

**Company Registration Number 09595920**

**Charity Number 1162036**

**BIG WIN PHILANTHROPY  
(A COMPANY LIMITED BY GUARANTEE)**

**FINANCIAL STATEMENTS  
FOR THE YEAR ENDED  
31 December 2018**

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# Big Win Philanthropy

## Legal and Administrative Information

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<b>Registered office</b>	10 Queen Street Place London EC4R 1BE
<b>Company number</b>	09595920 (incorporated in England and Wales)
<b>Registered charity number</b>	1162036
<b>Trustees</b>	Jamie Cooper (Chair) Suprotik Basu Nikos Makris Malik Dechambenoit Mark Dybul Dzingai Mutumbuka Luisa Diogo (Appointed 31 October 2018)
<b>President (<i>pro bono</i>)</b>	Jamie Cooper
<b>Chief Executive Officer</b>	Dr. Kesete Admasu (as of January 1, 2019)
<b>Chief Operating Officer</b>	Christopher J. Klatell
<b>Bankers:</b>	HSBC Bank plc 8 Canada Square London E14 5HQ
<b>Solicitors</b>	Bates Wells Braithwaite London LLP 10 Queen Street Place London EC4R 1BE
<b>Independent auditor:</b>	RSM UK Audit LLP 25 Farringdon Street London EC4A 4AB

# Big Win Philanthropy

## Trustees' Report

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### 1.1 CHAIR'S WELCOME

Welcome to our Annual Report for the year ended 31 December 2018, which includes the charity's financial statements for that year.

Since its inception, Big Win Philanthropy ("Big Win") has been fortunate to partner with key leaders at national and regional level on the African continent. These leaders demonstrated clarity of vision for transformation of their countries and were willing to make bold commitments for investing in harnessing the human capital of their nations' children and youth.

Investing now in Africa's emerging youth population presents the leaders of today with an unprecedented possibility for improving the future paths of their countries. The key is to harness human capital potential through quality investments in the brain development and education of children and by providing youth with opportunities for productive employment. If achieved, the economic trajectory of the continent will be profoundly shifted in a positive direction for many generations to come.

In this report, you will read about some key early initiatives that have transpired through our partnerships with African leaders. These partnerships stem from our belief that no one ultimately cares more about their people than the stewards chosen to represent them. By working alongside these committed leaders we believe we can achieve more, and have a more durable legacy, than a philanthropy can deliver independently. Our role is to support the translation of leaders' visions into tangible action steps, guided by evidence and with fidelity to achieving results.

Big Win has taken on a range of functions in this regard to back these leaders in achieving their ambitions. These have included: tightening strategies and plans; supporting cross-ministerial collaboration; enabling insights and access to best practices in other countries; providing technical support; supporting social movements; and providing data-collection and monitoring capabilities.

During our partnerships, we have forged open, trusting relationships that allowed us to make progress while remaining ready to correct course as necessary. To the extent that we succeeded, it is because of the strength of our partners and their ownership of the agendas that we supported.

In January 2019 we were thrilled to welcome former Ethiopian Minister of Health Dr. Kesete Admasu as our new CEO. Dr. Kesete's insight, experience, and strategic thinking make him an ideal counterpart for our partners across the continent. We are thankful to Dr. Kesete for joining us and to everyone who has contributed to the growth and development of Big Win Philanthropy, and we look forward to what comes next.

**Jamie Cooper**

**President and Chair, Big Win Philanthropy**

# Big Win Philanthropy

## Trustees' Report

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The Trustees present their report and the financial statements of Big Win Philanthropy (referred to as the "Charity" in the remainder of this report) for the year ending 31 December 2018. The financial statements have been prepared in accordance with the accounting policies set out in note 1 to the accounts and comply with the Charities Act 2011, the Statement of Recommended Practice: Accounting and Reporting by Charities (SORP FRS 102) effective 1 January 2015 and applicable UK Accounting Standards (UK GAAP).

### 1.2 STRUCTURE, GOVERNANCE AND MANAGEMENT

The Charity is a company limited by guarantee and not having share capital, governed by its Memorandum and Articles of Association dated 18 May 2015. It is registered as a charity with the Charity Commission. Jamie Cooper (the "Founder") is currently the sole member of the Charity.

#### Trustees

The Charity was formed on 18 May 2015 with Jamie Cooper, Suprotik Basu and Nikos Makris as its initial Trustees. Jamie Cooper, as the Founder, may appoint additional Trustees. In November 2015, Ms. Cooper nominated, and the other Trustees voted to appoint, Malik Dechambenoit as a Trustee. In May 2017, Ms. Cooper nominated, and the other Trustees voted to confirm, Mark Dybul and Dzingai Mutumbuka as additional Trustees. In December 2017, Ms. Cooper nominated, and the other Trustees voted to confirm, H.E. Luísa Diogo as an additional Trustee, and Madam Diogo formally joined the Board in December 2018. In November 2018 Ms. Cooper, Mr. Basu, Mr. Makris and Mr. Dechambenoit were reappointed for a second three-year term. In August 2019 Ms. Cooper nominated, and the other Trustees voted to confirm, Michelle Harrison as an additional Trustee, effective as of the Charity's next Board meeting.

Curricula Vitae for potential new Trustees are circulated in advance, and candidates are invited to attend at least one meeting as advisors before their candidacies are considered. New Trustees complete a Declaration of Eligibility and Declaration of Interests; review HMRC and Charity Commission guidance; and are introduced to the policies and procedures of the Charity, including its conflict of interest and safeguarding policy, Trustee code of conduct and policy on the role of Trustees. Ongoing training and guidance related to charitable governance and related matters are provided at meetings of the Trustees and at committee meetings.

Trustees (other than the Founder) normally serve three-year terms and do not serve more than three consecutive terms.

Trustees meet twice annually in person and at additional times by teleconference. In 2018, in-person meetings were held on 9 June and 30 November. Trustees also consider and approve certain actions and initiatives by written consent.

#### President

In addition to serving as Chair, Jamie Cooper serves as President of the Charity. All of Ms. Cooper's services are provided on a pro bono basis.

#### Chief Executive Officer

Dr. Kesete Admasu is the Chief Executive Officer (CEO) of the Charity. Dr. Admasu's term began on January 1, 2019, when he succeeded Dr. Muhammad Pate, who completed his three-year term as the Charity's first CEO in December 2018.

Dr. Kesete is an employee of the Charity and is based in London. His predecessor, Dr. Pate, was an employee of the Charity's partner foundation in the United States of America (see "Relationship to Other Charities," below), which made him available to the Charity on a no-cost basis.

As Chief Executive Officer, Dr. Kesete reports to the Board and works closely with the President to oversee the strategic direction, programming and management of the Charity. The Board sets performance goals for the CEO that are reviewed on a semi-annual basis.

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### Management

The day-to-day management of the Charity is carried out by the Chief Executive Officer and overseen by the President. The Chief Operating Officer (COO) reports directly to the Chief Executive Officer on operational matters and to the President and Chair on financial and governance matters. The rest of the staff reports to a management team comprised of the President, CEO and COO. Programme teams typically report to a Programme Director, who reports to the CEO, and financial matters are overseen by the Head of Finance, who reports to the COO.

Grants and charitable disbursements, and the accompanying activities to be undertaken by the Charity's staff, are presented to the Trustees for consideration in a written investment memorandum, which must be approved by the Trustees. From time to time, the Trustees may delegate authority to the Chair and the staff to make small discretionary grants or programmatic expenditures within budgeted amounts.

Pay and remuneration for the Charity's staff are set using benchmarks from other similarly situated charities and the employees' compensation history, and by applying criteria such as experience and skill level. The Charity has a goal-setting and review process for employees that encourages them to strive for success in all their endeavours and holds them accountable for their performance.

### Committees

The Charity has an active board, and its committees other than the Investment Committee are accordingly committees of the whole. To date, the committees other than the Investment Committee have met during meetings of the Trustees, with the Investment Committee also meeting on a regular basis throughout the year. The Trustees form ad hoc advisory committees on specific programmatic issues when and as needed. The Investment Committee was comprised of Nikos Makris (Chair), Sean Carney, Jamie Cooper and William Haney; and an ad hoc CEO Transition and Search Committee was comprised of William Haney (Chair), Jamie Cooper, and Protik Basu.

### Relationship to Other Charities

The Charity has a close working relationship with a United States charitable trust, the Children's Investment Fund Foundation operating as Big Win Philanthropy (hereinafter referred to as "Big Win Philanthropy US"). There is no direct control relationship between the organisations and they are legally independent of one another. While the two charities are not formally affiliated, they share certain trustees and officers, Jamie Cooper has power of appointment at both organisations and they share certain Trustees and officers and cooperate on charitable endeavours. The Charity's operating policies and strategies are designed to make efficient use of the two charities' combined resources for maximum charitable impact.

