	(146,356)
Decrease in creditors	(12,062)	(67,002)
(Decrease)/increase in provisions	(60,000)	60,000
Net cash provided by/(used in) operating activities	**217,199**	**(22,197)**
Net cash provided by investing activities	0	0
Net cash provided by financing activities	0	0
Change in cash and cash equivalents in the year	**217,199**	**(22,197)**
Cash and cash equivalents as at 1 January	98,042	120,239
Cash and cash equivalents as at 31 December	**315,241**	**98,042**

NOTES TO THE ACCOUNTS FOR THE YEAR ENDED 31 DECEMBER 2025

1 Basis of preparation

Friends of Ibba Girls School, South Sudan, is a UK charitable company registered with the Charity Commission for England and Wales and Companies House. It is a public benefit entity.

The accounts have been prepared under the historical cost convention and in accordance with applicable United Kingdom accounting standards, the Charities Statement of Accounting and Reporting Practice (Charities SORP FRS 102), FRS 102 and the Companies Act 2006.

2 Accounting policies

Recognition of incoming resources

Incoming resources are included in the Statement of Financial Activities (SoFA) when:

- the charity becomes entitled to the resources;
- the trustees are virtually certain they will receive the resources;
- and the monetary value can be measured with sufficient reliability.

Incoming resources with related expenditure

Where incoming resources have related expenditure (as with fundraising or contract income) the incoming resources and related expenditure are reported gross in the SoFA.

Grants and donations

Grants and donations are only included in the SoFA when the charity has unconditional entitlement to the resources.

Tax reclaims on donations and gifts

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

Volunteer help

The value of any voluntary help received is not included in the accounts, but makes a valuable contribution to the operation of the charity and we would like to thank all those who kindly give of their time and expertise to either fundraise or assist in the charity administration.

Investment income

This is included in the accounts when receivable.

Restricted income funds

Restricted income funds are funds which are subject to specific conditions imposed by the donor or by the terms of an appeal, these conditions being legally binding. The aims and uses of each restricted fund are set out in the notes to the financial statements.

Trustees have not sought to apportion the interest earned on cash balances and bank fees paid across all the restricted funds on the grounds of materiality.

Designated funds

Designated funds are unrestricted funds that have been set aside by the trustees to meet essential costs that are not being met from future income. The aims and uses of each designated fund are set out in the notes to the financial statements.

Liability recognition

Liabilities are recognised as soon as there is a legal or constructive obligation committing the charity to pay out resources.

Governance and support costs

Support costs have been allocated between governance costs and other support costs. Governance costs include the preparation and examination of statutory accounts, the costs of trustee meetings and the cost of any legal advice to trustees on governance or constitutional matters.

Support costs include central functions and have been allocated to activity cost categories on a basis consistent with the use of resources.

Going concern

The Trustees have prepared the accounts on the going concern basis. They recognise there is a continuing fundraising challenge to ensure sufficient income to support the operation and growth of the school. Cash flow is monitored by the trustees and actions taken to balance expenses with available resources.

3 Analysis of Donations and legacies

	2025	2024
	£	£
Donations from individuals	99,895	126,102
Donations from institutions	21,063	25,325
Grants	201,075	96,422
Big Give Christmas Challenge	91,836	82,240
Legacy income	52,500	160,000
Gift Aid	33,684	41,374
Total	**500,053**	**531,643**

4 Expenditure on raising funds

	2025	2024
	£	£
Costs paid to fundraising consultancy company	3,074	24,378
Employee costs	43,383	10,586
Bank charges, commissions and card fees	1,500	2,154
Other expenses (incl. fundraising event costs, postage & printing)	681	1,684
Support costs (note 6)	5,560	5,044
Total	**54,198**	**43,846**

5 Expenditure charitable activities

	2025	2024
	£	£
Payments to Windle Trust International for IGBS operating costs	254,840	276,739
Management fee paid to Windle Trust International	26,702	27,672
Maintenance work at IGBS	37,106	0
Provision for gratuity liability (note 10)	(60,000)	60,000
Total	**258,648**	**364,411**

6 Support costs

	2025	2024
	£	£
ICT services and software	2,286	1,079
Governance	1,465	800
Insurances	1,375	1,107
Advertising	367	655
Net loss / (gain) on currency exchange rates	0	(30)
Other general expenses	67	1,433
Total	**5,560**	**5,044**

All governance and support costs are allocated to the activity of fundraising on the basis that is the charity's most significant activity.

No trustee received any remuneration or received any other benefit from the charity in the year (2024: £nil). Travel expenses incurred to attend meetings totalling £418 were reimbursed to 4 trustees in the year (2024: £nil). After reimbursement, these sums were donated back to the charity by the trustees.

The independent examination of the accounts has been carried out for a stipend of £800 (2024: £800).

7 Employee costs

	2025	2024
	£	£
Wages and salaries	42,422	10,338
Employer's contribution to pension scheme	961	248
Total	**43,383**	**10,586**

The average number of full-time equivalent employees during the year was 1.3 (2024: 0.3).
No employee received employee benefits exceeding £60,000.