An English charity, CIFF UK, has agreed to make a sizeable expendable endowment grant to the Charity (as described in Section 1.6). The Charity's Chair co-founded CIFF UK and remains a member and trustee of that charity, but she has recused herself from its activities pending the final decision of the courts and the Charity Commission in relation to approval of the grant from CIFF UK to the Charity. The relationship with CIFF UK does not impact the Charity's operating policies, except to the extent that the grant agreement between the Charity and CIFF UK will restrict the use of funds received pursuant to that agreement to the improvement of the lives of children, young people and families in need in developing countries or countries in crisis.

On 6 June 2017, the Chancellor of the High Court approved the grant from CIFF UK to the Charity. One of the four respondents applied to the Court of Appeal for permission to appeal an aspect of the High Court judgment, and on 6 July 2018 the Court of Appeal allowed the appeal in part. On 26 July 2018, Big Win Philanthropy's Chair, Jamie Cooper, filed an application for permission to appeal to the Supreme Court of the United Kingdom. On 11 February 2019, the Supreme Court of the United Kingdom granted Ms. Cooper's application, and a hearing on the appeal has been scheduled for 14 and 15 January 2020. Approval of the grant therefore remains pending. For more information, please see note 22 to the Charity's accounts.

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### 1.3 PUBLIC BENEFIT

The Trustees confirm that they have given due consideration to the Charity Commission's public guidance on the Public Benefit requirement under the Charities Act 2011.

#### Objects

The Charity was formed in May 2015 for the public benefit, with the goal of benefitting children and youth and with the following objects:

- To prevent and relieve poverty;
- To relieve suffering, sickness and distress;
- To advance education; and
- To promote any other purpose recognised as charitable in accordance with the laws of England and Wales.

The Founder formed the Charity to work for the benefit of children and young people in developing, low-income countries. In order to achieve this goal, the Charity primarily partners with governments, multilateral institutions and other non-profits to plan and coordinate interventions that can improve the lives of young people in sub-Saharan Africa at scale, particularly in the nutrition, brain development, education and youth employment sectors, with a focus on human capital development.

#### Mission

The Trustees have adopted the following mission statement:

Big Win Philanthropy is an independent foundation that invests in children and young people in developing countries to improve their lives and to maximise demographic dividends for long-term economic growth. Big Win Philanthropy partners with leaders who have a stake in the outcome to achieve transformational change.

### 1.4 OUR WORK

The demographic transition is a potentially game-changing, one-off opportunity for accelerated growth for many countries in sub-Saharan Africa. It occurs when falling mortality followed by falling fertility results in a "youth bulge" which creates a window of opportunity, for a few precious decades in a country's development, when the ratio of workers to dependents is unusually high.

This transition provides an opportunity to benefit from an economic phenomenon called the demographic dividend: a demographically facilitated economic surplus that can massively increase incomes, living standards and investment for the future - potentially multiplying a country's national income many times over.

However, the dividend is not automatic. It is dependent on investments being made in children and young people decades in advance, in areas such as health, education and employment, so that they develop into healthy, productive adults. Big Win Philanthropy is focused on supporting leaders to make these investments.

#### Approach

Big Win Philanthropy partners with visionary African leaders to achieve transformational change for their countries by investing in three key areas essential to achieving economic growth and the demographic dividend:

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### Brain Development

The development of a child's brain provides the foundation for their success later in life. A large proportion of children across sub-Saharan Africa suffer impaired brain development because of key factors including: undernutrition, insufficient care and stimulation from care-givers, and the experiencing or witnessing of violence. We support leaders to address these factors and help ensure that children can realise their potential.

### Education for Productivity

10-12 million African youth enter the workforce every year, many without the skills they need to find meaningful employment. Better education is essential for developing the qualities and skills young people need to become more productive – both in terms of their own quality of life and their contribution to national economic growth. We support leaders to improve the quality of education and to make it more relevant to the realities of a changing workforce.

### Youth Employment

Africa's youth population is expected to double by 2050. Now is the time for strategic investments to create quality employment opportunities on a massive scale for this emerging new generation. We support leaders to create meaningful employment opportunities that provide livable wages, are sustainable, and can absorb a range of skills, and to make investments to ensure that young people are employment-ready.

We also help foster the transformative leadership needed to make progress in these areas. Through the Harvard Ministerial Leadership Programme, Big Win Philanthropy US convenes ministers focused on human capital development – including health, education, finance, and planning ministers – for an intensive week of envisioning “big wins” and exploring the political navigation, effective implementation, and multi-sector collaboration that would be required to achieve them.

### How we select partners and prioritise investments:

- We work with public-sector leaders with credible, robust, evidence-sound country-led agendas for developing human capital within their countries.
- We prioritise investments based on alignment with our mission, potential to scale impact, and ability to add value.
- We only work in countries where our support has been directly requested by the government.

### How we support our partners:

- We make catalytic investments – often in the form of direct budget support – to enable leaders in building the capacity and systems needed to deliver on their vision.
- We provide technical support, assisting leaders in conceptualising, planning, funding, implementing, and evaluating innovative and transformational policies.
- We foster an environment where likeminded funders are able to support governments to achieve their priorities more effectively.
- We support smart delegation of resources and implementation management through independent baseline assessments and audits.

### What we *don't* do:

- We don't make one-off programmatic investments that aren't part of a larger human capital development agenda.
- We don't dictate tactics. Instead, we support government-led approaches that clearly articulate the impact they will have for children and young people.
- We don't support programmes that circumvent governments or work contrary to their objectives.



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- We rarely provide "brick and mortar" support, focusing instead on building delivery capacity.

Our work is guided by a number of principles and themes:

**Commitment to human development.** We see children and young people as providing the underlying potential for sustainable economic growth. We support leaders to make smart, long-term investments to realise this potential, rather than focusing on short-term fixes.

**Respect for government leadership.** While a range of actors have important roles to play in human capital development, governments are ultimately the stewards of a nation's people. We support the vision and ambition of political leaders in developing countries and align our support with their development priorities, including support for leadership capacity-building.

**Cross-ministerial collaboration.** Most major social challenges require cross-sector solutions to optimise efficiency and impact. We support collaboration between different government ministries, and we seek to forge partnerships between government, business and civil society.

**Support for implementation.** We believe that execution and delivery are just as important as policy and deserve equal attention and prestige. We support leaders to see their programmes through to quality implementation.

**Long-term vision.** Major social shifts and demographic trends are often neglected in the context of short-term political cycles. We support leaders with the integrity to care as much about societal progress as political gains.

**Ambitious and scalable solutions.** We seize opportunities that are strategic, scalable and have relevance beyond a specific project to be game-changing.

**Evidence-led approaches.** We support leaders in utilising data to inform their priorities, refine programme design, monitor outcomes, improve cost-effectiveness, measure impact and challenge orthodoxy.

### **Featured Initiatives**

Pursuant to these strategies and principles, the Charity's activities in 2018 focused on the provision of technical, professional and managerial support and expertise, largely via the Charity's own personnel, to the Charity's partners in government and in the multilateral sector. The Charity was frequently able to leverage this support with grant support from its partner foundation, Big Win Philanthropy US.

The Charity also launched its first direct grant programme, a collaboration to reduce childhood stunting in Mozambique.

Examples of the initiatives the Charity is undertaking include:

- **Multisectoral Nutrition Partnership: Mozambique**

Food and Nutrition Security has been a long-term priority of the government of Mozambique but progress in the reduction of stunting has been very slow. Stunting prevalence remains unacceptably high at 43 percent and recognising the substantial multiple benefits from nutrition for development, the government has prioritised investing in nutrition as a crucial down-payment on future prosperity for the country. Big Win joined forces with Prime Minister Agostinho do Rosario and Graça Machel to spur transformative impact on the multisectoral nutrition response, particularly in terms of elevating nutrition leadership to the highest Political Office in Mozambique.

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Besides the national level engagement, Big Win is providing support to Governor Victor Borges of Nampula Province. Despite being one of the most fertile and most populous regions of Mozambique, Nampula Province registers the highest stunting rate in the country for children under five (51%). The damage caused by stunting is irreversible, severely affecting a child's potential to live a healthy and productive life. The Governor requested for Big Win to carry out a 'deep dive' diagnostic study to examine the root causes of stunting and to provide technical assistance for the rollout of nutrition-smart interventions in Nampula. If substantial progress is made in Nampula, it will significantly impact progress at the national level.

Big Win and a prominent charity in Mozambique, the Foundation for Community Development (FDC), are helping design and implement new approaches to tackling the problem. Big Win's contribution has been to lay a foundation for the successful implementation of the National Council for Food and Nutrition Security (CONSAN) strategic plan at the national level and to secure provincial level baseline data in Nampula province to inform a provincial strategy to accelerate stunting reduction. This enabled the government to establish a discerning strategy that will optimise the deployment of resources to have the greatest impact. With assistance from Big Win, the government has mobilised an unprecedented multisectoral effort to coordinate national and provincial efforts to end undernutrition. This includes interventions to improve diets, water and sanitation at household levels and ensure sustainable agricultural production and practices.

Big Win has supported the development and implementation of an evidence-based provincial action plan in Nampula. We supported the baseline survey, which included a data landscape review, stakeholder mapping, a qualitative behavioural drivers study, quantitative estimates of stunting and drivers of stunting and institutional capacity assessments. This baseline survey then informed an ambitious and innovative provincial strategy to accelerate stunting reduction. Building on the findings from the behavioural drivers study, Governor Victor Borges launched a social movement in May 2019 to accelerate stunting reduction in Nampula province with Big Win's support. The goal of the social movement is to foster community ownership and cross-sector collaboration for key interventions such as "smart backyards," generating sustained action to improve nutrition during the critical first 1,000 days of life. The social movement will empower communities and households to become the agents of change, equipping them with the information and tools they need to ensure that every child has a healthy start to life.

- **Supporting the Government of Ethiopia to end child undernutrition: Seqota Declaration**

In July 2015, the Government of Ethiopia announced its multi-year plan to end stunting in Ethiopia. Named after one of Ethiopia's worst famine-stricken areas, the Seqota Declaration commits to eradicating the underlying causes of chronic undernutrition and ending stunting among children under 2 years by 2030. The Seqota Declaration has been endorsed and embedded into the National Growth and Transformation Plan, making it among Ethiopia's highest level commitments. The Seqota Declaration builds on the "Cost of Hunger" study commissioned by the government in 2013, which showed that the annual costs associated with child undernutrition in Ethiopia are equivalent to 16.5% of its GDP. Eliminating stunting in Ethiopia is therefore a crucial underpinning to the country's growth and transformation agenda.

To deliver on this commitment, the government must double the rate of stunting reduction nationally and maintain an even higher reduction rate in high-burden areas. This ambitious goal requires a robust multisectoral response and a strategic geographic focus. The initial geographic focus covers woredas (districts) with the highest stunting rates in the country along the Tekeze river basin, with a population of 4 million and a catchment area of 64,000 sq. km. Stunting rates are as high as 60-80 percent in this region.

By operationalising a truly multisectoral response, through one plan, one budget, and one report, and using monthly growth monitoring for children under 2 years as the confirmation that households are effectively being reached with integrated interventions, the government is charting a new blueprint for development. If stunting is successfully eliminated at the dramatic rate projected in this exceptionally difficult region, it will move the needle on the national rate, as well as demonstrate potential for

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elimination anywhere in the country. This cross-sectoral response will further create a model for operationalising effective cross-government collaboration that could be applied in other countries.

Big Win has been involved since the launch of the 2015 Seqota Declaration, supporting the full cadre of leaders, led by Deputy Prime Minister Demeke Mekonnen and including the federal ministers of health, water, agriculture, finance, education, and social affairs, the regional presidents of Amhara and Tigray and their respective teams to develop an integrated plan that provides value for money, and to assure quality delivery on the ground. Despite Ethiopia's significant progress over the past 15 years in reducing stunting – achieving on average a 1% reduction every year – 38% of children under age 5 are still stunted. The government has recognised that this pace is not sufficient and requires innovative strategies to meet the ambitious goal of ending stunting by 2030. The Seqota Declaration envisions fundamentally addressing the root causes of undernutrition in a highly challenging environment by fostering intersectoral collaboration; operationalizing the concept of one plan, one budget, and one report; and reaching vulnerable households with integrated, high-impact interventions. Big Win is supporting coordination of these multiple players and teams to mobilise behind a unified, high impact cost effective plan.

The first milestone of the effort to integrate a range of initiatives under one plan and one budget and adoption of a system of collective oversight is now in place. The plan encompasses: climate- and nutrition-smart investments and interventions; improving diets, water and sanitation at the household level; and ensuring sustainable agricultural production and practices. The indicators selected to measure progress towards the government's goal seek to ensure households are benefitting from the overall development of the nation in all parameters of development (social, economic, environmental). The programme has rapidly become a national exemplar for driving nutritional transformation nationwide and could serve as a model for Africa as well as countries further afield.

Supporting the Seqota Declaration was among Big Win's earliest government partnerships. The support of Big Win and Big Win Philanthropy US has included:

- **Multisectoral coordination:** Big Win assisted the Government of Ethiopia to establish three functional Programme Delivery Units (PDUs) - one federal and two regional - backed politically at the highest levels to drive performance across multiple government ministries. Based on the success of these PDUs, the Bill and Melinda Gates Foundation and the World Bank will be funding expansion of this nutrition-focused multi-sectoral PDU model to other regions in the country.
- **Technical expertise and study tours:** Big Win has provided technical expertise to assist the government in upgrading and integrating each sector's initiatives into one plan with one budget, ensuring that it can be implemented efficiently and effectively. We arranged for the coalition of Ministers and Regional Presidents to conduct a site visit to Israel to draw on their expertise in water and agricultural management. The visit inspired the Minister of Water to commission geospatial satellite imaging of water sources in the entire Tekeze basin. Big Win is now supporting the Ministry of Water in undertaking a comprehensive water management plan to ensure that 3 million people have access to clean water within a 5km radius. We are further working with the Ministers of water, agriculture and health to ensure 100 percent of households have access to adequate food all year round.
- **Target setting and monitoring support:** In addition to assisting the government to implement a one plan, one budget approach, Big Win is supporting the development of a performance scorecard that will be used to track progress in real time, disseminate best practices and enable rapid intervention wherever the programme is underperforming. This new approach has already attracted substantial further investment from internal and external resources. Each of the sectors, regions and the federal government have increased their financial commitments to support the new unified plan. External partners are further aligning their commitments. The government is currently exploring a partnership with the African Development Bank (AfDB) in an effort that would align with President Adesina's priority to raise investments in "grey matter infrastructure" and expedite the rate of stunting elimination across the continent.

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- **Unlocking nutrition investment: Banking on Nutrition with the African Development Bank**

In 2017, more than a third of the world's stunted children under the age of five lived in Africa. It is the only region in the world where the number of stunted children has risen in the past few years.

This has a significant human and economic cost. Africa loses \$25 billion per year in costs attributed to child morbidity and mortality, and impaired cognitive, physical, and economic development caused by malnutrition. Yet these losses are almost entirely preventable. To realise its human and economic potential, Africa must invest in nutrition – particularly during the 1,000 days between conception and the age of two – as a crucial foundation for productivity later in life.

To address this crisis, the African Development Bank (AfDB), working with Big Win, has committed to scale up the proportion of its investments that are nutrition-smart in the agriculture, water, sanitation, hygiene, social protection, health and education sectors. It has announced an ambitious target of investing at least 50% of its agriculture and health portfolios in nutrition smart investments by 2025.

Big Win has supported the Bank in developing and adopting a Multi-Sectoral Nutrition Action Plan, with a three-part approach: 1. *Mainstreaming nutrition into the Bank's portfolio and pipeline, including Regional and Country strategies, lending programmes, and other activities:* The AfDB has identified specific interventions in the five sectors that have the greatest impact on nutrition: health, agriculture, WASH, social protection and education. These interventions will be incorporated into the Bank's investment (debt and equity) pipeline for regional country members. 2. *Working to increase the production and consumption of safe and nutritious foods, through partnerships with regional and private stakeholders:* The AfDB will prioritise integrating nutrition-smart interventions into projects in the Bank's agricultural pipeline, promoting technologies that increase the production of safe and nutritious foods, and boosting agro-based spatial development strategies and agro-industrial infrastructure. 3. *Encouraging regional member countries to prioritise nutrition-smart lending requests and investments that deliver greater social and economic return alongside achieving nutritional impact, representing a double win.*

In collaboration with the Aliko Dangote Foundation, Big Win is providing technical and training assistance to the AfDB on this initiative. We have helped to **create a dashboard** that is being used by the Bank to monitor how it is delivering on its targets. We also supported the Bank in developing and releasing a **Continental Nutrition Accountability Scorecard**, which serves as a key advocacy tool to highlight the progress of both individual countries and of the continent as a whole towards achieving nutrition targets. The scorecard is an important component of the Bank's effort to mobilise country-led action to address stunting. By monitoring and highlighting the progress of its activities and the broader impact of countries' efforts on nutrition, the Bank aims to put nutrition high up on the political agenda across the African continent. Big Win is also supporting **the design and implementation of a training programme**, in partnership with Nutrition International, for 80 of AfDB's staff on nutrition-smart investments, ensuring that they are equipped to drive the implementation of the Bank's nutrition strategy. In the next phase of the project, Big Win will support AfDB to roll out the tool to its entire staff and monitor how it is used, with the aim of ensuring that all investments are considered through a nutrition lens.