8 Debtors and accrued income

	2025	2024
	£	£
Gift Aid from HMRC	12,384	29,971
Legacy income	52,500	160,000
Prepayments – recoverable in > 1 year	25,000	0
Total	**89,884**	**189,971**

9 Creditors: amounts falling due within one year

	2025	2024
	£	£
FIGS bank charge card balance	229	173
Accruals	23,608	36,842
Taxation and social security	1,734	618
Total	**25,571**	**37,633**

10 Provision for gratuity liability

	2025	2024
	£	£
Provision at the start of the year	60,000	0
(Reversed)/recognised in year	(60,000)	60,000
Provision at end of year	**0**	**60,000**

A provision was created in 2024 to recognise a potential accrued liability for "gratuity pay" for IGBS staff from the years 2018-2023, in accordance with the Labour Act 2017 of South Sudan. Gratuity pay is a means by which South Sudan makes provision for employed staff in lieu of pension as there is no national scheme, with the liability crystallising when staff leave employment.

Following more recent advice regarding employment contracts during 2018-2023, we have determined that it is no longer probable that this liability will crystallise. The provision has therefore been reversed in 2025.

A contingent liability does remain as there is a possible but uncertain obligation. The maximum liability is estimated at £54,000 over the next 9 years. FIGS is not the legal employer of IGBS staff, but is the main funder of the school, and so this is noted in our accounts.

Gratuity pay from 2024 onwards is being paid annually and so no further liability will arise.

11 Unrestricted and restricted income funds

2025	Balance 01/01/25	Incoming resources	Outgoing resources	Transfers	Balance 31/12/25
Restricted funds	**£**	**£**	**£**	**£**	**£**
CB & HH Taylor 1984 Trust – towards new dormitory*	1,000	0	0	0	1,000
Eleanor Rathbone Charitable Trust – towards a new dormitory*	2,000	0	0	0	2,000
Big Give Christmas 2024 campaign – for 2025 IGBS staff costs	98,094	34,669	(132,763)	0	0
Angus Lawson Memorial Trust – towards IGBS food and secondary teacher costs in 2025 and 2026	0	20,000	(6,500)	0	13,500
Horne Family Trust / CAF Canada - towards IGBS food costs in 2026	0	16,077	0	0	16,077
Coles Medlock Foundation – towards a new dormitory	0	15,000	0	0	15,000
Foundation for Education to improve Family Planning – towards a new dormitory	0	25,000	0	0	25,000
Total restricted funds	**101,094**	**110,746**	**(139,263)**	**0**	**72,577**
Unrestricted funds				**0**	
Designated funds					
Operational resilience fund	0	0	0	87,000	87,000
Campus and buildings maintenance fund	0	0	0	20,000	20,000
Dormitory fund	0	0	0	40,000	40,000
Capital projects resilience fund	0	0	0	20,000	20,000
General unrestricted funds	89,286	391,274	(173,583)	(167,000)	139,977
Total unrestricted funds	**89,286**	**391,274**	**(173,583)**	**0**	**306,977**
Total funds of the charity	**190,380**	**502,020**	**(312,846)**	**0**	**379,554**

*****These grants were originally awarded towards the cost of building a teaching centre. During 2025 the decision was made to prioritise the building of a final dormitory to allow the school to reach its capacity of 360 students. The funders have agreed that their grants can be used for this new purpose**.**

Designated funds

Operational resilience fund – this represents the shortfall between known income and expected costs for the forthcoming year, taking into account restricted funds that can be used to cover operational costs. Designating these funds means we have assurance that we can fund the school for the next academic year. In South Sudan the academic year is a calendar

year.

Campus and buildings maintenance fund – this is to fund any unexpected maintenance costs at IGBS that are in addition to the annual maintenance budget

Dormitory fund – FIGS have committed to funding a new dormitory in 2026 to allow more girls to attend the school. This is the shortfall between the total build cost and the amount provided by external funders for this project.

Capital projects resilience fund – this is to ensure that we can complete any capital project. We aim to secure funding to cover all the quoted costs before commencing a capital project. This fund is to cover any additional costs that may arise due to local circumstances beyond our control – such as (for example) adverse movements in exchange rates, extreme weather events hindering building work, unexpected difficulties in obtaining building supplies.

2024	**Balance 01/01/24**	**Incoming resources**	**Outgoing resources**	**Transfers**	**Balance 31/12/24**
Restricted funds	**£**	**£**	**£**	**£**	**£**
CAF Canada/Aqueduct Foundation – for 2024 IGBS staff costs	0	32,422	(32,422)	0	0
CB & HH Taylor 1984 Trust – towards a teaching resource centre	0	1,000	0	0	1,000
Eleanor Rathbone Charitable Trust - towards a teaching resource centre	0	2,000	0	0	2,000
Big Give Christmas 2024 campaign – for 2025 IGBS staff costs	0	98,094	0	0	98,094
Personal donation – towards teacher training costs	0	280	(280)	0	0
Woolhope Trust – Bursaries for 10 girls for 4 years (2021-2024)	8,800	0	(8,800)	0	0
Total restricted funds	**8,800**	**133,796**	**(41,502)**	**0**	**101,094**
Unrestricted funds	**50,419**	**405,622**	**(366,755)**	**0**	**89,286**
Total funds of the charity	**59,219**	**539,418**	**(408,257)**	**0**	**190,380**

12 Transactions with related parties

Trustees and some of their family members make donations of varying amounts to Friends of Ibba Girls School. None of these donations carry conditions.

The total donations received from trustees and related parties without conditions in 2025 was £67,083 (2024: £70,328).