By mobilising its vast investment platform and through the commitment of its senior leadership and board, the AfDB will advocate and champion a new approach to human capital by developing 'grey matter infrastructure' and harnessing its people's brain power. The AfDB's *Multi-Sectoral Nutrition Action Plan 2018-2025* aims to redesign the Bank's investments in areas such as agriculture, water, sanitation, hygiene, social protection, health and education to become nutrition-smart and deliver a greater social and economic return alongside achieving nutrition impact.

The Charity's staff manages the Banking on Nutrition programme and serves as the lead coordinator for the participating charities' engagement with the African Development Bank, with the initial grant funding contributed by Big Win Philanthropy US and the Dangote Foundation.

- **Youth Employment in Ethiopia**

At the initiation of the Prime Minister of Ethiopia, Big Win is developing a partnership with the Ethiopian government to create 1 million quality jobs for young people.

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Ethiopia is experiencing significant demographic pressure as every year more than 2 million youth enter the labour market, leading to a projected rise in the labour force of more than 30% between 2019 and 2030. More than 17 million people in total will enter the labour market during this period, and ensuring they have access to quality jobs is crucial to the economic growth and development of the country.

Cognizant of the critical challenges and opportunities in absorbing such a large potential workforce into quality employment, Prime Minister Abiy Ahmed requested Big Win to partner with his government in identifying the key sectors which have potential to translate into meaningful job creation opportunities and supporting strategic economic investments in these areas. The effort aims to create 1 million sustainable jobs that appropriately use young people's training and provide a livable wage, while also addressing development priorities.

Big Win is currently teaming with the relevant federal government leaders, as well as with the regional governments of Oromia and Amhara, and the city administration of Addis Ababa to develop its remit. At the federal level, Big Win will work with the newly-established Job Creation Commission under the office of the Prime Minister. The commission is mandated to govern, monitor, and coordinate all governmental and non-governmental efforts in creating jobs. Big Win's collaboration with the commission will focus on identifying interventions on the supply and demand side, as well as on linkages to bridge the gap and tackle the market failures in the labour market. The partnership will prioritise an effort targeting unemployed university graduates. It will include a range of interventions designed to reduce the skills mismatch in the labour market, including retooling of graduates, developing a labour market information system, and facilitating the work of the private sector in creating quality jobs. At the regional level, Big Win will work with the regional presidents of Oromia and Amhara and the Mayor of Addis Ababa to assess the relative viability for investing in various flagship projects identified by the regional authorities. After honing in on the most worthwhile initiatives, Big Win will support a process to mobilise the relevant stakeholders to translate this aspiration into a concrete investment strategy.

### **Other Initiatives**

The Charity's senior staff lent their expertise to other initiatives undertaken in collaboration with Big Win Philanthropy US, such as the Ministerial Leadership Programme at Harvard University; the sponsorship of an Education Delivery Unit in Liberia that has helped sustain momentum for education reform and drive learning outcomes across a political transition; a new education initiative to support the Ghanaian Minister of Education's curriculum reform agenda; and an exciting partnership with the Bernard Van Leer Foundation and the city of Addis Ababa to rethink early childhood development on a multi-sectoral basis in rapidly growing urban contexts.

## **1.5 ACHIEVEMENTS**

### **Achievements and Performance**

As described above, the Charity's staff have contributed in important ways to programmes and partnerships that have the capacity greatly to improve the lives of children and young people in developing countries.

The Charity remains limited by the resource envelope constraints caused by the ongoing litigation over the promised grant from CIFF UK. The Charity has simultaneously had to build an organisation and a slate of initiatives that are ready to effectively deploy the promised funds, and to live within the constraints of its current resources in its granting. The Charity has aimed to provide the most value within these limitations by focusing on improving the programme design; programme management; strategic planning; communications; and measurement and evaluation capacity of its partners. These interventions provide maximum leverage from minimal grant funds by impacting the deployment of funding and programming at scale.

For instance, the Charity's work with the government of Ethiopia on the Seqota Declaration has helped leverage sizeable inflows into smart nutrition interventions by the government, multilaterals, and private donors, and the "regional PDU" model crafted by the Charity in two regions is now being expanded to



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## Trustees' Report

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the entire country based on a knowledge-transfer document prepared by the Charity. Similarly, the Charity's work with the African Development Bank has led to an agreed nutrition action plan that is beginning to redeploy significant resources to nutrition smart investments. And in Mozambique, the Charity's relatively modest grant funding has been supplemented by intensive technical support that has helped the Governor of Nampula reorient other development funds around his nutrition agenda.

The Charity's Trustees and staff have deep experience in articulating key performance indicators for charitable endeavours and are intent on producing indicators that are tailored to the Charity's mission, goals and values. The Charity employs a "critical path" for each initiative it supports, so that progress can be measured along that path as the programme develops (and course corrections can be made if necessary). The Charity's new CEO has introduced a "balanced scorecard" approach to performance management, pursuant to which each programme is monitored according to multiple criteria and against weekly and monthly milestones. Because the Charity seeks to deliver "Big Wins" for its partners, its results are not always as easy to measure as the results of "projects" that are defined in their metrics but that lack ambition and scale. Perhaps the strongest measure of the Charity's effectiveness and success is that government partners are actively seeking to collaborate with it, despite the limited grant funds at the Charity's disposal.

### Funding

The Charity does not actively engage in fundraising. Instead, it funds its activities through an expendable endowment, the majority of which it expects to receive via a grant and an additional donation that is contingent upon it.

CIFF UK has agreed to make a grant of \$360,000,000 to the Charity for purposes of creating an expendable endowment that will be used for the benefit of children, young people and their families in developing countries or countries in crisis (the "CIFF Grant"). Approval of the CIFF Grant is currently before the courts. On 9 June 2017, Sir Geoffrey Vos, Chancellor of the High Court, approved the CIFF Grant. One defendant in that case, Dr. Marko Lethimaki, made an application to the Court of Appeal for permission to appeal an aspect of the High Court judgment, and on 6 July 2018 the Court of Appeal allowed the appeal in part. On 26 July 2018, Big Win Philanthropy's Chair, Jamie Cooper, filed an application for permission to appeal to the Supreme Court of the United Kingdom. On 11 February 2019, the Supreme Court of the United Kingdom granted Ms. Cooper's application, and a hearing on the appeal has been scheduled for 14 and 15 January 2020. Approval of the CIFF Grant by the courts therefore remains pending.

If the CIFF Grant is approved by the courts, it also must be approved by the Charity Commission.

In addition to the CIFF Grant, in 2015 the Charity received two pledges of \$40,000,000 each, one from its Founder and one from TCI Fund Management Limited. The pledges were made pursuant to Deeds of Covenant.

The Charity's Founder's pledge is contingent upon a positive determination from the courts and the Charity Commission with respect to the CIFF Grant. Nonetheless, the Charity's Founder voluntarily has made donations in partial fulfilment of her pledge. In December 2016, TCI Fund Management Limited made a \$40,000,000 donation to the Charity in early fulfilment of its Deed of Covenant.

In addition to cash support, during 2018 the Charity received significant in-kind support from its partner foundation in the United States. Among other things, Big Win Philanthropy US made available the services of the Charity's CEO and COO. The trustees of Big Win Philanthropy US have determined that providing this incubation and support furthers the charitable mission of Big Win Philanthropy US, and the generous support greatly increased the ability of the Charity to fulfil its charitable mission in 2018.

The Charity and Big Win Philanthropy US operate pursuant to written guidelines for their ongoing collaborations, and the in-kind support the Charity receives from Big Win Philanthropy US will decrease over time.

# Big Win Philanthropy

## Trustees' Report

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### 1.6 FINANCIAL REVIEW

At the end of the financial year the Charity had excess expenditure over income after investments and other gains/losses of \$4,444,412 (2017: \$252,672 expenditure over income). Unrestricted reserves increased from \$166,652 to \$728,095 and the expendable endowment fund decreased from \$39,668,997 to \$34,663,142.

Financially, the Charity's period of operating was defined by the ongoing litigation with respect to the CIFF Grant, the underperformance of the investments in the Charity's expendable endowment, and the consolidation of its activities in the UK in anticipation of potential receipt of the CIFF Grant.

Because the CIFF Grant has been delayed by litigation, the Charity's personnel have been hampered in making grants to supplement the professional support and technical assistance the Charity's staff provides. The uncertainty surrounding the timing of the CIFF Grant has been an obstacle to the Charity's programmatic development and financial planning. Nonetheless, the Trustees have deemed it prudent to take certain actions to responsibly position the Charity in anticipation of the potential CIFF Grant, including leasing offices in London and restructuring of the Charity's organisational chart to include a London-based CEO and, ultimately, three Programme Directors.

In 2018, Charitable costs of \$2,049,777 (2017: \$1,356,392) were incurred relating to the Charity's activities. These costs, which primarily relate to the compensation of programme staff, leasing of office space, programme-related travel, and grants in support of the Mozambique programme, were in line with the Charity's budget and spending policy. Full details of the work supported by this expenditure are contained in the relevant sections of this report. Because the investments in the Charity's expendable endowment underperformed relative to their performance target, expenditures significantly exceeded income. For the year, the Charity's net deficit before other gains/losses was \$4,411,560.

The Trustees continuously reviewed expenditures against income throughout the year and made a considered decision not to reduce charitable activities in response to short-term market fluctuations. Subsequent to 1 January 2019 the Charity's investments have outperformed both their benchmarks and their performance targets.

The Charity's funding arrangements are set out in note 2 to the accounts and in the fundraising section of this report, above.

At 31 December 2018 cash on hand amounted to \$501,491 and the expendable endowment amounted to \$34,663,142.

The Trustees have planned activity levels in anticipation of the CIFF Grant and the accompanying pledge described above, and the long-term financial position of the Charity is wholly dependent upon the receipt of those funds. Until those funds are received, the Charity's operational budget is being funded by investment gain and income from the Charity's expendable endowment.

### Investments

The Charity's investments are managed by an outsourced investment manager (an "OCIO"), Cambridge Associates, that was selected by the Trustees after a competitive bidding process. The OCIO invests the Charity's assets pursuant to an Investment Policy Statement crafted by the Charity's Investment Committee. The Charity's investment assets are held in a custodial account at Northern Trust. The OCIO meets with the Charity's Investment Committee four times a year (by telephone or in person) and submits monthly performance reports.

As set forth in the Charity's Investment Policy Statement, the principal goal of the Charity's investment portfolio is to provide continued funding to support the Charity's charitable activities assuming spending by the Charity at an average annual rate of 5% of its assets. The Investment Policy Statement also contains restrictions related to concentration, liquidity, asset class allocation, and rebalancing.

# Big Win Philanthropy

## Trustees' Report

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The OCIO began to invest the Charity's investment assets in August 2017, but the OCIO's performance against the agreed benchmarks began on April 1, 2018. For 2018, the Charity achieved a net loss on its investments of \$2,274,600 and received \$30,124 in interest.

The Charity's Investment Policy Statement does not include making social or programme related investments. The Charity's Investment Committee reviews this component of the Investment Policy Statement annually.

### Key Risks and Uncertainties

The Charity remains in a somewhat unique position in which the biggest risks and uncertainties it faces are almost entirely related to a final determination with respect to the \$360,000,000 CIFF Grant. The second \$40,000,000 pledge the Charity expects to receive is also contingent upon a positive determination with respect to the CIFF Grant, so nearly \$400,000,000 in total depends on the actions of the courts and the Commission. If some or all of those funds are not received, or if their receipt is delayed, it will materially impact the Charity's ability to deliver on its mission and programmes.

The Charity is managing risk by undertaking activities that fall within its current budget; devoting its staff to activities where additional funds can be leveraged from others; and avoiding medium or long-term commitments, including sizeable grant or funding commitments. Nonetheless, the Charity is devoting considerable resources to putting itself in a position to be able to deploy additional funds for the public good, and those plans will need to be revised if additional funds do not in fact become available. The Trustees have considered the possibility of spending the Charity's expendable endowment on an annual basis if doing so would be the most efficient and effective use of charitable funds.

The Charity's expendable endowment is invested by an outsourced investment manager, Cambridge Associates, pursuant to an Investment Policy Statement adopted by the Trustees. There is a risk that the Charity's investments will not meet the benchmarks established by the Trustees or will produce negative returns. The Charity has attempted to set its reserves policy and Investment Policy Statement to reasonably mitigate these risks. The Charity monitors liquidity within the expendable endowment to ensure that Cambridge Associates can make transfers from the expendable endowment to unrestricted funds on a quarterly basis in an amount sufficient to fund the Charity's budgeted charitable activities, even during market declines.

In addition to funding risks, the Charity works significantly with governments, multilaterals and international organisations in sub-Saharan Africa. Political conditions, changes of administration or policy, and geopolitical concerns could have a material adverse impact on the Charity's operations. Governmental transitions recently occurred in Ethiopia and Liberia, two countries in which the Charity partners with the government, and provincial elections are forthcoming in Mozambique. These risks are endemic to the Charity's field of endeavour, so the Charity consistently reviews its policies and activities in an attempt to mitigate (but not eliminate) them. The Charity was able successfully to navigate the transition in administrations in both Liberia and Ethiopia.

The Charity is highly dependent on the experience and skillsets of certain key personnel, including the Trustees, the President and the CEO. If any of them were unable or unwilling to work on behalf of the Charity and could not be effectively replaced, it would have a serious impact on the Charity's operations.

The Charity's staff travel extensively, including to unstable areas of the world and locations where staff could be exposed to communicable diseases, accidents and other risks. The Charity has adopted policies and procedures to mitigate these risks or to address incidents if they occur, and it also has insured itself against such risks. The Charity has also undertaken additional training regarding corruption, fraud, and related matters to mitigate the risk that the conduct of personnel or partners abroad could imperil the Charity's activities or reputation. Nonetheless, the Charity's operations and personnel remain at risk of disruption from accidents, disease, and security concerns encountered when its personnel are travelling abroad, and the Charity remains at risk that corruption or intentional misconduct will impact its operations.



# Big Win Philanthropy

## Trustees' Report

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Although the Charity and its staff rarely work directly with children or vulnerable populations, the Charity's partners often do. The Charity consistently reviews its safeguarding policies and practices to ensure that the activities it funds and undertakes have robust safeguards against abuse and neglect, but the Charity nevertheless faces an ongoing safeguarding risk.

Fraud, corruption, and data security pose a risk to all organisations, and especially to organisations that work internationally like the Charity. The Charity engages in strong in-person due diligence to avoid fraud and corruption and has multiple safeguards against data security breaches, but it remains at risk from losses and damages in both areas.

### Going Concern

The Charity does not currently have any funds in deficit and, given its expendable endowment, does not presently face any material threat to its status as a going concern. Nonetheless, as stated above, failure to receive anticipated funds or continued underperformance of the expendable endowment would require the Trustees materially to rethink the organisation's structure and planned activities.

### Plans for Future Periods

The Charity's plans for future periods are dependent upon receipt of the additional anticipated expendable endowment funds. In 2019, the Charity has continued to hire personnel in London pursuant to the organisational structure that the Trustees and management believe will best serve the Charity's charitable goals, but they have not expanded grant-making programmes until more information is available about the CIFF Grant. The Trustees are also wary of expanding significantly beyond the organisation's current size until they have more certainty with respect to the CIFF Grant and the related pledge.

Programmatically, a number of the Charity's initiatives and programmes have been renewed or extended and will continue through at least 2020. The Charity and Big Win Philanthropy US plan to expand the early childhood development and education programmes that have begun in Addis Ababa and Ghana, respectively, as well as to continue to research new initiatives that will have strategic impact and will diversify the Charity's charitable portfolios.

### Reserves Policy

The Trustees are committed to applying the Charity's resources in a responsible manner that maximizes charitable outcomes.

The Trustees have established a reserves policy of holding between 6 and 12 months of projected expenditures in reserve, based on a spending target of 5% of the Charity's average assets for the previous 12 trailing quarters. The target for this year was \$1,250,000.

At the end of the reporting period, the Charity held \$501,491 in unrestricted cash operating reserves and \$34,663,142 in an expendable endowment fund. The Charity's OCIO maintains sufficient short-term liquid assets in the expendable endowment to replenish cash reserves on a quarterly basis. The Trustees review the Charity's reserves policy annually, and, in particular, will review it when there are developments with respect to the anticipated expendable endowment funds.

# Big Win Philanthropy

## Trustees' Report

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### Trustees' Statement of Responsibilities

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

Company law requires the Trustees to prepare financial statements for each financial year that 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 practices and apply them consistently;
- Observe the methods and principles in the Charity SORP;
- Make judgments and estimates that are reasonable and prudent;
- State whether applicable UK Accounting Standards have been followed, subject to any material departures disclosed and explained in the financial statements;
- Prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charitable company will continue its activities.

The Trustees are responsible for keeping proper accounting records that disclose, with reasonable accuracy, the financial position of the charitable company at any time 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.

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.

### Disclosure of information to Auditors

Each of the Trustees, who are also directors, at the time this Trustees' report is approved has confirmed that:

- so far as that Trustee is aware, there is no relevant audit information of which the Charity's auditors are unaware; and
- the Trustee has taken all the steps that ought to have been taken as a Trustee in order to be aware of any relevant audit information and to establish that the Charity's auditors are aware of that information.

The auditors, RSM UK Audit LLP, have expressed their willingness to remain in office for a further year, and a proposal for their reappointment will be made in accordance with section 485 of the Companies Act 2006.

This report has been prepared in accordance with the provisions applicable to companies entitled to the small companies' exemption.

The Trustees Report was approved by the Trustees on 30 SEPTEMBER 2019 and is signed on their behalf by

  
Jamie Cooper

Trustee, President and Chair

Date: 30 SEPT 2019

# Independent Auditor's Report to the Members of Big Win Philanthropy

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## Opinion

We have audited the financial statements of Big Win Philanthropy (the 'charitable company') for the year ended 31 December 2018 which comprise the Statement of Financial Activities (including income and expenditure account), the Balance Sheet, the Statement of Cash Flows and notes to the financial statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including 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 2018 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; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

## Basis for opinion

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

## Conclusions relating to going concern

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

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

## Other information

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

In connection with our audit of the financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether there is a material misstatement in the financial statements or a material misstatement of the other information. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact. We have nothing to report in this regard.

# Independent Auditor's Report to the Members of Big Win Philanthropy

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## **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' Report, which includes the Directors' Report prepared for the purposes of company law, for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the Directors' Report included within the Trustees' 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 Directors' Report included within the Trustees' Report.

We have nothing to report in respect of the following matters where 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; or
- the Trustees were not entitled to take advantage of the small companies exemption from the requirement to prepare a Strategic Report or in preparing the Trustees' Report.

## **Responsibilities of trustees**

As explained more fully in the Statement of Trustees' responsibilities set out on page 16, the trustees (who are also the directors of the charitable company for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the trustees are responsible for assessing the charitable company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the trustees either intend to liquidate the charitable company or to cease operations, or have no realistic alternative but to do so.

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

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

A further description of our responsibilities for the audit of the financial statements is located on the Financial Reporting Council's website at <http://www.frc.org.uk/auditorsresponsibilities>. This description forms part of our auditor's report.

## Independent Auditor's Report to the Members of Big Win Philanthropy

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### 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.

RSM UK Audit LLP

Hannah Catchpool (Senior Statutory Auditor)  
For and on behalf of RSM UK AUDIT LLP, Statutory Auditor  
Chartered Accountants  
25 Farringdon Street  
London  
EC4A 4AB

Date: 30 September 2019

# Big Win Philanthropy

## Statement of Financial Activities (including income and expenditure account) For the year ended 31 December 2018


		Unrestricted funds	Endowment funds	Total 2018	Total 2017
	Note	\$	\$	\$	\$
<b>Income from:</b>					
Donations and legacies	2	100,000	-	100,000	100,000
Investments & Dividends	3	71,795	-	71,795	94,688
<b>Total income</b>		<b>171,795</b>	<b>-</b>	<b>171,795</b>	<b>194,668</b>
<b>Expenditure on:</b>					
Charitable activities	4	2,049,777	-	2,049,777	1,356,392
Investment management		-	258,978	258,978	22,751
<b>Total expenditure</b>		<b>2,049,777</b>	<b>258,978</b>	<b>2,308,755</b>	<b>1,379,143</b>
Net (loss)/gain on investments	12	-	(2,274,600)	(2,274,600)	907,003
<b>Net income</b>		<b>(1,877,982)</b>	<b>(2,533,578)</b>	<b>(4,411,560)</b>	<b>(277,472)</b>
Transfers between funds	16	2,472,276	(2,472,276)	-	-
Other recognised (losses)/gains		(32,851)	-	(32,851)	24,800
<b>Net movement in funds</b>		<b>561,442</b>	<b>(5,005,854)</b>	<b>(4,444,412)</b>	<b>(252,672)</b>
<b>Reconciliation of funds:</b>					
Total funds brought forward		166,652	39,668,996	39,835,648	40,088,320
<b>Total funds carried forward</b>	16	<b>728,095</b>	<b>34,663,142</b>	<b>35,391,237</b>	<b>39,835,648</b>

# Big Win Philanthropy

## Balance Sheet As at 31 December 2018

		2018		2017	
	Note	\$	\$	\$	\$
<b>Fixed assets:</b>					
Tangible assets	11		162,501		3,952
Investments	12		34,663,142		38,130,154
			<u>34,825,643</u>		<u>38,134,106</u>
<b>Current assets:</b>					
Debtors	13	125,568		23,603	
Cash at bank and in hand	19	501,491		1,761,629	
		<u>627,059</u>		<u>1,785,232</u>	
<b>Liabilities:</b>					
Creditors: amounts falling due within one year	14	61,465		83,690	
<b>Net current assets</b>			565,594		1,701,542
<b>Total net assets</b>			<u>35,391,237</u>		<u>39,835,648</u>
<b>The funds of the charity:</b>					
Unrestricted funds	16		728,095		166,652
Expendable endowment funds	16		34,663,142		39,668,996
<b>Total charity funds</b>			<u>35,391,237</u>		<u>39,835,648</u>

The financial statements on pages 20 to 33 were approved by the Board of Trustees on 30 SEPT 2019 and authorised for issue.

  
Jamie Cooper  
Chair of Trustees

Big Win Philanthropy  
Company Registered No: 09595920

# Big Win Philanthropy

## Statement of Cash Flows For the year ended 31 December 2018

	Note	2018		2017	
		\$	\$	\$	\$
Cash used in operating activities	18		(2,263,785)		(1,253,346)
<b>Cash flows from investing activities:</b>					
Purchase of fixed assets		(186,038)		(298)	
Purchase of fixed asset investments		(7,851,078)		(3,088,644)	
Sale of fixed asset investments		8,043,574		3,065,493	
Transfer of cash from investments		999,916		2,800,000	
Interest received		30,124		68,054	
Net cash used in investing activities			1,036,498		2,844,605
<b>(Decrease) / Increase in cash and cash equivalents in the year</b>			(1,227,287)		1,591,259
<b>Total cash and cash equivalents at the beginning of the year</b>			1,761,629		145,570
Effect of foreign exchange rate changes			(32,851)		24,800
<b>Total cash and cash equivalents at the end of the year</b>	19		501,491		1,761,629



# Big Win Philanthropy

## Notes to the Financial Statements For the year ended 31 December 2018

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### 1. Accounting Policies

#### Legal status of the charity

The charity is a private company limited by guarantee and has no share capital. The company is incorporated in England and Wales registration number 09595920. The liability of each member in the event of winding up is limited to \$1.35 (£1).

The registered office of the company is 10 Queen Street Place, London, United Kingdom, EC4R 1BE. The charitable company's objectives and aims are disclosed in the Trustees' Report.

#### Basis of preparation

The financial statements have been prepared in accordance with Accounting and Reporting by Charities: Statement of Recommended Practice (SORP) applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective 1 January 2015) - (Charities SORP FRS 102), the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) 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.

The functional currency is \$. Monetary amounts in these financial statements are rounded to the nearest \$.

#### Public benefit entity

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

#### Going concern

The trustees consider that there are no material uncertainties about the charitable company's ability to continue as a going concern for a period of at least 12 months from the date of account approval. 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. As such the financial statements have been prepared on a going concern basis.

#### Income

Income is recognised when the charity 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.

#### Donations of gifts, services and facilities

Donated professional services and donated facilities are recognised as income when the charity has control over the item or received the service, any conditions associated with the donation have been met, the receipt of economic benefit from the use by the charity of the item is probable and that economic benefit can be measured reliably.

On receipt, donated gifts, professional services and donated facilities are recognised on the basis of the value of the gift to the charity which is the amount the charity would have been willing to pay to obtain services or facilities of equivalent economic benefit on the open market; a corresponding amount is then recognised in expenditure in the period of receipt.

#### Fund accounting

Unrestricted funds are donations and other incoming resources received or generated for the charitable purposes.

# Big Win Philanthropy

## Notes to the Financial Statements For the year ended 31 December 2018

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The expendable endowment may be expended on both capital and revenue items in furtherance of the Charity's charitable purposes as determined by the trustees.

There are no restricted general funds in the current year or the previous period.

### **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:

- i. Expenditure on charitable activities: this relates to the costs of delivering services, including the research and design work required in order to plan for the implementation of the charitable investment programme me aimed at improving the lives of children and youth of sub-Saharan Africa, and their associated support costs.
- ii. Investment costs are recognised on a quarterly basis as invoiced by the various investment funds.

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

### **Support costs**

Governance costs, one of the support costs, is the cost associated with the governance arrangements of the charity. These costs relate to constitutional and statutory requirements and include any costs associated with the strategic management of the charity's activities as well as professional fees such as audit fees.

### **Tangible fixed assets**

Items of computer equipment over \$200 are capitalised at cost. Assets are reviewed for impairment if circumstances indicate their carrying value may exceed their net realisable value and value in use.

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:

Fixtures and Fittings	20.00% Straight line
Computer equipment	33.33% Straight line

### **Fixed asset investments**

Investments are a form of basic financial instrument and are initially recognised at their transaction value and subsequently measured at their fair value as at the balance sheet date using the closing quoted market price. The statement of financial activities includes the net gains and losses arising on revaluation and disposals throughout the year.

### **Realised gains and losses**

All gains and losses are taken to the Statement of Financial Activities as they arise. Realised gains and losses on investments are calculated as the difference between sales proceeds and their opening carrying value or their purchase value if acquired subsequent to the first day of the financial year. Unrealised gains and losses are calculated as the difference between the fair value at the year end and their carrying value. Realised and unrealised investment gains and losses are combined in the Statement of Financial Activities.

### **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.

# Big Win Philanthropy

## Notes to the Financial Statements For the year ended 31 December 2018

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### **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. They are held to meet short term cash commitments as they fall due.

### **Creditors and provisions**

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

### **Pensions**

For defined contribution schemes the amount is charged to the Statement of Financial Activities as contributions payable in the year. Differences between contributions payable in the year and contributions actually paid are shown as either accruals or prepayments.

### **Financial Instruments**

The Charity has applied the provisions of Section 11 'Basic Financial Instruments' and Section 12 'Other Financial Instruments Issues' of FRS 102 to all of its financial instruments.

Financial instruments are recognised in the Charity's balance sheet when the Charity becomes party to the contractual provisions of the instrument.

Financial assets and liabilities are offset, with the net amounts presented in the financial statements when there is a legally enforceable right to set off the recognised amounts and there is an intention to settle on a net basis or to realise the asset and settle the liability simultaneously.

### **Basic financial assets**

Basic financial assets, which include debtors and cash and bank balances are initially measured at transaction price including transaction costs and are subsequently carried at amortised cost using the effective interest method unless the arrangement constitutes a financing transaction, where the transaction is measured at the present value of the future receipts discounted at a market rate of interest. Financial assets classified as receivable within one year are not amortised.

### **Basic financial liabilities**

Basic financial liabilities, including creditors are initially recognised at transaction price. The Charity has not entered into any financing transactions.

Trade creditors are obligations to pay for goods or services that have been acquired in the ordinary course of operations from suppliers. Amounts payable are classified as current liabilities if payment is due within one year or less. If not, they are presented as non-current liabilities. Trade creditors are recognised initially at transaction price and subsequently measured at amortised cost using the effective interest method.

### **Critical accounting estimates and judgements**

In the application of the charitable company's accounting policies, the trustees are required to make judgements, estimates and assumptions about the carrying amount of assets and liabilities that are not readily apparent from other sources. The estimates and associated assumptions are based on historical experience and other factors that are considered to be relevant. Actual results may differ from these estimates.

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

# Big Win Philanthropy

## Notes to the Financial Statements For the year ended 31 December 2018

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### Critical judgements - Valuation of donated services

The charitable company makes an estimate of the value of management services provided by the Children's Investment Fund Foundation trading as Big Win Philanthropy, a charitable trust formed under the laws of New York, USA. This is accounted for as Income in Kind. The estimate is based on information provided by the donor.

### 2. Donations

	Total 2018 \$	Total 2017 \$
Income in kind	100,000	100,000
	<u>100,000</u>	<u>100,000</u>

### 3. Investments

	Total 2018 \$	Total 2017 \$
Dividends	41,671	26,614
Interest	30,124	68,054
	<u>71,795</u>	<u>94,668</u>

### 4. Analysis of expenditure on charitable activities

	Total 2018 \$	Total 2017 \$
Activities undertaken directly		
Staffing	670,044	898,961
Other direct costs	875,432	162,443
	<u>1,545,476</u>	<u>1,061,404</u>
Support costs (note 5)	504,301	294,988
	<u>2,049,777</u>	<u>1,356,392</u>

# Big Win Philanthropy

## Notes to the Financial Statements For the year ended 31 December 2018

### 5. Analysis of support costs

	<b>Total 2018 \$</b>	<b>Total 2017 \$</b>
Governance (see below for analysis)	96,113	108,306
Staffing	124,151	71,218
Accountancy and financial management	572	8,833
Legal fees	19,560	18,518
Other (rent and operations etc.)	263,905	88,113
<b>Total</b>	<b>504,301</b>	<b>294,988</b>
	<b>Total 2018 \$</b>	<b>Total 2017 \$</b>
Governance costs are made up of:		
Audit fee (including VAT)	26,410	25,749
Accountancy and financial management	143	14,039
Legal and professional fees	19,560	18,518
Cost of services provided by Big Win USA	50,000	50,000
	<b>96,113</b>	<b>108,306</b>

<b>6. Net income for the period</b>	<b>Total 2018</b>	<b>Total 2017</b>
	<b>\$</b>	<b>\$</b>
This is stated after charging / crediting:		
Depreciation (note 11)	27,490	6,252
Auditor's remuneration (including VAT)	26,410	25,749
Non-audit remuneration		
- Other services	-	6,487
- Taxation	4,140	5,344
Foreign exchange gains or losses	(32,851)	24,800

# Big Win Philanthropy

## Notes to the Financial Statements For the year ended 31 December 2018

7. Analysis of staff costs, trustee remuneration and expenses, and the cost of key management personnel	Total 2018	Total 2017
Staff costs were as follows:	\$	\$
Salaries and wages	696,753	843,832
Social security costs	80,368	103,643
Pension costs	14,773	22,323
	<u>791,894</u>	<u>969,798</u>
Higher paid employees were paid in the following bands:	No.	No.
\$93,450 - \$106,800 (£70,001 - £80,000)	1	-
\$120,150 - \$133,500 (£90,001 - £100,000)	1	-
\$133,500 - \$146,850 (£100,001 - £110,000)	-	1
\$213,600 - \$226,950 (£160,001 - £170,000)	2	1
\$240,300 - \$253,650 (£180,001 - £190,000)	-	1

Key Management personnel is made up of the trustees, Chief Executive Officer (CEO) and the Chief Operating Officer (COO), neither of whom received any benefits directly from the Charity during the periods ended 31 December 2018 and 2017. The value of Key Management's cost donated by Children's Investment Fund Foundation trading as Big Win Philanthropy US was \$100,000 (2017 - \$100,000) as disclosed in Note 2.

The Charity's Trustees were not paid and did not receive any benefits from employment with the Charity in the year (2017 - \$0). The Trustees were reimbursed for expenses in the year amounting to \$11,708 for travel and accommodation to the board meetings (2017 - \$0). No Charity Trustee received payment for professional or other services supplied to the Charity (2017 - \$0).

### 8. Staff numbers

There were 5 employees at the year end (2017 – 5). The average number of employees (head count based on number of staff employed) during the accounting period was as follows:

	2018 No.	2017 No.
All activities	<u>5</u>	<u>5</u>

# Big Win Philanthropy

## Notes to the Financial Statements For the year ended 31 December 2018

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### 9. Related party transactions

The relationship between Big Win and Big Win Philanthropy US is a close working relationship. There is no control relationship between the organisations and they are legally independent of one another. While the two charities are not formally affiliated, they share certain Trustees and officers and cooperate on charitable endeavours, and Jamie Cooper in her individual capacity has certain authority over each charity as articulated in its organisational documents. There are no donations from related parties which are outside the normal course of business and no restricted donations from related parties.

The related party transactions for 2018, and the prior year are as follows:

- i. Management services covering activities of both the CEO and COO valued at \$100,000 (2017 - \$100,000) was provided by Big Win Philanthropy US, a charitable trust formed under the laws of New York, USA. This is accounted for as Income in Kind.

### 10. Taxation

Big Win Philanthropy is a registered charity and as such its income and gains falling within Sections 466 to 493 of the Corporation Tax Act 2010 or Section 256 of the Taxation of Chargeable Gains Act 1992 are exempt from corporation tax to the extent that they are applied to its charitable objectives.

### 11. Tangible Fixed Assets

	Fixtures & Fittings \$	Computer equipment \$	Total \$
Cost			
At the start of the year	-	15,509	15,509
Additions during the year	170,712	15,326	186,038
Disposals in year	-	(1,978)	(1,978)
At the end of the year	<u>170,712</u>	<u>28,857</u>	<u>199,569</u>
Depreciation			
At the start of the year	-	11,556	11,556
Charge for the year	20,546	6,944	27,490
Eliminated on disposal	-	(1,978)	(1,978)
At the end of the year	<u>20,546</u>	<u>16,522</u>	<u>37,068</u>
Net book value			
At the end of the year	<u>150,166</u>	<u>12,335</u>	<u>162,501</u>
At the beginning of the year	<u>-</u>	<u>3,952</u>	<u>3,952</u>

# Big Win Philanthropy

## Notes to the Financial Statements For the year ended 31 December 2018

12. Fixed Asset Investments	2018	2017
	\$	\$
<b>Movement in Fixed Asset Investments</b>		
Market value brought forward at 1 January	38,130,154	40,000,000
Additions to investments at cost	7,851,078	3,088,644
Disposals and paydowns	(8,043,574)	(3,065,493)
Cash movement	(999,916)	(2,800,000)
(Losses)/Gains on investments	(2,274,600)	907,003
Market value as at 31 December	<u>34,663,142</u>	<u>38,130,154</u>
Historic cost	<u>36,570,520</u>	<u>37,242,742</u>
<b>Investments at fair value comprised:</b>		
Cash held with investment managers	-	2,000,000
Listed investments	34,663,142	36,130,154
	<u>34,663,142</u>	<u>38,130,154</u>

Fixed Asset Investments represents the Charity's Expendable Endowment Fund (see Note 17).

13. Debtors	2018	2017
	\$	\$
Prepayments	59,628	9,050
Other debtors	65,940	14,553
	<u>125,568</u>	<u>23,603</u>
14. Creditors: amounts falling due within one year	2018	2017
	\$	\$
Trade creditors	7,439	1,447
Taxation and social security	21,312	33,992
Accruals	32,714	48,251
	<u>61,465</u>	<u>83,690</u>



# Big Win Philanthropy

## Notes to the Financial Statements For the year ended 31 December 2018

<b>15. Financial instruments</b>	<b>2018</b>	<b>2017</b>
	<b>\$</b>	<b>\$</b>
<b>Carrying amount of financial assets</b>		
Debt instruments measured at amortised cost	65,940	14,553
Instruments measured at fair value through net income	34,663,142	38,130,154
	<u>                    </u>	<u>                    </u>
<b>Carrying amount of financial liabilities</b>		
Measured at amortised cost	40,152	49,698
	<u>                    </u>	<u>                    </u>

### 16. Movements in funds

	At the start of the year \$	Incoming resources \$	Outgoing resources \$	Transfers \$	Gains and (losses) \$	At the end of the year \$
<b>Current Year</b>						
Total unrestricted funds	166,652	171,795	(2,049,777)	2,472,276	(32,851)	728,095
Expendable Endowment Fund	39,668,996	-	(258,978)	(2,472,276)	(2,274,600)	34,663,142
	<u>                    </u>	<u>                    </u>	<u>                    </u>	<u>                    </u>	<u>                    </u>	<u>                    </u>
Total Funds	39,835,648	171,795	(2,308,755)	-	(2,307,452)	35,391,237
	<u>                    </u>	<u>                    </u>	<u>                    </u>	<u>                    </u>	<u>                    </u>	<u>                    </u>
<b>Prior Period</b>						
Total unrestricted funds	88,320	194,668	(1,356,392)	1,215,256	24,800	166,652
Expendable Endowment Fund	40,000,000	-	(22,751)	(1,215,256)	907,003	39,668,996
	<u>                    </u>	<u>                    </u>	<u>                    </u>	<u>                    </u>	<u>                    </u>	<u>                    </u>
Total Funds	40,088,320	194,668	(1,379,143)	-	931,803	39,835,648
	<u>                    </u>	<u>                    </u>	<u>                    </u>	<u>                    </u>	<u>                    </u>	<u>                    </u>

The Expendable Endowment Fund was created on 20 December 2016 following the receipt of \$40,000,000 from TCI Fund Management Limited. The Trustees may expend both capital and revenue items in furtherance of the Charity's charitable purposes.

A transfer has been made from the expendable endowment to cover operational expenses in support of programme delivery.

# Big Win Philanthropy

## Notes to the Financial Statements For the year ended 31 December 2018

### 17. Analysis of net assets between funds

	Unrestricted Funds \$	Expendable Endowment \$	Total Funds \$
<b>At 31st December 2018</b>			
Tangible Fixed Assets	162,501	-	162,501
Fixed Asset investments	-	34,663,142	34,663,142
Cash at bank and in hand	501,491	-	501,491
Other net current liabilities	64,103	-	64,103
	<u>728,095</u>	<u>34,663,142</u>	<u>35,391,237</u>
<b>At 31st December 2017</b>			
Tangible Fixed Assets	3,952	-	3,952
Fixed Asset investments	-	38,130,154	38,130,154
Cash at bank and in hand	222,787	1,538,842	1,761,629
Other net current liabilities	(60,087)	-	(60,087)
	<u>166,652</u>	<u>39,668,996</u>	<u>39,835,648</u>

### 18. Reconciliation of net income to net cash flow from operating activities

	2018 \$	2017 \$
Net income for the reporting period	(4,411,560)	(277,472)
Depreciation charges	27,490	6,252
Investment income	(30,124)	(68,054)
(Gains) / Losses on investments	2,274,600	(907,003)
Increase in debtors	(101,965)	(3,733)
Decrease in creditors	(22,226)	(3,336)
Net cash used in operating activities	<u>(2,263,785)</u>	<u>(1,253,346)</u>

### 19. Analysis of cash and cash equivalents

	2018 \$	2017 \$
Cash at bank and in hand	501,491	1,761,629
Total cash and cash equivalents	<u>501,491</u>	<u>1,761,629</u>

## Big Win Philanthropy

### Notes to the Financial Statements For the year ended 31 December 2018

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#### 20. Operating Lease

(a) The company has taken out a 5 year lease for its office space starting 23 February 2018.

(i) amount due in one year \$154,493

(ii) Amounts due in more than one year but less than five years \$617,973

(iii) amount due after 5 years is nil.

Total lease commitments of \$772,466.

(b) Lease payments recognised as expenses total \$145,398

#### 21. Analysis of Grants

	Grant funding of activities \$
<b>Analysis</b>	
Mozambique Nutrition Project	300,824

Payments were made to Thinkplace Kenya (\$140,209) and Fundacao para o Desenvolvimento da Cummunidade (\$160,615) to support a nutrition initiative in Mozambique.

#### 22. Contingent assets

CIFF UK has agreed to make a grant of \$360,000,000 to the Charity for purposes of creating an expendable endowment that will be used for the benefit of children, young people and their families in developing countries or countries in crisis (the "CIFF Grant"). Approval of the CIFF Grant is currently before the courts. On 9 June 2017, Sir Geoffrey Vos, Chancellor of the High Court, approved the CIFF Grant. One defendant in that case, Dr. Marko Lethimaki, made an application to the Court of Appeal for permission to appeal an aspect of the High Court judgment, and on 6 July 2018 the Court of Appeal allowed the appeal in part. On 26 July 2018, Big Win Philanthropy's Chair, Jamie Cooper, filed an application for permission to appeal to the Supreme Court of the United Kingdom. On 11 February 2019, the Supreme Court of the United Kingdom granted Ms. Cooper's application, and a hearing on the appeal has been scheduled for 14 and 15 January 2020. Approval of the CIFF Grant by the courts therefore remains pending. Therefore, this has not been included in the financial statements.